Audio recording for this meeting has begun.

 Good afternoon, everyone. [ Indiscernible ] webinar implementing change in the age of WIOA and managers in support of counselors in the use of LMI. This is Katie Allen --

[ Indiscernible - multiple speakers ]

I am hearing a little bit of feedback, so if you are calling in, please mute your phone [ Indiscernible - static ] .

 All right. We will get started in just a moment. If you will mute your phone.

All right. Thank you.

 I just want to say a few logistical points before we get started with a webinar today. If you are calling into the webinar, try to listen to the webinars through your computer speakers or your headphones, but if you call in today, if you could please mute your phone. It is to avoid the broadcasting and recording background noise in your environment to the webinar.

If you cannot find your phone mute but, please press star fake -- six.

Second, if you experience any connection issues during the webinar , first try closing all other Internet applications and logging out and back into the webinar. If you continue to experience technical difficulties, please email me, Katie at [ Indiscernible ].

 My email address is on the screen in the webinar information box.

 Third, we reserve time at the end of the presentation to answer and address your cat questions and comments. At the end of the presentation, question and comment box will appear in the upper right corner of your screen. We encourage you to type all of your questions and comments in the box once it appears that if you would like a copy of the PowerPoint presentation, you can download it now from the old download resources box at the bottom right of your screen.

And also find out PowerPoint slide at

 www.explorevr.org. There will be linked to the evaluation that will appear at your screen at the end of the question-and-answer period after today's presentation. Please follow this link to complete the webinar evaluation. If you are certified rehabilitation Counselor requesting CRC credit for the webinar, you must complete the evaluation to receive credit. This webinar is worth one CRC credit .

Finally, this webinars being recorded and it will be archived on www.explorevr.org after the live webcast. When you go there, you can find information about our webinars and upcoming webinars. Mary Ann Bedick from ICI will be your host for the days webinar. I will hand it off to her so she can begin.

Thank you, Katie. What I would like to do first is give you a little bit of information about the job driven center and our goals here at ICI . We are designed to improve skills for state agency staff another rehabilitations providers were trained to provide job driven services to support services with disabilities, employers and customize training providers. To do this, we are offering intensive technical sense since to certain VR agencies as well as targeted technical assistance around for topical areas, and they are business engagement, employers support, labor market information or LMI and customize training providers . I would like to encourage folks to visit www.explorevr.org , which is the drop driven centers websites , and there you can find resources and also archived webinars on these particular topics.

Some of our partners at the job driven center include jobs for the future, the University of Arkansas, University of Washington, the Council of state administrators of vocational rehabilitation, the United States business leadership network, the Association of University centers on disabilities and in all of this we do in collaboration with the national Council of State agencies for the blind and funded technical assistance Center collaborative .

Once again I want to welcome everyone to the webinar today workwear going to get started , and Paula Pottenger of the University of Arkansas will be sharing with us some tools and ideas around implementing change in VR. Paula?

 Okay. Let's test it make sure everybody can hear me. Am I coming through okay? Katie, can you hear me?

Yes. We hear you just find. Thank you for testing. And I have control of the sites.

Thank you for attending the webinar. I spent quite a few years working with organizations around change and wanted to start out sharing just kind of an overview of what we are going to talk about.

When you signed up for this you know that we were going to use the labor market information and the requirements as kind of their touch points about making change real in this conversation. Outline for this -- were going to talk about the individual impact of change back where different and had different experience with change in our past. Some positive and negative , and our organization, they are made up of people, the individual experience of change is relevant. Where going to take a look at a model that looks at the organizational impact of change because not only are we individuals but we all have different positions in an organization that make different demands on us when it comes to change.

This webinar was designed to be especially relevant for people who are in middle management division because as we unfold these models and you will see that there is a great deal of responsibility that falls on your shoulders whenever an organization is going through significant change.

A tool we are going to talk about that I think is extremely helpful when you are thinking about creating a change plan or protocol or strategy is that innovation adoption category . We will get into that a little bit later, but it is something I find useful. I'm sure everyone on this call is aware that we all [ Indiscernible ] final rules have been published so we have pulled some of the most relevant information about labor market information as is reflected in the final rule that we will talk about Lexmark [ Indiscernible ], is a reference and it is an information that I think is really fundamental if we are looking at the human side of change and then Maryanne is going to talk to us about the ADKAR model. Let's start out from the individual impact of change.

