Communications Audit of Pear Soft Crisis Team

Chrystin McLelland

Gonzaga University

Abstract

This audit analyzes the internal communication networks of the Crisis Communication Team (CCT) at Pear Soft, a technology company in the Pacific Northwest of the United States. The CCT has been established for six months as of this analysis. Due to the nature of the team being new and having no baseline comparison, the purpose of the survey is to identify best practices and areas for improvement, as well as establishing a baseline measurement of the team's impression of their internal communication networks. Data collection was done through interviews and surveys. Data was later analyzed to identify trends and insights. Overall, data supports that the team is high functioning with an overall positive impression of the internal communication networks and how the team operates within them. Three best practices and three areas of concern were identified. A separate executive summary is also available.

Communications Audit of Pear Soft Crisis Team

The Crisis Communication Team within Pear Soft presents a unique auditing experience. The team represents a new function for the company, one that has typically been contracted to vendor companies in the past. The team has been officially established for six months, with all of the team members having experience in crisis-level communications and/or technology-based troubleshooting, but all are new to the Pear Soft company. This detailed report is accompanied by an executive summary document highlighting the findings and recommendations.

Audit Goal

The goal of this communications audit is to evaluate the existing communication network structure of the Crisis Communication Team within Pear Soft, establish a baseline of current communications networks, and identify areas of best practice or potential improvement.

Background Information

Pear Soft is a large company with many different divisions and holdings. Within Pear Soft, the Crisis Communication Team represents a very small team dedicated to providing high-level communication assists and service to Pear Soft customers worldwide.

Background on Pear Soft

Pear Soft is a multibillion-dollar technology company home based in the Pacific Northwest of the United States. The company headquarters is located in the Pacific Northwest, but there are multiple major offices at most major cities, both nationally and internationally. As a company, they provide international services and are responsible for the functioning of technology for critical infrastructure and political bodies world-wide.

Background on Crisis Communications Team

The Crisis Communication Team (CCT) was officially established in January 2021, although the team began training and working together as part of the onboarding process to Pear Soft in November of 2020. As of this audit, the team has been working together with no change in team members for 6 months. The CCT relies on quick, clear communication to do their job. When customers of Pear Soft encounter issues with software or hardware the CCT is the bridge between the customers and the internal stakeholders and engineers within Pear Soft. Examples of typical work scope includes problems with hosted service, loss of communication applications, high impact technical outages, and corporate user account issues. Communications are conducted via email, live-chat, static webpage updates and voice communications, and vary in size, scope, and resources. The CCT operates 24 hours a day as a conduit for communications flowing from multiple sources, in as close to real time as possible, both internally and externally, and consists of an international team that is 100% remote work. Communications are widely broken up into five categories by the team, which are currently defined as:

1. External stakeholder communication and near-real time dashboard communications

2. Internal stakeholder updates, content and timeliness varies depending on severity

3. Internal communications between engineers and stakeholders from different teams

4. Unified communications to internal stakeholders

5. Coordination of all communication and activity, internal and external

The CCT is a group specifically designed to bridge the gap between: 1. people who use common software regularly but are not technically trained; 2. people who are technically trained but don't regularly use the software/hardware; and 3. people who are not engaged at all but have "ownership of" specific software/hardware and are responsible for customer satisfaction and

financial profitability. As a bridge between the three, the CCT must be able to 'translate' between all these parties. It is important that the CCT is "…able to recognize, diagnose, and solve communication-problems," to be successful. (Conrad & Poole, 2012) Clear, timely and correct communication is critical, and standing up this (relatively new) CCT is Pear Soft's answer to the challenge of having many different parties with widely varied backgrounds and technical expertise trying to communicate to solve a problem.

<div align="center">The Structure of the Crisis Communications Team within Pear Soft</div>

The CCT is made up of 30 people, with 3 managers having 10 reports each. There are 11 crisis managers in a 24 hour a day, 7 day a week shift and 23 business hours incident managers who work 9am to 5pm aligned with customer business hours. Shifts are eight hour blocks of time for coverage, and normally have a minimum of two people per shift, but may have more during core business hours or be run with only one experienced CCT member to accommodate vacation and out of office needs.

Structure, fig.1
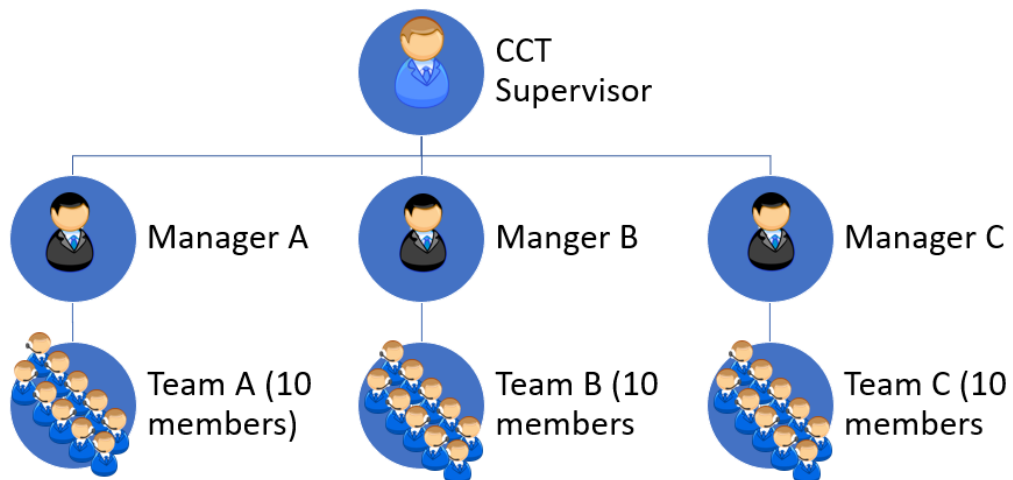
Communication Networks

Communication networks within the CCT are both formal and informal. Communication has been identified as "downward flow" (communication from upper levels of hierarchy to lower levels of hierarchy), "Upward Flow" (communications from lower levels of hierarchy to upper levels of hierarchy), and "Horizontal Flow" (communication between peers or other workers outside of an hierarchical relationship). (Downs & Adrian, 2004) Of these three categories of communications, horizontal flow across peers and workers is identified as the most critical communication network for both the formal and informal communication networks.

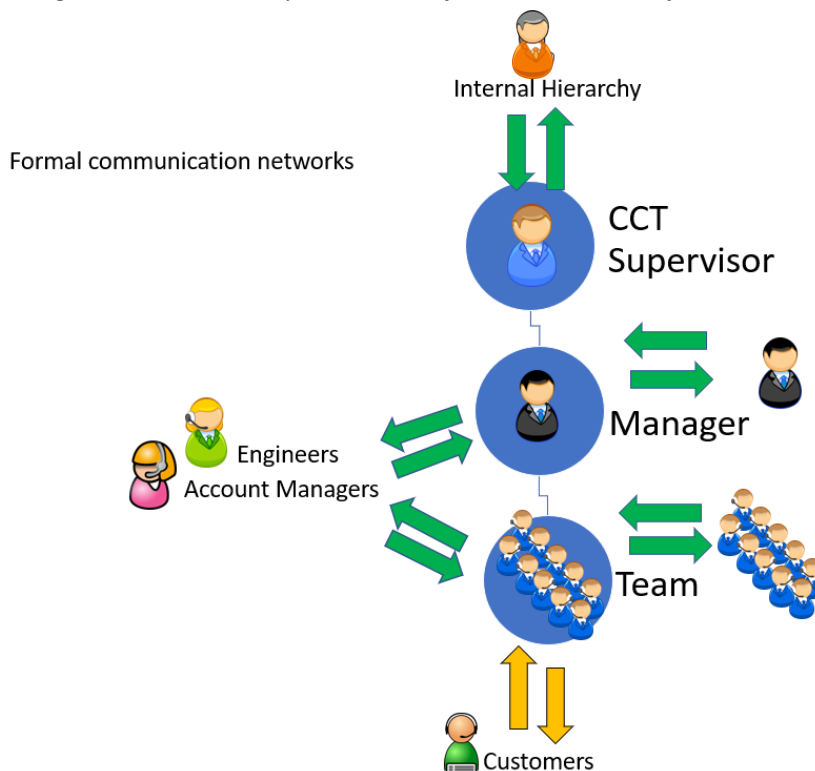*Formal Communication Structure*

Officially, the formal communication structure for main job-oriented communications is based on a hierarchy. Internal hierarchy refers to upper management levels within the Pear Soft organization, and the CCT Supervisor is the main point of contact for those communications, using emails, dashboards, and webpages as often as possible to engage upper levels of management without intruding on team function. Internal chat from CCT Supervisor to the manager level is done via Microsoft Teams chat function as the primary, with voice/video call as a secondary. For normal job function, managers would only engage CCT Supervisor (outside of routine reports and emails) in the event that an event needs to be elevated for additional support beyond what the team can manage on their own, or in the event of high-level sensitive or critical failures.

In the official formal structure, managers communicate freely within the formal structure with other managers, their team members, account managers and engineers. Information flows freely in both directions, and managers are expected to engage in routine casework along with their team, although with a lighter expectation of case load, with priority given to high-

consequence cases to be either manager led or mentored. (Note: the engagement between manager and customer is not shown on fig. 2 due to the manager acting in a "team member" role when engaging) Unless there is a formal arrangement due to shift coverage or mentoring, managers do not formally interact with other managers team members. Managers are the "center" of the team, and must track all communication and standards, ensuring that reports flow upward, downward, and horizontally.

Team members are considered the main point of contact for external communications. They engage with customers and outside management teams and facilitate communications internally from the CCT. Team members communicate across teams freely to pass case information, update statuses, and provide a summary of the ongoing actions from the day. This is most often done via the Microsoft Teams chat or email, and occasionally on a voice bridge where incoming and outgoing CCT members facilitate communications between customers, engineers, account managers and stake holders. All communication following this structure is formal communication, and maintains a high level of expectations with grammar, content, structure, and data.

