

HEWLETT-PACKARD GENERAL SYSTEMS USERS GROUP

FEBRUARY, 1980 MEETING

DISTRIBUTED PROCESSING SERIES

PERSONNEL CONSIDERATIONS IN DISTRIBUTED DATA PROCESSING (DDP)

J. R. Dalal,
Manager,
Management Information Systems,
Brookhaven National Laboratory,
Associated Universities Inc.,
Upton, New York 11973.

Personnel Considerations in Distributed Data Processing (DDP)

Outline of Presentation

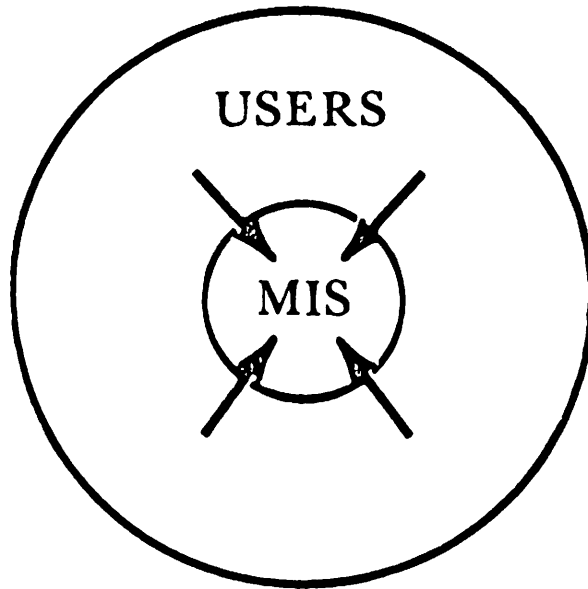
1. Introduction
2. Forces that create a DDP environment
3. Definition of organization for the discussion of DDP
4. Managing in a DDP environment
 - Active vs. Reactive styles
 - Planning
 - Organizing
 - Leading
 - Controlling
 - Selecting and developing
5. Comparisons between a centralized and a distributed environment in managing
6. Role of a system integrator
7. Organization for distributed processing
8. Summary

