

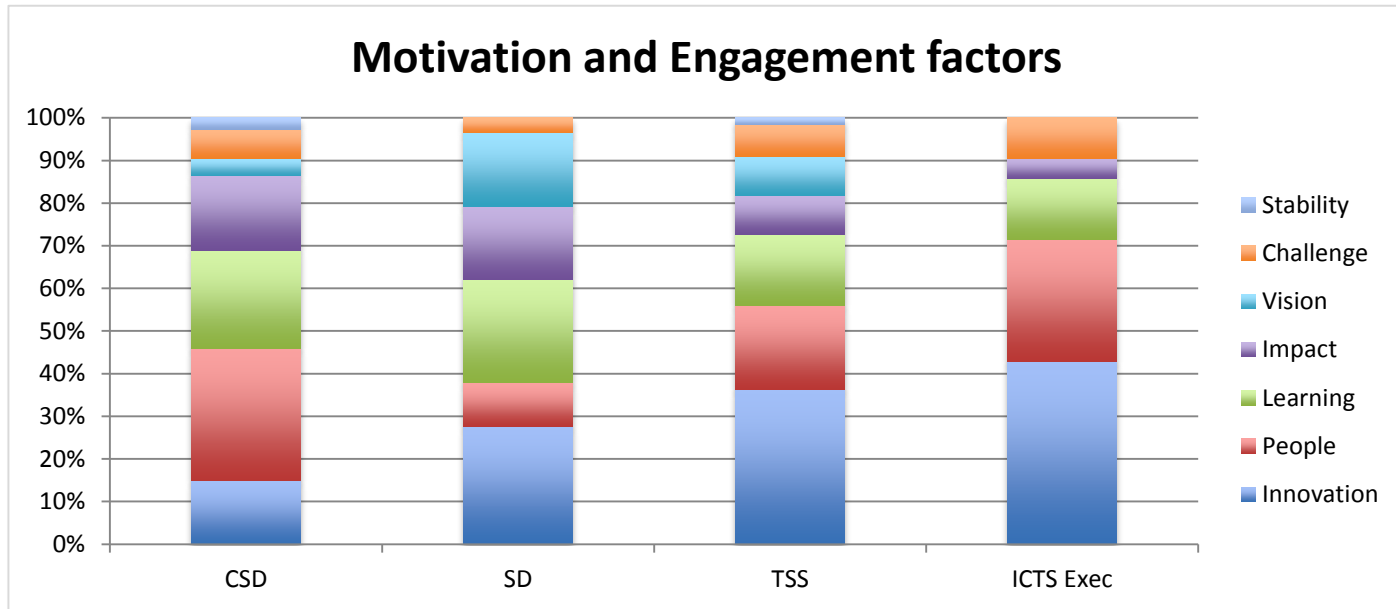
# ICTS 2020

## Environmental survey of ICTS staff at the University of Cape Town

# Staff are motivated and engaged by different things

Staff in ICTS are *motivated by different things*. Some are more motivated by challenges and problem solving, others by people they can help or the impact they are making. Understanding people's different perspectives can help in working together.

*NOTE: Some people's responses provided multiple factors in the chart below*

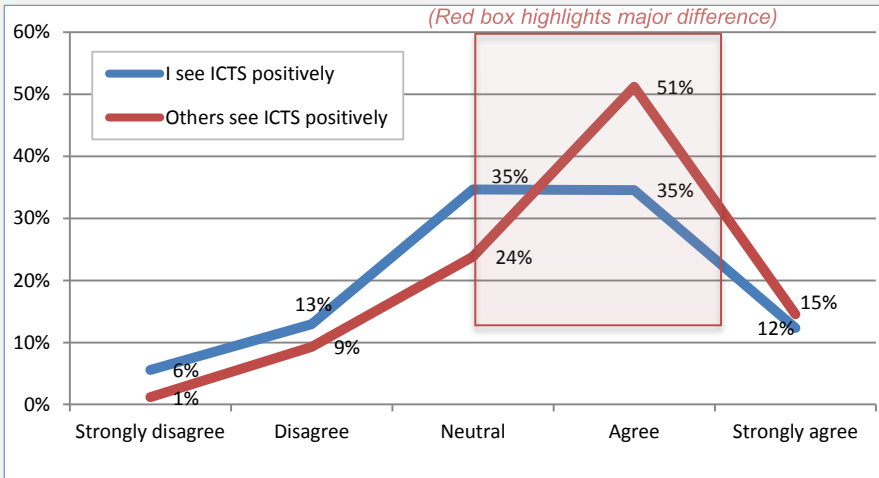


# Summary: We do a good job, but it's harder than it needs to be

## Views on ICTS

(12 questions aggregated)

