

20. *How did the notion of the PMI come about?*

In October 1996, the Minister of International Trade raised the specific issue of improving the effectiveness of trade development activities. In response to the Minister's concern, the Chief Trade Commissioner considered various options and offered a number of solutions. Prominent among these was a proposal that the Trade Commissioner Service be renewed, largely through performance measurement. This proposal recommended a balanced approach addressing four complementary perspectives: customers and results, employees, workload, and service standards. It also suggested a study of service-charge feasibility.

The proposed framework was accepted in the spring of 1997, Minister Marchi subsequently pledged his support, and initial development work led to the official launch of the Performance Measurement Initiative on October 8, 1997.

21. *Will the PMI truly help in setting priorities and allocating resources?*

Absolutely. One of the key objectives of the PMI is to put in place an efficient means of determining the value of our services and identifying those with the highest impact. Such knowledge will put us in a much better position to set priorities and allocate resources.

22. *How is the PMI different from past performance initiatives in the TCS?*

There has never been a comparable initiative in the TCS. Previous measurement systems such as the old Trade Tracking System were largely workload-oriented and did not provide a balanced and comprehensive picture of TCS performance from other perspectives, as the PMI does. The PMI's ultimate goal is improving the organization, not measuring per se.

23. *What new systems will need to be implemented?*

There are no plans for new or additional computer-based systems. We must make the best of existing information systems, even if it means adapting or improving them somewhat for our own purposes. We are committed to keeping PMI support systems as simple as possible.