

Readiness Assessment Research Findings

Administrative Transformation Program

August 2022



Research Plan

In April 2022, ATP’s Change Management Strategy Team established a plan to engage Systemwide stakeholders in a readiness assessment survey. The goal of this research was to capture insights from faculty and staff at all UW System institutions. Most importantly, this plan was designed to supply ATP’s Change Management Strategy Team with baseline data on stakeholder sentiment.

Understanding perceptions and awareness of ATP is needed to pinpoint stakeholders’ place on the ADKAR (Awareness, Desire and Understanding, Knowledge, Ability, Reinforcement) change curve (see Figure A1). Additionally, detailed findings will be used to validate ATP’s change management strategies now and in the future.

Sampling Plan

ATP team members compiled a targeted sample of 7,140 UW employees who work in finance, human resources, research administration, and IT at all System institutions.

Data Collection

Communications were sent by our Executive Sponsors to Chancellors and Chancellors’ leadership teams at all UW System campuses to notify them of the upcoming survey distribution to staff. An invitation to take the survey was emailed to 7,140 UW employees on **May 12, 2022**. One reminder email was sent on **May 17, 2022**.

Response Rate

We received 1,231 completed questionnaires, for a final response rate of 17%. The margin of error is $\pm .03$, at 95% confidence.





Key Finding: Moderate Level of Awareness

Finding

Among all respondents, ATP has a moderate level of awareness, a **2.4** out of **5.0** scale. This baseline data will be tracked over the program lifecycle.

Analysis

A moderate level of awareness is typical of what we'd see in the Planning Stage, before scope and schedule are decided and broad-scale communications tactics are implemented.

Respondents' level of awareness is a statistically significant predictor of respondents' understanding of ATP, leadership commitment, and belief in program benefits.

Action

Aligning with ATP's change management framework and plans, the main goals during the Architect Stage are **to increase awareness of ATP** among UW staff and **build a Change Network** that will support the transition into the future state. The change management plan includes the following tactics:

Awareness is a key predictor of a respondent's positive impressions of ATP.

Awareness	Desire and Understanding	Knowledge	Ability	Reinforcement
<ul style="list-style-type: none"> • Website • "Push" comms • ATP newsletter • Leadership engagement • Virtual events 	<ul style="list-style-type: none"> • Build desire and capacity to change • Change Network • Leadership engagement • Events and experiences 	<ul style="list-style-type: none"> • Build knowledge for changes • Change Network activities • Readiness workshops 	<ul style="list-style-type: none"> • Training • User labs • Job aids • Project website resources 	<ul style="list-style-type: none"> • Feedback • Executive Sponsor comms • KPIs • Ongoing training

Continuing to activate on the approved change management strategies and leadership engagement approach will increase awareness, which will generate positive overall perceptions.

See detailed findings on page 4.





Awareness by Staff Level

Leadership-level respondents were statistically more likely to have higher levels of awareness.

- Leadership has the highest levels of awareness, followed by managers and then staff.
- ATP's focus in the Preplanning and Planning Stages was on communicating with campus leaders to build awareness and buy-in, which contributed to higher levels of awareness among the group.

Awareness by Workstream

- **HR & Finance:** Respondents have high levels of awareness, a result of consistent and targeted communication and outreach in those workstreams.
- **IT:** Respondents have a slightly higher than baseline level of awareness (2.6). The IT Strategy Lead position was vacant for many months. Now that the workstream is staffed, the team has increased its focus on engagement from ATP IT leadership, and we expect awareness to increase over time.
- **Research Admin & RSP:** The lower level of awareness could be due to the sampling, which included lab managers, scientists, and researchers who have not been targeted for communication yet. The Research team will focus communications to help drive buy-in.

