

QUALITATIVE COMMENTS FOR STUDY THREE

INVOLVEMENT IN CHANGE PROGRAMS

Question 1: Have you experienced a major organisational change in the past?

No qualitative comments requested.

If yes, Can you briefly describe the change/changes you have experienced?

| Participant Number & Position | Qualitative Comments |
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| Participant 2 Accountant Organisation B | <i>I have been on the receiving end of two restructures and had to find employment on both occasions. It is hard to accept organisational change as I have seen it revert back to what it was on a previous occasion and the people involved in implementing the system are no longer with the company and really didn't understand the nature of the business. We seem to rely too heavily on consultants and "whiz kids" who never stay around after the damage is done.</i> |
| Participant 5 IT Manager Organisation B | <i>Takeover by another company; Numerous structural changes through working history; Numerous systems implementations and replacements; Change of role or promotion on average every 2 years;</i> |
| Participant 6. Middle Manager Organisation B | <i>Takeovers, job changes, new industries and new technology.</i> |
| Participant 9 Special Project Analyst Organisation B | <i>During previous employment in Banking Sector I was involved with major restructure of positions throughout the Corporation. This included introduction of new computer systems, a total restructure of existing reporting procedures, and modifications of job descriptions.</i> |
| Participant 10 Assistant Accountant Organisation B | <i>I worked for an international company with large regional branches in NSW. This company centralised all accounting procedures and downsized all regional operations. I was made redundant as a result.</i> |
| Participant 12 Administrative Assistant Organisation B | <i>I worked for a large manufacturing firm of pharmaceutical and veterinary products. During the time I worked with the veterinary department, staff was reduced considerably due to a downturn in sale of products. This created a lot of unrest with the other staff, in particular managers. I did not lose my position but I later transferred to another department. The changes in the department happened around the same time as when my mother was battling with cancer and her eventual death.</i> |

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| Participant 16 Supervisor Organisation B | <i>Organisational restructuring. Closure and re-location of manufacturing facility.</i> |
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Question 2: Do you feel that experiencing a prior organisational change, helped or impaired your acceptance of the new system?

No qualitative comments requested.

Question 3: In what way did experiencing prior change affect your attitude toward the implementation of the new system?

| Participant Number & Position | Qualitative Comments |
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| Participant 2. Accountant Organisation B | <i>I felt that there were always going to be changes, but to what extent, I had no idea. The general consensus was that the system was going to do all the work but seeing how it is as the present time I believe another system would have been quicker.</i> |
| Participant 3. Line Manager Organisation A | <i>Positive attitude to change – change is not all bad.</i> |
| Participant 4 Commercial Manager Organisation B | <i>Essentially previous organisational restructures have been extremely different to the impact of the systems implementation – there was little I could bring to this change process.</i> |
| Participant 5. IT Manager Organisation B | <i>I have seen both good and bad changes over time. Usually the good ones were based on common sense and everyone understood why changes were necessary. I think change is good provided it is managed. If things do not change over time they become stagnant. Sensible, managed change is one sign of a healthy business. My previous experience in system changes made me well aware of the difficulties involved, specifically the pain of extra work that would be required by all users to learn how to use the new system and make it work for them. I also understood that a system “grows” into a good system over time as people become familiar with it and the system is modified to provide them with real value</i> |
| Participant 6. Middle Manager Organisation B | <i>Assisted in accepting challenges.</i> |

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| Participant 9. Special Projects Analyst Organisation B | <i>It gave me a more laid-back approach to the change. With the previous change I experienced I felt my continued employment depended on me adapting to the changes regardless of whether they seemed to make sense to me or not. With previous experience in major change, I didn't take the implementation of the system so seriously. My approach was more that it will sink or swim regardless of what effort I put in. This doesn't mean I didn't make an effort to embrace the changes, just that I didn't feel it was such a major deal in comparison to my day to day life.</i> |
| Participant 10. Assistant Accountant Organisation B | <i>I was very excited to be involved in such new technology and to have the opportunity to increase my knowledge and skills.</i> |
| Participant 12. Administrative Assistant Organisation B | <i>Life is full of change, my attitude was that the new system was just another change.</i> |

EVALUATION OF THE CHANGE

Question 1: The implementation of the new system has been occurring over 2 years. Describe the way your attitude toward the implementation has altered over time?

No qualitative comments requested.

