

**Courses on ethics should also be provided to all employees.** These must be developed in a way sensitive to the multiplicity of cultures we embrace, but reinforce the imperative of behaviour consistent with the values of the country we represent. The courses should be offered in Ottawa and at posts, and be obligatory at the time of hire and promotions.

**Values:** The opportunity to serve and represent Canada and the values Canadians cherish will be as strong an attraction for members of the Nexus generation as it has been for its predecessors. The value we attach to excellence and accomplishment, to individual initiative, to the exercise of judgement and imagination will also help determine the attractiveness of a DFAIT career.

The articulation and cultivation of these powerful cultural motivators must become an institutional priority. They should be the focus of ongoing work by the Departmental Executive, supported by CFSI.

I have some suggestions for how to do this, mostly focussed on better internal communications:

- **Annual retreats at the bureau and mission level** for all staff to articulate goals, reflect on accomplishments, recognize excellence.

- **A more substantial but selective program of recognition for merit**, with awards that, for instance, include sabbaticals for career advancing education.

- **A regularly scheduled DM's circle**, where all employee would be able to meet with the Deputy (in a group of no more than 20) at an informal session for a conversation about our institutional goals and challenges. Such conversations **could also be conducted electronically** - in chat form and in video conference format when that becomes economically feasible.

- **A process to identify and articulate our Department's mission and values.** The outcome should be a new **Mission Statement** that would form the point of departure for articulating values and objectives in posts and individual involvements in Ottawa.

I have to stress, however, that such values-focussed initiatives will not be enough. **We have to apply and be seen to apply our values on a daily basis.** Doing this will take strategic commitment. We must show at every level, that **less than acceptable behaviour and performance carry real consequences, just as we have to assure that accomplishment carries real rewards.** A critical component of such an approach is a revitalized evaluation system.