

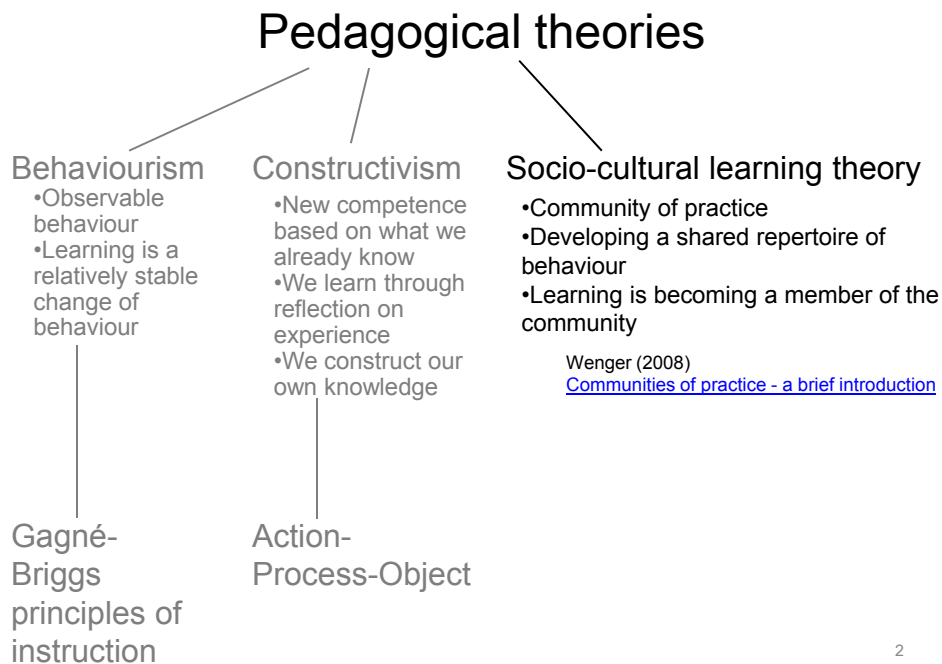
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## Supervision of users at their work place. Superusers and computer support personnel who do the job

Learning aim

- Able to assess and plan user support

1



2

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## Learning in the organisation

- Setting
  - Shared
    - Domain of interest
    - Practice
      - Could be on / off
    - Patterns of behaviour
  - Learning processes
    - Internalisation
      - Developing common patterns of behaviour
      - Preference to skills (know-how)
        - Not explicit understanding (know-that)
    - Socialisation
      - New people mimic the behaviour of the community
- Providing isolated practitioners with access to colleagues (know-who)

Competence for learning about IT	
• Facts	– Applications
	– <b>Who knows what</b>
• Skills	– Experimental for trying, error and success
	– <b>Social for making relationships with expertise.</b>
• Understanding	– Usefulness
	– Concepts and principles

3

## User support

- On-line help
  - Help functionality in the software
- Superusers
  - Colleagues who help out
- Support personnel
  - Specialists
  - Often in IT departments
- Internet-resources
  - E-mail lists
  - Blogs
  - FAQs



How to develop communities of practice for

- superusers?
- support personnel?

4

## Why? The Sovjet reasoning

- A computer is an expensive and valuable machine
  - Somebody has to take care of it
  - For each computer
    - Hired a person responsible for its operation

5

## Superusers in a local health administration

Superusers should

- Be selected amongst
  - People who are frequently asked for help
  - People who have an interest in computing
  - Avoid local managers
- Be well trained in the computer system and also in supporting others
- Have responsibility and resources within their area
- Be included in the planning of support
- Participate in the user training
- Be organized
  - Belonging to a group
  - Sharing experience
  - Receiving updates
- Communicate user requests to the computing personnel
- Communicate system updates to the users

Kaasbøll (2002) Superusers:  
how to improve user support  
and information flow?