Question 2: You have told me how you felt at the beginning and at the end of the implementation; I would now like you to describe how your attitude may have altered during the implementation and why it altered?

| Participant Number & Position | Qualitative Comments |
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| Participant 1. Personal Assistant Organisation A | <i>Even though there may have been some uncertainty, generally my attitude remained positive.</i> |
| Participant 2. Accountant Organisation B | <i>I believe that you give a new system a chance but after hearing comments about the new system and its support staff, I think that our organisation has bought a LEMON orchard. The staff used on the project volunteered to do the project, but I believe they really didn't understand how the organisation works and have made the system a very long-winded process. Maybe this has been brought about by Organisation A's staff who appeared to create meaningless reports.</i> |

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| Participant 4. Commercial Manager Organisation B | <i>I look forward to most changes as they usually bring improvements, however the process itself, the issues and the fact that we actually went backwards as a result of the implementation made me quite negative – I guess now that the implementation has been in place for a duration, and I have a better understanding of the implications of the implementation, it's a matter of making our way forward.</i> |
| Participant 5. IT Manager Organisation B | <p><i>As the project manager, I was very positive about the benefits the new system could bring the company. I still believe the system has helped the company enormously and that the company would fail without this initiative. My disappointment stems from the “token” support from some areas of senior middle management. It seems we have a culture of “blame” rather than “taking responsibility”, manifesting itself in a lack of commitment, decision making and team work.</i></p> <p><i>In our organisation if you take a justifiable business risk and it turns out to be less than 100% success, you will get blamed for a failure and your credibility, instead of being enhanced for attempt to add value, will be undermined for failing. This is further exasperated by the companies' willingness to accept continual failure from certain officers of the companies where they DID NOT take sensible business risks. Perhaps it's who you know rather than what you know.</i></p> |
| Participant 6. Middle Manager Organisation B | <i>System failed to provide benefits to users, in this area and destroyed value for selected user group.</i> |
| Participant 7. Line Manager Organisation A | <i>I originally questioned the appropriateness of the decision but through significant involvement with the project roll-out I began to understand the value to our organisation.</i> |
| Participant 8. Office Assistant Organisation B | <i>I believe my attitude altered from positive to negative because of lack of training, I do not believe my training prepared me for the use of the system in a live situation.</i> |
| Participant 9. Special Projects Analyst Organisation B | <i>My attitude at the beginning was positive because I had no real idea on what the changes were, but assumed they were for the better. I am relatively computer-literate person, and after two years haven't been able to gain a comfortable knowledge of the new system. The system is so time consuming, I try to find ways around using it. I guess I'm fairly negative about it now.</i> |
| Participant 11. Line Manager Organisation B | <i>At this level you do not reap the full benefits of this particular system (reporting etc) therefore it is difficult to remain positive. It is also combined with more work for a depleted work force.</i> |

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| Participant 12. Administrative Assistant Organisation B | <i>At first I thought it would be an improvement but have found that it is taking too long to receive goods ordered on the new system. Prior to the change, if goods were required urgently we only needed to telephone the supplier quoting an order number and the goods would be delivered that day or the next. It is taking longer to place orders as we need to find out the cost of goods, raise a requisition on The system and have it approved. Then the order is faxed to the supplier and goods are delivered to us.</i> |
| Participant 13. Accountant Organisation A | <i>I felt neutral at the beginning due to feelings of uncertainty. However, at the end I still felt neutral as because improvement could have been made that were not made.</i> |
| Participant 14. Assistant Accountant Organisation A | <i>Many of the functions of the system were an improvement on the old system.</i> |
| Participant 16. Supervisor Organisation B | <i>There are many teething problems at the beginning that frustrated performance. Now it is working better. No on-going or refresher training has been offered after these changes and experience with the system that would assist with performance.</i> |

Question 3: If you felt negative at any time during the implementation process, please indicate why?

| Participant Number & Position | Qualitative Comments |
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| Participant 4. Commercial Manager Organisation B | <i>Lack of involvement of the business units, the remoteness of the project and the fact that a lot of feedback was (seemed to be) ignored. And the massive amount of additional work it created for the business units due to the lack of consultation and errors made up front.</i> |
| Participant 5. IT Manager Organisation B | <i>As in question 5</i> |
| Participant 8. Office Assistant Organisation B | <i>Frustration with using the new system has altered my attitude as I have found it cumbersome to use. For example, when ordering items into stock you need an item number. Finding this item number proves to be difficult especially for someone who does not have a technical background.</i> |
| Participant 9. Special Projects Analyst Organisation B | <i>Not a day goes by without receiving an e-mail containing modified sections of the training manual. To be honest, after two years in a new system, I've given up. I just don't have time to re-learn procedures every day</i> |

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| Participant 11. Line Manager Organisation B | <i>As in question 5, these feelings surfaced more towards the end when you realised what impact the new system was going to have.</i> |
| Participant 12. Administrative Assistant Organisation B | <i>There appeared to be a lot of teething problems when implementing the new process and my attitude changed from positive to negative due to frustration in trying to get the job done correctly. For example, some orders were going to the wrong department and with incorrect recipient's name or without a name at all. This still happens.</i> |
| Participant 16 Supervisor Organisation B | <i>There were many teething problems at the beginning that frustrated performance. Now it is working better. No on-going or refresher training has been offered after these changes and experience with the system that would assist with performance.</i> |

