

## PeopleScan CASE STUDY

### SUPPORTING ACQUISITION AND INTEGRATION:

#### The case of IMPAC and Telco

#### Background

Telco was a telecommunications company with 7,500 staff and a turnover of \$2 billion was acquired by IMPAC, an IT Services company with 40,000 staff and turnover of \$6 billion. Whilst Telco was structured as an autonomous unit within IMPAC, significant integration was required between the IT groups of both organisations in terms of structure, organisation reporting, systems and information management and terms and conditions of employment.

Having worked with IMPAC for a number of years, PSi were asked to help with the integration and to join the Integration Team. The Team took responsibility for managing the integration process which lasted for a period of 4 months. The use of PeopleScan was the central tool that drove the information flow between SAIC and the Telcordia staff and the basis on which the Integration Team's decisions and actions were taken.

#### PeopleScan

Approximately 5,000 Telco and IMPAC staff were involved in the **PeopleScan** process. Staff were distributed between three locations and it was important that data regarding each location could be identified. In addition, IMPAC was interested in differences between levels of management and non-management, length of tenure and Telco vs IMPAC employees. Data was available for all demographics and permutations and was accessible by different levels of management with varying degrees of access.

For employees an important principle of **PeopleScan** was the fact that an independent company was collecting the data and that it was held on our secure server. Although data was available for all demographics, the confidentiality of respondents was assured through the principle that data was only reported where a group of more than 5 existed.

The **PeopleScan** survey was carried out at fortnightly intervals throughout the period of integration. In each scan two standard quantitative questions were asked which allowed the Integration Team to monitor how Telco staff were feeling:

1. What is your motivation level? and
2. What is your activity level?

In addition, a standard set of qualitative questions provided respondents with the opportunity to inform the company of the issues that were preoccupying them at the time. These provided regular feedback and gave the Integration Team valuable information on issues to be dealt with and their priority level. There was unlimited space for employees to respond to these questions which were:

Please tell us about concerns and issues affecting your job. What's working? What's not? Do you have any suggestions or recommendations to improve and enhance our performance?

Other quantitative and qualitative questions were added throughout the integration period relating to general areas of concern that were identified. For example:

How is the morale in your team?

Our team works well together

I'm proud of the quality of our organisation's services

Throughout the period of integration PSi not only managed the **PeopleScan** process but also provided consultancy input to the Integration Team. This was of three particular types. Firstly we provided an executive summary for each survey. This involved careful scrutiny of the data by demographic combination and the identification of the major themes for the employee groups that were important to the integration process.

Secondly, whilst not compromising the identity of the employee, some individual comments of concern were reported back to the Integration Team where it was felt there were some personal issues that needed to be addressed. An individual response was delivered through the **PeopleScan** system by PSi enabling the Integration Team to respond to individuals in a way that helped deal with their particular experiences or concerns.

The third area was to provide recommendations for how the Integration Team could respond to the survey findings. A wide variety of recommendations were made and actions taken by the Team. For example:

- Results of the surveys were shared with employees at 'All Hands Meetings'
- A dedicated intranet site was set up to keep employees informed of the survey results and actions being taken by the management; a FAQ location was subsequently added
- Regular up-date e-mails were sent to staff regarding what management was doing in response to the survey data and specific issues raised through it
- The CIO met with all senior managers to ensure 'buy-in' to the change process where there were comments in the scans indicating doubt about the commitment of senior staff

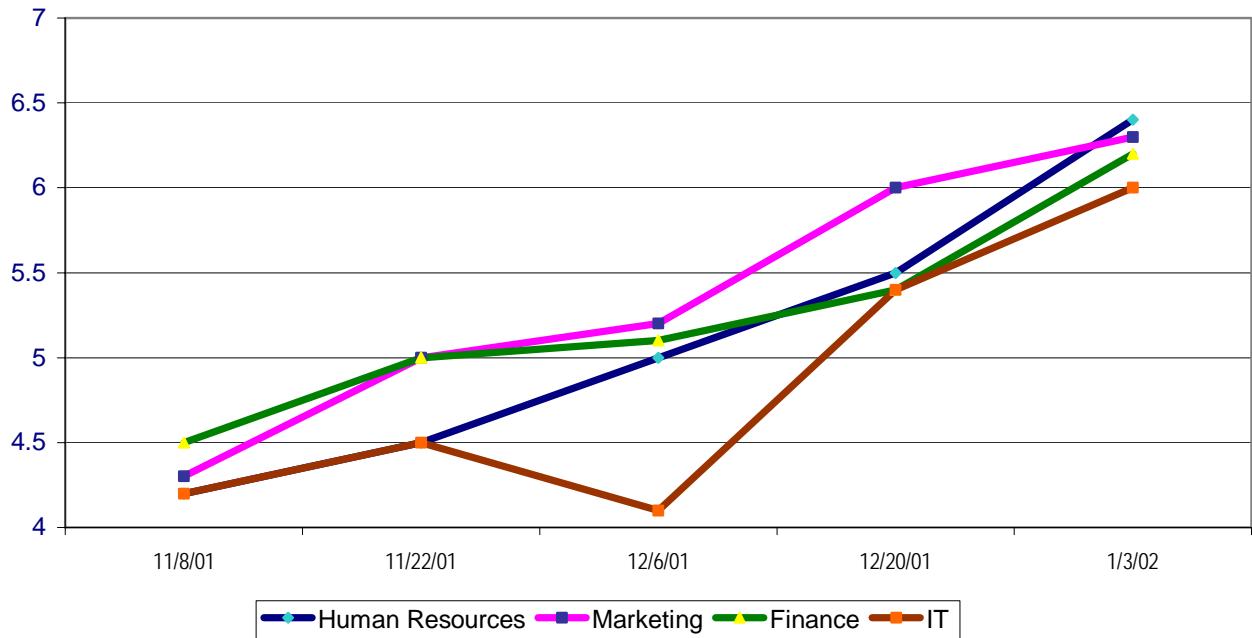
- The CIO spent more time in the integrated Telco locations to improve visibility and ensure effective interpersonal communication
- Coaching was provided for some groups of management and some teams who were finding the integration particularly challenging
- Off-site teambuilding events were run where conflict between Telco and IMPAC teams was indicated in the scans
- Off-site strategy development sessions were held with mixed teams of Telco and IMPAC staff to develop common business direction
- The Integration Team was able to respond to a number of specific areas of concern such as health benefits and integrated pay scales
- Some process mapping issues raised in the scan led to re-organisation of work distribution; for example, two geographically separate call centres were rationalised
- Areas of conflict regarding ownership of and responsibility for business processes were identified and resolved
- A significant fear of loss of skilled staff was monitored, along with activity and motivation levels, and action taken to retain staff where potential problems were identified
- Many 'quick fixes' were provided for relatively small but nevertheless meaningful issues for employees