PERSONNEL CONSIDERATIONS IN DISTRIBUTED DATA PROCESSING

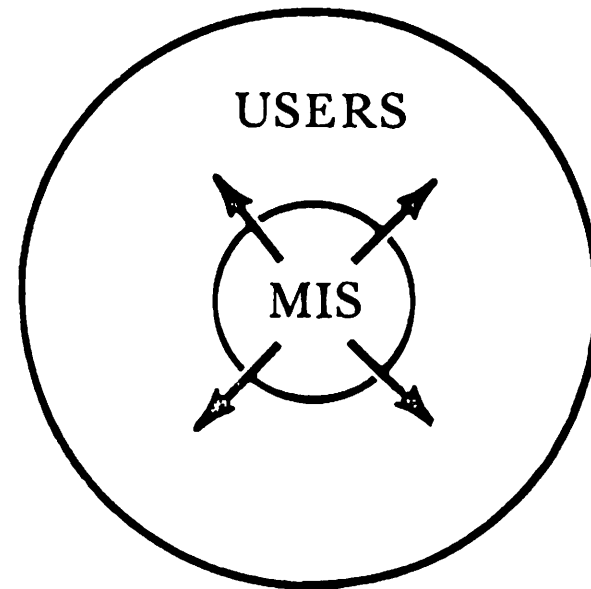
Section 5-3



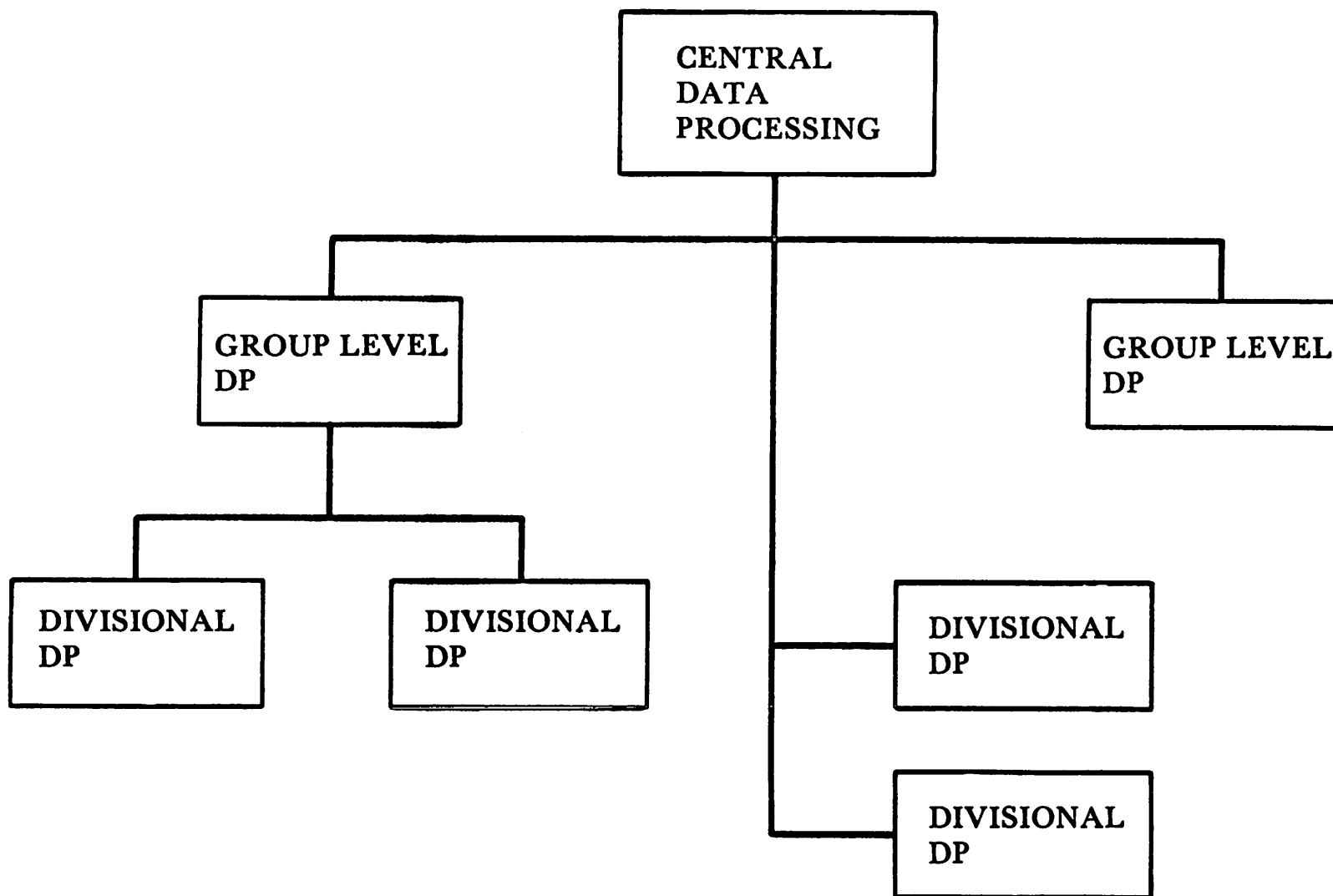
