

**AUDIT
OF
THE CANADIAN EMBASSY**

BANGKOK

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Audit Division (SIV)

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EXECUTIVE SUMMARY

An audit of the General Relations (GR), International Business Development (IBD), Consular and Administration Programs in Bangkok was carried out from June 4 to 8, 2001. The Mission was previously audited in November, 1995.

MANAGEMENT OF THE MISSION

This is a very well run Mission, staffed with competent and motivated personnel. The Mission is led by an experienced Head of Mission (HOM), who is well supported by a strong team of Program Managers. Responsibility for the countries of Thailand, Laos, and especially Burma, together with Consular responsibility for Cambodia, adds a dimension of complexity. Morale is very high at the Mission, with good communications fostered by regular meetings and daily interaction at all levels.

GENERAL RELATIONS PROGRAM

The General Relations Program works in close concert with the other Programs of the Mission, permitting excellent exchange of information and good cooperation. The political reports produced by the Program are considered to be very analytical and of high quality. Turnover this summer will present some challenges for the Program Manager as a less experienced Political Officer will be arriving at the Mission. The Political/Public Affairs Assistant job description requires updating to reflect the reality of the duties being performed. The HOM SCY's role, as support for the Program, needs to be formalized within the position description. The Program Manager believes a strong case can be made for a Public Affairs Officer to be added to the Program.

INTERNATIONAL BUSINESS DEVELOPMENT (IBD) PROGRAM

The International Business Development (IBD) Program is very well managed by an experienced senior FS-02. His strong capacities as regards the Trade Commissioner Service's New Approach and his effectiveness as a manager have allowed this Program to succeed in spite of the economic downturn of the past three years. The Section is organized into teams to deal with specific sectors and this is working well. The tracking of inquiries can be improved through the introduction of an InfoCentre using the team concept already in place.

CONSULAR PROGRAM

The Consular Program is managed very effectively. The Consular Officer is completing his first assignment abroad and is to be commended for his success. While the passport demand is moderate, Consular cases can be very complicated and

protracted due to local bureaucracy, *** and the extent of the territory the Mission covers. A planned reconfiguration of both the Consular lobby and the offices will improve Program delivery.

ADMINISTRATION PROGRAM

The Administration Program is well managed by an experienced and competent MCO. Services to the Mission are viewed as excellent, and detailed service standards have been established. Morale within the Section is very high. The MCO has a good working relationship with his staff. The development of objectives and formal planning would benefit the management of the Program. The Property function, with its four resources, is rich, and the need for the CBS Office Manager position is questionable. The Official Residence is in need of renovation and action is required to address two staff quarters that are over-sized. Finance operations need to be streamlined to increase efficiency. Work plans and objectives need to be set for Administration Section staff.

RECOMMENDATION STATUS

This report contains 36 recommendations, 33 of which the Mission is responsible for implementing and 3 to be actioned by Headquarters. Based on responses received, the Mission has implemented 16 recommendations, 16 are currently in the process of being implemented and there is one recommendation (converting the Canada-Based Office Manager position to Locally-Engaged status) which the Mission is not in agreement with. The 3 recommendations applicable to Headquarters are currently in the process of being implemented.

MANAGEMENT OF THE MISSION

1.1 Overview

1.1.1 Bangkok is a well-managed Mission. The HOM, a senior Foreign Service Officer, is a very strong manager and is supported by a cadre of very capable and competent Program Managers. He is fully supportive of all Programs, gets involved as required and yet is not seen to be micro-managing. He has an excellent knowledge of all Programs. He takes seriously his responsibility for the resources provided to the Mission, both human and financial, and ensures that value for Canadian taxpayers is received. He will be departing Bangkok this summer (2001) and his successor will be inheriting a Mission with few problems.

1.1.2 The design and layout of the new Chancery, with the exception of the arrangements for the Consular Officers, offers an excellent working environment for the Mission. The opportunity for all staff to work on one floor allows for effective team building and synergies to be maximized. Morale at this Mission is very high. Communications are also very good and there are a number of committees in operation at the Mission. The Committee on Mission Management (CMM) meets weekly and includes all Canada-Based Program Managers. There is also a Contract Review Board, Occupational Health and Safety Committee and Housing Committee among others.

1.1.3 The working relationship between management and the LES is excellent. There is an LES executive, which is a well-organized group of representatives from all Programs, and it meets bi-monthly with the HOM and MCO. The LES organize several outings throughout the year that involve both CBS and LES and their families. These outings contribute to the high morale at the Mission.

GENERAL RELATIONS PROGRAM

2.1 Overview

2.1.1 The General Relations (GR) Program is headed by an experienced senior FS-02 Counsellor (Political/Economic), who is serving in an EX-02 position. He has been in this position since the summer of 1998. Reporting to him are three individuals: a Political Officer (FS-02), a Canada-Based Secretary (SCY-03) whose time is split between the RCMP (60 percent) and the GR Program, and an LES Political/Public Affairs Assistant (LE-07). GR work extends to three countries of accreditation: Thailand, Burma and Laos. Both the Counsellor and the Political Officer have had previous experience in the region prior to this posting. The Counsellor had served in the Bangkok Immigration Section earlier in his career while the Political Officer had been seconded to the Government of Australia where he had been a Desk Officer responsible for both Thailand and Laos.

2.2 Management of the Program

2.2.1 The Counsellor is effectively managing the GR Program. Communications are excellent and his leadership promotes a motivated work environment. Both Canada-Based Officers are very knowledgeable, work well together and complement each other. The political and economic reporting from the Mission, according to the Geographic Bureau, is considered excellent.

2.2.2 Work between the two Canada-Based Officers is clearly defined. The Counsellor, in addition to managing the Program, is the lead on the Burma file. Burma is visited every six weeks by either the Counsellor or the HOM. The Political Officer is responsible for Laos, which he visits almost on a quarterly basis. As well, he is responsible for the Burmese refugees in Thailand and the Public Affairs portfolio. Thailand is shared between the two Officers while both oversee the border situation between Burma and Thailand. The Counsellor is also the designated Chargé for the Mission. Both Officers have an excellent network of contacts and the Counsellor has a very active representational schedule. He is using his hospitality effectively in meeting Program objectives. In the coming year, with an anticipated delay in the new HOM being accredited to Burma, the Counsellor will be more actively involved with Burma where he will serve as Chargé.

2.2.3 The Counsellor has developed a Program Action Plan that flows out of the Department business lines, Bureau Plan and HOM Performance Agreement. The Plan is based upon an assessment of Canadian interests and responds to, and is influenced by, the political and economic developments in all three countries, by an on-going active public, media and political interest in the situation in Burma, and by the constraint of needing to cover three very different countries with just two Officers with the added

difficulty of having to obtain information in Burma and Laos. Thailand and Burma receive priority attention, with less paid to Laos.