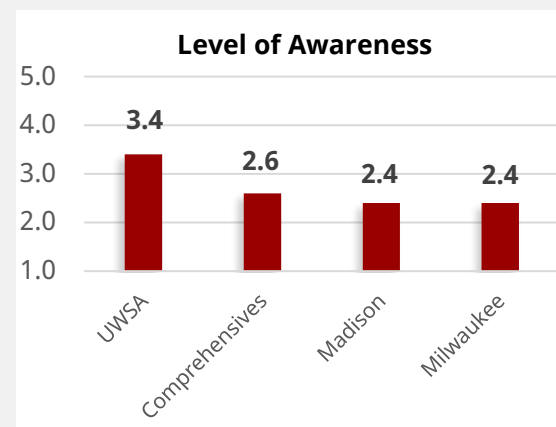
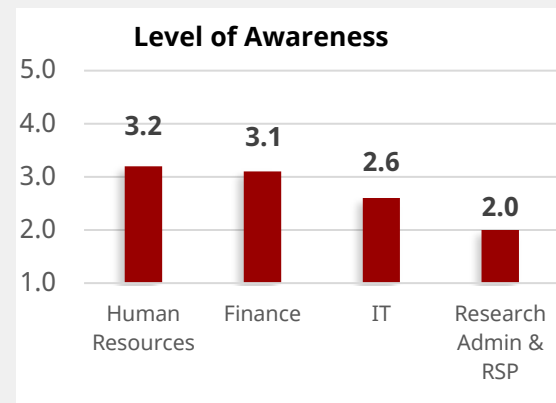
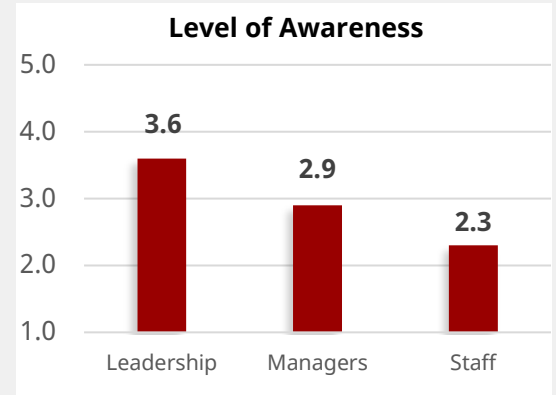
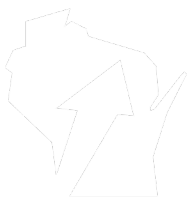
Awareness by Campus

Respondents from UWSA have a high level of awareness (3.4 out of 5.0). The average awareness rating does not vary much between campuses. However, when we examine the data by highly aware versus lower awareness, we do see statistical differences.

Respondents with higher levels of awareness are more likely to be from UW-Madison or UWSA, possibly due to the focus in '19-'20 on a Madison-first implementation and Madison/UWSA communication.

Interestingly, UW-Madison and UW-Milwaukee have a fairly large group of respondents that are "not aware," which is pulling down the mean score.

Action: In the Architect Stage, ATP has set up efforts to broaden communication and outreach to reach more employees at all campuses (newsletters, emails, campus visits, virtual meetings).



- 1 – Not at all aware
- 2 – Only slightly aware
- 3 – Moderately aware
- 4 – Well aware
- 5 – Extremely aware



Key Finding: Overall Positive Impressions of ATP

Among those who have heard our messages, it resonates. They trust leadership, and they believe in the benefits of ATP.

Finding

Among those who indicate some level of awareness of ATP, respondents have positive impressions of:

- Leadership support and commitment to ATP
- Benefits of ATP
- Understanding the transformation areas of ATP

Analysis

Among those who have heard our messages, it resonates. They trust leadership, and they believe in the benefits of ATP.

Action

Continue to focus on building awareness in the Architect Stage through our planned activities.

