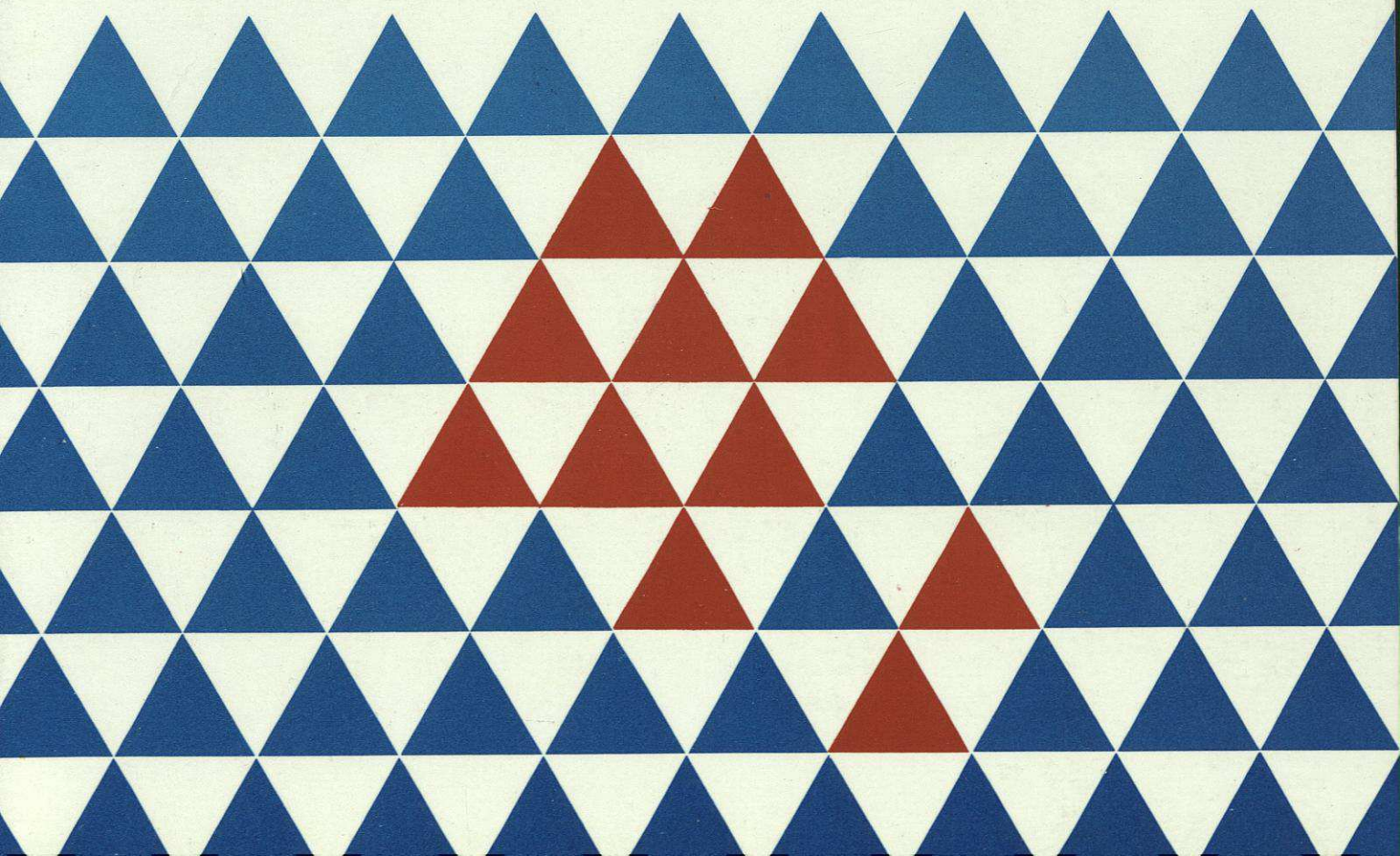


Australian National Conference  
Programme

BUTLER COX  
FOUNDATION

Managing Human Resources in Information Technology  
Fairmont Resort, Leura, Blue Mountains, New South Wales  
3 - 5 December 1989



