

Results

Positive:

- i. Officers are more independent and better able to meet their own deadlines
- ii. While officer drafting/editing time remains constant, officer waiting time is eliminated
- iii. Support job is enriched: repetitive keyboarding is reduced, creating opportunities to teach/coach officers and freeing time for more challenging support duties.

Scenario 3

The Division is over-burdened.

Decision

The Division Director decides to place his personal needs before those of the officers. The Divisional Secretary becomes a "wholly owned subsidiary" of the Director, spending more time on his typing and other urgent personal needs, and thus is far less available to the other officers than before.

Action

The secretary reduces former services to the other officers not only in keyboarding but also in other areas such as the arrangement and organization of meetings, filing, and travel planning. The officers are forced to undertake their own keyboarding and other administrative matters. Then the Director goes on a network enabling him to communicate directly with others without recourse to the secretary.

Results

Negative:

- i. The Divisional Secretary is now underemployed, with too little work to do.
- ii. She has become de-skilled: what work she has is within a now narrow and unchallenging spectrum of tasks.
- iii. Disruption of the office ensues as she now seeks to reclaim from the officers the more interesting duties that she once performed.

Scenario 4

Officers were being supplied with desk-top computers and a LAN (Local Area Network) but could not see their usefulness.