

QUALITATIVE COMMENTS FOR STUDY FIVE

Key:

P = Partner
SM = Senior Manager
M = Manager
A = Accountant
C = Consultant
S = Secretaries
PSS = Practice Service Staff
O = Other

INVOLVEMENT IN CHANGE PROGRAMS

Question 1: Have you experienced an organisational change in the past? (please do not include the change you have experienced with the new system).

No qualitative comments required.

If yes, can you describe the changes you have experienced.

Position	Qualitative Comments Include
P1	<i>“Organisational mergers”</i>
SM1	<i>No comment</i>
SM2	<i>“Implementation of new audit methodology across firm”</i>
SM3	<i>No comment</i>
SM4	<i>“Changes in work practices, changes in computer systems, reorganisation/restructure of my department”</i>
SM5	<i>No comment</i>
SM6	<i>“Downsizing, re-organisation, new information technology, multiple job description changes and take overs”</i>
M1-3	<i>No comment</i>
M4	<i>“Restructuring of staff”</i>
M5	<i>“Corporate takeover, divisional consolidation an reorganisation, 2 major IT implementations”</i>
M6	<i>“New computer system, change of location and new outlets”</i>
M7	<i>“Private sector reorganisation, public sector organisation moving to private sector, redundancy”</i>
M8-9	<i>No comment</i>
M10	<i>“Company take over”</i>
M11	<i>“Reorganisation of my job and structure of my division”</i>

M12	<i>No comment</i>
M13	<i>“Change in audit methodology”</i>
M14	<i>“Changing countries of unemployment and a change in the fundamental way we are doing business within the organisation”</i>
M15	<i>No comment</i>
M16	<i>“Change of structure in my organisation”</i>
M17	<i>“Change to audit methodology”</i>
M18	<i>No comment</i>
M19	<i>“Change in how we entered in our timesheets. It went from a manual process to an electronic process”</i>
A1	<i>“Our audit division was restructured in 1996”</i>
A2	<i>“Supermarket changing from pricing tickets to scanning”</i>
A3-7	<i>No comment</i>
A8	<i>“Different divisions, and different lines of business”</i>
A9-14	<i>No comment</i>
A15	<i>“Change associated with a rapidly changing company”</i>
A16-17	<i>No comment</i>
A18	<i>“A new computer system implementation”</i>
A19-21	<i>No comment</i>
C1	<i>“Office move/relocation. Implementation of a new system”</i>
C2	<i>“Change in title, change in job description and responsibilities, new technology”</i>
C3	<i>“Fundamental changes in organisational structure and reporting lines”</i>
C4	<i>No comment</i>
C5	<i>“Major internal restructuring in a government department”</i>
C6	<i>No comment</i>
S1	<i>“Technological change and new organisational structure”</i>
S2	<i>“Re-structuring in a company that resulted in redundancies and divisions being abolished”.</i>
S3	<i>“I helped move a company’s office premises to another premises”</i>
S4-9	<i>No comment</i>
PSS1	<i>No comment</i>
PSS2	<i>“General ledger accounts, filing code, computer from Macintosh to personal computers, level of employment”</i>
PSS3	<i>“Computer system application changes”</i>
PSS4	<i>“Frustrated, slow”</i>
PSS5	<i>No comment</i>
PSS6	<i>“Organisational structures, downsizing, redundancies, implementation of computer system”</i>
PSS7	<i>“Head office of a fashion company moved from London to Birmingham. Staff in London wen from 20 to just me”</i>
PSS8	<i>“Three management restructures, two changes of ownership, two mergers</i>
PSS9	<i>“New accountancy systems implemented”</i>

PSS10	<i>"Implemented a new software package"</i>
PSS11-13	<i>No comment</i>

Question 2: Do you feel that experiencing prior organisational change helped or impaired your acceptance of the new system?

Position	Qualitative Comment
P1	<i>"Change, properly managed, is not an issue for me. As you will see, I believe the Project has not been handled well"</i>
SM1	<i>No comment</i>
SM2	<i>"I am fully aware that change is necessary and will not always provide exactly what you would want or previously had"</i>
SM3	<i>No comment</i>
SM4	<i>"I expected that promised deliveries may fall below expectations and that the new system would not be communicated as well as promised. I have previously found that change can be very difficult"</i>
SM5	<i>No comment</i>
SM6	<i>"Change is a personal thing and how the change is handled on a case by case basis is what counts"</i>
M1-3	<i>No comment</i>
M4	<i>"The system is an administrative issue rather than a professional one"</i>
M5	<i>"More comfortable with managing the implementation and results of changes in an organisation - I've seen it all before"</i>
M6	<i>"Greater awareness that change has "teething" problems"</i>
M7	<i>"Used to change - accept it as part of our current life"</i>
M8-10	<i>No comment</i>
M11	<i>"I've now come to accept that "change is a constant". I've learned to accept staff turnover and change is the way things are done"</i>
M12-13	<i>No comment</i>
M14	<i>"You expect some quirks and problems when more changes occur"</i>
M15-16	<i>No comment</i>
M17	<i>"It impaired my acceptance as it was hard to accept the system when you can't see any gains in efficiency and effectiveness".</i>
M18-19	<i>No comment</i>
A1	<i>"The two changes are very different"</i>
A2	<i>"When I started at this organisation the new system was already implemented. I had not experienced anything else"</i>
A3-12	<i>No comment</i>
A13	<i>"In past changes I've experienced it was an improvement, but with this system, I feel we've gone backwards (A13)".</i>
A14	<i>No comment</i>

A15	<i>“Change should be seen as a positive means of moving forward, not as a threat”</i>
A16-17	<i>No comment</i>
A18	<i>“Did not experience the new system via its implementation”</i>
A19-21	<i>No comment</i>
S1	<i>No comment</i>
S2	<i>“The system was necessary so I accepted it, however the approach confused a lot of people”</i>
S3	<i>“I welcome change as it keeps me interested”</i>
S4	<i>No comment</i>
S5	<i>“It impaired my acceptance because when organisational change has happened previously it has been much smoother than the current system”</i>
S6-9	<i>No comment</i>
PSS1	<i>“It prepares you mentally to accept and cope with the new system”</i>
PSS2	<i>“In the process of day to day work you adjust to changes”</i>
PSS3	<i>“I have learned to accept change even though initially it is difficult to adapt”</i>
PSS4	<i>“Because after I’ve done the course I found I am really using the system. So that was a waste. We did not even get a certificate to say how we performed at the course”</i>
PSS5	<i>“I know what I should expect from the changes”</i>
PSS6	<i>“Every change is different”</i>
PSS7	<i>“”Change needs to happen. I do not find it intimidating”</i>
PSS8	<i>“I try never to pre-determine what effects change will have on me”</i>
PSS9	<i>“Adaptability to news systems comes with experience. I was aware that it would be a process of trial and error</i>
PSS10	<i>“As I was not included in the project and we were kept in the dark, if I had been included I could have been of help as I had under gone this process before”</i>
PSS11-13	<i>No comment</i>
C1	<i>“I was able to see how those implementing the change felt and appreciated the support they needed, without prior knowledge of a change I may not have offered as much support”</i>
C2	<i>No comment</i>
C3	<i>“It desensitises you to the dynamic nature of the business environment and you gain knowledge about you as an individual can deal with such changes”</i>
C4	<i>No comment</i>
C5	<i>“The issues are quite different. My previous experience of change was related to my position within the organisation and my work content”</i>
C6	<i>No comment</i>

EVALUATION

Question 3: As you are aware, Phase 2 of the system was rolled out in October. Please tick the appropriate box to describe your attitude at the beginning of the Phase 2 roll out and at present.

No qualitative comments required.

Question 4: You have told me about your attitude at the beginning and at the end of Phase 2, I would now like you to describe your attitude during the rollout of Phase 2. If your attitude change please describe how it change and why it changed.

Position	Qualitative Response
P1	<i>"The under-delivering of functionality and apparent arrogance of implementers to valid concerns of practice staff was unacceptable (P1)"</i>
SM1	<i>"I was confident that it would be a good system, but not I believe it is not an improvement"</i>
SM2	<i>"slow progress was made"</i>
SM3	<i>"My attitude was one of confusion, but now that I understand the system, I quite like it"</i>
SM4	<i>"During the rollout my attitude changed from very positive to negative because predicted delays actually occurred. I also heard a lot of negative gossip about the system during this time"</i>
SM5	<i>No comment</i>
SM6	<i>"The system has brought zero benefits to me in my role and it has created more work and less clarity"</i>
M1	<i>No comment</i>
M2	<i>No comment</i>
M3	<i>"Quality of information has become worse for managing client work. However, I recognise that this is a transition issue that will be addressed in the future"</i>
M4-5	<i>No comment</i>
M6	<i>"There have been many problems and centralising of responsibilities. Without cynicism, it was apparent immediately that the changes interfered with learned procedures and there was some resistance to change"</i>
M7	<i>"I thought the system was based on business requirements - but this is where the system fails i.e. the meeting of its objectives"</i>
M8-13	<i>No comment</i>

M14	<i>"I have become frustrated with the process because although I expected problems with the rollout there are still some problems that I have not received answers for and it is affecting my every day work and I am having to do the same things several times and still not receiving answers. I am still not sure if the system is giving us the correct information"</i>
M15-16	<i>No comment</i>
M17	<i>"No change"</i>
M18	<i>"No change. Only new at firm"</i>
M19	<i>"No involvement in the decisions made. Poor communication"</i>
A1	<i>"The system had allot of problems when it was introduced, but is now starting to come together"</i>
A2-3	<i>No comment</i>
A4	<i>"My attitude changed because no training was given for the system and there are still problems with it"</i>
A5	<i>"It has changed little, as I do not use the system as much as I should"</i>
A6	<i>"A little bit negative as so many things went wrong, had difficulty in getting bills raised etc"</i>
A7-8	<i>No comment</i>
A9	<i>"No real change"</i>
A10	<i>"Roll out had little affect on me"</i>
A11	<i>"Not enough functionality, too slow, billing problems, timesheet template seems a step backwards"</i>
A12	<i>No comment</i>
A13	<i>"No involvement in decisions affected me in a negative way, together with the poor communication. The system doesn't do what it is meant to do"</i>
A14	<i>No comment</i>
A15	<i>"My attitude toward the rollout was positive, however my enthusiasm was somewhat decreased by the negative attitudes of those I was working with"</i>
A16-19	<i>No comment</i>
A20	<i>"The change has not been very smooth and there have been many 'hiccups' along the way"</i>
A21	<i>"Neutral - because although I did not see anything wrong with the old system, I wanted to give the new system a chance. "Negative - because the change has not been very smooth and there have been many hiccups along the way"</i>
C1	<i>"I felt very tense and confused. I felt that I didn't have enough knowledge to pass on information to my colleagues as I was expected to"</i>
C2	<i>"I was new when the change was introduced. The change however is more time consuming and difficult"</i>
C3	<i>"The system's inability to deliver basic information despite all the effort that goes into providing information"</i>
C4	<i>"I find the system is, for the most part, still not understood. I had only been with the firm for 2 months before the system was introduced and in that time I had learned and understood the billing process. I have found the system difficult to work with and hope that it will improve with the next Phase"</i>

