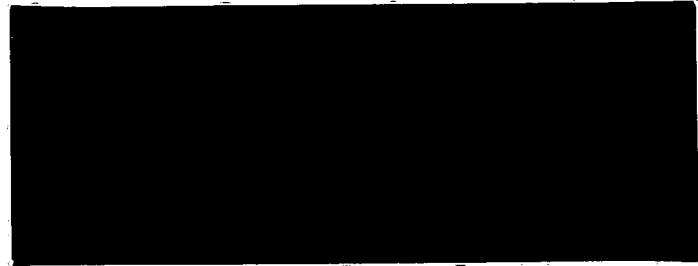
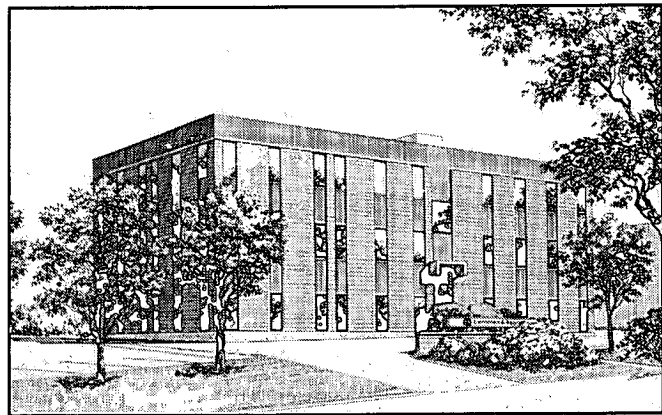


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**IMAGE STUDY  
OF THE PUBLIC AREAS OF  
CHANCERIES AND OFFICIAL RESIDENCES ABROAD**

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**EMBASSY IMAGE STUDY**

**FINAL  
REPORT 1995**

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Prepared by: Lemmex & Associates Limited  
April 7, 1995

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**SECTION 1 - OBJECTIVES**

On February 1, 1995 the Mission Support Services Division (SRM) of the Department of Foreign Affairs and International Trade (DFAIT) contracted with Lemmex & Associates Limited to conduct a Chancery and Official Residence Accountability Review. The purpose of this review is to determine that an "image" policy is required for the public areas of Chanceries and of Official Residences abroad and to define accountability within this policy.

The ultimate objective of the Mission Services Division is to produce a draft corporate image policy which includes a detailed analysis of the issues together with draft instructions that would be incorporated into the Material and Property Manuals once they were approved.

In General:

The study will be carried out in two phases as outlined below. The second phase would be carried out only on formal approval of a corporate image policy.

Phase I - Confirm the need for a corporate image policy by interviewing departmental management and reviewing the policies of other organizations that operate internationally (ie Foreign Affairs Department's of other countries, large Canadian corporations). Develop the basis for such a policy and prepare a first draft.

Phase II - Expand this corporate level policy into detailed accountabilities for the creation, modification, and maintenance of those areas that define the corporate image of the Department as well as clarify accountabilities in areas outside the "image zone".







**SECTION 2 - METHODOLOGY**

Upon award of the contract, Lemmex & Associates Limited began extensive research into the area of Corporate Image Management. Annex I provides a list of works consulted. Section 3 - BACKGROUND, provides an analysis of the findings of this research.

As required by DFAIT, Lemmex & Associates also conducted telephone interviews with large Canadian corporations and Foreign Affairs Departments of other countries. Annex D provides the questionnaire used as the guide together with the names and phone numbers of the individuals contacted.

From the information obtained from this research and interviews, Lemmex & Associates felt it is was in the position to adequately determine whether an image policy is required for the public areas of Chanceries and of Official Residences - and if it is, what type of information it should contain. Lemmex & Associates Limited therefore proceeded to meet with members of the Mission Support Services Division to discuss a draft summary report and ensure we had an adequate of understanding of:

- (a) the policies, standards and guidelines currently in existence in DFAIT.
- (b) the problems created for DFAIT by not having a specific interior design policy for the public areas of Chanceries and Official Residences (as seen by SRM).
- (c) the individuals within DFAIT who would be able to provide addition input on this matter.

From March 16 to March 29, Lemmex & Associates Limited conducted interviews with individuals from DFAIT (the list of DFAIT interviewees appears in ANNEX H). These individuals provided Lemmex & Associates Limited with very relevant information on, and examples of, the types of images presented at the public areas of the Chanceries and the representational areas of the Official Residences. They also offered Lemmex & Associates Limited a wide array of advice and suggestions as to what an interior design image policy should include.

What follows is a compilation of all the information gathered from the sources mentioned above. While it would be impossible to include all the suggestions and advice given to them, Lemmex & Associates Limited diligently tried to include all information it deemed relevant to this study.



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## SECTION 3 - BACKGROUND

"Just as a Corporation appears to be a living, breathing being, just as it develops a "personality", it must guard against allowing that personality to become misinterpreted or misunderstood." (Gray p.3)

### 1. WHAT IS A CORPORATE IMAGE?

In general a **Corporate Image** is the perception given to a corporation/organization by the public at large as well as its employees. Whether this perception is positive or negative is an individual choice. This choice can be based on objective data such as the profitability of the organization, its market value, its ability to acquire and keep talented staff, its record of environmental responsibility, its media visibility, etc. A positive or negative impression can also be determined however based on an individual's subjective assessment of such things as a company's logo, packaging, stationary, vehicles, publications, colours, premises, quality of management, leadership, office layout, furnishings, products, etc.

"A Corporate image is the totality of pictures or ideas or reputations of a corporation in the minds of the people who come into contact with it...It is an intangible and an essentially complicated thing, involving the effect of many and varied factors and varied people with many and varied interests." (Henrion p.2)

### 2. WHAT IS A CORPORATE IMAGE PROGRAM?

Essentially a corporate image program is a coordinated attempt by an organization to influence a person's perception by ensuring that the "visual" data they receive is as positive as possible.

Since the early 1970's corporations have put more and more resources into the task of consciously creating a positive "image". Many of these companies have in fact hired professional **image or design consultants** to help determine the most effective visual identity to project. These consultants work with management to gain an understanding of the corporation's main aim for a design policy, its mission, its existing policies and procedures, its customers/audience, its available resources, etc. From the information they gather, the image consultants then prepare a "**Corporate Identity Program.**"

"A Corporate Identity Program is a set of strategic business decisions reflected in the physical artifacts of the corporation, from business cards to trucks, and every communication the company distributes, from its internal newsletters to its ads and annual reports." (Simpson, p.1)

### 3. WHAT ARE CORPORATE IMAGE POLICIES?

Once management agrees to the overall image program, the next step is usually to coordinate the **corporate image policies**. These policies deal with the tangible aspects of a company image. In particular, they deal with the visual identity or general impression of the firm.

An organization has many points of contact with the public at large. These include its offices, its vehicles, its publications, its advertising and promotions, its products, its packaging, its stationary, its forms, its uniforms, its signs, and its logos and symbols. Image policies target these points of contact and attempt to positively influence the public's perception of them. How? Firms study their audiences and set **standards** that will ensure their audience sees what they want them to see. These standards reflect such things as; the type face used on signs, the fonts used in letters, the colour of logos, the texture of the material used in packaging, the material used in uniforms, the quality and quantity of advertising, the use of corporate symbols and logos, the postures/gestures/settings/backgrounds shown in publications, etc, etc.

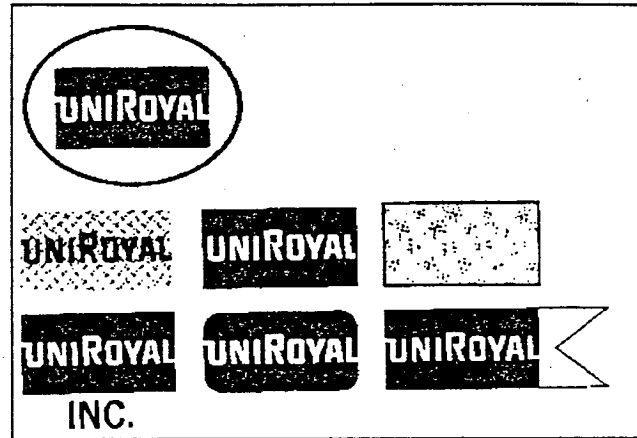
#### EXAMPLE:

UniRoyal describes their corporate trademark, both in words and by illustration. It is their policy that:

The placement of the lettering within the rectangle as well as the proportions of the rectangle are carefully designed for maximum legibility and visual balance. They should not be altered in any way.

Their policy specifies a minimum size: 'The symbol must not be reproduced in a size smaller than 4" in width.' A drawing makes this point still plainer. It states how the colours should be used, ruling that any exceptions should be cleared by the office of corporate identity. It discusses background colours and specifies the minimum space that must surround the trademark, which is described as 'the area of isolation'. Incorrect uses of the trademark are shown and described and the correct symbol (circled) is shown on a grid. (SEE FIGURE)

UniRoyal's image policy also states when to use this trademark: advertisements, catalogues, products, and labels, literature, signs on plants and offices, packaging, internal bulletins, external bulletins, trucks and other vehicles, souvenirs, calling cards, stationery (with corporate name), news release headings, publication mastheads.



#### 4. WHAT IS A CORPORATE IMAGE MANUAL?

The last and most important step in developing a corporate image program is the development of a **corporate image manual**. This manual is in effect a compilation of all the corporate image policies. It identifies the standards to be followed, discusses why they are to be followed, how they are to be followed, and what will happen to the corporation and its employees if they are not followed.

ANNEX A discusses the contents of UniRoyal's Identity manual.

It is important to note that image manuals are not essential. Many successful organizations do not have them. CIBC is one such company. Currently, it has numerous image policies but has not taken the time, or spent the money, to compile them into one manual. They are however currently investigating the benefits of doing this. The British High Commission also does not have an "image" manual. People there feel it would be unnecessary.



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**SECTION 4 - BENEFITS OF CORPORATE IMAGE POLICIES**

There are a number of reasons why businesses have spent their time, energy and resources attempting to achieve a unique and positive corporate image. These reasons include:

1. **INCREASE MARKET SHARE** - by projecting a positive image, a corporation hopes to influence the judgement of its potential clients and thereby win their business. Increased sales equates into increased investment interest which in turn leads to more business, more opportunity to attract a high quality work force, and the ultimate expansion of the corporation.
2. **DIFFERENTIATION FROM COMPETITORS** - in today's highly competitive global marketplace a company cannot afford to be mistaken for its rival or have its product or service mistaken for that of another company. This is the main reason why Banks have spent so much money on their corporate images. The Royal Bank and the Bank of Montreal for example, offer similar services. In order to maintain the business of their customers they therefore need to "look" and "feel" different.
3. **INCREASED COST EFFICIENCY IN PURCHASING** - by standardizing the company letterhead, business cards, forms, furniture, etc. a corporation can benefit from economies of scale. This is particularly true for large corporations with more than one office or plant. "A cost-benefit analysis conducted by the Public Service Company of Colorado in 1983 projected that the utility company could expect to save over \$600,000 net by standardizing all printed material, vehicles and signage during a five year identity changeover program. Bendix Corporation auditors found that after its identity changeover, the company had saved \$200,000 just by reducing the number of forms and invoices. And Hewlett-Packard, after standardizing its packaging, reported cutting its outlays in that area by as much as 50 percent. (Selame, p.25)
4. **IMPROVE INTERNAL MORALE** - if a corporation has the reputation of being a big, impersonal and unfriendly place to work it will have difficulty attracting and keeping good personnel. Furthermore, those employees it does maintain will unlikely work to their full potential. Corporations like J.Lyons & Company of Britain recognized the impact this reputation had on its productivity and therefore hired an image consultant to suggest means of improving its reputation. The consultants produced an image program that focused on making J. Lyons & Company seem smaller and more "human" - a company to be loyal to. (JAMES p.2)

5. **REDUCE THE INFLUENCE OF EXTERNAL SUPPLIERS** - if a corporation does not have an established image policy it becomes a prisoner to the differing tastes of its suppliers. Printers decide which paper, font, colours, etc would be best; advertisers decide how to best project their image; and architects dictate what building design and signage would best suit their need. By setting strict image standards and guidelines the corporation would maintain control over decisions regarding its identity. Printers, advertisers and architects would have to work within set parameters or risk losing the business. This has important legal implications as well - if a corporation has provided predetermined specifications they are not bound to pay for work that does not comply to these specs.
6. **MAINTAIN CONSISTENCY** - if corporations rely on suppliers to project their image for them, the result of this may be quality work but it will also likely be a mishmash of images. A coherent image policy would ensure that there is some consistency in the projection of the corporate identity - this is particularly important for large multinational firms. "Travellers notice ads and signs from their home country when they travel. When these have a similar look and are compatible with what such travellers are accustomed to, it builds respect for the size and solidity of the corporation." (Garbett p. 223) AMOCO, a gasoline service chain in the United States, is a good example of a corporation whose identity was consistently inconsistent. All of its service stations across the USA were different. Once the decision was made to develop and follow a Corporate Image Program, AMOCO saw its business increase 300% over five years. (Selame p.192)
7. **ENSURE COHERENT COMMUNICATIONS** - by having predetermined ways of preparing internal and external communications, a corporation reduces the risk of misunderstandings between individuals. In the age of antagonistic press and interest groups, the importance of getting information disseminated in a careful and controlled manner cannot be underestimated. Given today's technological environment however, the speed of response is also very important to the reputation of a firm. In either case having set procedures, forms, etc can ensure that information given is consistent, quick, correct, and monitorable.
8. **DAMAGE CONTROL** - unfortunately corporations have faced crises of one type or another that have negatively effected their image. One high profile examples of this is the Johnson & Johnson Tylenol crisis. J&J feared extreme criticism and loss of public esteem and support. In an effort to counter this they elicited the assistance of their image consultants and prepared to follow the direction of a new image policy. J&J's image policy was designed specifically to focus customer attention on their new "secure"

packaging and caplets. It worked. J&J became synonymous with SAFE products.

