

QUALITATIVE COMMENTS FOR STUDY FOUR

Key:

P = Partner/Director
SM = Senior Manager
M = Manager
A = Accountant
C = Consultant
S = Secretaries/Practice Service Staff

INVOLVEMENT IN PRIOR 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
P1	<i>No comment</i>
P2	<i>“Various mergers of accounting firms, Adelaide office merger with Victoria, various system changes”</i>
P3	<i>“Restructure of management team that I was a part of. Outsourcing IT department”</i>
P4	<i>“Reorganisation of sales tax/payment functions”</i>
SM1	<i>“Introduction of a quality service. Major restructuring of an organisation including reduction in staff numbers”</i>
SM2	<i>“Previous company I worked for was purchased”</i>
SM3	<i>“Organisational downsizing, organisational closure, technology implementation, leadership change, organisational restructures, career change, business process change”</i>
SM4	<i>“Merger of two firms”</i>
SM5	<i>“Company merger. New time recording system”</i>
M1	<i>“Merger of offices”</i>
M2	<i>No comment</i>
M3	<i>“Changed computer system”</i>
M4	<i>“Major organisational change, downsized staff by 13%”</i>
M5	<i>“New computer systems”</i>
M6	<i>No comment</i>
M7	<i>No comment</i>

M8	<i>"Firm merger, Divisional merger, Introduction of the intranet and internet"</i>
M9	<i>"Reporting systems, organisational structure"</i>
M10	<i>"Billing system changed around 1990 through merger"</i>
M11	<i>"Merger of our firm with another"</i>
M12	<i>"New system implementation, organisational restructure"</i>
A1-5	<i>No comment</i>
A6	<i>"Combining two departments"</i>
A7	<i>"Charges to the year 12 certificates to SACE. Changes to University structure"</i>
A8	<i>"Company merger - moving locations, merging of company procedures and administration roles"</i>
A9	<i>"I worked in the ATO when it changed from functional work areas to multidisciplinary client focussed teams".</i>
A10	<i>No comment</i>
C1	<i>No comment</i>
C2	<i>"Two organisational mergers"</i>
C3	<i>No comment</i>
C4	<i>"Downsizing, new software application"</i>
C5	<i>"Redundancies, interstate relocation"</i>
PSS1	<i>No comment</i>
PSS2	<i>"Change from manual accounting system to computerised MYOB system. Change from manual client record keeping system to a dedicated database computerised system"</i>
PSS3	<i>No comment</i>
PSS4	<i>"Partnership which I previously worked for dissolved"</i>
PSS5	<i>"Change in computer systems. Three times including the current system"</i>
PSS6	<i>No comment</i>
PSS7	<i>"Total restructure of Management Consulting Twice!"</i>
PSS8	<i>"Three mergers"</i>
PSS9	<i>No comment</i>
PSS10	<i>"Two mergers, new technology"</i>

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

Position	Qualitative Comments
P1	<i>"Prior organisational changes were of a different nature"</i>
P2	<i>"Teaches you to be flexible and adapt to change. You cannot avoid change in a changing world"</i>

P3	<i>"Understanding that change is difficult to manage, an understanding of the</i>
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	<i>issues that the Implementation Team was dealing with - empathy. Knowing that change is an ongoing process</i>
P4	<i>"I was used to not expecting it to be right from day one"</i>
SM1	<i>"The roll out of the system and associated changes were insignificant compare to major organisational restructuring"</i>
SM2	<i>No comment</i>
SM3	<i>"It prepared me for what to expect, for example; how I would react, how other people would react, how the organisation would react."</i>
SM4	<i>No comment</i>
SM5	<i>"Understood the wide variety of issues to deal with"</i>
M1	<i>No comment</i>
M2	<i>No comment</i>
M3	<i>"Prior transition went a lot smoother than this one"</i>
M4	<i>"Different organisation, different time of employment, different solution"</i>
M5	<i>"Better prepared for the unexpected, better understanding of other staff's experiences with the change taking place"</i>
M6	<i>No comment</i>
M7	<i>No comment</i>
M8	<i>"Different problems arisen under the new system"</i>
M9	<i>"It provided me with a warning about problems that could occur"</i>
M10	<i>"I'll take each change on its own merits"</i>
M11	<i>No comment</i>
M12	<i>No comment</i>
A1-5	<i>No comment</i>
A6	<i>"I believe change is a part of life and not to always be open to better ways to do something is foolish"</i>
A7	<i>"Made me accept the change more openly"</i>
A8	<i>"Better able to cope with change. Change is necessary part of the efficient functioning of any company"</i>
A9	<i>"I accept change relatively easily but don't feel that this attitude is due to prior experience of change"</i>
A10	<i>No comment</i>
C1	<i>No comment</i>
C2	<i>"Experience helped my acceptance as doesn't seem like such a 'big deal'" Also, this new system does not have the emotional impact as a restructure"</i>
C3	<i>No comment</i>
C4	<i>"Had experienced a similar change and was anticipating the type of things that occur throughout implementations"</i>
C5	<i>"The prior changes were very different - the last changes threatened my job this change was just changing my job processes"</i>
PSS1	<i>No comment</i>

PSS2	<i>"It gave me prior knowledge and experience and skills to deal with"</i>
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	<i>workplace changes which enabled me to be open to the changes and helped me to accept them and learn the new processes quicker</i>
PSS3	<i>No comment</i>
PSS4	<i>“Change experienced was totally different”</i>
PSS5	<i>“I knew it wasn’t to be an easy or smooth sailing procedure”</i>
PSS6-7	<i>No comment</i>
PSS8	<i>“From experience, I know everything is so messy at first and slowly it begins to fit into place. Not to fight change but to accept it”</i>
PSS9	<i>No comment</i>
PSS10	<i>“It helped that you learn to accept new and challenging changes put upon you, and to not be negative about new responsibilities”</i>

EVALUATION

Question 1: 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 2: 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 Comments
P1	<i>“My expectations of the system were greater prior to Phase 2. The emerging problems with the system have dampened my attitude”</i>
P2	<i>“The SAP system is too inflexible. It is too manufacture/distribution based. It doesn’t seem to be modifiable (even terminology) and there are far too many pieces of paper”</i>
P3	<i>“At times during the Phase 2 rollout it became frustrating because communication and other issues meant that some functionality previously available was lost and it wasn’t clear when this would be returned”</i>
P4	<i>No comment</i>
P5	
SM1	<i>“My attitude towards the system changed to being neutral mainly due to large volumes of information, training sessions which were only OK and realisation that I would only use some forms, some of the time making it easier to forget how to fill them out”</i>
SM2	<i>“The anticipation of what I expected through the new system did not match</i>

