



COMMONWEALTH  
TELECOMMUNICATIONS  
ORGANISATION



# Can HR Keep Up?

*Dealing with Obsolescence in HR Policies.*

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Development Consulting  
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# Running to Catch up???



# Session Foci



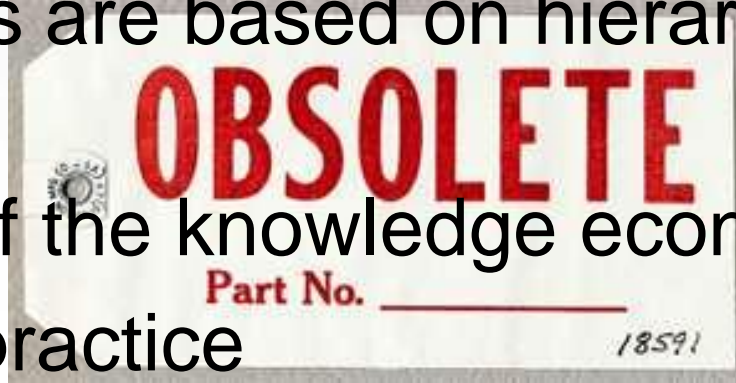
1. Why do obsolete policies continue to exist?
2. A selection of obsolete policies
3. Efforts to stay current



# Why Obsolescence?



1. The move from the industrial to the digital age
2. Organizations are based on hierarchy, control and order
3. The advent of the knowledge economy and worker
4. Law follows practice
5. The “IT reinforcing loop”
6. Social networking and the changing face of human connections
7. Over half of the world’s population is under 30!!!



# The Social Media Challenge



The Joy of Tech -

by Nitram & Snoggy



Signs of the social networking times.

[http://www.youtube.com/watch?v=dA5Fn\\_Q10Tk&feature=related](http://www.youtube.com/watch?v=dA5Fn_Q10Tk&feature=related)



# Some Areas of Obsolescence



## Recruitment

1. Using outdated attraction techniques/methods
2. Relying on interviews mainly
3. Poor interview skills
4. Hiring misfits (culture or position)
5. Refusing to say no - or leave the position vacant (temporarily)



**When you make a poor hire,  
people get...**



# What about this ad?



```
if ($salary_sucks) {  
    // Go to Dice for great PHP jobs  
    $url= "http://www.dice.com";  
    header("Location: $url");  
} else {  
    suck_it_up();  
}_
```

**Dice™**

*Look to the Tech Leader First*





# Some Remedies to Avoid Recruitment Obsolescence



1. Try new methods
2. Use behavioural interviews
3. Involve supervisor or manager
4. Train interviewers
5. Use assessment centers
6. Be prepared to say “no”



# Some Areas of Obsolescence



## Promotion by seniority

1. Who's been here the longest?
2. Person lacks skill or talent
3. Mediocre performer
4. Does not wish to be or suited to management
5. Does not have the moral authority to lead



# Some Remedies for Promotion based on Seniority



1. Longevity does not mean best management fit
2. Groom future leaders
3. Grow future leaders - succession policy
4. Train and develop
5. Promote senior performer and fitters



# Some Areas of Obsolescence



## Rewards and Bonuses

1. Poor Performance management systems
2. Not requiring managers to truly measure performance
3. Rewarding everyone!!!
4. Giving bonuses when company performance is poor (unless required by law or collective agreement) - Why!!!???



# Some Remedies for Rewards and Bonuses



1. Manage the whole performance cycle
2. Only reward good performance
3. Hold managers accountable
4. Establish sensible collective agreements
5. HR Analyst to examine performance data for work groups, departments & company



# Some Areas of Obsolescence



## The Need to “see” Employees

1. Some positions do not need full time attendance
2. Managing by presence rather than by performance
3. The belief that *“if you are here, surely you must be working”*



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# Some Remedies for the Need to “See”



1. Develop a policy regarding remote work, telecommuting, flexi-time
2. Slant policies to performance, output and core responsibilities
3. Time spent does not indicate performance
4. Don't reward attendance without properly rewarding performance

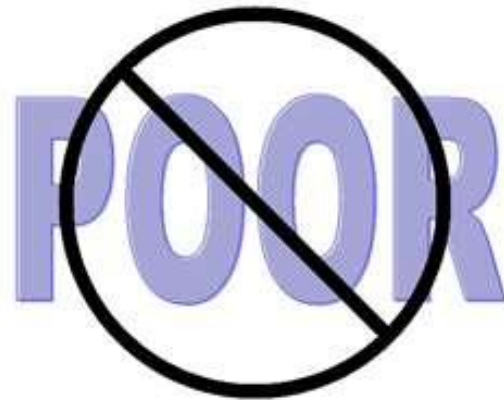


# Some Areas of Obsolescence



## Retaining Poor Performers

1. Poor measurement
2. Poor documentation (by managers)
3. Promoting the problem
4. Transfers and dumping/ putting out to pasture





# Some Remedies to Prevent Retaining Poor Performers



1. Develop a policy
2. People must add value
3. Transfers should be for better fit not due to frustration
4. Employee is responsible for value addition and job protection



# Questions

