

demands placed on TCs that cannot possibly be serviced.⁹ Another study yielded similar results as well as others, including the need for a more entrepreneurial service with incentives to reward superior performance.¹⁰ It should be noted that these and other concerns are recognized and have been the subject of study at DFAIT.¹¹ Many practising TCs also agree that they are unable to consistently service business in a manner that is acceptable to either party. In the remainder of the paper, the question of TCS effectiveness is examined.

THE EFFECTIVENESS OF THE TRADE COMMISSIONER SERVICE

It appears that the effectiveness problems have their origin in the volume of work TCs are expected to deal with, as well as the way that work is handled. These matters are discussed below, along with ideas to deal with the problems. In addition, the more general question of work conditions and/or work climate at DFAIT is addressed.

WORK OVERLOAD

There is wide agreement that the volume of work TCs face has grown to unrealistic proportions. Various factors that have contributed to this situation. These are:

- More program funding
- Reduced operating funding
- More company interest
- More government involvement
- Easier access

New program funding to support major thrusts in specific regions has quite naturally increased the amount of work facing TCs, at a time when reduced operating funding meant there were less people to deal with this work. Greater company interest in internationalization—*independent of the new program dollars*—has also added to the TC's job, as has the expansion of a job that traditionally focused on trade development, to more formally include investment, technology and tourism promotion.

Since it is at Canada's foreign posts that programs are ultimately delivered and companies assisted, the increased efforts of other federal and provincial organizations has increased TC

⁹ Sector Associates, "Commentary on the Trade Commissioner Service from 'Marketplace 89' Clients," Report prepared for External Affairs and International Trade Canada, July 1990, p. 16.

¹⁰ Grant, Michael, "The Trade Commissioner Service in the Year 2000," Report prepared by the International Studies and Service Development Group, The Conference Board of Canada, 1991, p. iv.

¹¹ Griffith, *op. cit.* provides comprehensive treatment.