Commonwealth Telecommunications Organization

Forum on Human Resources for the Information Society
21 – 22 November 2016
Jamaica Pegasus Hotel
Kingston
Jamaica

<u>Summary Report</u>

Executive Summary

The Forum on Human Resources for the Information Society was organized by the
Commonwealth Telecommunications Organization (CTO) in conjunction with the
Ministry of Science, Energy and technology, Jamaica, the Office of Utilities
Regulation, Jamaica and the Jamaica Employer's Federation. It was held at the
Jamaica Pegasus hotel from 21 to 22 November 2016. The key topics discussed are:

- The ICT Landscape of Tomorrow
- ICT Reshaping the Concept of Work
- Exchanging Knowledge and Management through ICTs
- The Use of ICT to Streamline the Recruitment Process
- From Human Resources to Human Capital Development
- The Use of ICT in transforming: From Performance Evaluation to
  Performance Management

Most of the presentations dealt with the changes that occurred in the human resources sector
mainly as this is because of the developments in the ICT arena and globalization. This
necessitated changes in the approach to human resources management. Human resources
must be aware of the reality of ICTs and the use of technology to enhance what is now being
done in HR. Globalization, availability of access to ICTs, Big Data analysis and artificial
intelligence are having a significant on HR management. Big Data is now becoming a part of
HR and advantage should be taken for this.

The importance of Social media was discussed and this was significant for HR managers.
One aspect that was discussed was in relation to what prospective employees and also what

current employees post on social media about themselves. Information online will be available through Big Data and can be collected and analysed. Therefore employers are able to gather information that employees may not normally provide. The use of information obtained by employers on employees was considered to be of critical importance. Therefore employers need to be very careful about how information on employees is used. Employees and prospective employees should also be careful about the information they post online.

Online recruitment is seen as a new trend in recruiting suitable persons, but this solution does not fit all situations and in many cases alternatives need to be used. Reference was made to the different generations in today's workforce – traditionalists, baby boomers, Generation X, Generation Y, Millennial and Generation Z. HR managers need to understand and manage this diverse workforce and create an environment that is suitable for all employees. Different groups have different talents and they are all needed in the workplace. There should be no gender discrimination and there should be acceptance of persons with disabilities. Decent work should be encouraged and teleworking should be accepted where possible.

Perhaps the subject that elicited the most visceral comments concerned ethics in the workplace. These include morals, principles, values and integrity. All HR managers should ensure that high ethical standards are maintained. This can be a very challenging area since many cases of unethical behavior emanate from senior staff members.

Following discussions of the agenda items, an open forum was chaired by **Mr. Shola Taylor**. During this session participants identified some of the important aspects of the Forum. They include:

- The changing work environment, influenced by globalization, ICTs, different generations of workers;
- The need for organizational ethics
- The possibilities offered by Big Data
- Methods of recruitment – online and traditional

Gender issues, whereby there should be no gender discrimination in the workplace. There was also mention of gender empowerment in the CTO Strategic Plan

Day 1

Opening Session

Speakers:

Welcome Address:	**Ms. Yasmin Chung**, Board Member of the Office, Office of Utilities Regulation (OUR), Jamaica
Goodwill Message:	**Mr. Peter Crabbe**, Chairman, Programme for Development and Training Management Committee and Learning and Talent Development Manager, Vodafone, Ghana
Welcome Address:	Mr. Shola Taylor, Secretary-General, Commonwealth Telecommunications Organisation (CTO)
Ministerial Welcome Address:	**Mr. Trevor Forrest**, Senior Advisor to Dr. the Honourable Andrew Wheatley, Minister of Science, Energy and Technology, Jamaica

Ms. Young Chung: Welcomed participants to the event and said she was happy for her organisation (OUR) in co- hosting the event with the CTO. She was appreciative of the fact that human resource activities can benefit greatly from the use of Information and Communication Technologies (ICTs). She said that human resource managers should be aware that the use of technology will improve the quality of employee information and will have an overall positive impact on the effectiveness of their businesses. Technology can be used to combine many human resource functions, thereby improving overall efficiency.

Mr. Peter Crabbe in his Goodwill Message stated that he was happy to welcome participants to this event. He recommended that HR professionals, in a technology-driven world, are expected to stay on top of the cutting edge technologies which will facilitate the conduct of business. They are expected to ensure that their respective organizations are suitably equipped to take advantage of the possibilities provided by information and communication technologies.

