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Foreign Affairs and
International Trade Canada

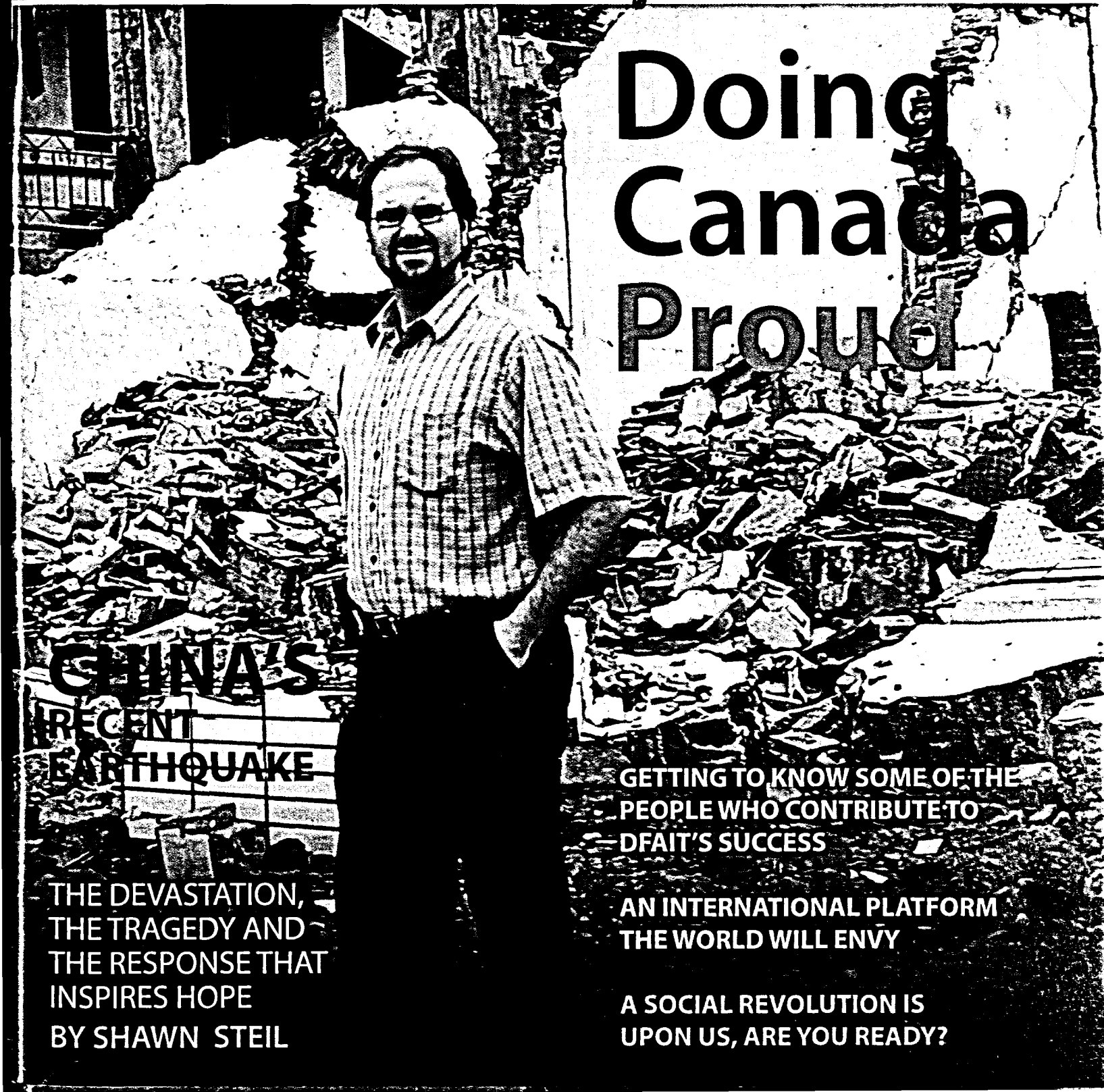
Affaires étrangères et
Commerce international Canada

Canada

OUR WORLD

Public Affairs Employee Magazine
Fall 2008

DERNIER
NUMERO
LATEST ISSUE



Doing Canada Proud

CHINA'S RECENT EARTHQUAKE

THE DEVASTATION,
THE TRAGEDY AND
THE RESPONSE THAT
INSPIRES HOPE
BY SHAWN STEIL

GETTING TO KNOW SOME OF THE
PEOPLE WHO CONTRIBUTE TO
DFAIT'S SUCCESS

AN INTERNATIONAL PLATFORM
THE WORLD WILL ENVY

A SOCIAL REVOLUTION IS
UPON US, ARE YOU READY?

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Florence Nguyen left Vietnam at a young age, under extremely difficult circumstances. About 30 years later, she returned to her native land to find a country and a people changed.

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Our World Goes Online

T

he enthusiastic response that first greeted *Our World* and the keen interest that has ensued have been both encouraging—to put it mildly—and a bit challenging. Much as we are delighted by the many story ideas and articles that we are receiving, we simply cannot accommodate them all. But we think we have found a compromise.

Our World is now online. We will still print hard copies of the magazine every three months to accommodate the many employees who want to read it while travelling, commuting, or to share with their families. But in July we also launched *Our World Online*, an electronic version on the DFAIT intranet that will feature all the articles from the printed copy as well as a few extras.

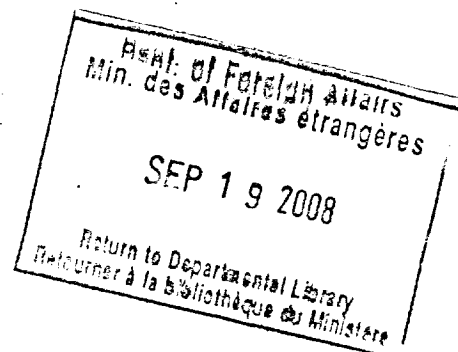
When we asked what employees miss most about *Our World's* predecessor *Panorama*, the overwhelming response was the “comings and goings” section. Given their proclivity for moving to other missions or departments, employees would understandably want to keep tabs on their colleagues over the years. While it would be too onerous to have this feature in the print edition, we are pleased to include it in *Our World Online*, under the Online Only button. Stories that don't fit into the print edition for one reason or another will find themselves in the Online Only section. We expect to post two to four new feature stories and/or news items each month. Everything in this section will be updated and highlighted every month.



This is not only a response to our deputy ministers, who are beckoning a new generation and its practices, but more simply, the recognition of a welcome opportunity to maximize new and exciting tools that will, hopefully, entice every DFAIT employee.

Our World Online is not only a response to our deputy ministers, who are beckoning a new generation and its practices, but more simply, the recognition of a welcome opportunity to maximize new and exciting tools that will, hopefully, entice every DFAIT employee.

We encourage you to visit *Our World Online* at http://intranet.dfait_maeci.gc.ca/ourworld.menu-en.asp and to continue to submit your stories. All contributions to the coming and goings section are voluntary, so we appreciate the information.



You will also find the more popular sections of the magazine further highlighted online, including the Featured Mission, which will be archived. Previous editions of the magazine will also be archived. The site will feature a few blogs relevant to the content of the magazine. In addition, you will find an expanded travel section, as well as some key information on the publication, including how to submit ideas and stories.

We are not only publishing stories about DFAIT and its employees, we are regularly inspired by them. One might say that we have been “transformed.” Since the department has promised to embrace new and bold technology as well as social networking tools (see Departmental News on p. 18), we are doing our part. *Our World Online* is the magazine's answer.

—NATHALIE TRÉPANIÉ

Adieu Stephen, Hello Greta
DFAIT THANKS STEPHEN
 Rigby for his brief but productive tenure as Associate Deputy Minister of Foreign Affairs (DMA). Stephen became President of the Canada Border Services Agency (CBSA) on August 1, 2008. He had been with the department since March 3, 2008, where he played an integral role in support of various departmental priorities.

The department also welcomes Greta Bossenmaier as the new DMA. Greta had been with the CBSA since 2004, where she served as executive vice-president and, before that, as vice-president of the Innovation, Science and Technology Branch. She previously served as our chief information officer and Director General of the Information and Technology Branch from 1999 to 2004. We appreciate this opportunity to work with Greta again. Staff within the department extend their heartfelt congratulations to both Stephen and Greta on their recent appointments, and wish them success in their new and exciting roles.

Launch of New Geographic Group

ON SEPTEMBER 1, the department officially implemented an innovative structure to lead and manage Canada's bilateral and regional relations, and to integrate people and responsibilities. Instead of the three familiar branches that manage bilateral relations (NGM, RGM and WMM), the department will have one group, entitled the Geographic Group, with four assistant deputy ministers accountable for the collective leadership and vision. Each ADM will also be responsible

for a geographic portfolio: Europe and the Middle East; Latin America and the Caribbean; North America; and Asia and Africa. The integration of people and programs will be at the level of director general. DGs will act as chief operating officers for their regions and will have the primary role of dealing with stakeholders in the public and private sectors. It will be a natural partner for the International Platform Branch, which supports the people assigned to our international network and administers our property abroad (the "bricks and mortar").

New Trade Offices Coming Soon

ON JUNE 19, MINISTER Emerson announced that Canada is establishing 10 new trade offices in three countries—China, Brazil and Mexico—and is expanding its Trade Commissioner Service (TCS) in Canada with four new satellite offices in Kitchener, Ottawa, Victoria and Windsor. This is in addition to two new trade offices in India and one in Mongolia, announced in April. The government will also add new trade staff to existing offices in Brazil, Chile, China, Colombia, India and Panama.

Minister Emerson also unveiled three important departmental documents: *Canada's State of Trade: Update on Trade and Investment—2008*, *Canada's International Market Access Report 2008*, and *Canada's Global Commerce Strategy: Seizing Global Advantage*. These announcements were part of the Minister's keynote address at the 9th annual International Trade Day at the Mississauga Convention Centre in Mississauga, Ontario.



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Submissions

We strongly encourage you to submit your story ideas and/or articles. For details on submitting articles to *OUR WORLD*, request our guidelines by email at:

ourworld-notremonde@international.gc.ca. All story ideas should be submitted to: ourworld-notremonde@international.gc.ca. Pictures for our *In Pictures* segment should also be submitted via email. Visit *Our World* online for additional content and features on the DFAIT Intranet site.

This magazine was printed using Chorus Art Silk. It is Eco Logo and FSC Certified and has 50 percent recycled fibre as well as 25 percent post-consumer content. It is elemental chlorine-free and acid free. All the ink is vegetable-based.



MARC-ANDRÉ HAWKES

Senior Trade Commissioner Quito, Ecuador

Experience is simply the name
we give our mistakes
—Oscar Wilde

Within days of moving to Quito, Ecuador, in July 2006, I learned the hard way the differences between the verbs “to introduce” and “*introducir*” in Spanish. As I had just spent seven months learning Spanish at the Canadian Foreign Service Institute, I decided to put my “advanced” Spanish skills to the test and hold my conversations in Spanish. This proved to be greatly appreciated by my new acquaintances, who often complimented me on my mastery of the language.

I decided to take Spanish courses after work on Fridays. My teacher was impressed by the level of Spanish I had attained while studying in Canada but was quick to point out that I was misusing the verb “*introducir*” as it did not in fact mean “to introduce” but rather “to insert” or “to penetrate.” My face quickly turned the color of a ripe tomato as my mind flashed back to the many occasions when I mentioned to key business people and government officials that I looked forward to “penetrating” them in the near future. At least this explained the many stifled chuckles that often followed my introductions.

Many adventures and misadventures accompanied my first foray into Latino life. Among the interesting and unique experiences I’ve had in Ecuador are climbing the Cotopaxi—an active volcano 5,897 metres high; discussing Canada-Ecuador relations with the President of the Republic; encountering 24-7 stores that were closed on Sundays; holding one-on-one meetings with ministers and deputy ministers to address important Canadian commercial matters; visiting Canadians in an Ecuadorian jail; regularly wearing alpaca ponchos inside my 2,830-metres-above-sea-level apartment, which can get chilly since it is literally engulfed by clouds on a nightly basis; leading trade missions both to and from Ecuador; and, of course, snorkelling among sea lions in the Galápagos.

Obviously not every day is an epic adventure, but I can truthfully say there is never a dull moment at the Canadian Embassy in Ecuador. It is really the antithesis of a typical nine-to-five environment. For one thing, the



embassy is open from 7:30 a.m. to 4 p.m. and closes at 1 p.m. on Fridays. For another, there is often work to do in the evening and on weekends, such as meetings with the chamber of commerce, key contacts, government officials and other embassies. The embassy is run by three Canadian rotational employees with the invaluable assistance of a dozen locally engaged staff and a Canadian university intern. Despite its small team, the mission provides a range of consular, commercial, political and immigration services. As the head of the trade section and vice-consul (you are normally asked to wear more than one hat at small missions), I could touch on all of the above-mentioned services on any given day. Effective organization and prioritization skills are key to performing your job in a competent way. You may be assisting a Canadian citizen who was assaulted one moment and lobbying the local government to consider a billion-dollar Canadian investment the next.

There are many responsibilities related to working at a small mission such as Quito that are truly welcome by those of us who aren't fans of a nine-to-five routine. Although my work prior to joining the Canadian diplomatic corps at Accenture and Microsoft was enriching, my two-year assignment to Ecuador has by far been the most interesting and challenging experience I've had to date.



ANNE MAFFRE

Portfolio Librarian
DFAIT Library

The life of a DFAIT librarian is anything but boring. Running from tanks and tear gas in the middle of a student riot... All in a day's work for librarian Anne Maffre.

When people think of librarians, they generally think of someone sitting behind a desk, answering questions and shushing people in the library. Often, they equate our job to boredom. But in reality, the opportunities that I have had while working in DFAIT's library far exceed anything I could have hoped for when I graduated with a Masters in Library Science.

Never, for example, would I have imagined myself running through the streets of Santiago, frantically looking for a safe place to escape the tear gas that was

being sprayed on protesters on the "Day of the Young Combatant." Last year on March 29, my colleague and I were spending our final day in the city picking up last-minute souvenirs after having travelled to missions in Bogotá, Quito and Caracas to promote DFAIT's Virtual Library and Library Services. We began to notice large groups of students and some tanks gathering near the university. Though we were expecting some protests that day, we did not think much of it and continued on our way.

Later that day, the metal doors of the store we were in came crashing down and we realized the riot was heading in our direction. When the doors finally reopened, we decided to head back to the hotel to avoid any further problems. We began walking to the closest subway station, not realizing that it was also the station for the university—but the doors to the station were locked. We were aghast to find ourselves in the middle of a riot. A crowd was running toward us, followed closely by several tanks. At that point, we turned and ran the other way, looking desperately for an escape. Eventually, we made it, though not before feeling the effects of the tear gas.

This Santiago experience was certainly my most memorable to date, but my work at the DFAIT library has also taken me to many U.S. posts where I provide staff training.

As a portfolio librarian, my specialization subject is trade relations and investment, and my geographic responsibility is North America. There is no typical day for me—I work on something different every day. One day, I might be asked to find the date a consulate opened and who was in attendance at the ceremony, another I might be looking for trade statistics for computer equipment. As our library is open to the public, we also get questions from students and researchers who come to use our specialized collection. Most of my time generally involves answering in-depth research questions, preparing presentations and coaching sessions, selecting relevant books for the library collection and preparing material for our intranet site. More recently, I was involved in the initial planning stages of the departmental wiki.

Although, thankfully, not every day is spent running from student riots, my days here in the library are far from dull. The subject matter I deal with is always interesting, and I am constantly learning new things.

If you have never visited the library before, please come visit us in person or virtually—we promise we won't shush you!

HEATHER MUNRO

PROTOCOL OFFICER

Meeting foreign leaders in exotic destinations may sound very glamorous, and it often is, but behind the scenes, a protocol officer is mired in the planning and details that are often taken for granted.

When I started working in Protocol in 2001, I was freshly graduated from university. The week after my last final exam, I packed up my bags and left the Prairies to begin my summer contract as a visits officer with the Office of Protocol in Ottawa, in the Official Visits Division (XDV). I could not have predicted what lay ahead of me. The world of state-visit planning, flag protocol and motorcade compositions was about to unfold.

When I arrived, I settled into my cubicle in a virtually empty office at the Pearson Building. The majority of my XDV colleagues, officers and coordinators alike, were off travelling to all four corners of the globe. Truth be told, I don't think I met most of them until halfway through the summer because of the heavy workload in Protocol that year. With my yearning for travel, it certainly seemed like I had landed in the right place.

A visits officer has myriad tasks to accomplish. There are visits to Canada, where we work with embassies or high commissions abroad to organize the trips of a visiting minister, head of government or head of state at the private, working or official level. For outgoing travel, we work with Rideau Hall, the Prime Minister's Office and a few ministers' offices to help organize travel abroad for the Governor General, the Prime Minister and ministers with an international portfolio, such as Foreign Affairs or International Trade. While such a variety of assignments certainly does give you a chance to work with different government agencies and personalities across the country and abroad, I have learned that the life of a visits officer is not always glitz and glamour.

Invariably, whenever I meet people and tell them what I do, they say, "Wow, Protocol—that must be so glamorous! I'd love to travel the world and visit all of those countries!"