Fig. 2: The hierarchy structure of communication flow within the CCT

Informal Communication Networks

While the formal organization is based on a hierarchy, the reality of how the CCT communications (for both formal and informal communications) is a flat structure. There is completely free flow of information between managers, team members, internal employees, and supervisors to reduce barriers and enhance clarity. Teams operate in what they label a "communication bubble", which is considered to be the partners they communicate with both internally and externally for individual incidents. This bubble is permeable and may cross into other teams as shifts are staggered throughout the day. Communications with the CCT Supervisor are an "open door policy", which overlaps into the informal communication network. This flat network of relationship reduces barriers in communication, and is used in both informal relationships and communication, and in formal *internal* communications.

Figure 3: Flat communication network
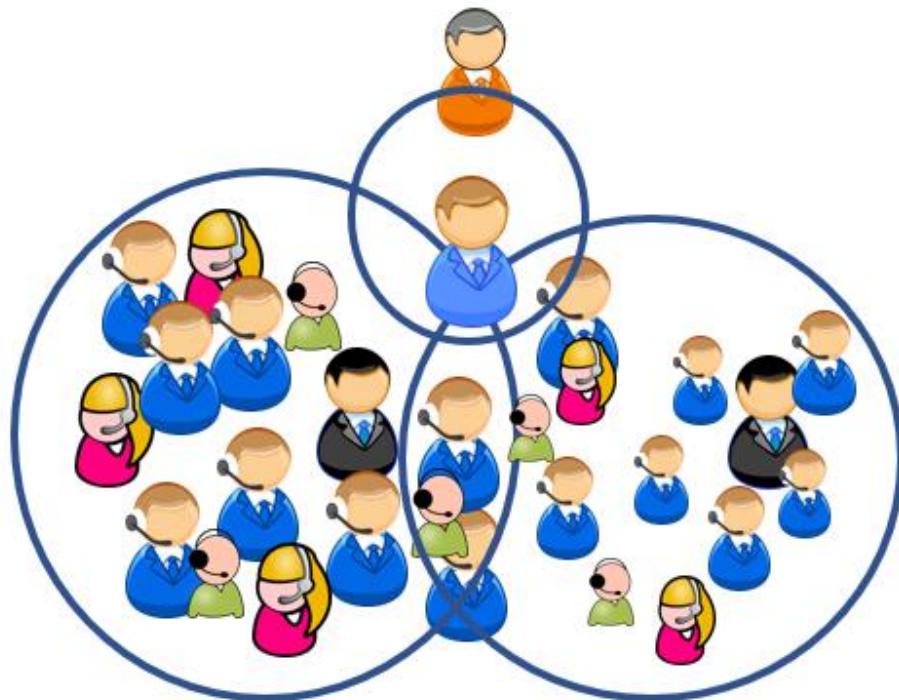
Research Process

Research was conducted by an independent assessor with years of experience in crisis communications and training in conducting and assessing communications audits. Subjects were granted anonymity during interviews and surveys to encourage honesty and transparency in the process. Several tools were used over three weeks during the research process to ensure diagnostic thoroughness in clarifying formal and informal networks, and to answer the questions – What characterizes this team? What do they do well? And what could they improve? (Downs & Adrian, 2004). All surveys and questionnaires were tailored based on the mission of the CCT and the scope of the audit.

Limitations

This is not a comprehensive communications audit. Typically, a full communications audit will take at minimum several weeks of data gathering, if not months of data gathering and interpretation. Due to the time constraints of this audit, sample pools were small, and there were few opportunities to follow up to request data due to the high-consequence, fast-paced nature of the CCT's main work function. Like all audits, this audit represents a snapshot in time, and generalizations from this data may change over time. (Downs & Adrian, 2004). For this audit, data collected is reflect of the CCT during several days spread over the month of June 2021. There was not an opportunity to review written communications or policies due to availability of trusted agent and time constraints of this project, so all data collected is based on feedback from members of the team and interviews.

Scope of Work

This communications audit focuses on internal communications within the CCT, specifically on the communication cycles within the team and members of the wider organization of Pear Soft. As a new team and new organization within Pear Soft, there is no baseline of comparison for collected data, so this audit intentionally focused on *satisfaction* within the CCT as it relates to the mission.

Methodology

Communication is how things get done in the CCT. The speed of communication can vary greatly depending on severity, and clear communications internal to the CCT and other departments of Pear Soft is critical to the success of the organization. In order to gather the most data in the least intrusive manner, data was collected by four major methods: Observation, interview of a team manager, surveys of team members, and a free-answer questionnaire.

Observation:

Observation was conducted for two hours a day over 3 days in June 2021. Auditor observed the communication techniques, tools and challenges faced by the CCT member, "E". Observation was conducted at different periods of time each day to gain a clear image of what a full day of communication on the CCT looks like. During the observation period, E was observed to use at least 7 different tools, handle multiple cases of differing severity at once, and engage in training and team meetings. During observation, the auditor took notes, but did not ask questions or engage with E so that they were undisturbed during observation periods.

Interview

The interview was conducted between auditor and "J", a critical incident crisis manager on the CCT. J has been a member of the CCT since the inception, starting the onboarding process

with the rest of the team in November of 2021, and currently holding a role as a senior manager on the team due to his experience and background. The planned interview questions are included in Appendix A, with the complete interview transcribed in Appendix B. J was happy to talk during the interview, and freely shared information without any concern of retribution or repercussions.

Survey

Short surveys were provided to members of the CCT to complete during their work shift if they had time (See Appendix A for blank surveys). Due to unanticipated high-volume cases and a Category A significant crisis, several survey responses were delayed or never completed. Data collection is based on returned surveys, which can be found in Appendix C.

Questionnaire

Questionnaires were provided to members of the CCT to complete during their work shift if they had time (See Appendix A for blank surveys). There was not great interest in writing out responses to the questionnaire, and only one response was received, reluctantly. Greater engagement in responding to the questionnaire was achieved through verbal communication and recording answers. See Appendix D for completed surveys. Surveys that were completed through verbal communication have been notated as such.

<center>Relational Strategies Within Team Organization</center>

Formal communications within the CCT are based not only on a hierarchy system, but also built with relational strategies or organization in mind. The CCT must function as a team, both within the team itself, inside the larger "bubble" of the communication structure and when

external communications. Both formal and informal communication networks are used to achieve success.

<div align="center">Channels of Communication</div>

Formal Channels of Communication

Formal channels of communication were shown to be valuable to external and outgoing communications to customers, leadership, and stakeholders, but provided lower value to the CCT.

Informal Channels of Communication

Informal channels of communication were shown to be critical to the success and communication of the CCT according to data collected from all evaluation methods and were used to shape formal communications.

Team Interactions and Effectiveness

Team interactions on informal channels of communication, both job-related and relationship-building related, were extremely informal. On chats, team members engaged one another with jokes, sharing memes or funny photos, and releasing stress from particularly difficult calls or support requests both as part of team bonding and as part of routine case management.

During this audit, the CCT exhibited several behaviors common to effective teams:

1. The team operated with a clear stated goal, and one that all members of the team felt strongly about. Team success, over individual success, is championed.

2. Clear role definitions, effective communications, and accountability were demonstrated by the team.

3. All team members had high levels of technical knowledge and skills to perform the job, even if specific knowledge differed among team members.

4. Socially, the team functioned well together and prioritized developing the team relationship whenever possible.

5. The CCT is unified in their commitment to success, with team members easily accommodating vacation and appointment times with no hesitating and showing a willingness to work after shift hours on the highest critical cases to maintain the highest level of performance and service.

6. Open communication among the CCT at all levels with the flat structure of informal communication channels creates a collaborative climate.

7. Successes are celebrated and missteps are treating as learning experiences on the way to success. While standards of performance are high, there is not an expectation of perfection.

8. Pear Soft has ensured the team has the equipment and support needed to perform their jobs, and the CCT Supervisor both privately and publicly celebrates success and achievements of teams and individuals.

9. Rich mentoring relationships exist at all levels both within and beyond the CCT. Positive engagement and support from managers make changes and the ambiguous job environment easy hurdles to overcome.

(Conrad & Poole, 2012)

Summary of Major Findings

Major findings from each of the engagement methods.

Observation

During observation, most communication happened via informal channels, even within job objectives. There was no hesitation for people to ask questions in the chat, either verbally or typed, and several people would provide answers and perspectives. With an all-virtual team, this information communication represents the team's ability to bond and build trust among one another. There is an impression of transparency among the team, demonstrated by the casual grammar, typing and vocabulary usage. Observation of the team showed that communication within the informal network shaped the formal communications within the customer and business channels. The ability of easily and quickly communicating a clear idea without regard to grammar, profanity, or knowledge expectation allowed for rapid exchanges of ideas and opinions that were then "translated" into formal business language.

The team comradery was also apparent in observation of team meetings, where the team would gather for formal training or discussion sessions weekly. This team meeting began with conversations about family and home lives, recent events and opinions, or other topics of general conversation not unlike what would be labeled "water cooler talk" in an in-person environment. During formal training, team members were engaged and shared opinions and questions throughout. Notably, the senior manager who ran the meeting made it a point to allow for other members of the team to provide input on answers prior to making a comment himself.

