

(i) Distribution of Demand

In order to deal more effectively and efficiently with this growing demand for consular services, it is necessary to analyze demand in terms of type of service, type of post and status of the client (i.e., traveller or resident). What is the distribution of service demands? What are the busiest posts in terms of various types of consular activity? Are there identifiable trends or seasonal variations in the pattern of demand? Could a better forecast of demand result in better service and more efficient resource utilization?

Are the users representative of Canadians living and travelling abroad?

(ii) Information Systems and Standards

What kinds of management information systems exist to monitor the comparative performance of various posts, and of the program in general, in providing consular services and for identifying problems? How effective are these?

There is an apparent need for a comprehensive information system to provide useful indicators for monitoring performance and to improve managerial control.\* What should the nature of this system be? What kind of burden would monitoring performance place on the posts and on the Bureau? On a similar theme, can standards be developed for certain types of consular services? Can objectives be framed in terms of standards, and can they be incorporated as measures of efficiency/effectiveness in the information system?

(iii) Program Delivery Environment

The consular officers at posts are given considerable latitude in carrying out their duties. The question arises whether the officers are

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\* Evidenced by the facts that over 95% of existing "case" statistics are grouped in one "general" classification, and no objective information at all is currently reported to the Bureau on the distribution of time spent by consular officers on various types of services provided.