WIT- ETO REPLACEMENT PROJECT

OCM Strategies & Approach

WIT – ETO
Replacement Project

Organizational Change Management
Strategies and Approach

Liane Johnson

Organizational Change Leader

Product, Planning & Performance

9.28.22

Agenda

1 — Review highlights & recommendations from Organizational Readiness Assessment

2 — Share OCM objectives, scope and approach

3 — Review components, and proposed activities

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WIT – ETO Replacement Advisory - Change Team

♥ = Regional Change Agent (RCA) Support

North Sound = Chris Abplanalp
Southwest Coastal = Cam McClary
Central Sound = Greg Chilson
Central = David Gutierrez
East Region = Rebecca Woody

Liane Johnson = Lead
Kelly Ziesemer = (ITSD)

🙂 = WDAs Change Support

Olympic WDA 1 = Luci Bench
PacMtn WDA 2 = Christina Chestnut & Kylie Bartlett
Southwest WDA 7 = Amy Gimlin & Jessica Richards
North Central WDA 8 = Emily Anderson & Aaron Parrott
WDA 11 – Benton – Franklin = David Chavey-Reynaud
Eastern Washington Partnership WDA 12 = Eric Blackburn
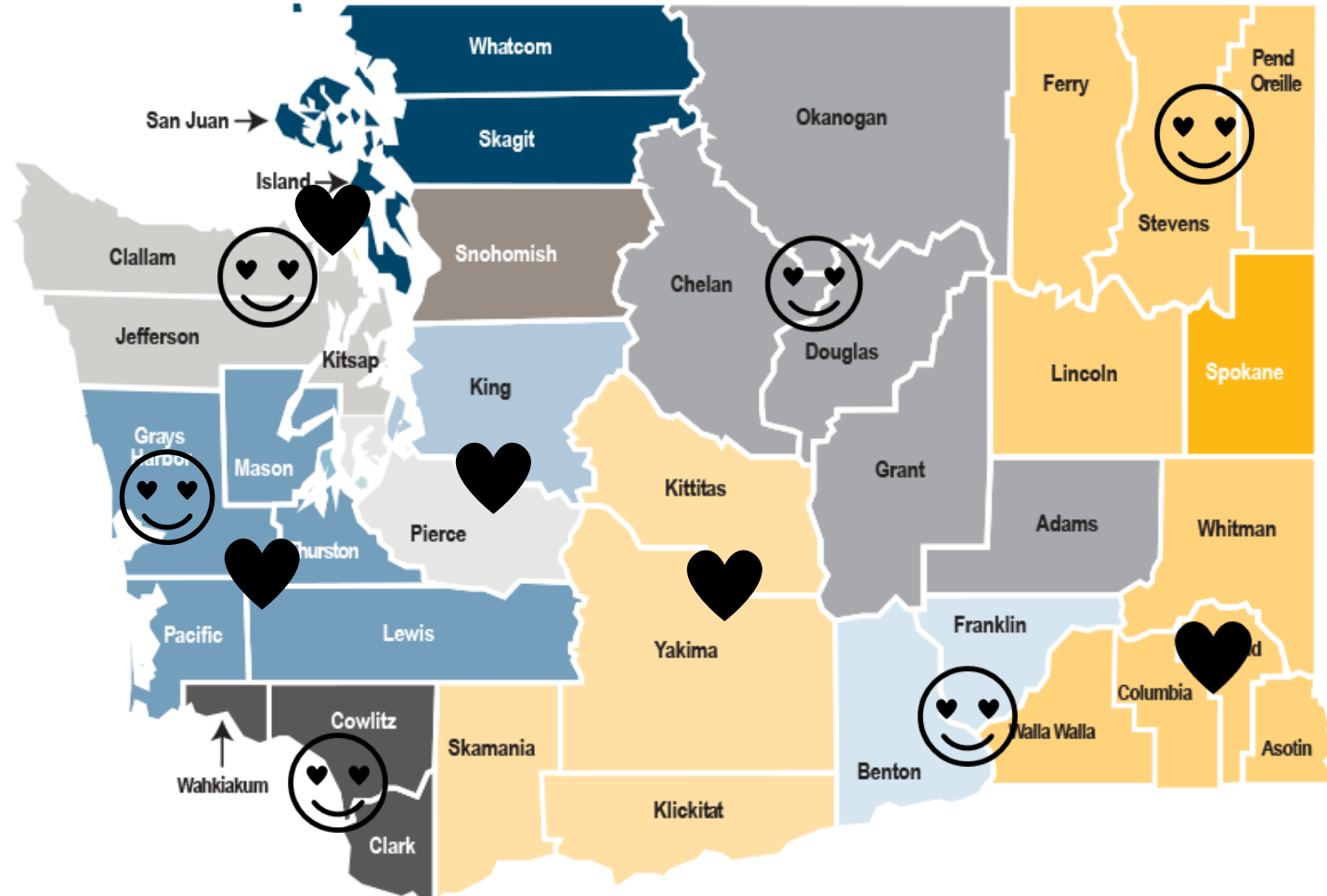
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OCM Readiness Assessment - Approach

OBJECTIVE:

Conduct initial Organizational Change Readiness Assessment(s) to understand *organization*, Project Team member and employee needs in order to help define change strategies that prepare, equip and support successful change/program deployment.

Assessment areas for collecting insights:

1. **The Project:** Current state project health and balance

2. **The Change:** Change characteristics (size and scope)

11 Planning Team members completed

3. **The Organization:** Attributes, history and culture

4. **The Employees:** Pulse, perceptions, barriers, ideas
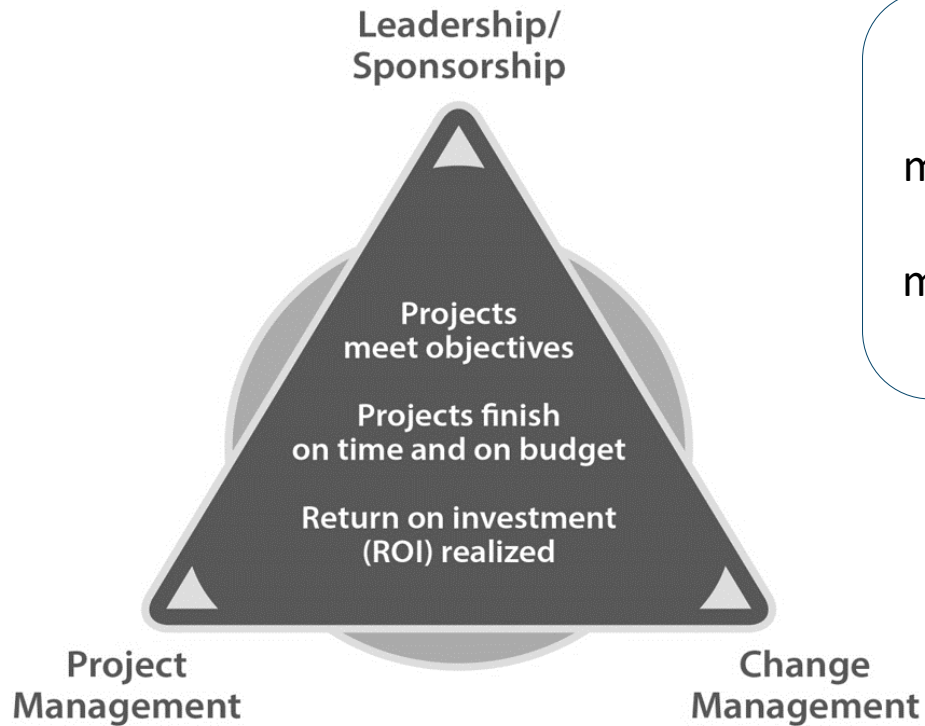
552 employees took the survey

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Project Health

CURRENT PROJECT HEALTH – Baseline April 2022

Prosci® PCT™ Model

Baseline Results

Project Objective:
Replace existing case management system, Efforts to Outcome (ETO) with a new more robust case management system.

Leadership/Sponsorship

22

21
Success

26
Project
Management

20
Change
Management

10-19: High risk/threat - needs immediate action

20-24: Alert/possible risk - needs further investigation

25-30: Strength - should be leveraged and maintained

Areas of Opportunity:

Sponsorship:
- The executive sponsor will actively and visibly participate with the Implementation team throughout the entire project.
- The project has a clearly defined vision and strategy

Project Management:
- The project has a clearly defined scope.
- The project has specific objectives that define success.

Change Management:
- The project has specific objectives that define success.
- Change management plans including communications, sponsorship, coaching, training and resistance management have been created.
- Anticipated areas of resistance have been identified and special tactics have been developed.
- Resistance to change is managed effectively and change successes are celebrated, both in private and in public

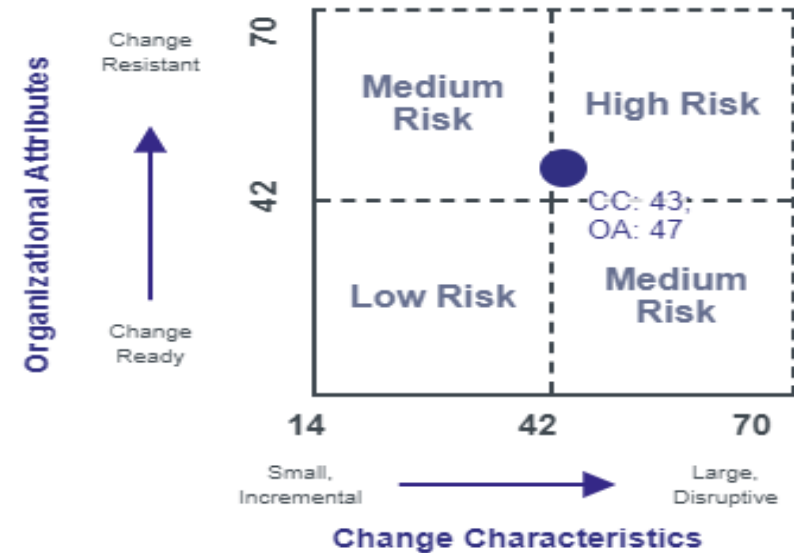A proud partner of the AmericanJobCenter network

Change + Organization

43	Change Characteristics Score
47	Organizational Attributes Score
High	Risk Quadrant

Project Risk Assessment: High Risk

High Risk = OCM Support Needed

Change Characteristics

Factor	Score
1. Scope of change	**5** (scale 1–5) — Workgroup ... Enterprise
2. Number of people impacted	**5** (scale 1–5) — Less than 10 ... Over 1,000
3. Entry point for change management	**1** (scale 1–5) — Early, at initiation ... Late, at implementation
4. Variation in groups that are impacted	**3** (scale 1–5) — All groups are impacted the same way ... All groups experience the change differently
5. Clarity of future state	**3** (scale 1–5) — Known and clear ... Unknown and emergent
6. Type of change	**5** (scale 1–5) — Single aspect, simple change ... Many aspects, complex change
7. Degree of change impact on individual	**4** (scale 1–5) — No impact ... 100% impact
8. Amount of change overall	**5** (scale 1–5) — Incremental ... Radical
9. Impact on compensation	**1** (scale 1–5) — No impact to pay and benefits ... Large impact to pay and benefits
10. Degree of organizational restructuring	**1** (scale 1–5) — No restructuring ... Complete restructuring
11. Reduction in staffing levels	**1** (scale 1–5) — No reduction ... Significant reduction
12. Degree of confidentiality required	**1** (scale 1–5) — Open and transparent ... Closed and confidential
13. Timeframe for change	**4** (scale 1–5) — Sufficient time to prepare, equip and support people ... Insufficient time to prepare, equip and support people
14. Degree of external stakeholder impact	**4** (scale 1–5) — Minimal external impact ... Significant external impact

Sum of points for Change Characteristics Assessment (out of 70 total): **43**

Score = 43/70 (considered large change that will require more OCM resources and activities to be successful)
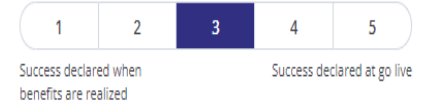
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Organizational Attributes

Factor	Score							Score				
	1	2	3	4	5			1	2	3	4	5

Left column:

Factor — **Score**

1. Perceived need for change among impacted people

1	**2**	3	4	5

People are dissatisfied with current state — People are satisfied with current state

2. Management of past changes

1	2	3	**4**	5

Well-managed, successful changes — Poorly managed, failed changes

3. Change saturation

1	2	3	**4**	5

Very few changes, under capacity — Everything is changing, over capacity

4. Shared vision and strategic direction for the organization

1	2	**3**	4	5

Widely shared, unified vision — Many different directions and shifting priorities

