

# 2025 Change Plan South Central Workforce Development Area (9)

**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 Agent Subject Matter Experts on 5/14/2025

## 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:** Amy Martinez, Executive Director, and Todd Wurl, Central Regional Director
- **Subject Matter Experts (SMEs):** Meranda Smith, Jensi Rosenow, Jesse Diaz, Ariana Cordova, Dorothy Rocha, Chelsey Michel and David Gutierrez-Betancourt
- **Communicators:** Patricia Padilla
  - **Leverage local communication forums:** Huddles occur weekly on Wednesdays, there are also all partners huddles for an hour on Fridays. There are multiple options to share information and request feedback. Change Management group will discuss it during monthly meetings and Jensi will disperse the information to the necessary staff and partners.
- **Change Management Plan Approvers:** Change Management SMEs

### Strengths and Opportunities:

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

### Metrics & Resistors:

- **Metrics:**
  - **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 (2)
    - Data Accuracy & Integrity (2)
  - **Process Efficiency Gains** - Measures improvements in key workflows and processes post-implementation, such as reduced task completion times or automation of manual work.
    - 1<sup>st</sup>-week System Utilization Rate
      - Service Utilization (1)
      - System Usage (1)
      - Process Improvements
    - Reporting Efficiency (2)
    - Service Timeliness
    - Workload Efficiency
  - **Help Desk Support Requests & Resolution Time** - 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.
    - Feedback (2)

- **Resistors:**

- **User Readiness & Training Completion Rate (*High to Moderate*):** 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.
- **System Testing & Issue Resolution Rate (*Moderate*):** 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.
- **Help Desk Support Requests & Resolution Time**

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:** Support trends tell the real story. A slow response time or unanswered tickets can reinforce resistance and stall adoption.
- **Change Fatigue & Negative Past Experiences (*Moderate to High*):** Technical or financial limitations might slow down the system's rollout, delay improvements, or cause issues with data accuracy.

**Impact:** Past failed rollouts may make staff hesitant, fearing another disappointing experience. Overcoming skepticism requires clear communication and transparency. Addressing concerns about increased workload can ease resistance, encourage smoother adoption, and maintain morale.

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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
- Develop feedback loops and local communication as part of Operational Readiness
- Capture the early adopters to begin training in the new learning Management System (LMS), Daniwoo. For all staff training, request in-person training, including dynamic training experiences for various modules (programs) and learning styles (discuss logistics and scheduling to ensure this occurs).
- Ready. Set. Checklist in, developed by Change Management Team. July through September 2025

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## 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
<b>User Readiness &amp; Training Completion Rate</b>		
Provide training at multiple times and formats (live, on-demand, office hours).	32	8
Create a peer-support network for ongoing help.	8	15
Offer bite-sized, role-specific training modules.	9	9
<b>System Testing &amp; Issue Resolution Rate</b>		
Share a clear issue tracking and resolution process.	32	14
Publish weekly updates with resolved bugs and fixes.	7	15
Set and communicate expectations about known limitations during testing.	7	7
<b>Help Desk Support Requests &amp; Resolution Time</b>		
Provide real-time or chat-based support during go-live.	28	
Prioritize support for high-impact issues or bottlenecks.		22
Create a searchable knowledge base or self-help portal.		8

#### 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 09/03/2025**
- [Action Item 2] – [Responsible Party] – [Due Date]

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