Formal internal communications were observed to be less frequent than informal communications, and often focused on facilitating conversations between parties. Unlike informal communication typing and chatting, formal communication Teams channels and formal
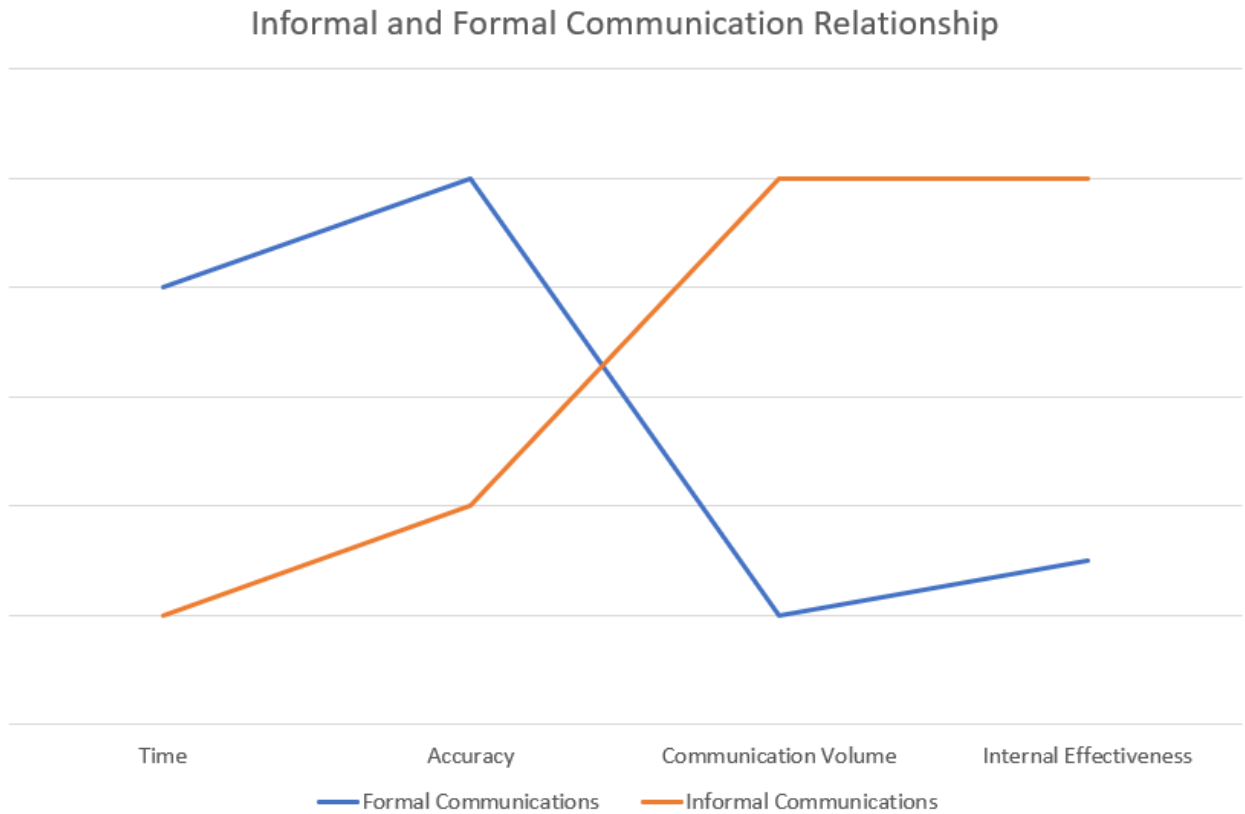
emails moved at a significantly slower pace and were formatted differently. Informal communications were often staccato bursts of text lines or reaction icons and moved at a rapid pace. Formal written communication, whether in email or chat, was noticeably slower. Rather than single lines of text in a chat, messages were sent as paragraphs with a casual but still more formal speech style. Emails were carefully drafted, and often were personalized templates to assist in maintaining a standard clear and formal style.

Informal communications were primarily observed to happen more frequently within single members of the team or within the entire CCT. Informal communications were also observed with some account representatives, when engaging engineers, and during mentoring sessions. Formal communication was mostly seen in external communications and communications to account representatives and stakeholders (explained to the observer to be "higher level") within the organization and occurred with less regularity.

Observation illustrated that while both informal and formal networks were used to meet the same goal of managing crisis communication and facilitating solutioning, they accomplished their goal in opposite ways. Informal communication allowed for the rapid exchange of high levels of information and ideas and relied heavily on relationship building and networking. Rapid call outs, questions and responses kept the team ahead of the problem and anticipating needs. The informal network helps to build accuracy and summarize the case details, but neither accuracy nor conciseness are required or expected. Formal communication networks operated more deliberately, with a greater emphasis on concise, clear communication that used a standard format to push data-based communication out. The goal is not speed so much as accuracy in the formal network, although there are time expectations that are kept. Informal networks

encouraged conversations; formal networks intended to provide all the required information to make additional engagement unnecessary.

Figure 4 – Inverse relationships of Formal and Informal Communication

Informal and Formal Communication Relationship

Time | Accuracy | Communication Volume | Internal Effectiveness

—Formal Communications   —Informal Communications

Interview

The interview with J was enlightening in gaining a better understanding of the structure of the CCT as well as the importance and function of the un-written internal communication network. Information from the interview was used to develop surveys that would address key topics identified.

According to J, CCT members must be able to craft good impact statements from only a small amount of non-technical information given by the customer. This communication piece allows for the CCT to establish the proper impact level for the case and clearly explain to the

internal partners both what is happening, and why it is important. J also identified this as the most inconsistent area among the team, with communications varying in degree of specificity and proper clarification of the actual impact – not just the reported impact – of the incident.

The interview with J identified the formal channels of communication being fairly inactive and not the primary method by which the team functions internally. However, although the formal communication was the least useful to the CCT, crafting the proper messages and information sharing in these channels requires the most time, with J reporting that sometimes he can spend "hours" writing an email that meets the rigorous accuracy and grammatical standards.

Informal communication channels were reported to be extremely active, both for the functions of the job and for social engagement and relationship building. The use of Microsoft Teams specifically allows not only for informal chat, but creates a running log of questions, input, actions and challenges that occur during a shift for each specific case, providing an important fountain of information for shift changes that is not formally required or captured anywhere.

Unsurprisingly, strengths of the CCT identified by J were influenced by the importance of the informal communication channels. J identified "collaboration" as the biggest strength of the team, specifically identifying several ways in which this strength was demonstrated: the ability to instant message everyone in the case communication bubble to clarify issues and bring everyone together in one place with logged information was seen as extremely valuable, especially for complex or critical cases; Internal chats on Microsoft Teams being used to ask questions and problem solve as a group, as well as being used to play games, talk and "share memes"; and the use of internal chat channels to make shift changes and information passing easier and more accurate.

J identified a few weaknesses of the CCT during the interview. Differences in hours worked between the 24 hour, seven day a week CCT and the Monday through Friday, normal business hours of account managers and engineers. Each team has a specific role, and outside of normal hours – weekends, nights and holidays especially – can cause challenges in getting the correct people engaged in a case quickly. J also identified inconsistency in how cases are categorized as critical, routine or non-critical. Due to the standard procedures, low severity cases that are valid but have a lower impact can end up not gaining any traction for solutions because they are prioritized behind higher priority cases and not considered critical enough for on-call support outside of core hours. In order to gain traction in cases like this, the CCT must create their own exceptions (which are not standardized across teams), which creates tension with the on-call engineers and developers who are contacted to address what should be a "low severity" case. These exceptions have been made often enough that account managers use these as a way to get their customer cases classified as higher severity levels through coaching or by using the "exceptions systems", which causes even more delay to cases that are properly identified as low-level severity and waiting for action.

Part of the interview sought to identify any barriers that may exist. According to J, the team experiences little to no cultural barriers, and he claims that Pear Soft has strong values when it comes to diversity and inclusion demonstrated at all levels. More often, cultural clashes happen between job role – for example, engineers being "gruff" in communications. J also claimed that the team is highly tuned to watch for gender bias and identified potential situations that have occurred. This is an important part of team building within the CCT, as women and non-binary people are under-represented in the technical world and subject to questionable treatment.

Internal communications related to management and job satisfaction were stated to be very positive, specifically identifying the permeable barriers and freedom of information flow as keystones of this positive impression.

Survey 1

The first survey gathered information about what areas of communication CCT members reported high satisfaction in, and what areas CCT reported low satisfaction in. For the purpose of data analysis, when two answers were given on a survey, it was interpreted as "X.5" and rounded up.

Figure 5: Survey One Results
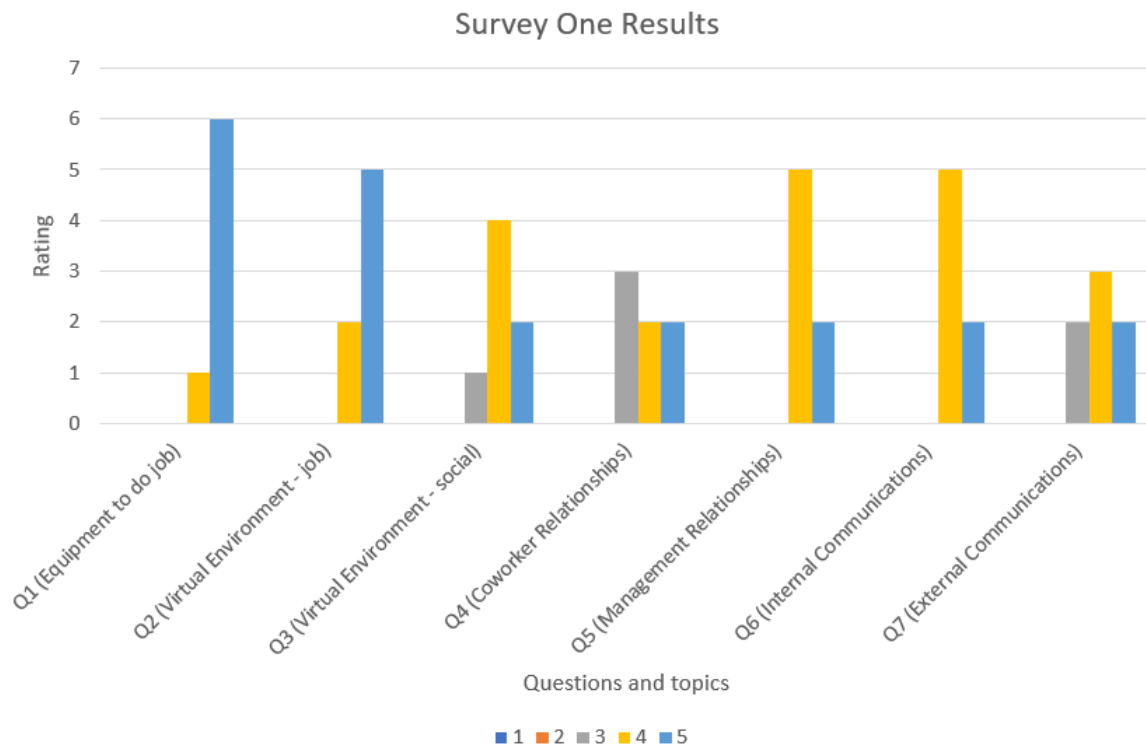
Survey results clearly showed that equipment and the virtual environment were not impacting job satisfaction or creating barriers to communication, as CCT members reported overwhelmingly high satisfaction rates with both of these categories.