I always smile when I get this reaction, because it reminds me of my own response when I first started work. Most people seem to be oblivious to the fact that beyond the normal 9 to 5, everyday life in Protocol, a lot of our work actually takes place after hours. We are often answering messages on our BlackBerry or laptop at

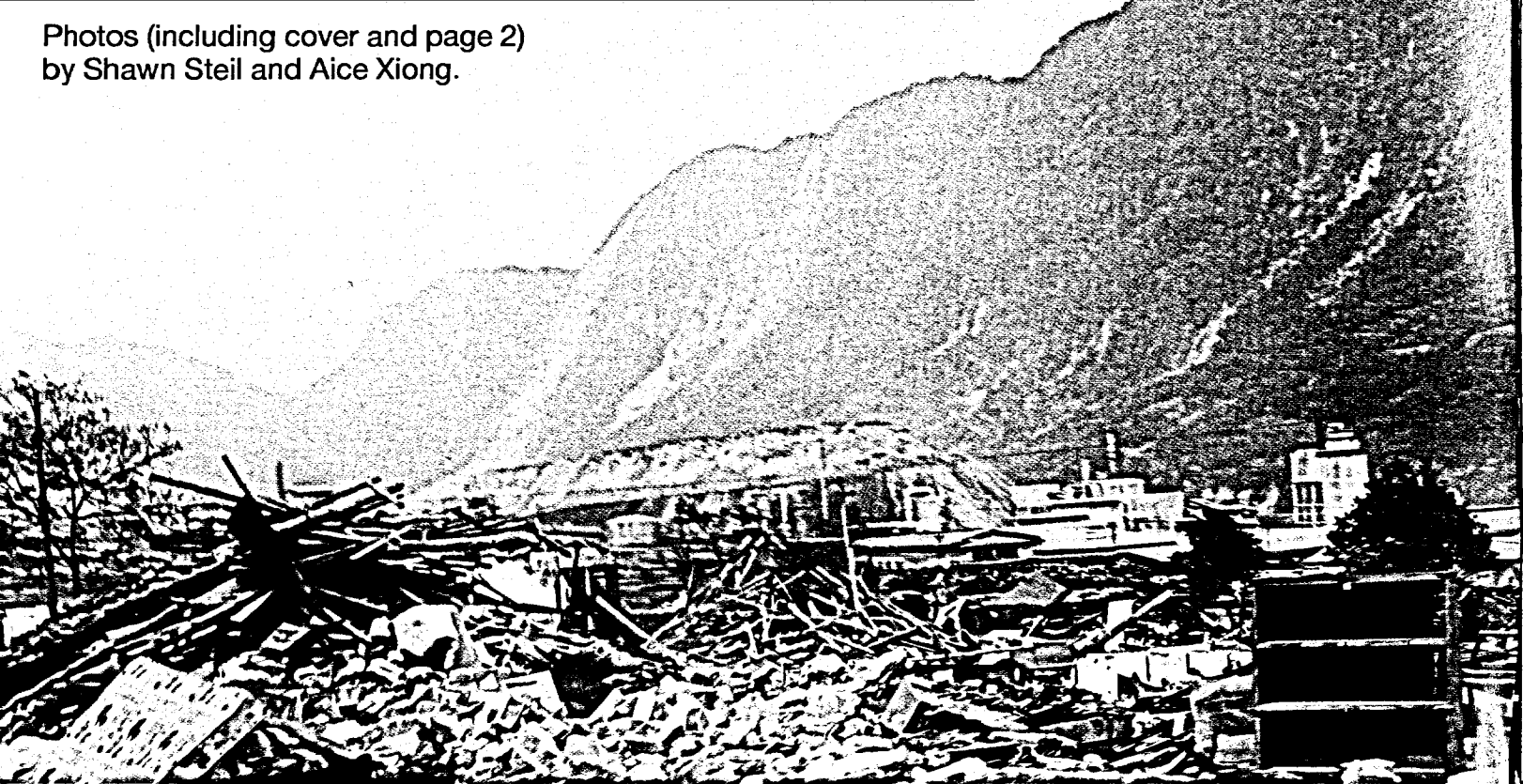


Heather Munro in Riyadh, Saudi Arabia, where she accompanied former Foreign Affairs Minister Maxime Bernier in January 2008.

all hours of the night from a hotel room halfway around the world, or pulling an all-nighter to write and edit a motorcade scenario or create programs that are going to print first thing in the morning. Or we are participating in a conference call that, because of the time difference, is taking place at 10 a.m. in Ottawa but at 2 a.m. for us, or waking up at 4 a.m. to get to the airport and wait on the tarmac for a visitor's plane. While there are glamorous moments, during busy season in Protocol, visits officers often sacrifice time with family and friends, weekends and even holidays for our calling.

All that being said, the life of a visits officer can be exciting. We do see many historic events around the world that we would never be privy to as tourists. For my part, although I've always been working at such events, I've had the privilege of attending ceremonies and addresses that I would never have dreamed of. I will always remember the ceremony in 2001 when Nelson Mandela was awarded honorary Canadian citizenship; the installation of Pope Benedict XVI in St. Peter's Square; the G8 Summit in Scotland, which was sidetracked by the London subway bombings; and the 60th anniversary of the Liberation of the Netherlands in 2005, where I watched our Canadian veterans parade through the streets of small Dutch towns as the local citizens applauded and cheered them on.

These occasions, which most others will only read about in history books, have found a proud place in my own history, my memories, my stories.



SHAKEN TO THE CORE

After five years in China, it took a lot to shake Senior Trade Commissioner and Consul, Shawn Steil. But a recent earthquake in the Sichuan province that left nearly 88,000 dead or missing and up to five million homeless has ensured that he will never again be the same.

With one mighty shudder of the earth, I learned how quickly everything can change. Plans, priorities, and even terra firma, can be turned on their heads. The Sichuan earthquake altered not only geography, but also Canada's engagement in southwest China and, possibly, the course of that country's development.

Just before 2:30 p.m. on May 12, I took a step out of my office. But my foot didn't fall quite where it should, and I staggered. Chongqing sits 350 km from the fault line, but its tall towers are pinned to the bedrock, amplifying the vibrations of earthquakes. The building began a sickening sway. It seemed to stop for a moment, but then began again, stronger this time and more intense. I remember thinking that the office

building couldn't withstand so much movement, and that, if the swaying continued, it would surely fall. I later learned that a chandelier in my 35th floor apartment swung so violently it dented the ceiling.

There was controlled panic as people evacuated. Mobile networks were already jammed, but in the stairwell only moments after the quake, I sent a message on my BlackBerry launching Canada's consular response. Details about the tragic magnitude of the earthquake emerged only gradually. That night, I reached a missing Canadian in Dujiangyan by phone. She was among survivors sharing a square with laid-out bodies. Over the next few days the story got much worse, and the number of Canadians needing our assistance grew.

Continuing aftershocks, fear of toxic spills, landslides and flooding



The Sichuan earthquake altered not only geology, but also Canada's engagement in the southwest and, possibly, the course of China's development.

complicated rescue and relief. Repeated evacuations of our office added challenges to the consulate's new mandate. Though the office was affected by the disaster itself, and safety was a concern, I still hated evacuating because it detracted from the focus we needed to keep on those who were much worse off. But remarkable support from every mission in China ensured that consular operations were never interrupted. Coordination with British, American and other colleagues ensured that a wide net was cast and all leads were followed to find missing expatriates. Also, a field team was mobilized almost immediately to assist Canadians and assess conditions. As we travelled west from the large cities on the plains into the mountains and closer to the fault line, the devastation became progressively worse, and I could almost measure our distance from the epicentre by the number of buildings still standing.

West of Deyang, in the county-level city of Mianzhu, a Canadian teacher was struggling to gather what she could and return home. She had been there for five years, but there was no more school and no safe place for her to

"It was heartwarming to see the efforts of international and Canadian volunteers, many of whom rushed to the earthquake-struck areas to help, supplementing the Chinese relief efforts," she said. "After witnessing the prompt, efficient and effective relief work, I do share the opinion of others that this will be a significant turning point for China. People understand more about the value of life, of love and of help, and society is becoming more open."

Peter Liao was one of our first team members on the ground. "The earthquake my fellow Sichuanese and I experienced was indeed a nightmare," he began. "I was deeply shocked when I saw its devastating impact. The donations from both home and abroad will help make a difference as the affected population rebuilds their communities, lives and hopes for tomorrow. I am very impressed with Canada's effective consular and humanitarian response to this unprecedented tragedy. Canadians' condolences, goodwill, care and humanitarianism will be remembered forever by the Chinese people."



stay. Further west, only fragments remained of the once picturesque town of Hanwang at the foot of crumbled mountains. After two weeks, dust still clung in the air, and soldiers sprayed the mounds of rubble with disinfectant. Brave survivors picked their way through the debris looking for what memories they could salvage.

The response was almost as overwhelming as was the tragedy. I met paratroopers from Henan who represented the massive official effort and young civilian volunteers from Guangzhou who embodied a new grassroots relief movement. Survivors seemed to welcome the influx; they were living in difficult conditions, but they were living. In a camp in Dujiangyan, locals invited me to share part of their rations, expressing gratitude for the attention from Canada. Rebuilding will be a long road, better not travelled alone.

For locally engaged staff supporting Canada's efforts in the affected areas, there is added urgency to seeing Canada's contributions on the ground. Dorothy Hu witnessed the devastation in hard-hit areas like Hanwang.

Canada and Canadians have responded through every phase, and I now have the rare opportunity to support tangible Canadian efforts to help rebuild. Many have expressed frustration about being unable to do more. For me, that frustration is tempered by the privilege of having a role to play and of standing as a Canadian side by side with people struggling through unimaginable loss to find a new start.

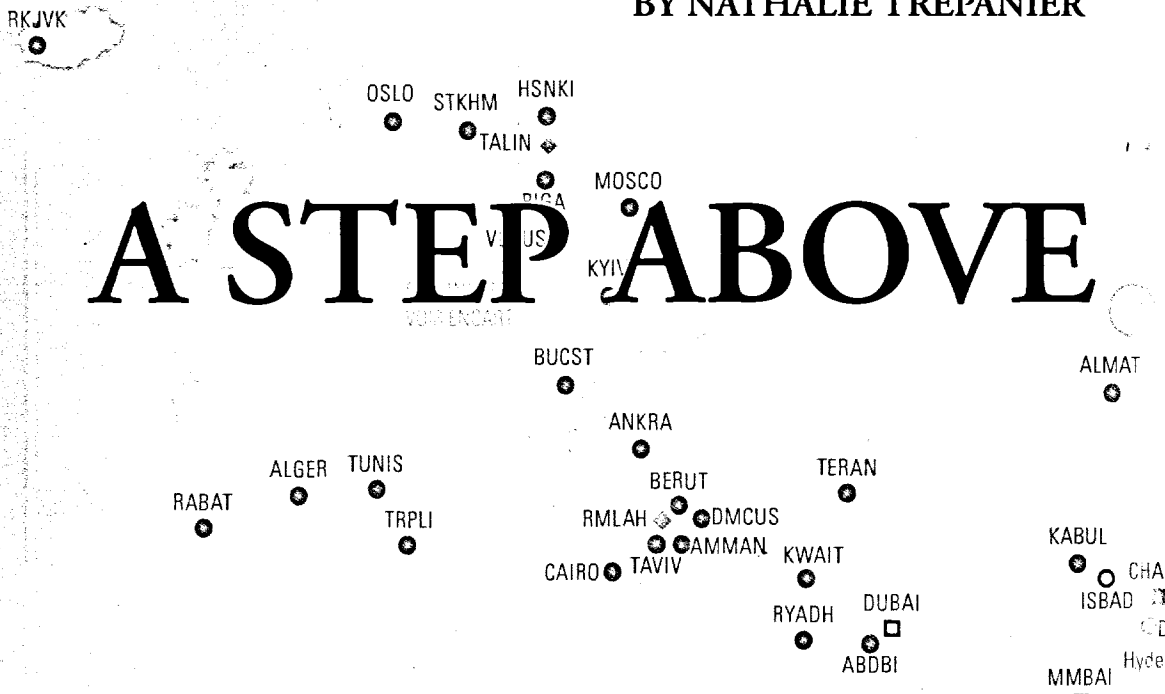
After almost five years in China, it is easy to be numb to the frequent sight of demolished buildings—the clearing of the old to make way for the new in China's inexorable march toward development. The once daily feeling of phantom aftershocks is fading now, but I will never again pass by a mound of rubble without feeling a deeply buried sorrow for what's been lost and can never be rebuilt.

Shawn Steil is currently Consul and Senior Trade Commissioner at the Canadian Consulate in Chongqing, which quietly marked its official 10th anniversary in a temporary office on May 23.

DEAIT's new International Platform Branch could become the envy of the world.

BY NATHALIE TRÉPANIÉ

A STEP ABOVE



DFAIT's new International Platform Branch has piqued quite a bit of interest around the world.

Several foreign affairs and trade ministries are closely watching the International Platform Branch's progress with the expectation that it may serve as a model for other countries.

"They are very intrigued by what we are doing," noted Assistant Deputy Minister Pierre Sabourin, who is leading the effort. Pierre recently met with his counterparts from the U.S. and the U.K. and noted their interest in the project.

"We're trying something that is really unique," he explained. "And if we succeed, I think we will probably be leading the world in terms of efficiency. It's quite clear that we're developing a 'made in Canada' model."

The new International Platform was launched in early April as the single point of delivery for common services in missions abroad, in response to increased globalization and modernization. Although the idea is not exactly new, its scope, goals and targets are a novel approach that will ultimately mean much better value for money and increased job satisfaction.

The International Platform was established to ensure that departments and agencies that have a global mandate can further maximize on increased global opportunities and ultimately be better served in foreign countries.

“Many more Canadian government departments and agencies are active in the world today,” notes Pierre. “We talk about globalization of business, but something similar is also happening to governments because many problems and issues are now global.”

Pierre says that many international problems now have domestic repercussions and vice versa. In this context, more and more government departments want to have a presence abroad. Increasingly, he adds, DFAIT has to be a host to all of these new partners, which introduces new challenges and opportunities for the department.

Enter the International Platform Branch. Success means the Government of Canada will be more competitive in terms of the services it offers and the benefits it reaps in other countries, even those that pose infrastructure and developmental challenges. And it all fits in perfectly with the Transformation Agenda.

The International Platform is a direct response to the department’s second transformation priority, which is, appropriately enough, “strengthening our international platform.” But it also supports and advances all the other priorities, including alignment with government priorities; improving services to Canadians; focusing on our core policy business; strengthening accountability; and renewing our human resources.

To improve services, the branch will focus on key services, including the management of mission infrastructure, finance, procurement and logistics; the delivery of mission security; the delivery of information technology; and support services for Canadian staff abroad.

To maximize these services, the department will seek to improve its ability to modify and adapt itself as situations demand. It will also focus on employee excellence and service delivery, which will be determined by employee satisfaction and their ability to grow. Value for money is another critical component of the new platform that will further increase our competitiveness in foreign countries.

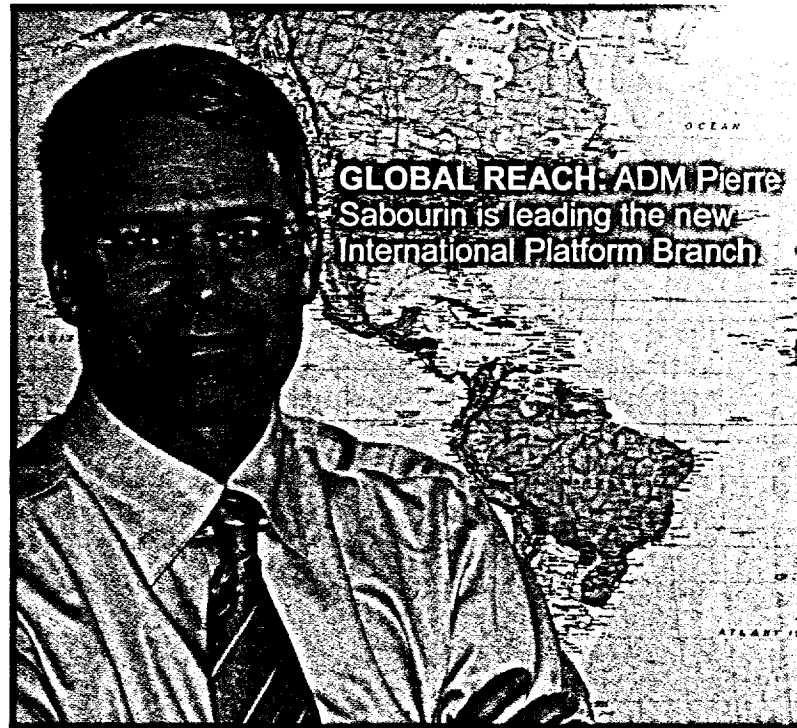
According to Pierre, some specific targets and metrics have already been established to ensure the platform’s progress and ultimate success. Because it is so new, however, specific benchmarks continue to be developed, but effectiveness and timeliness are certainly among them. For example, he says that how quickly the department can open the new posts that were recently announced will be a measure of agility and timeliness.

So far, the department’s partners across government or “clients who pay for common services” are extremely welcoming of the branch and its vision. And the response from within the department, according to Pierre, has been incredibly supportive, prompting great collaboration at all levels.

“People seem very appreciative of our efforts,” he notes, but adds that they are also full of questions. “They want to know more. They want to know how it works.”

Many of those answers will be available on the branch’s intranet site under <http://intranet.dfait-maeci.gc.ca/departement/ACM/ACM-en.asp>. He also strongly encourages employees to make their own suggestions

Although the idea is not exactly new, its scope, goals and targets give it a novel approach that will ultimately mean much better value for money and increased job satisfaction.



on the products, services and general notions that will advance the platform’s objectives—to him directly if they like. But be careful, he warns with a mischievous grin, he might also turn to those same people to see the suggestions through.

The branch certainly has its work cut out for it, but Pierre hopes that employees will share his enthusiasm and passion for making it work.

“If we communicate our successes to the government, to our partner agencies and departments as well as to our employees, they will see that we have created maybe the best international platform in the world,” he says.

“It’s daunting,” he concludes, “but that’s why it’s fun.”

100 Celebrating Our Past Embracing Our Future

CELEBRATING OUR PAST

BY GREG DONAGHY

When the Dominion of Canada was created in 1867, it was a semi-autonomous part of the British Empire without a voice of its own in international matters.

Quickly, the new country looked for ways to further its own interests abroad. In 1880, Prime Minister Sir John A. Macdonald established a high commission in London, adding a commissioner to France two years later. And in 1892, the Department of Trade and Commerce was established, with Sir Mackenzie Bowell as its first minister.

It was soon clear that this was not enough to handle the country's growing international activities. The lack of resources and the pressures on a small public service prompted Governor General Lord Grey to describe Ottawa as a "swollen impossible cork, the extraction of which almost bursts a blood vessel." The British Ambassador to Washington, James Bryce, was similarly frustrated by the backlog of Canada-U.S. issues that occupied his time and suggested that Canada needed "a sort of foreign office."

This idea, which was taken up by Prime Minister Sir Wilfrid Laurier, led to the creation of a small Department of External Affairs in June 1909.

Britain, Ottawa demanded that it be consulted on Allied strategy. Borden was consequently made a member of the Imperial War Cabinet, and after the war, in 1919, Canada became a member of the League of Nations in its own right.

In the 1920s, Prime Minister William Lyon Mackenzie King sought greater autonomy for Canada. Supporting him was the new Undersecretary of State for External Affairs, O.D. Skelton, appointed in 1925.

