Management Section

CPHIMS Review   Review by: R. Sheldon Tyndall

sheldon@hunter-stokes.com

Learning Objectives

- Identify ways to manage peers
- Understand basics of managing departmental resources
- List 5 project phases
- 5 steps to create project plan
- Recognize essentials for team participation
- Understand key approaches to customer services

Old Adage

Managers ensure we do things right;
Leaders ensure we do the right thing!

Peter Drucker
Father of Modern Management

Definition of Management

Process of achieving organizational goals by planning, organizing, leading & controlling organizational resources

Covered Topics

- Staffing
- Projects
- Teams
- Change Control
- Documentation
- Customer Service

Staffing – Key Success Factors

- Knowledge
- Interpersonal Skills
- Teamwork
- Work Ethic
- Right Fit

Staffing

- No longer the techie guru stuck in a cubicle

- Skilled professionals tasked with getting "end users" to get more from the technology spend

Staffing – Job Descriptions

- Sets basic expectations of:
  - Training
  - Skills
  - Experience
  - Qualifications

- Clear language
- Used to screen candidates

Staffing – Job Descriptions

- Minimum requirements
  - License
  - Education
- Reporting Relationships
- Responsibilities
- Measurable standards/expectations
- Salary/grade level
- Required documentation if legal disputes
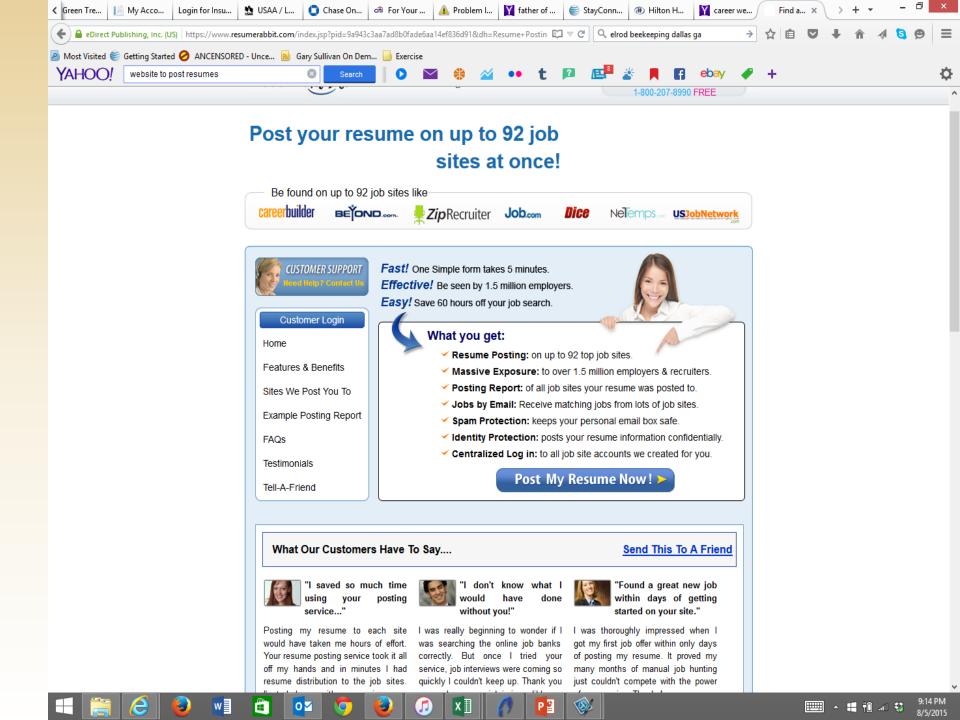- Basis for Position Control

Recruitment

- Typically Human Resource function

- Centrally control/monitor open positions

- Screen for only qualified candidates

Recruitment - Methodologies

- Newspapers
- Word of mouth (Networking)
- Professional associations
- Internet
  - Employer Websites
  - Public databases (Monster.com)
  - HIMSS Job Mine
  - Many others

  Internet has changed the way we recruit and look for jobs!

1-800-207-8990 FREE

Post your resume on up to 92 job sites at once!

Be found on up to 92 job sites like

careerbuilder   BEYOND.com   ZipRecruiter   Job.com   Dice   NetTemps   USJobNetwork

CUSTOMER SUPPORT
Need Help? Contact Us

Fast! One Simple form takes 5 minutes.
Effective! Be seen by 1.5 million employers.
Easy! Save 60 hours off your job search.

Customer Login

Home

Features & Benefits

Sites We Post You To

Example Posting Report

FAQs

Testimonials

Tell-A-Friend

What you get:

✓ **Resume Posting:** on up to 92 top job sites.

✓ **Massive Exposure:** to over 1.5 million employers & recruiters.

✓ **Posting Report:** of all job sites your resume was posted to.

✓ **Jobs by Email:** Receive matching jobs from lots of job sites.

✓ **Spam Protection:** keeps your personal email box safe.

