

We should build on the work of CCFPD, and develop systematic expert networks. CFSI, in cooperation with CCFPD, should take on, as a central mission, the leadership of this process of enriching our pool of expertise and making our expertise available to wider circles within Canada.

Initiatives under this process could include the **systematic commissioning of outside studies** (such as the excellent paper from Andrew Cooper that was produced as part of this project), **teleconferences** of the kind Oxford Analytica organizes, **regional seminars** organized on a regular schedule at identified centres of excellence, **short term study exchanges, fellowships and internships** with academic and other expert institutions. The goal of our efforts should be to extend the expertise and hence the quality of the intelligence that we are able to put at the service of our clients.

We should also use CFSI systematically to establish networks with the private sector.

We are in a unique position to offer advice and training on the international environment, i.e. country briefings, seminars on international regulatory issues, preposting programs; conversely CFSI could bring to us access to private sector training institutions and expertise.

We should **network better amongst ourselves** to ensure that we learn best practices from each other.

We should establish a series of annual awards for best practices innovation. We should establish an Intranet site for the trading of best practices across the system.

Value Diversity: We need to attach less value to uniformity in our culture.

- We have regarded FS careers especially, as being for life. We need to recognize that the more diverse the experience of FS's, in terms of their knowledge of Canada, the better they will be at doing their work. We should not only not discourage our staff from pursuing other temporary careers or academic opportunities, we should actively encourage such breaks at least once in a career.

- Canada is a uniquely multicultural society which benefits from the participation of workers with backgrounds that make them uniquely able to work in the international environment. We should be actively seeking out exceptional individuals who are able to bring this diversity to our workforce.

Outsourcing: Let others do it: DFAIT is an almost completely self-contained and vertically integrated institution. Though we make increasing use of contracted services, we have not made a strategic commitment to explore outsourcing functions that might be more effectively delivered by others (the Hay system, Ryder travel, the cafeteria and RBC/Pearson being some exceptions, and with mixed results). We must open to this possibility if we are to remain viable in an age when outsourcing and virtual organizations are increasingly the mode of corporate organization.