5. Resources and funding availability to implement change

1	2	3	**4**	5

Adequate resources and funds — Inadequate resources and funds

6. Organization's culture and responsiveness to change

1	2	3	**4**	5

Open and receptive to change — Closed and resistant to change

7. Organizational reinforcement of change

1	2	**3**	4	5

People are rewarded for taking risks and embracing change — People are rewarded for consistency and predictability

Right column:

8. Leadership mindset

1	2	**3**	4	5

Success declared when benefits are realized — Success declared at go live

9. Leadership style and power distribution

1	2	**3**	4	5

Centralized — Distributed

10. Executive / senior manager change competency

1	2	**3**	4	5

Highly effective at sponsoring change — Lack skills and knowledge
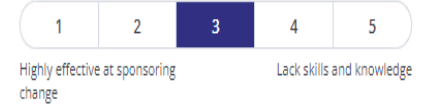
11. People manager change competency

1	2	**3**	4	5

Highly effective at managing change — Lack skills and knowledge
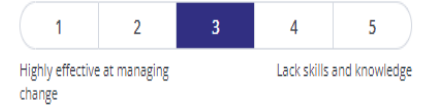
12. Impacted employee change competency

1	2	3	**4**	5

Highly effective at thriving in change — Lack skills and knowledge

13. Change management maturity

1	2	3	**4**	5

Well-established organizational competency — Ad hoc or absent
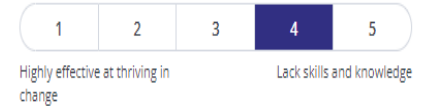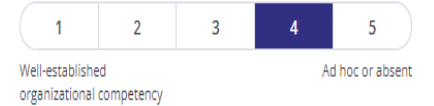
14. Project management maturity

1	2	**3**	4	5

Well-established organizational competency — Ad hoc or absent
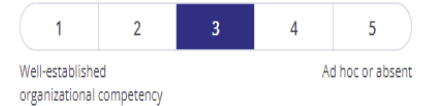
Sum of points for Organizational Attributes Assessment (out of 70 total): **47**

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Score = 47/70 (overall considered *change ready)*

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11

The ADKAR Survey

- Open 4/17 through 4/28/2022 (469 responses)

- Reopened 7/5 through 7/22 to gather more partner data (552 total responses)

- Individual assessment of:
  - Awareness of the change
  - Desire to change
  - Knowledge of how to change
  - Ability to make the change
  - Reinforcement to continue with the change

- Helps to identify the barrier points to change

Prosci® ADKAR® Model

Awareness
- Of the need for change
- Of the nature of the change

Desire
- To support the change
- To participate and engage

Knowledge
- On how to change
- On how to implement new skills and behaviors

Ability
- To implement the change
- To demonstrate performance

Reinforcement
- To sustain the change
- To build a culture and competence around change
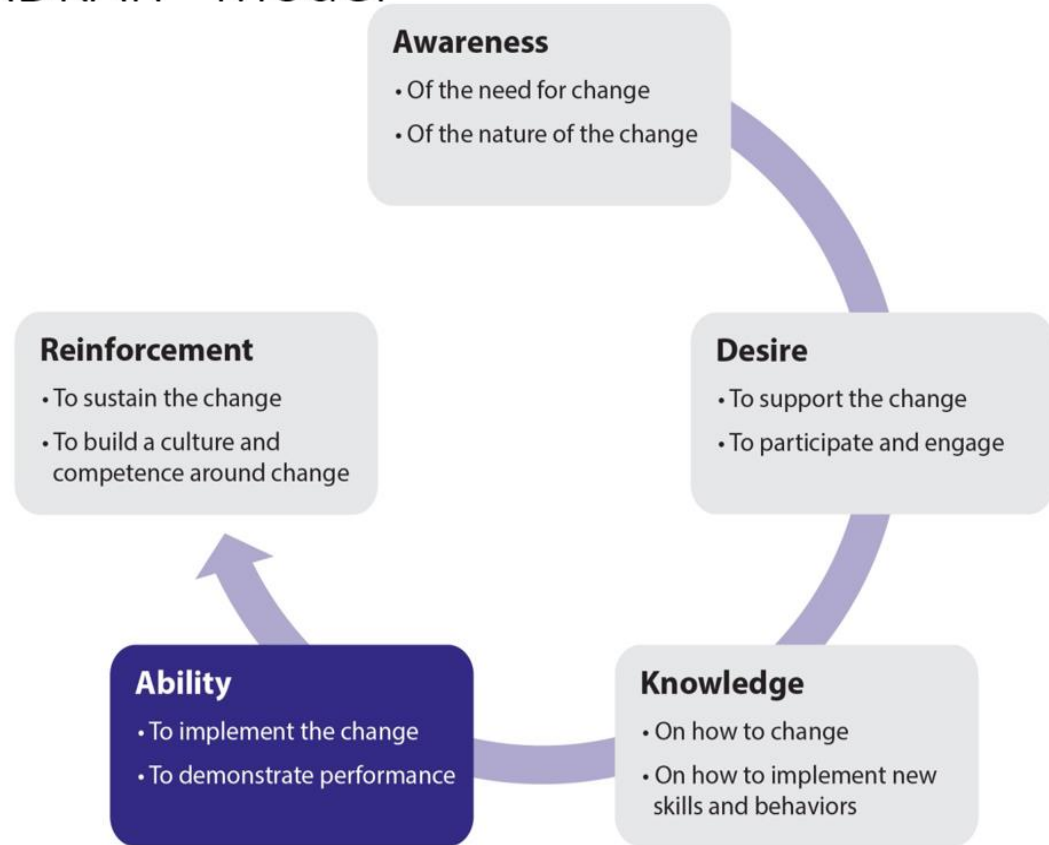
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ADKAR - Response demographics

	Yes	No	*Skipped	Total
	374	100	78	552

All Responses
- 68%
- 18%
- 14%
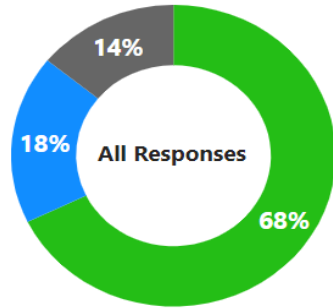
Q26: Are you an ESD Employee?

● Yes ● No ● *Skipped

	Yes	No	*Skipped
*Not Specified	48%	9%	43%
Benton & Franklin	82%	18%	
Clallam, Jefferson & Kitsap	93%	7%	
Grays Harbor, Mason, Thurston, Pacific & Lewis	97%	3%	
King	96%		4%
Okanogan, Chelan, Douglas, Grant & Adams	54%	46%	
Pierce	59%	41%	
Skamania, Kittitas, Yakima and Klickitat	65%	35%	
Snohomish	58%	42%	
Spokane	60%	36%	4%
State	94%	6%	
Wahkiakum, Cowlitz, & Clark	57%	36%	7%
Walla Walla, Columbia, Garfield, Asotin, Whitman,...	70%	30%	
Whatcom, Skagit, & San Juan Island	100%		

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A D K A R

Awareness
- Announce the change to employees well ahead of time.
- Explain your reasoning behind the change, including current pain points and potential ROI of the new solution.
- Give employees an opportunity to ask questions and make suggestions.

Desire
- Gauge employees' reactions to the change.
- Identify champions.
- If employees are resistant or indifferent, address their concerns or show them how the change benefits them personally.

Knowledge
- Provide training or coaching to show what employees need to do after the change takes place.
- Address any skill gaps.
- Offer resources, such as process flowcharts, that employees can reference later on.

Ability
- Schedule practice runs before the change is fully implemented.
- Monitor performance immediately following the change and provide constructive feedback.
- Set reasonable goals and metrics at the start.
- Adjust processes as necessary.

Reinforcement
- Monitor the change over time to ensure it fulfills your desired outcome.
- Use positive feedback, rewards, and recognition to encourage employees to keep following the new process.

Enablement zone   Engagement zone

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ADKAR
Awareness

Aggregated data

● Barrier ● N/A ● Positive ● Skipped

Chart 1: I understand the goal of this change.
- Skipped: 9%
- Barrier: 21%
- N/A: 1%
- Positive: 70%

Chart 2: I understand the risk of not changing
- Skipped: 9%
- Barrier: 23%
- N/A: 1%
- Positive: 66%

Chart 3: I understand the nature of the change's impact on me, my work and my group
- Skipped: 9%
- Barrier: 26%
- N/A: 1%
- Positive: 64%

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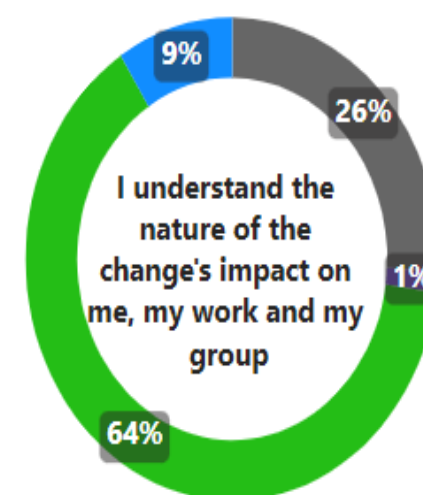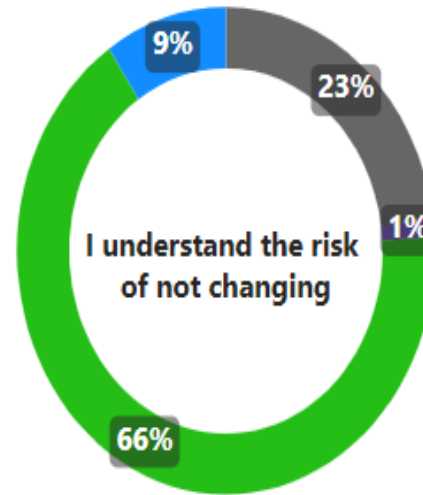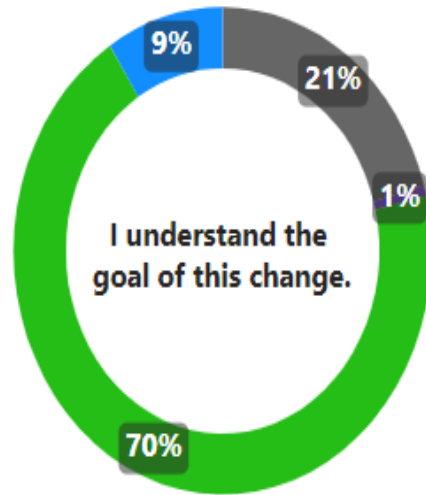
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Awareness

By County

In relation to the WIT - ETO Replacement Project, evaluate the following statements on a scale of 1 to 5, with 1 indicating strong disagreement and 5 indicating strong agreement.

I understand the goal of this change.

County	Skipped	Positive	N/A	Barrier
1-*	28%	52%		19%
2-		91%		9%
3-		86%		14%
4-	3%	63%		34%
5-		67%	4%	30%
6-		71%		29%
7-		59%		41%
8-		86%		14%
9-		83%	4%	13%
10-		84%		16%
11-		79%		19%
12-		89%		11%
13-		85%		15%
14-		75%		25%

I understand the risk of not changing.

County	Skipped	Positive	N/A	Barrier
1-*	28%	45%		26%
2-		91%		9%
3-		86%	3%	10%
4-	3%	69%		29%
5-		74%	4%	22%
6-		68%	4%	29%
7-		65%		35%
8-	3%	78%	3%	16%
9-		79%	4%	17%
10-		72%		28%
11-		79%		18%
12-		82%		18%
13-		85%		15%
14-		67%		33%

I understand the nature of the change's impact on my work and my group.

