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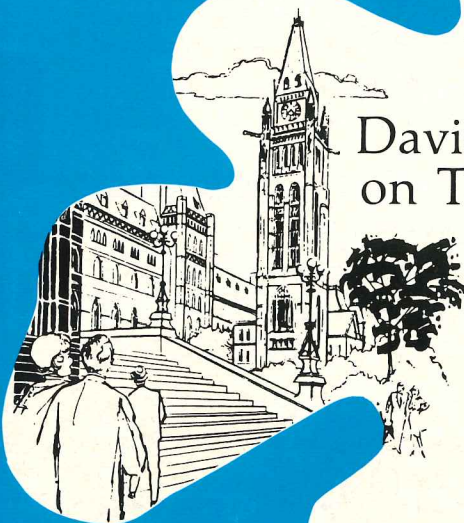
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# From the Editor

## Bruce Rankin O.C. 1921-1986

Bruce Rankin died at the end of July. Interviewed in our last issue, he was one of the greats of the Foreign Service. He served at posts in every continent, except Africa, where Canada has representation. Whether closing the post in Shanghai during the Chinese revolution or attending the opening of bridges in Venezuela, he did so with a panache and flair that made him a legendary figure in a Service full of characters. He will not be forgotten.

## For Want of a Nail...

When times are tough, patience and tolerance become essential qualities. The human cost of restraint can be readily measured by the accelerated flight of those with talent for whom the public and private service will always find a place, increased disgruntlement among those who cannot or dare not leave, the forced departure of those, who while they may have served well in the past, are deemed liabilities in less benevolent times.

It is a sure bet that we have not seen the last of hiring and spending freezes, chopped programs and further rounds of 'cost-efficient' evaluations designed to find the elusive (and often imaginary) 'fat' in the system. The Foreign Service will have to get used to doing more with less, and accept with some serenity those things they cannot change. Management, for its part, will have to be doubly careful not to be, or be seen to be, mean-spirited or petty in its zealous pursuit of restraint. Even seemingly minor matters can corrode patience and good will between the ranks. As Ben Franklin's old nursery rhyme pointed out, for the want of a nail, the kingdom was lost. Three recent decisions by management are deserving of reexamination.

The first has its origins in the 1969 conversion of the then Immigration officers category into the Foreign Service. At that time, provision was built in for them to receive the performance pay increase that is roughly commensurate to the incremental pay increases built into most other groups' contracts. A similar situation prevailed when the AS group was converted into the FS group (before the wheel turned full circle and they were converted back) and, most recently, when the CO group was similarly converted into the FS category.

A couple of years ago, in recognition of the importance of development assistance to foreign policy, the PM group at CIDA was encouraged to convert to the FS group. About 80 did so, most remaining in the same jobs they held before conversion. Some months ago, a few of them realized that after their transformation, they had received no performance pay for their first year as

foreign service officers. Thinking it an oversight, they sought redress, first privately and then by using the grievance procedure. Management has refused to consider the case, saying it took place too long ago. While technically correct — there does exist a time limit on such appeals — as readers will remember from the case of the 36 officers who had been inadvertently denied their performance pay for their first year as FS-1s, the use of this provision is discretionary. Fairness demands a reconsideration.

The second case is more straightforward. A Public Service Staff Relations Appeal Board (PSSRB) decision confirmed that the decision as regards performance pay by the Appraisal Review Committee (ARC) must apply regardless of any change in the level of that officer. This decision effectively struck down a 'departmental' policy, which was apparently introduced as a cost saving measure sometime before consolidation in 1983, to award newly promoted officers a 4 per cent raise as performance pay rather than that awarded to them by the ARC.

As departmental circulars remind us, performance pay is a reward for the previous year's achievement and an incentive for the future; it has no place in the promotion exercise. Performance pay is included in the contract negotiations between PAFSO and Treasury Board; it is provided for in the collective agreement. In the past two years there have been over 100 promotions from FS-1 to FS-2. The PSSRB decision will stand as the period for appeal has lapsed, the one officer who appealed will receive the performance pay award granted him by the Appraisal Review Committee; in fairness, the same decision should apply to all the rest.

Treasury Board has decided that the Lester Pearson Building will be considered as part of the downtown core area as of November 1, 1986. The practical effect of this change means that parking will now cost \$70 a month. A check with OC Transpo reveals that, for their purposes, the Pearson building remains in the hinterland and there will be no change in the off-hour service provided to riders who work in the Byzantine pyramid off Sussex Drive. One of the remaining distinctions between External Affairs and the rest of the government is the Foreign Service belief, particularly among old hands, that the working day does not begin in earnest until after 5 p.m. A practical consequence is that junior officers and secretaries have no choice but to comply. Secretaries, at least, are compensated for the inconvenience with overtime; junior officers have no such provision in their contracts.

Ottawa housing prices are second highest in the country, for those with families and modest incomes the choice is often Rockland, Kanata, Manotick or Gatineau. The car is thus essential transportation. Leaving it at home means depending on public transportation which, with transfers,

will mean most will opt for coming and going at peak hours to avoid spending the best part of your day on the bus. The past parking policy quite fairly ensured that those living far away, as well as those in the pooh-bah category, got a parking spot. A fairer approach should continue to apply in assessing a fee for the spots. Why not a sliding rate, based on income? This principle already applies to housing costs abroad. Why not to parking spots at home?

Treasury Board should not fool itself. If the new policy sticks, the income gained will have to be offset against increased costs for taxis (which government guidelines permit in the off-hours) and reduced productivity as the lower ranks decide the ire of the boss matters less than getting home at a reasonable hour.

## Means and Ends

Hiring policies designed to create the 'appropriate' balance or 'reflect' the realities of the Canadian mosaic are nothing new. The goal is laudable, if sometimes difficult to achieve. There is no doubt it has produced success in giving, first francophones, later women, and now native and handicapped Canadians, a place in the public service.

The foreign service is not a leading affirmative action employer but it is probably doing its best in a difficult situation — the realities of rotational service, for example, are not easy on single women. Until recently, recruitment took place through an examination which ensured, among other things, that candidates had a minimum knowledge of Canada; the interview process is designed to choose the best of this bunch. While the recent conversion of 180 former commercial officers was another departure from this entry procedure, it was felt that they, as experienced officers, will bring special skills to the foreign service.

Slipped into this crowd at the last moment, so that management could take advantage of the conversion exercise, were a couple of brand new commerce officers chosen primarily because they will help the Department in the affirmative action numbers game. While they are undoubtedly qualified, in choosing this route to meet an admirable goal, management has resorted to a technique that is at best disingenuous and sneaky. It demeans and undermines the principle that affirmative action is intended to achieve — equality of treatment for all. It does little to instill confidence in those interested in a career service where promotion, at least in theory, is seen to depend on merit and competence.

## A Foreign Service Act: A Second Call

Work on a Foreign Service Act appears to have stalled. If the authors need a bit of prodding, they need look no further than the recent report of the Special Joint Committee on Canada's International Relations. The

Committee recognized that a "highly professional" career foreign service is a "valuable national asset, strengthening Canada's hand in its international dealings". It noted that the career has become more dangerous because of terrorism and it paid special tribute to the "burden borne by families of officials serving abroad". Management needs a fair degree of flexibility in order to maintain its capacity to "contribute to the wise formulation and efficient execution of Canadian foreign policy". The rules set for the domestic public service, be it recruitment or leasing space, are not always practical or possible abroad. Rather than constantly to seek exemption, a Foreign Service Act would recognize, under the law, the unique nature of the foreign service. Let's get on with the job.

### Vox Populi

This October 2, PAFSO members will choose the 15 members that make up its Executive. For the first time since collective bargaining made necessary the professional association, the election will be contested. At last count there were 21 candidates for the Board that will in the coming year be responsible, among other decisions, for the negotiation of our next collective agreement with Treasury Board.

What a breath of fresh air! In the past, the selection of PAFSO Executives has had more in common with the recruitment of crews for the British navy in the 19th century — the strong arm of the press gang coupled with the enticement of a free lunch — than considered choice by an informed membership.

An election is a good thing. It forces the cafeteria clique who carp endlessly about pay and conditions to put up or shut up. It will also give PAFSO greater legitimacy in the eyes of management, as the Executive will now truly be able to say they were elected by the membership. Look at what the candidates have to say. Your choice will go a long way to determining your next pay raise, changes to the Foreign Service Directives, whether the Foreign Service is restructured, and the benefits we enjoy at home and abroad.

At a time when the Foreign Service, like the rest of government, is going through a difficult time because of retrenchment and restraint, a bit more attention to those who represent us is not a bad thing. △



## Letters to the editor

### Our Image: Our Problem?

#### Editor, *Bout de papier*

Oh, what a lovely bunch. Honest, loyal, hard working, rational, a pool of real talent, enough to guide the destiny of many nations, I'm sure. Comforting thoughts which bring a warm glow of satisfaction over us all as we revel (modestly, mind you) in our quiet competence.

So, who cares? Treasury Board has taken scant notice unless forced by outside pressures like the Royal Commission report. Did the Simard/Hockin Committee consider that the PAFSO brief had a place in the Foreign Policy Review? (We did get a paragraph of mild recognition.) Is anybody listening out there? I know for a fact there are people out there in Canada as I have actually received calls originating beyond the government telephone exchange. On occasion I have even wondered if these callers knew they were speaking not with a mere faceless grey public servant but a faceless grey member of Canada's Foreign Service.

In Ontario we have witnessed the phenomenon of watching the medical doctors suffer a massive defeat at the hands of public opinion. There are rumours that dentists may be the next target group. I somehow doubt they will rest on professional pride as the doctors did, but will learn from that mistake and take the campaign to the people well in advance of any confrontation. We, too, have our professional concerns and there is always the chance that a day could arrive when changing conditions of service and the ever increasing demands will reach a critical stage.

What then? Do we have a knowledgeable and sympathetic constituency among Canadians which would provide any form of support? The work of our trade commissioners is known to a limited group of Canadian exporters and other business people. Beyond this I could not count on an informed body of opinion on the work of the service.

PAFSO has advised that our magazine is circulated on a complimentary basis to about 20 Canadian universities, a number of parliamentarians and to former members of the association. There are only 40 subscriptions purchased directly, principally by students interested in the service and others with foreign policy interest. As the sole tool for public communication presently in use, we are not reaching a wide audience but quite possibly an interested one.

This circulation outside the membership could be expanded with some carefully prepared and timed advertising in three or four major newspapers emphasizing that

the *Bout de papier* contains informed opinion, observations from the inside on events past and present, anecdotes, analysis of issues, etc. . . all drawn from persons of broad international experience. The magazine does contain an expanding range of content. This trend has shown increasingly over the past number of issues which have been developed well beyond purely internal professional concerns and departmental news. In theory, as the content variety grows, so should the potential audience.

Another small but potentially significant gesture would be to make the magazine available at the kiosk in the Pearson Building. We have seen the growing numbers of individuals and groups passing through the building for meetings, tours or only to eat in our cafeteria. The *Bout de papier* is directly reflective of the lives of the people working in the building, and the actions developed by Canada in managing and advancing our international relations take place here. The Pearson Building is the hub of a vast network and most of our visitors know this to a greater or lesser degree. Having a magazine readily on hand which deals with the Foreign Service, its life, work and concerns may be a tempting proposition for those who visit us.

Whatever image we may have or not have was definitely affected through the clout provided by "Wife Of". Since then a few colleagues have become concerned enough to vocalize sentiments of fatigue over being stereotyped as pampered, self-indulgent sycophants. I have heard suggestions which range from hiring a PR agency to enlisting the SSEA to speak publicly.

Every suggestion held some merit but also some risk of misinterpretation. A start could be made in airing the message of the services provided to our citizens abroad by our consular staff and of the great burden carried by social affairs staff in reuniting families divided by continents and political obstacles. We could solicit the support of our Media Relations and Domestic Communications Divisions to exhort its contacts into providing some exposure. Publicizing the real work of the service would stand in stark contrast to journalistic musings over the table seating plans and the intricacies of invitation cards.

I recall as a teenager, a guest in our home who was a secretary in the Brazilian Foreign Service. She was both charming and exuberant. No slouch at public relations, she had quite an impact on a sizeable group of people in our small town over the short space of a two week visit. She left an impression with me of the nomadic diplomatic life, hard work, loneliness, separation from family and friends, but also rewards and personal growth. The events are not directly connected but my hometown spawned one and only one ambassador, yet a street was named in his honour. Perhaps we had developed a sensitivity to the Foreign Service and its contribution to

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Canada and Canadians. If so, it was not born in a void.

There is also room for some exposure on one or more of our national tele-documentary shows such as the Journal, W-5 or Fifth Estate. A letter from PAFSO would start this process. I believe the subject of foreign service spouses was aired on Canada A.M. a couple of years back but I've seen nothing related since then.

My purpose has been to provoke a little thought on the subject of our image. There is also the matter of how the question would be perceived by the membership. Opinion may be divided, especially as questions of image and image-making have not had a tradition of priority. This is not at all unusual in an occupation such as ours since our "product" is not competitive in the usual sense of the word. Nor is our contribution yet perceived as vital. All this can change as it did some years ago with the Air Traffic Controllers. For decades they had to strike to be noticed. While their tactics bordered on the extreme, they eventually won over the public to the point that they no longer have to negotiate from weakness. Should we not consider making a start, ourselves? A little good will in the bank could serve us well in the future.

J.D. Gardner

## Is A. Aalto too easy?

**Editor, Bout de papier**

I wish to voice my complaint about certain aspects of your publication. To begin, it is

too often flippant and impertinent in tone. Your editor should exercise restraint or be given the sack. We have been appalled at the choice of captions in the photo contest, in particular the one which cast aspersions on the character of former Prime Minister Trudeau (q.v. "I never could resist a man in uniform"). Who are your judges? Prepubescent school boys? Regardless of Mr. Trudeau's politics, or other proclivities, bad taste is bad taste. This fellow A. Aalto — he is losing his grip and needs a holiday or replacement. His creations are no longer difficult. Moto, our gardener, reports that Mrs. Moto finds Wheel of Fortune more of a challenge. And this creature Pagan Haigh — does he even view the films he reviews? I'll stick with Halliwell. This Pardy person — what is she about? Complain, complain...in my day we considered it an honour to serve in Her Majesty's Canadian Foreign Service. Sidney and Alfred Pick's pieces are at least literate. Why not a column on what the well-dressed young foreign service officer is wearing? I was shocked to see some of the costumes sported by those masquerading as foreign service officers when I was last in Ottawa. Sloppiness in dress is the first sign of moral decay. I think you could also benefit from some advice on wine and grand cru. Poor Bertie was forced to visit his physician after consuming the dreadful plonk he was served at a recent state function on the Ninth floor.

