

## Messages from the Chief Trade Commissioner CONTINUED FROM PAGE 5

you in the picture as to our "vision" for Canada's international trade agenda. Let us know if you would like a copy of the full document, or check it out on the Intranet.

*Due to space restrictions, we had to limit ourselves to listing only the "Vision" for Canada's International Trade Agenda and the section titles of the recommendations.*

### **Vision: Canada's International Trade Agenda**

- global free trade to enhance business certainty and the confidence to plan, grow and create jobs in an environment where a single set of rules, not clout, should govern;
- more exports, more exporters, more markets, more investment: jobs and growth through international business development.

Priority Markets  
 Team Canada  
 Team Canada Inc  
 TCS Renewal  
 Improved Export Financing  
 Strengthening Investment Promotion  
 Selling Services  
 Selling Canadian Education  
 SMEs and Related Topics  
 The WTO  
 The United States  
 Latin America  
 Asia Pacific  
 Europe  
 Middle East and Africa  
 The Federal Dimension  
 Federal-Provincial Relations  
 Federal-Municipal Relations  
 Seeking Sound Advice  
 Partnerships with Business  
 Canada's Multicultural Advantages  
 Talking to Canadians

## Foreign International Business Development Agencies CONTINUED FROM PAGE 4

agency's products and charging system has proven to be a key to the successful introduction of a fee-for-service system.

Austrade has developed a client-service policy that has resulted in a voluminous document entitled *Meeting our Client Needs — a Practical Handbook*, which contains detailed client-service guidelines, and two to three pages for each of its services. Senior Trade Commissioners (STCs) provide staff training at posts every two to four weeks, frequently based on this document.

In addition to this handbook and the "at post" training, Austrade has developed a series of best-practice modules based on the experience of front-line officers. These include case studies and role-playing exercises. Training is carried out by teams from headquarters and from the field. Specifically, 12 Internal Change Agents have been selected from among front-line managers for their "credibility and demonstrated commitment to Austrade and to change" to assist teams of officers from the Strategic Development Unit and the Human Resources Development Unit with this training.

In Tradenz, IBD staff training is considered a priority activity, and consulting skills courses continue to be the main focus. The Swedish Trade Council has a similar training objective of improv-

ing the staff's performance as consultants — understanding and servicing clients, learning how to sell the agency's services, and developing long-term client relationships.

Many agencies have training units that develop, often internally, skills modules for use by all staff, including LES. In addition, some agencies have established their own IBD institutes, primarily for the private sector, where their staff take courses as well. Britain has followed a different path. Britain has created a Professionalism in Trade Programme (PIT), which is accredited by the Nottingham Business School. PIT provides qualifications ranging from a certificate to the post-graduate level. It is intended to increase the IBD skills in both the private and public sector, and to encourage movement between the two. Distance-learning packages are available.

### **3. Appraisals and Remuneration**

Many of our benchmark agencies have introduced individual Performance Agreements that are linked to the agency's overall Performance Measurement System. Several of these agreements are based on a 360° appraisal system whereby individuals assess the performance of and are assessed by their superiors and colleagues.

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We have two ears and one mouth so that we can listen twice as much as we speak.

*Epicetus*