

## Conclusion

Job design will not and cannot be a centralized process, but is one which, within broad parameters, will have to be worked out by managers in each Division in Ottawa and at each Mission abroad. Experience has taught us that we do not design perfect organizations on the first try. It takes 12 to 18 months for things to settle down when jobs are designed or redesigned. It is important for staff to understand this process, and know that when jobs have become clearly defined, they will be written up and properly classified.

Job design reflects the legitimate need for constant adjustments. Most new managers, whether consciously or otherwise, look at the organization, work packages, and workflows of their new responsibility area, and often changes ensue. This exercise is no different, except that the catalyst is the introduction of new tools and not the arrival of a new manager with a new perspective.

Although therefore job design is in some ways a never-ending process, it should not be undertaken where it is not necessary. If, for example, you move next year to an office where technology has been introduced and jobs and workflows already readjusted, and if all appears to you to be functioning well, there is probably no need for further job design action on your part.

It is neither possible nor desirable for us to tell you, the manager, how to undertake work redesign. The Department is simply too diffuse. We cannot offer a "one size fits all" solution to the managers of a Department operating several major programs through four specialist streams both in Canada and in a hundred countries of widely varying cultures. There can be, will be, and should be differences in the way jobs will be redesigned.

What we have tried to do therefore is to indicate to you the factors you should consider, and to supply you with examples of work redesign, which form Part Four of this booklet.

Good luck.