

FIT1049: IT professional practice

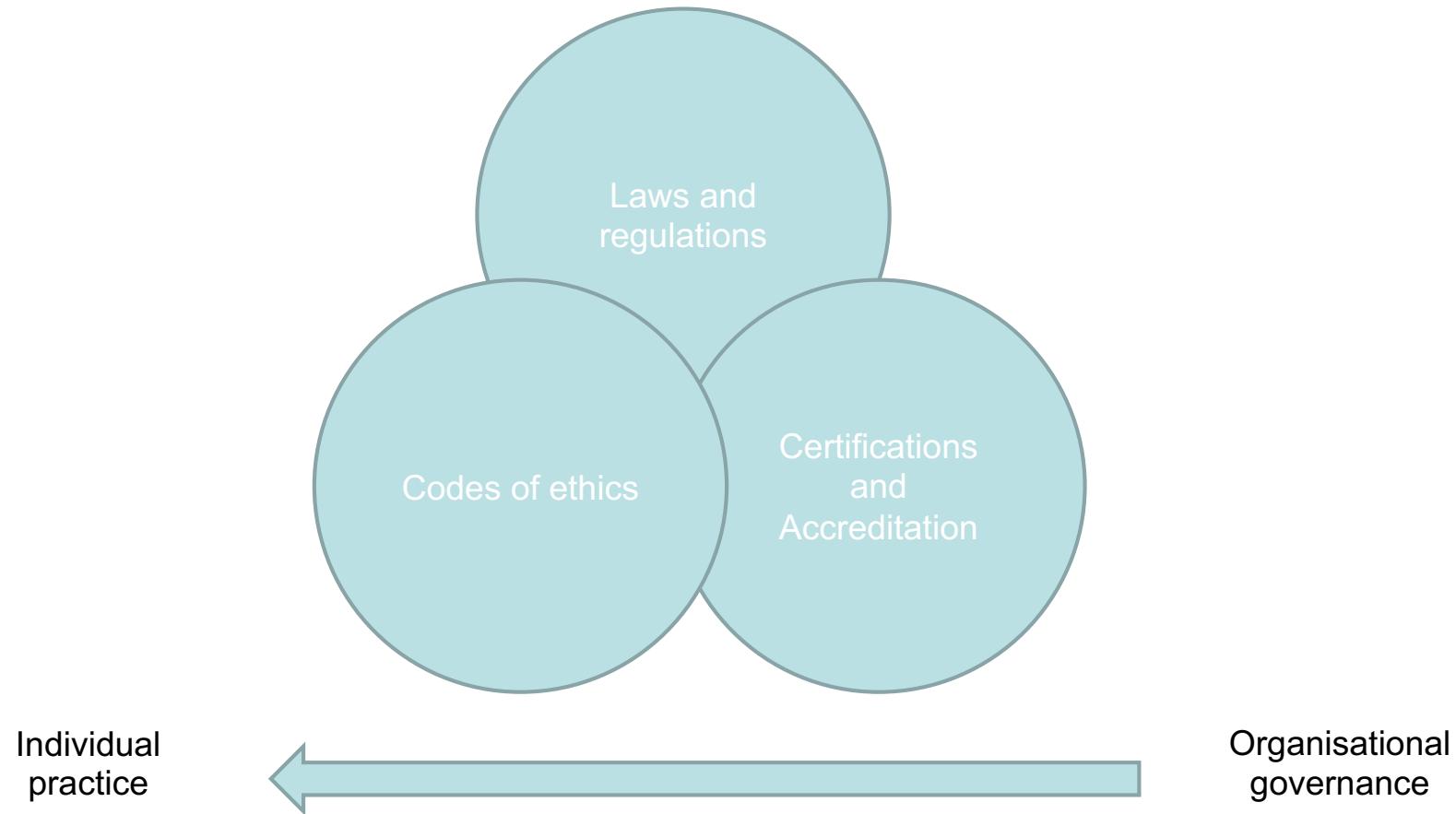
Week 9: Organisational governance and information management