C5	<i>"I commenced with the firm on 15th November, therefore I was in the midst of learning about a range of new systems and approaches during the roll out of the new system. The new system was just one of many and I therefore just accepted that it was a system that I needed to learn"</i>
C6	<i>No comment</i>
S1	<i>No comment</i>
S2	<i>"My attitude change to positive as I was forced to use it and it became easier"</i>
S3	<i>"My attitude changed to positive because I got to understand the system better myself, over time"</i>
S4-5	<i>No comment</i>
S6,7,8	<i>"A lack of communication during the rollout of Phase 2. Our attitude changed because the system didn't live up to our expectations and in fact was more complicated than the old system, rather than less complicated"</i>
S9	<i>No comment</i>
PSS1	<i>"My attitude was positive and still is, in my case I am a roll model so at all times I have been positive"</i>
PSS2	<i>"At the beginning, the areas in which I was trained were not operating correctly, some things still are not rectified and suit my office, but I do understand the process and use it often"</i>
PSS3	<i>"My attitude has changed to negative, because my needs to the new system are not considered to be a priority by others"</i>
PSS4	<i>No comment</i>
PSS5	<i>"Because I had used SAP before but it was in a manufacturing environment firm and I knew it was good, but from our organisation I think it was a bit strange and people do not understand and fill out the forms correctly"</i>
PSS6	<i>"Insufficient information and contradicting information was provided during the training sessions"</i>
PSS7	<i>"Phase 2 has not affect me as much as some other people. I feel and see people not performing fully in their roles. A key word is frustration"</i>
PSS8	<i>"My attitude change because I believe that the system is incomplete, the amount of time and people that was used to implement the system it should have been more compatible to our organisation's needs"</i>
PSS9	<i>"I am fairly positive about the whole system, however I am frustrated about the length of time it takes for things to be implemented"</i>
PSS10	<i>"Negative"</i>
PSS11	<i>No comment</i>
PSS12	<i>"Experience, we are not new to the system any more. Also we are trying our best to draw out the information required from the available system"</i>
PSS13	<i>"A lot of the functions performed on the old system are not available on the new system. I feel that I cannot perform to the fullest because of this"</i>

Question 5: Did you benefit directly from the implementation of the new system.

Position	Qualitative Comments
P1	<i>"The functionality and level of error and uncertainty impacts my ability to serve my clients"</i>
SM1	<i>No comment</i>
SM2	<i>"Not yet but maybe soon"</i>
SM3	<i>"I now do my own bills and print off my own reports rather than reply on someone to do it "</i>
SM4	<i>The new system replaced a number of our old system which was not Y2K compliant"</i>
SM5	<i>No comment</i>
SM6	<i>"The new system is even less user friendly"</i>
M1	<i>"It is easier to retrieve information through the new system"</i>
M2	<i>"Those who used the system on my behalf were constantly having difficulties and support was either non existent or a long time in coming"</i>
M3	<i>No comment</i>
M4	<i>"The new system involved far more of my time on administration issues"</i>
M5	<i>"No, use of it yet at all"</i>
M6	<i>"Timesheets take longer and do not store details. I can not access my clients' information directly. I need to hassle administration staff for WIP reports etc. This may involve wasted time"</i>
M7	<i>"Management information is available to a few - should be available to wider range of staff ie reliance on administration assistance"</i>
M8	<i>No comment</i>
M9	<i>"My job is more difficult, the system should have benefited my job"</i>
M10	<i>No comment</i>
M11	<i>"Additional time of myself and my staff, in performing what used to be a fairly simple task ie billing, and keeping track of time charges on codes".</i>
M12-13	<i>No comment</i>
M14	<i>"I cannot identify any advantage in terms of reporting or information access"</i>
M15	<i>No comment</i>
M16	<i>"Delays in processing of information caused problem in raising fee notes and cash collections"</i>
M17	<i>"The new system appears to have made life harder. There are more forms to fill out, forms that previously existed now have more pages to be filled in and raising bills takes four times longer"</i>
M18	<i>No comment</i>
M19	<i>"System requires that you fill in allot of forms to get anything processed"</i>
A1	<i>"Not directly"</i>
A2-5	<i>No comment</i>
A6	<i>"If anything I was disadvantaged by the system"</i>

A7-9	<i>No comment</i>
A10	<i>"I have not seen/noticed any administrative tasks get easier"</i>
A11	<i>"Its more inefficient and time consuming"</i>
A12	<i>No comment</i>
A13	<i>"I can now change work on to interstate job codes, whereas before I had to raise an internal bill"</i>
A14	<i>No comment</i>
A15	<i>"I had no prior practical experience of the system, so working with the new system has provided me with knowledge of the system and issues in general"</i>
A16	<i>"I have little to do with the system therefore I am not sure as to whether it actually benefited me"</i>
A17	<i>No comment</i>
A18	<i>"The system appears to be much more user friendly"</i>
A19	<i>"Ease of access to information, increased efficiency"</i>
A20	<i>"I have not perceived any benefits in comparison to the old system"</i>
A21	<i>"The timesheet format completely changed the codes. Junior staff can no longer create bills, must be done by a system user"</i>
C1	<i>"I was a "key user" so I went to all the scheduled training, it also made me feel part of a team and that I was needed"</i>
C2	<i>No comment</i>
C3	<i>"Reporting availability does not satisfy my needs"</i>
C4	<i>"How would I benefit from the system?"</i>
C5	<i>"I am unaware of the situation prior to the new system to enable a comparison to gauge if my situation would have been improved"</i>
C6	<i>"It increased my workload and paper work"</i>
S1	<i>No comment</i>
S2	<i>"It added to my workload as there were no skilful helpers around"</i>
S3	<i>No comment</i>
S4	<i>"A part from just being different it has not improved, my workload in fact workloads have increased because of the difficulties experienced with the system"</i>
S5	<i>"It has not benefited us at all, the opposite has happened, it now takes longer to do everything"</i>
S6,7,8	<i>"It takes more time to create bills, to input codes from the timesheet"</i>
S9	<i>No comment</i>
PSS1	<i>No comment</i>
PSS2	<i>"It has created more work in the area I use in processing and it does not give you full detailed description on forms in some areas"</i>
PSS3	<i>"All the available functions of the new system were not fully explained at training"</i>
PSS4	<i>No comment</i>
PSS5	<i>"I learn more from the training and the implementation of it"</i>
PSS6	<i>"A number of errors and delays within the system created extra work for me"</i>
PSS7	<i>"I now have more reports available to me"</i>

PSS8	<i>"The amount of time needed to collate the material needed to be entered at period end has been greatly reduced"</i>
PSS9	<i>"The system is quicker. More user-friendly"</i>
PSS10	<i>"I felt that the training was not what I expected. We were trained in the test environment and when we went live we could not do some things that were trained to do. It did not work"</i>
PSS11	<i>No comment</i>
PSS12	<i>"New technology. It has many additional features and we are also personally benefiting by getting to use a new system"</i>
PSS13	<i>No comment</i>

Question 6: Do you feel that the system, within Phase 2, is fully functional? (eg reliable, accessible, information output)

Position	Qualitative Comment
P1	<i>"There were too many errors and not enough honesty about the problems"</i>
SM1	<i>"Can't get the reports we want, nor in the way we want"</i>
SM2	<i>"At present, from what I can see, information provided is not as reliable, relevant or timely as the old system"</i>
SM3	<i>"Too much paper work, not enough reports"</i>
SM4	<i>"Certain reports are unavailable, and those that are available can not be relied upon"</i>
SM5	<i>No comment</i>
SM6	<i>"The system is less user friendly"</i>
M1	<i>No comment</i>
M2	<i>"Reliable - yes, accessible and quick - no"</i>
M3	<i>"The timing and the quality of the reports has become worse and there are a number of transactional issues"</i>
M4	<i>"Reports have been incorrect at various times"</i>
M5	<i>"No interaction with the system, but talking to other users, seems okay to date".</i>
M6	<i>"Problems such as different reports seeming to have different results, and no electronic access"</i>
M7-8	<i>No comment</i>
M9	<i>"First hand knowledge"</i>
M10	<i>No comment</i>
M11	<i>"Changes have been constant with one as recently as a few days ago regarding a surcharge option. Is there more to come?"</i>
M12	<i>No comment</i>
M13	<i>"WIP Reports are not reliable. Bills take too long to raised"</i>

M14	<i>“Manager reports are sent in duplicate with different information. Cash received does not show up in reports but then told that it has been received just not allocated and in some cases I have called the client to follow up a bill to find out that it has already been paid!”</i>
M15	<i>No comment</i>
M16	<i>“Not always reliable due to timeliness of information and because of staff input”</i>
M17	<i>“Senior staff have had no training to make us fully aware of all the functionality’s of the new system. If people were all aware of the capabilities of the system they may be happier with it”.</i>
M18	<i>“Plentiful supply of information, good support from the system help desk”</i>
M19	<i>“Report errors”</i>
A1	<i>“Still seems to be delays”</i>
A2	<i>“Everything, I’ve tried to find, I have found easily”</i>
A3	<i>No comment</i>
A4	<i>“Still are not able to do things that were fairly simple before the new system”</i>
A5	<i>No comment</i>
A6	<i>“Still some difficulties in some areas”</i>
A7-8	<i>No comment</i>
A9	<i>“Basic functions are not yet operating, there is still a great deal of confusion among staff”</i>
A10	<i>“I often hear of complaints of other staff members”</i>
A11	<i>“The system is unreliable. I have no confidence in outputs generated by the system”</i>
A12-14	<i>No comment</i>
A15	<i>“There are always technical issues which need to be addressed with any new system implementation, however the problems are now being overcome”</i>
A16-19	<i>No comment</i>
A20	<i>“There is reduced functionality compared with our original system. There is limited access to the information. And I have also heard that the reports from the new system have at times been unreliable”</i>
A21	<i>“Process diagrams available. Engagement information easier to access (compared to the old system)”.</i>
C1	<i>“There have been a lot of problems and I think a lot more system testing should have been done before they went into production”</i>
C2	<i>“Still can’t do time transfers, and in general what is required”</i>
C3	<i>No comment</i>
C4	<i>“There are still questions that we have no answers for. The system is not reliable”</i>
C5	<i>“I have had limited use of the system, and do not prepare bills etc so will not have tried to use it to its full capability”</i>
C6	<i>“Raught with problems”</i>
S1	<i>The system is still unable to do many important things”</i>
S2	<i>“The system is unreliable”</i>

