

# Change Management - 2025 End of Year Summary



## Background:

In 2025, City of Madison Human Resources (HR) Organizational Development (OD) continued year three of our first change management community of practice. We sustained commitment from the 2024 cohort of nine agencies to tackle pressing organizational challenges. This included Civil Rights, Common Council, Fleet, Human Resources, Information Technology, Metro Transit, Streets and Urban Forestry, and Water Utility. Together, we are improving our personal and organizational skills in the application of PROSCI's change management methodologies.



## Change Management Focus Areas:

We asked each participating agency to identify at least one priority change they could apply their learnings to and discuss in the community of practice. Led by HR-OD's Performance Excellence Specialist, Karalyn (Kara) Kratowicz, the team met quarterly to discuss lessons in change management, apply concepts to our priority projects, and problem solve as a group.

Examples of skills applied included: using [ADKAR](#) in quick and easy ways, creating communications plans, and working with PROSCI tools to complete [risks assessments](#) and [assess project health](#). Specific projects discussed in this space included: the city's developing Human Resources Management System, developing change management training, process improvement project to reduce a backlog, audio/video and facilities set-up projects, communicating expectations about employee check-ins, and work planning. Perhaps most notably, our discussions often came back to how the City of Madison is creating local versions of PROSCI techniques to meet our organization where we are at.

## Evolving the Community Practice:

While the group included invitations to fourteen PROSCI trained staff citywide, quarterly participation averaged five attendees. A December 2025 survey of the PROSCI trained staff indicated the majority of staff are finding time to use and apply their knowledge, skills, and abilities. However, staff indicate they are often playing multiple roles (e.g. change manager, project manager, and/or sponsor) to support project completion. This leads to increased difficulty in switching mindsets to perform the unique skills required for each role. No one is able to keep up with doing more than one role at a time in a high-quality manner. Staff attended the community of practice to the best of their schedules' ability. However, it is clear our practice space, currently dedicated to a wide variety of topics, needs attention and re-focus to sustain and increase our impact.

From 2023-2025, certified change staff rated the organization at Level 3 change readiness. In the [PROSCI change maturity model](#), **Level 3** is a state of maturity where a comprehensive approach for managing change is applied to **multiple projects**. To progress to Level 4 (or eventually Level 5), organization-wide standards and methods first need broad deployment for managing and leading change. The evolution of our future practice space seeks to advance our organizational change management maturity in alignment with the PROSCI framework.

## Future Planning:

In 2026, the community of practice will expand with a goal to include a representative from all agencies to learn change management skills in an applied context for one specific organizational change. Implementation of the Human Resources Management System will serve as the enterprise-wide opportunity to implement organization-wide change management standards. HR-OD will also continue to offer [resources](#) and [consultative training offering](#) to teams who may be struggling with change.

## Learn More about Change Management

Connect with our Performance Excellence Specialist, at [OrganizationalDevelopment@cityofmadison.com](mailto:OrganizationalDevelopment@cityofmadison.com) to learn more or get involved.