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ROCHESTER INSTITUTE OF TECHNOLOGY

AN EXAMINATION AND EVALUATION OF
ORGANIZATIONAL DEVELOPMENT IMPLEMENTATION AND
ITS EFFECTS IN A DEPARTMENT OF AN INSTITUTION
OF HIGHER LEARNING

BBUB 771

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PREFACE

Organization Development (OD), according to Richard Beckhard,

...is an effort (1) planned, (2) organization-wide, and (3) managed from the top, to (4) increase organization effectiveness and health through (5) planned interventions in the organization's "processes", using behavioral-science knowledge.¹

My interest in OD stems both from my previous business experiences and the behavioral-science courses which were part of my M.B.A. program. In fulfilling a portion of the requirements for one of these courses, I undertook an indepth study of a previous employer's organizational effectiveness. This indepth analysis of a firm, both from my personal knowledge as a former employee and from a behavioral vantage, allowed a critical examination of the business organization. The results of this study clearly indicated that a change was needed; an OD effort was a must. Naturally, however, I was no longer in a position to make such a recommendation to top management, but my interest in OD still remained.

Since one of the primary requisites for an OD program is an awareness by one or more of those in an upper-level administrative position of a need for change and an understanding that an OD program requires an extensive time period, my problem was a two-fold one. First, how do I locate an organization embarking on an OD program, and then how do I adequately research that program when such a lengthy time period would be involved?

Professor Fisher was able to assist me in answering these questions by suggesting that I research just one phase of an OD program recently begun in which he was asked to serve as an OD practitioner or consultant. Thus, my research project evolved to be the examination and evaluation of OD implementation and its effects in a department of an institute of higher learning.

My original hypothesis called for a 20% improvement in the attitudes of the people of the department as measured by Reddin's Organizational Health Survey. However, since the OD program is still underway at the time of this writing, a more subjective interim survey questionnaire, developed by me with the assistance of the department director and Professor Fisher, was used to attempt to measure the extent of change within the department since the intervention was initiated.

INTRODUCTION

The very fact that Professor Fisher was called upon to consult with this department and possibly initiate an OD program speaks well for its top management. The department's director particularly is responsible for much of the progress which has been made. Perhaps this is so since he has considerable knowledge and experience in the behavioral area.

This particular department is one which has considerable exposure to both the institute community and the host community in which the institute is located. This extensive exposure is not just accidental; it exists by the very nature and design of this particular department. Specifically, it is involved in communications. As such, its personnel are very independent, creative, preferring autonomy as opposed to a broad team approach in their communications tasks.

The above-mentioned exposure is partly due to the department's interfacing with many of the other institute divisions and departments, both administratively and educationally, as well as with the institute's alumni. As a result, the organizational structure is one similar to that shown in Appendix A. This structure is one relatively new to the department and which has provided for many efficiencies of operations, but which has resulted in some problems as well.

It should be noted that this structure indicates a horizontal team organization. The managers of the four operating groups work closely with the director in order to coordinate their activities within an overall plan of work.² In the last

two years each of these four groups has undergone considerable restructuring and one of them, in fact, is newly created. The director is responsible for the general management of these groups. However, he is also extensively involved (50% of his time) with planning and policy formulation, working with the Vice President, the two other division directors, as well as many officers of the institute.³

As previously alluded to, the director who is a person in a strategic position for initiating an OD effort and who was newly appointed to his post a few years ago, recognized the department's need for "better management of resources through unity of purpose in planning and program implementation."⁴ The structural reorganization was a part of his program to achieve the above. Other steps, all of which are in various stages of progress, include:

1. Establishment of a comprehensive base of communications on a personal level among (the institute's) major constituencies (through) effective identification of objectives and priorities....
2. Increased management effectiveness in coordinating and developing organizational resources....
3. Conversion of (the department's) outputs from traditional...public information activities to measurable communications and marketing programs....
4. Improved intergroup relations through coordinated internal communications.⁵

The many and varied procedures which each of the above included in their implementation were to some extent influenced by the OD program since its initiation in February, 1974.

It should also be noted that these steps concern changes which are both external and internal to the department. It has been found that organizations which experience changes in their external conditions similarly experience the need for internal organizational change.⁶ Thus, as Grinnell points out, there is also a need to develop coping processes for:

Sensing, analyzing, and inventing responses to their external environment.
Establishing and maintaining communication with their resources and markets.
Inquiry, listening, and learning to enable the organization to use the communication to generate creative and adaptive responses as appropriate. Because changes occur...rapidly, continuous processes, rather than periodic flurries of activity are needed.⁷

In order to develop and maintain these coping processes, the OD program was initiated. The first task was to ascertain if the department's personnel were capable of developing these coping processes. This was accomplished by diagnosing the health of the department using William J. Reddin's Organization Health Survey (see Appendix B), then conducting interviews of groups and individuals with all members of the department except the director. The Organization Health Survey was used as the basis for the interviews and additional areas were covered through an open-ended comments section at the conclusion of each interview.⁸

The survey and interview results indicated departmental problems in the areas of 1) organization structure, 2) conflict management, 3) salary structure, 4) leadership, and 5) interpersonal communication. Thus, it was evident that

the director was correct in his feelings that an OD program should be undertaken. In fact, these very problems are many of the same ones that Beckhard lists as the kinds of organization conditions that call for OD efforts.⁹

The next step in the OD program was to devise a strategy whereby the department personnel would develop and maintain the coping processes previously mentioned in order that these many problems would possibly be rectified. That strategy incorporated a Management by Objectives (M.B.O.) approach to the problems. Specific objectives were decided upon and a planned program of implementation of M.B.O. and other problem-solving interventions was initiated in late summer, 1974.

After the OD intervention had been underway for eight months, a questionnaire was devised (see Appendix C) to measure the extent of change in the department as a result of the OD effort. The results are reported here, as well as personal recommendations for further progress toward achieving increased departmental effectiveness and health.

OD EXAMINATION

As previously mentioned, despite much progress under the guidance of the relatively new director, the department was plagued by many problems. More specifically, the problem areas identified by the department personnel fell into the following categories: 1) management helpfulness to staff members (responsiveness, support, policies); 2) staff perception of management roles (effectiveness, tangible output, responsibilities); 3) the status-budget process; 4) department attitudes toward productivity and salary; 5) secretarial workload; and 6) staff supportiveness of management.

For example, many in the department questioned the purpose and function of the newly created administrative group and its manager, as well as those of the director himself. The OD program therefore needed to direct its efforts at the structural and behavioral aspects of this department and its personnel. That is, it needed to be "concerned with alterations in reporting relationships, communication/decision processes, authority relationships", as well as changing "beliefs, values, attitudes, interpersonal relationships, group behavior, inter-group behavior, and similar human phenomena."¹⁰

To meet this challenge, one of the first aspects of the "action"¹¹ phase of the intervention was to incorporate a Program Budgeting procedure into the department's operations. In this way each individual would have some measure of the time he spent on each project or other activity he was in-

volved in, the costs involved, what the objective was, the method used to accomplish it (e.g. how done? when done?), and finally an evaluation of all of the above in order to obtain some measure of success or failure.

There were one or two meetings of the director and managers concerning the above subject and outlining procedures for implementation. (The writer was unable to attend these meetings, however.) In addition, since the professional staff, as well as some managers, expressed objections to the facts that there were no "established, firm budget procedure" and that they did not "know the relationship between their particular budget and the other budgets of the (division's) departments...",¹² an Operation Budget Procedure task force committee was established. The conclusions reached by this committee are excerpted from their July 10, 1974 report in Appendix D.

The OD program further progressed through a series of "Communications Workshops" during the fall and winter of 1974. Each workshop was to cover some aspect of the department's problem areas and attempt to at least initiate a constructive remedial program to solve these problem situations. Since many of these could best be solved through the use of an M.B.O. approach, that was the topic of the first workshop. Prior to that workshop, however, the director drafted an outline of the department's 1974-75 Plan of Work (P.O.W.). A copy is included in Appendix E. This P.O.W. met with the approval of the staff; now the task was to relate the plans

of work of each of the managers to the overall objectives of the department. In so doing, areas of output overlap among the various managers and professional staff would be uncovered. These would need to be systematically eliminated since these "overlaps" are very often the source of interpersonal conflicts, communications breakdowns, and organization inefficiencies.

Use of an M.B.O. program also means the development of measurable objectives. This was to be accomplished by having each department member examine his individual plans for the year and state in measurable, understandable, and reasonable terms the objectives each had for his department in relationship to each overall objective. Each member was to then consider how other departments would be involved with each particular objective. These were to be rated according to their performance each played in the overall scheme using a 1 - 4 scale (1 = urgent need, 4 = minimum need). For each objective, a method of approach, as well as an evaluation procedure, needed to be defined. In order to help ensure thoroughness of the communications effort and to provide for the inputs and varied perspectives of others, once these measurable objectives were outlined by one department manager, they were to be circulated via an "Objectives Worksheet" to other departments managers for review by a specified date. After their input was reviewed, meetings were to be held to "iron out" any differences and to clarify procedures, outputs, etc. At appropriate intervals, the director was to review

each manager's achievement of his objectives.

