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Organisational change : The assimilation of software technology in the higher education environment

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APPENDIX 4
TRANSCRIPTION OF INTERVIEWS

Interview Candidate No 1

INTER: O'right, first question! Describe your impression of the system of the Oracle system.
RESP: I'm very impressed with the system as far as the salary situation is concerned; it's a good system and it's far more user-friendly than the system we used before.

INTER: Okay, and can you please can describe your full understanding of the system in comparison to what you are currently//what you were using in terms of the (new) system [inaudible] in terms of the old (ways and the thing), understanding the system (otherwise you describe…)?

RESP: The Cupeck system was very cumbersome. It worked on codes and we have hundreds of different of codes and with the Oracle we don't have that; it's actually the description of what you doing. So it's far easier.

INTER: What information do you think you lack regarding the system?

RESP: The overall picture.

INTER: Can you expand on that?

RESP: I will tell you what I mean. We were given training on parts of the system. But I don't think we are using the system to its full capacity, because we don't know what its offering. So we need to find out more extended detail of it.

INTER: Okay, three categories of users have been identified, which include professional users, the approvers which are the line managers and then your self-service users. Which category or categories do you think you fall in, and what level of exposure to the system do you require in doing your job?

RESP: I think we fall into the end-user basically. But because we also supervisors, I would say that we need line manager exposure; also to assist when perhaps inter-department on [inaudible], still have continuity.

INTER: Right, let me just explain what are defined to professional users. Professional users are where you would use the system on a daily basis, your line managers we define as people who use the system for approvals; and then, your self-service users are your…

RESP: Okay. No//no//no, then we professional users, definitely. Sorry about listening to you.

INTER: Okay, what do you hope to gain from the system?

RESP: Well, better production. I mean I don't have aspirations of going into another career outside the university, so that wouldn't be my intention. It's to do the work more effectively.

INTER: A website was developed and numerous written communications were sent out regarding the system, what information did you feel was not being provided?

RESP: I can't say that there really was anything that we lacked, because we so//we work with the specific part of the programme. So it wasn't in the interest of everybody outside and there're just a few of us using, you know, our programme.

INTER: Do you think you received enough communication in terms of the system? If you look at the entire// your role as a professional user in this. Do you feel that you received enough information in terms of the system prior to the whole line and things like that as the system unfolded…?

RESP: We could have had more. But as I say users specific for our areas.

INTER: When you had your first exposure to the system, what kinds of questions were raised in your mind?

RESP: I don't, I can't really think of what//I was quite confident I must say, and//ja just to know that it was actually going to work out okay at the end of it.

INTER: Will you//I think what I'm talking//or I need to find out is when you heard about oracle, being implemented, from your side, what steps or what kinds of questions you had postponed in terms of this change? (Don't you explain this)?

RESP: That was the change that you want to know about?

INTER: Yes//ja!

RESP: I was very pleased about the change. As I said before, the Cupeck system was very cumbersome. So it was//and it's more modern, it's far more more user-friendly. So it was quite a relief.

INTER: O'right, since you have been exposed to the system, what benefits have you derived from this new system?

RESP: Well it's really made our lives much easier in terms of not having to calculate many, many things manually. As for example, maternity leave; and also with the quick payments, like, because you can see what you've done. You don't have to physically sit and calculate every you can do your capturing and then do a quick payment it's okay.

INTER: The next question is very similar. It's just in terms of, you know, we looked about benefits you have already seen as (post-implementation) in the sense where evaluating system. When you compare it to that old system, what are some of the benefits which will be advantages and disadvantages that you see in both systems?

RESP: Okay, the one disadvantage that I see if our [inaudible], we don't have a central record system. You have to go to many, many screens to find different information as packages, addresses, ID numbers, fax numbers it's not all in one place and service records; that//I don't know, it's very difficult to, maybe we just not used to looking for it but that's where I find it's a bit of a problem.

INTER: O'right, the first implementation has occurred, do you think that the second phase which affects other [inaudible} will benefit from this new system?

RESP: What's the second phase of the system? The student's system?

INTER: Yes. (man) if you look at your current working environment, your interaction with the system, you've seen//you have derived benefit from it. How would you now relate that information, knowing that the university (has searched) when we look at it as ours? It's an integrated system. What would be//what would be//how do you see the students system? What kind of encouragement or disencouragement, or whatever?

RESP: Well I have spoken to people casually about the system those who still have to go on to//have to live and I have said to them they mustn't be afraid of it, because of I have found that it was quite an easy change over. It wasn't difficult. Now I think it's definitely an advantage for the for them because it's far more user-friendly.

INTER: What added features would you hope to have if changes were made?

RESP: On the system?

INTER: Yes. What more functionalities would you like to have I mean if you had a wish list? What would you like to see, or are you happy…?

RESP: I don't know if there is a system problem but definitely we need more functionality for tax calculation. It lacks quite a bit in that respect. What other things will be? I can't think off-hand; if I remember I will let you know. But definitely tax. And also//do you mean as the system as a whole?

INTER: Yes//ja! You know just as if you//if you have//I mean, you use the system as a professional user and, I mean all employees are using the system as a self-service, in it's self-service capacity. If you have to look at it in terms of a long-term view, what would you like to see the system you evolved to?

RESP: The whole system?

INTER: Yes.

RESP: I can't really say, I've got a vision for that. It's just specific things. But what I would like to see is specifically in our area that we get the whole picture, because we

still don't have the follow through of the whole system, you know from beginning to the very end when the costing has been done.

INTER: What about the evaluation of the system? What are you//what do you say some of the some of those frustrations with the system? You talked about the good side. There is always two sides too it.

RESP: Again I think it's just that that we don't have the total knowledge that we should have; that we can't use the system to its full capacity. We need to be trained more or, give information so that we can use the system to its full capacity.

INTER: So I guess you kind of lacking more towards further training type of a thing.

RESP: Or self-training. You know, anything any information but at the moment I think a person sort of goes around and feels your around and, okay this works and that will go this way. But I feel it might not be the quickest way. What I'm saying is there must be easier ways of doing things and if we can find out how that will be very beneficial.

INTER: Okay, Could you describe your utilization of the system?

RESP: Exactly what I do?

INTER: Yes, and to the level of use that you currently do, and what are the different kinds of capacities in which you use in the system? Information that (you should know about) self-service [inaudible]. What is your utilization in those roles?

RESP: The self-service I just enter leave and look up leave days, you know that sort of things and I don't use it for much more.

INTER: Okay, have you been into the other// have been into the other things or just into leave?

RESP: Just into leave; we say busy we never get time to play around with things hmm professional use mostly on senior payroll and//but we check a lot of screens we going to people's screens we look at all the details, personal details, we check everything and we get appointments so we have got access to that and what else is that on the right track?

INTER: Ja.

RESP: Okay, and the capturing for salaries, going through to capturing//it's mostly capturing and then processing is the end of it.

INTER: How comfortable are you with the system?

RESP: Very.

INTER: What are some of the features of the system, which you have accessed? [Inaudible}

RESP: Okay, just the senior payroll and then self-service.

INTER: From the training which has thus far being provided, how much of this has assisted you in being able to apply your knowledge?

RESP: We had a very limited training. And, yes, it was beneficial, because it just gave us a kick-start to know what/s going on but most [inaudible].

INTER: Thank you very much for your time.

RESP: Pleasure.

Interview Candidate No. 2

INTER: Candidate Two. Okay the first question. Can you please describe your first impression of the system?

RESP: That goes back to the Oracle University in May last year, it appeared then to have functions that most of us have only dreamed off and will be very powerful and to be able to implement and run a virtually paperless HR system.

INTER: Can you now describe to me what your understanding of the systems is?

RESP: My understanding is very limited on//from an HR point of view, I can see that there is future where we will have a paperless office; getting there, it's going to take quite

lot of application from HR itself; and we haven't yet run the recruitment module and I think once one is into that, it will be so much faster and so much easier because it would all be there and have a natural flow. Looking at the capacity of the system and my understanding I do not learn; I'm nowhere near having a computer overview of the benefits I could have from this.

INTER: Question number three. What information do you think you lack regarding the system, or should I say your statement about in terms of your understanding why would you say or, what was the reason behind that?

RESP: The reason is that my usage is still very limited. I have not had all the training that I could have had, not because it wasn't offered but because the rest of my job did not make me available so that the other staff in this unit probably has a more hands on understanding and usage of programme in their areas.

INTER: Thank you! Three categories of users have been identified which include professional users, approvers and self-service users. Which category do you think you fall in and what level of exposure to the system will you require in doing your job?

RESP: I think I'm a professional user, I'm an approver and happily I'm also self-service person (laughs). The level of understanding that I have at the moment is insufficient to be able to do my job well. I need more time to use it, rather than to delegate.

INTER: Okay, what do you hope to gain from the system?

RESP: Free time (laughs), information on my fingertips.

INTER: A website was developed and numerous written communications were sent out regarding the system. What information did you feel was not being provided?

RESP: I think the information was provided. I don't think there is any real gap in information; from a personal point of view if there was a gap in the information, it's probably because I didn't look in the right place.

INTER: With the new system in terms of your//you know, for your first exposure, things like that, all the limited exposure that you have had, what kind of questions come up in your mind in terms of where you would like to see the system for//things that you would wish you would have created knowledge in terms of…?

RESP: How to export it to excel! That is my personal best view.

INTER: That should be fulfilled. Okay, since you have been exposed to the system, what benefits have you derived from the new system?

RESP: From a manager point of view, I have really found it very useful to just log on, look at the staff, being able to get an instant over view of the staff members in this unit without having to look in more than one place or beg somebody to make me a print out, so for me that has been a real plus; it helped me to review packages for next year for next year since we've got a new staff member, it helped me get an idea of what is it that we need to also do from a development point of view. So I would like to also see the Performance Management section being used.

INTER: Now if you have to compare the old system to the new system which is being implemented. What are the advantages and disadvantages do you see in this system and the change that you've taken across?

RESP: Disadvantage just off the top of my head is every time having to go back to people's screen when I'm working in it, rather than being in salaries and just changing a staff number to look at the next screen. I found that cumbersome and an absolute plast for someone who is not numerate, not having to put in a staff number, not having to go through a very long process to get the staff number. So I found that//that is for me, it's like magic.

INTER: I think also in terms of the old system and new system, if a scenario was//would be, now that you see in both systems would you actually still go for if you have to?

RESP: If I have to choose, well, one always chooses for a thing that you understand best. But I do think that we've actually outgrown Stars and it's time to be able to have a real electronic HR system. Part of the problem is that it wasn't designed with an academic background? So, there are things that were custom build in Stars that made things easier from the reporting point of view, what is also nice if you didn't have to compile the report yourself, you just asked for it and somebody else did it; and you went and collected it. This is more powerful, because I can design my own report. But I'm scared [inaudible].

INTER: Okay, the first phase of implementation has occurred, how do you think that the second phase which affects the other areas will benefit from the new system? And over here what I'm actually talking about is the first implementation In terms of HR and Finance and now going into other areas is the students [inaudible] if somebody have to kind of asked you, you know, you have now used Oracle, what would your answer be to these other areas?