S3	<i>"Not always reliable and help support not always reliable or able to help"</i>
S4	<i>"It seems to change daily, one day you can raise a bill the next day you can't"</i>
S5	<i>No comment</i>
S6,7,8	<i>"Reports are not accurate"</i>
S9	<i>No comment</i>
PSS1	<i>"There is still new transactions we are unable to process. There is not enough reports to give out to the business"</i>
PSS2	<i>"There are areas that do not always work due to reports etc. and also if you fail to complete or charge a certain area it may vary in how it is shown on document to be printed"</i>
PSS3	<i>No comment</i>
PSS4	<i>"Can't look up enquires by cheque number nor invoice number"</i>
PSS5	<i>"Some problems (major things)"</i>
PSS6	<i>"Insufficient reporting information, limited access to the system"</i>
PSS7	<i>"I can see other people's problems that affect me. I try and identify problems and report to the help desk"</i>
PSS8	<i>"Too many loose ends"</i>
PSS9	<i>"From my job aspect the system is 98% functional"</i>
PSS10	<i>"We still have issues that are not functional and need fixing"</i>
PSS11	<i>"With lack of reports - hard to keep track of spending"</i>
PSS12	<i>"We are left to find out own things"</i>
PSS13	<i>"Not many functions are available"</i>

Question 7: Overall, how successful or unsuccessful was the change process adopted by the project team (eg the approach the team took in order to deliver the new system).

Position	Qualitative Comment
P1	<i>"In my view, the Implementation Team had a vision which did not adequately address user concerns and needs"</i>
SM1	<i>"The timetable wasn't achieved, too tight to begin with"</i>
SM2-3	<i>No comment</i>
SM4	<i>"The system was delivered well and the roll outs were successful"</i>
SM5	<i>No comment</i>
SM6	<i>"There was a genuine effort to keep everyone informed"</i>
M1	<i>No comment</i>
M2	<i>"Those who directly used the system hated it early on were not given the support they needed. The initial users were probably not the ones most likely to pick up the new system and run with it".</i>
M3	<i>No comment</i>

M4	<i>"Appeared to be a "learn as you go" approach as training was given prior to the system being introduced".</i>
M5	<i>"Good communication strategy was used"</i>
M6	<i>"Depends upon how long the change process was expected to take. I believe we are still in the process! If all change has been implemented, I believe that the user testing may have been neglected"</i>
M7	<i>"The new system doesn't do what the previous system does"</i>
M8	<i>No comment</i>
M9	<i>"Confused the matter through, poor communication, changed terminology, changed process without necessary support and training"</i>
M10	<i>"No proof of concept testing or if there was, it was very poor"</i>
M11	<i>"Teething problems incurred around Christmas when staff sought to clear their codes. The delaying of the implementation of the system, until near Christmas did not assist in this regard".</i>
M12	<i>"Lack of communication and especially as to why and how change was occurring in the manner it was (ie long and drawn out process). And why the information we received deteriorated in quality rather than improved"</i>
M13	<i>No comment</i>
M14	<i>"We are still working on problems and errors are being found"</i>
M15-16	<i>No comment</i>
M17	<i>"The system was described as a new, more advanced system yet the outcomes of its implementation appear to be more paper and inefficiencies".</i>
M18	<i>No comment</i>
M19	<i>"It was not fully appreciated by the business as having an impact on individuals as it did. Poor communication".</i>
A1	<i>"The training course was very brief. What we learn from the system is from trial and error"</i>
A2-3	<i>No comment</i>
A4	<i>"No training"</i>
A5	<i>No comment</i>
A6	<i>"Not enough training on the new system"</i>
A7	<i>No comment</i>
A8	<i>"I am not sure what approach was taken"</i>
A9	<i>"There was insufficient effort to train staff"</i>
A10	<i>No comment</i>
A11	<i>"In my opinion, there was not enough user acceptance testing"</i>
A12-14	<i>No comment</i>
A15	<i>"I understand that there were very tight deadlines and although the approach taken was methodical. I think end users should have been involved in the initial planning stage"</i>
A16	<i>"I think the change process was successful. Everyone knew what it was when it was happening, therefore employees had quite some time to accept the new system"</i>
A17	<i>"Not directly involved in administrative activities just yet"</i>

A18	<i>"Environment does not appear to be very disrupted by the implementation"</i>
A19	<i>No comment</i>
A20	<i>"I feel that the project wasn't quite ready when it was rolled out and possibly wasn't fully prepared for implementation"</i>
A21	<i>"More training available for staff who are interested"</i>
C1	<i>"The champions/users benefited from the change but those in the workplace felt lost and the system wasn't communicated enough"</i>
C2	<i>No comment</i>
C3	<i>"Did not deliver what was promised"</i>
C4	<i>"Billing is not a simple process rather, it is drawn out and extremely time consuming. The delivery was positive, but the implementation was poor"</i>
C5-6	<i>No comment</i>
S1	<i>No comment</i>
S2	<i>"It was very confusing as I was the only person in a group of the 46 consultants who had training and was always approached for help. It was like the blind leading the blind".</i>
S3	<i>"Not enough pre-system training so staff were aware of what it actually meant in terms of their day to day work".</i>
S4	<i>"Although there were plenty of training sessions it was not communicated until the very end that all staff could attend"</i>
S5	<i>"90% of the people I work with do not know how to do even the most simple things on the system"</i>
S6,7,8	<i>"The system hotline - the hotline would log calls but did not seem to have the expertise to fix the problem. The length of time between logging a call and receiving assistance was more than inadequate".</i>
S9	<i>No comment</i>
PSS1	<i>"Training was cramped. We should have had some ideas given to us eg business procedures or books to read up on instead of knowing nothing then you had to use the system straight away"</i>
PSS2-4	<i>No comment</i>
PSS5	<i>"It benefits some of us, but also disadvantages some people"</i>
PSS6	<i>"A lot of glossy printing, but not much else. Excellent trainers, however inadequate and insufficient information provided. Negative feedback from colleagues working on the project team ie politics worked many hours and effort with little appreciation from management"</i>
PSS7	<i>"The system was kept a secret through very poor communication to the actual staff who would be using it. This caused frustration and fear"</i>
PSS8	<i>No comment</i>
PSS9	<i>"I believe the firm "sold" us the product in a positive manner"</i>
PSS10	<i>"There was a lack of communication all the way through the process and once the system was rolled out the Implementation Team didn't want to know about our problems "</i>
PSS11	<i>"Very good training"</i>
PSS12	<i>"It's successful because its implemented and its working"</i>

PSS13	<i>"No communication!"</i>
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Question 8: Overall, how successful or unsuccessful was the new system in terms of the outcome (eg the new practice management system).

Position	Qualitative Comment
P1	<i>"The level of errors, accuracy of reports, functionality was unsuccessful"</i>
SM1	<i>"Timetable wasn't achieved, too tight to begin with"</i>
SM2	<i>"At present unsuccessful"</i>
SM3	<i>No comment</i>
SM4	<i>"The new system delivered very basic functionality and did allow billing and some reports. However, it fell short on other reports and lacked accuracy in some instances"</i>
SM5	<i>No comment</i>
SM6	<i>"I have yet to find an overall improvement"</i>
M1	<i>No comment</i>
M2	<i>"The system is a lot quicker than the old system, the information is simpler with the exception of some reports that are still non-existent"</i>
M3	<i>No comment</i>
M4	<i>"There is more administration time, and the system is inflexible"</i>
M5	<i>"Missing functionality that will come in Phase 3 is the key to effectiveness of system overall"</i>
M6	<i>"The system should work OK eventually. We are not fully confident that the new system can handle all the financials within the organisation"</i>
M7	<i>"Even senior management are cynical about the system meeting business needs"</i>
M8	<i>No comment</i>
M9	<i>"Less functionality"</i>
M10	<i>No comment</i>
M11	<i>"Unable to see the benefits at this time. Certainly the hangover from the implementation continues and is still adding to our workload, rather than easing it"</i>
M12	<i>"Information is incorrect - write offs not processed information is untimely and limited"</i>
M13	<i>"Unable to manage the business as well as with the old system"</i>
M14-16	<i>No comment</i>
M17	<i>"Our organisation is about selling time and services to clients, with the new system we know have to spend time processing paper work rather than client work"</i>
M18	<i>No comment</i>
M19	<i>"Unreliable and inadequate reporting"</i>
A1	<i>"I think the new system, when everyone is comfortable with it, will be very beneficial"</i>

A2	<i>"It seems to work but I have no prior experience to make a comparison"</i>
A3	<i>No comment</i>
A4	<i>"Still issues and problems"</i>
A5	<i>"We are able to gain access to information more readily"</i>
A6-7	<i>No comment</i>
A8	<i>"I haven't seen much in the way of outcomes different to the old system"</i>
A9	<i>No comment</i>
A10	<i>"The system is operating!"</i>
A11	<i>"Due to poor processes, the outcome was very unsuccessful"</i>
A12-14	<i>No comment</i>
A15	<i>"The SAP system is complex and requires experts in many of the various modules"</i>
A16	<i>"Again my limited experience with the system does not allow me to form a knowledgable opinion of the outcome of the new system"</i>
A17-18	<i>No comment</i>
A19	<i>"I think a lot of people are unaware as to the stages and where we are at the moment"</i>
A20	<i>"Probably successful in what it was trying to achieve in Phase 2 but if this is the case, then they haven't done very well in communicating this to staff. because we expect that the system should perform just as well as the old system if not better. But Phase 2 probably was limited in its outcomes = expectation management"</i>
A21	<i>"The information on screen is presented in a consistent format and it is user friendly"</i>
C1	<i>"Obviously there will be "teething problems", but in general the new system is just what the business needed to progress"</i>
C2-3	<i>No comment</i>
C4	<i>"The new system requires too many ticks and crosses to work effectively and efficiently. I don't think this satisfies the goals of new practice management"</i>
C5	<i>"Unsuccessful - this response is very much an impression from what I have seen and heard around me in term of problems with generating bills in late 1999, and dissatisfaction expressed from colleagues in general"</i>
C6	<i>"More difficult processes. Time delay in receiving/processing bills"</i>
S1	<i>"It will be difficult to access accuracy until complete system is in place"</i>
S2	<i>"Procedures are more online and most people can access them and use them"</i>
S3	<i>"I never really used the previous system"</i>
S4-5	<i>No comment</i>
S6-8	<i>"The training was inadequate - trainers may have known the program but in our opinion lacked the expertise to pass their knowledge on to those being trained. One of us attended training where the trainer had only been introduced to the system that morning and had to be continually prompted during the session by someone from the Implementation Team"</i>
S9	<i>No comment</i>
PSS1	<i>No comment</i>

