

5. *Shouldn't we be concerned about saying "no" to the Canadian business community?*

- I want to make it clear that we will never just bluntly say "no" to anyone. The PMI is a means of defining who our clients are and what our business should be. Once that is done, it will be necessary for us sometimes to explain to applicants that they fall outside our defined clientele, or that the services they request fall outside our defined business.
- I also want to stress that in making such referrals you will have full backing from senior management.

6. *How can we be sure that Team Canada Inc will play its role?*

- Our consultations with Team Canada Inc partners will continue until we know that our services in Canada are working.

7. *How will we achieve a clear understanding of expectations between our clients and ourselves?*

- The new services list, in particular, will set out very clearly what services should be sought in Canada, what services our clients can and cannot expect to receive from our posts abroad, and what conditions they must meet before accessing our services.

8. *How will the PMI account for regional and local differences?*

- The services list will make a new distinction between "core" and "supplementary" services. To assure basic consistency, all posts (except for very small ones such as one-person operations) will be expected to deliver the same set of core services.
- However, the definition of "supplementary" services will allow for variation in the mix of

such services from post to post, according to regional and local differences in market characteristics and resource levels.

9. *Will the PMI take into account clients and services outside the export field?*

- Yes. The new services list will include services not only for exporters, but also for clients in investment and in science and technology.

10. *Why does the PMI have a service-charge component?*

- The Auditor General himself has proposed it for consideration. Many other trade agencies around the world have already adopted some form of service charges as a means of ensuring client commitment, and within our own organization support for the principle seems to be growing.
- However, service charges are neither a foregone conclusion nor the hidden agenda of the PMI.

11. *What does the PMI have to do with resource allocation?*

- Getting the most "bang for the buck" is our ultimate goal.
- The measurements we take through the PMI, especially via the regular client surveys, will definitely be used in making resource-allocation decisions. They will not, however, be the only factor considered.

12. *What support will employees receive in adjusting to the PMI?*

- We will produce a handbook to guide our officers in delivering the services in the new list.
- We are currently consulting with the Canadian Foreign Service Institute to determine our training needs.