Question 4: Considering your experiences from the IT implementation in your organisation, how would you feel about being involved in any future organisational change?

| Participant Number & Position | Qualitative Comments |
|--|---|
| Participant 1. Personal Assistant Organisation A | <i>Generally, change is positive because it involves new challenges, but it also does depend on the changes being made.</i> |
| Participant 2. Accountant Organisation B | <i>This would be dependent on those people who really have the skills to understand how our organisation works but I believe a standard system across the nation is the only way to operate a company such as ours.</i> |
| Participant 4. Commercial Manager Organisation B | <i>I don't think you can be negative about future change programs based on bad experiences in the past – its probably going to be better due to the fact that you can take lessons learned (you'd hope) into new programs and approach them in a more informed way.</i> |
| Participant 5. IT Manager Organisation B | <i>Despite my apparent (perceived or real) concerns about some aspects of the management in our organisation I would support any future initiatives that were for the good of the business.</i> |
| Participant 7. Line Manager Organisation A | <i>My attitude would depend on the nature and purpose of the change</i> |
| Participant 8. Office Assistant Organisation B | <i>The problem I have is that not a lot of information is given about these changes until they happen.</i> |

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| Participant 9. Special Projects Analyst Organisation B | <i>The organisation's IT department has a very bad reputation within the company and for this reason I'm not sure how I would feel about a new change implemented by IT. I would hope that I would be positive about any new change the company implemented.</i> |
| Participant 12. Administration Assistant Organisation B | <i>I have found that not all changes in life come under the same category – some are positive and some are negative. I like change.</i> |

Question 5: Overall how successful or unsuccessful was the implementation process adopted by your organisation in terms of employee morale?

| Participant Number & Position | Qualitative Comments |
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| Participant 2. Accountant Organisation B | <i>It may have been successful to some but not to others as a lot of good people and experience have gone due to the Share Processing and National Call Centres being based in Adelaide.</i> |
| Participant 5. IT Manager Organisation B | <i>The organisation was undergoing numerous changes at the one time including, systems implementation, centralisation of accounting functions, extensive restructure of business to align with deregulated market requirements, creation of new management roles and delation of others to name a few. In this environment of significant change some degree of resistance is to be expected. Particularly given the very low base of technology that the organisation's staff were starting from. The implementation itself had an extensive change management focus. It particularly targeted communication, addressing personnel issues with the adoption of centralisation, and acceptance of process changes. Whilst employees may not have wanted the pain of this change, and in some cases not readily adopted it, the implementing process itself provided every opportunity for staff to stay abreast of what was happening and why. Staff were also continually encouraged to have input to the process, but only minimal involvement eventuated.</i> |
| Participant 9. Special Projects Analyst Organisation B | <i>The time-consuming nature of the system provided staff with a common complaint about the company.</i> |
| Participant 10. Assistant Accountant Organisation B | <i>There was a lot of confusion and negativity prior to the implementation that was compounded by insufficient training.</i> |

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| Participant 11. Line Manager Organisation B | <i>Too many changes too quickly with not enough information regarding job security at a lower level. Staff morale in this area was extremely low.</i> |
| Participant 12. Administrative Assistant Organisation B | <i>I found employee morale to be very low.</i> |
| Participant 13. Accountant Organisation A | <i>User groups were very excited to have their own PC!</i> |
| Participant 14. Assistant Accountant Organisation A | <i>Apart from a few early meetings there were no follow up by change management.</i> |
| Participant 16. Supervisor Organisation B | <i>In my case I'm neutral.</i> |

Question 6: Overall, how successful or unsuccessful was the change program in terms of process adopted by your organisation in terms of the new system and the new work processes.

| Participant Number & Position | Qualitative Comments |
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| Participant 2. Accountant Organisation B | <i>Work processes seem to take a lot longer to do and printing A4 loose sheets instead of continuous pages is an absolute joke because I have printed some reports and the figures at the bottom of the page seem to disappear. Maybe the program is a problem.</i> |
| Participant 5. IT Manager Organisation B | <i>The processes were markedly different to those previously used in the business. We went from a decentralisation model where each business unit operated its own financial section and operated generally quite autonomously from any head office involvement. The new model however, removed all such autonomy. The business units found this extremely threatening. Now their results were central calculated and made available to their managers in short time. This "put the acid" on business unit managers and has already changed (increased) senior managements insight into the business operations in many ways. The processes themselves are the right ones. Early in the implementation the project found some areas that had bizarre processes that had not been discovered earlier (and nor were they expected), so additional work was carried out to "fine tune" or modify processes to meet valid exceptions. Further fine-tuning to streamline processes will be ongoing for some time. Some business</i> |

