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Corporate Review

MISSION STATEMENT

**Compendium of suggestions
received from staff members serving
at headquarters and at posts abroad**

Examen ministériel

ENONCE DE MISSION

**Recueil des suggestions
reçues de membres du personnel en service
à la centrale et dans les missions à l'étranger**

**April 30, 1990
Le 30 avril 1990**

**Please circulate this document to all staff.
S.V.P. assurer la circulation de ce document à tout le personnel.**

Canada

External Affairs and
International Trade Canada

Affaires extérieures et
Commerce extérieur Canada



April 30, 1990

TO ALL MEMBERS OF THE DEPARTMENT

I attach a compendium of suggestions for a Mission Statement sent in by members of the Department serving at headquarters and abroad. They are presented in the order and in the language in which they were received. In a few instances, we have had to do some editing in order to extract a mission statement from a long text, providing additional background and explanations as to why/how the author had arrived at his/her proposed mission statement.

These suggestions have been of great help to me and I must say that it has been most gratifying to read them and see first hand how profoundly committed to this department are staff members at all levels. Your thoughts have helped considerably in our deliberations in the course of the Corporate Review, and have been extremely important as I have reflected on the Statement of our Mission.

de Montigny Marchand

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Dept. of External Affairs
Min. des Affaires extérieures

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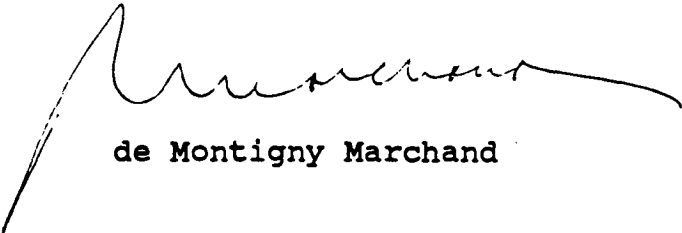


Le 30 avril 1990

A TOUT LE PERSONNEL DU MINISTERE

Vous trouverez ci-après un recueil des suggestions reçues de membres du personnel en service à la centrale et dans les missions à l'étranger concernant notre énoncé de mission. Elles vous sont présentées dans l'ordre et dans la langue dans lesquels elles ont été reçues. Dans quelques cas il nous a fallu raccourcir de longs textes dans lesquels les auteurs donnaient des explications sur leur énoncé et comment ils en sont arrivés à telle ou telle formule pour en extraire un énoncé de mission.

Ces suggestions m'ont été très utiles et je dois dire que ce fût très agréable de les lire et de constater le dévouement profond qui anime le personnel du ministère, quel que soit son niveau. Vos idées nous ont beaucoup aidés dans la poursuite de l'examen ministériel et elles ont été d'une grande inspiration pour moi alors que je réfléchis à un énoncé de mission.



de Montigny Marchand

MISSION STATEMENT - ENONCE DE MISSION

- A. MORGAN/BML

In my view a mission statement should be short, simple, inclusive, unique, plausible, and evocative. It should be the short of thing that in a nutshell answers the question, "And what does External Affairs really do?"

What might a statement for EAITC look like? Here is one possibility: "To help Canada and Canadians succeed in the world".

This statement is in a way a modernized version of the one which spoke of "protecting and promoting Canadian interests abroad".

If one wanted a statement which emphasized the end result rather than action of seeking it, a possibility might be: "To help make a better world for Canada and Canadians" or "To help Canada and Canadians make a better world."

- J.K. BARTLEMAN/Tel Aviv

The mission of the Department of External Affairs and External Trade is to defend and promote the foreign policy interests of Canada abroad and in Canada at a time of growing vulnerability domestically and unprecedented challenge and opportunity externally.

- J.V. VISUTSKIE/Jakarta

The Department of External Affairs and International Trade Canada goals and objectives are to continue to promote our vast country's abundance of natural resources and our multicultural society to people in foreign countries by showing the benefits of our country for trade, investment, immigration, education, travel and cultural exchanges and by continuing to demonstrate Canada's influence as a leader in international events, as well as demonstrating our ability to compete successfully in the international market place in a variety of fields. Our mission is also to assist the travelling Canadian public in any way possible should the need arise. These objectives cannot be achieved through advertisement alone, the commodity that is most important in order for us to achieve our goals as a department, is people, people who can provide the required personal contacts to individuals, in many different walks of life throughout the world.

- J.J. SHEA/Nairobi

To help build a wealthier environmentally safer world, more just and democratic, with less conflict and poverty, to help Canadians benefit from Canada's external affairs, and profit from her international trade activities.

- W. NEELIN/London

The mission of the Department of External Affairs and International Trade is two fold:
firstly; through the diplomatic corps to promote the Canadian governments moral, ethical and political views in an attempt to achieve global harmony;
secondly; through international trade to expand and promote Canadian trade, both public and private, on a world scale.

- D. WRIGHT/PARIS

To promote Canadian interests around the world and to understand and respond to international developments.

- J. AUSMAN/IMU

To promote Canada's interests throughout the world, both directly, by obtaining fair national advantage for Canadian individuals or groups, and indirectly, by making the global village in which we live a better and safer place.