Relationships and communications between CCT members and managers were also reported with high levels of satisfaction. While there were no low ratings of 1 or 2, questions that related to co-worker relationships and social communication environments – both part of the informal communication network – were more likely to fall in the neutral to mildly positive range, suggesting that relationship building is an area for potential improvement.

Survey 2

The second survey was intended to get an idea of what the current communication status is currently within the CCT, and what level of communication is needed across a few areas. Overall, survey respondents reported high levels of current engagement (great/very great) for every category.

Figure 6: Current Communication Received

Results of Survey 2:
Current Communication
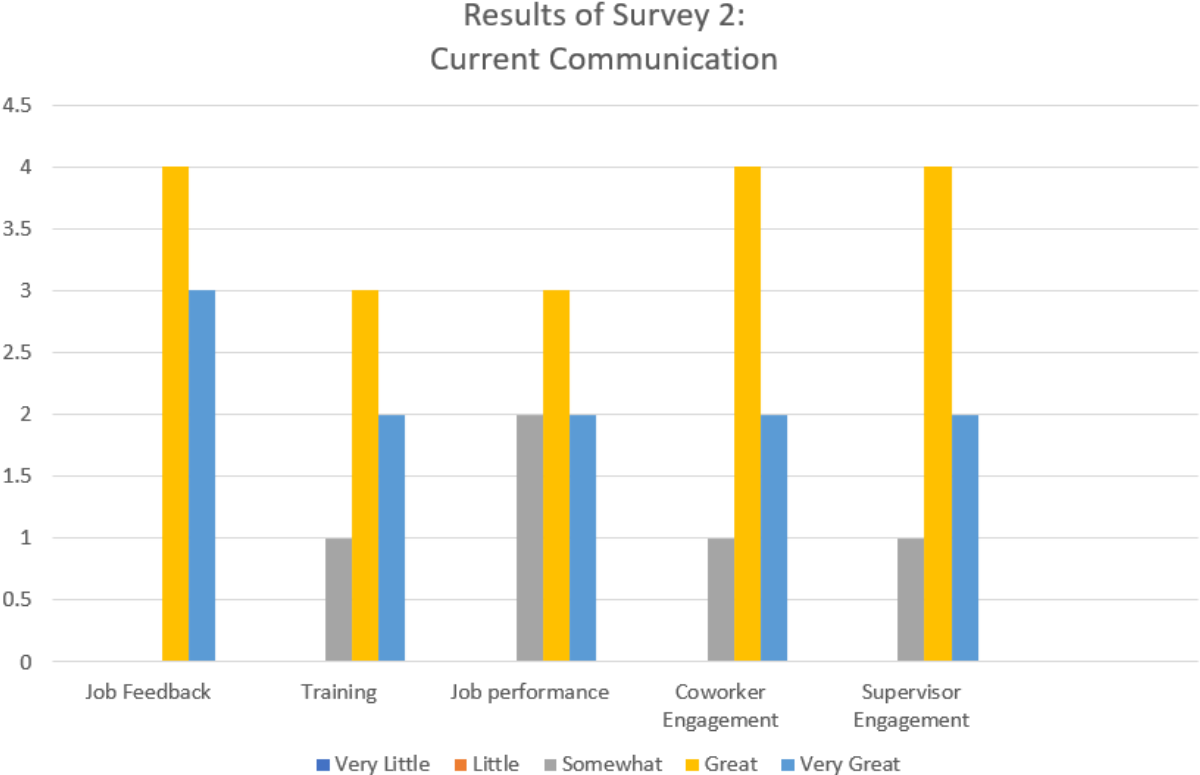
Needed communication was reported to have similar levels, with a few key areas showing a slight difference (See *Figure 7).*

Figure 7: Needed Communication

Results of Survey 2:
Needed Communication
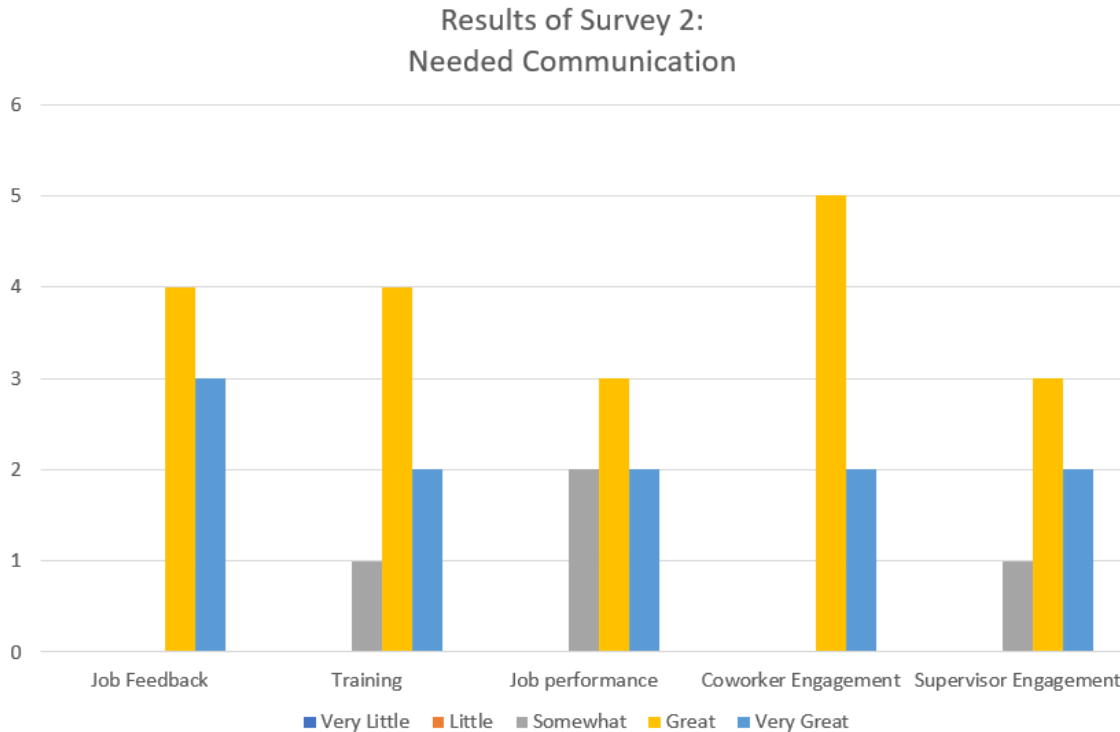
Again, high levels (Great) make up the majority of responses to each question. With all but one of the surveys containing matching ratings in the "have" and "need" columns of the survey, and several being filled out as straight answers down the column (All 4s or all 5s), there is question on the value this survey provides as a self-assessment tool. There was no training or discussion on how to answer these surveys aside from written direction, and the team reported high case volume on the day surveys were requested to be completed, which may have impacted the data collected. Considering these factors along with the data, survey two does not provide valuable information on feedback received and desired by individuals on the CCT.

A detailed comparison of results and evaluation is listed here:

Question 1: Amount of information received for "How well I am doing in my job"

There was no difference between currently received information and desired information. Job

feedback communications are satisfactory to all individuals on the team.

Question 2: Amount of information received for "Training I need to do my job"

There was no difference between currently received information and desired information.

Individually, the individuals on the team do not identify a need for additional training.

Question 3: Amount of information received for "Evaluating my job performance"

There was no difference between currently received information and desired information.

Communication regarding job performance is satisfactory to all individuals on the team.

Question 4: Amount of information received for "Engagement with Co-Workers"

 One respondent reported desiring additional opportunities for co-worker engagement.

Question 5: Amount of information received for "Evaluating my job performance"

One respondent reported desiring less engagement with supervisors.

Questionnaire

The questionnaire was challenging to have participants complete, with the designated

survey period again falling on a busy day for the CCT. In order to encourage participation, the

auditor requested brief verbal examples from team members, and quickly captured the answers

on the form. These transcribed forms are noted as such in *Appendix D.* In total, six examples of

internal communication experiences were provided, with several questionnaires being

disregarded due to exclusively using external communication examples and falling outside the

scope of this audit. *Table 1* summarizes information gained from the questionnaire:

Table 1: Questionnaire Feedback

Number	Category	Summary Description
1.	*Positive*	Manager engagement with member for performance feedback, encouraged work life balance.
2.	*Positive*	Use of various tools to communicate (Teams chat, calendars)
3.	*Negative*	On call internal personnel not responding to calls or prompts to engage.
4.	*Positive*	Member shared idea with manager and was granted approval to champion project.
5.	*Negative*	Account manager circumventing categorization system for cases.
6.	*Positive*	Informal communication systems led to quick communication bridge, allowing team and engineers to anticipate the incident rather than responding to it.

The data collected favored positive experiences (4 total) to negative (2 total). Of note, manager engagement was reported as a positive experience on half of the positive responses, with the other half of responses relating to the use of tools in the informal communication network. Both negative examples related to situations in the formal communication network.

<div align="center">Conclusions and Recommendations</div>

This communication audit was undertaken to identify the internal communication networks and structure of the Crisis Communication Team, as well as to identify potential areas for improvement and best practices. This audit was conducted under time constraints with a small sample pool and provides only a snapshot of the team's impressions of communications for the month of June. All data was gathered based on employee perception and may not be reflective of the actual functions of the CCT.

