System for Integrated Leave, Attendance, and Scheduling (SILAS) Reinforcement & Resistance Management Plan

Version 1.0

February 21, 2020

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SILAS Project Overview

The purpose of the SILAS (System for Integrated Leave, Attendance, and Scheduling) Project is to implement an integrated time/attendance and advanced scheduling solution for the Department of Social and Health Services (DSHS) Western State Hospital (WSH) and Child Study and Treatment Center (CSTC). The project will accomplish this by implementing the previously acquired Time/Attendance and Advanced Scheduler software licenses currently under contract with WorkForce Software.

Reinforcement and Resistance Management Overview

This plan will identify the strategy, approach, and techniques to reinforce change and manage areas of resistance during the SILAS project while enabling positive sustainable change beyond go-live.

CSTC and WSH have nearly 3000 employees with diverse work responsibilities, including nurses, doctors, administrative assistants, security guards, custodians, food service workers, social workers, executives, and many more. The change to the new SILAS solution will impact all employees. As resistance is often a fear-based behavior, being prepared and planning ahead encourages and enables staff to move through the change process at their own pace, while educating them in a comfortable way.

Using data from discovery activities including interviews, informal conversations, and the baseline **ADKAR®** survey, small pockets of resistance were identified throughout the organization. Knowing this resistance provides a framework to address and manage the resistance throughout the life of the project.

Reinforcing change is the anchor activity to secure and lock-in new behaviors that enable the agency to sustain change beyond implementation. Key activities such as making early adoption visible, leveraging change advocacy, sharing individual and organizational benefits, celebrating successes, and addressing resistance will help make change stick.

Resistance to change is a natural human behavior and can be one of the top obstacles to project success. Responding collaboratively to resistance throughout the project while proactively reinforcing behaviors that support change can boost stakeholder adoption.

The Reinforcement & Resistance Management Plan is a living document that will be revised as agency needs change and in support of continual process improvement.

Strategy and Approach

The approach to reinforcing change is based on stakeholder feedback, organizational characteristics, leadership assessment and support, agency readiness, and identified project risk.

The OCM team will employ a structured change management approach as a first step to manage resistance. Tailored and proactive communication, engagement, support, and training activities will walk employees through the change process and help manage resistance as it arises.

Understanding the root cause of resistance is critical to assisting stakeholders to adoption. Prosci's **ADKAR®** model is helpful to understand the source of resistance. Reinforcement and resistance management activities will revolve around listening, understanding, and coaching. OCM will seek to understand employee adoption levels through formal and informal feedback mechanisms such as surveys, interviews, and face to face conversations.

Reinforcing employee engagement and support of change will set the tone for change adoption. When resistance occurs, it will be important to demonstrate understanding and compassion and respond to resistance by answering the root concerns. Active and visible sponsors, supervisors, and managers play a critical role in helping employees trust the new normal through messaging, coaching, and active feedback loops.

Reinforcement

Reinforcement describes the set of activities that anchor the new behaviors that enable the agency to sustain change well-beyond implementation. Reinforcement of change takes many forms, including celebrating individual, group and organization successes, communicating progress, and individually affirming change-enabling behaviors.

Reinforcement is most powerful when:

- It comes from leaders whom the employee knows and reports, such as their supervisor, manager, sponsor, as well as respected peers.
- It is delivered in real time, responsive to the behaviors to be reinforced
- It is visible to other employees. When employees see behaviors celebrated, it encourages buy-in and builds peer credibility for the project

Reinforcement activities sustain change because they underscore early and often that there are benefits to change, both to business processes and to the people who use them.

Reinforcement Activities

- **Celebration** – Communicating and celebrating attitudes and behaviors that support success will build a sense of optimism, energy to persist in the change, and resilience. CSTC and WSH may host "clocking in" parties on launch day, post feature articles on the intranet and in employee newsletters, and have an inaugural clock-in ceremony with executive leaders.
- **Accountability** - Supervisors and managers of impacted staff must monitor and reinforce system utilization and proficiency for the first 90 days following the SILAS launch at each location. Where knowledge and consistent utilization is lacking, remedial training and additional support will be identified and provided. Executive leadership must monitor resource commitment to Go Live activities to enable ongoing end user success.
- **Transparent issue log** – staff need to be able to see the issues they and others have reported, understand the resolution, progress/status, and when it will be released. Visibility into system fixes and enhancements will build confidence in the software and in the project team supporting it. If adopted, the maintenance of this list needs to be assigned a resource person and location. The issue log will need to be communicated to staff when available, and remain visible into the future.

- **Pulse Surveys** – as a follow-up to stakeholder interviews, pulse surveys provide data in relation to the Prosci **ADKAR®** model that can be used to reinforce and celebrate positive outcomes. Gap analysis will provide opportunities to course-correct and encourage the highest return on investment for SILAS.
- **Lessons Learned** – The Project Team will work with External Quality Assurance to evaluate SILAS' final effectiveness, gathering feedback from users, impacted stakeholders and leadership. Lessons learned data provides actionable feedback both to underscore what works well, and bring to light areas for improvement.

Resistance Management

Resistance to change is a natural human behavior and can be one of the primary obstacles to project success. The cause of resistance can vary based on personality/characteristics, personal and organizational history with change, organizational culture, and change fatigue. Responding collaboratively to resistance over the life the project using Prosci's **ADKAR®** model, while proactively reinforcing behaviors that support change, can boost stakeholder adoption, enabling staff to move through the change curve at their own pace, while supporting them appropriately. Proactive resistance management activities forecast possible causes of resistance to prevent them from happening. Responsive resistance management addresses existing resistance to aid resolution.