	<i>what was delivered</i>
SM3	<i>“Expectations have not been met. Training on system has only been information sessions and therefore inadequate. Administration workload has increased dramatically since introduction of the system. This was not supposed to happen”</i>
SM4	<i>“Did not appear to be sufficient consultation with professional staff to ensure the system met current and future requirements. Administration workload for managers have increased significantly”</i>
SM5	<i>“Gradually became frustrated due to time problems, (ie lack of timely reports) and lack of confidence in accuracy)”</i>
M1	<i>“I have been frustrated by being unable to do some things under the new system that I could previously do under the old system. Also some of the forms are excessively long and not user friendly”.</i>
M2	<i>“Phase 2 was/is a disgrace. It was not explained properly, it involves too much paper, it is inflexible and it is complex in terms of billing and time recording”</i>
M3	<i>“System too hard to use”</i>
M4	<i>“Actual usage of the system has shown difficulties and developed frustration. Expectations at the beginning exceeded delivered system, so far”</i>
M5	<i>“During the rollout I was quite happy and open minded, willing to accept the change. However subsequently feel that we have moved backwards as to date I see no advantage for changing - infact disadvantages. Too much room for error in the new system”</i>
M6	<i>“Despite the benefits that were being cited as part of the system the initial rollout was extremely disruptive. After the rollout was completed most areas have become alright to deal with”</i>
M7	<i>“Proposed changes haven’t materialised. Many changes/systems/routines are flawed or had many problems”</i>
M8	<i>“I always have a positive attitude to any change which I believe is in the best interests of the firm. However, as problems have arisen with the system the lack of answers and the inexperience and lack of knowledge of staff providing answers, has been very frustrating”</i>
M9	<i>“Clearly incompetent people were responsible for project implementation and the practice service staff do not understand the system or our business needs”</i>
M10	<i>No comment</i>
M11	<i>“An inability of the system to provide adequate and timely information to allow me to do my job. The system is not user friendly, forms are overly complicated and are not logical”</i>
M12	<i>“Reasonably positive - stifled by excessive details required to prepare insignificant information”</i>
A1	<i>“Positive”</i>
A2	<i>“No change. Apart from timesheets, expense reports etc. It does not bother</i>

	<i>me”</i>
A3	<i>“Didn’t know how much impact there is to day to day workings (that would affect me personally). Hope that there would not be additional work to be done (other than change in using the actual forms) like looking up job codes for ages!! Now that I am more familiar with the system it seem to be more efficient”</i>
A4	<i>“All the communication about the system was good and positive and I think the system has the potential to be as described. But the transition to the new timesheet forms which are quite difficult to use (not difficult to understand, just to use) was quite negative. Difficulty in getting codes from the system added to it”.</i>
A5	<i>“Very positive”</i>
A6	<i>“I believe the system needs to improve and will improve in the future”</i>
A7	<i>“It was frustrating for a while, because it was very different from the old system, and we couldn’t understand how to use it right away. We had only very basic training”</i>
A8	<i>No comment</i>
A9	<i>“At first I didn’t think that the new system was far enough in changing the way we do things. For example no hard copies of timesheets. I have now been told that it will happen further down the track”.</i>
A10	<i>“Had no expectations at the beginning, however, by the end of the roll out it seemed the effectiveness of the new system was doubtful”</i>
C1	<i>No comment</i>
C2	<i>“During the rollout experienced changing attitudes learning the system requires extra effort and can interfere with other work priorities so some negative attitude for a while. Once awareness increased of the next Phase re where it is all leading to and learning increased I felt more positive”</i>
C3	<i>No comment</i>
C4	<i>“Probably neutral, perhaps negative. I was a little doubtful of the system delivering on what was promised and perhaps even cynical given the “Phase 3 will deliver everything approach” used during information sessions. As I began using the system it seemed to make some processes very complex and increased my frustration with the system”</i>
C5	<i>“I had just learned the previous system so learning a new system just after learning the previous one was a bit frustrating. I had just got a grasp of the previous one. The new system seemed to be a lot more time consuming and there were a few initial problems which made using the system more difficult than perhaps it was intended”</i>
PSS1	<i>“Attitude changed once I became more confident”</i>
PSS2	<i>“At the beginning of the rollout, I was quite positive towards the changes</i>

	<i>and the idea of a completely electronic billing/timesheet/accounts system. During Phase 2, I became quite negative due to the large number of problems and data corruptions and interruptions to access. Also due to the extra workload that the system has created for me personally. I think that in time the system will be of great benefit to the firm but currently it is causing a great many hassles and problems and from the feedback that I am receiving from both staff and partners alike, there is very little confidence in the system”</i>
PSS3	<i>“It’s sometimes very slow and is shut down allot”</i>
PSS4	<i>“Current information is at our fingertips now”</i>
PSS5	<i>“A change such as this is never an easy procedure. Because I expected it to be a long and drawn out procedure I wasn’t too surprised when tings didn’t run as smooth or on time as predicted”</i>
PSS6	<i>“It changed as the system did not live up to my expectations. The actual processing of data is very difficult as the people who provide you with the data find the system hard as well”</i>
PSS7	<i>“I think that it is all still all over the place. The system seems OK when it works but nobody seems to know all the ins and outs and this makes getting some things done difficult”</i>
PSS8	<i>“At the beginning of Phase 2 it was quite scary because too much training was given all at once. When we went live we had no support from the Implementation Team. At present it has changed slightly for the better with a bit more support from the Implementation Team but there is so much more work to process with little staff. I go home exhausted”</i>
PSS9	<i>“Understood more after Phase 2 rollout”</i>
PSS10	<i>“I was positive at the beginning and at end of rollout Phase 2 knowing its importance to the firm and how we have to use it in our every day work”. I was given personal instruction only, wasn’t able to make the actual system training sessions. This was fine, but just hard to begin with making sure using correct forms and codes etc and the new procedures to enforce these changes. Always able to ask someone questions though if I don’t understand”</i>

Question 3: 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 Comments
P1	<i>“Apart from paperwork, I have yet to see the real benefits, only the problems”</i>
P2	<i>“The approach may have been OK but the reality was inflexible, manual and far too much paper work”</i>
P3	<i>“Based on the negative comments associated with the use of the new system</i>

	<i>and the difficulty that people are still having using the system for basic functions (at times we didn't know how to prepare what had once been trivial tasks). This might be a functionality issue rather than a change management issue"</i>
P4	<i>"The training was woeful. The billing is a joke"</i>
P5	<i>No comment</i>
SM1	<i>"Change process included: communication to staff, benefits explained, training provided, support provided"</i>
SM2	<i>"I have noticed some benefits of the change but in some ways we are unable to achieve all that we require (eg billing still has teething problems)"</i>
SM3	<i>"I don't believe there was an identified change program. Initial communication on the system were good, which I assume was the commencement of the communication plan. However, the early communication heightened expectations and the system has not delivered on those expectations currently. The change program should have picked up on this and dealt with it"</i>
SM4	<i>"Transition appeared to be well managed. However, significant problems remain some 6 months after the implementation."</i>
SM5	<i>"Well committed"</i>
M1	<i>"The process was reasonable without being great. Some of the training material was not overly helpful"</i>
M2	<i>No comment</i>
M3	<i>"Change process seemed fine, the end result is the problem"</i>
M4	<i>"System adopted but continuing problems, timesheet frustrations and lack of reporting mean adoption forced and not positive"</i>
M5	<i>No comment</i>
M6	<i>"The change has been completed successfully for the majority of staff and these staff are comfortable with the system."</i>
M7	<i>"Wrong information provided"</i>
M8	<i>"Appears to have been a lack of user testing and therefore acceptance prior to its implementation. The system is not user friendly. Training was run inadequately experienced staff, who were unable to provide acceptable answers"</i>
M9	<i>No comment</i>
M10	<i>"The approach was good. We were kept informed"</i>
M11	<i>No comment</i>
M12	<i>"Change over training was OK. System was implemented on time, however fundamental reports were not available"</i>
A1	<i>"At the training sessions everyone seemed to adapt well"</i>
A2	<i>"Handles everything I require from it, I was never not able to do anything"</i>
A3-5	<i>No comment</i>
A6	<i>"Some things were easily accessed and well presented. Some where not - they cancelled each other out"</i>
A7	<i>No comment</i>