Mr. Shola Taylor, CTO Secretary-General said he was happy to be back in Jamaica in order to participate in this important forum. He provided an update on CTO activities since he took office just over one year ago. He highlighted some of his achievements including:

i)   Development of a Strategic Plan with six goals;
ii)   The active return of India to CTO activities;
iii)   The addition of new members including Facebook and Bitek. Gibraltar has also joined as an Affiliate member;
iv)   Development of Membership Action Plans;

He spoke of the importance of cloud computing, artificial intelligence, the Internet of Things (IoT) and Big Data. Regarding the theme for the forum "Human Resources for the Information Society" he

gave an overview of topics to be covered, which will allow ICTs to be used to the maximum extent possible in HR development and management. He said the CTO will soon be announcing the appointment of an HR manager at its London headquarters, a position which did not previously exist at the CTO.

He announced that the CTO wished to work closely with regional organizations in order to ensure that there is always cooperation and collaboration. In addition, he informed the meeting of the appointment of CTO Regional Advisors to assist the organization with their work in various regions. So far, Advisors were appointed for the Scandinavian and Asia pacific regions. He then announced that Mr. Philip Cross from Jamaica has been appointed as the CTO Regional Advisor for the Americas.

He thanked the OUR, the government of Jamaica and the Jamaica Employers Federation for collaborating with the CTO to have this event in Jamaica.

The Ministerial Welcome by Senior Advisor to the Minister:

Mr Trevor Forrest Represented Dr. the Honourable Andrew Wheatly, Minister of Science, Technology, Energy and Mining. His address:

- Highlighted the rapid changes in the ICT sector and how it has been impacting Jamaica, especially in the Mobile Telecommunications sector, which has grown significantly over the last few years.
- Spoke to mobile penetration has grown tremendously in Jamaica, with subscribers now over 2 million. He said mobile service providers are now rolling out LTE technology.
- He pinpointed that the key initiative of the government is to reduce the barriers to ICT, towards this end government has recently zero-rated the cost to access government and educational resources. This is designed to improve citizen and government interaction.
- He mentioned the importance of developing the country's human resource, which he stressed, is its most valuable resource, to keep pace with the advances in ICT.

Panel 1: The ICT Landscape of Tomorrow

Chair: **Mr. Shola Taylor**, CTO Secretary-General
Presenter: **Mr. Cordel Green**, Executive Director, Broadcasting Commission, Jamaica
Panellists: **Mr. Ansord Hewitt**, Director Regulator, Policy, Monitoring and Enforcement, OUR
Mr. Stephen Spence, CEO, SMS Communications Ltd., Jamaica

Mr. Green gave a wide-ranging presentation on Technological Innovation: The changing world of work .He said the connectivity, not geography is our destiny. Connectivity is as transformational as water was in the last century He gave six exponential technologies that are transforming connectivity. They are 3-d printing, artificial intelligence, robotics, virtual reality, augmented reality and the Internet of Things.
He warned of the actions on social media that the consequences are great both on personal bases and for the employer. He also mentioned the dangers of providing information required by

some apps and possible negative consequences of such actions. He quoted from a judge who said that there are two types of companies left in the USA – those that have been hacked and those that don't know that they have been hacked.

He said that digital literacy is an inescapable regulatory and management tool and HR professionals should understand how communication is accessed and that there are many contexts in which information is created and distributed. Careful thought should also be given to internal ICT policies by various organizations.
He made reference to decent work and the perfect workplace and indicated that these terms need to be clearly defined. Companies and organizations should use technology to enhance what is now done in HR. Innovation, he said, is not a linear process, but a conjunction of technologies, changing experiences, changing expectations, capabilities and business models.

Mr. Spence said that some of the biggest challenges facing HR professionals in respect of ICT policies include deciding on the types of persons employed and the development of suitable workplace policies which will affect all employees.

Mr. Hewitt said that with respect to the regulation of utilities, technology is very helpful. For example, reporting requirements are made easier. However, there are challenges and these include the susceptibility ICT facilities to cyberattacks

How does the use of technology benefit utilities regulation? Ansord Hewitt: Director, Regulation, Policy, Monitoring and Enforcement (OUR)

Ansord Hewitt, OUR – Technology helps significantly in regulating utilities, particularly in monitoring the various utilities. It reduces the need for manual labour e.g. having a welldeveloped database, ongoing interface which makes reporting easier among utilities. He, however, pointed to risks such as storage and protection of confidential information.

