

Activity 4.1: Resourcing Your Office — Student Instructions

Small Business Senior Leader Roles and Responsibilities:

As a Small Business Senior Leader you must ensure that your office is appropriately resourced to support your strategic objectives, and you must make changes and adjustments as situations change. How you identify and employ resources is driven by the needs and objectives you identify for the short- and long-term. You must also learn to strike a balance among the scarce resources, your objectives, and bridging any gaps.

Purpose:

Analyze the current situation in your office, identify objectives you want to achieve, and determine what resources you will need.

Background:

You are new to your job as the Director of the Office of Small Business Programs (OSBP). You have taken over the office from the previous director who just retired due to health reasons. She provided you with a snapshot of the operational status of the office before leaving, but you have not had an opportunity to speak with her directly. Your goal during these first weeks and months is to get to know the office, identify your short-term priorities for the next six months, and identify preliminary strategic objectives for the next five years. You are responsible for ensuring the office is appropriately resourced.

Instructions:

1. Work individually to review the documents listed below.
 - a. Case Study New Director Office Scenario
 - b. OSBP Budget and Expenditures Note - that the OSBP Budget and Expenditures Excel file has three sheets (see the tabs at the bottom).
 - c. Small Business Goals and Achievements
2. Working as a team, use the provided Office Situation Analysis template to develop a plan and processes for performing an initial assessment of the current situation in your new office that identifies:
 - a. Your short-term priorities
 - b. Preliminary long-term objectives
 - c. Your concerns based on the budget cuts, current resources, and current situation
 - d. Your plan of action for the “What If” budget cut for this fiscal year
 - e. Your plan of action for the “What If” budget cut for the 15 percent projected budget cut for the next two fiscal years. **Note:** It is important to identify your priorities and objectives before you address the budget cuts.
 - f. Funding considerations external to your organizational budget to address your retiring Procurement Analyst replacement. Hint: see the Resources Support Guide.
 - g. How you plan to mitigate the effects of potential cuts given your short-term priorities and preliminary long-term strategic objectives. Identify hidden opportunities and who you can reach out to for assistance to mitigate impacts.

3. Use leadership tools such as gap analysis or risk analysis, as appropriate to support your analysis. Be prepared to explain your choice(s) and how they were beneficial.
4. Be prepared to share your plans with the class during the debrief discussion that follows.