

indicators, service standards, and service charge feasibility—will be addressed in winter/spring 1998.

The plan calls for the PMI to be fully implemented and integrated into TCS operations in fiscal year 1998/99.

8. *Who will develop the PMI?*

A dedicated team of TCS employees with committed financial resources will develop the PMI in close consultation with clients, staff, and partners. The initiative will be driven internally, with private-sector assistance only when specific expertise or an arm's-length relation is required. Each component will benefit from the guidance of an advisory group of stakeholders, including representatives of TCS geographic divisions, missions, and other government departments. In the initiative as a whole, we will also be coordinating our efforts with those of our Team Canada partners.

9. *Who will be consulted and when?*

Throughout the fall of 1997, the Chief Trade Commissioner and her senior officials will hold teleconferences on the PMI with Heads of Missions and IBD program managers in all posts with an IBD program. Over fall and winter 1997/98, extensive consultations will be held with clients across Canada, representative samples of trade staff at posts and HQ, and IBD partners (Industry Canada and Agriculture and AgriFood Canada). These consultations will occur mainly through teleconferencing or e-mail, but in some cases on site visits to posts will be necessary.

10. *Will the PMI increase reporting workload for trade employees?*

The Chief Trade Commissioner is fully aware of the heavy workloads of staff, and has specifically instructed that PMI designers keep any extra burden to a minimum and ensure that the benefits of performance information outweigh the reporting costs to employees and clients.

11. *Will the PMI do anything about the problem of too many inquiries from unqualified clients, or requests having little to do with trade, investment, or science and technology?*

Yes. Specifically, the PMI's first component, client and services definition, aims at producing a single "TCS Services Portfolio" clearly describing what the TCS can and cannot do, and under what conditions. In other words, that document will specify