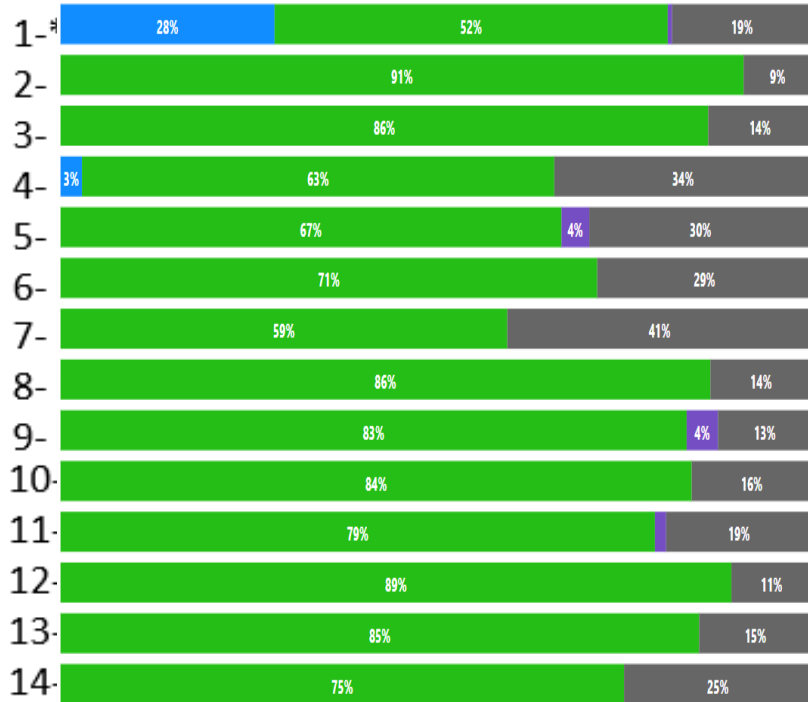| County	Skipped	Positive	N/A	Barrier
1-*	28%	42%		28%
2-		55%		45%
3-		86%		14%
4-	3%	60%		37%
5-		59%		41%
6-		79%	4%	18%
7-		59%		41%
8-		86%	3%	11%
9-		75%	8%	17%
10-		76%		24%
11-		76%	3%	21%
12-		75%		25%
13-		80%		20%
14-		83%		17%

● Skipped ● Positive ● N/A ● Barrier

1-*Not Specified
2- Benton & Franklin
3- Clallam, Jefferson & Kitsap
4- Grays Harbor, Mason, Thurston, Pacific & Lewis
5- King
6- Okanogan, Chelan, Douglas, Grant & Adams
7- Pierce

8- Skamania, Kittitas, Yakima & Klickitat
9- Snohomish
10- Spokane
11- State
12- Wahkiakum, Cowlitz & Clark
13- Walla Walla, Columbia, Garfield, Asotin, Whitman…
14- Whatcom, Skagit & San Juan Island

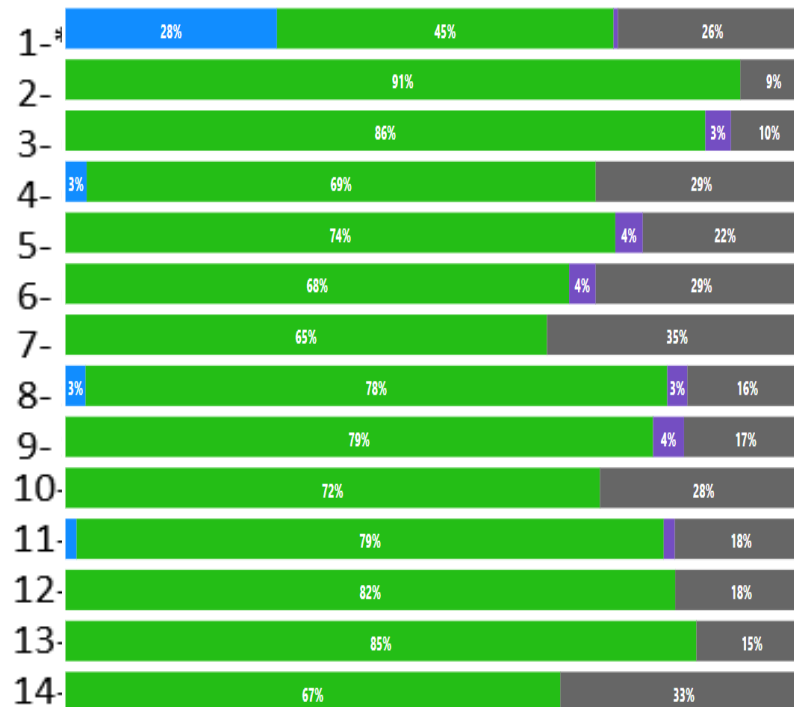**WorkSource**
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Desire

In relation to the WIT - ETO Replacement Project, evaluate the following statements on a scale of 1 to 5, with 1 indicating strong disagreement and 5 indicating strong agreement.
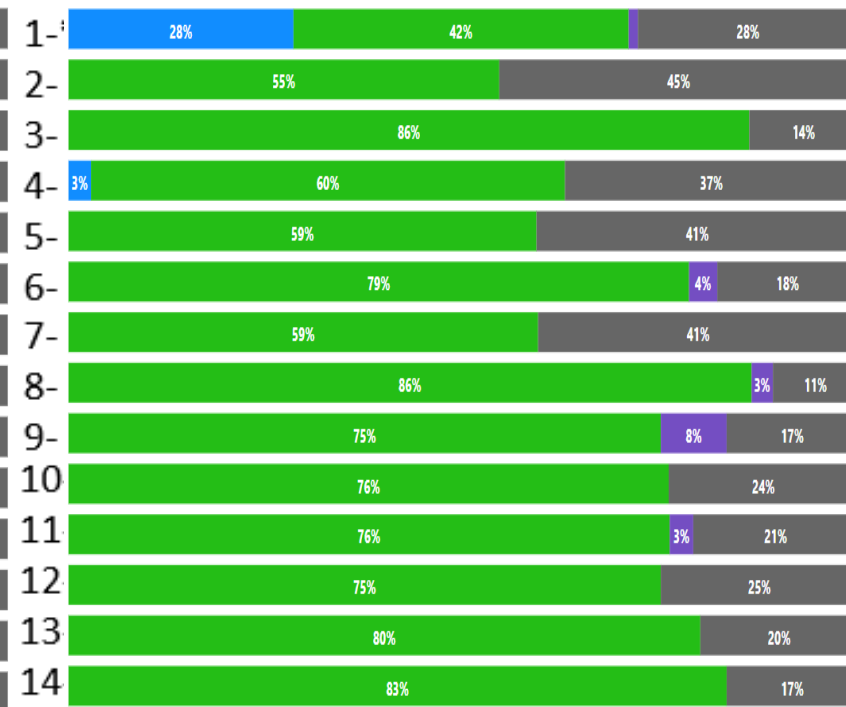

I believe the organizational motivations for this change are true and accurate.

County	Skipped	Positive	N/A	Barrier
1-*	29%	47%		24%
2-		82%		18%
3-		83%		17%
4-		57%		43%
5-		78%	4%	19%
6-		82%		18%
7-		70%	3%	27%
8-		86%	3%	11%
9-		75%	4%	21%
10-		88%		12%
11-		75%	4%	21%
12-		64%		36%
13-		90%		10%
14-		67%		33%

I know what's in it for me (WIIFM).

County	Skipped	Positive	N/A	Barrier
1-*	28%	33%		38%
2-		55%		45%
3-		52%		48%
4-		37%		63%
5-		41%		59%
6-		54%		46%
7-		46%		54%
8-		78%	3%	19%
9-		58%	4%	38%
10-		64%		36%
11-		64%	4%	31%
12-		36%		64%
13-		65%		35%
14-		58%		42%

Legend: ● Skipped ● Positive ● N/A ● Barrier

1-*Not Specified
2- Benton & Franklin
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4- Grays Harbor, Mason, Thurston, Pacific & Lewis
5- King
6- Okanogan, Chelan, Douglas, Grant & Adams
7- Pierce
8- Skamania, Kittitas, Yakima & Klickitat
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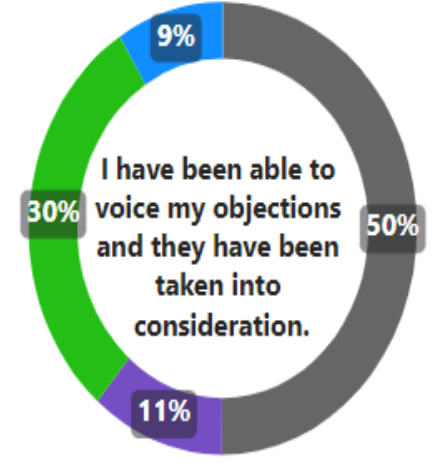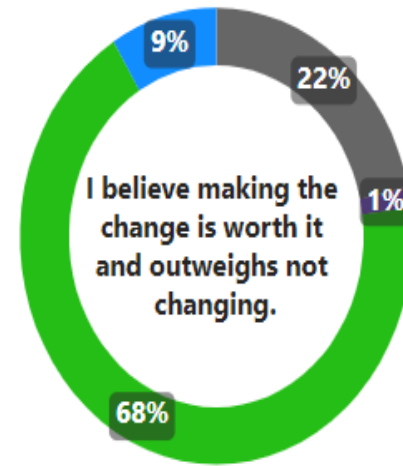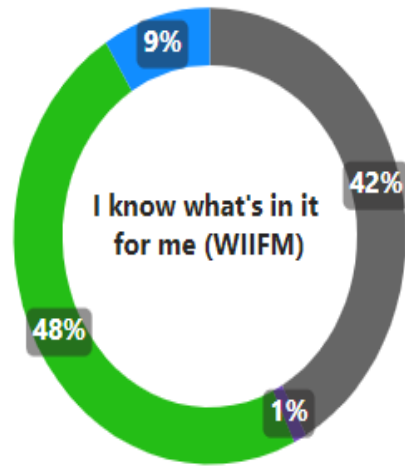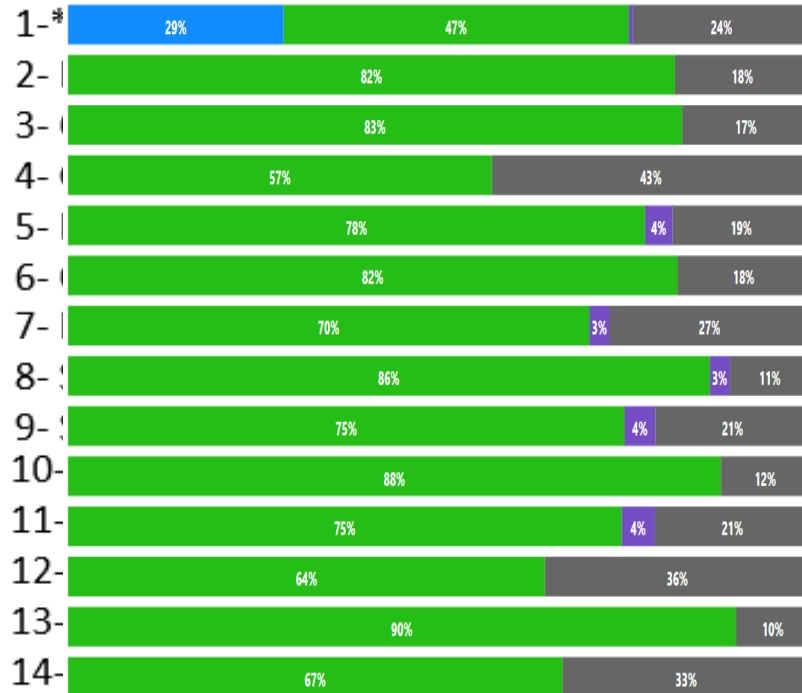14- Whatcom, Skagit & San Juan Island

