

*The Political Officer
in the Department of Foreign Affairs and International Trade*

Final Report

The final report consists of four chapters and a series of annexes:

- Chapter One (*Globalization, foreign ministries, and all that*) sets the context for the study, through a brief discussion of the impact which globalization has been having on governments and foreign ministries and the emerging need for “globalist” foreign service officers.
- Chapter Two (*Profile of Political Officers*) presents some basic data on the Foreign Service (FS) officer group, the political/economic stream, and political officers, discusses the core functions of political work, and describes some of the distinctive features of the political “workplace”.
- Chapter Three (*Obstacles to getting the job done*) reports on the most important obstacles standing in the way of optimal use of the department’s political resources. Issues are divided into two groups: *department-wide issues* which affect all groups but have a particular impact on political officers, and *issues particular to political officers*.
- Chapter Four (*Best Practices*) explores how many of these same issues are already being addressed in other foreign ministries, in other government departments and agencies, and sometimes even in particular units of the department. Discussion of each issue closes with one or more proposals for action the department could take to ameliorate or resolve the matter.
- The *Conclusions* section recapitulates the proposals, and includes a chart suggesting the time-frame within which proposals should be actioned, along with an indication of whether additional funding might be required to implement individual proposals.
- Annex 1 (*A Performance Framework for Foreign Policy*) elaborates on Proposal #10 recommending a performance measurement initiative for the department’s political resources.
- Annex 2 (*Budgetary Realities*) and Annex 3 (*Program and Administrative Staff Abroad*) provide basic financial and personnel data relevant to the study.