The quantitative questions in **PeopleScan** provided an indication and a clear trend for *how* the integration was developing (see graphs below for how these changed over the period of the integration). However, the qualitative questions were important in providing an indication of *what* kinds of issues needed to be addressed as well as what was going well. A small sample of employee comments is listed below.

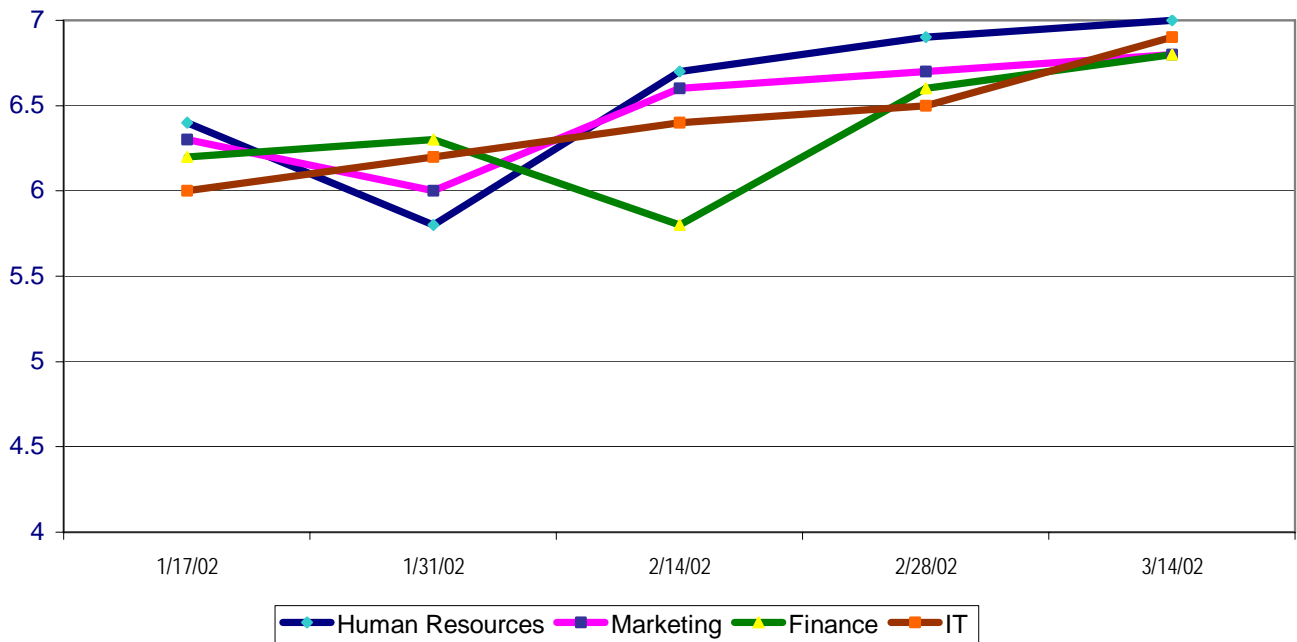
- "I like my new manager and the new management team. Some of the more tenured managers need to get with the program."
- "Attitudes seem to be improving."
- "I like the vision set out by management. I would like more information about how our department fits into that vision."
- "It sounds like we are going in the right direction. At times, it feels like the search for the Holy Grail. Keep up the communication!"
- "I am very overworked right now. I am doing the job of 3 people."
- "Still need more communication to PMs!"

### Tables 1 & 2:

### Progress of Responses Throughout Period of Integration



**Table 1: Period 8.11.01 to 3.1.02**



**Table 2: Period 17.1.01 to 14.3.02**