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| | <i>units are still unhappy with the changes mostly because “other” people outside of their department are now involved in the process (ie complete autonomy has been removed).</i> |
| Participant 9. Special Projects Analyst Organisation B | <i>The time consuming nature of the system provided staff with a common complaint about the company.</i> |
| Participant 10. Assistant Accountant Organisation B | <i>The new work processes were very successful in this office – which did surprise me. Obviously a lot of work had gone on behind the scenes which made the changes much less difficult than anticipated.</i> |
| Participant 13. Accountant Organisation A | <i>Training should have been more timely and comprehensive</i> |

COMMUNICATION

Question 1: Did you receive information about the implementation?

No qualitative comment requested.

Question 2: If yes, how was it communicated to you?

| Participant Number & Position | Qualitative Comments |
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| Participant 2. Accountant Organisation B | <i>By email</i> |
| Participant 5. IT Manager Organisation B | <i>I reviewed and issued much of this information. It included:</i> <ul style="list-style-type: none"> <i>• monthly newsletters individually sent to every staff member.</i> <i>• memos regarding specific aspects of the project targeted to affected staff</i> <i>• 3 national roadshows available to all staff;</i> <i>• a number of targeted information sessions to affected groups (eg finance staff and management;</i> <i>• process review sessions with business unit reps;</i> <i>• prototype testing with business units reps;</i> <i>• presentations at management conferences;</i> <i>• presentations to the executive management team;</i> |

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| Participant 10. Assistant Accountant Organisation B | <i>Most of the information came via e-mail.</i> |
| Participant 11. Line Manager Organisation B | <i>Change managers.</i> |
| Participant 13. Accountant Organisation A | <i>Participation in ad hoc project work.</i> |
| Participant 16. Supervisor Organisation B | <i>E-mail.</i> |

Question 3: Overall, how informative or uninformative was the information material about the implementation?

No qualitative comments requested.

Question 4: As far as you know, was the change in regard to the implementation communicated to all levels of staff who would be effected?

| Participant Number & Position | Qualitative Comments |
|--|---|
| Participant 2. Accountant Organisation B | <i>Not all staff were advised about training and relevant information to courses they could attend.</i> |
| Participant 4. Commercial Manager Organisation B | <i>I think that the communication needed to be more comprehensive and in-depth in terms of how the change would impact people (this was done very poorly) and how people could help to minimise the pain/transition issues. Communication was superficial and didn't enlist people's help or involvement.</i> |
| Participant 11. Line Manager Organisation B | <i>Unfortunately the questions were never answered, no-one seemed to know.</i> |

Question 5: When the implementation was communicated did you have a chance to discuss or ask questions about it with management?

| Participant Number & Position | Qualitative Comments |
|---|---|
| Participant 2. Accountant Organisation B | <i>We were able to discuss it but a lot of questions remained unanswered on how it was going to work.</i> |
| Participant 4. Commercial Manager Organisation B | <i>To a certain extent, on many occasions this was ignored largely due to focus on the deadline rather than the implementation/system quality at the go date.</i> |
| Participant 5. IT Manager Organisation B | <i>The project actively encouraged discussion. Half of the time at roadshows was set aside for questions and discussions and usually health feedback and debate was received. The targeted information sessions comprised presentations, general discussion and then a break out into small groups for general discussion and focus on particular issues.</i> |
| Participant 10. Assistant Accountant Organisation B | <i>Manager's knowledge was very limited.</i> |
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| Participant 13. Accountant Organisation A | <i>Yes, but any recommendations were never implemented which we now regret.</i> |
| Participant 16. Supervisor Organisation B | <i>Possibly, but not actively canvassed for opinions therefore none were given.</i> |

Question 6: If you had the opportunity how would you have communicated to the staff about the new implementation?

| Participant Number & Position | Qualitative Comments |
|--|-----------------------------|
| Participant 1. Personal Assistant Organisation A | <i>Team meeting.</i> |

