

SELECTED REFERENCES

INDUSTRIAL RELATIONS SECTION

PRINCETON UNIVERSITY

No. 138*

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PERSONNEL MANAGEMENT AND THE COMPUTER**

1. Impact of the Computer on the Personnel Function

Diebold, John. *Beyond automation*; managerial problems of an exploding technology. New York, N.Y. 10036. McGraw-Hill Book Co. (330 W. 42nd St.). 1964. "Educating managers for change—a business responsibility." pp. 77-85. \$7.50.

The impact of automation on industrial organization "presents business management with the most colossal job of education ever faced." The author argues that, at least for some time to come, the retraining of management "properly to utilize the new technology is going to have to come from business itself." He also stresses that the need is for better educated men in the broadest sense of that term.

Esser, Norbert J. "The computer—a challenge to the personnel profession." *Personnel Journal* (100 Park Ave., Swarthmore, Pa. 19081), June, 1965. pp. 292-294. 75 cents.

The challenges discussed in this article are for involvement in organization planning, in improved selection techniques, in re-evaluation of job hierarchies and development of flexible salary policies, and in training programs at all levels of the organization.

Griffin, John F. "Management information systems—a challenge to personnel." *Personnel Journal* (100 Park Ave., Swarthmore, Pa. 19081), June, 1967. pp. 371-373. 75 cents.

Discusses the personnel administrator's responsibilities for "the education of management to its role; planning for the effect on the organization structure; and using the available tools to better serve Personnel's function."

Hoos, Ida R. "The personnel administrator and technological change." *Public Personnel Review* (1313 E. 60th St., Chicago, Ill. 60637), July, 1963. pp. 152-157. \$2.00.

Suggests ways in which the personnel administrator can serve the organization introducing automation into clerical operations by taking steps to preserve employee morale and to maximize utilization of the existing workforce.

Knowles, Daniel E. "The personnel man as business systems engineer." *Personnel* (American Management Association, 135 W. 50th St.,

* Prepared by Hazel C. Benjamin, Librarian.

** Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.

New York, N.Y. 10020), March/April, 1964. pp. 41-44. \$1.25, members; \$1.75, non-members.

Gives concrete examples of the application of systems analysis in the personnel department. These show that the personnel administrator needs to "know his way around" in the field of integrated data processing in order to be alert to the possibilities for cost saving which its use entails.

Lipstreu, Otis and Kenneth A. Reed. *Transition to automation*; a study of people, production, and change. Boulder, Colo. University of Colorado Press. 1964. 156 pp. (University of Colorado Studies, Series in Business No. 1.) \$3.75.

Case study of changes in a large western baking firm over a period of two years. Discusses in detail the implications of the findings for the management of manpower and concludes that "personnel policies and procedures will become even more important than formerly to the profit-making function of any company engaged in automatic transition." (A summary of part of this study appeared in *Personnel*, January/February, 1965, pp. 40-49.)

Munson, Fred C. "Personnel: agent of change in the corporation." *Management of Personnel Quarterly* (Bureau of Industrial Relations, University of Michigan, Ann Arbor, Mich. 48104), Winter, 1962. pp. 18-23. \$4.50 yearly.

Discusses what role the personnel staff should play in connection with the introduction of change.

Myers, Charles A. "New frontiers for personnel management." *Personnel* (American Management Association, 135 W. 50th St., New York, N.Y. 10020), May/June, 1964. pp. 31-38. \$1.25, members; \$1.75, non-members.

Challenges the personnel man to become acquainted with the nature of the "scientific revolution" so that he will be better able to help top management in solving the problems arising out of it. The problem areas singled out for attention are those arising out of an increasing proportion of professional and technical employees, anticipation of future manpower needs, training and development, organizational structures and managerial responsibilities, the pattern of management, and new approaches to labor relations.

———. "Some implications of computers for management." *Proceedings of the 19th annual winter meeting, Industrial Relations Research Association, San Francisco, December 28-29, 1966*. Madison, Wis. 53706. The Association. 1967. pp. 189-201. \$4.50.

On the basis of studies done at M.I.T., the author comments on the effects of computers and the associated "information technology" on the structure of industrial organizations including, on pages 199-200, the implications for personnel administration and collective bargaining.

Rezler, Julius. "Automation and the personnel manager." *Advanced Management Journal* (16 W. 40th St., New York, N.Y. 10018), January, 1967. pp. 76-81. \$2.00, members; \$2.50, non-members.