Will artificial intelligence threaten the expansion of Jamaica's BPO sector?

Ansord Hewitt – The short answer to that question is that I really don't know but it's interesting that at the beginning of the industrial revolution the thinking was that the machines would take away jobs and make the society worst off… what we hope is that the innovations that we are seeing are going to have the same effect. Yes. There is going to be disruption but we have learned is that in this new environment we have to create societies that are more nimble and the challenge for a country like Jamaica is to create a workforce that is nimble and adaptable. There will be opportunities but will our workforce be able to transition as quickly and be as adaptable.

Stephen Spence, CEO, SMS Communications Ltd.

Stephen Spence, CEO, SMS Communications Ltd. – There has to be a recognition that there will always be change. For e.g. his company has changed advertising in traditional media such as

newspapers to using text messaging. He noted that we must find a way to train employees to use modern and emerging technologies to minimize displacement.

Cordel Green, Executive Director, Broadcasting Commission of Jamaica Cordel Green – There will be disruptions, (however) what we have though is an opportunity to make this revolution less painful for our people. That's why digital literacy is very important. It goes beyond information and how it's created and disseminated. It is about understanding what exponential technologies are, the opportunities they present, the threats they present and to have discussions about them. The situation should not be underestimated. It is going to require new thinking and tools because there will be a problem this time, as opposed to other revolutions, if the people are not properly prepared. The question now is the current education system adequate to deliver what is necessary to prepare our people.

Richard Dick, CEO, Development Consulting Centre (Trinidad)

Richard Dick, CEO, Development Consulting Centre (Trinidad) – Humans will always adjust to the changes around them so becoming adaptable to new technologies will not be a problem. However, the issue is how the process of adaptation is managed.

How do HR professionals deal with workers' unions in light of any displacement that may arise from more use of robotics in the workplace? Cordel Green, Executive Director, Broadcasting Commission of Jamaica

Cordel Green – The discussion on how to deal with use of robotics and displacement of humans in the workplace has to start now. Outside of technology companies, the process is much slower in other areas so the manner in which employees are trained has to be revised to make training more relevant to the changing workplace. There is no need to fight with unions if the process of retraining to make workers adaptable begins now.

Karl Hentschel - The issue of training our people goes beyond the HR Departments. Governments have to step in to provide training for the population, especially for those who are outside the ICT sector.

Panel 2:   ICT Reshaping the Concept of Work

Chair:	**Mr. Peter Crabbe**, Chairman, Programme for Development and Training Management Committee and Learning and Talent Development Manager, Vodafone, Ghana
Presenters:	**Mr. Richard Dick**, Principal Consultant and CEO, Development Consulting Centre, Trinidad and Tobago
	Mr. Juma Kandie, Director, Administration, Communications Authority of Kenya
Panellists:	**Dr. Leith Dunn**, Senior Lecturer and Head, Gender Studies and Development, University of the West Indies at Mona, Jamaica
	Ms. Mitzi Hyde, Human Resources Consultant, HRM Options Group International, Jamaica

Mr. Crabbe suggested that urbanization was having an effect on employment, with more persons leaving urban areas to live in sub-urban areas. Employees, especially younger ones, were also demanding flexible hours. The 5 main generations of persons in the workplace are now the Traditionalists, Baby Boomers, Generation X, Generation Y and Millennials. Globalization is also having a significant effect on employment and was transforming the work environment.

Mr. Dick gave a presentation on creating a customer service culture. He addressed the re-shaping of work from the customer service perspective. He said that regardless of the work environment, customers still need to be served and a customer service culture needs to be created. Customers have changed in that they have become more informed, more connected and very price sensitive. They want companies to provide services how they wish to have it. They also use social media to their advantage. A lot of money spent on marketing and promotion is wasted and could be better utilized. Marketing activities could be undone by very few employees doing the wrong things. Poor customer service is very costly to companies. When things are not done correctly, there is a cost in having them re-done.

He made reference to how companies operate and why some customers actually stop doing business with some companies. The role of social media is important and can be used to the advantage of customers. In this regard, telecommunications companies have a very high churn rate.

