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7. Recommendations on Recruitment and Staff Turnover Chapter 7. Human Factors; 1. Ergonomics Considerations; 2. The Workstation Environment; 3. Changes in Job Satisfaction; Chapter 8. Training; 1. Background; 2. The ACS Training Plan; 3. Training Functions and Objectives; Chapter 9. Team Building and Resources; 1. Background to the Focused Group Interview; 2. Focused Group Interview Procedures; 3. Applying the Focused Group Interview Technique; Chapter 10. Organization and Management; Section III. Lessons Learned; Chapter 11. Automation and Leadership; 1. The Role of the Supervisor 2. General Considerations for Managing 3. Managing in an Automated Environment; 4. Performance Characteristics; 5. Organizational Culture and Management; 6. Conclusions; Chapter 12. Motivation and Productivity; 1. Background; 2. The Structure of Employee Participation; 3. The Degree of Participation; 4. The Process of Participation: Why it Works; 5. Some Organizational Programs to Improve Motivation and Satisfaction; 6. Summary and Conclusions; Chapter 13. Looking Back: Summary and Recommendations; 1. Success Factors in Retrospect; 2. Lessons Learned in Retrospect; Appendix 1 Human Factors in Automation: Recommendations By the Human Resources Technology Staff Appendix 2; "What's Your Opinion?" Attitude Survey; Appendix 3; Recruitment/Retention Instruments; References; Additional Resources; Index

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#### Sommario/riassunto

The United States Internal Revenue Service introduced a multi-million dollar program to automate its operations in the early 1980s. This book describes a multidisciplinary study of the experiences of several thousand users in this program, based primarily on questionnaires, observation and interviews. The case study gives valuable guidance to managers and their consultants involved in planning introduction of new office technology, as well as providing more academic insights into aspects of human behaviour under changing working conditions.

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