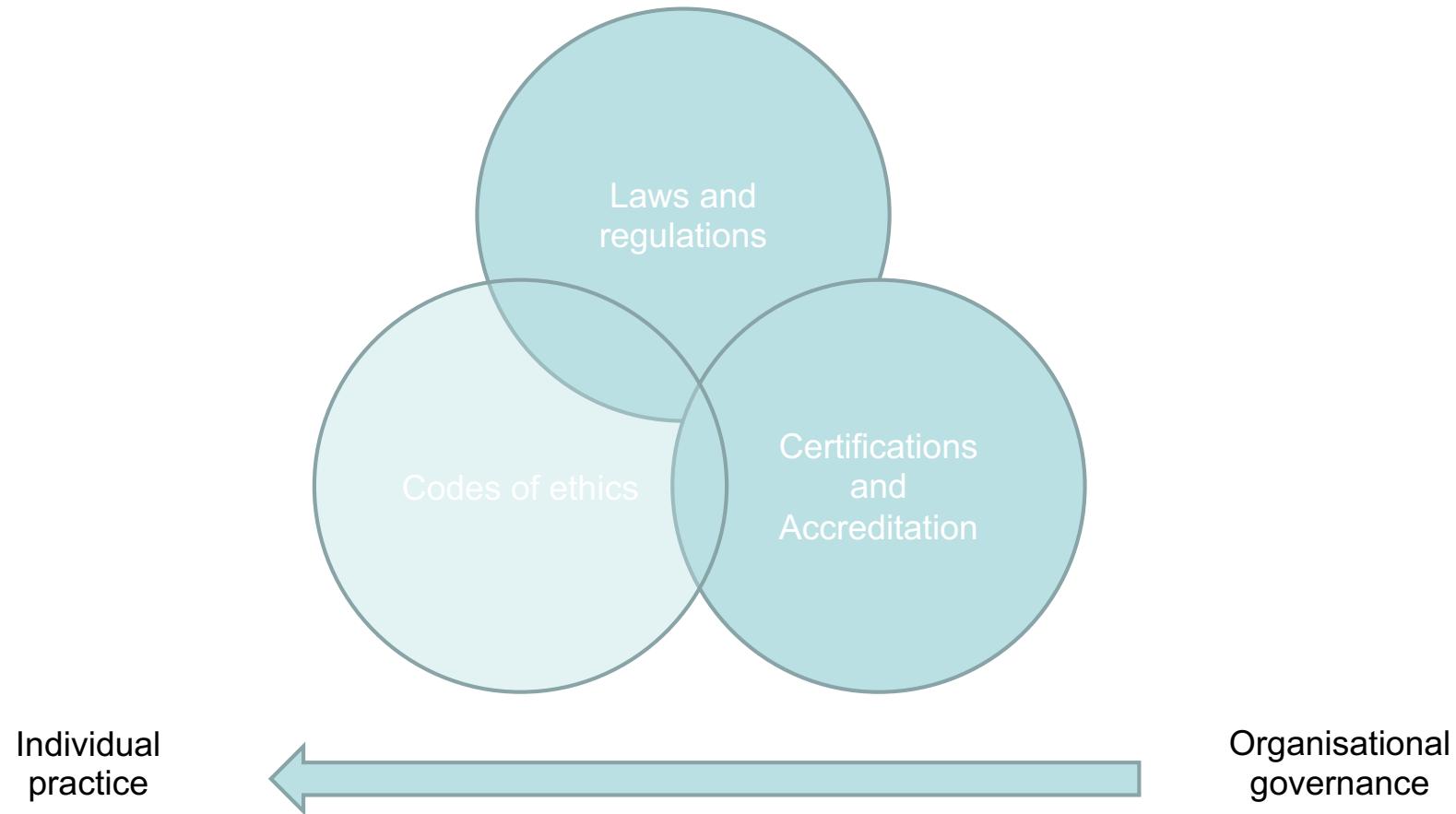


Things to cover today...

At the end of this lecture, you will broadly understand:

1. Understand how different management structures influence the organisation's communications, decision-making, and workplace operational processes;
2. Understand how certain types of documentation are used to manage information within the organisations to serve specific purposes; and
3. Further understand how they interact with external frameworks such as certification/accreditation, laws/regulations, and socio-cultural climates.





Things to also cover today...

At the end of this lecture, you will broadly understand:

1. Things you need to know as part of working in an organisation (e.g. contractual obligations, **entitlements and enterprise bargaining; workplace relations, workplace behaviours and OHS; organisational governance and information management**),
2. Things you need to know as part of working in IT (e.g. intellectual property (IP) and copyright; **privacy and confidentiality; data use and management**), and
3. Things you need to know when you cannot resolve the issues locally within the organisations (e.g. whistleblowing and **other extraordinary measures**).