He suggested that companies should get leaders who believe in service culture and who listen to the voice of the customer. Hire the right people and take the necessary steps to keep them. Train HR persons to empower employees and then reinforce this training. Finally, reward and recognize employees.

Mr. Kandie spoke on employee engagement – moving from engagement to passion. Employees who have made significant impacts are driven by passion. Companies should have employees who believe in the vision and the mission of their organizations. Mr. Kandie suggested that HR strategies to be adopted include the need to make work meaningful, build the capacity of management, make the work environment positive and provide opportunities for growth. Companies should ensure that there is trust and leadership at the top and employees should be allowed to see beyond their work.

Ms. Mitzi Hyde spoke on possibilities for motivating the different generations of employees with different backgrounds and experiences. She said that all generations are valuable and

have different types of experience and expertise which are all needed by businesses. It is important to ensure that all persons work together, which will ensure that businesses grow. It is possible to find out what works best for each group pf persons and use this information in HR management.

Dr. Leith Dunn stated that it is important to understand that work forces are not homogenous. Women and men do not always pursue the same STEM studies (Science, Technology, Engineering and Mathematics) at the same levels. More women should be encouraged to pursue this path. HR departments should bring gender lenses to the workforce. The workforce should also be able to accept persons with disabilities. Decent work should be encouraged and teleporting should be accepted.

Q&A

Q – Is work a calling or a job?

A - Work can be a calling for many. Many persons are excited and passionate about work, while others may be regarded as bench warmers. What happens at the workplace can decide if work is a calling or a job. HR managers should be creative and make work as much work as they make it fun. It will also be necessary to examine closely the work/life balance of employees. Employees should be able to see beyond their work. The different generations of persons in the workplace makes it important to identify a set of elements that would engage the masses, followed by engagement at other levels.

Panel 3 – Enhancing Knowledge and Management through ICTs

Chair: **Ms. Mitzi Hyde,** Human Resources Consultant, HRM Options Group International, Jamaica

Presenter: **Mr. Karl Hentschel,** Independent Consultant and Trainer, Modern Concepts Communications Solutions Inc., Canada

Panellists: **Mr. Peter Crabbe,** Chairman PDT and Learning and Talent Development Manager, Vodafone, Ghana

Ms. Brenda Cuthbert, CEO, Jamaica Employer's Federation

Mr. Hentschel in his presentation spoke on the use of Big Data analysis in HR management. He said that Big Data will drive the future of HR. Big Data provides information pertaining to individuals which is currently not accessible and can be used to complement the information available for an employee. It can also be used to create profiles of customers. Bog Data comes from many sources including social media and the Internet of Things. It is definitely coming to HR and advantage should be taken of this.

The information provided through Big Data must first be gathered and analysed before it can be used. It must therefore be put into a format that can be utilized by HR departments. Big Data is based on the 4Vs – Volume, Variety, Velocity and Veracity. The analytic objectives to be achieved through the use of Big Data need to be precise and focused on HR solutions.

Mr. Crabbe stated that in relation to HR information, there is a need to understand why things are being done the way they are. It is best to record the reasons why particular systems are being used, thereby providing a record of the reasoning behind decisions. HR departments can get smarter by using available data

He said that companies should be responsible for the information they collect on employees. At the same time, employees must be careful of the information they put on social media. Data protection is important and companies should protect employees' data.

Ms. Cuthbert spoke about the new HR space and how HR practitioners should use Big Data. She said that with Big Data it is known that important information exists, but it is necessary to collect it and codify it before it can be used. She said that in terms of engaging employees and having them engaged in a passionate way, there are three stages of IT and data collection. The first stage is the information technology, the second is the HR and corporate culture and the third stage is the content management. Once data is obtained it should be kept in a way that it can be accessed and utilized. She said that according to the US military, the whole world is now VUCA – volatile, uncertain, complex and ambiguous and those sentiments can be used to describe big data, in particular in an HR context...

Q&A

Q. Should employers give guarantees that data collected on employees will be used positively?

A. The onus is on persons to be careful about the information that they post online. Once information is posted it is always there and even if it is corrected, the original information will still be available. Companies should also be careful with the information they collect. Based on the country in which companies are registered, there are certain rules and regulations which those companies will need to follow. Data protection is important and companies should protect employees' data.

