

## Conclusion

Canadians at IO expect more from their government. Approximately 1,000 professionals and 600 general support employees want to contribute more to their country. The *benign neglect* that they enjoy from the GOC is not enough—with improved communication and consultation, they could make more contributions directly to the benefit of Canadians.

IO employees want their contribution to be recognized while being accorded the benefits and privileges of being Canadian. They want their right to vote. They want to contribute to and draw from the Canada Pension Plan, Unemployment Insurance, family benefits, home ownership, health plans, and assistance on re-entry to career development and personal location. As numerous as the diplomatic staff that Canada has abroad, Canadians at IO are a valuable resource needed by the Canadian Team.

Career development is a competitive business in an IO where most professional jobs are subject to consideration by geographical distribution. Canadians face impediments which inhibit spousal (dependent) employment, in addition to all the other frustrations associated with a mobile life-style in a foreign environment. A program to ease re-entry to Canada is non-existent, though it was a cornerstone of the initial policy behind the promotion of the employment of Canadians at IO.

The GOC could provide the IO with expert technical advice as the IO struggles for administrative reform (salary, training, etc.), and to implement affirmative action programs for women. IO must develop a human resources policy which goes beyond the three dimensions of job content, salary, and benefits, and extends to family rights, the fourth dimension.

The GOC should have one focal point through which employees at IO can communicate and share their needs for career development. An identified focal point, such as

exists in the French and USA governments, and could exist in the Public Service Commission (PSC), would resolve much of their frustration and need for transparent and accountable communication with the GOC.

Canadians employed at IO expressed a high degree of satisfaction with their job content and relative satisfaction with salary and benefits. They look for similar interest from their employer and their government to address their family needs.