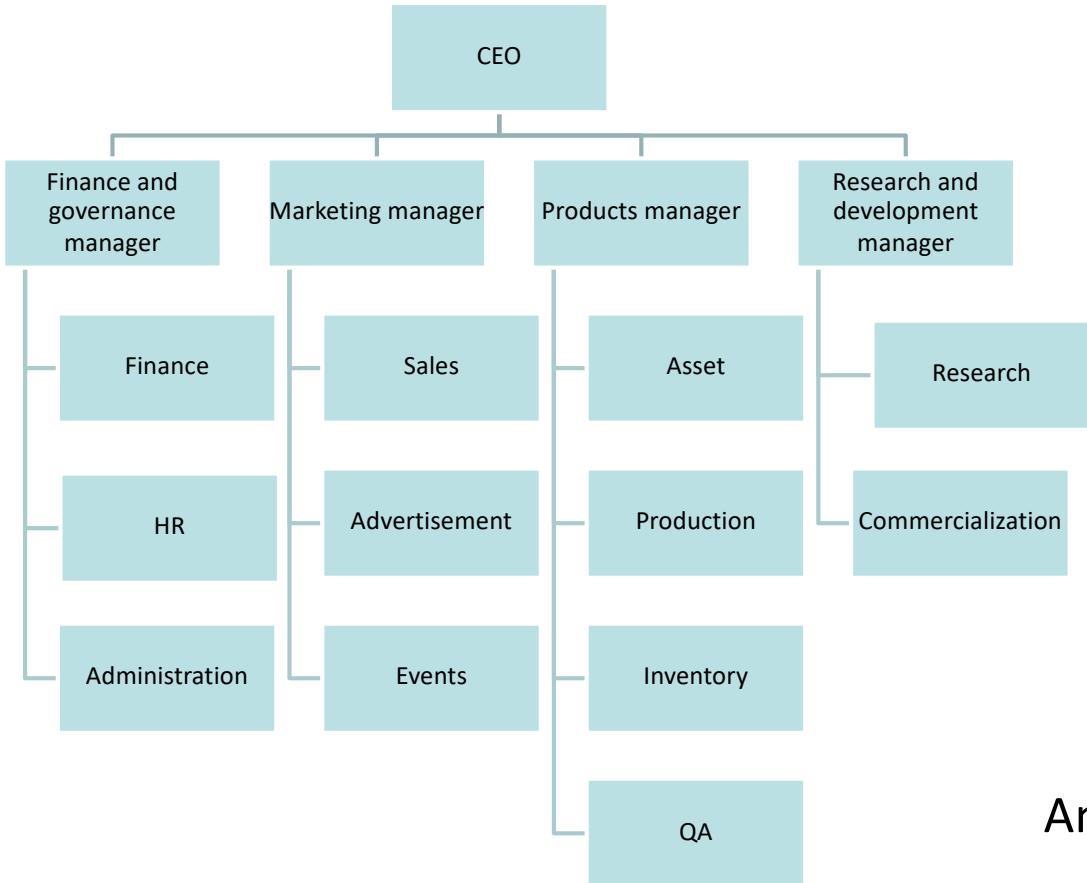
FIT1049: IT professional practice

Week 9 (alt.): Rules that govern your
~~individual practice~~ organisation



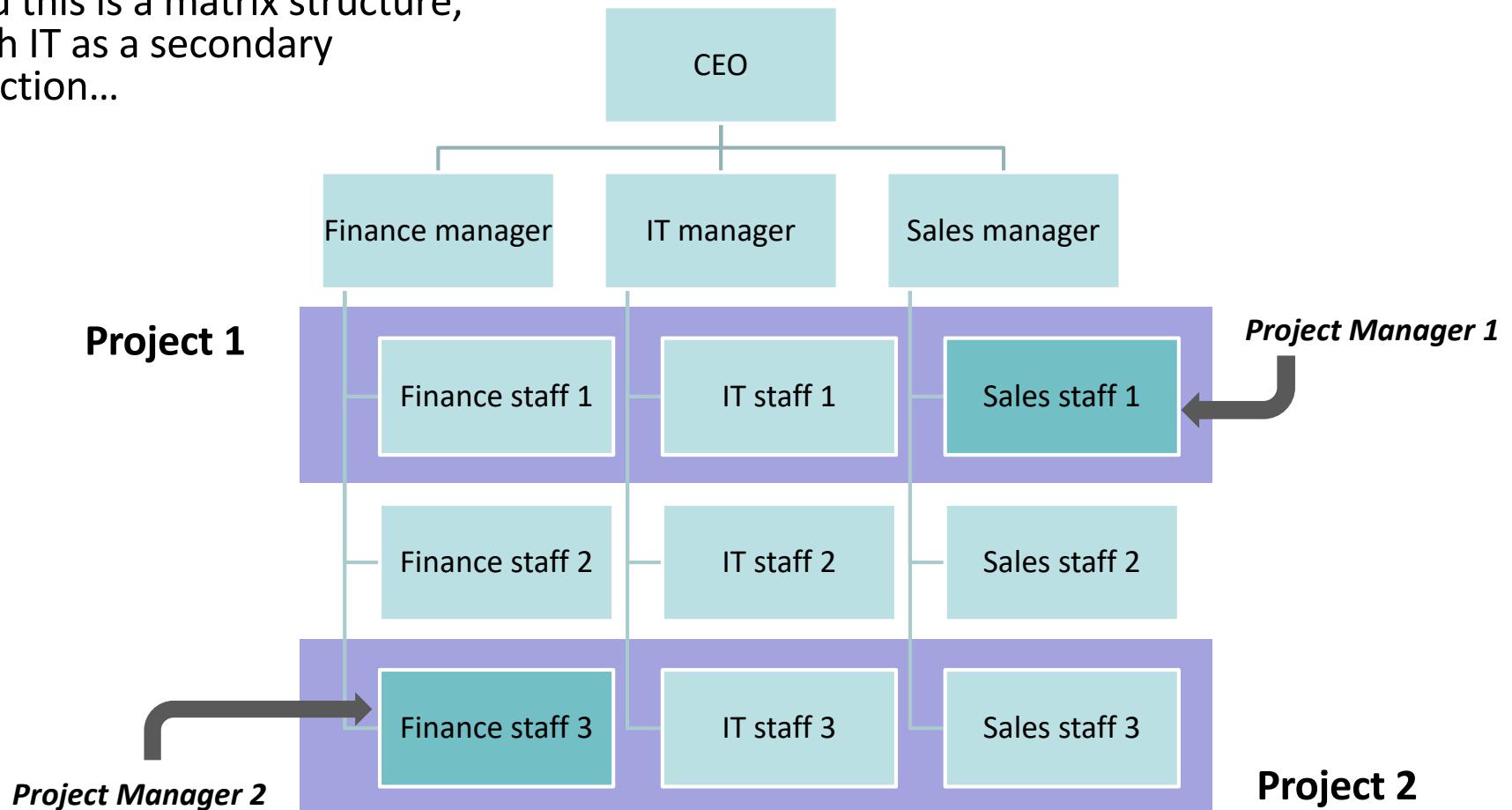
This is a divisional structure
of management...





And this is functional...

And this is a matrix structure,
with IT as a secondary
function...

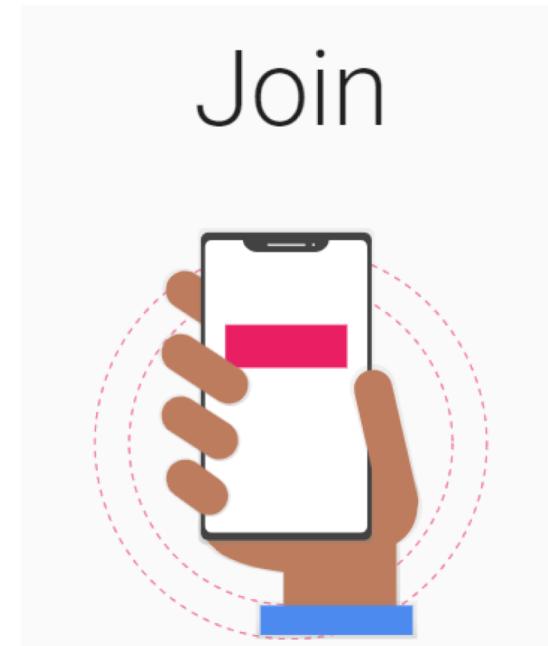


Get ready for FLUX

Please head to <https://flux.qa> and sign in with your Monash account (you should then stay logged in for the semester).

Hit the plus button in the top right and type in code **8JQJ4J** to join the FIT1049 group. The code is case sensitive.

*Please note that this is a Monash system, and your responses to questions are not anonymous.



Question 1: Organisational structure

As an employee of an international retail company, you are visiting the New York City to meet with the North American counterpart of your IT Department in the Melbourne office. After a few days exchanging ideas with your American colleagues, you find out so much of the business processes in the US branch are different from their Australian equivalent, and you realise why there have been so many instances of miscommunications and inefficiency in the past between your (i.e. Melbourne) IT Department and the IT Department in the States when working together. Which of the following would be the likely organisational structure in your company?

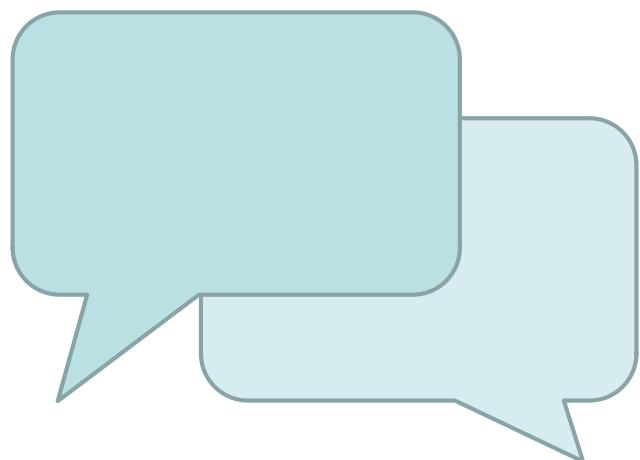
1. Matrix
2. Functional
3. Divisional

Question 2: Communications and organisational structures

You are working in an organisation that has a matrix structure of management. Which of the following options describes likely challenges best?

