

Personnel Performance Appraisal Coverage in ITIL, COBIT and CMMi: A Study from the Perspective of People-CMM

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ABSTRACT

Human capital is of paramount importance in the ICT industry. This paper analyses one of the elements which underlies effective management of human assets: performance assessment. This analysis uses the development of a common standard based on the tasks and processes outlined in People CMM, the standard in human resource management designed by the Software Engineering Institute. This framework is evaluated in different models related to IT Governance, such as COBIT and ITIL, as well as other related IT practices like CMMI for Development, CMMI for Acquisition, and CMMi-SVC. The results indicate that COBIT is the only framework that presents reliable coverage in relation to personnel performance assessment.

Keywords: Capability Maturity Model Integration (CMMi), Control Objectives for Information and related Technology (COBIT), Information Technology Infrastructure Library (ITIL), People Capability Maturity Model (People-CMM), Performance Appraisal

1. INTRODUCTION

Human capital is key for the knowledge society. The advancement in techniques for personnel development has enabled the application of practices and processes which foster training and learning, improving the performance of

individuals and groups. Studies of human capital (Schultz, 1959; Becker, 1964; Mincer, 1974) indicate that this asset is sustained in knowledge, and that this element provides individuals with increases in their cognitive abilities, leading to more productive and efficient potential activity. Drucker (1998) stated that knowledge is the most significant economic resource of a post-capitalist society. Thus, according to Bakry and

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