The major advantage of this approach is that it documents activities and the respective approaches to them. It also provides for better communications between department members since each one's P.O.W. would be of the same format. In addition, the M.B.O. approach could be used in conjunction with the Program Budgeting procedure which has been previously explained in order to incorporate the dollar figures connected with each activity. In essence, then, the M.B.O. approach focuses on

...changing the communication/decision processes of an organization through joint consultation and mutual goal setting of superiors and subordinates... (with the desired results being) increased motivation and improved relations between superiors and subordinates.¹³

The emphasis on the M.B.O. approach was also partially due to the fact that this division is a service organization for other institute divisions and academic units. As such, many department members feel that these other needs should be determined in advance. Thus, the communications department people see, as part of their task, the formulating of an M.B.O. system for their "clients". As a result, it is hoped that these "clients" may be better informed as to the many factors (time, costs, etc.) that are involved in providing them with the various services they desire. The hoped for outcome is a better understanding of the communications department per se.

It was also suggested, during one of the workshops, that there was a need to interrelate the goals and to coordi-

nate the activities of the various sections and their respective managers. To provide for this, bi-weekly meetings of from 3 to 4 hours' duration were to be held. To the writer's knowledge, however, these have not been initiated although weekly staff meetings are held which may help in achieving these same ends.

Another subject covered at one of the workshops was that of professional salaries. Prior to the workshop, as with the budget procedures, a task force committee was assigned to delve further into this area, define the problems, and recommend possible solutions. The major issues or concerns are outlined in Appendix F. These were approached from the perspective of setting up policies and procedures to possibly solve these problems, reviewing and revising them as necessary. In addition, it was strongly advocated that an indepth study be initiated which would look into the wage and salary structure of all communications department members, comparing these to similar positions not only within the division, but also to those employed at this educational institution, others in the vicinity, and across the nation. At this writing, however, this very important study has not been implemented despite its significance with respect to the success of the OD program and the betterment of the organization's health. It is not that numerous efforts have not been made to initiate the study, but rather that for any number of valid reasons, these efforts have not met with success. Assurances have been made by the director, however, that efforts to initiate

and follow through to completion on this vital study will continue. It should be noted that preliminary requirements of this study included the reworking and/or updating of each department member's job description. This has now been completed.

Other suggestions made to help resolve some of the major salary concerns included: 1) the development of performance criteria in conjunction with each job description in order that objective evaluations could be made in terms of salary increases and/or promotions; 2) the development of a policy outlining the specific procedures to follow with respect to internal promotions; 3) the development of a "career program", to be revised yearly or more often if necessary, for each of the professional staff positions in the department in order to help reduce tensions and potential conflicts between individual and organizational needs; 4) the initiation of performance appraisal sessions, to begin December 1, 1974 and to remain an ongoing process throughout the year, for the purpose of possible salary revision based on a) merit, b) possible job redefinition, c) emergency situations; and 5) a "push" for a base salary increase, for the department as a whole, of 15 percent.

The last communications workshop held dealt with the department's organization structure, its authority patterns, and areas of responsibility. These are significantly important areas to delve into since

...structural and interpersonal changes must go hand in hand; the very climate of an organization

must be changed if some of the developmental changes are to work.¹⁴

In presenting this topic, the importance of role relationships was noted. Not just the actual role definition as defined by a position description, but how that role is perceived by others was discussed. The latter is perhaps even more important than the former when interpersonal conflicts have been noted and indeed do exist. The task then is to combine these two aspects into a single role definition. To do this, each department member needed to be completely open and candid about his perceptions, not only about his positive and negative feelings, but also his thoughts concerning the potential of others' roles.

As a result of this process, three major structural/role problem areas were aired and positive suggestions were made for each in order to at least initiate their resolution. The first problem area concerned the department director himself. To help rectify this situation, suggestions were made as to 1) how the director may better relate to his subordinates, as well as 2) how these subordinates could better relate to the director. In the first instance, it was suggested that when appropriate and/or necessary, the managers should be in attendance at meetings of the director and the Vice President, thereby being more involved. Second, it was suggested that the director clarify his outputs to the staff by identifying the implications of decisions and procedural changes for each department that might be affected, providing written notice of such. Third, the director should communicate both more

often and directly to the members of the professional staff. Fourth, the director should clarify the extent of responsibility, as well as the formal authority, of one of the managers with respect to his budget and any other monetary sources. Last, the director should show more interest in the department which deals with alumni.

For the others to better relate to the director, the following steps were suggested:

- the professional staff should make more requests for administrative support of the director;
- a more systematic attempt should be made to understand the director's outputs;
- it should be made certain that the results of the workshops and other OD efforts are attained, e.g. that deadlines are met;
- initiative should be taken for management preparation.

The second structural problem area concerned the newly created administrative services department and its manager. To possibly resolve this problem, it was suggested that the manager draw up a list of activities for which he is responsible. This then was to be distributed among the other managers who would in turn add to the list and/or revise it as it may affect them or their operations. The outcome will be his position description and will define as well his role relationship with others.

The third major structural problem concerned the department dealing with alumni services. This department's manager questioned whether this department should be separated from its present relationship with the other departments. This

question raised others relating to position support, power, duties, etc., if such a separation were to occur. To possibly resolve this problem, the manager was to initiate a study into the positive and negative aspects of maintaining the department as it now exists and if it were to exist separately. The study was to also incorporate as many as possible of the ramifications of such a move and all was to be discussed at a future meeting with the director and the Vice President.

OD EVALUATION

The questions may now reasonably be asked as to what progress the OD program has made in affecting the department's health, its operating effectiveness, in improving communications, etc. To answer these questions, the writer personally interviewed numerous division members including two directors, three of the four managers, and many on the professional staff. In addition, the questionnaire previously mentioned was developed¹⁵ and distributed to seventeen department members; professional staff and managers. It should be noted here that three of the seventeen did not feel it appropriate for them to complete the survey for various personal reasons. Those new to the department within this 6 - 8 month period were also included in the survey in the hope that their perceptions would provide some indication of the present status of the department's health.

The main purpose of the first two questions on the questionnaire was to provide some degree of knowledge as to whether the department members perceived any change in their jobs which may have resulted from the OD program.¹⁶ Their secondary purpose was to measure the professional staff's reactions to any changes both when these first occurred and their present feelings some 6 - 8 months after the beginning of the OD program. Forty-six percent of those who responded to the first question thought that the changes would improve things somewhat and 8 percent thought there would be a big improvement. The corresponding responses to the second ques-

tion were 38 percent and 16 percent; perhaps indicative of a slight improvement in employee attitude, mainly their "feelings" about their job, as a result of changes of some kind within their department.

The remaining 46 percent of the respondents to both questions indicated that there had not been any changes in their jobs over the last 6 to 8 months. This is not to be construed negatively, however. This group explained their position either verbally or on the survey form itself. They commented,

I did not perceive any problems (as regards my role) to begin with. However, I was aware of problems within my group and understood that these needed to be corrected.

I have never had a personal problem with management, nor have I lacked any understanding of management's job for change to be necessary.

Since I have just retired and this (OD program) has been known and planned for over the last 6 months, my replies are not fully germane.

I have no direct contact with these 'managers.'

Another of this group underscored the fact that he* was new to the department and thus did not recognize any change. Still another member indicated that there had not been any change due to the "poor organizational structure" of the division, that "change would only occur when the structure changed."

The important factor to be realized from the above responses and in considering the responses to many of the other questions in the survey is that an indication of "no" or "very little" change should not be misconstrued as a negative

* Because of the lack of neuter pronouns (other than "it") in the English language and for the sake of convenience, masculine pronouns will be used throughout this paper regardless of the sex of the person actually being referred to.

response. It may often mean that the staff member just did not perceive a problem to begin with. This will be taken into consideration in reporting the survey results here, but the reader should also be constantly alert to this fact in his interpretation of the results.

Many of the questions provided the staff member with his choice of six replies in order to give some indication of his perception of the extent of change in the previously mentioned problem areas.¹⁷ In the area of conflict management, the third question elicited a 46 percent response that management has taken a somewhat greater degree of involvement in day-to-day activities since the beginning of the OD effort. Thirty-one percent stated that very little change has occurred and 16 percent said no change at all has occurred, but it should be remembered that this is not necessarily negative. The remaining 8 percent, however, perceived quite a bit more involvement on management's part. It would appear that approximately 85 percent of the department members indicated a positively directed change in the area of management involvement in the staff's day-to-day activities. It should be mentioned here perhaps that percentage figures do not always total 100 percent due to rounding off.

With respect to management's understanding of the staff's day-to-day problems, 16 percent saw no change; 62 percent perceived very little change; 16 percent indicated a somewhat better understanding; while 8 percent thought that quite a bit of change had occurred in this area. More important than just these mere perceptions, however, are the reasons

why the staff thought as they did. Of the group who perceived very little change, five of the eight reacted negatively by commenting,

- management doesn't take the time to develop sensitivity to the problems of communicators;
- communications between management and staff still lacking;
- management not close enough to my situation, although budget procedures are better than in past years;
- contact with management has been minimal, therefore change can't be an expectation.