6

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## Users' preferences

	<b>Informal</b>	<b>Formal</b>
<b>Personal</b>	Consultation with colleagues	Consultation with IS professionals
<b>Impersonal</b>	External documentation	Internal documentation

Munkvold (2003) End User Support Usage

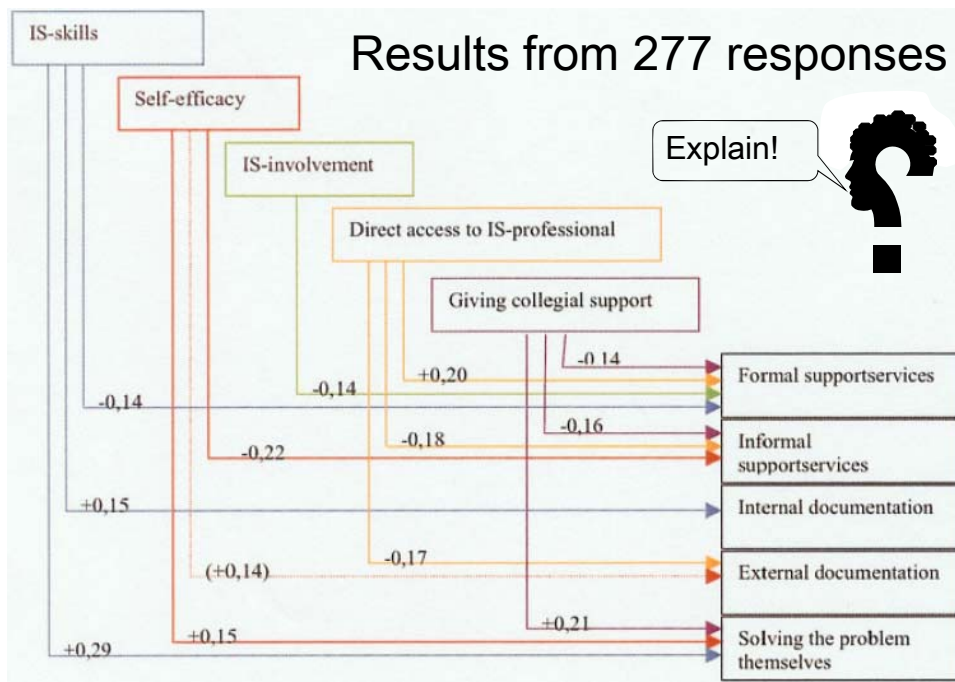
7

## Users' background

- Skills
  - In what degree a person manages to solve different problems with help from different work-related information system tools
- IT involvement
  - The importance and personal relevancy an end user attached to a computer and the use of it
- IT self-efficacy
  - People's perception of their own capabilities to use computers to accomplish a task

8

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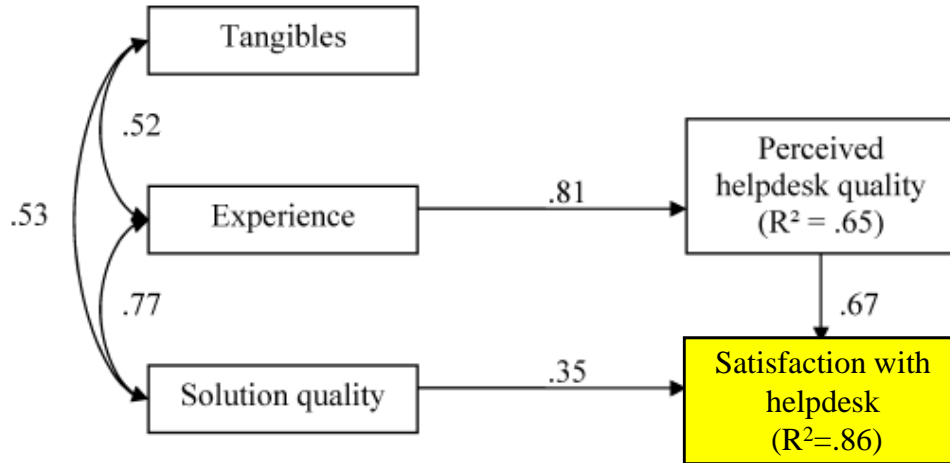
## Helpdesks and helplines

