

B. LINES OF AUTHORITY:

Many DFAIT personnel interviewed noted that a major problem with the management of Canada's image abroad is that no one appears to be in charge. This apparent lack of control links directly to the problems outlined in Section 8. If SRM can establish clear lines of authority, it is believed by many that these problems will dissipate.

[a] First of all SRM must determine **who is responsible for the development of the interior design standards** for Chanceries and Official Residences:

(i) Interior designers:

These individuals have training and experience in this area. They know how to make a positive visual impression using architecture, colours, furniture and fixtures. Most DFAIT personnel interviewed agreed with this. "The designers are experts in the field", "they are the ones being paid to do it", so they should be the ones responsible for designing the interiors of Canada's Missions. They should however, remember that people actually have to live and work in the rooms they design. Unfortunately, interior designers have sometimes been more concerned with designing show-pieces than functional rooms. It is not that they intend to do this, rather, many DFAIT designers have had no Mission experience from which to gauge their designs.

(ii) The Mission:

Heads of Mission and their spouses, Mission Administrative Officers, and any other individuals who work in the Chanceries or Official Residences know what is needed to perform their jobs most effectively. They also know the clients they are trying to impress and what it will take to do this. Often elements of an interior design scheme will help or hinder their efforts. They feel that they should therefore have a say in what this scheme is. They are not experts in design however, nor are they always concerned with design budgets and successors preferences.

(iii) A committee:

Perhaps some form of consultative process could be established whereby interior designers and post personnel work together to create a functional yet impressive design. The difficulty with this option is having the time and resources available to get these