A bigger international role meant that Canada would need a true foreign ministry. Skelton worked to build it by introducing such measures as competitive examinations for the Foreign Service.

In 1926, an Imperial Conference in London gave Canada and the other dominions the right (ratified by the Statute of Westminster in 1931) to establish diplomatic missions abroad. By the late 1930s, as yet another world war loomed, the Department of External Affairs was still only a tiny ministry, with 11 officers at headquarters in Ottawa and seven posts abroad.

Canada made a major contribution to the Allied cause in the Second World War. This meant expanded ties abroad as new posts were opened across the Commonwealth, in



In 1912, Prime Minister Sir Robert Borden assumed responsibility for the Department of External Affairs, a practice followed by his successors until 1946.

Establishing a presence abroad

When Canada went to war in 1914 alongside Great

Latin America, as well as in Europe. The war also brought additional responsibilities for the department at home—for instance, overseeing trade in strategic goods and gathering intelligence.

Canadian diplomats successfully demanded an

appropriate say for Canada in the Allied war effort and in shaping the postwar world. Canada took a prominent role in creating the United Nations organization.

In 1946, the department regained its own minister for the first time since 1912 when Louis St. Laurent became Secretary of State for External Affairs, before becoming Prime Minister in 1948. Serving under him was Lester B. Pearson—first as Undersecretary and then as Secretary of State for External Affairs.

Both men were committed to responsible and active internationalism, and under their leadership the department continued to grow and Canada assumed a greater role on the international scene.

Canadian diplomats played a prominent role in the creation of the North Atlantic Treaty Organization, the development of foreign aid under the Colombo Plan, and in early UN peacekeeping efforts.

In 1956, Canada helped resolve the Suez Crisis when Pearson proposed that the UN deploy a peacekeeping force. This became the pattern for many UN interventions and inspired Conservative Prime Minister John Diefenbaker to pledge Canada's support for a UN peacekeeping mission in Congo in 1960.

During Quebec's Quiet Revolution of the 1960s, the department worked for a foreign policy that reflected Canada's bilingual character, particularly through closer ties with France and other francophone states.

By 1968, Canada had 93 diplomatic posts abroad, with non-resident accreditation in an additional 41 countries.

An integrated department

Pierre Elliott Trudeau succeeded Pearson as Prime Minister in 1968, with a team that he called "new guys with new ideas." Following an extensive review of foreign policy, the new government gave paramount importance to Canada's national interest, defining the country's foreign policy as "the extension abroad of

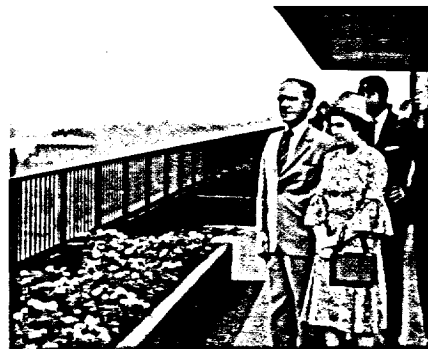
to play a pivotal role in implementing the government's policy agenda. Its expertise was brought to bear in areas as diverse as the establishment of diplomatic relations with the People's Republic of China, and the UN Convention on the Law of the Sea, which added more than one million square miles to Canadian territory.

Beginning in 1969, the government began to work toward integrating its foreign operations abroad. The aim was a single department responsible for foreign policy, aid programs and trade. In January 1982, the Department of External Affairs was amalgamated with the Trade Commissioner Service to form a single foreign and trade ministry, with a new name and a broader mandate.

In 1984, the Progressive Conservative government of Brian Mulroney gave priority to improving Canada's relations with the United States, encouraging the integrated department to place greater emphasis on economic and trade policy. This led to the 1989 Canada-U.S. Free Trade Agreement and its successor, the 1994 North American Free Trade Agreement—now a cornerstone of Canada's prosperity. Canadian negotiators were also active in efforts to transform the General Agreement on Tariffs and Trade, the forerunner of the World Trade Organization.

In 1993, the government changed hands and the department was renamed as the Department of Foreign Affairs and International Trade.

Fiscal constraints in the 1990s forced the department to concentrate on its core responsibilities—an effective foreign and trade policy, trade promotion, and consular services. It worked toward limited but important goals: helping Canada's economy through the high-profile series of Team Canada trade missions; advancing the international campaign to ban landmines; and working for the creation of the International Criminal Court. More recently, Canadian diplomats have joined with aid workers, soldiers and police officers in an effort to rebuild war-torn Afghanistan.



Canadian Press/Staff

national policies."

The department adjusted with difficulty to the demands of the new prime minister, and found itself vying for influence with other government departments as well as Trudeau's own foreign policy advisors. Still, it continued

Greg Donaghy is head of the historical section, Policy Research Division, which is leading efforts to celebrate the department's 100th anniversary.

Florence Nguyen (front) and her sister, Valerie, in Hoi An. Bottom right: Florence (front centre) is surrounded by her family in Ho Chi Minh (formerly known as Saigon).



VIETNAM, MY LAND OF A THOUSAND SMILES

Florence Nguyen left Vietnam at a young age, under extremely difficult circumstances. Almost 30 years later, she returned to her native land to find a country and a people changed. Both of these experiences continue to influence her work at DFAIT.

I had always imagined that I would once again walk on the soil of Vietnam, the land where I was born and that had nourished my ancestors. Such a trip, albeit much desired and hoped for, was repeatedly postponed for fear of being confronted with segments of my childhood that the war had stigmatized in my mind. One day, tired of listening to my sister's litany of pleas to accompany her on her organized trip to Vietnam, I finally gave in.

So, I would return to the land of a thousand smiles for a mere three weeks, after a long absence of nearly 30 years. The trip was planned for the end of January 2008. The itinerary consisted mainly of stops in the three best-known cities: Hanoi, Hue and Ho Chi Minh City.

On the plane, I quickly devoured a guide on Vietnam, especially the section on the history of this sublime and sumptuous country, known as the land of the dragon. Musing about the remnants of the country I once called home, and the struggles of the Vietnamese in the face of foreign occupations, I felt a certain pride in my native people who stoically and resolutely went about their quest for independence. I have never really lost my patriotism.

My family's past is itself a reflection of Vietnam's history between the North and South—my father being from Hanoi and my mother from the South. My

ancestors' history and the memories of my parents, my sister and I are all pieces of the same puzzle, helping me to better understand Vietnam, my family and myself.

I did not close my eyes at all during our overnight flight. I thought again about my postwar childhood in Vietnam. I recalled images of my mother telling me, solemn-faced, that my parents could have continued their life in Vietnam, but chose instead to leave everything behind to give us a better quality of life. My parents' quiet sacrifices for a promised land rose above their own plans in Vietnam. They showed unparalleled stoicism. Virtually empty handed on an improvised vessel, we left Vietnam as boat people. Fate led us to settle in a land dominated by space and cold, where, for a child, the unknown was as fascinating as it was terrifying.

As the plane landed, my thoughts once again turned to my parents. I wanted them to somehow see Vietnam again through my eyes.

Once I was back in Vietnam, I was astounded to realize that everything seemed incredibly familiar: the smells, the dishes, the drinks, the noises, and the behaviours too, like that unique habit the Vietnamese have of kissing children while taking in a lungful of air through the nose. This is a



habit my parents had preserved. But above all, it is laughter and that irresistible desire to tease that is characteristic of the Vietnamese. They burst out laughing at anything, and the laughter is contagious.

They say that travel broadens the mind. For me, this trip was above all a rite of passage that helped me take a new look at this burgeoning country that is characterized by its youth, who make up more than 50 percent of its 85 million inhabitants. Youth, that formidable driver of the country's modernization, is in the process of dramatically changing lifestyles, especially among women. The Vietnamese woman is said to be the freest, the most powerful of all Asian women of Confucian heritage. She has been involved in all wars and battles for survival. Today, as yesterday, she remains a mainspring of support for men. In the countryside, it is still customary to see women working to support their husbands, a Confucian legacy that dates back to the time of the mandarins. It is amusing to note that the majority of women today wear

to import the expertise that these people have acquired elsewhere. How many times have I been entreated to return to my birthplace and help build the Vietnam of tomorrow, which is not so far off? In my mind, I have always thought that I could have the best of both worlds by serving Canada in a country that is familiar to me.

I spent my journey dreaming of some day working for Canada in Vietnam. Would that not be an elegant way of coming full circle? Would it not be the finest proof of gratitude to my parents and to my adopted country?

Since I have lived most of my life in Canada, I feel resolutely Canadian, with Vietnamese roots. I knew at an early age that I would have a more empathetic view of life and people, a view that would alternate between light and dark. Diversity, the bedrock of Canadian multiculturalism, is an asset that is admirably found in other countries, like Vietnam, with its 54 ethnic groups. Diversity is the banner of new Canadians because we can take advantage of our roots and apply it to our respective

Our views are drawn from our life experiences, and are not necessarily found in books or classrooms, especially when our cultures or backgrounds differ significantly. This is particularly relevant to my work at DFAIT.

gloves and a mask on their face. They do it because of pollution, of course, but more so to protect themselves from the sun: the paler a woman's skin, the better chance she has of finding a husband!

It is modernism combined with age-old traditions that makes Vietnam so intriguing. In a land where ancestor worship is omnipresent, blood ties are sacred. Altars dedicated to the ancestors are erected everywhere: in pagodas, houses, restaurants and shops. There are even improvised altars along country roads, in homage to wandering souls, or to those who died on that particular road.

In contrast, undeniable signs of modernization are shaping this ancient country, which is quickly transforming itself. Vietnam is falling in step with the digital age of the 21st century. Its membership in the World Trade Organization offers excellent opportunities for the telecommunications sector. Along with education and training, science and technology are a national political priority.

But between modernity and age-old customs, Vietnam offers undeniable charm for tourists. We were told that the Vietnamese harbour no bitterness against their invaders—or against their children who left the country. Under the impetus of modernity, the Vietnamese do not hesitate to court ex-boat people like myself, and they pay special attention to the “Viet Kieu”—the name that designates the Vietnamese living overseas. The Vietnamese market needs

jobs. Our views are drawn from our life experiences, and are not necessarily found in books or classrooms, especially when our cultures or backgrounds differ significantly. This is particularly relevant to my work at Foreign Affairs and International Trade Canada. It is not by chance that I came to this department.

I am so proud to be a Canadian working at DFAIT that I asked to be taken to the Canadian embassy in Hanoi. As a photo was about to be taken, the Vietnamese guard posted in front of the embassy gate gestured that I had no right to do this. My guide quickly explained that I was Canadian, and he immediately let me go ahead. I wanted to take a photo with him, but he shook his head, claiming he was not good-looking enough to be in the picture.

I left the land of the dragon with a heavy heart, but carried with me souvenirs to last a lifetime, including memories of the famous smile of the Vietnamese and of their generous welcome. Everywhere I went, I heard the same refrain, said with the perpetual smile: “Come back and see us again!” French humorist Gustave Parking once said that destiny is what life does with our desires. Yes, I will return to Vietnam.

Flo Nguyen joined DFAIT on December 3, 2007, as a communications strategist in the Communications Bureau (Foreign Affairs), BCD.



OF COURSE, ANCHORAGE.

Alaskans never asked why we opened a mission in their state, just why we didn't do it sooner.

BY KAREN MATTHIAS

Ankara?" The voice from the SIGNET help desk sounded confused.
 "No, Anchorage...Alaska." I repeated.
 "We don't have a mission in Alaska."

Colleagues who have opened a consulate in a remote place may have met with similar confusion in Ottawa. Some of my mail went to Ankara, and one person even asked me why Canada would open a mission in the Canadian north. Alaskans, on the other hand, never asked why we were opening the mission, just why we didn't do it sooner.

The Consulate of Canada in Anchorage, which sounds rather grand for a small Political, Economic Relations and Public Affairs office with one Canadian and two local staff housed in a business centre, was opened as part of DFAIT's Enhanced Representation Initiative in the U.S. In 2003 and 2004, we opened eight missions and appointed 17 more honorary consuls to strengthen our trade and advocacy efforts at the regional level.

I arrived with my laptop to an empty office in August 2004. Fortunately, Rudy Brueggemann, a very capable locally engaged political, economic relations and public affairs officer at the Consulate General in Seattle, had

won the competition for the position in Anchorage, and he arrived the same day. I thought we would be able to stay under the radar for a few weeks while we set up the office and planned our strategy for making contacts in Anchorage. Instead, we were invited to a black tie dinner celebrating U.S. Senator Ted Stevens the following night. It had not occurred to me that I might need a formal dress when packing two suitcases that would see me through the summer and into the beginning of winter before my personal effects arrived.

Between being formally introduced at the dinner and calling on the Governor's office the next day, we soon realized that word of our arrival was all over town. So instead of developing a strategy for making contacts, we had to develop a strategy for time management in order to accommodate all the invitations we received. I could not have asked for a warmer welcome from Alaskans.

And this makes sense, because Alaskans know Canada. Not only is it impossible to drive from Alaska to the Lower 48 (as the continental United States is called here) without travelling through Canada, you can't even drive from Anchorage to the state capital, Juneau, without going through Canada. In fact, technically you can't

drive to Juneau at all—drivers have to take a ferry.

So when I ask a group of Alaskans how many people have visited Canada, every person puts up his or her hand. What's more, Alaskans often tell me they feel closer to Canadians than they do to people in the Lower 48. This level of warmth and familiarity with Canada clearly makes my job much easier.

Are you freezing?

Anytime between October and March, a call to Ottawa invariably prompts the question: "Anchorage, wow, how cold is it there?" Usually, we find the temperature that day is colder in Ottawa. Although it is north of 60°, Anchorage is a coastal city, and the winters are surprisingly mild. The bigger difference to Ottawa is the shortage of light. During the worst period in late December, the sun rises at 10:30 a.m. and sets at 3:30 p.m. I won't claim that five hours of daylight is easy, but there are ways to deal with it. At work, we now have a special light to protect against seasonal affective disorder, and I have learned to embrace winter sports. I have taken up ice climbing and mountaineering, and there are great lighted trails in the city for cross-country skiing and running. We just have to watch out for the ornery urban moose (no, this is not a joke, as several thousand moose call this area home). Of course, the midnight sun makes up for the long winter nights. As I write this in June, the sun is rising at 4:20 a.m. and setting at 11:38 p.m.

You must be bored

I think most Canadians assume that Anchorage is the size of Whitehorse or Yellowknife. It is actually a city of nearly 300,000 with all of the amenities. The great thing, from a work perspective, is that almost every important issue in Canada-U.S. relations has an element that affects Alaska. Because of their unique geographic location, the Alaskans are often our allies on such issues. We share more than 2,400 km of border, and the ease or difficulty of crossing that border matters greatly to Alaskans. There are 32 Canadian Forces personnel and their families stationed near Anchorage as part of the Alaskan NORAD region. Canadian companies have invested \$3 billion in mining exploration and development in Alaska since 1981 and are actively exploring for oil and gas. If the proposed Alaska natural gas pipeline goes to Alberta, this estimated \$30-billion project will be the largest private-sector initiative ever undertaken in North America. We have important and complex fisheries agreements, and the connections between Alaskan Natives and Canadian First Nations go back millennia. All told, five distinct Native-First Nations cultures straddle the long border. Finally, as climate change already profoundly affects the Arctic, Canada and Alaska face common challenges. So no, I am not bored.

Isolated posts do have their drawbacks. I feel somewhat disconnected from my colleagues and Ottawa, although our hub mission in Seattle does a great job of keeping me in the loop. Email and phone calls just don't replace lunches and corridor chats. On the other hand, I love the autonomy, challenges and diversity of working in a small post in an important country.

Karen Matthias joined the foreign service in the political stream in 1994. She has been posted to Moscow and seconded to the Organization for Security and Co-operation in Europe. She was thrilled to be extended for a fifth year in Anchorage, where she will continue to promote Canada and try to avoid ornery moose.



READY OR NOT, A SOCIAL REVOLUTION IS UPON US

New communications and networking tools are changing the face of the workforce, if not the world. DFAIT is catching up.

BY NATHALIE GERVAIS

The winds of change and innovation are blowing through DFAIT. Confronted with emerging technologies that are redefining and revitalizing the workforce and the way companies operate, DFAIT has little choice but to modernize.


In this day and age, the world is quickly transforming. New economic powers are emerging, markets are becoming increasingly competitive, governments are implementing new international strategies, baby boomers are leaving the job market, technologies are evolving at the speed of light, and companies have to continually develop new tactics to attract workers.

In the face of these challenges, the department and its employees must be innovative and start modernizing the way it does business. We must change the way we work

through renewal and transformation.

Above all, we must improve the way we communicate in our eclectic and geographically dispersed environment. The constant rotation of employees makes it difficult to maintain strategic relationships and to pool knowledge. DFAIT has a large community of talented, professional and intelligent employees, and we must find tools to communicate with each other on a level playing field without any cultural, hierarchical, generational or administrative barriers.

For these reasons, DFAIT has decided to acquire some e-collaboration tools as part of its new Web 2.0 technologies. The e-collaboration initiative was introduced by the International Platform Branch to support the department's Transformation Agenda. The initiative is being implemented by the Information Management and



WE'RE ALL CONNECTED The Web 2.0 Committee. Front row (from left to right): Anne Maffre, Noja Chow, Nathalie Gervais, Brandon Lee, Pierre Sabourin, Marie Alnwick, Chantal Brodeur. Back row: Christiana Shanahan, Barry Honeyman, Robert Miron, Alain Lemay, Jean-Jules F. B. Louis Barnes. Missing are: Patrick Cormier, Gaston Barban, Helen Jelich, Susan Thorne. Photo by Danny Kuka and Michel Pixel.

Technology Bureau under the guidance of Gaston Barban, Chief Information Officer.

But these new tools must not be mistaken as a technological initiative. As Gaston explains, "The main purpose of the e-collaboration initiative is to change the way we communicate and share information within the department. These tools will enable us to improve the way we build our knowledge base and develop networks. The technology is merely the catalyst and platform for the change."

Web 2.0 is a simple concept: users generate the content. Individuals can discuss and communicate facts, ideas, reference sites, experiences, knowledge and any other matter of interest. Web 2.0 technologies rely on collective intelligence rather than on the knowledge of a few individuals.

"With the new e-collaboration tools, our incomparable intellectual wealth and collective know-how—an irreplaceable asset in our department—will be pooled and forever preserved."