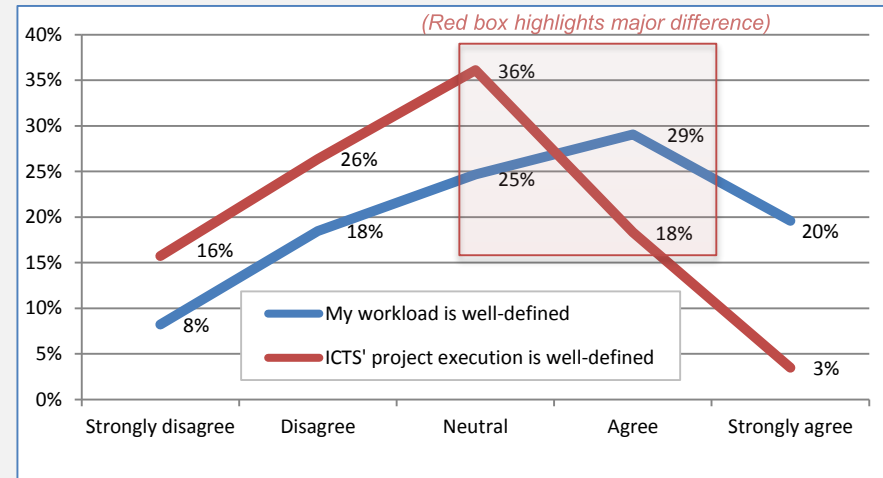
On the whole, staff feel like ICTS has a **positive image with its customers**. However, from the inside, staff feel like ICTS is more problematic.



## Views on team workload and projects

(13 questions aggregated)

On the whole, staff feel like they have a **clear picture of their daily workload**. However, priorities change too frequently and delivering multi-team projects is more problematic.



# Strongest concerns arising from the survey

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## Key project management and operational challenges

- How work is **started** and **progressed** (prioritisation, resourcing, gatekeeping)
- Ensuring solutions that best match *end-user needs* and *university strategy* (**analysis**)
- Improved **insight into production services** (on changes, quality and resilience)

## Key line management challenges

- ICTS staff want more **positive working relationships** within and across teams
- *Across teams*, the biggest challenges are in **sharing information** and taking **shared ownership of issues, successes and failures**
- *Within teams*, staff would like greater **coaching for growth**, more regular **positive feedback on their work**, further **encouragement to provide input** into discussions

# Successful practices that people would like to share or spread

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*These are some of the common approaches ICTS staff are finding successful and see value in spreading further across ICTS:*

- **Sharing information** through **online** systems with proactive collaboration
- Developing **friendships with peers** from other teams
- Developing **friendships with end-users** and understanding their environment
- Using **online** systems to **publish and manage workload**
- Agile approaches, instant messaging and flexible work (eg. starting work early)

# ICTS 2020 survey outcomes: analysis, design and implementation

Analyse

Design

Implement

Goal

**Understand** the problems (gaps) **as thoroughly as possible** to make sure we solve **the right problem in the right way**

Questions

- What does it **look like** when this is done well? And done poorly?
- Are there any **patterns** about when it's done well versus poorly?
- How can we **measure** this to quantify future improvement? What's the best possible way? What's the simplest way? Can we measure it automatically?
- How else can we **improve our understanding** of this gap?

Goal

**Design** solutions to address **the key difficulties** in **improving** the current state

Questions

- What **is** the current state?
- Which **opportunities** are there to address the current state?
- Are there **technical barriers** that are making this process more difficult?
- Are there **opportunities** to make the process easier?

Current focus:  
*Analysis*

Managers are encouraged to explore these questions with staff to better understand the current environment

# What happens next?

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## *Better understand the problems*

- ICT staff are excellent at solving problems, and recognise that *premature solutions may make the problems worse*.
- Initial efforts will focus on analysing and quantifying the key issue areas. These baseline measures will ensure that any solutions have a measurably positive impact.

**If you've got ideas about how we can better understand and quantify the current issue areas, please place your recommendations in the ITMT suggestion box that is placed in the reception area near the security desk.**