- P. DUNCAN/MIS

That our relations with other countries reflect the values and aspirations of Canada's citizens: i.e. compassion and generosity in our Aid and Refugee programmes; the importance of trade to our prosperity in our trade negotiations and promotions; our belief in international harmony in our political relations; and our long and close association with England and France in our participation in the Commonwealth and la Francophonie.

- T.C. BACON/Belgrade

The mission of EAITC is to bring awareness and understanding of the world to Canada and Canadians and to portray, promote and protect Canada and Canadians in the world, through the dedicated service of its personnel, both at home and abroad.

- S. BRYCE/CPE

To develop the relationship between the government of Canada and the outside world in a fashion that will contribute to the (long-run and short-run) welfare of all Canadians and to the

evolution of a superior world order.

- Trade relationships are a major part of this task, and require discerning identification of trade, investment and technological opportunities and follow-up to help realize them.

- N.C. WISE/MPD

"How do we fit into Canadian society?":

Operating within the dynamics of international conditions External Affairs and International Trade Canada seeks to achieve the optimum environment for free international exchange of ideas, information, goods and services in order to promote the freedom, security and prosperity of Canadians and all citizens.

- R. BEAUCHESNE/GAT

Sous les directives du Cabinet, le ministère des Affaires extérieures et du Commerce extérieur a le mandat de superviser et de promouvoir les intérêts du Canada en dehors de ses frontières.

Celui-ci doit s'accomplir en respectant les valeurs qui sont à la base de notre organisation sociale et politique. La réalisation de ce mandat doit entre autres, viser au maintien et à l'amélioration des relations harmonieuses entre les nations, concourir au progrès de l'humanité et tenir compte des aspirations légitimes des canadiennes et des canadiens.

- UNKNOWN AUTHOR

To interpret a rapidly changing world for the Government of Canada.

To formulate policy options for the Government on how to enhance and secure Canada's political, economic, social and cultural sovereignty in a highly variable external environment.

To implement and advocate the policies of the Government as these relate to Canadians abroad and/or require interaction with other countries and international institutions.

- D.W. MCGILLIVRAY/Guatemala

The Department of External Affairs is the face of Canada, reflecting before the peoples of the world the ideals and the aspirations of Canadians by:

- Promoting and demonstrating Canadian values of freedom, human understanding, compassion, equality, tolerance and justice;
- Providing leadership in the various world forums to promote the aims and objectives of the Canadian people politically, environmentally and economically;
- Expressing through word and action our concern for our fellow man, our willingness and our responsibility to help those who aspire, as we, to a better existence whether it be in their country or in Canada; and by
- Providing support, protection, and assistance to Canada's citizens as they travel, work, and live throughout the world.

- M. NASH/TPE

External Affairs, should enrich Canada's exports by assisting Canadian companies, (cut down on the red tape they must now endure), improve the Canadian image and culture worldwide.

- D.T. WISMER/RWT

Ensures that Canada's domestic interests and values are projected globally as efficiently as possible in pursuit of peace, prosperity and justice for all Canadians.

- P.D. DONOHUE/San Francisco

Raison d'être of DEA is to develop policies and programs which reflect, in international context, the goals and aspirations of Canadians for both themselves and their fellow man and as interpreted by the government of the day.

These goals include political, social and economic security (reflected respectively in our international relations, social affairs, trade and aid programs); the furtherance of knowledge and understanding (academic relations and cultural affairs) in an environmentally attuned global community.

- T. GIBSON/TDD

The mission of EAITC is to enhance the national good by projecting and protecting Canadian public and private sector interests abroad.

- A. CAMPBELL/Cleveland

External Affairs and International Trade Canada is the international focal point on behalf of Canada for all foreign

policy and trade matters.

- I.J. SOLMAN/CME

Securing acceptance for Canadian positions and products around the world.

Selling the world on Canada's views and exports.

Promoting Canada's foreign relations and trade interests.

Raising Canada's profile throughout the world.

Spreading the word on Canada.

Looking out for Canada's interests abroad.

Putting Canada first.

Selling the world on Canada.

Canada's ambassador and salesman.

Making a place for Canada in the world.

Putting Canada in the Big Leagues.

Asserting Canada's interests.

- UNKNOWN AUTHOR/Belgrade

The mission of EAITC is to develop, maintain and promote in accordance with government's priorities and objectives Canada's bilateral and multilateral foreign relations; to protect Canada values and achievement and to provide protection and a range of services to Canadian citizens abroad.

To fulfill this mission each individual must maintain maximum objectivity in assessing the effect of info, trends and situations on the realization of Canadian goals; fully assume responsibility for tasks assigned and never fail to perform at the highest level of professional excellence and dedication.

- J.R.D. FOWELL/IDR

To realize Canadians desire for, and Canada's interest in, a more peaceful, just and prosperous world through:

(a) conducting an active, global and independent foreign policy based on Canadian interests and constructive internationalism;

(b) promoting the openness of the global trade and financial system;

(c) promoting a more just, democratic and humane world.

