

## **Organization for Transformative Works** **Strategic Planning Committee**

# **Report on the Systems Committee**

The Strategic Planning Committee surveyed and reviewed the Systems Committee as part of our larger goal to put together a reasonable and practical strategic plan for the Organization for Transformative Works (OTW).

This report should be read as a helpful document, meant to illuminate, reveal, and guide the Systems Committee and the organization as a whole. It will be followed by similar reports for other committees and workgroups, and an overall report for the whole organization. These reports will then be synthesized into the strategic plan for the organization.

## **Methodology**

The information in this report was compiled by reviewing the committee's internal documentation on the organization's wiki and Basecamp, surveys of staff (past and present), and surveys of and chat interviews with chairs.

We start by giving an overview of the committee and its current place in the organization's mission. We then explain some of the history behind how the committee got to where it is today, and the current processes of the committee and how things work behind the scenes. We discuss the strengths and weaknesses of the team and procedures, as reported by the staff and volunteers involved, and the goals proposed by those working in this area.

Reports similar to this will be produced for all committees and workgroups, after which the data will be drawn together into an OTW-wide report of strengths, weaknesses and proposed goals for the organization going forward. This will be presented to the Board and shared publicly, after which the Board will decide how to act on the data offered by stakeholders, alongside the reports from the wider OTW Community Survey that has been analyzed by the Survey Workgroup.

## **Distribution**

This report was shared with the Systems Committee chair and the Board, prior to being published publicly. The committee and the Board had the opportunity to correct factual errors in review, but not to remove or edit the summary of what was revealed by the information gathering process.

## **Participation**

All 9 (non-chair) committee staff members were invited to participate in the survey and follow up with us in November 2012. 4 committee staff members filled out at least one survey question. The committee chair filled out a separate survey, and followed up with a chat interview.

All 15 retired Systems staff members (including retired chairs) were invited to talk to us about their experiences in January 2013. 3 retired Systems staff members answered at least one question.

In March 2013, in the midst of the Strategic Planning Committee writing this report, the Systems chair who interviewed with us retired, and two new Systems co-chairs came on. In July 2013, one of those chairs retired. In September 2013, the remaining chair was interviewed for this report.

## **Nota Bene**

This report is a living document and will remain that way until all OTW teams have been surveyed, at which point this report and all others will be locked for the writing of the strategic plan.

## **Contents**

1. Overview of the Systems team
  2. Current processes
  3. Strengths
  4. Challenges
  5. Goals
- Appendix A: Quantitative Data  
Appendix B: Textual Data from Surveys Used to Create Aggregate Numbers

## **Overview of the Systems team**

The Systems Committee is primarily responsible for maintaining the OTW servers, and also handle report tickets reported in the RT Tracker (see "Current processes: ticketing" for more information). As such, they provide technical support for staffers and volunteers in the Org.

January 4, 2014

3

The Systems Committee functions smoothly on a day-to-day basis. While not much is documented, the committee is dedicated to keeping itself going through oral history and putting information into the RT Tracker.

What came through clearly in the survey process is that Systems is a committee whose members personally have conflicted thoughts about their volunteer work and experiences. When given multiple choice questions, the Systems Committee staffers consistently came down on the more positive side of the range (see Appendix A: Quantitative Data). However, when offered the opportunity to elaborate on these answers, Systems staffers tended to offer a different -- and often more negative -- point of view about the exact same situation. What was distinctive about these negative points of view, though, is that they were consistently framed in very upbeat and optimistic ways. Even the survey answers from retired Systems Committee staffers were optimistic about Systems' continued existence and success.

This optimism and confidence in work and purpose contributes to the Systems Committee's smooth functioning.

## Current processes

- Meetings
- Tickets
- Urgent problems

## Meetings

Systems staff meetings are held twice weekly. One meeting is a general committee staff meeting; the other is a "work" meeting. The general committee meetings are divided into four sections:

- Group discussion
  - The agenda is reviewed and project status is discussed
- Floor
  - Committee staff are welcome to bring up any outstanding issues they want to discuss
- Tickets
  - Tickets are reviewed and cleaned up
  - Unclaimed tickets are distributed
- Work
  - The committee all work at the same time, while staying in the chat room to support each other, answer questions, and/or work in sync on a project

January 4, 2014

4

The work meetings are specifically held in order for the committee to stay in the Campfire chat room together and work together on projects in sync, and support each other while working.

Rather than keep historical records and meeting minutes on the OTW's internal wiki, the Systems Committee relies on the ticketing system. The ticketing system is searchable and available to any OTW staff member who requests an account.

The Systems liaisons -- with the committees Webmasters (Webs); Open Doors; and Accessibility, Design & Technology (AD&T) -- also attend Systems meetings and bring to the attention of the Systems Committee problems in their groups that Systems should be aware of and/or will need to deal with.

## Tickets

Systems works on a ticket system using the software Request Tracker (RT)<sup>1</sup>. Anyone may send an email to the Request Tracker email ([requests@transformativeworks.org](mailto:requests@transformativeworks.org)) to open a new request.

Within the Systems Committee, all tickets are reviewed by the Systems chair. The chair decides whether or not the ticket falls within the purview of the committee. If the ticket should be referred to a different OTW committee, the Systems chair will email the requestor and close the ticket.

If the ticket should be dealt with by Systems, the Systems chair:

1. offers the ticket to committee staff who have specialities within Systems
2. assigns more complicated tickets to specific staff members
3. handles alone the most complicated tickets

Systems staffers are encouraged to go into the ticketing system and select for themselves tickets they believe they can resolve.

Note: Any update to a ticket within Request Tracker sends an email update to the entire Systems list. Anyone who has a Request Tracker user account (i.e., even people who are not Systems staffers) can see these email updates.

## Urgent problems

When there are urgent problems that must be dealt with by a member of the Systems committee, whichever Systems staff member is online immediately takes on the task and may or may not open a ticket, depending on the issue.

---

<sup>1</sup> [http://wiki.transformativeworks.org/mediawiki/OTW:Request\\_Tracker](http://wiki.transformativeworks.org/mediawiki/OTW:Request_Tracker) (Accessed October 26, 2013)

## **Strengths**

### **Skilled staff**

When asked what kinds of training they received for their Systems work, respondents noted that they brought skills and knowledge into the job and didn't really need much training to understand how to fill most tickets. Systems appears to do a good job of appreciating and valuing those skills. One current staff member noted: "I have never once had my ability questioned because of who I am, whether my gender or ability or disability or age, etc."

### **Internal procedures**

The ticketing system and twice-per-week meeting structure seems to be extremely effective for Systems staff. Current staff reported 100% that the committee was running very smoothly or smoothly with some bumps (see Figure and Table 4 in the Appendix).

### **Internal cohesion**

The effectiveness of Systems' internal procedures may rest partially on Systems' strong teamwork. Though staff did mention concerns about distribution of workload (see below), they overall reported a very positive experience in Systems (see Figure and Table 3 in the Appendix) and a respect and appreciation for their fellow staff members. When asked what the Systems Committee does really well, current staff provided answers such as "Communicate with each other" and "Generally teamwork and communication."

### **Recognition of Systems' value to the OTW**

The focus and importance of Systems' responsibilities within the organization is understood by its staff, both current and former. One retired staff member summarized it clearly as "Very important (it provides the virtual infrastructure for the organization)." Combined with the understanding of how strong the skills of Systems' team members are, this has led Systems to develop a culture of valuing their own work and position within the OTW.

## **Challenges**

### **Continuity of Leadership**

Systems has had several chair changes in the 2013 term as of August 2013. In March of 2013, Arrow retired and former staffers Amanda and Moose became co-chairs of the Systems Committee. Then, in July of 2013, Moose retired from the committee as well, leaving Amanda as the sole chair.

Systems has fallen victim to a problem that has plagued many OTW teams: without documentation or plans for chair succession and training, someone who was not prepared for or entirely willing to take on the role has had to step in to keep the committee running.

