

MANAGING THE INTRODUCTION OF OFFICE TECHNOLOGY

EXECUTIVE SUMMARY

External Affairs is rapidly expanding its use of office technologies to take advantage of the many benefits it offers. Equipment such as word processors, personal computers and mini-computers are being installed in headquarters and the posts around the world. This paper provides background information on the human aspects of technological change and provides a checklist and a method for managing the introduction of office technology.

Technology fails for five main reasons; lack of understanding of what technology really does; lack of understanding of roles and responsibilities; improper needs analysis; technical failure; and poor data flow. Success in using office technology can be enhanced by understanding clearly the commitment, technical, analytic, organizational, employee and cultural factors that influence the introduction of technology. From a personnel point of view items such as training, job descriptions, job security, employee expectations, commitment to the system, resistance to change, job satisfaction, office layout and ergonomics are all critical items.

To ensure all essential personnel items are dealt with, a checklist has been developed for use for introduction of micro processors. For the introduction of larger systems a seven phase approach has been developed which corresponds to the seven phases of EDP project management. The human resource phases are project initiation, present situation assessment, human resource strategy development, human resource detailed planning, human resource material preparation, human resource plan implementation and human resource evaluation and improvement. This checklist and seven phased method emphasize a positive approach which should eliminate the common causes of system failure while ensuring that all personnel factors critical for success are included.

NOTE: This guide has been prepared by the Personnel Policy and Planning Division (ADA) with assistance from Management Services Division (MFS). Any enquiries related to personnel issues should be directed to ADA (Melody Duncan) while enquiries regarding technical issues can be directed to MFS (Paul Dunseath).