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| Participant 2. Accountant Organisation B | <i>I would have given them as much information as possible as it affected them and how they did their job. The staff had the perception that they would not have a job after the problems were ironed out. It appeared that the staff retained were given all the information and the ones being made redundant were kept in the dark.</i> |
| Participant 4. Commercial Manager Organisation B | <i>I'm a bit "touchy feely" but would have preferred to have had more comprehensive communication, probably less training, but more targeted, but would have made sure that the communication of what was going to happen, when it was going to happen and most importantly what that would mean to people trying to carry out their tasks, and how problems could be overcome easily. The other thing, specifically that needed to be covered was communication of the realistic benefits of the change – so people knew and valued the reason for the change.</i> |
| Participant 8. Office Assistant Organisation B | <i>Face to face meetings and newsletters.</i> |
| Participant 9. Special Projects Analyst Organisation B | <i>All we knew was this rumour going around that the new system was coming. No one knew what the new system was until the first training session on the use of it. Even then we weren't told how it would affect the jobs, just how to work the screens.</i> |
| Participant 10. Assistant Accountant Organisation B | <i>Group training, information sessions by knowledgeable persons.</i> |
| Participant 11. Line Manager Organisation B | <i>Workshops and also someone committed to getting back to people with honest answers to questions raised in these workshops. I felt the end staffing level was unknown and this caused more confusion.</i> |
| Participant 12. Administrative Assistant Organisation B | <i>Staff could be asked to fill in a questionnaire or other form of communication to weigh up the pros and cons before a new system is implemented.</i> |
| Participant 13. Accountant Organisation A | <i>Intranet home page.</i> |
| Participant 14. Assistant Accountant Organisation A | <i>There would have been ongoing meetings instead of a few meetings at the beginning just before the change and then none. Also there was no information or counselling about future job prospects and help given to those who were made redundant.</i> |
| Participant 16. Supervisor Organisation B | <i>E-mail, newsletter and possibly follow up phone call.</i> |

Question 7: Overall, how would you rate the success of the communication process (eg how the information was delivered to you) concerning the implementation?

No qualitative comments requested.

Question 8: Overall, how informative or uninformative was the communication you received about the implementation?

No qualitative comments requested.

LEADERSHIP STYLE

Question 1: What was positive about the way your supervisor/manager handled the implementation with you and your team members?

No qualitative comments requested.

Question 2: What was negative about the way your supervisor/manager handled the implementation with you and your team members?

| Participant Number & Position | Qualitative Comments |
|--|---|
| Participant 2. Accountant Organisation B | <i>Our manager was most understanding.</i> |
| Participant 4. Commercial Manager Organisation B | <i>This isn't appropriate for me really, at the General Manager level there wasn't too much communication at all, probably because there was a restructure taking place at the same time they were preoccupied with that. It really seemed to be an issue that stopped at the commercial managers, the project crash-landed, then the General Managers got involved when they no longer had information. Of course, communications from that point on was negative.</i> |
| Participant 16. Supervisor Organisation B | <i>Leader may not have been given much information to pass on.</i> |

Question 3: Throughout the implementation process did you feel you could talk to your manager about your concerns if you had any?

No qualitative comments requested.

Question 4: Please rate your leader's overall success in handling the implementation.

No qualitative comments requested.

CULTURE

Question 1: There are many way to describe an organisation's culture, some are presented below. From the list below cross those that you feel accurately describe you organisations culture prior to the implementation of the new system.

| Participant Number & Position | Qualitative Comments |
|--|---|
| Participant 4. Commercial Manager Organisation B | <i>The organisation is fairly hard nosed an commercial – the things that need to go on do, the career development, employment nurturing aspects etc. take place on a more localised basis – depending upon the values of the relevant managers.</i> |
| Participant 7. Line Manager Organisation A | <i>The old organisation had a very difficult culture to the new organisation. It is difficult to separate the changes that occurred as a result of the acquisition from the changes that resulted from the system roll out.</i> |

Question 2: There are many ways to describe an organisation's culture and some are presented below. From the list cross those that you feel accurately describe your organisation's culture after the implementation of the new system

| Participant Number & Position | Qualitative Comments |
|--|---|
| Participant 4. Commercial Manager Organisation B | <i>I don't think that any major change in culture has occurred as a result of the implementation – at all.</i> |
| Participant 5. IT Manager Organisation B | <i>The implementation of the new system changed the financial processes activities of the business but it did not address nor overcome the shortcomings in the organisations culture.</i> |
| Participant 7. Line Manager Organisation A | <i>All of the items ticked in the question are still present but to a much lesser degree. This seems to be more a feature of the organisation than the new system implementation.</i> |

Question 3: Did the attitudes and beliefs held by your fellow workers affect the way you personally accepted the implementation of the new system?

No qualitative comments requested.

Question 4: If you had a culture that, in your opinion, was not supportive of the implementation, how could it be improved?

No qualitative comments requested

Question 5: Overall, how would you rate the extent to which the culture was supportive or unsupportive of the implementation?

| Participant Number & Position | Qualitative Comments |
|---|--|
| Participant 4. Commercial Manager Organisation B | <i>I think it was largely accepted as inevitable – past implementation it was not terribly supportive as many were negatively affected.</i> |
| Participant 5. IT Manager Organisation B | <i>It was a very difficult environment in which to implement.</i> <ul style="list-style-type: none">- Large amount of other changes occurring- Inadequate management support- Internal political fighting- centralisation resulting in job losses, an emotive issue- low technology base to start with |
| Participant 10. Assistant Accountant Organisation B | <i>This was mainly because the change was inevitable.</i> |

TRAINING

Question 1: Did you go through a training program?