All of us have experienced change and if we look at the continuum it is either set what we picked up ourselves, we decided what we wanted to do for somebody imposed it , and the reality of it is most of us like the kind that we pick out for ourselves a whole lot more. Think back when your spouse I change that you are to do. Probably was not as well received is when you explained a change, and that reflects in our work. When things come down the pike, the less control that we feel we have, the less we feel we get to contribute to either the pace for the details of how it will be implemented or how much training we will get, more anxiety is often raised around that. If you are in middle management and you know your people, the more that you can include the viewpoints and understanding from their perspective, the better chance you have to be desperate have sex so that might have successful information.

If I won the lottery, what luck with her be in that? That is a change, but actually you do lose some things that you lose the comfort of knowing that if people were engaged with you that they are doing it basically because they like you rather than you might have something financial to offer. In terms of ease of merit -- managing your finances back there was a whole lot more you have to do work even when it is a good change, there is still long [ Indiscernible ] that can be a loss in what we are taught that they of a familiar structure , and that sense of mastery that I know what I am doing, I have my routine down, I can get in and get it done. I have had feedback before and when you introduce change people can have a sense of loss so that those [ Indiscernible ] routine.

It is important that we all kind of have an understanding that it may hit people in different ways. Some people will be completely ready for something different and some of the people might experience a little bit different way.

[ Indiscernible ] and resistance . We have all experienced -- nobody likes to say I

 don't like change because we all want to be on the right side of things, but you can feel ambivalent or resistant if you don't feel you are in control of it work if you had had previous experiences that were not positive you can feel ambivalent or want to resist, want to wait to see if this really takes. Some of you are probably experience of the flavor of the month kind of change where change happen so rapidly and things get implemented then dropped that you probably will have a few people in your organization that may be a little bit gunsight, but that is okay.

As you create a change plan, keeping in mind those human aspects can be really helpful at hastening it and including our staff and what you plan.

They are actually -- the change in [ Indiscernible ], especially since we are are part of the government is that there is a dynamic that happens between the decisions made about change and then actually the work that is implementing that change in your organization because like with [ Indiscernible ] and the regulations and any change we experience it is often a direct Desmet directive about this is the direction we are going, these are the requirements and how that is going to be reflected in your agency often requires a lot of decisions about who is going to do what in your organization, where you are located in your state government and how your organization was structured. Just because a directive comes out and upper management or leadership makes decisions about how it is going to happen in your agency, just announcing those changes often are not sufficient for to really be implemented in the way you intended at every level of the organization and the more you address human side of things the more you address how people have questions and hesitation and resistance, then the more likely your overall plan will go smoothly and be successful.

Information alone does not equal implementation. In the past couple of decades I guess we have seen more and more people worked hard to design a really good manual or they send out a clear email and to make sure that information gets out there and then sometimes it ends there . If that were true, if provided just the information equal implementation , then we would all have perfect leading change capacity in our organization. I'd googled the software you the other day. You Google the sentence leading change in organizations, you get 19,400,000 results and .35 seconds. There is no shortage of information , but in terms of taking all the information that is out there in creating a plan that is going to work for your organization, it still takes communication and knowledge and back and forth .

Okay. Let's look at what is going to change. The regulations are out there what we decided to do was pull out the mentions of LMI in WIOA Rick

 regulations and Katie is but the for you and your resources. I tried to reference page numbers for those that this is your area of interest or you can go in and take a look and create your understanding of it from your own reading.

From the final rule, the establishments in education and experience requirements to ensure that personnel have a 21st century of understanding to be involved in the labor force and the needs of individuals with disabilities.

All of this is part of the WIOA regulations around see SPD, it proper handling of personal development. Most of us who have been NVR a long time, the understanding of the needs of individuals with disabilities was part of our training, part of what we do every day, part of how we upgrade our skills, but the 21st century understanding of the evolving labor force might be a little bit nor or might need brushing up to meet the new requirements of tran3.

What does it mean? It means that -- as you will see the highlighted areas, specialized training and experience. If you are in middle management, have you been tracking relative to labor market information, labor market needs the training that your staff as and what experience a have? And what we have found with the [ Indiscernible ] and some of the focus groups and things as it is really quite variable between state agencies. That may be something that you want to figure out a way to discover.