RESP: Hang in there is not really as bad as it looks. If it works like HR does, the implementation, where people were involved, consulted, involved in producing a manual, then it's piece of a cake. It is still change and it is still difficult. Change is not easy. But I would definitely strongly recommend that there is a consultative process in the training and the development and that there is a manual produced at the end of it. Finance does not have manual. It has been extremely difficult to get around exactly what it is what you do because of you miss up one step it doesn't work. And if you don't have a step-by-step process to follow, you don't know what you've missed out. So I think from the HR point of view the students system should have learned from the difficulties that came with the first two.

INTER: What added features would you hope to see if changes were made?

RESP: Easier reporting.

INTER: Could you describe your utilization of the system?

RESP: My utilization, I come in the mornings and I hope there's nothing waiting for me.

INTER: That's an absolutely true answer.

RESP: But since I have to use it, I check notifications and approvals so that I don't have anything, lurking that I needed to have processed, because it's a waste of time and money for people to have to remind me that I haven't approved orders for things like flights because the price has change. I like being able to go in there and double-check on people's leave and it's useful to be to have a quick reference when someone comes and tells me that their package is way below the midpoint, to go in and see actually it's not way below the midpoint and it's very quick to do. So those are things that I actually enjoy that worked for me.

INTER: Would you say that you are comfortable with the system?

RESP: Not as comfortable as I think I could be, or would like to be. But the bits that I use work for me.

INTER: What are some of the features of the system which you have accessed?

RESP: I think we've just gone through most of those.

INTER: From the training which has thus far been provided, how much of this has assisted you in being able to apply your knowledge?

RESP: Very little because I have gone to (laughs). I had to have Di come and give me the special hands on training and I can only assume from the efficient and professional way that she's being able to share that information with me, that her training was really top notch.

INTER: Anything else that you would add?

RESP: I don't think so. I think we just have to live with this and make it our own. If you don't play with it, it's not gonna work.

INTER: Thank you.

RESP: Pleasure.

Interview Candidate No. 3

INTER: Candidate number three! First question. Describe your first impression of the system. So the first time you came to face to face with oracle, what was your first impression?

RESP: Depends [inaudible] because my perception of it I was more excited that we were going to do it; then I actually started using the darn thing and was very frustrated because it didn't do what I wanted to do.

INTER: Okay, absolutely. Please whatever you want to say or if you want to go off that question I have asked you, you can add in whatever you (want to add), because out of that I am able to draw a little more analysis.

RESP: What I was using in the beginning I was using Diners to order stationery. And it was a fantastic system. Ordered thing off it went stuff will come the next day. That was [Inaudible] (weeks)

INTER: Okay, now that you have given me your first impression in a sense that you quite excited and things, I think to a certain you have described a little bit of this the second question which is, please describe your current understanding of the system.

RESP: Understanding of the system is that I would think it would do away with a lot of paper work, that it should be quicker, more efficient and you know, less time consuming, you wouldn't have to have papers lying on peoples desk then you would have to sign and I get lost and it has to be redone (this kind of thing)…

INTER: And you are hoping the system should have been able to do that for you?

RESP: Ja, because it pops up onto your supervisor's system and then they see it, they approve it; I mean it's a matter of seconds really which is//which is//that part has good, for example, like leave, if you are applying for leave. Then that works great. I think it's probably when you have to rely on outside vendors when a problem comes in. Anyway//ja, my understanding of the system, easier, less time consuming, less papers lying around…

INTER: Are you (learning) that difference with the less paper work [inaudible]?

RESP: Well that's my understanding with the actual practicality of it. (inaudible) in that way, because every single thing I do I've got a print out a copy of it; then a copy has to go somewhere which is to me ridiculous because is on the system; and things get lost people; in other floors were supposed to do something and they didn't do it because they've got such a huge back log; they can't sought out your problem I mean I've been trying to but this printer for weeks and then the system won't let me do it. And that is so frustrating. It keeps telling me there's an error I got the wrong Vat, there's nothing wrong with the Vat because I've been downstairs, I have seen three different people, you know that kind of thing is very frustrating. And then there is now a complete opposite because now it's extremely time consuming, extremely frustrating, extremely//so it's actually worse than if you just had the paper.

INTER: Okay. What information do you think you lack regarding the system and why//and why so?

RESP: So ask the question again what information…?

INTER: Do you think you lack?

RESP: It's probably not information as much as experience and exposure. It I only the use of very small part of it and I need to have to use it lot more so that when problems come up, I know oh ja//I know what that problem is know how to fix it; now I've got to find somebody else to fix the problems and I got to wait. I mean I had one problem on my computer since the (30th) of June, (we skip) yesterday. July August, three months, that is not acceptable! Just is not good enough. Now what information I need. I don't think I really need the information, maybe, training again because I didn't use the particular system because of the ifinance. I couldn't use because of this

problem. And now three months has gone past since I had training and now I'm sort of//now trying to feel my way feel through instead of just getting onto it ja.

INTER: Okay, three categories of users have been identified, which include the professional users, approvers and self-service users. Which category do you think you fall in and what level of exposure to the system will you require in doing your job?

RESP: I sort of use it on daily basis but a very short of a time and I obviously self-service also iexpenses like iprocurement. So I only really use it to order things and repairs and equipment and stationery and (that's it).

INTER: Okay, what do you hope to gain from the system?

RESP: You know efficiency, faster output, you know I'm like I said when I ordering stationery through Diners, I got it within days it was such a pleasure and it was so easy just to order. Now I have ordered the printer there's a problem with; so that's on one line. Then I have ordered the stationery but it won't let me carry on from the stationery that I've ordered because of the problem from the order above. There is obviously something I'm doing wrong, but I haven't had the exposure; I have actually reported (from these two) now to sort the problem out. Now I'm ordering other stuff that's//it's not, you know it's different stuff to the printer (above all this) but I can't do any more orders to this because of that. But what I want to gain from it is, you know, I want to be able to order something, get the things as soon as possible something urgent I need to have it. If I want printer, must be able to get it at least within two weeks but stationery I want to get it within a day. If I want to order maintenance and repairs I want it to be done the next day. Which is not would normally happen with the paper; because I just fax the thing through and they get it maybe they come on the next day.

INTER: Just a follow-on that, apart from logging in tickets into the into CNS what other mechanisms would you think you would be able to get to it actually, bring up these areas and make people aware that, listen, from our perspective this is what is not (happening, working) or these are the issues we are faced with?

RESP: Well I don't really log tickets with them I just phone around and ask peoples advice, like buying-office how do you do this, or why am I having this problem. Nothing, only a few things that I have done actually works and happens; and the other times it's always problems and then I have to go down to the Buying Office.

INTER: What do you do in a case where there's problems? How do you handle that?

RESP: Oh I got to go down to buying office with the forms and say, look, this is what's happening on my system; why is this happening? And then they have to go into my name and fiddle and fiddle and fiddle and the half the time they don't know what the problem is themselves. Sometimes if you try the thing over and over, five or six times eventually it's effected on the sixth time, nobody knows why?

INTER: O'right, a website was developed and numerous…

RESP: Sorry I just want to say something the hit ticketing that's got nothing to do with Oracle does it?

INTER: No. A website was developed and numerous written communications were sent out regarding the system, what information did you feel was not being provided?

RESP: I don't know at the time; it's just for the training and then kind of a thing….

INTER: Just on everything.

RESP: One of the things is the training, that they got that mixed up. You know they booked you onto training and you got there, you won't booked your name; they booked you on some other day and then there is a wrong day, that kind of thing. That will not good. But I suppose you must be [inaudible], stress…

INTER: But in terms of the system and you've being able to do your current job? What type of information…?

RESP: [inaudible]?

INTER: Nothing.

RESP: Just [inaudible] training sessions like that. (I mean those are the like) because they weren't job specific, university specific.

INTER: Okay. Fine, what kind of questions were being raised in your mind as you went through this process of learning?

RESP: Well I suppose the first question one asks oneself is whether I am whether I'm going to be able to do it. I mean it is pretty easy; so that answer that question. You know, will it save me time, will it improve my efficiency? Will I have time for little thing and learning a whole new system but hmm [inaudible]

INTER: Since you have been exposed to the system, what benefits have you derived from the new system?

RESP: The only benefit I can see is that I don't have to rely on somebody else to order stuff for me, I can do it myself whereas before I always ask Leny to do it and I had to check whether she had ordered it, and why the stuff hasn't come and why she hasn't followed-up on it and where the stuff is? Now that's my job. If it worked properly it wouldn't be a problem but now, you know one doesn't want to get following up, finding up why I haven't got the stuff so many weeks have gone passed, that kind of thing. So.

INTER: From an HR perspective, you've been exposed? What benefits have you derived?

RESP: All I have used like the self-service system taking leave before it was just a piece of paper you sign it and it would go now I just suppose its quicker which…

INTER: Is that the only//only of that from HR system that should have actually gone into?

RESP: Yeah!

INTER: Okay. If you have to compare the old system and the new system which is being implemented, what the advantages and disadvantages do you see in terms of a system and the change?

RESP: I mean there was always problems, I wouldn't have been so frustrated. The advantages of the old system was you knew exactly where your book was you'd fill in the thing and things will get//you know//and now it's actually taking me a while to get used to//I actually didn't print every order requisition that I have so then I put it in a file and then I think, I ordered something few weeks ago, where is it? And the I look it up and at least I've got proof of the reference for the vendor.

INTER: So, to a certain extent it has still//hasn't made any difference in terms of paperwork or any other…?

RESP: No because I've still got the paper work I still got the frustration//you know I don't know where the tickets are going. Like if I'm ordering stationery, you would get faxed directly to the them and I knew got it. I get I printout to say they got it. Nobody could say to me you never received it. Now it goes on there then where does it go? That's to buying office sits on it, for weeks on end; we phone the supplier then received it, because there's a backlog here! You see.

INTER: We fist phase//sorry the first phase of implementation has occurred, how do you think that that the second face which affects other areas will benefit from the new system, so this the implementation of HR and Finance which has occurred, and we are still going to go live with the students system. How do you think that this//what will be your somebody from one of these sections have to come up to you and say, what's your opinion on oracle//what is the type of benefit or//(or) should I say disadvantage that you will…?

RESP; Look I'm sure there's huge benefit for the HR People. I'm sure their work is much easier with it but [Inaudible] I can't actually go into Oracle and check if there is such staff member, if they're staff number is correct I have absolutely no access to that. So..

INTER: But I'm talking in terms of if you// you've worked with finance system to a certain extent; and if you had somebody from the opposite area//system which hasn't gone live like the students system and somebody from that team came off to you and said,

what are the benefit that you are enjoying//is there a benefit in us moving towards this…?

RESP: [Inaudible] but I mean surely a students system is different to an HR or a Finance system.

INTER: Okay, what added features would you hope to have if changes were made?

RESP: Perhaps if you send something off that you would know that the vendors has actually received it, because it goes of your book disappears in where it gone, who's got it, it's now lying somebody else's computer they've got to authorize it. [Inaudible} buying-office and then sits. So I wanna know, what's happening to it, why is delayed, that's what I would like to know. Then the moment when the vendor gets it ting! Vendors received your order.

INTER: Oh do you get a notification?

RESP: No. That's what I'd like. It will be an improvement.

INTER: O'right, could you describe your utilization of the system?

RESP: In terms of how often or what?

