

CONCLUSIONS

The following recapitulates the proposals discussed in Section 4.

DEPARTMENT-WIDE ISSUES

The mission of the department

1. The Department of Foreign Affairs and International Trade should prepare an annual report separate from the RPP and DPR designed to serve as guidance for employees on the department's mission and priority objectives for the year ahead. Such a report could discuss the challenges and opportunities facing Canadian foreign policy and trade policy, establish an agenda of priority activity, and help to position "political" work in both a global and departmental context.
2. The department should formulate a mission statement which more graphically captures its role and character as a 21st century institution, along the lines of the following:

"The Department is the instrument by which Canada seeks to understand and influence the world it inhabits. It is responsible for advising government on the most effective means for advancing Canada's interests in the age of globalization, for conducting the government's international negotiations, and for promoting acceptable international norms and rules for dealing with global problems. To fulfill these responsibilities, the department maintains a worldwide infrastructure of missions and foreign service personnel with the information, contacts and skills required to serve Canadian needs."

Policy development

3. The Department should reinforce both the mandate and resources of the Policy Planning Secretariat, and recruit "the best and brightest" from universities, think tanks, industry and NGOs to serve terms in the Secretariat.
4. The department should provide for brain-storming sessions and virtual discussion groups on policy issues under development, and explore the creation of avenues for "loyal dissent".
5. The department should organize a regular schedule of in-house lectures and seminars, not limited to economic and trade issues, at which managers and subject specialists can brief staff at large on issues of current concern to the department.