I am, Sir, your obedient servant,  
T. Kenelm Fortesque Amb.(ret.)  
General Secretary  
Victoria Union and Conservative Club

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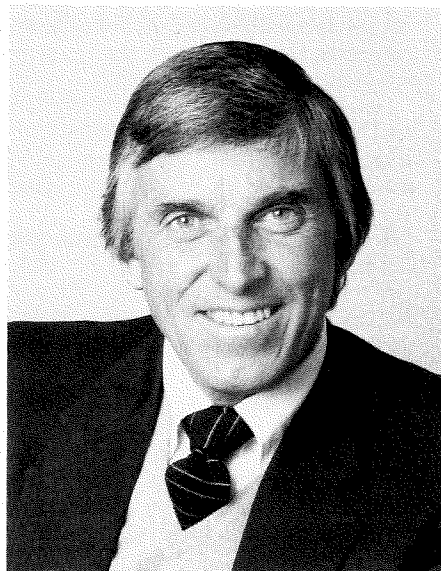
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# Giving Up On Canada



*Robert White, President  
Canadian Auto Workers*

I believe that free trade with the United States is the most important economic, social, and political issue facing Canadians today. Its proponents argue that free trade will give us economic security in the short term and strengthen our economic base in the long term; that it can be negotiated so as to leave our social programs and cultural identity untouched; and that it will strengthen, rather than weaken, our political sovereignty. In this paper, I would like to examine these claims because I don't believe they are credible.

First, I would like to look at the economic context. The U.S. is increasingly concerned about its growing trade deficit, which currently stands at \$150 billion. Its deficit with Canada of \$20 billion is second only to its \$50 billion deficit with Japan. Is it likely that the U.S. would agree to a trade agreement which left this trade imbalance untouched? But any reduction in Canada's trade surplus with the U.S. means a loss of jobs here, not the gain which the free trade supporters claim. Moreover, since much of our trade advantage can be attributed to a favourable exchange rate, would it be possible to negotiate a free trade agreement which does not provide for limits on our dollar? The recently-negotiated U.S.-Israeli trade agreement limits fluctuations of the Israeli currency.

More importantly, this agreement retains the right of the U.S. to apply countervail measures against Israeli imports. Recently, William Merkin, who will be the No. 2 negotiator for the United States in the bilateral trade talks, warned that there is almost no chance that the Congress would approve a trade treaty that eliminated the U.S. countervail process. Given that

precondition, it will be impossible to achieve the free trade supporters' goal of secured access to the U.S. markets.

It is argued that free trade with the U.S. will help the Canadian manufacturing sector to expand by forcing it to become more competitive and productive. Let's consider what happened between 1974 and 1984, a period during which tariffs fell dramatically following the Tokyo Round of GATT. Canada's share of world exports fell; our deficit in the critical machinery industry increased from \$2.9 billion to \$7.7 billion; in electrical products it increased from \$1.2 billion to \$3.3 billion, and in scientific professional equipment and related products it increased from \$1.2 billion to \$3.5 billion. Moreover, our per capita deficit in manufactured goods continued to be amongst the highest in the world. Given this history, why would we expect our manufacturing base to be strengthened and further developed as a result of a free trade agreement with the U.S.?

The supporters of free trade have argued that there will be adequate periods for phasing in tariff and non-tariff barrier reductions to allow certain Canadian sectors to adjust. But Mr. Merkin has said that "as a general rule", Congress will refuse to give Canadian firms "a headstart" by allowing unequal time for adapting to the new trade rules.

Simon Reisman has said that if the U.S. seeks to put our social programs on the table, he will tell them to "go jump in the lake". The Americans say that they are seeking a "level playing field". The unemployment insurance program and federal fisheries support programs have already been raised in the context of a countervail case involving Atlantic groundfish. It is hard to believe that the U.S. will not seek changes to social programs and regional development policies which they believe give Canadian firms an unfair advantage. In any case, it is clear that in the context of free trade, U.S. social programs could become the ceiling for our programs. Even if social programs are excluded from the free trade talks, once an agreement is reached, all of those people who reassured us that social programs will not be affected will be warning us that, in the new competitive environment, we have no choice but to harmonize our policies with the U.S. For Canadian workers, an even greater concern is that the anti-labour environment in much of U.S. industry will be transplanted here.

With respect to our cultural identity, the U.S. Ambassador to Canada has made it quite clear that to the Americans, "culture is business" and they do not understand our sensitivity on this issue. This attitude should not surprise us, nor should threats of a

"scorched earth policy" dissuade us from holding our ground.

The issue of political sovereignty is a particularly vexing one. Free trade supporters point to the Common Market in arguing that trade agreements have no impact on national sovereignty. Clearly, this is a specious comparison given the relative size and power of Canada and the United States. We have seen how effective the so-called "special relationship" has been in our dealings with the U.S. on acid rain, the pharmaceutical industry, and the Arctic. It is difficult to believe that having traded our economic independence for access to the U.S. market that we will not find our political independence constrained, for example, by the potential threat of the U.S. abrogating the free trade agreement.

I believe that the free trade debate is diverting us from the real questions we should be asking ourselves. The issue today should not be whether to increase our economic integration into the United States but rather — noting our already incredible level of integration — how we can reduce the degree of dependency. We shouldn't be talking about "enhanced trade", but of enhanced Canadian Content to reduce our import dependency.

We should be asking: How can we do more research and engineering work? How can we process more of our resources before they're exported? How can we build more of the machinery we use to get access to these resources? How do we develop a manufacturing base so we have the skills and capacities to meet our needs and the flexibility to adapt to a changing world?

Let me conclude by responding to those who defend their support of free trade as reflecting their confidence in Canada and who write off the critics as "timorous" and lacking in confidence.

Quite frankly, there is nothing in the economic and political context, nor in the arguments I have heard from the free traders, to inspire confidence. Moreover, it is hardly a sign of confidence when a government that prides itself on its openness and willingness to consult refuses to release completed research papers on the implications of free trade.

There are many of us who do have confidence in the collective potential to build a dynamic and progressive Canada, and we do not underestimate the difficulties in undertaking this task. But we view the move towards a bilateral free trade agreement with the U.S. not as a reflection of confidence in Canada, but as the giving up on what Canada can be. ▲

# PARDY'S CORNER

by Laurel and Michael Pardy

## COMING "HOME"

I realize that reading other people's letters is a breach of privacy. However, letters left open on the dining room table are fair game for a peek, if only to ascertain to whom to return them.

Thus it happened that I inadvertently, and uncomfortably, got what I deserved — the truth. The letter was from my son to a friend back in East Africa, the location of our last posting from which we had returned fairly recently. It contained a version of his daily life that was unedited for parental consumption.

In my efforts to cope with my own re-entry trauma, I must have been sending out signals that said, "Don't bother me. I bought you new clothes, what more do you want?"

I knew that they had been buddies for three years but felt that I had managed their farewells with creditable skill. There had been parties, a special safari during which

they could camp together, photographs taken, addresses exchanged, even two phone calls after our return to Canada.

Besides, that was six months ago, at the beginning of summer. Now we were all, so I thought, caught up in the joy and exhilaration of planning a big Canadian family Christmas.

Because he had not said anything directly to me, I had assumed that my son had slid contentedly, comfortably back into his Canadian skin. Only partially, as I was to discover . . .

*Dear Kamoya,*

*I wanted to 'phone you but my parents are still having a fit over the 'phone bill from last time.*

*Well, things are better than when I last wrote. I'm beginning to make a few friends but no one I can really talk to. All they're interested in is cars and drinking beer.*

And my parents — they're so wrapped up in relatives and plans for their ski holiday they don't care what I think. I'd rather spend Christmas beside the Indian Ocean with you than in some snowbound village in Alberta.

I was eight years old when I left here the last time, nearly half my lifetime ago. Everyone is still telling me how much I've grown. What did they expect after seven years?

Something happened last week that maybe I shouldn't tell you about. But I was really shocked and upset. There is this gorgeous new girl in my calculus class. She is from Viet Nam and a real brain. Anyhow, since we live in the same part of the city, I drove her to the Christmas dance along with Daniel Nkomah (the guy from the Nigerian embassy, remember?) and his date.

Hardly anyone spoke to us all evening and no one came to sit with us. One teacher! even took me aside and suggested that I would "fit in" better if I mixed with people more like myself. I guess I'm really naive — at first I didn't know what he meant. I kept thinking, "This is Canada!"

Speaking of girls. They are really different than the girls at the International School. They wear tons of make-up/warpaint (like American Indians) and play little head games with you. I never know where I am with them.

My parents keep bugging me about my marks and nagging me to study harder. Then in the next breath they want me to join the school band, go on dates, play soccer, etc., etc. I wish they'd make up their minds whether they want a jock or a brain. Thank goodness the courses at A.I.S. were so good, I can really coast through and still pass.

I'm beginning to catch up with the music scene at last. All the stuff we practised so hard is unknown here. And no one likes jazz. All teeny bopper rock. Yuk! They only like music after someone tells them it is popular.

I've got to end this now. Sorry this letter is such a downer. It's really not that bad. I'm finally beginning to feel at home. And despite all the things that are different, I have a sense of belonging here even though I miss East Africa.

Write soon, your friend  
Sean

P.S. Wish me luck on the "family" Christmas. I won't know anybody!  $\Delta$

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# The SSEA

*He saw me drive up and came out to wait for me at the front door of the house he has lived in for nearly 60 years. The years have taken their natural toll and he apologized for being a bit tired — a couple of days before, he had gone for a cruise in Vancouver harbour with Lord Carrington. His snow white hair is thinning and the eyes are hooded with age. The walk is slow but steady. A tall man — he is a six-footer — his broad shoulders are slightly stooped but with the aid of his walking stick he still stands tall and erect and he struck an impressive figure standing there in his starched white shirt and three-piece suit. The handshake was firm. The voice, which echoed through the House of Commons for nearly three decades, is still strong; the mind is sharp. His sense of humour is wry, understated, and he expects, and deserves, a certain intelligence. At 90, one doesn't have to suffer fools any more.*

*After our interview and before our tea, we toured his study with its memorabilia from bygone days — the signed photo of R.B. Bennett, cartoon caricatures of himself, group photos of Green the young officer on the eve of going across the sea to the Great War, Green the Minister with fellow diplomats and politicians. And, in the living room, scores of cards and pictures of his family; as he told me at the end of the chat, "the two things in life that matter the most are your family and your friends, and at my age most of your friends are dead, so the family is pretty important."*

*Howard Green is a survivor from the last century. He was born on November 5, 1895, in the boomtown of Kaslo, on the shores of Lake Kootenay, inland British Columbia, where two years earlier a major silver strike had been made. In Canada, Sir John A. MacDonald had been dead only four years, Mackenzie Bowell was Prime Minister and the Conservatives had been in power for all but five of the young Dominion's 30 years. Victoria was Queen and Empress of India. There were troubles in the Transvaal, a British raiding party led by Starr Jameson had made a raid, Cuba was at war for its independence with Spain, Karl Marx had recently finished the third volume of Das Kapital. Tchaikovsky had just given the first performance of Swan Lake in St. Petersburg, Gillette had just invented the razor and Oscar Wilde was pursuing, unsuccessfully, his libel action against the Marquis of Queensbury.*

*The young Green went to school in Kaslo and then went on to the University of Toronto where he took his BA and law degree at Osgoode Hall before enlisting with the 54th Kootenays in May, 1915. He went overseas with the Canadian Corps and, after duty in France, was demobilized in 1919. Called to the Bar of British Columbia in 1922, he took an active interest in Conservative politics and, in 1935, resisting the tide that swept R.B. Bennett from office, won Vancouver South. He held the riding (the name was changed to Vancouver-Quadra in 1947) until the Diefenbaker defeat in 1963, ran again and lost in 1965*

*and then continued his law practise. He ran for the Conservative leadership in 1942, losing to John Bracken. He became Conservative House Leader in 1957 and, after the June election, was named Minister of Public Works and Minister of Defence Production. Following the death of Sidney Smith he was appointed SSEA on June 4, 1959.*

*The Department of 1959 was still housed in the East Block and Green's office was beside that of Diefenbaker. Green would walk to work from his apartment at the corner of Metcalfe and Laurier. Norman Robertson was USSEA — the Department consisted of 428 officers and a support staff of 1125. Canada had 61 posts abroad and Green introduced the practise of seeing every officer, however junior, before he was posted. Eschewing the role of honest broker, Howard Green summarized his approach to foreign policy in a speech to the House of Commons in February 1960 when he said that Canada "must decide instead that our role is to determine the right stand to take on problems, keeping in mind the Canadian background and, above all, using Canadian common sense. In effect, the time has come to take an independent approach." This occasionally involved standing up to the United States and it was during his stewardship that the Government refused to stop trading with Communist China and Fidel Castro's Cuba, despite American pressure. Green is perhaps best known for his interest in the United Nations and disarmament issues.*

## Howard Green: Using Canadian Common Sense

**BOUT DE PAPIER:** What made you get involved in politics?

**GREEN:** My family have been involved in politics in British Columbia for quite a long time. I had an uncle who was first mayor of my home town up in the Kootenays and then he was a provincial member and then provincial minister. In 1912, he was elected in a byelection and soon after that he went to the Senate for 25 years. I went overseas with the Kootenay regiment in the first World War and we soldiers were very much interested in politics. We believed that when we got back to Canada we would run the country the way it should be run. After the war, I got involved in politics and eventually

sat for this riding (Vancouver-Quadra) for 28 years.

**BOUT DE PAPIER:** In 1935, did you have to run against anyone to get the nomination?

**GREEN:** No, I got the unanimous nomination of the Conservative Association. I was President of the Association at that time. The downtown people wanted us to get a man who had money and let him pay his own way and let the election go. My people would not agree to that. They went ahead and nominated and I won by quite a small margin (279 votes). That was the election in which Mackenzie King came back to power.