1. The structure may result in different areas of the organisation (e.g. IT, Finance, Legal) isolated from each other, creating silos of their respective expertise that lead to lack of communications and hence inefficiency.
2. The structure would assign staff with multiple reporting lines to manage, which can lead to complexity in human resource management as well as communications to regularly maintain.
3. The structure may reinforce their own local culture and processes in an autonomous environment, and this may result in communication errors due to the lack of shared context between different sections of the organisation.

Fabrics of organisational communications



Question 3: Documents and messages

Which of the following written communications is NOT a characteristic of well prepared documentation?

1. A well prepared document is self-sufficient, so that anyone who reads the document can ascertain who prepared the document for what purpose for whom in which circumstance.
2. A well prepared document is complete, so that it addresses its purposes internally without needing to refer the reader to sources outside the document.
3. A well prepared document is open, so that it includes a set of specific instructions and/or initiatives for the reader to follow through in order to complete the communication.





Question 4: Organisational goals and objectives

Which one of them would NOT be part of 'organisational goals'?

1. Our organisation thrives to be one of the best consulting firms in the Asia Pacific region.
2. Our organisation aims to cater for those disadvantaged, and deliver positive changes to the communities and societies.
3. Our organisation aims to deliver a 20% increase of the number of customers in the next two financial years.



Question 5: Policies and procedures

Which one of the following statements would best fit in a procedure document than in a policy document?

1. This product will not collect any personal information of its users.
2. All the personal information mistakenly recorded in the system will need to be deleted immediately.
3. The employment may be terminated if the correct procedure was not followed.

Question 6: Guidelines and best practice

Which of the following is NOT part of the purpose of guidelines and best practice documents?

1. They are another version of the procedures however with some extra details specific to the organisation in order to supplement what is not covered in the procedures.
2. They are used when there are certain processes that are recommended but cannot be enforced or prescribed uniformly across by the procedures.
3. They consolidate the ways one can achieve the highlight standard of practice when there is no legal or professional frameworks are available.



Question 7: Strategic, governance and operational documents

Which of the combination below reflects the best alignment between the examples and their respective types of documents?

1. Annual plan (strategic); Internet Use Policy for Staff (governance); Meeting minutes arising from one of the project meetings (operational).
2. Mission statement (governance); Staff Procedures on Customer Data Retention (operational); Project proposal produced to engage with a new client (strategic).
3. Whitepaper written on the topic of emerging technology (operational); Acceptable Use Policy (strategic); One of the emails sent out from the project team to a client's organisation outlining the company's position on certain legal matters (governance).

Question 8: Organisational documents and compliance

You are working in an Australian organisation however with a strong business presence in Italy. There were recently major changes to the data protection regulation in EU, and this regulation appears to be more stringent than the position your company's existing policies currently hold. What your company should do?

1. Nothing. It is not an Australian regulation, so as long as staff working in Italy are aware of this change, there is no need to change anything at this stage.
2. The current policies need to be revised and a new policy should be in place to be compliant with the new regulation, since the current business practice based on the same policy may violate the new regulation when applied in Italy.
3. The current policies need to be revised and a new policy should be in place, so that your organisation's policies would reflect the latest trend in data protection while observing the highest standard in data protection for the benefits of clients.

EU GDPR.ORG

Menu

[Home](#)

[The Process](#)

[The Regulation](#)

Quick Links

[GDPR Key Changes](#)

[GDPR FAQs](#)

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**The EU General Data Protection
Regulation (GDPR) is the most
important change in data privacy
regulation in 20 years.**

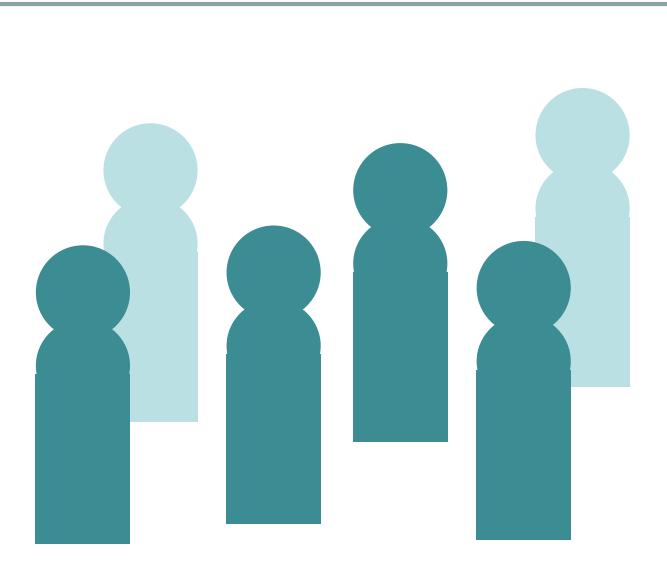
**The regulation will fundamentally reshape the way in which data is
handled across every sector, from healthcare to banking and beyond.**



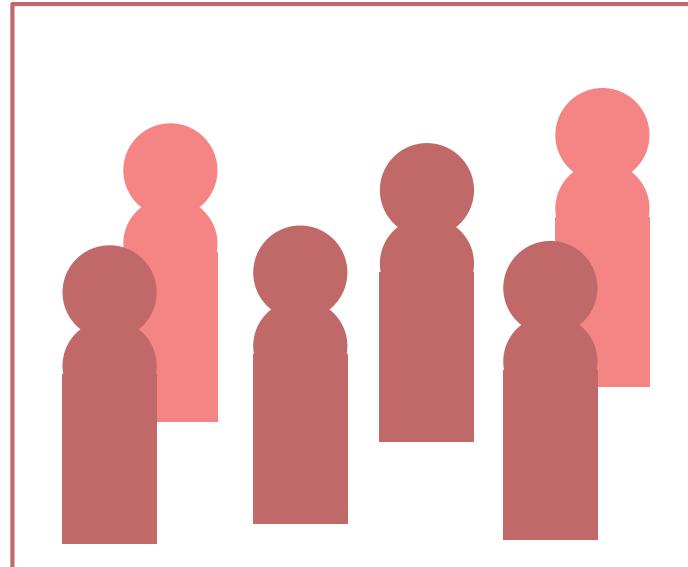
(EU GDPR, 2018)

LEGAL FRAMEWORK

ORGANISATIONAL
POLICIES/PROCEDURES #1



ORGANISATIONAL
POLICIES/PROCEDURES #2



Question 9: Workplace behaviours 1

Anne is a mother who has two young children, and is currently working as a part-time programmer 3 days a week. She has been deployed to a team that recently lost its long-serving team member for redundancy. From the start, Anne was met with very hostile attitudes from the team members who falsely believed that her appointment was the main reason that resulted in the sacking of the said member who lost his job. Their behaviours quickly escalated into a series of bullying behaviours, and the team, for example, deliberately scheduled regular team meetings on Mondays, on which Anne does not work. Anne repeatedly raised this with the team, but they insisted that holding these meetings on Mondays is part of the 'operational requirements'. They also publicly criticised her for working part-time and verbally mocked her, while making no effort at all to share with her what is actually discussed at these meetings. Which of the following describes the situation best?