FUSION PROCESS



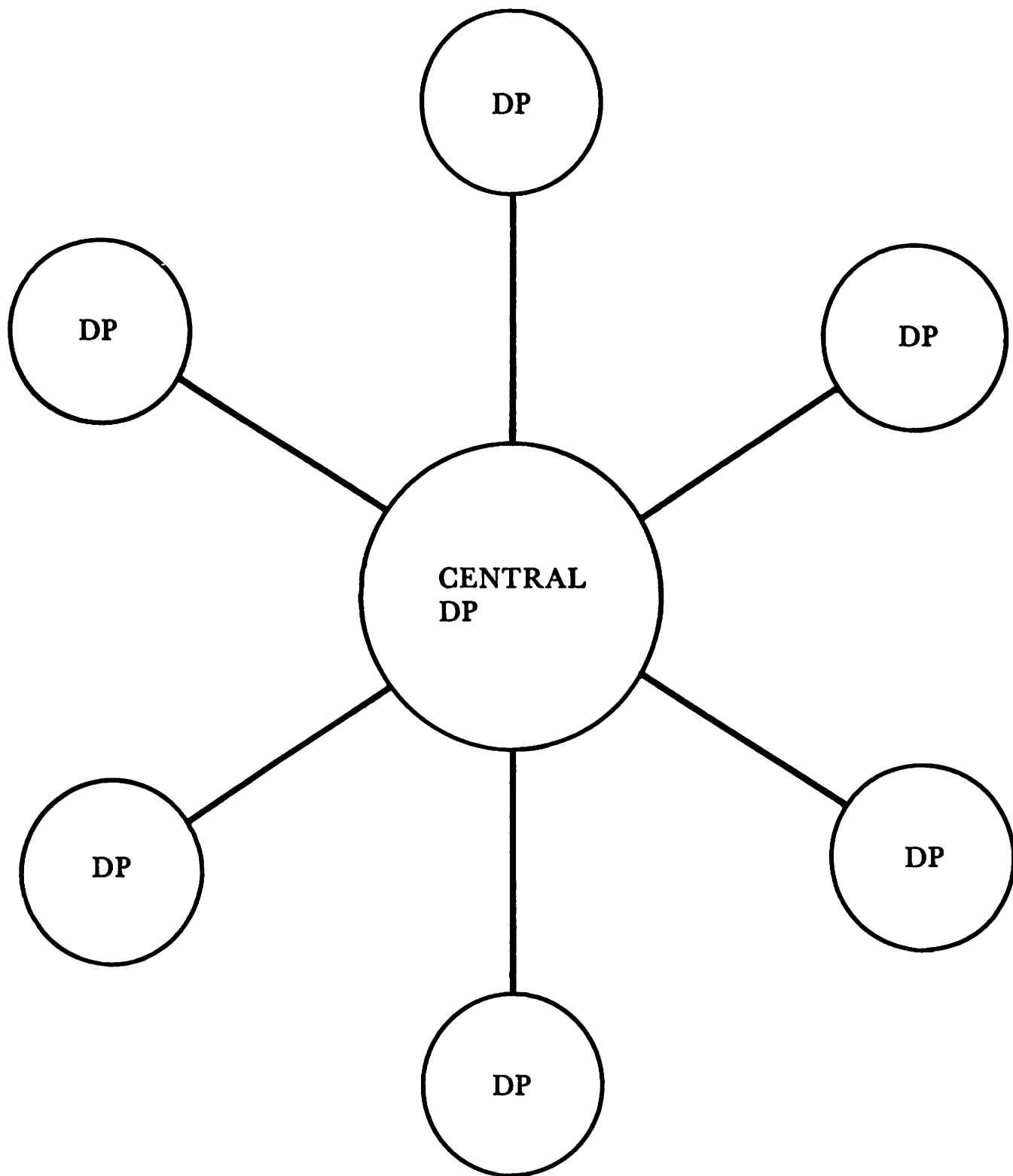
FISSION PROCESS



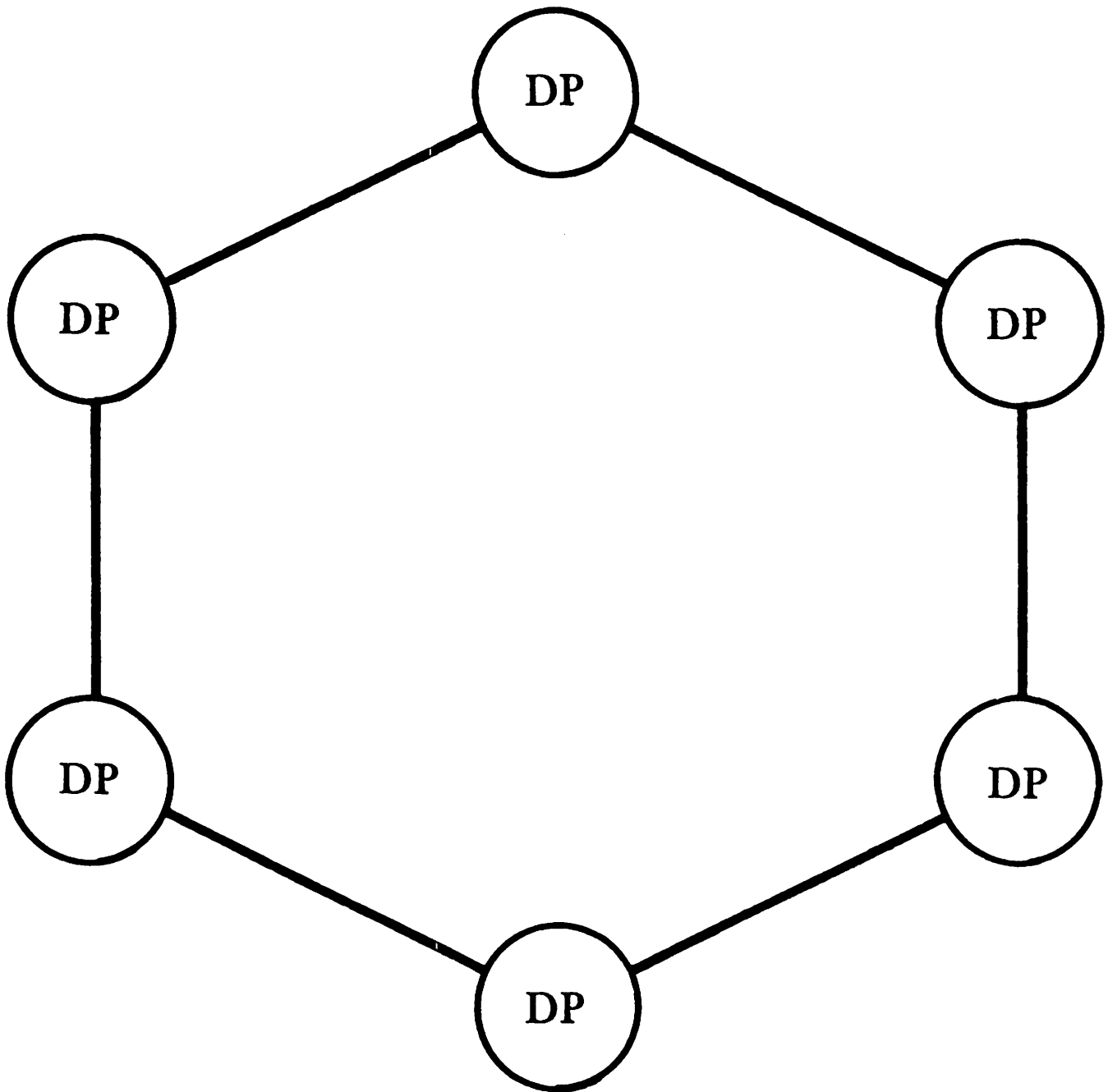
FORCES THAT MAY CREATE A DDP ENVIRONMENT HAS AN IMPACT ON THE DESIGN AND STRUCTURE OF DDP. THIS PROCESS MAY OR MAY NOT HAVE BEEN VIOLENT.