Overview of DFAIT's e-collaboration tools

Wiki@DFAIT: The wiki will enable us to collectively and simultaneously work on a document. For example, you will be able to prepare briefing notes, mission reports and other documents, or develop policies in collaboration with various departmental staff, regardless of where they are. Within a few hours, all experts could have been reached and could each have contributed their respective content.

The wiki's rollout, anticipated to happen by December 2008, is the responsibility of Helen Jelich, Director, Information and Knowledge Management. The wiki is already available at http://10.20.20.108/index.php?title=Main_Page.

Social networking: Personal profiles will replace the existing employee directory. These profiles will offer employees much more latitude by allowing them to include their photo, interests, knowledge, skills, and their professional networks. In short, the new directory will be a type of "departmental Facebook." This directory will help us quickly find the expertise we need at any given moment and on any subject. Using keyword searches (China, hurricanes, French politics, etc.), you could find all of the contact people within the department who have the expertise you require. The result would mean less research, and fewer meetings and emails.

Internal blogs: This practice, which is a part of social networking, is already widely used on Parliament Hill, and numerous ministers and deputy ministers have blogs. All departmental employees will be able to have their own

blogs, where they can discuss professional issues, projects, initiatives, programs and services. Updating blogs is left to the discretion of authors, since the purpose is to exchange ideas, knowledge and expertise with others who are interested. Blogs can also be used to update employees on how certain projects are evolving. This technology allows people to provide feedback and, consequently, it can help employees become more engaged on various issues, regardless of their roles in the department.

Nora Chow, Director of Corporate Information Systems, has been delegated with launching these social networking tools within the next year. Seminars and courses will be held to help employees adapt and make the best use of these tools.

With the new e-collaboration tools, our incomparable intellectual wealth and collective know-how—an

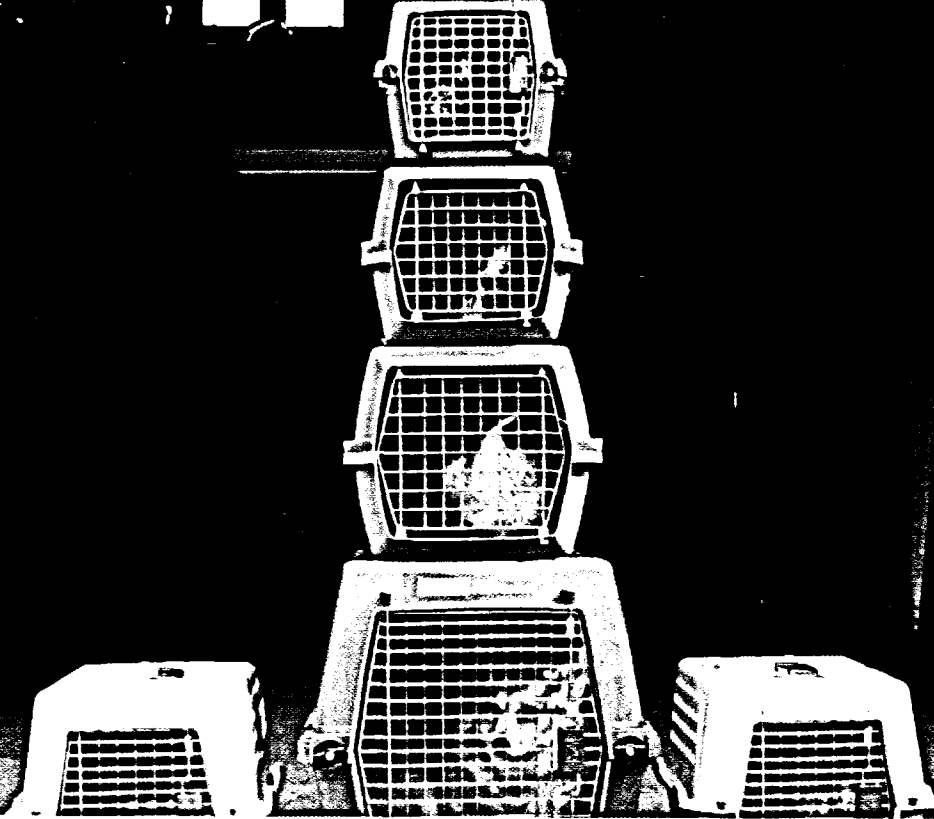
irreplaceable asset in our department—will be pooled and forever preserved.

"NetGens" now make up the majority of the workforce that the department wants to attract and keep. This generation of individuals under 29 years of age grew up with the Internet, and they are therefore very active on the Web, where they collaborate and participate in discussions on an almost daily basis. Just look at Facebook, Wikipedia, Flickr, YouTube, Blogger, etc. By the year 2010, NetGens will make up 40 percent of the workforce. Our U.S. and British counterparts have already reacted by adopting Web 2.0 technologies to reach this segment of the population. We must follow their lead.

The champion of the e-collaboration initiative, Pierre Sabourin, Assistant Deputy Minister, International Platform Branch, is enthusiastic. "E-collaboration gives us the incredible opportunity to connect everyone and to build solid networks within the department, while placing the expertise of each and every person within the reach of all employees," he says. "We invite all those who are interested in taking part in this initiative to contact Gaston Barban. We need the greatest possible number of employees from all areas, communities and offices of the department to participate in order to make the tools work successfully."

The times call for change and revolution. These new tools are going to revolutionize the way we work at DFAIT. Are you ready?

Nathalie Gervais is Manager of E-Communications in the Communications Bureau (Foreign Affairs).



PAWSTING WITH PETS

Diana Roué doesn't consider herself to be an expert on the subject of travelling with pets, but her various postings with as many as seven pets at a time certainly make her an authority.



For many years, I have been subjecting colleagues, family and friends to my rather long-winded and conversationally one-sided stories about the trials and tribulations of overseas assignments with my family's multitude of cats and dogs. We have been known to travel with as many as six cats and one beleaguered corgi.

Now I've been asked to put these reminiscences to paper, in the hope that it might help others deal with the many choices to be made before embarking (no pun intended) on a posting with pets.

I don't consider myself to be an expert in this area, despite my large brood. So I have also spoken with colleagues who have been accompanied on postings by their

furry family. If your companion is not of the feline or canine variety, however, I'm afraid I will be of little help: I have no experience with feathered, finned or scaled friends.

Planning for pet travels begins with your choice of posting. A great deal of research into your prospective new location is a must to ascertain the following:

- Will the new environment be cat and dog friendly? Will there, for instance, be quarantines or cultural, religious or social strictures?
- Are there restrictions on pets at staff quarters?
- Are acceptable veterinary care, medication, food, supplies and boarding facilities available?
- Which airlines and airports are

pet friendly? Which should be avoided?

You should also know that there are no specific Foreign Service Directives covering pre-posting animal expenses: medicals, shots, certifications, airline-approved cages or flight costs, not to mention stockpiles of locally unavailable—but required—special food, supplies and medication.

Once you have done your homework, weighed the financial and psychological pros and cons and decided to bring your pet(s) on posting, your next step should be to consult with your vet. We

consultations. You have now received your PCF, which in our household stands for “Pet Confirmation Finalization.”

Moving day is stressful enough for humans. Cats and dogs can be equally affected. Everything they are familiar with is being removed. And in all the confusion and chaos, you may not have the time to sit down and explain what’s happening. Perhaps these tips might make things a little easier for you and your pets:

Bring the cage into the house a week or so before the move, leave the door open and place a favourite toy

- Tape their documentation (vaccinations, medical, etc.) to the side of the cage;
- Write a short note, in both official languages, which is also taped to the cage, asking if someone could please fill the small water container on the cage and gently speak the pet’s name.

Okay. You have arrived at your destination. You are now at customs, anxiously awaiting the arrival of your beloved friends.

The animals arrive. They look fine, if a little worse for wear. But—oh my! What is that gamy smell?! You look

Planning for pet travels begins with your choice of posting. A great deal of research into your prospective new location is a must.

have grappled with both the age and health questions. We came to the conclusion that we preferred to bring our cats Chompsky, who was 17 at the time, and Cyril, who has a heart condition, rather than leave them behind with family or friends. Tranquilizing your pet, on the other hand, is a matter to be discussed with your vet. Our choice has always been not to tranquilize, primarily because you can never be certain how long the medication will last or how it will affect the pets.

So you’ve done your research and

inside, or a towel or old t-shirt with your scent on it.

Try to board the animals or have them stay with friends or family when the packers arrive. Cats are especially curious and can be found hiding in boxes about to be taped up for shipment—not a pleasant thought!

When booking your accommodations, be sure to check with the hotel or motel to ensure that they allow animals and to find out if any additional costs apply.

Of course, by now, you have contacted the airline, so when you arrive at the airport you will have complied with all of their restrictions and regulations, and have placed the pet in an airline-approved carrier. You should also:

- Have a calm demeanour (animals can sense panic and stress);
- Place the dog’s collar and leash under the cage padding;
- Write on the front of the carrier “My name is Chompsky (or Fluffy, or Fido)” in the hope that some caring and friendly individual behind the scenes might speak their name and make them feel that they are not alone or abandoned;

lovingly into the cages only to have the dog turn her back on you and the cats hiss! Just like you and your human family, they are anxious, tired, hungry and in need of a bathroom break.

You should arrange with the mission—if you are arriving late in the day—to have a temporary litter box at the ready. In your carry-on, you should have brought the dog and cat treats and a small amount of food.

And now, a few days later, you are settling into your new home with all your family members. All is right with the world. And as you embark (there’s that pun again) on this new adventure with the whole family, I offer you bon voyage!

Diana Roué is currently working with the North American Platform Program. She has been on assignment in Beirut, Rome, New York and Pretoria and will be heading to Los Angeles as deputy mission consular officer this fall. She will be travelling with Miss Trillium, Leo, Murray, P.J., Bubble, Beasley and her husband John.



BEATRIZ VENTURA

LOCALLY ENGAGED PUBLIC AFFAIRS OFFICER
BUENOS AIRES, ARGENTINA

How time flies. More than 19 years have passed since I was first employed by the Canadian Embassy in Buenos Aires as a resident of Argentina to represent Canada as a public affairs officer.

At the time, Canada had just joined the OAS and looked forward to establishing a public affairs program in many countries of the Americas, which would foster increased communication and partnerships in the region. Since I was born in South America and grew up in North America, the idea really appealed to me.

Because things generally evolve within or without the realm of organized diplomacy, we of course already had initial exchanges in the world of arts and academia. Our role as embassy staff was and is to do some careful weaving so that the tissue is stronger and the fabric is more beautiful to the eye.

To many Argentines, Canada was perceived as the North Pole, and to many Canadians, Argentina was the South Pole. The vast geographic distance between the two countries translated into an information vacuum. Our Canadian Studies programs therefore became to us super-railroads that eased our way into universities, NGOs and governments to create factual, enlightened, ever-growing and crucially important two-way information exchanges. My responsibility was to ensure that courses and academic initiatives included Canadian content, as well as to promote fellowships to and from Canada.

For my efforts in promoting Canadian studies, on May 29, 2008, the International Council for Canadian Studies had the kindness and generosity to award me a distinction of merit. When I first learned that I was to receive this recognition, I was left with a few questions that enabled me to draw some conclusions. First and foremost, I wondered why we put so much emphasis on Canada-based staff vs. locally engaged staff when we describe ourselves on forms and in manuals. I realized that there really shouldn't be a distinction. Both teams lean heavily on each other to generate the language and the tools required to go forward with our goals.

I also questioned the scarcity of our resources, which defies us to plan in straight lines when we keep running into peaks and valleys. But these constraints are tempered by the enviable doses of freedom that we are given and the opportunity we have to use our imagination as well as apply almost every facet of our education to develop necessary programs.

And finally, but not least of all, I realized that despite

Beatriz Ventura (right) receives a service award at the Canadian Embassy in Buenos Aires.



the fact that I am several thousand miles away, I see myself as the trusted representative of, say, an art cooperative in Trois-Rivières, a student in Saskatoon, a grandmother in Nunavut, an environmentalist in Prince Edward Island or an indigenous teacher in Hobbema. The same is also true when I am advancing the causes or the accomplishments of Atom Egoyan, Margaret Atwood or the late Terry Fox, as well as the Prime Minister and the Governor General of Canada.

I realize that I am helping Canada to promote its values and interests beyond its borders because, ultimately, they do find an immediate and sincere echo in Argentina and with Argentines.

To me, it is clear that my team and I are sort of a central agency, designed to help our trade and immigration colleagues and ensure that the ambassador and counsellors are well briefed for their dialogue with local society, which is a "coat of many colours." In Argentina, exhibitions and ballet performances and special dinners never begin before 9 p.m., so I am also a vitamin-taker and do not avoid life-saving caffeine. I have all the complaints: I'm often in need of a spa, my brain is sometimes frozen. Whatever. But would I have done anything else? I doubt it. I can clearly see my footprints on the ground I've covered. I've had fun. I've learned a lot. I've made a difference.

JOSÉE MÉNARD

OPERATIONS OFFICER IN
CONSULAR AFFAIRS

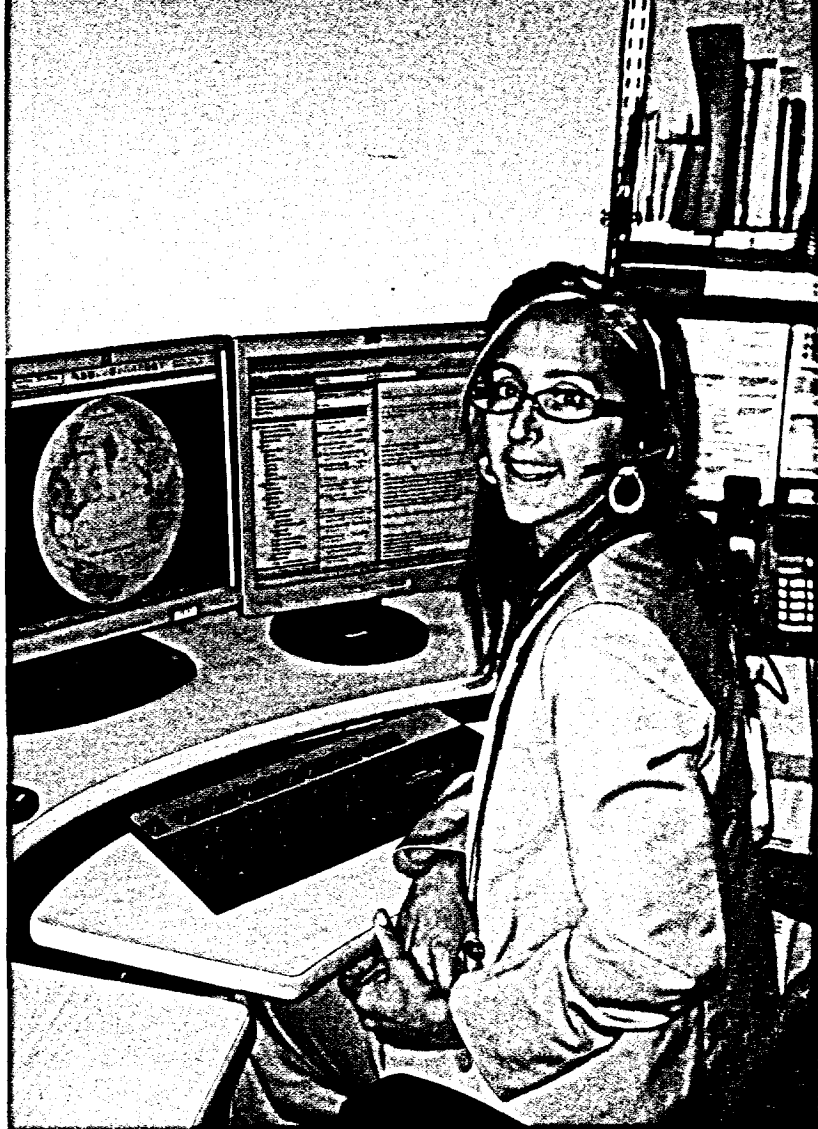
In the midst of chaos and crises, a calm head and sympathetic ear are critical. And sometimes, Canadians not only acknowledge the extra help, they are extremely grateful for it.

Being an operations officer in the Consular Operations Bureau's Emergency Response Centre means facing challenges on a daily basis and interacting with people from all over the world. Providing instructions and support to people in distress requires patience and resourcefulness, empathy and calm when faced with the unexpected.

When I started at the Emergency Response Centre almost two years ago, I was partnered with senior officers for training that lasted approximately one month. The initial training is this long to allow new officers to accomplish the specific tasks for each shift and to become familiar with consular operations. Shifts cover days, evenings and weekends because the Emergency Response Centre is open 24 hours a day, seven days a week, 365 days a year.

Shift work is not always easy and, over time, can become exhausting. But it also has its advantages. Imagine: you can spend beautiful, sunny days in June on the patio of a little café or at the beach, calmly reading your book while everyone else in the city is at work. And in the winter months, you can tear down your favourite ski slopes during the week, with no one there but you, the snow and just a few other winter-sport fanatics.

With countless Canadians travelling in various time zones around the world, calls can come in from anywhere, at any time of the day or night. Generally speaking, the usual calls—such as those concerning loss or theft of a piece of identification, like a passport, or requests for information on travelling abroad—do not take very long, as there is a procedure to be followed for each of them. However, more complicated calls—such as those about an arrest, hospitalization or death of a Canadian abroad—require greater skill. We need to calm people down and provide comfort, which is not always easy on the telephone. Once we have calmed the individual,



we can provide the necessary information to handle the situation as quickly as possible.

The centre is also responsible for managing crises that may arise—during the hurricane season, for example, or after an earthquake or tsunami. We also take care of Canadian travellers caught up in political crises, like the one that took place in Lebanon about two years ago, or the recent events in Kenya. The centre will operate at full capacity during a major crisis, which is something to behold. Such intense situations can prompt an adrenaline rush rarely experienced in other working environments.

As in most jobs, we have moments of great personal satisfaction and others filled with frustration. One of the challenges we face most often is managing the unrealistic expectations of Canadians abroad with regard to consular services, especially during crises or outside the working hours of Canadian missions. But one of the most fulfilling aspects of our job is when clients recognize the efforts we have made to resolve the crises they were in. Whether a spoken thank you, a follow-up note upon their safe return to Canada, or a thank-you message sent to our supervisors, it is extremely gratifying to know that our work has helped someone in a moment of need.