Two commented more positively, noting

Neither management nor I have changed our perceptions that much. Yet I feel that the changes that have occurred, no matter how small, are positive.

(I) didn't have any problems to begin with.

The third individual did not make any comment.

Those 16 percent who thought that management had a somewhat better understanding than before responded that "there is seemingly greater sensitivity" and "management has changed." The one individual who perceived quite a bit more understanding by management of his day-to-day problems indicated he thought that not only had management changed, but that his view of management's job had also changed. In the case of those 16 percent who had not perceived any changes, one commented, "Management's understanding of day-to-day problems is somewhat incomplete." The other individual is one who reports directly to the Vice President and thus the question was not appropriate. Overall, then, it would seem that few-

er department members, only 54 percent, have similar positive thoughts concerning management's understanding of their day-to-day problems. This is the percentage of the 85 percent who had felt positively about management's actions which have helped them in their day-to-day activities.

Numerous questions were asked in order to determine whether there had been any positive change concerning the department's leadership. Interestingly, only 29 percent of the respondents thought that their management had sufficient comprehension and understanding of the department in order to argue successfully for the group's needs. Similarly, 29 percent thought just the opposite. The remaining 43 percent had "other" opinions. Those 22 percent with negative inclinations commented:

- their (management's) orientation is 90 percent to the outside, therefore it is difficult to have much understanding through 10 percent of time allocation;
- they (management) see how we impact on (the institute) directly through work with other colleges or the community. They don't have a firm grasp of what the priorities of the group are or should be;
- both (the Vice President and the director) have comprehension and understanding, but I feel the director does not feel secure in his own mind to take a firm stand on anything - he says one thing, does another."

The remainder had "mixed" feelings in that their comments included:

It depends upon the situation - sometimes yes, sometimes no;

For communication services, yes; for alumni programs, no; I have no direct contact with these 'managers.'

The slant here is definitely a negative one. As one staff member phrased it,

(I) don't feel they (management) see how we impact on the (institute) directly thru work with our colleges or the community (national and local). (I) don't feel they have a firm grasp of what the priorities of the group are or should be.

Still under the category of leadership, but also bringing into some perspective the subject of interpersonal communications, the next four questions attempted to determine if communications "flowed" freely from superior to subordinate and vice versa. Before reporting the survey results, however, it should again be emphasized that some of those indicating very little or no change may have already had sufficient understanding of management's areas of responsibility as well as management's activities, and/or also felt that management already had a satisfactory understanding and recognition of their personal productivity. Although no statistics are available on the sixth, seventh, and eighth questions, which may support the above statement, some of the preceding responses (e.g. to questions 4 and 5) and responses to question 9 do tend to support this. The actual results follow.

As to whether the department members' understanding of management's areas of responsibility had changed, 73 percent indicated no or very little change (13 percent and 60 percent respectively). Only 27 percent indicated a somewhat better understanding. Similarly, 80 percent responded that there was very little or no change (67 percent and 13 percent) in

management's understanding and recognition of their personal productivity. The remainder felt that there was a somewhat better change in this area. With respect to whether the department members' knowledge of management's activities had changed, 14 percent indicated no change, 50 percent very little change, and 36 percent responded that their knowledge was somewhat better than before.

As to the extent of their understanding of management's role in their department (question 9), 69 percent of the members indicated no or very little change (8 percent and 61 percent respectively) and 31 percent thought the change was somewhat better than before. The reasons why they felt this way are unfortunately mostly negative. For example, some of the reasons given by the 46 percent of those who stated that there was very little change are:

- management has not changed;
- there has been little change;
- only superficial attempts have been made to work as a team;
- neither management nor I have changed perceptions that much.

On the other hand, two others commented:

- there never has been a question or lack of understanding of management's role from any perspective;
- there was no difficulty to begin with.

Several others did not give an explanation, however. Those 31 percent who commented that their understanding of management's role was somewhat better gave the following as reasons:

- both management has changed and my own view of management's role has changed;
- my own view of management has changed;
- management seems preoccupied with outside interests not directly affecting my role.

The one individual who saw no change explained that "there really is not much of a role (for management to play in my department)."

Sixty-seven percent of the respondents perceived very little change in the director's knowledge of their job responsibilities. Their views are evenly divided, however, between those negatively inclined and those positively inclined. Those with negative inclinations explained that:

- (he) doesn't take the time to learn what the responsibilities are;
- I rarely see him outside his office - whatever his involvement in staff activities is, it is when the staff isn't around. Unless someone else has made him aware of my job responsibilities, I doubt (if) he knows because he hasn't asked me if I even know them;
- (his) lack of interest.

The others, however, said:

- (he) has always had adequate knowledge of my job responsibilities;
- (the) director already was aware of my job responsibilities;
- (he) has my plan of work.

Similarly positively inclined, 33 percent responded that the director was somewhat more knowledgeable of their job responsibilities. They stated that:

- The director has become more knowledgeable of my job responsibilities;

- My view of the director's responsibilities has changed;
- Both of the above;
- We work together.

Thus, discounting those who felt that the director was knowledgeable of their job responsibilities to begin with, it appears that the others are about evenly divided in their opinions. About 33 percent have seen very little change and are very negative in their thinking, while about 33 percent have perceived a somewhat positive change, whether it be due to a change on the director's part or their own perspective.

The total outputs of the Vice President were also questioned. Those who perceived no change represented 16 percent of the respondents; 76 percent indicated very little change; and only 8 percent saw somewhat of a change in their perception of the Vice President's total outputs. Even though they perceived very little change, two members did feel that the Vice President had changed in some positive way, e.g. is more aware of the department's needs. Another individual who saw somewhat of a change explained that his perception of the Vice President's responsibilities had changed. Some of the remaining respondents who saw very little change indicated:

Communications between the Vice President and staff almost non-existent except on a 1 to 1 basis;

Neither management nor I have changed our perceptions that much. Yet I feel that the changes that have occurred, no matter how small, are positive;

Have noticed little change.

On the other hand, others stated:

(I) was already aware of his responsibilities;

In my past post I worked with him, now I'm on my own. However, he is always available to take any actions in my day-to-day operations.

Thus it is important to note that although 76 percent indicated very little change in their perception of the tangible outputs of the division's Vice President, only 23 percent responded in a negative manner as to why this was the case.

In the area of organizational structure, the questions primarily dealt with the group's director, the manager of the newly created department, the budget process, and the secretarial workload. The first question concerned the director's involvement in the professional staff's activities. Of the twelve respondents, 17 percent did not perceive any change in his involvement, 58 percent saw very little change, and 25 percent indicated his being somewhat more involved than before in their activities. Regardless of the extent of his involvement, the staff was asked to rank the director's total outputs using a 1 to 10 scale, with 1 being low and 10 high. One staff member, representing 18 percent of the respondents, gave the director an 8 rating, "for the last 6 months." The next highest rating was a 5 given by 27 percent of the department. Another member gave him a 4, three others gave him a 3, and still two others ranked his outputs a 2. Although it is impossible to compare and contrast these rankings with similar ones at the beginning of

the OD effort, with a majority of 54 percent giving the director a 4 ranking or less it is clear that their perception of his total outputs has not changed considerably. It should be noted that two members did not feel the question was appropriate for them to answer and a third simply did not respond. This accounts for the comparatively low number of respondents to this question.

With respect to the tangible outputs of the manager of the newly created department, 38 percent of the respondents have not perceived any change since the OD program was initiated. Although two offered no reason, the others explained:

- Seems to be a duplication of effort - very little productivity - decisions take too long to accomplish;
- (My) perceptions have not changed on the need for this position;
- Question not applicable.

Those three, or 23 percent, who saw very little change in their perception of the manager's outputs commented:

- My perception of the manager's responsibilities have changed;
- Neither management nor I have changed our perceptions that much, yet I feel that the changes that have occurred, no matter how small, are positive."

One of the above three offered no explanation. With 31 percent viewing the manager's outputs somewhat more positively, their explanations of their positions were as follows:

- (two individuals felt that) the manager himself had changed;
- (His) outputs have improved;

- I still have little to do with him.

Still one other member responded that his own perceptions of the manager's responsibilities had changed and that as a result he viewed the manager's tangible outputs as quite a bit more than before the OD intervention. Overall, it would appear that the OD program has provided others in the department with a better understanding of this individual's role and the part he plays within the department.

The next question concerned the budget process and the change in each department member's involvement in it. It would appear that some progress has been made in this area in that 45 percent of the respondents indicated somewhat and quite a bit more personal involvement (36 percent and 9 percent respectively) in the budget process over the last six to eight months. Of those four who responded that they were somewhat more involved, two thought that they should still have an even greater involvement. How much more? Using their 1 to 10 scale again, one of these two individuals felt he needed a "7" degree of involvement, while the other replied using a 1. The other two commented, "(My involvement) depends on the situation" and "(involvement) O.K. at present level." The one member who reported that he was quite a bit more involved in the budget process than before indicated that he felt he should have an even greater involvement - to the degree of 8 on the 1 to 10 scale.