✓ **Identity Protection:** posts your resume information confidentially.

✓ **Centralized Log in:** to all job site accounts we created for you.

Post My Resume Now! ➤

What Our Customers Have To Say....   **Send This To A Friend**

"I saved so much time using your posting service..."

Posting my resume to each site would have taken me hours of effort. Your resume posting service took it all off my hands and in minutes I had resume distribution to the job sites.

"I don't know what I would have done without you!"

I was really beginning to wonder if I was searching the online job banks correctly. But once I tried your service, job interviews were coming so quickly I couldn't keep up. Thank you

"Found a great new job within days of getting started on your site."

I was thoroughly impressed when I got my first job offer within only days of posting my resume. It proved my many months of manual job hunting just couldn't compete with the power

Selection & Hiring

- Viable candidates selection
- Primary criteria:
  - Experience
  - Qualifications
  - Education
  - Communication skills
  - Right Fit?

Jim Collins, "Good To Great"

In determining the "right people" the good-to-great companies placed greater weight on character . . .

Interview

- Personality?

- Communication skills?

- Interacts with other individuals?

- Confident or Cocky?

- Listener or chatty?

Interview constraints

- Legal concerns
  - Fair & Equal employment practices
  - Marital status
  - Sexual preference
  - Ethnic origin
  - Health status
  - Family plans
  - Religion
  - Height/Weight
  - Financial Status

Retention

- Turnover costs high dollars
- Employee satisfaction is KPI for success
- Keys to low turnover:
  - Competitive benefits
  - Career Development & training opportunities
  - Safe and fair work environment
  - Professional development
  - Employee recognition
  - Competitive salary

Employee Development

□ Right tools

□ Effective training opportunities

□ Organizational versus departmental

□ Budget constraints?

Performance Evaluation

- Feedback opportunity
- Assess work performance
- Attitudes?
- Professional Growth
- Goals
- Achievements
- Reset expectations
- Measurable goals

Performance Methodologies

- Rating scale

- 360 Method

- Periodic Review

- Customer Satisfaction

- Disciplined approach to "Getting off the bus"

Customer Service

- Service Level Agreements (SLA's)

- Best Practices in Help Desk processes

- Timely Customer feedback

- Issue Tracking & Reporting Mechanism

- Surveys

- "Perception is as real as reality"

Question 1

□ A CIO becomes aware of a new requirement for a project already underway. How should the CIO act on that knowledge?

   A. Commit to meeting the requirement in the interests of project success.

   B. Communicate the requirement to the project manager.

   C. Convene a task force to make a recommendation

   D. Personally take the assignment to avoid burdening the project team.

Question 1 - Answer

B -   It is the project managers responsibility to discuss the requirement with the project steering committee and develop a plan. The CIO should not bypass the project manager or the project teams as the other three answers indicate.

Question 2

When performing a job analysis, the project manager should consider all of the following except:

A. The tasks that are being performed by the employee and the time it takes to complete each of them.

B. The training, skills, experience and qualification that are needed to perform the functions of the job.

C. The major functions of the job and duties required to complete each of those major functions.

D. The desired outcomes that are expected to be achieved by the person hired for the position.

Question 2 - Answer

A – The job analysis addresses all the functional and goal elements of the job but does not include a time study of the position. If a time study is to be completed, this will be completed by someone other than the manager and will be used to determine resources required to fill the duties of the position.

Question 3

Which of the following characteristics is legally prohibited from inquiring about when conducting a job interview?

A. Residence

B. Military Service

C. National Origin

D. Education

Question 3 - Answer

C – The interviewer may ask about the applicant's current residence but may not ask about birthplace. The interviewer may also ask about the applicant's military services but not about the type of discharge from the military.

Question 4

A clinical systems IT manager is responsible for 5 systems analysts:

      1 new employee who is on new-hire probation

      1 analyst who is performing below expectations of job

      2 who are performing exceptionally

      1 who is performing adequately

The poor performers have been advised about needed improvements and have more recently been warned in writing of potential for further disciplinary action if performance does not improve to meet expectations.

For which of the following subordinates should the manager conduct periodic performance review?

Question 4

A. The one who is performing below expectations and newly hired analyst
B. The one who is performing at acceptable levels and the one performing poorly
C. The poor performer, the new hire and the others regardless of performance level
D. The new hire, the poor performer and the one who is only performing adequately

Question 4 - Answer

C – The effective manager will have a regular and periodic communication with all subordinates in order to assure that they understand what is expected of them and that they are equipped to meet those expectations at a high level of performance quality.

The person performing poorly may need more frequent communication and communication should be documented if employee is not improving to a level needed to meet expectations.

Margaret Thatcher

Being in power is like being a lady –

If you have to remind people you are, you aren't.

Management Section

CPHIMS Review   Review by: R. Sheldon Tyndall

sheldon@hunter-stokes.com