1. This is considered a form of discrimination against Anne as a working mother.
2. This is considered a bullying behaviour towards Anne.
3. This specific behaviour does not actually constitute bullying nor discrimination, and the team has a valid point holding meetings on Mondays.

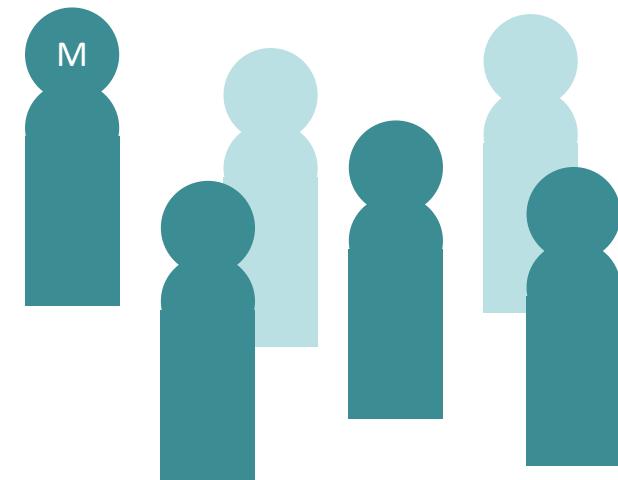
Question 10: Workplace behaviours 2

In the same scenario, now you are being deployed as a new team member to Anne's team. You quickly realise that there is something going on between Anne and the rest of the team, but you were still oblivious to the team's bullying behaviours till Anne confided to you the details. Since your experience in other teams within the same company has been so positive, what she told you was initially a big surprise for you, and at the same time, you felt rather angry about the treatment Anne received to date. Which of the following would be the most appropriate action to take?

1. You as a team member speak to those identified as bullies and point out that their behaviours have been unacceptable.
2. You as a colleague encourages Anne to speak to the manager for further actions.
3. You as a staff member report to your manager these bullying incidents.

LEGAL FRAMEWORK

ORGANISATIONAL POLICIES/PROCEDURES



LEGAL FRAMEWORK

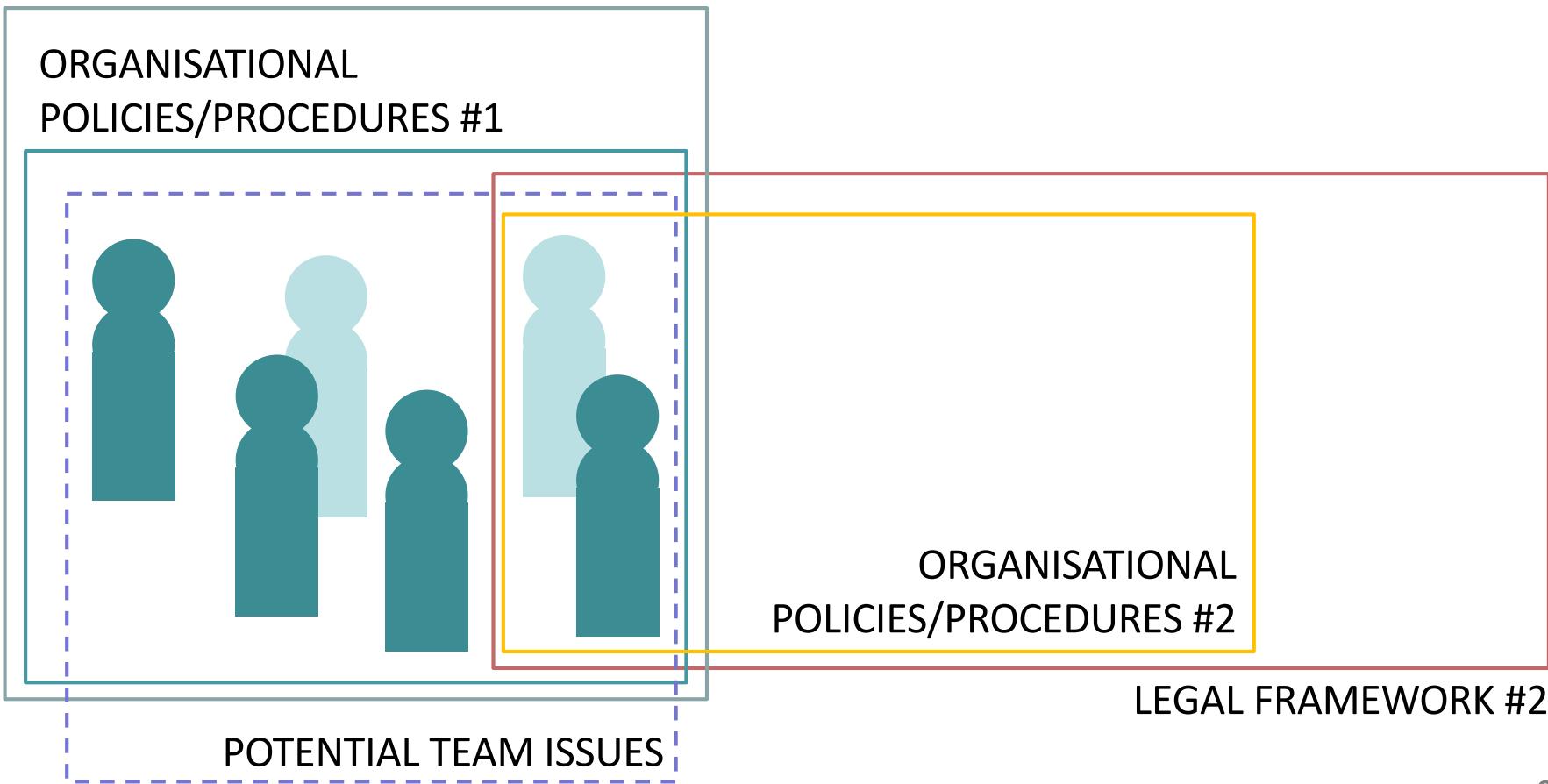


Question 11: Workplace behaviours 3

Again in the same scenario. One morning, you received an email from those engaged in the bullying behaviours. The email was legitimately operational and work related, except, at the bottom of the email you found a thread of previous emails they forgot to delete. The thread included a series of derogatory and humiliating comments about Anne, and it also implied that those participating in the exchange of such emails have intimate knowledge of Anne's children and personal life, presumably obtained from Anne's social media account visible to the public. What's your immediate step to take?