2.2.4 The GR Program works very closely with other sections of the Mission. The Program's involvement with the IBD Program includes, inter alia, preparing country briefs, making economic assessments of Thailand and getting ready for World Trade Organization meetings. The strategic plan for all three countries involves input from all sections. The Program works closely with CIDA on its projects dealing with the Burmese in Thailand, election monitoring and land mine activity. The Counsellor sits on the Canada Fund Committee for Thailand and Burma while the Political Officer is a member of the Committee for Laos.

2.2.5 The Political Officer will be departing the Mission this summer and he will be difficult to replace. In addition to his political skills, his background in economics has been used to great advantage in working with the Trade Section in providing economic reporting. His successor, who is a Third Secretary on his initial posting, cannot be expected to work as independently and at the same level as the current incumbent. The new Officer will have had the benefit of receiving Thai language training before he arrives. This will put him in good stead with his local contacts. The Counsellor will be required, at least initially, to provide more "hands-on" management to the new Officer.

2.3 Public Affairs

2.3.1 The Public Affairs function, on paper, appears to be adequately resourced. This, however, is misleading. The Political Officer operates as the Mission's Press Officer when time permits. There is also the LES Political/Public Affairs Assistant who, on the organization chart, reports to the Counsellor and, in the job description, provides support and a considerable public affairs component to the Program. The title of the position is a misnomer and the position description bears little resemblance to the duties actually performed. The position serves primarily (80 percent of the time) as the Social Secretary for the HOM. Only the balance of her time is spent supporting the General Relations Program.

2.3.2 The Counsellor feels strongly that there is a need for a full-time Public Affairs/Cultural Assistant in the Program. A business case has been prepared but, at the time of audit, had yet to be submitted to the Geographic Bureau (PSD). The business case makes a number of solid points to support the position's requirement. Bangkok is one of only two Missions in the region that does not have such a position. Should the Mission acquire this resource, and as the position impacts on all Mission Programs, a Public Affairs strategy will need to be developed through the creation of a multi-Program Committee to ensure all Programs can benefit from this resource.

Recommendations for the Mission

- 2.3.3** The position description for the LES Political/Public Affairs Assistant should be re-written to ensure coincidence with the duties being performed. Once finalized, the position description should be submitted to the Mission's Classification Committee for re-evaluation.
- 2.3.4** The business case supporting the requirement for a full-time Public Affairs/Cultural Assistant should be submitted to PSD.

Mission Responses

- 2.3.3** The position description for the LES Political/Public Affairs Assistant is being re-written to ensure coincidence with the duties being performed. Once finalized, the position description will be submitted to the Mission's Classification Committee for re-evaluation.
- 2.3.4** The business case supporting the requirement for a full-time Public Affairs/Cultural Assistant is being prepared for submission to PSD.

2.4 Program Support

2.4.1 There is no dedicated full-time support for the General Relations Program. The organization chart shows the second Canada-Based SCY's time divided between the GR Program and the RCMP, in the ratio of 40:60. The division between the GR Program and the RCMP is set out in an interdepartmental Memorandum of Understanding (MOU), with the RCMP paying its share. This resource operates on a day-to-day basis serving as RCMP support but backs up the HOM SCY when absent. This resource also backs up the LES Political/Public Affairs Assistant when she is away. In the past year, the resource utilization was in-line with the ratio factored into the MOU.

2.4.2 Currently, the Program is very fortunate in that the HOM's Secretary is able to provide support to the two GR Officers, when necessary. This arrangement, however, could change with the arrival of the new HOM and HOM SCY this summer.

2.4.3 Consideration needs to be given to formalizing the current arrangement with the HOM SCY to ensure the GR Program is provided the necessary support. This would clarify the job expectations of the incumbent. Also, when the LES Political/Public Affairs Assistant is absent, instead of using the second SCY to back up this position, assistance needs to be provided from elsewhere in the Mission, where resources are less stretched. This may necessitate re-visiting the MOU with the RCMP to ensure coincidence with the division of responsibilities contained in the document.

Recommendations for the Mission

- 2.4.4** **The position description for the HOM SCY should clearly indicate that a material component of the job package is to provide the support necessary to service the General Relations Program.**
- 2.4.5** **Backup for the Political/Public Affairs Assistant should be provided by someone other than the second Canada-Based SCY.**

Mission Responses

- 2.4.4** **The position description for the HOM SCY is being amended to clearly indicate that a material component of the job package is to provide support as necessary to service the General Relations Program.**
- 2.4.5** **Backup for the Political/Public Affairs Assistant will be provided by someone other than the second Canada-Based SCY.**

2.5 Management Category - EX-02

2.5.1 The Counsellor's Program Manager level of EX-02 needs to be examined. It has been several years since the position was last filled by an incumbent whose substantive level matched that of the position.

2.5.2 The Counsellor believes a strong case can be made to maintain its current designation as an EX-02 position. He cites the enhanced responsibilities in Burma in the coming year. The HOM will be unable to travel to Burma due to expected delays with his accreditation. More importantly, he emphasises the overarching nature of the responsibilities attached to the GR Program Manager's position. This means that he, more than other Program Managers, has a role to play beyond his own Program, including interacting regularly with all sections to ensure a common Mission policy is pursued. This is illustrated in his Performance Agreement. This interaction also facilitates his transition to Chargé, which occurs whenever the HOM is absent. In other marker missions, he points out, comparable positions are often referred to as Minister or Minister-Counsellor and, in some cases, have been designated Deputy HOM.

Recommendation for PSD

- 2.5.3** **The General Relations Program Manager (EX-02) responsibilities should be re-evaluated to determine the appropriate level for this position.**

PSD Response

- 2.5.3 The Mission will be instructed to forward to HQ an up-to-date job description and organization chart for the General Relations Program Manager position for review by classification authorities. These authorities will be asked to evaluate the appropriate level of this position based upon this updated information and with a view to ensuring comparability in classification with other Deputy Head of Mission positions in the region.**

INTERNATIONAL BUSINESS DEVELOPMENT (IBD) PROGRAM

3.1 Overview

3.1.1 The Program Manager, the Senior Trade Commissioner (STC), is an FS-02 serving in an EX-01 position. He arrived at the Mission in the summer of 1999. He is assisted by two Canada-Based Officers, an FS-02 and an FS-01; three Commercial Officers (LE-09), one of which is a term employee; a Market Information Coordinator (LE-06); three Commercial Assistants (LE-05); and an Intern. The Program is responsible for commercial development in Thailand, Burma and Laos. The Program uses a "team approach" in dealing with specific sectors. Each of the four teams includes a Canada-Based Officer, a Commercial Officer (CO) and a Commercial Assistant (CA). Regionally, Thailand is divided amongst the three COs; Burma is the responsibility of the Program Manager and Laos is handled by the FS-01. There is also an Honorary Consul in Chiang Mai that plays a small role in IBD activities, primarily in identifying potential Thai targets for outreach meetings and in planning these meetings.