Q. Should HR persons restrict or engage in discussions, or should they regulate?

A. They should do all. HR practitioners have a responsibility to keep information confidential. When information is requested on employees, there should be careful considerations before any information is divulged. If employees develop a lack of trust then productivity could fall.

Day 2

Panel 4 – Using ICTs to Streamline the Recruitment Process

Chair: **Mr. Philip Cross,** CTO Regional Advisor for the Americas, Independent ICT Consultant, Techsmart Consulting Inc., USA

Presenters: **Ms. Hannah Ashioka Akrong**, Human Resources Director, Vodafone, Ghana
Ms. Denise Arnold, Assistant Manager, Talent Acquisition – Group HR, Sagicor Group, Jamaica

Panellists: **Ms. Sharon Maziya**, General Manager, Corporate Services, Swaziland Posts and Telecommunications Corporation, Swaziland
Ms. Francis Msungu, Deputy Director, Human Resources and Administration, Tanzania Communications Regulatory Authority, Tanzania

Mr. Cross suggested that the increased availability of broadband will be necessary in order to ensure that a wide cross-section of persons have access to ICTs and are therefore able to have access to information and be able to compete for advertised positions.

Ms. Akrong in her presentation spoke of the new methods of recruiting, which require candidates to have ICT connections. E-recruiting, she said, is the practice of using ICTs for tasks involved in finding, attracting, assessing, interviewing and hiring new personnel. Therefore, access to ICTs is definitely an advantage. Various forms of social media are used including LinkedIn and Facebook, in order to gather additional information. Using Big Data is an important part of the process. Interviews are often conducted via Skype. Very important information can be obtained about candidates online and this can be used to supplement what candidates themselves provide. She spoke of digital natives and digital ninjas, who are all younger persons who were born into technology and therefore possess skills which can be used in the workplace. E-recruiting has been very successful and there are many positive results. These include less time and effort in recruiting, high success rate, reduced cost and a diverse application pool. There are also challenges including unavailability of ICTs for some applicants, the need for personal touch, the integrity of the process and the verification of information.

Ms. Denise Arnold spoke on the recruitment strategy for Sagicor, Jamaica. Millennials make up a large part of the workforce. Millennials and Gen X persons have their demands and they challenge the status quo. Notwithstanding, they are very important in the workplace given the skills they possess. There are many benefits to e-recruitment and also some downsides. However, her company will continue to use this process and make the necessary adjustments where necessary. Some benefits include greater efficiency in tracking requests, less travel, greater accuracy, less cost and a more efficient process. The negatives include the de-personalization of the recruitment process, difficulties for candidates with limited access to ICTs and a reduced quality of candidates using the online recruitment procedures. Efforts are made to mitigate the negative aspects by still using newspapers and arranging interviews over the phone.

Ms. Sharon Maziya said some recruitment is taking place on line in her organization in Swaziland. Recruitment practices using traditional means are also in operation. At the moment there are attempts to separate the postal and telecoms organizations in her country and that has reduced recruitment. Her organization provides online application possibilities, as well as psychometrics tests, before arranging face-to-face interviews. Over 70% of persons in the workplace in Swaziland are over 45 years old and that is a concern. The organization focuses on millennials, generation X as well as traditional persons.

Q&A

Q – With more focus on Millennials and Gen Y than on other generations, is there a problem with so much focus on these generations?

A – HR managers should ensure that the different generations complement each other. Some generations are more suitable than others for certain positions. For example, in terms of marketing, younger persons are often preferable to older persons since they bring more innovation and creativity. Experience should be mixed with youth. All persons across all generations should be encouraged to remain employable.

Q – Given that the information on social media is posted by candidates, is there any room for reference checks?

A - Yes, this is done, as well as security and background checks. Some HR managers also become a part of social media platforms and are able to scan social media in order to obtain additional information.

Q – Given the problem of inequitable access to ICTs, what steps are taken in addition to e-recruiting in order to ensure that everyone has equal access to vacancies?

A. This is definitely a problem, especially in developing countries. Nevertheless, there is a strategy in some companies to recruit persons who are digitally literate. Other methods of providing information and undertaking initial assessments are in place by many companies. In some cases traditional means such as newspapers are used, but not to the extent it was used before.

