

2025 Change Plan Central Workforce Development Area (6)

Purpose: This plan revises the 2022 ADKAR-based change strategy, integrating updated sponsors, SMEs, communicators, and transitions to Ready. Set. Go. change management model with a focus on metrics and resisters.

Plan Approved by Change Management Subject Matter Experts on 05/08/2025

Ready (Preparation & Planning)



Key Objectives:

- Reengage key stakeholders and SMEs for alignment.
- Assess current readiness levels and identify gaps.
- Define success metrics and key performance indicators (KPIs).

Stakeholders & Roles:

- **Sponsors:** Katie Condit, Executive Director, and Nino Grey, Central Sound Regional Director
- **Subject Matter Experts (SMEs):** Shellie Willis, Josh Stoval, Joanna Rasmussen, Autumn Hughes, Sandra Calvillo, and Teri Holme.
- **Communicators:** Joanna Rasmussen
 - **Leverage local communication forums:** All partner meeting twice a month on Mondays; email Joanna, Shellie, and Albert. Change Agent SME's will coordinate to ensure consistent messaging.
- **Change Management Plan Approvers:** Change Management SMEs

Strengths and Opportunities:

Strengths Unique to Pierce County	Opportunities Unique to Pierce County
<ul style="list-style-type: none">• Staff buy-in (agreement)• Proactive, effective way to roll this system out (change management)• Communication from team• Customer needs concerning data collection	<ul style="list-style-type: none">• Lots of redundancies• Not collecting the voice of the customer, those impacted in real time• Not fixing issues in a timely manner, which has cascading effect• Accountability of the vendor• Clarity, or lack of

- **2025 additions:**
 - Partners not currently using ETO will transition and use WA Works.
 - The goal is to consolidate ancillary systems and integrate current systems too WA Works.

Top Prioritized Metrics & Resisters:

- **Metrics:**
 - **System Testing & Issue Resolution Rate** - Tracks the number of test cases executed and issues identified, along with the percentage of those issues that have been resolved. This ensures the system is stable before deployment.
 - System Complexity Compliance (1)
 - System Usability (6)
 - System Integration
 - **Process Efficiency Gains** - Measures improvements in key workflows and processes post-implementation, such as reduced task completion times or automation of manual work.
 - Performance Tracking (1)
 - Reporting Efficiency (6)
 - **User Readiness & Training Completion Rate** - Measures the percentage of users who have completed required training and are prepared to use the new system. This helps assess overall readiness for implementation.
 - Training Challenges (3)
 - Training Effectiveness (1)

- **Resistors:**

- **Adoption vs. Workaround Rate (*High*):** Staff might not want to use a system they don't trust. They need to see proof that the new system works well and feel confident that they will get clear and reliable technical support.
Impact: If staff see the system as a burden rather than a tool for efficiency, service quality will decline. Without strong buy-in, inconsistent use will prevent the system from delivering its full benefits, leading to frustration, inefficiencies, and a loss of trust in leadership.
- **Stakeholder Engagement & Communication Effectiveness:** Evaluates how well stakeholders are informed, involved, and aligned with the project through surveys, meeting attendance, and feedback on communication channels.
Impact: Engaged stakeholders = proactive partners. Disengaged ones = silent resistors. Engagement is measurable and actionable.
- **Help Desk Support Requests & Resolution Time (*High*):** Set up a feedback system to openly address concerns and keep staff informed about updates. Recognizing accurate data use and including skeptical staff in process improvements can reduce fear and resistance.
Impact: Unaddressed resistance leads to disengagement, slow adoption, and delayed implementation. This not only affects efficiency but also lowers morale, creating long-term dissatisfaction among staff.

Set (Implementation & Engagement)



Change Activities & Strategies:

- **Leadership Engagement:** Strategies for ongoing sponsorship involvement.
- **Training & Support:** Updated training plans, user guides, and peer mentoring.
- **Communications Plan:** Key messages, frequency, and delivery methods for updates.
- **Feedback Mechanisms:** Surveys, Q&A sessions, and direct feedback channels.

Engagement Milestones:

- 2025 Benchmark Survey TBD 85-90% completion rate
- Training: identify early adopters, SME's, super users, and mode of delivery (in-person, virtual). Learning management system (LMS), Daniwoo.
- Ready. Set. Checklist. Based on the project level checklist, but it integrates Pierce's needs and requirements to go live. July through September 2025

Go (Sustainability & Reinforcement)



Sustainment Strategies:

- **Monitoring & Support:** Continued system support, help desk readiness.
- **Performance Tracking:** Ongoing measurement against success metrics.
- **Recognition & Reinforcement:** Acknowledging champions & successful adoption stories.

Risks & Mitigation Strategies:

	Strategy	
	1	2
Adoption vs. Workaround Rate		
Identify and fix friction points that drive workarounds.	36	
Train leaders to spot and redirect workarounds.		31
Highlight the risks of workaround use.	8	
Stakeholder Engagement & Communication Effectiveness		
Prioritize two-way communication, not just status updates.	18	8
Assign local champions to act as liaisons between the project team and staff.	18	5
Implement a feedback loop summary.		15
Help Desk Support Requests & Resolution Time		
Provide real-time or chat-based support during go-live.	19	
Create a searchable knowledge base or self-help portal.		9
Prioritize support for high-impact issues or bottlenecks.		9

Parking Lot Items

- [Placeholder for unresolved questions, new considerations, or future phase items]

Next Steps & Action Items

- Mid-Year Plan review and realignment. To be reviewed by Change Management Team. **Complete 9/11/2025**
- [Action Item 2] – [Responsible Party] – [Due Date]

This plan is a living document and will be updated as new insights, challenges, or opportunities arise.