A8	<i>"Sessions were held for all staff to explain rollout processes and changes to come"</i>
A9	<i>"I don't know enough about it. I didn't think I was given enough information and would have preferred an explanation as to why it was being done"</i>
A10	<i>"Discovered errors in processing of job costs caused by the system. Ability to use the search tool in the library frustrating"</i>
C1	<i>"Although it took some time to roll out we were kept up to date via emails and professional material. Also training of secretaries to be 'experts' and assist others was helpful"</i>
C2	<i>"Successful because the new system is up and running. Everyone knows how to use it regarding their own role. However, a lot of information about it prior to training, learning difficulties etc. some overload?"</i>
C3	<i>No comment</i>
C4	<i>"I think huge expectations were let up initially and the system is yet to deliver on these in my view"</i>
C5	<i>"Additional training sessions were provided. Email was used to try and keep people up to date"</i>
PSS1	<i>No comment</i>
PSS2	<i>"I think the change over was unsuccessful purely because people (staff and partners) do not have confidence in the system. They are not confident that the figures and results are correct nor are they confident that we are saving time"</i>
PSS3	<i>"Quite a few hiccups along the way"</i>
PSS4	<i>"Greater support would/may have been an advantage the first couple of weeks after the change over. I acknowledge there will always be some bugs in a new system"</i>
PSS5	<i>"Overall, I think it was quite successful. Even if things were unclear to start with as time when on we learned from our mistakes"</i>
PSS6	<i>"Enough documentation and preparation to make people aware of the system"</i>
PSS7	<i>No comment</i>
PSS8	<i>"Training was pathetic. A few presenters were inexperienced. No support whatsoever when we went "live".</i>
PSS9	<i>No comment</i>
PSS10	<i>"Well documented by emails letting us all know what would be happening and at divisional sessions and training sessions etc. Actual "hands on" has been a bit slow, adjusting to changes sometimes the system wasn't available when needed or had the occasional error, then needed to refer to the helpdesk"</i>

Question 4. Overall, how successful or unsuccessful was the new system in terms of the outcome (eg the new practice management system).

Position	Qualitative Comments
P1	<i>"More paper work - no benefit"</i>
P2	<i>"We don't have any further information than we had with the other system and there is even more paperwork involved. I estimate it takes 1/2 hour to do one bill"</i>
P3	<i>"Expect that the system will work effectively but there are some critical components missing right now eg financial reporting. Training was conducted before the system was fully operational"</i>
P4	<i>No comment</i>
SM1	<i>"No actual benefit to my role at this stage"</i>
SM2	<i>"If people are unable to bill successfully then although the new system is operational the effect on practice management and clients has been noticed"</i>
SM3	<i>"Administration workload has increased dramatically which was the opposite of my expectations. I am still unsure of the reporting from the system. I have no idea currently of how my group is performing - the system cannot give me this information"</i>
SM4	<i>"Does not meet requirements. Unable to access reports in a brief manner. Administration effort is required by senior staff has increased significantly"</i>
SM5	<i>"Reports not user friendly"</i>
M1	<i>"At this stage I would say that the system has not improved on the previous system. Until such time as that occurs I do not believe that it can be considered to be successful"</i>
M2	<i>No comment</i>
M3	<i>"Limited exposure only see billing side"</i>
M4	<i>"So far = frustration and extra administration time"</i>
M5	<i>"The advantages are not as yet apparent"</i>
M6	<i>"The system is not able to provide information to effectively manage client engagements"</i>
M7	<i>"Is no better than previous system but has many bugs and problems"</i>
M8	<i>"For a system that was meant to simplify our administration work it has only created more and more headaches to the point where little or no reliance can be placed on the system"</i>
M9	<i>"Will be good when and if problems are ironed out"</i>
M10	<i>No comment</i>
M11	<i>No comment</i>
M12	<i>"Not all core functionality is available"</i>
A1	<i>"No change in outcome has been experienced yet"</i>
A2	<i>"I have heard bad reports but never experienced any"</i>
A3	<i>"There are still a lot of confusion on WIP report, forms etc."</i>
A4	<i>"I do not have a full understanding of the capabilities of the system therefore expectations were probably quite high. Initial implementation was"</i>

	<i>not as successful as expected, eg system not working on several occasions”</i>
A5	<i>No comment</i>
A6	<i>“The output from the system gives better information at a price. People are still not sure what they are doing in some areas”</i>
A7	<i>No comment</i>
A8	<i>“Better access to information and better use of technology (ie computerised timesheets)</i>
A9	<i>“Seems to be working well”</i>
A10	<i>No comment</i>
C1	<i>“Information is available and without delay and if further information is required the necessary contact person is specified”</i>
C2	<i>No comment</i>
C3	<i>“No comment”</i>
C4	<i>“At this stage all that appears to have happened is a shift of processes from one system to another. Forms are still completed manually. They are complex and the purpose of much of the information is not clear, therefore the approach I tend to take is if its not mandatory leave it blank - this isn’t as good as it means the value of the information going in is questionable and therefore ultimately value of information coming out is questionable</i>
C5	<i>“Moderately successful - I can’t see many benefits at present but I can see that eventually it will be better than the previous system”</i>
PSS1	<i>No comment</i>
PSS2	<i>“At this stage I think we still have a long way to go before this system proves itself as a better, more efficient practice management system. Maybe once things are running more smoothly and we have electronic lodgement of timesheets etc and interaction with the side of the system then it will be more successful”</i>
PSS3	<i>No comment</i>
PSS4	<i>No comment</i>
PSS5	<i>No comment</i>
PSS6	<i>“Still many gaps in the systems many problems in the billing area”</i>
PSS7	<i>No comment</i>
PSS8	<i>No comment</i>
PSS9	<i>No comment</i>
PSS10	<i>“Very well described on the “intranet” and working well. Just a learning process - learn as you go, and learn from your mistakes as you go”</i>

Question 5: Considering your experience with Phase 2 of the new system what is your attitude toward Phase 3 rollout.

Position	Qualitative Comments
P1	<i>No comment</i>
P2	<i>"Surely it has to make administration quicker and easier. Phase 3 couldn't be worse could it?"</i>
P3	<i>"I expect that the system will deliver anticipated benefits over time but there will be some initial teething problems"</i>
P4	<i>No comment</i>
SM1	<i>No comment</i>
SM2	<i>No comment</i>
SM3	<i>"There will need to be a major increase in useability of the system and a resultant reduction in administrative workload for me to change my attitude"</i>
SM4	<i>"Can it get any worse?"</i>
SM5	<i>"Unsure as to whether appropriate/sufficient representation of all staff"</i>
M1	<i>No comment</i>
M2	<i>"At this stage I don't think it can deliver the final product"</i>
M3	<i>"Haven't given it any thought"</i>
M4	<i>"Nervous, will system improve job performance or add more administration time?"</i>
M5	<i>No comment</i>
M6	<i>No comment</i>
M7	<i>"I am hoping it will get better with time"</i>
M8	<i>"We are told that Phase 3 should iron out a lot of the problems/bugs from Phase 2. I am willing to accept this for now and be positive about Phase 3"</i>
M9	<i>No comment</i>
M10	<i>"Can't get any worse, so it must improve. I am sure direct impact will improve matters"</i>
M11	<i>No comment</i>
M12	<i>"Hopefully it should address the initial problems encountered"</i>
A1	<i>No comment</i>
A2	<i>"I am really unaware of what it involves"</i>
A3	<i>"Again, don't know what to expect"</i>
A4-6	<i>No comment</i>
A7	<i>"It will all be more useful in our job"</i>
A8	<i>No comment</i>
A9	<i>"Have not received any information on it"</i>
A10	<i>No comment</i>
C1	<i>No comment</i>
C2	<i>"I am positive that filling out timesheets etc will be easier if on-line. Other staff hopefully will find the same in their roles"</i>
C3	<i>No comment</i>
C4	<i>"The initial problem with Phase 2 was that very high expectations were set"</i>