### **Distribution of Work**

Survey responses revealed a significant disparity in workload between the staff members. One staff member indicated that they do 10+ hours of Systems work per week (adding in a comment box that they work “20-30 hours a week” but feel guilty that they still can’t “get everything done”), while the other staff members only recorded 2 to 4 hours per week (see Figure and Table 2). Note that this does not include the chairs’ work hours, as the chairs were not asked how many hours per week they work. Given the chairs’ general responses, it seems likely that their time commitment is far higher than the average for regular staffers.

Though staffers do have freedom to select which tickets they work on, effectively able to set their own level of commitment, this kind of disparity is likely to result in burnout of the most committed members. Furthermore, the staffers with the greatest and most diverse skill set are assigned the most number of tickets, as well as the most complex tickets, since they have the greatest capability.

All of this results in a potential situation where the most skilled and committed members will leave the committee due to burnout, causing a large vacuum.

### **Documentation**

Very few internal Systems processes are documented on the OTW internal wiki. This is a gap recognized by former chair Arrow, who added that the RT system is a huge wealth of information regarding Systems processes. However, the RT system is a separate system not accessible by all OTW members, nor organized for easy access by new team members.

January 4, 2014

7

The issue of Systems' lack of documentation was recognized by other staffers. One staffer noted several times throughout the survey that if hardware installation had been documented from the beginning, it would have improved their experience working on the committee.

One of the chairs noted that Systems' work is so confidential, they cannot take meeting minutes and post them to the internal wiki. However, this policy adds to the lack of documentation -- and seems inconsistent with the fact that anyone with an RT account can see all interactions done through the ticketing system.

### **Inter-committee Communication**

The relative isolation in which Systems works is a potential challenge that was brought up in several responses. Though Systems can be commended for working smoothly and efficiently on their own, the "siloeing" effect has caused communication issues between themselves and other committees.

Staffers were consistently positive in their multiple choice responses about their interactions with other committees. However when they went into detail, answers reflected either an entire lack of communication with other teams, or uncertainty on the part of the responders about the nature of inter-committee communication.

This was particularly noticeable in questions about the Board and Board liaison. One staff member did not know who the liaison was or whether they were attending meetings, while other staff members expressed the opinion that the Board didn't know what Systems did and that communication with the Board seemed to be confined to financial issues.

One staff member said clearly: "I don't even have a clue if the Board knows what we really do. How can the rest of OTW know if they don't??"

### **Isolation**

The Systems team operates in relative isolation from the rest of the organization, despite managing the ticketing system. A now-retired staffer noted that in the early days, Systems "almost never" met with other OTW teams, and "each committee went off to do there [sic] thing," which led to "a very siloeed feeling between Systems and everyone else." One retired staffer also mentioned, "[I]t always felt like we were fairly isolated, not just from the Board but also from the other groups."

Current staffers echo these sentiments. For example, despite most respondents describing the relationship with Board as "effective," staff members commented, "I don't really see much

January 4, 2014

8

communications with the Board." At another point in the survey, a current staff member noted, "[T]he occasional lack of understanding of what we do can cause some ruffled feathers here and there," when asked about inter-committee communications. While current staff members did indicate that they communicate with other OTW committees and Board members, none answered that they had friends serving on other committees or on the Board (see Figure and Table 13).

Moreover, when asked about what Systems' greatest stumbling block was, a staff member jokingly responded, "Dealing with all the other people in the org"; while this seemed to be intended as a flippant response, it does seem consistent with the committee's overall sense of isolation from the rest of the organization.

This has also led to Systems moving more toward what they consider to be "standard IT culture" and away from the organizational values of the OTW, which they'd originally embraced. One retired staffer noted that the original ethos of the Systems Committee was lacking "the 'programming' culture" common to for-profit IT teams, and that it "was a nice thing" to be able to participate in the environment the OTW was building. However, the current environment in Systems seems to have moved away from this initial work culture.

All OTW teams have their own culture to some extent, but what the current Systems team has referred to as the "standard IT culture" is contributing to their isolation -- some of the problems seen when surveying other teams about their interactions with Systems include ignoring the priorities of other teams, ignoring the guidelines set by other teams for working with them, not answering email in a timely manner (or at all), and not showing up for meetings with other teams.

## Recruitment

Retired staff members noted that in the past, the Systems Committee recruited from a wide range of skill sets, explaining that some of the Systems Committee staffers were people "who simply had an interest in [systems administration] and some basic computer skills"; they were trained from the ground-up by the more experienced members of the Systems Committee. However, at the time of our initial survey the Systems team was recruiting only from a pool of people who already possess "sufficient experience to design and manage the architecture." This severely limits the potential people who may be recruited to the committee.

This lack of people was exacerbated because the committee recruited only from specific time zones, rather than world-wide. There is some confusion about whether this recruitment policy was intentional or even actually instituted: in October 2013 the current Systems chair told Strategic Planning that "Systems does not have and has not had for as long as I've been here any sort of timezone restriction policy on recruitment." Because this chair had been a long-standing committee member, this suggests that either not all members were aware of the

January 4, 2014

9

restricted time zone recruitment policy under the previous chair, or that the policy was implemented unofficially and was never actually considered procedure.

## Training

All of the current committee members were “self-trained” in the types of skills required to work on the Systems Committee. Responses to the surveys indicated that there is little formal training being done to expand the skill sets of the committee members, though there was some indication that training sessions are being done on a piecemeal basis.

Beyond that, there was little indication that committee staff were being trained on OTW-specific procedures. Nor is there a formal process for preparing the committee for chair transitions or ensuring that there is duplication in case one key person should leave or become unavailable. One staffer stated: “We have a few single points of failure. [The chair] has said she might need to step back for health reasons, and we don't have another leader for if that happens. And [a staffer] does a lot of advanced sysadminning that is not well documented or explained.”

## Goals

### Communication

Systems staffers appear to be content with the communication *within* the Systems team.

However, the challenge of the Systems Committee's current isolation, as well as the challenges they've had with communicating with other committees, indicate that Systems needs to work on inter-committee communication as well as expanding their committee culture to be more in line with the values of the OTW as a whole.

To help reduce the committee's isolation and naturally move into a more OTW-focused culture, we suggest Systems target the teams they mentioned specifically and deliberately communicate with them more often to reduce communication issues and improve the flow of information (in both directions). These teams include:

- Accessibility, Design, & Technology Committee
- Board
- Finance Committee
- Open Doors
- Volunteers & Recruiting (VolCom)
- Webmasters

January 4, 2014

10

We also suggest Systems team members work together to prioritize better “communication hygiene” with other teams -- examples are:

- become familiar with the workings of committees Systems works with on a regular basis;
- introduce a rule that inter-committee emails should be responded to within a certain amount of time (even if the response is simply “We’ve got this and we need more time, thanks!”);
- prioritize attendance at agreed-upon meeting times.

## Documentation

We recommend Systems work together as a team to document what they do, prioritizing the documentation of internal work that not every member of the committee already knows or understands.

We also recommend that Systems begins to keep minutes of their meetings and post them to the internal wiki. In addition to helping with documentation and keeping an organized historical record, this will help cut down on the amount of isolation Systems as a whole feels, as it will open up their committee and increase transparency to the other OTW teams.

Given the confidentiality issues that Systems faces, we also recommend that they develop policies and procedures for maintaining confidentiality in minutes and other documentation. We recommend that they base their new policies on the ones implemented by other committees with similar concerns, such as Volunteers & Recruiting, available on the internal wiki for reference.<sup>2</sup>

## More internal teams

According to a former chair as well as a member of staff, the Systems Committee is divided into internal teams, one led by the chair and one led by the most senior staff member. The current 2013 chair has said that this is not the way the committee works. If a team structure is how Systems intends to function in the future (whether that structure is official or de facto), we recommend the Systems Committee train one or more additional staff members to be “team leaders,” so that the time-burden of work is more spread out over the whole committee, rather than falling mostly on two people. Additionally, this will allow for more staffers from more time zones (see below, “Staffers from all time zones”), allowing the Systems Committee staffers to “cover” more times of day.