Of the 36 percent, four of eleven respondents, who thought that their involvement in the budget process had changed very little, two thought that they should have greater

involvement: one to the "4" level, the other to the "7" level. As for the other two, one did feel a need for additional involvement, while the other wished to be considered for greater involvement "only for those areas where involved, I can give experienced input."

For the 18 percent, two of 11 respondents, who had not perceived any change at all in their involvement in the budget process, one felt a need for greater involvement to the "5" degree on the 1 to 10 scale, while the other felt it not necessary to be more greatly involved.

The extent to which the department members thought that management links productivity and salary was the subject of the next question. The thirteen responses were quite divergent, ranging from one individual who perceived management as linking productivity and salary even less than before the OD program to three members, or 23 percent, who indicated a great deal more linkage than before. Of the remaining 71 percent who responded, 16 percent each thought that there was quite a bit and somewhat more linkage than previously existed; 23 percent felt that there was very little change; and only 8 percent perceived no change at all.

The more positive indication of change, as shown above, regarding management's linking a department member's productivity with his salary may also account for the fairly high percentage of individuals who thought that management was also doing something about the low market level of their salaries. Fully 54 percent indicated this! This breaks down

to 27 percent feeling that management was doing somewhat more; 18 percent saying quite a bit more; and 9 percent indicating a great deal more. Of the remainder, 18 percent thought that very little change had occurred, another 18 percent perceived no change, and 9 percent felt that management was doing even less about the salary situation than before the OD program. Two individuals did not respond to this question.

The earlier (Spring, 1974) interviews indicated that this low salary situation "... (seemingly) helped influence their (the department staff) taking a neutral or anti- stance when people outside or inside the (division) would offer criticism." Thus, for this survey, the staff were asked to express their present feelings as they relate to group criticism. They commented:

- They (those who criticize) constantly need to be educated as the system changes. However, they still have a hostile attitude towards the division and group top management;
- (I) try to be neutral and at the same time explain reasons why things are as they are;
- Could be all of the above (hostile, neutral, in agreement), but I try to discuss the situation to determine a solution;
- (I) question them: (I) want to find out why so (I) can take appropriate action;
- I want to know why they feel this way. Then either an explanation (non-hostile) is needed, or one should look for corrective action;
- (I) evaluate source and knowledge of communication activity;
- I take it personally because I feel the design group is a pretty tight group and if we are

criticized, I feel we are prepared to either agree with their point (if we are wrong) or defend our position (if we are right);

- There is room for justifiable criticism;
- (I feel) frustrated (because) obviously the people don't fully understand the scope of the situation.

Four others mentioned that their feelings "depended on the situation." However, one of these individuals added:

- however about 60 percent of the time I'm in agreement with the criticism.

From these comments it would seem that the staff in general are more open in their reactions to criticism; they want to determine the cause and take corrective measures if necessary, either to correct the critics' erroneous thinking or right the department situation being negatively criticized. Perhaps the more positive attitude toward the salary situation accounts for this. It should be noted, however, that some fairly strong negative comments are still registered. Perhaps the workshop on this topic, Campus Image, when it is held, will further improve the attitudes of the staff in this area.

One final problem area was that considered by most staff members to be an inappropriate secretarial arrangement. The question was asked as to whether or not this situation had changed since the initiation of the OD program. Essentially, the responses (70 percent) indicated that either nothing at all has been done to correct the already heavy secretarial workload or that it is even heavier now than before. Although not asked to do so, some members volun-

teered the following comments:

The secretarial workload has increased considerably and it is not being managed effectively;

It has always been very high;

My secretary has more responsibility than before;

(The director) and I shared a girl. Now there are three of us assigned to one girl.

Obviously much work still needs to be done in this area. Again, as with the Campus Image topic, when the workshop concerning the secretarial workload is held, perhaps some positive steps will be initiated to rectify this problem area also. The writer suggests, as one possible solution, the adoption of a modified program now used by business and educational institutions alike, the program being "administrative" or word processing. "It is built on the practice of breaking down secretarial workload into two distinct groups...correspondence technicians and administrative aides."¹⁸

The personal interviews also proved very helpful in evaluating the OD program. Both general comments regarding the "state" of the organization (its structure, leadership, effectiveness, etc.) as well as specific steps that were or were not taken to implement programs, activities, policies, etc. concerning such diverse areas as salary, budget, performance appraisal and evaluation were elicited. The comments proved enlightening at the very least!

Some general perceptions regarding the OD program were:

1) that the program was beneficial in that many

positive changes may not have occurred without it or may not have occurred as rapidly if the OD program had not evolved;

- 2) that positive changes were viewed through better working relationships in the department; personal understanding and involvement had improved and more self-motivation was demonstrated;
- 3) that the program was a good one as far as it went, but that noticeable, long-term gaps between workshop meetings and little follow-up in many areas caused the program to lose its initiative and positive emphasis; and
- 4) that the M.B.O. was ineffective mainly because the OD program has not been completed; there has been too long a lapse in activity in that the last workshop was held in October, 1974, for example!

To ascertain whether some of the above observations were justified, additional interviews were held. One of these consisted of a review of the department's Plans of Work (see Appendix E) for 1974-75. One goal was the "Improvement of communications effectiveness through the application of marketing principles." As of mid-December, all five objectives were completed, in progress, or approval given where applicable. The "Improvement and Extension of Services and Communications to Alumni" as another goal has had its first objective reviewed and approved, while the second still needed budget approval as of mid-December, 1974.

The third goal, "Continued improvement of organizational effectiveness," had five objectives. As previously noted, two topics (Campus Image and Secretarial Workload) have not yet been covered, thus the first objective has yet to be fulfilled and substantiates the fourth general comment made

earlier. The second objective of instituting an M.B.O. program, the development of measurable objectives, has been initiated, but little actual progress has been made. The managers have not completed their "Objectives Worksheets", thus areas of responsibility have not yet been clearly defined in order to eliminate overlap. The director explained that "other activities have not allowed sufficient time to complete work on this objective." This would also help in explaining why little or no progress has been made in improving the existing organizational structure. Here again the fourth general comment, as well as the third, is substantiated. Introduction of general program budgeting, the third objective, was initiated and is an accepted procedure.

The fourth objective of consolidating and systematizing planning, budgeting, cost control, and evaluation procedures are in various stages of implementation. A review of the progress in the budgeting area by examining what policies or procedures have been initiated as a result of the Operating Budget Procedure Committee Report conclusions (see Appendix D) should provide some measure of the success of the OD program. It is known that the Vice President has taken a stronger stand in expressing the various needs of the division. Many department members would not concur that this is appropriate, however, as evidenced by the fact that about 51 percent of the survey respondents thought that the Vice President and the director do not have sufficient understanding of the department to argue successfully for its

needs. Budget procedures have been redefined and a specific format has been implemented for the department, but not necessarily for the division. It was the Program Services manager's opinion that "people generally feel comfortable with the new procedures and how the policies are set." Conclusions "c" and "d" specify procedures that have been adopted, i.e. all managers and directors with budget responsibilities participate in the budget process and the director is responsible for coordination of this process. The next conclusion was a matter of information transfer. Positive steps have been taken to inform the professional staff of both overall division budget information, as well as the specific budget of their department. Whether or not management has actively concerned itself with the needs of the various departments is a controversial point. The Program Services manager said "yes", but the survey results indicate a difference of opinion with about 50 percent saying "yes" and 50 percent "no."

The performance evaluation procedures, another part of this fourth objective in improving organizational effectiveness and one which was previously discussed in the "examination" section of this paper, are very important to the continuation and success of the OD program. Unfortunately, development of these performance appraisal policies and procedures are tied in directly with the wage and salary survey which has yet to be initiated. Similarly, lack of the survey information has, to a great degree, impeded the development

of measurable objectives for each professional staff member. The fifth objective is itself the completion of this general salary survey. This survey would also considerably assist in implementing many of the proposals of the Salary Structure Committee Report (see Appendix G). It should be noted, however, that the director has examined the last conclusion, "that gap between various managers' and directors' salaries be lessened," and has found that "no noticeable difference exists in these levels." The three remaining P.O.W. goals do not necessarily relate to the OD program and thus they will not be examined in this paper except to note that many have been completed or are well underway and/or approved for implementation.

Another important subject that was examined was that of Alumni Programs. The reader may recall that there was some question, at least in the manager's mind, that his group should not be under the communications director, but instead report directly to the Vice President of the division. This subject was made a task force assignment and the manager has since reported the findings to the director and Vice President. Significant gains in the Alumni area have resulted: 1) the priority area of the communications department this year will concern Alumni Programs, and 2) the manager has been given an assistant, starting July 1, 1975, to aid him in his tasks. The organization structure will remain the same, however.

Other valuable input was obtained from some of the

professional staff. One individual had "mixed" feelings about the OD program. He thought that much progress had been made in the budget process, but that no changes occurred in many other areas due to the "poor organization structure - it made some areas 'weak' sisters." He felt a "strong centralized structure" was needed. Another member thought that the program resulted in a more positive attitude on the part of many of the staff, including himself, resulting in more teamwork and more efficient operations. This member also thought that the department's problems were more of a behavioral nature than structural. However, "this was not meant to imply that the structure is perfect" and many of the "problem areas may have been compounded by other situations." Still a third staff member indicated that as a result of input from others in the department, he was able to perceive positive changes within the department, although he himself had not personally perceived changes in his and others' roles. His main criticism concerned the director whose "position was appropriate for tasks he performed in community relations, but not for the communications group." Essentially, his argument was that the organization structure was not appropriate to the task their department was to accomplish. He also felt that the director's communications were directed more to the new people in the department, that "older members were hardened against him."

