

The first part gives a background on the impact of technology, and outlines what is External Affairs and International Trade Canada's strategy for dealing with those changes.

The second part seeks to explain the theoretical background to a specific aspect of managing the introduction of change, job design. The reasons why local management must be most intimately involved in the redesign of jobs and workflows are discussed. Note that job design is not classification of jobs. Jobs are designed, then they are classified.

The third part provides a framework to assist you in a methodical and comprehensive approach to analyzing your current situation and the potential for positive initiatives that change provides. It includes a brief statement of the various types of communication within organizations in general and this Department in particular. We believe that you will find this a useful reminder of points to consider when contemplating various alternatives to the current workflow and work-loading in your area of responsibility. Finally, there is a very brief reminder of key suggested "do's" and "don'ts" in job redesign.

The fourth part provides a series of scenarios concerning technological change and its impact on operations, personnel, and jobs. We have gathered these real-life examples of how Departmental managers have adapted and reacted to the introduction of technology to the workplace from the Department, involving both Canada-based and Locally Engaged Staff at Missions abroad and Headquarters staff of all types and at all levels. Some negative examples are included to show you possible pitfalls better avoided. We believe that if you study these examples, you will get the "feel" for what challenges face you and what positive and creative solutions can emerge.