3.2 Management of the Program

3.2.1 IBD is a very well managed Program. The quality of staff is generally of high calibre. The Program Manager's style is particularly well suited to this environment. He consults with and encourages all staff to participate in the decision-making process. Staff meetings are held every two weeks and individual meetings are held regularly throughout the week. Morale in the Program is very high. The Program Manager is a strong proponent of the Trade Commissioner Service's New Approach.

3.2.2 Effective planning is most evident in this Program. Objectives for each of the staff have been developed as well as service standards - all within the context of the New Approach. The IBD Business Plan was developed about 18 months ago. The Plan serves as the guide for all business development activities, is based on the New Approach and focuses on six key objectives, each with a number of corresponding tasks. The Plan is reviewed annually. The last review took place in December 2000.

3.2.3 The effectiveness of the Plan is manifested in the most recent results of the Client Survey. The Client Survey indicated that the quality of Bangkok's overall service had demonstrably improved (82 percent improvement compared to 36 percent for missions in general) when compared to the previous year. The level of Canadian exports to Thailand is also increasing. While Canadian exports to Thailand had fallen by about 50 percent between 1996 and 1999, exports increased 23 percent in 2000. This trend is expected to continue into 2001. The 1999 statistics indicate that Canadian exports were \$300 million. A main goal of the IBD Plan is to see Canadian export levels increase to around \$500 million by 2003.

3.2.4 The Program is very well integrated with other Programs at the Mission. It works closely with the GR Program on economic issues, coordinating programs for visitors and issuing press releases. It works jointly with the CIDA Program on issues regarding the funding for training/study of Thais in Canada and obtaining financial travel assistance for Canadian experts to visit Thailand. It consults with all Programs in coordinating a Canada Day newspaper supplement and in providing guest list input for the annual Canada Day reception.

3.2.5 The Program also works closely with the Thai Canadian Chamber of Commerce (TCCC). Over the past two years, the Program, together with TCCC, has identified issues to be addressed at the WTO's review of Thai trade policies, organized a "Business Forum" that resulted in suggesting ways of increasing trade between both countries, endeavoured to establish a Thailand-Canada Business Alliance group, arranged for TCCC members to participate in the Bilateral Economic Commission meetings in Ottawa and related outreach events across Canada, and invited TCCC's participation in developing the Business Plan.

3.2.6 The team approach introduced by the previous Program Manager continues to be an effective concept in sharing sectoral expertise, optimizing the division of labour between officers and support staff, and contributing to the professional development of all team members. The approach also allows for a smooth transition of service when a team member is away from the Mission. Reporting lines are clearly understood under this approach.

3.2.7 During the Asian economic crisis, which began in 1997, the Program experienced a slowdown in activity. It, however, has used this time to its advantage to effectively regroup and rejuvenate itself. A number of pro-active steps have been taken. For example:

- a large number of market studies (40) covering all sectors was prepared and disseminated to appropriate Canadian companies. These studies are updated annually;
- the "Canadian Business in Thailand" publication was produced and was sent to 5,000 Thai corporate and government contacts. The publication provides a snapshot of Canadian business strengths and capabilities, recent Canadian successes in Thailand, and introduces Canada's Industrial Cooperation Program and Product Sourcing system;
- an impressive web page was developed for the Mission;
- strategies for key sectors were developed and published on the web site;

- the Thai Government was lobbied to reduce tariffs on certain commodities (e.g., feed ingredient products, wheat and canola);
- real and do-able opportunities and niche markets for Canadian companies (e.g., pork rinds) were identified; and,
- the job packages of the Secretaries were re-engineered to change them to Commercial Assistants, taking into account the New Approach.

3.2.8 Now that the economic situation is beginning to stabilize following the economic crisis, the Program is very well positioned, should the economy improve. Current statistics suggest Thailand is becoming the fastest growing market for Canadian exporters to ASEAN. There is some concern that the statistics do not accurately capture Canadian exports to Thailand, as much of the movement is processed through the United States and Singapore.

3.3 New Approach

3.3.1 The New Approach is very much in evidence in the IBD Program. The STC is moving the Program towards becoming a role model in the region for the “Implementation of the New Approach”. A minor obstacle he faces is that, from time to time, certain elements of the “old way” of doing Trade Commissioner Service (TCS) business are still in evidence; for example, making appointments and hotel reservations. Strong cultural influences impact on how business is done in Thailand and may explain why some of the old habits are difficult to eliminate.

3.3.2 The mandate of work for the IBD Program is to focus primarily on TCS’s primary clients - Canadian businesses and partner-clients. The Program Manager, however, also expects trade staff to be proactive in their markets and to find market intelligence needed to provide high quality core services. Examples of proactive functions are:

- updating information products every 12-18 months (sector profiles, country or market reports; website; economic, financial, commercial and investment reports);
- networking by making out-calls, attending business events and gathering market and competitor intelligence;
- developing a comprehensive IBD web page providing relevant commercial information to Canadian clients; and,

- publicizing market opportunities to Canadian clients through the CanadaExport magazine and other Canadian sector-specific trade publications.

3.3.3 The annual IBD Business Plan is an excellent example of one that reflects the TCS New Approach. The Overseas Operations Division (TCS) will be promoting the Plan as a “Best Practice” in its New Approach training sessions. The Plan was developed in close consultation with the HOM, IBD staff and other Programs at the Mission. Comments on the Plan were also solicited from the TCCC and the “P” and “T” Branches at HQ. Objectives are measurable and, as the Plan was created with the input of the entire IBD team, these objectives are clearly understood by all. Budgeted activities are all geared to achieving objectives set out in the Business Plan.

3.3.4 LES job descriptions, for both Commercial Officers (COs) and Commercial Assistants (CAs), have been rewritten to clarify their respective roles and responsibilities in line with the New Approach. The transformation to a more responsible role by CAs will take time to be fully implemented. The CAs formerly served as Secretaries.