Obviously, the survey and interview results tell a great deal about the people in the department and their impressions

of changes, both positive and negative, which the OD program may have caused. However, just what does all of this information imply? This is the topic of the next section of this paper.

SURVEY AND INTERVIEW RESULTS IMPLICATIONS

Change is something the majority of people find very difficult to accept. This being the case, it is often even more difficult to perceive, especially when it concerns one's own job. Thus, discounting those who did not perceive any department problems to begin with, it is probably significant that 54 percent of the department members who responded to the survey indicated an awareness of change within their group since the beginning of the OD effort some six to eight months prior to the survey. Somewhat similarly, the fact that the respondents indicated a positive attitude in their perspective of changes in the various problem areas about 40 to 60 percent of the time would indeed appear to be significant. Again, this discounts those who did not perceive problems to begin with. These statistics are referred to as being significant in light of Marrow's, et al. observation that

...employees may reserve judgment about the personal meaning of the policy and work system changes until the passage of time has allowed proof of their validity and proof of the stability of the new conditions....¹⁹

And these authors were writing about a two-year period!!

Perhaps this also accounts for that fact that many department members still had negative feelings, that changes to benefit them and/or the organization had not yet occurred. On the other hand, many of the reasons specified by these individuals as to just why they felt this way should demonstrate to management and those involved in the OD program

that much work still needs to be done before the department truly achieves an effective level of operation.

The survey and interview responses indicate quite emphatically that the department's leadership and communications between the director and his group, especially among about 50 percent of the professional staff who responded, leaves much to be desired. The director, in order to achieve better management through unity of purpose in planning and program implementation, has initiated numerous procedures which are more fully explained in the Introduction and OD Examination sections of this paper. However, many of the survey responses would tend to indicate that the decisions behind many of these procedures did not involve department members nor had they been consulted. In organizations such as the communications group, participatory management is essential. In addition, in order to properly handle the complex tasks and activities required of the professional staff, certain characteristics should be developed. As Grinnell lists them, the organization needs to develop people who can:

- Trust and depend on other people.
- Communicate straight with others.
- Respect the competence of others.
- Give active support to others.
- Make commitments to others and deliver on them.
- Take individual initiative and responsibility.
- Take risks, make mistakes and learn from these experiences.
- Deal with task and relationship ambiguity.
- Think and work like a generalist enough to relate their specialist skills and knowledge to complex tasks involving others.
- Have manageable status and power needs.²⁰

Granted, both the director and his subordinates either had some of these traits or they have begun to develop them since the OD effort was initiated. This is evidenced by the facts that some in the department did not have problems in many areas to begin with and that many others - again 40 to 60 percent depending on the situation - indicated that progress was being made in resolving problems within the department.

In the area of interpersonal communications, the reader may recall that at one of the workshops, suggestions were made as to just how the director might better relate to his subordinates. Each suggestion will now be analyzed with respect to the survey responses. The suggestions called for:

- 1) the director to clarify his outputs to the staff;
- 2) the director to identify the implications of decisions and procedural changes for each department that may be affected and provide written notice of such; and
- 3) the director should communicate both more often and directly to the members of the professional staff.

Question 6 relates to the first suggestion. Adjusting for those who may have understood his outputs to begin with, about 50 percent of the respondents indicated very little or no change in their understanding of management's areas of responsibility, while 27 percent indicated a somewhat better understanding. Question 9 would seem to relate well to the second suggestion: the extent of change in the staff's understanding of management's role in their department. Again adjusting the figures as above, 46 percent perceived little

or no change. However, 31 percent did indicate somewhat more understanding. Question 11, the change in the director's knowledge of his staff's responsibilities, pertains to the third suggestion. Here 33 percent had seen very little or no change, while about 33 percent perceived somewhat of a change in the director's knowledge of their job responsibilities.

Definitely implied here is that progress is being made in interpersonal communications, but that additional work is called for. Communication is a "two-way" affair and, granted, suggestions also were made at the workshop as to how the staff may better improve their communications with the director. However, have these suggestions been passed along to the staff? Perhaps "laboratory training" or group sensitivity sessions are called for. As Huse and Bowditch point out:

This strategy is also effective with individuals who do not receive immediate feedback, work on unique tasks which cannot easily be evaluated by comparison to others, and who have...unique skills....²¹

These characteristics are most descriptive ones for the professional staff of the communications group, thus the tactic of laboratory training is suggested.

Positive strides appear to have occurred in the area of conflict management, with 85 percent perceiving management as having taken actions which have helped the staff in their day-to-day activities. Management's understanding of these day-to-day problems, however, "falls down" in the eyes of

the staff when just 54 percent of them viewed an improvement. To further improve organization effectiveness by reducing conflict, it is suggested that management:

- 1) frequently consult with subordinates,
- 2) open up communications,
- 3) provide for problem-solving meetings, and
- 4) continue with the OD program and its emphasis on M.B.O. and performance appraisal systems.

In addition, it is suggested that management refer to the conflict management model developed by Walton and Dutton.²² The model's postulates are particularly applicable to the communications group's activities and as such management may take positive steps in removing conflictual situations which may be inhibiting the goals of the organization, i.e. re-design of the output requirements of specific positions, improve interpersonal and organizational communications by increased feedback, etc.

At one time most department members thought that the organizational patterns were inappropriate. For example, many felt that there was an absence of tangible outputs on the part of the director. As noted previously, the survey indicated that 54 percent of the respondents ranked the director's outputs "4 or less" on a 10-point scale. This data would tend to support the members' original feelings. However, very few staff responded to this question, thus perhaps indicative of many thinking they were not adequately aware of his outputs to properly rank them. Here again the problem of interpersonal communications may be of considerable influence.

Somewhat similarly, at one time all but one of the staff thought that the manager of Program Services, the newly created department, was an inappropriate use of department resources. The survey indicates that since the OD effort began, there has been an overall improvement of his total outputs. This outcome may perhaps be accounted for by a change, either real or perceived, by the manager himself or views of the manager's responsibilities have changed. And, in all probability, these reasons may be attributed to better communications between all organization members.

Still another organizational structure problem concerned what most department members initially considered to be an inappropriate post, that of the director. Many thought that the director should be more directly involved in professional staff activities. Apparently progress is being made in this area since approximately 37 percent of the survey respondents felt that he was already adequately involved and 25 percent of the others noted his increased involvement. This rate will probably improve as the suggestions discussed previously under the "leadership" section are implemented.

Participatory management has without doubt begun in the budgetary processes of the department. It could very well be that the increased involvement in this area has also transmitted more positive feelings to other previous problem areas and resulted in a more positive attitude in general.

Similarly, the department members view management as having taken definitive steps in meeting their salary needs, for the short term at least. The survey results imply an overall more positive attitude on the part of many department members which may be attributed to the improved salary structure, or at least affirmative actions to improve them in the near future. In addition, survey responses imply that management has taken steps to link productivity and salary, a heretofore strong negative point. To have entered too far into the OD program without some almost immediate action could have proven disastrous to the entire OD effort. As Dr. David Sirota notes,

If employees believe they are underpaid, and the discrepancy between what they are giving and what they are getting is increased, the result is trouble. Some managers have the foolish notion that interesting work is a substitute for good pay.²⁵

The wage and salary survey, when it is performed, should also do a great deal to improve department members' attitudes regarding a wide spectrum of problem areas, e.g. performance appraisal for salary increases and/or promotions, internal promotion policies, and individualized "career programs."

Yes, the survey and interview results have far-reaching implications. An attempt has been made here to analyze them and suggest additional steps that may be undertaken to improve the department. The more highly trained "eye" of the OD practitioner will probably derive an even greater degree of understanding of the position of the de-

partment with respect to the OD program and be able to "carry on" the intervention to a successful conclusion.

