

Workaround (wa) profile

Part 1: Basic Information of the workaround candidate

Header information

Name of WA Acquisition	Case Public University_Spreadsheets to record missing information			
	Researcher 1		01.07.2020	Interview
Classification (process perspective)				
Process type	Process instance	Organisational unit	Contact person	WA owner
Support	Faculty	Administration		Professional chair
"The state NRW checks it based on Software C listings. That means, if the hours aren't recorded in Software C you would have to prove it in a different way how the semester hours per week were arranged."	"Well, I think only our faculty uses SharePoint, I think the others have not implemented it yet."			
"IT artifact"	Coordination	Training		
yes	Share	No training		
"If you put that into a document library, you will not be able to operate the script. The module descriptions for the module manual are a separate script and also a separate document [...]. If we mix that with stuff that is changed very often, it's very prone to errors."	"I collect the information and enter them in the SharePoint system. At this point, the administrative office of the business faculty works with this SharePoint system and begin to set up the semester schedule. After that, they forward this schedule to us to check it."	"The IT department just offered SharePoint as a solution and then SharePoint was used. But SharePoint is not used as a workflow and not everybody uses it."		

Routine (ostensive and performative aspects)

Ostensive aspect	"The process is that I get this sheet. I have a sheet with the module planning, with the schedule, and this is just the general timeline. Of course, every semester we have deadlines that we need to meet."
Performative aspect	"I create an overview of the modules that were offered in the previous summer semester or in the previous winter semester. I look up how many participants were in these modules and send them to my boss and ask whether the modules are offered again or not."

Description of the process (wa candidate)

This workaround concerns the gathering of course-related information and was mainly conducted by the secretaries of each professional chair. The employed SharePoint functionalities were not mature enough yet and lacked the ability to record relevant information. Therefore, the secretaries started to use their own spreadsheets, containing said information. This approach was communicated among the secretaries and adopted. However, it remained no secret and received attention from the central administrative office. While it helps to perform course scheduling, it causes additional effort as well as unintended media breaks.

Important aspects

Frequency	Remark (frequency)	Relevance	Trigger	Since when?
	Twice a year	minor	functionalities not mature enough since beginning of SharePoint Usage	
WA type	Diffusion mechanism	Affected subject	Construction	
artifact-centred	communication	Co-Workers' activities	individually	
"For this purpose, I have created an Excel list. This list includes all semesters and I can copy information from the previous semesters for the new one. But I can also add other information like preferred dates for specific modules."	"Well, I think the best and fastest way is through the office grapevine, when you ask others or when others talk about it."	"Well, basically, this is kind of a parallel process and there is a lot of double work not to say double and triple work."	"Like I said, you can make use of the tools you have. For examples of any Excel sheets or reminder, that I usually interlink so that I can access them quickly."	
		IT artifact		
		"We now map this in SharePoint so that it will be possible to select both the intermediate exam dates and the final exam dates directly. [...] In addition, we have now added notes in the fields to be filled in that inform the user which information is requested."		

Consequences (Start maybe with the description?)

Nr.	Scope	Type	Adv/Dis.	For whom?	Description
1	boarder	negativ	disadvantage	Co-workers	parallel process and there is a lot of double work
2	local	positiv	advantage	process performer	process is faster because she/he can copy and add information from existing excel sheets

Part 2: Some Additional Information (fill in if possible...)

Part 3: Further Analysis

Is it a Workaround?	yes
Response	Prevent workaround
Why this response? Support with reasons...	
"We tell them 'that's great, but please record it in SharePoint'."	
The faculty's central administrative office decided to prevent the workaround. To do so, the underlying misfit was eliminated by adapting the used IT artifact. First, additional fields were added to SharePoint to collect data for mid-term and final exam dates simultaneously. Second, additional information about the requested data was added to the tool.	
What is the misfit behind the WA? (Hypothesis 1:n)	
Category of misfit	C - technology related causes
Short description or explanation if necessary...	
"I neither find SharePoint very intuitive nor very userfriendly."	
Describe in what way the workaround was able to resolve the underlying misfit...	
Further Analysis	
Further Remarks	
Legend (fields):	
Free text	
Dropdown field	
Coordination	fill in if possible...
Routine	fill in if possible...
Effects	fill in if possible...
Legend Misfits:	
Misfit Category:	
A	"Workarounds emerge either from obstacles to getting work done or from goal misalignment of stakeholders" (Röder et al., 2014, p. 3).
B	"Management related causes of workarounds [...], feign compliance to management goals" (Laumer et al., 2017, p. 336).
C	"Workarounds occur because technology that is used does not fit realities and contingencies of day-to-day work" (Alter, 2014, p. 1049).