Reports the results of a survey of thirty-eight Chicago personnel managers concerning "the indirect effects of automation on personnel function and organization." Personnel activities most affected were hiring, training, and organization planning. The author concludes that, because the personnel job will become more complex, the training of personnel managers "will have to be basically updated."

Rico, Leonard. *The advance against paperwork*; computers, systems, and personnel. Ann Arbor, Mich. 48104. Bureau of Industrial Relations, University of Michigan. 1967. 330 pp. \$6.00.

An empirical study of the impact of computerization on eighteen firms in the Boston and Philadelphia areas and its implications for management. Includes discussion of the manpower management problems involved, especially with reference to recruitment, selection, and mobility, conditions of employment, and training and development. His observations lead the author to conclude that "The personnel department plays a sterile and inconsequential role in the management of change in most firms," a fact which he attributes to "unsatisfactory organization of the function," "predominance of unrelated administrative responsibilities," and to its relatively low status.

2. Applications of the Computer to Personnel Activities

American Management Association, Personnel Division. Management Bulletin 62. *The systems approach to personnel management*. New York, N.Y. 10020. The Association (135 W. 50th St.). 1965. 24 pp. \$1.00, members; \$1.50, non-members.

Of particular interest are "The Total-System Approach," by Charles W. Neuendorf and "The Personnel Systems Concept," by John J. Bricker. The former outlines a program by means of which "the personnel manager can . . . insure that his company realizes the full potential of the data-processing equipment it is paying for," and the latter describes a personnel data system tested in one of the International Business Machines Corporation's product divisions.

Austin, Barrie. "The role of EDP in personnel." *Management of Personnel Quarterly* (Bureau of Industrial Relations, University of Michigan, Ann Arbor, Mich. 48104), Winter, 1965. pp. 24-30. \$4.50 yearly.

A report on the author's investigations of what was being done and what was being planned in major Michigan companies and one large federal government department in connection with personnel uses of EDP.

Bueschel, Richard T. *EDP and personnel*. New York, N.Y. 10020. American Management Association (135 W. 50th St.). 1966. 24 pp. (Management Bulletin 86) \$2.00, members; \$3.00, non-members.

Discusses the results of a 1966 survey of eighty-nine organizations regarding their current use of, and future plans for, data processing with special reference to real-time systems. Other possible applications to personnel data are suggested and some predictions are made about the impact of the computer on the personnel function.

———. "How EDP is improving the personnel function." *Personnel* (American Management Association, 135 W. 50th St., New York, N.Y. 10020), September/October, 1964. pp. 59-64. \$1.25, members; \$1.75, non-members.

Discusses the application of EDP to records and administration, wages and salaries, skills inventories, and employment. Emphasizes the importance of good planning before making any such applications.

Lanham, Elizabeth. "EDP in the personnel department." *Personnel* (American Management Association, 135 W. 50th St., New York, N.Y. 10020), March/April, 1967. pp. 16-22. \$1.25, members; \$1.75, non-members.

Brief report on a survey of 333 companies, approximately half of them in manufacturing. Covers extent and reasons for utilization of EDP, administrative arrangements, selection and training of employees for personnel EDP work, records and reports processed, cost aspects, problems encountered, and advantages.

McDonald, Charles H. "Data automation and the personnel manager." *Personnel Journal* (100 Park Ave., Swarthmore, Pa. 19081), April, 1966. pp. 209-211. 75 cents.

The author of this article believes that in many cases "exploitation of the potential of EDP as applied to personnel management" has been "inefficient and limited." He outlines steps which can be taken within the organization to rectify this situation and points out the advantages of a master personnel record for each employee as the central feature of an automated information system.

University of California, Institute of Industrial Relations. *Electronic data processing and personnel management*; proceedings of an intensive one-day conference, July 29, 1965. Los Angeles, Calif. 90024. The Institute (9244 Social Science Bldg.). 1967. 66 pp. \$1.00.

Eight papers by representatives both of firms specializing in data processing and of firms with experience in its applications in the personnel field. Topics covered include: "How Computer Techniques Can Help in Personnel Management," "The Impact of Data Processing on Personnel Management," "Getting Started in Data Processing," "Personnel Records Processing with EDP," "Data Processing and Personnel Research," and "The Skills Inventory."

Wille, Edgar. *The computer in personnel work*. London W1, England. Institute of Personnel Management (5 Winsley St., Oxford Circus). 1966. 55 pp. 7s 6d.

A brief guide to basic principles for the application of computer technology to the needs of the personnel department which emphasizes the importance of involving members of the department in the systems analysis planning team.