9. **MONITOR PERFORMANCE** - by setting image standards, guidelines and objectives, corporations have yardsticks by which to measure their success in influencing the public. Similarly, they have means to monitor the work of their employees and hold them accountable to certain ideals.
10. **DECENTRALIZE DECISION-MAKING** - image standards and guidelines provide branch offices with blueprints and tools to work with. By having these available, CIBC headquarters has noted that it can reduce the amount of time it spends setting up branches and making decision for its satellite offices.
11. **CONSOLIDATES EXISTING PRACTICES** - many corporations like the CIBC have been in business for a long time. They have an "image" but have not actually spelled it out in a policy format. This can often lead to a duplication of effort. By preparing guidelines, companies like the CIBC have increased their overall efficiency by letting everyone know that a particular image standard already exists and should be followed.
12. **CHANGE IDENTITY** - companies often develop out of mergers or name changes. It is often important that the "new" company is distinguished from the old. LOEB inc. spent a great deal of effort on developing and presenting its new image. It wanted the public to recognize that it was no longer a food wholesaler, or an IGA - its a new and improved retail grocery store.



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**SECTION 5 - DIFFICULTIES IMPLEMENTING A CORPORATE IMAGE POLICY**

Throughout the literature and corporate interviews, a general consensus emerged with regards to the difficulties facing organizations attempting to implement image policies. While the design and development of corporate image policies was noted to be difficult, most sources stressed that the failure of these policies is usually attributed to the difficulties facing corporations as they attempt to implement them. Some of the difficulties mentioned include:

1. **EVALUATION** - image policies focus on influencing value judgements of individuals. Because they are working with subjective perceptions, image managers have great difficulty proving that their campaigns or policies are being successful. They cannot quantify any results. That is, they cannot prove that the increase in sales is the direct result of a new logo as opposed to a general increase in demand for the product.
2. **COST** - designing, developing, administering and monitoring a corporate image program can be very costly in terms of money, time and effort - particularly if done quickly as opposed to gradually. Since it is difficult to verify the direct benefits of these costs, corporations may question their continuation. LOEB Inc. mentioned another problem associated with cost - after paying a substantial amount of money (classified) having a New York image consultant develop their policy, they simply could not afford to administer the program to the extent required. Consequently, they disregarded the majority of the standards and guidelines set-up, and focus instead on only those deemed essential (eg. the use of their logo).
3. **MANAGEMENT** - the success of an image policy is directly related to the commitment and cooperation of management. Management must not only be directly involved in the identification of the objectives of an image policy, it must also agree to allow the corporate culture to change to meet these objectives. Often however management may agree to change the face of their organization, but not its attitude. Policies, procedures and customs may be allowed to remain even though they conflict directly with the objectives of the image policy.
4. **PERSONNEL INERTIA** - often employees will disagree with and resist change, especially if this change threatens to reduce their freedom of action - as image standards and guidelines will. If an image policy is to succeed these employees will have to be sold on its benefits.
5. **ACCOUNTABILITY** - in order to ensure that the established standards and guidelines are being followed they must be strictly monitored and consequences must be in place

for their disregard. Finding someone willing and able to take on this responsibility may be difficult particularly in the age when unions and progressive management styles make it difficult to enforce consequences.

6. **INTERNATIONAL RELATIONS** - as corporations cross international borders they enter new cultures with different ideas, prejudices and stereotypes. A successful image policy must be flexible enough to incorporate these attitudes and adjust accordingly. This may be difficult considering the basic element of a corporate image policy is the projection of a standard and consistent identity.
7. **LACK OF COORDINATION** - many corporations develop image policies as and when they are required. This often leads to a mish-mash of policies that may or may not be known to exist. CIBC for example has many different individuals involved in the maintenance of the corporate image. This could lead to redundancy and therefore inefficiency. As well, having different sections in charge of different aspects of the corporate image could lead to costly conflicts. The person in charge of company trucks may use a logo design that is a different colour or font than the person in charge of ordering letterhead. Without a coordinated standard, there is no way to preempt this problem.
8. **TOO RESTRICTIVE** - CIBC supports the need for a comprehensive and detailed Corporate Image Manual. They feel that by setting out detailed standards they will be able to decentralize decision-making to their branches. In contrast, LOEB Inc. noted that a detailed manual reduces the ability and incentive to be creative. They also noted that their costs (particularly in advertising) rose as a result of restrictive standards. The time and effort it took them, and their suppliers, to stay within LOEB boundaries was too high, as a result they relaxed their policies.



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## SECTION 6 - THE FEDERAL GOVERNMENT AND A CORPORATE IMAGE

The underlying motivation for a corporate image policy is increased profitability. Since a government is not a corporation interested in profit margins it seems reasonable that it would not need an image policy. This however is not true. Each one of the above benefits of an image policy can apply to a government - especially in today's political environment of economic internationalism.

Today more than ever, governments (like corporations) must compete with one another for the world's scarce resources. They must compete for clients, and labour. They must control their spending. And, above all, they must assume accountability for their actions.

The Canadian Government cannot afford (economically or politically) to deflect business away from Canadians; to be mistaken for the Americans; to spend money inefficiently; to support a demoralized workforce; to allow non-accountable individuals to make decisions; to appear disorganized; to allow the indiscriminate flow of information; to ignore crises; and to neglect maintaining regulations.

The benefits of projecting a "Canadian image" were recognized in the early 1970's when the Trudeau Government introduced the concept of a Federal Identity. Originally this program was "designed to simplify citizen access to the often-bewildering bureaucracy." (Selame; p.27). Today, the official objectives of the **Federal Identity Program** are:

- to enable the public to recognize clearly federal activity by means of consistent identification;
- to improve service to the public by facilitating access to federal programs and services;
- to project equality of status of the two official languages consistent with the Canadian Charter of Rights and Freedoms and the Official Languages Act;
- to ensure effective management of the federal identity consistent with government-wide priorities, and to achieve savings through standardization;
- to promote good management practices in the field of corporate identity and information design.

These objectives will be met by following the Guidelines set out in the Communications Volume of the Treasury Board Manual - Chapter Two; Guidelines. As well as the Design Standards (ie.

size, layout, colour, typography) outlined in the Federal Identity Program Manual.

The Federal Identity Program is very comprehensive. It requires the use of a corporate signature and the "Canada" wordmark whenever an activity of the federal government is to be made known in Canada and abroad. The fields of application depend on an institution's mandate, its operating requirements, and the nature of its programs and services. Although primarily concerned with external communications, the corporate identity applies also to communications with employees. The field of application are:

- stationary items (letterheads and envelopes, notepaper, calling cards and complimentary cards);
- forms;
- signage (primary identification signs, directory boards, common-use and operational signs, and project signs);
- markings for motor vehicles, aircraft, and vessels;
- advertising (print advertising, television and radio advertising, outdoor and transit advertising, paid announcements);
- published material (news releases, bulletins, brochures, periodicals, books, booklets, leaflets, invitations, posters, public notices, display cards, kit folders, loose-leaf binders, electronic data, microfilms, microfiches);
- audio-visual productions and expositions (motion picture films, videotapes, videodiscs, sound-slide presentations, displays and exhibits);
- personnel identification (insignia, badges, name tags, identification cards, hard hats);
- certificates, awards, commemorative plaques;
- packaging and labelling; and
- identification of equipment such as all-terrain vehicles, small watercraft, construction and maintenance equipment, and railway hopper cars.



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**SECTION 7 - CURRENT POLICIES EFFECTING THE IMAGE OF THE DEPARTMENT OF FOREIGN AFFAIRS AND INTERNATIONAL TRADE (DFAIT).**

Like all Government Departments, the Department of Foreign Affairs and International Trade (including its official premises abroad) is bound by the policies and standards of the Federal Identity Program in the production of communications products and the projection of the corporate identity.

In regards to the management of Canada's image at foreign Chanceries and Official Residences, DFAIT is further regulated by policies and regulations such as;

- A) **REAL PROPERTY VOLUME OF THE TREASURY BOARD MANUAL (TBM).**
  - This manual establishes the framework for managing federal real property - the responsibility of Federal Departments and their accountability to the Treasury Board; the policies and references to the legislation that covers accessibility and the environment; .
- B) **OCCUPATIONAL SAFETY AND HEALTH (OSH) VOLUME OF THE TBM.**
  - This includes directives such as the use and occupancy of buildings and the hazardous confined spaces.
- C) **CANADA LABOUR CODE**
  - This discusses regulations for fire safety services.
- D) **SECURITY VOLUME OF THE TBM.**
  - This document discusses the physical security arrangements for real property that departments administer.
- E) **DFAIT PROPERTY MANUAL**
  - The Department of Foreign Affairs and International Trade is entrusted with the responsibility for managing all real property of the Canadian government abroad except for operational military bases. This manual has been produced by the DFAIT Physical Resources Bureau (SRD) to describe the functions, policies, and procedures which apply to property-related activities at missions. It is a comprehensive reference for property management and development activities at missions and represents official DFAIT policy on all property-related matters at missions.

In terms of interior design image, certain chapters are more relevant than others.

For example:

- Chapter 1 - Introducing property management.  
This chapter sets out the roles and responsibilities of key individuals in property management.
- Chapter 6 - Accommodation standards.  
This chapter provides DFAIT staff with space guidelines. (ie. how large a particular room/office should be and what furniture should go in each one.) See also Appendix 20 - Space Studies, data entry.
- Chapter 21 - Maintaining Property.  
This chapter provides instructions and guidelines on the operation of the mission maintenance program.
- Appendix 24 - Standard Lease clauses for SQs  
This appendix outlines information related to lease agreements on Crown Owned property. Note: Signage clause = "The lease shall allow for the display of the Canadian Flag and Coat-of-Arms and for appropriate office signs in locations that are mutually acceptable."

**F) SRD PROPERTY MANAGEMENT TECHNICAL GUIDES (PMTGs)**

- These guides contain detailed technical information on specific areas of property maintenance and construction. They are used for the publication of construction and maintenance specifications, materials, methods, handbooks, operation instructions, and miscellaneous technical data and procedures.

**G) DFAIT MATERIAL MANAGEMENT MANUALS**

- These manuals have been developed to outline DFAIT policies, procedures and systems for all aspects of material management. They also detail the Treasury Board requirements for increased control and accountability in this area. These manuals are intended to guide material managers at missions outside Canada and headquarters.

In terms of interior design image, certain chapters are more relevant than others.  
For example:

- Chapter 3 - Materiel Accounting Procedures.  
The guidelines and directives of the central agencies require the

Department to maintain adequate records of materiel assets. This chapter details the accounting procedures which the Department has introduced to meet these requirements. eg. **All items of furniture, furnishings, appliances and miscellaneous materiel whose replacement cost is \$150 or more must be accounted for.**

- Chapter 4 - Materiel Planning Guidelines.

This chapter outlines the essential information required by materiel management at headquarters for planning and establishing materiel support requirements at missions. Planning involves yearly budgeting for existing missions and determination of requirements for new missions, or additional accommodation or **new furnishing schemes for existing missions**. Forward planning for scheduled maintenance, upgrading and replacement of existing materiel assets is a continuous activity.

Complete and correct information makes the tasks of **the interior design**, technical and procurement staffs easier, and can have far-reaching effects, not only on capital and operational costs, but also on the efficiency of mission operations and the general well-being of personnel.

- Chapter 5 - Acquisition of Materiel and Services.