---

<sup>2</sup> E.g. Volunteers & Recruiting Confidentiality Agreement: [http://wiki.transformativeworks.org/mediawiki/Volunteers %26 Recruiting Confidentiality Agreement](http://wiki.transformativeworks.org/mediawiki/Volunteers_%26_Recruiting_Confidentiality_Agreement) (Accessed October 26, 2013).

## **Staffers from all time zones**

The OTW considers itself an international organization, and it is important for committees within such an organization to be open to and welcoming of staff from all time zones. Historically, this was not a problem for the Systems team; the original Systems team had a number of people in a wide range of time zones from many different cultures, and spent time mentoring each other and working together to make sure everyone could do each Systems-specific task. In order to participate more fully in OTW's international culture -- as well as gain more people with the correct skills -- the Systems Committee should lift the ban on certain time zones and recruit worldwide. Interviews with the current chair suggest that Systems is already implementing this change and will not be restricting the time zones they recruit from in the future.

## **Training**

### *Chair Training*

Procedures should be developed for the Systems Committee chair to identify potential successors well in advance of stepping down or resigning and train them in chair-specific skills and responsibilities. The first step to achieving this goal is to work with VolCom to develop documentation and compile resources for chairing the committee.

### *OTW-specific Training*

The Systems Committee should work with VolCom to develop or refine a training system for the OTW-specific systems that Systems Committee staffers need to work with.

### *Sysadmin Training*

Several of the Systems staffers mentioned feeling out of their depth; one staff member said the greatest impediment to doing their job with the Systems Committee was not having the knowledge or training they felt was necessary. One retired staffer even explained that the reason they left the committee was because there was "a training/support network lack."

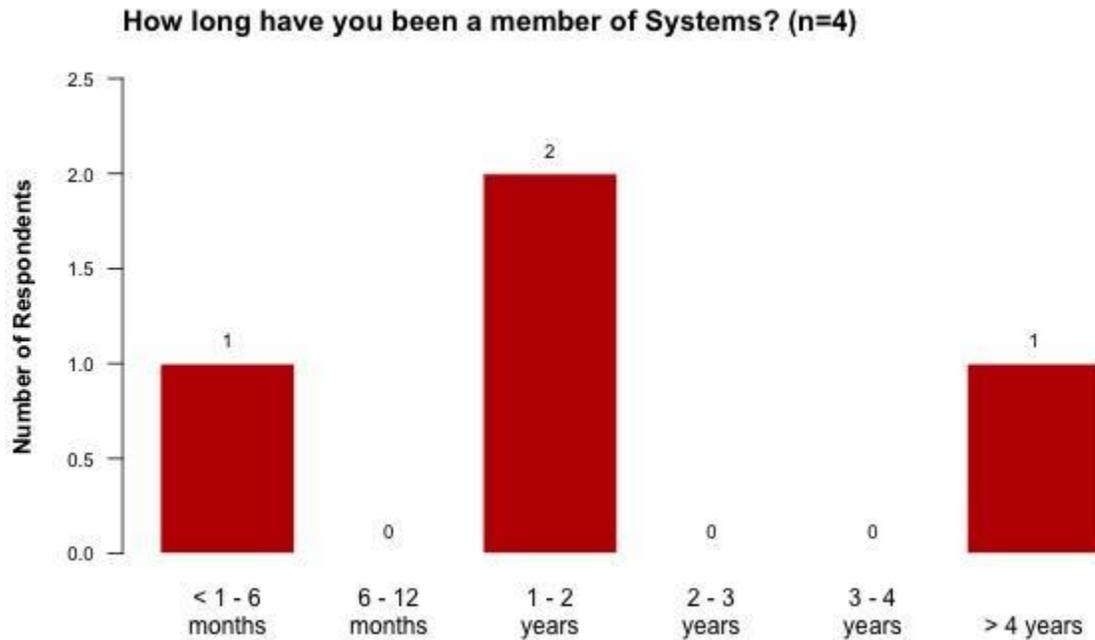
Historically, the Systems Committee had what one retired staffer described as "a wide variety of system administration skill levels" and explained that they did "a fair amount of mentoring" in order to make sure everyone on the team was able to participate. With some focus on this from the leadership of the Systems Committee, the Systems team could return to that type of environment, which is more in line with the OTW's values as an organization.

## Appendix A: Quantitative Data

Note: All graphs and tables are presented according to internal guidelines set by the Survey Workgroup.

### Systems Committee Staff Quantitative Data

**Figure and Table 1.** How long have you been a member of Systems?

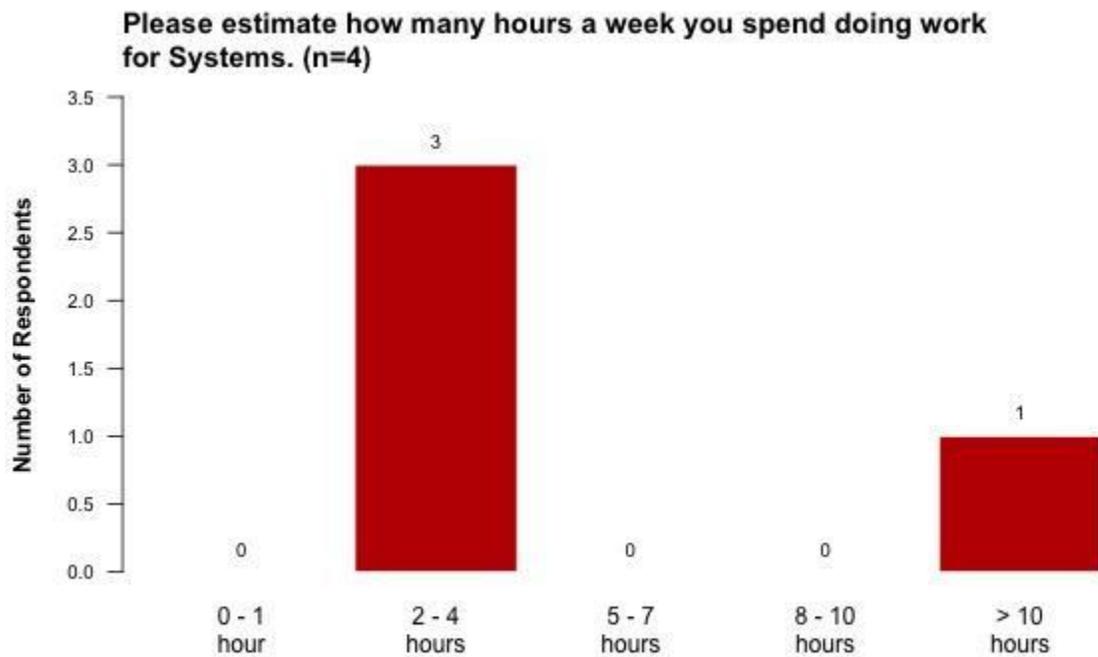


How long have you been a member of Systems?	Respondents
< 1 month - 6 months	1
6 months - 12 months	0
1 year - 2 years	2
2 years - 3 years	0
3 years - 4 years	0

4+ years	1
<b>Total</b>	<b>4</b>

With the exception of one staff member, survey respondents (3 out of 4) have been a member of the committee for less than two years at the time of survey.