Q. What are the challenges faced in finding special or unique skills?

A – Technology has helped in this regard since it helps to narrow possibilities and reduce the number of applicants.

Q - When questions are sent in advance to prospective employees, how can you be sure that it's the candidates themselves who are answering the questions? 5

A - Tools such as HireVue are used. All questions are not given at once and in many cases there are video interviews. Cheating can be detected.

Panel 5 – From Human Resource to Human Capital development

Chair: **Ms. Cecile McCormack**, Special Projects and Logistics Manager, JPS.
Presenters: **Ms. Busi Mtsweni**, HR General Manager, Independent Communications
                    Authority of South Africa

Prof. Hopeton Dunn, Director CARIMAC and Prof of Communications Policy and Digital Media, University of the West Indies

Panellist: **Ms. Bernita Locke,** Director, HR, Jamaica Information Services

Ms. Mtsweni spoke on the importance of ethics in the workplace. She said that ethics include morals, principles, values and integrity. These values are different for different persons. HR managers should always try to recruit persons with ethical principles in line with those of their organizations. She said that unethical behaviour should be challenged in the workplace and proper HR practices should be utilized. Unethical practices include improper conduct of senior managers, pay differences and employment inequality. HR managers should take the necessary steps to put a stop to unacceptable HR practices.

Prof. Dunn spoke on the importance of ICTs, especially in creating equality between men and women. ICTs have evolved and they can be used to empower women. ICTs can generate greater benefits when both men and women are involved in the inputs and outputs related to policies, uses and development of ICTs. ICTs support economic growth and development. There are policy commitments to gender equality in ICT4D as well as in international organizations including the ITU, United Nations, UNESCO, among others. Women are under-represented in the ICT sector and this is an issue to be addressed. Ina a study in St. Lucia related to gender equality, it was found that there was discrimination against women and various programmes were not gender sensitive.

Ms. Bernita Locke spoke about the changes in the name of departments dealing with HR issues, including Human Resources, Human Resources Management and Human Capital. She clarified the different generations now existing, including Generation Zers, who are persons who do not know the world before the Internet. HR managers must seek to retain workers, maintain a diverse workplace and try to accommodate the needs of Generation Zers. She said it was difficult for HR managers to keep and manage these different generations. In this regard long term human capital plans are needed. HR managers should endeavour to attract, hire, incentivise and retain employees as well as measure and reward productivity.

Panel 6 – Using ICTs to Transform: from Performance Evaluation to Performance Management

Chair: **Dr. Stephen Walder**, Lecturer, Faculty of Education and Liberal Studies, University of Technology, Jamaica.

Presenters: **Ms. Jamillah Linton**, Senior Manager, Organisational Development and Transformation, Telecommunications Services of Trinidad and Tobago

Dr. Patrick Sterling, Group Human Resources and Industrial Relations, Seprod Ltd., Jamaica

Panellists: **Ms. Kamanie Jayalth**, General Manager, Training and Development, Sri Lanka

Mr. Venton Brown, Human Resources Director, J Wray and Nephew Ltd., Jamaica

Ms. Jamillah Linton gave a brief history of her company Telecommunications Services of Trinidad and Tobago, a state-owned company with over 2,400 employees. The company is now focusing on becoming an agile broadband company. She highlighted the importance of performance management and talent management. Performance management is of strategic importance and it is linked to talent management. TSTT uses an e-performance management tool which has an Oracle platform. This system allows the evaluation of both management and non-management employees. The system in use has linkages to various other aspects of employees' activities and can be useful in developing bonus systems. There are challenges due to some persons not being digitally literate as well as the trade unions not accepting e-performance on the grounds that it lacks a personal touch. Managing performance and talent has benefits in relation to the development of employees, employee engagement and retention, identification of talent and also allows the identification of future leaders. E-performance will ultimately help in the successful transformation of the organization.

Dr. Patrick Sterling dealt with performance management and the role of performance drivers. Performance drivers may be regarded as activities which increase a company's potential to achieve a higher level of performance. IVTs are an important performance tool. The present workplace has undergone significant changes including globalization and the introduction of regulations which affect a company's activities. ICTs can enhance the contributions of HR, acting as a performance driver. However, with ICTs there are both advantages and disadvantages.
He said that there must be an understanding of performance drivers for the organization by HR managers and this should be communicated to employees. There are various changes and challenges in the business environment which affect a company's performance. In addition, the workplace of today is more mobile and is affected by globalization and regulations. Strategies for success include the design of suitable systems, working with all employees and using ICTs to achieve established KPIs.