PSS2	<i>"Depending on what area you work in, reports were affected in terms of their reliability"</i>
PSS3	<i>"Looks like the system objective was successfully met. Although refinement is always required"</i>
PSS4	<i>No comment</i>
PSS5	<i>"Because people still treat the system as the old system"</i>
PSS6	<i>"As mentioned, inadequate reporting information which is key to the partnership. This dissatisfied users"</i>
PSS7	<i>"From what I hear and see, people do not fully trust the information which the new system produces"</i>
PSS8	<i>No comment</i>
PSS9	<i>"Again from my job perspective successful although I have heard a great deal of negative feedback about what the system cannot do"</i>
PSS10-11	<i>No comment</i>
PSS12	<i>"There are still many difficulties in obtaining information particularly with limited access"</i>
PSS13	<i>No comment</i>

Question 9: Considering your experience with Phase 2 of the new system what is your attitude toward Phase 3 rollout.

Position	Qualitative Comment
P1	<i>No comment</i>
SM1	<i>No comment</i>
SM2	<i>"Expectation of benefits arising"</i>
SM3	<i>No comment</i>
SM4	<i>"I'm hopeful that lessons from Phase 2 may have been learned and may contribute to a better product in Phase 3"</i>
SM5	<i>No comment</i>
SM6	<i>"I've got to remain optimistic that there will be some improvement".</i>
M1	<i>No comment</i>
M2	<i>"They must make sure there is adequate support"</i>
M3	<i>"I expect the issues will be appropriately addressed"</i>
M4-5	<i>No comment</i>
M6	<i>"I have no opinion, What is Phase 3?"</i>
M7	<i>"Just making an adequate system available to more users"</i>
M8-10	<i>No comment</i>
M11	<i>"Phase 3??"</i>
M12-13	<i>No comment</i>
M14	<i>I'm not expecting too much"</i>
M15-16	<i>No comment</i>

M17	<i>"I don't even know if Phase 3 is based on Phase 2. I probably won't even realise it has been rolled out"</i>
M18	<i>No comment</i>
M19	<i>"It has to get better, it could not be any worse"</i>
A1	<i>"I didn't know there was a Phase 3, or what it will deliver"</i>
A2-5	<i>No comment</i>
A6	<i>"I think it is a good idea but because of the problems in Phase 2 I'm a little apprehensive"</i>
A7-8	<i>No comment</i>
A9	<i>"Hopefully some current errors will be fixed"</i>
A10	<i>"I don't know what Phase 3 entails"</i>
A11-13	<i>No comment</i>
A14	<i>"Have not been here long enough to develop an attitude"</i>
A15	<i>"A lot of lessons have been learned and I think Phase 3 will be much smoother"</i>
A16-18	<i>No comment</i>
A19	<i>"Need extra information in what it will entail and how it will effect us"</i>
A20	<i>No comment</i>
A21	<i>"Unsure of what it will involve, what changes to the way I already work"</i>
C1	<i>"A lot of training is needed for all staff, and a faster action help desk required (a 2-3 day relay when requesting help is too long)"</i>
C2-3	<i>No comment</i>
C4	<i>"I'm apprehensive"</i>
C5	<i>No comment</i>
C6	<i>"It can't get any worse"</i>
S1	<i>"Hopefully problems I have now will be ironed out"</i>
S2	<i>"Not sure what to expect but will take it in my stride"</i>
S3	<i>"Let's hope it improves"</i>
S4-5	<i>No comment</i>
S6,7,8	<i>"Due to the problems in Phase 2, we are convince that Phase 3 will not be an improvement"</i>
S9	<i>No comment</i>
PSS1	<i>"Hopefully by Phase 3 they will fix all the menu paths and the programs"</i>
PSS2	<i>"Have not had any information re Phase 3 as yet"</i>
PSS3	<i>"Don't know much of Phase 3"</i>
PSS4	<i>No comment</i>
PSS5	<i>"I hope they may learn from the next phase"</i>
PSS6	<i>"I'll wait and see"</i>
PSS7	<i>"It should get better and easier for people"</i>
PSS8	<i>"I know that Phase 3 will have more benefits for my operations and I think that once the whole system is up and running that it will have major benefits for the firm, it is unfair to judge it in bits and pieces"</i>
PSS9	<i>"There is no point but to have a positive attitude"</i>

PSS10	<i>"The Implementation Team needs to communicate with the end users"</i>
PSS11-12	<i>No comment</i>
PSS13	<i>"A lot of managers do not understand the system and make a lot of mistakes"</i>

COMMUNICATION

Question 1: Did you receive any information about the new system?

No qualitative comments required

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

No qualitative comments required

Question 3: In your opinion, what medium of communication was the most effective?

Position	Qualitative Comments Include
P1	<i>"Communication was too bland and did not indicate the issues at an earlier enough time and encourage people to assist in addressing the problems"</i>
SM1-2	<i>"Face to face"</i>
SM3	<i>"News letter"</i>
SM4	<i>"News letters and memos were good but face to face would have given me a more positive feeling"</i>
SM5-6	<i>"Face to face"</i>
M1	<i>No comment</i>
M2	<i>"Face to face would have been the best"</i>
M3	<i>"Memos, combined with face to face communication"</i>
M4	<i>"Informal discussions based on others' "trial and error" experiences".</i>
M5	<i>"Website and face to face communication"</i>
M6	<i>"Face to face, personal via staff meetings"</i>
M7	<i>"Staff meetings"</i>
M8	<i>No comment</i>
M9	<i>"None: I feel that they were all poor"</i>
M10-12	<i>"Staff meetings"</i>
M13-14	<i>"Face to face"</i>
M15-16	<i>"Staff meetings"</i>
M17	<i>"For memory none were effective"</i>
M18	<i>"Memos"</i>
M19	<i>"Presentations"</i>

A1	<i>“Staff meetings”</i>
A2	<i>“Memos”</i>
A3	<i>“Face to face”</i>
A4-5	<i>No comment</i>
A6	<i>“Face to face communication”</i>
A7	<i>“Meetings”</i>
A8	<i>No comment</i>
A9	<i>“Staff meetings”</i>
A10-12	<i>“Face to face”</i>
A13-14	<i>No comment</i>
A15	<i>“Face to face”</i>
A16	<i>“Memos”</i>
A17	<i>“Face to face communication”</i>
A18	<i>No comment</i>
A19	<i>“Email and newsletter”</i>
A20	<i>“Staff meeting and face to face communication”</i>
A21	<i>“Staff meetings - our own manager explaining it in an understandable and relevant way”</i>
C1	<i>“The website and face to face”</i>
C2	<i>“emails and staff meetings”</i>
C3	<i>No comment</i>
C4	<i>“Face to face & staff meetings”</i>
C5	<i>No comment</i>
C6	<i>“Memos”</i>
S1	<i>“The website is good, but needs to be more comprehensive”</i>
S2	<i>“Face to face”</i>
S3	<i>“Staff meetings”</i>
S4	<i>“Newsletters”</i>
S5	<i>“Training”</i>
S6,7,8	<i>“Gossip or rumour”</i>
S9	<i>“Face to face”</i>
PSS1	<i>“We were confused at both times”</i>
PSS2	<i>“Face to face”</i>
PSS3	<i>“Staff meetings”</i>
PSS4	<i>No comment</i>
PSS5	<i>“Face to face communication”</i>
PSS6	<i>“Gossip”</i>
PSS7	<i>“Face to face”</i>
PSS8	<i>“Gossip or rumour”</i>
PSS9	<i>“Face to face”</i>
PSS10	<i>No comment</i>
PSS11	<i>“Newsletters”</i>
PSS12	<i>“Face to face”</i>

PSS13	"None"
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Question 4: When information about the new system was communicated to you did you have an opportunity to ask questions and did you receive adequate answers?

No qualitative comments asked for

Question 5: Did you have an opportunity to discuss how the change would effect you?

No qualitative comments asked for

Question 6: Did you have the opportunity to provide input into the new processes?

No qualitative comments asked for

Question 7: Did the Implementation Team listen to your concerns and act upon feedback from your Division?

No qualitative comments asked for

Question 8: Did the Implementation Team provide you with accurate information in regard to the reasons for the implementation, the new processes, the benefits, the difficulties that may occur and the expectations you should have about the system?

No qualitative comments asked for

Question 9: Did the Business provide you with accurate information in regard to the reasons for the implementation, the new processes, the benefits, the difficulties that may occur and the expectations you should have about the system?

No qualitative comments asked for

Question 10: Did the Implementation Team provide you with regular information about what was happening during Phase 2?

As can be seen in Table 8, the overwhelming majority reported that the Implementation
No qualitative comments asked for

Question 11: Did the Business (eg your division) provide you with regular information about what was happening during Phase 2?

No qualitative comments asked for

Question 12: Did you know who to contact if you had any concerns or queries about the system?

No qualitative comments asked for

Question 13: Overall, how informative or uninformative was the information about the new system?

No qualitative comments asked for

Question 14: Overall, how would you rate the success of the communication process (eg how the information was delivered to you) concerning the new system?

No qualitative comments asked for

Question 15: Overall, in what way did the communication you received about the system affect your attitude toward it?