CONCLUSION

In his interview results summary, Professor Fisher emphasized that

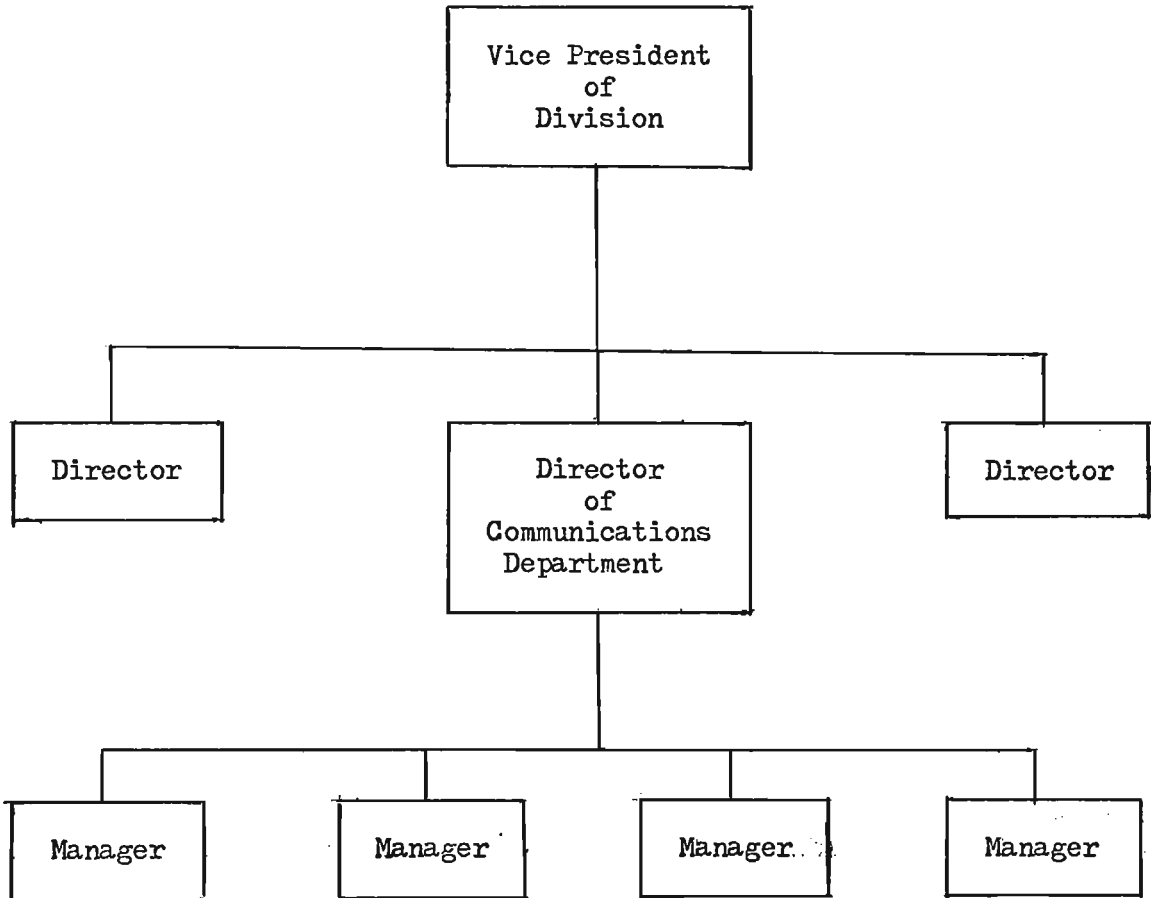
(P)ositive and/or negative reaction to the impressions (of the department members) should not be formed until a complete explanation of the reasons supporting these impressions has been realized.

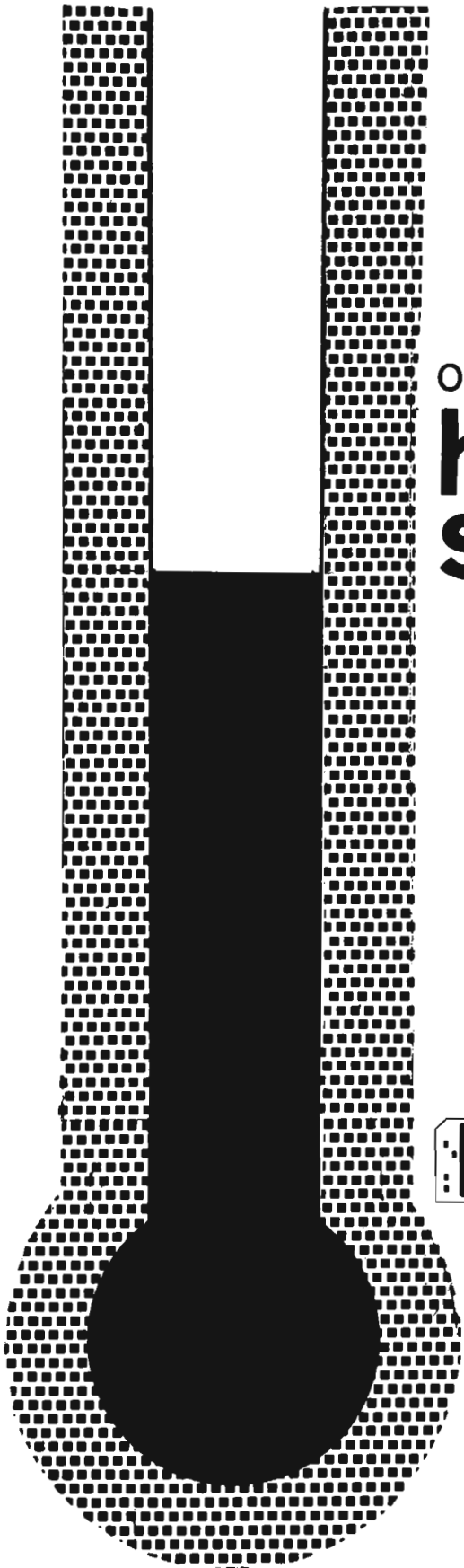
This was a major consideration in the formulation of the survey questionnaire used as an interim "yardstick" in this research endeavor. Why the department members thought as they did in indicating their reactions to the extent of change was considered to be of more importance than simply the degree of change. These reasons provide insight and new perspectives into how and why change has occurred, if indeed it has, and also provide invaluable input for the future direction of the OD program. Sirota's very appropriate observation to this point notes that one

...must seek out from employee opinion surveys hard evidence and take nothing on faith or on clever admixtures of various opinions on various subjects.²⁴

This has been this researcher's purpose and hopefully he has succeeded. From a personal perspective, the OD program has been successful in improving the communications department's health. For as one survey respondent replied time and time again, "...yet I feel that the changes that have occurred, no matter how small, are positive." There has been a considerable delay in the program. However, it is hoped that every effort is made to continue the OD program and not just be satisfied with the progress to date.

Appendix A





ORGANIZATION

health survey



NAME

INSTRUCTIONS FOR ANSWERING

Decide if you agree or disagree with each statement and place an X within the appropriate box below it. Use a ball point pen or pencil and Press Hard.

- 1 Productivity standards are highly stressed in this organization.
Disagree Agree
- 2 Disagreements are eventually settled amicably here.
Disagree Agree
- 3 Our top managers are competent in their jobs.
Disagree Agree
- 4 I know that my superiors are interested in my ideas.
Disagree Agree
- 5 Superiors are trusted here.
Disagree Agree
- 6 This organization is fair to the individual.
Disagree Agree
- 7 There are a lot of new ideas coming forward in this organization.
Disagree Agree
- 8 The recent decisions of management have clearly benefited the organization.
Disagree Agree
- 9 A lot of ideas come up from the workers here.
Disagree Agree
- 10 Rewards such as salary increases and promotions are given on the basis of merit.
Disagree Agree
- 11 There are the right number of levels of management in this organization.
Disagree Agree
- 12 This organization is always trying to do things better.
Disagree Agree
- 13 Our human resources are well used.
Disagree Agree
- 14 This organization seems to have about the right number of managers.
Disagree Agree
- 15 Doing things better than last time is what we try and accomplish here.
Disagree Agree
- 16 I have had several of my ideas for changes accepted.
Disagree Agree
- 17 People are given enough authority to do their jobs here.
Disagree Agree
- 18 Productivity is the most important thing considered in this organization.
Disagree Agree
- 19 I know what is happening around here.
Disagree Agree
- 20 Our senior managers are a good example to our junior managers.
Disagree Agree

- 21 Disagreement usually leads to improvement here.
Disagree Agree
- 22 There is no confusion between staff and line here.
Disagree Agree
- 23 We match the man to the job.
Disagree Agree
- 24 Meetings are usually productive here.
Disagree Agree
- 25 This organization makes it easy for its members to improve themselves.
Disagree Agree
- 26 My own ideas for change are given a good hearing.
Disagree Agree
- 27 People who express disagreement openly here are regarded as being interested in improving things.
Disagree Agree
- 28 No one part of this organization has too much power.
Disagree Agree
- 29 No one suffers from putting up a strong argument here.
Disagree Agree
- 30 Efficiency is highly valued here.
Disagree Agree
- 31 Subordinates are often asked to serve on committees with their superiors.
Disagree Agree
- 32 We use the spoken word rather than written memo to get things done here.
Disagree Agree
- 33 My superior often discusses my productivity with me.
Disagree Agree
- 34 Conflict is accepted in this organization and is used productively.
Disagree Agree
- 35 We always look at alternatives here.
Disagree Agree
- 36 Managers often ask subordinates in for an informal discussion.
Disagree Agree
- 37 My job is important in this organization.
Disagree Agree
- 38 Discussion at meetings is very free and open.
Disagree Agree
- 39 Top management sees its human resources as of prime importance.
Disagree Agree
- 40 This organization is always receptive to new ideas.
Disagree Agree

ORGANIZATION HEALTH SURVEY

SCORING INSTRUCTIONS

- (1) Total the number of X's in each column on the opposite page and place the total in the subtotals box at the base of each.
- (2) Transfer all the sub-totals to this page.
- (3) Add the two sub-totals for each factor to obtain the factor total.
- (4) The nine totals should add together to be 80.