Best Practices

This audit identified three best practices based on data gathered from observation, interviews and surveys:

1. The informal communication network (*Figure 3)* allows for the greatest flexibility and most rapid exchange of information, both in support of job functions and for social/relationship building purposes. The freedom of information flow makes it possible for group engagement on unusual situations, questions and sharing of best practices. It also makes it possible to quickly communicate among the team's bubble to pass information and solve problems. The majority of communication and function happens via this informal network, and this free exchange system should be preserved and nurtured as a best practice.

2. The availability of equipment and communication tools was viewed positively by surveyed members of the CCT. The team reports high levels of satisfaction with the tools available and in use.

3. Communication with management, both formally and informally, was reported to be a positive experience and with high levels of satisfaction from members of the CCT. The engagement of managers, both for formal communications and informal communications, was identified as a best practice and an important part of building trust within the team.

Areas of Concern

Overall, participating members of the CCT report moderate to high levels of satisfaction across the board. Areas of concern were identified as:

1. Communication delays due to differences in core work hours and schedules, with "on call" contacts not always available or responsive.

2. Individuals report they are satisfied with their individual level of training, but also identify a need for training for the team (implying "everyone else").

3. Formal communications provide low level value to the CCT itself but required a large amount of the team's time to properly develop and share.

Recommendations

It is recommended that this initial communication audit of the CCT be treated as a baseline, and additional communication audits are performed at regular intervals. Additional audits should take care to schedule engagement with participating team members with the understanding that flexibility may be needed due to the nature of the crisis management job.

Potential solutions to areas of concern may come from a team review of this report and discussion. Some options are included here for consideration:

1. Create templates of common formal messages to easily copy and paste, then update details, to reduce time spent drafting and reviewing formal communications

2. Verify that all reporting tools for formal communications provide value and are being used by the receiving party.

3. Engage with managers and team members to identify specific areas where training may benefit the team as a whole. Invite team members who are comfortable with certain topics to present the training to the entire team during weekly meetings. Rather than long, formal training programs, short training engagements and Socratic discussions would serve the team best.

4. Review written and unwritten standards for "exceptions" that are common enough to re-classify as part of the routine procedures for case management.

5. Current activities to build team relationships and trust are good, but additional opportunities to develop those relationships and trust are desired. Regular "fun"

engagements are critical to maintaining and developing these relationships in the virtual

environment.

References

Conrad, C. & Poole, M. (2012). Strategic organizational communication. New York: Harcourt

    College Publishers.

Downs, C. & Adrian, A. (2004). Assessing organizational communication: Strategic

    communication audits (The Guilford communication series). New York: Guilford Press.

Appendix A: Blank Forms Used for Information Gathering

<u>Interview Questions:</u>

1. Describe your position at Pear Soft
   a. What are your responsibilities?
   b. Who do you regularly communicate with?
   c. What helps facilitate your effectiveness? Can you provide an example?
   d. What inhibits your effectiveness? Can you provide an example?
2. What kinds of communication are necessary for your main job function?
   a. How active are the formal channels?
3. What kinds of communication are necessary outside of your main job function?
   a. How active are these informal channels?
4. What do you consider to be a current communication…
   a. Strength
   b. Weakness
5. How do you judge the quality of communications?
6. Do you perceive any barriers to communication due to…
   a. Cultural Differences?
   b. Gender?
   c. Time zones?
7. How does the virtual environment effect communications compared to your experiences from in person?
8. What do you think makes the greatest impact to your job satisfaction?
9. Do you feel that communication with your supervisors
   a. Happens often enough?
   b. Is positive?
   c. Is valuable?

Pear Soft: Crisis Communication Team Survey 1

Purpose of Survey

This survey is intended to gather data on the internal communication networks within the crisis communication team. As a central point for communication, the crisis team is tasked with the important mission of building clear communication bridges between customers, engineers, stakeholders and others to quickly identify root causes and provide solutions. This first survey is designed to gain an overall picture of the team's communication strategy.

To what extent do you feel you have the appropriate equipment to do your job?

☐1   ☐2   ☐3   ☐ 4   ☐5

I do not have the equipment I need to perform my job	I have most of the equipment I need	I have the equipment I need to perform my job	I have the equipment I need but want additional equipment	I have all the equipment I want and need to perform my job

How satisfied are you with the virtual work environment for work-related communications?

☐1   ☐2   ☐3   ☐ 4   ☐5

Dissatisfied		Neutral		Extremely Satisfied

How satisfied are you with the virtual work environment for team and social communications?

☐1   ☐2   ☐3   ☐ 4   ☐5

Dissatisfied		Neutral		Extremely Satisfied

How connected do you feel to your co-workers?

☐1   ☐2   ☐3   ☐ 4   ☐5

Not at all connected		Somewhat connected		Very connected

How connected do you feel to your manager?

☐1   ☐2   ☐3   ☐ 4   ☐5

Not at all connected		Somewhat connected		Very connected

When communicating with other departments within the organization, the process is easy.

☐1   ☐2   ☐3   ☐ 4   ☐5

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

When communication with contact outside of your organization, the process is easy.

☐1   ☐2   ☐3   ☐ 4   ☐5

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Thank you for participating in this survey

Your answers will help form the next steps in auditing the communication strategy for the crisis team.

Pear Soft: Crisis Communication Team Survey 2

Purpose of Survey

This survey is intended to gather additional data based on the feedback from survey #1. In the first column, indicate **the information you currently receive.** In the second column indicate **the information you would like to receive.**

Amount of information I receive currently   **Amount of information I'd like to receive**

1 Very Little	2 Little	3 Somewhat	4 Great	5 Very Great
1. How well I am doing in my job				
☐	☐	☐	☐	☐
2. Training I need to do my job				
☐	☐	☐	☐	☐
3. Evaluating my job performance				
☐	☐	☐	☐	☐
4. Engagement with coworkers				
☐	☐	☐	☐	☐
5. Engagement with supervisors				
☐	☐	☐	☐	☐

1 Very Little	2 Little	3 Somewhat	4 Great	5 Very Great
1. How well I am doing in my job				
☐	☐	☐	☐	☐
2. Training I need to do my job				
☐	☐	☐	☐	☐
3. Evaluating my job performance				
☐	☐	☐	☐	☐
4. Engagement with coworkers				
☐	☐	☐	☐	☐
5. Engagement with supervisors				
☐	☐	☐	☐	☐

Pear Soft: Crisis Communication Team Questionnaire 1

Purpose of Questionnaire

This questionnaire is intended to capture specific experiences or examples of real-life communication experiences. **You may answer either one of the questions or both.** Answers will be summarized for the final report, but identifying information will be removed.

1. Think of an instance where communication was **particularly effective.** Describe the experience, including these specific details:

a. With whom were you communicating?
b. What happened?
c. Why do you think it happened?
d. Is this a typical experience?

2. Think of an instance where communication was **particularly ineffective.** Describe the experience, including these specific details:

a. With whom were you communicating?
b. What happened?
c. Why do you think it happened?
d. Is this a typical experience?

Appendix B: Completed Interview

<u>Interviewee:</u>   J.   <u>Job Title</u>: Critical Incident Crisis Manager <u>Method:</u> Phone Interview

1. Describe your position at Pear Soft

My job is to provide relevant communication to stakeholders on high severity / high impact outages that they are experiencing. I do escalation management; case progression and I ensure escalations remain on track. Engineers are working on problems, customers understand what status is and what is being done, and what is going on in their critical event. My biggest lever is business impact.

    a. What are your responsibilities?

Communicate with customer directly. Escalate case progression issues, provide timely updates to customers. Quantify business impact of an outage. Support engineers may work on a case and it may fall out of scope for their threshold and escalate it to the product engineering team, who work on the back end technical issues. One of the biggest challenges is getting product managers to engage in an effective and timely manner.

    b. Who do you regularly communicate with?

Support engineers, account managers, customers directly, other incident managers, other incident management teams within an organization.

    c. What helps facilitate your effectiveness? Can you provide an example?

The crafting of good impact statements – being able to translate the customers problem into an actionable impact statement for escalating something to a product group. Justifying the impact. Clarifying the actual impact – "20% of your total workforce is impacted and degraded near-real time communication, interrupting the flow of information." It's a critical case, but only 8 out of 300 user accounts are impacts – being able to define what is important about those 8 customers. Being able to extract the information and expand on it to capture the full actual impact.

    d. What inhibits your effectiveness? Can you provide an example?

Robocall screeners. A lot of folks end up with having inbound support numbers on a blocked call list, and it makes it so I cannot get through. Either blocked phone numbers, or wrong numbers

The fact that product teams work M-F with on call, but that results in people not being available in an after-hours.

Escalation of non-critical issues as critical cases because of the way product manager process is that there are thresholds for different severity. At low severities you tend not to get traction because everything above it is priorities – exceptions make it so that

I would keep something at a B level, but because I am not getting traction, so I have to traction it to an A to get an issue dealt with in.

Support management process instead of a planning management process: Between the customer and the account manager. The account manager is supposed to teach customer in how to use the system the right way, but sometimes customers end up working around the system to get better solutions to their problems faster, at the expense of others.

2. What kinds of communication are necessary for your main job function?

There are regular email updates on cases, and we also ensure that there is regular contact between our company and their company to touch base regularly. Team meetings are good channels for passing information. Tools we use, like a case management portal to track case information, near-real time ability to update a website with current status for a case for internal updates.

    a. How active are the formal channels?

    Not very active at all. They could be more active – like I would say the status should be updated every two hours, but it doesn't happen in all instances especially when running multiple cases or when a case just doesn't have an update. Sometimes we are just waiting. But there should still be check in thresholds regularly.

3. What kinds of communication are necessary outside of your main job function?

Instant messaging chats between us, account managers, and engineers. Teams chats with product and support teams. These are more effective than any other form of communication, you have everybody involved in that conversation (internally) and it is logged and typed out. This more informal chat provides clear information and sharing.