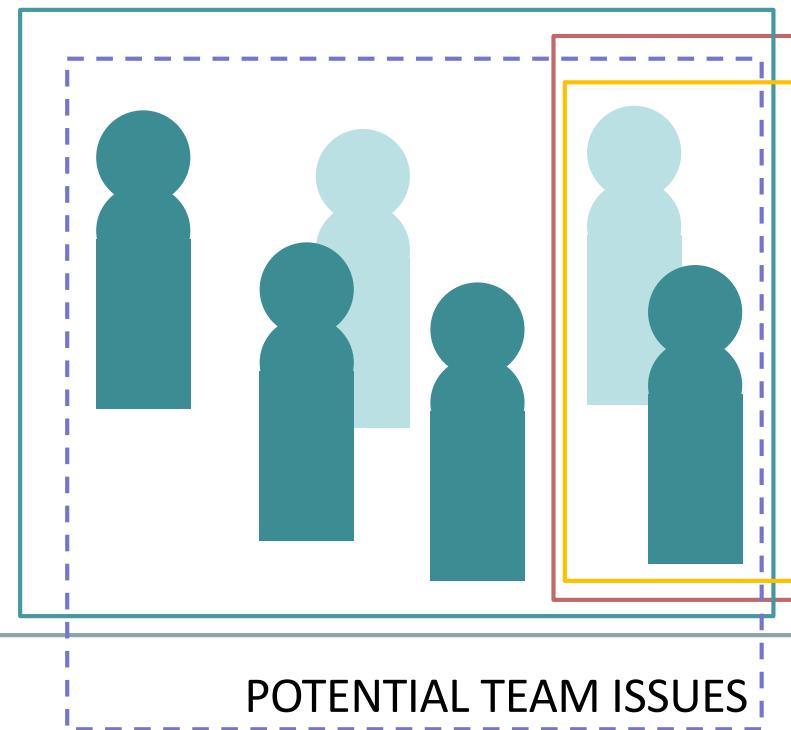
1. Notify Anne straight away since this may pose a risk to her children and personal life.
2. Forward the email to your manager with an outline of what you know about the bullying behaviours as background.
3. Speak to the manager and/or HR urgently and report this as an incident.

LEGAL FRAMEWORK #1



LEGAL FRAMEWORK #1

ORGANISATIONAL POLICIES/PROCEDURES #1



Victoria State Government Justice and Community Safety

Justice system Safer communities Licences and certificates Your rights

Home / Safer communities / Crime prevention / Bullying - Brodie's Law

Bullying - Brodie's Law

What is Brodie's Law?



Victoria's anti-bullying legislation, known as Brodie's Law, commenced in June 2011 and made serious bullying a crime punishable by up to 10 years in jail.

Brodie's Law was introduced after the tragic suicide of a young woman, Brodie Panlock, who was subjected to relentless bullying in her workplace.

Brodie's Law makes serious bullying a criminal offence by extending the application of the stalking provisions in the *Crimes Act 1958* to include behaviour that involves serious bullying.

The offence of stalking, and therefore conduct that amounts to serious bullying, carries a maximum penalty of 10 years imprisonment.

ORGANISATIONAL POLICIES/PROCEDURES #2

LEGAL FRAMEWORK #2

Bullying – occurs when [1] “a person or group of people repeatedly act unreasonably towards them or a group of workers”, and/or [2] “the behaviour creates a risk to health and safety.” ([Fair Work Ombudsman, 2019a](#)); “Some types of workplace bullying are criminal offences.” ([Safe Work Australia, 2018](#))

Discrimination – “occurs in the workplace when an employer takes adverse action against an employee or prospective employee because of a protected attributes.” ([Fair Work Ombudsman, 2019b](#))

What is bullying

A worker is bullied at work if:

- a person or group of people repeatedly act unreasonably towards them or a group of workers
- the behaviour creates a risk to health and safety.

Unreasonable behaviour includes victimising, humiliating, intimidating or threatening. Whether a behaviour is unreasonable can depend on whether a reasonable person might see the behaviour as unreasonable in the circumstances.

Examples of bullying include:

- behaving aggressively
- teasing or practical jokes
- pressuring someone to behave inappropriately
- excluding someone from work-related events or
- unreasonable work demands.

How is bullying different to discrimination?

Discrimination happens when there's 'adverse action', such as firing or demoting someone, because of a person's characteristics like their race, religion or sex.

Bullying happens when someone in the workplace repeatedly behaves unreasonably towards another person or group of people and causes a risk to health and safety in the workplace. This behaviour doesn't have to be related to the person or group's characteristics and adverse action doesn't have to have happened.

Find out more about discrimination on the Protections from discrimination at work page.

(Fair Work Ombudsman, 2019a)

What are the protected attributes?

Protected attributes include:

- race
- colour
- sex
- sexual orientation
- age
- physical or mental disability
- marital status
- family or carer's responsibilities
- pregnancy
- religion
- political opinion
- national extraction
- social origin.

Discrimination – “occurs in the workplace when an employer takes adverse action against an employee or prospective employee because of a protected attributes.” ([Fair Work Ombudsman, 2019b](#))

What is adverse action?

Adverse action includes doing, threatening or organising any of the following:

- firing an employee
- injuring the employee in their employment, eg. not giving an employee legal entitlements such as pay or leave
- changing an employee's job to their disadvantage
- treating an employee differently than others
- not hiring someone
- offering a potential employee different and unfair terms and conditions for the job compared to other employees.