Position	Qualitative Comments
P1	<i>"Soured my view and added to the general issues of negativity"</i>
SM1	<i>No comment</i>
SM2	<i>"OK"</i>
SM3	<i>No comment</i>
SM4	<i>"A newsletter and a couple of memos explaining the delays etc were the main communication. No face to face communication occurred where I could ask questions etc. This lessened my enthusiasm and respect for the system"</i>
SM5	<i>No comment</i>
SM6	<i>"Before - good. After - perhaps there were to many calls"</i>
M1	<i>No comment</i>
M2	<i>"We were not told much at all so it was assumed it was of no concern to us"</i>
M3	<i>"Not significantly"</i>
M4	<i>No comment</i>

M5	<i>“Neutral - I am in SAP practise so I understand the system fairly well”</i>
M6	<i>“Created a reasonably positive initial attitude”</i>
M7	<i>“There was no detailed information on benefits, objectives and functionality”</i>
M8	<i>No comment</i>
M9	<i>“A lack of communication led to disenchantment”</i>
M10	<i>No comment</i>
M11	<i>“I’ve only developed a negative attitude to the system having tried to work with it. I was ambivalent about it between being told about it and implementing it”</i>
M12	<i>“Lack of information increased frustration especially as information was previously available and now wasn’t”</i>
M13-16	<i>No comment</i>
M17	<i>“The communications about the system were so long ago that I can’t remember. I think communication such as at divisional meetings, should be keep up until the process was fully implemented and people can see the results”</i>
M18	<i>“Lots of communication. Sometimes too much, however necessary for implementation”</i>
M19	<i>“I do not think (timecost) billing was tested appropriately, nor was the training done appropriately in this regard, therefore my attitude is poor!”</i>
A1	<i>“We were told how great the system would be, but not how many problems would be experienced in its implementation”</i>
A2-7	<i>No comment</i>
A8	<i>“The unknown factor caused resentment toward extra work”</i>
A9-10	<i>No comment</i>
A11	<i>“The lack of clarity provided by the communication adversely affected my attitude toward the system”</i>
A12-15	<i>No comment</i>
A16	<i>“It provided a background to the change ie what was happening and when it would happen therefore I was ready for its implementation even if I did not fully appreciate the affect it would have on me”</i>
A17	<i>“I have no experience with the previous system so I cannot compare. The communication should be more specific”</i>
A18	<i>No comment</i>
A19	<i>“Lack of understanding as to what stages were being performed and what was involved in each step resulted in reduction in interest for the project”</i>
A20	<i>“Yes because expectations were high and deliverability was low thus resulting in a negative attitude”</i>
A21	<i>“Lack of direct information (ie information which related to how I work) meant I often had little idea about the ability of the system or who to contact outside my division”</i>
A13	<i>“The training was not done well in regard to billing and this affected my attitude toward the system in a negative way”</i>

C1	<i>"The face to face communication was great, but memos and newsletters don't always get read and often they hold the most important information. I felt daunted but excited about the system"</i>
C2-3	<i>No comment</i>
C4	<i>"When no-one knows the answers to questions it is difficult to feel safe with the system. The staff working with and implementing the system are approachable and helpful, it is the system that let everyone down"</i>
C5	<i>No comment</i>
C6	<i>"Minimal communication led to insecurity as to how the system worked".</i>
S1	<i>"It takes a long time to get a response, though once you get it is OK, frustration settles in, and it is often directed at the system as that is what is holding you up".</i>
S2	<i>"There was conflicting information that was delivered thick and fast"</i>
S3	<i>"Communication was very 'hazy' therefore I was concerned I wouldn't know how to use the system properly. It was all a bit mystifying".</i>
S4	<i>"The communication we received implied all was fine with the new system when in reality it was not, therefore I became negative toward the system"</i>
S5	<i>No comment</i>
S6,7,8	<i>"It was all very confusing"</i>
S9	<i>No comment</i>
PSS1	<i>"Frustrating"</i>
PSS2	<i>"At this stage it was an introduction only until just prior to rollout and then the course where organised and attended"</i>
PSS3-4	<i>No comment</i>
PSS5	<i>"There was no communication at all"</i>
PSS6	<i>"I was looking forward to it"</i>
PSS7	<i>"Frustration. But it did not stop me doing my day to day work. I just had to change"</i>
PSS8	<i>No comment</i>
PSS9	<i>"Because it was such a high project and change for the firm, regular communication integrated on a regular basis made it something that was acceptable (ie not a huge mountain as it was introduced piece by piece)"</i>
PSS10-11	<i>No comment</i>
PSS12	<i>"Well, the new system is a good system and I feel we will take time to get to know everything that it can do"</i>
PSS13	<i>"I began to rely on what other members of my group said rather than what the Implementation Team said"</i>

WORKING RELATIONSHIPS

Question 1: Did the overall implementation of the system effect your team in terms of morale in a positive or negative way?

Position	Qualitative Comment
P1	<i>"Far more administration time and frustration in getting accurate and sufficiently detailed information"</i>
SM1	<i>No comment</i>
SM2	<i>"Inaccurate information and poor decision making information"</i>
SM3	<i>"Change always brings with it some negativity at the outset"</i>
SM4	<i>"My division has limited exposure to the system and thus morale was largely unaffected"</i>
SM5	<i>"the new system is a significant increase in the amount of non-chargeable administration work. The new system is extremely frustrating to deal with and has had a negative impact on staff morale and job satisfaction".</i>
SM6	<i>"More work, no benefit"</i>
M1	<i>No comment</i>
M2	<i>"Anyone who needed anything related to the system had to virtually apologise for asking for it"</i>
M3	<i>No comment</i>
M4	<i>"Far more work for everyone (including consultants and secretarial staff). People were unaware of what to do in the system. Often came across issues that had no solution"</i>
M5	<i>No comment</i>
M6	<i>"The system is only accessible to about 10% of our group"</i>
M7	<i>"Not everyone knows its functions. The system is only available to a few people"</i>
M8	<i>No comment</i>
M9	<i>"The system increased employee stress"</i>
M10	<i>"The lack of confidence in the system and the inflexibility of the system caused our team to feel negative"</i>
M11	<i>"Perhaps positive in that it gave young staff a greater profile as billing tends to be their domain. Thus they have been increasingly relied on and had greater communication with managers and partners. Negative, though, in that there was a general disillusionment within the system. Took some of the control away from us".</i>
M12	<i>No comment</i>
M13	<i>"Reports are not user friendly"</i>
M14-16	<i>No comment</i>

M17	<i>“Morale was not really affected although allot of people became frustrated at the extra complexities and time wastage of the new systems”.</i>
M18	<i>“Some people believed it made a lot of extra work”</i>
M19	<i>“Harder to do billing, reports are wrong, allot of form filling and additional procedures to do something that should be straight forward. Also the functionality of the old system was better than the new system. Poor communication, decision making involvement and training”</i>
A1	<i>“Everyone was very annoyed with the extra administration time associated with the system, like sending out a bill, setting up a new client code. The delays associated with these were also annoying”</i>
A2	<i>“Didn’t show”</i>
A3-4	<i>No comment</i>
A5	<i>“Little change”</i>
A6-9	<i>No comment</i>
A10	<i>“Allot of staff were ‘bad mouthing’ the system.</i>
A11	<i>“Due to difficulties in performing simple tasks, it made it more onerous to perform as a team”</i>
A12-15	<i>No comment</i>
A16	<i>“There is a general feeling that the new system is somewhat cumbersome and not easy to use however I am not sure that this has had any real effect on morale”</i>
A17-18	<i>No comment</i>
A19	<i>“No affect really”</i>
A20	<i>“It changed the focus of a lot of our work. Rather than focussing on client work, it became more critical (or at least it appeared important) that we learn the new work processes and became familiar with them”</i>
A21	<i>“Processes seem complicated eg simple tasks such as billing requires involvement from more people. Different names for forms/processes led to confusion between staff who have worked in the organisation for a while and new staff”</i>
C1	<i>“It was frustrating not having answers to all the questions. My team is in a support role to the rest of the division, and without answers my team felt helpless and initially often negative toward the system”</i>
C2	<i>No comment</i>
C3	<i>“Reacted negatively to the long forms”</i>
C4	<i>“I believe that the system brought us together and helped us understand each person’s role. However the system did not have a positive affect”</i>
C5-6	<i>No comment</i>
S1	<i>“Some are very wary, but I wouldn’t necessarily consider this as negative. The old system was not efficient anyway, so they were not negative, just careful”</i>
S2	<i>“Confused and frustrated people eg processing bills took more than 2-3 days initially”.</i>

S3	<i>"We can not get and haven't had since the new system, an accurate financial report, therefore we as a group don't know where we stand".</i>
S4	<i>"Because of the problems with transfers, bills etc. people felt they had little control over their codes".</i>
S5	<i>No comment</i>
S6,7,8	<i>"It effected our morale in a negative way because the system was confusing and time consuming"</i>
S9	<i>No comment</i>
PSS1	<i>"We work closer together in with the new system because we are all new at it. It does not make anyone an expert. It requires two people to do the one job in comparison to the old system"</i>
PSS2-4	<i>No comment</i>
PSS5	<i>"Some positive, some negatives"</i>
PSS6	<i>"As a key user, I am the only one in the team who is affected by the system. The exception is my manager who was not provided with adequate reporting information"</i>
PSS7	<i>"It only affects us because administration assistants are not billing as effectively as before, so WIP has increased"</i>
PSS8	<i>"We are positive toward the system because it saves us time"</i>
PSS9	<i>"For my team it was a case of being able to produce reports that made information we passed on more efficient. We now have more information at our hands which enables us to 'tackle' things from a different angle, which in turn has increased morale"</i>
PSS10-11	<i>No comment</i>
PSS12	<i>"Our supervisor resigned due to unresolved problems"</i>
PSS13	<i>"We lost faith in the system"</i>

Question 2: Did the overall implementation of the system effect the way your team worked together and/or interacted?

Position	Qualitative Comments
P1	<i>No comment</i>
SM1-2	<i>No comment</i>
SM3	<i>"I was more heavily reliant on my secretary"</i>
SM4-5	<i>No comment</i>
SM6	<i>"Secretaries now do work previously done by the Practice Service Staff"</i>
M1-10	<i>No comment</i>
M11	<i>"Increased interaction with managers and partners and consultants"</i>
M12-15	<i>No comment</i>
M16	<i>"More work undertaken by group assistance"</i>
M17-18	<i>No comment</i>
M19	<i>"More work required of manger to prepare a bill"</i>

A1-10	<i>No comment</i>
A11	<i>“Slower to perform tasks”</i>
A12-21	<i>No comment</i>
C1-3	<i>No comment</i>
C4	<i>“We worked much closer to get bills out”</i>
C5	<i>“Not applicable as we were a new team”</i>
C6	<i>No comment</i>
S1-2	<i>No comment</i>
S3	<i>“All members of our group had to help each other understand the system”</i>
S4-5	<i>No comment</i>
S6,7,8	<i>“Only one secretary in our group has full training on the system and therefore she has to handle the majority of the requests/questions”</i>
S9	<i>“It affected how our team worked together because more work is required from the managers in order to raise a bill and we also have to get partner sign off on the bill before we can send it out.”</i>
PSS1	<i>“We all rely on one another to pass knowledge and understanding of the system”</i>
PSS2-8	<i>No comment</i>
PSS9	<i>“Communication improved as we began to share our knowledge”</i>
PSS10	<i>“We became to understand all our frustration’s together”</i>
PSS11	<i>No comment</i>
PSS12	<i>“We are generally a good team”</i>
PSS13	<i>No comment</i>

Question 3: Did the overall implementation of the system effect the way your team worked with other teams within your organisation?