Who needs that? If we know we now for that money first century LMI, who in the agency to have that? But there is what it says.

Of vocation groups and professionals, not just the counselor. This is all fixed from the regulations themselves and because we realize changed -- variety of positions, the skills listed and by listed they mean that show up in their examples may be applicable to various positions in different ways. You may create change in your organization about who does what. You may have business specialists who become the labor market information specialist in your organization or you may choose [ Indiscernible ], and if it is the counselor, what changes in terms of other duties and responsibilities? What about the [ Indiscernible ]? There may be changes that you create in your organization that happen at that level.

Okay. Let's take a look at the examples that they do list.

I put skills listed [ Indiscernible ] because this is an excerpt of page 170 that regardless of what examples they put in there, which I really kind of thin actually , it is that maintaining the cutting edge state of the arch approach -- art approach. Not merely doing what we have always them, maintaining at today's at what traditional establish levels. You're probably going to see or director be involved in creating and sophistication of using LMI and different categories will be used and by home.

Here's what we know. You're going to need an in-depth knowledge of labor market trends, what are the occupational requirements, information about employers, business practices and employer personnel needs , and traditionally we used Bureau of Labor Statistics and [ Indiscernible ], those are specifically mentioned, but they are not going to be limited to that. Each of your state may have -- some of you may have real-time LMI that is available through your

 state Labor Department. Some may be partnering with them around that. So maybe can affect contracting for Realtime LMI. Some people may be using career index plus. As you create your system, there is going to be a lot of training and support. For who? Vocational rehabilitation counselors should be using it for planning and for providing information . Your organization, whether it is the counselor business specialist, may need to use business [ Indiscernible ], job development and placement. It should be used to support building and maintaining relationships with employers and for job development job placement and respond to today's labor market.

These are the areas related to LMI where you may be experiencing significant change and that it will change at different levels for the organization.

That we are going to take a look at an organization and how change initiative impacts different levels of the organization's differently.

 This diagram that you see, and let me describe it, it is a triangle divided into three sections. It came from a resource called

 [ Indiscernible ] now that your company has downsides, restructured or reengineered, came out a lot of information that came out of the downsizing of businesses and a lot -- it is an older resource but a lot is interesting in terms of organizational change.

 The bottom of the pyramid is the employers, workers, associates, counselors or tax. The middle section of the diagram shows middle-management, which in our system depending on your state may be supervisors, area managers . You might have different terms, and the top management or leadership. What they found is that when an organization is going to change there is different stressors at different -- at different characteristics that emerge at different levels of the organization. For example employers workers and Associates and [ Indiscernible ] and concerts and tax, the terms they had there is resistance but they may be feeling the most stressed as the ones who were going to have to make changes in their day to day at work, not just changes that we made the decision in our work is done in here it is, but those are the people that have to do with the changes it is implemented. If there is a new routine, take significant time, are they going to have to figure out where to cut back, work longer hours, do things differently, schedule longer sessions with their customers, schedule more sessions. There is often more stuff to figure out at that level. What you hear from human beings is this is the human side of change, is why are they doing it this way? This does not make sense . Why are you doing this to us? You did not ask us about this. You hear these very human things and it is not just resistance, they are real questions, but if you are in middle-management , you are going to feel that pressure more than top management is because you are the ones that are going to be hearing it works but we are going to skip middle-management for men and go to top management and you see the term isolated. That sounds like a negative term but it really is not. What leadership in upper management use expenses in an organization if they are having to deal with the pressures that come from external forces that have to meet the federal requirements. They are looking at budget issues. They are looking at what the state legislature requires. They're looking at personnel issues, how are things going to have to be restructured. Top management leadership may not be as in touch on a day to day basis of what these changes are going to mean to the employers, the workers, the Associates. When organizations are under stress you tend to see and this is not

 this is a bad organization or good organization. All organizations. You can see stress along his division lines. You might hear people say they don't have a clue what we are doing with. It is not because they don't care. It is because their job is to deal with these other issues of top management work guess what. If we had middle managers on the call, see those squeeze ? You usually feel it from all sides. You're often the people that are given the decisions and say figure out how to make this work with the counselors. Make sure they get the training they need. It is implemented. The hear people that the spec here is people that work for you. I don't get it, my does not work there, we going to do this. From top management UIs during make sure this happens. This me to get implemented. For US human beings you are often having the most pressure in the agency to create the detailed change plan that makes the ideas and decisions come to fruition.