**BOUT DE PAPIER:** Tell me more about your early life.

**GREEN:** I went to the University of Toronto for my law degree and graduated in 1920. I was called to the bar in 1922. I got the Silver Medal — after many years. They would not give us medals because we finished in the summer session. They felt that that did not constitute a good pass. It was not until some of our own fellows got to be benchers that we got our medals.

**BOUT DE PAPIER:** How long did you have to wait?

**GREEN:** Twenty years. I was a federal member before I got the medal.

**BOUT DE PAPIER:** You served in the



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Howard Green

first world war?

**GREEN:** Yes, I served with the Kootenay Battalion. (Kootenay is in the southeast part of the province.) I went to Europe with the 54th Battalion.

**BOUT DE PAPIER:** That was your first experience in international affairs?

**GREEN:** Well, it was an experience — I do not know about the international affairs part.

**BOUT DE PAPIER:** When you first went into the Diefenbaker Cabinet you were Minister of Public Works.

**GREEN:** Yes. That happened in a strange way too. We had organized the Caucus into committees to shadow certain ministers. I was chairman of the Transport Committee. After the 1957 elections, Diefenbaker had wired me to come east and while I was at the airport one of the newspaper men asked me what portfolio I was going to get. I said that I did not know but, very foolishly, I told him that I had been critic for the Transport Department. When I got to Toronto the next morning, the Globe and Mail front page said: Green says he is going to be Minister of Transport. When I got to Ottawa, Diefenbaker said I could be anything *but* the Minister of Transport. So that is how I got to be Minister of Public Works.

**BOUT DE PAPIER:** Did you ask for the Public Works portfolio?

**GREEN:** My committee had been checking Transport and Public Works. I

asked for Public Works which also included housing, an area in which I was very interested. Public Works had had a very good minister, Bob Winters, and a very good deputy. I knew that they had that Department in good shape. So I got Public Works and had a very good time with it too. I had also been Chairman of the Caucus and House Leader while we were in opposition. After we formed the Government, I continued as House Leader. I was later given the Defence Production portfolio as well which was quite a handful because it included guns, arsenals, and foreign aid. It too was a very good Department and in good shape.

**BOUT DE PAPIER:** You then went to External Affairs. How did that come about?

**GREEN:** Sidney Smith, the former President of Toronto University, was the Secretary of State for External Affairs. Unfortunately, he died soon after getting the portfolio. Diefenbaker used to discuss with me quite often who should be appointed. This went on for quite a time. Then one morning he called me in to see him (our offices were adjacent) and he said that I was it — I was going to be the Secretary of State for External Affairs. I subsequently gave up the other portfolios.

Poor old External! Norman Robertson and Ross Campbell came to welcome me and I think they both thought they were about to lose their lives. I used to criticize External quite a lot in the House, you see. However, it all turned out very well. We all got along well and never had a cross word. Norman Robertson was from Vancouver and he was an excellent civil servant. I have known a lot of good ones but none of them better than Norman. He was the Under Secretary when I was appointed. Ross Campbell was the representative of the Department in the Minister's office.

**BOUT DE PAPIER:** Was it tough adjusting to External Affairs?

**GREEN:** Well, I had to fit in as well as I could and it took some time. But the Department ran a good show, and I liked the job very much.

**BOUT DE PAPIER:** Charles Ritchie told me that he thought a good foreign minister had to have two attributes: he has to have the ear of the Prime Minister and secondly, he has to have a vision of foreign policy.

**GREEN:** That I think is an accurate summing up of the situation.

**BOUT DE PAPIER:** What was your vision of foreign policy?

**GREEN:** I had quite a few of them so it is very hard to pin it down to one. One was to maintain and improve Canada's position in the world, and another one was to strengthen the Commonwealth. We were also great believers in the United Nations.

**BOUT DE PAPIER:** What were some of the things you wanted to do to promote Canada's position in the world?

**GREEN:** We wanted Canada to take as large a part as possible in the United Nations

and in NATO. We wanted to be friendly with the United States, while at the same time being pretty careful that we were not too dominated by them. Eventually, we were greatly interested in disarmament. We thought that was the area where lay the possibility for a great world tragedy. We brought General Tommy Burns back from the Middle East (December 4, 1959: Burns had been Commander of the UN Peace Force), and made him our Disarmament Negotiator. Burns had a great deal of military experience, as well as United Nations experience. He had been in command of the first United Nations Peace force. We were heavily involved in the UN Disarmament Committee. We were able to accomplish quite a bit on that committee. The disarmament issue really blew up shortly after I was appointed Minister. There was a small Disarmament Committee, and one day (June 27, 1960) we had a Pole as chairman and he would not recognize any of the NATO people. He would only call on members of the communist group and then when he had finished with them he broke off the meeting. We, in the western delegations, were very annoyed about that and it really started things. The Warsaw Bloc action was a bad thing to do and they were being very difficult. We thought we could use Tommy Burns to deal with that kind of situation. I think Burns was the best man on disarmament, probably the best man in the world. He did excellent work on that committee in the years that followed. Disarmament certainly was one of my main interests. We were also very interested in the Third Group countries and we were able to do quite a bit in the Commonwealth.

**BOUT DE PAPIER:** The Commonwealth was another area where Canada played a major role during the period you were in power. You were SSEA when South Africa left the Commonwealth?

**GREEN:** Yes, but I was not at the March 1961 Conference in London where the issue was decided. We did what we could to keep the Commonwealth together.

**BOUT DE PAPIER:** What would an average day at the office have been like?

**GREEN:** Our offices were in the East Block down the corridor from the Prime Minister's office. Ross Campbell was my secretary. We had a good crew. An ordinary day would start at 9 o'clock and I would walk to work. We had dispatches in every day and quite often I had to finish them at night after I went home to my apartment. They would come in from all over the world. Then we would have various meetings. There was never any lack of work.

**BOUT DE PAPIER:** How were foreign policy decisions generally made?

**GREEN:** In some cases it would be in Cabinet. In other cases it might be Diefenbaker and myself or just one of us making the decision. It would depend primarily upon what he thought and how he wanted it discussed. We had good Cabinet

meetings. We would receive papers ahead of time on the subject that was to be discussed. We had a very good man in the Prime Minister's Office, Bob Bryce. He was the Clerk of the Privy Council.

When Diefenbaker was away, I chaired the Cabinet. I would be in touch with him every day by phone and we would discuss what had to be done. We got along very well. We were both about the same age although I was in Parliament five years ahead of him. We saw pretty much alike on issues.

**BOUT DE PAPIER:** Did you back him in 1948?

**GREEN:** No, I never backed him, not in 1948 or 1956. He probably did not like that very much, but we were very good friends. In my judgement, John Diefenbaker has never had the credit he deserves as Prime Minister. The Conservative Party would never have had the support of the Prairies, as we have had since his time, if it had not been for Diefenbaker. When I was first elected we had one member in each of the Prairie provinces. John Diefenbaker really made the Prairies sympathetic to us. He was also a great humanitarian. He did not fool about in that area. The Bill of Rights was the accomplishment for which he would have liked most to be remembered. I remember going in one morning to the House and he had a newspaper man with him. As I went by I stopped and said: "Hello there John, I suppose you are talking about your 'goddamn' Bill of Rights?" What is often forgotten is that he had a great sense of humour!

**BOUT DE PAPIER:** We have gone further now with the Charter than the Bill of Rights.

**GREEN:** Oh, a lot further. With this Charter, we are going to have law suits for the next hundred years!

**BOUT DE PAPIER:** Canada/US relations were rocky during this period and there has been much talk about the relationship between Mr. Diefenbaker and Mr. Kennedy. Mr. Diefenbaker, in his book, admitted it was not great.

**GREEN:** I went with Diefenbaker when he visited Kennedy on February 20, 1961. In the anteroom, where we waited to see him, there were pictures of naval battles. There was a whole series of American victories along the wall. Every one showed an American ship sinking a British ship. Just before you went in the door there was a painting of Kennedy's torpedo boat going down. Diefenbaker said to Kennedy that it looked like the Americans had won all the naval battles. Diefenbaker said he would send him a picture of the Chesapeake and the Shannon.

Unfortunately, some things came up at our meeting — questions very similar to the free trade problems that seem to be developing in Ottawa now — which hurt Diefenbaker's feelings. I was very sorry that they did. It may be that Mr. Kennedy was a little domineering with Mr. Diefenbaker,

although I thought that our interview went off quite well. When we were in the office there was no trouble at all. Then we walked over to have lunch in another part of the building and when we were getting our hats, Kennedy suddenly appeared right over my shoulder and said: "Mr. Green, I want you to know that I am going to do everything I can for disarmament". I have thought since then that probably his office was bugged. Anyway, he was very friendly with me. Then little things grew to be big things.

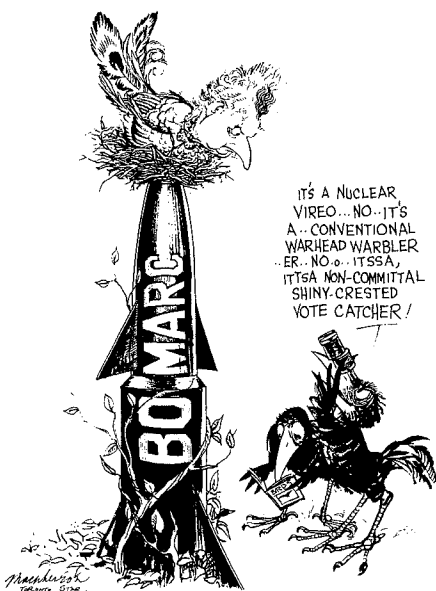
I was in Geneva at the time that Kennedy visited Canada in May 1961. I wish I had been home at that time. I might have helped. I could tell that there seemed to be some difficulty, but I was not made aware of it as we were busy in Geneva with the disarmament talks. Kennedy apparently dropped a note on Diefenbaker's desk which Mr. Diefenbaker later put in the safety deposit box for safe keeping. I did not see the note but apparently it was very objectionable. Kennedy did not deserve very much sympathy on that score. Diefenbaker took it very seriously. I do not know — I might have done the same thing. Kennedy was riding pretty high then and did not seem contrite. It was unfortunate. I hope this present trade problem does not blow up like that.

**BOUT DE PAPIER:** It reminds you of that period?

**GREEN:** Yes it does. People are getting pretty bitter around here about the timber issue.

**BOUT DE PAPIER:** What do you think of Mr. Mulroney's effort with free trade?

**GREEN:** I think that increased trade would be very good. But is free trade the same thing or is that another matter? I think it is pretty difficult to work out and I am very worried about it. This province will be affected significantly.



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**BOUT DE PAPIER:** Did you meet President de Gaulle when you were Secretary of State?

**GREEN:** Yes, I had an audience with de Gaulle while in Paris. I admired President de Gaulle very much. Shortly before my audience, one of our university men out here — a lawyer — criticised de Gaulle over nuclear weapons. He called him all kinds of names. I expected to get the backlash but I do not think he knew about it. He was very friendly when he came to Canada when we were in office.

**BOUT DE PAPIER:** The Congo affair came to surface during your period as well.

**GREEN:** The Congo was a difficult problem.

**BOUT DE PAPIER:** Mr. Diefenbaker used to say that there were a lot of "Pearsonites" or "Pearsonalities" at External.

**GREEN:** Yes, he used to pull my leg and say: You and your Pearsonites! He could see the funny side of things but I got along very with the people in External. Charles Ritchie gives me great praise in his books. George Ignatieff as well. I got off pretty lightly, actually! Ritchie was at the United Nations for my first session. He was excellent and had a great sense of humour. Ignatieff is a great fellow too. He is Chancellor of Toronto University and he always comes to see me when he is in Vancouver. During my time he was an Ambassador and then Assistant Under Secretary. Ignatieff was a first class man. We had an awfully good crew!

**BOUT DE PAPIER:** When you went to Question Period in the House were you briefed ahead of time on subjects that might come up?

**GREEN:** Ordinarily, we would be told by the Opposition what they would raise. You could not expect a person to give a proper answer if they did not give you notice. They would give us notice in the morning and the Department would prepare an answer.

**BOUT DE PAPIER:** That is quite different from Question Period today where they try to catch the government off guard.

**GREEN:** Yes it is. I understand there is not a very good feeling in the House. We got along pretty well with the opposition members. Paul Martin and I were very good friends. He was the critic for External Affairs. When we were leaving, I told him he had better watch this disarmament business because the Defence people here and in Washington are working together. Pentagon and Defence Department officials would work on their respective governments to try and get their way, usually to get more weapons. He told me I did not need to warn him.

**BOUT DE PAPIER:** When major events came up, like the Congo or the Cuban Missile Crisis, would you bring the opposition in or speak to Paul Martin?

**GREEN:** Sometimes, but Paul Martin was not at the interview of October 22, 1962, when US Ambassador Merchant showed us

the air pictures of the missiles in Cuba.

**BOUT DE PAPIER:** That was a very dramatic period.

**GREEN:** Oh, yes, and we were very worried. I remember that an electric transformer blew off in the middle of the night and I thought for sure it was a bomb.

**BOUT DE PAPIER:** There was a great deal of controversy about putting the Canadian troops on alert during the crisis (October 24, 1962). How did you find out about it?

**GREEN:** Douglas Harkness did it on his own. His action was quite controversial around the Cabinet. I did not know about it before he did it. It was funny about Harkness because he came to me a few days before taking the step. At the time, there were several cabinet ministers plotting to get rid of Diefenbaker if any trouble came up. Harkness came to me and said that we had to do something to protect Diefenbaker — that these bastards were trying to get the P.M. That was the first inkling I had of future trouble. We had been working with the Americans trying to work out a scheme whereby we could leave part of the weapon in the States near the border and then get it on the actual weapon in the event of the blowup but we could not work out anything fast enough. That was a very difficult question.

**BOUT DE PAPIER:** What do you think would have been the best solution?

**GREEN:** Well, I was hopeful that they could make a quick transfer. But there was a difference of opinion between Defence and External Affairs. It was very clear that the Defence Department had different objectives and it was pretty hard to work things out together.

**BOUT DE PAPIER:** The Prime Minister tended to agree more with the External position, did he not?

**GREEN:** Yes. If he had not, I would have been in an impossible position.

**BOUT DE PAPIER:** If he had gone the other way, what would you have done?

**GREEN:** I do not know. It would have been very difficult.

**BOUT DE PAPIER:** The Department backed you in the position you took?

**GREEN:** Oh, I think so. I never heard of anyone that did not.

**BOUT DE PAPIER:** In this kind of issue, the Department would brief you on the issue and then they would advise you. Who were some of the key people of the department?