- Helpdesk
  - Personal visit
- Helpline
  - Telephone call for support
- Perceived support quality
  - Tangibles
  - Reliability
  - Responsiveness
  - Assurance
  - Empathy
- Survey of consumer – supplier relations
  - Not in-house support

van Velsen, Steehouder, de Jong (2007) Evaluation of User Support: Factors That Affect User Satisfaction With Helpdesks and Helplines<sup>0</sup>

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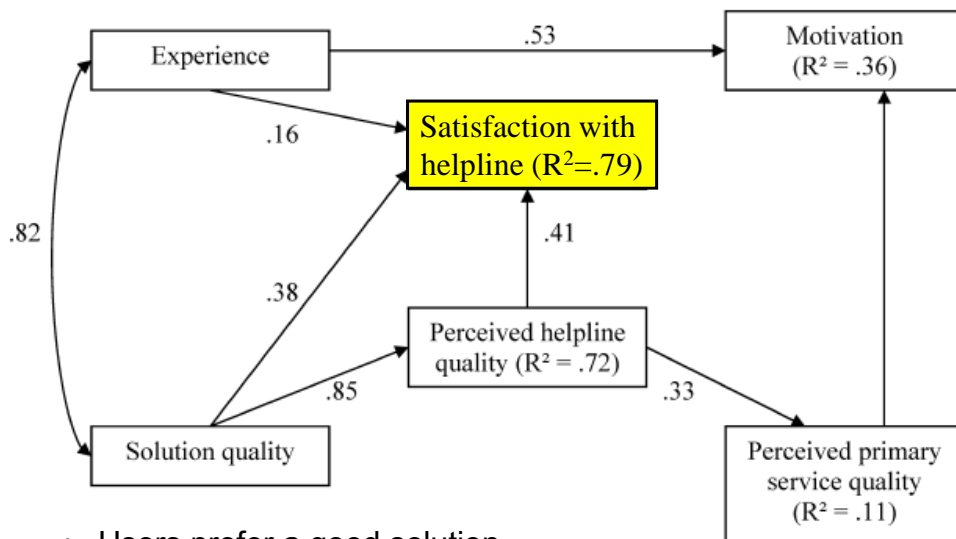
### Helpdesk – 64 responses



- Users prefer a good experience

11

### Helpline – 242 responses



- Users prefer a good solution
  - Motivation strongly affected by the experience

12

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## Training and support during implementation of information systems

- Enacting Integrated Information Technology: A Human Agency Perspective
  - Marie-Claude Boudreau; Daniel Robey
  - *Organization Science*; Jan/Feb 2005; 16, 1; 3-18
- Human agency
  - Restrictions imposed by IT systems
  - Why actors
    - accept constraints of social rules and technology
    - exercise agency to transcend these constraints

13

## Public institution in USA

- 3000 employees
- Legacy IS → Enterprise Resource Planning (ERP)
  - Semi finished software covering all functions of a company
  - Tailoring
    - Configuration by parameters designed by the vendor
    - Customisation by adding functionality
  - Efficient data processing
  - Long and costly adaptation
  - Freezes the organizational structure
  - Costly
    - US\$ 50 000 per personal user per year
- Technical installation on time and on budget
- Voluntary training
  - Few attended

14

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## Three types of agency

### Inertia

- Limited use
- Avoidance
- Superficial

### Improvised learning

- Initiated by users
- No predetermined structure, schedule or method

### Reinvention

- Compensating for limited knowledge and perceived system deficiencies
- Workarounds
- Using the system in unintended ways

I'm not doing things online yet. I'm by printing off a copy and then I fill it in and then send it through to power users

I can't tell you how many things that we learned, not because of training, not because the trainers knew it, but because somebody figured it out, and it became kind of folk knowledge

On a purchase order, if you find that you have to add money, you can't just go and change the line amount. It's not going to work; something is going to happen and Disbursements won't be able to pay it. So, a workaround we have here is to add an additional line to say "Increase PO by x amount of dollar" just so the dollar amount equals what you need it to be equal.

15

## Explanation of Inertia → Reinvented use

- Social pressure
  - Managers
  - Power users
  - Peers
- Improvised learning
  - Power users
  - Peers
  - User groups
  - Collections of material
  - E-mail
  - Individual



How does this correspond with theories of learning?

16