3.3.5 Horizons is referred to on an ‘as needed’ basis. In fact, most IBD staff have made Horizons their ‘home’ page. All staff are aware of and have contacted the Post Support Unit for guidance/advice. Trade staff use the MS Outlook Contact system for its local contact database, not WIN. However, they do use WIN for tracking services to Canadian clients, to check out companies and to look for Post Support Unit messages when dealing with potential global enquiries. Other resources and tools such as IBOC, Dow Jones Interactive and CITRIX are used by staff. The Bangkok Trade Section was the third largest user of IBOC in 2000.

3.3.6 To date, the IBD Program has not had the occasion to formally use the Business Mission Agreement (BMA), although it has divided responsibilities with its partners. An upcoming geomatics mission will allow the opportunity for the Program to use the BMA. The Trade Section has identified local service providers for outsourcing purposes, and has posted them on InfoExport where its clients can easily access the information.

3.3.7 New LES staff members have yet to receive New Approach training. Individuals who took initial training in 1998 also expressed a desire for a refresher course. Strategic planning in the areas of professional development for LES is required particularly in communications and interpersonal skills. The Mission Training Plan has only identified one individual for this course. Self-esteem or self-confidence courses should also be considered. The Mission Training Plan has identified requirements in the area of Serving the Client, Team Work and Time Management. Several Officers, both CBS and LES, mentioned the need for sector-specific training.

3.3.8 Tracking of incoming enquiries is an issue. The STC is very much in favour of establishing an InfoCentre (another TCS Best Practice), as suggested by the Audit Team, using the “team” concept already in place. The new CBS Officer, to arrive this summer, will be tasked with managing this Centre with the CAs and the Market Information Coordinator reporting to him. The Senior CA will continue to report directly to the STC. To ensure all information flows through the Centre, business cards will reflect the InfoCentre e-mail address and changes will be made to the InfoExport country specific site. The new CBS Officer will be visiting the Boston Consulate General, where it has an InfoCentre, in an effort to find out more about its operation before arriving at the Mission.

Recommendation for the Mission

3.3.9 Develop an InfoCentre to effectively track and deal with all business development enquiries.

Mission Response

3.3.9 The Trade Section is well underway in implementing an IBD InfoCentre in Bangkok. Our new CBS has already reviewed the issue with the InfoCentre manager in Boston. Based on those discussions, a work plan is being developed in consultation with all IBD staff at this Mission. Our objective is to have the InfoCentre fully operational by the end of October. Recommended changes to both business cards and the InfoExport web site will be made to correspond with the implementation date.

CONSULAR PROGRAM

4.1 Management of the Program

4.1.1 The Consular Program is very well managed. The DMCO (AS-03) is the Consular Officer and is on his first posting. He reports directly to the MCO, who is the Consular Program Manager and oversees the Program. The DMCO is managing one of the busiest and most complex Consular Programs in the world with much success. The Mission is responsible for the countries of Burma, Cambodia and Laos, in addition to Thailand. Assisting him are two Consular Program Officers (LE-08), one Consular Program Assistant (LE-06) and one Consular Assistant (LE-05). All employees report directly to the DMCO. COSMOS is being utilized to its full capacity. The Consular Contingency Plan is up-to-date.

4.1.2 Staff meetings are held as required. The HOM and the MCO both have a keen interest in the Consular Program, and are kept apprised of all major cases. Consular service standards are included in the general service standards document produced by the Administration Section. Clients are made aware of the service standards, and targets are met on a regular basis. Training has been provided to all staff, with two of the four LES having taken training in Canada. There is no formal planning document that addresses the Section's priorities, although regular prison visits and liaison visits to other countries of accreditation are scheduled. A work plan that flows down from the HOM Performance Agreement would involve all Consular staff and would assist staff in understanding the Section's and Mission's priorities. It can also be used to set objectives for the year, permitting managers to assess LES achievements as part of the annual LES appraisal process.

Recommendation for the Mission

4.1.3 Prepare a work plan with input from all staff that outlines the Section's priorities and sets objectives, and tie this into the HOM Performance Agreement.

Mission Response

4.1.3 Mission is in the process of doing this.

4.2 Services to Canadians

4.2.1 The services to Canadians are compliant with Departmental service standards. There are 1,300 registered Canadians in Thailand, and increasing numbers of visitors each year. Recent figures indicate over 130,000 Canadians visited Thailand last year. Registration of Canadians Abroad (ROCA) entries are made on a regular

basis, with the Section engaging a contractor to assist with the occasional back-log. There is currently only one Canadian in jail, and while others have been arrested and convicted, many have been transferred under the Transfer of Offenders Treaty. Prison visits take place every three months or more frequently, if required. Most staff are trilingual. However, the DMCO would have benefited from much more local language training. The DMCO feels the Section has sufficient resources to handle the current volume of demand for services.

4.2.2 The configuration of the shared Consular/Immigration reception area makes it difficult to effectively serve clients. As well, the Consular Officers do not have appropriate or efficient office space. These issues are explored in more detail in paragraphs 5.3.4 and 5.3.5 of this report.

4.2.3 Services are provided in the other countries of accreditation by the Australian representatives located there, with liaison visits made by both the DMCO and the MCO on a regular basis. Activity logs are not filed by the Australians, despite efforts by the Mission staff to get cooperation in this regard. The Mission Consular activity log statistics for the number of hours worked do not equate to the Personnel Utilisation Profile numbers which show numbers of staff. This makes it appear as if, on paper at least, the Program is over-resourced. This is certainly not the case and greater effort needs to be made to capture more accurately the breakdown of services provided and the time taken in each case.

Recommendation for the Mission

4.2.4 Ensure Consular statistics entered into the COMIP Program are accurate and complete.

Mission Response

4.2.4 The Mission will take appropriate action to ensure that information provided in the Mission Consular activity log statistics equals the hours spent by personnel at the Mission.

4.2.5 The Mission needs to increase the number of wardens to ensure adequate coverage. According to the Contingency Plan, the number currently engaged is eleven, about half of what is needed to appropriately cover the territory. The Mission has plans to recruit more wardens.

Recommendation for the Mission

4.2.6 Ensure appropriate numbers of wardens are engaged.

Mission Response

4.2.6 The Mission will action, as recommended, as soon as possible.

4.2.7 After-hours service to Canadians is effectively provided through the OCTEL system. Instructions are provided on how to access services. Normally, the connection to HQ is automatic but the occasional glitch means the callers have to hang up and dial collect. There have been no complaints, and this technical problem is being addressed.

