**Department of Foreign Affairs
and International Trade**

CANADA

Ministère des Affaires étrangères
et du Commerce international

June, 1998

Dear Colleagues:

Further to my recent messages, this is the Commercial Program Employee Survey of the Performance Measurement Initiative.

Special measures are in place to protect your identity and the confidentiality of your responses. The management firm of Coopers & Lybrand Consulting has been hired to manage the survey.

The questions are the result of extensive consultations with nearly 40 of your colleagues: rotational and non-rotational officers in Headquarters and at Posts, locally-engaged employees (commercial officers and commercial assistants) as well as officers at the management level.

The questionnaire seeks your views, comments, suggestions and indeed your criticisms with regard to the Trade Commissioner Service, the effectiveness of the delivery of the Commercial Program, and your working conditions.

As soon as Coopers & Lybrand has completed the analysis of your responses, by September, the final report will immediately be made available to all of you.

I cannot promise that the survey will resolve all your concerns with the Trade Commissioner Service and with the Department. However, I can tell you that I will listen to what you say and I will take your views to the Deputy Ministers for action. Some of your concerns will likely be easier to address than others which will require a longer timeframe to resolve. I will let you know what Plan of Action will be developed to address them.

This is your opportunity to express your views on several facets of your professional life and to influence the renewal of the Trade Commissioner Service. I want you to answer each question as frankly and honestly as you can. Your full participation in this survey is an investment in your future.

Thank you for your cooperation.

Kathryn E. McCallion
Chief Trade Commissioner