	<i>- promises were not delivered upon but the Phase 3 promise was substituted. Expectations are again high, however I don't expect them to be met - will it be Phase 3 promises??</i>
C5	<i>"Because we will get closer to the benefits that are intended through the implementation of the new system"</i>
PSS1	<i>No comment</i>
PSS2	<i>"I feel a little nervous about what Stage 3 will bring. Will there be more problems, will it mean more work etc."</i>
PSS3	<i>"Hope there are less problems running Phase 3"</i>
PSS4	<i>"Unsure as to exactly what will be occurring in Phase 3"</i>
PSS5	<i>"I still think we need to rectify the little uncertainties within Phase 2 before moving to Phase 3"</i>
PSS6	<i>"Can only get better"</i>
PSS7	<i>"I am sure that in Phase 3 the fuzzy bits will become clearer"</i>
PSS8	<i>"I feel much better because I know my way around the system now, but I feel there will be allot of errors when all staff are allowed to use the system"</i>
PSS9	<i>"Looking forward to it - learn more about the system"</i>
PSS10	<i>"Don't exactly know what Phase 3 expects of secretarial/support staff at this point in time. (maybe we should be given some indication at some stage)."</i>

Question 6: If you have a negative attitude toward Phase 3, what could the Implementation Team do to make you feel more positive about Phase 3?

Position	Qualitative Comments
P1	<i>"Demonstrate that current problems are being or will be resolved"</i>
P2	<i>"I don't think it is the Implementation Team that are the problems. From what the users have seen to date, its the software"</i>
P3	<i>"More hands on support when the system goes live and be clear about what functionality is available at rollout as well as anticipated timeframe for remaining items"</i>
P4	<i>"Get Phase 2 right. Get time transfers OK, Get the trainers trained"</i>
SM1	<i>No comment</i>
SM2	<i>No comment</i>
SM3	<i>"Be honest about what the system will actually do in Phase 3. Offer real training courses, not information sessions. Understand that consulting staff are taking on the system while also working in highly stressful jobs (eg our commitment to the system will only occur if it makes our job easier not harder)."</i>
SM4	<i>"Ensure current system is operating effectively"</i>
SM5	<i>No comment</i>

M1	<i>No comment</i>
M2	<i>“Explain what Phase 3 is all about. Is there going to be more paper or less? Show us how billing will become easier”</i>
M3	<i>No comment</i>
M4	<i>“Realistic assessment of where current system sits, well communicated. List of frustration’s and how they will be addressed. Information on what next stage will actually deliver”</i>
M5	<i>“Amend the current system and ensure confidence input to staff - system errors still occur must be eliminated”</i>
M6	<i>No comment</i>
M7	<i>No comment</i>
M8	<i>No comment</i>
M9	<i>“Educate the implementations”</i>
M10	<i>No comment</i>
M11	<i>“Amend reporting problems”</i>
M12	<i>No comment</i>
A1-10	<i>No comment</i>
C1	<i>No comment</i>
C2	<i>“What is Phase 3 exactly?”</i>
C3	<i>No comment</i>
C4	<i>“Be realistic about what I can actually expect to change and what will be easier about my job. Simply transferring a manual process which is complex to start with to an electronic format isn’t that beneficial”</i>
C5	<i>“Keep people up to date of any changes relevant through training email etc.”</i>
PSS1	<i>No comment</i>
PSS2	<i>I think it should be explained what Stage 3 will bring, what are the benefits and who will be affected”</i>
PSS3	<i>“I know that the Implementation Team are doing their best to keep everyone happy and that’s important”</i>
PSS4	<i>No comment</i>
PSS5	<i>“I haven’t got a negative attitude toward Phase 3 I just think we need to perfect Phase 2 first”</i>
PSS6	<i>No comment</i>
PSS7	<i>No comment</i>
PSS8	<i>“Training performed with experience presenters. A lot of support from the Implementation Team not only by phone or email but in person”</i>
PSS9	<i>No comment</i>
PSS10	<i>No comment</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?

Position	Qualitative Comments
P1	<i>"Face to face, newsletter, staff meetings"</i>
P2	<i>"Face to face, Memos"</i>
P3	<i>"Face to face, Newsletter, Memos, Staff meetings, Gossip or rumour"</i>
P4	<i>"Face to face communication, Newsletter, Staff meetings"</i>
SM1	<i>"Face to face communication, nexline"</i>
SM2	<i>"Newsletter"</i>
SM3	<i>"Face to face communication, newsletter, memos, staff meetings"</i>
SM4	<i>"Newsletter, staff meetings"</i>
SM5	<i>"Face to face communication, newsletters, memos"</i>
M1	<i>"Face to face, newsletter, memos"</i>
M2	<i>"Newsletter"</i>
M3	<i>"Face to face, newsletter, memos, staff meetings,</i>
M4	<i>"Newsletter, memos, gossip or rumour"</i>
M5	<i>"Face to face, newsletter, memos, staff meetings, website, nexline"</i>
M6	<i>"Memos, nexline"</i>
M7	<i>"Face to face, staff meetings"</i>
M8	<i>"Newsletter"</i>
M9	<i>"Newsletter"</i>
M10	<i>"Memos, staff meetings, website"</i>
M11	<i>"Face to face, newsletter, memos"</i>
M12	<i>Face to face, memos"</i>
A1	<i>"Face to face, newsletter, memos, website"</i>
A2	<i>"Memos, staff meetings, website"</i>
A3	<i>"Newsletter, Gossip or rumour"</i>
A4	<i>"Newsletter, staff meetings, website"</i>
A5	<i>"Newsletter, memos, staff meetings"</i>
A6	<i>"Memos, staff meetings, website"</i>
A7	<i>"Face to face communication, Staff meetings"</i>
A8	<i>"Newsletter, staff meetings"</i>
A9	<i>"Memos, gossip or rumour"</i>
A10	<i>"Email"</i>
C1	<i>"Memos"</i>
C2	<i>"Face to face communication, memos, gossip or rumour"</i>
C3	<i>"Memos and staff meetings"</i>

C4	<i>"Newsletter, staff meetings, gossip and rumour"</i>
C5	<i>"Face to face through training"</i>
PSS1	<i>"Face to face, memos, staff meetings"</i>
PSS2	<i>"Face to face, staff meetings"</i>
PSS3	<i>"Face to face, memos, staff meetings"</i>
PSS4	<i>"Memos"</i>
PSS5	<i>"Face to face, memos, staff meeting, website, nexline"</i>
PSS6	<i>"Staff meeting"</i>
PSS7	<i>"Face to face, newsletter, memos"</i>
PSS8	<i>"Face to face, staff meetings"</i>
PSS9	<i>"Face to face, newsletter, memos, staff meetings, website"</i>
PSS10	<i>"Face to face, newsletter, memos, staff meetings"</i>

Question 3 When information about the new system was communicated to you did you have an opportunity to ask questions?