This chapter outlines the policy for acquisition of materiel and services, including that governing the scales of entitlement as well as materiel and services authorization tables. It also gives general information concerning contracts and tendering.

eg. 5.1.2 "Buy Canadian" Policy. Whenever possible or practical, Canadian manufacturers should be given preference in order to support the national economy and to **a create favourable image of Canadian products and manufacturing capabilities abroad.**

If a mission considers that replacement **furniture, furnishings, appliances** or other equipment equal in quality to that available in Canada can be obtained in the host or a third country at a more economical price, the mission should so inform MRM, and seek authority to



make the purchase.

Strict quality control is exercised over all materiel procured by headquarters and **individual choices and preferences in mission purchase selections may have to be substituted**, at times, in order to keep a certain level of quality.

Chapter 10 - Furniture, Furnishings and Appliances.

- This chapter outlines those guidelines and directives which apply specifically to furniture, furnishings and appliances.

NOTE: The Department of Supply and Services contracts for approved commercial furniture (for offices) on the basis of performance and **design standards**. These standards, extended for operations abroad where necessary, promote economy and flexibility in furniture procurement. Headquarters specifies its requirements in the light of these extended standards.

Missions purchase materiel according to the guidelines and directives in this manual; however, **headquarters retains an important degree of interior design control** over specific accommodation areas which are representative of the Canadian government and the Canadian people. These areas include:

(a) **Chanceries.** Design control over all furniture and furnishings for representational areas is normally the responsibility of **headquarters**. Representational areas include: reception areas, the ambassador's office, the offices of those officers who are required to meet with the public. If a major furnishing project is undertaken, general office areas will also be included under headquarters design control. Examples of major furnishing projects include: new building projects; acquisition of new chancery space; long-term leasing of new space. In special cases, major replanning of existing accommodation, including the replacement of 30 per cent or more of existing items, will be considered a major furnishing project.

(b) **Official Residences.** Design control over all furniture and

furnishings for representational areas is normally the responsibility of headquarters. Representational areas include: main dining rooms, drawing rooms, libraries, studies, and adjacent halls. In some cases, guest suites are also included as representational areas. If a major furnishing project is undertaken, all family areas will also be included in the project under headquarters design control.

Changes in room usage, necessitating replacement, extra operational or capital expenditure, may not be effected without prior approval from SRD. Such changes will be considered when lasting benefits will result in meeting the program and family needs of the incumbents and those of their successors.

(SEE ANNEX C for the complete chapter)

#### H) MATERIAL AUTHORIZATION TABLES.

- Materiel Authorization Tables may be described as quantitative listings of specified items of materiel and services which the Department has authorized for use in support of operations abroad. Generally, the items listed are those which should contribute to the efficient administration and operation of missions, including provision of a satisfactory standard of living and working conditions. Materiel Authorization Tables are, therefore, guides only. (Refer to Appendix C. of Materiel Management Manuals)

Application of the Materiel Authorization Tables: The designated manager and/or employee is chiefly responsible for applying the materiel authorization tables during definition of materiel and services requirements. When the Materiel Authorization Tables do not provide guidelines, and if the manager does not know what is generally used elsewhere in the government in a particular situation, advice should be sought from the responsible Bureau/Division at headquarters. The manager is accountable for the judgement that a commercially-available item offered by the Department does not meet his requirements, and for the related decision to acquire a custom-made unit.

Although specific items are listed in the Materiel Authorization Tables (MAT), entitlement to these items is not assumed. When considering the purchase of any MAT item, the user must examine his acquisition priorities in the light of the funds available in the approved budget. New MATs or amendments to existing

MATs do not automatically result in the provision of more materiel and services or a proportionate increase in the budget.

Items covered by MATs include:

- MAT 3D Official Residence and Minister's Residence - Furniture and Furnishings.

The items listed are authorized as indicated for Official Residences, for Minister's Residences where the incumbent is appointed under the Heads of Post Directives, or where an Order in Council authorizes the provision of an Official Residence. The quantities of each item will be dictated by the size and number of rooms in accordance with furniture planning layouts developed by Departmental headquarters.

Annexes to this MAT will assist missions in planning, estimating and communicating requirements to headquarters and local suppliers.

Annex A - An upholstery guide for residential furniture fabric requirements.

Annex B - An information guide on window coverings

Annex C - An information guide on interior lighting.

- MAT 6A Chancery - Furnishings Common to All Areas
- MAT 6D Conference Rooms, Meeting Rooms, Libraries
- MAT 6E Chancery Public Areas





## **SECTION 8 - CURRENT PROBLEMS FACING DFAIT WITH RESPECT TO THE INTERIOR DESIGN OF PUBLIC AREAS OF CHANCERIES AND OFFICIAL RESIDENCES.**

As one will note from the previous section, the image policies available to DFAIT are quite extensive and detailed. Apart from the Federal Identity Program, which dictates the design standards for the "Canada's" image, DFAIT is guided by space guidelines - suggesting optimum size and use of rooms, and standards to be met in terms of fire, safety and the environment. DFAIT also has policies outlining who is responsible/accountable for purchases, administration and maintenance; what furniture and fixtures can and should be used in particular areas; what upholstery and window coverings are acceptable; and the minimum acceptable quality and quantity of furniture and fixtures.

Unfortunately, the Mission Support Services Division (SRM) of the Bureau of Physical Resources has found that even with these existing policies, standards and regulations, problems continue to arise with regard to the image being presented at Chanceries and Official Residences. When asked for their opinion on this subject, other DFAIT personnel concurred with SRM (SEE ANNEX E for questions asked during the interviews) What follows is a compilation of problems noted by SRM and other DFAIT personnel.

### **1. INCONSISTENT IMAGE:**

There is no standard "look" that is produced or maintained; hence, Canadian Missions tend to present different images to their public. Unlike the CIBC or LOEB customers, DFAIT's clients may not feel a sense of familiarity when walking into Canada's different Chanceries and Official Residences. Some project the soft, relaxed muted tones preferred by some designers while others offer the loud, vibrant and bright colour schemes favoured by others.

### **2. PERSONNEL PREFERENCES:**

Because there lacks a policy outlining the "intended image" of the public areas of the Chanceries and Official Residences, the personal preference of the individual in charge of these areas (ie. the HOM) often dictates the interior design. This is not always a problem; however, in some cases these preferences go beyond the parameters of what is "acceptable" to the interior designers at Headquarters, the HOM's successor, or even the MAO. Unfortunately standards of acceptability do not exist. This makes it difficult for DFAIT personnel to challenge the questionable taste of their colleagues.

### 3. DYSFUNCTIONAL DESIGNS:

DFAIT employs a number of highly qualified and professional interior designers. These individuals are tasked with developing and monitoring the image portrayed in Canada's Chanceries and Official Residences abroad. Unfortunately, some DFAIT personnel criticize the designers for ignoring the suggestions of the people who actually have to live, work and entertain within the rooms they design. This, it has been argued, has led to the design of rooms that are functionally ineffective. For example, there have been cases when designers have created picture-perfect rooms incorporating fluffy, thick wool sofas in countries whose tropical climates dictate the use of solid, cool furniture. Similarly, designers have been criticized for misdirecting their focus on creating an indoor ambience when the primary area of entertaining at the Official Residence is outdoors.

By not discussing their design ideas with those at the Mission, designers not only run the risk of creating impractical designs, but also of creating politically, culturally and socio-economically insensitive ones.

### 4. EXTERNAL CONTRACTORS:

When DFAIT contracts with architects and interior designers to work on building or modifying missions, these contractors must work within the bounds of the standards and regulations in effect. Since DFAIT lacks clearly defined standards and guidelines for the image of its public areas, these contractors are given free reign to determine what image will be presented - and at what cost. Unfortunately, if the image standards are not clearly defined before commencement of the contract, the contractor may have the legal justification to ensure his/her image design is accepted.

### 5. ASSORTED FURNITURE:

Even though DFAIT has MATs, etc. which define the appropriate type, style and display of furniture and fixtures for each Chancery and Official Residence, in actuality the type and style of furniture varies widely between and within missions. This has two unfortunate and costly consequences. First of all, when DFAIT wants/needs to transfer furniture between missions it may not be able to do so. In the interest of maintaining design consistency, new furniture is often required because the existing inventory is unsuitable - it may be a different colour, style, era, etc. This is costly. On the other hand, design consistency may be waved in the interest of cost thereby leaving Canadian Missions with a mish-mash of furniture of different material, colour, era, etc. This does not project a very organized image.

#### 6. MAINTENANCE OVERLAP:

The line between what is considered maintenance of Chanceries and Official Residences and what is considered a modification of the intended interior design is quite blurred. Often maintenance work is requested, approved and completed without the knowledge or input of interior designers. Unfortunately, there have been cases when this work (including re-flooring and painting) has significantly altered the interior design of the public areas of Chanceries and Official Residences.

#### 7. NON-CANADIAN IMAGE:

A number of DFAIT personnel mentioned that Canadian Chanceries and Official Residences project an image that is more European than Canadian. The designs focus on furniture that is very traditional and very British or French. Other individuals challenged the use of traditional Native Artwork as the sole definition of Canada's image - "Canada is more diverse than this!"

#### 8. EXISTING POLICIES:

Some DFAIT personnel acknowledged they were unaware of the existing image policies available to Missions. Others criticized them for being outdated; unavailable (Property Manual is still in draft form); too restrictive to be taken seriously; and inappropriate (ie. more concerned with technical standards than defining and projecting an image).

#### 9. CRITICISMS OF EXTRAVAGANCE:

DFAIT personnel have noted that some of Canada's Chanceries and Official Residences project an image that is quite ostentatious. In today's economic environment this is unwise. The Canadian Press is always ready to criticize the Government with waste, fraud and abuse. Foreign Affairs and International Trade is a favourite target for reports that will do this. For instance, Greg Weston of the Ottawa Citizen wrote a scathing report about DFAIT's purchase of \$21,900 of "unnecessary" teak patio furniture for their Embassy personnel in China. (21 August, 1993; p.A2). After reviewing ten years of news reports on this subject, it must be noted that the record of SRD has not been that bad. However, one should not take anything for granted.

#### 10. LACK OF AN ACCOUNTABILITY STRUCTURE:

It has proven difficult to enforce existing policies because responsibilities for these policies are not clearly defined or monitored. Headquarters and Mission personnel have argued that they are unaware of their responsibilities; unconcerned with the fulfilment of their responsibilities due to the lack of enforced consequences, or determinable benefits; or, unwilling to jeopardize their careers by challenging the indiscretions of their superiors.



**11. INEFFECTIVE INVENTORY CONTROL:**

According to a study by Diamond Communications on the Materiel Account System for Chanceries and Official Residences, DFAIT also lacks a complete, useful and operative Distribution Account system. According to Diamond, Internal Auditors warned that "the lack of recording assets under missions responsibility increases the risk of loss and reduces the likelihood of losses being detected." This also decreases the chances of damage being noted or reported.

**12. DAMAGED AND MISUSED FURNITURE AND ARTWORK:**

Canada's Chanceries and Official Residences house a large collection of impressive and expensive pieces of furniture and artwork. Unfortunately, many individuals are unaware of the proper procedures for the care and storage of these pieces. There have been cases when antiques or pieces of art on display have been ruined by water leaked from plants, improper lighting conditions, incorrect polishes, and/or poor storage. Not only is this costly to Canada, but it also gives a bad impression to the many visitors who have an interest in furniture and artwork.

**12. POLITICS:**

Canada prides itself on supporting a diverse and multicultural population. Often when it appears the Government is favouring one group over another, a political debate ensues and the Government must answer for their apparent oversight. Without a clearly defined and monitored image policy, Chanceries and Official Residences are vulnerable to this type of challenge.

**13. INEFFICIENT SYSTEM:**

The time between the discovery of a need and the modification of a design is said to be very long - if the Mission follows the appropriate channels. The Mission must alert headquarters to their request, wait for approval, and then wait for their materials to be shipped from Canada. It is argued that it is sometimes faster and cheaper to ignore official channels and simply buy what is needed using the Mission's available capital funds.

**14. COST OF CHANGES:**

Suppose the \$21,900 worth of teak patio furniture mentioned in #9 was actually an "unnecessary" rug for the foyer of the Official Residence. Like the patio furniture, this order for this rug passed and it was purchased. After a year or so this rug is determined to be "unacceptable" by either a new HOM, the MAO, SRD, etc. A new rug is ordered. Obviously the cost associated with this change is great. Is it a necessary cost? No.



