Scenario 11

The Section Head was experiencing serious difficulties in locating competent secretarial assistance for the unit.

Decision

To give each officer a micro-computer with WordPerfect, BUT ALSO not to spend any time or money on training: officers would "pick it up themselves".

Action

i. Some officers began to produce their own final copies and did their own photocopying.

ii. Officers relied upon the secretarial help only to mail the copies once compiled.

iii. An experiment in having copies collated by officers proved disastrous and the task reverted to the support staff.

Results

Decidedly Mixed.

Positive:

i. Officers were more independent and better able to meet their own deadlines.

ii. While officer drafting/editing time remained constant, officer waiting time was eliminated.

However, on the negative side...

iii. There was "impoverishment" of the support positions. As these at the time were entirely filled with temporary and/or agency staff, this did not have significant morale problems, but would have done had full-time staff been involved.

iv. The officers who did not "pick it up" required considerable assistance from their colleagues to become operational.

Scenario 12

The Immigration Registry is the heart of Immigration Sections at Missions abroad. Registries are normally crowded with piles of files, index cards, BF cards, Retirement cards, and people scurrying everywhere seeking temporarily mislaid files to answer telexes, phone calls, and front counter enquiries.