

improvements in the department. This ensures that the international platform supporting Canada's representation abroad is managed to the best of our ability on behalf of the Government of Canada. Added to that are the significant improvements made to DFAIT's consular, passport and commercial services.

Our training and recruitment is in full swing, aimed at creating a more representative foreign service—one that reflects the face, talents and aspirations of today's increasingly diverse Canada. Other changes are aimed at organizational structure and governance: silos are a thing of the past. The department must be lithe and flexible, able to make adjustments to its overseas mission network where necessary—as quickly as possible.

These are all vital elements of our transformation. But it doesn't stop there. Creating a ministry of the future must have two elements. It must have a Transformation Agenda, to set the ball rolling in ways that are innovative, progressive and near to hand. And it must have a vision of how policy,



Deputy Minister of International Trade Louis Lévesque (left) and Deputy Minister of Foreign Affairs Len Edwards: A foreign and trade ministry must look to the future and adapt its organization, approach, methods and people accordingly.

diplomacy and engagement can best contribute to the interests, values, security and prosperity of Canada and Canadians.

How do we devise the second element? There are three ways in particular. One is to examine how we can best provide advice and promote engagement to the



1925  
Jean Désy becomes the first senior francophone officer.

1927  
Canada opens its legation in Washington.

1929  
Canada opens a legation in Tokyo.



1939  
The Second World War erupts overseas and brings new responsibilities at home, with the department overseeing trade in strategic goods and intelligence gathering.

1942  
New posts open in the Soviet Union and China, allies in the war against fascism.

1942  
With a wartime labour shortage, women clerks undertake officer duties.



1925 ..... 1930 ..... 1940 ..... 1945

1925  
Canada opens an office in Geneva.

1925  
Canada opens the landmark Canada House on Trafalgar Square in London.



1926  
The Imperial Conference in London allows Canada and other dominions to establish diplomatic missions.

1927-9  
Skelton hires diplomats Lester Pearson, Kenneth Kirkwood, Hugh Keenleyside, Norman Robertson, Paul-Émile Renaud and Keith Crowther.

1939  
Posts open across the Commonwealth, in Latin America and in Europe.



1940  
Canada opens its first consulate, in Greenland, to monitor cryolite mines critical in the Allied war effort.

1943  
A consulate general opens in New York, the first in the U.S.



1945  
The United Nations is created at a conference in San Francisco.

War and Peacemaking