DALE ALSTRUP

FOREIGN SERVICE IT PROFESSIONAL,
HAVANA

Dale Alstrup never planned to work abroad, but one quick trip to a mission and he was bitten.

I joined the department in 2001 after graduating with honours from an IT program at Algonquin College. I was hired for a term contract initially, but eventually secured an indeterminate position through a competition with Secure Systems Development (AITC). Although the work I was doing involved frequent contact with IT professionals at missions around the world, I had no desire to work outside of Canada. After being the technical lead on a major project, I was sent to Athens to install the first device. Once I stepped inside that embassy, everything changed. I knew I wanted to work abroad. From there, it was off to London, Osaka, Tokyo, Caracas, Georgetown, Havana, and Port-au-Prince for other installations. For someone who had grown up in Nova Scotia and never travelled outside of North America, learning about those

countries and meeting the people was completely refreshing. I loved it and I wanted more. There was only one solution: I wanted to become what is known as “rotational.” I was preparing to return to Ottawa from Guyana when a poster that simply called out to me was published. It identified an opportunity to deploy from non-rotational to rotational. As they say, the rest is history.

The training program to become a Foreign Service information technology professional was intense, but I really enjoyed it. I took in massive amounts of information in a relatively short time, and then I was off to Havana for my first posting. Thankfully, there have only been a few major problems since I arrived. On one occasion, our OCTEL system died and we didn’t have the spare part. I ended up flying to Mexico and back in one day to pick it up. I left at 2:30 a.m. and didn’t get home until after 8 p.m. that day, when the problem was finally resolved. I’m still on the upswing of a learning curve but I think I’m doing okay.

Looking back, it would have been beneficial to go through the different sections at headquarters to gain more hands-on experience before heading out on posting, but, in my opinion, I’m getting the best on-the-job training there is. And the support from Ottawa is tremendous—thanks guys. Outside of my regular duties, I have fixed

After being the technical lead on a major project, I was sent to Athens to install the first device. Once I stepped inside that embassy, everything changed.

our water treatment plant at the embassy twice, and have learned how to install satellite systems at staff quarters, for both TV and Internet. As head of the recreation committee, I also manage our “Polar Bar” every other Friday night. We usually have crowds of 150 to 200 drop by for burgers, refreshments and the occasional live band. I love the challenges and honestly look forward to coming to work each day.

MY EXPERIENCE AS A FOREIGN SERVICE SPOUSE

BY LIZA LINKLATER



Photo by Jeannie Brown

I was asked to write a short piece under an extremely tight deadline on being a spouse in the Foreign Service. That's a big request, and one that takes considerable reflection. I think any spouse would have different feelings about being in this position depending on any number of circumstances. One could write volumes on this topic—and many have done so.

As I sit here on a rainy monsoon day in Manila, I ask myself—would I do it all over again? The answer is yes. There have been many more positives than negatives. But that's not to say that the negatives should be overlooked. Moves anywhere are challenging. Much depends on your own attitude.

I feel fortunate to have been able to live abroad. I have accompanied my husband, James Trottier, on two separate postings to Bangkok (my favourite), as well as to New York City, and now we are in Manila. We had travelled around the world together prior to joining the Foreign Service, so both of us love travelling and adventure. I had applied to the Foreign Service as well, and was interviewed, but apparently was not whatever they were looking for in that particular year.

James has now been with the Foreign Service for 26 years, spending half of the time in Canada and half abroad. I remember joining the Working Spouses Committee as soon as we arrived in Ottawa. The same issues regarding work and pensions are being discussed today and will continue to be long into the future. Joining the Foreign Service can be a difficult decision, since typically both partners in a relationship want to have fulfilling careers.

Because I have a portable vocation as a writer and photographer, I have often enjoyed the time abroad more than living in Ottawa. I have been fortunate that I have been able to pursue my career whether at home or abroad. As a freelancer, I can work as much, or as little, as I want—and my earnings reflect this. My income goes up and down like a yo-yo in both places, but abroad I have more precious time to pursue my interests. This is often not possible when working full-time in Ottawa.

I do not feel that I “followed” my man—in fact, I hate that expression. We have always decided together where we would try to go on posting and we have accompanied

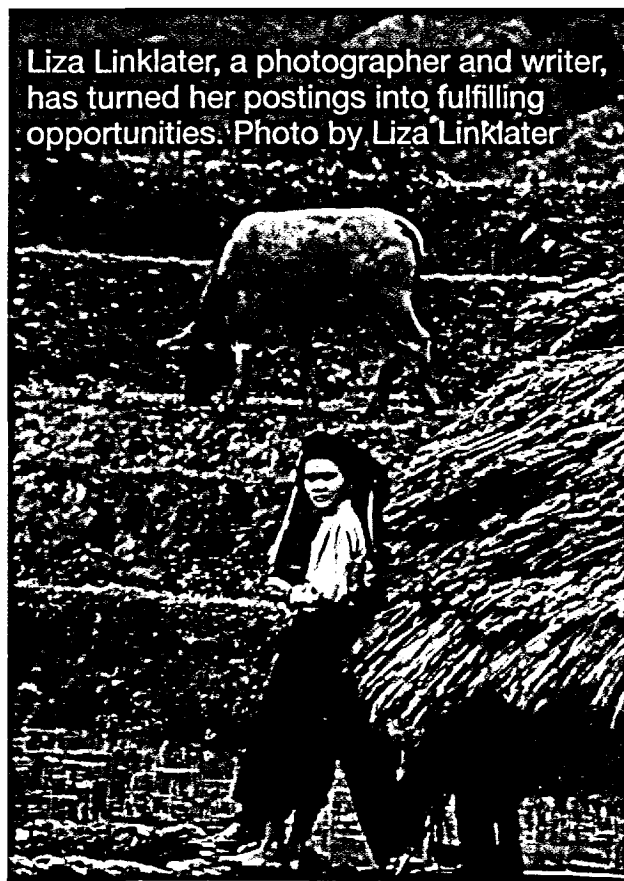
each other. I have always done “my own thing” while abroad and have taken part in diplomatic functions only when I wanted to.

The comings and goings are challenging. Abroad, we make new friends only to have them leave, or we depart ourselves, a year or two later. It is always difficult to leave friends and loved ones behind, but with the incredible advances in technology it is so much easier to keep in touch than BPC (Before Personal Computers).

I have enjoyed the unique experiences I have been able to have abroad—all the people I have met, places I have seen, things I have learned—and I look forward to all the new journeys yet to come.

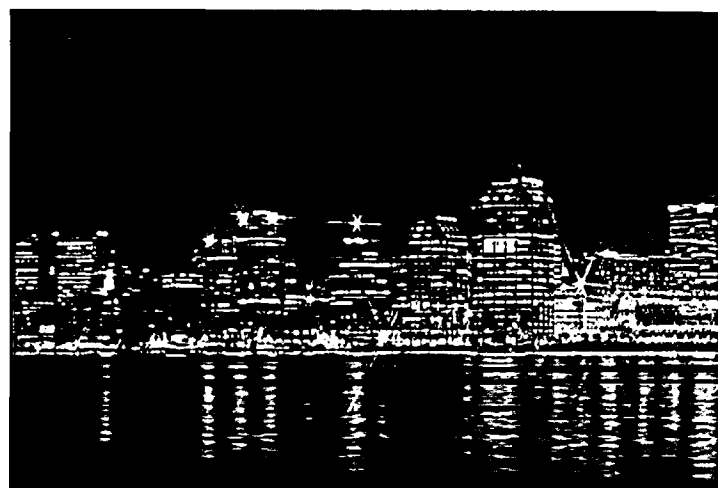
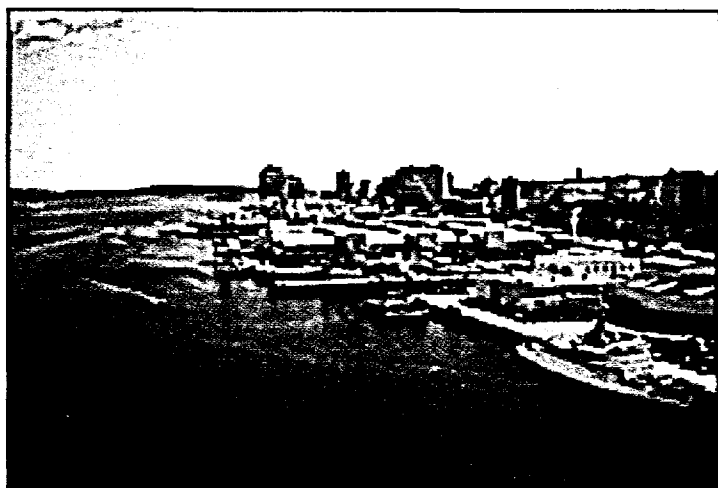
Liza's work can be viewed at www.lizalinklater.com.

Liza Linklater, a photographer and writer, has turned her postings into fulfilling opportunities. Photo by Liza Linklater



HALIFAX, NOVA SCOTIA

TOP FIVE PLACES



Dating back to 1749 and oriented around a huge natural harbour, Halifax has much to offer thanks to its historic period architecture, cultural events and lively social scene. Here are just five spots that Allison Trenholm suggests visitors shouldn't miss.

Pier 21 National Historic Site—Canada's Immigration Museum

Take a trip through "Canada's front door" on the historic Halifax waterfront—the last remaining ocean immigration shed. Pier 21 received more than one million immigrants from 1928 through 1971, including wartime evacuees, refugees, and war brides and their children. Interactive exhibits and multimedia presentations allow you to retrace an immigrant's steps into Canada.

Harbour and Waterfront

Halifax harbour is one of the largest natural harbours in the world. Depending on how you measure—by volume or surface area—it is either the largest natural harbour in the world or the second largest. Either way, it's big! To get a quick and cheap (\$2) look at the harbour, join the local commuters and ride the metro ferry from the Historic Properties heritage buildings on the Halifax waterfront over to Dartmouth's Alderney Landing.

Hydrostone District

On December 6, 1917, two ships—one carrying wartime munitions and the other relief supplies—collided in the crowded Halifax harbour. The ensuing explosion, which at the time was the largest man-made explosion ever seen, destroyed a large part of Halifax's north end. The Halifax Relief Commission was formed to lead rebuilding efforts, and influential town planner Thomas Adams designed the new communities. A testament to good planning, the Hydrostone area remains a vibrant

neighbourhood that draws both residents and visitors to its boulevards and to its commercial row of boutiques and restaurants.

Halifax Farmers' Market

Shop where Halifax's best chefs do! Saturday morning in Halifax should include a visit to the oldest farmers' market in North America. More than 100 vendors offer farm-fresh produce, meats, fish, deli and baked goods, and an almost endless variety of products and crafts from the fields, waters, kitchens and workshops of Nova Scotia.

Halifax Citadel and the Noon Gun



Many a visitor has been startled by the noon gun. Fired daily from the Halifax Citadel, the cannon's boom resonates through the downtown area. Completed in 1856 after 28 years of construction, the Citadel is a massive, star-shaped masonry fortification overlooking the harbour. The fort was originally built to guard against a land-based attack from the United States, which never occurred, and was garrisoned by the British army until 1906. During the Second World War, the Citadel served as temporary barracks for troops headed overseas and was also an anti-aircraft operations centre.

Allison Trenholm has been a trade commissioner with the Halifax Regional Office since 2004. Prior to that, she was a locally engaged trade commissioner at the Canadian Consulate in New York.

BRAND: IT AIN'T THE LOGO (IT'S WHAT PEOPLE THINK OF YOU)

IAN BURCHETT AND DANIELLE THIBAUT

After 37 years in the marketing business, Ted Matthews certainly has some persuasive arguments for those of us who are responsible for communications and, in particular, for promoting the department's agenda in Canada and abroad. As we explore innovative ways to tackle the ongoing challenges of enhancing a stronger appreciation of DFAIT's mandate and operations—including Canada's foreign affairs and international trade priorities and consular and passport operations—Matthews provides some colourful anecdotes about different brands and the importance of consistent messaging in *Brand: It Ain't the Logo*.

Given our own Transformation Agenda and our effort to focus on DFAIT's core business, service delivery, and realignment of corporate activities, this lively read

provides a clever perspective on some long-standing debates that many of us have had, such as: What is a brand, and how could we at DFAIT make a stronger contribution toward promoting our department's own brand? Using some unique examples, the author reminds us that "a strong, clearly communicated brand helps employees (and potential employees) to better understand an organization..."

Interestingly, as colleagues here have experienced through our recent corporate alignment and strategic review exercises, the writer reiterates the idea that a properly understood brand has the potential to be the organizing principle for everything you do and, thus, becomes the true personality of the organization.

Many of us as public servants have debated the merits of, and intent

behind, branding government and the work of departments, as compared to the approach used by various companies in the private sector. So, as we explore how best to implement our Transformation Agenda and reap the rewards of a stronger DFAIT brand, perhaps we can benefit from some practical suggestions from the author about brand discipline and tactics for focusing our resources on what really matters to our mandate.

Ian Burchett is Director General, Communications (Foreign Affairs), and Danielle Thibault is Director General, Communications (Trade).

Brand: It Ain't the Logo (It's What People Think of You).
By Ted Matthews. Instinct Brand Equity Coaches Inc; 184 pages.

FIVE RECENT MUST READS

1. *From Communists to Foreign Capitalists: The Social Foundations of Foreign Direct Investment in Postsocialist Europe* by Nina Bandelj (MAIN HG 5430.7 .A3B36 2008)

This study demonstrates how investors and hosts rely on social networks, institutions, politics, and cultural understandings to make decisions about investment in the post-socialist environment of Central and Eastern Europe.

2. *Les États-Unis et le monde aujourd'hui (2008) (The United States and the world today 2008)* edited by Daniel van Eeuwen and Isabelle Vagnoux (MAIN E 895 .E83 2008)

This collective work relates the United States to the rest of the world by analyzing the U.S. influence on certain significant global events.

3. *Riding the Indian Tiger: Understanding India—the World's Fastest Growing Market* by William Nobrega and Ashish Sinha (MAIN HC 435.3 .N67 2008)

This work provides invaluable investor insight about India's markets and is an excellent guide to "the world's

fastest growing market."

4. *Policymaking in Latin America: How Politics Shapes Policies* edited by Ernesto Stein, Mariano Tommasi, Pablo T. Spiller and Carlos Scartascini (MAIN JL 959.5 .D45P84 2008)

This book explores the political scope of the public policy-making process and its outcomes through comparative analyses of political institutions in eight Latin American countries.

5. *The Impacts of 9/11 on Canada-U.S. Trade* by Steven Globerman and Paul Storer (MAIN HF 3228 .U3G56 2008)

The authors present statistical findings and analyses from a study they conducted on the state of bilateral trade flows between Canada and the United States in relation to the implementation of restraining border security policies after 9/11.

Compiled by the Jules Léger Library. For more information on library services and resources, please visit <http://intranet.dfait-maeci.ca/department/sxd/Resources/library/library-en.asp>.

DFAIT WAS CERTAINLY well represented at the 2008 Public Service Award of Excellence. Four awards were granted to departmental employees on June 16. Recipients of the 2008 Public Service Award of Excellence included **Passport Canada**, nominated by Leonard Edwards, Deputy Minister of Foreign Affairs, for the award for Exemplary Contribution under Extraordinary Circumstances.

Philip Baines, Senior Advisor, Science and Technology, in the Non-Proliferation and Disarmament Division (IDA), received the Management Excellence award for his leadership in ensuring Canada's position as a leader in remote-sensing technology.

Tony Cantin, Director, Administration and Consular Services, Canadian Trade Office in Taipei, won the Youth Management Excellence award for inspiring his team to be committed to excellence and accountability.

Cyrille Sanchez, Strategic Communications Officer at the Embassy of Canada to France, was part of the team that worked on the 2007 Vimy Event, a ceremony to rededicate the Canadian National Vimy Memorial in France. The team, nominated by Suzanne Tining, Deputy Minister, Veterans Affairs Canada, was given the award for Management Excellence.



DEPUTY MINISTERS' AWARDS

THIS YEAR MARKED the first annual Deputy Ministers' Awards, which recognize individual or collective achievement of excellence by DFAIT employees. The 2008 awards this year went to the following people:

Jon Dundon was presented with the Deputy Ministers' Award for Lifetime Achievement. Mr. Dundon's expertise in trade mission logistics spans 25 years and has been a contributing factor to the tremendous success of the Team Canada missions.

Helen Pandelides was also presented with the Deputy Ministers' Award for Lifetime Achievement. Ms. Pandelides, a locally engaged employee since 1954, has shown tremendous dedication to the Canadian embassies in Cairo and Athens in a career that included political, commercial and administrative positions.

Jerry Kramer received the Deputy Ministers' Outstanding Award of Excellence. As counsellor at the mission of Canada to the United Nations in New York, Mr. Kramer has been instrumental in advancing management reform and budgetary discipline at the UN.

Sally Dowe-Marchand was presented with the Deputy Ministers' Award for Excellence in Service Delivery. Ms. Dowe-Marchand worked tirelessly to provide consular services to Canadian citizens as the case management officer for Mexico and South America, one of the busiest and highest-profile regions for the department.

The MARCUS (Measuring Achievements and Results by Canada in the U.S.) Development Team was presented with the Deputy Ministers' Award for Management Excellence. This team of forward-thinkers, led by Michel Têtu, undertook the task of developing a tool to measure results and target expectations in the Trade Commissioner Service (TCS) at posts in the United States.

The Montebello Summit Team, led by Peter Boehm, was awarded a citation in Management Excellence for their tireless efforts in organizing and coordinating the Summit. The team's ability to respond to challenges given difficult security situations and schedule changes, as well as to coordinate intergovernmental groups and North American partners, was praised by Presidents Bush and Calderón.

The New Way Forward "Role" Team was presented with a citation for Excellence in Service Delivery. Through an extensive consultation exercise, the "Role" Team, led by Weldon Epp, defined and aligned the Political/Economic work of the department.

Team Cairo was also awarded a citation for Excellence in Service Delivery. The Trade team of the mission in Cairo, led by Ambassador Philip MacKinnon and Senior Trade Commissioner Richard Dubuc, played an active role in high-level interventions with the Egyptian government in order to support and defend a major Canadian investment in a urea fertilizer plant in Egypt, valued at \$1.46 billion.



John Dundon receives his award.



Helen Pandelides poses with the deputy ministers.



