

the PMI, Results-based Management, Modern Comptrollership and the Framework the five or six key indicators that will together present a fair, comprehensive picture of our achievements against plan.

Within DFAIT, a similar approach will be taken to the measurement of the business and organisational effectiveness of bureaux, and ultimately the performance of managers and employees. Specific performance objectives or targets are and will be set for HR initiatives, such as Official Languages, wherever appropriate (this strategy contains numerous examples throughout).

With TBS's help, we hope to see the process for measuring business results and organisational effectiveness confirmed during the integrated planning process in the Fall of 1998. We will establish a baseline for these key indicators in early 1999 through a variety of mechanisms including employee and client surveys, against which improvement can be measured over time. In each subsequent planning cycle, an evaluation of departmental performance against the previous year's objectives will be conducted as the first step in preparing the next set of objectives.

4.1.3.1.1 Performance Management Initiative

Within DFAIT, the Trade Commissioner Service, faced with increasing demand for its services as its resources diminished, pressure to continuously improve service delivery and insistence that its success be measured against value-for-money criteria, launched the Performance Measurement Initiative (PMI) in 1997. Building on the best practices of Canada's Export Development Corporation and the trade promotion organisations of such countries as Australia and New Zealand, the PMI is intended to orient the TCS towards results in delivering services to capable and committed clients and to improve resource allocation. It has six components:

1. **Client and service definition** will describe who our clients are, what services we will provide them and under what conditions.
2. **Client surveys** will measure our clients' satisfaction with us and capture their suggestions for service improvements.
3. **Employee surveys** will measure our strengths and weaknesses from the inside and capture employees' suggestions for service improvements.
4. **Workload indicators** will measure where and how much TCS time is invested.
5. **Service standards** will define precisely what our clients can expect from us and what we expect from them.
6. **Service charge feasibility** will evaluate feasibility of establishing a comprehensive service-charge system for TCS.

This pilot project will enable TCS program managers to set clear priorities, monitor performance, better allocate resources, improve client service and demonstrate value and