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**SECTION 9 - IS AN IMAGE POLICY NEEDED FOR CHANCERIES AND OFFICIAL RESIDENCES?**

Of the twenty-three individuals interviewed at DFAIT, twenty fundamentally agreed that a policy is needed to assist SRM in meeting their "Property Management Objectives and Functions" with respect to the coordination, review and maintenance of the interior design of representational areas within chanceries and official residences. They suggested that a carefully considered "image policy" with clearly defined interior design guidelines and authority structures would not only ensure the proper image of Canada is being presented abroad, but it would also:

- \* help control unnecessary spending and thereby cut costs.
- \* reduce discretionary decision-making of designers and Heads of Missions.
- \* allow for more flexibility of design.
- \* improve the dialogue between Missions and Headquarters and thereby reduce conflicts.
- \* establish a clear accountability structure and enforceable penalties.
- \* reduce unnecessary workload of the Mission Administrative Officer (ie. mediating conflicts between Interior Designers and Heads of Mission)
- \* reduce unnecessary paperwork by better organizing the design modification and maintenance process.

The remainder of this review will develop the basis for an interior design "image" policy while alerting SRM to potential problems that should be addressed during its development.

**NOTE: SECTIONS 10 AND 11 OF THIS REPORT ARE SIMPLY INTENDED AS GUIDELINES AND SUGGESTIONS TO BE USED BY DFAIT WHEN AND IF "THEY" DECIDE TO CREATE AN INTERIOR DESIGN IMAGE POLICY.**



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## SECTION 10 - WHAT SHOULD AN INTERIOR DESIGN IMAGE POLICY INCLUDE?

### 1. MANAGEMENT GOALS:

The Federal Government is answerable to the people of Canada for its policies. For this reason, DFAIT must be prepared to debate and defend its need for a new policy regulating the interior design of the public areas of Canada's Chanceries and Official Residences.

In order to do this, it is essential that DFAIT Management begin by establishing the main goal of such a policy. It should first outline the function of Canada's Chanceries and Official Residences and then explain the role that interior design plays in the performance of this function.

#### AN EXAMPLE:

Canada's Chanceries and Official Residences house Canada's diplomatic and economic representatives abroad. The Chancery is essentially a place of business. Its clients are either Canadians interested in consular assistance or foreign visitors interested in trade with Canada; immigration to Canada; travel to Canada; or information on Canadian policies. The Official Residence is also a place of business - diplomatic business - as well as the home of the Canadian Head of Mission. Individuals invited to the Official Residence are usually high level state officials interested in discussing the many aspects of foreign affairs.

The Chancery and the Official Residence play an important role in projecting an image of Canada to the rest of the world. They are often the first, or only, contact a foreigner has with Canada. As such, it is hoped that the image they project is one Canadians can be proud of.

One way to ensure that visitors to Canada's Chanceries and Official Residences are impressed is by ensuring that the visual data they receive is positive. A fundamental vehicle for the projection of this image is the interior design of the buildings.

It is therefore a goal of DFAIT to ensure that the interior design of Canada's Chanceries and Official Residences project a positive visual image to our guests - an image of Canada that all Canadians can be proud of.

## 2. POLICY OBJECTIVES:

Once a general statement is made regarding the overall goal of management, DFAIT must then define how this goal will be met. [Annex B provides the image objectives of El Al Airlines and CN Railways as examples].

- [A] First of all DFAIT must **clearly define the areas** of the Chancery and Official Residences that are required to "project a positive visual image".

### **AN EXAMPLE:**

**Canadian Chanceries are composed of a number of rooms that are accessible to the general public. These rooms include reception rooms (chancery, consular, immigration), waiting rooms, multipurpose representational rooms, conference rooms, libraries, and galleries. Canada's Official Residences, while not open to the general public, are used to entertain numerous invited guests. These guests are generally welcomed into the representational areas of the house - the living room, dining room, foyer, powder room, coat room, drawing room, Study, Lounge, and Library.**

- [B] Second DFAIT must **determine what image to project.**

Looking back at the Management Aim, one will note that the interior design of Chanceries and Official Residences has two objectives:

- a. present a positive visual image to our guests.
- b. present an image of Canada that all Canadians will be proud of.

With regards to the first objective, DFAIT must remember that visitors to Chanceries and Official Residences comes from varied backgrounds, cultures, socio-economic situations, and political orientations. They also visit Canadian Missions for a number of different reasons. It is important that the image projected by the interior design of its Chanceries and Official Residences takes these differences into consideration. What is positive for Canadian designers may not be positive for our visitors.

With regards to the second objective, DFAIT must remember that the Chanceries and Official Residences act as representations of Canada



abroad. The image they project will determine how our foreign guests view Canadians as a whole. It is therefore essential that this image reflects those positive values, beliefs and traditions that Canadian's want projected.

Determining these values, beliefs and traditions could be a difficult undertaking given the diverse nature of Canada. In fact, when asked to describe their impression of Canada in one word, the 23 DFAIT personnel interviewed offered 56 different words. A compilation of these words appears as ANNEX F. If DFAIT used these 23 people as representative of all viewpoints held by Canadians it might conclude from there comments that Canada should be projected as a country that is:

- \* modern
- \* multicultural
- \* technologically advanced
- \* efficient/organized
- \* not European
- \* open

Given the diverse nature of Canadians it would be unwise to make this conclusion on the basis of interviews with only 23 people. It is essential however that some commonality be found or else Canada runs the risk of projecting an unfocused image.

**A SUGGESTION:**

Recently the Government of Canada conducted a year long consultation with Canadians on every aspect of Canada's international relations. These consultations resulted in the publication entitled "Canada in the World." In this document, three key foreign policy objectives were noted:

- \* The promotion of prosperity and employment.
- \* The protection of our security, within a stable global framework; and,
- \* The projection of Canadian values and culture.

It is clear from these objectives that the Canadian Government wants to project certain images of Canada to the world. It wants Canadians to be seen as:

- \* economic leaders
- \* multicultural, yet unified
- \* politically objective partners/mediators
- \* prosperous
- \* democratic, and
- \* champions of environmental protection, the rule of law and fundamental human rights.

If it is agreed that these are the images that should be projected to the world, then DFAIT could conclude that;

The interior design of the public areas of Chanceries and representational areas of Official Residences must reflect a Canada that is economical sound, reliable, multicultural, and prosperous. It will also provide an ambience that shows our respect for democracy, the environment, the rule of law, and fundamental human rights. The interior design will project these images of Canada while also respecting the values of our guests and the function of the particular Mission.

- [C] Third, DFAIT must outline how it plans on ensuring this image is being projected.

Unless DFAIT states otherwise in this policy, SRM is responsible for the coordination, review and maintenance of the interior design of representational areas within chanceries and official residences. It is therefore up to SRM to ensure the image being projected in Canada's Chanceries and Official Residences is consistent with the desired image.

We have seen in Section 8, that there exists a number of problems that, unless corrected, will impact on the SRM's ability to fulfil this mandate. To rectify this, SRM must set, distribute and enforce clear standards, guidelines and directives.

Returning to Section 8, one will note that the 14 problems outlined could be rectified by addressing three fundamental shortcomings in the current system. These include:

- A. CONTESTABLE INTERIOR DESIGN STANDARDS,
- B. UNCLEAR LINES OF AUTHORITY,
- C. LACK OF AN ACCOUNTABILITY STRUCTURE.

If it is agreed that these shortcomings are the root cause of the current problems facing DFAIT with respect to the projection of its image abroad, the following policy statement could be made:

**To ensure that Canada is projecting the appropriate image in its Chanceries and Official Residences SRM will;**

- A. set definitive interior design standards;
- B. assign clear lines of authority with respect to the creation, modification and maintenance of these standards; and,
- C. establish realistic and enforceable penalties for those individuals who disregard these standards.

### 3. THE STANDARDS, GUIDELINES AND DIRECTIVES.

Once the general goals and objectives of the policy are established DFAIT will be required to outline the details of each objective.

#### A. INTERIOR DESIGN STANDARDS:

It has already been noted that for SRM to rectify the problems set out in Section 8 it must establish clear standards, guidelines and directives for the interior design of Chanceries and Official Residences. Before it can do this however, it must determine the limits of its policy.

#### [a] POLICY LIMITS:

- (i) Does SRM want to create **one standardized image**? That is, does SRM want each Chancery and Official Residence to have the same interior design - the same furniture, floors, colour schemes, etc? The obvious benefit of this is consistency and familiarity. In fact, by developing one prefabricated image for all Missions, DFAIT could essentially eliminate the problems outlined in Section 8. Unfortunately, however, by following an image policy like CIBC, the Royal Bank, McDonalds, etc. DFAIT would incur problems such as those outlined in Section 5 - ie. cost, management, personnel inertia, international relations, and too restrictive. With regards to these problems, one should note that a general consensus emerged when talking to DFAIT personnel - out of the 23 people interviewed, 22 disagreed with a standardized image. They argued that interior designs must be flexible enough to accommodate the different environments (cultural, commercial, architectural, and personal) our Missions work within. It was also noted that a standardized image would be impossible to create (politically, economically, artistically), expensive to try, and/or too restrictive to work.
- (ii) Of the 22 who disagreed with a standardized image, 20 agreed that the public areas of Canada's Chanceries and OR's should project an "image". The majority felt that this image should be standardized in some way to ensure consistency, but that it should also be flexible enough to adapt to the needs of those living and working with it. Perhaps SRM could develop **post-specific interior design standards**. That is, SRM could establish the general image DFAIT wishes to project at its Missions and then adapt this image to meet the functional needs of each individual

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.

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

individuals together. One DFAIT interviewee suggested that designers put together a questionnaire and circulate it to experienced personnel for their suggestions and comments. Another interviewee suggested that a committee of designers and past Mission personnel be set up at headquarters to discuss design development. The interior designers could put forth images and experienced post personnel could point out any dysfunction and offer suggestions.

**SUGGESTION:**

*The development of an interior design scheme should ultimately rest in the hands of those who were hired by DFAIT for their expertise in this area - the interior designers (SRMD). However, the concern over the designers unwillingness or inability to take the functionality into account must be taken into consideration. For this reason we feel that SRM should direct its designers to consult with a committee of foreign service officers who have worked in Chanceries and lived in Official Residences when they develop designs.*

[b] Second, SRM must determine **who is responsible for approving modifications to the interior design** of the Chanceries and Official Residences:

(i) Interior Designers:

Interior designers are often the ones who develop the initial design. They know the intent and the original specifications for the design; hence, they could best determine the impact of a suggested modification. Unfortunately they are not at the Mission and might not understand the rationale behind a change request. For instance, they may not see the amount of cleaning required to the white wall-to-wall carpeting in the Official Residence requesting hardwood floors. They may only see a need to defend their original design. In their defence, it is headquarters (and ultimately the designers) who would be held accountable to the Treasury Board and Parliament should this modification be allowed; hence, they should have a say in the decision. The problem arises however, as to how much say interior designers can realistically have. If they are required to approve every modification to the original design specifications (ie. moving furniture and paintings), their time as professional designers would be wasted micro-managing change requests.

## (ii) The Mission:

Individuals living and working at the Chancery and Official Residence know when and how a modification to the interior design scheme could make their jobs easier. Often the necessary modification is not a drastic move. It may just be the rearrangement or removal of furniture or fixtures (ie. a functional change). Should they be required to ask Headquarters permission to do this and then have to wait for their response? Some DFAIT personnel interviewed said yes. They argued that the public and representational areas belong to the Government of Canada, not the Mission personnel, and any change to their design must be approved by headquarters. The majority of interviewees however felt that approval is not necessary as long as the modification does not drastically changed the original design. But what constitutes a drastic change? A drastic change is deemed to be any alteration to the structural aspects of the design (ie. changing the colour scheme, replacing or adding furniture, re-flooring, etc). Most of the time requests for these types of structural changes are motivated by personal taste. If approval was not required for this, headquarters would relinquish all design control and the problems outlined in Section 8 would continue.

*SUGGESTION:*

*SRMD must be allowed to maintain design control over the interiors of the Chanceries and Official Residences. They understand the image requirements of the original designs. However, Mission personnel must be allowed to modify these original designs to suit their needs. But by how much? SRM should consider setting approval guidelines. These guidelines should make it clear that any functional modifications (ie. adjustment or removal of furniture or fixtures) may be left to the discretion of the Mission. However, any structural modification (ie. re-flooring, alterations to the colour scheme, replacement of furniture, etc.) must meet the approved by SRMD before the change can be made.*

[c] Finally, SRM must determine who is responsible for the maintenance of the interior design standards.

