

2025 Change Plan North Central Workforce Development Area (8)

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 resistors.

Plan Approved by Change Management Subject Matter Experts on 05/15/2025

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:** Lisa Romine, Executive Director, and Todd Wurl, Central Regional Director
- **Subject Matter Experts (SMEs):** Susan Adams, Aaron Parrott, Lora Wood, Christy Mataya, Alicia Wallace, Toby Haberlock, Juan Martinez, Heidi Ott, Heidi Lamers, Lisa Bauer, James Beck.
- **Communicators:** Aaron Parrott
 - **Leverage local communication forums:** Multiple meetings throughout each month, leadership, area and program specific. OCM group will discuss at monthly meetings the best way to push information out and to ask feedback.
- **Change Management Plan Approvers:** Change Management SMEs

Strengths and Opportunities:

Strengths Unique to North Central	Opportunities Unique to North Central
<ul style="list-style-type: none">• Knowledge of the current data in ETO, staff understand that data is needed and that we are performance driven.• Partnership between WDC and ESD partners is strong; there is willingness to work together.• Adaptability: most likely to encounter the issues, thus solve the issues.• Variety of programs; ability to test the waters; exploration; embracing, getting in front of change (culture).• Proactive, effective way to roll this system out (change management)	<ul style="list-style-type: none">• More opportunities for collaboration; support each other's deliverables and outcomes.• Meet customers where they are (literally, physically); connection sites; representation at connection sites.• Identifying new opportunities.• Work beyond WIOA programs; nimble enough to leverage with other programs; wrap-around services.

- **2025 additions:**
 - **Strengths:** Internal and external communication is effective and efficient with the dedicated communication staff. North Central is deeply involved in the WIT Replacement project, with staff on advisory committees. This provides NC unique insight into the project.
 - **Opportunities:** Largest WDA in the state and rural, always opportunities to expand to reach 15,000 square miles of landscape and diverse demographics of our area.

Top Prioritized Metrics & Resistors:

- **Metrics:**
 - **User Readiness & Training Completion Rate:** Measures the percentage of users who have completed the required training and are prepared to use the new system. This helps assess overall readiness for implementation.
 - Training Effectiveness (11)
 - Training Challenges (2)
 - **Process Efficiency Gains:** Measures improvements in key workflows and processes post-implementation, such as reduced task completion times or automation of manual work.
 - Reporting Efficiency (12)
 - Process Improvements (1)

- Process Efficiency
 - **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 Efficiency (3)
 - System Usability (1)
 - System Functionality (2)
 - System Complexity & Compliance (1)
- **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.
 - **Stakeholder Engagement & Communication Effectiveness (*High to Moderate*):** Unclear messages from leadership or doubts about the system's effectiveness can make staff lose trust and motivation.

Impact: A culture of resistance can form, leading to workarounds that weaken compliance and efficiency. By increasing confidence in the system, reducing skepticism, and securing buy-in before full implementation, organizations can improve adoption rates and ensure smoother transitions.
 - **Change Readiness Score (*High*):** Assesses the organization's overall preparedness for change, typically using surveys, focus groups, and feedback mechanisms to gauge employee confidence, concerns, and support for the transition.

Impacts: This score is the early warning system. Low confidence, unclear expectations, or unvoiced concerns today = high resistance tomorrow.
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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 in May 85% complete rate.
- Training: Identifying users—whether they are early adopters, SMEs (subject matter experts), super users, or legacy staff—and understanding their respective modules for learning within the Learning Management System (LMS), specifically Daniwoo, while also recognizing who, what, and when they interact with the system.
- Ready. Set. Checklist, based on the statewide Go/No-Go, Development July through September.
- Development of 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.	27	36
Provide training at multiple times and formats (live, on-demand, office hours).	35	10
Create a peer-support network for ongoing help.	8	10
Change Readiness Score		
Identify and address readiness gaps early (skills, morale, clarity).	33	
Conduct a quick change readiness self-assessment per office.	7	15
Co-create a local change action plan with leadership.	8	7
Stakeholder Engagement & Communication Effectiveness		
Prioritize two-way communication, not just status updates.	26	
Use visuals (roadmaps, timelines) to communicate progress.		18
Assign local champions to act as liaisons between the project team and staff.	18	

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 9/18/2025**

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