

mission. This would meet the need to have a standardized image that is flexible; however, before choosing this option SRM should consider that such a venture would require a lot of time, people, management and financial resources.

- (iii) There is another option: SRM could categorize Missions and have a **prefabricated design developed for each category**. For instance, SRM could determine that every Mission located in a tropical climate would have the same interior design - furniture, floors, colour scheme, etc. This option would address most of the problems outlined in Section 8; however, it would not alleviate #3 (Dysfunctional Designs) as there is no way that one or two categories would encompass all the differences facing Canada's Missions. Similarly, this option would not alleviate the problems outlined in (i) and (ii) - ie. high cost; management and personnel inertia; and, restrictiveness.

SUGGESTION:

Given the current problems facing SRM (Section 8); the problems associated with implementing detailed corporate image policies (Section 5); and, the information received from interviewing DFAIT personnel, Lemmex & Associates believes that SRM should consider (ii) post-specific interior design standards. As suggested this option allows for some control over the image being presented as well as room to adapt to the requirements of the Mission itself. Given the flexible nature of this option, however, there is no guarantee that the problems outlined in Section 8 would be rectified unless SRM also communicated clear lines of authority; design specifications; parameters regulating modifications; and a clear accountability structure.

[b] DESIGN SPECIFICATIONS:

Regardless of the policy parameters chosen by SRM, interior design standards, guidelines and directives need to be established. What should these include? Essentially these standards, guidelines and directives should include detailed design specifications.

NOTE: Establishing design specifications is well beyond the scope of this report. Lemmex & Associates Limited does feel however that over the course of their interviews, they received some advise that should be considered when interior design standards, guidelines and directives are being drafted. ANNEX G lists these comments.