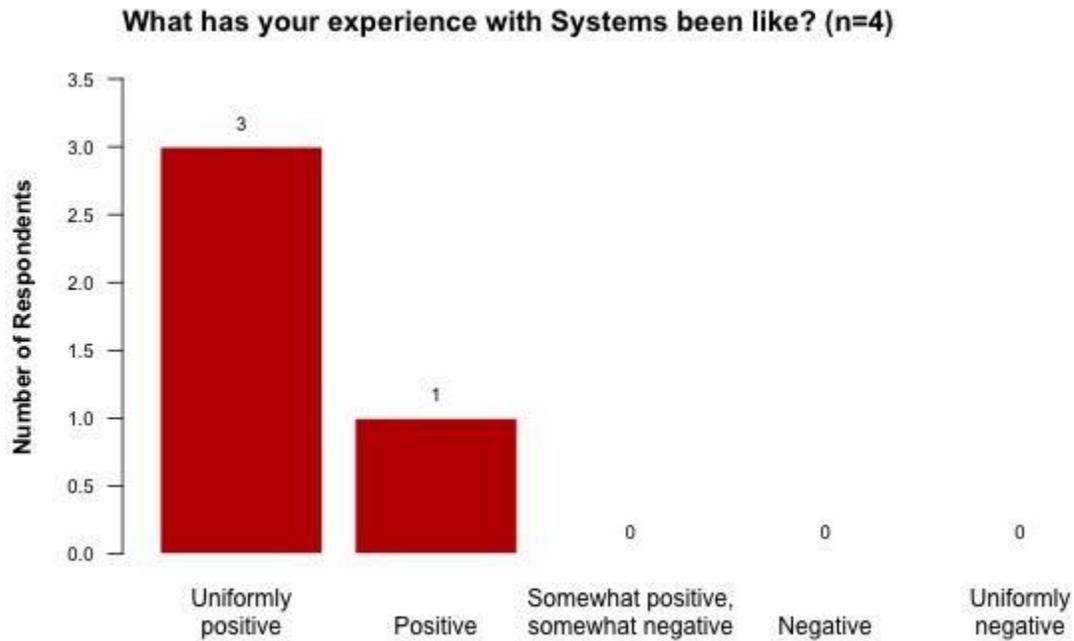
**Figure and Table 2.** Please estimate how many hours a week you spend doing work for Systems.



Please estimate how many hours a week you spend doing work for Systems (an average is fine).	Respondents
0 - 1	0
2 - 4	3
5 - 7	0
8 - 10	0
10+	1
<b>Total</b>	<b>4</b>

Most of the respondents (3 out of 4) spend 2 to 4 hours a week doing work for Systems, with one notable outlier who spends more than 10 hours a week.

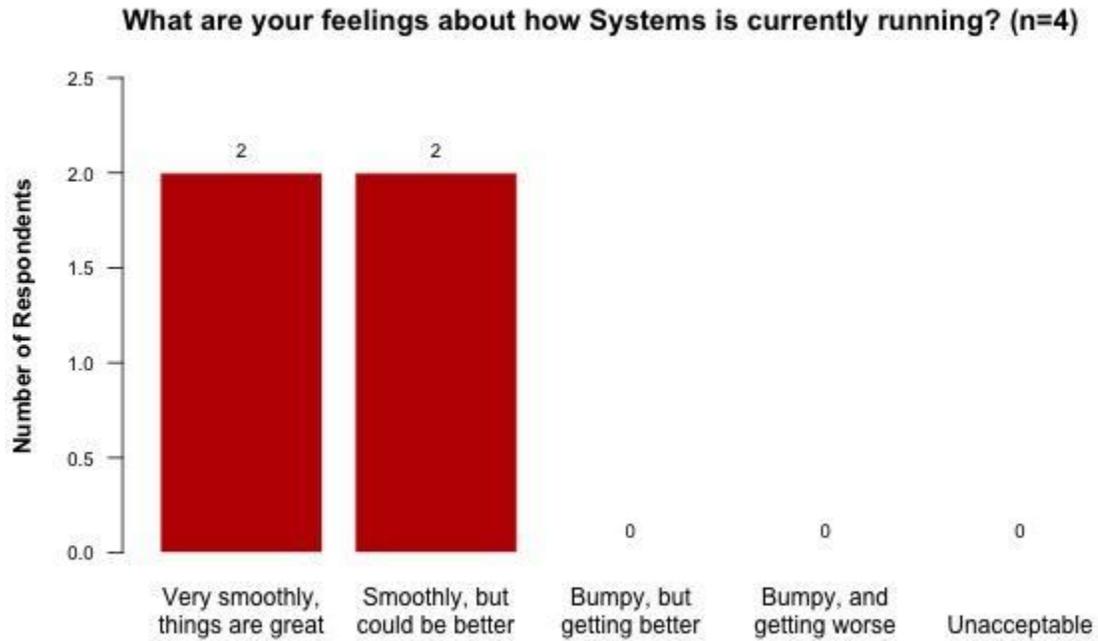
**Figure and Table 3.** What has your experience with Systems been like?



What has your experience with Systems been like?	Respondents
Uniformly positive	3
Positive	1
Somewhat positive, somewhat negative	0
Negative	0
Uniformly negative	0
<b>Total</b>	<b>4</b>

All respondents found their experience with Systems to be "uniformly positive" (3 out of 4) or "positive" (1 out of 4).

**Figure and Table 4.** What are your feelings about how Systems is currently running?



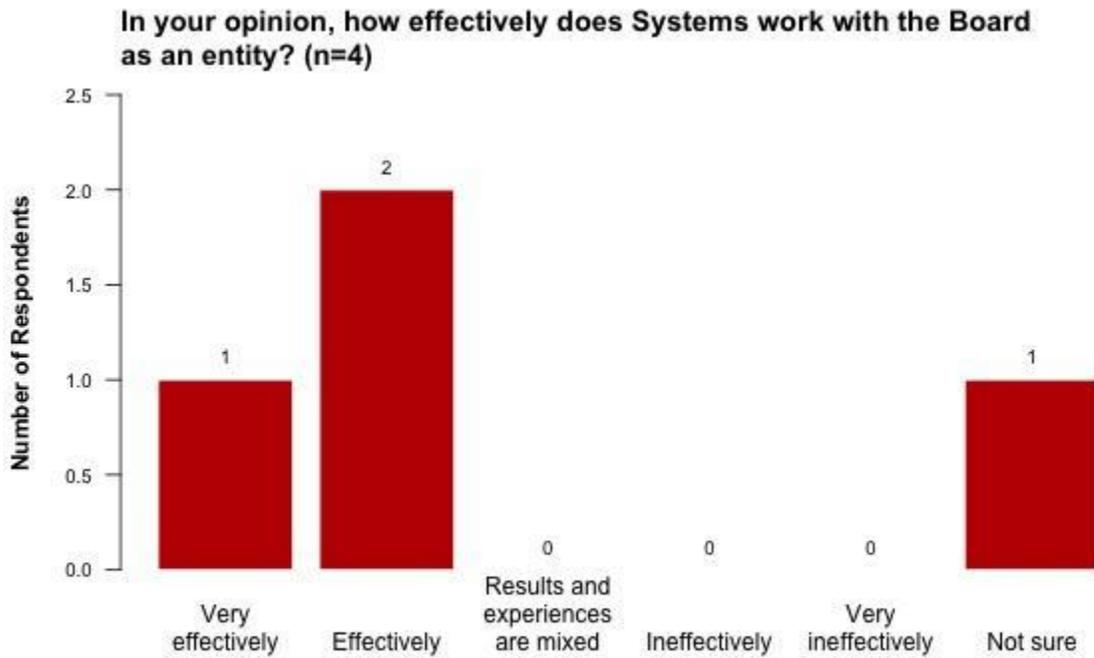
<b>What are your feelings about how Systems is currently running?</b>	<b>Respondents</b>
Very smoothly, things are great	2
Smoothly, but could be better	2
Bumpy, but getting better	0
Bumpy, and getting worse	0
Unacceptable	0
<b>Total</b>	<b>4</b>

Respondents expressed satisfaction with how Systems is currently running, with two answering "very smoothly, things are great" and two answering "smoothly, but could be better."

