

Human Resource Organization

The new business model embodies a series of work processes that must be carried out in a team setting. This will require a committed work force, operating within an appropriate structure and continuously adapting to a changing environment. This chapter describes the basic mechanisms and relationships that will establish these conditions. These should be adapted and refined by team members as the new model is implemented.

Team Commitment

Staff commitment to the team is essential to the task of successfully implementing the new business model. But this is a complex issue, affected by many different factors. Managers will have to give priority to a wide variety of staff concerns and issues throughout the implementation process. Strong leadership is essential in an atmosphere of major change where entirely new roles, reporting relationships and coordination mechanisms are being established. The process must be visibly supported by senior management of the Department and the Post.

The most important factor in building team commitment is the communication of a clear vision of the new business model and how it will be applied. Consistent adherence to underlying principles is another important issue. Both of these approaches will provide team members with stable reference points as they adapt to their own activities to the changing environment. Managers will gain the confidence and trust of staff when they demonstrate that the process is rational, consistent and transparent.

Resources

The ideal team structure depends both on the objectives of the organization and the resources available to achieve them. Under the new approach, the demand for market information and trade event coordination will decrease significantly. And the work force available to provide all trade promotion services will also be reduced. The resources required in 1997 will be as follows:

- 16 person-years in Mexico City (five Canada-based Trade Commissioners, six locally engaged Commercial Officers and five trade system specialists);
- three person-years in Monterrey, including one Canada-based Trade Commissioner; and
- three person-years in Guadalajara, including one Canada-based Trade Commissioner.

There are additional constraints on resources. The annual turnover rate of Canada-based personnel is potentially 50 percent. In addition, not all Canada-based personnel are sufficiently fluent in Spanish. The new business model must focus the contributions of each group of employees