Workforce Development Enables Your Adoption Strategy

Michael Green
Organizational Adoption Consultant

Matthew Karl
Training Consultant
Agenda

- Adopt, Embrace, Utilize
- Components of Change Management
- Workforce Development
- Reinforcement
transition

Current  Transition  Future

Technical Side

+  =

Design  Develop  Deliver

Installation

Embrace  Adopt  Use

Results  Outcomes  Success

Realization

Source: Prosci, ADKAR, Model Overview, 2017
Percent of Study Participants Who Met or Exceeded Objectives

Change Management Effectiveness

Prosci 2016 Benchmarking Data
Expected vs. Poorly Managed
Prosci ROI of Change Management Model

Net cash flow of project period

Time (periods)
Successful Technology Change
Integrating Project Management and Change Management

Phase 1: Preparing for Change
Phase 2: Managing Change
Phase 3: Reinforcing Change

Source: Prosci ADKAR Model Overview, 2017
The Human Factors that Determine the ROI

Speed of Adoption
How quickly are people up and running on the ArcGIS Platform?

Ultimate Utilization
How many employees (of the total population) are demonstrating “buy-in” and are using the GIS?

Proficiency
How well are individuals performing compared to the level expected in the design of the change?

Deployment was about double the effort of building the system—creating the algorithms and the tools... because you've got to make 50,000 drivers use it.

Jack Levis, UPS
Keys to Success

Prosci® PCT™ Model

Leadership / Sponsorship

Projects meet objectives
Projects finish on time and on budget
Return on investment (ROI) realized
**Awareness**
- Of the need for change
- Of the nature of the change

**Reinforcement**
- To sustain the change
- To build a culture and competence around change

**Desire**
- To support the change
- To participate and engage

**Ability**
- To implement the change
- To demonstrate performance

**Knowledge**
- On how to change
- On how to implement new skills and behaviors
Outcomes of Change Management Consultation

Change Management Plan

Plans for:

- Sponsorship Roadmap
- Communications
- Resistance Management
- Workforce Development
- Coaching
Training spending and project success

Project success rate

- 20%
- 50% (30% increase)
- 80%

Project budget dedicated to training (%)

- 2%
- 4.75%
- 6.25%

Training Levels of Training Engagements

Individual
- Roles
- Workflows

Project and Department
- Short term plans
- Project specific

Enterprise
- Long term plans
- Strategic goals
A strategy-driven learning plan that aligns training resources to your organization’s vision and goals to ensure the roles in your workforce have the skills to execute on leveraging the ArcGIS Platform.
Training: Workforce Development Planning - Goals

- Understand business priorities and key initiatives
- Capture current workflows that leverage maps and GIS
- Understand current GIS deployments and related technical architectures
- Review future plans/ideas for maps and GIS
Training Workforce Development Planning - Outcomes

- Communicate opportunities for leveraging GIS in support of business activities
- Report on possible future GIS deployment options based upon organizational priorities, strategies and best practices
Location Enablement
Empower all users to discover, use, make and share maps

Location Data Management
Collect, organize and exchange data about all assets and resources

Analytics
Describe, predict, and improve business performance

Field Mobility
Get information into and out of the field

Decision Support
Support organization decision making activities

Constituent Engagement
Get feedback and make informed decisions

Describe, predict, and improve business performance
Collect, organize and exchange data about all assets and resources
Get information into and out of the field
Support organization decision making activities
Get feedback and make informed decisions
<table>
<thead>
<tr>
<th>Training</th>
<th>GIS Capabilities and Workflows</th>
</tr>
</thead>
</table>
| **Foundation** | • Learn GIS Concepts  
• Implement GIS  
• Learn ArcGIS Platform |
| **Spatial Analytics** | • Learn the Basics  
• Locate and Query Data  
• Find the Best Locations |
| **Mapping and Visualization** | • Learn the Basics  
• Design Maps  
• Standardize Maps |
| **Developer** | • Learn the Basics  
• Build Web GIS Apps  
• Build Mobile GIS Apps |
| **Data Collection and Management** | • Learn the Basics  
• Manage Data Quality  
• Convert and Combine Data |
<table>
<thead>
<tr>
<th>Organizational Roles</th>
<th>Learn GIS Concepts</th>
<th>Implement GIS</th>
<th>Learn ArcGIS Platform</th>
<th>Learn the Basics</th>
<th>Locate and Query Data</th>
<th>Find the Best Locations</th>
<th>Learn the Basics</th>
<th>Design Maps</th>
<th>Standardize Maps</th>
<th>Learn the Basics</th>
<th>Build Web GIS Apps</th>
<th>Build Mobile GIS Apps</th>
<th>Learn the Basics</th>
<th>Manage Data Quality</th>
<th>Convert and Combine Data</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Workforce Development Process