## (i) Maintenance:

Mission and regional maintenance personnel (SRMM) are often the ones who recommend and make structural modifications to the Chanceries and Official Residences. They inspect these buildings and if they determine there is a problem with a structural aspect, they fix it. For instance, if the paint is chipped they are the ones



to re-paint, and if the carpet is worn, they are the ones to replace it. For the most part, maintenance personnel do not stray from the original interior design specifications; however, on some occasions they have needed to alter the interior design because they did not have the proper supplies (ie. paint, carpet, etc.) or funding available. The question here is; who should be responsible for approving these types of alterations? As it stands now, repair and upkeep is the responsibility of maintenance. They are however expected to consult with the interior designers if they feel their work will alter the intended design. Unfortunately, this consultation is not always happening. Maintenance either does not know that they should consult with designers, when they should consult with them, or why they should. With regards to the last point, maintenance knows what it needs to do and what resources are available to do it. If they cannot find resources to fit with the design specifications, there is nothing a consultation will do except waste time.

(ii) Interior Designers:

As already noted, maintenance personnel are expected to consult with the interior design staff at headquarters if they feel their work will alter the interior design of the Chancery or Official Residence. The reason for this expectation is that the designers understand how a structural alteration will impact on the image a particular design is trying to project. Maintenance personnel may not. They are required to be experts in repair and upkeep, not image projection.

**SUGGESTION:**

*SRMM is ultimately responsible for the maintenance of the Chancery and Official Residences; however, if a maintenance job will alter the interior design standards, SRMD must be involved in the approval process. How? as with the requirements for modification, we feel SRM should consider setting approval guidelines for maintenance. Included in these guidelines should be the statement that before any structural maintenance work can commence in the public areas of the Chancery and Official Residence, it must be approved by SRMD.*

C. ACCOUNTABILITY STRUCTURE:

Almost all DFAIT personnel interviewed noted that SRM will have difficulties enforcing any interior design policy without establishing clear consequences for breach. As it stands now, DFAIT personnel at headquarters or abroad can neglect the existing design policies simply because they have no reason to comply with them.

Clearly, one of the major obstacles facing SRM in its attempt to coordinate, review and maintain the interior design of representational areas within chanceries and Official Residences is the lack of an accountability structure with enforceable penalties. In order to ensure that any interior design policy they develop is respected, this obstacle must be overcome.

Part B of this section discussed how and why SRM should establish clear lines of authority. As soon as SRM accomplishes this, it will have developed the basis for an accountability structure. To complete this structure SRM will have to outline how it plans on ensuring that DFAIT personnel respect the policy standards, guidelines and directives that it set out.

- [a] First of all SRM should make sure that the importance of its interior design policy is made very clear. This could be done via a statement of support from the Ministers of Foreign Affairs and International trade.
- [b] Second, it must circulate its policy to all individuals involved in the design, modification, and maintenance of the Chanceries and Official Residences and ensure they have read it. A couple of interviewees suggested that this policy be very clear, concise and short - otherwise, SRM runs the risk of having it ignored or misunderstood.
- [c] And finally, SRM must clearly outline how it plans on enforcing the standards, guidelines and directives it established. For example:
  - (i) To ensure that all new interior designs project the appropriate image of Canada, SRM could state that **before it approves any new design, or design modification, SRMD must itemize how the requested design will comply with the design specifications outlined in this policy.**
  - (ii) To ensure that interior designers consult with foreign service

officers who have worked in Chanceries and lived in Official Residences when they develop designs, SRM could state that **any new design scheme must receive the approval of a committee of foreign service officers knowledgeable of the functional requirements of a post before it is allowed to proceed.**

- (iii) To ensure that Mission personnel adhere to the approval guidelines established to monitor design modifications, SRM could state that **any mission making a prohibited alteration to the "intended design", without the approval of SRMD, will be required to pay for the restoration of the "intended design".**

This would require that SRM furnish each mission with a copy of the intended design (including a floor plan, inventory and design specifications) as well as a clear definition of what constitutes a prohibited alternations (eg. structural changes).

- (iv) To ensure that maintenance personnel adhere to the approval guidelines established to monitor design modifications, SRM could state that **if a mission or SRMM approves a prohibited alteration to the "intended design", without the co-approval of SRMD, the mission or SRMM will be required to pay for the restoration of the "intended design".**

This would require that SRM furnish each mission, and SRMM, with a copy of the intended design (including a floor plan, inventory and design specifications) as well as a clear definition of what constitutes a prohibited alternations (eg. structural changes).



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## SECTION 11 - SAMPLE POLICY

*[The following could be incorporated as a section in the Property Manual]*

**"MAINTAINING THE INTENDED IMAGE"**

It is the goal of DFAIT to ensure that the interior design of Canada's Chanceries and Official Residences project a positive visual image to our guests - an image of Canada that all Canadians can be proud of.

Canadian Chanceries are composed of a number of rooms that are accessible to the general public. These rooms include reception rooms (chancery, consular, immigration), waiting rooms, multipurpose representational rooms, conference rooms, libraries, and galleries. Canada's Official Residences, while not open to the general public, are used to entertain numerous invited guests. These guests are generally welcomed into the representational areas of the house - the living room, dining room, foyer, powder room, coat room, drawing room, Study, Lounge, and Library.

The interior design of the public areas of Chanceries and representational areas of Official Residences must reflect a Canada that is economical sound, reliable, multicultural, and prosperous. It will also provide an ambience that shows our respect for democracy, the environment, the rule of law, and fundamental human rights. The interior design will project these images of Canada while also respecting the values of our guests and the function of the particular Mission.

SRM is responsible for the coordination, review and maintenance of the interior design of representational areas within chanceries and official residences. It is therefore up to SRM to ensure the image being projected in Canada's Chanceries and Official Residences is consistent with the desired image.

To ensure that Canada is projecting the appropriate image in its Chanceries and Official Residences SRM will;

- A. set definitive interior design standards;
- B. assign clear lines of authority with respect to the creation, modification and maintenance of these standards; and,
- C. establish realistic and enforceable penalties for those individuals who disregard these standards.

### A. INTERIOR DESIGN STANDARDS:

As a representation of Canada, the public areas of our Chanceries and Official Residences should project an image that is "standardized" yet flexible enough to adapt to the needs of those living and working with it.

In order project a "standardize image", all interior designs must comply with the following design specifications (to be determined):

*EXAMPLE:*

- *all walls and ceiling must be painted in one of the 7 accepted neutral shades.*
- *all furniture must be of the highest quality available in Canada.*
- *all design standards outlined in the Federal Identity Program must be adhered to.*
- *etc.*

### B. LINES OF AUTHORITY:

The management of Canada's image abroad is a complex process involving many people. To ensure that everyone is clear as to their responsibilities, the following directives have been issued.

- \* SRMD is responsible for the development of interior design standards.
- \* SRMD must maintain design control over the interiors of the Chanceries and Official Residences.
- \* Missions can make modifications to the "intended designs" according to the following modification guidelines (to be determined):

*EXAMPLE:*

- a) *any functional modifications is at the discretion of the Mission. This includes:*
  - *the adjustment or removal of furniture*
  - *the adjustment or removal of artwork*
  - *etc.*
- b) *any structural modification must be approved by SRMD before the change can be made. This includes:*
  - *re-flooring,*
  - *alterations to the colour scheme,*
  - *addition of furniture,*
  - *etc.*

- \* SRMM is ultimately responsible for the maintenance of the Chancery and Official Residences; however, if a maintenance job alters the "intended interior design", SRMD must be involved in its approval. SRMD approval is required if the maintenance job includes (to be determined):

*EXAMPLE:*

- re-flooring,
- alterations to the colour scheme,
- etc.

### C. ACCOUNTABILITY STRUCTURE:

To ensure that the goals and objectives of this policy are met, compliance with its standards and guidelines is necessary. To ensure that this compliance is achieved and maintained the following directives have been issued.

- \* Before SRM approves any new design, or design modification, SRMD must itemize how the requested design will comply with the design specifications outlined in this policy.
- \* Any new design scheme must receive the approval of a committee of foreign service officers knowledgeable of the functional requirements of a post before it is allowed to proceed.
- \* Any mission making a prohibited alteration to the "intended design", without the approval of SRMD, will be required to pay for the restoration of the "intended design".
- \* If a mission or SRMM approves a prohibited alteration to the "intended design", without the co-approval of SRMD, the mission or SRMM will be required to pay for the restoration of the "intended design".





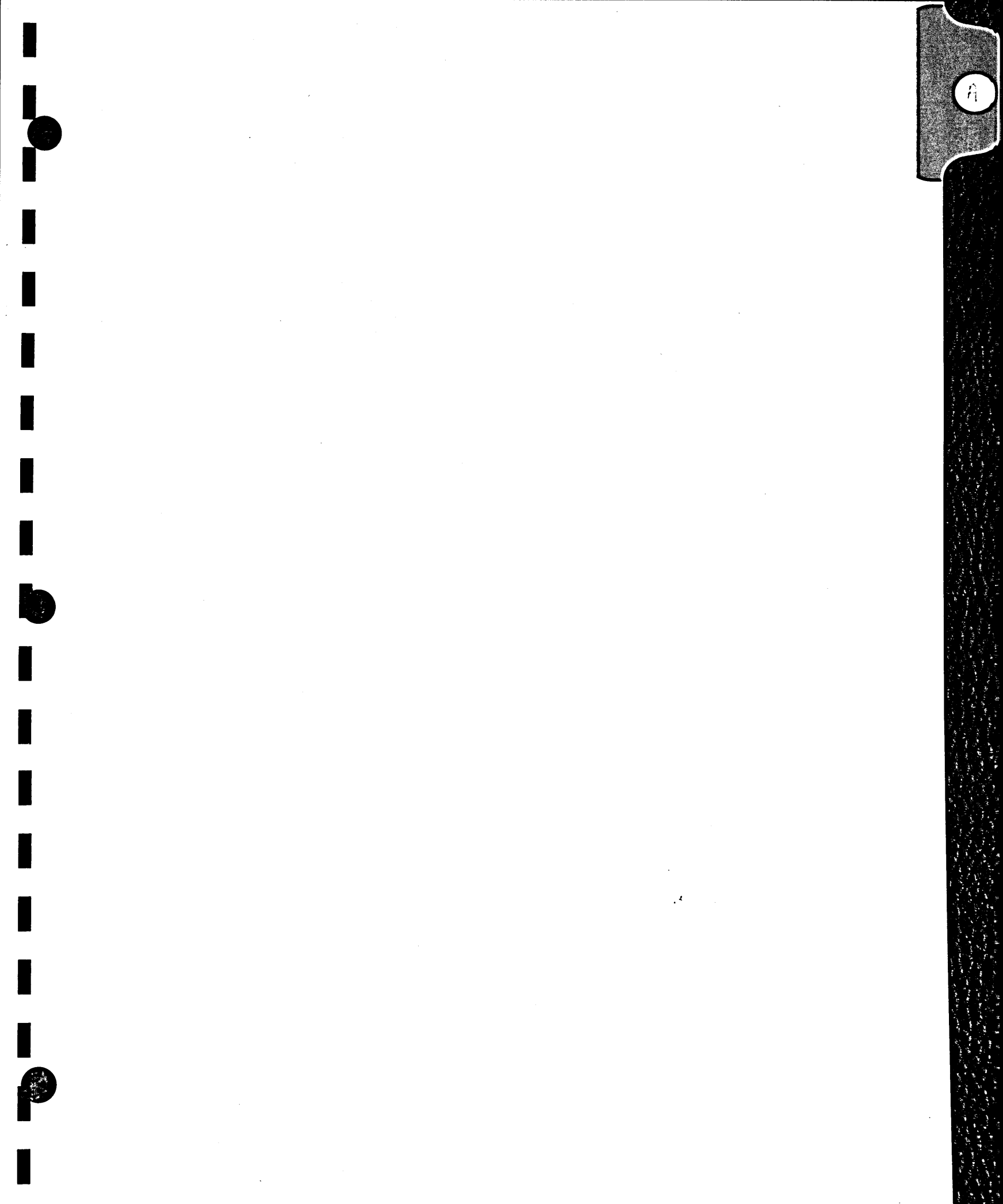


**SECTION 12 - SUGGESTED CHANGES TO CURRENT POLICIES**

Once SRM prepares their policy suggestion, its goals and objectives should be incorporated into DFAIT's existing policies.

If one uses Section 12 as a model interior design policy, the following is an example of the type of information that could be added to the Property Manual to reinforce its objectives.