NOTRE MONDE

hiver 2008

Le MAECI lance un nouveau magazine à l'intention de ses employés



Les sous-ministres, Len Edwards et Marie-Lucie Morin, présentent le nouveau magazine. Celui-ci s'inscrit dans un vaste mouvement visant à améliorer les communications et le dialogue avec les employés.

C'est avec grand plaisir que nous lançons le premier numéro de **NOTRE MONDE**, le nouveau magazine trimestriel interne du MAECI à l'intention des employés. Ce magazine se veut une source d'information concernant :

- les priorités, les activités et la direction du ministère;
- les employés et leurs réalisations;
- les faits divers, renseignements de voyage, etc.

NOTRE MONDE est votre magazine. Nous vous invitons donc à nous faire part de sujets d'articles que vous aimeriez lire ou encore de vos suggestions pour le rendre pertinent et informatif.

Ce numéro de **NOTRE MONDE** brosse le tableau du travail à la fois important et exigeant de Lukas Gudinskas, agent politique et membre de l'Équipe provinciale de reconstruction de Kandahar, qui nous fait un compte-rendu de sa vie au quotidien dans la province afghane. Ce numéro comprend également un reportage sur le Secrétariat à la Stratégie pour les Amériques, qui vise le développement et la mise en œuvre du réengagement du Canada dans les Amériques. Vous lirez également d'autres entrevues et profils personnels ainsi que des articles plus légers.

Cette publication fait partie d'un vaste effort visant à accroître les occasions de communication

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et d'engagement parmi les employés de tout le ministère. La nouvelle page intranet des sous-ministres est un autre exemple des nouveaux outils instaurés pour informer de façon efficace et opportune les employés. Nous reconnaissons également l'importance de vous rencontrer en personne. C'est pourquoi nous désirons tenir des réunions générales avec le personnel et organiser d'autres événements et activités qui favoriseront le dialogue.

En réfléchissant à l'année 2007, nous réalisons que vos efforts, votre expertise et vos compétences ont été l'élément moteur derrière une année productive et seront essentiels pour fixer les priorités clés et atteindre les objectifs du MAECI en 2008.

Les Canadiens comptent sur notre Ministère pour guider le gouvernement dans les change-

ments de plus en plus rapides dans les affaires étrangères et le commerce international.

Le gouvernement du Canada reconnaît l'importance de notre travail et a clairement déclaré sa volonté de réaffirmer le leadership du Canada à l'échelle internationale. Voilà donc d'excellentes nouvelles pour le ministère et nous vous promettons de faire de l'année 2008 une autre année excitante pour nous tous.

Nous saisissons l'occasion pour féliciter M. David Mulroney, ancien sous-ministre délégué des Affaires étrangères, qui vient d'être nommé sous-ministre responsable du Groupe de travail sur l'Afghanistan au Bureau du Conseil privé. M. Mulroney a travaillé sans relâche au dossier de l'Afghanistan dans notre Ministère et nous lui sommes très reconnaissants de son dévouement. Nous lui souhaitons beaucoup de succès dans

ses nouvelles fonctions. Nous sommes persuadés que vous vous joindrez à nous pour accueillir chaleureusement Stephen Rigby, nouveau sous-ministre délégué aux Affaires étrangères à dater du 3 mars 2008. M. Rigby était jusque récemment premier vice-président de l'Agence des services frontaliers du Canada.

Nous espérons que vous aimerez ce premier numéro du magazine **NOTRE MONDE** et c'est avec plaisir que nous prendrons connaissance de vos commentaires. Vous pouvez nous faire part de vos commentaires et idées d'articles à : ourworld-notremonde@international.gc.ca

Marie-Lucie Morin

sous-ministre du Commerce international

Leonard J. Edwards

sous-ministre des Affaires étrangères

Événements

Conférence sur le leadership 2007 : Bâtir l'avenir



Le ministre du Commerce international, David Emerson, expose les priorités en matière de commerce international et souligne l'importance du leadership dans ce contexte.



Le ministre des Affaires étrangères, Maxime Bernier, traite des nouvelles priorités des affaires étrangères et remercie le Ministère de son professionnalisme.

La Conférence sur le leadership 2007 du MAECI s'est déroulée les 28 et 29 novembre 2007 au Hilton du Lac Leamy. Plus de 300 représentants de la haute direction et des gestionnaires de l'administration centrale et des bureaux régionaux du MAECI, de Passeport Canada et de quelques missions à l'étranger ont participé à la rencontre. Le thème de la conférence « Bâtir l'avenir » a reflété l'importance du leadership pour répondre aux défis actuels et futurs du MAECI.

Les principaux objectifs de la conférence comprenaient :

- renforcer une compréhension commune des priorités du MAECI et de l'importance du leadership dans le contexte actuel de transformation du Ministère;
- identifier et examiner les défis auxquels le Ministère est confronté;
- déterminer les priorités et les objectifs stratégiques en matière de leadership pour l'année à venir.

Les sous-ministres Len Edwards et Marie-Lucie Morin ont ouvert la conférence en exposant les orientations politiques et les priorités du Canada en matière d'affaires étrangères et de commerce international ainsi que leur vision de la transformation du Ministère, qui comprend l'achèvement des exercices d'examen de la convergence et d'examen stratégique. Ils en ont également profité pour annoncer la création d'un bureau responsable de la transformation, dirigé par Lucie Edwards, qui élaborera et mettra en œuvre le programme de transformation du MAECI.

Au cours des deux jours de la conférence, les participants ont pu prendre part à six ateliers interactifs sur des sujets tels que :

- le leadership, la gouvernance et la responsabilité du MAECI en matière de prestation des politiques, des programmes et des services;
- la transformation du MAECI par le leadership et l'apprentissage inspirés des priorités du gouvernement;
- le leadership fondé sur les valeurs, l'autonomisation et la mobilisation dans un contexte de rendement organisationnel.

Des conférenciers de la fonction publique et du secteur privé ont pris part à cette conférence. En effet, Jim Balsillie, coPDG de Research In Motion (RIM), a abordé le thème de l'investissement dans le leadership international du Canada.

Pour sa part, Parker Mitchell, cofondateur et coPDG de Engineers Without Borders, a parlé de l'exercice du leadership moderne.

« Le gouvernement a affirmé très clairement son intention de rendre l'économie canadienne plus concurrentielle. Cela signifie que le Ministère cible son action et définit bien son rôle pour aider à la réalisation de cet objectif. C'est d'ailleurs la raison d'être de la Stratégie commerciale mondiale. »

— Marie-Lucie Morin, sous-ministre du Commerce international

Le ministre du Commerce international et ministre de la porte d'entrée du Pacifique et des Olympiques de Vancouver-Whistler, l'honorable David Emerson et le ministre des Affaires étrangères, l'honorable Maxime Bernier, ainsi que le greffier du Conseil privé et secrétaire du Cabinet, Bureau du Conseil privé, M. Kevin Lynch, se sont également adressés aux participants. Le greffier a parlé avec passion du besoin d'un renouvellement de la fonction publique pour rendre le Canada plus compétitif à l'échelle internationale.

Lors de la deuxième journée de la conférence, un groupe d'experts – composé de Richard B. Fadden, sous-ministre, Citoyenneté et Immigration Canada, de Richard Dicerni, sous-ministre, Industrie Canada et de Suzanne Hurtubise, sous-ministre, Sécurité publique Canada – a discuté d'un partenariat interministériel et de la nécessité de travailler collectivement pour accomplir notre programme international commun. On a clairement reconnu l'importance de nos objectifs communs et du rôle de leadership du MAECI dans les relations internationales.

On y a également discuté des changements qui s'opèrent au sein de la collectivité mondiale – l'essor de l'Inde et de la Chine, une économie mondiale plus concurrentielle, l'instabilité politique – avec les menaces à l'échelle mondiale telles que le terrorisme, la dégradation de l'environnement, les pandémies et la criminalité. Toutes ces préoccupations nécessitent une stratégie plus énergique en matière de politique étrangère et de commerce international au service des valeurs et des intérêts canadiens, y compris la promotion de la prospérité du Canada.

Le sous-ministre du Commerce international, Marie-Lucie Morin, a expliqué comment la Stratégie commerciale mondiale mettra l'accent sur les ressources de ces secteurs d'une importance capitale pour les Canadiens. « Le gouvernement a affirmé très clairement son intention de rendre l'économie canadienne plus concurrentielle, a affirmé M^{me} Morin. Cela signifie que le Ministère cible son action et définit bien son rôle pour aider à la réalisation de cet objectif. C'est d'ailleurs la raison d'être de la Stratégie commerciale mondiale. »

La conférence de 2007 a été organisée par l'Institut canadien du service extérieur. Pour de plus amples renseignements, consultez le site intranet à l'adresse <http://intranet.dfait-maeci.gc.ca/leadership/menu-fr.asp>.

Réunion générale

Le lendemain de la conférence, le 30 novembre, une réunion générale a été convoquée dans l'auditorium Cadieux à l'édifice Lester B. Pearson, où les employés ont pu échanger avec les sous-ministres au sujet des priorités du Ministère et de plusieurs autres thèmes qui ont été abordés au cours de la Conférence sur le leadership. Les employés ont participé en grand nombre à cette réunion. En effet, plus de 500 personnes se sont réunis à l'auditorium Cadieux et les gens qui ne pouvaient y trouver place ont dû prendre part à la rencontre dans les salles adjacentes, soit le salon Skelton et la salle Robertson. De nombreuses missions à l'étranger ont également participé par téléconférence. La rencontre a également été rediffusée sur des téléviseurs en circuit fermé à l'édifice Lester B. Pearson et au 111 promenade Sussex.



Discussion avec les sous-ministres à l'auditorium Cadieux.

Bâtir l'avenir étape par étape – Un processus de transformation

Extrait de l'allocution du sous-ministre des Affaires étrangères, Len Edwards, à l'occasion de la Conférence sur le leadership

L'examen de la convergence et l'examen stratégique fournissent une orientation afin de mieux harmoniser les priorités du Ministère avec celles du gouvernement.

Nous devons continuer à concentrer nos efforts sur ce qui constitue la base du Ministère et représente une valeur ajoutée pour le gouvernement – c'est-à-dire la plateforme internationale ainsi que les gens qui servent le Canada à l'étranger – en concentrant les ressources dans des secteurs qui peuvent avoir une plus grande influence.

Les décisions de réaffectation doivent être prises en tenant compte des activités essentielles du Ministère afin de renforcer les politiques et les activités du programme.

Le Ministère continuera d'améliorer son obligation de rendre des comptes et de satisfaire aux plus hautes normes en matière de gestion financière.

Les décisions de réaffectation seront toujours prises avec un regard résolument tourné vers l'avenir – en tenant compte à la fois de la nature de plus en plus internationale de la société canadienne et des occasions et défis auxquels le Canada fait face dans un monde en constante et rapide évolution.

À la découverte du Secrétariat à la Stratégie pour les Amériques

par Nathalie Trépanier

« Qu'est-ce que le Secrétariat à la Stratégie pour les Amériques? » est une question qui nous est souvent posée. La réponse la plus courte est que le Secrétariat (RLXS) et sa sous-ministre adjointe (RLX) coordonnent et supervisent le réengagement du Canada dans les Amériques, soit la deuxième priorité du Canada en matière de politique étrangère.

En effet, c'est en février 2007 que le Premier ministre Harper a annoncé que son gouvernement ferait du réengagement dans les Amériques une priorité essentielle. Au cours de sa visite dans la région en juillet 2007, le premier ministre a expliqué que notre engagement renouvelé dans la région comporterait trois objectifs : l'accroissement de la prospérité, principalement par le biais de la promotion de la libéralisation du commerce; l'amélioration de la sécurité, en mettant l'accent sur la criminalité transnationale, les drogues, les pandémies et les désastres naturels; et la promotion des valeurs fondamentales de liberté, de démocratie, de droits de la personne et des règles de droit.

Nos sous-ministres ont créé le Secrétariat à la Stratégie pour les Amériques afin de s'assurer que nous pourrions effectivement réaliser cette priorité. Le Secrétariat a été conçu comme une petite équipe temporaire de politiques et de mise en œuvre. Son mandat est de développer un ensemble de politiques et un plan d'action pangouvernementales pour respecter l'engagement du gouvernement de faire preuve de leadership dans les Amériques. L'actuel Secrétariat compte 10 agents et membres du personnel de soutien dévoués qui proviennent tant du secteur politique que commercial, ainsi que de l'ACDI. Après quelques mois sans adresse fixe, les membres du Secrétariat travaillent maintenant dans les anciens bureaux d'Équipe Canada, situés au premier étage du 125 Sussex.

Le Secrétariat fonctionne en tant que matrice qui dépend de la contribution d'une plus grande équipe virtuelle au sein du MAECI et du gouvernement. Avec l'aide d'une série de groupes de travail

interministériels et de consultations avec les provinces, entreprises, universitaires et organismes non gouvernementaux, le Secrétariat agit en tant que centre d'échange, stimulant ainsi les intérêts et les actions dans les Amériques afin d'assurer une meilleure synergie, plus de cohérence et ultimement, un plus grand impact dans notre engagement avec les Amériques.

« Grâce à notre approche pangouvernementale au développement et à la mise en œuvre de la Stratégie pour les Amériques, nous nous efforçons d'atteindre un plus haut niveau d'uniformité et d'efficacité dans la promotion des intérêts et des valeurs clés canadiens. Nous voulons clairement démontrer que de bonnes politiques étrangères peuvent respecter les priorités nationales internes, soit une plus grande prospérité économique et sécurité pour les Canadiens », de dire Alexandra Bugailiskis, sous-ministre adjointe et coordonnatrice exécutive à la Stratégie pour les Amériques.

En tant qu'organisme de coordination, le Secrétariat compte sur les ressources et l'expertise des directions géographiques et fonctionnelles du MAECI, et de nos missions à l'étranger. En clair, les directions géographiques (qui couvrent principalement les régions d'Amérique du Nord, d'Amérique centrale, d'Amérique du Sud et des Caraïbes ainsi que les institutions régionales) et les missions jouent un rôle clé puisqu'elles

sont principalement responsables des relations bilatérales et régionales. Mais le Secrétariat fait également appel aux collègues des directions fonctionnelles et des communications pour obtenir de l'aide et faciliter la consultation pour des enjeux importants relatifs à notre réengagement. Le Secrétariat reçoit un fort appui de l'ACDI et d'autres ministères partenaires tels que le MDN, Santé Canada, Patrimoine canadien, RHDSC, Justice, NRCan, etc. Plus de 20 ministères et agences participent activement.

Le Secrétariat offre un nouveau modèle pour répondre en temps opportun et de façon flexible aux nouvelles priorités du gouvernement. Il est peu exigeant en ressources puisqu'il dépend avant tout d'une approche horizontale et du travail d'équipe tant dans le développement que l'application des politiques étrangères. Son succès sera mesuré par sa capacité de mobiliser les efforts efficaces du gouvernement qui transformeront nos relations avec les Amériques, et, malgré son mandat temporaire, d'assurer la viabilité et la durabilité de notre engagement à long terme.

Le réengagement du Canada dans les Amériques est déjà en branle grâce à tous ceux et celles qui contribuent à cette priorité. C'est avec plaisir que nous envisageons de continuer de travailler avec vous pour atteindre nos objectifs de développer un voisinage plus sécuritaire et prospère.



De gauche à droite, sur la 1^{re} rangée : Margaret Buhajczyk, Nathalie Trépanier, Donna Sivyer, Alexandra Bugailiskis, Donald Mackay, Rouben Khatchadourian, Suzanne Bériault. Sur la 2^e rangée : Vikas Sharma, Michael Williams, Leeann McKechnie, Roman Hruby, Danièle Ayotte.

Malgré des conditions précaires, Lukas Gudinskas, un jeune agent politique en poste à Kandahar, nous envoie des rapports essentiels qui nous permettent de mieux élaborer nos politiques ici au Canada. Il en résultera un meilleur avenir pour les Afghans.

Contribuer à l'amélioration des conditions de vie à Kandahar

Nos collègues basés à Kandahar effectuent les tâches les plus inhabituelles et dangereuses du Service extérieur canadien. Tous vivent et travaillent en Afghanistan dans le cadre d'une affectation « non accompagné », ce qui signifie qu'ils ne peuvent amener leurs conjoints ou autres membres de leur famille avec eux en raison des dangers inhérents. Kandahar est considéré comme une mission de niveau cinq, soit le type de mission le plus difficile.

Parlez-nous de vous ?

J'ai 26 ans, et je suis né et j'ai grandi à Hamilton, en Ontario. Je suis un agent du service extérieur (FS-01). J'ai travaillé auparavant à Ottawa dans la Section des opérations de paix (IRP). Je fais actuellement partie de l'Équipe provinciale de reconstruction (EPR) à Kandahar, qui est basée au Camp Nathan Smith, situé dans la ville de Kandahar. L'EPR est composée de 335 personnes de divers ministères, y compris le MDN (d'où provient la plus grande partie du personnel), le MAECI, l'ACDI et la GRC. L'EPR travaille en étroite collaboration avec les dirigeants et les communautés de la région en reconstruction et en développement, et fait la promotion de la règle de droit et de la bonne gouvernance. Notre équipe aide le gouvernement d'Afghanistan à accroître sa présence et son efficacité dans la province.

Comment décririez-vous votre entourage ?

De nombreuses personnes pensent à tort que l'EPR se trouve à l'aérodrome de Kandahar. L'aérodrome est un endroit bien connu par le public et il est situé à l'extérieur de la ville. Nous devons nous déplacer en convoi pour nous rendre à l'aérodrome. Au sud, l'aérodrome est la principale base de la Force internationale d'assistance à la sécurité de l'OTAN. Le quartier général du Groupement tactique canadien est basé à l'aérodrome, tout comme les sections de notre force multinationale qui mènent leurs opérations au Commandement régional Sud (CR(S)). L'aérodrome ressemble beaucoup à une petite ville. On y retrouve des magasins, des restaurants, des autobus et, le plus important, un Tim Horton. C'est le centre des activités et des opérations militaires dans le sud.



Lukas Gudinskas (3^e à partir de la gauche) rédige des rapports qui permettront de mieux comprendre chaque district de la province de Kandahar, ce qui sera grandement apprécié. **De gauche à droite** : Peter MacKay, ministre de la Défense nationale; le LCol Bob Chamberlain (commandant de l'EPRK); Lukas Gudinskas et sa collègue du MAECI, Farrah Musani.

« Le fait de travailler avec de telles personnes nous démontre que même si nous sommes déprimés ou fatigués de travailler à ce rythme, il y a toujours quelqu'un qui veille sur nous »

Quelles sont vos principales responsabilités ?

