

HRM AT WORK EXERCISE

MONITORING PERFORMANCE ONLINE

REFERENCE: 'Monitoring performance online' (by David Crowe), *The Australian Financial Review*, 12 December 2004, p.29.

CHAPTERS RELEVANT TO THIS EXERCISE: 1, 3, 8

Summary

Suncorp Metway bank is planning to widen its 'decision support' human resource information software to give line managers direct access to online measurements of their own group's key performance indicators (KPIs). The system would give executives and managers faster access to customer service and other performance measures by doing away with time-consuming paper reports and combining data from different divisions in the company. Access to the data would be restricted such that line managers would only be able to view their own KPIs. A key point in the initiative's success would be allowing managers to set their own KPIs. According to the bank's information systems analyst, the aim here is to ensure that managers have a sense of 'ownership' over their performance criteria.

Questions

1. What benefits might human resource information system technology of this type confer on the organisation?
2. Should Suncorp Metway be aiming to develop a fully-integrated approach to HRIS management?
3. How might the introduction of human resource information technology of this type affect the role and importance of HR managers?
4. What are the legal and ethical issues involved in electronic surveillance of this sort?
5. How can HRIS assist goal-setting as a means of managing employee performance?