Chapter VIII

Monitoring Strategies for Internet Technologies

Andrew Urbaczewski
University of Michigan - Dearborn, USA

ABSTRACT

Managers are faced with many decisions regarding monitoring. For an electronic monitoring effort to be successful, it is important to match the correct monitoring strategy with a complimentary monitoring technology and implementation. This chapter lists many of the potential goals for monitoring, strategies to accomplish those goals, technologies which match the strategies, and implementation plans. Managers can consult this chapter to assist in ensuring that unintended effects do not occur from a haphazard approach to electronic monitoring.

INTRODUCTION

Most large organizations that are providing Internet access to their employees are also providing some means to monitor and/or control that usage (Reuters, 2002). Many other chapters in this text are devoted to different aspects of human resource management in monitoring personal Web usage. This chapter is designed to provide a classification and description of various control mechanisms for the manager who wants to curb or control personal Internet usage in the organization. Some of these solutions will be technical, while others are social solutions, relying on interpersonal skills rather than the hammer of the logfile to curb cyberslacking.

First, this chapter will discuss the goals for the monitoring program. Second, a list of different activities to monitor and/or control will be provided. Third, a discussion of different techniques for monitoring will be explored. Fourth, a review of several technical products will be provided. Finally, the chapter will end with a discussion of fit between corporate culture and monitoring.

GOALS FOR MONITORING

Why do companies monitor their employees? Organizations do this for a variety of reasons, including simply "because they can." An electronic monitoring effort is often difficult to establish and to maintain, so before an organization would begin such an effort, there should be clear goals for the monitoring.

The popular press is filled with articles of employees frittering away time on the Internet (Swanson, 2002). In the beginning, employees were likely to spend unauthorized time on the Internet at pornography and gambling sites, but now news and online shopping are likely to be found on the screen of the cybersloucher (Reuters, 2002). This is in stark contrast to what employers had sought when they implemented Internet connections.

In response to these challenges, employers often created acceptable use policies (AUPs) which told employees for what they could and could not use the company Internet connection. Some organizations already had AUPs implemented to keep games and other frivolous computing technology outside of the organization, and they simply modified these policies. For many other organizations, including new organizations, they had to create new AUPs which addressed the Internet threat to productivity head-on.

15 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/monitoring-strategies-internet-technologies/28060

Related Content

Health and Wellbeing as Appreciative Inquiry in a Private University in Mexico
Ingrid N. Pinto-López, Cynthia M. Montaudon-Tomas, Ivonne M. Montaudon-Tomasand Marisol Muñoz-Ortiz (2020). *Appreciative Inquiry Approaches to Organizational Transformation (pp. 51-75).*
www.irma-international.org/chapter/health-and-wellbeing-as-appreciative-inquiry-in-a-private-university-in-mexico/245559

Adverse Effect of Work Role Stress on Family Role Conflict Among Married IT Professionals in India
Thriveni Kumari (2022). *International Journal of Human Capital and Information Technology Professionals (pp. 1-15).*
www.irma-international.org/article/adverse-effect-of-work-role-stress-on-family-role-conflict-among-married-it-professionals-in-india/299065

A Study of Prevalence of Depression, Anxiety, and Stress Among Malaysian Female Inmates
Nurul Atiqah Ab Raji, Nor Shafrin Ahmad, Nurul Hidayah Ab Raji, Jumadil Saputraand Nurul Fadzlin Abu Samah (2023). *Handbook of Research on Dissecting and Dismantling Occupational Stress in Modern Organizations (pp. 141-157).*
www.irma-international.org/chapter/a-study-of-prevalence-of-depression-anxiety-and-stress-among-malaysian-female-inmates/319187

Compassion and Empathy as Transformative Intervention Approaches: The Management of Cyberbullying Issues Among Working Professionals
Leslie Ramos Salazarand Priyanka Khandewal (2021). *Handbook of Research on Cyberbullying and Online Harassment in the Workplace (pp. 493-512).*
www.irma-international.org/chapter/compassion-and-empathy-as-transformative-intervention-approaches/263445

Using Network Analysis to Improve Decision Making for Partner Selection in
Inter-Organizational Networks