Analysis

Training Resources

Identify Delivery Method

Budget Planning
e-Learning Opportunities

Welcome to Esri Training

We build and deliver ArcGIS Platform training for hundreds of thousands of users each year. We believe that knowledgeable individuals can accomplish great things in their organizations and communities by applying geography to solve problems. Enjoy your journey, we’re here to help.

Authoritative Resources
Thousands of hours of professionally developed and curated content

Relevant Training for Your Role
Content for everyone - students, educators and professionals

Many Ways to Learn
Multiple options and formats to meet your needs

Helping you Grow
Content for all stages along your learning journey
Benefits:
- Interactive
- Peer-to-peer learning
- Hands on exercises

Delivery:
- In a Esri Training Facility (14 in the U.S.)
- Online (virtual classroom)
- Your facility (on your infrastructure or mobile lab)
Coaching
- Best practices
- Agency tasks & specific workflows
- Student application using a copy of client data

Full Custom Class
- Unique and specific to organizational needs
- Can include pieces from existing courses
- Change in delivery method (remove exercises)
Workforce Development Process

Action

- Execute Plan
- Review Plan
### Training Plan

Priority of training will be based upon GIS Title, IT Title, full-time GIS user, project requirement, pre-reqs, available software/extensions, and previous coursework.

<table>
<thead>
<tr>
<th>Agency</th>
<th>Job Title</th>
<th>GIS Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>DR</td>
<td>GIS Director</td>
<td>Pederson, Dennis</td>
</tr>
<tr>
<td>DR</td>
<td>GIS Analyst 3</td>
<td>Meiers, Chris</td>
</tr>
<tr>
<td>DR</td>
<td>GIS Analyst 3</td>
<td>Herrington, Brandon</td>
</tr>
<tr>
<td>DR</td>
<td>GIS Analyst 3</td>
<td>White, Suzanne</td>
</tr>
<tr>
<td>DR</td>
<td>GIS Analyst 3</td>
<td>Girard, Andrew</td>
</tr>
<tr>
<td>DR</td>
<td>GIS Analyst 1</td>
<td>Can, Matt</td>
</tr>
<tr>
<td>DR</td>
<td>GIS Analyst 2</td>
<td>Thompson, Nancy</td>
</tr>
<tr>
<td>DR</td>
<td>GIS Analyst 2</td>
<td>Kittner, Ryan</td>
</tr>
<tr>
<td>DR</td>
<td>GIS Analyst 2</td>
<td>Gillam, Patrick</td>
</tr>
<tr>
<td>DR</td>
<td>GIS Analyst 2 (new position)</td>
<td>Williams, Kevin</td>
</tr>
<tr>
<td>DR</td>
<td>GIS Analyst 2 (new position)</td>
<td>Wexler, Michael</td>
</tr>
<tr>
<td>MIL</td>
<td>GIS Analyst 3</td>
<td>Fst. NemChng</td>
</tr>
<tr>
<td>SAF</td>
<td>GIS Analyst 2</td>
<td>Tucker, Ray</td>
</tr>
<tr>
<td>ITD</td>
<td>GIS Analyst 2</td>
<td>Buchanan, Tim</td>
</tr>
<tr>
<td>TDOT</td>
<td>IT Manager Senior</td>
<td>McDonagh, Jim</td>
</tr>
<tr>
<td>TDOT</td>
<td>GIS Analyst 2</td>
<td>Anderson, Peggy</td>
</tr>
<tr>
<td>TDOT</td>
<td>Data Architect</td>
<td>Cebuller, April</td>
</tr>
<tr>
<td>TWRA</td>
<td>GIS Tech 1</td>
<td>Jones, Jeannette</td>
</tr>
<tr>
<td>TWRA</td>
<td>Info Resource Spec 3</td>
<td>Porter, Tracy</td>
</tr>
<tr>
<td>TWRA</td>
<td>Info Resource Spec 3</td>
<td>Barrett, Lynn</td>
</tr>
</tbody>
</table>