In so doing EAITC is pledged to the excellence and timeliness of its: advice to the Government; services to the Canadian public; expression of Canadian views to foreign governments and citizens; and participation in international institutions.

The heart of EAITC is the excellence, creativity and commitment of its people. The Department is pledged to acquiring the best, and developing the best in its employees, and to providing them with up-to-date and sufficient resources to support the effective performance of their tasks on behalf of Canada."

- L. BOISVERT/ACBX

1. La priorité devrait être placée sur l'unification des effectifs et des objectifs e.g. sortir des cadres de la structure du ministère.

2. Il faut séparer les problèmes qui sont communs à tous les organismes gouvernementaux de ceux rattachés spécifiquement au ministère des Affaires extérieures.

3. Dans un monde en constant changement, l'énoncé de mission doit faire référence à (et prendre des mesures pour) la faculté d'adaptation.

4. Énoncé de mission doit être considéré comme un moyen vers un/plusieurs objectifs et non comme une fin en soi.

- J. WINSER IN CONSULTATION WITH CBS/Los Angeles

In furtherance of the political, economic and social interests of the Canadian government and the people of Canada, explain and implement Canada's foreign policies abroad by carrying out the following activities:

(1) analyze, report and advise the government on political and economic developments;

(2) promote Canada's cultural, artistic and ethnic diversity and uniqueness;

(3) assist Canadians living and/or travelling abroad;

(4) promote the export of Canadian goods and services;

(5) attract foreign investment and new technology to Canada;

(6) promote tourism to Canada;

(7) administer the Canadian Immigration Act and regulation abroad in such a manner as to promote the domestic and international interests of Canada;

(8) provide aid to developing countries.

VALUES:

honesty, integrity, dedication, hardwork, loyalty, resourcefulness, initiative, judgement and service.

- J.F. SOMCYNSKY/RWP

Le ministère des Affaires extérieures défend les intérêts du Canada sur la scène internationale, appuie les activités des Canadiens à l'étranger et contribue à l'amélioration de la

qualité de la vie dans le monde.

The Department of External Affairs promotes Canada's interests in international fora, supports the activities of Canadians abroad and contributes to the quality of life in the world.

- M. MARTIN/Islamabad

External Affairs and International Trade Canada: Promoting the Security, Prosperity, and Liberty of Canada and Canadians in an interdependent world.

- P.C. HUBBARD/Seattle

Our mission is to be the eyes, ears, mouth and the nervous system for all of Canadians outside of Canada.

- D.R.T. FRASER/Budapest

If the mission statement is to have a shelf life longer than a couple of years, it should be kept simple and direct. I would suggest something like to defend and promote internationally Canadian interests.

- M. DE SALABERRY/Tel Aviv

Le ministère des Affaires extérieures et du Commerce international illustre au Canada et défend à l'étranger les intérêts souverains et particuliers du Canada à l'extérieur de ses frontières. Il fait la promotion des les valeurs communes entre Canadiens dans l'édification en cours d'un nouvel ordre politique et économique mondial.

- Y. MAILLET/Cairo

The mission of External Affairs and International Trade Canada is to present a positive image abroad of Canada as a dynamic and proud nation with a bright future.

Its mandate is threefold: to aggressively seek out trade relations with other countries, to aid developing countries to become self-sufficient, to allow the smooth flow of immigrants into Canadian society, and to assist and support Canadians abroad.

A multicultural society that respects human rights.

CANADA IS BIG - AND SO ARE OUR GOALS.

- S.B. HANSON/Windhoek

What is our mission? To make the world a better place for Canada and Canadians by maximizing international security, economic growth, social justice, sovereignty, national unity.

We seek to enhance Canadian influence in countries and international fora where Canadian interests are in play. We penetrate barriers to trade and help Canadian exporters sell their products abroad. We seek to make Canadians of people who will contribute to Canadian social and economic growth. We enhance global peace and security by promoting economic development in the third world, and in the process promote POGG (peace, order and good government) in Canada.

- UNKNOWN AUTHOR

To promote Canada's interests in the world, to reflect Canadian values to the world, to serve Canadians abroad.

- B. SKERKOWSKI/CMG

The mission of EAITC is to promote and pursue Canadian ideals throughout the world and represent and assist Canadians internationally.

- H. HICKMAN/LSR

To protect and promote Canadian interests throughout the world.

- R. THOMPSON/BFL

To promote and to enhance Canada's international influence through an effective foreign policy, the strengthening of the national economy, and cultural exchanges, and always mindful of the heightened interest of the Canadian public on a global scale, and incorporating the implications of this interest in the development and execution of policies.

- V. RAKMIL/GGBS

To protect, consult and advise in service to furthering Canadians interests.

- R. MORISSETTE/Bruxelles

Remplir consciencieusement les mandats qui lui sont confiés par le Gouvernement canadien afin de représenter le Canada à l'étranger tout en promouvant et en défendant ses intérêts politiques et commerciaux de la façon la plus efficiente et efficace. Aider et protéger par tous les moyens légitimes les citoyens canadiens qui se livrent au commerce international ou qui visitent ou résident à l'extérieur du Canada.