Position	Qualitative Comments Include
P1	<i>Frustration of corrective coding and input errors and delays in providing clients with team cost analysis.</i>
SM1-6	<i>No comment</i>
M1	<i>No comment</i>
M2	<i>“There is not a lot of interaction”</i>
M3-13	<i>No comment</i>
M14	<i>“One code for engagements going forward, often other people outside of Sydney charged time to my code and I had to follow it up.</i>
M15-17	<i>No comment</i>
M18	<i>“No more internal bills, we can now put down our time on our timesheets to other states codes”</i>
M19	<i>“Positive point - I can put my time on the groups job codes. Negative point - reporting, collecting debtors”</i>

A1-10	<i>No comment</i>
A11	<i>“The increased contact with the practice service staff was unnecessary”</i>
A12-15	<i>No comment</i>
A16	<i>“In one instance that I know of, we were able to charge directly to an Adelaide charge code rather than bill the Adelaide office directly”</i>
A17-20	<i>No comment</i>
A21	<i>“Inter-office billing is easier”</i>
C1	<i>“For some members in my team the workload became greater. Some users refused to use the system, causing a bit of conflict as others had to take on more”</i>
C2-4	<i>No comment</i>
C5	<i>“Not applicable because we were a new team”</i>
C6	<i>No comment</i>
S1-9	<i>No comment</i>
PSS1-8	<i>No comment</i>
PSS9	<i>Again, more communication and sharing knowledge”</i>
PSS10	<i>“Other teams within the organisation were lead to understand that we know the SAP system and had all the answers”</i>
PSS11-13	<i>No comment</i>

Question 4: If your working relationships were altered in any way please rate how this effected your attitude toward the system?

Position	Qualitative Comments
P1	<i>No comment</i>
SM1-5	<i>No comment</i>
SM6	<i>“Overall those around are very unimpressed with the new system”</i>
M1-18	<i>No comment</i>
M19	<i>“Little, if any, consultation”</i>
A1-10	<i>No comment</i>
A11	<i>“As before efficiency problems”</i>
A12-21	<i>No comment</i>
C1	<i>“It will be great once everyone has “hands on” access and understands the system”.</i>
C2-6	<i>No comment</i>
S1	<i>No comment</i>
S2	<i>“Other members of the group were frustrated with us because their work wasn’t getting processed”</i>
S3	<i>“There was little, if any, consultation with us in regard to the decision making in regard to changes to our work processes”</i>
S4-9	<i>No comment</i>

PSS1-11	<i>No comment</i>
PSS12	<i>"I always tend to think positively and try my best to understand the general problem"</i>
PSS13	<i>No comment</i>

ORGANISATIONAL CULTURE

Question 1: Did the attitude and beliefs held by your fellow workers affect your attitude toward the new system?

No qualitative comments required.

If yes, did it generally effect you positively or negatively?

No qualitative comments required.

Question 2: How would you rate your Division's attitude in regard to the new system?

Position	Qualitative Comments
P1	<i>No comment</i>
SM1-3	<i>No comment</i>
SM4	<i>"Change is always viewed with caution but because of poor communication, bitching and delays the culture had a negative attitude"</i>
SM5	<i>No comment</i>
SM6	<i>"How could our organisation do this to us!!! Outrage!! We wouldn't do this to our clients"</i>
M1-3	<i>No comment</i>
M4	<i>"Bills were perceived as too hard. Bills took too long to prepare. Secretaries were unclear of requirements and this increased their stress"</i>
M5	<i>"I work in SAP anyway so should be positive about it"</i>
M6	<i>"We saw the new system as helping us with timesheets and client information and these all appear to have created more work for us"</i>
M7	<i>"Little benefit"</i>
M8	<i>No comment</i>
M9	<i>"If we can't get it right how can we help out clients with new systems"</i>
M10	<i>No comment</i>
M11	<i>"We have replaced a functional system with a dysfunctional one"</i>
M12-15	<i>No comment</i>
M16	<i>"But improving, as I knew it would. Give it time"</i>
M17	<i>"I think we are willing to accept change as the business in one way or another is constantly changing, and they realise that to remain competitive we must be constantly evolving"</i>

M18	<i>No comment</i>
M19	<i>“Everyone hates it as it does not work properly”</i>
A1-5	<i>No comment</i>
A6	<i>“Everything became a lot harder in the beginning because no one knew what they were doing”</i>
A7-10	<i>No comment</i>
A11	<i>“Generally all comments about the new system are negative, there is not one single positive comment”</i>
A12-15	<i>No comment</i>
A16	<i>“As mentioned some people find it difficult to use and that it is cumbersome”</i>
A17-18	<i>No comment</i>
A19	<i>“People seemed to take on the new system with an eagerness in hope that it would make their work easier”</i>
A20	<i>“There were many complaints when we would find out that a particular function in the old system was not available in the new system and many questions why this was the case”</i>
A21	<i>“We felt negative because the system seemed cumbersome and the support was minimal”</i>
C1	<i>“It was an exciting challenge to be a part of”</i>
C2-3	<i>No comment</i>
C4	<i>“Positive initially, however after a few weeks we as a group started to see many flaws in the system. Our attitudes went from positive to negative because of the systems failure to deliver a seamless transition.</i>
C5-6	<i>No comment</i>
S1	<i>“The culture is fairly neutral at the moment (there have been no major problems), but I find this a positive force on me as I have been through some very negative implementations so neutral feels positive to me”.</i>
S2	<i>“Negative because the paper work is cumbersome eg to set up a job code takes filling out a form of 6 pages”</i>
S3	<i>“We can’t understand our reports!! Some people on the reports left two years ago”</i>
S4	<i>“When things don’t work everyone is negative”</i>
S5-9	<i>No comment</i>
PSS1	<i>“My group are always willing and have good attitudes in changing and learning”</i>
PSS2-5	<i>No comment</i>
PSS6	<i>“I work within the SAP implementation team, therefore my colleagues undertake similar implementations at client sites. This created a positive expectation for me.</i>
PSS7	<i>“People were expecting, and told to expect one thing and received another”</i>
PSS8	<i>“The problem is that all information and training was done on a broad base, nothing was done in fine detail. Divisions were left to find out by trial and error on what the system could or could not do on a day to day basis”</i>

PSS9	<i>“Through experience with cultural change in previous jobs, I had an insight into what to expect. I also knew that it would only mean improvement to the old system.”</i>
PSS10	<i>“I feel the business went through the whole project the wrong way - it was handled very badly”</i>
PSS11	<i>No comment</i>
PSS12	<i>“We tried and continued to try our best to adopt the new system and make the operation smooth”</i>
PSS13	<i>“Complaints by managers and professional staff”</i>

Question 3: If your division had a culture that, in your opinion, was not supportive of the new system how could it have been improved?

Position	Qualitative Comments Include
P1	<i>No comment</i>
SM1-4	<i>No comment</i>
SM5	<i>“A system with far less paper work and administration”</i>
SM6	<i>No comment</i>
M1-19	<i>No comment</i>
A1-10	<i>No comment</i>
A11	<i>“Improve all aspects of the system”</i>
A12-16	<i>No comment</i>
A17	<i>“The impact on different staff should be assessed and the communication about it directed accordingly”</i>
A18-21	<i>No comment</i>
C1-3	<i>No comment</i>
C4	<i>“Have a system that delivers”</i>
C5-6	<i>No comment</i>
S1	<i>“Negativity normally comes from perceived unsolved problems. If people feel their opinion will be heard and acted upon (ie suggestions of staff used to make improvements), they are more likely to react positively and with interest”</i>
S2-9	<i>No comment</i>
PSS1-6	<i>No comment</i>
PSS7	<i>We needed more of all of the above”</i>
PSS8	<i>“Through experience with cultural change in previous jobs, I had an insight into what to expect. I also knew that it would only mean improvement to the old system”</i>
PSS9-10	<i>No comment</i>
PSS11	<i>“I think more personal help like a one to one basis would help. Over a period of frustrating time you virtually figure things out for yourself”</i>

PSS12	<i>My personal opinion - a practical approach 1. How it was with the past; 2. How it will be in the future; 3. Identify the benefits; 4. Implement; 5. Make aware of the new features and benefits and keep it as an ongoing process”</i>
PSS13	<i>“Communication”</i>

COMPUTER TRAINING AND INFORMATION SESSIONS

Question 1: Did you attend a computer based training program and/or information session?

No qualitative comments required

Question 2: If yes, what was positive about the computer based training and/or information session you attended?