- 1) Section 1 - Introducing Property Management  
page 2 - Mission Responsibilities  
"The overall responsibilities of the HOM are:"
  - **ensuring that the interior design of the public areas of Chanceries and representational areas of Official Residences reflect a Canada that is economical sound, reliable, multicultural, and prosperous. It will also provide an ambience that shows our respect for democracy, the environment, the rule of law, and fundamental human rights. The interior design will project these images of Canada while also respecting the values of our guests and the function of the particular Mission.**
  
- 2) Section 1 - Introducing Property Management  
page 8 - SRD Section Responsibilities  
SRMD:
  - \* **interior design image standards.**
  
- 3) Section 21 - Maintaining Property  
page 2 - Mission Responsibility  
"Missions are responsible for ensuring that all mission property is properly maintained. This responsibility includes ensuring that:"
  - **the image presented in the public areas of the Chancery and Official Residence is reflective of the intended interior design standards.**



## ANNEX A UNIROYAL'S CORPORATE IDENTITY MANUAL

The corporate identity manual published for UniRoyal is a model for the practical and simple guidance it provides. About 100 sheets printed on light board and grouped in 14 sections, are contained in an extremely rugged ring binder. It will last and can be added to. It starts with a simple explanation of corporate identity, explaining why the company has chosen its new name.

UniRoyal is the foundation upon which we are building a new corporate identity for our company. Four years of research have proved that UniRoyal is a name which is highly suitable for us. It is easily spoken. It is visually pleasing. It connotes diversity without product restrictions. It has no geographical limitations....

The introduction explains the need for consistent use of one identity, and charges that accomplishing this 'is the responsibility of each member of the worldwide UniRoyal family.

The next page describes the purpose and use of the manual and names the central authority - the 'Office of Corporate Identity' in New York, giving the address and telephone number to which all questions should be directed. It then gives definitions of the main words: corporate trademark, corporate name, and brand trademarks.

The next section describes the corporate trademark policy (discussed in previous section).

The next section describes the design of stationery and forms, and shows how to lay out the typing on a letter.

Each month UniRoyal ship 600,000 cases of branded products from its plants around the world. The company attaches importance to identifying them correctly. In fact, the company has set up an 'Identity and Packaging Committee', to coordinate all packaging design. A section in the manual lays down guidelines for general use. It lays down no rigid specifications for labelling, because labels themselves vary so much. However, all labels for company-endorsed products carry the corporate trademark and conform to the graphic principles outlined in the manual. They are approved by the office of corporate identity before use.

The manual says:

Wherever possible a family resemblance should be developed not only through the use of corporate trademark but throughout coordinating colour design.

Although ten illustrations follow, this section is a little too vague to achieve either the consistency which UniRoyal seeks, or the quality they'd like.

The next section covers use of the new name in advertising. The trademark is to appear in every advertisement, in the bottom righthand corner. Variations to this are allowed only if approved by the director of advertising. Readers are warned of incorrect use of the trademark: too light, too small, against too dark a background, in the wrong colours, too close to other marks.

There is a page on the use of the corporate trademark in TV advertising (in 10-39-second spots with audio identification. In 1-minute spots both video and audio identification although not necessarily synchronized.) All uses of the name in TV advertising are cleared both by the director of advertising and the director of corporate identity.

Other sections cover sales promotion material, signs and vehicles, displays and exhibitions. In each case principles are shown, but details are not defined enough to ensure that all manifestations are well done; it would be possible to follow the manual to the letter but still produce bad designs. This is a weakness in UniRoyal's corporate identity scheme which they may wish to overcome in other ways as time goes by.

There is no reason why a whole scheme should be held up until every detail is sorted out. You have to start somewhere. The essence of the design manual is that it lays down the rules where those exist. It may add to them later, as the designers have time to go into new areas of the company. But if any organization wants a good, consistent visual identity it cannot be content with vague or incomplete statements, except as a temporary expedient.

UniRoyal has chosen a colour-matching system available, they say, from printers in eighty-five cities, and has supplied purchasing officers with addresses of these firms. The manual gives the printing ink formulas for both coated and uncoated papers and provides several perforated sheets of colour swatches to match. This is necessary because the same inks can appear quite different - as different as Oxford and Cambridge blues - on different surfaces.

Another section in this manual states ways of using brand names. It points out:

The company's trademarks and brand names are among its most valuable properties. Misuse of these marks can result in their loss as was the case with such marks as Aspirin, Lanolin and Cellophane.

It distinguishes between the company's own trademark and product trademarks. Ideally, it says, one supports the other. A widely known product can help sell products which are less known and have little advertising support. The manual advises on the choice of trademarks, and lays down a procedure to be followed before they are used (obtaining legal clearance from company lawyers and final clearance from the office of corporate identity).

A final selection in the UniRoyal manual lists materials available to all plants and branches worldwide from the office of corporate identity. These include: decals in sixteen sizes or variations, posters, embroidered emblems (in two sizes) for use on drivers jackets, uniforms, and by employees in games and athletic teams; binders for address books, telephone directories, catalogues, and management guides; and finally repro proofs of the worldwide trademark, US trademark, corporate signature, division names, worldwide signatures (UniRoyal Ltd, UniRoyal Englebert SA, UniRoyal Englebert AG, and others).

This list is enough to show the degree of penetration the corporate identity is expected to achieve. One small example, it states that all private cars bought or leased for company personnel should be white:

No other colour should be purchased without clearance through the corporate car fleet coordinator in the purchasing department.

And all cars are to be identified: manufacturing and service with a decal on each front door; sales cars with a decal on the right rear bumper.

For all its comprehensiveness, UniRoyal's design manual is essentially a simple workbook.

(Excerpt from: James Pilditch; Communication by Design. McGraw-Hill. 1970. p.123-126)

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## ANNEX B IMAGE OBJECTIVES - EL AL AND CN

### WHERE DO YOU PUT YOUR PRIORITIES?

KLM Royal Dutch Airlines, found that people associate an airline with its nationality. Whether related to fact or not, the popular images of countries stick indelibly to their airlines. If the Dutch are thought of as reliable and hard-working, this is how KLM tends to be seen. France is associated with good food; people expect good food on Air France planes.

We know that some of these popular impressions are related to the qualities people seek when they fly. International regulations ensure that actual standards are satisfactory, but it is important for individual airlines to emphasize individual qualities and strengths.

The particular case of EL AL (in Hebrew it means 'upwards') is quoted here to show the thought that lies behind the basic determination of communication goals. According to George Him, the consultant designer, coordinator, and arbiter of design for EL AL, the image should change from country to country: 'In Finland we stress Mediterranean sun, in Italy something else.' Him selects local architects to work in each country. He is ready to sacrifice uniformity for personality, providing the same identity is projected.

The following notes taken from a general instruction he created, cover the building of new offices, and show how he has defined the airline's personality, and conveys it to others.

#### 1. Theme

The main function of an EL AL office, outside its purely practical performance, is to give the prospective traveller confidence in the airline (many people are still afraid of travelling by air) and the pleasurable anticipation at the prospect of flying with this particular company.

EL AL is a reliable airline with a global reputation. At the same time, it is Israel's national carrier and, as such, represents its country and reflects its image. Obviously, both these aspects must find their expression in the design treatment of EL AL offices.

Whereas the airline aspect is self-evident, the Israeli one needs clarification as the image of the country itself is rather complex. To the people outside, Israel appears to be:

- (a) An ultra-modern state, characterized by efficiency, advanced technology, and dynamism.
- (b) The country of an ancient race with a 4000-years-old tradition and one of the main contributors to world civilization.
- (c) A young pioneering country, somewhat rugged, but hospitable and friendly.
- (d) The heir of the Jewish tradition which dictates human warmth and personal interest in dealing with strangers.



- e) A tourist country where the old mixes with the new and east meets west. A country of ancient ruins and modern hotels; of rugged wilderness and green, newly reclaimed land; of sea, sunshine, and beaches.

However, while considering these positive aspects of Israel, it is also important to bear in mind certain apprehensions that may influence the prospective traveller:

- (a) That, being a pioneering country, it may be primitive and lack western comfort.
- (b) That there may be a lack of know-how in matters of service and organization.
- (c) That improvisation and muddling-through would be substituted for real experience.
- (d) That Israelis would not be able to afford equipment in line with true international standards.

All arguments for and against Israel will, quite naturally, influence the attitude of the public towards EL AL.

## 2. Suggested line of approach

### (a) RELIABILITY

The dominant impression of an EL AL office should be one of super-efficiency and up-to-dateness with a strong technological note. This is of supreme importance in order to put the passenger's mind at ease regarding his personal safety - a subject looming largely in his imagination but one which must never be directly mentioned in the airline business.

### (b) MODESTY

It is important to remember that Israel is a small and by no means rich country. Therefore, an office of the Israel Airlines must never be extravagant or exaggeratedly luxurious. A certain simplicity or even ruggedness of treatment, combined with very comfortable and perfectly finished furniture should be the aim.

### (c) MEDITERRANEAN ASPECT

Israel is a hot, sunny country washed by blue seas. Hence, the interior of an EL AL office should be gay, warm, and friendly. This can be best achieved by colour scheme and lighting. It can be enhanced by the use of the ordinary Israeli cactus which has become a symbol of Young Israel and which can be easily supplied from Israel. Naturally, cacti can only be used in countries where they do not grow in the normal way.

### (d) TRADITIONAL ASPECTS

Most Jewish EL AL passengers expect to find in an EL AL office some link with Jewish history and tradition; at the same time, the same elements may appeal to the non-Jew as unusual and, therefore, interesting. Unfortunately, Jewish traditional elements are so closely connected with religious observance that they have acquired a sacral character which would be entirely out of place in the office of an airline of our technological age.

Even the use of the medieval Hebrew lettering, familiar from the usual Bibles and Holy Scrolls, has very little in common with modern Israel, whose true link with the Biblical past lies in the revival of the language itself, and not in the characters evolved under the influence of European black-letter calligraphy.

On the other hand, modern Hebrew lettering which tries to revive letter forms of the Biblical age is ideally suitable, if used in a purely decorative way, to give EL AL offices the desired distinctive note. It is less ornate, the shapes are simpler and more geometric and can therefore fit much better into a contemporary architectural language.

(e) GLOBAL ASPECT

Air travellers have a marked preference for large airlines, as they expect better service from them. EL AL, without belonging to the really large companies, flies to eighteen countries in four continents. This, for the airline of one of the smallest countries of the world, is quite an impressive record. It is desirable to express it, even if it is merely in the shape of a list of destinations.

(f) FRIENDLINESS

EL AL prides itself on treating its passengers as people, and not as serial numbers. It wishes to offer warm, friendly, and personalized service. An EL AL office, therefore, must look friendly and inviting.

(g) GENERAL MOOD

The emotional impact of an EL AL office should be that of something young, gay, friendly, simple, comfortable, efficient, enterprising, progressive, avant-garde.

The instruction then goes into details of materials to use, company identification, and practical considerations - all seen as part of the whole. It is worth remembering that EL AL is one of the few airlines making a profit.

This expression of a corporate personality emphasizes that even within one industry there are always particular answers. The case shows, too, how the particular may be affected by the general.

The airlines provide interesting examples, too, of two widespread influences on corporate identity. First is the way particular organizations can be given the virtues of the country they come from. This can be a two-edged sword, to be treated with care. Second is the way the important and differentiating characteristics of organizations may be far from the product itself, or just aspects of the whole blown up to large proportions.

Canadian National Railways had been revitalizing themselves for ten years and yet a survey conducted by CN in 1959 showed that people still had a poor impression of the railway industry. It was regarded as old fashioned, slow to experiment, and unconcerned with improving its services. CN suffered from this even though they had spent many millions of dollars changing from steam to diesel, embraced centralized traffic control, and integrated data processing as well as anyone. But most of these changes were behind the scenes. When they employed designers, a central part of the brief was to 'give CN a distinctive, easily recognizable identity, making it stand out....' One way to deal with the attitude to railways as a whole was to make sure CN was distinguished from the image as a whole. This point emerges in a number of cases quoted in this book.

The design programme, followed through with high quality, helped accomplish results. A study, made in 1966 by an independent firm, showed that (since the 1959 findings) CN had substantially improved its corporate image. It had enhanced its reputation in terms of being progressive, efficiently run, trying to serve the public well,

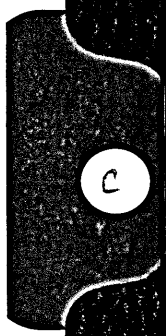
providing for security and having good morale.

These two cases suggest that part of one's enquiry should be to look at attitudes to an entire industry. Before designing for this coal merchant, ask what people think about coal and any coal merchant. The process which determines goals to aim at may be based on research of various kinds, but it must neglect neither executive judgement nor creative thought.

It is evident that the qualities being conveyed must exist. Cracks in the wall cannot be papered. Worthwhile firms will want to repair such cracks and if designers spot flaws they can be, and usually are, remedied. The problem is to judge which qualities will be most appropriate and helpful to the firm in years to come - in competitive and social conditions which do not yet exist.

This is a very important qualification. One is always thinking of the future if only because it takes time for identity programmes to work. Industry is recognizing the need to come closer to its markets, and to defining the problems of those markets. It is clear that the more one tries to solve such problems, the less one can specialize. Thus, many firms with clear, though narrow, definitions will find themselves needing to broaden, to take in wider services or more comprehensive 'systems' for customer satisfaction. From this one must say that to see the company as it stands today is to be provided with a guide to the future but maybe little more.