No qualitative comments asked for

Question 4: Were the benefits of the new system explained to you?

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?

No qualitative comments asked for

Question 9: Did the Implementation Team provide you with regular information about what was happening during Phase 2 of the project?

No qualitative comments asked for

Question 10: Did you know who to contact for further information about the system?

No qualitative comments asked for

Question 11: Overall, how informative or uninformative was the information about the new system?

No qualitative comments asked for

Question 12: 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 13: Overall, in what way did the communication you received about the system affect your attitude toward it?

Position	Qualitative Comments
P1	<i>"The communication gave me a sense that the change was important, that it would deliver benefits, but that it would take time all of which I accepted at the time. Now I am not quite sure"</i>
P2	<i>"User participation was poor. Training was 'canned' - lack of hands on, didn't impact acceptance at all....we still have to use the system it is just that at the moment it is too hard and time consuming"</i>
P3	<i>"In some ways gossip and rumour over took formal communication at key points in the process. In particular after implementation most information seemed to come via informal networks"</i>
P4	<i>"I cant' wait to bill. It is important"</i>
SM1	<i>"Communication helped with acceptance of the system, understood reasons behind its implementation"</i>

SM2	<i>"Was more positive because aware of what was happening"</i>
SM3	<i>"Raised my expectations initially then gradually caused me to become cynical as the system did not deliver"</i>
SM4	<i>"Did not help"</i>
SM5	<i>"Gave impression that everything was under control"</i>
M1	<i>"I was quite willing to accept the system as I was expecting an improvement on the prior system and therefore expecting aspects of my job to become easier"</i>
M2	<i>"Don't know. All we were told were the end benefits. We are still waiting to see this result"</i>
M3	<i>No comment</i>
M4	<i>"Built up expectation of simpler electronic result, not sufficient information in terms of high administration paper based".</i>
M5	<i>No comment</i>
M6	<i>"The level of detail in relation to the system was limited with the exception of the information sessions. More information would have helped with acceptance.</i>
M7	<i>"Neither - Communication expanded the status. Just passing on information</i>
M8	<i>"Positive at first, but lack of answers to problems has made it less acceptable"</i>
M9	<i>No comment</i>
M10	<i>"The firm tried hard to communicate what was happening with the system"</i>
M11	<i>"Not communication that caused problems it is the technical deficiency"</i>
M12	<i>"Positive"</i>
A1	<i>"Made us more open to change"</i>
A2	<i>"Training helps me understand its application and gets users to accept the change"</i>
A3	<i>"At least there is formal communication on the system change"</i>
A4	<i>"Was willing to accept it (also because I had to accept it) and was quite positive about the system, although at the start the communication wasn't quite clear as to what the system was"</i>
A5	<i>"Enforced a very positive attitude"</i>
A6	<i>"Did not affect it. Management (I assume) investigated this considered it would do the job now it is up to us to help iron out the kinks or be patient while problems are fixed. Nothing is perfect"</i>
A7	<i>"When I knew more about the process. I could accept it better"</i>
A8	<i>"Provided a better understanding of the changes to occur and made it easier to accept changes"</i>
A9	<i>"Probably hindered my acceptance as I wasn't aware of the full benefit from the program roll outs"</i>
A10	<i>"Didn't effect it"</i>
C1	<i>"The communication was regular and in varied format ie some email and some glossy flyers. Regardless of form of communication though it was still</i>

	<i>up to the individual to read it and digest it"</i>
C2	<i>"Memos to all staff etc OK but had little time to absorb this type of communication. But brief communication is fine. Would prefer team leader or administration to verbally advise re roll out updates etc, things I don't really need to know"</i>
C3	<i>"Communication received about the system helped me to understand it. Understanding it helped me to accept it"</i>
C4	<i>"Again, the high expectations that were promised were unreasonable"</i>
C5	<i>"It lessened negativity as it informed me of what was going to happen, and I knew I could contact someone to answer my questions if I had a problem"</i>
PSS1	<i>No comment</i>
PSS2	<i>"The information I received was of a technical nature, this helped me to understand the new processes we were adopting, but did not necessarily affect my acceptance because it did not outline the benefits we would see"</i>
PSS3	<i>"It was clear and explained extremely well"</i>
PSS4	<i>"The lead up to the system was fine, not a problem"</i>
PSS5	<i>"The amount of information did help me to accept the rollout but my only concern was the process to rectify any problems/concerns was not very clear or fast"</i>
PSS6	<i>"As I received sufficient communication, it certainly helped to accept the change"</i>
PSS7	<i>No comment</i>
PSS8	<i>"From experience I listened and accepted"</i>
PSS9	<i>"Face to face"</i>
PSS10	<i>"Didn't affect me - knew it was coming, learn to accept as part of working at our organisation".</i>

Question 14: Considering the information you received about the new system, did it meet your expectations?

Position	Qualitative Comments
P1	<i>"Not yet, the benefits will perhaps be more obvious once reporting is accurate and more readily accessible"</i>
P2	<i>"No expectations. SAP is supposed to be top software. Currently it seems as though it might be if we were selling nuts and bolts"</i>
P3	<i>"Yes - although I was reasonably open minded in terms of what the system would deliver and timing of all functionality. Perhaps communication in the very early stages in terms of what to expect as well as the expected benefits could have been improved"</i>
P4	<i>"No"</i>
SM1	<i>"Yes - sophisticated system, requiring lots of data input, but eventually will help to manage the business by providing information".</i>

SM2	<i>"No"</i>
SM3	<i>"No"</i>
SM4	<i>No comment</i>
SM5	<i>"Outcomes did not match expectations"</i>
M1	<i>"No. At this stage I do not believe that the system has improved on the prior system"</i>
M2	<i>"no"</i>
M3-5	<i>No comment</i>
M6	<i>"I wasn't really sure what to expect, therefore it is difficult to say that it met any expectations"</i>
M7	<i>No comment</i>
M8	<i>"No - great expectations but not met"</i>
M9	<i>No comment</i>
M10	<i>"No. I am still waiting for improvements to be made"</i>
M11	<i>No comment</i>
M12	<i>"Not yet - full functionality has not been achieved"</i>
A1	<i>"Not yet, but I believe it will"</i>
A2	<i>"yes"</i>
A3	<i>"Yes, however there was not much expectation anyway"</i>
A4	<i>"No"</i>
A5	<i>"Yes"</i>
A6	<i>"No - was difficult to use on computer, timesheets, bill requests etc"</i>
A7	<i>"Yes"</i>
A8	<i>"yes"</i>
A9	<i>"Yes, but my expectations were not very high based on my first experiences and the lack of information"</i>
A10	<i>No comment</i>
C1	<i>"Given my relative inexperience using the system it met my expectations and after using it a few times, I found it easy to navigate my way through as the need arose"</i>
C2	<i>"Yes, but I wasn't sure at first to what extent it would impact upon the day to day activities I undertake"</i>
C3	<i>No comment</i>
C4	<i>"No. Still lots to be delivered and am yet to see it making my administration work simpler and less time confusing"</i>
C5	<i>"I expected more paperwork which there was"</i>
PSS1	<i>No comment</i>
PSS2	<i>"At this stage, yes it meets my expectations but I do expect to see significant improvement in time efficiency and user friendliness in the coming stages"</i>
PSS3	<i>No comment</i>
PSS4	<i>"Yes, the system is easier than previous systems"</i>
PSS5	<i>"Yes it did. Overall I would rate the process as successful but there were a few teething problems which could have been avoided or rectified earlier"</i>

PSS6	<i>"No, still too many problems. A golden system was promised, certainly not lived up to its promises"</i>
PSS7	<i>"No not particularly. There are still many things that I don't understand"</i>
PSS8	<i>"I thought things would run a bit smoother. eg some reports are still not correct, very limited reports available, lot of things you are unable to process into the system"</i>
PSS9	<i>No comment</i>
PSS10	<i>"Most of the time - but a little harder to understand. Forms slightly different and billing process a little more difficult to understand and have caused a few problems when processed. "Hands on" situation learn as you do something, would be better"</i>

WORKING RELATIONSHIPS

There were no qualitative responses asked for in this section.

