**Basic Demographics**

|  |  |
| --- | --- |
| **Category** | **Count** |
| Invited | 136 |
| Started | 78 (57%) |
| Completed Last Question | 48 (35%) |

**Functional Team Breakdown**

|  |  |  |
| --- | --- | --- |
| **Team** | **Count** | **Percentage** |
| I'm not assigned to a specific functional team | 12 | 15.4% |
| Childrens and Residential Licensing | 8 | 10.3% |
| Intake | 7 | 9.0% |
| Implementation/Training | 6 | 7.7% |
| Program Policy | 6 | 7.7% |
| Procurement/Contract Management | 6 | 7.7% |
| Communications and CRM | 6 | 7.7% |
| Technology Platform | 5 | 6.4% |
| Facilities/Environment | 4 | 5.1% |
| Budget, Fiscal, & Reporting | 4 | 5.1% |
| I don't know | 4 | 5.1% |
| Change Configuration Release | 2 | 2.6% |
| Project Management Office | 2 | 2.6% |
| Business Services & Administration | 2 | 2.6% |
| User Research | 1 | 1.3% |
| Data Management | 1 | 1.3% |
| Legacy Design, Development, Testing | 1 | 1.3% |
| Dev/Ops (Web) | 1 | 1.3% |
| Case Management | 0 | 0.0% |
| System Administration/Infrastructure | 0 | 0.0% |
| Technical Delivery Services | 0 | 0.0% |
| **Total** | **78** | **100%** |

**Change Impact Ranking**

|  |  |
| --- | --- |
| Highest Impact by Ranking  (Ranked #1) | 1. Additional workload (15)  2. Agile/Scrum methodology (14)  3. New functional org chart and teams (12) |
| Highest Impact by Weight  (average) | 1. New functional org chart and teams (5.64)  2. Agile/Scrum methodology (5.24)  3. Acceleration of team merger (4.88) |
| Lowest Impact by Ranking  (Ranked #8 or N/A) | 1. Additional workload (14)  2. Acceleration of team merger (13)  3. Flattening of governance (12) |
| Lowest Impact by Weight  (average) | 1. Flattening of governance (3.92)  2. Imminent team co-location (4.35)  3. Staffing changes (4.42) |

**Other Changes Impacting Staff**

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| --- | --- |
| Communications | * Updates not trickling down to staff, conflicting information * Inconsistent information disseminated * Lack of knowledge of being assigned to a functional team |
| Work Environment | * Cultural differences between organizations * Lack of co-location * Lack of services in the new facility |
| Agile | * Switch from Waterfall to Agile in customer facing groups * Staff in holding pattern until programmatic changes can catch up to methodology changes |
| Job Role | * Changes to role based on new approach * Lack of dedicated project staff needing to complete project work |
| Training | * Needed training prior to start of new work |

**Obstacles to Change**

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| --- | --- |
| Agile/Scrum methodology | * Lack of training and Agile Coach, timing of training (13) * Unclear vision (3) * Agile not a good fit for team (2) * Lack of coordination (2) |
| Functional org chart and matrixed teams | * Team assignment changes (6) * Balancing matrix vs. program needs (5) * Unclear on new roles (5) |
| Acceleration of team merger | * Unclear on new roles (6) * Lack of planning to merge teams (3) |
| Imminent team co-location | * Negative commute impacts – to self or other (10) * Concern about distance from program and HQ (3) * Concern with open-office concept (1) |
| Flattening of governance | * Decision-making process unclear (7) * Falling back on old patterns (2) |
| Project timeline change | * Timelines continue to change (4) * Lack of resources to be successful (2) * New timelines undefined/unclear (2) |
| Additional workload | * Resources – wrong ones or not enough (5) * Priorities (3) * M&O functions continue (2) * Unclear while organizations are in flux (2) |
| Other | * HR/Union concerns * Resistance to Agile * Much more training needed |

**Feedback on Communications Tactics**

* One or more of the tactics (Communication Blasts, Monday All Staff Meeting Restructure, Thursday Learning Sessions) have been helpful (30)
* More interaction on the CWDS Monday All Staff meetings (2)
* Thursday Training sessions should be mandatory (2)
* Consistency of communication channels is important (2)
* Consider webinars for Thursday sessions
* Inter-team communications need to be strengthened
* Consider alternative delivery for mandatory training sessions
* Develop team-led information sharing standards
* Service Manager report-outs are not always helpful
* Need to publish meeting minutes more regularly

**Additional Requested Information**

* Timely communications (4)
* Agile Training - e.g., User Stories, Team Collaboration (2)
* Outreach to satellite sites (2)
* Frequent status and progress
* Report out challenges faced by each team
* Procurement timeline for each module
* SharePoint reinforcement
* Help with balancing expectations (program vs. matrix)
* Understanding of potential changes when a vendor comes on board
* Vision for the future of the organizations
* Clarification on inter-team dynamics
* Suggested training or reference materials
* Define and discuss the proper resources needed to make this project happen

**Additional Engagement by Managers and ELT**

* Communicate more frequently (5)
* Fully, honestly, transparently communicate (4)
* Remain active through the project with line staff (2)
* Consider not overtly stating that people need to look for other work if this change is not for them (2)
* Engage with teams that have issues
* Reminders that chaos is normal
* Be supportive when people are going through change - don’t throw them under the bus
* Admit when there are unknowns
* Ensure managers communicate project team announcements with staff
* Remember the people side of the change
* Coordinate with teams on big decisions (e.g., PMO vs. management user story estimation procedure)
* Provide more definition around the vision for the future
* Add a “myth-busters” segment to meetings for addressing rumors
* Ensure that team are communicating earlier

**Additional Interviews**

|  |  |
| --- | --- |
| **Category** | **Count** |
| Responses | 48 |
| Want Interview | 13 (27%) |
| Do Not Want Interview | 35 (73%) |