		Factor Sub-Totals	Factor Totals
Factor X	TOTAL DISAGREE RESPONSE	X ₁ X ₂	= <input type="text"/>
Factor A	1, 10, 12, 15, 18, 30, 33, 47, 68, 71 PRODUCTIVITY: The degree to which the organization is seen as placing a high value on productivity.	A ₁ A ₂	= <input type="text"/>
Factor B	3, 5, 8, 17, 20, 44, 61, 64, 66, 74 LEADERSHIP: The degree to which the organization is seen as having effective leadership.	B ₁ B ₂	= <input type="text"/>
Factor C	11, 14, 22, 28, 49, 54, 69, 76, 78, 80 ORGANIZATION STRUCTURE: The degree to which the organization structure is seen as appropriate.	C ₁ C ₂	= <input type="text"/>
Factor D	19, 24, 32, 36, 38, 41, 45, 51, 57, 59 COMMUNICATION: The degree to which the organization is seen as having open communication.	D ₁ D ₂	= <input type="text"/>
Factor E	2, 21, 27, 29, 34, 43, 48, 53, 55, 63 CONFLICT MANAGEMENT: The degree to which disagreement is seen to occur when necessary and to be used productively.	E ₁ E ₂	= <input type="text"/>
Factor F	6, 13, 23, 25, 39, 46, 58, 70, 72, 77 HUMAN RESOURCE MANAGEMENT: The degree to which the organization's human resources are seen to be well utilized.	F ₁ F ₂	= <input type="text"/>
Factor G	4, 16, 31, 37, 42, 60, 65, 67, 75, 79 PARTICIPATION: The degree to which participation is seen to be used.	G ₁ G ₂	= <input type="text"/>
Factor H	7, 9, 26, 35, 40, 50, 52, 56, 62, 73 CREATIVITY: The degree to which the organization is seen as creative.	H ₁ H ₂	= <input type="text"/>

- 41 I always have advance information of any changes which are planned.
Agree Disagree
- 42 Many decisions are postponed if everyone concerned does not at first agree.
Agree Disagree
- 43 Subordinates may disagree with their manager without being penalized.
Agree Disagree
- 44 Our managers know what they are doing.
Agree Disagree
- 45 Meetings are held when needed.
Agree Disagree
- 46 Absenteeism or slackness is no problem here.
Agree Disagree
- 47 Very little time is wasted here.
Agree Disagree
- 48 People don't try to "win" arguments here, instead they work for the best solution.
Agree Disagree
- 49 Organization changes are made regularly when needed.
Agree Disagree
- 50 The creative person fits into this organization very easily.
Agree Disagree
- 51 People are friendly around here.
Agree Disagree
- 52 We are always willing to try something new.
Agree Disagree
- 53 People do not meekly accept things here.
Agree Disagree
- 54 Managers know their jobs here.
Agree Disagree
- 55 This organization encourages disagreement about the best way to do things.
Agree Disagree
- 56 Creative thinking and innovation is encouraged here.
Agree Disagree
- 57 I see my superior as often as I need to.
Agree Disagree
- 58 This organization has a good training scheme.
Agree Disagree
- 59 I can always talk freely with my superior.
Agree Disagree
- 60 The employee feels he has a part to play in the organization.
Agree Disagree

- 61 Managers here usually do a good job in motivating their subordinates.
Agree Disagree
- 62 I can be creative in this organization.
Agree Disagree
- 63 There is keen but useful rivalry between managers here.
Agree Disagree
- 64 In this organization there is a willing acceptance of management's decisions.
Agree Disagree
- 65 Suggestions are often solicited from employees here.
Agree Disagree
- 66 Management is highly respected here.
Agree Disagree
- 67 A conscientious attempt is made to consider everyone's views before a decision is made.
Agree Disagree
- 68 This organization uses re-training, demotions, early retirements and transfers, as appropriate, to deal with employees no longer useful or productive.
Agree Disagree
- 69 Every manager has authority to make decisions for his department.
Agree Disagree
- 70 There is a great opportunity for advancement in this organization.
Agree Disagree
- 71 Most managers in this organization have clear objectives.
Agree Disagree
- 72 This organization uses the qualifications of its members.
Agree Disagree
- 73 Superiors often ask subordinates for new ideas.
Agree Disagree
- 74 Our managers are usually very effective.
Agree Disagree
- 75 There is a lot of team spirit here.
Agree Disagree
- 76 I know how this organization operates.
Agree Disagree
- 77 Our recruitment policy is a good one.
Agree Disagree
- 78 Almost everyone understands how our organization operates.
Agree Disagree
- 79 My ideas for changes have been welcomed.
Agree Disagree
- 80 There is no serious overlap of job functions in this organization.
Agree Disagree

Appendix C

NAME (optional) _____ DATE _____

The purpose of this survey is to determine your perceptions of change (if any) within the Communications Group. Please be candid and honest in your replies, especially as to whether any change is as a result 1) of a change on the part of another member of the organization or 2) whether your own personal views have changed.

All replies will be held in strictest confidence and the survey results will be treated anonymously. However, a summary result of this survey will be presented to management.

NOTE: The term management as used in this questionnaire refers to both the Vice President of Public Affairs, _____, and the Director of Communications, _____.

Appendix C cont.

Please answer the following as requested:

1. During the past 6-8 months, if changes were introduced that affected the way your job is done, how did you feel about them at first?

At first I thought the changes would: (X one appropriate blank)

- a. ___ Make things somewhat worse
- b. ___ Not improve things at all
- c. ___ Not improve things very much
- d. ___ Improve things somewhat
- e. ___ Be a big improvement
- f. ___ There have been no changes in my job in the last 6-8 months.

2. In general, how do you now feel about changes during the past 6-8 months that affected the way your job is done?

I thought the changes would: (again X one appropriate blank)

- a. ___ Make things somewhat worse
- b. ___ Not improve things at all
- c. ___ Not improve things very much
- d. ___ Improve things somewhat
- e. ___ Be a big improvement
- f. ___ There have been no changes in my job in the last 6-8 months.

In answering the remaining questions (except where otherwise noted), please select one of the following six replies and place your response in the space provided after each question. Your response to the "Why" question (when used) is also essential; please do not skip it.

- 1. Less than before
- 2. Not at all
- 3. Very little
- 4. Somewhat better/more than before
- 5. Quite a bit better/more than before
- 6. A great deal better/more than before

3. To what extent do you think management has taken actions (policy or otherwise) which have helped you in your day to day activities? ____

4. To what extent do you think management's understanding of your day to day problems has changed? ____

Why? (X one)

- a. ___ Management has changed
- b. ___ My view of managements' job has changed
- c. ___ Other (please specify)

Appendix C cont.

5. Do you think that the Vice President and the Director have sufficient comprehension and understanding of the Communications group in order to argue successfully for the groups' needs in order to improve its functioning?

Yes _____

No _____

Other (please specify)

6. To what extent do you think that your understanding of management's areas of responsibility has changed? _____
7. To what extent do you think there has been a change in management's understanding and recognition of your personal productivity? _____
8. To what extent has your knowledge of management's activities changed? _____
9. To what extent has your understanding of managements' role in your department changed? _____

Why? (X one)

a. _____ Management has changed

b. _____ My own view of managements' role has changed

c. _____ Other (please specify)

110. To what extent do you think the Director of Communications is involved in your professional staff activities? _____

11. To what extent do you think the Director is adequately knowledgeable of your job responsibilities? _____

Why? (X one)

a. _____ The Director has become more knowledgeable of my job responsibilities

b. _____ My views of the Director's responsibilities have changed

c. _____ Other (please specify)

12. Regardless of the extent of his involvement &/or understanding (knowledge), on a scale of 1 to 10 (with 1 being low and 10 high) where would you rank his tangible outputs? _____

13. To what extent has your perception of the tangible outputs of the Manager of Program Services for the Communications group changed? _____

Why? (X one)

a. _____ The manager himself has changed

b. _____ My perception of the manager's responsibilities have changed

c. _____ Other (please specify)

Appendix C cont.

14. To what extent has your perception of the tangible outputs of the Vice President of the Division of Public Affairs changed? _____

Why? (X one)

- a. _____ The V.P. has changed in some way, e.g. is more aware of Communications group's needs
- b. _____ My perception of the V.P.'s responsibilities have changed
- c. _____ Other (please specify)

15. To what extent are you involved in the budget process? _____ (reply using one of listed six choices)

16. Do you think you should have greater involvement in the budget process?

- a. _____ Yes
- b. _____ No
- c. _____ Other (please specify)

17. If you answered yes to #16, how much more involvement (using the 1 to 10 scale again) do you feel you need? _____

18. To what extent do you think management links your productivity and salary? _____ (use 1 of 6)

19. To what extent do you feel that management is doing something about your salary situation? _____

20. When people either inside or outside of the Communications group criticize your group and/or the division, do you feel (X one):

- a. _____ hostile
- b. _____ neutral
- c. _____ in agreement
- d. _____ other (please specify)

21. Again, using your choice of one of the six replies, to what extent do you think the secretarial workload has changed? _____

Thank you for the time and effort you have put in in responding to this survey. If you have any additional comments, please do so on the bottom or back of this page.

