

Strengthening Change Management to Improve Workforce Stability in the Commonwealth of Virginia

VEI Spring 2026 Group Project Presentation



Introduction: Group 2 Team Members



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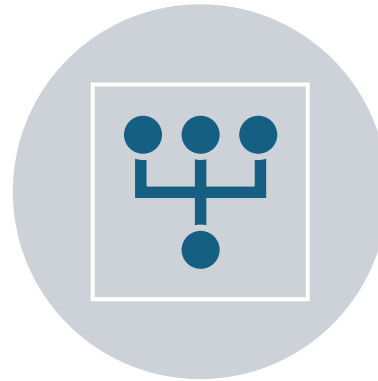
Change Management

Change management on a broad scale is a logical, transactional process. It's all about planning, structures, systems, broad communication, and detailed organization.

The Current Landscape of Change in the Commonwealth



AGENCIES ACROSS VIRGINIA ARE UNDERGOING RAPID MODERNIZATION.



NEW TECHNOLOGIES, PROCESSES, AND PRIORITIES ARE RESHAPING DAILY OPERATIONS.



LEADERS AT ALL LEVELS ARE NAVIGATING MORE CHANGE THAN EVER BEFORE.



Why This Matters: Impact on Retention & Recruitment

01

Unsure of
expectations

02

Engagement
drops

03

Workplace
becomes less
stable

Supervisor Training

- Skill Development
- Strengthens Leadership Readiness
- Stronger Leadership at Every Level
- Better Teams and Better Service
- Improved Performance and Accountability
- Consistent Practices



Why Supervisor Training Matters

- They are the “Boots on the Ground”
- Frontline Influence
- Behavior Modeling
- Resistance Detection
- Communication Bridge

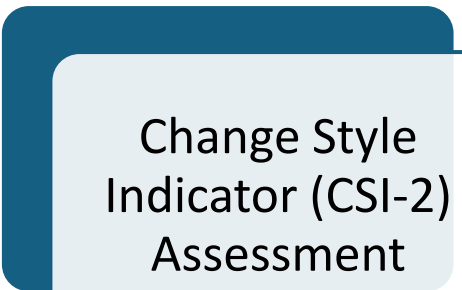


SUPERVISORS ARE THE DRIVER OF CHANGE.

— When supervisors lead, teams thrive and results follow. —



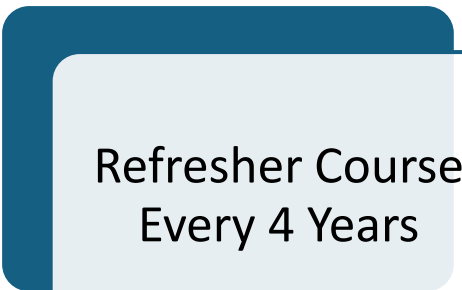
Supervisor Training Journey



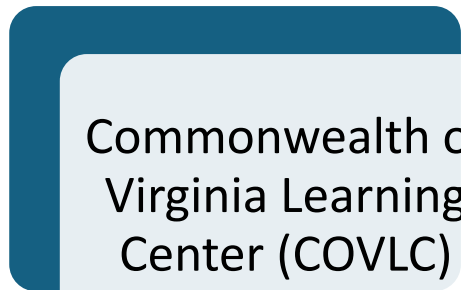
Change Style
Indicator (CSI-2)
Assessment



New Supervisor
Training



Refresher Course
Every 4 Years



Commonwealth of
Virginia Learning
Center (COVLC)



Government Precedent for Change Management

Virginia Today

- Some Virginia agencies independently use Change Management practices and tools
- Current efforts are inconsistent and agency-specific
- No standardized enterprise-wide approach currently exists

Washington State, California, Federal

- Established enterprise Change Management Playbook
 - Developed workforce transformation and change management guidance
 - Provides standardized change planning resources across agencies
 - Supports organizational readiness during major transitions
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Why Virginia Needs an Enterprise Change Management Playbook

