

## WIT – ETO Replacement Project

### Organizational Change Management Plan for WDA8 – ONE and a Half PAGER

ESD Region: **Central Region**  
 Change Leader: **David Gutierrez Betancourt, Regional Change Agent**  
 Plan Approval Date: **January 6, 2023**

**The North Central OCM Working Group Team:**

Roles	Assigned	Primary Responsibilities
<b>Sponsor(s)</b>	Lisa Romine (CEO) Todd Wurl (RD)	<ul style="list-style-type: none"> <li>Endorse OCM plans and activities</li> <li>Provide active and visible sponsorship</li> <li>Communicate directly with system users</li> <li>“Manage management” of affected organizations, help remove roadblocks</li> </ul>
<b>Change Manager</b>	David Gutierrez Betancourt	<ul style="list-style-type: none"> <li>Drives change management</li> <li>Develop associated OCM plans</li> <li>Support other roles (Project Sponsor, Project Team, Project Support, Senior Leaders, Managers)</li> <li>Works with project teams, SMEs, and other resources to ensure a successful execution</li> <li>Lead coordination of OCM meetings and planning and reporting activities</li> </ul>
<b>Organizational Change Management Team</b>	Susan Adams      Lora Wood Aaron Parrott      Lee Hendrickson Emily Anderson      Christy Mataya Leonor Barker      Alicia Wallace Craig Carroll      Amy Olson	<ul style="list-style-type: none"> <li>Provide requirements, process, training and communications experience and expertise</li> <li>Contribute specialized knowledge that can help the project and change teams</li> <li>Offer specific tools that support OCM activities</li> </ul>

**The Plan Details:**

Who will be approving this Plan?	Who will be the preferred sender of messages?	How often will the team meet in 2023-2024
The entire OCM team.	WDA = Aaron Parrott/Susan Adams; ESD = Todd Wurl	Will decide as roll out nears
How will this team share information?	How will this team seek-out feedback?	Why are we replacing ETO?
All-staff meetings/huddles, newsletters, 1:1’s, office visits, train-the-trainer, peer-to-peer meetings, email updates	All-staff meetings, office visits, 1:1’s, pulse checks	Need a central source of data capture that is accurate and provides strong reporting, with potential for data sharing across partners. Shifting to a more user-friendly interface with more current, intuitive and progressive technology, requiring spending less time with keystrokes and more with time with customers (efficiency), where training will likely be easier.
Strengths Unique to North Central		Opportunities Unique to North 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>

**Perceptions, Risks and Concerns**

The team discussed and agreed on various perceptions, risks and concerns impacting this project, including:

- What excites us about this upcoming change
- What concerns we have about this upcoming change
- What resistance we anticipate having with this change
- The risks or consequences of not making this change
- Any gaps that need to be identified

**What Will Success Look Like?**

- Efficiency and effectiveness to help save staff time and use that time with customers
- Being able to get the data out that we put in, being able to get accurate report out, in a useable format
- Front line staff feeling comfort with the system, feeling confident
- Needs to add value and be more efficient to empower staff to do their job confidently
- Less burden in the documentation process
- User-friendly platform that gets us the information we can use/we need
- Ability to make useful, accurate decisions on processes, on how the system operates, using the data on how we do business.
- Functionality for all users, regardless of program, while having a strong support system after the roll out in order to deal with problems that come up.

**ADKAR Methodology and Planned Steps to Support Change in North Central:**

Awareness	Desire	Knowledge	Ability	Reinforcement
<ul style="list-style-type: none"> <li>Multiple orientations, trainings, and interaction opportunities.</li> <li>Pulse checks to gauge staff understanding</li> </ul>	<ul style="list-style-type: none"> <li>Focus on the positives and sell this to front line staff to get more buy in</li> <li>Focus on WIIFM and have ready key points for consistent messaging</li> </ul>	<ul style="list-style-type: none"> <li>One page of general information, make it easily consumable and easy-to-use</li> <li>Start with realistic number of qualified</li> </ul>	<ul style="list-style-type: none"> <li>Desk aids, YouTube videos, show different aspects of WIT</li> <li>Short training videos (beginner, intermediate, advanced) library</li> </ul>	<ul style="list-style-type: none"> <li>Communication and huddles, keep them going, pulse checks</li> <li>How is it going? What are the challenges? What needs to be addressed?</li> </ul>

<ul style="list-style-type: none"> <li>• Strategic communications and updates, avoiding overload or over communicating</li> <li>• At administrator and supervisor level, huddles, staff meetings, all staffs, 1:1's</li> <li>• Use a common language when discussing this project; need consistency</li> <li>• Newsletter updates</li> <li>• E-mail updates (keeping them to a minimum)</li> </ul>	<ul style="list-style-type: none"> <li>• Engaging staff in questions like “what top 3 things would you fix in ETO?”</li> <li>• Releasing the fun tidbits of project, building it up along the way, show why they will love replacement.</li> <li>• Use visuals – compare and contrast – new vs current</li> <li>• Highlight the benefits and all the positive talking points, have handouts available</li> </ul>	<p>trainers and offer lots of training, training videos, short and sweet (sound bites)</p> <ul style="list-style-type: none"> <li>• Schedule trainings and get staff involved for peer-to-peer learning</li> <li>• Give staff time to use it and practice; leaders need to support this time for training</li> <li>• Centralized resource hub with videos, helpful tips, and desk aids (one easy-to-find)</li> <li>• Need support from performance leaders and Senior leadership</li> <li>• Town Halls, perhaps play Jeopardy and other games to promote learning in fun way</li> <li>• Ensuring partner meetings across the system; speaking common language</li> <li>• Layered approach; multiple places to learn the new system; varied methodologies, local offices flush out ideas based on need</li> </ul>	<ul style="list-style-type: none"> <li>• Recording of training sessions and make them available</li> <li>• Knowledge-based test/real case scenario/training environment/muscle memory exercises</li> <li>• Practice with above bullet, determine where more training is required</li> <li>• SME's being actively used in the development of training goals</li> <li>• Test model for people to practice; non-live environment</li> </ul>	<ul style="list-style-type: none"> <li>• Sample auditing, sharing data and what it shows us/tells us,</li> <li>• This will acknowledge performance measures and why they matter</li> <li>• Celebrate milestones and wins, accentuate the positive, give kudos</li> <li>• Identifying gaps</li> <li>• Be positive with messages</li> <li>• Transparency (that we're all looking at it)</li> <li>• Solicit ideas for further improvements (will the new product be nimble enough?)</li> <li>• Refresher/recurrent training or a continuum of learning</li> <li>• Helpful if staff can see 'dashboard' in real-time</li> <li>• Ability to see the wins (qualitative)</li> <li>• Reinforce the quality of what is input; using outputs for coaching purposes, not punitive</li> <li>• Recognize / acknowledge behaviors we want repeated</li> <li>• Share experiences, best practices, lessons learned, “quick tips”</li> </ul>
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