INTER: Yes, I guess in terms of how often, in terms of you using this system…

RESP: Well not only extremely irritating [inaudible] bogged out, you know, you got something on the system like now, I think//okay, I've got a problem here somebody is coming to see me at half past two to sort this//to sort out the problem, we just minimize it and then when they come up it's there all ready I know where I am. Fine, they (bumbed out) they will go in the whole thing in again and sometimes you haven't finished something and the phone rings or somebody comes in, and then you wanna go back go back to finish your task and then you bombed out. You got actually start from scratch gain which is really irritating. Any ways if you've got a book and a piece of paper, if only write half a sentence, the sentence still stays there, you can finish the sentence when you get back to it with this your can't. But ja, I think I use it; this is//on everyday//that [inaudible] then to sort out our problems; takes months, hours…

INTER: In terms of these things that do work for you. How comfortable are you with that system?

RESP: [Inaudible] sometimes is really frustrating me. And I mean [inaudible].

INTER: Okay, I think you kind of answered this one but let's let's just ask it in any case. What are some of the features of the system which you have accessed? So over and above what you need to really use, have you accessed anything else on the system?

RESP: All the employees, some employees [inaudible]. I think I haven't managed to find how much leave we've got per year. I would like to know how much I've got per year. [Inaudible].

INTER: From the training which has thus far been provided, how much of this has assisted you in being able to apply your knowledge?

RESP: It didn't assist me at all because it was all so many things that I don't even use and it wasn't university specific, so it was, you know, reports, you know how to send things off to other people's printers to print and [inaudible]. And then sending reports to people on a certain date that kind of thing [inaudible]. Basically, I mean the training just make you feel that you can do it you actually got to your work station you actually had to learn again.

INTER: Okay, Okay, would you like to add anything else?

RESP: [Inaudible].

INTER: Okay, thank you.

Interview Candidate No. 4

INTER: Can you describe for me your first impression of the system?

RESP: The Oracle system?

INTER: Hmm!
RESP: It seems like a good idea, but I thought they (not audible).
INTER: Okay, what is your understanding of the system?
RESP: The technical understanding or, the system as a whole…?
INTER: (Yes), the system as a whole.
RESP: The system as a whole has got a whole lot of modules that interconnect; I'm still battling to understand the whole financial system no matter the whole Oracle system; so, not much no.
INTER: Can you/what information do you think you lack regarding the system and why so?
RESP: I'd appropriate training.
INTER: Three categories of use have been identified, which include, professional users, approvers and self-service users. Which category do you think you fall in, and what level of the exposure to the system will you require in doing your job?
RESP: Okay, it was approver self-service and?
INTER: Professional.
RESP: Is that all of that? I fall into all of those and what was the next question?
INTER: What level of exposure to the system do you require in doing your job? What is it daily?
RESP: High level. Ja, there is daily, daily, sometimes four-five times a day. Ja!
INTER: What do you hope to gain from the system; what were your impressions in terms of or your expectations in terms of where it can assist?
RESP: I thought maybe it was supposed to make life much easier and it is suppose to lessen paper work and paper chasing and paper piles; and unfortunately nothing like that's happened.
INTER: A website was developed with numerous written communications and numerous written communications were sent out. What information do you feel was not provided?
RESP: I think the communications at the beginning were good. The iWits communications were good. I think since we've been online though, the communications have not been great, because they've implemented various things; I suppose I'm thinking more of financial (inaudible) but they've implemented various changes because they have found either one aspect of Oracle hasn't been working; that aspect hasn't been working and those haven't been communicated to us. So at the beginning that was going well everything was, you know, right at the beginning. Ja, but I think since go live a whole lot of things have happened; and they haven't been communicating it as well.
INTER: What kinds of questions are being raised in your mind? In terms of (their time is changing)…
RESP: Ja why they actually had to change)/why they have to put Oracle, why they have to impose Oracle on to us; and why this time when the university supposed to be under financial under financial constraints. I think those are the bigger questions, (you know).
INTER: Okay. Since you have been exposed to the system, what benefits have you derived from the new system?
RESP: Absolutely none!
INTER: Absolutely fine!
RESP: Absolutely none!
INTER: You can take (their first)…
RESP: (It's so much work it's not fun).
INTER: You can say whatever you want; there's no names over here. It's just going to be analyzed in terms of what has been said and then destroyed. If you have to compare the old system and the new system which is being implemented, what are some of

advantages or disadvantages do you see in terms of this new system and in terms of the change that you need to now go through?

RESP: The thing is I don't think the change had to happen now anyway. So I can't actually see why they do that; (like was said earlier). The old system was working; I think maybe they needed to perhaps expand on the old system a bit, because the old system was twigged and tailored to the way we needed to work; that was our system it was tailored to the way Wits works. Now all of sudden my feeling is they've taken this wonderful corporate package, and they given it to us and we need to it's really trying to fit a square peg in around hole. We are the ones that are having to, you know, change this and that and that and twig everything whereas the software doesn't look like it can be changed in many ways! So I actually can't see what the advantage to it.

INTER: Okay, and in terms of change, in terms of learning?

RESP: Look, it's always great to learn, but there again if you have spent approximately ten days being taught by a corporate trainer, how to use Oracle and then you find two or three months down the line that in fact the training is not appropriate at all, and then is a complete waste of time! So, no it's/you know they have done the training and everything but it wasn't appropriate training and it was irrelevant training so it was a waste of time.

INTER: Next question, the first phase of implementation has occurred, which is your HR system and your finance system, how do you think the second phase, which is the students system, which affects other areas would benefit from the new system, or/(inaudible) what is your opinion in that?

RESP: I think if they are going to rush into the students system the way they did the financial system and not run the old system concurrently with the new system I think they gonna make a big mistake. Because they are I think what they should have done is that they should have run the Walker system together with the Oracle system; and then eventually towards the end of this year when things will run smoothly with Oracle, they should have migrated the data across; and I think they must not make a mistake with the students system, because I think if they are going to impose a//a close down date and going live that the way the way they did it for financials I think they gonna make a mistake, because it just didn't work; and it's still not working; we still getting communications about this not being able to be done and that not being able to be done; and this is being twigged; so I think that they shouldn't make the same mistake. Hopefully they won't.

INTER: What added features would you hope to have if changes are made?

RESP: More changes? I think the biggest change they need to do and I don't think it's going to actually happen with Oracle, I believe that they have to start running a new data mart system which is not the idea when they start with the Oracle financial package. Now a data mart is coming back online. So the only change that I would being able to think of to do with the financial packages is the reporting structure; that's a very bad reporting structure with the reporting structure (compared to the old line); and as a result they have to institute data mart back again.

INTER: Could you describe your utilization of the system?

RESP: How I use it? How often I use it?

INTER: I would say in terms of you kind of say to me that a lot of work was meant to be happening this way you see that the changes have been made, are you using the system the way it should be or, are you using it in different ways of actually getting around work, these things are not right on the system?

RESP: I think in using, the modules I can use. I am using it them correctly. The problem is it takes so long to try and figure out how the other modules work; that you kind of avoid having to use them; so you use like for example petty cash, they've got an iExpenses modules that you suppose to use. But it's so much easy just to write out a petty cash payment request and just send that off, rather than going online getting

approval dadada, so that yes where I can I'm definitely going around the system but where there is no option like the iProcurement in that I don't use it that often.

INTER: How comfortable are you with the system? If you had to rate yourself?

RESP: It depends on the module. This is not the iProcurement I think probably eight out of ten. If it is the "PA" with the "AR", or the "GL", or the iExpenses or all of those, I would say not at all!

INTER: So you've kind of answered my next question, what are some of the features of the system do you have accessed. In terms of the other system that has gone live, can you actually tell us…?

RESP: Is that the HR?

INTER: Yes. What are some of…?

RESP: It seems to be fine. I think it's very confusing now when you get//when the approvers get emails and they actually think they can go ahead view on action and approve on action on email; I think, that has not even being clarified well. So, but otherwise the HR seems to be o'right. Ja!

INTER: O'right, from the training which has thus far being provided, how much of this has assisted you in being able to apply your knowledge?

RESP: Not much.

INTER: Okay, thank you very much.

RESP: Is that it

INTER: Ja!

RESP: Okay?

RESP: They've posted this whole new package onto us. They have never consulted with us to say, on a financial basis, what do you need on the daily basis; what do you actually use all the time; what do you use to run your departments all the time? You know, it's actually being a case of this is the package, these are the modules, this is the trainee, get on with it now; and that you find has led to a lot of frustration, first of all; and it's demotivating because it's increased the workload; Bhavna if I must tell you my workload has increased easily 20 to 30 per set, because of this Oracle system; and what is being taken away! Absolutely nothing! Nothing has been taken away. You know it's like almost like that just said, get on with it; you are on grass-roots level you use it all the time; we haven't consulted with you, we've had nothing to do with you but we've told you that you have to now get on with it. And the thing is it's not only us that moan it's the faculty people. You know, if I go to Yvonne and I say to Yvonne I need to find out X, Y and Z, 90% of the time she will ask me to refer to somebody in central finance; and then central finance will send me to someone else, as a result, four, five hours later I'm still going around in circles so what do I do? I put it on a pile things to do and things to do and it kind of all loads up.

INTER: Question! When you were doing these types of the so-called the CRP's where they actually showed you the system and the people that used it; who would use the system on a daily basis like an iProcurement Module or a Iexpenses module or the HR system in terms of that were you not were groups or focus groups not developed where you would actually be able to see?

RESP: I believe there were focused groups; but it had nothing to I was never invited to; I think probably people like Ethel and Ruby were invited to these focus groups but not us and we are the people who have to generate it all the time. You know perfect example a report; do you know a report has not being generated since the 21st of April on any account across the university? And I'm talking TP's TC's,TS's, and RI. So can you imagine how frustrating that is: can you imagine (inaudible) when he needs to find out what his balance is; you know, and Joyty when she needs to find out what her balance is; what do you tell them? You can't keep on giving them the same excuse, because eventually they actually think you being stupid; and you don't know how to use his very fancy system; that is the frustrating thing. And what

concerns me is, if I got say 30 accounts, let's see, say I've got 30 or 40 accounts across the school and it's one school out of 60, 90 schools something like that, not put your//can you imagine if I'm worried about over expenditures; What is actually happening across the university financially; and then what happens then? Eventually when they wake up and they realize that they are R60 million overspent, because people haven't been able to draw balances; now what do they do? They can't shut down all the projects! You still can't get money out of foundation! How can you not get money out of foundation six months down the line? It's impossible! You know, stupid things like that; but things that were not addressed at the top. They did not address it; they didn't even think about it. But it's basic things that actually run everyday. And eventually you get so tired of//it's almost like you hitting against a wall all the time. No matter do, you can't get an answer within it, very demoralizing and very, very irritating. It really is. So ja, I don't know why they've done it, and//but anyway, we've got it and we gonna make the best of it. But it's very frustrating. And there's now the data Mart! They will had to start again.

INTER: When you say the Data Mart now…

RESP: You know the FDM, Financial Data Mart? That used to draw down information from Walker and convert into a reporting tool for us to use.

INTER: So is the new business objectives now?

RESP: So, it's properly like that but on financial side it is called the financial data mart.

INTER: It's used to be called. Now is their business objective, which runs across!

RESP: Well no, I heard it's called Data Mart.

INTER: Is it?