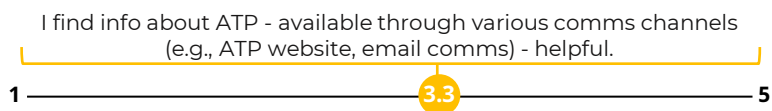
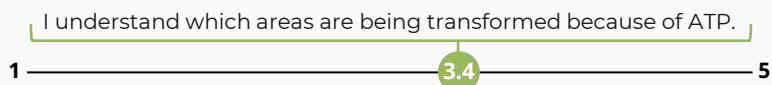
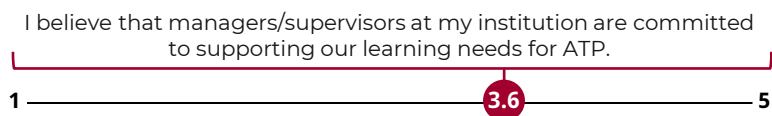
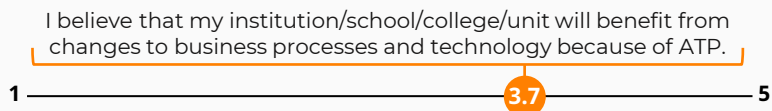
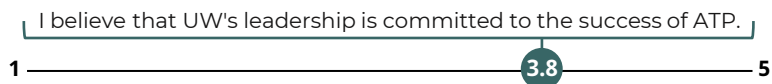
- ATP newsletter/email communications
- Readiness team communication
- Virtual and recorded monthly Readiness Workshop meetings to share information
- Virtual ATP status events
- Governance meetings



Detailed Finding: Perceptions of ATP

Active and visible sponsorship is the number one contributor to successful organizational change.

Prompt: Please indicate your level of agreement with the following statements, with 1 = strongly disagree and 5 = strongly agree.



Heat Maps

Scale: Green: 5.0–3.5; Yellow 3.4–1.5; Red 1.4–0

Level of Awareness	Overall	Workstream			
<i>1 = not at all aware — 5 = extremely aware</i>	<i>n=1,231</i>	HR	Fin	IT	RA/ RSP
On scale of 1 to 5, please indicate your awareness of ATP.	2.4	3.2	3.1	2.6	2.0
Level of Agreement					
<i>1 = strongly disagree — 5 = strongly agree</i>					
Anticipated Changes					
I believe my Institution/School/College/Unit will benefit from changes to business processes and technology because of ATP	3.7	4.3	3.9	3.5	3.7
I understand which areas of are being transformed because of ATP	3.4	3.8	3.7	3.4	3.2
Commitment					
I believe that UW's leadership is committed to the success of ATP	3.8	4.1	4.1	3.7	3.7
I believe that my managers/supervisors are committed to supporting our learning needs for ATP	3.6	3.7	3.9	3.5	3.5
Communication					
I find information about ATP available through various channels (ATP website, email) helpful	3.3	3.7	3.7	3.2	3.2
Individual Role					
I am aware of how I can contribute to the success of ATP	2.7	3.1	3.3	2.4	2.4

Level of Awareness	Overall	Campus			
<i>1 = not at all aware — 5 = extremely aware</i>	<i>n=1,231</i>	UWSA	MSN	MKE	Comps
On scale of 1 to 5, please indicate your awareness of ATP.	2.4	3.4	2.4	2.4	2.6
Level of Agreement					
<i>1 = strongly disagree — 5 = strongly agree</i>					
Anticipated Changes					
I believe my Institution/School/College/Unit will benefit from changes to business processes and technology because of ATP	3.7	3.9	3.7	4.1	3.5
I understand which areas of are being transformed because of ATP	3.4	3.8	3.4	4.0	3.5
Commitment					
I believe that UW's leadership is committed to the success of ATP	3.8	3.9	3.8	4.1	3.6
I believe that my managers/supervisors are committed to supporting our learning needs for ATP	3.6	3.8	3.5	4.0	3.4
Communication					
I find information about ATP available through various channels (ATP website, email) helpful	3.3	3.7	3.3	3.4	3.2
Individual Role					
I am aware of how I can contribute to the success of ATP	2.7	3.1	2.6	3.2	2.7