No qualitative comments were requested.

Question 2: If yes, what was positive about the training you received?

| Participant Number & Position | Qualitative Comments |
|---|---|
| Participant 1. Personal Assistant Organisation A | <i>It was very “hands on” and explained well.</i> |
| Participant 2. Accountant Organisation B | |
| Participant 4. Commercial Manager Organisation B | <i>It was all very “up” and “happy”. The training was comprehensive in terms of both content and users trained.</i> |
| Participant 5. IT Manager Organisation B | <i>Good quality internal trainers, good knowledge of system and processes. Trainers were persistent (had to train some staff more than 5 times on how to post a requisition. This took some patience and commitment).</i> |
| Participant 8. Office Assistant Organisation B | <i>It was hands-on training.</i> |
| Participant 9. Special Projects Analyst Organisation B | <i>The training showed how to use the new computer system.</i> |
| Participant 10. Assistant Accountant Organisation B | <i>Every employee – permanent or casual – received basic training.</i> |
| Participant 11. Line Manager Organisation B | <i>Early training was very disappointing but did improve later.</i> |
| Participant 12. Administrative Assistant Organisation B | <i>The trainers were very supportive, even after the training session.</i> |
| Participant 13. Accountant Organisation A | <i>Trainers were very knowledgeable.</i> |

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| Participant 14. Assistant Accountant Organisation A | <i>Good training provided of the system.</i> |
| Participant 16. Supervisor Organisation B | <i>Good computer based learning package used.</i> |

Question 3: What was negative about the training you received?

| Participant Number & Position | Qualitative Comments |
|--|---|
| Participant 1. Personal Assistant Organisation A | <i>There was a time delay of actually having the training to when we actually used it.</i> |
| Participant 2. Accountant Organisation B | <i>Training sessions were not long enough and we needed a lot of practice to help us cope with change. There was not enough time to understand how the system worked and the system was written by people who did not understand the organisations procedures and how they worked. There were too many novices doing the project.</i> |
| Participant 4. Commercial Manager Organisation B | <i>It was a bit too much – too soon. Most people “freaked” when they went “live” on non dummy screens – the training was a considerable time before the “go live” date for some people.</i> |
| Participant 5. IT Manager Organisation B | <i>Initially training did not focus enough on moving from the old to the new processes. This was rectified after about a month.</i> |
| Participant 8. Office Assistant Organisation B | <i>Even though it was hands-on, I was trained in the wrong module, therefore it did not give me enough information about the system. Also the trainer had only been employed for a very short time and did not have enough knowledge of a live situation.</i> |
| Participant 9. Special Projects Analyst Organisation B | <i>There are daily modifications to the manuals for using the system. There was no training on how this system would effect our current roles.</i> |
| Participant 10. Assistant Accountant Organisation B | <i>Each module was learned in one crammed session. In only one session, new knowledge is forgotten before you start to use it. The training was basic and there was no follow up or advanced training later. The help desk support is very poor and slow to respond to queries.</i> |

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| Participant 12. Administrative Assistant Organisation B | <i>Did not receive any training on the project expenditure and that makes it very difficult when trying to reconcile accounts I have to rely on Project Accounting personnel to forward by e-mail the expenditure for the month on each project.</i> |
| Participant 13. Accountant Organisation A | <i>The training occurred six months before the roll out which meant by the time we actually had to use it we all needed re-training.</i> |
| Participant 14. Assistant Accountant Organisation A | <i>Documentation provided by the system was poor and left a lot of questions unanswered if you needed to refer to the manuals at a later date.</i> |
| Participant 16. Supervisor Organisation B | <i>We didn't know about the systems strengths and weaknesses and limitations Follow up training would have been good however none was offered It has not been actively sought either.</i> |

Question 4: If you had the opportunity, how would you have changed the training program to be more effective?

| Participant Number & Position | Qualitative Comments |
|---|---|
| Participant 1. Personal Assistant Organisation A | <i>Had it closer to actually using the new system.</i> |
| Participant 2. Accountant Organisation B | <i>Made them more intense and hands on situations so staff could become more familiar. The organisation has always had standard codes in the general ledger and identifying things in the system is like looking for a needle in a haystack. I believe it is an auditor's nightmare.</i> |
| Participant 4. Commercial Manager Organisation B | <i>The "play room" implemented in the eastern implementation was a great idea, if this was supported and promoted by supervisors etc – it would be very effective, also if the focus was on training key users who could support others in the operations areas, rather than training all users on mass, a better skills/support mix might have resulted.</i> |
| Participant 5. IT Manager Organisation B | <i>Introduce reconciliation of old process and to new processes sooner (because most of the staff were incapable of understanding the impact of the change in process for themselves).</i> |
| Participant 6. Middle Manager Organisation B | <i>The training process required ongoing coaching as many users are infrequent and you forget key tasks.</i> |