I hope I am not depressed you , but let's look at it. If change is this difficult, why do organizations change? From the business literature there is all sorts of things. There is a link there. I think Katie may have put that resource in our resource list that 70% of change fail. Why change. Why do we do this. We have to look at the cost of not changing. That is the key that sometimes gets left out

 when you are trying to look at how to create a change plan.

We are going to go back and look at things that we know from business. We have a picture from Kodak products on the screen. If you look at what happened, how many of you -- if you are in a room together white eraser and. That when you want to take a photograph you go to the store and buy some film and load that film in your camera and get it developed. Probably no one. Kodak

 embedded digital photography, whether engineers. What they decided was to keep that quiet. Where in the film industry and the paper industry. There is really not a place for the so digital thing, and what we have got 10 years before the pixel will be to the degree where it is equivalent to film, so let's just hold off on that. And they kept making the decision not to move forward because their internal sequences and patterns and what they do would change so much they did not want to think about that. They are no longer a leader in photography. I have another picture here of a Blockbuster store. Some of your torrent young to remember this, but when other ways to deliver media became possible , Blockbuster was so committed to its brick-and-mortar stores and its processes that they decided to make tweaks instead of changes. [ Indiscernible ] the price of [ Indiscernible ] if you return the movie. They lowered the price on old movies. They made changes that were too little too late to remain competitive, and with WIOA we are in an error of partnership and an error of using information efficiently for our clients. The changes going to be worth it. Always consider the cost of not changing. When we boil this down and look at it, relative to labor market information , people may have a new scope of responsibility whether it is your business specialist are your counselors or your tax. That will be a change. Keep inside the fact in mind the human side of factors that we listed. There may be no applications to learn and technology. For some people that is no big deal and other people may struggle. For example, real-time sources of LMI. Other kinds of technology that will deliver labor market information that people may be have to learn new things that may take a little time . Incorporating the sharing of the labor market information as part of the counseling process as part of an informed choice. If you have a routine to do and it is going to take longer or you're going to have to struggle a little bit, counselors or tax, business people resource people may need support for middle-management to get that done. Integrating LMI into the documentation process , will that be rolled into your existing case management system? Will there be a secondary kind of documentation talk house at all going to work ? The could be ships and responsibilities for folks and those are all change elements that you might have to plan for as you move forward with implementing WIOA and job driven practices in your organization .

As a manager, here is your challenge , all of those of you who have been squeezed as the middle section of your organization, taking into consideration multiple factors . The human response of change that we talked about, all your staff might be at different places of that.

What other decisions that are being made in your agency about how these new requirements can be structured in your agency? And then creating the processes and support your staff will meet so that it is all implemented effectively within your agency.

Okay. What we are going to talk about now, and I think I mentioned earlier that we are going to look at some concepts around the adoption of innovation.

Some of this information began back in the 30s looking at farmers and their willingness to adopt innovation in agriculture, but they found over the years that this adoption of innovation curve is true for adopting technology, adopting the ways of working. If you look at innovation, there is some predictable sequences that we can anticipate about how a new innovation will be adopted.

What you see on the graph is about 2.5% are the innovators , the terms are going to talk about,

 early adopters, early and late majority and laggards, and I guess like her does that sound like a good word, but I kind of like it because in some things I am an early adopter and some things and which I am lagging and we all fall into these categories with different tasks, whether it is work or personal.

I am absolutely a lighter. If you look at working and Excel I was an early adopter. We don't want to categorize people as you are this but when planning for change, it is really helpful to take a look at this and understand how it happens naturally within an organization.

About 2.5% of folks are going to be the people who are on board at the ground level. They are all in. They are excited about it. They are the ones that [ Indiscernible ] of using LMI there the people has been using it for years. This will be great. I know I already go to our state website . I really good with the Bureau of Labor Statistics, I love this stuff, I am so excited.