4.3 Passports

4.3.1 Full passport services are provided, and always meet or exceed the Departmental service standards. The error rate is nil. Official receipts are issued to clients for both the passport fee and the Consular service fee paid. The number of passports issued per year now exceeds 1,000. *** Passport counts are done every month as required, and the HOM verifies quarterly. Passports were reconciled to the latest inventory. The Mission does not maintain an emergency cash parcel, nor does it feel one is needed.

4.3.2 The boxes of passports, when received from HQ, are opened and counted but the boxes that will not be used in the coming months are not re-sealed. These boxes can be re-sealed with security tape, thereby avoiding the need to re-count them each time.

Recommendation for the Mission

4.3.3 Re-seal the boxes of passports that will not be used in the immediate future, using security tape.

Mission Response

4.4.3 The Mission will action.

4.4 Honorary Consul

4.4.1 There is one Honorary Consul in Chiang Mai, a small city in northern Thailand that is the capital of a popular tourist area. Liaison between the Mission and the Honorary Consul is very effective. COMIP reports are filed regularly, and there are scheduled visits by the MCO and the DMCO to ensure the Honorary Consul is adequately supported.

ADMINISTRATION PROGRAM

5.1 Management of the Program

5.1.1 The Program is managed very effectively by an experienced MCO, an AS-06. He is assisted by the DMCO (AS-03) and a CB Office Manager (CR-06). He is fully aware of the activities in his Program and keeps abreast of all disciplines. He provides good leadership and direction to his staff. Service standards have been issued. The appropriate Committee structure is in place. Program Managers are, without exception, pleased with the services provided to them and to their Programs. The MCO, *** has also assumed an effective mentoring role for the DMCO. Morale is very high and staff are competent.

Administrative Objectives

5.1.2 No Accountability Agreement exists between the MCO and the HOM. There has been no formalized setting of priorities, goals or objectives for the MCO. In turn, the MCO has not established related goals, objectives and work plans for the staff in the Administration Program. The performance of the Program staff should be monitored in relation to these objectives and should be tied into the annual appraisal process.

Recommendation for the Mission

5.1.3 Develop objectives and work plans for each Section of the Administration Program which tie into the annual performance appraisal process.

Mission Response

5.1.3 The MCO has established related goals, objectives and work plans for the staff in the Administration Program. While these were not done in a formalized manner, i.e. in writing, the MCO has regular meetings at crucial periods throughout the year to ensure that goals and objectives are met, as well as receiving feed back from staff on their respective work plans. The Mission will nevertheless document this in the future.

5.2 Human Resources

5.2.1 The Human Resources function of this Mission is very well managed. There are currently 17 CBS and 51 LES at the Mission. The Mission will see some

expansion when DND adds two CBS in 2002. Turnover amongst LES is very low, due to satisfaction with the working environment, as well as salary and benefits.

5.2.2 Employee files are complete and up-to-date, and enhanced reliability checks have been completed for all staff. The notice for the due date for staff appraisals is provided well in advance, and managers are reminded, if necessary. All appraisals are up-to-date. Organization charts are updated regularly, as required. Many job descriptions have been revised over the recent period, although some others do not reflect the actual duties in every respect and require review. A system of tracking LES leave and attendance is in place, showing monthly activity and an annual summary.

5.2.3 The LES Committee is a very well organized group, with members elected to a two-year term. It has a mandate and sets objectives at the beginning of each year. One such objective is the promotion of better understanding and the strengthening of relationships between LES and CBS. This evidently has been working, as activities arranged by the Committee such as weekend outings to local sites of interest are well attended by both communities. This Committee's work has contributed to the high level of morale at the Mission.

5.2.4 The LES Handbook was updated and recently approved by HRL. The staff are pleased with the outcome, particularly as regards the enhanced medical plan and the new life insurance provisions. A pension scheme does not exist at this Mission and, as such, the LES are under the World Wide Pension Scheme. Severance provisions are very rich (for example, 300 days' salary for ten or more years service), but according to the Mission this is in line with local markers. Some staff feel overtime is expected by their managers without necessarily being compensated. The staff in general are aware of the overtime provisions in the Handbook, and yet some are hesitant to approach their managers to obtain prior authority and simply work the overtime to meet the deadline.

Recommendation for the Mission

5.2.5 Remind staff of their obligations as per the LES Handbook, and instruct Managers to ensure overtime is compensated, where applicable.

Mission Response

5.2.5 This was brought to the attention of all Managers at the CMM. A Memo will also be forwarded to all staff confirming overtime provisions.

5.2.6 An excellent Mission training plan has been completed. All staff were surveyed to assess training needs and preferences, and the Mission is in the process of consulting with CFSI to decide which courses can be funded. The Mission has a portion of the operating budget set aside to fund training initiatives locally, but is still hoping for a CFSI contribution to meet all the training needs this fiscal year.

5.3 Physical Resources

5.3.1 The day-to-day operations of the function is the responsibility of the CB Office Manager who reports to the MCO. The Receptionist (LE-04), the Property Clerk (LE-05), who is responsible for two Cleaners, the Materiel Clerk (LE-05) and the Administrative Assistant (LE-05), who is responsible for the Mission Messenger and six Drivers, report to the Office Manager.

5.3.2 The Program is well managed but improvements can be made in the areas of leasing of SQs, advance rent payments and security deposits.

Chancery

5.3.3 The Mission moved into the current Chancery in February 1998. All Mission Programs and operations are now located on the same floor. This has contributed to easier Program integration and better cohesion. The Chancery design is functional and provides an appealing work environment with clear views or access to natural light. However, the Mission is approaching threshold and a reallocation of space is required to better deliver Programs and to accommodate two new CBS positions.

5.3.4 The layout of the Consular/Immigration lobby makes it difficult for the Consular Officers to effectively serve their clients. The fact that the lobby is shared with CIC makes for a noisy, sometimes confusing and less than private environment for Consular clients. While an interview anteroom exists, it is not always desirable for the Officers to be isolated with certain clients. Enclosing the two service wickets separately would eliminate the need to receive clients in the anteroom except in exceptional circumstances, and would improve the quality of service.

5.3.5 The two Consular Program Officers are the first point of contact, receiving the Consular clients at the service windows during public hours. The Mission does not have a Consular Receptionist. However, during non-public hours, the Officers remain in the client service wicket areas, as these are their designated offices. Even after closing, both Officers can still hear the lobby noise due to the CIC operation. Additionally, one of the Officers must access her office by passing through the other's, and there is no adequate separation between the two. Conversations with clients either on the telephone or in person can be overheard. This configuration is less than ideal for employees operating at this level, and the Mission should explore some options with respect to relocating these Officers to adequate office areas.