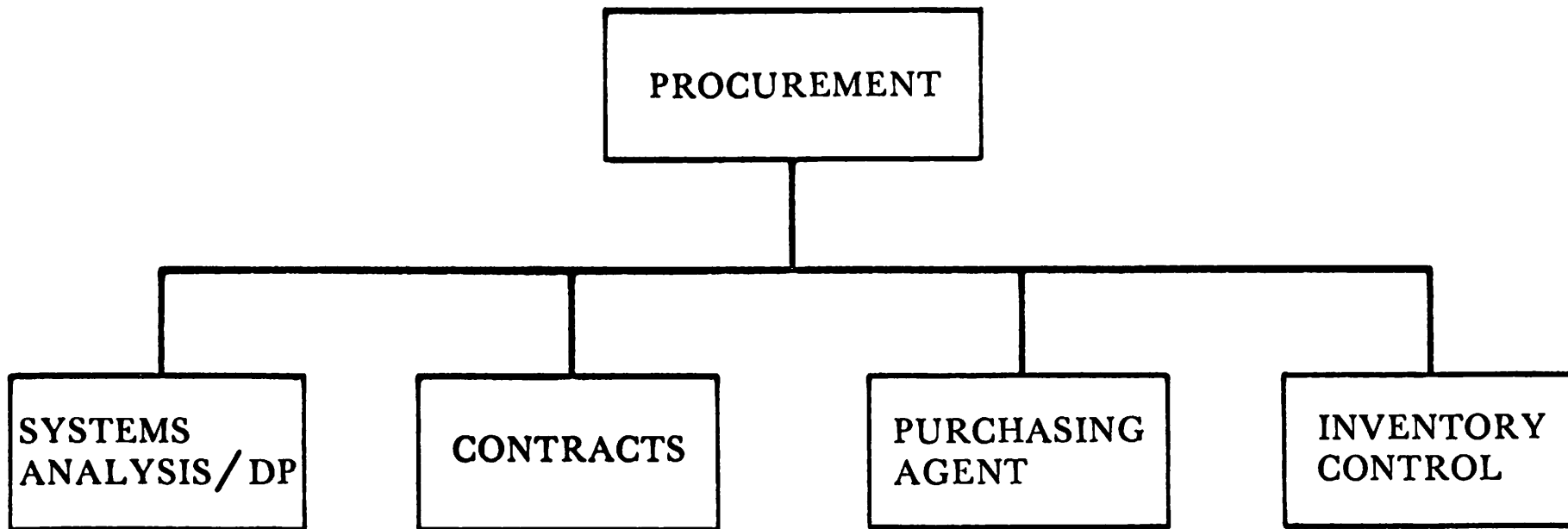
**PYRAMID OR HIERARCHICAL
DISTRIBUTED
DATA PROCESSING**



**RING TYPE
DISTRIBUTED
DATA PROCESSING**



**STAR TYPE
DISTRIBUTED DATA
PROCESSING**



THREE PERSPECTIVES IN PERSONNEL CONSIDERATIONS FOR DISTRIBUTED DATA PROCESSING

- MANAGER : manages functional organization and DP**
- DATA PROCESSOR : includes all necessary functions of DP**
- USER : non-managerial organization**

MANAGEMENT STYLES

REACTIVE

VS.

ACTIVE

Successful DDP requires active management style

MANAGER'S JOB IS TO:

PLAN

ORGANIZE

LEAD

CONTROL

SELECT AND DEVELOP

PLANNING

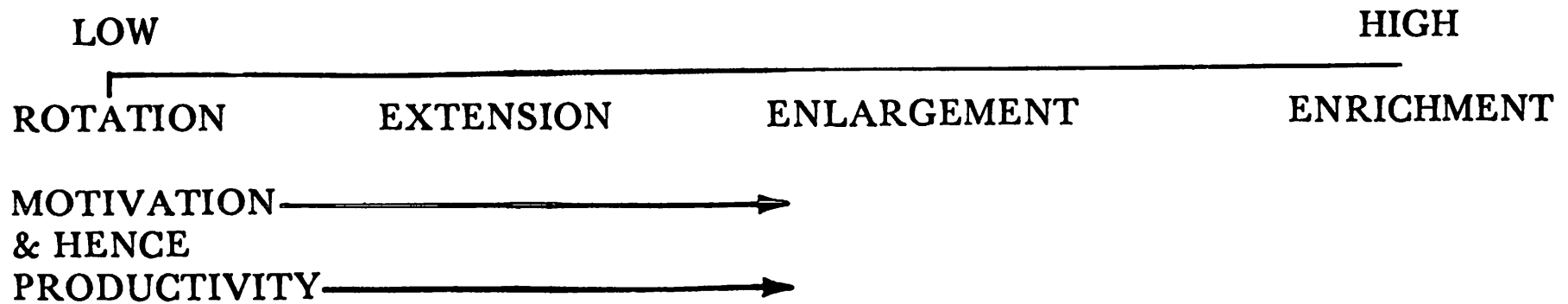
CENTRALIZED DP

- MORE COMPLICATED
- PRIORITIZING IS A PROBLEM

DISTRIBUTED DP

- SIMPLIFIED
- PRIORITIZING IS NOT A PROBLEM

HERZBERG'S DEFINITION OF JOB VARIETY, RESPONSIBILITY AND GROWTH



ORGANIZING

CENTRALIZED DATA PROCESSING

- ORGANIZATION STRUCTURE EASIER TO DEFINE
- BACK-UP/TURNOVER HAS LITTLE IMPACT
- EASIER TO CREATE PROJECT TEAMS
- CREATES SPECIALISTS
- STRONG PEER GROUP FORMATION