# **Managing Human Resources in Information Technology**

**Fairmont Resort, Leura, Blue Mountains, New South Wales**

**3 - 5 December 1989**

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# Managing Human Resources in Information Technology

## The conference theme

The ability of information technology providers to realise the expectations of the user community has long been limited by the exceptional human resource pressures and constraints faced by IT management. The issue of managing human resources in the IT function provides therefore a very appropriate theme for the 1989 Butler Cox Australian Conference.

In 1988 Butler Cox members voted the issue of 'Staffing the Systems Function' a very high priority for research. Far from proving to be an issue dominated by national characteristics Butler Cox research has revealed a problem of transnational dimensions. Report 71 titled, 'Staffing the Systems Function', provides an appropriate backdrop and introduction to the conference.

From a local perspective ten Australian subscribers to the Foundation sponsored a multi-client study earlier in 1989 into attrition in the large IBM user environment. From this starting point the study inevitably came to explore and review most of the human resource management issues facing IT managers today.

The 1989 conference will provide an opportunity for those attending to discuss the many aspects of human resource management in IT identified in the above work, to share experiences and to discuss a number of initiatives including:

- establishing human resource strategies for the delivery of an effective IT service.
- Managing human resources in IT in the light of continuing short supply for the foreseeable future.
- Satisfying the needs of individuals to develop both their technical and managerial talents and aspirations.
- Employing external resources to supplement the in-house IT function.
- Working with recruitment and contract agencies to deploy resources more effectively

Speakers will focus on a number of particular aspects of human resource management including the practical approaches adopted by some members. The conference will be structured to facilitate interchange between delegates and speakers with a view to drawing out practical ideas and initiatives. In addition to the scheduled panel discussion at the end of the first day the conference timetable and program will, as usual, provide delegates with ample opportunity to present their own experiences and to discuss them with their peers.

### **The conference agenda**

#### **Sunday 3 December**

18.00 **Drinks and Outdoor Barbeque**

#### **Monday 4 December**

08.30 - 09.30	<b>Staffing the Systems Function — an overview</b>	Graham Otter Butler Cox
09.30 - 10.30	<b>Managing Change — A Challenge for IT Management in the 90's</b>	John Correy
10.30 - 11.00	Morning Coffee	
11.00 - 12.00	<b>Performance Management — the Benefits Versus the Effort</b>	Campbell McPhee BP Australia Limited
12.00 - 13.00	<b>The Information Industry Education &amp; Training Foundation — Strategies</b>	Frank Wroe IIE & TF
13.00 - 14.30	Lunch	
14.30 - 15.30	<b>Managing Attrition — issues and initiatives</b>	John Cooper
15.30 - 16.00	Afternoon Tea	
16.00 - 17.00	<b>A Pale Blue Collar Workforce — Is this necessary or Possible?</b>	Lindsey Catermole Aspect Computing Pty Ltd
17.00 - 18.00	<b>General Review and Discussion</b>	Plenary Session

### The conference agenda

#### Tuesday 5 December

08.30 - 09.00	<b>Butler Cox Plans for 1990</b>	John Cooper
09.00 - 10.00	<b>Staffing and Organising the Systems Function to Satisfy its New Role</b>	Graham Otter Butler Cox
10.00 - 10.30	Morning Coffee	
10.30 - 11.30	<b>Managing IT people — Are they different from the rest?</b>	Peter Smith QBE Insurance Limited
11.30 - 12.30	<b>Managing the IS Professional</b>	David Jackson IBM Australia Limited
12.30 - 14.00	Lunch	
14.00 - 15.00	<b>Co - operative education in Information Systems: Stage one of a long term Human Resources Strategy for IT oriented organisations</b>	Gary Werskey University of NSW
15.00 - 15.30	<b>Conference Close</b>	John Cooper
15.30 -	Afternoon Tea and depart	