Ms. Kamanie Jayath stated that performance management is a part of a larger process and may be regarded as an umbrella tool. A sound performance culture is good for a company. ICTs can help performance management through goal setting, training and development, etc.

Mr. Venton Brown spoke on the experience that companies want employees to have. He said there is a need for excitement, diversity, leadership opportunities and rewards. There is also a need to get the right people in the right jobs. ICTs can assist with performance management, but there are advantages and disadvantages and these should be taken into consideration. Advantages include faster working methods, more control, automation and reduction of bias during appraisals. Regarding disadvantages, some employees have technical challenges which can lead to stress. Technology should not be used to replace face-to-face discussions. Performance and compensation should be linked and we should build a high performance culture.

Session Three – Using ICTs to Transform: From Performance Evaluation to Performance Management

Managing Performance and Talent - Jamiilah Linton, Senior Manager, Organisational Development and Transformation, Telecommunications Services of Trinidad & Tobago

- Highlighted that challenging business climate has made it necessary for HR to understand how important the workforce is to driving profit; - TSTT has identified performance management as a critical business priority; - Performance management drives efficiency, mission, vision, sustainability and profits; - It is linked to ROI and global competitiveness; - TSTT has been using e-performance management system since 2008; - Pointed to TSTT's e-performance management structure and model; - Highlighted challenges with using e-performance system: limited digital literacy among workforce and unions; - TSTT has been exploring modern e-performance and talent management systems e.g. Oracle, Cornerstone; - TSTT sees effective e-performance management system crucial to being transformed into high performance working organization that is successful, hypercompetitive and profitable.

Performance Drivers and ICT Tools in HR Management - Patrick Sterling, PhD, Group Human Resources and Industrial Relations, Seprod Group

- He began presentation with questions about understanding performance drivers and their importance to corporate objectives; - Highlighted factors that affect the business environment e.g. pressure on prices, consolidation among competitors and consumers, integration of supply chains; - Challenges faced by managers: increasing globalization; - Increasing complexity of organizations and their environments, growing difficulties in coping with workforces that may be spread across a variety of countries, cultures and political systems. - ICT is a tool that managers use to deal with challenges;

- Performance management is important for conducting appraisals, salary administration, promotions, retention, recognition and terminations and develop employees who are effective at their jobs, periodic review and feedback; - Performance management also links employee activities with the goals of the organization and defines results and employee characteristics necessary to achieve a given strategy; - Outlined dimensions to HR management; - Implementing performance drivers increase potential to achieve a higher level of corporate performance and deliver increased outcomes from available resources; - ICT will enhance the contribution of HR to overall organization performance; - The main performance drivers are as important as management instruments; - Enterprise information system concepts are increasingly impacting performance management and are to be explored and utilized; - HR/ICT strategies for success: determine with IT function, the required design framework and establish important SLAs; - Design system so that data can be captured and reviewed at multiple levels of detail, and so that employees can see relationships among measured behaviours, performance expectations and rewards. - Work with employees to determine the types of data the system will capture, capture data that help them be more effective in their jobs and update the data collected to support continued performance improvement. -

Ensure that data collected by the system does not inadvertently become the sole source of the performance appraisal. - Used to enhance achievement of established KPIs. - The focus of a performance maintaining system should be on providing feedback to employees to enhance performance, not simply gathering information on them; and - Managing performance through ICT to achieve strategy requires leading (HR) at a higher level.

QA

Discussion/Question What is the relevance of e-performance management and evaluation in today's working world? Dr. Patrick Sterling – He said while more use is being made of e-performance management systems in the workplace today, in a company such as where he works with over 1,300 employees it is not the sole method used to evaluate workers, as there is much diversity in type and functions. He said his company uses a mix of traditional and ICT-based applications to evaluate workers.

Take Away Session Main topics highlighted were: Flexi-work, Use of Big Data Analytics in HR, Redundancy, E-recruitment, Open-ended Job Postings and Gender Equality.