DISTRIBUTED DATA PROCESSING

- ORGANIZATION STRUCTURE INTRODUCES STRAIN
- BACK-UP/TURNOVER PLANNING IS HARDER
- PROJECT TEAMS HARDER TO CREATE
- CREATES GENERALISTS
- PEER GROUP RELATIONSHIP IS WEAK

ORGANIZING (CONT'D)

CENTRALIZED DATA PROCESSING

- EASIER TO
CHANGE JOB
DESIGNS
- MORE STRUC-
TURED TRAINING
AND DEVELOPMENT

DISTRIBUTED DATA PROCESSING

- JOB DESIGNS ARE
MORE RIGID
- UNSTRUCTURED
TRAINING AND
DEVELOPMENT

**“MOTIVATION” IS OUR SPECULATION ABOUT
SOMEONE ELSE’S PURPOSE AND WE USUALLY
EXPECT TO FIND THAT PURPOSE AND SOME
IMMEDIATE AND OBVIOUS GOALS**

- **MOTIVATIONAL FACTORS**
- **MAINTENANCE FACTORS**

MOTIVATIONAL FACTORS

- ACHIEVEMENT
- RECOGNITION
- ADVANCEMENT
- WORK (ITSELF)
- POSSIBILITY OF GROWTH
- RESPONSIBILITY

MAINTENANCE FACTORS

- COMPANY POLICY AND ADMINISTRATION
- TECHNICAL SUPERVISION
- INTERPERSONAL RELATIONS — SUPERVISOR
- SALARY
- INTERPERSONAL RELATIONS — PEERS
- JOB SECURITY
- PERSONAL LIFE (QUALITY)
- WORKING CONDITIONS
- INTERPERSONAL RELATIONS — SUBORDINATE
- STATUS