If you want to work with your innovators, they are the people you want on board early part those are the folks that you want to be involved in helping to design how this is going to happen in your agency. You want to capitalize, especially if they are kind of a thought leader in your organization

 and track them down, invite them down to be a partner in designing how you're going to make this work for your organization.

If you look at the next category, they are the early adopters. If you are lucky, the other thought leaders. They're the folks at other people and agency look to to say what is the real scoop on this drug is this going to work for our organization?

You want those folks early on interacting with your innovators because they are the ones that are going to give the good feedback to make sure that it works, that will offer support. Those are the ones that you want to [ Indiscernible ], take a look at this and see if it is going to work for us. But that's who you can use before you roll it out to the whole organization.

They're still folks that are going to be excited about it. They are just not necessarily the ones on the very front edge, and those are going to be the folks at when you do get into it you can sometimes be a peer mentor or have a counselor or [ Indiscernible ] business rep, training and supporting the confusion of the ideas of the organization.

Early majority. They are the folks -- I'm sure all of you could be nodding if we could see each other and would say there are some folks that are going to wait and see if this is really going to take before they are going to mess with it much. Okay. The early majority of the folks at take a look at it, they are probably talking to the early adopters and saying I think this is going to happen . I am going to get into it. I'm going to learn it and make it work for me. Your early majority are though ones that kind of [ Indiscernible ]. You are about 50% of your people when you get to the early majority. Each segment is a different kind of support , and we are going to go and take a look at one, the late majority. The late majority is like when everybody is using it and they have worked out the bugs, but they are going to be on board.

Something to keep in mind , this is my personal opinion after a lot of years of experience with a lot of change and different organizations is a mistake that is sometimes made is to school people because we would like them all to be early adopters and be done with it.

That is not the way adopting innovation works. The late majority, when they are on board, you have kind of comfort -- covered the home when you get to that point, but you probably don't want to roll out every [ Indiscernible ] to people who want to wait until the bugs are worked out. They're not into that. To be more efficient time you use your people if you let that innovators and early adopters and early majority work out the bugs and then you are ready for the whole late majority to be completely on board. Don't keep it secret but you probably don't need to send them every email about every little change.

The laggards. They are the people that are going to keep doing it the old way as long as it is possible. Laggards are not influenced by the early adopters or the in evader innovators, late majority is probably the people that are going to help them get on board . When you want to actually get these changes implemented to work with your organization throughout and use people as peer mentors for support the people that you can team up and call if there are bugs are glitches or something of a cult, and get that whole agency working and pulling in the same direction .

That is one of my favorite models I think it offers a lot of really pragmatic ways to say when you're looking at implementing change in an organization.

Now we are going to look at another element that is not foreign to anybody here. Though role of [ Indiscernible ] an individual and organizational change. I said earlier decisions like to drag implementation work one thing I think we have to consider especially looking at the worker who's going to be where the change actually has the most significant is habits are very powerful . I really recommend this book. It is a business book. The power of habit, and some of the ways that the research that resulted in this book was around the findings that habits are not just something we decide every day to do an everyday we make a decision and so we just keep deciding the same thing and if you want to quit with the habit we just decide differently is that habits are actually neurological.

I think the looking at my

 clock, and I have time for quick story. What they need phone with the gentleman would neurological damage and no longer had a memory of his own home. If you ask him to draw a map of his house that he lived in for 40 years he could not do it. If you could say point to the door to the kitchen, he could not do it, but if you said we fixed me a couple coffee he went to the kitchen and made coffee. Eat cannot describe how to make the coffee but because that habit had been repeated to the point where it moved from the decision-making part of the brain to the basal ganglia which was not damaged in this instance where this gentleman, he could still do all the functions we could no longer describe that but that have become habit and as they realize that habit is neurological and that what we do gets triggered in different parts of the brain, that is a pretty powerful

 thing, and many universities are now doing research on habits because it plays out in a lot of parts of the organizations in our lives.

One big study that was referenced was 40% of the actions that we do are not actually decisions. If any of you are working with clients are working with your counselors you probably have subroutines that you do almost on autopilot that work really well for you, but when changes come down the pike you have got to create something to replace that, a new sequence of events if you want to be effective in implementation.

Let's define it. The choices that are deliberately made at some point that we stop thinking about it, continue doing it often every day, and when you disrupt the habit, sometimes we want to have it back.