- R. BURCHILL/TAD

To coordinate the definition of Canadian foreign policy and the execution of programs that seek its fulfillment.

- UNKNOWN AUTHOR/Mexico

MISSION STATEMENT: CONSULAR

(A) To provide best possible service in circumstances bearing in mind the needs of the client and the effectiveness of the action proposed and (B) to respond to every clients request in such manner that even when a tangible service cannot be provided the person leaves feeling better for having consulted us and more capable of dealing with the matter personally.

- N. BEMAN/UED

To make and embrace in word and deed a commitment to work in harmony with all members of the department toward the common goals of protecting and promoting Canadian interests at home and abroad.

- UNKNOWN AUTHOR/Washington

It is my hope that the mission statement will reflect the public service function of the department. The only contact most Canadians will ever have with our department is when they require consular services abroad, seek to sponsor their relatives for immigration, or invite friends to visit Canada. In the past these services have been undervalued within the department and underresourced.

J. MUNDY/TCF

The mission of External Affairs and International Trade Canada is to articulate, protect and advance Canada's national interests in the world community.

- B.M. WHITE/CIX

Foster a better understanding of foreign countries and international events among Canadians.

- R. THIBAUT/IDR

A l'aube du XXIème siècle, le MAE projette à l'étranger les grands défis qui attendent le Canada et le reste du monde: promouvoir un air propre (environnement planétaire) et une ère pacifique (détente mondiale et résorption, espérée, des conflits régionaux) et préparer l'après-GATT (amenuisation accrue des barrières tarifaires et commerciales).

- D. MANICOM/JIPP

Our briefest public statement is our letterhead, which muddles and confuses our image. It is an insult to Trade officers to

imply trade is not part of External Affairs, affairs external to our country. Or should we not then call ourselves External Affairs & Immigration & Aid Assistant & International Trade Canada? No. External Affairs covers all the bases.

The mission statement needs a succinct and powerful image evoking our role as a link between the world and Canada. I would suggest one that makes it clear the links go two ways - Canada's gateway to the world; the world's bridge to Canada - or some such.

- J. SIMS/INP

The Department of External Affairs represents Canadian interests abroad by striving to improve relations with foreign populations and to develop their awareness of Canadian culture and values. It reports on conditions and significant developments, facilitates trade, travel - and the protection of Canadian travellers, selects potential immigrants, distributes Canadian aid, acts on behalf of other Federal and Provincial programs, contributes to mutual respect, and to international understanding of issues of global concern and their peaceful resolution.

- V. RAKMIL/GGBS

To assure Canada an appropriate place in world affairs and world markets and to ensure a strong and effective voice for Canada in the promotion of a free and stable world.

- G. LAMBERT/Kuala Lumpur

Secure Canada's global interests for a betterment of the nation, and to protect Canada's ethos for the betterment of mankind.

On behalf of all Canadians to shape a better world for all mankind with vision and a spirit of adventure.

- R.J. BROOKS/TCC

It seems to me, and a number of my colleagues that appropriate attention may not be focused on a critical and vital portion of this Department's mandate - that is international trade development. A recent example can be found in the Department's estimates, which only mention trade development rather latterly and superficially. A large portion of the resources of this organization is devoted to trade development, both directly and indirectly. We also attempt to justify a wide range of activities, in part, by pointing out the benefits for our economic interests.

There is, I am certain, an acceptance of the trade development

There is, I am certain, an acceptance of the trade development effort within the Department. My concern is that this effort may not always be featured at the level that it should. I hope that this contributes to the process of developing a mission statement, and that as a result trade development can be reflected in proportion to its importance to the Department.

- AUTEUR INCONNU/Bruxelles

La mission: assurer une gestion cohérente des relations du Canada avec le monde extérieur, sur la base d'une connaissance approfondie du pays et de ses intérêts d'une part, et de la réalité internationale de l'autre. La promotion des intérêts économiques doit y occuper une place de choix.

Le ministère AECEC est l'instrument par lequel le gouvernement du Canada gère les relations extérieures du pays. Son objectif est de contribuer au développement et au bien-être de la société canadienne en agissant au niveau international dans les domaines dont dépendent les intérêts principaux du pays et de ses citoyens. Le Ministère appuie l'aspiration des Canadiens de vivre en paix et prospérité, de favoriser un ordre mondial équitable, et de préserver leurs valeurs fondamentales.

- N. GODFREY/PST

I listened with much interest to the views of the sixty (approx) employees who attended the Mission Statement meeting on Tuesday morning in the Cafeteria. As I listened to views stated with varying degrees of intensity, it became apparent at least from several persons that the need to retain some of the "traditional ways" of an external-looking department remained imperative. In part, I agree, however, to do so exclusively harbours considerable dangers especially in an age of rapidly growing information technology and the continuing need for the Canadian diplomatic corps to be able to manage well while still performing their diplomatic duties.

It seems to me that for this department to be front and centre in the field of external relations in Canada and to subscribe to reasonable and sensitive administrative and personnel policies including rotationality, the department must rely on an extremely effective information storage system.