Ma principale tâche est la production de rapports politiques. Je rencontre les dirigeants locaux, communique les détails des développements importants dans la province et participe au projet de développement. Mes collègues et moi préparons les rapports et coordonnons les évaluations de notre personnel local. Je travaille également sur une série de rapports qui nous fourniront une plus grande compréhension de chaque district dans la province.

À quoi ressemble une journée typique de travail ?

En Afghanistan, vous apprenez vite qu'il n'y a pas de journée typique de travail. Si je demeure au camp, je me rends au bureau qui est situé à environ 20 mètres de ma chambre (très court déplacement). Une journée au bureau peut vouloir dire terminer des rapports, rédiger des propositions de projets et assister à des réunions. Il y a souvent des réunions imprévues avec des invités qui arrivent à la base.

Si je vais à un « shura », soit une réunion avec les dirigeants locaux, ma journée prend alors une autre tournure. Toute activité à l'extérieur de la base est coordonnée par l'armée et une patrouille de protection est déployée. Une patrouille est habituellement composée de trois véhicules et d'environ 20 soldats. Voyager dans un véhicule blindé léger est un peu comme se déplacer dans une boîte sans fenêtre. Vous voyez la base en partant et un autre site en arrivant, puisque vous ne voyez absolument rien en route. Le voyage peut être long, cahoteux et fatigant.

Combien d'heures travaillez-vous chaque jour ?

Selon la journée, je travaille une moyenne de 10 à 11 heures par jour. La plupart des jours, j'arrive au travail vers 8 h 30 ou 9 h et je travaille jusqu'à 20 h 30 ou 21 h. Le vendredi est une journée de congé pour les Afghans. Alors nous profitons de cette journée pour dormir un peu, nous ne travaillons donc que 4 à 6 heures. Voyager avec les patrouilles nous permet de sortir et de rencontrer les interlocuteurs afghans. Cela prolonge également nos journées puisque nous devons préparer les rapports et nous mettre à jour dans notre travail.

À quoi ressemble votre environnement de travail au bureau?

Le bureau est une grande pièce que se partagent 4 agents politiques. Un flot régulier de personnes, de l'armée et d'autres ministères, viennent discuter des dossiers ou d'un projet de développement. On s'y sent parfois à l'étroit et il y a peu d'intimité. Les problèmes informatiques fréquents ajoutent souvent au défi de travailler ici.

À quoi ressemblent vos quartiers?

J'ai une petite chambre privée avec un lit simple. Les murs sont faits de mince contreplaqué, alors je sais toujours si mon voisin est réveillé ou souffre d'un rhume. Je n'ai pas de fenêtre dans ma chambre. La salle des lavabos se trouve au centre du camp. Je considère que ma chambre est relativement luxueuse puisque beaucoup de soldats dorment plus de 4 dans une chambre.

À quoi ressemble la vie sur une base militaire de Force internationale d'assistance à la sécurité (FIAS)?

L'armée est une culture bien différente. Il est crucial d'apprendre les divers rangs et fonctions de chaque soldat. Une formation régulière est donnée sur la base. À divers moments de la journée, vous pouvez entendre le son des armes provenant du champ de tir lorsque les troupes s'exercent. Des véhicules bruyants sont constamment en déplacement pour accompagner les patrouilles vers la ville et les districts avoisinants. Les hélicoptères vont et viennent le jour comme la nuit. On finit par s'habituer au son des hélicoptères. Maintenant, je peux reconnaître le type d'hélicoptère qui atterrit seulement par le son des rotors.

Le plus difficile pour moi sont les cérémonies funèbres à la mort d'un soldat. Depuis mon

arrivée, j'ai assisté à onze cérémonies, dont dix pour des Canadiens et une pour un soldat américain. Ces cérémonies nous rappellent tous les dangers auxquels nous faisons face et la réelle menace qui existe dans ce pays. Après chaque service, nous espérons tous que ce sera le dernier.

Que préférez-vous de votre travail?

Les gens avec qui je travaille. Les gens ici sont intelligents et dévoués. Les membres de notre équipe viennent de différents milieux, ce qui crée une excellente dynamique de travail. Nous en apprenons toujours davantage et chaque jour est rempli de nouveaux défis. De plus, le fait de travailler avec de telles personnes nous démontre que même si nous sommes déprimés ou fatigués de travailler à ce rythme, il y a toujours quelqu'un qui veille sur nous. Nous nous encourageons et nous nous aidons dans les moments difficiles.

Julie Lewis a choisi le poste de déléguée commerciale au bureau régional de Vancouver pour se rapprocher d'importantes entreprises canadiennes, dans le secteur des TI plus particulièrement. Son affectation lui a ouvert une toute nouvelle fenêtre sur le monde des télécommunications.

Espace mobile

Qui êtes-vous?

J'ai 29 ans et je suis originaire d'Ottawa. Je suis entrée au Ministère en 2002 comme agente de commerce international. J'occupe actuellement le poste de déléguée commerciale à notre bureau régional de Vancouver. Comme il s'agit d'une affectation de quatre ans, je serai à Vancouver à l'occasion des Jeux olympiques et paralympiques de 2010. C'est donc, pour le Canada, une période extrêmement passionnante du point de vue du développement, du commerce et des investissements étrangers. Je serai également ici pour faire le suivi de l'héritage économique des jeux. Et de dix à douze personnes souhaitent déjà séjourner chez moi, dans mon appartement d'une chambre à coucher, pendant les Jeux olympiques!

Quelles sont vos principales responsabilités?

Sur le plan sectoriel, je m'occupe surtout de l'information et des télécommunications ainsi que des matériaux de haute technologie (p. ex. semi-conducteurs, superconducteurs, fibre optique, laser, capteurs). Je suis également chargée de coordonner les activités du bureau dans le domaine de l'investissement. De plus, j'aide les entreprises en Colombie-Britannique de ces secteurs (tout particulièrement les communications

mobiles et les télécommunications) dans leurs efforts pour exploiter les débouchés internationaux. S'agissant de la technologie de l'information, la Colombie-Britannique possède un savoir-faire remarquable dans le domaine des communications mobiles. Et Vancouver compte un certain nombre d'entreprises hautement performantes en ce domaine. Au cours de mes premières visites sectorielles, j'ai eu la chance de constater la rapidité avec laquelle ce secteur évolue. Dans le cadre de mon travail, je veillerai à ce que les milieux d'affaires britannico-colombiens aient accès aux services essentiels du Service des délégués commerciaux. Cela implique de fournir une information rapide et exacte sur les marchés ainsi que des renseignements à l'intention des entreprises. Il s'agit aussi de leur fournir l'information utile pour prendre contact avec différentes sources de financement. Cela suppose une collaboration assez étroite avec la province de la Colombie-Britannique et certaines des associations sectorielles bien établies, qui ont leur siège à Vancouver, y compris le Wireless Innovation Network BC, et la British Columbia Technology Industry Association. J'espère sincèrement que mes efforts permettront aux exportateurs du secteur des hautes technologies de la Colombie-Britannique de tirer parti d'un plus grand nombre d'occasions d'affaires internationales.



En travaillant à Vancouver, Julie Lewis bénéficie d'un contact direct et d'une interaction fréquente avec des compagnies canadiennes.

En quoi consiste une journée de travail typique?

En règle générale, je commence ma journée par la lecture de courriels de collègues, qui ont déjà accompli la moitié de leur journée à Ottawa. Par ailleurs, des investisseurs étrangers expriment souvent le souhait d'établir un partenariat d'affaires avec

des entreprises locales. C'est ainsi qu'une bonne partie de ma journée consiste à prendre contact avec d'autres partenaires, tels qu'Invest BC ou la Vancouver Economic Development Commission, afin de mettre en place des programmes à l'intention des investisseurs étrangers. Tous les matins, je prends une pause au *Caffe Artigiano*, et cela, pour deux raisons : rencontrer une collègue d'Exportation et Développement Canada afin de trouver des domaines de partenariat et de collaboration éventuels et déguster un café latté, au lait de soya. À Vancouver, les cafés sont souvent le prolongement des salles de conférence. Ici, le bureau régional a un agenda très chargé, et les visites ainsi que les engagements de haut niveau sont monnaie courante.

Quels sont certains des avantages liés à votre travail?

L'avantage de travailler dans un bureau régional est de pouvoir prendre directement contact avec des entreprises canadiennes. À Ottawa, je n'entretenais que des liens limités avec les milieux d'affaires. La plupart de mes projets étaient réalisés à l'interne, et mes clients étaient d'autres ministères et organismes gouvernementaux.

Comment trouvez-vous Vancouver?

Vancouver est une ville très dynamique, où l'on trouve quantité de nouveaux restaurants et de bars à tapas, qu'il ne tient qu'à moi d'essayer. De plus, il est possible de visiter de grandes attractions touristiques situées à 20 ou 30 minutes de marche seulement. Et, étant donné que cette ville bénéficie de l'un des

climats les plus doux au Canada, ce ne sont pas les activités de plein air qui manquent. De plus, j'enseigne le yoga à temps partiel, de sorte que le dynamisme de ce secteur dans la région constitue un atout additionnel pour moi. Habiter à Vancouver comporte certes sa part d'inconvénients. Par exemple, il pleut... et c'est peu dire! Vivre ici coûte également très cher. Mon loyer est supérieur de moitié environ à ce que je payais à Ottawa. Les bureaux régionaux ne sont pas considérés comme une affectation officielle, de sorte que rien n'est prévu pour compenser l'augmentation du coût du loyer et de l'immobilier. C'est d'ailleurs pourquoi certains de mes collègues ont choisi de vivre à l'extérieur de la ville, préférant les transports publics et le covoiturage pour le long trajet du travail à la maison. Cela étant dit, Vancouver demeure un endroit extraordinaire où travailler et se divertir.

Nouvelles du Ministère

Le MAECI lance

la campagne de recrutement « Une carrière sans frontières »

par Kyle Nunas, Services des communications (CMS), Direction générale des communications (Commerce international)

En septembre et octobre derniers, plus de 47 agents du MAECI ont visité les universités partout au pays. Ils participaient à une importante campagne de recrutement postsecondaire pour promouvoir les occasions d'emploi en commerce international au MAECI.

Le Ministère reçoit habituellement un nombre impressionnant de demandes d'emploi au cours de cette campagne. Toutefois, il importe de ne pas s'asseoir sur ses lauriers compte tenu de la vive concurrence sur le marché du travail. Les entreprises abordent les étudiants plus tôt qu'avant. Autrefois, les efforts de recrutement visaient d'abord les étudiants diplômés, mais de nos jours, les entreprises rencontrent les étudiants tôt dans leurs études postsecondaires et même au secondaire.

Par l'entremise de consultations avec les étudiants et les recrues, le Ministère continue de promouvoir les occasions d'emploi dans le commerce international partout au Canada. Le Service des délégués commerciaux – Renouveau (WTR) travaille en collaboration avec les ressources humaines et les secteurs impliqués dans le commerce international pour mieux expliquer à quel point notre travail est utile, stimulant et exceptionnellement diversifié.

Contrairement aux années précédentes, la campagne de recrutement de cette année ne vise pas seulement le recrutement de FS. Cette année, le MAECI cherche à pourvoir des postes de premier échelon (FS-01, CO-01 et ES-02, par exemple). La nouvelle

démarche donne l'occasion aux candidats potentiels de communiquer avec des agents d'expérience et de nouvelles recrues passionnées par leur travail.

Près de 50 agents des groupes professionnels CO, ES et FS de l'administration centrale et des bureaux régionaux ont tenu 75 séances d'information dans 50 universités, et parlé à plus de 2 500 étudiants. Dans de nombreux cas, les agents étaient d'anciens diplômés de ces universités. Pour cette campagne, le Ministère a favorisé le recrutement auprès des Premières nations, tenant ainsi trois séances expressément pour ce groupe.

Dans le cadre de cette campagne, le MAECI a également réorganisé la section carrières de son site Web (http://www.international.gc.ca/departement/service/trade_commissioner-fr.asp). Il a aussi préparé une nouvelle présentation PowerPoint et des documents d'information et mené une campagne par courriel auprès de plus de 200 personnes-ressources du milieu universitaire.

La Direction générale des communications (Commerce international) (CSM) a appuyé la campagne de recrutement au moyen d'une campagne de publicité et de sensibilisation dans les médias. La publicité a été diffusée dans 30 journaux universitaires et sur le site Facebook. Les relations proactives avec les médias ont suscité deux articles. En effet, la journaliste Jane Taber, du *Globe and Mail*, a écrit dans sa chronique hebdomadaire du 6 octobre dernier que le MAECI,

qu'elle a qualifié de *hot*, était maintenant le premier ministère fédéral à faire de la publicité sur Facebook pour appuyer sa campagne de recrutement. Pour sa part, Charles Ramsay, du journal *Les Affaires*, a également écrit un article sur le Service des délégués commerciaux.

Nous prévoyons continuer à peaufiner nos messages pour définir davantage le MAECI comme un type d'employeur solide qui offre « une carrière sans frontières ».

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Canada

Publicité pour la campagne de recrutement « Une carrière sans frontières »

Une meilleure voie vers le renouveau politique et économique

par Kathy Bunka, Mebs Velji, Marcello DiFranco, Secrétariat de la nouvelle voie

« En harmonisant les ressources avec les priorités, La nouvelle voie permet aux gens de se concentrer sur les choses vraiment importantes », de dire le sous-ministre adjoint, Peter Boehm, champion du programme.

« L'objectif visant à harmoniser les ressources avec les priorités, tel que le décrit dans La nouvelle voie, signifie que nous devons définir ce que nous faisons et pour qui nous le faisons, affirme M. Boehm. Ce service appuie-t-il les priorités du gouvernement? La demande vient-elle d'un partenaire spécifique? Le partenaire nécessite-t-il un service essentiel? Si la réponse à l'une ou l'autre de ces questions est négative, nous devrions peut-être refuser la demande. »

Pour assurer le succès de La nouvelle voie, la direction et les employés du Ministère doivent, poliment et habilement, refuser les demandes qui ne s'harmonisent pas avec les priorités. Ainsi, en refusant certaines demandes qui ne correspondent pas aux priorités, le Ministère offrira un service de meilleure qualité dans les secteurs prioritaires.

« Il ne faut pas oublier que les diplomates doivent poursuivre leurs échanges afin de créer des réseaux et des alliances et de recueillir de l'information, affirme M. Boehm. Et un refus rend cette tâche un peu difficile. » De leur côté, les employés peuvent se poser des questions difficiles lorsqu'ils sont sur le point de refuser une demande : « Si je ne remplis pas cette tâche, qui la fera? Vers où dois-je diriger le client? »

« Les éternels sceptiques demanderont "Voulez-vous qu'on fasse plus avec moins?" La réponse est non... Nous mettrons l'accent sur les choses vraiment importantes et ainsi, le programme sera mieux exécuté et les employés seront plus satisfaits de leur travail. »

— Peter Boehm, sous-ministre adjoint et champion de La nouvelle voie

Aux prises avec un défi similaire, le Service des délégués commerciaux a donné une liste

d'entreprises locales qui offrent des services de location de bureau, de planification d'événements, etc. Le programme adopte une démarche de service ou de référence semblable. « Il y a une bonne et une mauvaise façon de refuser une demande, de dire M. Boehm. Notre objectif est de veiller à ce que chaque programme ait une liste de fournisseurs de services locaux. S'il nous est impossible d'aider un organisme privé ou public, nous le dirigeons vers les bonnes ressources afin que ses besoins soient satisfaits. »

Bien sûr, certaines pratiques de longue date seront affectées par la mise sur pied de La nouvelle voie. « Actuellement, nous faisons tout ce qu'on nous demande de faire, déclare M. Boehm. Lorsque nous identifions les priorités, nous sommes davantage en mesure de démontrer les résultats obtenus pour le gouvernement et les Canadiens. »

La nouvelle voie vise une prestation des services plus uniforme et normalisée partout dans le monde. La direction aura plus de flexibilité pour se faire une opinion en fonction des nouvelles normes tout en étant responsable d'atteindre les résultats dans les dossiers prioritaires. Et la haute direction doit réaliser ces objectifs en prenant des décisions difficiles y compris dire non.

Il y aura des décisions difficiles à prendre. Le Service des délégués commerciaux a mis sur pied une Unité d'appui aux postes (UAP) pour guider ses employés dans les « zones grises et les dossiers épineux ». Sur le plan politique et économique, l'Unité d'appui au renouveau politique et économique (UARPE) est déjà en fonction. « L'UARPE étudiera les demandes et formulera des réponses. Au moment opportun, je mettrai mon chapeau de champion et donnerai une réponse finale, » précise M. Boehm.

Lorsqu'on lui demande pourquoi cette initiative réussira là où les autres ont échoué, M. Boehm répond : « Nous n'avons pas d'autre choix. Selon la nouvelle forme de gestion du gouvernement axée sur les résultats, nous devons montrer ce que nous faisons et pour qui nous le faisons. Nous devons démontrer comment l'argent est dépensé. Ce ne sont pas des concepts nouveaux et la diplomatie ne fait pas exception à la règle. »



Survol

Plus de 800 employés, y compris 60 membres des missions à l'étranger, ont participé à la détermination des services essentiels de La nouvelle voie du MAECI. Les sept services aideront le ministère à se concentrer sur ce qui est vraiment important.

- Information et analyse
- Élaboration des politiques
- Intégration des politiques
- Promotion des intérêts
- Accès
- Mise en œuvre des programmes
- Conseils pour les visites

Il ajoute également : « Les éternels sceptiques demanderont "Voulez-vous qu'on fasse plus avec moins?" La réponse est non. Nous disposons d'un nombre limité de ressources, alors nous devons établir les priorités. Nous mettrons l'accent sur les choses vraiment importantes et ainsi, le programme sera mieux exécuté et les employés seront plus satisfaits de leur travail. »

Vous avez des commentaires?

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Les lettres ne doivent pas compter plus de 250 mots. Le nom, l'adresse courriel et le numéro de téléphone de jour de l'auteur doivent y figurer. Il se peut que la rédaction modifie les articles pour des raisons de longueur, d'exactitude ou de clarté.