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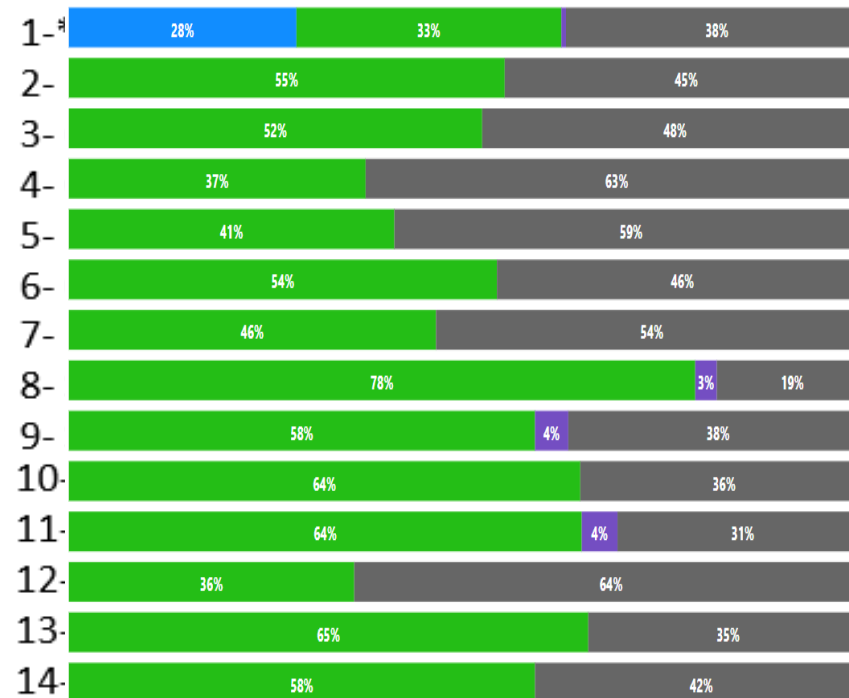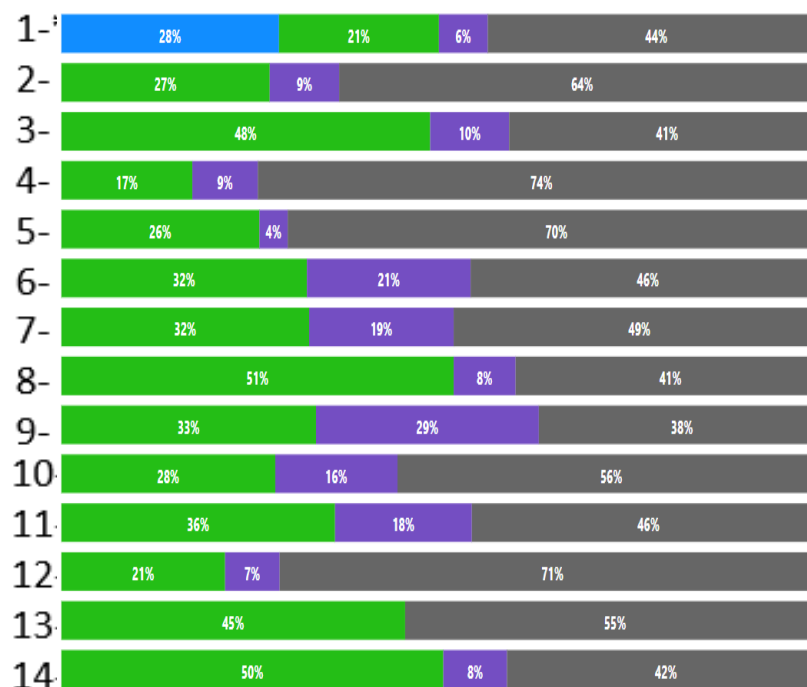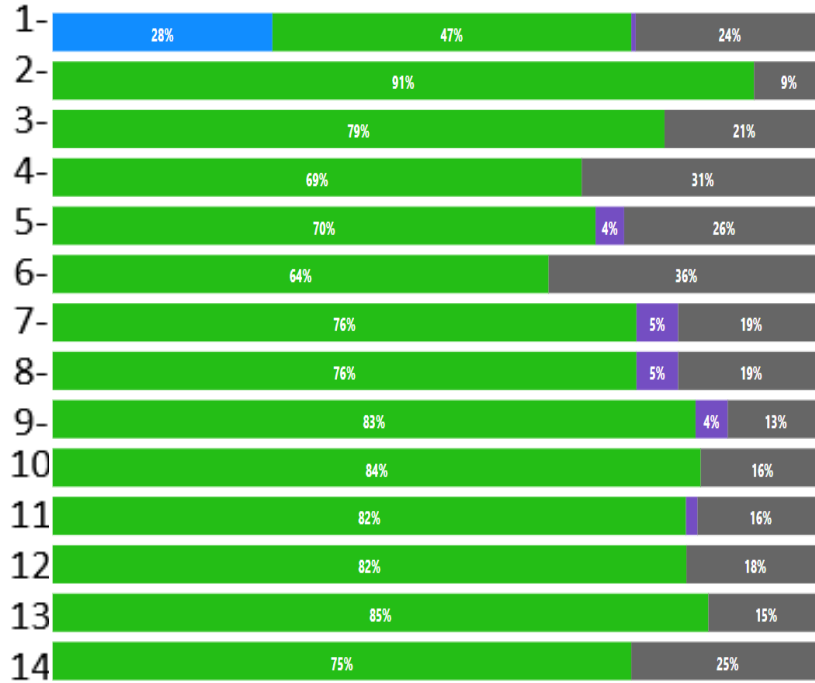A proud partner of the AmericanJobCenter network

Desire

By County

In relation to the WIT - ETO Replacement Project, evaluate the following statements on a scale of 1 to 5, with 1 indicating strong disagreement and 5 indicating strong agreement.

I believe making the change is worth it and outweighs not changing.

County	Skipped	Positive	N/A	Barrier
1	28%	47%		24%
2		91%		9%
3		79%		21%
4		69%		31%
5		70%	4%	26%
6		64%		36%
7		76%	5%	19%
8		76%	5%	19%
9		83%	4%	13%
10		84%		16%
11		82%		16%
12		82%		18%
13		85%		15%
14		75%		25%

I have been able to voice my objections and they have been taken into consideration.

County	Skipped	Positive	N/A	Barrier
1	28%	21%	6%	44%
2		27%	9%	64%
3		48%	10%	41%
4		17%	9%	74%
5		26%	4%	70%
6		32%	21%	46%
7		32%	19%	49%
8		51%	8%	41%
9		33%	29%	38%
10		28%	16%	56%
11		36%	18%	46%
12		21%	7%	71%
13		45%		55%
14		50%	8%	42%

● Skipped ● Positive ● N/A ● Barrier

1-*Not Specified
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4- Grays Harbor, Mason, Thurston, Pacific & Lewis
5- King
6- Okanogan, Chelan, Douglas, Grant & Adams
7- Pierce

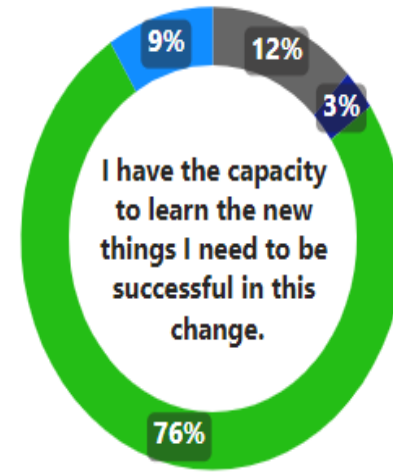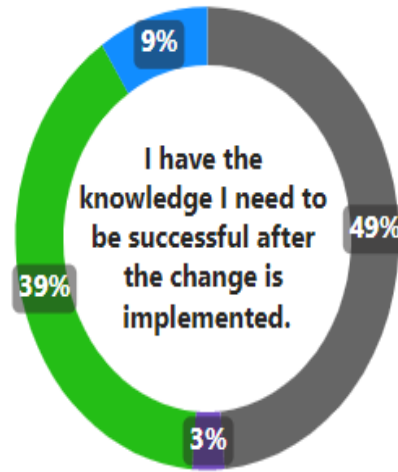8- Skamania, Kittitas, Yakima & Klickitat
9- Snohomish
10- Spokane
11- State
12- Wahkiakum, Cowlitz & Clark
13- Walla Walla, Columbia, Garfield, Asotin, Whitman…
14- Whatcom, Skagit & San Juan Island

Knowledge

In relation to the WIT - ETO Replacement Project, evaluate the following statements on a scale of 1 to 5, with 1 indicating strong disagreement and 5 indicating strong agreement.

By County

I clearly understand the impact this change will have on my behaviors, processes, tools, and workflow.

County	Skipped	Positive	N/A	Barrier
1	28%	33%		37%
2		55%		45%
3		69%		31%
4	3%	40%		57%
5		48%		52%
6		57%	4%	39%
7		51%		49%
8		81%	3%	16%
9		42%	4%	54%
10		52%		48%
11		45%	6%	49%
12		43%		57%
13		60%		40%
14		58%		42%

I have the knowledge I need to be successful after the change is implemented.

County	Skipped	Positive	N/A	Barrier
1	28%	30%		40%
2		55%		45%
3		59%		41%
4	3%	34%	3%	60%
5		33%		67%
6		57%	4%	39%
7		27%		73%
8	3%	62%	5%	30%
9		33%	8%	58%
10		48%	4%	48%
11		40%	6%	54%
12		36%		64%
13		60%		40%
14		42%	8%	50%

Legend: ● Skipped ● Positive ● N/A ● Barrier

1- *Not Specified
2- Benton & Franklin
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4- Grays Harbor, Mason, Thurston, Pacific & Lewis
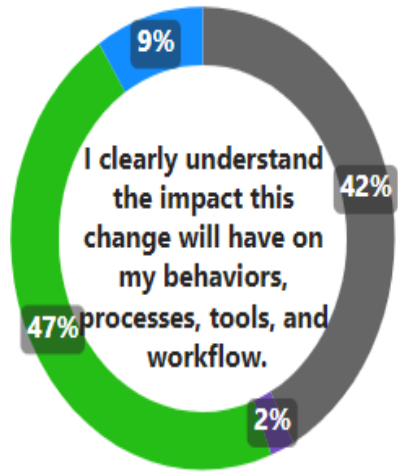5- King
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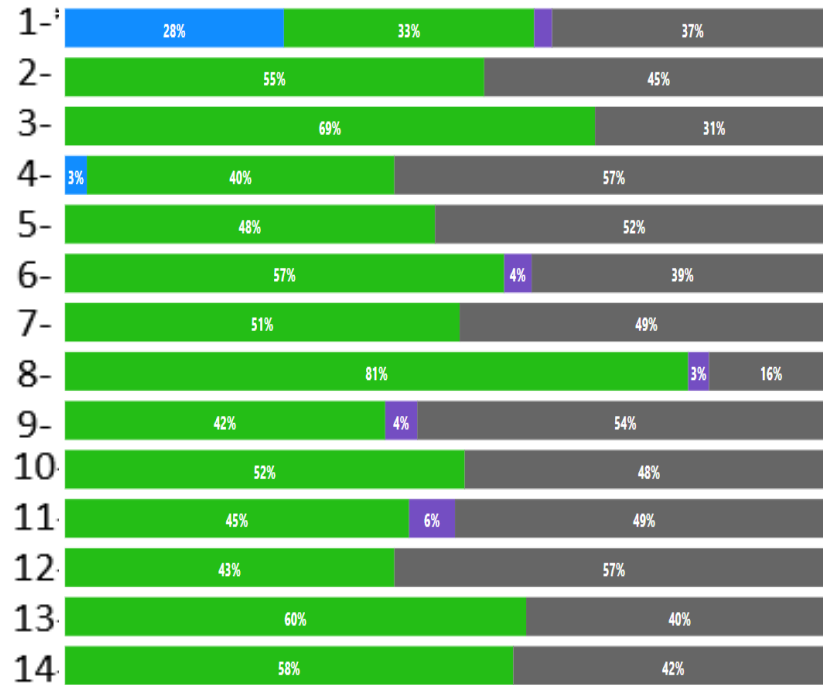14- Whatcom, Skagit & San Juan Island

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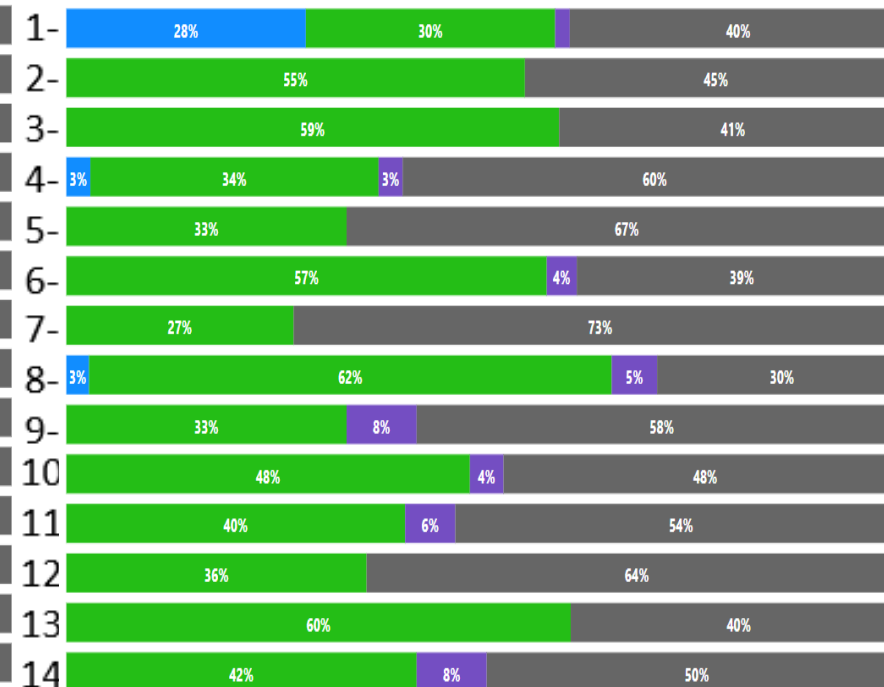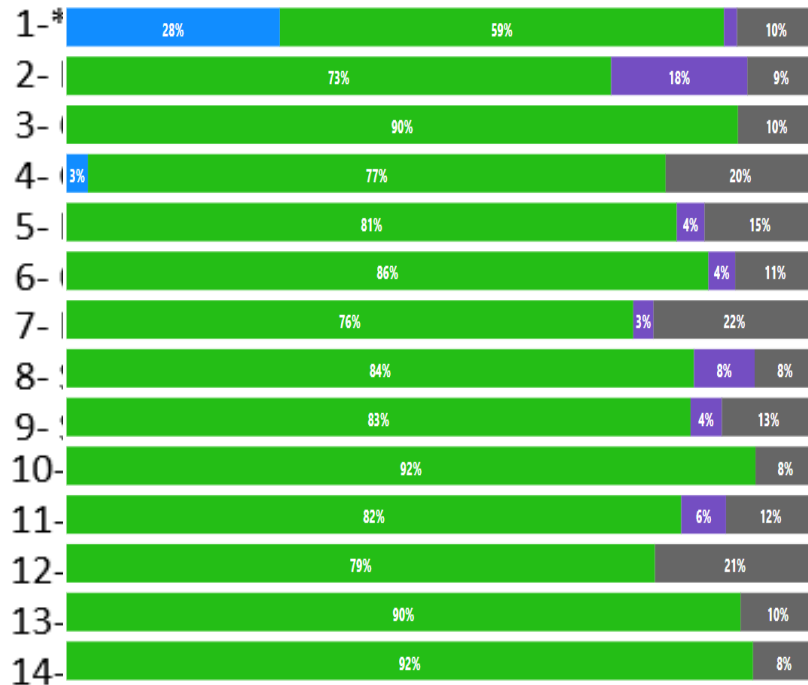
Knowledge

By County

In relation to the WIT - ETO Replacement Project, evaluate the following statements on a scale of 1 to 5, with 1 indicating strong disagreement and 5 indicating strong agreement.