Question 12: Discrimination

Julian is a Project Manager working for a consulting firm. His colleague, Rachelle, worked previously with him on a same project, and during this time Rachelle confided with Julian that she had at one stage suffered from a particular mental health condition which made her attendance at work inconsistent. Now Julian is being deployed to his next project, and his manager nominated Rachelle to be one of the project members. Julian knows that it is a high-stakes project, and he requested his manager an alternative member on the basis of Rachelle's previous medical condition. Which of the following describes Julian's action best?

1. This would constitute an inappropriate behaviour involving the breach of privacy.
2. This would constitute discrimination.
3. This is simply a wise advice.

Question 13: Accessibility (and OHS)

As you join a new workplace, you realise that all the desks used in the office are fixed to a certain height. You injured your back when you were playing football in school, and since then you cannot work sitting down for long hours. You have a doctor's official advice to use a stand-up desk (or equivalent); would it be reasonable to ask your new workplace to set up a stand-up desk?

1. Yes – you can ask just in case they are happy to accommodate your request.
2. No – unless you stated and negotiated this before you sign the contract, you won't have any entitlement for this provision.
3. Yes – you can ask and negotiate what suits you and the organisation best.



Reasonable adjustments in employment

PRINT

Reasonable adjustments are changes to the work environment that allow people with disability to work safely and productively. Under the *Equal Opportunity Act 2010*, 'disability' includes:

- physical, psychological or neurological disease or disorder
- illness, whether temporary or permanent
- injury, including work-related injuries.

The law protects people who have had a disability in the past and those who may have a disability in the future. For example, someone may have a genetic predisposition to a particular condition.

Find out more about [disability discrimination in employment](#).

What are reasonable adjustments in the workplace?

Under the *Equal Opportunity Act 2010* employers are required to make reasonable adjustments for a person with disability who:

- applies for a job, is offered employment, or is an employee, and
- requires the adjustments in order to participate in the recruitment process or perform the genuine and reasonable requirements of the job.

Many employees with disability will not need any workplace adjustments. Some may need only minor changes or adjustments to their work hours or the performance requirements of the job, while others may require specific equipment or some structural change to the workplace.

Employers can apply for funding support through the Workplace Modifications Scheme – an Australian Government fund – to help cover the cost of accommodating workers with disability.

LODGE A COMPLAINT 

For further information
contact our Enquiry Line
on 1300 292 153

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LIVE CHAT 

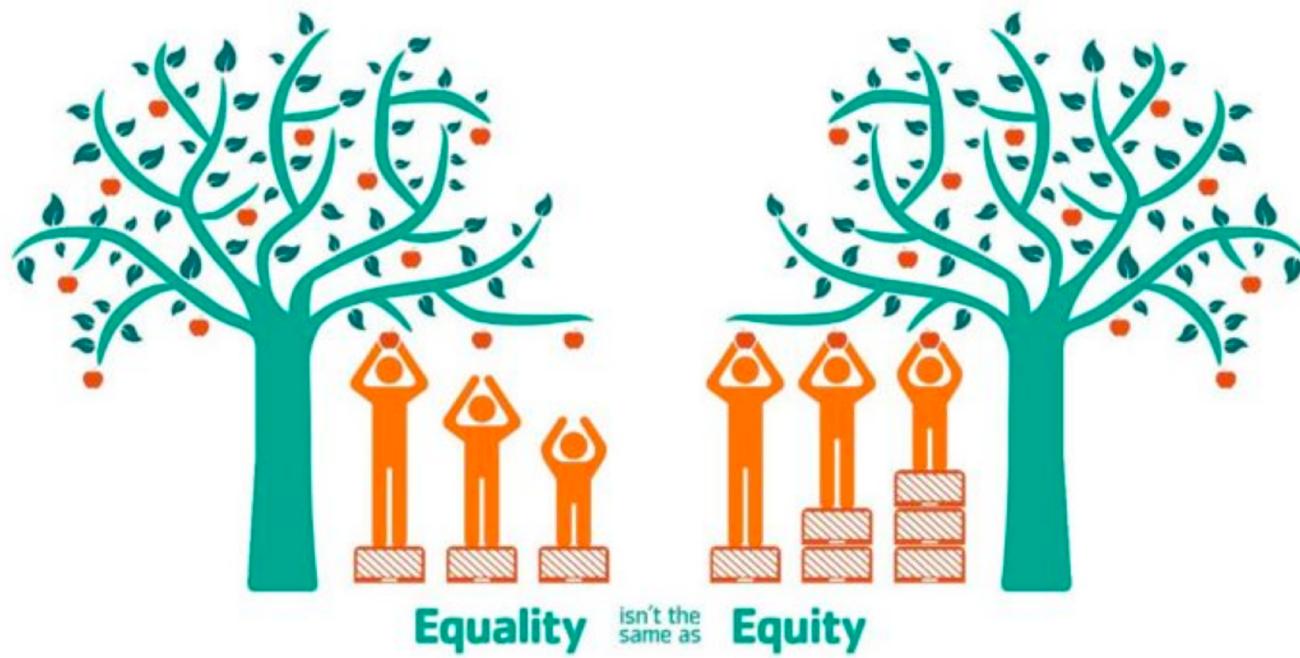
Speak with a Commission
staff member right now

Question 14: Equality and equity

You are working in a company where the leadership roles within the IT Department are occupied solely by male managers and team leaders. As part of the initiative across the company to increase female representation in the senior positions, the management is now considering only to hire female managers and team leaders for the next round of recruitment when these positions became vacant. Which of the following would be the most likely justification the company would hold?

1. This arrangement aims to achieve the provision of equal opportunities for female candidates.
2. This arrangement would provide the equity to female candidates.
3. This arrangement is nothing to do with equality or equity, but aims to increase the diversity of the workforce for creativity and innovation.

Equality and equity





...but, the devil's in the details.

Question 15: Power abuse

Alex and Nicola are both working for the same project for three months. Alex is a Senior Business Analyst deployed from the IT Department for the new client management system, while Nicola is a Junior Marketing Officer deployed by the Sales and Marketing Department for a short term engagement in the project. Even though they are from different work areas, they both got along quite well with each other at work. One day Alex had to pick up his private mobile phone from a repair shop, but because of some issues arising from the project, he found himself not able to pick it up himself. Alex and Nicola often take a turn to pick up lunch for each other when they are busy, so Alex thought if Nicola could perhaps pick his phone up on the way back to office, since she is at another location close to the repair shop. Would that be a problem?

1. Yes. Alex should not be asking Nicola something unrelated to work during the work hours.
2. Yes. Nicola might feel obliged to say yes even if she did not want to do this.
3. No, they are friends with each other, so this is acceptable as long as Nicola is happy to do so.