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 culture's attitude in regard to the new system?

Position	Qualitative Comments
P1	<i>"There seems to be a negative response to the current teething problems"</i>
P2	<i>"Resigned to it"</i>
P3	<i>"There were a lot of negative comments particularly in relation to timesheets and billing but people generally rolled up their sleeves and got on with the job"</i>
P4	<i>No comment</i>
SM1	<i>"People realised that they had no choice but to accept and use the system despite the retraining confusion and complaints about these bloody</i>

	<i>timesheets!”</i>
SM2	<i>No comment</i>
SM3	<i>“Most people were looking forward to the system but became very cynical when the new system brought increased workload, less flexibility in processes and inadequate reporting”</i>
SM4	<i>No comment</i>
SM5	<i>“Typical defensiveness usually seen by new users”</i>
M1	<i>“I think people will accept change that they perceive as beneficial. Where a change is not perceived as beneficial they will resist unless it can be demonstrated that there are benefits. I see this as the culture within the firm”</i>
M2	<i>“We needed a new time recording system. This system was promised as the solution to our problems”</i>
M3	<i>“No-one likes the system”</i>
M4	<i>“During this increased paper work administration period prior to electronic system, why make high cost resources learn a new temporary system why not higher extra administration staff”</i>
M5	<i>“Generally unhappy with unreliability of input and reports”</i>
M6	<i>No comment</i>
M7	<i>“Generally can see the long term goal but negative in terms of actual implication”</i>
M8	<i>“Wrong advice at set up stage (time cost bills instead of fixed fee) has made billing an absolute nightmare for our division”</i>
M9	<i>“Cannot accept something that doesn’t work”</i>
M10	<i>No comment</i>
M11	<i>No comment</i>
M12	<i>“The system hasn’t delivered what was required”</i>
A1	<i>“Many people were very accepting but others were not happy to change”</i>
A2	<i>“Negativity from administration staff and managers”</i>
A3	<i>No comment</i>
A4	<i>“Accepting to the fact that it was the way it was going to go”</i>
A5-8	<i>No comment</i>
A9	<i>“A lot of people thought it was creating more work for them”</i>
A10	<i>No comment</i>
C1	<i>“I think most people were accepting because they could see the bigger picture. There appeared to be considerable concern regarding time sheets initially. However after one was completed, everyone seemed able to undertake the next timesheet with little fuss”</i>
C2	<i>“Was accepting but overall ‘no’ because of comments/complaints regarding how long it takes to complete the timesheets”</i>
C3	<i>No comment</i>
C4	<i>“Most people are frustrated by the complexity and time consuming nature of the system also the lack of local informed source to deal with our</i>

	<i>problems”</i>
PSS1	<i>No comment</i>
PSS2	<i>“Our division in general was non-accepting of the increase in paperwork and the difficulty of obtaining information”</i>
PSS3	<i>No comment</i>
PSS4	<i>“All agreed more paperwork involved”</i>
PSS5	<i>No comment</i>
PSS6	<i>“Still hang on to old system”</i>
PSS7	<i>No comment</i>
PSS8	<i>No comment</i>
PSS9	<i>No comment</i>
PSS10	<i>“Because its in place, you have to accept it’s a new change and challenge that our organisation is approaching and committed to.</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
P1	<i>“Revisit form design and content, ensure input is accurate and improve outputs”</i>
P2-5	<i>No comment</i>
SM1-5	<i>No comment</i>
M1-8	<i>No comment</i>
M9	<i>“Professional staff must be involved in rollout the practice service staff don’t know what professional staff need from the system therefore can’t do it”</i>
M10	<i>No comment</i>
M11	<i>“Technical specification. Give me what I need when I need it with minimal paperwork”</i>
M12	<i>“Key reporting functionality must be available and working at cut over time”</i>
A1-10	<i>No comment</i>
C1	<i>No comment</i>
C2	<i>“Some problems in getting new job codes etc that needed more prompt attention but this may not be the system’s issue but general process issue”</i>
C3	<i>No comment</i>
C4	<i>No comment</i>
PSS1	<i>“Many people, even managers still seem to have a fear of the new system, it takes too long, don’t want to know attitude”</i>
PSS2-10	<i>No comment</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 Comments
P1	<i>"Easy to follow and understand"</i>
P2	<i>No comment</i>
P3	<i>"The training provided was useful and well presented. In particular the booklet with case studies was useful"</i>
P4	<i>No comment</i>
P5	<i>No comment</i>
SM1	<i>"Tour of the system intranet site helped to identify areas where I could visit to obtain help information"</i>
SM2	<i>"A follow up session which talks about problems experienced and how they are solved could be useful"</i>
SM3	<i>"It gave me a basic understanding"</i>
SM4	<i>"Satisfying"</i>
SM5	<i>No comment</i>
M1	<i>"Opportunity to ask questions"</i>
M2	<i>"None"</i>
M3	<i>No comment</i>
M4	<i>No comment</i>
M5	<i>"Presentation good and informative but lacked follow up support"</i>
M6	<i>"They were relatively basic which in the beginning was appropriate"</i>
M7	<i>"Explained ways to do existing functions using the system"</i>
M8-11	<i>No comment</i>
M12	<i>"Detailed overview of relevant procedures was provided"</i>
A1	<i>"Basic principles were covered"</i>
A2	<i>No comment</i>
A3	<i>"At least there is training provided and someone is doing something"</i>
A4	<i>"Positive attitude of presenter. Was a good summary. Went through the steps of how to do things"</i>
A5	<i>"It was informative"</i>
A6	<i>"Presentation of session"</i>
A7	<i>"It gave us an over of the system"</i>

A8	<i>"Stated benefits of the system and the advantages that would be realised with each rollout"</i>
A9	<i>No comment</i>
A10	<i>"Specific to my division"</i>
C1	<i>"The presenters were able to answer our questions in the information sessions and this was very informative"</i>
C2	<i>"Opportunity to see the new system"</i>
C3	<i>No comment</i>
C4	<i>"The presentation skills of the person delivering the content were very good"</i>
PSS1	<i>No comment</i>
PSS2	<i>"The session were open to comment and discussion"</i>
PSS3	<i>"It was hands on training and I find that important in training sessions"</i>
PSS4	<i>"We were walked through the new system"</i>
PSS5	<i>"The training was quite informative and self explanatory"</i>
PSS6	<i>"Seeing it "live".</i>
PSS7	<i>"It was better than nothing. I found it a little difficult to follow as I didn't know the training was even on"</i>
PSS8-10	<i>No comment</i>