January 4, 2014

16

**Figure and Table 5.** In your opinion, how effectively does Systems work with the Board as an entity?



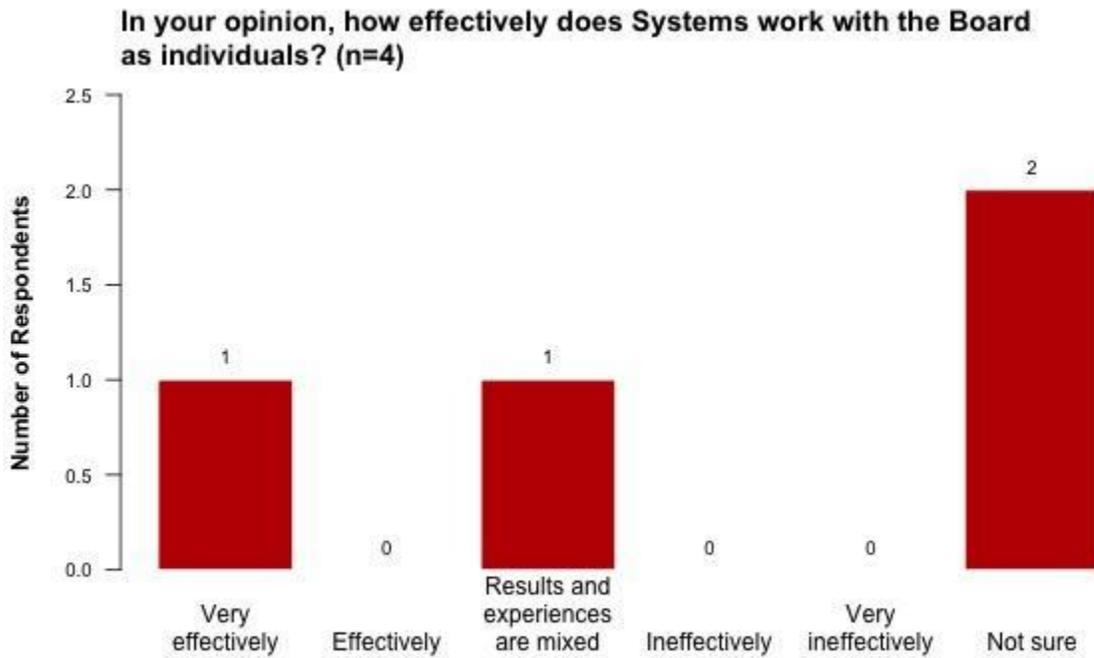
<b>In your opinion, how effectively does Systems work with the Board as an entity?</b>	<b>Respondents</b>
Very effectively	1
Effectively	2
Results and experiences are mixed	0
Ineffectively	0
Very ineffectively	0
Not sure	1
<b>Total</b>	<b>4</b>

The majority of respondents (3 out of 4) said Systems worked "effectively" or "very effectively" with the Board as an entity. One respondent was "not sure."

January 4, 2014

17

**Figure and Table 6.** In your opinion, how effectively does Systems work with the Board as individuals?



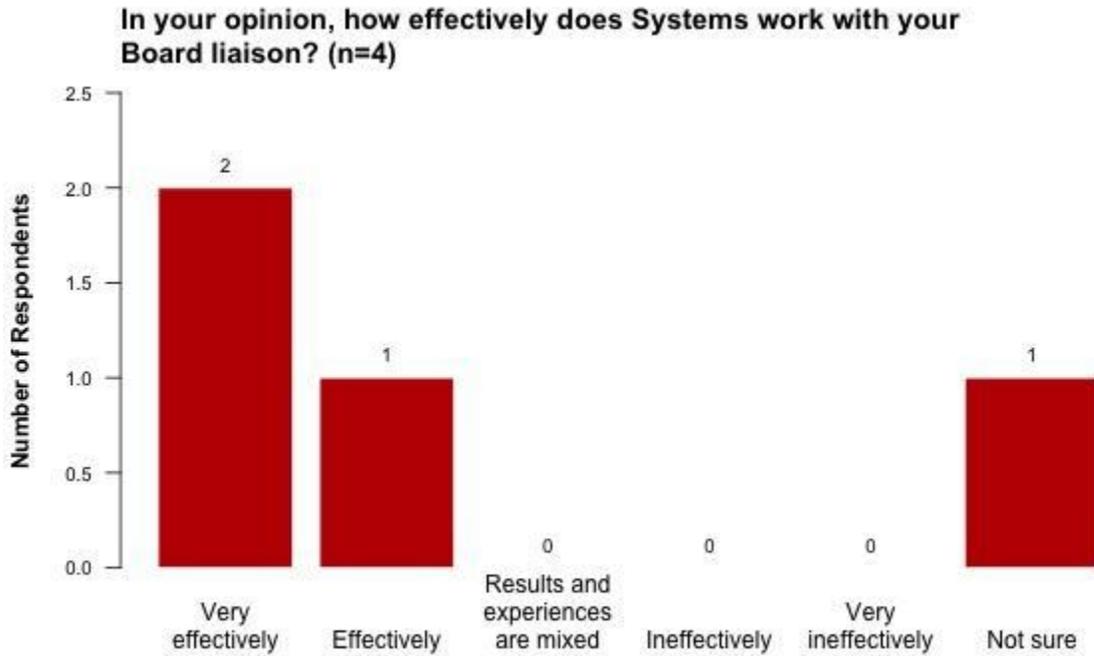
In your opinion, how effectively does Systems work with the Board as individuals?	Respondents
Very effectively	1
Effectively	0
Results and experiences are mixed	1
Ineffectively	0
Very ineffectively	0
Not sure	2
<b>Total</b>	<b>4</b>

There was no consensus among respondents on how Systems worked with Board members as individuals, with two answering "not sure", one answering "results and experiences are mixed" and one answering "very effectively."

January 4, 2014

18

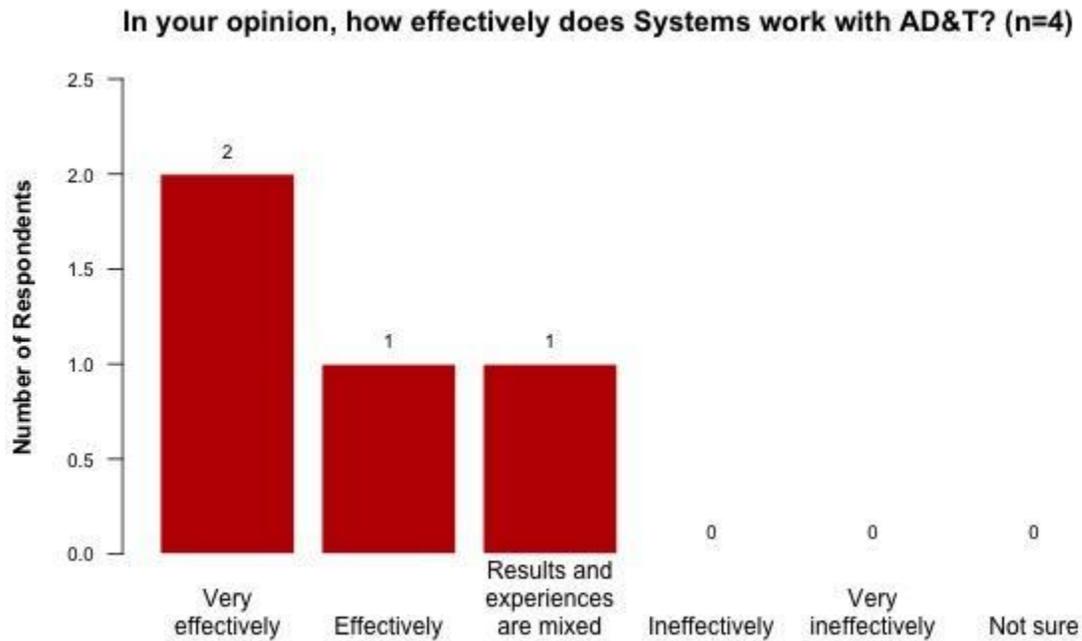
**Figure and Table 7.** In your opinion, how effectively does Systems work with your Board liaison?