5.3.6 The Mission has a Canada Fund Coordinator and an Assistant. Both these contractors are occupying office space at the Mission, and no cost recovery is being made for the related administrative overhead. A need for the office space currently occupied by the contractors has been identified for Mission operations. Consequently, the contractors need to relocate to premises outside the Chancery.

Recommendations for the Mission

5.3.7 Enclose the Consular service wickets in order to offer more private service to Consular clients.

5.3.8 Explore options for relocating the two Consular Officers to appropriate offices.

5.3.9 Move the Canada Fund contractors out of the Chancery premises.

Mission Responses

5.3.7 Mission will look into the feasibility of this proposal and forward plans to SRSF for approval.

5.3.8 Mission Management will explore options concerning this recommendation.

5.3.9 As per the recommendation, best efforts will be made to move the Canada Fund Co-ordinator's office from the Mission premises. It must be noted, however, that this will lead to a net increase in administrative expenses for the operation of the Canada Fund because of the need for renting a separate office space, which is currently not covered under the overhead expenses of the Canada Fund Co-ordinator.

Air Conditioning

5.3.10 The Chancery is continuing to experience problems with the level of air conditioning. The air conditioning system was designed by a Canadian architect. Last year, SRSF paid a contractor \$47,400 to re-balance the system. The problem was partially resolved but more work is required.

Recommendation for the Mission

5.3.11 Contact the contractor to make the appropriate adjustments to the air conditioning system.

Mission Response

5.3.11 The upgrade that was done in January/February 2001 has greatly improved the air conditioning system. On various occasions after the upgrade, the contractor along with the building maintenance staff, were called upon to re-adjust the system in some specific locations. Presently the system is working satisfactorily.

Official Residence

5.3.12 The OR is Crown-Leased and has been in the Mission portfolio for many years. The owners have been approached to see if the OR could be purchased but this does not appear to be an option. The OR is centrally located and provides an ideal location given the on-going traffic issues in Bangkok. The layout is functional, with good representational areas and appealing grounds. The interior of the OR, however, has been sorely neglected. The refurbishing of the OR has been on the SRPD plan for the last several years but has been bumped due to higher priorities. In its current state, the OR does not represent the image that Canada would wish to convey. The interior of the OR has now become a priority.

5.3.13 In January 2001, the Mission commissioned a report on the structural integrity and state of repair of the OR. The contractor outlined a number of items which required rectification or improvement. Though the majority of them are minor, several are cause for greater concern. Priority items include replacing the wiring, solving a termite problem, upgrading the rear ground floor kitchen, and improving the bathrooms in the living quarters, particularly in the master bedroom. The repairs and modifications have been estimated at \$110,000. Other properties in Bangkok which would be suitable for an OR are either difficult to find, too expensive or, if available, would require a significantly higher amount of funds for fit up. Given the appealing qualities of this property and the not insignificant investment over the past years, it is the opinion of the Audit Team that the OR should be retained on condition that the appropriate repairs and modifications are made. As well, the Mission should explore the possibility of a long-term lease.

Recommendations for SRD

5.3.14 Proceed as soon as possible with the refurbishing of the OR furnishings.

5.3.15 Proceed with the necessary OR upgrades and repairs.

SRD Responses

5.3.14 In the Fall of 2001, SRPD will prepare a comprehensive list of interior finishes and furniture required for installation in April and May 2002.

5.3.15 SRSF will visit Bangkok in October 2001 to identify the necessary repairs and upgrades. Work will be carried out by the end of the fiscal year.

Recommendation for the Mission

5.3.16 In consultation with SRD, explore the possibility of entering into a long-term lease.

Mission Response

5.3.16 The lease for the Official Residence which was signed on August 26, 1998 for a period of three years and two months had also an option to renew for a second term of three years. With SRSK consultation this option was approved. The lease will now terminate August 14, 2004. When time comes to negotiate a new lease, the Mission will consult with SRSK to explore the possibility of entering into a long-term lease.

Staff Quarters (SQs)

5.3.17 The Mission has 16 Crown-Leased SQs, two of which are detached houses. Both houses were visited by the Audit Team, as were six other apartment SQs. The current portfolio consists of one 4 + 1, five 3+1s and ten 2+1s. Most of the maintenance is done by the landlords. Not all SQs had been visited by the Office Manager to conduct annual inspections.

Recommendation for the Mission

5.3.18 Conduct annual inspections of all SQs.

Mission Response

5.3.18 The Mission will institute annual inspections as recommended.

5.3.19 The Mission has a Housing Committee which generally operates effectively. Recommendations are made to the HOM on the appropriateness of leasing individual properties. However, in October 1998 and in July 1999, the Housing Committee omitted any reference to the size of two SQs in its recommendations to the

HOM. Both SQs exceeded the authority granted the HOM for lease approval and even exceeded the ADM's authority. Treasury Board approval should have been sought and was not.

PR5040144

5.3.20 This SQ is a 4 + 1 which measures, according to the Mission, 230 square metres net liveable area. The family for which the SQ was acquired consists of five people. They are, therefore, entitled to a 4+1 SQ. *** This SQ exceeds the HOM's authority by 54 square metres and the ADM's authority by seven square metres.

PR5040140

5.3.21 This is a 3 + 1 SQ. It is the second SQ that this individual has occupied since being posted to the Mission; three months into his posting, with the lease on his assigned SQ up for renewal, he asked whether he could be assigned another SQ closer to downtown. The Housing Committee, taking into consideration the lower rent for this SQ and the individual's circumstances, supported and recommended the change; the HOM agreed. However, the SQ, given the family configuration of one, should have been a two bedroom with a net living space of 95 square metres to comply with TB Space Guidelines.

5.3.22 According to the Mission, this 3 + 1 SQ measures 173 square metres and exceeds the individual's entitlement. The lease on this SQ expires in November 2001.

Recommendations for the Mission

5.3.23 Seek retroactive TB approval for PR5040144.

5.3.24 Terminate the lease on PR5040140 at the earliest possible date and, at the very least, not renew the current lease when it expires in November 2001.

5.3.25 Re-measure all 3 + 1 and 4 + 1 SQs and take appropriate action should any SQs run counter to the TB Space Guidelines.

5.3.26 Update SQ measurements in PRIME.

5.3.27 Instruct the Housing Committee as to its obligations and responsibilities in light of TB and Departmental policies.

5.3.28 Develop a control sheet to be used by the Housing Committee which identifies the family configuration, the allowable net space, the actual net space and the appropriate level of authority for each

proposed property, and include it with the recommendations made to the HOM.