CONTROLLING

PERFORMANCE REVIEWS AND EVALUATION

CENTRALIZED DATA PROCESSING

- **MORE STRUCTURED BUT LESS DEFINITIVE**
- **MBO HARDER TO IMPLEMENT**

DISTRIBUTED DATA PROCESSING

- **LESS STRUCTURED BUT MORE DEFINITIVE**
- **MBO EASIER TO IMPLEMENT**

SELECTING AND DEVELOPING

CENTRALIZED DATA PROCESSING

- EASIER TO HIRE
GOOD PEOPLE
- MORE OPPOR-
TUNITY FOR
CAREER PLANNING

DISTRIBUTED DATA PROCESSING

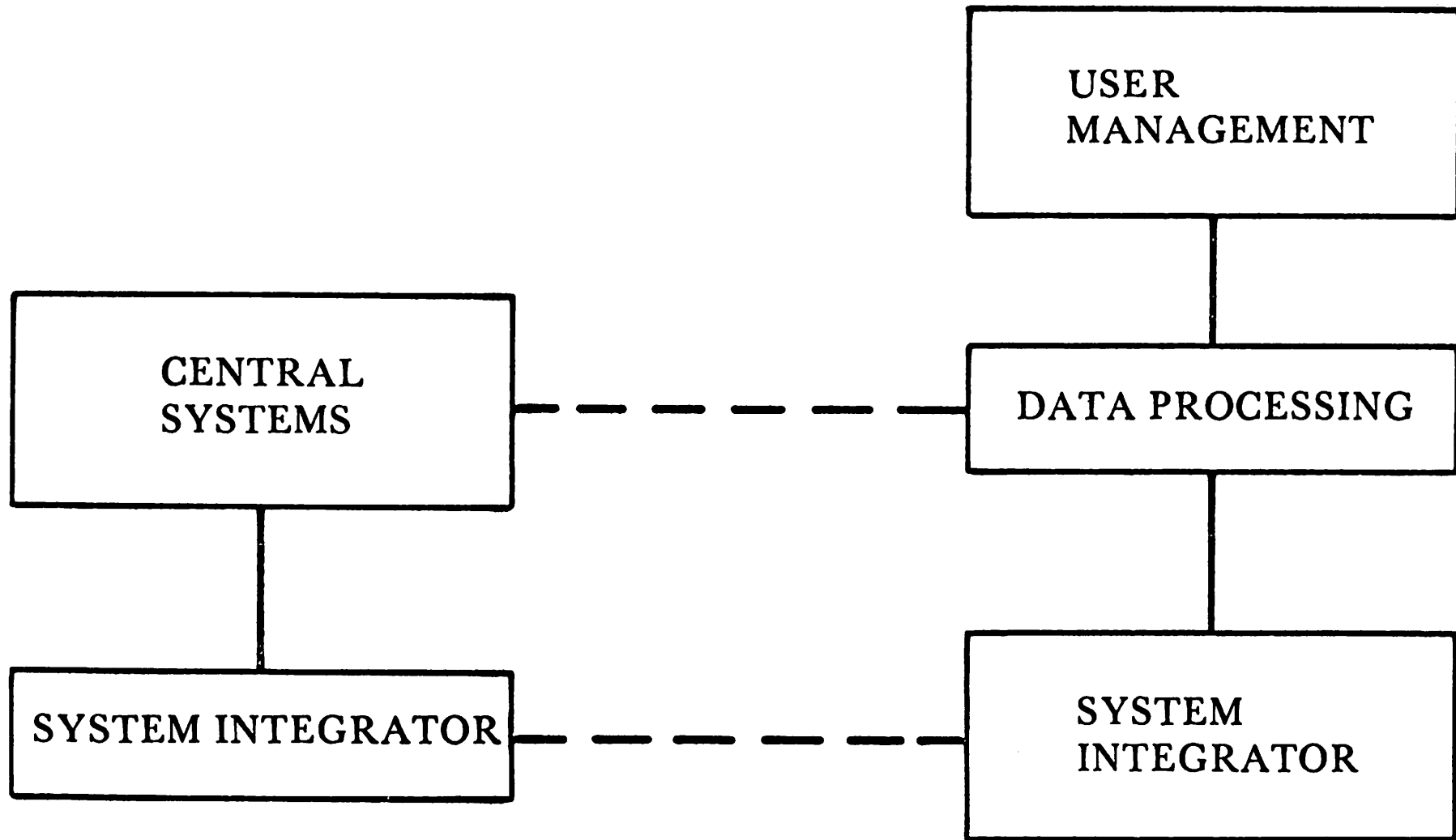
- DIFFICULT TO
HIRE GOOD PEOPLE
- DIFFICULT TO
PROVIDE CAREER
PLANNING

SKILLS FOR DATA PROCESSOR IN DDP

- **SKILLS REQUIRED ARE THOSE OF A STAFF
FUNCTION**
- **GREATER COMMUNICATION SKILLS
REQUIRED**
- **ABILITY TO BEAR GREATER
RESPONSIBILITY**
- **MORE OF A BUSINESSMAN THAN A
TECHNOCRAT**
- **IT IS A “HOT” SEAT.**

ROLE OF SYSTEM INTEGRATOR

- **DEFINES THE NEEDS AND CHARACTERISTICS OF COMMON SYSTEMS**
- **DEFINES PROCEDURES FOR COMMON SYSTEMS**
- **DEFINES STANDARDS FOR COMMON SYSTEMS**
- **PROVIDES FOR COMMUNICATION FOR COMMON SYSTEMS**



RECOMMENDATIONS

- THINK THROUGH THE ENTIRE DDP PROCESS BEFORE IMPLEMENTING
- CREATE A PILOT PROJECT
- IDENTIFY, MONITOR AND UTILIZE STRESS SIGNALS, CHECK POINTS, PERFORMANCE INDEXES
- TRAIN ALL INVOLVED IN DDP. ESPECIALLY THE MANAGEMENT
- BE AWARE OF HUMAN RELATIONS PRINCIPLES
- BE CAREFUL AND DELIBERATE. IT COULD BE A DISRUPTIVE PROCESS