RESP: Well, in fact it's in testing stage now. I've been asked to go and try out and see what I think. Six months down the line, they kind of realized that Oracle is not working to well and we need to do this report. So ja, I must say I'm highly frustrated by the whole thing I really am, because it's you know and (inaudible) but I supposse the admin managers.It's never being factored into our workload; it's never been added into our whole job description; and eventually we almost become like accountants. I spent all of my days doing figures, and numbers and budgets and you know, pushing pieces of paperwork. That's the way this that wasn't in job description a few years ago. It really wasn't. So ja…

INTER: Thank you.

RESP: kay.

Interview Candidate No. 5

INTER: Candidate number five. Okay, first question. Can you describe for me your first impression of the system? So the first time that you actually saw the system, what was your impression?

RESP: Well, we go back to some history, because when we were still on the old legacy system Cupeck, our work was mainly done by CNS and now with the new system Oracle is that everything has sort of moved into Payroll and CNS no longer in our main player; it's done within Payroll; so I feel my work has trebled.

INTER: Can you describe your understanding of the system?

RESP: What do you mean…?

RESP: In sense of terms of your daily work. What is your understanding of the system?

RESP: Look, I think it's a very user friendly system and it is quite self-explanatory and if you've been on training and all that and when you have to train somebody else like just say capturing claims or anything, I think with little bit of training you will be able to get it cross quite well. It's a very user-friendly system up here.

INTER: What information do you think you lack regarding the system and why?

RESP: I think it's because of luck I said in the first question you asked is the responsibility of running a Payroll has moved from Computer Network Services up into Payroll, and I feel you should have at least 50% technical knowledge which we don't have, because in Cupeck that was never a necessity but in Oracle it is a necessity. You have to have technical background and knowledge to run it 100% and that's where we I feel are falling a bit short.

INTER: Three categories of users have been identified, which include professional users, approvers and self-service users. Which category do you think you fall in, what level of exposure to the system do you require in doing your job?

RESP: Well, I fall into all three of them; simply because of the professional user, I am HOD of this division, so in that I run the whole Payroll. When it comes to self-service, I approve all//no self-service is I do my own leave, we do Procurement and all that and then approver route is all my staff fill in leave forms; and when they do data-capturing on GL, on the Oracle (finance) system, I have to approve all the journals as well.

INTER: Okay, and then your exposure is on daily basis and you quite comfortable with that?

RESP: Yes.

INTER: Okay, what do you hope to gain from the system?

RESP: This is the university's biggest expense; is the Payroll; and I mean, we just hope that we don't overpay people unnecessarily and that we will be to produce good figures to finance and management to say what their the monthly expenditure is.

INTER: Okay, a website was developed and numerous written communications were sent out regarding the system, what information did you feel was not being provided?

RESP: The website that was created was that just with the start of implementation, or since you have gone live?

INTER: I think both you can talk until a holistic.

RESP: Because of the implementation we were all get up to speed with the web page that was the very informative but since we've gone live I feel it's broken down; there's being no communication whatsoever; and then there was sort of weekly meetings set up but with our pressurized deadlines here, we can't sing payroll staff to these weekly meetings which is unfortunate and maybe we should try get that back onto speed, because payroll works hand-in-hand with HR.

INTER: What kinds of questions are raised in your mind when you are actually working with the system?

RESP: Well you see the thing is from signing on a new person until at finally hits the GL; I feel that I'm responsible to get out that information through but that is from coding the data, checking the data; then doing the costing and then from there transferring it into the GL. So, that is…

INTER: So this time these are some of the gaps would you say in terms of…?

RESP: There is gaps, it's because I don't enough resources; so if I fall off the porch or get knocked down by bus or something, then that's it, you know, nobody else is trying to do these functions. So we haven't had time to pass on any. So that means there is very big and dangerous gap. There is no proper training laid down.

INTER: Since you have been exposed to the system, what benefit has derived from the new system?

RESP: Well there I must be honest with cupeck, we didn't have any hassles; I mean office running fine and my motto was why mess with it if it works; and now we've got Oracle, it's doing what we want we still got obviously teething problems, which will be sorted out and ironed out but I just feel that we shouldn't have maybe a consortium on a longer basis to pass on more information. A one-month holding hand is not sufficient. I don't know if that answered that question!

INTER: Yes, absolutely! If you have to compare the old system and the new system, what will be advantages and disadvantages as you seeing this system and in terms of the change itself?

RESP: Well look, the change is I don't know; I think it's posed with all people have been with the company for quite a long time, you know! If there is a change, they all go ho you know, we don't want a change, because we set in our old ways and it's very difficult for a person to make a change, because it's like I said, why mess with something if it works, you know, but I can understand with HR not having a software product available because it was all in-house thing and now they had to sort of get a new system so that they were gonna be able to supply leave records and/in that kind of thing and report true figures to management; so in that way I think that's helped the university a lot in the sense that they bought this product but we in payroll had to move because of our HR guys moving. But otherwise we would have stayed with Cupeck; we were quite happy with it.

INTER: Okay, the first phase of the implementation has occurred, which is now your HR and finance modules have gone live, how do you think that the second phase which is now the students system, would affect the other areas, would affects other areas would benefit from the new system; I mean would you//did you actually said to yourself (and do anyone else person), you know oracle is being great or, is not being great, and how do you think that kind of understanding of what has happened thus far, will actually link into the students team and how you go with?…

RESP: Well I think as long as they also have like a communication going out on a regular basis and keeping everybody informed not just the students, because now they are the third of the group going over to the new system; they must sort of focus on letting the whole community know what they doing, how far they are, what stumble-blocks we had; they should maybe mention that to them; and they must insist to have more consultants staying longer after the go live date, because that's when pick up errors you know; and that's where you need somebody that's got Oracle knowledge to help you through. Now what you do is you sit and you try work it out yourself and it's a trial by error thing and you know, you fix, you roll back, you fix, you roll back and you fix until you actually get it fixed but they could be quicker way to this.

INTER: Could you you've kind of answered some of these bit. Could you describe your utilization of the system? And what I'm trying to find out here is, if you had a certain way which the system should be able to handle something, if there is errors of something comes out, how do you//what is your method of your utilization?

RESP: How do you spread the light or how do you solve the problem?

INTER: Yes, I mean if you know that it's erroring out on system or this thing.

RESP: You see, because we work very hand-in-hand with HR, we depend on them using the correct, because the errors that we have picked up now lately and with every run actually since going live is the wrong flex fields have been used; that's the accounting (flex) field. (The coach), you know what your ledger account//your entity, your source, your cost center and then your natural account. You know we have picked up and they like you know like silly errors but they are a pain, because my biggest issue I've got with this system is it hasn't got a ledger, a sub ledger you were able to go and do journal entries and fix it at a later stage. Now if you've got like, say a staff members being charged to the wrong cost centre, we can only fix this entry straight into GL and not into a sub ledger and that I find it's not working very nice.

INTER: How comfortable are you with the system?

RESP: I think we've learned a lot in this month since we have gone live. It was a case of we swim; you learn to swim and quickly or otherwise you sink; and we've learned that; it's taken a hell of a lot over time and working late but I feel we getting there; we are not there yet. I'm not saying that we there yet because like I haven't been able to

concentrate on my work per se, because I have to report to management on the reconciliation of the general ledger accounts; I haven't been able to work on it since the day we've gone live because my whole time is spent on running the payroll. So resources again is an issue and we need to get that sorted out. But overall…

INTER: How do you see the training fitting into to all this?

RESP: The training, if you give me more resources, I would be able to train people; say that you know the workload can be spread and the errors can be eliminated before you actually do your final processing; and because we now already introduced what we call like a test run before we do have final run; and there we already pick up a lot of errors but it's still all just running the payrolls; so the behind the scenes of doing the costing and getting the figures actually into the general ledger is still in limbo. So that we still working on you know; so that we still working on. But other than that//the system is a very advanced system and it can do whatever you wanted to do, you know, but it's to learn it and then be able to have staff that you can sit and train the staff. Because at the moment we've got none of those luxuries. So now, if anybody have got a problem you sort of going and sit and you help the person and you try solve the problem and there is training that is basically happening now.

INTER: On the job training?

RESP: Because we don't have, you know, a person floating that can say, you know, fix; if we've got a problem then the three senior people will get together and they will discuss the problem and how do we fix it, you know; and then that's how we go about it.

INTER: Okay, what are some of the features of the system you have accessed?

RESP: What of the features, everything in Payroll and everything in HRMS and finance of course, I work with the GL.

INTER: Okay, from the training which has thus far being provided, how much of this has assisted you in being able to apply your knowledge?

RESP: Well like I said Payroll runs separately from HRMS, in HRMS they had like training sessions and all that; in Payroll we had like our own training as well, because we not de-centralized, we centralized; so all the training was done in house and with a consultant and the rest was one on one training with individuals in whichever area they specialize in; and that's how we took our training on.

INTER: Okay, thank you! Would you like to add anything?

RESP: Just I think you must actually just stress the fact that there is no sub ledger; and that's quite a worry, because I mean errors occur and errors need to be rectified. So now what's happening is we got to do that into the general ledger straight, instead of having a sub ledger where they can//you know, where we can do a journal and create an entry and fix the problem; but that doesn't happen now. So that for me is a big worry and a big concern until//I don't know how they gonna solve it because apperntly none of the companies that are that uses oracle has got sub ledger. So I don't know how they gonna solve it and how they actually do journals!

INTER: How do you see the learning that has happened? I mean if you have to look it in terms of, you know, from where we've gone live to where we are, where along that (content) do you see yourself or the university at large?

RESP: Being in case of more training or the knowledge that you gained through this if you will be able…?

INTER: Yes.

RESP: That we are trying, because we got about fourteen people not all of them work on Oracle, we've got filing clerks as well; they now also being introduced to the basic needs of Oracle; by looking up staff numbers and that kind of thing; so we are training them as we speak and we have given them access now to sort of do that and help our claims pay ladies you know that so they do actually get involved now and we haven't been able//what my biggest ideal will be//is that they can all multi-task

and they can all learn everybody's work. So if anybody at any given time is sick or on holiday they can actually do that person's work. (Now that's happening in certain areas but not all. I mean the three girls that we were deal with the faculties, they've two got both of no, three of them have got two faculties plus a support, you know; so one has got a support plus a faculty. They can, sort of do everybody's work, although Pricilla is the more senior person and more knowledge of payroll she will sort of help if there's a bottleneck or whatever she will be able to solve that with the help of myself and then we solve the problem and in the various divisions they've got like a girl that just claims for overtime, for additional//like overtime and gone she is that she's just one girl; so she specializes in that//(they) would like to get to a backup if there is a need for that; so training must happen there. That's perfect role for filing girls and then see if they pick up, you know; and there goes for the medical aid lady; she just deals with medical aid queries and then we've got the two claims payroll ladies//girls and they just purely concentrate and Heman's division on the pensions, I'm afraid I haven't got a clue what happens there, because he is on his own.

Interview Candidate No. 6

INTER: Candidate numbers six! First question, can you describe your first impression of the system?

RESP: I just heard that it was been introduced, I can't remember when.

INTER: Okay, Can you describe your current understanding of the system?

RESP: (inaudible)

INTER: What information do you think you lack regarding the system and why?

RESP: I have no idea how to use it. Because I'm too busy to find out.