Mission Responses

5.3.23 As per the recommendation, retroactive TB approval has been sought for PR5040144.

Prior to August 1999, procedures used by the Housing Committee were based on the understanding that Administration would advise the Housing Committee if a SQ exceeded guidelines. In the two cases in question, the Housing Committee was not so advised, probably because of a misunderstanding by then Admin/Property Manager regarding procedure and appropriate guidelines.

In August 1999, the Housing Committee changed its procedure; thereafter, it specifically requested and received, for each proposed SQ, assurance from Administration that it fit within TB guidelines. This was the procedure that has been followed since.

As part of this change of procedure in 1999, the Housing Committee also asked Administration to verify that all of the existing housing stock met TB guidelines. This was done on a staggered basis beginning with any new SQs selected for incoming CBS. Thereafter, the Housing Committee was periodically assured that housing stock conformed with TB standards. Subsequently, after discussions between HQ and Administration regarding applicable standards and guidelines, SQs were re-measured. In March 2001, the Housing Committee was advised that one SQ - PR5040140 - did not conform with TB guidelines. As re-measurement was on-going and the lease in question was until November 2001, the Mission intended to wait until all SQs were re-measured so that any required action could be taken on a consolidated basis. The re-measurements were completed in May 2001; at that time the Housing Committee was informed that all other SQs conformed to TB guidelines. Subsequent to this, the Housing Committee was advised that SQ - PR5040144 - also did not conform with TB standards.

5.3.24 In accordance with the recommendation, the lease was not renewed when it expired in November 2001. It would have been prohibitively costly to cancel the lease sooner, i.e. 3 months' rent penalty.

- 5.3.25** Re-measuring, according to new instructions received on 19 July 2001, is currently in progress.
- 5.3.26** SQ measurements in PRIME are being updated.
- 5.3.27** The Housing Committee is fully aware of its obligations and responsibilities in light of TB and Departmental policies and has been vigorously applying relevant TB standards. The Housing Committee has been reminded of its obligations and responsibilities.
- 5.3.28** Implemented.

SQ Leases

5.3.29 There is little consistency in the terms and conditions of the SQ leases. Security deposits vary from one month's rent to three month's rent. Advance payments of rents also vary widely, from one month to one year. The Mission has not considered including security deposits and advance rental payments as part of the lease negotiations and is unaware of what the local practice might be with respect to these two issues.

Recommendation for the Mission

5.3.30 Review local practice with respect to security deposits and advance rental payments for leasing properties. In light of the findings, the Mission should endeavour to negotiate the size of the security deposits and the timing for advancing the rental payments to suit market conditions.

Mission Response

5.3.30 The practice which the Mission is following is the current practice. The Mission has always tried to negotiate the best deal for the Crown. However, it is impossible to standardize security deposits and advancement of rental payments, as each landlord is different. We will, nevertheless, do our best to minimize the deposits and advance payments, as we have done in the past.

Resourcing

5.3.31 The Audit Team is questioning the continued need for the Office Manager position. Half of his duties relate to Property although the workload is decreasing: the Chancery is three years old and requires little maintenance; SQ maintenance is largely done by the landlords; and Mission vehicles are being well managed by the

Administrative Assistant. Other duties currently being carried out by the Officer Manager are C-4, IDACS, red diplomatic bags and interpretation of the FSDs, all of which could be assumed by the remaining CBS. The LES at the Mission are of a high calibre and could very easily assume the Physical Resources duties now performed by the Officer Manager.

5.3.32 The Audit Team does not see the continued requirement for all three Property support positions: the Administrative Assistant, the Materiel Clerk and the Property Clerk. The workload does not warrant three full time positions. ***, this may be the position that could most readily be deleted and its duties assigned to the other two positions.

Recommendations for the Mission

5.3.33 Convert the CBS Office Manager position to an LES position.

5.3.34 Review the Materiel Clerk, Property Clerk and Administrative Assistant positions with a view to deleting one of these property support positions.

Mission Responses

5.3.33 Half the duties of the Office Manager relates to Properties. However, this workload is not decreasing. Even though landlords are largely responsible for payment of SQ maintenance, Mission Administration is still involved in informing landlords and following up with them regarding any repairs/maintenance requirements. The fact that the landlords absorb the cost usually means that the skill of workmen chosen is not the best, resulting in Administration having to follow up with the landlord, on several occasions, to rectify the same problem. Also, the addition of two CBS DND personnel at the Mission during the summer of 2002, will result in additional workload on the property, maintenance and financial side. Another factor is that if the Materiel and Property Clerk's positions are combined, the workload will be too great for one person and the overflow will have to be handled by the Office Manager. Certain tasks that have security implications must be carried out by a CBS, i.e. IDAC's, C-4 and courier duties. This Mission is responsible for the diplomatic courier materiel from the Australian Embassy. Every month, the Office Manager must handle an average of 100 to 170 kg of materiel from the Australian Embassy which has to be re-bagged into our red diplomatic bags. The Canadian courier stays six days per month. During this time, the courier does runs to various Canadian Missions, i.e. Delhi, Phnom Penh, Ho Chi Minh, Colombo and Dhaka,

requiring the Office Manager to co-ordinate the courier's ins and outs from the Chancery, usually after hours because of airline schedules. The Chancery is located on the 15th floor of a 34 floor commercial building. All maintenance work done on the Chancery aircon system, plumbing, fumigation, fire alarm system and electrical, as well as any renovations, must be done after working hours, again, requiring the supervision of a CB Office Manager.

- 5.3.34** ***** The Mission will review both the Materiel Clerk and the Property Clerk positions, with the view of integrating both positions into one. However, with the addition of two Canada-Based staff from DND in the summer 2002, the workload of both positions will increase. The review will be carried out once the two DND positions are firmly established at the Mission. If, at that time, it is felt that both positions can be combined, then the Mission would not seek a replacement for the Materiel Clerk position.**

5.4 Finance

5.4.1 The Finance function is very well managed at this Mission, with the MCO in the role of the Mission Financial Officer. The DMCO is the Deputy Mission Financial Officer. There is also one Accountant (LE-07) and one Assistant Accountant (LE-05). These two positions are fully occupied with a workload containing a high volume of CIDA transactions.

5.4.2 SIXP is currently verifying, in detail, the Mission's accounts for the months of November, December and January of last fiscal year and its findings will form the subject of a separate report.

5.4.3 There are sixteen standing advances issued to various employees, including all the Drivers. The idea of standing advances is that the workload is reduced for the Accountant as the need for employees to be "out of pocket" is eliminated. The advances are settled once per month. However, for the Drivers, an increased efficiency could be achieved by having one larger standing advance allocated to the Administrative Assistant, who could then settle with each Driver the expenses, such as parking fees and tolls, as needed.

