

women foreign service officers. I have met a broad spectrum of women in this Department, and in my present position I intend to meet regularly with various branches and special groups of our employees, including women. We will monitor their preoccupations and determine how we can best accommodate their special needs.

Tighter government control of departments, increased accountability of public servants as managers, and cutbacks resulting in low morale, are all barriers to productivity and high motivation. How do you propose to face these issues?

You're raising a difficult issue because this Department is shrinking instead of expanding, and all indications are that this trend will continue in the years to come. Certainly the whole system is aging, which will result, for some time, in fewer opportunities for promotions. I would not be speaking responsibly if I were to tell you the contrary. Having said that, I think that this Department is probably the best in town for providing, what I would call, if not a reward, an intensely satisfying career progression. What I mean here is that there are promotions for the very best. The very best can always take care of themselves. However, we have to think, more than in the past, of the average performer.

How do we reward them if you cannot promote them? One way is the reward provided by rotationality. An interesting assignment abroad is perhaps not a promotion, but it can provide a tremendously satisfying personal reward at the same time as providing the satisfaction of performing well for the Canadian Government. Another method is a bonus paid to our employees who are locked at the top of their bracket. PAFSO and Treasury Board have just negotiated a package of this sort for FS-1's to FS-2's. Those are, in my view, the ways and means to deal with this kind of aging process in External Affairs at the moment.

There appears to be a need for a creative approach to rewarding employees. In other contexts, you have mentioned creativity as a concern for the

Department as a whole; something that you would like to see injected into the Department. Would you explain?

I'm glad you are mentioning creativity, imagination. This Department has built its reputation throughout the years on just that, the quality of advice provided to our Ministers and our Government. We have to make sure that even though we have a marriage of various functions among streams and categories of employees, that it does not diminish the capacity for creative thinking in this Department. One of my objectives is to make sure that this process of creativity is encouraged at all levels of the Department. This is something that I think has to be encouraged at each level in Ottawa, and each section in our embassies abroad. There have to be brainstorming sessions on a number of issues that could be at least put up through the ranks, to the level of Deputy Ministers and eventually at the level of Ministers. There has to be a flow of ideas focussing on new initiatives where Canada can make a difference in the world in a time of restraint. It's not easy but that should remain one of the main characteristics of this Department: creativity, imagination, and good policy advice.

Your mandate for recruiting foreign service officers sounds like a great challenge. Ideally you want to attract a diverse pool of people, from diverse backgrounds. Have you identified what those key groups might be and how you might interest them in joining the Department?

To make sure that we keep attracting top quality people, the "best and the brightest", we have to be able to demonstrate to them that there is still a career to be made in this Department. Somebody joining the Department following university must know that there is a pattern leading him or her to the highest echelons of the Department. Otherwise, they might choose other careers. We have to make sure that the integrity of the foreign service is protected in order to be able to keep attracting the very best. So that's a key element. Having said that, we still have a system of recruitment that has proven to be very good throughout the