INTER: Okay, three categories of users have been identified which include professional users, approves and self-service users. Which category do you think you fall in and what level of exposure to the system do you require in doing your job?

RESP: Okay I'm probably self-service; I might have become the second category but that's no longer where going. So I will become a self-service user when I absolutely have to).

INTER: And a reason why you say when you absolutely you have to?

RESP: Because I'm always frantically busy and I just haven't thought that I had time or the need; and I'm not very good with computers. So if I find that if I try and learn extra things; I forget them if I don't use them regularly.

INTER: What do you hope that you would be able to gain from the system?

RESP: Well I hope a better-managed institution.

INTER: A website was developed and numerous written communications were sent out regarding the system, what information did you feel was not being provided?

RESP: I'm think the information probably was being provided but basically just ignored it.

INTER: What kinds of questions are currently being raised in your mind? Now that we've gone live.

RESP: How to use it and whether is going to make our work more straightforward or not

INTER: Since you have been exposed to the system, what benefits have you derived from the new system?

RESP: I haven't noticed any, because I haven't tried.

INTER: O'right, if you had to compare the old system to the new system which is being implemented, what advantages and disadvantages do you see in terms of the system, or of change which has taken place?

RESP: People have said to me with certain kinds of functions have now become much easier. They also complained about problems in implementation. But apart from that I haven't really thought of much.

INTER: The first phase of implementation has occurred, how do you think that the second phase//when I say first implementation//first phase of it, I'm talking about HR and Finance, how do you think the second phase which is the students implementation which affects the other areas of benefit from the new system?

RESP: I have the impression that there were certain elements in the students system that might be not be readily accommodated by the system so I'm concerned about that; but I don't know how much of that is inevitable resistance in a gossip network; how much of it is real. We keep hearing that Oracle won't allow that; and I don't really know to what extend that's true.

INTER: Okay, what features would you hope changes would bring about?

RESP: O'right, I am interested in Wits becoming better at monitoring student's progress. So in particular I will be very pleased if we better able to do that; I don't just mean recording marks and deciding whether someone's qualified or not, I mean a much more clear tracking of how people doing and what sort of support we should be giving them.

INTER: Absolutely. Could you describe your utilization of the system?

RESP: None-existent.

INTER: Some of these questions are kind of, I guess linked but it fits into the different phases. How comfortable are you with the system? I know//I know!

RESP: I haven't even got to a position where I can give you an answer.

INTER: And I guess you have answered quite a bit of this in terms of what some of the features of the system which you have accessed or would like to have access?

RESP: You know I would love to be able to check how much leave is due to me; I would like to go to access student records; I like to make various kinds of applications on my own behalf and when I'm eventually forced to do, I will be able to do.

INTER: From the training, which has thus far been provided, how much of this has assisted you in being able to apply your knowledge?

RESP: I haven't gone to the training.

INTER: Do you like to add anything else?

RESP: No I mean my as an academic my life is about the battle for time; I'm fighting for space to do my research, so I will only learn other things in order to promote that.

Interview Candidate No. 7

INTER: Candidate number seven! O'right, describe your first impression of the Oracle system.

RESP: First of all I went there about four times at CNS and they didn't get a password for; so straight away that was a put off for me because I thought you know//make me come all this way and then mission and come back again and another time in the [inaudible] that to me for me was a joke and then when I went on to the system it seemed very user-friendly, so I really enjoying that.

INTER: Okay, can you describe your understanding of the system?

RESP: And to me it's sort of the taking of paperwork and putting it all in electronic form; so if you want to leave you do it electronically, yes, whatever you do and (CLTD, etc) but…

INTER: What information do you think you lack regarding the system and why?

RESP: What it can do for me? So at this level I just see what it can do for the manager and HR people but for me, I don't see it anything for me; it's just another thing that I have to fill in.

INTER: Three categories of users have been identified, which include your professional users, which I think will the HR people, Finance people use the system on a daily basis; we've got your approvers and your line managers where a work process system takes a request that you (use for a) to the next level in terms of hierarchy and

they approve it and then let it goes through the system; and then your self-service users which is all staff members who access the system to put their own reason, which category do you think you fall in and what level of exposure to the system do you require in doing the job?

RESP: Self-service, the last one; and I would like to know more what it can do for me, not just how can everyone else above me what it can do for me.

INTER: Okay! O'right, you could of answered some of this. What do you hope to gain from the system? And that is to an extent what system can offer you! A website was developed and numerous written communications were sent out regarding the system, what information did you feel was not being provided?

RESP: They just said you now have to use it. Well information that I got that you now have to use it, you can't use paper anymore! Please go get your ID and use it! Basically that was information I got.

INTER: Okay, what kinds of questions are being raised in your mind now?

RESP: Why put such a costly system in place first of all when we need more on the grounds money; sort I mean, here in psychology we don't have money for anything, so why was such costly programme used; is it really that great? I have read the article that well I heard colleagues speaking some other universities and (what they have read); and then what can you do for me!

INTER: Since you have exposed the system, what benefits have derived from the new system?

RESP: I'm did get to see all the courses that I've done from CLTD and also what's nice to me to see how much leave I've got left.

INTER: If you had to compare the old system and the new system which is being implemented, what advantages and disadvantages do you see in terms of the system and in terms of the change?

RESP: Okay, the advantage is that I can straight away see how much leave I have, I don't have to speak to HR people but there's nice for me, also I don't have to write out [inaudible])

INTER: Can I ask you one question just on that? I see you are always going back to leave, what about the other aspects of self-service?

RESP: I haven't seen any others, so that's why//to me that's the only thing that I did//I haven't seen any others and sad seriously I don't have time go and do training. I mean if they gave me a pamphlet I would have time to sit down and read it, but I don't have time to [inaudible] CNS et cetera (to do training); and I'm (key) computer literate, so me and a pamphlet would be wonderful.

INTER: Okay that was the advantages and the disadvantages and how you see this system in terms of the change that has happened. O'right, the first phase of implementation has occurred which is now your HR and Finance modules, how do you think the second phase which is the students system, which affects others areas will benefit from the new system?

RESP: Well if you can provide full staff then we if we need to look up a student//we don't have to go to Kgomotso; we can do it ourselves, that be a great especially as (connect to connect is going to be first aid for most) students, that will be great. Also to see (who's registered it's now going to put down) students (we done); (the oracle system/ /our system but not [inaudible]) systems that (will help; so I know to respect her).

INTER: O'right, what added features do you hope to have if changes were made and now I'm talking about the system that you've already accessed.

RESP: Staff for me//I mean, health promotion//what we need from promotion (and next promotions such as) and then things like that, so we don't//we don't have to [inaudible] so conditions of service (things) like that and it's probably generous; they just put up in size so that we can//I know that it's on the HR side but I mean if it

(could be put on to) the oracle (side) and comes this//the (next) so many little sites, I mean encompass everything together…

INTER: Okay, did you describe your utilization of the system or we actually going there?

RESP: (I just do that, yes).

INTER: Are you comfortable with the system in terms of what you've done so far?

RESP: Ja!

INTER: Okay, and then you have/to some extent answered this one, what are some of the features of the system which you have accessed? That is just the leave?

RESP: The leave and also CLTD's and also check that you have my correct current address, my contact details…

INTER: Okay, so you have gone into that little stuff? Self-service stuff.

RESP: Okay, is that okay? O'right!

INTER: Yes? Because that allows to update your information as well. So instead of us sending you out a form every year, you can actually make sure that your banking details your benefit details all that is correct in terms of//so it's better in that sense!

RESP: It's a benefit but I went to there, there wasn't anything for my benefits and me. So…

INTER: You should have taken that opportunity because now you know that it's been recorded.

RESP: I didn't know that. So…

INTER: O'right, from the training which has thus far been provided how much of this has assisted you in being able to apply your knowledge?

RESP: I haven't attended any trainings.

INTER: Would you like to add anything?

RESP: No, just as I said provide a pamphlet so that you know those of us who don't have time to go to the training; we can actually use it know what's//I mean you just tell me, you can do this and this then [inaudible] (you going to) help me.

INTER: Great, thank you!

RESP: Okay!

Interview Candidate No. 8

INTER: Okay, first question! Describe your first impression of the system.

RESP: First impression wasn't excitement!

INTER: Hmmm!

RESP: But that come from my previous involvement with Cycad.

INTER: Okay.

RESP: So I wasn't too excited about it. But I mean, once you get up with that, got excited because Sirs wasn't helping any us more (stars). Wasn't working.

INTER: Okay. Can you describe your understanding of the system?

RESP: nderstanding is very broad. Understanding what exactly?

INTER: In terms of your views, what do you understand/what level of understanding do you currently have?

RESP: I think I'm pretty okay with the system! I mean, not that I have problems handling the system or doing my daily routine stuff on it so… Ja! I would say pretty good.

INTER: Okay. What information do you think you lack regarding the system and why?

RESP: Hmmm! I that's a difficult one, since/no because you still getting to know the system and it's only the more you work with it you realize what's missing.

INTER: Okay.

RESP: So it's very difficult to/to answer that one at the moment. Hmmm!

INTER: Three categories of users have been identified which include your professional users, approvers and self-service users. Which category do you fall in, and what level of exposure to the system do you require in doing your job?

RESP: I would say, I would be in the professional group. Exposure I think, you can train as much as you want to train, but let people work with it; and then as they encounter problems you/you can then teach them on the job. So I would rather advocate for on-the job learning, then train people in a kind of sterile environment, because transfer of knowledge doesn't happen.

INTER: What do you hope to gain from the system?

RESP: First it, faster turn around time; and also a better of a record keeping; with/with the previous system it was all over the show; it was not user-friendly, turn around time slow, record keeping was poor.

INTER: The website was developed and numerous written communications were sent out regarding the system, what information did you feel was not being provided?

RESP: Oh, look I never read the website I relied on talking to people who I knew were involved wanting to know how it's going dadadada. What information wasn't provided, I think people under estimated the impact it would have and the impact on jobs specifically wasn't communicated well. Everybody swerved it people could see the writing on the wall but when they went to the managers or whoever in Senate House is impacting on you maybe they promised things that weren't true.

INTER: What kinds of questions were raised in your mind?

RESP: In my mind was the question of job losses and nobody was willing to admit that.

INTER: Since you have been exposed to the system, what benefits have you derived from the system?

RESP: I can take greater ownership of processes. Processes are no longer/I give to somebody else and then I depend on them to helping finish the process; now if I say to somebody, I'll give it to you tomorrow; I/I can give it to them tomorrow, because I can't/I don't have to depend on somebody else anymore.

INTER: If you have to compare the old system and the new system, which is being implemented, what are the advantages and disadvantages you see this in this change?

RESP: Like I explained at the moment, but also information is more at you finger tips and also I think it empowers the needs of department much better to take ownership with the management of the people in terms of the alerts that happened, so a lot of times we use HR are not held responsible to manage stuff like probations. So that's good.

INTER: Okay, the first phase of implementation has occurred, which is the HR and the finance implementation, how do you the second phase which affects other areas will benefit from the new system? Do you think they will benefit?