*(Excerpt from: James Pilditch; Communication by Design. McGraw-Hill. 1970 p.18-21.)*



**ANNEX C**  
**MATERIEL MANAGEMENT MANUAL**  
**Chapter 10 - Furniture, Furnishings and Appliances.**

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10.0 This chapter outlines those guidelines and directives which apply specifically to furniture, furnishings and appliances.

## 10.1 INTRODUCTION

10.1.1 Policy Summary. The government provides its employees with furniture, furnishings and appliances of approved commercial types, which most economically meet their functional requirements. Adherence to the guidelines and directives which apply to furniture, furnishing and appliance transactions eliminates the necessity to obtain Treasury Board approval for routine acquisitions.

10.1.2 Control of Requirements. Two methods used by the government to ensure that control of requirements or furniture, furnishings and appliances are met in an economic, equitable and consistent manner throughout government, especially for office use, are:

- \* scales of entitlement and materiel authorization tables (see Chapter 5),
- \* expenditure control.

At headquarters, the scales of entitlement for government departments and agencies, set forth by the Treasury Board, apply to acquisitions for office use (refer to Chapter 14).

Expenditure control is maintained through the use of dedicated funds. This is a portion of headquarters' annual budget allocated in accordance with Treasury Board guidelines. Dedicated funds are used only for the purchase of furniture for headquarters. Office furnishings (e.g., wastebaskets, ashtrays, lamps) are purchased from other operational funds.

At missions, the Materiel Authorization Tables in Appendix C are used to identify requirements for office and residential commodities. Expenditure control is exercised by identifying a portion of the mission budget for the acquisition of furniture and furnishings to replace and upgrade existing holdings. The amounts are reviewed by headquarters as required.

## 10.2 FURNITURE, FURNISHINGS AND APPLIANCE ACQUISITION

10.2.1 Circumstances for Acquisition. Furniture, furnishings and appliances may be acquired for the following reasons:

- (1) Approved staff growth. Furniture, furnishings and appliances may be acquired according to the appropriate materiel authorization tables for positions being staff on the basis of approved growth.
- (2) Replacement. Furniture, furnishings and appliances may be acquired to replace obsolete items or items beyond economic repair (determined according to repair/replacement criteria - Refer to Section 8.6). Replacement items must conform to the appropriate materiel authorization tables.
- (3) Leasing. Furniture, furnishings and appliances may be leased to meet short-term needs. It must be more cost effective to lease rather than to buy. Leased furniture must conform as closely as possible to the appropriate materiel authorization tables.

- (4) 49^\Change in functional requirements. If there is a change in the function of an individual or group which requires the acquisition or replacement of furniture, furnishings and appliances, records should note the change and the materiel authorization tables used. If furniture, furnishings and appliances are replaced, the original items may be used to complete existing, authorized entitlement; the items may be retained in accordance with permissible levels of excess inventory; or they may be disposed of.
- (5) Completing entitlement. Furniture, furnishings and appliances may be acquired to complete existing, authorized entitlement for a given work station.

10.2.2 Determining Requirements. The materiel authorization tables represent guides to the maximum quantity and type of furniture normally allocated to each work station, office-related area and residential accommodation. The tables do not necessarily represent a firm entitlement; furniture, furnishings and appliances should not exceed the quantity sufficient to meet the requirements of the duties to be performed. Exceeding the guidelines set in the tables is not prohibited; however, the circumstances must be justified and approved by management on the basis of strict functional need.

Furniture, furnishing and appliance requirements depend on the number of work stations in the office, or the size and type of residence occupied.

In furnishing an office, there is normally one work station per employee, with the exception of:

- \* outside employees,
- \* employees who work in special-purpose areas (e.g., computer installations, telecommunications),
- \* second and subsequent employees sharing a single work station (i.e., shift employees).

For office reception areas, meeting rooms and boardrooms, the primary users and functions of the area are taken into account, and the appropriate scales of entitlement and materiel authorization tables are applied.

### 10.2.3 Acquisition Control.

- (1) According to Materiel Authorization Tables. The tables regulate the line of furniture, general office and executive office furniture, and the approved commercial furniture, furnishings and appliances required for office and residential accommodation. Replacements for, or additions to, existing furniture, furnishings and appliances should conform to the authorized scales of issue for the work station or residence involved, both in amount and kind.

Custom or supplier-designed office furniture may not normally be acquired. Custom or supplier-designed office furniture previously acquired should not be replaced in kind. Government modular office furniture should be used for replacement in such cases.

Exceptions to the materiel authorization tables may be authorized by the senior departmental materiel manager, when merited by temporary or exceptional circumstances - for example, meeting the requirements of handicapped personnel, or meeting special local or operational conditions.

- (2) According to Design Control. The Department of Supply and Services contracts for approved commercial furniture (for offices) on the basis of performance and design standards. These standards, extended for operations abroad where necessary, promote economy and flexibility in furniture procurement. Headquarters specifies its requirements in the light of these extended standards.

Missions purchase materiel according to the guidelines and directives in this manual; however, headquarters retains an important degree of interior design control over specific accommodation areas which are representative of the Canadian government and the Canadian people. These areas include:

- (a) Chanceries. Design control over all furniture and furnishings for representational areas is normally the responsibility of headquarters. Representational areas include: reception areas, the ambassador's office, the offices of those officers who are required to meet with the public. If a major furnishing project is undertaken, general office areas will also be included under headquarters design control. Examples of major furnishing projects include: new building projects; acquisition of new chancery space; long-term leasing of new space. In special cases, major replanning of existing accommodation, including the replacement of 30 per cent or more of existing items, will be considered a major furnishing project.
- (b) Official Residences. Design control over all furniture and furnishings for representational areas is normally the responsibility of headquarters. Representational areas include: main dining rooms, drawing rooms, libraries, studies, and adjacent hallways. In some cases, guest suites are also included as representational areas. If a major furnishing project is undertaken, all family areas will also be included in the project under headquarters design control.

Changes in room usage, necessitating replacement, extra operational or capital expenditure, may not be effected without prior approval from MRD. Such changes will be considered when lasting benefits will result in meeting the program and family needs of the incumbents and those of their successors.

- (c) Staff Quarters. Design control over staff quarters which are supplied with furniture and furnishings from public funds, is the responsibility of MRM. Except for those items listed in Annex A the mission must obtain MRM authority before proceeding with local purchases of furniture, furnishings or appliances. This is to ensure that the following two factors are respected:
  - \* the furniture, furnishings or appliances obtained in host countries match the furniture, furnishings and appliances supplied originally from Canada;
  - \* locally-purchased furniture and appliances are not of lesser quality than could be supplied from Canada, so that abnormally early replacement does not result.

10.2.4 Pre-Stocked Furniture and Appliances. The Department has in stock, available for immediate shipment, complete basic furniture and appliance schemes which include groupings for a living room, kitchen, dining room, main bedroom and two single bedrooms. Individual room groupings for living rooms, dining rooms, den/studies, main bedrooms and single bedrooms are also available from Departmental stock. The schemes and room groupings are available in a variety of styles and colours. Missions may order them in the manner described in Chapter 5.

Headquarters cannot determine mission needs for window and floor covering material and supplementary items in advance; therefore, these items are not pre-stocked. Missions may fill their requirements through purchases in the host country, or by requisitioning headquarters in the manner described in Chapter 5. (Also see Chapter 4, Section 4.3, when preparing specifications for an order to be placed through headquarters.)

### 10.3 FURNITURE, FURNISHINGS AND APPLIANCE USE, MAINTENANCE AND DISPOSAL



10.3.1 Accountable Records. Departments must keep accountable records for all furniture, furnishings and appliances from acquisition to disposal. The records must be kept in accordance the instructions for distribution accounts given in Chapter 3.

10.3.2 Transfer of Furniture, Furnishings and Appliances. When a function is transferred from one physical location to another. It may be advisable to transfer the furniture, furnishings and appliances associated with that function as well. However, furniture, furnishings and appliances may not be taken from their original location by employees who are moved, transferred or seconded to another department on an individual basis. The single exception to this is specialized furniture and equipment allocated to an employee to accommodate a handicap. Such furniture and equipment may be transferred if the responsibility centres concerned agree that the transfer is cost-efficient. Furniture, furnishings and appliance transfer records must be kept with the accountable records of both responsibility centres concerned. (See Chapter 3.)

10.3.3 furniture and Appliance Maintenance. Furniture, furnishings and appliances must be maintained in good repair. Repair costs are paid out of the mission budget. Maintenance tips for furniture are found in Appendix H. To assess the feasibility of major repairs, missions may use the evaluation services of an expert, if it would be economical to employ such an evaluator. The mission must ensure that any evaluations done conform to the directives in this manual, and that the life expectancy standards discussed in Chapter 8 and Appendix D are also consulted.

When an evaluator determines that furniture, furnishings or appliances are beyond economical repair, a record of the evaluation and subsequent disposal action must be kept with the distribution account records.

- (1) Serviceable Furniture and Appliances. Furniture and appliances which are still serviceable and which continue to fulfil functional requirements must be retained until they become surplus to organizational needs. Replacement furniture and appliances must not be requisitioned in exchange for serviceable furniture and appliances.
- (2) Furniture and Appliances Beyond Economical Repair. When an evaluator determines that furniture and appliances are beyond economical repair, appropriate replacement furniture and appliances maybe requisitioned if:
  - \* the items will complete an existing, authorized entitlement; and
  - \* the items requested are not surplus to authorized entitlement.

10.3.4 Spare Furniture, Furnishings and Appliances. Missions should not, under normal circumstances, retain excess furniture, furnishings and appliances. However, a limited amount may sometimes be kept to meet anticipated short-term requirements (not to exceed one year). The gradual depletion of surplus inventory is a departmental objective. Furniture, furnishings and appliances may not be acquired to build up or maintain surplus inventory.

10.3.5 Furniture and Appliance Disposal. Furniture and appliance disposal must conform to the standards laid out by the central agencies. (See Chapter 8.) Disposal records must be kept with the distribution account records.



**ANNEX D  
CORPORATE INTERVIEW QUESTIONNAIRE**

**Task:** To look at corporations that have corporate image policies and assess why they have them, their costs and benefits, as well as the process of implementation used.

**OPENING:** I am working on a report for the Department of Foreign Affairs and International Trade on the rationale behind corporate image policies. I was wondering if you had a few minutes to discuss your experience in this area?

1. **(Obviously you have a corporate image....)**  
**DO YOU HAVE A COORDINATED IMAGE PROGRAM?**  
ie. corporate identity program, image policies, etc...  
(standards, guidelines that dictate the overall look of your corporation)
  
2. **DO YOU HAVE INTERIOR DESIGN STANDARDS?**  
(for your branches, offices, Chanceries, OR's etc?)
  
3. **WHO DESIGNED THIS PROGRAM?**  
(communications department, public relations department, design consultants, management, not a coordinated effort, etc...)
  
4. **WHY DOES YOUR CORPORATION HAVE AN IMAGE PROGRAM?**  
(differentiation, consistency, economies of scale in purchasing, visibility to customers, etc...)
  
5. **HOW DO YOU ENSURE THE STANDARDS ARE BEING MET?**  
ie. how is it monitored, controlled. Who is accountable.
  
6. **WHAT DOES YOUR POLICY INCLUDE?**

(logo, colours, letterhead, signage, vehicles, buildings, offices, etc)

7. IF YOU HAVE INTERIOR DESIGN STANDARDS \*\*\*COULD YOU PROVIDE A SAMPLE?\*\*\*

INDIVIDUALS CONTACTED:

Ms. Judy Shurif  
Corporate Identity Manager  
CIBC  
(416) 980-6440

Mr. Roy Medway  
Manager, Public Affairs  
The Royal Bank of Canada  
(905) 332-2803

Ms. Judith Filipkowski  
Accommodations Officer  
British High Commission - Ottawa.  
(613) 237-1542 ext. 363

Mr. Rick Smith  
Manager, Advertising  
LOEB Inc.  
(613) 747-3232

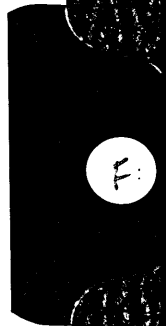
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**ANNEX E**  
**DFAIT IMAGE STUDY**  
**INTERNAL SUBJECT MATTER EXPERT INTERVIEWS**

**QUESTIONS:**

1. If you could describe your impression of Canada in 3 words or phrases what would they be? (eg. vast, open, friendly, neutral, prosperous, generous, cold, conservative, bilingual, safe, free, multicultural, healthy, democratic, fair, diverse, tolerant, trade, new, young, mediator, etc...)
2. As a representation of Canada, should the public areas of our Chanceries and OR's project an "image" - if so, what would you suggest it be? if not, why not?
3. What is your understanding of the current policies effecting the image of our Chanceries and ORs? (ie. Federal Identity Program, DFAIT property manual, MATs, etc)
4. Are these current policies being adhered to, implemented and monitored?
5. What problems have you encountered in the area of interior design while at post or working with Mission staff? How could they be rectified, should they be rectified?
6. Do you think DFAIT should have specific interior design standards for the public areas of Chanceries and ORs. Why or Why not?
7. If you were to add anything to an interior design policy what would it be?
8. How much discretion should the Mission have with respect to the appearance of the public areas of the Chanceries and ORs. (eg. Should they be allowed to: rearrange/remove/change the furniture; rearrange/remove/change the art work; choose the drapes; choose the colour schemes; etc, etc...)