I have the capacity to learn the new things I need to be successful in this change.

Resources and tools are available to help me be successful.

- Skipped
- Positive
- N/A
- Barrier

1-*Not Specified
2- Benton & Franklin
3- Clallam, Jefferson & Kitsap
4- Grays Harbor, Mason, Thurston, Pacific & Lewis
5- King
6- Okanogan, Chelan, Douglas, Grant & Adams
7- Pierce

8- Skamania, Kittitas, Yakima & Klickitat
9- Snohomish
10- Spokane
11- State
12- Wahkiakum, Cowlitz & Clark
13- Walla Walla, Columbia, Garfield, Asotin, Whitman…
14- Whatcom, Skagit & San Juan Island

WorkSource

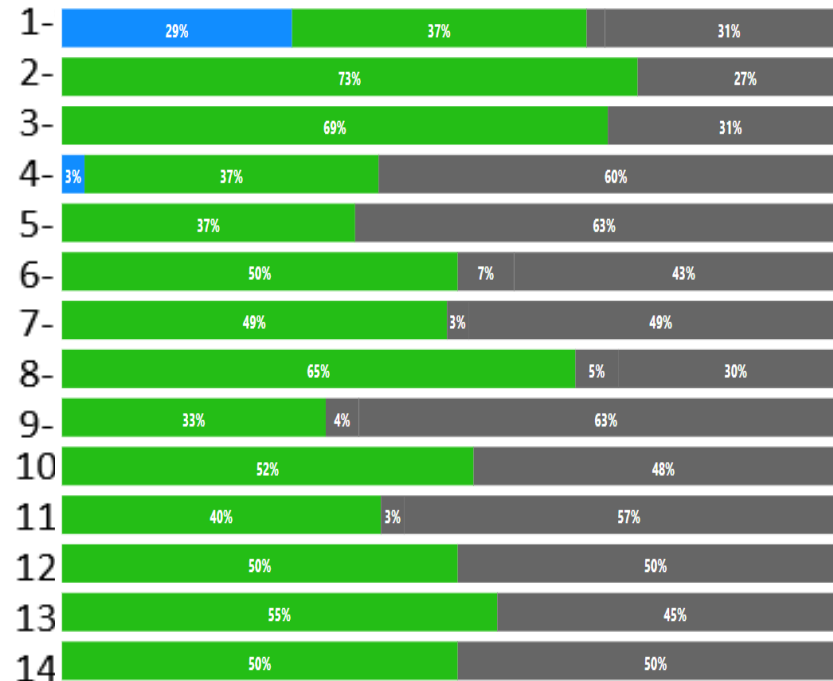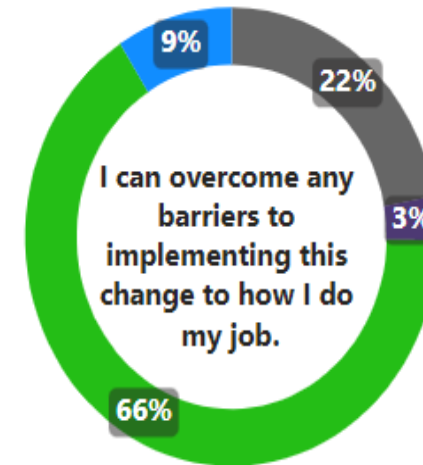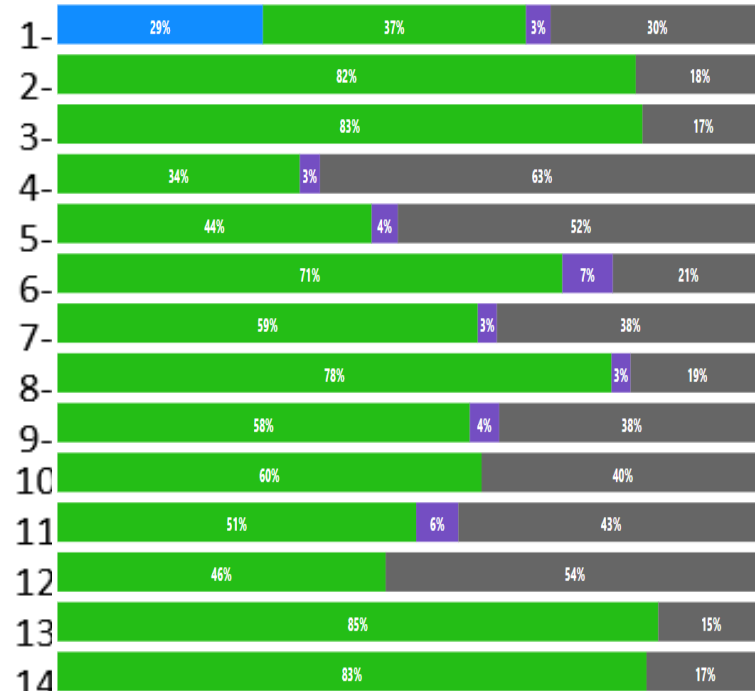A proud partner of the AmericanJobCenter network

Ability

By County

In relation to the WIT - ETO Replacement Project, evaluate the following statements on a scale of 1 to 5, with 1 indicating strong disagreement and 5 indicating strong agreement.
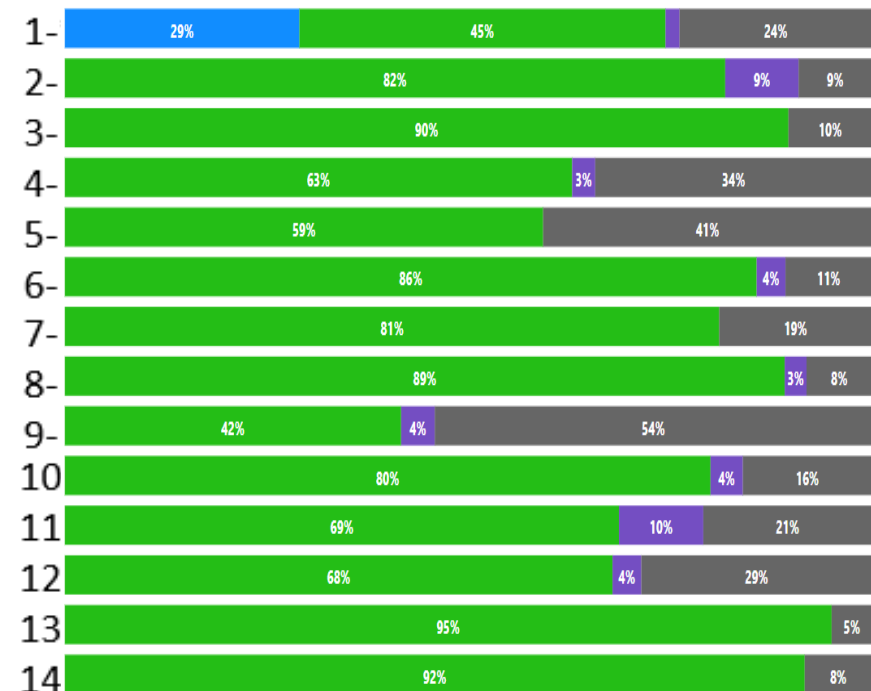
I believe the training provided will give me what I need to be successful in this change.

County	Skipped	Positive	N/A	Barrier
1-*	28%	38%	4%	30%
2-		82%		18%
3-		66%		34%
4-		37%	3%	60%
5-		33%	4%	63%
6-		61%	7%	32%
7-		49%	3%	49%
8-	3%	70%	5%	22%
9-		50%	4%	46%
10-		68%	4%	28%
11-		46%	9%	45%
12-		39%		61%
13-		75%		25%
14-		67%		33%

I can access additional knowledge and support when needed.

County	Skipped	Positive	N/A	Barrier
1-	29%	37%	3%	30%
2-		82%		18%
3-		83%		17%
4-		34%	3%	63%
5-		44%	4%	52%
6-		71%	7%	21%
7-		59%	3%	38%
8-		78%	3%	19%
9-		58%	4%	38%
10-		60%		40%
11-		51%	6%	43%
12-		46%		54%
13-		85%		15%
14-		83%		17%

I can overcome any barriers to implementing this change in how I do my job.

County	Skipped	Positive	N/A	Barrier
1-	29%	45%		24%
2-		82%	9%	9%
3-		90%		10%
4-		63%	3%	34%
5-		59%		41%
6-		86%	4%	11%
7-		81%		19%
8-		89%	3%	8%
9-		42%	4%	54%
10-		80%	4%	16%
11-		69%	10%	21%
12-		68%	4%	29%
13-		95%		5%
14-		92%		8%

● Skipped ● Positive ● N/A ● Barrier

1-*Not Specified
2- Benton & Franklin
3- Clallam, Jefferson & Kitsap
4- Grays Harbor, Mason, Thurston, Pacific & Lewis
5- King
6- Okanogan, Chelan, Douglas, Grant & Adams
7- Pierce

8- Skamania, Kittitas, Yakima & Klickitat
9- Snohomish
10- Spokane
11- State
12- Wahkiakum, Cowlitz & Clark
13- Walla Walla, Columbia, Garfield, Asotin, Whitman…
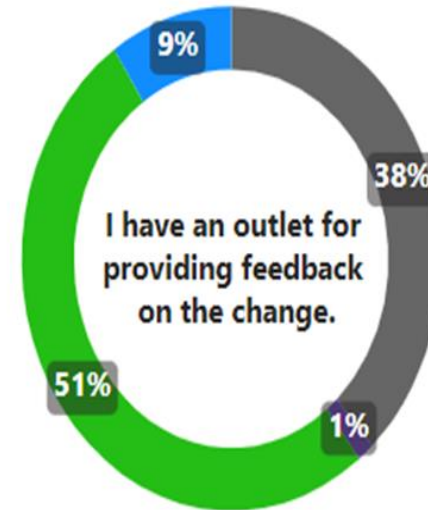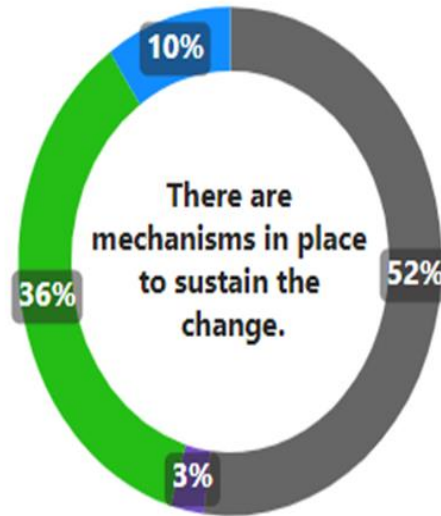14- Whatcom, Skagit & San Juan Island

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ADKAR
Aggregated data

● Barrier ● N/A ● Positive ● Skipped

Our organization is committed to keeping the change in place.
- 9% Skipped
- 38% Barrier
- 2% N/A
- 51% Positive

There are mechanisms in place to sustain the change.
- 10% Skipped
- 52% Barrier
- 3% N/A
- 36% Positive

I have an outlet for providing feedback on the change.
- 9% Skipped
- 38% Barrier
- 1% N/A
- 51% Positive