**GREEN:** Mr. Robertson was the key man in the whole Department and on the disarmament issue as well.

I was defeated on the disarmament issue. At Defence Headquarters here in Vancouver this lady would parade up the street saying that Mr. Green was trying to prevent her husband from getting weapons.

**BOUT DE PAPIER:** The April 1963 election was one of the few elections where the foreign policy question was a major issue. Did you feel that the Americans had



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interfered more than they should have?

**GREEN:** I think so. I had an American come to my constituency meetings during the election. I think Diefenbaker was right about worrying about it.

**BOUT DE PAPIER:** Did you back Diefenbaker right to the end?

**GREEN:** Oh, yes. Gordon Churchill and I were two of his strongest backers.

**BOUT DE PAPIER:** During the transition back to the Liberals, did you meet with Paul Martin and brief him on some of the major issues?

**GREEN:** We did not have a full briefing but I did take up a lot with him.

**BOUT DE PAPIER:** Looking at the Commonwealth and the Third World — one of the issues was providing food and assistance to them.

**GREEN:** We had the External Aid office under Herb Moran. We extended aid to the French-speaking countries in Africa because of the French element in Canada. Mind you, we also wanted to get support from the Commonwealth and Francophonie on our various causes at the UN. I think it was a very good policy. We had pretty good relations with all these countries. We even sent French speaking troops to the Congo (July 1960) as part of the peacekeeping field.

**BOUT DE PAPIER:** What did you think of Dag Hammarskjöld?

**GREEN:** He was a great world statesman and I have much admiration for him. There was a great tragedy in his loss. His plane was shot down or came down (September 1961). I do not think it was ever clearly established. Canada was one of the countries closest to

Hammarskjöld. Ritchie was very close to him. I remember one day at the UN when I was presiding with Hammarskjöld. I was scared to death for fear the Russians would raise hell about something. Fortunately, they did not.

**BOUT DE PAPIER:** It was a difficult period because the Cold War was really at its height. How were relations with Britain? At one point Mr. Diefenbaker had attempted to increase trade with Britain.

**GREEN:** That involved the preference tariff that R.B. Bennett had introduced following the Imperial Conference in 1932. It was very important. We were the people who were originally most in favour of the preference. We always liked to consider ourselves the Commonwealth Party, and support for the Commonwealth had always been one of our main beliefs.

**BOUT DE PAPIER:** Do you feel that sanctions are an effective tool?

**GREEN:** I doubt it. Look at South Africa today. I think that it is an extremely difficult problem.

**BOUT DE PAPIER:** Any thoughts about the current Government?

**GREEN:** I like what the Government is doing under Joe Clark in foreign policy. I think he is getting along fairly well. I know Joe Clark very well. In fact, I backed him at the Leadership in 1976. Pat Carney has done very well too. The Prime Minister is bright. He seems to put a lot of emphasis on public relations but then if you take a man with no experience in Parliament and put him in that job — it is expecting quite a lot.

**BOUT DE PAPIER:** John Turner is now

the member for this riding.

**GREEN:** Yes, he now has my seat. He is a good friend of mine. His mother, Mrs. Ross, was a very capable person. I remember the day her husband told me that he could not get her to vote against me. We both come from the same home town but I only met her for the first time in Ottawa.

**BOUT DE PAPIER:** What were your relations with the press?

**GREEN:** I thought we got along fairly well with them. Diefenbaker was quite good at that. He kept friendly with the press. Charlie Lynch was a good friend of mine. At the first cabinet meeting after we were defeated in 1963, Charlie grabbed me going in the Privy Counsel Office and asked me to tell him what had happened in the election. So I told him that I had given a lot of thought to that, and I concluded that the reason I got licked was because I had not gotten enough votes! That was about the best thing you could say. If you tried to say much more than that, you were in trouble.

**BOUT DE PAPIER:** Did you run again after the election in 1963?

**GREEN:** I ran again in 1965 and got another licking. I did not know what was good for me you see! However, I have had no regrets. I was pretty lucky.

**BOUT DE PAPIER:** Was it possible to hold off-the-record chats with the press?

**GREEN:** It would vary depending on your relations with a particular individual. I do not know that the press is any different today. They have their own views as to what is right and what is wrong and they are pretty good at defending them. Parliamentarians can be pretty unreasonable sometimes, too.

**BOUT DE PAPIER:** Was Flora MacDonald in External Affairs when you were there?

**GREEN:** She was a secretary in the PC Headquarters and after that she got into politics. I remember her very well but we do not hear very much about her out here these days.

**BOUT DE PAPIER:** What about diplomatic appointments of people who are not Foreign Service Officers? Where did you stand on that issue?

**GREEN:** I was pretty tough about that. In External you had a group of men and women who had very high training, probably the best in the country, and they were doing a good job. I do not think you could expect to keep their loyalty if, when they get to a position when they could be made Ambassador, they are bypassed by a politician. It does not make any sense, in my view. I would very carefully avoid letting people like that get Ambassadorships in my time. Mind you, there are exceptions, like George Drew, who was excellent in London. You could not get anybody better.

Some of our fellows got pretty annoyed about my policy. Some members thought they should be appointed as Ambassadors, but we took a pretty firm stand on that. I

think it was the best thing for the good of the Department.

**BOUT DE PAPIER:** Did the Prime Minister back you?

**GREEN:** Yes, he did. I never had any trouble with him. We had more disagreements when we were private members. I remember when Charlotte Whitton wanted to be Ambassador to Ireland. The Irish Ambassador in Ottawa was shaking in his shoes while the Canadian Ambassador in Dublin was shaking in his. One afternoon I got a phone call from Diefenbaker asking if we had a vacancy in Ireland. When I said yes, he mentioned Charlotte and I asked him to send her down to my office. She came down with fire in her eyes. She was a Catholic turned Protestant and a red hot Protestant she was, too. Fortunately, that night she got into a fight with a City Counsellor and that was the end of that.

**BOUT DE PAPIER:** Otherwise she might have gone off to Ireland?

**GREEN:** She quite possibly could have. She made trouble everywhere she went. She was very capable, mind you.

**BOUT DE PAPIER:** Are you working on your memoirs?

**GREEN:** No, I decided not to try to write a book. It may have been the wrong decision, but it would have meant being critical of some people, making enemies of others and fighting battles all over again. The British are very good at writing books about public men. But I could not do it now. It may be that it is part of a person's duty but I just did not have the stomach for it. And I had to make a living anyway. I could not fool around too much with a book. I am not sure very many people would have read it anyway. My two sons have written books and done very well.

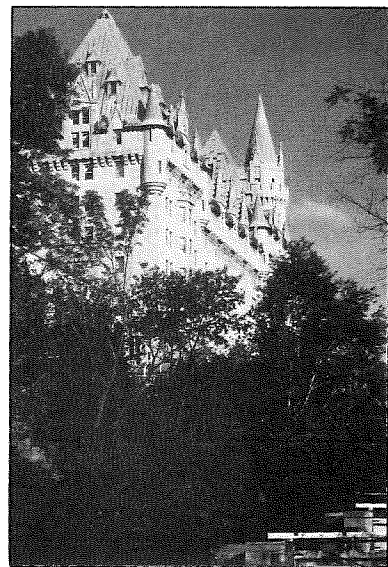
**BOUT DE PAPIER:** I notice that you have a photo of yourself with Governor General Sauvé.

**GREEN:** Yes, that was celebrating the 100th Anniversary of Vancouver. A hundred people over 60 years of age were given parchment certificates for good citizenship, and I received one. The other photos are of my family. I have 11 grandchildren and 10 great-grandchildren. There are two things in life that really matter you know: your friends and your family. Most of my friends have passed away but I have my family and they are all a great comfort to me.

**BOUT DE PAPIER:** Mr. Green, thank you very much for allowing me to come and speak with you. △

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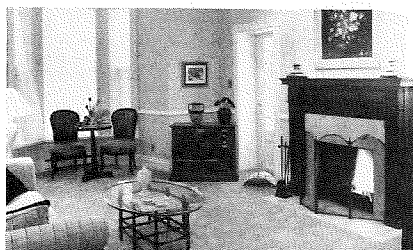
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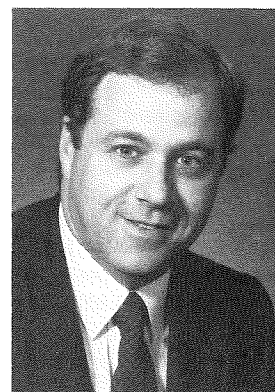
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## Managing Your Money



Bruce Etherington



Jerry White

*Bout de papier begins a regular column on looking after your finances. The inaugural column looks at money managers — stockbrokers, financial planners and chartered accountants.*

It often seems that many individuals with the skills to make money don't have the talent, time or temperament to manage the money they make. It also seems to be true that no matter how much you may think you know about investment, taxation, financial planning and economic trends, there is always someone out there who knows more. In fact, there is a growing army of lawyers, accountants, stockbrokers, insurance representatives and financial planners who make an excellent living advising the money-maker on new and innovative investment opportunities, the latest in tax and legal matters, as well as developments in the fields of estate and financial planning. This specialized knowledge, appropriately applied, can assist most of us in the establishment and implementation of financial game plans that will optimize the financial resources at hand and meet desired short- and long-term financial goals. But whom do we consult? And how do we ensure that we are dealing with the right people? And probably most importantly, what questions do we ask in evaluating these advisors? The following sections on stockbrokers, financial planners and tax advisors are designed to help you answer these important questions.

**T**he stockbroker

An experienced, well-trained broker working with a reputable firm can be invaluable in the identification and implementation of appropriate investment strategies.

Your prospective broker should be interested not only in your current investments, but also in knowing about the balance of your assets and the nature of any liabilities that you may have. With complete knowledge of your current financial affairs the broker can provide you with the most appropriate, advantageous investment advice. Stockbrokers are compensated on a commission basis and, for them, time is money. You must recognize that a broker cannot invest a substantial amount of his or her time with you unless there is a reasonable expectation that the commissions generated from your investment transactions will result in adequate compensation for the time spent.

A good broker will give you an honest appraisal in advance of the level of service that will be offered to you. It is imperative from the outset that you establish the level of service you feel you require and the broker's willingness to provide that service. If the occasional phone call, combined with an annual face-to-face meeting is adequate, then agree on that. If, on the other hand, you wish to be in contact with your broker on a daily or weekly basis and meet quarterly or more often, then these facts must be properly reviewed and discussed.

Finding an experienced broker is particularly important today because of rapid changes, not only in our economic environment, but also in the financial products being developed. A broker who has experienced a wide variety of economic cycles will often have a greater appreciation and understanding of how the alternate

investment opportunities will behave during economic swings and a better sense of gauging the future.

Like most other professionals, stock-brokers tend to specialize. They may do so in one or more ways. Many specialize in terms of the investment strategies they employ or the financial products they utilize. Other brokers deal with a specific clientele — such as retirees, professionals, business executives. You should obviously choose a broker whose areas of expertise are consistent with your own needs.

Very often one of your business associates or friends may recommend a particular broker. Provided your investment needs and risk preferences are similar, this can be an excellent means of meeting a well-qualified advisor. If your financial circumstances are substantially different from those of the individual making the referral, however, proceed with care. It is a good idea to ask for references and to have a personal interview with at least two or three brokers before making a choice. Go to the initial interview with several previous tax returns, a rough balance sheet and any other information that might be needed to provide a complete overview of your financial status.

Here are some questions to ask potential brokers:

1. What type of client do they deal with and how many clients do they have?
2. How long have they been in the business and how many years have they been affiliated with the current firm?
3. Will they provide educational material to keep clients up-to-date on new investment opportunities?
4. How often do they meet in person with their clients and how much is handled via telephone?
5. What are their areas of specialization: equities, bonds, tax-advantage investments, options, etc.?
6. With what types of investment alternatives are they most comfortable and familiar?
7. Will they assist in the development of a portfolio strategy designed to meet your financial objectives and do they have the time and expertise to put together such a program?
8. Will they evaluate any current portfolio holdings? At what charges and in what detail?
9. What can be expected in terms of confirmation, trading summaries, monthly statements? Are these materials designed to facilitate tax-return preparation and are they easily understood?
10. Will they liaise with your other advisors?
11. Will commission charges be commensurate with the services provided?

**T**he financial planner

Recently there has arrived on the scene a new breed of professionals, calling themselves Financial Planners. Unfortunately for the consumer and the legitimate

financial planner alike, anyone today can hang out a shingle. This obviously makes it difficult and somewhat risky for an individual to find someone who is thoroughly professional and well-qualified. There are reputable individuals and planning organizations offering legitimate financial planning services. A financial planner is a generalist, having knowledge in a broad range of financial areas and employing that knowledge to coordinate and direct a client's financial activities.

Concerned individuals in this new profession have established The Canadian Association of Financial Planners. This organization has been instrumental in creating a code of ethics for their members and in increasing the public's awareness of the role of a financial planner. To be a full member, one must have been active in the field of financial planning for a minimum of two years and be sponsored by three association members. Membership to date in the association has risen to approximately 400, nationwide.

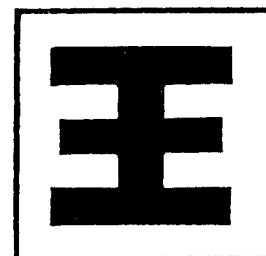
The Canadian Institute of Financial Planning is an educational organization offering a two-to-three-year course of study leading to the designation, Chartered Financial Planner (CFP). To qualify, an individual must complete the course material and write a series of six comprehensive exams in such areas as law, taxation and advanced financial planning.

From the consumer's standpoint, the biggest challenge is to distinguish between those who call themselves financial planners and those who are, in fact, qualified financial planners. There are a number of individuals involved primarily in the sale of financial products, who call themselves financial planners. These individuals may simply be employing the financial-planner title as a way of packaging their sales affiliation. On the other hand, there are qualified and reputable financial planners offering legitimate planning services. This involves accumulation and analysis of all relevant financial data leading to the preparation of a written financial planning document and finally to the implementation of the agreed-upon planning strategies, either through the planner or through other specialists chosen by the planner or the client.

