

15. *How will the PMI account for program elements that "promote and protect Canadian economic interests," but have no clear client or outcome?*

By virtue of its economic interests, Canada itself must be deemed a client. Although the tangible impact of "promoting and protecting Canadian economic interests" is generally difficult to quantify, it is possible to measure related activities such as advocacy and market access, along with their results.

16. *How will the PMI take HQ divisions into account?*

The PMI will identify services provided by HQ divisions, and the employee surveys will include questions on missions' level of satisfaction with such services.

17. *Has performance measurement been successful in other international business development organizations?*

Performance measurement projects in other IBD agencies have had very positive results. Canada's own Export Development Corporation and trade promotion organizations in such countries as Australia and New Zealand have all renewed themselves by taking a performance measurement approach very similar to the one we are designing.

18. *Will the annual performance appraisal reports be somehow integrated with the PMI?*

Though unlikely to be reflected in this year's reports, the PMI will eventually by its very nature influence the performance appraisal process.

19. *Will Heads of Missions be fully aware of the PMI?*

In a message dated September 26, 1997, Minister Marchi personally brought this initiative to the attention of Heads of Missions and specifically requested their support. HOMs will not only be kept fully informed, but also be invited to participate and comment. Notably, soon after the launch of the PMI, the Chief Trade Commissioner and her senior officials will be conducting conference calls with HOMs and program managers to seek feedback from staff at all missions having an IBD program.