Closing Ceremony

Chair: **Mr. Cecil McCain**, Director, Ministry of Science, Energy and Technology, Jamaica

Speakers: **Ms. Hilda Muchando**, Manager, capacity development, CTO, UK
Mr. Peter Crabbe, Chair, Programme for Development and Training Management Committee and Learning and Talent Development Manager, Vodafone Ltd., Ghana
Mr. Hopeton Heron, Deputy Director-General, Office of Utilities Regulation, Jamaica

Mr. McCain said that he was pleased to participate in the two days of this important and interesting forum. He said one objective was to assist HR managers in managing human resources, taking into account the possibilities provided by ICTs, in a manner that would create an enabling environment which would provide benefits for employers and employees. He was very pleased with the forum which provided significant information and support for HR managers.

Ms. Muchando thanked all participants for their interest in CTO activities and for being a part of this important forum. She thanked the local hosts the Office of Utilities Regulation, the Ministry of Science, Energy and Technology, Jamaica, the Jamaica Employers Federation, CTO staff members and all other persons and who had contributed to the success of the event.

Mr. Crabbe also thanked participants for contributing to the success of the meeting and he was happy with the spirit of cooperation and engagement that existed and for participants being open-minded during discussions. He hoped that the exchange of information among HR persons would continue after the forum. In this regard he requested the CTO to create an ICT platform which would facilitate the exchange of information among HR persons throughout the Commonwealth. This network has the possibility of also becoming a revenue earner for the CTO and would also facilitate participation by persons who may be unable to travel to meeting venues.

Mr. Taylor for his part thanked everyone who had contributed to the success of the forum. He said he was happy to again be in Jamaica and he appreciated the support the CTO has received from the government and Jamaican organizations. He thanked the government of Jamaica, the OUR, the Jamaica Employer's Federation and all other organizations and persons who had contributed to the successful organising of this HR Forum. He said that capacity building is one of the cornerstones of the CTO and in this regard he was happy that CTO members had benefited from CTO capacity building activities.
He thanked CTO staff members, ExCo members and the PDT participants, especially Mr. Peter Crabbe. He also congratulated Mr. Philip Cross on his appointment as CTO Regional Advisor for the Americas. He assured Mr. Crabbe that the network requested will be created for HR professionals. He closed by wished everyone all the best and he looked forward to continued successes in association with the CTO.

Mr. Heron of the OUR said he was happy with the two outstanding days of CTO meetings. He said the OUR was pleased to have co-hosted the HR forum. The presentations were top class, the discussions were professionally engaging and participants will be leaving with new and exciting ideas on how to continue the harnessing and development of human resources in Commonwealth countries. The challenge is now to optimise and tailor technology to suit all persons in the workplace. The use of ICTs in the HR field should be strengthened by implementing relevant ideas shared during the presentations. The meeting has helped participants to share best practices, keep up to date with developments in the HR field and helped to encourage HR professionals to embark on the use of ICTs in the management of human resources. Training is essential and ICTs also play an important role in this regard. He said the closing of this forum should be used to unleash the use of ICTs in human resources management and development.
He then declared the forum closed.

Conclusion

The HR Forum on human resources for the information society ended after two successful days of discussion in Kingston. The forum examined the increased availability of ICTs and how this is affecting the manner in which HR managers perform their tasks. Participants were of the opinion that the new technology should be embraced and used to improve their tasks whenever possible.

Some companies and organizations have embrace ICTs more than others, however, ICTs are an important asset for HR managers. ICTs have contributed to the changing work environment and this requires changes and adjustments from everyone in the workforce. ICTs are also gender-neutral and they allow persons with disabilities to find their place in the workplace. Broadband rollout is critical to the HR sector and developments in that regard will have a positive effect on HR activities.

Providing support for the HR sector in Commonwealth countries is one of the most important functions of the CTO. Consequently, the organizing of HR Forums such as this is an important part of the CTO's activities.

This was a HR forum in which the latest developments in ICTs were brought to the attention of HR managers and suggestions were provided on how these managers should perform their duties. Online recruiting, Big Data analysis, use of social media, artificial intelligence, diverse generations in the workplace and ethical standards were some of the key issues on which there were important discussions which could assist HR managers as they return to their respective places of employment.

Big Data emerged as one of the major issues and the CTO has agreed to undertake additional activities in respect of Big Data, starting in 2017.

Regarding the establishment of an ICT network for HR managers, the Secretary-General has agreed that that this is important for HR managers and he has given his commitment that this will be done shortly.