#### Course Type

- **ILT**: ITL
- **R**: R
- **O**: Optional Course

#### Course Duration (days)

- **1**: 1
- **2**: 2
- **3**: 3
- **4**: 4
- **5**: 5
- **6**: 6
- **7**: 7
- **8**: 8
- **9**: 9
- **10**: 10
- **11**: 11
- **12**: 12
- **13**: 13
- **14**: 14
- **15**: 15
- **16**: 16
- **17**: 17
- **18**: 18
- **19**: 19
- **20**: 20

#### Completed Course

- **GIS Team**
- **OIR**

#### Information Resource Spec 3

- **ArcGIS 1: Introduction to GIS**
- **ArcGIS Online Subscriptions for Geodata**
- **Building Geodatabases**
- **ArcGIS 3: Performing Analysis**
- **Designing and Sharing Maps with ArcGIS**
- **ArcGIS 4: Sharing Content on the Web**
  - **Organizations: Publisher Workflows**
  - **Configuring and Managing the Multiuser Geodatabase**
  - **Deploying and Maintaining a Multiuser Geodatabase**
  - **Replication**
  - **Practicing Geodesign Using ArcGIS**
  - **Server Management**
  - **ArcGIS for Server: Site Configuration and System Architecture Design Strategies**
  - **Developing Web Apps with ArcGIS API for Developers**
  - **Introduction to ArcGIS Pro for GIS Professionals**
  - **Working with CAD Data in ArcGIS**
  - **Market Analysis Using Esri Business Analyst (ArcGIS Pro)**
  - **Hydrologic and Hydraulic Analyses**
  - **Arc Hydro: GIS for Water Resources**

#### Action

- **OIR**

#### Agencies

- **TWRA**
- **TDOT**
- **Safety**
- **Military**
- **Defense**
- **Professional Services Courses**
- **for ArcGIS 9.x**
- **Quality Control Using ArcGIS Data Reviewer for Desktop**
- **Cartography with Esri Production Mapping 10.2.2**
- **Data Editing with Esri Production Mapping 10.2.2**
- **Understanding ArcGIS Workflow Manager**
- **Coaching**
- **Day of Coaching - Client Specific Workflows**
Reinforcement of the change
"The technology and systems implementation won’t be successful without motivated staff, who see a clear need for change, and who have had input into design of the new process.
Lorraine McNerney
Preferred Senders of Change Messages

- CEO/President: 48%
- Executive manager: 26%
- Senior manager: 3%
- Department head: 3%
- The employee’s supervisor: 78%
- Communication specialist: 3%
- Human Resources representative: 3%
- Project team member: 1%
- Project team leader: 1%
- Change management team member: 1%
- Change management team leader: 1%
- Other: 4%

Primary Sponsor Communication

- Communicate often in the beginning to build awareness
- Communicate often during reinforcement with small wins, celebrate successes
- #1 thought about communication after a project – Communicate more often
## Impactful communication

<table>
<thead>
<tr>
<th>Organizational Level</th>
<th>Time Span</th>
<th>Strategic Plan Element</th>
</tr>
</thead>
<tbody>
<tr>
<td>C-Level Executives</td>
<td>5+ years</td>
<td>Vision</td>
</tr>
<tr>
<td>D-Level Directors</td>
<td>2–5 years</td>
<td>Goals</td>
</tr>
<tr>
<td>M-Level Managements</td>
<td>6 month–1 year</td>
<td>Objectives</td>
</tr>
<tr>
<td>S-Level Supervisors</td>
<td>Quarterly–6 month</td>
<td>Initiatives</td>
</tr>
<tr>
<td>Knowledge Workers</td>
<td>1 day–1 month</td>
<td>Tasks</td>
</tr>
</tbody>
</table>
Sponsorship and Coaching

- Remember that your Managers are employees first and Change Sponsors second!

- Coach sponsors to readily accept feedback from employees. Understanding the challenges allows the project team and change team to make adjustments so that the change can be sustained.

- Many project managers say that sponsors do not understand their role.
Keys to Success

Prosci® PCT™ Model

Leadership / Sponsorship

- Projects meet objectives
- Projects finish on time and on budget
- Return on investment (ROI) realized

Project Management

Change Management
Open Discussion