

**We should also make a commitment to training IS in official languages, information technology and ethics, all of which are vital elements of our institutional culture.**

We should also maintain a **system of (web-based) direct communications between IS and the Centre at senior levels** (i.e. a quarterly conversation with the ADM) that takes advantage of our new broadband tele/video-conferencing capacity, a distance education of sorts. This communication would be additional to that which HOM's must continue to develop (and for which they should be held accountable.)

**Mobility:** While working at a Canadian mission has many advantages that motivate international staff, there is very modest scope for **advancement** or **variety** in an IS career. This may diminish our capacity to continue to attract and retain high quality employees in future, especially where labour markets are competitive. We should move to offer possibilities for mobility to our global workforce.

There may be a variety of ways to increase staff "commitment", through mobility. The first, paradoxically, is to **expand the practice of offering term employment (3 years extendable to 5) for IS**. This would mean that employment at a Canadian office would be part of a diversified career, one from which the employee could gain invaluable experience and competitive remuneration. In turn, Canada would create a new international player with privileged knowledge and attachment to our country.

Different approaches are needed, however, to increase mutual commitment on a **lifetime career** basis. We should assume that outstanding professional **career employees**, wherever hired, will expect advancement and may have aspirations to mobility. The only way that this can be offered is to **provide opportunities for selective "intra service mobility", i.e. the opportunity to work in other posts and at headquarters**. The latter form of assignment will pose (sometimes daunting) immigration and other challenges, none of which should scare us away from thinking through the option.

The possibility of post-to-post movement on a competitive basis by professional staff who desire it will give an IS career a new and positive dimension - it will make us more competitive vis-à-vis MNE's. It will enhance employee commitment to the institution. It will also force us to be more systematic in building a DFAIT culture worldwide, ensuring consistency of standards, values and procedures. It will, in short, be a critical step to treating all employees as corporate rather than branch plant resources.

Structured post to post mobility should already be possible (and is done ad hoc) within two important regions - the USA and the EU, a total of over 30 posts where no legislative inhibitions now exist on the mobility of labour. USA/Canada mobility also, is relatively uninhibited at professional levels. Movement in other regions will be more restricted. Provided it is structured with care, however, I can see the possibility of such mobility within the Americas (starting with the NAFTA region), and to a more restricted degree, elsewhere.