In your opinion, how effectively does Systems work with your Board liaison?	Respondents
Very effectively	2
Effectively	1
Results and experiences are mixed	0
Ineffectively	0
Very ineffectively	0
Not sure	1
<b>Total</b>	<b>4</b>

The majority (3 out of 4) respondents said that Systems worked "very effectively" or "effectively" with their Board liaison, with one answering "not sure."

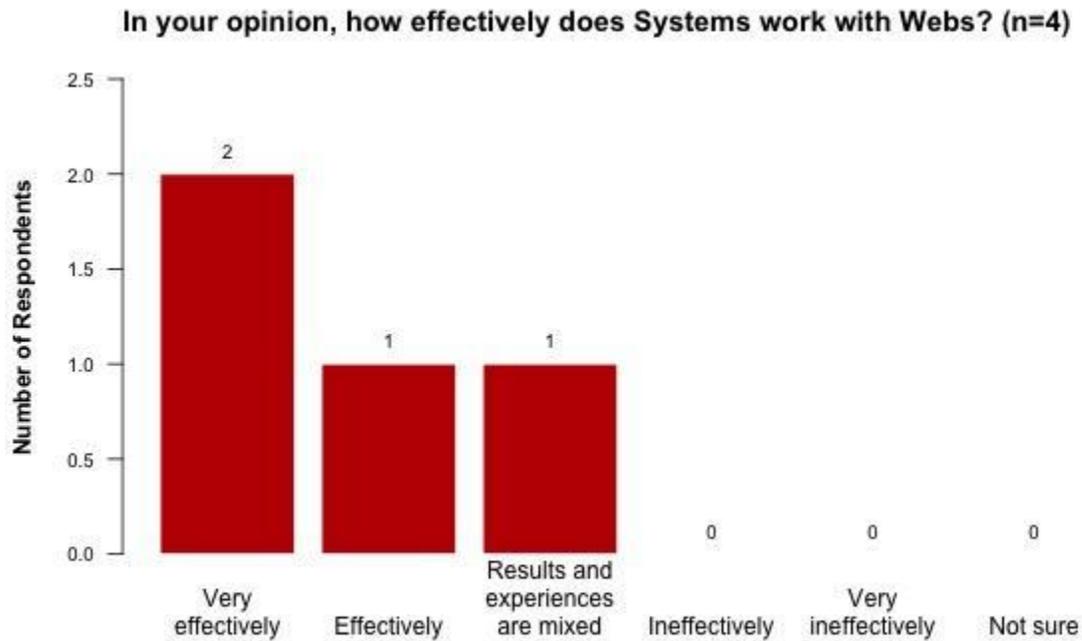
**Figure and Table 8.** In your opinion, how effectively does Systems work with AD&T?



<b>In your opinion, how effectively does Systems work with AD&amp;T?</b>	<b>Respondents</b>
Very effectively	2
Effectively	1
Results and experiences are mixed	1
Ineffectively	0
Very ineffectively	0
Not sure	0
<b>Total</b>	<b>4</b>

The majority of respondents (3 out of 4) said Systems worked "very effectively" or "effectively" with AD&T, with one answering "results and experiences are mixed."

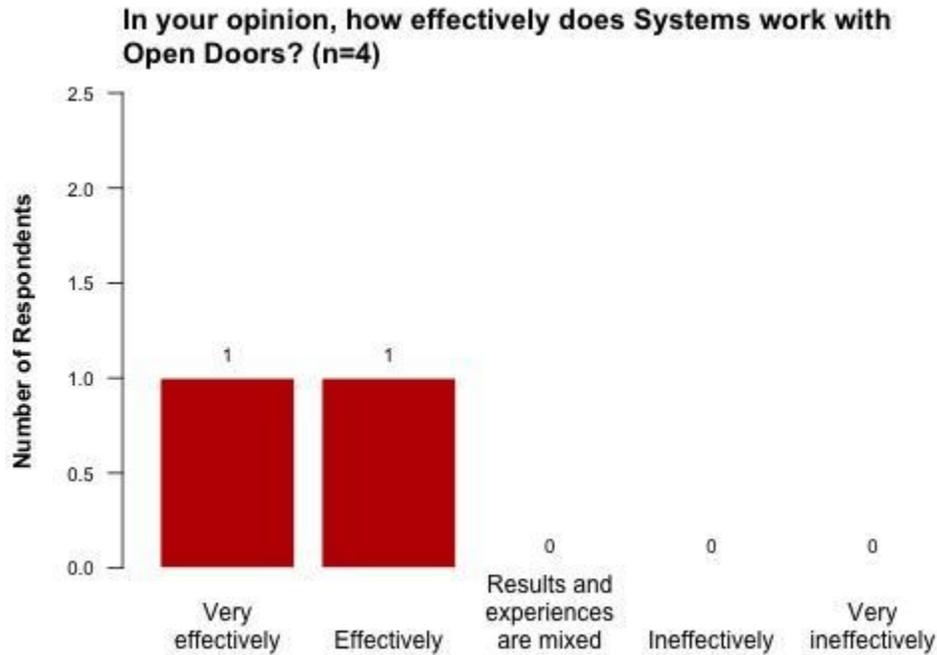
**Figure and Table 9.** In your opinion, how effectively does Systems work with Webs?



<b>In your opinion, how effectively does Systems work with Webs?</b>	<b>Respondents</b>
Very effectively	2
Effectively	1
Results and experiences are mixed	1
Ineffectively	0
Very ineffectively	0
Not sure	0
<b>Total</b>	<b>4</b>

The majority of respondents (3 out of 4) said Systems worked "very effectively" or "effectively" with Webs, with one answering "results and experiences are mixed."

**Figure and Table 10.** In your opinion, how effectively does Systems work with Open Doors?



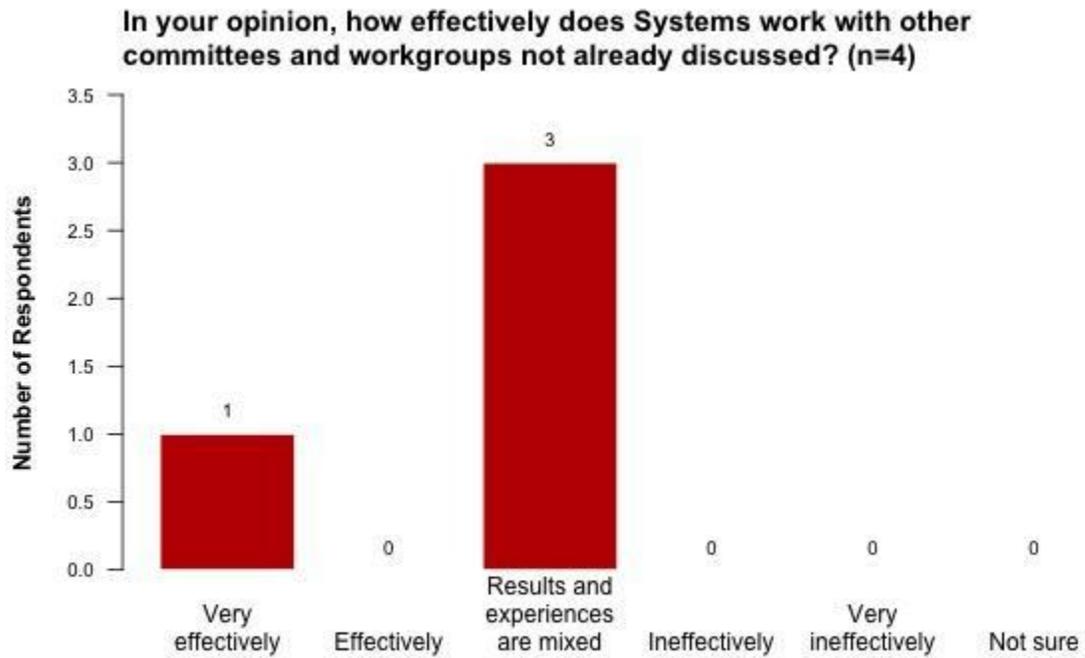
<b>In your opinion, how effectively does Systems work with Open Doors?</b>	<b>Respondents</b>
Very effectively	1
Effectively	1
Results and experiences are mixed	0
Ineffectively	0
Very ineffectively	0
Not sure	2
<b>Total</b>	<b>4</b>

There was no consensus among respondents on how Systems worked with Open Doors, with two answering "not sure," one answering "effectively," and one answering "very effectively."