Monday 4 December: 8.30-09.30

**Staffing the Systems Function — an overview**

**Graham Otter Butler Cox**



Graham Otter is a Senior Consultant with over 14 years' experience in the IT industry. Since joining Butler Cox in 1988 he has been involved in a number of strategic consultancy assignments, management of the Butler Cox Foundation, and led the research on the Foundation Report on Staffing the Systems Function. Prior to joining Butler Cox he was Group MIS Manager with Bunzl PLC from 1980, a position that involved formulating IT strategy for a

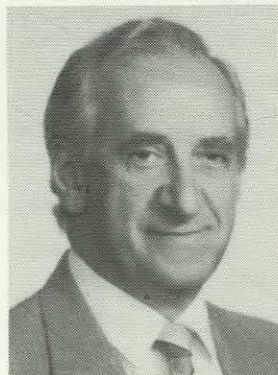
rapidly expanding international Group and its subsidiaries. Graham Otter holds a first class BSc in Systems Analysis. He is a member of the Institute of Data Processing Management and a member of the British Institute of Management.

Systems managers have traditionally been promoted to their positions on the basis of their technical skills. Technology has remained their prime focus but increasingly we are seeing a new breed of non-IS managers assuming responsibility for the IS function. These managers are focussed on the business issues and human resources management. Graham Otter will introduce the conference by reviewing the major findings arising from research conducted for the recent Butler Cox Foundation report, Staffing the Systems Function. The key system management task is to manage staff, not technology — how to get the right staff, in the right job at the right time. Staff shortages are not going to disappear, but there is much that the systems manager can do to widen the recruitment pool and alleviate the difficulties including the effective use of external resources. Career planning, motivation and payment systems all have a role to play in the retention of staff. Management has a critical role to play in creating an environment in which staff can excel.

Monday 4 December: 09.30 — 10.30

**Managing Change — A Challenge for IT Management in the 90's**

**John Correy**



John Correy was formerly a senior partner of the consulting division of Coopers & Lybrand. For most of his career, John was responsible for the development of the IT consulting practice whilst, in subsequent years, became responsible for developing its human resource practice. John has directed many IT and HR assignments during his career for organisations in Australia and New Zealand as well as Fiji, PNG and Indonesia.

People issues in relation to change will require a more enlightened and professional approach to people management. Those to perform best will be where the manager recognises the needs of his/her professional and operational staff and manages this resource effectively. The I.T. environment has managed to cope with frequent technological changes over the years in the implementation of new computer systems. However new technological developments are breaking down some of the traditional approaches and barriers. John Correy will explore how a more participative approach in the introduction of new systems will be required in the future, combining the talents of I.T. specialists, users and top management. The success or other wise of the transition will test the overall people skills of the I.T. manager to the limit.



Monday 4 December: 11.00-12.00  
**Performance Management —  
The Benefits Versus the Effort**  
Campbell McPhee BP Australia Limited

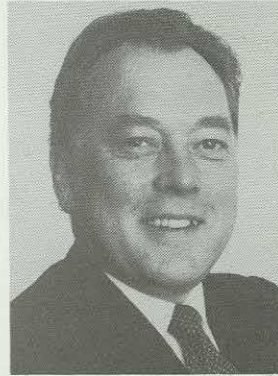


Campbell McPhee is Manager, Information Services Division in BP Australia, a position he has held since October, 1988. He joined BP in 1963 as a university apprentice and worked in a number of different roles in England before moving to the New York office of BP North America Inc. On his return to London he held positions in Policy Planning and in the Exploration and Production Department. In 1979 he

returned to the United States, where he was appointed Manager Economic Planning for Sohio Oil. In 1981 he was appointed Manager Corporate Planning. In 1983 he joined Information Systems Administration in London as Assistant Co-ordinator and in 1985 he transferred to BP Oil Headquarters as Manager London Systems Division. He graduated at the University of St. Andrews in Chemistry before he took his Master's degree in Computer Science at the University of London.

