are affected. It is therefore essential to consider what impact the machine will have on the total organization. You may find for example, that you must arrange people's offices or space in order to accomodate terminals and computers and reorganize their tasks to facilitate the flow of data. Such changes may affect their relative status in the organization. People moved about like pawns are not going to have a positive attitude towards making a system a success. They need to participate. They also need to know their interests are being looked after in the form of new job descriptions and open discussion about job security and job classifications.

Getting a system up and running brings about organizational change. Some areas such as job descriptions will be obvious from the beginning. Others such as communication patterns and job satisfaction may be harder to identify. Keeping the system running in External Affairs brings special organizational problems. With the large number of rotational staff, there is a constant need to monitor organizational concerns. The manager who sets up a system may not be the same one running it two years later. Very often it is the locally engaged staff who provide the continuity. There is therefore a very special need to document fully all the elements of a computer system; to establish operating standards; to retain a history of why decisions have been made, and to deal quickly and openly with any problems that arise. It also becomes critical to establish a level of computer literacy across the organization.

5. Employee Factor

Employees will either make or break a system. The finest machine with the best software will be useless within weeks if the people maintaining and operating the system are not well trained and well motivated. In almost all computer horror stories there are two elements, a lack of communication and fear. Management imposes change without communicating with employees. Communication doesn't mean just "telling" it means listening and discussing. Fear is unpredictable. It may be fear for job security, fear of being unable to learn, fear of damaging valuable equipment, fear of being too old. So far there is no clear correlation between age, education, sex and fear of high technology. What is well documented is the appalling cost both in money and people that fear and failure to