

PHASE VII

7. Human Resource Evaluation and Improvement

This corresponds to the Post-Installation of the EDP Phases. Managers assess the performance of the system in relation to the employees. The following areas should be reviewed.

- a) System Performance
 - how much of it is used by whom
 - how easy is it to use - including ease of learning, use of documentation, ease of error correction
 - reliability
 - adaptability
- b) User Acceptance
 - fulfillment of expectations
 - reliance on system
 - improved efficiency
- c) Human/Social
 - quality of work life, job satisfaction
 - health, safety, stress
 - appropriateness of furniture and equipment for human use
 - incentives, awards and sanctions
 - privacy and security
 - morale
- d) Organizational
 - effectiveness of organizational structures
 - effects of any new administrative policies
 - labour relations
- e) Productivity
 - effect of automation on the quantity, quality, scope and timing of outputs
 - cost justification in terms of increases, decreases, or constancy of number of employees

These five areas for evaluation are designed to help managers distinguish between problems that originate with the mechanical part of the system, and problems that originate with employee behaviour such as resistance to change, lack of training, ineffective organization, etc.

Normally the evaluation will be done a year or so after the system is implemented. Any problems identified should be reported to ADA so that appropriate action may be taken.