BP Australia's Staff Appraisal has evolved to a system which focuses clearly on job accountabilities, appropriate job measures, and standards of performance. Using this framework, BP is moving to a quarterly frequency of staff appraisals, with much more emphasis on remuneration linked to performance. Implementation and operation of this system requires significant investment of time by management. Are the benefits worth the effort? The conflicting demands on management time imposed by a rapidly changing function (IS) within a rapidly changing industry (Oil refining and marketing) make this question relevant. This and other related issues will be explored in this session.

Monday 4 December: 12.00-13.00  
**The Information Industry Education &  
Training Foundation — Strategies**  
Frank Wroe IIE & TF



Frank Wroe is Chief Executive of Digital Equipment Corporation (Australia) Pty Limited and of Digital Equipment Corporation (New Zealand) Limited. He started his computer career with English Electric Leo Marconi Computers Ltd., designing electronics. From there, he moved into a number of senior engineering positions with Digital Equipment UK Limited. He subsequently held management positions with

Digital in Europe and the USA. In 1982 he became General Manager of Digital in Australia and New Zealand, rising to Managing Director of the Australian Subsidiary in 1983. Frank Wroe is the immediate past Chairman of the Australian Information Industry Association and in 1988 was appointed Chairman of the Information Industries Education and Training Foundation.

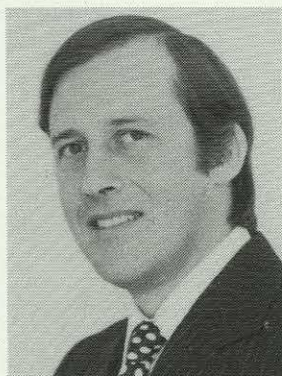
In Australia, under the auspices of the Information Industries Strategy a concerted effort is being made to promote the growth and development of an internationally competitive export-orientated information industry. The Foundation's goal is to become the major source of information on the nation's requirements for people skilled in information technology. Equipped with this knowledge it will be in a position to advise industry and Government on skills requirements and to outline various courses of action to plan more strategically the flow of people into the information technology industry. As a result industry and Government will be in a better position to make informed policy decisions on human resourcing issues. This session is designed to acquaint Butler Cox members of the Foundation's strategy and to seek their input and support.



Monday 4 December: 14.30-15.30

**Managing Attrition — issues and initiatives**

**John Cooper**



John Cooper is Chief Executive of John David Cooper & Associates which is the Australian Consultancy representing the Butler Cox Foundation in Australia. This consultancy practice has been operating since June, 1983 and has represented the Butler Cox Foundation since its launch in Australia at the beginning of 1985. Before establishing his own consultancy practice he was Managing Director of Idaps Ltd, now part of Paxus

Computer Corporation Ltd. Prior to that he was Managing Director of Urwick International now Price Waterhouse Urwick. John Cooper is a director of Ferntree Computer Corporation Ltd. He is a graduate of Cambridge University and a member of the Australian & British Computer Societies, and the Institute of Management Consultants.

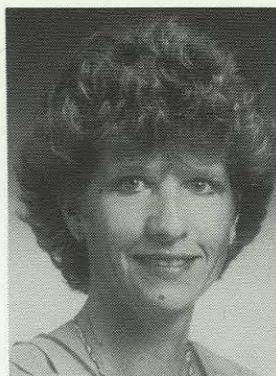
At the beginning of 1989 ten Butler Cox users of large IBM mainframe systems funded a study into the high rates of staff turnover, or attrition, being experienced in their sector of the information technology industry. John Cooper led the study. He will describe the approach and discuss the major findings. Attrition is an inescapable fact of managing the IT function. In today's environment demand exceeds supply and, despite improvements in productivity, is likely to continue to do so for the foreseeable future. However not all organisations have recognised the management implications. John Cooper will explore some of the initiatives and recommendations thrown up during the course of the study.

