

prerequisites that clients must meet to access services. If the TCS is to achieve results of real value, in some cases we must devise a way of arranging services to ensure the client's request is met by a qualified third party. We are currently developing standard letters to this end. HQ senior management will back employees in this new work process, which in effect will allow the TCS to offer only results-oriented services focused on capable and committed clients.

12. *Will the PMI do anything about the problem of too many poorly organized or poorly prepared incoming missions?*

Yes. In the short term, the PMI will establish conditions of access to TCS services, including the service of preparing incoming missions. Henceforth, clients' access to this service, too, will be subject to prerequisites and service standards. The effect will be to clarify the expectations of both parties in the light of what TCS resources are available and what the trade commissioner requires from the client to provide the service efficiently.

13. *Can the PMI help us communicate to clients the reality that local conditions allow some posts to provide more services than others?*

Yes. In defining our services, we are planning to offer two types: services available at all missions and services available only at certain missions. The latter will be decided on the basis of input from each mission regarding which services it can efficiently provide, given the local market environment and the available resources. Our clients will be informed of this new rationale and notified that they cannot expect the same services in all missions.

14. *How will the PMI account for time and resources spent in activities not directly related to international business development?*

In considering provision of services, the PMI will distinguish between external and internal clients. Services to internal clients will be further categorized as either IBD-related or non-IBD-related. This breakdown will allow us to measure the respective workloads and compare the percentages of time dedicated to IBD versus non-IBD. If warranted, corrective action could then be taken to ensure conformance with the TCS mission statement.