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

Position	Qualitative Comments
P1	<i>"None that I can recall"</i>
P2	<i>"Not computer based training, not hands on. Too scripted"</i>
P3	<i>No comment</i>
P4	<i>No comment</i>
SM1	<i>No comment</i>
SM2	<i>"Difficulty in completely relating new processes"</i>
SM3	<i>"Not detailed enough. Once back in the workplace the system processes and forms were very difficult to use"</i>
SM4	<i>No comment</i>
SM5	<i>"Some sessions were presented by staff who did not know system"</i>
M1	<i>"Was not an appropriate reference guide to be taken away from these session eg sample forms completed"</i>
M2	<i>"Was not tailored to divisions specific needs"</i>
M3	<i>"Most information was not relevant"</i>
M4	<i>No comment</i>
M5	<i>"Lacked follow up"</i>
M6	<i>"The presenters had limited knowledge of the system. The notice given for</i>

	<i>training was inadequate, any thing less than a week is ridiculous in our environment</i>
M7	<i>"A lot of general, not enough specific division based information"</i>
M8	<i>"Only an overview, theoretical, no practical application therefore no idea of problems likely to arise. Run by incompetent staff who could not answer questions raised"</i>
M9	<i>No comment</i>
M10-11	<i>No comment</i>
M12	<i>"Not hands on - formal presentation only."</i>
A1	<i>"Could have been more detailed, it was rather rushed"</i>
A2	<i>No comment</i>
A3	<i>"Uncertainty of a lot of the information needed where to find the right answer"</i>
A4-5	<i>No comment</i>
A6	<i>"Unable to comment because I did not know enough about old system for information on the system to make sense"</i>
A7	<i>"The sessions were not divided enough for our use"</i>
A8	<i>No comment</i>
A9	<i>"Training was done before the first roll out so the training was done based on what the forms look like rather than computer based training"</i>
A10	<i>No comment</i>
C1	<i>"As the training was not "hands on" it effectively meant that little knowledge was retained by the time we used the system. However, I accept that frequent users require hands on training while infrequent users don't and this was in fact the way training was implemented"</i>
C2	<i>"Too long and too much information"</i>
C3	<i>"Some of the information or data that should have been available wasn't"</i>
C4	<i>"Too much information, not really clear at the time of the information session what it would mean for me no opportunity to have hands on practice. Lots of promises about what Phase 3 will deliver"</i>
PSS1	<i>"Found it too overwhelming. The first training session only confused. Found it easier going through notes and with the help of others"</i>
PSS2	<i>"I felt that the "trainer" did not fully understand the system and was unable to answer a number of questions raised"</i>
PSS3	<i>"It was a bit confusing and allot to take in so quickly"</i>
PSS4	<i>"Not taken through enough examples in some cases"</i>
PSS5	<i>"The billing program was not a success. The trainer wasn't very confident in her answers which left me feeling unconfident about using the program on my own"</i>
PSS6	<i>"Not enough exercises"</i>
PSS7	<i>"Too much information to take in"</i>
PSS8	<i>No comment</i>
PSS9	<i>"It could have been better"</i>
PSS10	<i>No comment</i>

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

Position	Qualitative Comments
P1	<i>No comment</i>
P2	<i>"Hands on, demo software, practical"</i>
P3	<i>"More focus on real life examples for the billing component"</i>
P4	<i>No comment</i>
SM1	<i>"Lots of information at one time - overload need to go through real-live examples"</i>
SM2	<i>No comment</i>
SM3	<i>"Ensure all staff have proper training on new processes, system and forms. Information sessions are not enough"</i>
SM4-5	<i>No comment</i>
M1	<i>"Provision of some useful output"</i>
M2	<i>No comment</i>
M3	<i>"Make them more relevant"</i>
M4	<i>No comment</i>
M5	<i>"A support member should have been available in each office, someone knowledgeable about the entire system and processes"</i>
M6	<i>"More notice given. Presenters with more knowledge of how system would be used for Adelaide"</i>
M7	<i>"More division based information needed"</i>
M8	<i>"Combined information into one session"</i>
M9	<i>No comment</i>
M10-12	<i>No comment</i>
A1	<i>"Longer time, have computer with you and actually do the activities"</i>
A2	<i>No comment</i>
A3	<i>"The presenter should know more information about the system"</i>
A4-6	<i>No comment</i>
A7	<i>"Include more detail and hands on work"</i>
A8	<i>No comment</i>
A9	<i>"Should have been computer based"</i>
A10	<i>No comment</i>
C1	<i>No comment</i>
C2	<i>"Show me the screens, I can work the rest out"</i>
C3	<i>No comment</i>

C4	<i>"More focussed on particular processes (eg shorter sessions on specific</i>
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	<i>activity). Practically based with clear indications of what it would mean for me on a day to day basis"</i>
PSS1	<i>"Different trainer"</i>
PSS2	<i>"They could have been shorter and more specifically directed at the needs of the staff attending"</i>
PSS3	<i>"Go straight to the basics don't get to technical"</i>
PSS4	<i>"More examples"</i>
PSS5	<i>No comment</i>
PSS6	<i>"More practice/exercises"</i>
PSS7	<i>"Smaller groups perhaps allowing more personal attention"</i>
PSS8	<i>"Have experienced presenters"</i>
PSS9	<i>"Trainer with more knowledge and more training skills"</i>
PSS10	<i>No comment</i>

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

Position	Qualitative Comments
P1	<i>No comment</i>
P2	<i>"Didn't have computer training"</i>
P3-4	<i>No comment</i>
SM1-5	<i>No comment</i>
M1-6	<i>No comment</i>
M7	<i>"Just enough to get by - could give it a go an fix up mistakes"</i>
M8-11	<i>No comment</i>
M12	<i>"Any new system requires time spent by the individual in familiarising themselves with the system in addition to training"</i>
A1-3	<i>No comment</i>
A4	<i>"Had to do it myself to understand the complexities of the system"</i>
A5-10	<i>No comment</i>
C1-4	<i>No comment</i>
PSS1	<i>No comment</i>
PSS2	<i>"Even after training, we still needed to refer to notes and ask for help on a number of occasions on how to do things"</i>
PSS3	<i>No comment</i>
PSS4	<i>"Probably had enough training but very unsure of the system at first"</i>
PSS5	<i>No comment</i>
PSS6	<i>"To see things being done is very different to having to do it yourself"</i>
PSS7-10	<i>No comment</i>