RESP: Look, I'm/I'm in two minds about that. I think HR and finance was pretty straightforward, because (ag!) HR and finance is the same mostly across companies; you get debit, you get credit, you employ people, you fire people. But students as a whole different ball game, people talk about courses or they talk about degrees or the terminology might have to change; I don't know if we ready for that; and everybody is talking about the low fit of the new system. So I mean, the perception is out there we/we heading a for a disaster and nobody is counteracting it. And I think people should have raised that. Yes there is a low fit but we have budgeted for customization not budget for customization and nobody is doing that.

INTER: What added features would you hope to have if changes were made? This is in terms of what you've been exposed to, where do you see system actually moving forward or, in terms of that.

RESP: Hmmm! Any changes! I'm not too sure about those of (not audible). Look, the databases are not really complete. So the database is going to really need more complete. And you can have access across faculties to draw reports. Yes.

INTER: Okay, can you describe your utilization of the system?

RESP: Daily, permanent, love it, adore it, will not stop using it.

INTER: Okay, now you/I guess you kind of covered how comfortable you are with the system?

RESP: Okay/okay, Ja! I'm cool with it.

INTER: Okay, and what are some of the other features of the system which you have accessed; you have talked in your professional sense?

RESP: But also I/I use the employee self-service, I draw reports, so all kinds of features that I would have access to I use.

INTER: Okay.

RESP: Ja!

INTER: From the training, which have thus far has been provided, how much of this has assisted you in being able to apply your knowledge? You gotta be nice!

RESP: It's cool! Look I think the training is important, because you faced with something so new, so if you put in a non threatening environment; it helps a lot, because you know I can make a mistake; I'm not going to ensure that nobody gets paid, stuff like that. So for the familiarization effect but to really become fluent in a system, people need to have on the job training. But I wouldn't do the on-the-job stuff if I wouldn't have had the confidence from the training. So I think training is important. You don't give the people all the information, because I will never assimilate it all. But just to instill the kind of confidence, it's not bighting you, it's cool. Ja!

INTER: Okay, do you like to add anything else?

RESP: I think/I think we did a huge thing in implementing it and it's going so well. But, I think we rushed it. Ja, and especially because a lot of people were caught unaware and/and you can see there is now people are now saying, I have/I have never had so much stress in my life; where/with Oracle, they are depended on much super-users to just carry the can; I'm not even going I'm/I'm just going to ask Jacque, I'm not even going to try, she/she can do it; and if you say to them, "can I show you?" They say, no, you do it. And/and I just think people were caught too unaware there didn't have enough time to become comfortable with it and/to do it. Ja, so for me it's a time actually more than anything else.

INTER: Okay, anything else to add?

RESP: No.

INTER: Thank you very much.

Interview Candidate No. 9

INTER: Candidate number nine! Okay, can you describe your first impression of the system?

RESP: My first impression was that I thought that it was going to make some of the processes easier, which it didn't; that it made some of the//when one paperwork was needed or where we could do things very easily, it happened that we now needed to fill in ten extra forms and like a process where we used to order stationery which will take five minutes, now takes two weeks. So that's my impression, that's a longer, more cumbersome process.

INTER: Okay, can you describe your understanding of the system where you work//in terms of…?

RESP: What I need to do with this system?

INTER: Yes!

RESP: Well what I need to do as far as my involvement with it is concerned is basically to approve things to get like orders if anything is ordered from our budget, you know then I've got to prove that it can go through and we can buy it, or then with the stocks you know, to prove there there there; that's the main thing so far of course.

INTER: What information do you think you lack regarding the system and why?

RESP: You know, there wasn't//the training was difficult, because we couldn't attend all of the training. So it was basically that you just had to somehow somewhere along the line, just you know pitch in for five minutes but I haven't found with the iProcurement because that's the main thing that we work on; that what they teached

us quickly in five minutes afterwards we were able to go and do it; you know I didn't have a problem with that. HR there wasn't a lot of training done there as well, it's just basically going in and playing with it, my biggest problem was getting the password, you know, but finally when I got that sorted because they didn't want to give me the password because I didn't have all the training. But I think and with the staff maybe also is that it was not always that people came to them and said to them, you going here, you do it like this, you look at that; so they were not always given that opportunity to go look but I think when people first start playing with it they will be fine.

INTER: Okay, three categories of users have been identified which include professional users, approves and self-service users. Which category do you think you fall in? What level of exposure to the system will you require in doing your job?

RESP: I suppose both, because I'm the one to approve, you know, for the staff and then I'm also a self-service user, you know, because I go in and I've got to apply for my own leave and things like that; and your other question was…?

INTER: What level of exposure to the system do you require in doing your job?

RESP: How much? It's going to//it's not such a lot, because it's just when staff obviously apply for leave that I go in, or if something needs to be approved. Otherwise I don't work on it.

INTER: Okay, what do you hope to gain from the system now that you kind of experienced or work on the system?

RESP: Well I would just like it if our stationery things can go through much faster you know. If the approval process wasn't so cumbersome. I haven't experience from the HR part of it.

INTER: Okay, a website was developed and numerous written communications were sent out regarding the system, what information did you feel was not being provided?

RESP: You know what, there wasn't that much time always to go in on the website and read things, so I haven't have found that there was things that were missing; it's just a question of going in, there was not always time for us to go in and read everything.

INTER: What are some of the questions that are being raised in your mind, when working with Oracle? Or looking at it into the future as well. What are some of the questions that you would like answer for?

RESP: I was just like to know, you know is it always going to be such along process and then you've got to see everything before you approve it and those kind of things, you know, and maybe what happens to when I go on leave who approves because of//as far as I understood it is that it's got to be somebody at your level who approves things; now what happens if you go on leave and then something urgently (like a leave form) it's got to be approved, who is going to do a then, is it going to be Finance or HR people that's on the same level because they have come to me and said to me, please approve our stuff when they not here; so I think that's the biggest question at this time.

INTER: Okay, since you have been exposed to the system, what benefit have you derived from the system?

RESP: Well I think it's nice to the leave forms//it's not filling that//it's nice to go and work online. I like that.

INTER: Okay, if you have to compare the old system and the new system which is being implemented, what advantages and disadvantages do you see in terms of the system and in terms of the change?

RESP: Well I think it's//it's nice for it to be online, I like that to go on the computer; I think it's//it's better, the problems I have experienced is the paper work with the stationery and things like that it takes much longer where we could just take an invoice and run across the street, now we can't do that anymore.

INTER: And in terms of the change? How do you see it, with positive light, negative light?

RESP: No, I see it in a positive light. We didn't experience as much problems as I heard some other people experienced, you know; we were lucky everybody got paid and, you know, they just no major crisis and I don't have people on my Payroll, I don't know who they are. So I've been lucky as far as thus concerned.

INTER: Okay, the first phase of implementation has occurred which is the HR and Finance, how do you think that the second phase which affects, the second phase being the students system, affects other which affects other areas would benefit from this new system? Do you see it benefiting?

RESP: I hope it will benefit; at this stage I have my doubts because there's such a lot of things as I said to you the rules and things that it currently cannot accommodate and that has to be rewritten and that's really a concern to me, because there are something's that we can change and then there's things that how are we going to change it, you know, by not restructuring our whole curriculum. So I am worried about that. But I do feel that the student's services that they are making a lot of effort, you know, to keep people updated about things and the change management to discuss. So I hope that will help us in a long run.

INTER: What added features would you hope to have if changes were made?

RESP: To HR or Finance, at this stage (nothing like//we are)…

INTER; Okay, some of these questions are bit repetitive. Please, could you just describe your utilization of the system?

RESP: Again, I go in and I approve the staff leave or I approve..

INTER: Are you comfortable with the system in terms of what you currently do?

RESP: Ja, no, I haven't got a problem with it. I go in and//I just don't like changing my password every second day because I can't remember what to change it to. You know it's like…

INTER: Why are you changing password everyday?

RESP: Ja, well not everyday but you know it ask you after while to change, and then what eight characters name do I use know that I can remember.

INTER: O'right, some of the features that you have access to include the leave and…?

RESP: The leave and the iProcurement that's where I …

INTER: What about the other features from the self service point of view?

RESP: Well I have went in and what I like is you go and look exactly who are all your staff, they levels they are on, what they get paid all those kind of things, that's nice. Ja!

INTER: Okay, from the training which has thus far been provided, how much of this has assisted you in being able to apply for your knowledge?

RESP: Well all the training that I have been on, that they showed me iProcurement whatever that it's helped me that I could do my job.

INTER: Do you like to add anything to that?

RESP: No, (what else about it)? I haven't any problems as I said; I've been actually lucky maybe. Maybe it's because we don't deal as much, you know with it as the other people because I know this thing quite a lot of unhappiness, especially (inaudible) you know, about the finance part and then people don't get paid and there's some//maybe one concern was when we are needed to get the faculty price giving and we had to give the medals but that's when we just went out of Oracle and that was quite a mission to get the cheque to pay the people who did the food and to get the medals paid that was a mission to get that done. But I think that's been resolved now.

INTER: Okay, thank you.

RESP: O'right!

Interview Candidate No. 10

INTER: Candidate number ten! Okay, can you describe your first impression of the system?

RESP: My first impression about the system are very positive it was during the marketing phase I was involved in researching the different systems available and well all the options I actually preferred and the promise of what it can deliver for us. I was very excited about the that and I just thought it will benefit very huge.

INTER: Can you describe your current understanding of the system?

RESP: Do you mean not technical knowledge of the system or understanding what the system can do?

INTER: Yes, your current understanding the system can do, just basically your ideas around the system and things like that; what you've been exposed to and how much that has to a certain extent helped in what you have done in terms of what you expected what you currently do and things like that?

RESP: I think if I had to sum it up in word I would have to say disappointed; and. As much as I was excited about the initial promise and actually the of functionality the system can give us; I'm talking about across modules now I'm disappointed. That disappointment isn't necessarily in the system itself. Maybe we it's still got the wonderful capability we just haven't exploited it but it relates also to the extent to which we have implemented it in a way that really serves our needs; and I'm not sure that we've got the best out of the system and maybe the system also cant quite bear (inaudible).

INTER: What information do you think you lack regarding the system and why?

RESP: What I would like now is communication on where we are now.

INTER: Currently, yes! I think keeping aside what you see in the future but rather in terms of what you've been exposed to, what do you think you lack and what do you think are the reasons why actually lack certain types of information regarding the system.

RESP: The first information I would like is an answer to my basic question which is why aren't these things working? I still feel there are large errors in the system and hmm when you take money from the finance system where I'm being told by people who are managing the system that request A, B or C is not possible or its not available. I think even when it comes to reporting, to be able to get reports out in the format I that I want I need to know why this is not possible because I (inaudible). Information about the working of the system that I would like hmm there's not much more that I would like I think I've got sufficient information. Perhaps a little more knowledge or sought of an idiots guide to some of the more technical things of the system.

INTER: Three categories of users have been identified which include professional users, approves and self-service users. Your professional users are the people who use the system on a daily basis, who actually do capturing of information on the system. Your approvers are the people who in line management, they approve budgets, approve leave and your self service users are the people who use the system just all the staff for their personal reasons. Which category do you think you fall in and what level of exposure to the system will you require in doing your job?

RESP: Well in different roles that I play I would say that I fall into all three categories. With regard to the Oracle training administration I'm a professional user, and then I do do some approval functions and the rest of is self-service.

INTER: What do hope to gain from the system?

