

3. *Why is performance measurement necessary in the Trade Commissioner Service?*

There are three main driving forces for performance measurement in the TCS:

- (i) the ever-increasing demand for TCS services in spite of the diminishing availability of financial and human resources to deliver them;
- (ii) the mounting pressures on management to allocate scarce resources more efficiently for the continuous improvement of service delivery; and
- (iii) widespread insistence by taxpayers, elected officials, and government central agencies that the success of programs be measured against specific objectives and value-for-money criteria.

4. *What's in it for clients?*

The PMI will enable clients to clearly understand expected services and related standards, express their degree of satisfaction or dissatisfaction with services received, influence the development of services, and obtain better-focused services contributing to results.

5. *What's in it for employees?*

The PMI will enable employees to focus on services that count most and on clients who are capable and committed, make suggestions for improving services and the work environment, understand their clients' views and needs to better serve them, and work to clear service standards. (For specifics, see 11-13.)

6. *What's in it for program managers?*

The PMI will enable program managers to set clear priorities backed by senior management, monitor performance according to set indicators, better allocate resources, demonstrate value and results, and improve continuously.

7. *When will the PMI happen?*

The project was planned during the spring and summer of 1997. The first two components, client/service definition and employee surveys, will proceed this fall and into the winter of 1997/98. The other four components—client surveys, workload