January 4, 2014

22

**Figure and Table 11.** In your opinion, how effectively does Systems work with other committees and workgroups not already discussed?



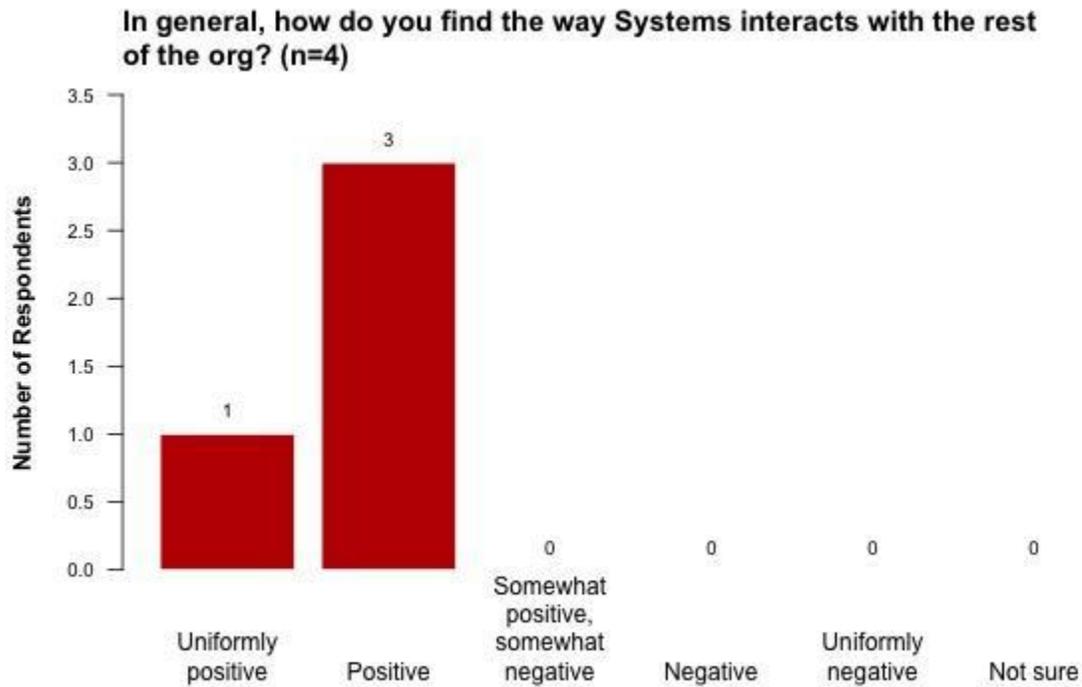
<b>In your opinion, how effectively does Systems work with other committees and workgroups not already discussed?</b>	<b>Respondents</b>
Very effectively	1
Effectively	0
Results and experiences are mixed	3
Ineffectively	0
Very ineffectively	0
Not sure	0
<b>Total</b>	<b>4</b>

The majority of respondents (3 out of 4) answered "results and experiences are mixed" when asked how Systems works with other committees and workgroups, with one answering "very effectively."

January 4, 2014

23

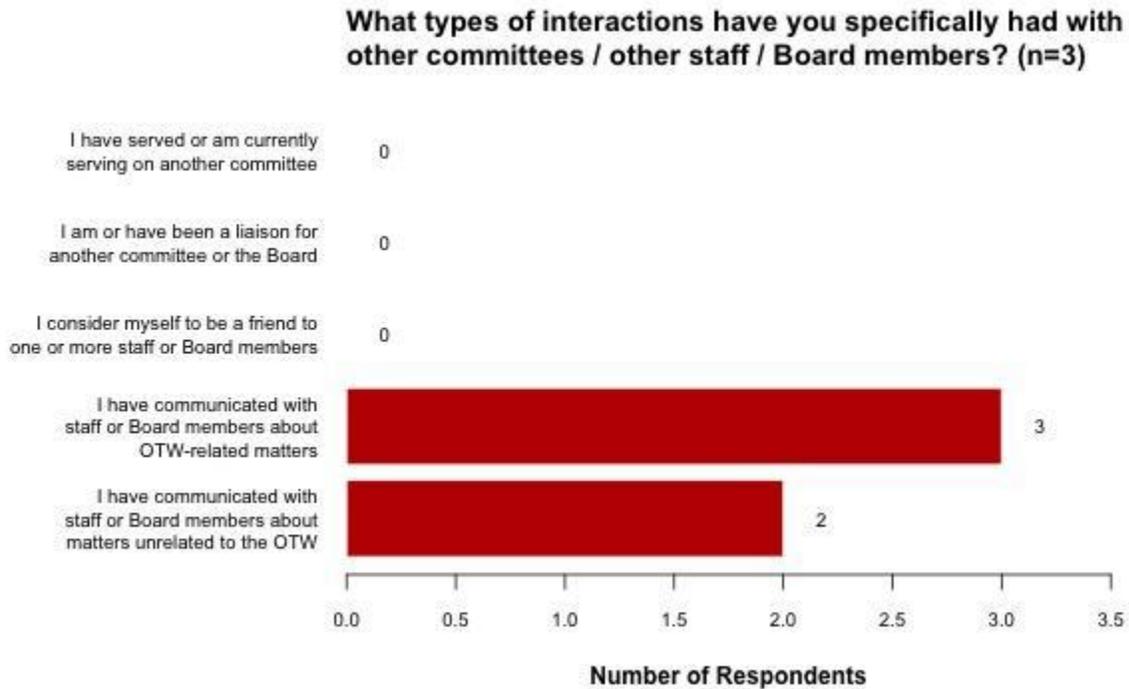
**Figure and Table 12.** In general, how do you find the way Systems interacts with the rest of the organization? Are the interactions mostly positive? Negative? Why?



<b>In general, how do you find the way Systems interacts with the rest of the organization?</b>	<b>Respondents</b>
Uniformly positive	1
Positive	3
Somewhat positive, somewhat negative	0
Negative	0
Uniformly negative	0
Not sure	0
<b>Total</b>	<b>4</b>

All respondents described Systems' interactions with the rest of the organization as "positive" (3 out of 4) or "uniformly positive" (1 out of 4).

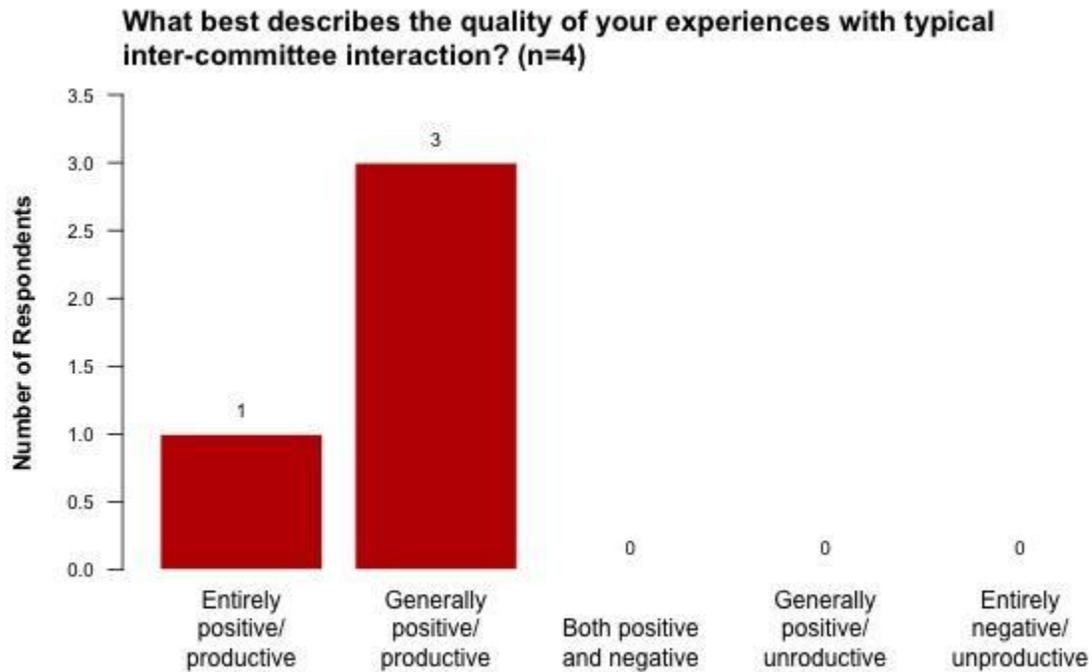
**Figure and Table 13.** What types of interactions have you specifically had with other committees / other staff / Board members, etc.?