**ADDITIONAL COMMENTS:**



**ANNEX F**  
**RESPONSE TO QUESTION ONE OF THE DFAIT IMAGE STUDY**  
**INTERNAL SUBJECT MATTER EXPERT INTERVIEWS**

1. If you could describe your impression of Canada in 3 words or phrases what would they be? (eg. vast, open, friendly, neutral, prosperous, generous, cold, conservative, bilingual, safe, free, multicultural, healthy, democratic, fair, diverse, tolerant, trade, new, young, mediator, etc...)

OUT OF 23 PEOPLE INTERVIEWED THE FOLLOWING RESPONSES WERE MADE:

- |                                  |                              |
|----------------------------------|------------------------------|
| * modern (x 7)                   | * tolerant                   |
| * multicultural (x 6)            | * modest                     |
| * technologically advanced (x 4) | * attractive                 |
| * efficient/organized (x 4)      | * high quality               |
| * not European (x 4)             | * generic                    |
| * open (x 4)                     | * not neutral                |
| * not ostentatious (x 3)         | * not cold                   |
| * not overly formal (x 3)        | * not conservative           |
| * democratic (x 3)               | * not out-dated              |
| * diverse (x 3)                  | * not corny                  |
| * vast/spacious (x 3)            | * not snobbish/pretentious   |
| * clean (x 3)                    | * not traditional            |
| * functional (x 3)               | * not tacky                  |
| * prosperous (x 2)               | * not torn                   |
| * dynamic (x 2)                  | * not dull                   |
| * friendly (x 2)                 | * not opulent                |
| * simple (x 2)                   | * not average Canadian       |
| * tasteful (x 2)                 | * supporter of world peace & |
| * laid-back/low key (x 2)        | * development                |
| * welcoming/comfortable (x 2)    | * outdoors                   |
| * colourful (x 2)                | * fresh                      |
| * professional                   | * urban                      |
| * quality                        | * cultivated                 |
| * subdued elegance               | * bilingual                  |
| * traditional                    | * conservative               |
| * fair                           | * neutral                    |
| * decent                         |                              |
| * balanced                       |                              |
| * moderate//rational             |                              |





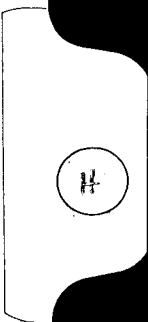
**ANNEX G**  
**ISSUES TO CONSIDER WHEN ESTABLISHING**  
**INTERIOR DESIGN SPECIFICATIONS**

During interviews with DFAIT personnel, Lemmex & Associates Limited asked the question: "If you were to add anything to an interior design policy what would it be?" They also asked for any additional comments on the subject of an interior design policy for the public areas of Chanceries and Official Residences. What follows is a compilation of comments that Lemmex & Associates feels should be taken into consideration by those drafting DFAIT's interior design standards, guidelines and directives.

- \* Because DFAIT rotates its Heads of Mission continuously, and these individuals differ in many ways (ie. bachelors, families, men, women, foreign spouses, young, older, etc.) the interior designs of Chanceries and Official Residences must be generic. They must please as many people as possible.
- \* One must differentiate between the Chancery and the Official Residence. While they both represent Canada, they represent it in different ways. The Chancery is a place of business. It should look like the offices of any major private corporation - modern, functional, prosperous, successful, dynamic. The Official Residence on the other hand is both a place for entertaining, and a private residence. It should look like the home of an important state official - traditional, elegant, tasteful.
- \* When designing interiors, you must know your clients. (ie. who will be visiting the premises and for what reason)
- \* Remember that some Missions are small and the line between public and private areas are often skewed.
- \* The reception areas give the first impression. Ensure that these areas are kept clean, organized, and bilingual. There should be no post-it notes, scotch-taped posters, or other personal items in view of visitors.
- \* Canada needs more visual aids in our Chanceries - magazines; videos; current pictures/photographs/posters of people/places; and, interactive multimedia

- \* Security is an issue that must be remembered. Unfortunately, even though the bullet-proof glass is unwelcoming, it is necessary. Similarly, even though some furniture or fixtures may be welcoming, they may jeopardize the security of the office.
- \* The economic reality of Canada must be considered. We cannot expect disgruntled taxpayers and laid-off civil servants to accept extravagant expenditures on our foreign missions.
- \* Furniture must be functional and adaptable - it is moved around a lot; it must be able to meet new requirements (ie. hold computer equipment). It should also be the highest quality made in Canada unless this is clearly not cost effective.
- \* Artwork and Antiques are the key components to a visual image. They are also the only aspects that a post can/should control. It would be helpful if catalogues of art were available so choices can be made. It would also be helpful to have guidelines for the moving, maintenance, display and storage of them.
- \* The colour schemes need to be generic, neutral, muted. Perhaps a list of acceptable colours should be developed and circulated.
- \* Flooring must be functional. White carpets in public/representational areas are not wise. They are too difficult to keep clean. Also hardwood, or marble floors make a lot of noise and disturb personnel working in chanceries.
- \* Standards, guidelines and directives cannot be too detailed or too restrictive. The auditors will not be able to check them if they are.
- \* Canada's foreign policy objectives change. The interior designs must therefore be flexible enough to adapt to these changes.
- \* Interior design is a subjective art. Not everyone will agree on design standards. But since they must be established consider drafting them in committee (representing as many different viewpoints as possible) and voting on issues of dissention.
- \* Missions are vehicles of international relations. Designs must be sensitive to foreign values and beliefs.

- \* Standards and guidelines cannot be too restrictive. This would hamper creativity and increase dissent on the part of those being restricted (designers, Heads of Mission, Maintenance etc.)
- \* Any standards, guidelines or directives should ultimately assist DFAIT in cutting costs.
- \* Interior Design Specifications should reinforce the Federal Identity Program. DFAIT's missions abroad have a bad track record in this regard.
- \* Canada's Coats of Arms and Flag should be prominent in all entrance ways.



**ANNEX H**  
**DFAIT PERSONNEL INTERVIEWED:**

EXPERIENCED HEADS OF MISSION:

Graham Mitchell	-	Senior Coordinator for Federal Provincial Relations	(NFX)
Claude Laverdure	-	DG. Human Resource Development (SPD)	
Derek Fraser	-	DG. Cultural Affairs and Higher Education Bureau (IKD)	
James Fox	-	Ambassador - Guatemala	

EXPERIENCED MISSION ADMINISTRATIVE OFFICERS:

Michel Desloges	-	Counsellor - Regional Administration Bureau, Europe (RAM)
Dennis Lance	-	Resource Planning and Management Secretariat (SCBA)
Terry Haines	-	Head, Service Centre (SERV)

SPOUSES:

Marguerite Charland  
Norma Brown

CURRENT MISSION PERSONNEL:

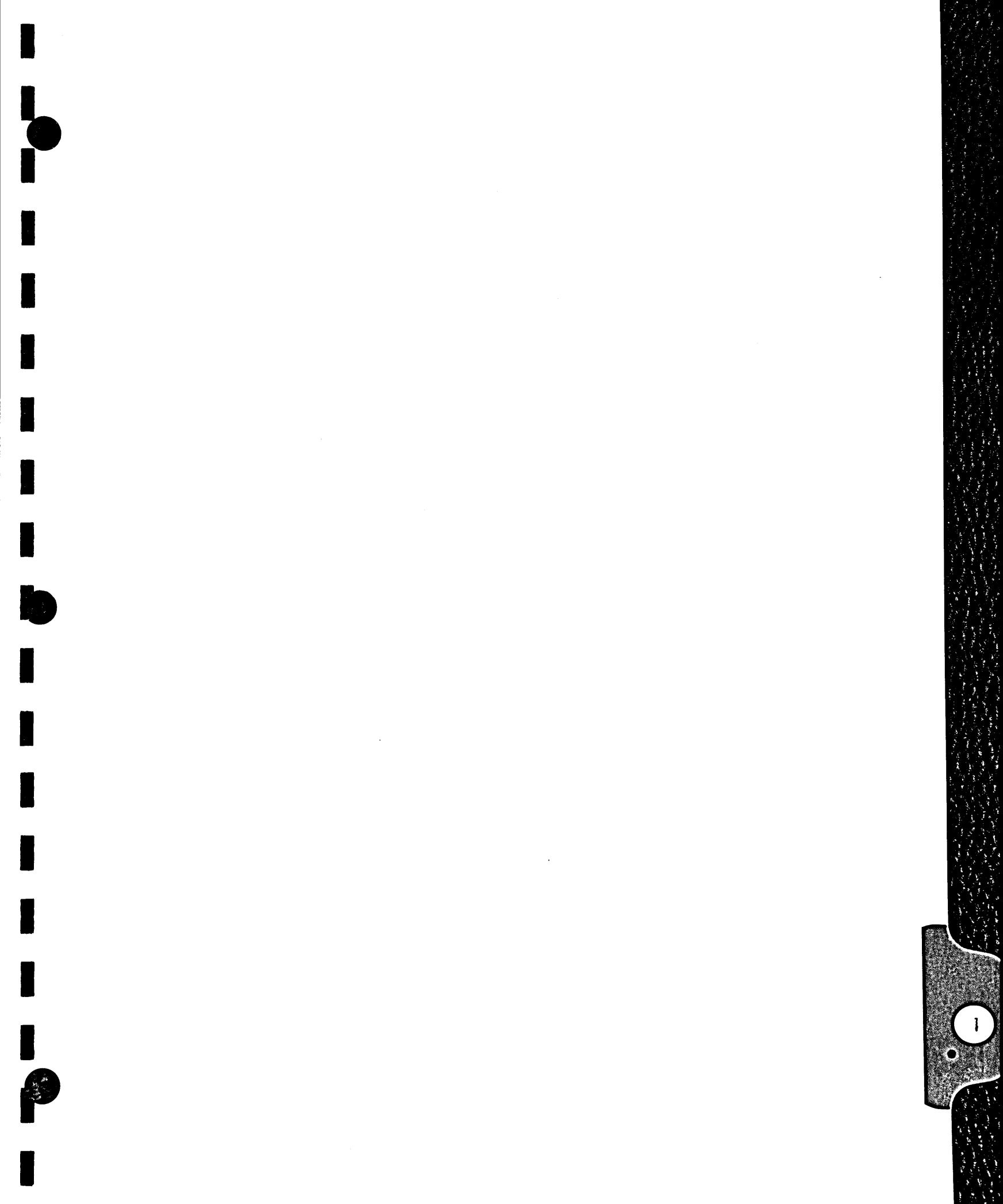
Gordon Clost	-	Washington DC.
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OFFICE OF THE INSPECTOR GENERAL (SIX):

Mario Bot	-	Auditor
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PHYSICAL RESOURCES BUREAU (SRD):

Ian Dawson	-	Director General
Ken Pearson	-	Director, Mission Support Services Division (SRM)
Doug Hall	-	Deputy Director, Fine Arts (SRMZ)
Maureen McGovern	-	Deputy Director, Interior Design (SRMD)
Waine McQuinn	-	Director, Project Implementation Division (SRP)
George Skok	-	Sr. Policy Analyst
Dan Quan	-	SR. Project Manager
Bob Greenfield	-	SR. Design Architect
Lorne Cain	-	Regional Maintenance Officer (Latin Am.)
Ellen Sloan	-	Interior Designer
Catherine McArthur	-	Interior Designer
Bradley Stuike	-	Interior Designer



ANNEX I  
LIST OF WORKS CONSULTED

**BOOKS:**

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CHAJET, CLIVE; Image by Design - From Corporate Vision to Business Reality. Reading: Addison-Wesley Publishing Company Inc. 1991.

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Report. Review and Evaluation of the Revised Treasury Board Furniture and Furnishings Policy. Apogee Research. March 1994.

Government of Canada. A Guide to Good Communications Management. Canada. 1992.

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