Some financial planners choose to charge fees only for the preparation of the financial plan and the assistance they render to their clients in the implementation of plan strategies. Other planners charge a modest initial fee and, in addition, receive commissions from the financial institutions to whom they direct their clients. There are planners and clients who prefer not to be involved with fees who choose to provide the financial plan without a fee. These planners are compensated from the commissions generated on product purchased by their clients.



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The following are questions you should ask planners:

1. What are their credentials, education, work experience, and professional designations?
2. How long have they been in the planning business?
3. What is the size of the planning firm and the range of their in-house expertise? Do they have expert resident accountants and lawyers, or do they refer their clients to outside firms specializing in these areas of expertise?
4. How is the financial planner paid and what proportion of his income is generated from fees; what proportion is derived from commissions on products sold? If the planner sells a financial product, has he or she free access to the product from any source rather than being restricted to the selection of in-house products?
5. Does the fee include the cost of an income-tax return and preparation of wills or trust documents, or will these charges be in addition to the financial planning fee?
6. What will the financial planning document encompass and will a sample plan be reviewed for structure and content?
7. Will the names of several current planning clients be supplied?
8. Can the recommended strategies, identified in the financial plan, be implemented through vendors of your own choice, or must you use the financial planner's or those selected by the planner?
9. Is the financial planning company associated in any way with any of the financial institutions to whom they direct their planning clients?
10. How often will you meet to review and update your financial plan?
11. Is there any cost associated with the review process?

**T**he tax advisor

Chartered accountants provide a variety of services to individuals, from simple tax-return preparation to complex and comprehensive financial planning. For those seeking to reorganize their personal financial circumstances, an accountant can be invaluable in identifying appropriate tax strategies, assisting in personal budgeting and cash-flow management, reviewing the adequacy of existing insurance and determining the appropriate form and ownership of family assets. A CA can help you select and work with specialists in other fields, will liaise with your broker to structure your investment portfolio, with your lawyer to draft wills and trust agreements and with your insurance representative to acquire necessary protection. A trained accountant also can identify planning opportunities in financial data gathered for an income tax return. Accountants might notice an unusually high interest expense and suggest more appropriate ways of borrowing. Alternatively, they may identify a significant

level of interest income and discuss more tax-effective means of positioning these assets. Very often, opportunities for income splitting are identified.

In selecting a chartered accountant, look for someone with sound business judgment as well as technical expertise. Seek a professional who offers tax- and financial-planning advice throughout the year, not just at tax time. You want an idea person; someone who keeps you up-to-date in changes in tax legislation that may have specific applications to your own situation.

As is the case with the stockbroker, chartered accountants also tend to focus on specific areas — it may be in dealing with owners of small businesses or professionals such as doctors or lawyers, or senior executives in major public corporations. It is wise to select an individual who deals with others who are in similar circumstances. Problems and opportunities often repeat themselves and professionals with specific expertise are most likely to keep up with the latest developments and apply them to your specific circumstances.

Like most professionals, accountants are best found through the recommendation of a friend or business associate. Ask friends and associates what they like and dislike about their accountants. Find out if he or she is easily accessible and returns telephone calls promptly. An initial interview may often be free. Take the opportunity to ask questions such as the following:

1. How will the fee be determined? If hourly rates are quoted, ask for a time estimate as well.
2. What is the makeup of their existing client base and how frequently are they in contact with their clients?
3. Will the accountant be available during tax season or throughout the year?
4. Who will do the work — the accountant or an assistant?
5. What is the accountant's area of expertise?
6. How are the clients kept informed of the latest tax developments affecting them?
7. What are the office's micro-computer capabilities?

Typically you can expect to pay from \$150 and up for the preparation of a moderately complex tax return. For consultation and planning, a chartered accountant will charge from \$75 to \$200 an hour.

The selection of an appropriate advisor is an important decision and one that should not be taken lightly. Invest some time, meet some people, ask some questions.

*Reprinted from En Route. Jerry White, Lavenhol & Horwath; Bruce Etherington, John Bouville, The Etherington Group. Δ*

## Prince Myshkin

by R.A.D. Ford

*I have a holy fool inside.  
He weighs each word I say.  
And when I talk coherently  
I feel him drift away,*

*Walk into the midnight fog,  
And wrap himself around  
A derelict, a pimp, a fag  
For company underground.*

*Or make a holy sacrifice,  
Idle in the streets once more,  
Wearing an uncertain face,  
Starving with the poor.*

*He calls himself a prince.  
I thought the race was dead.  
His genealogy has, since  
A century, been said  
To carry in its veins  
Clear traces of the mad.*

*Prince Madness, tell me,  
when you speak  
Through foam upon your lips,  
Are you the frontispiece of God,  
Or just a human lapse?*

*I beg you, take this fool away,  
And bury him afar.  
I am well enough to face the day  
Without another prayer.*



Robert Ford has won the Governor General's medal for Poetry. Retired from the Foreign Service after a long career, latterly as Canadian ambassador in Moscow, he lives in France.

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# Books in Review

## A TIME OF TURMOIL: Canadian Politics in the Eighties

**Up the Hill** by Don Johnston, Optimum, 1986, \$23.95.

From my perspective, the most interesting aspects of Don Johnston's book **Up the Hill**, published earlier this year, are the insights into the power of the Prime Minister and his office in our present parliamentary system and the reaction Johnston's book provoked among the inner core of the Trudeau faithful.

The last half of Johnston's book reads like a rehash of speeches that would have gone down well with the Chamber of Commerce crowd. These chapters may contain logical approaches for dealing with such big issues as rationalizing our tax system, reducing our deficit, re-examining our commitment to universal social programs and coming to grips with the computer age. But the folksy style which might work in a speech to a business audience doesn't read too well and the second half of the book, which outlines Johnston's philosophy on major issues, is not nearly as interesting as the first half.

Johnston's personal reminiscences, which are obviously those of a very bright kid being raised in modest circumstances in the Ottawa valley, are quite interesting. His experiences as a candidate for the nomination in Westmount and as a candidate in a 1978 by-election together with his subsequent re-election campaigns are written with a dry but enjoyable sense of humour. However, his perceptions as a leadership candidate are more puzzling than revealing. Almost any observer of that campaign, other than perhaps Johnston's own supporters, knew he never had a chance but it's not entirely clear that Johnston knows that. And if he did know that it's not really clear why he ran. In a leadership campaign your own supporters can always construct a number of theoretical scenarios for "going up the middle". If the numbers aren't there, a non-contender usually starts talking about giving the party a choice, and the need to debate issues etc. and Johnston's campaign followed this pattern. In fact, Johnston ran an excellent but hopeless campaign. The truth is that Jean Chrétien was the only candidate who had any chance of beating John Turner. Ironically, Johnston's leadership campaign had many similarities to Turner's losing campaign in 1968, not the least of which was the fact that they each decided to remain on the final ballot rather than swing to one of the two finalists. Turner's final count in 1968 was 195 votes and Johnston's in 1984 was 192.

Johnston was probably the most innovative leadership candidate in terms of policy but that was largely due to his willingness to challenge Liberal orthodoxy on such fundamental issues as universal social programs. He also frequently talked about

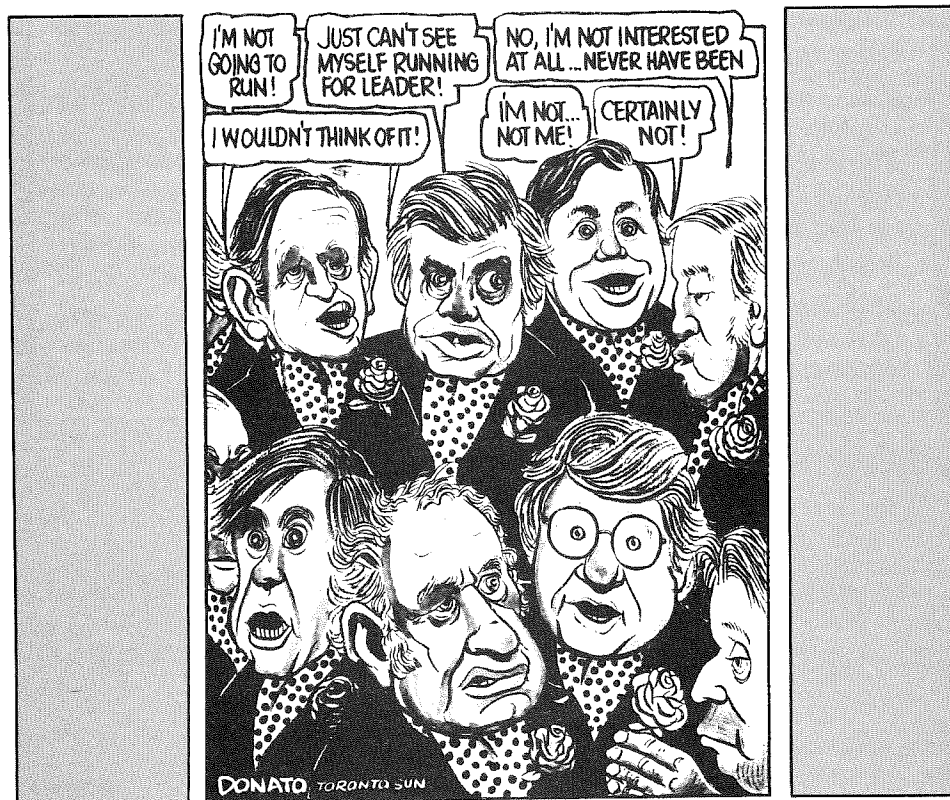
the deficit and most Liberals don't really enjoy serious deficit discussions as they necessarily involve very tough choices. Johnston's heresy on such issues, as well as a number of thinly veiled shots at Jim Coutts and Tom Axworthy, account for the negative reaction his book provoked from some of the Trudeau circle.

My reaction to Johnston's book differs somewhat from that of my good friends Davey, Coutts and Axworthy. As Keith Davey himself has said, "The Liberal Party is a big tent." It may not be big enough to include the Peter Pocklington's but it certainly can contain, and in fact needs, the Don Johnstons. After the MacEachen budget in 1981 Liberal stock in the business community probably sunk to an all-time low. From my Toronto constituency alone I received over 600 letters, mostly from businessmen, objecting to the budget. Given Johnston's background as a senior partner and top specialist in a major law firm, it should not be surprising to anyone that the member representing Westmount was an articulate spokesman within the government for the business community on some very legitimate concerns.

I've always thought of the Liberal Party as basically believing in the private enterprise system while retaining a strong commitment to social justice. I think Johnston believes that in recent years the balance between business interests and social justice has

tilted towards the latter and he suggests it's time to re-examine whether those in need might be supported more rationally and cost-effectively by a comprehensive income support system. He may well be right and I see no harm in having a lively discussion of such opinions within the party. However, as anyone who attacks sacred cows will face an uphill battle, Johnston's dogma is unlikely to prevail.

Finally, Johnston's chapter on "Who was Pierre Elliott Trudeau", which obviously prompted much media attention when published, contains the most interesting insights. Johnston writes with both frustration and pain that by the time the Prime Minister reached his last mandate, control of the government was "concentrated in the hands of Trudeau, his principal secretaries Jim Coutts and later Tom Axworthy, Clerk of the Privy Council Michael Pitfield and ultimately only one member of the Cabinet, Marc Lalonde." This is undoubtedly true of the major policy decisions and appointments but Johnston's beef should equally be directed as much towards the system as those who run it. A majority government of the Canadian parliamentary variety increasingly operates like a presidential system without a counterpart to the American system of legislative checks. A Prime Minister looks for advice to whomever he chooses. That key and inner advice may or may not come from ministers. In St.



COURTESY PUBLIC ARCHIVES CANADA

Laurent's day, it clearly came from ministers such as C.D. Howe, Pickersgill, Gardiner, Pearson etc. In Diefenbaker's time it frequently came from his less lustrous ministers such as Gordon Churchill and David Walker who were also his cronies. Pearson's first chief policy advisor, Tom Kent, was obviously a key influential advisor but his power didn't exceed that of key ministers such as Walter Gordon and Jack Pickersgill, in the early years, or Mitchell Sharp in the later years.

During my time in both the caucus and Cabinet I used to watch Mr. Trudeau's facial expressions and demeanor when an M.P. or a minister was arguing a point of view. There was sufficient facial body language to indicate whose viewpoints impressed him. While Lalonde was in a league by himself there were a handful of other ministers whose views registered with the PM and whose opinions may well have been adopted and promoted by Mr. Trudeau in subsequent meetings with his own staff. But for the most part, big decisions were not made at the Cabinet table and one very good reason had to do with its size. Johnston's arguments for a drastic reduction in the size of the Cabinet are probably valid.

Johnston cites the acquisition of Petrofina for \$1.7 billion as an example of a major issue where the Prime Minister finalized a decision without consulting all the ministers directly involved. He has a valid point but all the Prime Minister did was exercise his prerogative. Presumably Trudeau listened to whomever he wanted to prior to the decision being made and had Johnston been at the hastily called special meeting his views would have been heard. However the decision had clearly been made in principle before the meeting was convened. Ironically, Mr. Trudeau's attendance and interest in Parliament itself was certainly greater than Prime Minister Mulroney's and the bloated size of the present Cabinet probably means that the decision making process is, if anything, becoming even more centralized in the P.M.O. than in the last Trudeau government.

In any event Johnston's book, at least the first half, is good reading. In particular, those chapters where he bares his soul and admits that consensus and harmony do not always prevail within party ranks help humanize the lively art of Canadian politics.

*David Smith, P.C. Q.C., is Senior Counsel with Lyons, Goodman, Iacono, Smith and Berkow. The former Deputy Mayor of Toronto and MP from Don Valley West was elected to the House of Commons in 1980. He was Minister of Tourism and Small Business in the last Trudeau cabinet. A supporter of John Turner in the leadership campaign, he was reappointed to his Ministry, then defeated in the 1984 general election.* ▲

**One Eyed Kings: Promises and Illusion in Canadian Politics** by Ron Graham, Collins, Toronto, 1986, 441 pp., \$26.95.

**The Changing of the Guard: How the Liberals Fell from Grace and the Tories Rose to Power** by Norman Snider, Lester, Orphen and Denys, Toronto, 1985, 206 pp., \$19.95.

**The Race for the Rose: Election 1984** by Charles Lynch, Methuen, Toronto, 1984, 196 pp., \$19.95.

**The Canadian General Election of 1984: Politicians, Parties, Press and Polls** by Alan Frizzell and Anthony Westall with contribution by Nick Hills, Jeffrey Simpson and Val Sears, Carleton University Press, 1985, 139 pp., \$10.95.