Identifying Resistance

Resistance can be identified both qualitatively and quantitatively, formally and informally:

- employee feedback
- supervisor observation/feedback
- project team health
- lack of training participation
- lack of engagement
- lack of trust
- pulse survey data
- lack of utilization (following Launch)

Known Resistance

Early stakeholder feedback indicated that many employees look forward to the benefits of the project, but are concerned about the implementation based on past project experiences. In addition to changed business processes, they anticipate poor communication, problems with system fixes, timing and nature of training, and limitations in SILAS' ability to meet their unique needs. Additionally, some staff members have expressed skepticism about the true intent of SILAS and view it as the agency's attempt to be "big brother" and over-monitor staff. Timekeepers play a unique and crucial role in time and leave processes now and are concerned about how their roles may change. Risk levels are high considering the range of impact and the organization's readiness for change.

Understanding the root cause of resistance is critical to helping people move forward successfully. If an employee lacks awareness about the need for the change, they are not likely to desire the change, obtain knowledge about impacts to them or ability to use the system. Awareness, Desire, Knowledge, and Ability are starting points for identifying the root cause of resistance. Perceived lack of leadership support (active and visible sponsorship as well as supervisor and manager advocacy) may also be a root cause of resistance.

Known Resistance	Root Cause
Employees uncertain of project's ability to implement on time	Perceived agency and facility change history
Employees uncertain of project's ability to implement a working system	Perceived agency change history Lack of **Awareness** of project's 'bug' mitigation plan
Employees fear the system will interfere with putting patients first	Lack of **Knowledge** of functionality and business processes
Suspicion regarding true intent of SILAS and assume it is an attempt to be "big brother."	Lack of **Awareness** of the problems with the current platforms and the true benefits of SILAS
Leadership has competing priorities, therefore resource(s) not made available	Lack of **Desire** for the benefits SILAS will bring
WSH employees associate SILAS with other staffing-related challenges (leveling, centralized staffing office, mandatory OT)	Lack of **Awareness** of how SILAS is different than other initiatives.

Anticipated Resistance

Based on Stakeholder Analysis, resistance to SILAS exists in various pockets of employees. Stakeholders expressed some concern about the project based on previous experiences. Understanding natural human resistance to change, it is helpful to anticipate areas of resistance in order to proactively address concerns. It is likely that some resistance will occur within the identified risk groups in the following topics.

- Training attendance: Failure to adequately engage in learning opportunities and training due to general lack of engagement or lack of understanding of user roles, learning curve, or training time required, could result in frustration with system and higher than anticipated operational support needs. This could affect front line employees and supervisors.
- Resource allotment: Failure at leadership level to plan/allot resources to support training and operational support. Staff across the agency already have full plates, and both CSTC and WSH feel understaffed. Inability or unwillingness to dedicate staff time to the change effort as an expression of resistance could inhibit successful adoption and system utilization.
- Refusal to adopt SILAS: It is possible that some employees will refuse to clock in and out, creating a burden on supervisors, timekeepers and payroll. This refusal would be an ultimate show of resistance by employees.

Resistance Management Activities

OCM will take a proactive approach to mitigate or minimize resistance early. This will be accomplished using the following methods:

- Early communications about the need for change, impacts, and "What's In It For Me" (WIIFM) (benefits)
- Targeted communications to socialize new tools, processes and practices early
- Communicate about and ensure just-in-time training
- Coach leaders on how to identify, coach, and manage resistance
- Coach executives in roles as active and visible sponsors
- Train support teams about their role in identifying and responding to resistance
- Provide hands-on support to Project Managers and SILAS aftercare/support teams during their transition from old to new (pilot and additional phases).

Active and Visible Sponsorship

Effective resistance management requires action by senior leaders as sponsors of change, and by managers and supervisors as project advocates (Prosci). The OCM team engages and supports these roles to help identify resistance and its root cause early. OCM can then help facilitate the process by providing coaching, tools, and support as needed. Ultimately, employees look to their leadership for guidance through change.

Senior Leaders

Senior leaders support the change process by communicating their support and commitment to the vision. Employees measure their response to change according to what they see from their senior leaders. Visible, genuine, and consistent support at this level can help to manage or avoid resistance.

Supervisors and Managers

Due to their proximity to frontline employees, supervisors and managers are critical to reinforcing change. Employees will read their verbal and nonverbal response and level of support for the change and form their opinions accordingly. With this in mind, if the manager or supervisor is resistant, this must be mitigated before attempting to address employee resistance.

Resistance Management Training

OCM will provide formal resistance management training to align impacted leadership around a collaborative approach and tools for identifying and managing resistance.

For CSTC and WSH, executives, managers, and supervisors will receive resistance management information through messaging and talking points. Support teams will receive change management training to include resistance management.

Targeted Audiences for Resistance Management Training

Supervisors, Managers, and Leaders – tools to identify and respond to resistant employees; coaching

Change Champions – tools to identify, refer, and respond to resistance.

Success Factors for Managing Resistance

The following behaviors enable successful resistance management:

- Lead with positive intent – when addressing a person who is resistant, always act on the assumption there is legitimate reasons for their resistance. As much as possible, respond as if perception is reality.
- Seek first to understand – it is critical to listen and gain understanding of the reasons for resistance in order to respond effectively.
- People look to their leaders for security and direction – leaders must first support the change, and then support their people through the change.
- Alignment (messaging and behavior) of and support between project leadership and CSTC & WSH leadership is critical.

Resistance Management Success Measures

- Nature of feedback (positive vs negative) is trending toward positive (anecdotal, survey, lessons learned)
- Desire to use the system, share what they know, teach others (anecdotal, survey, lessons learned)
- Reduction of resistance trends overall (reporting by managers/leaders, change champions)