WORKSource

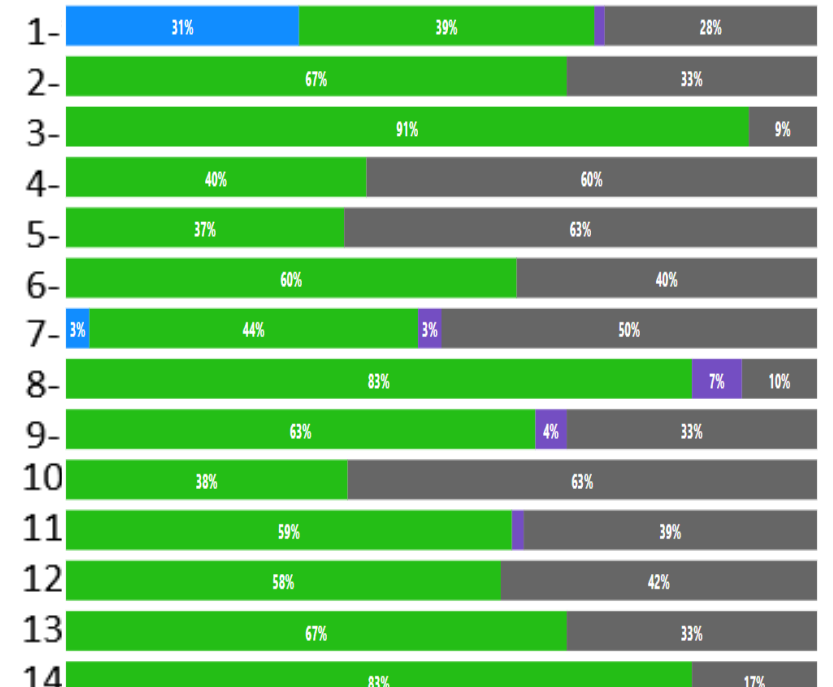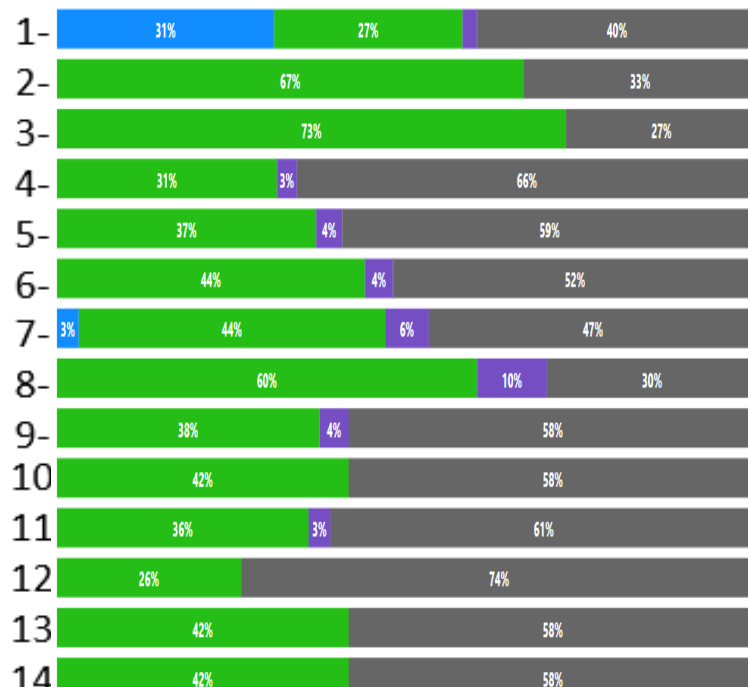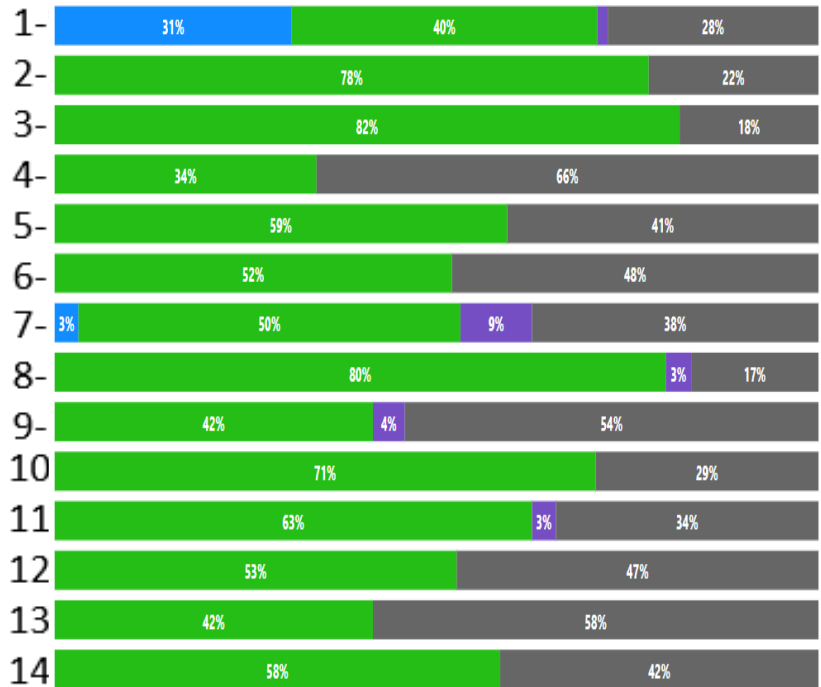A proud partner of the AmericanJobCenter network

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Reinforcement
By County

In relation to the WIT - ETO Replacement Project, evaluate the following statements on a scale of 1 to 5, with 1 indicating strong disagreement and 5 indicating strong agreement.

Our organization is committed to keeping the change in place.

County	Skipped	Positive	N/A	Barrier
1	31%	40%		28%
2		78%		22%
3		82%		18%
4		34%		66%
5		59%		41%
6		52%		48%
7	3%	50%	9%	38%
8		80%	3%	17%
9		42%	4%	54%
10		71%		29%
11		63%	3%	34%
12		53%		47%
13		42%		58%
14		58%		42%

There are mechanisms in place to sustain the change.

County	Skipped	Positive	N/A	Barrier
1	31%	27%		40%
2		67%		33%
3		73%		27%
4		31%	3%	66%
5		37%	4%	59%
6		44%	4%	52%
7	3%	44%	6%	47%
8		60%	10%	30%
9		38%	4%	58%
10		42%		58%
11		36%	3%	61%
12		26%		74%
13		42%		58%
14		42%		58%

I have an outlet for providing feedback on the change.

| County	Skipped	Positive	N/A	Barrier
1	31%	39%		28%
2		67%		33%
3		91%		9%
4		40%		60%
5		37%		63%
6		60%		40%
7	3%	44%	3%	50%
8		83%	7%	10%
9		63%	4%	33%
10		38%		63%
11		59%		39%
12		58%		42%
13		67%		33%
14		83%		17%

Legend: ● Skipped ● Positive ● N/A ● Barrier

1-*Not Specified
2- Benton & Franklin
3- Clallam, Jefferson & Kitsap
4- Grays Harbor, Mason, Thurston, Pacific & Lewis
5- King
6- Okanogan, Chelan, Douglas, Grant & Adams
7- Pierce
8- Skamania, Kittitas, Yakima & Klickitat
9- Snohomish
10- Spokane
11- State
12- Wahkiakum, Cowlitz & Clark
13- Walla Walla, Columbia, Garfield, Asotin, Whitman…
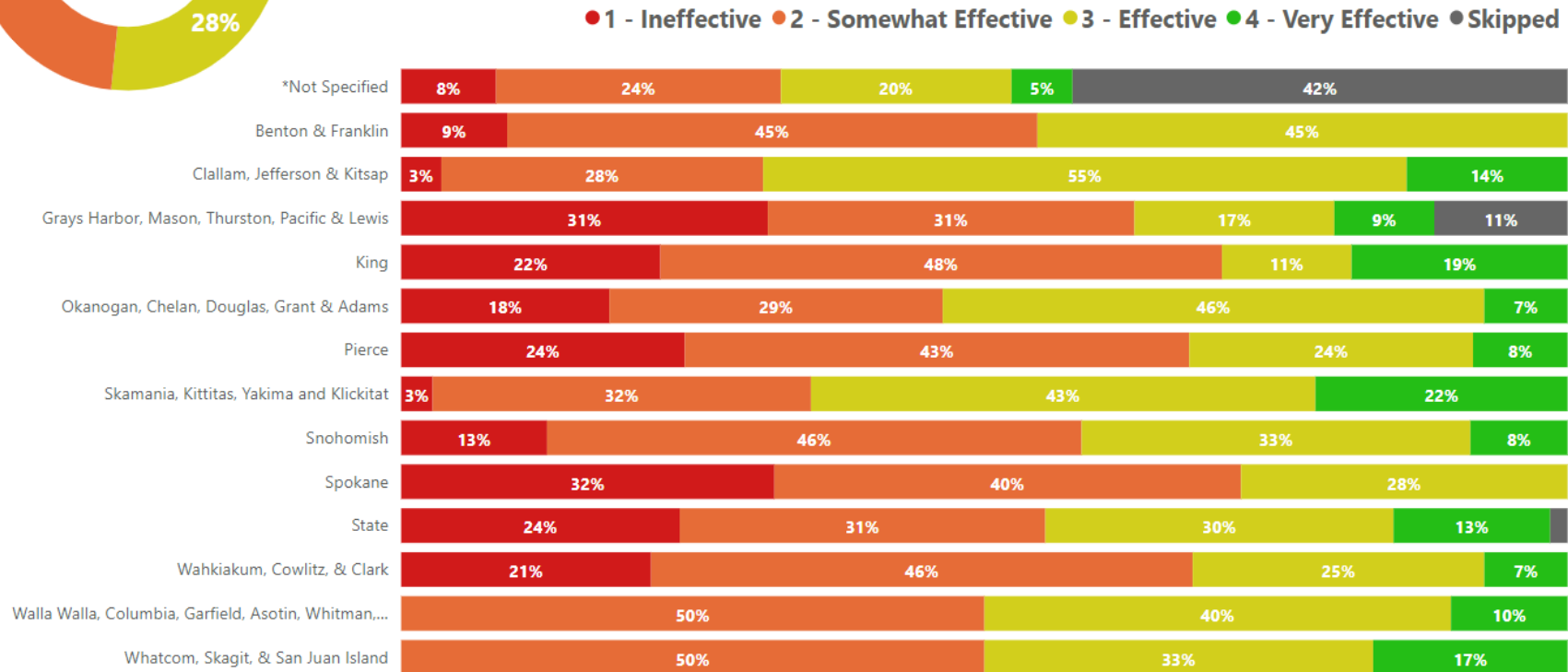14- Whatcom, Skagit & San Juan Island

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1 - Ineffective	2 - Somewhat Effective	3 - Effective	4 - Very Effective	Skipped	**Total**
81	186	156	51	78	**552**

49% 15% 14%

9%

All Responses

34% 28% **37%**
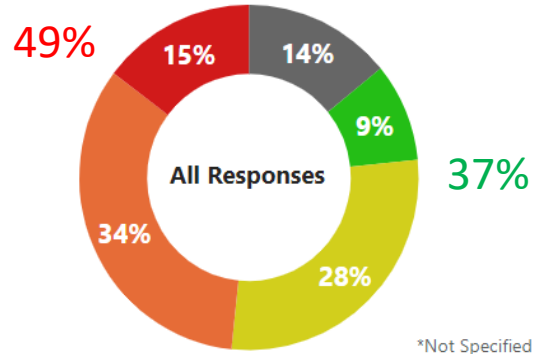
Q20: How effective has communication been to date to keep you informed about the project?