In short, a mission statement, to be fully cognizant of the department's external function, must take into consideration the existence of a really effective information storage system.

- C. BROWN/EEA

I was very impressed by the turnout and the number of thoughtful interventions at your Town Hall Meeting this morning on the Mission Statement. Particularly encouraging were those speakers who stressed the need for a human orientation to the statement which, I believe, is essential if the end result is to serve the intended purpose of being a unifying and motivating force.

Any mission statement should clearly attempt to bond the individual to the Department (in my understanding that is its very intent) in such a way as to enhance the commitment of the individual to achieve the objectives of the organization.

- LABRECHE/Londres

Promouvoir et protéger les intérêts du Canada dans tous les secteurs de l'activité gouvernementale. Aider et conseiller les entreprises et citoyens canadiens à l'étranger.

- F.M. FILLEUL/Addis Abbaba

The DEA exists to safeguard the interests and project the concerns and values of the Canadian people in the area of international relations.

- A. WRIGHT/Bridgetown

External Affairs and International Trade Canada is committed to serve the interests of Canadians within a rapidly changing, interdependent global community, by taking a role of leadership in promoting:

- peace and security, disarmament and reduced military spending;
- democratic institutions and the rule of law;
- respect the human rights, freedoms and responsibilities;
- realization of human potential, politically, economically, socially and culturally;
- environmentally sustainable use of resources for development;
- free exchange of resources, goods and services;
- sound policy formulation, program design and delivery;
- cost effective and efficient management of national, international and intergovernmental institutions.

In pursuing this mandate EAITC develops and uses professional analysis, persuasion and negotiation by combining in-house resources with expertise from the Canadian public and private sectors and the international community.

- UNKNOWN AUTHOR

The Mission of the Department of External Affairs and

International Trade:

Serving Canadians at home and abroad, to promote our goals, to protect our interests, to construct a world that respects our nation's values.

- D. BAKER/Dusseldorf

The mission of the Department of External Affairs and International Trade is to integrate, formulate and project Canadian international interests.

- J. LIZE/CMG

External Affairs and International Trade Canada with its competent and responsible members proudly contribute in making a better, more peaceful and prosperous world while efficiently assisting Canadians with their foreign-related needs.

- J.A. BARRETT/MIT

To foster an environment which clearly reflects the aims and aspirations of the people and government of Canada in areas of human relations, international trade, and world peace.

Of course, there is the corollary that if you make a statement such as this, you have to be prepared to put into play those ideas necessary to develop such an ethos. ie...Practice what you preach!!

- A. PERRON/PND

To contribute towards making the world more just, peaceful and environmentally sound. Represent government of Canada abroad and articulate Canadian foreign policy.

- B. NORTHGRAVE/UTE

The mission of EAITC is to define and to realize the full range of Canada's foreign policy interests. This involves pursuing internationally those goals of social and economic justice, coupled with economic growth that Canadians seek within Canada.

- D. ANIDO/Tokyo

The Department of External Affairs and International Trade conducts Canada's international diplomacy in the best interests of Canada, for the enhancement of world peace, human rights, fair trade, sustainable growth, and environmental balance.

- J.P. BELL/Brasilia

To vigorously project Canadian interests to the world through a representative, highly trained, competent and motivated foreign service corps at home and abroad.

- J.M.ROY/Brasilia

To formulate, defend and promote abroad Canada's political, security, economic, trade, cultural, immigration and consular interests in ways which reflect Canadian values, policies and objectives.

- J.B. CHRISTIE/Brasilia

To promote Canadian interests in a highly competitive world to meet all challenges and pride ourselves in providing a dedicated service to the Canadian people that responds to the demands of our rich and diverse culture.

- N. ASSELIN/Brasilia

Le ministère des Affaires extérieures doit indiquer clairement aux Canadiens quels sont les grands objectifs stratégiques de la politique extérieure du Canada, non seulement les objectifs à court terme correspondant au mandat de chaque gouvernement, mais surtout les objectifs à long terme (25 ans et plus). Le Ministère doit par ailleurs servir d'articulation entre les divers ministères et agences fédéraux impliqués dans l'exécution de la politique extérieure, de manière à ce que l'action de chacun soit connue des autres et ces actions soient systématiquement ordonnées vers l'atteinte des objectifs stratégiques du Canada.

- A. LECLAIRE/Brasilia

To project Canada as a just, open and diverse society committed to achieving national objectives through means of mutually beneficial relations with other nations and groups of nations.

- C. SHECK/Brasilia

To represent Canada and Canadians in a manner which not only furthers the nation's interests abroad, but also responds to the highest aspirations of the Canadian people in keeping with the tradition of excellence in the pursuit of international understanding established by those who have served before us.

- T. LONERGAN/Brasilia

The department offers a store of knowledge on foreign societies, foreign governments and intergovernmental affairs. It represents the government's source of advice on foreign

affairs and policy. It is also the government's main instrument to influence foreigners and foreign entities. The department provides a set of services, often in form of programmes to serve a range of clienteles, the government (federal, provincial or municipal levels), private or corporate Canadian citizens, the international community, and foreign persons, entities or institutions and governments. The department ensures that Canada's foreign policy and activities remain dynamic and coherent and that external programmes are effective and efficient by conducting the required planning, monitoring and evaluation.