Le MAECI joint le Club du million de dollars

Les employés versent plus d'un million de dollars à la CCMTGC

par Carol McQueen, coordonnatrice bénévole pour la CCMTGC du MAECI

« Soyez l'étoile dans une vie » était le thème de la Campagne de charité en milieu de travail du gouvernement du Canada (CCMTGC) de cette année. Encore une fois, les employés du MAECI ont pris cette devise au sérieux, et ont donné 1 098 156 \$ à Centraide, aux 16 organismes de PartenairesSanté et à plus de 88 000 organismes de bienfaisance reconnus de partout au Canada. Pour la deuxième année consécutive, le MAECI est membre du Club du million de dollars des ministères fédéraux qui ont contribué pour plus d'un million de dollars à la campagne. Seuls quatre autres ministères sont de l'illustre groupe en 2007.

Tout comme les années passées, le niveau de participation du MAECI a été extraordinairement élevé comparativement à d'autres ministères. Il a dépassé les 63 %, et certains bureaux ont même atteint un niveau de participation de 100 %. Les missions à l'étranger ont également répondu à l'appel.

Une équipe de talentueux organisateurs, appuyée par plus de 300 bénévoles du MAECI, a mené une des CCMTGC des plus amusantes et des plus inspirantes. Le directeur général de la CCMTGC,

Gordon Houlden (Direction générale de l'Asie orientale et champion du MAECI), la chef d'équipe Menna Andrews et le coordonnateur Ian Burchett (BCM) ont organisé une réception inaugurale fantastique. L'événement, intitulé « Les vedettes hollywoodiennes arrivent au MAECI », mettait en vedette Shrek (Drew Fagan), la princesse Leia (Doreen Steidle) et le chapelier fou (Peter Boehm). Un des clous de l'événement a été le duo composé du sous-ministre du MAECI, Len Edwards, habillé en Harry Potter, et de sa talentueuse fille musicienne Kathleen Edwards.

Le succès de la campagne de cette année n'aurait pas été possible sans le soutien des deux sous-ministres, Len Edwards et Marie-Lucie Morin. Ils n'ont pas ménagé leurs efforts

pour sensibiliser le personnel et encourager nos bénévoles sollicitateurs, les capitaines d'équipe et les coordonnateurs de secteur. Marie-Lucie Morin a même joué dans un sketch de « I Love Lucie », lors du spectacle inaugural présenté au 111 Sussex.

Félicitations également aux centaines de bénévoles qui ont passé de nombreuses heures à solliciter les employés et à faire connaître les messages de la campagne. Le succès de la campagne de cette année montre bien comment, encore une fois, les employés du MAECI sont toujours prêts à travailler au service des autres et à venir en aide au milieu dans lequel ils vivent, tant au Canada qu'à l'étranger.



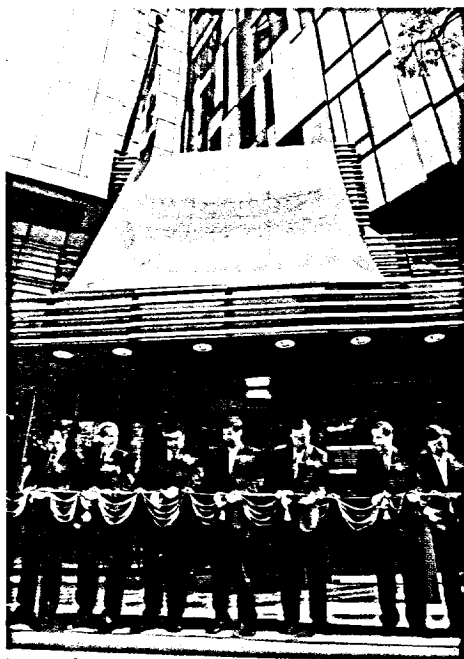
Haut : Les SMA et les hauts fonctionnaires du MAECI ont participé à la campagne.

Centre : Le sous-ministre des Affaires étrangères, Len Edwards, partage la vedette avec sa fille, la talentueuse et populaire chanteuse et auteure-compositrice Kathleen Edwards.

Bas : Lucy et Ricky Ricardo (alias le sous-ministre du Commerce international, Marie-Lucie Morin, et John Gero, SMA, Politique et négociations commerciales) lancent les jours de blitz de la CCMTGC en interprétant un sketch sur le thème de la générosité devant un public attentif, au 111 Sussex.



La nouvelle chancellerie de Séoul, symbole de nos relations avec la Corée



Inauguration de la nouvelle chancellerie. **De gauche à droite** : Chun Yungwoo, représentant spécial pour les affaires de paix et de sécurité dans la péninsule coréenne, ministère des Affaires étrangères et du Commerce; Len Edwards, sous-ministre des Affaires étrangères; Deepak Obhrai, secrétaire parlementaire du ministre des Affaires étrangères; Chung Yoon, vice-ministre, ministère de la Science et de la Technologie; Yu Pil-U, vice-président de l'Association d'amitié parlementaire Corée-Canada; Ted Lipman, ambassadeur; Chun Gwi-Kweon, vice-maire de l'arrondissement de Jung-gu

La nouvelle chancellerie du Canada à Séoul a été conçue pour le futur, mais ses caractéristiques s'inspirent manifestement du passé. En fait, la chancellerie a été construite autour d'un arbre vieux de 520 ans. Monument naturel coréen, le sophora haut de 17 mètres a incité l'équipe de concepteurs à adopter la nature comme thème de l'édifice.

Symbole de l'importance des relations entre le Canada et la Corée, la chancellerie de Séoul est la preuve incontestable de la ferme conviction des deux pays que des relations bilatérales accrues sont possibles.

L'ambassade est située dans le secteur historique Jeong-dong de Séoul, près du ministère coréen des Affaires étrangères et du Commerce et d'autres bureaux du gouvernement. Conçue par le Zeidler Partnership de Toronto, le cabinet d'architectes lauréat, l'immeuble de 10 000 m² est composé de deux blocs principaux reliés par une base. À

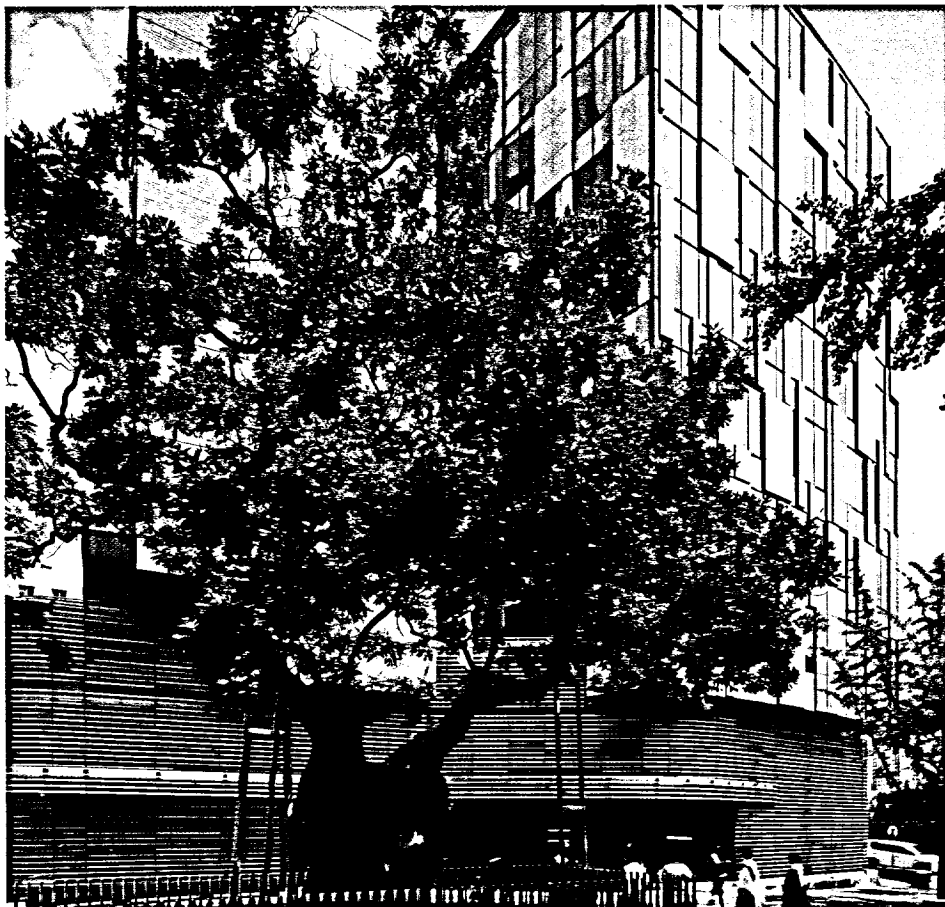
l'intérieur se trouvent les résidences des employés, les bureaux et les salles de réception. Le personnel canadien et les employés recrutés sur place qui y travaillent sont au nombre de 83. Quant à la structure et à l'enveloppe de l'immeuble, elles s'inspirent d'images impressionnistes du paysage canadien.

À l'intérieur de la chancellerie se dresse un monument commémoratif à la mémoire des soldats canadiens qui ont combattu lors de la guerre de Corée, il y a plus d'un demi-siècle. La pièce centrale du monument est une grosse pierre récupérée sur le champ de bataille où plus de 200 Canadiens ont perdu la vie.

La caractéristique la plus intéressante du nouvel immeuble est peut-être son atmosphère accueillante, reflet des relations chaleureuses et positives qui existent entre le Canada et la Corée. La zone qui entoure l'entrée principale de l'ambassade, avec son large passage ouvert, sa fontaine et ses bancs incurvés en granit noir, sert déjà de lieu de rencontre.

Bien que l'ambassade soit déjà ouverte depuis juillet 2007, son inauguration officielle a eu lieu le 9 novembre dernier. Une délégation de dignitaires du Canada était sur place pour célébrer l'événement, avec en tête le député et secrétaire parlementaire du ministre des Affaires étrangères, Deepak Obhrai, et le sous-ministre des Affaires étrangères, Len Edwards, lui-même ancien ambassadeur du Canada en Corée. Le vice-ministre Cho Jung-pyo, du ministère coréen des Affaires étrangères et du Commerce, y représentait la République de Corée.

L'ambassadeur Ted Lipman, qui est arrivé à Séoul en juillet 2007 et est accrédité tant auprès de la République de Corée qu'auprès de la République populaire démocratique de Corée, décrit l'ouverture de la chancellerie comme « un nouveau chapitre de l'histoire des relations entre le Canada et la Corée ». Les deux pays jouissent de relations dynamiques et amicales depuis des dizaines d'années, a-t-il dit, ajoutant que « la nouvelle chancellerie est une preuve tangible que ces relations nous tiennent à cœur ».



Le sophora de 17 mètres de hauteur qui se dresse au pied de la nouvelle chancellerie a incité l'équipe de conception à adopter la nature comme thème de l'édifice.

Munich (Allemagne)

Cinq endroits à voir absolument

Danielle Sabourin, maintenant déléguée commerciale au Bureau régional de Vancouver, a passé trois ans à Munich lorsqu'elle travaillait au Consulat canadien.

Munich, une des destinations les plus prisées de l'Allemagne, offre de nombreux attraits touristiques. Voici une liste des cinq endroits qu'elle vous recommande de visiter.

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La Residenz de Munich

1. Le Deutsches Museum

Le Deutsches Museum, le plus grand musée des sciences et de la technologie au monde, présente plus de 100 000 objets dans sa vaste collection. On peut y voir d'impressionnantes expositions dans les domaines des sciences, de l'énergie, des transports et de la production de matériaux, ainsi que des spectacles divertissants pour les enfants. Beaucoup de visiteurs tentent de tout voir en quelques heures; cependant, en raison de la grandeur du musée, il est recommandé de planifier sa visite à l'avance. <http://www.deutsches-museum.de/en>

2. La Pinacothèque

Il ne faut pas manquer de visiter la Pinacothèque, un ensemble de musées d'art de renommée mondiale. Situés dans le quartier Kunstareal (quartier des arts) de Munich, ces musées abritent certaines des plus impressionnantes collections d'art de l'Allemagne. Le dimanche, le prix d'entrée à chaque pinacothèque n'est que d'un euro (pour les collections permanentes). La Neue Pinakothek, inaugurée en 1853, expose des peintures et des sculptures européennes des

xviii^e et xix^e siècles. Quant à l'Alte Pinakothek, elle possède une collection complète d'art européen du xiv^e au xviii^e siècle. Enfin, la Pinakothek der Moderne présente principalement des œuvres d'art, d'architecture ainsi que des œuvres sur papier et des dessins des xx^e et xxix^e siècles. <http://www.pinakothek.de>

3. La Residenz

Située à côté de l'Opera Haus magnifiquement rénovée, la Residenz a servi de résidence royale aux ducs, aux électeurs et aux rois de Bavière de 1509 à 1918. Avec sa collection de bijoux, ses longs corridors, ses hautes fenêtres et ses cours, la Residenz permet de voyager dans le passé. <http://www.residenz-muenchen.de>

4. Le Lieu commémoratif du camp de concentration de Dachau

Une visite à Dachau est plutôt lugubre, mais importante. Construit en 1933 sur l'ordre de Heinrich Himmler, l'ancien camp de concentration a servi de modèle à tous les autres. Que l'on choisisse d'y faire une visite guidée ou audio ou d'y circuler librement en passant par le centre d'information, on tirera de cette visite des enseignements marquants sur une partie de l'histoire de la Seconde Guerre mondiale. <http://www.kz-gedenkstaette-dachau.de>

5. Le Jardin anglais

Avec ses kilomètres de pistes cyclables et piétonnes, le Jardin anglais est l'endroit idéal pour une agréable visite en plein air à Munich. Les principales attractions à y voir sont le temple grec, la maison de thé japonaise, la tour chinoise, ainsi que les brasseries en plein air Hirschau et See Haus. <http://www.schloesser.bayern.de/>

À l'été 2007, Danielle Sabourin est retournée chez elle, à Vancouver, après avoir travaillé au consulat du Canada à Munich. Elle a vécu trois ans à Munich avec son époux Jay et leur chien Charlie, un chien de chasse bavarois qui ne parle que le bavarois. Charlie considérait le jardin anglais comme sa propre cour.

Le Prix du ministre du Commerce international



Le ministre Emerson remet son prix à M^{me} Janet Farmer, déléguée commerciale au haut-commissariat du Canada à Londres.

Le 23 octobre dernier, l'honorable David Emerson, ministre du Commerce international, a été l'hôte d'une cérémonie de remise de prix pour féliciter les lauréats de 2006 du Prix du ministre du Commerce international. Les prix ont pour but de souligner l'excellent service dispensé aux entreprises canadiennes à travers le monde.

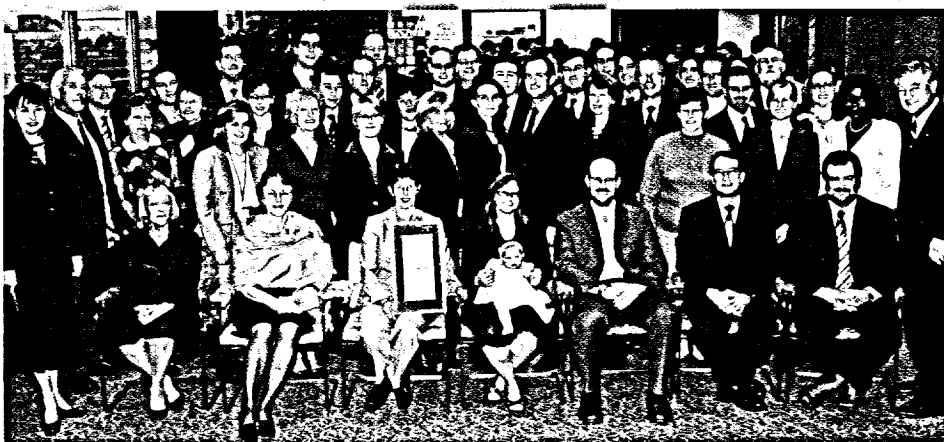
Le prix pour l'excellence de groupe a été remis à l'équipe du bois d'œuvre résineux 2006 pour leurs négociations d'un accord sur le bois d'œuvre résineux avec les États-Unis. Le travail exemplaire de

trois autres équipes – l'équipe de stratégie mondiale sur le commerce, l'équipe andine et l'équipe de la conférence ministérielle de l'OMC – a également été reconnu.

M^{me} Janet Farmer, déléguée commerciale au haut-commissariat du Canada à Londres, a remporté le prix du ministre du Commerce international pour son excellence à promouvoir sans relâche et à défendre les objectifs de la politique commerciale du Canada dans les secteurs de l'agriculture, de l'alimentation et des pêches. Encore une fois, trois

personnes ont reçu une mention honorable, à savoir Peter Liao, délégué commercial à Chongqing, en Chine, ainsi que Guy Ladequis et François Gauthé, délégués commerciaux à l'ambassade du Canada en France.

Le sous-ministre du Commerce international, Marie-Lucie Morin, et le ministre Emerson ont tous deux réitéré leur appréciation de l'admirable travail que ces équipes et ces personnes ont effectué au sein de l'organisation en poursuivant l'excellence dans le service offert aux entreprises canadiennes.



Le ministre et le sous-ministre du Commerce international, M. David Emerson et M^{me} Marie-Lucie Morin, posent fièrement avec les membres de l'équipe du bois d'œuvre 2006.

Primes de long service

La cérémonie des primes de long service s'est tenue le 30 novembre 2007 dans le salon Skelton. La cérémonie reconnaît les employés qui ont travaillé durant 25 ou 35 ans au sein de la fonction publique fédérale. Les sous-ministres Len Edwards et Marie-Lucie Morin étaient sur place pour féliciter les lauréats. La cérémonie a été suivie d'une petite réception, qui a permis aux gagnants et à leurs collègues, amis et parents de se rencontrer.



Les sous-ministres Len Edwards et Marie-Lucie Morin en compagnie des récipiendaires des primes de long service de cette année (par ordre alphabétique) : Janet Anderson-Stewart, Sylvie Blais, Peter Boehm, John Bonar, Daryl Copeland, Marie Demers, Julie Gauthier, Pierre Giroux, Monique Guertin, Sheila Johnson, Melissa Shepard Legault, Louise Léger, Yvon Levesque, Randolph Mank, George McKeever, Cynthia Modjeski, Robbie Morrison, Martial Pagé, David Plunkett, Flavio Pollarolo, Darquise Rochon, Michael Small, Danielle Thibault, Claire Tourigny. Ne figurent pas sur la photo : Daryl Dods, Lynn Keeler, Mike Newcombe, Mike Robertson, David Sorensen.