● 1 - **Ineffective** ● 2 - **Somewhat Effective** ● 3 - **Effective** ● 4 - **Very Effective** ● **Skipped**

*Not Specified	8%	24%	20%	5%	42%
Benton & Franklin	9%	45%	45%		
Clallam, Jefferson & Kitsap	3%	28%	55%	14%	
Grays Harbor, Mason, Thurston, Pacific & Lewis	31%	31%	17%	9%	11%
King	22%	48%	11%	19%	
Okanogan, Chelan, Douglas, Grant & Adams	18%	29%	46%	7%	
Pierce	24%	43%	24%	8%	
Skamania, Kittitas, Yakima and Klickitat	3%	32%	43%	22%	
Snohomish	13%	46%	33%	8%	
Spokane	32%	40%	28%		
State	24%	31%	30%	13%	
Wahkiakum, Cowlitz, & Clark	21%	46%	25%	7%	
Walla Walla, Columbia, Garfield, Asotin, Whitman,...	50%	40%	10%		
Whatcom, Skagit, & San Juan Island	50%	33%	17%		

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ADKAR

ADKAR- Project Benchmark (Summer 2022)

Aggregated data
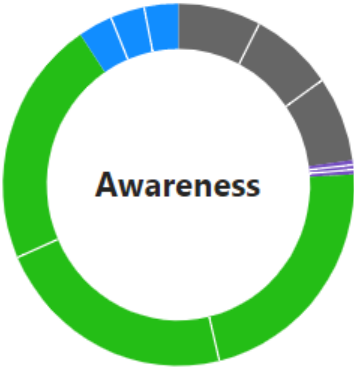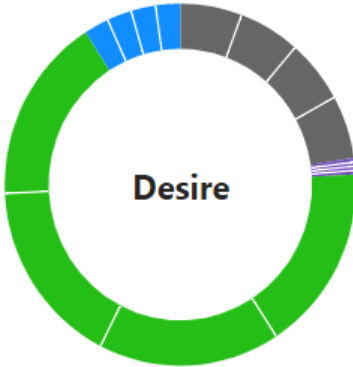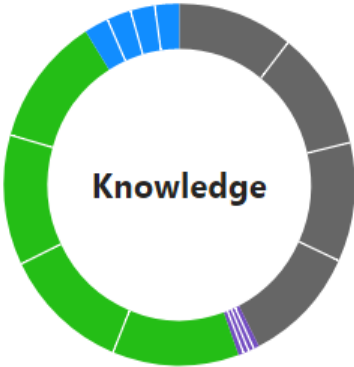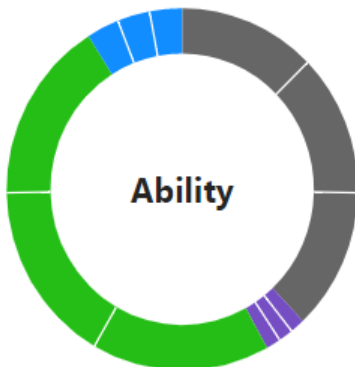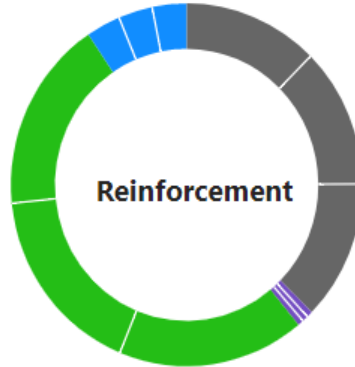
EMPLOYEE PULSE

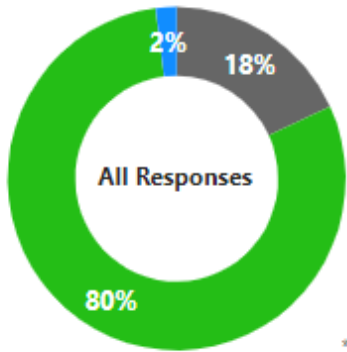# GENERAL PULSE - Benchmark

On a scale of 0-10, how are you feeling about the WIT-ETO replacement project

Average by County

Bar chart values:
- *Not Specified: 6.1
- Benton & Franklin: 6.5
- Clallam, Jefferson & Kitsap: 7.3
- Grays Harbor, Mason, Thurston, Pacific & Lewis: 5.6
- King: 6.3
- Okanogan, Chelan, Douglas, Grant & Adams: 6.9
- Pierce: 6.4
- Skamania, Kittitas, Yakima and Klickitat: 7.0
- Snohomish: 6.8
- Spokane: 6.6
- State: 6.4
- Wahkiakum, Cowlitz, & Clark: 5.5
- Walla Walla, Columbia, Garfield, Asotin, Whitman, Ferry, Stev...: 6.6
- Whatcom, Skagit, & San Juan Island: 7.3

6.5 AVG
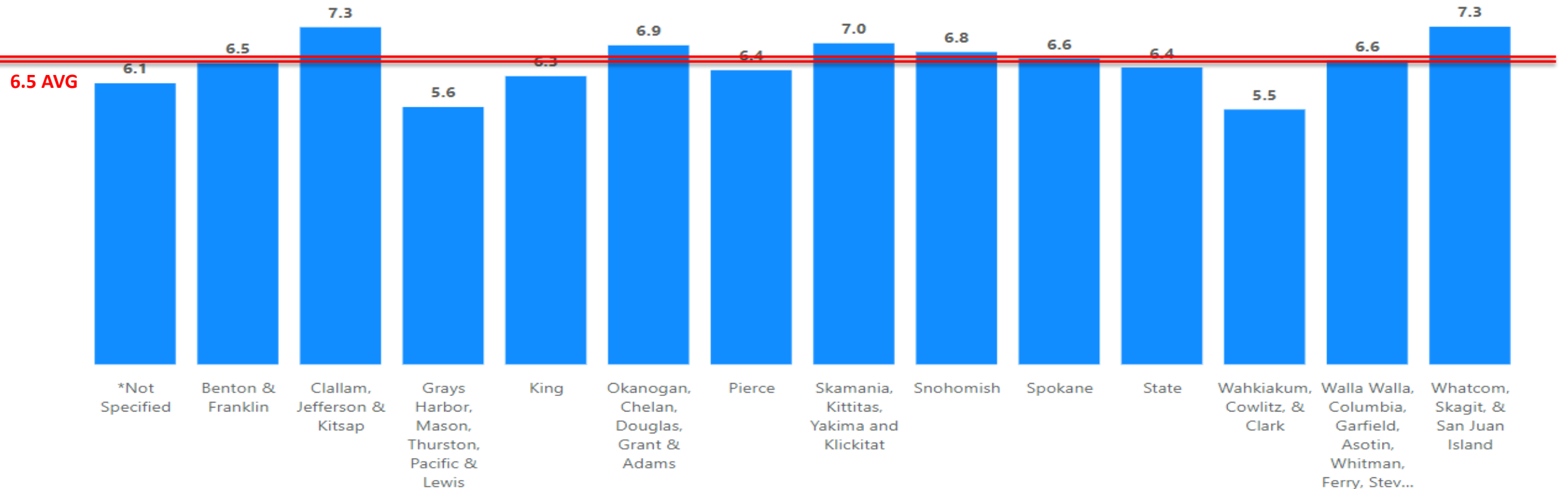
Q12: There is a compelling business need for WIT-ETO Replacement Project.

	Neutral/Negative	Positive	Skipped	Total
	100	441	11	552

All Responses: Skipped 2%, Positive 80%, Neutral/Negative 18%

Legend: ● Skipped ● Positive ● Neutral/Negative

Region	Skipped	Positive	Neutral/Negative
*Not Specified	5%	72%	24%
Benton & Franklin		100%	
Clallam, Jefferson & Kitsap		86%	14%
Grays Harbor, Mason, Thurston, Pacific & Lewis		69%	31%
King		74%	26%
Okanogan, Chelan, Douglas, Grant & Adams		75%	25%
Pierce	3%	78%	19%
Skamania, Kittitas, Yakima and Klickitat		89%	11%
Snohomish		79%	21%
Spokane	4%	96%	
State		90%	10%
Wahkiakum, Cowlitz, & Clark	4%	89%	7%
Walla Walla, Columbia, Garfield, Asotin, Whitman,...		90%	10%
Whatcom, Skagit, & San Juan Island		75%	25%

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Staff see the need and can articulate it.

Finish this sentence:
The WIT-ETO Replacement Project is important because....

…The current system has significant limitations and impacts our ability to effectively serve customers as we are constantly navigating around the inefficiencies of the current tool.

…We need to spend more time with customers and less time entering data in multiple locations so that there is quantifying data for the work that is being done.

…The current system is not user-friendly enough for new users to pick up readily. If you are experienced with the system, you likely know the 10-minute route to take to do the 4-minute task, but new hires may never actually get there.

…ETO is redundant, slow, and to many steps to accomplish a task

…it will save staff's time for staff, which will allow them to be more available for customers.

…the current system doesn't have accurate reports and is not a good tool for those doing case management and not a good tool for supervisors and it's slow and can't get at information needed in an efficient manner.

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- Involved – solicit input
- Demos
- Regular updates
- Able to ask questions
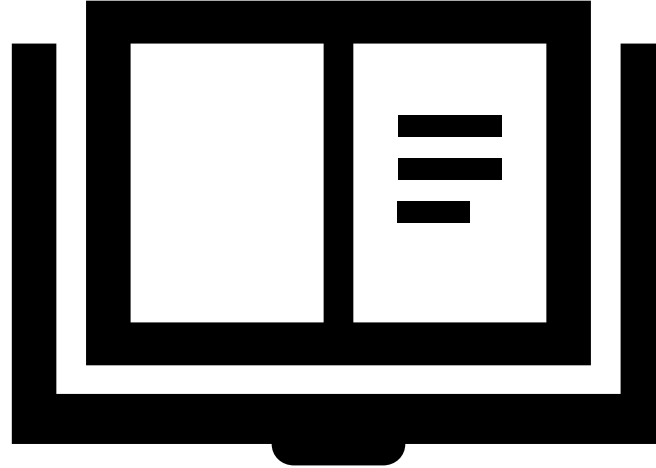
- Townhalls
- Staff Meetings
- Site visits
- Surveys

- Emails
- Training
- Define what's changing
- Consistently

How would you like to be engaged throughout the WIT-ETO Replacement Project

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When to reassess change management?

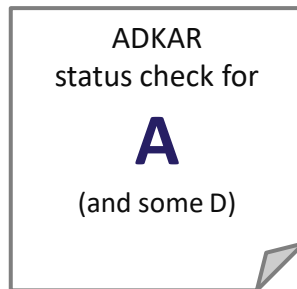| After communicating the why, why now, what if we don't	Before training and after establishing personal benefits (WIIFM)	Prior to 'go live' when Ability aligns with implementation	After 'go live' when the change has reached steady state

| ADKAR Milestones	A	D	K A	R
Individual Performance	ADKAR status check for **A** (and some D)	ADKAR status check for **AD**	ADKAR status check for **ADKA**	ADKAR status check for **ADKAR**
	The primary reason that employees resist change is lack of Awareness of why the change is needed.	If employees lack Awareness and/or Desire for a change, they will not be receptive to training.	Knowledge and Ability ensure adoption and proficiency in the use of the change.	Reinforcement enables the results of the change to be sustained over time.
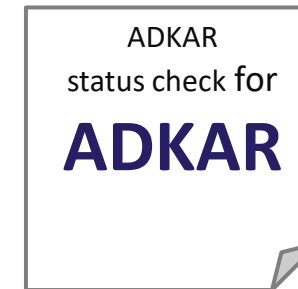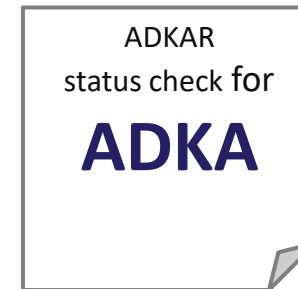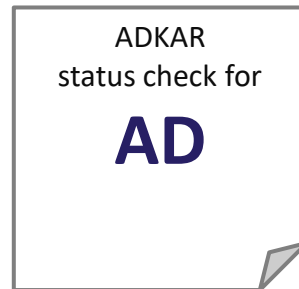
35

OCM PLAN
STRATEGY, OBJECTIVES & SCOPE

Prosci 3-Phase Process

Prosci 3-Phase Process Plain Language Questions
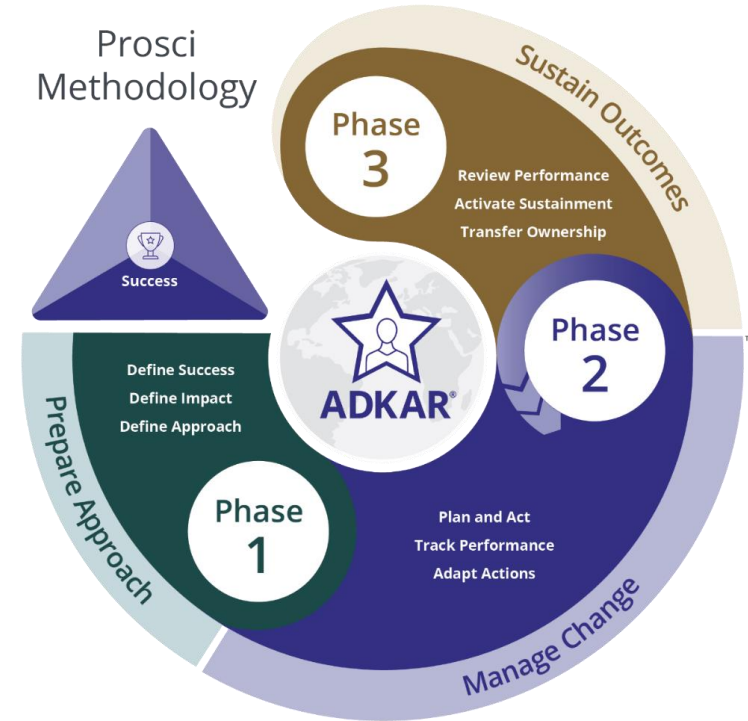
Phase 1

Define Success
Define Impact
Define Approach

Prepare Approach

Define Success

What are we trying to achieve?

Define Impact

Who has to do their jobs differently and how?

Define Approach

What will it take to achieve success?

Change Management Strategy

Phase 2

Plan and Act
Track Performance
Adapt Actions

Manage Change

Plan and Act

What will we do to prepare, equip and support people?

Track Performance

How are we doing?

Adapt Actions

What adjustments do we need to make?