- D. FORTNEY/Brasilia

To formulate and implement Canadian foreign policy and to actively represent and promote Canadian political and economic interests throughout the world.

- E. MARTEL/Paris

Enoncé général: Interpreter pour les Canadiens le sens du monde afin d'en exalter les buts les plus élevés, d'en défendre les causes les plus justes et d'en partager équitativement les richesses.

Enoncés sectoriels
(Projection du Canada à l'étranger)

- Témoigner des idéaux de la société canadienne et poursuivre ses intérêts en cherchant à les concilier avec ceux des autres sociétés nationales.

(Dialogue avec le monde)

- Fournir aux Canadiens, dans les sphères diverses de leur activité, la possibilité d'influencer leurs interlocuteurs étrangers en profitant de cette expérience pour améliorer leur propre vie.

- Permettre aux formes d'expression culturelle, économique ou sociale propres au Canada d'être confrontées avec leurs équivalents à l'extérieur des frontières afin d'enrichir la société canadienne de ce contact.

(Coordination)

- Assurer la cohérence des interventions à l'étranger en visant à protéger les intérêts des Canadiens et du Canada.

- Permettre au gouvernement du Canada de prolonger dans le cadre bilatéral et dans les organismes multilatéraux la défense des intérêts du Canada.

(Aide au développement)

- Témoigner de manière concrète auprès des populations défavorisées du monde de la compassion et de la solidarité des Canadiens.

(Consulaire)

- Fournir aux citoyens canadiens qui temporairement ou de façon permanente voyagent ou travaillent à l'étranger la protection et l'appui que leurs affaires ou leur situation rendent nécessaires ou utiles.

(Juridique)

- Négocier avec tous les membres de la communauté internationale un cadre juridique qui, tout en protégeant les intérêts du Canada, affirme la promesse d'un avenir pour la justice et l'égalité entre les hommes.

- J. CARON/EEF

The role of the department of external affairs and international trade...

...is to advise the government on the process of change in the world as it affects our country, our interests and our people. It advocates and implements the government's policies domestically and through its representatives abroad.

Thorough professionalism, commitment to the task, and enquiring mind inform its members, and best serve the interests of the country. It is by these qualities that it is known.

- CONTRIBUTION COLLECTIVE/Athènes

Offrir aux Canadiens toute la gamme des services nécessaires à la défense et à la promotion des intérêts du pays tant sur le plan bilatéral que multilatéral. A partir des valeurs collectives, ces intérêts peuvent être définis en termes de sécurité collective et individuelle et de mieux-être économique et social.

- N. BROCKENSHIRE/Santiago

External Affairs and International Trade Canada has the mission to support the identity, well-being and security of Canada and Canadians at home and abroad by constant effort to monitor and promote Canada's interests internationally, to stimulate the sales of Canada's products and services abroad, to facilitate and control the movement of non-Canadians to Canada and to express Canada's commitment to less developed nations of the world through development aid. The Canadians and many other nationalities who work together in this way for

Canada do so in Ottawa and Hull, in 23 cities outside the National Capital Region in Canada and in over one hundred and twenty places abroad.

- K. COOK/URR

To serve Canadians and to advance Canada's national security, economic and social objectives in an interdependent (and changing) world.

- I. MCLEAN/URR

To serve, and protect Canadian interests and Canadians abroad.

- G. TASSE/CMG

Notre équipe, dynamique et compétente, est en mesure de promouvoir et de défendre les intérêts des Canadiens sur la scène internationale.

Cet énoncé sert à la fois à motiver les employés et à exprimer la préoccupation première du Ministère. Cet énoncé de mission devrait toutefois, être complété par un énoncé décrivant plus en détail les responsabilités du Ministère.

- M. MAKI/CMG

The Department of External Affairs and International Trade - is to provide and promote responsible domestic and world service to Canadians in all walks of life, in order to help them attain their common goal...that of Quality of Life, in a better Canada.

- UNKNOWN AUTHOR/Shanghai

To promote interests of Canada throughout world by observing, analysing and interpreting political, economic and cultural relationships of peoples of world to people of Canada and by reflecting back to world values and strengths of Canadian society.

- J. NADEAU/Libreville

Avec son réseau de missions diplomatiques, le MAECE est le pont de la Fédération canadienne vers l'extérieur et vice-versa. C'est par lui que s'insère le Canada dans le concert des nations et des institutions internationales, avec ses idéaux de paix, de prospérité durable et d'épanouissement des peuples à travers les institutions démocratiques. Le MAEC orchestre la conception de la politique extérieure canadienne dans toutes ses dimensions. En application de ces politiques, le Ministère, entre autres, aide les entreprises et organisations ainsi que les citoyens canadiens dans leurs

rapports avec l'extérieur. Le MAECE présente à la communauté internationale un Canada ouvert et respectueux des différences.