Let's look at how they work Turks but there is usually a queue or a trigger that by the time something becomes a habit, it could be the time of day. It could be the ding of your email. It could be what your client tracking system creates for you, but something [ Indiscernible ] sequence of events the routine you're going to do and that has been rewarded or you

 would not have kept doing it. It would've never become a habit that

For us in the art it may be what I do this routine I end up getting a my paperwork done. I end up with my supervisor happy with me

 and I feel good about the reward. I feel good about the way my clients are responding to me, my customers are responding to me and I feel good about seeing the closure I get, I meeting my goals, whatever it is, only get a routine and we get the reward it becomes a habit, and

 like I said, it was a different part of the brain and it works for us until something changes and we want to change something, something stops working for us or the organization wants to change something.

If you need to -- part of your change plan is to change what people are doing on a day to day basis, maybe how much time they are spending talking to the consumers about LMI, maybe about how much time they are spending with businesses, to change habits we have to identify with the cues are. What is triggering it? What is it start? Then we know where we need to create a new system -- system of events per

Identifying the reward. What is sustaining that habit? What is the current sequence of actions that you want to replace or tweak or modified

 and create or identify the new sequence that you want to read a book that implement, whether that work is working with LMI or some other aspect of WIOA that this does might notice the one in red. You can make sure that the new sequence is adequately rewarded, and not inadvertently punished. If I'm a concert I have a sequence that I have down and I can get my paperwork done and I get something that is going to add 40 minutes with every client that I meet with , and so I feel like I am being punished because I have to take work home with me, if it does not feel rewarding, it is going to be really difficult to keep that new sequence in place Turks but as you are looking at what is going to change with your counselors or business specialist, you probably need to be looking at either other elements that need to be diminished, altered, and if we go back to one of the earlier slides, will there be shifts in responsibility beyond just a Council?

All of this becomes part of the systems work that all of you will be doing and implementing change in your organization.

These are my final couple slides. You guys -- if you are in middle management, you are the ones that are getting the pressure from all sides. You're going to be the most squeezed an attorney be difficult if you have been in the thick of it to feel patient, but what is no big deal to you, it may be a really big deal to someone else.

The time you spend listening to an understanding what you folks are going through will be much appreciated . When leading change, you got to be careful about being dismissive of people's concerns because it really is a lot of work to create a major change in an agency.

Maryanne is going to come back on and I'm going to mute my phone she's going to provide information on the ADKAR model that can help you support you in change in your organization.

Think he.

 I know as professionals who are coping with a lot of change now with WIOA implementation and we specifically are looking at integrating labor market information into IPE development with our consumers, and I want to acknowledge that it is a challenging job and also that you have come up with some strategies no doubt for team building and implementing change .

I personally have worked in VR and I know that often times there are time management issues, budget issues, technology, client, PHX's, so I am hoping that the two tools that I am going to share with you today can be useful, but there are takeaways that you can apply in your work.

First thing I want to look at and I will do this just very briefly is talking about William Bridges who has done a lot of work around what he calls transition , and from his perspective, he looks at change as being concrete. It is something that happens to us and in VR this is often going to take the form of a new policy or directive as Paul is pointing out .

But what we really struggle with as individuals and organizations is the transition to the change .

Bridges has defined a three stage process for this transition. The first phase is called letting go, and in other words we cannot let go of the way things were and except the change until we go through that process of realizing that there is loss year

 but there is also some gains.

The first stage is letting go. The second one is called the neutral zone, and in this zone you'll often see people being confused, frustrated, dealing with emotions of sadness, denial, perhaps anger , but at the same time there are those feelings of excitement and possibility about the change .

Once someone has gone through the neutral zone and is leading more towards excitement , possibility, we can't really have the third stage which is called the new beginning , and this is where an individual has accepted the change and they are developing new attitudes, skills, and behaviors. I don't really think that I'm telling you anything new but I think Bridges offers the framework that is offering understanding transition to change on an individual level.

You will see at the end of the PowerPoint that there is some resources related to Bridges, as well as the other things that I'm going to be talking about and there are also some document downloads that you can find accompanying the webinar following today's presentation.