**Standardizes
Change Across
Government**



**Improves
Organizational
Readiness**



**Protects
Commonwealth
Investments**





What Agencies Will Find in the Change Management Playbook



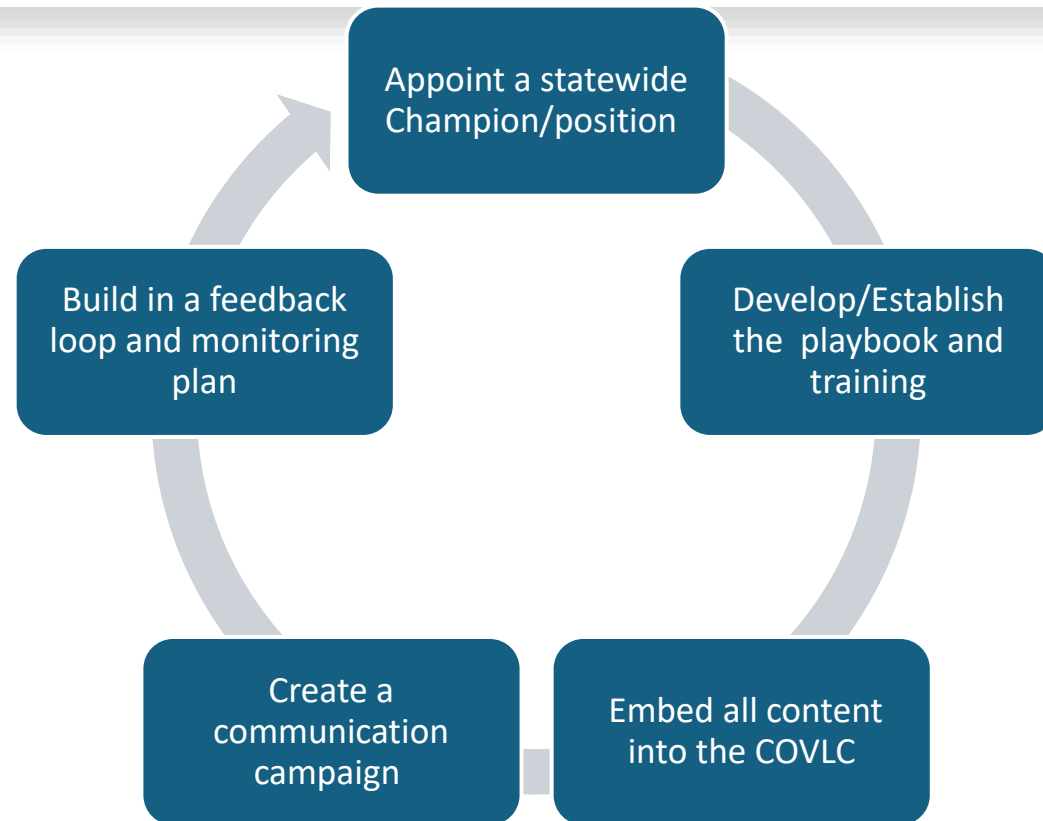
**Planning &
Readiness Tools**

**Communication &
Training Resources**

**Governance &
Implementation
Guidance**

**Measurement &
Sustainment**

Implementation



Implementation Costs: \$1.6m

Personnel (new FTE) -
\$230k

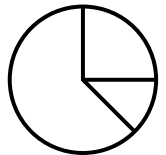
Playbook creation - \$5k

Curriculum development
+ Assessment - \$1.4m

**Maintenance and Refresher Course required every 4 years (start of new Administration) will cost us approximately \$570k*

Financial Impact

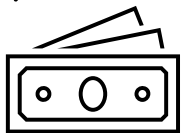
- **\$1.6m is a significant investment, but the cost of inaction is higher.**



Less than 1% of total COVA personnel costs



10-50% reduction in turnover rates



143% ROI – generating \$2.3m in value



Recommendation

- Develop standardized training with assessment in COV Learning Center as required training for supervisory roles.
 - Develop a playbook as a consistent, statewide resource.
 - Establish statewide Champion to monitor training requirements, update Playbook and training as needed, and serve as a dedicated resource for agencies.
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