Monday 4 December: 16.00-17.00

**A Pale Blue Collar Workforce —**

**Is this necessary or Possible?**

**Lindsey Catermole Aspect Computing Pty Ltd**



Lyndsey Cattermole is the founder and Managing director of Aspect computing, one of Australia's largest and most successful IT development, education and R & D companies. Armed with a BSc in Genetics she landed IBM with the challenge of launching her into the IT world. After four happy and successful years she established Aspect. She has served on several government and Educational Institution

Advisory Boards and is a former vice president of the Australian Computer Society. She is also a governor of the Royal Childrens Hospital and a member of the Melbourne Olympics Business Support Committee.

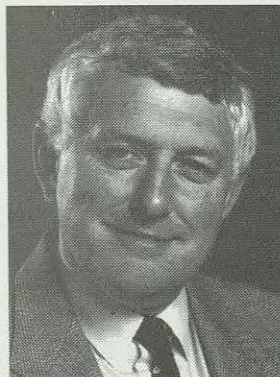
The universities and then employers are recruiting people for IT who would also be eligible for Law, Medicine and Engineering. Can these bright individuals form the teams necessary to produce today's systems? Do our major organisations have the environment to even allow these teams to form let alone encourage or manage them? The values of professional staff are changing with less ~~them~~ *than* 40% believing that they will still be with the same company in 5 years time. It is believed that IT staff are even more likely to consider themselves as tourists passing through. Do you need to accept this? If so, how can you manage your IT function in such a climate?



**Tuesday 5 December: 09.00-10.00**  
**Staffing and Organising the Systems Function**  
**to satisfy its New Role**  
**Graham Otter Butler Cox**

What are the new roles that the systems manager must address? Are existing approaches to staffing and organising the systems function an asset or a liability? How must they change? What implications are there for systems staff planning? Are career opportunities enhanced and does this provide an opportunity to tackle the high levels of staff attrition that are being experienced by many Australian Foundation members? This session will highlight the need to review critically, the role and organisation of systems staff. Continuing to recruit for traditional roles and continuing to pay higher salaries in an attempt to retain staff will not achieve the objective of most systems managers — an improved standing in the business justified by the delivery of relevant systems services.

**Tuesday 5 December: 10.30-11.30**  
**Managing IT People —**  
**Are they different from the rest?**  
**Peter Smith QBE Insurance Ltd**



Peter Smith is Manager Group Business Service with QBE Insurance Group. His background is Personnel Management and he has held a number of positions both in Australia and the UK specialising in this field. Some 12 months ago he assumed full responsibility for QBE's Information Systems function in addition to its Personnel Department. QBE is a Foundation Member and the interesting combination of IS

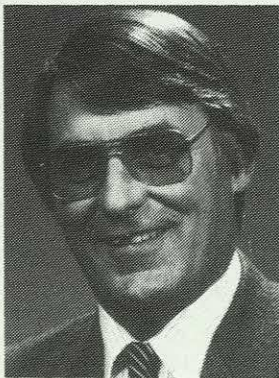
and Personnel responsibilities has prompted Peter's contribution to this Conference.

From the time computers first began to have an operational impact on organisations the people with IT skills have presented different challenges to senior executives. Almost always in short supply and often not understood by their colleagues, establishing and keeping an IT Department together has never been easy. In his paper Peter Smith considers his widely held views through the eyes of a personnel practioner turned IT executive. He offers his thoughts on the changing environment we now face and the new role we are asking many of our specialists to perform in the aggressively competitive world of business and administration.

Tuesday 5 December: 11.30 — 12.30

**Managing the IS Professional**

**David Jackson IBM Australia Limited**



David Jackson joined IBM Melbourne as a Programming Systems Support Rep. in 1965 having software support responsibilities across a wide range of IBM Software products. In 1979 he was appointed Country Software Support Coordinator in Sydney, then appointed to Country Software Support Manager in 1980. In 1983 he was appointed Information Systems Manager for IBM Australia and held that position until June this year.

