

C. ACCOUNTABILITY STRUCTURE:

Almost all DFAIT personnel interviewed noted that SRM will have difficulties enforcing any interior design policy without establishing clear consequences for breach. As it stands now, DFAIT personnel at headquarters or abroad can neglect the existing design policies simply because they have no reason to comply with them.

Clearly, one of the major obstacles facing SRM in its attempt to coordinate, review and maintain the interior design of representational areas within chanceries and Official Residences is the lack of an accountability structure with enforceable penalties. In order to ensure that any interior design policy they develop is respected, this obstacle must be overcome.

Part B of this section discussed how and why SRM should establish clear lines of authority. As soon as SRM accomplishes this, it will have developed the basis for an accountability structure. To complete this structure SRM will have to outline how it plans on ensuring that DFAIT personnel respect the policy standards, guidelines and directives that it set out.

- [a] First of all SRM should make sure that the importance of its interior design policy is made very clear. This could be done via a statement of support from the Ministers of Foreign Affairs and International trade.
- [b] Second, it must circulate its policy to all individuals involved in the design, modification, and maintenance of the Chanceries and Official Residences and ensure they have read it. A couple of interviewees suggested that this policy be very clear, concise and short - otherwise, SRM runs the risk of having it ignored or misunderstood.
- [c] And finally, SRM must clearly outline how it plans on enforcing the standards, guidelines and directives it established. For example:
 - (i) To ensure that all new interior designs project the appropriate image of Canada, SRM could state that **before it approves any new design, or design modification, SRMD must itemize how the requested design will comply with the design specifications outlined in this policy.**
 - (ii) To ensure that interior designers consult with foreign service