The next model that I'm going to spend time on is called ADKAR and that is actually an acronym standing for awareness, desire, knowledge, ability, and reinforcement. This was developed by a company by the name of [ Indiscernible ] and they have been in the business for about 20 years offering individual change management solutions, as well as solutions for organizations. Them develop many, many tools. They can come into an organization and work on change implementation or different tools can be downloaded from their website or purchased . They have some best practices, and one of them is ADKAR and this is the resource that provides a model for understanding the individual's needs during change.

Let's look a little bit more deeply at the model, the acronym , A stands for awareness of the need of change, D, desire to dissipate in and support the change, K is knowledge on how to change, A for ability to implement required skills and behaviors, and our Mac -- the R is for reinforcement to sustain the change but I think has been management or supervisory you're going to be playing it may -- is incorporated into the counseling process.

The first thing where going to look at as a manager , how does your employee become aware of a need for change ? How is the change communicated? Initially change will usually come from senior leaders because Paula pointed out, they have mandates from federal law , so there will be change communicated through senior leaders and then it is going to continue to be communicated informally and formally as it is implemented within the agency.

 I think what is really important when we are talking about awareness and we want to communicate a change , be specific. What are the new expectations for what will a counselor or other staff member be doing differently? What will it look like with a change is fully implemented? I think another point to remember when we are communicating awareness of a change is how to and positive terms talk about what the benefits will be to the counselor and to the client.

The next piece in the ADKAR model is desire. Does your employee have desire to participate in a change. US amid manner sure are going to be in an individual -- and you can provide support to them as they go through the process of adjusting or adopting a change.

I wanted to say a few things about labor market information . LMI is not about random data and statistics. Is a tool that can provide the counselor and client with really useful information about the labor market.

Labor market information informs informed choice and we know knowledge is power and labor market information can really empower the client to make a choice that will satisfy their interests and needs. At the same time, we don't want labor market information to be restrictive and to pigeonhole people in certain occupations , but to see it as a decision-making tool that will help the client develop their IPE goal.

 [ Pause ]

The next piece in the ADKAR model is desire , and one thing we need to remember here is that ultimately the employee must make the decision to participate in the change based on their own unique motivations, and I think Paula did a wonderful job of talking about the innovation loop. There will be folks in your agency that are already using LMI effectively and will be excited about it all the way to the individual that perhaps is feeling overwhelmed by it.

 We know that in vocational rehabilitation not doing is not an option. It is really important as someone working directly with the employees to help them get through the phase of resistance and find ways that will help them understand how using LMI can really help them and ultimately the customer.

K Mac and the ADKAR model stands for knowledge and we have to look at does your employee have the knowledge to make that change. We know they need awareness and the desire to change. However, they are going to most likely need training in order to be able to understand the change and put it into a fact .

We want to look at training that is specific to the employee's role in the change. Were going to be talking a little bit more about that. Now I want to share another resource with you, and that is using a survey of labor market information used within your agency to get some baseline information. What is your staff currently doing? Are they using labor market information, what resources are they using ? What trading do they need, what modality of training would be most useful to them? We are fortunate in that the Pennsylvania VR agency has developed an expensive survey around staff use of labor market information and this is available to you. Again, it can be downloaded from Www.explorevr.org come along with the webinar materials, and we look at the survey you are going to see that it includes questions related to the information I was just talking about, current use and resources , as well as a piece that is specific to Pennsylvania looking at their own system for obtaining labor market information.

I would encourage folks to look at that if you need a survey model , and I think Pennsylvania once again for making this available to us.

 Now we are going to look at ability in the ADKAR model , and what we are talking about here is the implementation. Can your employee put their knowledge into practice ? Often times there needs to be a bridge between knowledge to [ Indiscernible ]. How do we accomplish that? How do we create a bridge? Hands-on training and I would encourage a possible training in an environment where the staff member is away from their daily routine where they are responding to emails, calls, and client issues , someplace where they have an opportunity to really practice using new skills , and the wall will help to bridge that gap is ongoing training, ongoing involvement with others with their peers where they can learn and share, as well as support from you as their manager.

We know that with ability comes change and new behavior.

 The last piece of the ADKAR model is reinforcement . What we are looking at here is do you have reinforcement in place to prevent your employee to reverting to old habits? I think Paula did an excellent job of pointing out how we are all wired to habitual patterns of behavior .