Question 16: Sexual harassment

Stephanie is working in a medium-sized software development company as a frontend developer, amongst other colleagues who are all male. One of the colleagues has in his wallpaper a meme that contains a subtle yet derogatory message about women, and even though the meme is visible only partially behind numerous open windows on the screen, it bothers her personally. Stephanie respects this colleague as a developer, and finds him generally a very nice person to work with. She also knows that this colleague thinks that this meme is more like a clever satire than a derogatory joke. Which of the following describes the situation best?

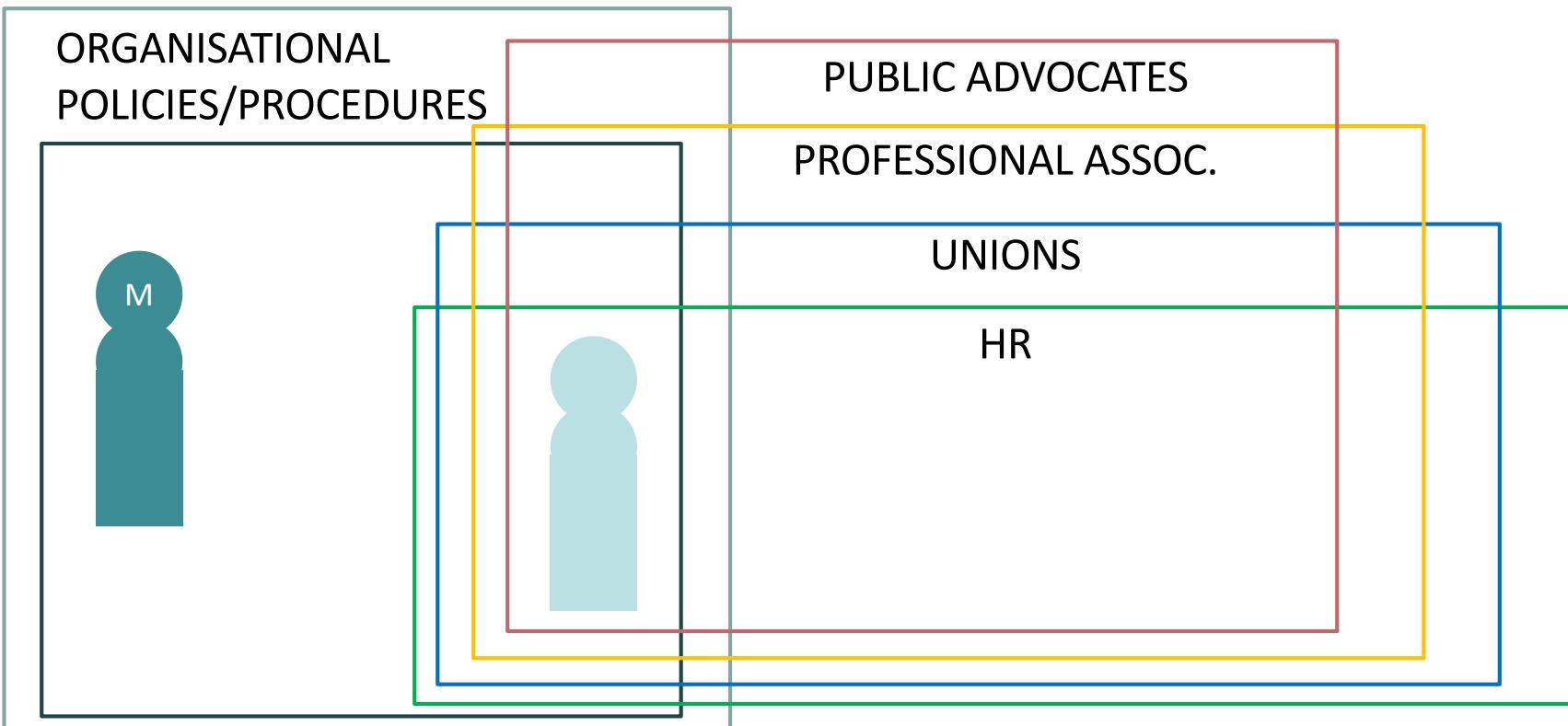
1. What one has as a wallpaper is after all up to one's personal preference, and Stephanie would be asking for potentially too much a personal favour if she was to ask him to take the meme down.
2. Stephanie knows that it was not ill-intended, so she can just let it go unless she finds it unbearable. After all it is a professional workplace, so she should not be commenting on his personal preference nor judging on his sense of humour.
3. Stephanie felt uncomfortable, and that is enough a reason to raise this as an issue.



When the systems do not work well...

*This slide was not covered in the lecture due to time running out. Please refer to the first 10 minutes of the Week 10 lecture for explanation.

LEGAL FRAMEWORKS



Things to do this week...

1. Make sure you shared your eFolio and all the submission items for submission.
2. Make sure you finalise the topic for Assignment 2; you will work on it as part of the Week 10 tutorial.



[◀ Week 6 \(8 Apr - 14 Apr\)](#)

Week 7 (15 Apr - 21 Apr)

[Break \(22 Apr - 28 Apr\) ▶](#)

Teamwork and professional behaviours (cont'd)

Following the Week 6 reading material and the lecture, we will continue discussing the topic of teamwork and professional behaviours in this week's tutorial, where you will be allocated to a team with whom you will be working on Assignment 2 for the rest of the semester in this unit.

The tutorial session this week will also provide you an opportunity to familiarise yourself with the team, and we will also discuss the Assignment 2 and its requirements in detail.

Pre-class activity: Something to read

In light of the cancellation of the lecture this week (due to the Good Friday Public Holiday on Friday the 19th April), there is no reading for this week. We will however upload during the mid-semester break a Moodle Book on the topic of professional ethics and legal issues for IT professionals; please read it before attending the tutorial in Week 8.

Tutorial: Something to do

Please find below the tutorial sheet for this week, in which you will find an overview, learning outcomes as well as instructions for the activities to be conducted during the tutorial. While your tutors will go through these, it would be useful if you have a look at this document prior to attending the tutorial.

 [Week 7 tutorial sheet](#)
38.4KB Word 2007 document



Lecture: Something to think about

Please note that the lecture this week has been cancelled due to the Good Friday Public Holiday on Friday the 19th April 2019.