

Abroad:

A number of our missions serve as showplaces for Canada, physical expressions of the Canadian "brand". Others serve a more utilitarian function of providing office space to our employees.

All, to one degree or another, are sensitive to security challenges

All will need to be reviewed in the context of accrual accounting rules being contemplated by the Government. We will need to decide whether owning or leasing is the more effective and economical option.

Rent or own, we should ensure that our office layouts are consistent with the institutional culture we wish to foster: their design should take into account the "democratization" of international relations, i.e. the increasing role of others than DFAIT in pursuing the Canadian interest internationally (i.e. EDC, CEC, CTC, provinces, universities, municipalities, corporations, NGO's). **Our offices should be designed to accommodate such partnerships.**

We should not be tied to our desks in the field; the reason we are on post is to develop local knowledge and networks to place at the service of Canadians. **Offices should reflect this reality, but do so more systematically than now, for instance by incorporating specific hospitality and meeting areas in office design, and allowing for more remote, off-site work and connectively.**

Canadians expect and have a right to have easy access to their representatives abroad. The locations we chose and the design of the layout should reflect this, with more, rather than less space devoted to consular affairs. **As advances in technology make it increasingly possible and economical to "meet" electronically, our offices should be designed to allow more direct electronic contact with our clients in Canada and amongst ourselves i.e. through video conferencing.**

Threats to the physical security of our personnel will in all likelihood increase around the world. None of the objectives I have outlined above should be implemented at the cost of assuring the **safety** of our people. Security, however, should not unduly detract from these objectives. In particular, the distinctions we draw in terms of access between our Canadian and international staff, should be the subject of more intense and detailed judgement in the future.

The Executive should make a long term commitment to building the Workplace of the Future. A senior champion for the Workplace of the Future should be appointed to head an inclusive team to explore options and prepare recommendations. In the meantime, work should proceed to pilot new innovative work space in the spirit outlined above.