

MANAGING FOR THE FUTURE

CONTEXT

You have been at the Post for about six months now. While "taking stock", you should have set short- and medium-term objectives and established a work plan to achieve them. Meanwhile, the commercial section has adjusted to your arrival and should be settling into a new rhythm. Though you have been implementing programs and projects since you arrived, you may want to start thinking about what you will continue to do versus what changes you feel are necessary to ensure that the trade program is able to respond to changing realities and delivers a value-added service.

You have come to the realization that the environment in which you work is one of ever-diminishing resources. It is unlikely that the situation will improve. Managing for the future will involve determining what *must* be done and what *should* be done compared to what is or is not being done now. You will need to help determine what changes (including cutbacks in delivery) are necessary to free up the resources needed to ensure that your work is relevant to your clients and is good value for money.

*Ultimately, there's no point in doing a good job . . .
if you shouldn't be doing that job in the first place!*

This section assumes that you had an opportunity to do some of your pre-posting homework and that upon arrival you plunged into the job, got a feel for the office and the business environment, and have "taken stock". The following points serve as a checklist to jog your memory, offer some suggestions, and identify references to which you can turn for guidance. The best overall reference document is *The Manager's Deskbook*, published by Treasury Board and distributed free to all EXs. The latest edition, published in February 1993, should be available either at your Post or through Personnel.

PERSONNEL MANAGEMENT: LOCALLY-ENGAGED STAFF

Appraisals and "Accountability Letters".

- Discuss and agree upon statements of objectives for each member of your staff (e.g. accountability letters).
- Establish annual appraisal periods and periodic performance reviews.
- Do you provide an opportunity for staff to comment openly on your management of the section?
- Do job descriptions accurately reflect job content and current classification?