

2025 Change Plan Southwest Workforce Development Area (7)

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 Agent Subject Matter Experts on 05/23/2025

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:** Miriam Halliday, Executive Director, and Joe Vansyckle, Southwest Coastal Region Director
- **Subject Matter Experts (SMEs):** Amy Gimlin, Chad Sellers, Kendall King, Teresa Anda, Mike Marnie Farness and Tana Haddenham, Rikki Smick.
- **Communicators:** Barbara Burkart, cc Amy Gimlin and Chad Sellers as backup
 - **Leverage local communication forums:** Leadership weekly meetings occur on Monday 9am and all staff meetings on Wednesdays at 8am. Normally, OCM meetings will discuss information sharing request to then be shared out to staff and reported back by lead communicators.
- **Change Management Plan Approvers:** Change Management SMEs

Strengths and Opportunities:

Strengths Unique to Workforce Southwest Washington	Opportunities Unique to Workforce Southwest Washington
<ul style="list-style-type: none">• I understand the goal of this change (89%)• I understand the risk of not changing (82%)• I understand the nature of the change's impact on my work and my group (75%)• I believe making the change is worth it and outweighs not changing. (85%)• There is a compelling business need for WIT-ETO Replacement project. (89%)	<ul style="list-style-type: none">• Lowest score on how you are feeling about the WIT-ETO replacement project at 5.5• I know what's in it for me (WIIFM) (36%)• I believe the organizational motivations for this change are true and accurate (64%)• I have been able to voice my objections, and they have been taken into consideration (21%)• I clearly understand the impact this change will have on my behaviors, processes, tools, and workflow (43%)• I have the knowledge I need to be successful after the change is implemented (36%)

- **2025 additions:**
 - Opportunities: WIIFM in the form of 'white noise', is this relevant, is it actually occurring? Staff "don't know what they don't know" discussions on ancillary system and impact. Support staff being the managers of their own knowledge. Communication mechanisms – email is hard.

Top Prioritized Metrics & Resisters:

- **Metrics:**
 - **System Testing & Issue Resolution Rate:** Tracks the number of support tickets submitted and the average time taken to resolve them, helping identify user struggles and the effectiveness of support teams.
 - System Functionality (2)
 - System Usability (2)
 - 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
 - Reporting Efficiency (2)
 - Workflow Efficiency (2)
 - Workflow Performance

- **Data Migration & Integrity Check:** Ensures that all required data has been successfully migrated from the legacy system to the new platform, verifying completeness, accuracy, and consistency.
 - Data Accessibility (1)
 - Data Accuracy & Integrity (2)

- **Resistors:**

- **User Readiness & Training Completion Rate (*High*):** Poor training, lack of support, or delayed access can make it harder for staff to adopt the new system. If training isn't helpful or workloads are too high, staff may see the system as more of a burden than a benefit. Without the right training and support, they may struggle to use it correctly, leading to mistakes and frustration..

Impact: Inaccessible or ineffective training can snowball into widespread frustration and open criticism. This can damage leadership's credibility, making future change efforts even harder. Struggles with workload management will make it difficult to focus on learning the system, slowing adoption and harming service quality through inconsistent data entry and errors.

- **Help Desk Support Requests & Resolution Time (*High*):** This is where resistance meets reality. A flood of support requests signals confusion, friction, or breakdowns. Tracks the number of support tickets submitted and the average time taken to resolve them, helping identify user struggles and the effectiveness of support teams. **Impact:** Skepticism and lack of trust can stall adoption, reducing service effectiveness. Staff may resort to workarounds instead of using the system correctly, undermining the intended improvements and leading to inefficiencies. Support trends tell the real story. A slow response time or unanswered tickets can reinforce resistance and stall adoption.

- **Adoption vs. Workaround Rate (*Moderate to 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.

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 95% completion rate.
- Training preparation: leaders assess staff training readiness and identify superUsers, early adopters, and legacy staff to ensure appropriate placement account all training modules
- Ready. Set. Checklist Develop based on Go/No-Go Checklist, July and September.
- Development feedback loops and local communication as part of Operational Readiness.

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
User Readiness & Training Completion Rate		
Offer bite-sized, role-specific training modules.	9	32
Provide training at multiple times and formats (live, on-demand, office hours).	27	13
Create a peer-support network for ongoing help.	10	8
Adoption vs. Workaround Rate		
Identify and fix friction points that drive workarounds.	43	15
Train leaders to spot and redirect workarounds.	14	23
Monitor common workaround tools (e.g., spreadsheets).		10
Help Desk Support Requests & Resolution Time		
Provide real-time or chat-based support during go-live.	53	8
Create a searchable knowledge base or self-help portal.	5	37
Prioritize support for high-impact issues or bottlenecks.		6

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. **Completed 9/26/2025.**
- [Action Item 2] – [Responsible Party] – [Due Date]

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