

Mitigate

To reinforce the change, we set up questionnaires intended for all employees of the city. These questionnaires are in electronic form and are directly accessible from the electronic tablets provided to each employee. The questionnaires are composed of targeted questions in order to assess possible resistance to change and in which case to understand why there is this resistance, what is at the origin, in order to DEVELOP PLANS FOR CORRECTIVE ACTIONS.

This allowed us to see that knowledge was the root cause of some employee's resistance. We therefore looked at the education programs that were available and the attendance and effectiveness of those programs. We concluded that further work was required. Programs had to be redesigned. There were gaps in the knowledge and skills taught to employees. Overall, the vast majority of employees have accepted the change and have acquired the skills to integrate the change into their daily work. They are very satisfied with the results because it improves their working condition. But for a minority of employees it was the opposite. Among other things, these employees had great difficulty with computer tools. This is why we have established upgrade plans for these employees. Thus, one day a week has been reserved for them in order to take the time to train them properly in computer tools. Indeed, the self-training that we had put in place was not accessible to them because of their deficit in the use of computer tools. This allowed us to correct this resistance and thus reinforce the change. The town hall, having fully understood the issues, devotes time to coaching on the tools and work processes of the employees. Each month a questionnaire is again sent to employees in order to detect new resistance and to define its origin in order to once again take corrective action. This allowed us to resolve the performance gaps.