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

Position	Qualitative Comments
P1	<i>No comment</i>
P2	<i>"No - The training too scripted, not practical"</i>
P3	<i>"Yes - We received the training and were also provided with hands on onsite support. We were able to apply the training soon after receiving it"</i>
P4	<i>No comment</i>
SM1	<i>"Information overload. Has required on the job training to build competence"</i>
SM2	<i>"Had an expectation that things would take longer"</i>
SM3-5	<i>No comment</i>
M1	<i>"Not without reference to other material"</i>
M2-3	<i>"No comment"</i>
M4	<i>"I admit that I was too pressed for time to attend training but the information I received about the training did not inspire me to seek out alternative options. Also support resources have had difficulty answering my questions"</i>
M5	<i>"Training to use the entire system would have been beneficial - would have understood the entire process"</i>
M6	<i>"Further learning was required"</i>
M7	<i>No comment</i>
M8	<i>"Theory only, no practical application"</i>
M9-12	<i>No comment</i>
A1-5	<i>No comment</i>
A6	<i>"But like everyone else I made an effort to work through it and asked questions as necessary"</i>
A7-8	<i>No comment</i>
A9	<i>"Still had to learn how to use the system"</i>
A10	<i>No comment</i>
C1-3	<i>No comment</i>
C4	<i>"Again too much broad information"</i>
PSS1	<i>No comment</i>
PSS2	<i>"The session were open to comment and discussion"</i>
PSS3	<i>No comment</i>
PSS4	<i>"Hands on experience is 100% better"</i>
PSS5-10	<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>
P2	<i>"No - everyone was battling"</i>
P3	<i>No comment</i>
P4	<i>No comment</i>
SM1	<i>"Support from administration staff and divisional secretaries general good"</i>
SM2-5	<i>No comment</i>
M1	<i>"I have usually been able to find somebody to assist with my questions"</i>
M2-5	<i>No comment</i>
M6	<i>"There was not specific contact given to assist on an ongoing basis. The system helpdesk may have been appropriate"</i>
M7	<i>No comment</i>
M8	<i>"No one could provide answers to questions"</i>
M9-12	<i>No comment</i>
A1	<i>"Our secretary was very helpful and assisted with all questions"</i>
A2-5	<i>No comment</i>
A6	<i>"But they did not always know the answers"</i>
A7-10	<i>No comment</i>
C1	<i>"The support available within the office and also within the company was clearly evident"</i>
C2	<i>"Administration staff had extra training"</i>
C3	<i>No comment</i>
C4	<i>"The people I was told could assist were as unclear about things as I and then had to spend time chasing information from third parties"</i>
PSS1	<i>No comment</i>
PSS2	<i>"Our Administration Manager was very helpful and usually available to answer questions"</i>
PSS3	<i>No comment</i>
PSS4	<i>"It was a while ago"</i>
PSS5	<i>No comment</i>
PSS6	<i>"Only champions could answer questions"</i>
PSS7	<i>"People have been as helpful as possible but in many instances they don't know either"</i>
PSS8-10	<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 quality of the information sessions you received in respect to the new processes?

Position	Qualitative Comments
P1	<i>No comment</i>
P2	<i>“Didn’t enable/equip me to do the job”</i>
P3-4	<i>No comment</i>
SM1	<i>“Information provided was generally good - just a lot of it”</i>
SM2	<i>No comment</i>
SM3	<i>“Good information sessions, but useful only as information. Were not very helpful in actually implementing new processes”</i>
SM4-5	<i>No comment</i>
M1	<i>“They were useful, more as awareness sessions rather than sessions where you can walk out of training knowing everything”</i>
M2-9	<i>No comment</i>
M10	<i>“The firm tried hard, however it was difficult to ask relevant questions until after we had tried using different programs/forms”</i>
M11-12	<i>No comment</i>
A1-10	<i>No comment</i>
C1-5	<i>No comment</i>
PSS1	<i>“Initially didn’t want anything to do with it as coming away from the 2 day course most people had no idea. But after further proper training and with manuals and tips it was OK”</i>
PSS2	<i>“The training we received internally from our Adelaide staff was very good”</i>
PSS3-6	<i>No comment</i>
PSS7	<i>“Don’t remember going to one”</i>
PSS8	<i>No comment</i>
PSS9	<i>“The information sessions for the “champions” could have been a lot better”</i>
PSS10	<i>No comment</i>

Question 10: Overall, how did the information or training you received or did not receive affect your acceptance of the new system.

Position	Qualitative Comments
P1	<i>“Positively, because it conveyed benefits of the system”</i>
P2	<i>“Hasn’t change my acceptance of the system. I accept we have to use it. I accept that we have to accept change. I am left with the impression that</i>

	<i>SAP is inflexible and hard to work with"</i>
P3	<i>"Generally good, but missed one key session relating to billing"</i>
P4	<i>No comment</i>
SM1	<i>"Neutral to positive acceptance. There is no other choice but to accept it"</i>
SM2	<i>No comment</i>
SM3	<i>"Information sessions made the system and processes look easy. In actual fact they are complex and as yet add little value to my work. Therefore, the sessions did not help with my acceptance of the system."</i>
SM4	<i>"Reinforced the inflexibility of the system and increased workload"</i>
SM5	<i>"Did not affect my acceptance of the system"</i>
M1	<i>"I don't think that the information or training has significantly impacted on my acceptance of the system. It has been the performance of the system to date that has impacted my views"</i>
M2	<i>No comment</i>
M3	<i>"Very negatively"</i>
M4	<i>No comment</i>
M5	<i>No comment</i>
M6	<i>"Higher quality training would have given me a more positive attitude to the system and therefore acceptance at a faster rate. Follow up training would have also helped in some areas"</i>
M7	<i>"Neither. Acceptance determine well before any training"</i>
M8	<i>"Negative impact - training only served to highlight some of the potential problems we were about to face"</i>
M9	<i>"No affect"</i>
M10	<i>No comment</i>
M11	<i>No comment</i>
M12	<i>"Positive"</i>
A1	<i>"Could have been much more detailed which would have resulted in less difficulties, which in the end would have resulted in a more positive mindset towards the change"</i>
A2	<i>"We'll need training to accept change"</i>
A3	<i>No comment</i>
A4	<i>"Didn't effect it"</i>
A5	<i>No comment</i>
A6	<i>"It did not effect it. The system was coming regardless so why try to go against it? Best to work with it to make it successful."</i>
A7	<i>No comment</i>
A8	<i>"Information sessions were essential to understanding changes and there impact on daily processes. Critical aspect of gaining acceptance of the system"</i>
A9	<i>"It made it harder to use the system initially and took more time to learn"</i>
A10	<i>"No impact"</i>
C1	<i>"The information received initially made me concerned that the system would be complex to use as there was so much to follow in one session."</i>

	<i>However upon using the system I realised it wasn't too difficult and like any other PC software etc, it is a case of trial and error".</i>
C2	<i>"Increased acceptance via education"</i>
C3	<i>"It helped in the understanding of the system thus it helped my acceptance"</i>
C4	<i>"The information sessions added to my expectations, which were set too high based on the promises made. To then have Phase 3 will deliver all statements made at the information sessions left me feeling frustrated and cynical about the whole thing. At this point in time I'm expecting Phase 3 to mean I will spend even more time on administration"</i>
PSS1	<i>"The session were open to comment and discussion"</i>
PSS2	<i>"I think initially the training caused some confusion and trepidation towards the implementation and the new changes that would occur".</i>
PSS3	<i>No comment</i>
PSS4	<i>No comment</i>
PSS5	<i>"Overall, I think the whole rollover was quite good. One thing I haven't mentioned was the training on all the various forms we have. They are very time consuming and not very self explanatory"</i>
PSS6	<i>"The more information/training I received the better my acceptance"</i>
PSS7	<i>"Regardless of whether we like it or it is the new system and we will have to accept it and I am sure in time it will become second nature and we will wonder what all the fuss is about.</i>
PSS8	<i>No comment</i>
PSS9	<i>"Good"</i>
PSS10	<i>"I had one to one with one of the "Champions". What she told me was substantial but putting some of the "forms" into practice, everyday use, has been a little difficult at times, not knowing if outcome of what filled in, is being correctly done each time and what is required. Would be good to have "examples" and correct procedures in place, who to see and ask etc when come upon any difficulties"</i>