As our bosses are wont to remind us, a career based on service abroad is apt to make the foreign service officer a bit out of touch with developments at home. During the past three years it has been especially difficult to keep up with developments at home: both major parties have changed their leaders and the 1984 election brought a Conservative majority to power for the first time since 1958. Fortunately, there have been a number of books that have examined this sea change to Canadian politics which adequately fill in the gaps left in the press scan and the weeks-late newspapers and magazines, many of which never circulate further than the desk of the Ambassador or post public affairs officer.



COURTESY PUBLIC ARCHIVES CANADA

Charles Burchill Lynch is the doyen of Canadian political columnists and he has been covering our politics on radio, television and in print for half a century. Unfortunately, these impressive credentials do not an objective correspondent make and **The Race for the Rose**, while written with the usual Lynch panache, should not be relied on as the bottom line although members of the Conservative party research bureau should always keep a copy close at hand. Lynch makes no effort to disguise his utter contempt for the Grits nor his admiration of Brian Mulroney. Indeed he ends the book with the revelation that he had prayed to the Almighty for deliverance from Liberal government. And as he concludes, "I cast my eyes upward once more and said: 'Thank you, God, but you went too far.'" As readers of his column are frequently reminded he is also the 'covenant' of the Conservative whip, Claudy Mailly, the MP for Gatineau. Throughout the book, Lynch places great weight on the influence of politicians' spouses — doubtless based on personal experience.

The book is a review of the two races occasioned by the resignation of Pierre Trudeau: that for the Liberal succession and that for victory at the polls in September 1984. Keeping in mind that there is no such thing as a good Liberal (except maybe Jean Chrétien) or a bad Tory (he does not care for Diefenbaker or Joe Clark but then as he admits "I'm not sure what they were"), the book can be quite fun. On page one Turner is dismissed as "a throwback to the fifties, or the forties", and described from then as resembling a motley assortment of characters, mostly fictional: a Fonz with class, a combination of the Duke of Edinburgh and Sammy Glick, Robert Young or Charlton Heston, miscast as chairman of the Board, a returning Richard Nixon, somebody out of Scott Fitzgerald, "full of energy, determined to do the proper thing, yet wanting to be one of the boys".

Pierre Trudeau is a cheapskate who never acknowledged his debts, especially to Jean Chrétien, who he "owed more . . . than to any other minister". Lynch does not think much of the Trudeau accomplishments. The patriation of the constitution was a Machiavelli-like distraction from economic problems. The peace initiative was an attempt to repair his own fortunes, "whether his fellow world leaders were ready for it or not." Successful politicians, he contends, "as much as failed ones, live in a world of fantasy, surrounded by self delusions, some grand, some petty." For Lynch the mark of Trudeau will always be "arrogance, presumption and contempt for the past" and yet they were also the qualities for which he was most admired, except by the media, who as Lynch confesses, responded in kind without leaving a mark.

Lynch places special emphasis on the role of the political wife, recognizing that politics is the hardest profession of all on marriages,

with the possible exception of medicine, and the news business. He should know. In describing the Liberal leadership contest Lynch pays special attention to the marital state of the contenders and thus we learn that there were "no special roles for Geills Turner, or Heather Johnston, or Dr. Lily Munro, or Elizabeth Whelan, much less the estranged wives of Mark MacGuigan or John Roberts." As for Prime Ministers' wives, Lynch does not care for the assertiveness of Maureen McTeer, even if it was "the most exciting thing about the Joe Clark menage", or the "terrible-tempered Geills Turner, tamed somewhat for her role as the wife of the prime minister, skilled in the arts of high-born hospitality, a daddy's girl from the rich side of the tracks . . . as testy as Maryon Pearson was, but not as thoughtful nor witty." Olive Diefenbaker brought a "fawning sweetness" that kept her husband from having been driven around the bend. Mila Mulroney on the other hand, "was brilliant in her own right, and the intellectual brilliance certainly matches that of her husband." Along with her gift of multiple languages and "a global way of looking at things . . . an impish sense of humour and a way with women as well as men" Lynch feels she would have made a good President of the Iron Ore Company of Canada or a good MP.

The Liberal leadership was predictable.

The party chose the man they thought could win but before it was over Lynch says he had covered himself with additional soot and grime and sleaze. But the Liberal defeat was less John Turner's fault than Brian Mulroney's personal triumph. Mulroney followed his personal 'game plan' and to him goes the credit for "brilliant management — a party machine running full tilt from the moment of Trudeau's February resignation announcement, a battle plan that was followed with scarcely a change to a victory that reduced the Liberal Party to tatters, and shattered the Grit power base in Quebec".

Charles Lynch is a lucky man; secure in the knowledge his prayers have been heard.

A much better, but drier account of the 1984 election is contained in the volume by Alan Frizzell and Anthony Westall. It is intended to be the first in a series on Canadian elections published by the Carleton University School of Journalism. They promise to be as informative and accurate as the *At the Polls* series published by the American Enterprise Institute under the editorship of Howard Penniman. Alas, this volume lacks the punch of the 'I was there' Teddy White school of political reporting; academics too often feel they must sacrifice the drama of life and personality on the altar of objectivity.

After an introductory essay setting the

stage it contains essays on each of the parties by proficient journalists. Jeff Simpson looks at the Liberals. For him, the 'vincible Liberals' owed their downfall as much to the party's disorganization and decay under Trudeau as to the most inept political campaign in recent history. 'The Buttery-Smooth Conservatives' by Val Sears concludes that the Tories triumph can be largely attributed to their personification as the instrument of change for an electorate hungry for new leadership. To win, Mulroney had "to stick Turner with the Liberalism of patronage, staleness, general public bad temper and relatively bad times." This he did well, while at the same time promising "jobs, jobs, jobs". The NDP went into the election fearful of oblivion but survived quite handily, writes Nick Hills, because of the clever tactics of party secretary Gerry Caplan and the resiliency of the pragmatic Ed Broadbent.

In the final sections the authors examine the role of the media in the election and conclude that the Liberals and John Turner suffered much more at the pens of editorialists and reporters but that this reportage was fair and balanced — the Liberal Party campaign was disorganized and chaotic. As for the polls, the authors conclude that the Conservatives peaked about two weeks before the election and that after that their slight erosion benefited



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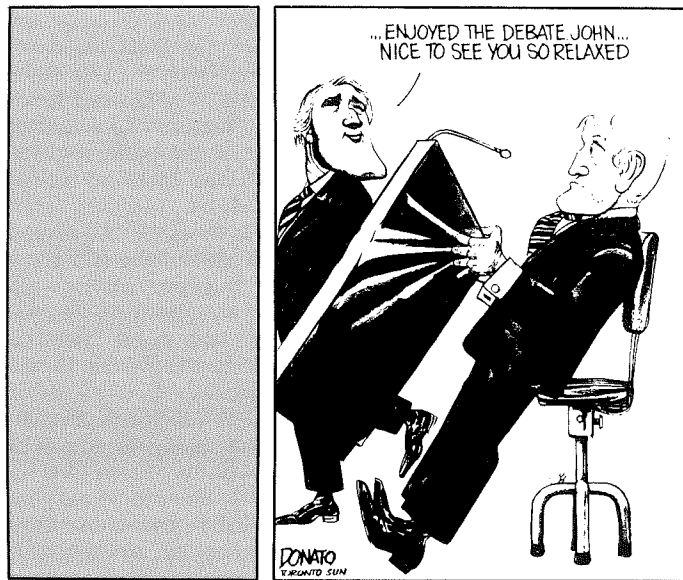
mostly the NDP. Was 1984 a Watershed election? Will the Liberals cease to be the Natural Ruling Party of Canada? Frizzell and Westall have no definitive answers but they hazard the guess that the Liberals may no longer be able to rely on traditional party loyalty in Quebec and that voting choice may now be more influenced by short-term considerations such as party image, policies and leadership. The Conservatives, for their part, have gained an opportunity to reestablish a sustaining national base that they have lacked since 1911.

Norman Snider is a freelance journalist who has written for a number of Canadian magazines as well as the *Globe and Mail*.

**The Changing of the Guard** takes as its starting point the January 1983 Conservative leadership review in Winnipeg where, with only marginal improvement on his 1981 Ottawa showing (66.4 per cent in 1981 versus 66.9 per cent in 1983 against a leadership review), Joe Clark called a leadership convention. Snider then follows the ensuing Tory leadership campaign through its twists and turns, the 'new Tories' voters that included the busload of derelicts from the Old Brewery Mission and the nine year olds; a race that ended in a fourth ballot victory for Brian Mulroney that hot June 11, 1983. He traces the leadership battle between Jean Chrétien and John Turner that resulted from Pierre Trudeau's Leap Year day walk in the snow. Snider follows the aftermath of the Turner victory on June 16, his accession to power on June 30 and election call on July 9 and then the campaign between he and Mulroney which culminated in the massive Tory victory on September 4 (PC-211, Lib.-40, NDP-30, Ind.-1).

Snider's neat style is coupled with an observant eye for detail and the peculiar. Thus we learn that while the Tories were fulfilling what political scientist George Perlin calls the Tory Syndrome — a bloodlust for luckless leaders — the cinema in the concrete cathedral that is the Winnipeg Convention and was their melancholy home for three frosty days, was playing a film about a transvestite named Tootsie.

Snider likes Clark in spite of a walk "as awkward as a stork on stilts", a "pouter pigeon's chest", "disproportionately small eyes" and the famous jowls that "quiver wildly as he nods and shakes hands and nods again . . . No mere wimp, Joe Clark is Prince of Wimps, King of Mugwumps." He argues that Clark was done in by what Dalton Camp called a "cashew coalition of nuts and extremists", men like John Morrison, John Gamble, Carl Youngren and Paul Fromm, the sort of rednecks that in turn called Camp a "judas goat, a black angel and unchristian". While admiring John Crosbie, Snider argues that he was fatally flawed by his lack of French and that for the English media, in particular, there is "nothing more sacred than Quebec and the French language". It has become, Snider



says, "the ceremonial language of power in Canada, in the same way that Latin was once the ceremonial language of the Roman Catholic Church." By equating French with Chinese or German, Crosbie doomed himself.

Mulroney puzzles Snider. So different from the traditional Conservative, at both conventions he has amassed a group of supporters that remind him of a big-city singles crowd: "highrise swingers in their twenties and thirties, for whom sexual variety is part of the good office-worker's life, along with company paid vacations in the Caribbean, waterskiing and regular promotions. They like rock, good cars, lots of clothes, good restaurants and good sex." Later, Mulroney was to benefit from his winner's look as well as the secret lustings of frustrated traditional Tories who longed for the perks of power and a taste of the good life. At the same time, this purse-lipped crowd had found in Joe Clark a convenient scapegoat for all their rage at being deprived of power for so long.

John Turner comes across as a rather sad figure: a combination Tin Man, because he was so rusty, and Iceman because his views were from a bygone era. A stranger in a strange land, watching his campaign for leadership was, Snider says "breathtakingly close to science fiction". His now familiar phlegm-removal argh, led the media to dub him 'Throat Cancer'. His awkwardness, a Liberal party bankrupt in ideas, money and organization and a nation intent on change put an end to the long reign of the Liberal Party.

Snider relies heavily on political theorist Jim Laxer to explain the success of the Liberal party in the twentieth century. It was able, he argues, to referee the competing forces in which there was limited arable land, a harsh environment and vastly different regions. Domestically, the party kept a balance between English and French, business and labour, while holding to the

center as the center shifted left. Externally, it kept the North Atlantic triangle in balance, using first the U.S. as a counterweight to British influence and later an internationalist approach relying on that legacy of the Empire, the Commonwealth as well as the United Nations as a counter to the pull south of the 49th parallel. The Conservatives, with their emphasis on Anglo-Saxon traditions, never convinced Canadians they were any more than the party of interregnum. Mulroney, with his working class Irish roots and his complete familiarity with Quebec, represented a major departure for the Tories. Among former leaders, Snider claims that Diefenbaker is the closest in style and background to Mulroney. Ironically, the appeal of Brian Mulroney is largely because he was so different from the average Conservative; in some ways he was the better heir of Trudeau than Turner: "compared with the arriviste dazzle of the Mulroneys, the Turners' air was that of any well-established, fundamentally decent upper-middle-class couple. Unlike the Mulroneys, who clearly relished all the things that money could buy and the perks of high office, the Turners were clearly long accustomed to the comfortable, stolid life of the high bourgeoisie of Rockcliffe, Forest Hill and Westmount."

Snider's last chapter is titled after George Grant's famous tract — *Lament for a Nation*. Dismissing as comic the adventures of former ministers Coates and Blais-Grenier, the baubles with tape cassettes and errant reporters by SSEA Clark, the mislaid documents and taped conversations involving Minister Wilson, Snider found less amusing the cutbacks to the CBC and Canada Council, and the effort to curb the sacred trust of universality. As bad as the Liberals were, Snider concludes that a New Gilded Age is at hand and that "it seemed Canadians had traded a bad government for one that was different, but little better; in some ways considerably worse."

While Snider writes a good story, the gem in this quartet is Ron Graham's **One Eyed Kings**. Graham's skill as an observer and his talent as a wordsmith are felicitously combined to produce an almost gripping tale of Canadian politics in the first half of this decade. The book takes its title from an old Greek proverb meaning 'In the country of the blind, the one-eyed man is king' and used thereafter by such worthies as Erasmus, Frederick the Great and H.G. Wells. For Graham it aptly describes his view of our rulers and we who put them there. His portraits of our prime ministers, the cornerstones of his story, are titillating and impudent. A disciple of the Lytton Strachey school of biography, he takes obvious delight in dissecting our leaders. Voyeurs of the genre will find it a delicious treat — it rivals Christina McCall-Newman's **Grits** and Jeff Simpson's **Discipline of Power** as the best treatments of our recent politics.

As a journalist for the monthly *Saturday Night* during this period Graham had the time and the opportunity to observe these men and their governments ("Joe's Legacy", *Saturday Night*, September 1983; "The Second Coming of John Turner", *Saturday Night*, September, 1984). The transcripts of a piece on Jean Chrétien — "Is this Man the Next Prime Minister?" (*Saturday Night*, March 1981) formed the base for **Straight from the Heart**, the best-selling memoirs of our former SSEA. Graham's own book owes much to these earlier profiles.