RESP: Improved capacity to be able to access information. It's about getting information out which is relevant at the time that you need it and a lot of the things that we do just takes a long time. Finances for example; to get reliable financial reporting it just (inaudible) and not to have to wait for a long-term report. Because the reason I want that information because we make decisions based on information and ja if you don't have information you cant make good decisions. So I want to be able to from my desktop at any time get relevant; you must be able to get a report (inaudible).

INTER: Okay, the website was developed and numerous written communications were sent out regarding the system, what information did you feel was not being provided?

RESP: First of all if I hadn't been involved in the implementation in other words as a professional user, I wouldn't probably you know have accessed that web page, it wasn't well announced, it wasn't really for go to that in fact some of my staff just this week were talking about leave applications that you get in the self service and they wrote their own little manual procedure for how to apply for leave just to distribute to everybody and when it came on my email I replied to them and say but you know just go website and they aid oh yes I suppose ja. You know they weren't even aware of its existence so probably I would have been in a similar position however having been a professional user that website was an important source of information to me and I had to go there. It was also a source where we could distribute information. I'm sorry what was your question?

INTER: You've answered it quite fine. What kinds of questions are now been raised in your mind after being exposed to the system?

RESP: My question mainly is about the people in the various categories of users and their readiness to adopt the system. I mean a system is a system it's a well developed system: its internal used; its benchmarked and everything and so I still believe in the actual technology but I've got questions around first of all the readiness and the extend to which we are prepared to cope. (Inaudible). I mean I feel that the introduction of Oracle: the implementation has exposed Wits University. It's exposed some glary weaknesses in how. Not just processes but in the lack of documentation and the lack of people working in those functional areas who were not understanding what they were doing. People were unable to articulate what they were doing they were unable to see what their own little process is and how it fits into bigger processes. So that was to start off with many people who just don't know what their work is about. They do routine tasks and that's okay: they can fill in forms and process applications and things but they are unable to really understand the process that they're doing and I think my question is what should we really have done to prepare them because I don't think people are ever so stupid that they couldn't learn: I don't buy that I think development is always possible. Development is possible and ja so question marks there and the second aspect is technology areas. So it's knowledge of their own functional areas that I think is lacking and now it's the readiness to adopt to new technology and both of those count (inaudible)

INTER: Since you have been exposed to the system what benefits have you derived from the system?

RESP: I have definitely improved efficiency in my working area. Also access to information: the paper-based system always cost me (inaudible) by the administrators who do a lot of the work in capturing and recording and just carry on merrily and for me to get reports from them is always difficult because you can use the manual process and you are always depending on them to have the conceptual ability to compile the reports. Now all I have to do is enter the equation and I mean it still takes a bit of reminding to get them to do it but it's definitely better. But I can actually take some time to see what they have done. It's not paper stashed away in files in your offices and in the safe and everywhere.

INTER: Okay and in comparison to the old systems what were the advantages or the disadvantages in your case?

RESP: Just you know; I didn't work much on the old system. When I started here I actually made a conscious decision to say I not really going to get into the old system because there's a new system coming, but from the little bit that I worked on the old system to getting to places is so much more comfortable. It's more flexible and I think information processes is much quicker. Most of all it's the improved functionality of getting reports Not having to request a report that gets queued and if you lucky it's over night and it comes in format. You always get hard copy reports which is difficult because you can't look at that information you then actually still gotto go

copy it onto a spreadsheet whereas now you can it electronically. It's still not perfect but it's better than it was.

INTER: Okay, the first phase of implementation has occurred and this is now your HR and Finance implementations, I do you think that the second phase which is the students system which affects their areas would benefit or will not benefit from this system or do you think it would benefit?

RESP: I think they have got a huge advantage well advantage and disadvantage. First of all their product; I don't think their product is as ready (inaudible) in a sense that I think there's got to be more customization so that's (inaudible). But as far as processing people is concerned the have got a huge advantage because they obviously learnt from us: observed from finance and HR and have definitely learned from that experience I mean some of the key people in the student system were involved in to some extent in the first phase of HR and finance and they have definitely they have done it differently. I also think it's a reflection on the readiness of those people and also on the management competence. I said earlier that Wits was exposed also that stage our management capability was also exposed. Management of people and management of processes. It's very different with the students system: I see a level of engagement from the managers. Personal involvement, personal understanding of the system, motivation of the staff, providing information to the staff, equipping them and preparing them I mean its still months before the training began and the trainers have already been trained both the product package and then training techniques and there's just a level of competence there that I did not see in particular finance.

INTER: You think to a certain extent the time frames made the difference?

RESP: No I don't think it was. I mean I think its two things: one is existing level of competence of managers and staff and secondly have we been able to learn from a process that was gone before. I suppose bits time related in the sense that that process happened first but I don't think with HR and Finance if we'd had another year would it be any different. Particularly finance.

INTER: Okay. What added features would you hope to see if changes were made?

RESP: I come coming to the reporting; I think the reporting they could enhance our reporting capability they haven't been and I still think there are a number of fairly critical processes that are not working; the functionality has been lost the ja (inaudible).

INTER: Okay just the few questions. Could you describe your utilization of the system?

RESP: Okay again on three levels. As a self-service user I apply for my leave on there and have used the training self-service function. I log on as an approver and I used to get regular notifications of people (inaudible). I have actually delegated that function now and I'm just monitoring it. And then I'm also a frequent user but then it's as a professional user I am actually (inaudible).

INTER: Would you say you are quite comfortable with the system or are you still on a learning curve with that?

RESP: In the areas I'm responsible for I'm relatively comfortable. Off course we now have a new up grade and that's changed things a little bit but lets exclude the up grade for the moment because that's a whole new dimension that's coming now but on the system as it was implemented I become very comfortable.

INTER: In terms of some of the features of the system that you have access to how much of these have you actually accessed? You have exposure to ten modules or what ever: how much of that have you accessed?

RESP: Probably less than 10 percent and I think that's partly because I just don't know what the other 90 percent is. Of what I know I probably use about 50 percent. But I know the system has a lot of stuff that we haven't even begun to use just as one uses word to type a letter but there dozens of functionalities that you probably never use: so I think the same is true.

INTER: From the training which has thus far been provide how much of this has assisted you in been able to apply your knowledge?

RESP: None of it. Most of my learning has been incidental has been by query; has been by support through the consultants but my actual formal training; well first of all I don't know if I received formal training, and that hasn't really been (inaudible) it's been support and trial and error.

INTER: Would you like to add anything else?

RESP: No.

INTER: Thank you very very much.

Interview Candidate No. 11

INTER: Candidate number eleven! Okay, can you describe your first impression of the system?

RESP: First impression of the system, it was very similar to my previous experience with the Sap and I was very comfortable with the//in fact I found it to be quite friendly.

INTER: Can you describe your current understanding of the system?

RESP: What do you mean by current understanding?

INTER: At what level would you describe your understanding fully in terms of//at a professional level, or…?

RESP: I think because one needs to take into account the fact that I have been quite involved in the system, so I'm understanding the inner workings of it and together with previous hand on experience from similar system, I think I have quite good in depth knowledge from for example, more hands on doing inquiries; I don't re/I'm not required to do that and sometimes I don't quite know how to do it in Oracle); is that more or less…?

INTER: Absolutely, absolutely correct. What information do you think you lack regarding the system and why?

RESP: Sometimes I feel, you see, with our implementation we had ten modules; and the one that I lack is projects. Projects was very complex and we've done lot of customization because my time was spent on so many decisions at the time, I feel that I lack the insight as to how projects work.

INTER: What about the other parts of the system in terms of the HR system?

RESP: I'm//I've got kind of an overview not a in depth understanding of those other systems.

INTER: Okay, three categories of users have been identified, which include your professional use self service users, which category do you fall in, what level of exposure to the system do you require in doing the job?

RESP: Okay, that's from a bit of a problem I suppose; on the professional side I use the system from a reporting point of view, not so much as actually doing transactions on the system and I also don't have authority to do transaction because I've got excess to everything. So it mostly for reporting; then from an approval side I am manager so I approve and I also used it from self-service side from an HR perspective where I fill in my leave forms on line; so I'm using the system on all levels at the moment; so I don't know how you classify that.

INTER: What do you hope to gain from the system?

RESP: Less paper for one thing and better reporting is my particular issue with it.

INTER: A website was developed and numerous written communications were sent out regarding the system, what information did you feel was not being provided?

RESP: That is supervising.. I think that will be difficult I probably would be biast I think we worked hard for this. I think we've put a lot but just listening generally sometimes I think the website provided quite a bit maybe we needed more detailed explanation;

when I think about the come backs, maybe we needed to have//to have given more detail people seem to have needed that.

INTER: What kind of questions are now been raised in your mind?

RESP: I think my biggest issue around the implementation was the lack of training. I was put in a difficult position; where we had to do what we have to do with the resources we were given; I think we are suffering the consequences of people having been training the last minute, and yes we doing something about it; that's something we//we//if we//especially for students as well we need to rake control of it

INTER: Since you have been exposed to the system, what benefits have you derived from the new system?

INTER: I think what we are finding is, from our side, Oracle financials what; you finding is that, there is better financial controls; so you are finding things that were done, that were inappropriate and we dealing with those and we able to actually teach people what the real process should be and what is the proper way of accounting for things; there has been a benefit. The flip side of that has been that with all this new financial control; it has added to people's workloads

INTER: It kind of links into the next question. If you have to compare the old system and the new system which is being implemented, what are the advantages and disadvantages, you see in terms of this change?

RESP: That does link, ja. I think the advantages far outweigh or the benefits far outweigh the disadvantages; the disadvantage would be the workloads. At the moment the concern is whether there are real workloads or whether they are workloads because we are not familiar, so we are therefore slow and inefficient in the way we are working and whether this will indeed improve, but in some instances I mean it shone that whereas in the previous system you had one screen you went to, you how have five, so that is going to cause more work or more information to be put into the system. The advantages I think especially from a management point of view, when things are actually functioning at a fairly high level, we gonna be able to do a lot more reporting; we gonna be able to do a lot more in analysis; and I think that to us is a bonus, I think//and that apart from the financial controls which never existed. You know its fine.

INTER: O'right, the first phase of implementation has a occurred which is, you know, HR (and finance), I just think that the second phase which is the students implementation which affects their areas and to the large extent the University would benefit or not benefit from system? How they will benefit from the new system: what will be our recommendations to them basically trying to find out how you fit in in terms of your experience what you would give if somebody had to come to you and say//seek some sort of advice?

RESP: I think the first and foremost thing I have communicated it to them is to really watch for the train; that they must be ready on time, they mustn't be pressurized by time and circumstance because the instance is not ready. I think the people need to be ready. Communication I think we did well, and I think they need to do that as well. I think that's something we were very positive in our message, even if we didn't always for feel very confident; it was only when we went live that things proved a bit different. I think the people are the most important tool for system; they have to be prepared.

INTER: What added features would you hope to have if changes are made?

RESP: Other features, at the moment what we are dealing with that's a real big gap for me, is student finance, thus for example not catered for debt collecting and the functionality is available in Oracle financial system; I hear you got a student finance which is an oracle product; they've got Oracle financials; we've got an ERP system; yet you can't use the functionality and we are having to bring in Voyager to manage the functionality. It seems a bit of//I hear that it's in the future plans that they may be

fusing this students financing to//into financials which will make a lot of sense but I would be//I really want to push it. And I promise I would.