We also have a lot of information chat channels to just talk and connect. Its important to get to know each other and build a sense of team since we are all remote and have never met. We play games, share memes and just talk.

    a. How active are these informal channels?

    Very active, because they work. Our internal channels, we have internal chats where we can toss questions back and forth to each other on the teams, we have specific case chats, and by having these channels it creates an automatic case log to make passing over information easier because they have access to all the historic case data.

4. What do you consider to be a current communication…

    a. Strength

    Collaboration. We are really good at putting a problem in front of the group and using the group think to solve it. Clarity of impact, clarity of expectations – those are our biggest strengths as a time. And honestly, half the team is account aligned so they understand the customer better and business impact better because they are more read into it. For example, I know what the impact of (organization) capacity loss is going to…actually going to be and the full

multilayer-impact because of my experience with (organization) in one way or another.

    b. Weakness

Product teams are Monday – Friday teams. My team is 24/7. It is challenging to get product teams to engage on weekends / after hours. The support team is cleared for a lot of customer information, but the engineer teams (developer teams) are not cleared for that information. The developer team is able to access technical information and works on an on-call status because the criteria for engagement with them is only in highest severity cases. It causes challenges, especially when everyone is not on the same page for what is a level a/b/whatever incident, or when people sit on cases so they don't have to pick up new ones.

5. How do you judge the quality of communications?

Does the communication tell a story? And whether that story makes legitimate sense. And if there is data to support that story. I give broad strokes to pass the picture. It doesn't matter what specific line of code was changed, what matters is that there was a registry key in there that shouldn't have been, and when you pull it, it works. Broad strokes. And short and succinct. A book isn't necessary required. Grammatically correct, showing comprehension of the incident – going in and being like "hey what's the status?" isn't good form vs "hey, I checked the case notes and the latest status was x, is that the most recent status?" – one of these things shows disengagement, and the other shows active engagement.

6. Do you perceive any barriers to communication due to…

    a. Cultural Differences?

We don't tend to run into it on the team. The product teams are international teams, which is one of the reasons why the team works so well together and doesn't have a problem with 24/7 staffing. We do run into accent troubles sometimes or phrases.

Part of our job is smoothing over cultural differences between job types – engineers being gruff or not being able to communicate with customers.

It is my job to drive customer impact statements to the level that is appropriate. I trust that your case is critical until I prove otherwise. But, sometimes there is perceived impact difference between customer and support- its my job to translate what the actual impact is. "Help me get it to this level, help me write this statement" so that I can go to the engineering support and say "this is really important." It is all about the impact statement. If you report something is a high impact event, but you don't answer the emails or phone when I call because you went home for the day/weekend without forwarding me to someone else, then it must not be high impact.

    b. Gender?

I've seen some of our females get penned up in a way that I feel like is a little bit gender bias-y, but it is very infrequent / rare. For example: One female came to

me showing me a chat where she was being treated like straight up garbage. However, maybe the customer was being a (expletives) – I don't see it as a white male, but I try to be attentive to situations where it may happen and engage with the person impacted.

I'll go in for situations where people are being treated poorly for whatever reason, and (expletives)- I have no problem making it clear that behavior is not tolerated.

    c. Time zones?

Being aware of time zones, and keeping an eye on that because it is not readily apparent what individual engineering teams hours are – You have to judge based on outlook calendars and location.

7. How does the virtual environment effect communications compared to your experiences from in person?

So you lose a little bit of the pop your head up and saying "I need an adult". However, people are getting more used to using the chat, so now it is more like a delay of 3 to 5 minutes rather than instant in person communication. Team gathering and team building are a challenge – it can be difficult to team build where you have never physically met someone and time zone differences. Leaning into being collaborative and using the chats is helping. Early on we created a genuine culture of trust inside the team to make it okay to bring questions in, no one has to be afraid to ask for ask. As a senior member on the team, I ask stupid questions in the chat more than anyone to set the standard – seeking information is never a bad thing.

8. What do you think makes the greatest impact to your job satisfaction?

Recognition and resolution. When your efforts in coordination and consolidation and collaboration all work – when it feels like you are directing an orchestra rather than herding cats. When there is true partnership inside an incident, and people take on responsibilities and it is legit "give me twenty minutes to escalation" and then coming back and updating – spreading the work evenly among people, and everyone does their part and communicates. Hannibal from the A team said it best – "I love it when a plan comes together".

9. Do you feel that communication with your supervisors

    a. Happens often enough?

Yes. Good frequency – every couple of weeks and on demand. They always make time for me.

    b. Is positive?

Yeah, I'd say so. Perceived and genuine empathy from management. Lots of focus on balance, recognition that it is a marathon and not a sprint regardless of what SCRUM tells you. Supporting people, even when their interests aren't aligned with the team benefit – example is moving someone from a team to something better aligned with their preferences/skills/desires is not a negative

thing. Work life balance is so important, and management supports that from several levels up all the way down.

c. Is valuable?

Yes, it is valuable. It's also very valuable because I learn a lot about the organizational culture since I am new to (Pear Soft) and the personal connection is important to me.

Appendix C: Completed Surveys

In order to maintain anonymity, surveys are identified by numbers or letters, using the below table:

Survey	Identification
Survey 1	Survey responses are identified by letter (A, B… G) in the order that the surveys were returned. After saving the surveys under these letters, the originating emails with identifying information were deleted.
Survey 2	Survey responses are identified by number (1, 2…etc) in the order that the surveys were returned. After saving the surveys under these numbers, the originating emails with identifying information were deleted.

Survey 1, Respondent A

Pear Soft: Crisis Communication Team Survey 1

Purpose of Survey

This survey is intended to gather data on the internal communication networks within the crisis communication team. As a central point for communication, the crisis team is tasked with the important mission of building clear communication bridges between customers, engineers, stakeholders and others to quickly identify root causes and provide solutions. This first survey is designed to gain an overall picture of the team's communication strategy.

To what extent do you feel you have the appropriate equipment to do your job?

☐1   ☐2   ☐3   ☐ 4   ☒5

I do not have the equipment I need to perform my job	I have most of the equipment I need	I have the equipment I need to perform my job	I have the equipment I need but want additional equipment	I have all the equipment I want and need to perform my job

How satisfied are you with the virtual work environment for work-related communications?

☐1   ☐2   ☐3   ☐ 4   ☒5

Dissatisfied		Neutral		Extremely Satisfied

How satisfied are you with the virtual work environment for team and social communications?

☐1   ☐2   ☐3   ☒ 4   ☐5

Dissatisfied		Neutral		Extremely Satisfied

How connected do you feel to your co-workers?

☐1   ☐2   ☒3   ☐ 4   ☐5

Not at all connected		Somewhat connected		Very connected

How connected do you feel to your manager?

☐1   ☐2   ☐3   ☒ 4   ☐5

Not at all connected		Somewhat connected		Very connected

When communicating with other departments within the organization, the process is easy.

☐1   ☐2   ☐3   ☒ 4   ☐5

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

When communication with contact outside of your organization, the process is easy.

☐1   ☒2   ☒3   ☐ 4   ☐5

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Thank you for participating in this survey

Your answers will help form the next steps in auditing the communication strategy for the crisis team.

Survey 1, Respondent B

Pear Soft: Crisis Communication Team Survey 1

Purpose of Survey

This survey is intended to gather data on the internal communication networks within the crisis communication team. As a central point for communication, the crisis team is tasked with the important mission of building clear communication bridges between customers, engineers, stakeholders and others to quickly identify root causes and provide solutions. This first survey is designed to gain an overall picture of the team's communication strategy.

To what extent do you feel you have the appropriate equipment to do your job?

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☒ 5

I do not have the equipment I need to perform my job	I have most of the equipment I need	I have the equipment I need to perform my job	I have the equipment I need but want additional equipment	I have all the equipment I want and need to perform my job

How satisfied are you with the virtual work environment for work-related communications?

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☒ 5

Dissatisfied		Neutral		Extremely Satisfied

How satisfied are you with the virtual work environment for team and social communications?

☐ 1   ☐ 2   ☐ 3   ☒ 4   ☐ 5

Dissatisfied		Neutral		Extremely Satisfied

How connected do you feel to your co-workers?

☐ 1   ☐ 2   ☒ 3   ☐ 4   ☐ 5

Not at all connected		Somewhat connected		Very connected

How connected do you feel to your manager?

☐ 1   ☐ 2   ☐ 3   ☒ 4   ☐ 5

Not at all connected		Somewhat connected		Very connected

When communicating with other departments within the organization, the process is easy.

☐1 ☐2 ☐3 ☒4 ☐5

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

When communication with contact outside of your organization, the process is easy.

☐1 ☒2 ☒3 ☐4 ☐5

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Thank you for participating in this survey

Your answers will help form the next steps in auditing the communication strategy for the crisis team.

Survey 1, Respondent C

Pear Soft: Crisis Communication Team Survey 1

Purpose of Survey

This survey is intended to gather data on the internal communication networks within the crisis communication team. As a central point for communication, the crisis team is tasked with the important mission of building clear communication bridges between customers, engineers, stakeholders and others to quickly identify root causes and provide solutions. This first survey is designed to gain an overall picture of the team's communication strategy.

To what extent do you feel you have the appropriate equipment to do your job?

☐1 ☐2 ☐3 ☐4 ☐5

I do not have the equipment I need to perform my job	I have most of the equipment I need	I have the equipment I need to perform my job	I have the equipment I need but want additional equipment	I have all the equipment I want and need to perform my job

How satisfied are you with the virtual work environment for work-related communications?

☐1 ☐2 ☐3 ☐4 ☐5

Dissatisfied		Neutral		Extremely Satisfied

How satisfied are you with the virtual work environment for team and social communications?

☐1 ☐2 ☐3 ☐4 ☐5

Dissatisfied		Neutral		Extremely Satisfied

How connected do you feel to your co-workers?

☐1 ☐2 ☐3 ☐4 ☐5

Not at all connected		Somewhat connected		Very connected

How connected do you feel to your manager?