Recommendation for the Mission

- 5.4.4 Reduce the number of standing advances for petty cash by eliminating those for the Drivers and, consequently, increasing the one for the Administrative Assistant.**

Mission Response

5.4.4 The Administrative Assistant previously controlled a standing advance for the Drivers. The Drivers now have numerous small expenses (tolls, etc.) everyday and so individual advances are more convenient. However, the Mission will investigate.

5.4.5 The Mission commented on the possible need for 0.5 FTE to assist in the Accounts Section. The view of the Audit Team is that if the Mission streamlines the work flow in the Accounts Section to increase efficiency, this extra resource is not needed. For example, the establishment of office or public hours would help, as currently the work flow is interrupted at any time by clients dropping by for service. The Accountant also maintains numerous spreadsheets to track expenditures in the areas of hospitality, travel and spending authorities provided to the Mission. With IMS and its enhanced reporting capabilities, these extra sheets are no longer necessary. The Accountant is a thorough and conscientious employee, tracking expenditures closely to ensure accurate reporting of budget figures and free balances. The one bank account, a local currency account, is reconciled twice per month, and every day towards year-end in March, which is excessive. There are a high number of transactions per month (over 400 cheques some months). The number of transactions could be lowered with the use of electronic funds transfers (EFTs) for major or frequent supplier payments, and by instituting direct deposit of pay for the LES. The latter step would reduce the number of transactions by over 50 cheques a month.

Recommendation for the Mission

5.4.6 Stream-line work flow in the Accounts Section by establishing office hours, reducing or eliminating the various spreadsheets, implementing EFT method of payment, and by instituting direct deposit for LES pay.

Mission Response

5.4.6 Office hours will be established in the Accounts Section. EFT payment for suppliers is not appropriate in Thailand, presently, since suppliers wish payment on delivery with a cheque given to messengers. The Mission will investigate a reduction of spreadsheets and the institution of direct deposit for LES pay.

5.4.7 The Mission has an excellent relationship with the bank. Service charges are low. Cheques are copied (both sides) and returned to the Mission, at no charge, to permit the completion of the bank reconciliation process. A formal banking services agreement is not in place, although a recent list of services provided and service charges is on file.

5.4.8 Value Added Tax (VAT) refunds are only granted on purchases in the name of the Canadian Embassy and only for purchases in excess of BHT 5,000. Individual CBS are not granted this privilege. Given that the Thai diplomatic community in Canada enjoys the full privileges, there is an issue of reciprocity that should be explored with HQ.

Recommendation for the Mission

5.4.9 Explore the issue of reciprocity with XDC as regards tax-free privileges.

Mission Response

5.4.9 The Mission will prepare a recommendation to XDC.

5.4.10 The bulk supply of official receipts is stored in the Accounting Office shell. Only a working supply should be kept here, and the bulk should be stored in the MCO's shell or in the vault.

Recommendation for the Mission

5.4.11 Store the bulk supply of official receipts in the MCO's shell or in the vault.

Mission Response

5.4.11 The bulk supply of official receipts will be stored in the vault.

Hospitality

5.4.12 An examination of hospitality accounts for the HOM and Program Managers was carried out. The Mission has recently updated its Mission hospitality guidelines, for the first time in four years. The new rates take into account, for the first time, the hospitality extended in the capitals of all three countries of accreditation - Bangkok, Rangoon and Vientiane. It is not clear, however, what specifically is included in the per capita rates. Moreover, the Mission has established a range (BHT 600 to 900) for dinners at home rather than a specified rate.

5.4.13 The diaries reviewed indicate that the HOM and Program Managers are effectively using their hospitality to promote their Programs. The diaries specify the purpose, objectives and evaluation of each event. The ten percent rule regarding indirect expenses is being respected. As well, all claims are appropriately supported with the necessary documentation. Except for the HOM, who uses the OR extensively for hospitality, most representational activity extended involves lunches in restaurants.

Hospitality diaries are audited by the Accountant, in accordance with the new Departmental Policy.

Recommendation for the Mission

5.4.14 Establish separate rates for specific types of hospitality extended in the home, and ensure guidelines specify what is included in the per capita rates.

Mission Response

5.4.14 The Mission will action.

5.4.15 The Mission has a commissary which is controlled by the CBS Office Manager (CR-06). A review of the file showed a complete and up-to-date inventory, a list of operating deposits from members, and a recent bank statement. The plan is to phase out the commissary by selling off the stock on hand and not replacing it and, thereafter, refunding each member's deposit.

5.5 Information Management

5.5.1 The Mission has an LE-08 Systems Administrator (SA) and a Junior SA (LE-07) who report to the MCO. The SA is responsible for server upkeep, supervision of the Junior SA and day-to-day operations of the function. The Junior SA is mainly responsible for user support. The function is well managed. Diplomatic bags are properly prepared by the Property Clerk and overseen by the CB Office Manager and records are well maintained. Information technology is an integral part of the Mission training plan and hardware and software are well controlled.

5.5.2 While the support provided to the Mission is good, a more proactive approach to training and coaching on Departmental initiatives, such as the use of the virtual library available through the Intranet, could be undertaken by the function through lunch hour seminars and other such venues.

Recommendation for the Mission

5.5.3 Ensure coaching on Departmental initiatives is provided and include them in the SA's goals and objectives.

Mission Response

5.5.3 The Mission will action.

PSAT

5.5.4 The Mission has two PSATs, one of which is with the Honorary Consulate in Chiang Mai. The PSATs were provided to the Mission for the Y2K and have not been tested since nor has staff received training on their use.

Recommendation for the Mission

5.5.5 **Ensure that PSATs are tested annually and that CB staff are trained on their use.**

Mission Response

5.5.5 **The Mission will test PSATs annually and ensure that staff are trained on their use.**

MISSION RESOURCES FACT SHEET

Human Resources (FTEs)

PROGRAM	CBS	LES	TOTAL
HOM	2	5	7
General Relations	3	1	4
IBD	3	7	10
Development	2	4	6
Immigration	2	10	12
Administration and Consular	3	22	25
RCMP	2	2	4
Total	17	51	68

There is one Honorary Consul in Chiang Mai

Physical Resources

ASSETS	OWNED	LEASED
Chancery	0	1
OR	0	1
SQs	0	16
Vehicles	9	0

Financial Information (2001/2002)

Operating Budget (N001)	\$2,300,275
LES Salaries (N012)	1,047,572
CBS Overtime (N011)	12,000
Capital (N005)	140,500
Total	\$3,500,347