INTER: Okay. O'right, the system is kind of one that evolves all the time and we've kind of deployed it to a certain extent. Can you describe your utilization of that kind of deployment?

RESP: Personally, I think I use it daily for approvals; reporting by having being able to do as much as I would like. I will proudly be using it more, self-service will//whenever it's required. I don't like fiddle I promise.

INTER: How comfortable are you with the system?

RESP: Very, very comfortable.

INTER: You kind of have answered this to a certain extent but some of the features of the system that you have accessed is mostly what actually involves you in terms of the reporting but not actually the full modules as such?

RESP: No.

INTER: Okay, the kind of training that has thus far being provided, how much of this has assisted you in being able to apply your knowledge?

RESP: That's a difficult one. I did go for very little training; I went to for the user accepter test when it came to the trainings somebody had to stay behind, so I' have had to use the documents rather than actual training.

INTER: But would you say it's more on the-job-type of a learning that has happened?

RESP: Ja, I think it's more on the-job and I think even from other experience per//you know I just the//the work that we did. It's not (inaudible) training and then I found that's it's a lot of the generic staff. Wits, I think, we've had a quite a bit of different processes, different ways of doing things. And that's why we need to try//to//to change the way we employing people, you know, going forward.

INTER: Would you like to add anything else?

RESP: No, I don't think so.

INTER: Okay, thank you.

EXTRA AUDIO

RESP: The one thing we have discovered is the type of person affects the type of learning that they have been doing. When we've sat back and done an analysis because disaster would not having suppliers paid, for instance. There was a perceived disaster. When you start going and seeing the people, we've got users at the lowest of levels; they are coping tremendously well; they are able to do reports that you cannot imagine; that are teaching us things. We have business managers who, because they feel they are very busy people and have not gone hands-on, and gone to the help, and helped themselves, and rather phone Cheryl and said "Cheryl this doesn't work!" Those people are unable to learn and to do for themselves; and those people are the biggest criticism of this system comes from those people. And it's such a pity! So it depends on how//how much are you willing to do for yourself; if you are willing to go through that pain of that detail and yes it's sometimes it's cumbersome it takes you a little while. Once you've done in the first time, you get so much better. I guess that's what we have not.

INTER: Okay. Please note…

<u>Interview Candidate No. 12</u>

INTER: Thank you, candidate number twelve! Can you describe for me your first impression of the Oracle system?

RESP: Well I have to say I get fairly nervous of things like this and my first impression was at first going to//to get my number and so on, and so on and feeling fairly nervous

about what it was going to involve. You mean when I first encountered it? When I first started it?

INTER: Yes! Or even your thoughts in terms of what you heard about Oracle, or any of that it's just your for your first kind of Thoughts.

RESP: Ja, certainly kind of nervous. It's was gonna be yet another thing master technologically.

INTER: Okay, can you describe your current understanding of the system now that you've used the system?

RESP: I//For what I what I needed to use it for, I found it relatively easy except the whole issue of passwords; and the fact is that at the moment my password isn't working; and I've got to go through the whole thing again. So I am finding the changing of the password a real//it's//it's kind of daunting and it holds up everything, and at the moment I'm holding up a lot of people, because I haven't been able to get into//into mine.

INTER: Okay, what information do you think you lack regarding the system and why?

RESP: I think it would have been very nice to have a general introduction as to how it works. But I mean//I know there were such presentations at various stages to certain groups; but somehow I didn't ever feel I belonged to that group. I would have really liked to had a private, one-on-one introduction to it and understand conceptually and to go through a few steps which I feel I just never had. But it's kind of being hit and miss and, you know as I say actually when I got onto it, it has been quite easy. But I would have liked say half an hour with somebody introducing me to the whole system.

INTER: O'right, three categories of users have been identified, which include professional users, (approvers) and self-service users. Which category do you think you fall in? What level of exposure to the system do you require in doing your job?

RESP: Well certainly, I mean say it doesn't actually apply//in fact it does still because one of the things I need to get into Oracle to do, it's to change my status so that somebody else can take over those functions and you know, I just haven't managed to do that this week. So you say//sorry, just repeat again.

INTER: Okay. O'right, so in terms of your category, which//which do you

RESP: Three categories! Oh then I belong to the professional approvers.

INTER: Okay, and your level of exposure in terms of doing your job?

RESP: Well, you know//you know, I probably have to do couple things every week. It comes up quite regularly. I mean I had kind of put it into my own personal that I should actually check it everyday, which is fine until my password (is there).

INTER: Okay, what do you hope to gain from the system?

RESP: Well, obviously it's intended to make things smoother and quicker and for those kind of line decisions to go from person to another more easily. So I imagine that when it's working; it will indeed make administration more efficient on that what one assumes.

INTER: Okay, a website was developed and numerous written communications were sent out regarding the system, what information did you feel was not being provided?

RESP: I think it was a sense of//I mean and I admit to a personal sense of fear around these things. I was certainly aware of emails being sent to out and that there were demonstrations on Oracle and so on. But I feel it didn't engage one as an individual. I can think only it's not me. I probably don't have to know that much. So it never seems to identify me, you know, the professor doing some things but you know, not getting engaged in that level of admin. So again it would have been nice it there had been a kind of user-friendly introduction aimed at the kind of general//those academic stuff.

INTER: Okay, what are some of the questions that are being raised in your mind going forward?

RESP: It worries me that things can be wrong and when they do go wrong are not actually sure what to do; that//and also again the question of the password really freaks me that in fact every month I got to have a new password and, I am the kind of person who every month within a day will forget that password and put in the wrong password; and then it's huge (hassle) to get CNS and so on, so I'm worried about the amount of time being consumed and I also feel that again and I'm talking//I'm sure for a certain kind of person but I'm sure there are lots more like me; that when something goes wrong, I tend to just ignore it and pretend as it doesn't exist. And that's going to, sort of hold up whole system. The other thing that bothers me is that I kind of feel, for example, for applying for leave, a whole thing becomes so mechanized and you got to do two weeks before and you got to do this and that, and that is there any human intervention anywhere, for example, what if I want to cancel my leave at some point, is that also taking care of; so again I suppose it's natural fear I have of everything becoming so mechanized that//in fact you are taken over by the machine and//and//and I have a kind of natural resistance to that.

INTER: Good, since you have been exposed to the system, what of the best//what are some of the benefits that you have derived from this new system?

RESP: Well I think certainly seeing things like equipment approved, being able to do things immediately, obviously dealing with less pieces of paper and I save a great saving on time and that, you know, usually I would go with that piece of paper to the administrative manager and then wait for it to come back and prove it again and so on. It has been part good for the approval of certain kind of things; and also, I think I'm seeing some stuff that I didn't see beforehand. So when I've have employed contract staff, you know, I haven't realized that the end of November their contracts are terminated. Now they have all come to me to be terminated. So, perhaps I'm getting better understanding of the density of administration without actually having to spend hours in putting into it

INTER: Okay, Okay, if you have to compare the old system and the new system which is being//, what are the advantages and disadvantages do you see in terms of these//this change?

RESP: I can see the advantages in terms of time and terms of defining exactly who is responsible for something. That is purely an advantage. The advantage for me would just be the sense that something goes out of control because it's all mechanized and but perhaps something does go wrong and you don't know where to stop it and that it's very probably just because I don't understand the system. That seems to me, as a disadvantage; and that you know, I mean certain things like payments coming through Oracle have seemed incredibly difficult that's involved me quite a lot because I quite often pay for things regarding for concerts and students and so on and then I have to wait and at the moment it really is several months it seems almost and probably more in May I suppose; it was just impossible to get any//any money out of the system. And I mean maybe those are things which are going be ironed out.

RESP: Have you seen a change since May?

RESP: Yes, they certainly seem to be coming through more quickly.

INTER: Okay. O'right, the first phase of implementation has occurred, which is now your HR system and your Finance system. How do you think the second phase which now involves the students system would benefit from this new system? What will be your impression or your kind of understanding of that system or your feedback to people will now be exposed to the students system?

RESP: Again I'm sure this that it's gonna be chaotic initially, because it's a whole new way of thinking; and I think that//you know, we don't all//we not all sufficiently initiated in this way of thinking and that's to add another dimension; it's going to be difficult but I'm sure it will settle down and I'm sure it is a good way of accessing students

information and I find it incredibly difficult to get student information if I want to know, get a global picture of what a student is doing if it's//it involves the whole lot of people having to information from different parts of university and if that can all be backed and I can have access to it; it is going to be hugely valuable. So I would imagine but it's going make huge difference.

INTER: What added features would you hope to have if changes are being made?

RESP: In terms of the actual system?

INTER: Yes.

RESP: You know, I don't feel I know enough to say what might be added I'm really still you know just getting to grips with what is there already; I mean just hopefully all this is intended to make information more easily available and certainly as far as students are concerned I would like, for example, to be able to have access to what's students financial situations are. And that's something//it's//it's not easy to come by but is often very, very important for us to know in terms of scholarships and awards and so on. So it would be nice to have really a global picture of students and maybe that is planned I don't know. I can't really think//ja//o'right…

INTER: That's fine. Can you describe your current utilization of the system? How much do you actually go in and use?

RESP: Well, as I say I was doing it everyday but in the last three weeks I have seemed to have lost every password I've been given and//and I have got a go back log of things about it [inaudible] (start with it) and I need to close off.

INTER: O'right, and are you comfortable with the system?

RESP: Yes I think the system as such quite easy. I mean it seems to be easy to get into and explicit in it's instructions and so on as I say I just really the password system for me is a huge turn-off. I would rather not have a password or at least have one that didn't have to be changed. And also I think the kind of backup for it, could possibly be improved. You know when one is lecturing sometimes four or five hours a day to rush have to rush over to CNS and get it sorted out and I have had it sorted it out on the phone a couple of times, it hasn't been all that successful.

INTER: Okay. O'right, what are some of the features of the system which you have accessed?

RESP: I have accessed in terms of ordering stuff, equipments and so on, and in terms of leave applications and approving leave applications for other staff members. I have accessed contracts, new computers for staff [inaudible] equipment, those kind of things.

INTER: Okay, from the training which has thus far being provided, how much of this has assisted you in being able to apply your knowledge?

RESP: My knowledge of the system?

INTER: Yes!

RESP: I have found it all quite easy. I mean I haven't at any point had to ask anybody anything. So ja I think it's//it's pretty transparent. It's easy to operate but again//again it would have been even easier if, for example//if I had a general conceptual understanding and know what it is doing, sort of a global view of what it is actually doing. It would be have been nice instead of going in to do something and then I find the next step is there, so I do it. But I don't know what happens beyond. I mean I will be interested in knowing, for example, where my leave application goes to, where it's end point is, how the ordering of equipments happens, where in the line I am; I'm not sure where my information goes to; don't see the full picture.

INTER: Do you like to make any other comments?

RESP: Well I think just that//ja//but that I always find things like this quite daunting. But that I do absolutely see the value of it and it seems that the music division generally are understanding it as well. I mean everybody is logged on in order to get leave and you know I can imagine it will just become the culture. So I'm certainly not opposed

to it; I just wish at the beginning that there had just being a sort of way of; a very gentle introduction to it with a sense of what the system will do for Wits

INTER: Okay, thank you very much.

RESP: Okay.