Master Change Management Plan

Phase 3

Review Performance
Activate Sustainment
Transfer Ownership

Sustain Outcomes

Review Performance

Now, where are we? Are we done yet?

Activate Sustainment

What is needed to ensure the change sticks?

Transfer Ownership

Who will assume ownership and sustain outcomes?

Change Management Closeout

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Project Overview (4 P's: Connecting People to Success)

Project What is the project?	Purpose Why are we changing?	Particulars What are we changing?	People Who will be changing?
Deliver a new case management system that meets all users' needs. Acquire and replace WIT case management system, currently referred to as Efforts-to-Outcomes (ETO) & case management system.	ETO the current case management system is not working. It is slow and causes lots of re-work and the reporting system is not compliant with Department of Labor (DOL) requirements.	Eliminating shadow systems and redundant work. Updating the technology and software that we use to track service delivery for our customers into a more robust user-friendly system. That will be compliant with DOL requirements.	• All WorkSource Employees • Groups responsible for local and federal reporting (DATA Team) • Program Operators • ITSD

If people don't change how they do their job, then we ultimately won't achieve what we set out to do from the beginning.

Connect People to Success

Prosci

Organizational Change Management (OCM) Objectives

The goal is to create and maintain intentional structures to acclimate the employee and business operations to embrace and adopt the changes required for the Project.

Specific OCM Objectives:

- Increase awareness and buy-in on the part of internal and external stakeholders.
- Broad-based readiness to implement the necessary business and system changes.
- Successful adoption of new business processes and technology.
- Resistance to change is managed effectively and change successes are celebrated, both in private and in public.
- Focus on using ADKAR throughout project and ensure project team knows and understands importance of ADKAR
- Feedback processes have been established to gather information from employees to determine how effectively the change is being adopted.

Scope of this plan

In Scope:

- Change Management Activities and Change Adoption

Supports:

- **Communications & Stakeholder Management:** led by Advisory-Communications Team via established plans. OCM to support.

- **Risk Management:** led by Planning Team per Project Management Plan. OCM to support.

- **Training**: led by Training Advisory Team per Training Plan. OCM to support.

OCM Plan components, proposed activities

Things we have already done.....

- Assessment of the change and its impact on the organization

- Assessment of the organization's readiness for change

- Assessment of the strength of the sponsorship coalition

- Assessment of the risks and impact on successful adoption

- Trained Navigating Change for leaders to Advisory-Change Team (Partners who had not had it)

- Trained ADKAR to implementation team

- Birds' assessment with Planning Team

- Lead with the heart presentation to Implementation Team

- Sponsor Interviews

- Sponsor Training

- RFP Retrospective

- Formed the Advisory-Change Team

- ITSD – Navigating Change mini trainings in monthly townhalls (July, August & September)

OCM Strategies

ONE SIZE DOESN'T FIT ALL

- Plans will be customized by geographic locations, and will engage the leaders to provide input

- Focus on using and measuring ADKAR throughout project

- Listen to feedback and adjust as necessary using feedback loops

- Adjusting based on the needs and what we are seeing and hearing using ADKAR Surveys & Pulse Checks

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You get a plan - you get a plan – everyone gets a plan!

Plans will be customized by geographical area, and will engage the leaders to provide input

- Meet with leadership

- Review individual county results

- Make recommendations

- Ask for ideas and suggestions that work well for their areas

- Create plan, share and ask for approval from senior leadership

- Share plan with employees

- Create feedback loops for that area and have scheduled check ins (maybe quarterly)

OCM / PM	Planning/ Implementation Teams	Executive Sponsors / Steering Committee Officers	Advisory Change Team	Steering Committee / LWDB Directors & RD's	WorkSource I&T Advisory Committee	Administrators / Supervisors
✓	✓	✓	✓	✓	✓	✓

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Awareness to understand why the change is needed

Measure by: ADKAR Survey, Pulse checks and feedback loops

Build **Awareness** by...

Developing effective and targeted communications

Sponsors leading the change – by **ABCs** (**A**ctive and visible participation, **B**uilding a coalition & **C**ommunication)

- WIT-ETO Replacement is #1 priority
- Townhalls
- Reminder messages before townhalls
- Key messages after townhalls
- Emails
- Newsletters
- Communication packages for leadership

OCM / PM	Planning/ Implementation Teams	Executive Sponsors / Steering Committee Officers	Advisory Change Team	Steering Committee / LWDB Directors & RD's	WorkSource I&T Advisory Committee	Administrators / Supervisors
✓	✓	✓	✓	✓	✓	✓

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Desire to understand why the change is needed

Measure by: ADKAR Survey, Pulse checks and feedback loops

Create **Desire** by...

What's in it for me?

- Create elevator speeches as to why the outcome of this project is important customers and employees

- Equip managers and supervisors to be change leaders by promoting Navigating change as leaders' classes and encourage participation

- Engage employees in the change process

- Frequently ask questions related to desire - Talk about it in staff meetings and listen to why it is important to them – everyone's reason maybe different – they are all important.

- Proactively and reactively manage resistance by using the Top 10 Tactics for Managing Resistance

OCM / PM	Planning/ Implementation Teams	Executive Sponsors / Steering Committee Officers	Advisory Change Team	Steering Committee / LWDB Directors & RD's	WorkSource I&T Advisory Committee	Administrators / Supervisors
✔	✔	✔	✔	✔	✔	✔

WHAT'S IN IT FOR ME

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10 REASONS FOR CHANGE RESISTANCE

and how we can plan to mitigate them

FEAR	IGNORANCE	WORKLOAD	SUPPORT	SECURITY	PREFERENCE	HISTORY	FATIGUE	EFFORT	APATHY
The unknown is scary and sometime the threat is real.	Lack of awareness of the need for change.	Scared new ways will mean more work.	Fear of lack of support and understanding from leaders.	Fear of job loss or financial hardship.	Users may have advocated for another preference.	Previous poor change management may taint expectations.	There could be many changes happening.	Change can be hard. Effort is required.	Users are fed up with changes that don't stick.

BE PATIENT	EDUCATE	REASSURE	ENGAGE	TRANPARENCY	EXPLAIN	ACKNOWLEDGE	JOIN	SUPPORT	DRIVE
Empathize and offer ways people can learn at their own pace.	Explain why the change is necessary and why now.	Know there is a learning curve and give people time to adjust.	Ensure sponsors and leaders visibly support the change.	Be clear and honest. Communicate early and often.	Explain the reason for the choice of this over other options.	Respect previous change experience has not gone well – do a good job!	Work with other projects. Co-ordinate with implementation teams.	Enlist change champions to provide on the ground support.	Continue to drive adoption after the change has been implemented.

Knowledge on how to change.

Measure by: ADKAR Survey, After Training Surveys, Pulse checks, feedback loops and 30-day check-ins after-training focus groups and track training completion.

Develop **Knowledge** by…

- Effective training and education programs
- Job aides
- One on one coaching
- User groups and forums

OCM will support knowledge thru analysis of engagement, adoption and effectiveness of training.

OCM / PM	Planning/ Implementation Teams	Executive Sponsors / Steering Committee Officers	Advisory Change Team	Steering Committee / LWDB Directors & RD's	WorkSource I&T Advisory Committee	Administrators / Supervisors
✓	✓		✓		✓	✓

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Ability to implement new skills.

Measure by: ADKAR Survey, After Training Surveys, Pulse checks, feedback loops and scheduled check-ins after-training focus groups

Fostering **Ability** by…

- Day-to-day involvement of supervisors
- Access to subject matter experts
- Hands-on exercises during and after training

OCM / PM	Planning/ Implementation Teams	Executive Sponsors / Steering Committee Officers	Advisory Change Team	Steering Committee / LWDB Directors & RD's	WorkSource I&T Advisory Committee	Administrators / Supervisors
✓	✓		✓			✓

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Reinforcement
to sustain the change.

Measure by: ADKAR Survey, After Training Surveys, Pulse checks, feedback loops and 30-day check-ins after-training focus groups

Reinforcing change by…

- Celebrations & Recognition

- Feedback from employees thru feedback loops and ADKAR/ Pulse Surveys

- Customized tactics based on county demographics on ADKAR survey

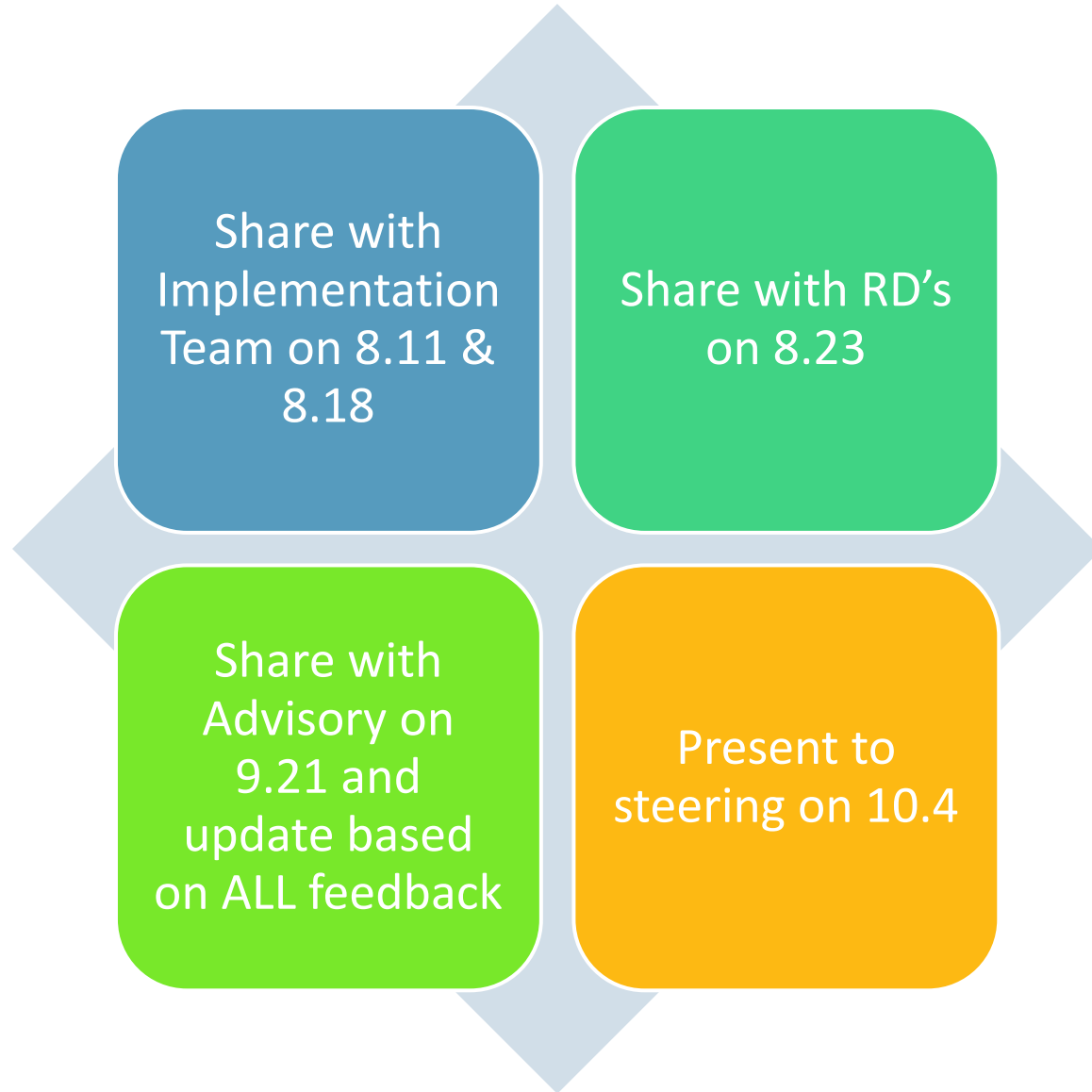- Audits, compliance & error proofing (reporting # of users)

OCM / PM	Planning/ Implementation Teams	Executive Sponsors / Steering Committee Officers	Advisory Change Team	Steering Committee / LWDB Directors & RD's	WorkSource I&T Advisory Committee	Administrators / Supervisors
✓	✓	✓	✓	✓	✓	✓

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Feedback Loops

- Listen
- Share
- Acknowledge
- Bring back
- Follow up

Formal
&
Informal

- Constant
- Continuous
- Clarity

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Proposed Timeline

- 10.4 Approval from Steering

- 10.5 Invitations go out for Kick-off with local Leadership

- 10.6 thru 12.31 work with local leadership to create and finalize plans
  - Advisory Change team will lead and guide the development
  - We will use a standard template for consistency in format
  - Highlight 3 areas of strength and 3 areas opportunity
  - Focus on ADKAR
  - Brainstorm Tactics
  - Discuss/outline who will be the primary sender of messages
  - Once complete plans will be posted on Workforce Professionals Center - WIT replacement project (wa.gov)