

Scenario II

Downsizing, increased paper burdens and the physical constraints of badly laid-out office space all contributed to inefficiency, a weakening interface with the public and consequent staff burnouts in the office.

Decision

Team approach of officers drawn from each of the functional work units set up to seek solutions.

Action

1. A Japanese corporate management style adopted – teamwork – co-operation – renewed interest in quality of service to clients.
2. Principle of Risk-Management endorsed.

Results

Highly positive:

- Organization of work by functional unit gave way to defunctionalization. Staff trained in all functional sectors – (4 month rotational basis).
- Fluctuating work demands met – greater equity of work distribution.
- Minor alterations to floor lay-out complements work flow.
- Communications Units set up – 2 officers trained for difficult enquiries/complaints on one-to-one basis with clients.
- Auto-telephone messaging overhauled – made person friendly.
- Central Services Unit set up – Former clerk – Typist & Registry File Clerk jobs redesigned – Generic Assistants – (Data input) – Increasing job scope, skills and Flexibility of resource...
- Training officer position (redesigned Secretary position), (all staff trained in issues management – corporate direction – how to deal with public).

Following a 7 month trial period – virtually no complaints from public – reduced paper – improved morale – increased productivity – no backlog.

Redesigned Jobs

The series of scenarios that follow are based on Departmental experience with the introduction of computerised systems and indicate the impact of such technological change on operations, personnel, and jobs.

Scenario 1

The Section Head was suffering a lack of contract consultants, clerical help, or systems resources.