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| Participant 7. Line Manager Organisation A | <i>Training was fine.</i> |
| Participant 8. Office Assistant Organisation B | <i>Employees to be trained in the right modules and trainers should have used the new system in a live situation so they can understand the problems that could be encountered.</i> |
| Participant 10. Assistant Accountant Organisation B | <i>Shorter sessions, more than 1 session to familiarise. Follow-up and advance training sessions.</i> |
| Participant 12. Administration Assistant Organisation B | <i>Perhaps a refresher course could have helped during the early stages of the new system.</i> |
| Participant 13. Accountant Organisation A | <i>Timing of change management in support of user's needs, instead of top down management (eg. relevance regained).</i> |
| Participant 14. Assistant Accountant Organisation A | <i>Improve the systems training manuals.</i> |
| Participant 16. Supervision Organisation B | <i>Follow-up training actively encouraged.</i> |

Question 5: Overall, how would you rate the quality of the training you received in respect to the new system?

| Participant Number & Position | Qualitative Comments |
|---|---|
| Participant 8. Office Assistant Organisation B | <i>After the initial training, I then received more training after a couple of months after I had been using it. This was great to help reinforce things but it would have been good to get this training in the first place.</i> |

COPING SKILLS

Question 1: Was your job changed as a result of the implementation of the new system?

No qualitative comments requested.

Question 2: If your job was changed , how was it changed?

| Participant Number & Position | Qualitative Comments |
|---|---|
| Participant 1. Personal Assistant Organisation A | <i>Worked with new people, New supervisor, Larger workload, Been promoted, New works station, More supportive environment, Less supervisory contact.</i> |
| Participant 2. Accountant Organisation B | <i>Worked with new people, New work processes, Larger workload, change in relationships. I was made redundant as my job moved to Adelaide.</i> |
| Participant 10. Assistant Accountant Organisation B | <i>Worked with new people, New work processes.</i> |
| Participant 11. Line Manager Organisation B | <i>Worked with new people, new work processes, larger workload, more supervisory contact.</i> |
| Participant 13. Accountant Organisation A | <i>Worked with new people, new work processes, larger workload.</i> |
| Participant 14. Assistant Accountant Organisation A | <i>New work role, worked with new people, new supervisor, new work processes, smaller workload, new geographical location, new workstation, more supervisory contact.</i> |

Question 3: How stressful did you find the implementation process?

No qualitative comments requested.

Question 4: What types of coping strategies did you use, if any, to assist you with the implementation process?

| Participant Number & Position | Qualitative Comments |
|---|---|
| Participant 1. Personal Assistant Organisation A | <i>Increased time management, talk about it with colleagues, talk about it with spouse, family, friends.</i> |
| Participant 2. Accountant Organisation B | <i>Talk about it with work colleagues, talk about it with management.</i> |
| Participant 3. Line Manager Organisation A | <i>Increased time management, talk about it with colleagues, talk about it with management, talk about it with spouse/family/friends.</i> |
| Participant 4. Commercial Manager Organisation B | <i>Increased hours to manage work. Employed another person to cope with the workload.</i> |
| Participant 5. IT Manager Organisation B | <i>Talk about it with work colleagues, Talk about it with management, Talk about it with spouse/family/friends.</i> |
| Participant 8. Office Assistant Organisation B | <i>Talked about it with work colleagues, Talk about it with spouse/family/friends.</i> |
| Participant 9. Special Projects Analyst Organisation B | <i>Talk about it with work colleagues, talk about it with management, talk about it with family/friends/spouse.</i> |
| Participant 10. Assistant Accountant Organisation B | <i>Increased time management, Talk about it with colleagues, talk about it with management, talk with friends and family. I keep my work life and personal life separate from each other and do not take problems from one to another. I have the ability to switch off the moment I leave the premises (unless there is a very serious problem).</i> |
| Participant 11. Line Manager Organisation B | <i>Talk about it with management.</i> |
| Participant 12. Administration Assistant Organisation B | <i>Talk about it with work colleagues, talk about it with spouse/family/friends.</i> |

| | |
|--|---|
| Participant 13. Accountant Organisation A | <i>Talk about it with work colleagues, Talk about it with management, Talk about it with spouse, family, and friends. Meditating, relaxation.</i> |
| Participant 14. Assistant Accountant Organisation A | <i>Talk about it with work colleagues, talk about it with spouse, family, friends.</i> |
| Participant 15. Business Analyst Organisation B | <i>no answer</i> |
| Participant 16. Supervisor Organisation B | <i>Talk about it with work colleagues</i> |

Question 5: Would you have found it beneficial to have training in coping techniques?