If there is a hero amongst these Prime Ministers, it is Pierre Elliot Trudeau. He overshadows all his successors. For most Canadians, he remains THE Prime Minister.

His 16 years as First Minister were only exceeded by Sir John A. MacDonald and Mackenzie King. For Graham, Trudeau is the contemporary father of Confederation and he compares him to Roosevelt in describing his effect on the country. Under Trudeau, the most direct threat to confederation since Joseph Howe sought secession for Nova Scotia, was arrested. His governments permanently altered the country in language, rights, regional sharing and government.

Graham is at his best in his character descriptions. He attributes Trudeau's success to "his self-discipline . . . It lent him mystery, dignity, and an intimidating strength on which much of the public and most of his colleagues could place their hopes for the future, their fears in times of crisis, and almost any interpretation they chose. With the high cheekbones of an aboriginal shaman, the penetrating intellect of a Jesuit priest and the unpredictable behaviour of a Zen master, Trudeau seemed to require mystical explanations. His fans spoke of him as a savior or a sage; journalists called him a magus, magician, and a sorcerer in order to account for his capacity to confound, enchant, and survive; and his worst enemies concluded that he was the very Anti-Christ because the license plate of his Mercedes sports car was numbered 666, the sign of the Beast in Revelations."

Trudeau, says Graham, is a nineteenth century liberal, cherishing the freedom of the individual, the decentralization of power, and democratic rights — the main principles of the Charter of Rights. As leader, he set the agenda and became the lightning rod for dissatisfaction. Reborn in

1980, he was determined to achieve national unity and that took precedence over good economics and good politics. The Canadian federation would be a model for states based on more than one ethnic or linguistic community.

Trudeau, Graham writes, sought to redress the balance of power in Canada, too much having slipped to the provinces, whose premiers lacked a sense of national vision. This was the motive underlying the National Energy Policy and the revision of the equalization and established program payments. It was not Canadianization or self-sufficiency, but rather an attempt to right the fiscal imbalance between the provinces and the federal government and give Ottawa a bigger say in those issues, like health, education, culture, transportation and energy, that mattered most to Canadians. In the end, however, Graham says the country needed a rest. As necessary as Trudeau may have been, his time had passed. And so he left, unmourned because of his arrogance and pugnacity, but respected for his strength and determination.

Joe Clark and John Turner receive rather curt treatment from Graham. It is not so much because he does not like them, rather his approach is one of sympathetic indifference for the two men who risk being remembered in the same breath as that other pair of forgettables: Sir John Abbott and Sir Charles Tupper.

Titled 'The Who's Farewell Tour', Graham starts the section on Canada's 16th Prime Minister in like vein: "Joe Clark began the 1980's in tears and things were going to get a lot worse before they got better". (The section was written before the apparent media rehabilitation of our SSEA). Joe Clark is described by Graham as "what Canadians feared they were — earnest, nice, honest, predictable, and rather dull." Juxtaposed beside Trudeau, who was "what Canadians wished to be — suave, intellectual, and spontaneous", this "fumbling, pompous reflection of themselves" fell short. Clark eventually fell victim to those who believed he would never be more than a "born loser, eternal wimp, condemned forever to be a figure of tragedy or fun".

Growing up in small town Alberta, Graham says Clark developed a vision of Canada, not dissimilar to that of earlier Prime Ministers, in which the strength of the country depended on these small communities. This did not mean the Prime Minister was a headwaiter to the premiers and did not speak for Canada. Clark's idea "community of communities" was misunderstood when described on the national stage and interpreted as caving in to the provinces and weakening the central government. It was the kind of Canada which permitted strong national government with strong representatives from the regions in the cabinet — like the days of King and Jimmy Gardiner. However, his short time as Prime Minister taught him about the greed of the



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provinces, the need and desire of most Canadians for strong central government and the growing weakness of the federal government to manage the economy.

Graham pays tribute to Clark the party-builder and praises his organizational skills in broadening the party's base, forcing it to recognize, if not embrace, French Canada and liberalizing its policies beyond the confines of traditional Conservative narrowness. He singles out for special praise Clark's role during the constitutional battles — virtually alone at first, he persuaded his caucus to stall the package and search for a less confrontational deal, and in time he won some concessions. In contrast, Graham says Mulroney bought it in five minutes and he cites Senator Lowell Murray (our new Minister for Federal Provincial Relations) as explaining that "Brian tends to be pretty simplistic when it comes to strategy. He goes for the big splash" and bought the constitutional deal because "he was so thrilled by the bravado of it all. That position would not have served us very well."

Awkward, ungainly and funny-looking, Clark gains Graham's sympathy and respect for his old-fashioned virtues of honesty and public spirit and good will. He compares Clark to the unheralded surveyors who methodically charted the west. Clark, he says, "looked as valiant and foolish as the small-town boys who had strutted whistling to their deaths in the mud of Europe for their own vague and noble principles, a brave little soldier to the end, just an ordinary Canadian."

John Turner tries harder. At everything he has done, Graham says the 17th Prime Minister has always tried to measure up to the ambitions he, his mother and the mother church have set for him. But beneath what Graham calls his "classic beauty, his falcon stare, his stern voice, his athletic postures, his tailored suits, his preppy family, his important connections, and his record of achievement" there lay an uptight, highly-strung individual who since childhood had had the need to succeed driven into his soul. Stumbling into the leadership campaign the Crown Prince of the Liberal party was considerably more rusty than legend would have it. His waffling on French language rights was unacceptable in French Canada and won him no support among anglophones who had long since made their peace with the new realities. The 'boys in the press corps' were no longer pals or male, and his mano-a-mano style was as out of style as his tactile bum-patting. The cue-cards were mocked; while he was photogenic when captured with the still lense, on television his sweating brow and throat-clearing 'arghhh' did not instill confidence. The first English debate where his weak defence of the Trudeau-induced patronage appointments permitted Mulroney to completely skewer him.

If Trudeau is the book's hero, Brian Mulroney is the villain, "an Irish Duddy

Kravitz . . . who had climbed his way to a stone mansion on the top of Westmount by hustle, street smarts, blarney and self-made luck." His smooth patter is compared to that of a well-heeled vacuum-cleaner salesman. But beneath the fancy orations, twinkly eyes and baritone sincerity, lay a darker side, that of an icy, mean-spirited, cynical politician full of "cool plottings, nervous insecurity, fits of rage, and vows of vengeance." Hardly kind words about a man whose sensitivity to criticism is well reported. Small wonder that Graham reports Mulroney spending a portion of a dinner party at Stornaway ranting and swearing, "His (Graham's) time will come!" (In the postscript at the end of the book, Graham relents somewhat and admits that he has underestimated Mulroney. He suggests adding a "little sugar" to his evaluation.)

For Graham, Mulroney's essential flaw is his untrustworthiness. While his wild exaggerations are a part of his exuberant charm, Graham says that too often they leave behind "a trail of suspicion, contradiction, and broken promises. It wasn't that Mulroney lied. He said everything with heart-felt, oozing sincerity; he really believed what he said as he said it; but in another room a moment later, he could say the opposite with the same heart-felt, oozing sincerity, the same real belief."

Winning the election, claims Graham, was owed less to Mulroney than to the rustiness of John Turner and the decayed Liberal machine, the overwhelming popular clamour for change, and the disciplined and highly efficient Conservative election organization. Graham has special praise for the skill of the former President of Camp Associates Advertising Ltd., Norman Atkins. A man who, in Graham's phrase, "manoeuvred about a notoriously brutal world" yet "exuded sheepishness, had a grin as wide and heart-warming as a Halloween pumpkin's and usually sounded both woeful and vulnerable. Heavy, ill at ease, with a face as big as a harvest moon and a grace to his step that showed why the former high school quarterback was still a terror on the tennis courts, he looked enough like Al Waxman that one wondered if the King of Kensington hadn't wandered onto the set of Quentin Durgens MP."

While the press was concentrating on the Liberal party succession throughout the spring of 1984, Atkins took Mulroney on the road, away from prying eyes of the national media, and made him into the Candidate by introducing him to flattering make-up, convincing him to quit smoking and putting a check on the hyperbole. His every move was carefully scripted, when Mulroney let slip his infamous "no whore like an old whore" crack about our former ambassador designate to Portugal, Bryce Mackasey, he ordered contrition and a public apology. When it was over, and the Conservatives had won their record majority, Atkins got

his reward. First, a major share of the government's tourism advertising, worth about \$24 million and in July 1986 a summons to the Red Chamber, the ultimate reward for the backroom pol. Atkins was recently named Chairman of the Tory election preparation organization.

Graham is not impressed with Mulroney as Prime Minister. He wonders about the effect on the middle and working classes of raising taxes and cutting back social benefits while maintaining and extending corporate tax concessions. The Wilson budgets have not addressed this problem (although tax reform unveiled in July 1986 should alter the difference between corporate and individual tax rates); as Graham points out the well-to-do have a half million dollar capital gains exemption, the oil industry got about \$2.5 billion with the introduction of the Western Accord and there is still no minimum tax. Graham condemns the subsidies extended to Domtar and Hyundai and laments as waste the money lost in the CCB and Northlands Bank bailouts. He doubts the wisdom of the tax man's pursuit of delinquent Newfoundland fishermen, while at the same time granting the Reichmanns a half billion dollar tax break in the Gulf purchase, and selling de Havilland to Boeing in a "bargain-basement sale".

The bow to Reagan's America leaves Graham cold. He is doubtful about the real rewards of dismantling FIRA and the NEP as well as generally giving the Americans "the benefit of the doubt". Detailing Mulroney's Saul-like conversion on free trade, Graham recounts how in the 1983 leadership campaign Mulroney called on his experience as the then President of an American branch plant who shut down a plant in Schefferville to attack John Crosbie's advocacy of the scheme, saying, "This country could not survive with a policy of unfettered free trade. We'd be swamped. We have in many ways a branch-plant economy in certain sectors. All that would happen with that kind of concept would be the boys cranking up their plants throughout the United States in bad times and shutting their entire branch plants in Canada. It's bad enough as it is." Graham says Mulroney came to change his mind after conversations with the investment community, former U.S. ambassador Paul Robinson, Peter Lougheed, senior advisors and bureaucrats. Graham is doubtful of the success of the scheme saying that even if he can manage a deal by 1987 and then take it to the people over the heads of the premiers, he lacks the advantage Trudeau had with the constitution: there is no consensus that the goal is either beneficial or desirable. For Graham, the outrage of the shoe industry when the Tories lifted the import quotas on certain shoes in November 1985 is a taste of things to come.

National reconciliation was a centerpiece of the Mulroney campaign but Graham fears that too much compromise to

provincial interests will damage confederation. In the field of foreign policy, Graham argues that submitting to the demands of the provincial premiers for 'full participation' in the trade negotiations is dumb politics and risks the exclusive federal control in international affairs. In the same way, he is concerned by the Mulroney deal to permit Quebec a seat at the Francophone summits. Admitting that giving New Brunswick equal status was clever, Graham worries that it set a doubtful precedent for the trade negotiations and all future international negotiations, like the GATT, which involve a modicum of provincial interest. On the domestic front, Graham is similarly concerned about the long term effects of bowing to provincial claims on resources, whether offshore Newfoundland or in the West. He points out that the ink was barely dry on the Atlantic Accord when Newfoundland's Brian Peckford was demanding more concessions from Ottawa on regional development and the fisheries. Paying danegeld rarely works and Graham feels Mulroney is learning, to his chagrin, as did Clark before him, that the provinces are a greedy lot. And by saying that the provinces can do a better job at regional development or that aircraft companies were better in the hands of American multinationals Graham thinks Mulroney is

subtly undermining his own image as leader of a strong, central government.

The PMO has always been subject to criticism but this was usually offset by recognition as to its effectiveness and the intelligence of its operatives. Graham caustically argues that despite its massive increases in budget and numbers, Mulroney places a higher premium on cronyism than talent because they were the ones that "had propped him up during the dark times; they understood and tolerated his tantrums and his petty vengeance; and they flattered him with their devotion. Together they were bound by the sense of being underrated outsiders who trusted and respected each other more than anyone else." He notes the Big Blue Machine was kept out during the first two years (the appointment of Atkins to the Senate and Dalton Camp to the PCO would indicate this is changing). The danger of this attitude, warns Graham, is the creation of a bunker mentality where if you are not seen as on-side, your loyalty is suspect.

In what could almost be a political obituary Graham offers a final critique of Mulroney: "Flying rather erratically by his political instincts and trying to keep in the centre by swooping back and forth and from left to right, he confused and annoyed his ministers, his bureaucrats, and the people of

Canada. His improvised inconsistency, his mercurial emotions, his obsession with fighting the last election and then the next one, and his suspicion of ideas seemed to confirm the impression that he had no purpose for power except to keep it".

In concluding, Graham offers the Prime Minister some advice: "develop a thicker skin, a taste for wielding a sword in public, and a more coherent vision for the sake of the country as well as his own good. Reacting to every challenge with ad hoc policies, quick surrenders, and oversensitive emotions might steal ground from the opposition and buy temporary peace, but it would do little for the structural flaws that every analysis agreed were sending Canada into a gradual decline or impending crisis."

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*Colin Robertson is editor of Bout de papier. He was departmental assistant to Hon. Allan J. MacEachen when the latter was Deputy Prime Minister and SSEA during the last Trudeau government.* △

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## Children's Books

**Michele Landsberg's Guide to Children's Books**, by Michele Landsberg. Published by Penguin, 1985. 272 pp. \$12.95.

Let it be said at the outset that I approached **Guide to Children's Books** with what are commonly known as "grave doubts". Guidebooks, I thought, are either for the hopelessly timid or for those who are already converted and seek only to have their taste publicly affirmed.

Furthermore, the market abounds with handbooks to children's literature: there are manuals which trumpet the joys of reading aloud, pre-school primers to help children master "literary skills", "best book" lists, how to's and scholarly surveys aplenty. Canada even has some well-respected writers in the field — the redoubtable Sheila Egoff, to name but one. The odds were against Landsberg outdoing the old pros or finding a new angle. Nor were my misgivings quieted by the publisher's hype of the frontispiece: "Michele Landsberg," says Penguin, is "one of Canada's best loved and most widely read columnists." With no slight intended to Landsberg or her colleagues I cannot think of a single Canadian columnist I can classify as "lovable".