☐1 ☐2 ☐3 ☐4 ☐5

Not at all connected		Somewhat connected		Very connected

When communicating with other departments within the organization, the process is easy.

☐1   ☐2   ☐3   ☐4   ☐5

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

When communication with contact outside of your organization, the process is easy.

☐1   ☐2   ☐3   ☐4   ☐5

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Thank you for participating in this survey

Your answers will help form the next steps in auditing the communication strategy for the crisis team.

Survey 1, Respondent D:

Pear Soft: Crisis Communication Team Survey 1

Purpose of Survey

This survey is intended to gather data on the internal communication networks within the crisis communication team. As a central point for communication, the crisis team is tasked with the important mission of building clear communication bridges between customers, engineers, stakeholders and others to quickly identify root causes and provide solutions. This first survey is designed to gain an overall picture of the team's communication strategy.

To what extent do you feel you have the appropriate equipment to do your job?

☐1   ☐2   ☐3   ☑4   ☐5

I do not have the equipment I need to perform my job	I have most of the equipment I need	I have the equipment I need to perform my job	I have the equipment I need but want additional equipment	I have all the equipment I want and need to perform my job

How satisfied are you with the virtual work environment for work-related communications?

☐1   ☐2   ☐3   ☐4   ☑5

Dissatisfied		Neutral		Extremely Satisfied

How satisfied are you with the virtual work environment for team and social communications?

☐1   ☐2   ☐3   ☐4   ☑5

Dissatisfied		Neutral		Extremely Satisfied

How connected do you feel to your co-workers?

☐1   ☐2   ☑3   ☐4   ☐5

Not at all connected		Somewhat connected		Very connected

How connected do you feel to your manager?

☐1   ☐2   ☐3   ☑4   ☐5

Not at all connected		Somewhat connected		Very connected

When communicating with other departments within the organization, the process is easy.

☐1 ☐2 ☐3 ☑4 ☐5

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

When communication with contact outside of your organization, the process is easy.

☐1 ☐2 ☐3 ☑4 ☐5

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Thank you for participating in this survey

Your answers will help form the next steps in auditing the communication strategy for the crisis team.

Survey 1, Respondent E:

Pear Soft: Crisis Communication Team Survey 1

Purpose of Survey

This survey is intended to gather data on the internal communication networks within the crisis communication team. As a central point for communication, the crisis team is tasked with the important mission of building clear communication bridges between customers, engineers, stakeholders and others to quickly identify root causes and provide solutions. This first survey is designed to gain an overall picture of the team's communication strategy.

To what extent do you feel you have the appropriate equipment to do your job?

☐1   ☐2   ☐3   ☐4   ☒5

I do not have the equipment I need to perform my job	I have most of the equipment I need	I have the equipment I need to perform my job	I have the equipment I need but want additional equipment	I have all the equipment I want and need to perform my job

How satisfied are you with the virtual work environment for work-related communications?

☐1   ☐2   ☐3   ☒4   ☐5

Dissatisfied		Neutral		Extremely Satisfied

How satisfied are you with the virtual work environment for team and social communications?

☐1   ☐2   ☐3   ☒4   ☐5

Dissatisfied		Neutral		Extremely Satisfied

How connected do you feel to your co-workers?

☐1   ☐2   ☐3   ☒4   ☐5

Not at all connected		Somewhat connected		Very connected

How connected do you feel to your manager?

☐1   ☐2   ☐3   ☒4   ☐5

Not at all connected		Somewhat connected		Very connected

When communicating with other departments within the organization, the process is easy.

☐1　　　　　☐2　　　　　☐3　　　　　☒ 4　　　　　☐5

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

When communication with contact outside of your organization, the process is easy.

☐1　　　　　☐2　　　　　☐3　　　　　☒ 4　　　　　☐5

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Thank you for participating in this survey

Your answers will help form the next steps in auditing the communication strategy for the crisis team.

Survey 1, Respondent F:

Pear Soft: Crisis Communication Team Survey 1

Purpose of Survey

This survey is intended to gather data on the internal communication networks within the crisis communication team. As a central point for communication, the crisis team is tasked with the important mission of building clear communication bridges between customers, engineers, stakeholders and others to quickly identify root causes and provide solutions. This first survey is designed to gain an overall picture of the team's communication strategy.

To what extent do you feel you have the appropriate equipment to do your job?

☐1	☐2	☐3	☐4	☒5
I do not have the equipment I need to perform my job	I have most of the equipment I need	I have the equipment I need to perform my job	I have the equipment I need but want additional equipment	I have all the equipment I want and need to perform my job

How satisfied are you with the virtual work environment for work-related communications?

☐1	☐2	☐3	☐4	☒5
Dissatisfied		Neutral		Extremely Satisfied

How satisfied are you with the virtual work environment for team and social communications?

☐1	☐2	☐3	☐4	☒5
Dissatisfied		Neutral		Extremely Satisfied

How connected do you feel to your co-workers?

☐1	☐2	☐3	☐4	☒5
Not at all connected		Somewhat connected		Very connected

How connected do you feel to your manager?

☐1	☐2	☐3	☐4	☒5
Not at all connected		Somewhat connected		Very connected

When communicating with other departments within the organization, the process is easy.

☐1   ☐2   ☐3   ☐ 4   ☒5

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

When communication with contact outside of your organization, the process is easy.

☐1   ☐2   ☐3   ☐ 4   ☒5

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Thank you for participating in this survey

Your answers will help form the next steps in auditing the communication strategy for the crisis team.

Survey 1, Respondent G:

Pear Soft: Crisis Communication Team Survey 1

Purpose of Survey

This survey is intended to gather data on the internal communication networks within the crisis communication team. As a central point for communication, the crisis team is tasked with the important mission of building clear communication bridges between customers, engineers, stakeholders and others to quickly identify root causes and provide solutions. This first survey is designed to gain an overall picture of the team's communication strategy.

To what extent do you feel you have the appropriate equipment to do your job?

☐1   ☐2   ☐3   ☐4   ☒5

I do not have the equipment I need to perform my job	I have most of the equipment I need	I have the equipment I need to perform my job	I have the equipment I need but want additional equipment	I have all the equipment I want and need to perform my job

How satisfied are you with the virtual work environment for work-related communications?

☐1   ☐2   ☐3   ☒4   ☐5

Dissatisfied		Neutral		Extremely Satisfied

How satisfied are you with the virtual work environment for team and social communications?

☐1   ☐2   ☐3   ☒4   ☐5

Dissatisfied		Neutral		Extremely Satisfied

How connected do you feel to your co-workers?

☐1   ☐2   ☐3   ☒4   ☒5

Not at all connected		Somewhat connected		Very connected

How connected do you feel to your manager?

☐1   ☐2   ☐3   ☒4   ☐5

Not at all connected		Somewhat connected		Very connected

When communicating with other departments within the organization, the process is easy.

☐1   ☐2   ☐3   ☒ 4   ☐5

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

When communication with contact outside of your organization, the process is easy.

☐1   ☐2   ☐3   ☒ 4   ☐5

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Thank you for participating in this survey

Your answers will help form the next steps in auditing the communication strategy for the crisis team.

Survey 2, Respondent 1:

Pear Soft: Crisis Communication Team Survey 2

Purpose of Survey

This survey is intended to gather additional data based on the feedback from survey #1. In the first column, indicate **the information you currently receive.** In the second column indicate **the information you would like to receive.**

Amount of information I receive currently

1 Very Little	2 Little	3 Somewhat	4 Great	5 Very Great
1. How well I am doing in my job				
☐	☐	☐	☒	☐
2. Training I need to do my job				
☐	☐	☒	☐	☐
3. Evaluating my job performance				
☐	☐	☒	☐	☐
4. Engagement with coworkers				
☐	☐	☒	☐	☐
5. Engagement with supervisors				
☐	☐	☐	☒	☐

Amount of information I'd like to receive

1 Very Little	2 Little	3 Somewhat	4 Great	5 Very Great
1. How well I am doing in my job				
☐	☐	☐	☒	☐
2. Training I need to do my job				
☐	☐	☒	☐	☐
3. Evaluating my job performance				
☐	☐	☒	☐	☐
4. Engagement with coworkers				
☐	☐	☐	☒	☐
5. Engagement with supervisors				
☐	☐	☐	☒	☐

Survey 2, Respondent 2:

Pear Soft: Crisis Communication Team Survey 2

Purpose of Survey

This survey is intended to gather additional data based on the feedback from survey #1. In the first column, indicate **the information you currently receive.** In the second column indicate **the information you would like to receive.**

Amount of information I receive currently

1 Very Little	2 Little	3 Somewhat	4 Great	5 Very Great
1. How well I am doing in my job				
☐	☐	☐	☐ (highlighted)	☐
2. Training I need to do my job				
☐	☐	☐	☐ (highlighted)	☐
3. Evaluating my job performance				
☐	☐	☐	☐ (highlighted)	☐
4. Engagement with coworkers				
☐	☐	☐	☐ (highlighted)	☐
5. Engagement with supervisors				
☐	☐	☐	☐ (highlighted)	☐

Amount of information I'd like to receive

1 Very Little	2 Little	3 Somewhat	4 Great	5 Very Great
1. How well I am doing in my job				
☐	☐	☐	☐ (highlighted)	☐
2. Training I need to do my job				
☐	☐	☐	☐ (highlighted)	☐
3. Evaluating my job performance				
☐	☐	☐	☐ (highlighted)	☐
4. Engagement with coworkers				
☐	☐	☐	☐ (highlighted)	☐
5. Engagement with supervisors				
☐	☐	☐ (highlighted)	☐	☐

Survey 2, Respondent 3:

Pear Soft: Crisis Communication Team Survey 2

Purpose of Survey

This survey is intended to gather additional data based on the feedback from survey #1. In the first column, indicate **the information you currently receive.** In the second column indicate **the information you would like to receive.**

