

line to include municipal maintenance systems, such as road sweepers and sewer cleaning equipment.

Problem solving

Troubleshooting—the sixth core service—helps companies resolve business problems in a market.

“In many countries, negotiations are conducted much more formally than in North America; they won’t agree to anything in principle until all the technical issues are worked out,” says Don Campbell, group president in charge of military simulation and training for CAE Inc. of Montreal, Quebec. “You have to have your ducks lined up and be ready for spirited rounds of negotiations.”

Campbell adds that negotiations are only one element in winning a contract. Another is developing relationships with the appropriate authorities, particularly for government contracts. CAE has found TCS invaluable in facilitating such contacts, and troubleshooting where necessary: “If we run into a roadblock, we know we can count on TCS to help us work our way through it.”

Many projects call on most, or all, of TCS’s six core services—or still more. Doreen Steidle, Canadian High Commissioner to Singapore, mentions a notable case: a school bus safety project making use of a state-of-the-art satellite positioning application developed by Vancouver-based Unity Integration Corp. Starting from project conception, Canadian trade officers took an active role in helping to realize the vision. The result: the project swiftly reached the pilot stage at a local school. Says Steidle, “This is one of those successes that goes beyond the commercial to leave an indelible mark on the local community, which will continue to see the benefits of this unique idea from Canada.” ♣

CAREERS WITHOUT BORDERS

For three new trade commissioners, getting into Canada’s Foreign Service was just the beginning. Now, after rigorous on-the-job training in Ottawa, the world awaits them.

A journalist with Reuters, Eugenie Cormier-Lassonde saw a recruitment poster at the Université de Montréal, where she was studying economics part-time.

An industrial commissioner for a Quebec county, François Lasalle spotted an advertisement in the Montreal newspaper *La Presse*.

A teacher who had worked overseas, Nira Shearer visited the Foreign Service Web site.

All three are now pursuing careers in the Canadian Trade Commissioner Service, a division of Canada’s Foreign Service.

“Trade commissioners are an exceptional and dedicated group of professionals who pull out all the stops to help Canadian business succeed abroad, often in very difficult situations,” says International Trade Minister Pierre Pettigrew.

Each year, some 6,000 applicants compete for foreign service officer positions. Only about 60 are selected. They come from a multitude of backgrounds. For example, Eugenie knows of a filmmaker and a Yale University physicist, both now bringing their particular expertise and perspective to the Canadian Foreign Service.

Trade is one of four career streams from which candidates can choose. The others are immigration, and consular and political affairs.

For all four streams, the application process is the same. It starts with three tests: graduate recruitment; written communication proficiency; and Foreign Service situational judgment. If successful, candidates are interviewed by a Public Service Commission panel. Then, if the candidates meet

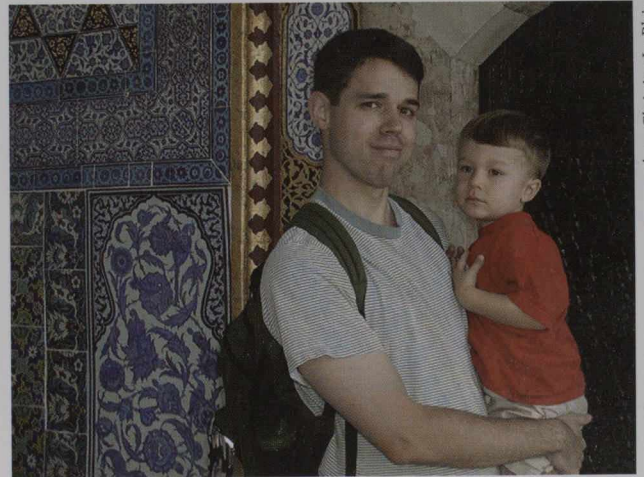


photo: Christine Le Blein

the medical, security and language requirements, they are ready to embark on one of the most challenging and rewarding adventures of their lives.

Trade was the first choice of Eugenie, François and Nira.

“I was interested in trade because it is very hands-on and results-based, much like teaching,” says Nira. “Also, I liked the fact that I would be dealing mostly with the private sector, Canadian entrepreneurs, exporters, investors and so on. This struck me as an area where I could see some positive results that helped not only the country as a whole but individual Canadians and their families.”

Eugenie feels much the same way: “In trade, I saw an opportunity to work closely with Canadians, to help them realize their goals and ambitions, and to contribute, at least in a small way, to their success.” This, she adds, “goes even further when you consider that their success translates into more jobs for more Canadians and greater growth for Canada as well.”

“I was already in the business, so to speak,” says François. “I had been

François Lasalle at the Topkapi Palace in Istanbul, Turkey, with his son Raphaël.