No qualitative comments requested

Question 6: Overall, how well do you think you coped with the implementation process?

| Participant Number & Position | Qualitative Comments |
|--|--|
| Participant 9. Special Projects Analyst | <i>I don't use the new system. I find someone else to process my work for me, or use alternate methods such as using my visa or diners card. This means I don't need to use the new system at all.</i> |
| Participant 10. Assistant Accountant | <i>I hope to be offered further temporary contracts where I will be involved in the implementation of change.</i> |
| Participant 8. Office Accountant | <i>Considering how stressful and frustrating it was I believed I coped very well.</i> |

PERSONAL CIRCUMSTANCES

Question 1: Were there any significant events occurring in your personal life at the time of the implementation?

| Participant Number & Position | Qualitative Comments |
|--|--|
| Participant 2. Accountant Organisation B | <i>Having to tell my family that I may not have a job in the near future given the fact that my wife suffers from blood pressure and I have seen her on the verge of a stroke with very high blood pressure and admitted to hospital. Such problems do not help the family unit.</i> |
| Participant 4. Commercial Manager Organisation B | <i>Left husband, moved house, took on a new role with significantly more responsibility than ever before and went through major business restructure as well as implementation (all between Nov 97 and December 97).</i> |

Question 2: Did your personal life circumstances impact the way you coped with the implementation?

No qualitative comments requested.

Question 3: How would you rate the extent to which your personal life influenced the way you coped with the implementation process?

No qualitative comments requested.

Question 4: Did the implementation process at work impact upon your personal life?

No qualitative comments requested.

Question 5: How would you rate the influence of the implementation on your personal life?

| Participant Number & Position | Qualitative Comments |
|--|---|
| Participant 4. Commercial Manager Organisation B | <i>In terms of just having less time for me as more time was spent at work. Spent exceptional amount of energy ensuring that my personal life didn't impact work, employees etc – that actually took quite a bit out of me.</i> |
| Participant 9. Special Projects Analyst Organisation B | <i>My inability to adapt to the change had an impact on my self-confidence. Fortunately, my previous experience with change stopped me from taking this too seriously.</i> |

IMPACT OF OTHER CHANGE INITIATIVES

Question 1: Did you experience any other organisational changes at your organisation besides the implementation of the new system?

If yes, please describe the other changes in the space provided below.

| Participant Number & Position | Qualitative Comments |
|---|--|
| Participant 2. Accountant Organisation B | <i>Lots of redundancies and the loss of experienced staff being replaced by novice with no knowledge or experience at the new centres in Adelaide.</i> |
| Participant 5. IT Manager Organisation B | <i>I reported direct to the Managing Director, I became very involved in the corporate systems at a senior level. I gained experience with computers, and this encouraged me to commerce further studies in computer science. I am now the IT Manager.</i> |
| Participant 8. Office Assistant Organisation B | <i>I was relieving my manager at the time so I had extra responsibilities and pressures at the same time.</i> |
| Participant 9. Special Projects Analyst Organisation B | <i>The new organisational restructure had a big impact on my role. The organisation was essentially split into three separate companies. It was a big learning curve to grasp the impact of this and how it affects each project I work on.</i> |
| Participant 10. Assistant Accountant Organisation B | <i>Because the office will be downsized once all the changes have been made, the organisation has not taken on or replaced any permanent staff. Most staff are contract workers – some long term – others much shorter.</i> |
| Participant 11. Line Manager Organisation B | <i>Numerous restructures.</i> |
| Participant 12. Administrative Assistant Organisation B | <i>I transferred from one department to another due to impending closure of the offices in which I was working.</i> |
| Participant 13. Accountant Organisation A | <i>Mass exodus of long service staff.</i> |
| Participant 14 Assistant Accountant Organisation A | <i>Previous department became obsolete and new share processing centre replaced it.</i> |

Question 2: When did the other organisational change/s occur in relation to the implementation of the new system?

No qualitative comments requested.

Question 3: Did these other changes impact upon your involvement in the implementation?

If yes, did it impact in a positive or negative way? Please comment

| Participant Number & Position | Qualitative Comments |
|--|---|
| Participant 2. Accountant Organisation B | <i>I now have to find a new job after being made redundant after many long years of service.</i> |
| Participant 10. Assistant Accountant Organisation B | <i>Continual changes in staff make people more flexible and multi-skilled.</i> |
| Participant 11. Line Manager Organisation B | <i>Too much too quick.</i> |
| Participant 14. Assistant Accountant Organisation A | <i>Increased the stress involved in the implementation as became part of the major department that was handling the queries regarding the system.</i> |