

Results

Positive:

- i. Greater operational efficiency
- ii. Elimination of duplication in work
- iii. Elimination of need for support staff on overtime, standby etc. when urgent telex transmission is anticipated.

Negative:

- i. Secretaries now out of the information loop, unless management takes steps to ensure they are kept informed.

Scenario 6

A trade division was experiencing shortages of officer staff. At the same time, the introduction of desk-top computers and a Local Area Network were enlarging the work potential of the division.

Decision

To see if tasks normally handled by FS, AS, or IS officers could be turned over successfully to secretarial staff.

Action

- i. A secretary was reallocated tasks, so that she now spends most of her time tracking budgets on a Lotus program, setting up a local contacts list through the WIN program, generating graphic documents through advanced features of Word Perfect, and being responsible for responding to general enquiries for market information, with the responsibility for drafting her own correspondence.
- ii. A clerk was trained to be able to take over the responsibility for producing quarterly tracking documents rather than just doing data entry.

Results

Positive:

- i. secretary and clerk both now undertaking more intellectually challenging and less repetitive work
- ii. there is a noticeable increase in the clerk's and secretary's interest in their work
- iii. the division has been able to meet increasing demands without an increase of staff.