Position	Qualitative Comment
P1	<i>No comment</i>
SM1	<i>No comment</i>
SM2	<i>“Well presented and thorough”</i>
SM3	<i>“Trainers were motivated and excited about the new system”</i>
SM4-5	<i>No comment</i>
SM6	<i>“It was good as an overview”</i>
M1-3	<i>No comment</i>
M4	<i>“It raised awareness of the new system”</i>
M5	<i>“Good information sessions, well run, good material”</i>
M6	<i>No comment</i>
M7	<i>“Information session presented professionally”</i>
M8	<i>No comment</i>
M9	<i>“Better informed”</i>
M10	<i>“Saw the system demonstrated”</i>
M11	<i>No comment</i>
M12	<i>“That it existed”</i>
M13-18	<i>No comment</i>
M19	<i>“Presenter’s were nice. Training material was good”</i>
A1	<i>“Told us what the system could do”</i>
A2-3	<i>No comment</i>
A4	<i>“Broad overview of goals set”</i>
A5-9	<i>No comment</i>
A10	<i>“Open discussion of user ”wants” from the system prior to its implementation”</i>
A11	<i>“Answer a few basic questions regarding the system”</i>
A12-14	<i>No comment</i>

A15	<i>"It provided relevant information in the use of the new system"</i>
A16	<i>"Gave us some technical guidance on how to actually use the system"</i>
A17-19	<i>No comment</i>
A20	<i>"Good to be in a group and listen to other people's questions and responses"</i>
A21	<i>No comment</i>
C1	<i>"Being able to ask one on one questions, or offering feedback on my groups needs. Getting specific training on what I would be using the system for"</i>
C2	<i>No comment</i>
C3	<i>"The questions and answer sessions were good"</i>
C4	<i>"Friendly environment"</i>
C5	<i>"As part of my induction the IT session outlined how to access the new system information via the intranet".</i>
C6	<i>No comment</i>
S1	<i>"We were shown the whole system not just our little part, so we could understand the full process"</i>
S2	<i>"They were well delivered"</i>
S3	<i>"Gave you a manual"</i>
S4	<i>"Booklets - information cards"</i>
S5-8	<i>No comment</i>
S9	<i>"Hands on experience"</i>
PSS1	<i>"It was too much training not enough time to practice and read up on the system"</i>
PSS2	<i>"The area I attended for was extremely involved or appeared to be it was 3 days.</i>
PSS3	<i>"Provided a brief insight of what the system looked like"</i>
PSS4	<i>No comment</i>
PSS5	<i>"It helped us, but not allot"</i>
PSS6	<i>"Good trainers"</i>
PSS7	<i>"The trainer knew what she was talking about and was able to answer questions well"</i>
PSS8	<i>No comment</i>
PSS9	<i>"Small classes meant more individual attention"</i>
PSS10	<i>"The trainers know what they were doing"</i>
PSS11	<i>No comment</i>
PSS12	<i>"At the beginning training looked good. But now I realise that it could have been planned more effectively. A separate training for supervisors. This could identify the problem staff could face. Then the training of staff in the presence of the supervisors"</i>
PSS13	<i>"It informed us on how we were to process certain transactions"</i>

Question 3: what was negative about the computer based training and/or information session you attended?

Position	Qualitative Comments
P1	<i>No comment</i>
SM1-5	<i>No comment</i>
SM6	<i>"Each session repeated too much"</i>
M1-3	<i>No comment</i>
M4	<i>"Timing of training was inappropriate (or should have been followed up at a later time as new developments were made).</i>
M5	<i>"Presenters knew what was happening, but not necessarily why process decisions were made"</i>
M6	<i>No comment</i>
M7	<i>"Information session too high level, no detail provided.</i>
M8	<i>No comment</i>
M9	<i>"The training was not informative enough"</i>
M10	<i>"It didn't do what it was supposed to"</i>
M11	<i>No comment</i>
M12	<i>"It was pie in the sky stuff ie big picture and not practical"</i>
M13-15	<i>No comment</i>
M16	<i>"We needed more hands on experience"</i>
M17-18	<i>No comment</i>
M19	<i>Too short and little, if any, attention given to time cost billing"</i>
A1	<i>"We needed more documentation that we could take away and read"</i>
A2-3	<i>No comment</i>
A4	<i>"No real practical information"</i>
A5	<i>"There was too much information for one session"</i>
A6-10	<i>No comment</i>
A11	<i>"Lacking in detail, trainer seemed unsure of the system's capabilities"</i>
A12-14	<i>No comment</i>
A15	<i>"It did not go into enough detail in area where I was working"</i>
A16	<i>"They were probably too short and too brief"</i>
A17-19	<i>No comment</i>
A20	<i>"Trainers were not fully informed on some issues. Therefore, were at times unable to answer questions confidently"</i>
A21	<i>No comment</i>
C1	<i>"Trainers didn't know all the answers, which often left you "up in the air""</i>
C2	<i>"Didn't answer questions, it was confusing and not practical"</i>
C3	<i>No comment</i>
C4	<i>"Answers were not always obtainable"</i>
C5-6	<i>No comment</i>
S1	<i>"We were shown things only to find out after the training that we couldn't get access to it"</i>

S2	<i>"The system is not logical or user friendly"</i>
S3	<i>"The training was too quick and unclear"</i>
S4	<i>"Some people giving the training had not used the old system so could not answer questions".</i>
S5	<i>"The trainer could not answer basic questions regarding the new system"</i>
S6,7,8	<i>No comment</i>
S9	<i>"Too rushed"</i>
PSS1	<i>No comment</i>
PSS2	<i>"Some training attended is not accessible by me or used to the full extent of training provided"</i>
PSS3	<i>"Training was not in depth enough"</i>
PSS4	<i>No comment</i>
PSS5	<i>"Not enough training"</i>
PSS6	<i>"Wrong/inadequate information provided"</i>
PSS7	<i>"She told us this, that and the other. We actually got far less"</i>
PSS8	<i>No comment</i>
PSS9	<i>"Information sessions should have been more specialised"</i>
PSS10	<i>"I felt we should have covered more areas"</i>
PSS11	<i>"We needed to be shown the whole system not just our little part, so we could understand the full process".</i>
PSS12	<i>"The training was too short"</i>
PSS13	<i>"A lot of it didn't make sense"</i>

Question 4: How could have the computer training or the information session been improved?

Position	Qualitative Comments
P1	<i>No comment</i>
SM1-2	<i>No comment</i>
SM3	<i>"They were fine"</i>
SM4-5	<i>No comment</i>
SM6	<i>"More integration of sessions to avoid repetition (SM6)".</i>
M1-6	<i>No comment</i>
M7	<i>By providing more detail on functionality"</i>
M8	<i>No comment</i>
M9	<i>"I needed more information about how I would be impacted"</i>
M10	<i>"Hands on training"</i>
M11	<i>No comment</i>
M12	<i>"The training needed to be more practical"</i>
M13-15	<i>No comment</i>
M16	<i>"More hands on experience"</i>
M17-18	<i>No comment</i>
M19	<i>"Do an actual bill on the system eg real data not test data".</i>

A1-4	<i>No comment</i>
A5	<i>“More hands on, smaller groups”</i>
A6-10	<i>No comment</i>
A11	<i>“More information on relevant system aspects. Train the person giving training properly”.</i>
A12-14	<i>No comment</i>
A15	<i>“More specialised groups”</i>
A16	<i>“Longer and more involved sessions would be useful”</i>
A17-19	<i>No comment</i>
A20	<i>“Sessions to be run by someone familiar with the system and not someone who was just recently trained in it”</i>
A21	<i>No comment</i>
C1	<i>“In general training was good”</i>
C2	<i>“It needed to be more practical”</i>
C3	<i>“Lecture format”</i>
C4	<i>“Have a system that delivers, therefore when questions are asked there is a sensible, logical answer maybe not at the meeting but shortly after”</i>
C5	<i>No comment</i>
C6	<i>“Incomplete knowledge of the system led to concern on how it all worked”</i>
S1	<i>No comment</i>
S2	<i>“The training was fine it was the system”</i>
S3	<i>“More one on one training was needed”</i>
S4	<i>No comment</i>
S5	<i>“Make it more interesting, faster paces and train the trainer”</i>
S6,7,8	<i>“More training for the trainers”</i>
S9	<i>“Step by step instructions using the business procedures rather than just talking through the processes”</i>
PSS1	<i>“Booklets should have been given out so we could absorb information and ask the questions in the training or the sessions”</i>
PSS2	<i>“Have trainers that understood or had a better knowledge of how to present”.</i>
PSS3	<i>“More in depth and ongoing training”</i>
PSS4-5	<i>No comment</i>
PSS6	<i>“More knowledgeable trainers”</i>
PSS7	<i>“The training was good the information session very poor. He was unable to answer any questions”</i>
PSS8	<i>No comment</i>
PSS9	<i>“Follow up training to provide users with more information”</i>
PSS10	<i>“Perhaps more of an idea of how what we processed affected other groups”</i>
PSS11	<i>No comment</i>
PSS12	<i>“Train the trainers first”</i>
PSS13	<i>No comment</i>

Question 5: Did you feel that you had enough appropriate knowledge after your computer training to use the system effectively in your role?

Position	Qualitative Comment
P1	<i>No comment</i>
SM1-6	<i>No comment</i>
M1-3	<i>No comment</i>
M4	<i>“As indicated above, by the time it came to use the system, the earlier training was difficult to remember. The training also did not go through relevant reports to assist in determining functionality within the system”</i>
M5-8	<i>No comment</i>
M9	<i>“The training was unfocussed to a specific level”</i>
M10	<i>“I only had to provide input”</i>
M11	<i>No comment</i>
M12	<i>“It was not practical”</i>
M13-18	<i>No comment</i>
M19	<i>“It takes more time to find information”</i>
A1	<i>“Training was very brief. What we learned about the system was through trial and error”</i>
A2-9	<i>No comment</i>
A10	<i>“My role changed after the implementation from Accountant to Senior Accountant which meant I had greater exposure to the system”</i>
A11-15	<i>No comment</i>
A16	<i>“It enabled me to use the timesheet and search for codes etc”</i>
A17-21	<i>No comment</i>
C1	<i>“The training was sufficient to use the system, it was the actual system that was confusing”</i>
C2-6	<i>No comment</i>
S1	<i>No comment</i>
S2	<i>“I had to use it several times before I gained familiarity with the system”</i>
S3-4	<i>No comment</i>
S5	<i>“I was only given partial training for a function on the system that I don’t even use”</i>
S6,7,8	<i>“Felt totally confused after training”</i>
S9	<i>No comment</i>
PSS1	<i>“Training on the job tasks was given, but too much at once and also no general knowledge information was given”</i>
PSS2	<i>“I found I obtained my knowledge by playing ground with in the system or discussing with others and comparing information”</i>
PSS3	<i>“Basic access to system was taught too general”</i>
PSS4	<i>No comment</i>
PSS5	<i>“Shorter time and not descriptive”</i>
PSS6-9	<i>No comment</i>

PSS10	<i>"We did not have the time or resources to practice once back in the office and we should have had training over a large time frame"</i>
PSS11	<i>No comment</i>
PSS12	<i>"It was too quick and no reports were shown. I only gained about 20-25% worth of knowledge"</i>
PSS13	<i>"A lot of the training was testing certain things and not the problems we would encounter in real life"</i>

Question 6: Did you feel that you had enough knowledge after your information session to use the processes effectively in your role?

