

interested in job satisfaction rather than career advancement. DFAIT will be challenged in getting high levels of performance from such individuals. Older officers are also an issue in the sense that their younger counterparts sometimes view them as blocking their path forward, and not understanding what it is like to serve in the front-lines of the TCS today.

Another division that seems to need some attention is that between trade development and trade policy. Historically, TCs were trade developers but, over the last decade, during a protracted period when important trade agreements were negotiated, trade policy has come to be seen as the "rising star" in DFAIT and, thus, the key to career progression. The emphasis on trade policy work in Ottawa is also seen as partially explaining why so many TCs are now located in Ottawa. TCs now wish to see trade development re-emphasized, believing that the pendulum has swung too far in the other direction. It is expected that such a change would be welcomed by Canadian business, who see the TCs who are located in foreign markets as providing greater value than those in Ottawa.

This last point leads to the next. The upshot of recent trends—at least in some minds—is that the TCS has become a Canadian-based bureaucracy rather than the foreign-based trade development force it once was. Although this might be an exaggeration, a better balance might be achieved with a shift in DFAIT's geographic and work emphasis. A final over-riding issue for DFAIT to recognize and deal with is the lower level of morale that has resulted from the accumulation of much recent change. A considerable challenge clearly faces senior management in its efforts to turn around this situation.