

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

**ISSUES PARTICULAR TO POLITICAL OFFICERS**

**The “globalist” foreign service officer**

14. In future, the core of the department should be “globalist” foreign service officers, with a basic grounding in the several dimensions of global affairs (politics, culture, technology, finance, national security and ecology), superior policy development capabilities, and the ability to function effectively almost anywhere in the world.
15. In support of the “globalist” concept, the department should eliminate barriers to mobility and acquisition of experience by:
  - combining all officers (political/economic, trade, consular and administrative) in a single rotational “stream”,
  - letting “the internal ‘market’ sort out which particular jobs line officers do at different stages of their careers”, and
  - restricting non-rotational and/or contract employees to specializations in emerging or technically complex issues and to headquarters-specific tasks.
16. The department should reorient its hiring practices towards recruiting individuals with the potential to become “globalists”, accentuating intelligence and flexibility rather than specific knowledge or experience.
17. The department should accelerate the development of “second generation” training programs at CFSI to enhance “globalist” skills such as the management of complex issues.

**Personnel management**

*Valuing the person*

18. The department should launch its own Working Smarter campaign, articulating a departmental code of conduct for managing time and workloads at headquarters and missions, establishing incentives for adhering to the code, tracking performance, and taking action when corporate systems are found to be dysfunctional.
19. The department should institute an upward appraisal system for managers at all levels.
20. The department should return to the practice of preparing annual staff directories, arrange for the directories to list officers both at headquarters and in the field, include biographical sketches, and ensure that directories are ready for distribution by October 1 of each year.