

Building Competency

The expanding scope of work has created the need for a broader set of *competencies*. New mechanisms will be needed to fill gaps in existing competencies and to identify and develop the new competencies that will be required to meet evolving needs. To facilitate this process, the project team has developed a series of *Competency Profiles* to be used as tools for identifying training needs and developing training plans for teams and individuals.

Performance Assessment

The shift towards teamwork and away from traditional supervisory approaches will require increased responsibility and accountability for results. Performance can be assessed by monitoring achievement of *service standards*. The project team recommends that existing standards be reviewed, clarified and revised. *A better understanding of clients and their needs is required.*

The project team has provided a set of *performance indicators* to assess the achievement of service standards. They include customer indicators, sector indicators, human resource indicators and workload indicators. Many indicators should be combined into an overall scorecard, to monitor performance on an ongoing basis.

Implementation Plan

The initial phase of introducing the essential concepts of the new model is already complete. The second phase, putting the model into action, will begin in February 1997. From April to June 1997, efforts will focus on consolidating the new model and developing a shared commitment. The final phase begins in September 1997, when newly arrived staff are integrated into the model.

Outstanding Issues

This guide presents a practical model for implementing team approaches to the job of supporting Canada's exporters in Mexico. But it is based on certain assumptions that were not evaluated as part of the project. It assumes the need to shift towards market intelligence and information-based activities. Moreover, it assumes that senior management will move quickly to clarify who the clients are and how service priorities will be set.