- G.F. BRUCE/Lisbon

I-Goals

a) to assist PM, Ministers and government in their efforts abroad and in Canada to advance and defend their policy objectives and general interests of Canadians.

b) to anticipate developments, threats, opportunities and vulnerabilities and to formulate, for approval of Minister(s), policies and programs designed to meet those challenges and to achieve strategic objectives of government.

c) to collect from all possible sources useful information affecting Canadian interests positively and adversely, and to prepare assessments and analyses which will contribute to formulation of most effective policies and programs of government.

d) to aggressively pursue, promote and defend a wide general range of defined and undefined Canadian interests in a spectrum from international security to trade development to environmental management to influencing developments in international organizations.

e) to provide a broad range of services and information at our missions and in Canada to a vast and growing number of federal and provincial government officials, business and professional men and women, tourists, media, academic and cultural communities, et al.

f) to manage personnel and resources to carry forward government policies and programs as effectively as possible.

II-Values of External Affairs;

a) high sense of professional dedication;

b) professional and personal integrity, objectivity, honesty, courage, reliability and commitment to Canada and Foreign Service.

c) confidence that management and system are fair and seen to be fair in management of personnel.

d) to be seen by Canadian governments and private sector to be representing fairly and fully values and interests of Canadians.

- W.G. LICARI/Rabat

Agence centrale du gouvernement, le MAEC gère la dimension internationale des intérêts du Canada. Il s'attache à maintenir et à promouvoir la sécurité et le bien-être politique, économique et social des Canadiens tout en contribuant aux idéaux de paix et de justice pour l'édification d'un monde plus sûr, mieux équilibré et plus prospère. Il procure l'ouverture sur le monde extérieur indispensable à l'épanouissement de la société canadienne. Il contribue au renforcement de notre accès aux marchés extérieurs.

- J.A. MORRISON/Beijing

The department promotes bilateral and multilateral relations with other countries with a view to achieving an economically secure and peaceful world environment for Canada.

The department coordinates Canadian foreign policy in order to achieve maximum impact for national policies.

Within the limits of international conventions, the department provides consular protection and assistance to Canadians abroad.

- G.L. OHLSEN/Lusaka

To project and protect the interests of Canada and Canadians abroad.

To identify and anticipate how and where those interests may be engaged.

To report accurately and without favor, on the circumstances, events and personalities bearing on that engagement.

To recommend policy and action appropriate to those circumstances or, more succinctly.

Through observation, analysis, recommendation and positive action, to protect and further the interests of Canada and Canadians abroad.

- COLLECTIVE CONTRIBUTION/Harare

The mission of the Department of External Affairs and International Trade is to provide services to the government and people of Canada in all areas involving international relations, so as to advance precisely defined Canadian national interests. In order to carry out this mission, the department strives to articulate operationally usable foreign policy goals and deliver high quality support and assistance to Canadian citizens abroad.

- A. CRONIN-COSSETTE/Washington

The mission of the Department of External Affairs should be
 1) to defend and promote the direct interests of Canada, and;
 2) to contribute to broader international activities, also in
 our interests.

- J. BILODEAU/Rome

Le ministère des Affaires extérieures et du Commerce international est l'expression de la présence canadienne sur la scène internationale. Ses fonctions consistent à représenter l'Etat et le gouvernement canadien, à expliquer les politiques canadiennes à l'étranger, à mettre en oeuvre les décisions gouvernementales touchant les relations avec d'autres pays et à favoriser le développement du commerce extérieur canadien.

Par son réseau de missions diplomatiques, le Ministère suit au jour le jour l'évolution des autres sociétés de la planète afin d'être en mesure de conseiller le gouvernement dans l'orientation de ses politiques ayant un impact à l'extérieur du pays, que ce soit au niveau défense, économique, culturel, immigration et coopération internationale. Les ambassades et consulats canadiens donnent enfin l'assistance requise aux Canadiens dans le besoin lors de séjour à l'étranger.

- G. ROBERTSON/MIR

I like the idea of a slogan which is backed up by a statement of principles, goals, or whatever you wish to call them which illustrates how the "slogan" is to be carried out - since people will otherwise interpret it different ways.

I like the thought behind Dofasco's "our product is steel - our strength is people".

For the "slogan" I like something along the lines of "serving Canada at home and abroad" or, perhaps "serving Canadians at home and abroad" or, as a final suggestion, "helping Canada make the world a better place" (now there's a goal for you!).

For the "behind the slogan"; my greatest concern is how people are treated in the Department. I would dearly hope to see, if anything, this problem addressed and dealt with by the Corporate Review and that the Mission Statement contain a commitment to treating people well.

- M. DE GOUMOIS/Santiago

Rôle et mission du Ministère.

Le rôle et la mission du Ministère sont de maintenir les relations avec les pays et gouvernements étrangers et

d'assurer à l'étranger la protection et la promotion des intérêts canadiens dans le cadre de la politique étrangère canadienne.