Position	Qualitative Comment
P1	<i>No comment</i>
SM1-2	<i>No comment</i>
SM3	<i>"Hands on training is more effective"</i>
SM4-5	<i>No comment</i>
SM6	<i>"The sessions were an overview, there needed to be more tailored sessions with more real life examples"</i>
M1-6	<i>No comment</i>
M7	<i>"No detail on what management information could be extracted"</i>
M8-9	<i>No comment</i>
M10	<i>"Delegation of duties to system trained staff."</i>
M11-19	<i>No comment</i>
A1-9	<i>No comment</i>
A10	<i>"Yes, at the time"</i>
A11	<i>"Some questions could not be answered"</i>
A12-15	<i>No comment</i>
A16	<i>"Even though I can use the system (in a limited capacity) I don't fully understand its implication"</i>
A17-19	<i>No comment</i>
A20	<i>"There were too much information to cover in these sessions"</i>
A21	<i>No comment</i>
C1	<i>"They were fairly general - needed hands on computer based training"</i>
C2	<i>"No, the information did not make sense"</i>
C3	<i>"It pointed you in the right direction"</i>
C4	<i>"The session is hard to follow where no practical experience has incurred"</i>
C5	<i>"I would actually like something telling me how I should be using the system on a daily basis and summarising everything that it offers"</i>
C6	<i>No comment</i>
S1-2	<i>No comment</i>
S3	<i>"Still had to call help desk and they didn't know either"</i>

S4	<i>"Because we went to so many sessions not sure if I could remember all the information".</i>
S5-9	<i>No comment</i>
PSS1-5	<i>No comment</i>
PSS6	<i>"Very scary - SAP is not exactly user friendly or logical"</i>
PSS7	<i>"He did not know what he was talking about, so could not answer questions."</i>
PSS8-9	<i>No comment</i>
PSS10	<i>"As when we did use it we were coming up with "you are not authorised"</i>
PSS11	<i>No comment</i>
PSS12	<i>"Too short, too little information. The system was new to the trainers as well"</i>
PSS13	<i>No comment</i>

Question 7: Did you have enough support for any questions or problems when you went back to your division?

Position	Qualitative comments
P1	<i>No comment</i>
SM1-5	<i>No comment</i>
SM6	<i>"High level view of system conveyed to champions and key users. Needed to be in more depth"</i>
M1-6	<i>No comment</i>
M7	<i>"Administration assistants only just learning to use the system"</i>
M8	<i>No comment</i>
M9	<i>"Due to support staff not being knowledgeable"</i>
M10-11	<i>No comment</i>
M12	<i>"It was not until a manager from our group was seconded to the project that we had support"</i>
M13-15	<i>No comment</i>
M16	<i>"Not enough 'champions' to assist"</i>
M17-18	<i>No comment</i>
M19	<i>"Helpdesk took too long to get back to us"</i>
A1-4	<i>No comment</i>
A5	<i>"Little support, as no one else was familiar with the system"</i>
A6-10	<i>No comment</i>
A11	<i>"No one knows the answers"</i>
A12-15	<i>No comment</i>
A16	<i>"There were people on hand who had a good knowledge of the system to guide me if I experienced problems"</i>
A17-19	<i>No comment</i>
A20	<i>"All the systems "champions" were able to provide assistance when required"</i>
A21	<i>No comment</i>

C1	<i>"In my group a number of people were users so we were able to discuss our problems and come up with solutions"</i>
C2-6	<i>No comment</i>
S1	<i>"It took a very long time to get an answer from the help desk"</i>
S2	<i>"It was like the blind leading the blind"</i>
S3	<i>No comment</i>
S4	<i>"Reference material was good"</i>
S5-9	<i>No comment</i>
PSS1	<i>"We did not have enough support in the beginning. They were saying - ring the help desk"</i>
PSS2	<i>No comment</i>
PSS3	<i>"No one had the knowledge to share it with us"</i>
PSS4	<i>No comment</i>
PSS5	<i>"Not knowing who does what"</i>
PSS6	<i>"We did a lot of hand holding"</i>
PSS7	<i>"Everybody was waiting for more"</i>
PSS8	<i>No comment</i>
PSS9	<i>"I used the help desk"</i>
PSS10	<i>"It took days for any questions to be answered"</i>
PSS11	<i>No comment</i>
PSS12	<i>"No, because they themselves had to go elsewhere to find the answers"</i>
PSS13	<i>No comment</i>

Question 8: Overall, how would you rate the quality of the computer based training you received in respect to the new system?

No qualitative comments were required.

Question 9: Overall, how would you rate the conditions of the computer based training?

Position	Qualitative Comments
P1	<i>No comment</i>
SM1-6	<i>No comment</i>
M1-19	<i>No comment</i>
A1	<i>"Training was in a large area with a lot of people"</i>
A2-21	<i>No comment</i>
C1	<i>"The training was good - but needed both computer based training and the information sessions together in order to put it all together"</i>
C2-6	<i>No comment</i>
S1	<i>"Difficult to get into the training sessions. Size and comfort good"</i>
S2-9	<i>No comment</i>

PSS1-7	<i>No comment</i>
PSS8	<i>“I feel the training program was a little rushed more one on one time should have been allocated.</i>
PSS9-11	<i>No comment</i>
PSS12	<i>“The numbers of participants were limited to manageable numbers and the physical comfort was good, however the time was too short”</i>
PSS13	<i>No comment</i>

Question 10: Overall, how would you rate the quality of the information sessions you received in respect to the new processes?

Position	Qualitative Comments
P1	<i>No comment</i>
SM1-6	<i>No comment</i>
M1-6	<i>No comment</i>
M7	<i>“Extremely Poor - treated users as forced users, they had to use the system even if it wasn’t meeting business requirements”</i>
M8-19	<i>No comment</i>
A1-19	<i>No comment</i>
A20	<i>“But probably need to have more sessions to cover critical features well”</i>
A21	<i>No comment</i>
S1	<i>No comment</i>
S2	<i>“There were numerous hiccups and different answers”</i>
S3	<i>No comment</i>
S4	<i>“Some trainers were better than others. Too many sessions in too short a time frame making it hard to remember all the information.</i>
S5	<i>No comment</i>
S6,7,8	<i>“The training was overwhelming”</i>
S9	<i>No comment</i>
C1	<i>“Very general information”</i>
C2-3	<i>No comment</i>
C4	<i>“It was not the staff, I feel they were helpful. Unfortunately the system had too many flaws”.</i>
C5-6	<i>No comment</i>
PSS1	<i>No comment</i>
PSS2	<i>“No information session was given only training”</i>
PSS3-13	<i>No comment</i>

Question 11: Overall, how would you rate the competence (eg knowledge, training skills) of the trainers who conducted the information sessions?

Position	Qualitative Comments include:
P1	<i>No comment</i>
SM1-6	<i>No comment</i>
M1-6	<i>No comment</i>
M7	<i>“Had the impression that even the presenters didn’t know what the system could do”</i>
M8-19	<i>No comment</i>
A1-19	<i>No comment</i>
A20	<i>“Good for someone who only just learned how to use the system”</i>
A21	<i>No comment</i>
C1	<i>“The trainers were good - however because the system was still in the development stage it made it hard for them to give concrete answers to questions as some of the processes were still changing”</i>
C2-6	<i>No comment</i>
S1-5	<i>No comment</i>
S6,7,8	<i>“The trainers knowledge was good but their communication skills were inadequate”</i>
S9	<i>No comment</i>
PSS1	<i>No comment</i>
PSS2	<i>“I attended different areas of training and the ability of the trainer varied in all sessions”</i>
PSS3-12	<i>No comment</i>
PSS13	<i>“The trainers did not have any skills in the particular information sessions and looked like they didn’t know anything. They couldn’t answer my questions”</i>

Question 12: Overall, how would you rate the competence (eg knowledge, training skills) of the trainers who conducted the computer training?

Position	Qualitative Comments Include
P1	<i>No comment</i>
SM1-6	<i>No comment</i>
M1-19	<i>No comment</i>
A1-21	<i>No comment</i>
C1-6	<i>No comment</i>
S1	<i>“One was very good, the other one had only been with our organisation for a couple of weeks , so she knew the system well but not the implications to our organisation.</i>
S2-9	<i>No comment</i>

PSS1	<i>No comment</i>
PSS2	<i>“The three day training was very good, the 1 1/2 day training very poor”</i>
PSS3-12	<i>No comment</i>
PSS13	<i>“The trainers did not have any skills in the particular information session and it looked like they didn’t know anything. They couldn’t answer my questions.</i>

Question 13: Overall, how would you rate the training material (eg handouts, manuals) that you received during the training sessions.

No qualitative comments were required

Question 14: Overall, how did the information or training you received (or did not receive) affect your attitude toward the new system?

A20	<i>“Negative! The information made it sound complex and difficult to use resulting in my apprehension.”</i>
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Question 15: Overall, how would you rate your attitude toward the new system at present?

No qualitative comment required.

Question 16: Overall, how do you rate your attitude toward future phases of the change program?

Position	Qualitative Comments Included:
P1	<i>“I’m negative, but willing to be convinced that it will start to deliver value”</i>
SM1-3	<i>No comment</i>
SM4	<i>“I’m hopeful”</i>
SM5	<i>No comment</i>
SM6	<i>“The system fails the ‘what’s in it for me’ test”.</i>
M1	<i>No comment</i>
M2	<i>“The staff chosen to be part of the initial roll out where not the most appropriate”</i>
M3	<i>No comment</i>
M4	<i>“I remain open to the new system processes once they are fully up and running. However, I hope to see a decline in my required administration time (eg for bills)”</i>
M5-16	<i>No comment</i>

M17	<i>“My attitude remains negative until I can be shown the benefits of the new system”.</i>
M18	<i>“As I’m relatively new to the firm, any change doesn’t make a big impact on my work practices. As I’m still learning the system, it is just another new concept that I have to embrace”</i>
M19	<i>“It can’t get any worse”</i>
A1-7	<i>No comment</i>
A8	<i>“The new system, in my opinion, causes problems such as not being able to write off time with unseen benefits”</i>
A9-14	<i>No comment</i>
A15	<i>“I have been involved in Phase 3 testing and I have learned a lot more in a short time”.</i>
A16-19	<i>No comment</i>
A20	<i>“Positive - I can only hope that it gets better”</i>
A21	<i>No comment</i>
C1	<i>“All training to the business for Phase 3 should be compulsory”.</i>
C2-4	<i>No comment</i>
C5	<i>“I haven’t answered the last few questions as my training was all rolled into my induction training and therefore I find it difficult to identify it separately”.</i>
C6	<i>No comment</i>
S1	<i>“I find the system very slow. We can see problems now, but know we will have to wait several months for new phases to fix these problems”</i>
S2-9	<i>No comment</i>
PSS1-13	<i>No comment</i>