David is currently the IBM Australia Systems Integration Manager.

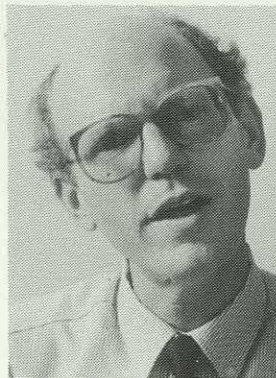
Hiring, retaining and motivating Information Systems staff is a critical success factor for all IT Managers. This discussion addresses some of the methods employed at IBM in its internal IS Department in the areas of hiring, developing, motivating and rewarding their IS professionals.

Tuesday 5 December: 14.00-15.00

**Co-operative Education in Information Systems:**

**Stage One of a Long-Term Human Resources Strategy for IT-Oriented Organizations**

**Dr Gary Werskey University of NSW**



Dr Werskey is an American by birth and a Harvard-trained historian by profession. He worked for twenty years in the U.K., during which time his teaching and research interests shifted to the long-term educational needs of professional engineers. Since coming to The University of New South Wales in 1987, he has been instrumental in establishing the Co-op Program — a portfolio of 'industry-linked' undergraduate

courses for high-achieving students in 20 different fields of Commerce, Engineering and Applied Science.

Australia's national pilot scheme of co-operative education in information systems offers IT-oriented organisations the opportunity both to increase the supply of high quality IS graduates and to devise long-term human resources strategies appropriate to their business objectives. The scheme's origins will be discussed and an overview given of the degree courses it has already fostered. Attention will be focused upon the University of New South Wales' Business Information Technology Program and the issues of student recruitment, course design and administration and industrial training. The costs and benefits, as well as the initial results of this approach to the 'formation' of information systems graduates will be summarised.



## **Venue**

We have selected the Fairmont Resort, Leura in the Blue Mountains as the venue for the annual conference this year. The special conference package includes accommodation at the hotel for two nights (Sunday 3 December and Monday 4 December) and all meals from dinner on Sunday through to afternoon tea on Tuesday 5 December. The cost of the package is \$575 for a delegate occupying a room for the entire conference. Delegates are expected to pay conference charges in advance. Any additional incidental charges will be payable direct to the hotel at the end of the conference.

The Fairmont is a new resort resting high in the crystal clear air of the Blue Mountains, one of Australia's oldest and best-known natural wonders. The nostalgia of the Blue Mountains is very compelling. This magnificent hotel is set in beautifully landscaped grounds and overlooks the spectacular Jamison Valley. The Fairmont has 210 spacious and well appointed rooms and suites.

The Health Club offers an outstanding array of recreational activities including heated indoor and outdoor pools and spas, tennis and squash, gymnasium, saunas, steam and massage rooms, cycling, horse riding, billiards, archery, and bushwalking. Golf enthusiasts need only step outside the front door to the picturesque Leura golf course. Apart from the breath-taking views there are many nearby attractions such as the Three Sisters, Scenic Railway, Jenolan Caves, Grand Canyon, Mt. Tomah Botanic Gardens and many more.

## **Registration for the Conference**

Each member organisation may send up to three delegates to the conference. Each delegate should complete the registration form enclosed with this brochure (please photocopy it if necessary), and return it to, Conference Secretary, Bulter Cox, John David Cooper & Associates Pty Ltd, Level 10, 70 Pitt Street, Sydney 2000 as soon as possible.

## **Travel**

The Fairmont Resort is located at 1 Sublime Point Road, Leura, Blue Mountains, New South Wales. Leura is approximately 80 Kilometres due west of Sydney on the Great Western Highway. Travel time by car is approximately 1 1/2 hours from Sydney.

For those travelling from interstate and overseas transport has been arranged to leave Sydney airport at approximately 4.00pm on Sunday 3 December. The return coach is scheduled to arrive at Sydney Airport shortly after 5.00pm on Tuesday 5 December.

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