Other workers, however, are doubly under stress. Many feel threatened by technology as corporations seek maximum economies, often displacing people with technology. They also often feel disempowered by new technology. If they cannot master it, they sometimes become gatekeepers, resisting innovation even when it could provide long term benefits.

All this IT induced environmental turmoil is directly relevant to DFAIT, as later sections will address.

THE WORKFORCE OF THE FUTURE: WHO WILL WORK IN DFAIT

DFAIT's Workforce of the Future is defined by demographics.

- The workforce of 2010 is between 10-43 years old today.

- The likely senior ranks of the Department then are now between 30-43 today, and in all likelihood already working here.

- The likely "working level" of 2010 is now in school, post secondary studies or has recently joined the workforce.

There are significant differences already between the "Nexus" generation of 20-35 year olds and their elders (Chips and Pop: Decoding the Nexus Generation, by Robert Barnard, Dave Cosgrave and Jennifer Welsh).

Nexus is a well educated generation that was acculturated to question established orthodoxies, and witnessed, at a formative stage, the disappearance of belief in the efficacy ideology (and the certainties of the Cold War). It is a generation more self sufficient, less deferential and more mobile than the ones that preceded it, less willing to accept authority, more capable of managing and filtering information, more driven by a sense of serving values, by a balance between personal life and work, enjoyment of mobility and less by the security of steady salary.

The younger cohort of the Nexus generation, especially, is shaped by profound changes in work relations which have eroded the established bond of trust between employer and employee, (indeed the very notion of life-long careers), and, lowered confidence in institutions, public, private, social and religious.

The Canadian workforce is also becoming increasingly diverse, benefiting from the participation of people who bring with them cultures, languages and experience that reflects the world at large.

We will also be working in an increasingly technicological environment which will require the permanent integration of a cadre of technologists into our corporate workforce.

Because of the very nature of our business, we will also be an international workforce, drawing on professionals (who in a globalized environment, will be very likely to share in the Nexus value system) around the world.

4