

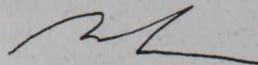
This is the fourth quarterly report produced from the Trade Tracking System. Despite its relatively short period in operation, trends are already becoming apparent from your quarterly submissions which we are analyzing from a variety of perspectives. The attached chart will give you an example of patterns emerging in the types of demands made on missions in different regions.

The past few months have been heavily occupied with verifying your mission plans with the geographic and functional bureaux. Geographic and sectorial reports resulting from this data are now being produced and presently will be distributed to the Provinces and OGDs to provide the discussion documents for the consultations which will commence in early March. Each post will receive a synopsis for its region.

On the whole I am pleased with the quality of the post plans submitted by the majority of you. Excellent plans have been received from all regions and all environments, which demonstrates that although the planning system has been a considerable departure from the traditional approach, it is clear that most of you have been able to adapt to it enthusiastically and with relatively few problems.

There were some cases where the inputs from posts were deficient. Difficulties arose not with the system itself but from the attitude of some officers who tended to hold the view that planning was somehow divorced from what they perceived as the true nature of their responsibilities i.e. to promote exports. The two functions are in fact inseparable components of our jobs. Compared to major industry's practises, the planning and reporting responsibility placed on our officers is relatively small.

For all officers, whether abroad or at Headquarters, I cannot stress too highly the need for us to develop the means to establish a clear direction of action and to keep track of what we are doing and what we have accomplished. Our ability to continue to deploy our current level of resources abroad is dependent upon your ability to identify your goals and monitor your workload and results with reasonable precision.



G.E. Shannon
Deputy Minister
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