<b>What types of interactions have you specifically had with other committees / other staff / Board members, etc.?</b>	<b>Respondents</b>
I have served or am currently serving on another committee	0
I am or have been a liaison for another committee or the Board	0
I consider myself to be a friend to one or more staff or Board members	0
I have communicated with other staff or Board members about OTW-related matters	3
I have communicated with other staff or Board members about matters unrelated to the OTW	2
<b>Total respondents</b>	<b>3</b>

All three respondents have communicated with other staff or Board members about OTW-related matters. None of the respondents served on other committees or as liaisons, nor did they have personal friendships with members of other committees or the Board.

**Figure and Table 14.** Which best describes the quality of your experiences with typical inter-committee interaction?

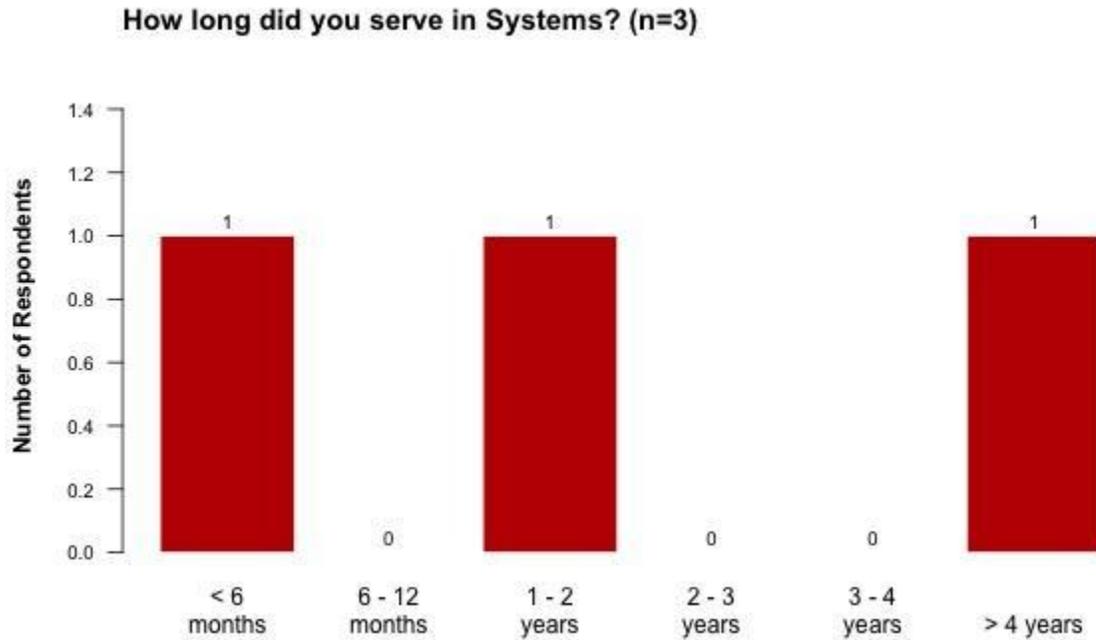


<b>Which best describes the quality of your experiences with typical inter-committee interaction?</b>	<b>Respondents</b>
Entirely positive/productive	1
Generally positive/productive	3
Both positive and negative	0
Generally negative/unproductive	0
Entirely negative/unproductive	0
<b>Total</b>	<b>4</b>

All respondents described the quality of their experiences with inter-committee interactions as "generally positive/productive" (3 out of 4) or "entirely positive/productive" (1 out of 4).

**Systems Committee Retired Staff Quantitative Data**

**Figure and Table 15.** How long did you serve in Systems?



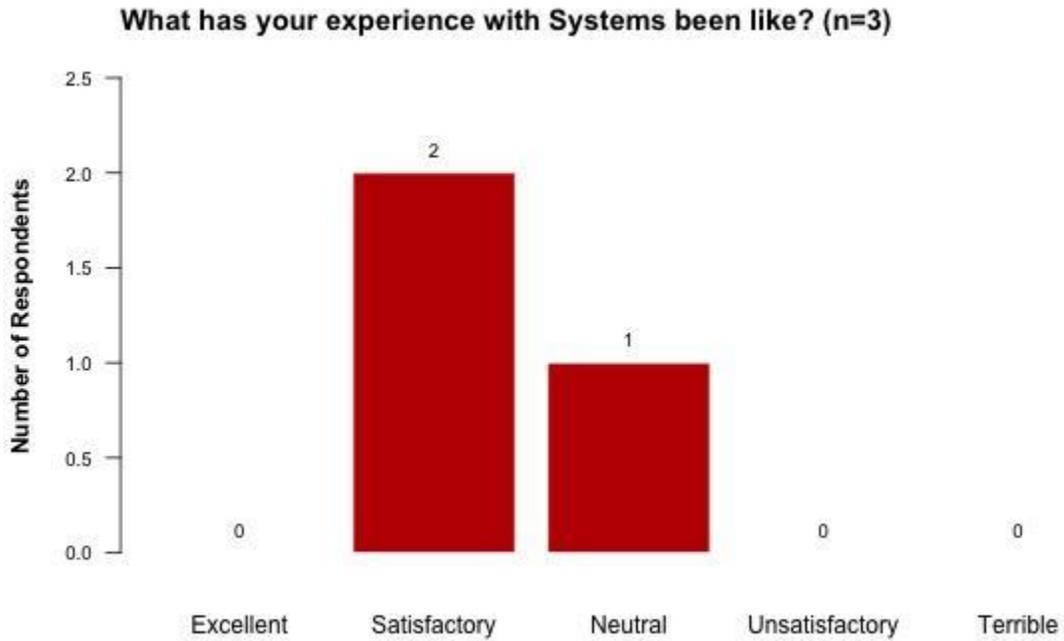
How long did you serve in Systems?	Respondents
< 6 months	1
6 months - 12 months	0
1 year - 2 years	1
2 years - 3 years	0
3 years - 4 years	0
4+ years	1
<b>Total</b>	<b>3</b>

Retired staff respondents ranged from having served in Systems for less than two years (2 out of 3 respondents) and more than four years (1 out of 3 respondents).

January 4, 2014

27

**Figure and Table 16.** In general, how would you describe your experience volunteering with Systems?



<b>In general, how would you describe your experience volunteering with Systems?</b>	<b>Respondents</b>
Excellent	0
Satisfactory	2
Neutral	1
Unsatisfactory	0
Terrible	0
<b>Total</b>	<b>3</b>

Respondents described their experience as either "satisfactory" (2 out of 3) or "neutral" (1 out of 3).

## **Appendix B: Textual Data from Surveys Used to Create Aggregate Numbers**

Due to the small number of responses, the Strategic Planning Committee decided not to release the textual data for the aggregate numbers to protect the confidentiality of the respondents. The raw data is stored in the OTW's Vault if there is a need to reference it in the future.