A partir de cette définition d'ordre général peut s'articuler une série de missions spécifiques qui découlent mais ne recouvrent pas nécessairement tous les aspects des responsabilités du ministère-mission diplomatique qui consiste à maintenir les contacts et le dialogue avec les gouvernements étrangers et à faire valoir nos points de vue auprès d'eux et au sein des organismes inter-gouvernementaux (ONU, francophonie, Commonwealth, OEA, etc).

Mission institutionnelle qui consiste à donner au(x) ministre(s) les informations, avis et recommandations nécessaires à la formation de la politique étrangère canadienne;

Mission consulaire qui consiste à assurer la protection des ressortissants canadiens à l'étranger selon les règles et usages internationaux;

Mission commerciale qui consiste à faciliter et contribuer à la promotion des produits canadiens à l'étranger;

Mission spécifique relative au règlement des conflits et à la promotion du développement de la paix, des droits de la personne, à la projection du Canada à l'étranger (information et culture), à l'immigration, à l'environnement et à toutes les autres tâches en rapport avec l'étranger que peut définir le gouvernement.

Le Ministère a une responsabilité unique eu égard aux autres ministères qui fait de lui l'agence centrale de tous les rapports avec l'étranger. Cela ne signifie pas que le Ministère doit prendre à son compte toutes les fonctions des ministères spécialisés, tâche manifestement impossible. Mais il lui revient d'assurer la coordination et l'encadrement nécessaire lorsque les pays étrangers sont en cause (ou les organisations internationales).

- G.R. BERRY/Havana

Department of External Affairs provides most vital institutionalized interface between Canada and the world beyond its borders. It is not the only department of government which functions in this role, but it is the only department which can bring to bear, on the international activities of other departments and agencies, a broader focus which ensures consistency of individual actions of the Canadian government with overall foreign policy objectives and orientations.

The department fits into society only as Canadian society itself fits into international community. It can, by virtue of its unique expertise, ensure that such "fit" is both realistic and optimally beneficial. In a sense, however, question is trite. Canadian society must interact with international community. Therefore, why must we ask questions about our departments goals and values? Foreign Ministers of USA, Europe and Latin American countries, etc. -- from superpowers to mini-states -- do not need to ask it, so why do we? Do we feel that irrelevant? Fact is that Canada is part of world. Therefore, it must have foreign minister to run its foreign affairs.

- B. PICARD/CMG

Our mission is to bring Canada to the World and the World to Canadians.

We bring Canada to the World

by promoting and protecting our national interests while also advocating individual and collective peace, security and prosperity for mankind.

We bring the World to Canadians

by helping Canadians define their identity as citizens of the world and shape a country capable of successfully meeting the challenges posed to it by an ever changing global environment.

- C. COLE/FAM

In an era of accelerating change the Department of External Affairs is hard pressed in continuing the vital expansion of its role since modest beginnings less than a century ago. Like its counterparts in other States it is dedicated to the maintenance of international peace, economic stability and the preservation of the environment. The task of its highly trained and experienced personnel defies comprehensive definition as it constantly evolving as developments at international and national levels pose endless challenges to the political and economic viability of Canada and other States. Fundamental to this approach is an abiding concern for the well-being of Canadians both at home and abroad and for the lesser advantaged of other countries. Its task is facilitated by an enviable network of communication and personal contacts, painstakingly established over many years, with international organizations, governments, decision makers and others throughout the world.

- L. MOKIEVSKY-ZUBOK/INI

The Department of External Affairs and International Trade

represents Canada on the international scene.

We are the conduit, facilitating contacts for our business community and travellers.

We are the go-between, fostering communication, interaction, and the flow of commerce, people and ideas.

We are our country's spokesman, and chief negotiator on international issues.

We also listen, striving for a better understanding of the other members of the world community.

We are there to provide assistance

- (a) to Canadians visiting or working abroad
- (b) to those in the world community who seek out help.

We act with consistency and courage, holding to our principles, placing human values ahead of material and political gain.

- M. SMALL/EER

Our mission is to explain to Canadians the impact the world will make on Canada; and to enable Canadians to make an impact on the world.

- B. ASKETT/MFC

The Mission of the Department is to:

- represent the Government of Canada in other nations throughout the world;
- promote Canada and Canadian based interests abroad;
- protect and provide assistance to Canadian citizens and immigrants abroad.

- AUTEUR INCONNU/YAOUDE

Faire valoir les intérêts du Canada et des canadiens a l'étranger afin de contribuer a l'épanouissement de la société canadienne et de la communauté internationale dans la paix et la sécurité.

- S. HARDY/O/DMT

"Canadians Serving Canada at Home and Abroad"

Canadians - we are multi-national and it is time we forget putting our roots first and think Canadian first.

Serving - an excellent word. It matters not what your job or position is - we all have a job to do.

Canada - businessmen, academics, culture, immigration, agriculture, fishery, consular, office workers, any type of career all amount to people working in Canada and to bettering the life in Canada.

At Home - here at headquarters we have just as important a job to do as overseas perhaps not as exciting in some cases but still important.

and Abroad - anywhere in the 4 corners of the world! And we must go to these places proud to be a Canadian and work hard to serve our country.

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