Appendix D

Conclusions

- a. General Institute guidelines and procedures do not seem to be the major hurdle in rectifying our budget procedures. It is felt, however, that the vice president should take a stronger stand in expressing the needs of the various departments of the division.
- b. That a specific format and established procedures for budget reporting be implemented and maintained for the entire Public Affairs Division. This has to be done to make all budgets uniform in format so that they can be easily itemized and cross referenced with one another so that needs of the various areas be more easily identified and dealt with.
- c. That all managers and directors who have budgetary responsibilities be part of discussions on the entire budget of the division and be present when all the budgets are being compared to establish needs for the coming year.
- d. That the department heads, such as the Director of Communications, be responsible for those formats and procedures and establish a time table for reporting and be present when these reports are being made.
- e. That the professionals who are not directly responsible for the budgets in the various areas be informed as to those formats and procedures of budget reporting, as well as being made aware of the overall budget of the division. Also, and more important, they should be made aware of the specific budget for their department. Valuable input could be derived from these professionals.
- f. That the top management of the division actively concern themselves with the needs of the various departments, so that when they do report to the Budget Committee they will be better versed in the goals and objectives of the various departments. Thus, they will be able to stress these needs to the Budget Committee.

Appendix E

(Certain deletions made for the purpose of maintaining confidentiality)

COMMUNICATIONS GROUP

1974-75 PLAN OF WORK

OUTLINE

Maintenance of our ongoing communications programs and delivery of services to alumni and other constituent groups will be continued at levels similar or above last year. In addition, special focus will be given during the year to the accomplishment of the following primary goals vital to our mission. They will be detailed in consultation with the parties affected and as part of the management by objectives process now being completed in the Group.

1. Improvement of communications effectiveness through the application of marketing principles:

Objective 1: Assist College of Science in its goal setting process in reference to admissions needs.
Complete by October 30.

Objective 2: Complete market research and analysis related to College of Science by December 15.

Objective 3: Develop a marketing communications plan acceptable to the College of Science by March 30 for implementation in 75/76.

Objective 4: Work through the Publications/Communications Council to extend these principles and experiences to the rest of the College, particularly to CCE as we work with the new dean. Groundwork to be laid this year, implemented in other Colleges over the next two years.

Objective 5: Develop and introduce new publication formats to replace the current catalogs for increased cost effectiveness in recruiting and within the new postal regulations. Work to gain approval of plan by September 30, 1974, with new series introduced in Spring of 1975.

2. Improvement and extension of services and communications to alumni.

Objective 1: Develop a comprehensive plan identifying needed expansion and institute benefits to be derived, particularly as a base for annual giving and as

Appendix E cont.

a continuing education market. To be submitted for review by September 30. Submitted as modified through the budget sequence starting October 30, implemented beginning in FY 75/76.

Objective 2: Review and improve extent of staff assistance available through existing resources, complete by October 30.

3. Continued improvement of organizational effectiveness.

Objective 1: Complete interpersonal communications workshops by October 30.

Objective 2: Institute management by objectives program by November 30, with outcomes detailing this plan of work.

Objective 3: Introduce general program budgeting by October 30, with refinement of system by June 30.

Objective 4: Consolidate and systemize planning, budgeting, cost control and evaluation procedures by December 31 for use in evaluation and planning sequence beginning in Spring '75.

Objective 5: Complete general salary analysis, including comparability with other institutions and organizations, and present recommendations for improving the group's status by December 15.

4. Better coordination of Institute internal communications to improve intergroup relations.

Objective 1: Work with Publications/Communications staff to evaluate current efforts. Make program, priority and organizational recommendations to the Publications/Communications Council and then to the Board. Complete by November 30.

Objective 2: Develop with Publications/Communications and other appropriate organizations a plan for a comprehensive internal communications program to be implemented beginning in FY 75/76, through budget transfers, if necessary. Complete by April 30, 1975.

Objective 3: Incorporate above recommendations as much as possible in projects carried out through the balance of this year.

Appendix E cont.

5. Improve press relations.

Objective 1: Complete series of meetings with management to determine how we mutually can improve our coverage. Meetings to be held prior to October 15.

Objective 2: Develop a proposed speakers' series to draw attention to during the FY 75/76. Identify funding sources and responsibility.

Objective 3: Work with other departments and existing budgets to begin on a limited basis a speakers' series during the balance of FY 74/75.

6. Improve media production capability.

Objective 1: Refine procedures throughout the year to assist in the orderly flow of media production through our group. Relate to marketing and graphic identification standards and experience.

Objective 2: Attempt again to add a professional position to the production design staff through the budget process. Submit in October 74, implement, if approved, in FY 75/76.

Objective 3: Continue to work with to improve their performance. Evaluate efforts by October 1, if unsuccessful develop policy for greater utilization of outside services.

7. Initiate program development of Anniversary Celebration.

Objective 1: Define nature of Communications Group's responsibility for staff planning and implementation of Anniversary period activities. Complete role definition by October 30.

Objective 2: Determine by November 15 the nature of the "History Project" and the extent of Communications Group's involvement.

Prepared by

Director of Communications

8/16/74


Salaries

Major Issues or Concerns

1. Appearance of salary levels being set in ad hoc manner.
2. Feeling that salaries of certain persons are well below local & national level (lower levels & Alumni)
3. Absence of specific criteria for establishing salaries.
4. No opportunity to reward for merit.
5. Hiring new people at salaries higher than existing staff.
6. Absence of clearly stated procedures for raising salaries of existing people.
7. No institute-wide method for establishing performance criteria.
8. Failure to state performance criteria in department.
9. Dept. does not fully compensate for dedication to job.
10. No specific communication of upward mobility for department members.
11. No Cost of Living increase.

Appendix G

Conclusions - based on the many interviews over the past few weeks, the following conclusions have been made:

- a. that the top management take it upon themselves to use the information already given them and research other information necessary to come to inequitable salary schedules and ranges for the various professional areas in the Communications Division.
 - b. that job descriptions be written and maintained on all professional jobs in the area.
 - c. that policies be written and made known on internal promotions.
 - d. that a policy be established to equalize salaries of those presently on the job with those new people just coming into the area.
 - e. that top management urge the Institute to create a policy to not only give raises for merit once a year, but also try to off set the cost of living by giving raises throughout the year to match this type of inflationary increase.
 - f. that gaps between various managers and directors salaries be lessened and more understanding by top management be given to various areas of communications regarding these salary inequities.
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FOOTNOTES

1. Richard Beckhard, Organization Development: Strategies and Models (Reading, Massachusetts: Addison-Wesley Publishing Company, 1969), p. 9.
2. From the Two Year Report to the Institute's President, Provost, and Divisional Vice President from the Communication Group's Director: September 25, 1974, p. 7.
3. Ibid., pp. 4-7.
4. Ibid., Introductory letter, p. 1.
5. Ibid., pp. 5-11.
6. Robert C. Shirley, "A Model for Analysis of Organizational Change," MSU Business Topics (Spring, 1974), p. 60.
7. Sherman Grinnell, "Organization Development - An Introductory Overview," The Business Quarterly (Winter, 1969), p. 27.
8. Gerard Fisher, Summary of Interview Results: 3/27/74 to 4/9/74 (n.p.), p. 1.
9. Beckhard, op. cit., pp. 16-19.
10. Shirley, op. cit., p. 62.
11. Grinnell, op. cit., p. 30. "Action" is the phase in which new responses to change are tried out by individuals and organizations emphasizing spontaneity and experimental attitudes rather than predetermined, fixed approaches.
12. Committee Report, "Operations Budget Procedure," July 10, 1974, p. 2.
13. Shirley, op. cit., p. 64.
14. Edgar F. Huse and James L. Bowditch, Behavior in Organizations: A Systems Approach to Managing (Reading, Massachusetts: Addison-Wesley Publishing Company, 1973) p. 312.
15. The questions were essentially based upon the findings of the interviews of all members, except the director, of the department by Professor Fisher between 3/27/74 and 4/9/74.
16. James L. Price, Handbook of Organizational Measure-

ment (Lexington, Massachusetts: D. C. Heath and Company, 1972), p. 126. The questions were a modification of two used to measure the influence of innovation.

17. Ibid., pp. 60-63. These responses were derived from similar ones used to collect information regarding communications.

18. Vicki Brown, "New Concept Hones Efficiency," Rochester Democrat and Chronicle, February 2, 1975, Section C, p. 1.

19. A. J. Marrow, D.G. Bowers, and S. E. Seashore, Management by Participation (New York: Harper & Row Publishers, 1967), p. 201.

20. Grinnell, op. cit., p.28.

21. Huse and Bowditch, op. cit., p. 320.

22. Richard E. Walton and John M. Dutton, "The Management of Interdepartmental Conflict: A Model and Review," Administrative Quarterly (March, 1969), pp. 73-84.

23. David Sirota, "Opinion Surveys: The Results Are In - What Do We Do With Them?" Personnel (September-October, 1974), p. 29.

24. Ibid., p. 31.

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