Level of Awareness	Overall	Staff Level		
<i>1 = not at all aware — 5 = extremely aware</i>	<i>n=1,231</i>	Leaders	Mgmt	Staff
On scale of 1 to 5, please indicate your awareness of ATP.	2.4	3.6	2.9	2.3
Level of Agreement				
<i>1 = strongly disagree — 5 = strongly agree</i>				
Anticipated Changes				
I believe my Institution/School/College/Unit will benefit from changes to business processes and technology because of ATP	3.7	4.1	3.7	3.7
I understand which areas of are being transformed because of ATP	3.4	4.0	3.6	3.3
Commitment				
I believe that UW's leadership is committed to the success of ATP	3.8	4.1	3.8	3.8
I believe that my managers/supervisors are committed to supporting our learning needs for ATP	3.6	3.7	3.4	3.6
Communication				
I find information about ATP available through various channels (ATP website, email) helpful	3.3	3.5	3.4	3.3
Individual Role				
I am aware of how I can contribute to the success of ATP	2.7	3.3	2.7	2.6



Key Finding: Comms & Engagement Preferences

Finding

Over 60% of respondents indicated that email updates and virtual meetings would help them prepare for ATP. About one-third indicated that in-person events and meetings would be helpful.

Action

Email communication, virtual "status event"-type meetings/information sessions, and continued engagement at the workstream level are all part of the change management strategy.

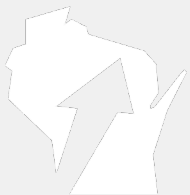
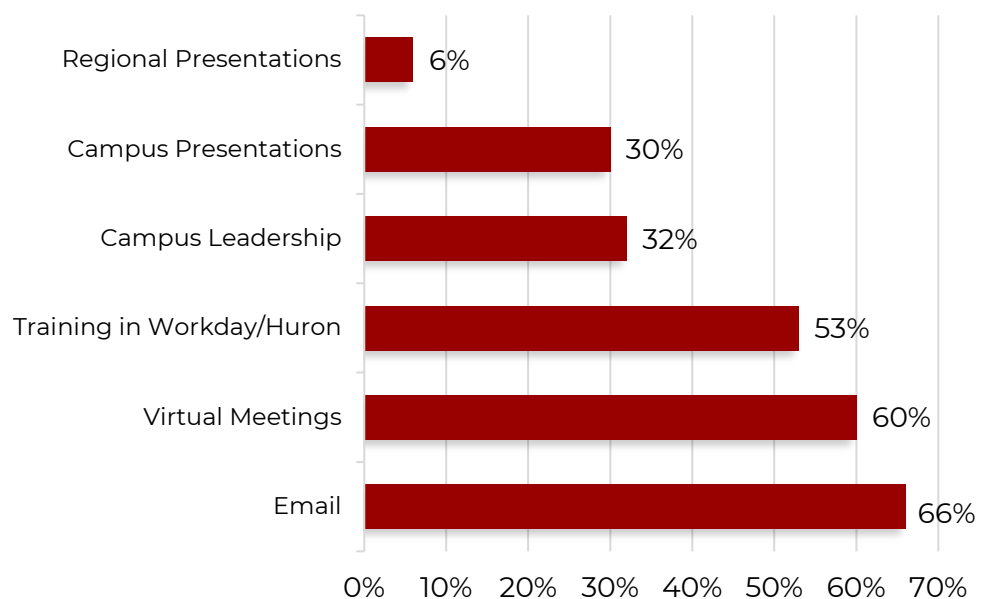
There is opportunity to leverage the campus Readiness Teams to determine the right content, timing, and audience for any on-campus events or work sessions.



Detailed Finding: Change Management Preferences

Prompt: Please indicate which of the following activities would help prepare your institution/school/college/unit for a successful business process redesign and implementation of Workday and Huron Research Suite.

