

# Professional Issues in IT



Human Resource Management

# Why Human Resource Management

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- ❑ People are an indispensable part of the organisation's resources and, very often, the most important part
- ❑ Ensure availability of appropriately skilled qualified and experienced staff
- ❑ Cost of recruiting new staff is high
- ❑ Loss of continuity when staff leave is very expensive
- ❑ Keep turnover low

# Responsibilities of HR department

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- ❑ recruitment, selection and promotion
- ❑ staff training and development;
- ❑ remuneration
- ❑ Appraisal
- ❑ Dismissal and redundancy
- ❑ grievance procedures
- ❑ health and safety

# Recruitment and selection

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- Recruitment: soliciting applications
  - Can be outsourced
  - Advertising and initial screening
- Selection: selecting the applicants to whom offers will be made
  - A series of one-to-one interviews
  - Interview by a panel
  - References
  - Psychometric tests (ability, aptitude, personality tests)

# Selection methods

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- ❑ A series of one-to-one interviews
- ❑ Interview by a panel
- ❑ References
- ❑ Psychometric tests (ability, aptitude, personality tests)
- ❑ Situational assessment
- ❑ Task assessment
- ❑ nepotism (choosing family members)
- ❑ cronyism (choosing friends or former colleagues)

# Remuneration Policies

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- ❑ 'remuneration' may includes things, such as private health insurance or a company car in addition to salary
- ❑ One of the major sources of discord and staff dissatisfaction in organisations is perceived disparities in remuneration
  - Fixed scales (changing market conditions?)
  - Fixed salaries individually within broad guidelines

# Job Evaluation

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- ❑ The doctrine of 'equal pay for work of equal value'
- ❑ Used for comparing the relative worth of jobs and allocating jobs to specific grades
  - Also helpful in mergers and acquisitions
- ❑ As the basis for flatter, broad-banded pay structures
  - How to reward highly competent designers?

# Analytical Job Evaluation

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- Assess each job on the basis of the different elements that are involved
- E.g. for linguistic skills

There is no requirement or opportunity to speak a language other than English	0
Situations occasionally occur when it is helpful that the holder can speak a second language.	1
The holder of the post regularly has to use a second language in informal situations and the ability to do this is a requirement of the job.	2
The holder of the post is required to speak and read a second language fluently.	3
The holder of the post is required to be completely fluent in a second language, including being able to write it correctly and to act as an interpreter when required.	4



# Appraisal Schemes

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- ❑ Peter Drucker's Management by Objectives (MBO)
  - Can be difficult to quantify every objective
  - Quantifiable objectives can distort behaviour (cut length of waiting lists of patients?)
  - Tends to emphasise short-term objectives at the expense of long-term strategic objectives.
- ❑ What is the answer?
  - Empowerment!

# Empowerment

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- ❑ Sharing information, rewards, and power with employees so that they can take initiative and make decisions to solve problems and improve service and performance
- ❑ Giving employees skills, resources, authority, opportunity, motivation, as well holding them responsible and accountable for outcomes of their actions, will contribute to their competence and satisfaction

# Appraisals and Promotion

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- Should there be a link?
  - Too close a link may mean that they are not conducted with the openness and frankness that is essential if the participants are to get the best out of them;
  - if there is no link then appraisees may regard the process as a farce
  
- 360 degree appraisal

# Redundancy, dismissal and grievance

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- ❑ Dismissal

- lack of capability, misconduct etc.

- ❑ Redundancy

- Services no longer required

# Human Resource Planning

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- ❑ Plan for existing projects
- ❑ Sales forecasts
- ❑ In practice for project based companies the it does not work very well

# Reference

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- ▣ Frank Bott - Professional Issues in Information Technology – Chapter 9