Amount of information I receive currently

1 Very Little	2 Little	3 Somewhat	4 Great	5 Very Great
1. How well I am doing in my job					
☐	☐	☐	☑	☐
2. Training I need to do my job					
☐	☐	☐	☑	☐
3. Evaluating my job performance					
☐	☐	☐	☑	☐
4. Engagement with coworkers					
☐	☐	☐	☑	☐
5. Engagement with supervisors					
☐	☐	☐	☑	☐

Amount of information I'd like to receive

1 Very Little	2 Little	3 Somewhat	4 Great	5 Very Great
1. How well I am doing in my job					
☐	☐	☐	☑	☐
2. Training I need to do my job					
☐	☐	☐	☑	☐
3. Evaluating my job performance					
☐	☐	☐	☑	☐
4. Engagement with coworkers					
☐	☐	☐	☑	☐
5. Engagement with supervisors					
☐	☐	☐	☑	☐

Survey 2, Respondent 4:

Pear Soft: Crisis Communication Team Survey 2

Purpose of Survey

This survey is intended to gather additional data based on the feedback from survey #1. In the first column, indicate **the information you currently receive.** In the second column indicate **the information you would like to receive.**

Amount of information I receive currently

1 Very Little	2 Little	3 Somewhat	4 Great	5 Very Great
1. How well I am doing in my job				
☐	☐	☐	☐	☐ (circled)
2. Training I need to do my job				
☐	☐	☐	☐ (marked)	☐
3. Evaluating my job performance				
☐	☐	☐ (marked)	☐	☐
4. Engagement with coworkers				
☐	☐	☐	☐ (marked)	☐
5. Engagement with supervisors				
☐	☐	☐ (marked)	☐	☐

Amount of information I'd like to receive

1 Very Little	2 Little	3 Somewhat	4 Great	5 Very Great
1. How well I am doing in my job				
☐	☐	☐	☐	☐ (circled)
2. Training I need to do my job				
☐	☐	☐	☐ (marked)	☐
3. Evaluating my job performance				
☐	☐	☐ (marked)	☐	☐
4. Engagement with coworkers				
☐	☐	☐	☐ (marked)	☐
5. Engagement with supervisors				
☐	☐	☐ (marked)	☐	☐

Survey 2, Respondent 5:

Pear Soft: Crisis Communication Team Survey 2

Purpose of Survey

This survey is intended to gather additional data based on the feedback from survey #1. In the first column, indicate **the information you currently receive.** In the second column indicate **the information you would like to receive.**

Amount of information I receive currently

1 Very Little	2 Little	3 Somewhat	4 Great	5 Very Great
1. How well I am doing in my job				
☐	☐	☐	☐	☒
2. Training I need to do my job				
☐	☐	☐	☐	☒
3. Evaluating my job performance				
☐	☐	☐	☐	☒
4. Engagement with coworkers				
☐	☐	☐	☐	☒
5. Engagement with supervisors				
☐	☐	☐	☐	☒

Amount of information I'd like to receive

1 Very Little	2 Little	3 Somewhat	4 Great	5 Very Great
1. How well I am doing in my job				
☐	☐	☐	☐	☒
2. Training I need to do my job				
☐	☐	☐	☐	☒
3. Evaluating my job performance				
☐	☐	☐	☐	☒
4. Engagement with coworkers				
☐	☐	☐	☐	☒
5. Engagement with supervisors				
☐	☐	☐	☐	☒

Survey 2, Respondent 6:

Pear Soft: Crisis Communication Team Survey 2

Purpose of Survey

This survey is intended to gather additional data based on the feedback from survey #1. In the first column, indicate **the information you currently receive.** In the second column indicate **the information you would like to receive.**

Amount of information I receive currently

1 Very Little	2 Little	3 Somewhat	4 Great	5 Very Great
1. How well I am doing in my job				
☐	☐	☐	☐	☒
2. Training I need to do my job				
☐	☐	☐	☐	☒
3. Evaluating my job performance				
☐	☐	☐	☐	☒
4. Engagement with coworkers				
☐	☐	☐	☐	☒
5. Engagement with supervisors				
☐	☐	☐	☐	☒

Amount of information I'd like to receive

1 Very Little	2 Little	3 Somewhat	4 Great	5 Very Great
1. How well I am doing in my job				
☐	☐	☐	☐	☒
2. Training I need to do my job				
☐	☐	☐	☐	☒
3. Evaluating my job performance				
☐	☐	☐	☐	☒
4. Engagement with coworkers				
☐	☐	☐	☐	☒
5. Engagement with supervisors				
☐	☐	☐	☐	☒

Survey 2, Respondent 7:

Pear Soft: Crisis Communication Team Survey 2

Purpose of Survey

This survey is intended to gather additional data based on the feedback from survey #1. In the first column, indicate **the information you currently receive.** In the second column indicate **the information you would like to receive.**

Amount of information I receive currently

1 Very Little	2 Little	3 Somewhat	4 Great	5 Very Great
1. How well I am doing in my job				
☐	☐	☐	☒	☐
2. Training I need to do my job				
☐	☐	☐	☒	☐
3. Evaluating my job performance				
☐	☐	☐	☒	☐
4. Engagement with coworkers				
☐	☐	☐	☒	☐
5. Engagement with supervisors				
☐	☐	☐	☒	☐

Amount of information I'd like to receive

1 Very Little	2 Little	3 Somewhat	4 Great	5 Very Great
1. How well I am doing in my job				
☐	☐	☐	☒	☐
2. Training I need to do my job				
☐	☐	☐	☒	☐
3. Evaluating my job performance				
☐	☐	☐	☒	☐
4. Engagement with coworkers				
☐	☐	☐	☒	☐
5. Engagement with supervisors				
☐	☐	☐	☒	☐

Appendix D: Completed Questionnaires

**Note: Questionnaires that reported only external communications were disregarded in the audit as out of scope, and are not included here.

Questionnaire, Respondent 1A:

Pear Soft: Crisis Communication Team Questionnaire 1

Purpose of Questionnaire

This questionnaire is intended to capture specific experiences or examples of real-life communication experiences. **You may answer either one of the questions or both.** Answers will be summarized for the final report, but identifying information will be removed.

1. Think of an instance where communication was **particularly effective.** Describe the experience, including these specific details:

a. With whom were you communicating? Customers, Engineers
b. What happened? Mass notification system was not delivering outage notifications to customers, who were understandably concerned about this. Conferred with engineer internally and was able to provide status updates to Cx at a better frequency to account for the problems.
c. Why do you think it happened? Close communication at onset enabled us to anticipate rather than react [persay] to it
d. Is this a typical experience? yes

Questionnaire, Respondent 2A:
*Note - transcribed

Pear Soft: Crisis Communication Team Questionnaire 1

Purpose of Questionnaire

This questionnaire is intended to capture specific experiences or examples of real-life communication experiences. **You may answer either one of the questions or both.** Answers will be summarized for the final report, but identifying information will be removed.

1. Think of an instance where communication was **particularly effective.** Describe the experience, including these specific details:

a. With whom were you communicating?
b. What happened?
c. Why do you think it happened?
d. Is this a typical experience?

Meeting with manager. I shared my idea for (company restricted product). He asked questions, I gave answers, I was allowed to spearhead the project. My idea was good, and that's why it happened. This is a typical experience.

2. Think of an instance where communication was **particularly ineffective.** Describe the experience, including these specific details:

a. With whom were you communicating?
b. What happened?
c. Why do you think it happened?
d. Is this a typical experience?

Account manager told customer how to game the system and get a higher priority than the case actually needed. Talking with account manager, was defensive of position to get help for customer who hasn't gotten traction on case for several days. Able to articulate appropriate and find resolution. Not typical.

Questionnaire, Respondent 3A:

Purpose of Questionnaire

This questionnaire is intended to capture specific experiences or examples of real-life communication experiences. **You may answer either one of the questions or both.** Answers will be summarized for the final report, but identifying information will be removed.

1. Think of an instance where communication was **particularly effective.** Describe the experience, including these specific details:

a. With whom were you communicating?
b. What happened?
c. Why do you think it happened?
d. Is this a typical experience?

2. Think of an instance where communication was **particularly ineffective.** Describe the experience, including these specific details:

a. With whom were you communicating? Engineer
b. What happened? Failed to answer phone calls or messages
c. Why do you think it happened? Turned off phone, wasn't anticipating being called.
d. Is this a typical experience? No – third engineer on call, unexpectedly busy day.

Questionnaire, Respondent 4A:
*Note - Transcribed

Pear Soft: Crisis Communication Team Questionnaire 1

Purpose of Questionnaire

This questionnaire is intended to capture specific experiences or examples of real-life communication experiences. **You may answer either one of the questions or both.** Answers will be summarized for the final report, but identifying information will be removed.

1. Think of an instance where communication was **particularly effective.** Describe the experience, including these specific details:

a. With whom were you communicating?
b. What happened?
c. Why do you think it happened?
d. Is this a typical experience?

Use of calendar in outlook to track who is in and out of office. Using teams to communicate. Typical.

2. Think of an instance where communication was **particularly ineffective.** Describe the experience, including these specific details:

a. With whom were you communicating?
b. What happened?
c. Why do you think it happened?
d. Is this a typical experience?

Questionnaire, Respondent 5A:
*Note - Transcribed

Pear Soft: Crisis Communication Team Questionnaire 1

Purpose of Questionnaire

This questionnaire is intended to capture specific experiences or examples of real-life communication experiences. **You may answer either one of the questions or both.** Answers will be summarized for the final report, but identifying information will be removed.

1. Think of an instance where communication was **particularly effective.** Describe the experience, including these specific details:

a. With whom were you communicating?
b. What happened?
c. Why do you think it happened?
d. Is this a typical experience?

Talk with manager for routine check in. Manager was happy with work but told me to take fewer cases and let others carrying load as well, and to stop working extra hours. Big focus on work life balance. Yes, typical.

2. Think of an instance where communication was **particularly ineffective.** Describe the experience, including these specific details:

a. With whom were you communicating?
b. What happened?
c. Why do you think it happened?
d. Is this a typical experience?