Percent of Respondents Interested in Each Approach





Implications for Change Management Strategies

During the Architect Stage, ATP's Change Management Strategy Team is focused on building stakeholders' awareness of ATP. The program will achieve this through the following planned activities:

- Monthly email newsletter, ATP Touchpoints
- Monthly workstream update emails
- Virtual "status event": a livestreamed information session
- Campus visits
- Continued outreach and meeting updates to CHROs, CIOs, CBOs, and Controllers
- 1:1 meetings with key stakeholders
- Governance meetings
- Building out the Change Network

Change Management Strategy in Action

Architect Stage: May-July 2022

9,317

newsletter recipients



612

stakeholders engaged



809

status update attendees



61%

readiness team membership complete*



Next Steps

Ongoing Assessment

Ongoing assessment data will be used to understand where our stakeholders are on the change journey/change curve. Based on this data, action plans will be developed to build readiness and bolster program success.

Future Research

The Change Management Strategy Team plans to leverage the Change Network and campus Readiness Teams to help determine research needs, advise on data collection methodology, and review questions.

Timing

We recommend assessment research is conducted during the Configure & Prototype Stage, Test & Train, and after go-live, which aligns with all upcoming change management planned activities and programs.



Appendix

Companion Materials for Readiness Assessment Research Findings

Appendix A

The ADKAR model (Awareness, Desire and Understanding, Knowledge, Ability, and Reinforcement) is an acronym for the five outcomes a stakeholder needs to achieve for a change to be successful. These outcomes correspond with points on ATP's implementation timeline. During the Architect Stage, the Change Management Strategy Team is focused on increasing stakeholder awareness.

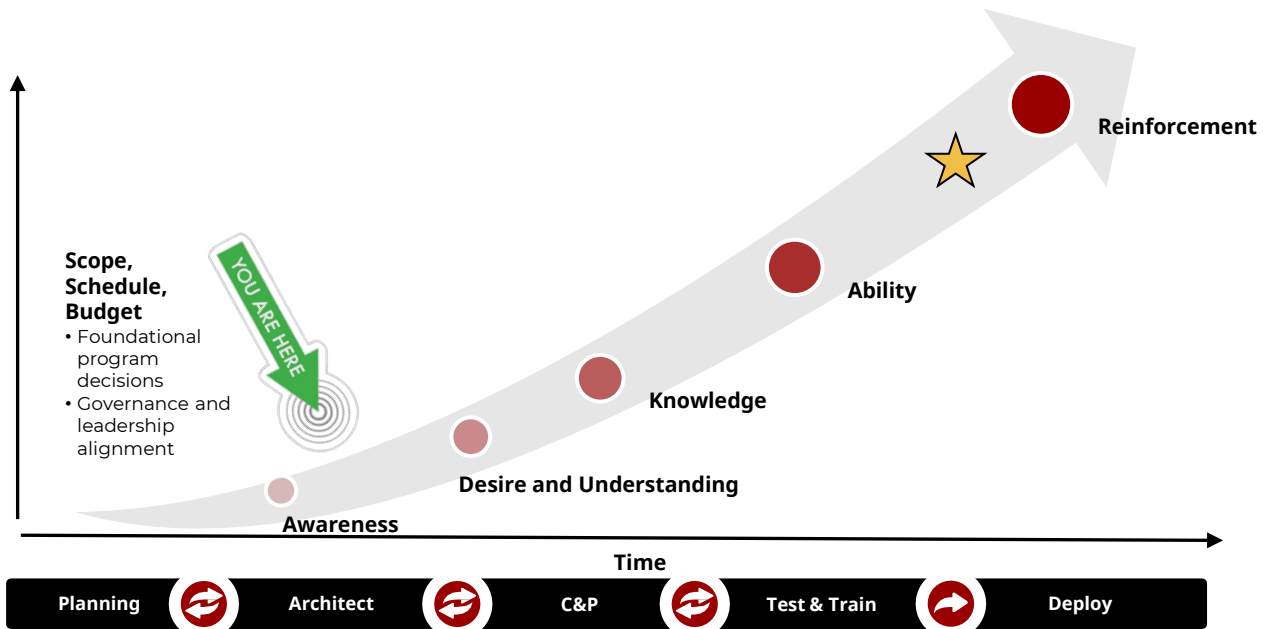


Figure A1

