

*The Political Officer  
in the Department of Foreign Affairs and International Trade*

In 1998, a departmental audit found that term employees had grown to 20% of the non-rotational workforce at headquarters (some 600 individuals), that this workforce involved a high volume of staffing activity, that there were "no useful client service standards" for the classification function, and that personnel operations had become primarily transactional rather than advisory in nature.

### **Key Relationships**

#### *Relations between functional and geographic bureaux*

A major objective of the departmental reorganization of 1995 was to enhance collective leadership and ensure that the functional and geographic elements of the department worked better together. Most workshop participants shared the view that Executive Committee had been functioning more effectively in recent years, but they did not believe the department had yet found the key to making the matrix structure work smoothly. Participants did not question the need for both functional and geographic bureaux, or doubt that the matrix could be made to work. But it was clear from the workshops that personnel in the two sets of bureaux see their relationship in very different ways.

Functional bureau representatives tended to portray an international environment in which they are the dominant actors and the geographic bureaux play a subordinate role. Conversely, geographic bureau representatives tended to see their role as the critical one, reflecting the realities of "the here and now".

From the functional bureau perspective, the universe is comprised of global issues, an increasingly formal supranational architecture to deal with them, lots of multilateral diplomacy and international meetings, and horizontal management of issues in Canada involving other government departments and non-state actors (business, NGOs). Bureau personnel have their own contacts in other foreign ministries, deal with them directly, and "seldom go through the geographics or the missions". Given the rise of global issues, functional bureaux are "the link between domestic policy and laws and the international world" and they are the ones who deal with domestic departments, "not the geographics to the same degree." On most issues, one participant remarked, "the functionals take the lead and the geographics follow". In the view of another, "The application of policy to a given region or country is where the geographics come in, helping to ensure it's applied given local realities. We fashion policy in light of geographic input on local conditions, their advice on local approach."