

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

Methodology

A variety of means was used to generate the information on which the report is based:

- (A) Research on the changing global context, in particular recent work by such notable authors on global issues as Daniel Yergin, William Greider, Thomas Friedman, William Watson, Thomas Homer-Dixon, and Economist writers John Micklethwait and Adrian Wooldridge.
- (B) Review of past studies and current departmental improvement initiatives with particular relevance to political officers, including:
- the Ken Merklinger study in 1971 on The Role of the Diplomat,
 - the Alan McGill study in 1976 on The Role of the Department of External Affairs in the Government of Canada,
 - the Review of the Organization Structure and Management Process at Headquarters, External Affairs and International Trade, by Ron Capelle and Associates in 1990,
 - the Back to Basics final report of the 1990 Corporate Review,
 - the 1991 Hunter/Halstead audit of The Political and Economic Relations Program,
 - two 1992 US studies: The Foreign Service in 2001 by the Institute for the Study of Diplomacy and State 2000 by the US State Department,
 - the Operational Review of 1992,
 - the report of the 1993 La Sapinière meetings on "The Foreign Service of the Future",
 - the results of Program Review in 1994/95,
 - Political and Economic Studies by the Office of the Inspector General in 1996,
 - the Departmental Reorganization reports of 1996,
 - Global Challenges and Opportunities, a Canada 2005 study prepared for the Privy Council Office in 1997,
 - The New Instruments of Foreign Policy study prepared for the Policy Planning Secretariat in 1998
 - the department's Comprehensive Human Resources Strategy consultation papers of 1997 and 1998,
 - the June 1999 Champions Recommendations and Responses from the Deputy Ministers,
 - the final report of the Reference Level Review of DFAIT in 1999,
 - the Workforce for the Future Champion's Report of February 2000, and
 - assorted articles from journals and periodicals such as *Bout de papier*.