Looking at reinforcements there are I believe intrinsic reinforcements as well as extrinsic. You as a supervisor and peers are in the position where you can offer acknowledgment as someone gains a new skill, successful using new skills . It can be really rewarding to have that acknowledged.

Intrinsically I think staff in the art are there because they want to see people be successful , people with disabilities, and so client success is a huge, huge intrinsic motivator , and I think labor market information, as I said, informs that informed joints process and can be critical in helping the client make an informed decision.

Other ways that reinforcement in terms of monitoring within the agency and to make sure people are learning and using labor market information are things that could be built with the caseload management as Paul up mention, or it might be part of the IPE development that is actually articulated.

 I think you now. We have gone through the ADKAR model. I think that's what I will their takeaways there that you -- that are useful to you, and I'll just remind you that there are resources on the last slide you will see some web links, as well as some downloadable resources .

What I would like to do now is open it up to questions and see -- Paula and I can both answer the questions to the best of our ability here, and let me see. Our first question -- excuse me.

How our states dealing with sector strategy development and informed choice? How are they linking preemployment transition service -- services, level services, to American jobs under services?

These are really good questions , Matthew.

Looking at that first one , talking about sector strategies and informed choice, I think this is a really interesting question. One thing that we have seen , a number of large companies, and I think Walgreens is one that most people are familiar with realized that they had a need in their distribution center for more employees and different kinds of employees, but are related to distribution of their products , and so we have seen them implement and distribution centers training parameter Desmet programs. Would call a customized training programs for individuals with disabilities and they have actively recruited from other agencies that are working with folks for their distribution center.

I think your point there is something that a mentioned earlier. Is this actually an occupation that will be of interest to the individual? Is it something that they want to do? Do they have the information

 about their job and about possibly other jobs that they would have the ability or potential to do? I think this is something we need to keep in mind as we are looking at different sectors of employment.

I also think I would refer you to your Department of Labor to see what is happening within your state or region of around sector strategy.

At this point, the preemployment transition services that now VR agencies are mandated to deliver , I think there will be more information forthcoming on that as we look at how that will link up with the American job centers in time. Stay tuned for that , Matthew, and hopefully we will have more information on that.

The second question is have the state Department of labor is prepared leg cuts to the labor market information's to permit states VR agencies to access the information as to job titles?

This is something , Connie, were I would talk with your state agency specifically to see how they are going to be interacting with DVR .

I think this could vary by state .

The next question is what role do the front line staff have as a resource I virtual working directly with clients and partners to the models of change? Especially those who have been utilizing LMI with the clients with success for those for various reasons have not? I think that is another good question. I think we are going to be getting more and more information about different state agencies and how they are implementing labor market information.

I would also encourage you to go to www.explorevr.org a look at the toolkit on labor market information. There are a number of great webinars they are related to LMI , including sector strategies and there might be some useful information there.

Do we have any other questions so far? I don't see any other questions, but do you have anything you would like to add to what I said or ideas that may have come up as we were looking at using LMI I think you did a great job with the questions. I think a lot of the changes are still emerging. I know everyone is interested in what other states are doing and I think as combined state plans will have information, I think as you said more will emerge, and I think all of us working with the [ Indiscernible ] as we can find resources, as we come to learn what states are doing, we had the example of Pennsylvania survey about their staff LMI, we are going to do everything we can to make those resources available in the toolkit's, so as they emerge, hopefully more information will be available.

 That is an excellent point. It will be ongoing information and we will make sure that that is delivered to the toolkit and through webinars .

I want to thank everyone who has attended today. Again, there will be an evaluation coming out and I would encourage everyone to please respond to that. It helps us to create more training and more tools . For those of you that want CRC credit it is necessary that you select the evaluation and I want to thank Paula and Katie for helping with the webinar today.

Have a good day.

Thank you, everyone for joining. Thank you Paul and Mary and. I'm going to take us to the next screen where you can follow the link to the evaluation and also some as the question about the resources for download and the links. If you click on the resources in the box downloadable resources and click the download files but then you should be able to get those resources on your computer you can also go to www.explorevr.org we can slide -- find the sites for the presentation. Thank you again. Have a great day.

Thanks, Katie.

Thank you, Paula.