

produced contributions that you and your secretarial support have to transform into a smart-looking Government of Canada product.

Now try to envisage a new system. A terminal for each employee – a common word-processing language – ability to transfer text from employee to employee for editing and other changes. Think through what this could mean in future for the creation of that monthly publication.

Potential Changes in Workflow

Staying with our example for the present, jot down the options for change that you can see with the advent of the new technology. There is bound to be more than one! There are many possible scenarios for the creation of your monthly publication, which raises questions such as:

Who should input what?

At which stage should you first see a draft?

How widely will you spread your consultation net, given the abilities of the new system?

Who will be responsible at which stages of document creation?

Does the current allocation of roles and duties still make sense as you think through the system implications?

Are there aspects of the work formerly undertaken by the officers and consuming their valuable "external contact" time that could now be just as well done by a skilled support person, and would be a challenging and enriching task for that support person?

Once you have marked down the ideas for change in one area, examine the other responsibility areas and the support systems of the unit in question.

Is there a potential systems impact on lists of contacts?

On communications management and control?

On communicating with headquarters?

On the planning, organizing and monitoring of external office activities?

Think through the factors you have already listed (main activities, security concerns, present computerization, principal contacts and principal modes of communication) and start to identify potential changes in the workflow of the unit, and therefore in the workflow and responsibilities of each employee in that unit. The staff may have some very creative suggestions and ideas. It is important at this stage to know how your employees are reacting and if they are interested in supporting changes.

It is at this point that your personal knowledge comes into play, because we are dealing with human beings with greatly different motivations, concerns, and anxieties. We have said before that an employee who already feels highly stressed in the workplace is unlikely to either