Somewhere along the way, however, I caved in. Landsberg's book is persuasive and charming and I recommend it to parents, librarians, students of children's literature or anyone who likes a good read about books. I can easily explain why I succumbed. Landsberg combines the two ingredients necessary to any good guidebook — experience and taste.

On the first point, experience, Landsberg has plenty of competition, as noted above. Without the usual academic credentials or other traditional experience in the field of kidlit, she might be working at a disadvantage. Landsberg, however, is a parent, a lifelong and obviously voracious reader and a voluble communicator who readily expresses her delight or distaste.

Our guide has done her homework, extending her personal reach by consulting with children, librarians and teachers to produce a "treasury" of more than 350 great children's books. The treasury is an annotated bibliography, roughly classified by age and/or reading level (Landsberg never suggests, by the way, that the two will always neatly correspond), with brief annotations and notes on availability for each entry. This is supplemented by ten chapters in which Landsberg sorts the corpus of children's literature into developmental or conceptual lumps — picture books, fantasies, stories to accompany the prepubescent quest for identity, and so on.

Much of the conventional wisdom on the psychological basis to children's writing (e.g., the now widely held theory that fairy tales, with their violence, sibling rivalry and Oedipal behaviours, offer a vicarious and therefore healthy outlet to children experiencing similar trials in real life) has been absorbed and is ably communicated. Landsberg also acknowledges recent Canadian children's books and the development of non-sexist, non-racist literature, while adding that no book, even if politically correct and popular, can stand on that basis alone. Only excellence, she says, makes a book worth publishing and reading.

Landsberg never writes as a polemicist, scholar or clinician. More typical is a mood in which she uses rich language and imagery to recreate liberating moments of past literary discovery, to grasp the unique and memorable qualities of an outstanding title. The "passionate dependencies" of the preschool years are recalled, as is the "spacious and rich" prose of Kenneth Grahame, the "earth-shaking" utopian vision of E. Nesbit, the brilliant, dreamy illustrations of Maurice Sendak.

All of which brings me to Landsberg's second, and perhaps more valuable, quality — taste, otherwise defined as style or conviction. What, after all, is a literary guidebook without a strong personality to animate it? Just so many titles strung together. If comprehensiveness is all that is desired, one should simply buy **Children's Books in Print**. Far better the lively,

developed and decided opinions of Michele Landsberg. If an unwary but well-meaning parent picks up the Guide with the vague perception that Johnny has been watching rather too much television lately, that parent will shortly be made into a believer, a witness to the life-affirming and enhancing quality of good books. On the other hand, Landsberg does not mince words when it comes to the less than literary, if hugely popular works, by authors such as Judy Blume and Roald Dahl. These books, she says, are mindless, cruel and just plain trashy. Landsberg is somewhat less convincing, however, when suggesting ways to wean avid young consumers of Blume *et al* away from pap and onto more nourishing fare. What, she asks, shall we do about the junk and the poor reader? This, indeed, is the question that will prompt many parents to pick up the Guide in the first place. While noting that children, like adults, appear to require a certain amount of "bulk" reading, and while admitting that there are no easy answers, Landsberg seems to think that a good parental example and a reticent "mm-hmm" response when confronted with junk will go a long way toward eliminating these problems.

I am less certain. Concerned parents, professionals, and interested others, expect an uphill battle. But if you wish to arm yourselves, try the Guide. It is as knowledgeable a work as any, and far better written and researched than most. And if Michele Landsberg, by virtue of her sympathy and conviction, wins over a few hard cases to the cause, well then, so much the better.

Brenda Brady is the Chief Librarian at the United States Information Agency in Ottawa. Δ



**A Hero of Our Time by Philip Ziegler, published by Collins, 1985, 700 pp., \$25.**

Neither those who revere Lord Louis Mountbatten as a founder of the modern Commonwealth nor those who think of him as a dilettante and a lightweight will find their views fully vindicated in this well balanced biography of a man who helped to shape today's world. In romantic with a mind firmly the end, Mountbatten was an old fashioned fixed in this century. This is the essence of Ziegler's conclusions about his subject.

This book is rather long and many will find the details of Mountbatten's early life and of his retirement years of little interest except in an "anecdotal" sense. Indeed, until he was appointed Head of Combined Operations in 1941 and put in charge of the pre-invasion harassment attacks against the Nazis in occupied Europe, Mountbatten led a life not terribly unlike a lot of other wealthy military or naval officers. Somewhat luckier than many, and perhaps harder working, he was unique in the sense that his connections allowed him to be in the right place at the right time to catch the attention of one W.S. Churchill.

Ziegler divides Mountbatten's public life into three broad periods: Combined Operations/Supremo, Viceroy, and High Command in London. The first part of his life, which runs from birth until his notice by Churchill and subsequent appointment as head of Combined Operations during the second world war is only of passing interest to the "student of history". Ziegler relates numerous adventures and misadventures that quite rightly suggest Mountbatten might well have been a great leader of men without having been a great "ship driver" in the naval sense. That Mountbatten was good at the technical aspects of his profession is made quite clear. Yet, Ziegler is scrupulously honest in relating that his performance as a captain was not at all flawless. Perhaps it is a case of a reverse Peter Principle: Rising to the challenge. Mountbatten seemed to do better the more exalted his position.

Mountbatten first made his influence felt on the world stage at the time of his appointment to head Combined Operations. The appointment as captain of the aircraft carrier *Illustrious*, which he held immediately prior to Combined Operations, illustrates another aspect of Mountbatten's career which Ziegler properly emphasizes — his luck.

Being at the right place at the right time has helped many a career and Mountbatten's appointment to *Illustrious* while she was undergoing refit in the U.S.A. was just that. His visit to the U.S.A. laid the groundwork for the excellent relations with the Americans which characterized and helped his career until the end when he sought to lead the Royal Navy into the nuclear age with the help of the less-than-co-operative Admiral Rickover, father of the United States nuclear navy.

His work at Combined Operations

illustrated — not for the last time — that a leader must be an adept bureaucratic player. Ziegler frequently makes the point that Mountbatten was not given to abstract conceptualizing. Rather, he always (or almost always) drew on the best ideas of others and got them through the system.

Mountbatten conceived and planned the first major combined operation of the war — Dieppe. Countless pages have been written analyzing what many consider to have been the criminal slaughter of Canadian soldiers. Ziegler places the responsibility for its planning squarely on Mountbatten but notes that others denied him the capital ships and the air cover he had recommended. In the end, Ziegler asserts that any blame must be shared by many players. This was, incidentally, the view adopted by Canada's official World War II historian, C.P. Stacey.

Mountbatten's general performance at Combined Operations clearly pleased both Churchill and Roosevelt. They assured his place in the military history of W.W. II by appointing him Supreme Allied Commander in South-East Asia, putting him on a par with Supremos MacArthur (South-West Pacific), Nimitz (Pacific Ocean Area) and Eisenhower (Europe). To convey an idea of the size of Mountbatten's command, Ziegler quotes Mountbatten as fidgeting about the accommodations of the 16 officers of Major General rank in his headquarters. As Supremo, Mountbatten had Service Commanders-in-Chief immeasurably more experienced and qualified in the arts of war than he was. His challenge was to get the right commanders in place and to incite them and their men to work together while ensuring his area was not forgotten and starved of direction, material and men by the U.S.-U.K. Combined Chief of Staff, who effectively ran the war under the strategic direction of Roosevelt and Churchill. He had to compete with the main priority, the war in Europe, and with the Supremo next door, General MacArthur. Ziegler cannot be faulted for expressing his admiration at Mountbatten's success in taking an almost derelict command and making it into a more effective one. Here again, his people skills, his good relations with the Yanks, hard work and luck combined to re-enforce the general view of his having a golden touch.

After mopping up his area after the war, Mountbatten, says Ziegler, wished for nothing more than a return to the Royal Navy. Not an easy task because Mountbatten rose in six years (in Foreign Service terms) roughly from an FS-2 to an acting EX-5. After serving as Supremo, he reverted to the permanent rank of Rear Admiral and returned to London. In reading this part of the book, I was reminded of one of the last scenes of the recent television mini-series *Shogun* when the new Shogun admits what he had constantly and emphatically been denying — that his one real goal was to be

Shogun. This thought is undoubtedly unworthy of both Mountbatten and of his biographer, yet for a man such as Mountbatten it is a bit difficult to believe that all he wanted was to run a squadron of ships. In any event, one of the most powerful appointive, and certainly the most glorious, positions in the world intervened.

Books have been written about the sub-continent's advent to freedom and Mountbatten's role therein. After noting Mountbatten's "reticence" to take on the job of Viceroy, Ziegler again focuses on the people skills, luck and hard work that often combined to put him over the top. Mountbatten brought a fresh mind to the problem and, in the end, succeeded in divesting Britain of the most treasured part of its Empire. He did so by cajoling, bullying, charming, threatening and by playing on his kinship with the King-Emperor. And he did

it. Many have argued that he did so too quickly and in a manner that resulted in untold thousands of deaths. Even with the advantage of hindsight Ziegler (as will most readers) found difficulty in assessing that accusation. At this point in time, Britain was utterly exhausted by the war and it is doubtful that the stiff upper lip of the Brits in India and a largely native army could have held on much longer. Ziegler ends his treatment of Mountbatten in India with a quotation from Nehru saying that he was leaving loved, respected, and indeed revered by millions of Indians — no mean feat and one which properly makes Mountbatten a founder of the modern Commonwealth.

After India, Mountbatten proved many of his detractors wrong and returned to the Royal Navy and served in a junior flag position in the Mediterranean fleet. He did well and became Fourth Sea Lord in 1950. In



## United Way

### 1986 CAMPAIGN

The United Way Campaign for 1986 is now under way and no effort is being spared to ensure that the Department of External Affairs meets its ambitious target of \$210,280, a 5 per cent increase from last year's objective.

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## Centraide

### LA CAMPAGNE 1986

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Donner à Centraide est d'autant plus simple que sa campagne de souscription n'arrive qu'une fois par année, et d'autant plus facile que les contributions peuvent désormais se faire par le biais de retenues sur le traitement et que ces dernières se traduisent par des réductions d'impôt appréciables.

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1952, he assumed command of the Mediterranean Fleet where his good relations with the U.S.N. stood him in good stead once again. The final stage of his career as professional head of the R.N. (First Sea Lord) and then as professional head of the U.K. armed forces as Chief of the Defence Staff marked a period of accomplishment equalled only, perhaps, by India.

The final part of Mountbatten's public life is dealt with by Ziegler in his chapter on Mountbatten's work as Chief of the Defence Staff. Aside from the numerous and important policy and procurement decisions inherent to Britain's top military job, Mountbatten's crowning task was to re-organize Britain's centuries old military establishment to enable it to function in an environment totally undreamed of even by the generals and admirals who fought in World War II. Members of the Foreign Service will readily recall the agonies occasioned by the re-organization of the Department of External Affairs; in comparison with the effort to untangle the web of centuries between the Admiralty and the War Office, External's restructuring appears to have been "a piece of cake". Given the enormity of Mountbatten's accomplishment, Ziegler comments in some detail on the efforts required of Mountbatten and of his political master to ensure the creation of the position of Secretary of State for Defence with the authority and support to shape the totality of Britain's defence policy. Again, in this phase of his life, hard work, luck, people skills and his connections, combined to make Mountbatten's efforts successful.

Ziegler makes clear that Mountbatten's useful life did not end with his departure from the Ministry of Defence and provides another three chapters on his work after retirement. By then, however, he was getting tired and his active influence on U.K. and world events ended when he stepped down as Chief of Defence Staff. Ziegler leaves us the impression that Mountbatten was the kind of man rarely seen in this century. The book's last sentence captures this well:

"He flared brilliantly across the face of the twentieth century; the meteor is extinguished but its glow lingers on in the mind's eye."

*Richard B. Fadden is a former naval reserve officer. He joined the Foreign Service in 1977 and served in Accra. He is currently Director of Operations, Security and Intelligence Secretariat, Privy Council Office. Δ*

**Villette, by Charlotte Brontë, published by Penguin, 1980, \$5.95.**

**Villette** has relevance to the modern experience of foreign life. It explores the themes of alienation and identity through the evolution of the character of the narrator, Miss Lucy Snowe, an English school teacher in Villette, a fictional portrait of 19th century Brussels. Critic Mark Lilly calls **Villette** one of the great studies of "self without society" in our literature.

Biographical references seem inevitable in discussing Brontë novels. Although her characters showed considerable independence, in real life Charlotte Brontë was exceedingly shy and more conscious of the need to compromise with conventions than the free spirit of her sister Emily. Charlotte's own short life of almost unrelenting illness, sorrow and misery makes her development as a novelist one of courage as well as artistry. It was her experience at the Pensionnat Héger in Belgium that provided the inspiration for **Villette**.

Lucy Snowe's search for a role in a society where she is not only an alien but a "nobody" is painful. She rejects imposed roles, expediency, and offers of comfort in the shadow of wealthy friends. Her fits of rebellion and the discord among the major characters ensure that her path through life is a rocky one. In the end Lucy Snowe may not marry the man she loves, but she finds fulfillment in her love for him and her career where she is useful to others and financially secure. She becomes aware that the fallibility of human justice is tempered by the transience of human suffering.

The unforgettable cast of characters is drawn with unusual powers of psychological observation. Madame Beck, head mistress of the Pension with her stone-like exterior, solid and bourgeoise, is devious and a very successful manager of her establishment. In an emotionally charged scene she is exposed as Lucy's rival. Genevra Fanshawe, an English student at Madame Beck's, is weak and selfish, endowed with beauty and good fortune. One rather likes her in spite of her character faults because of her absence of malice and her friendship with the narrator. Paul Emmanuel is the short tempered, authoritarian and generous professor who notices Lucy's merits and wins her esteem.

**Villette** was recognized by the Victorians as a revolutionary novel. They were shocked by its "coarseness." It extended the English novel into new areas — psychology, sexuality, mental disorder, oppression of women, passion, surrealism, and even the effect of drugs. Charlotte Brontë's imagination has more in common with her French contemporaries Hugo and Balzac than with most English novelists. It is interesting to note that her works were generally better received in France than at home, in spite of some traces of anti-Catholicism. Eminent critics of this century such as Herbert Read have recognized

**Villette's** seminal role in the development of the English novel.

Isolation from language, religion, family, familiar society are things that foreign service personnel have all experienced, especially when new at a post. In exploring such subjects, **Villette** is a profoundly modern novel. Charlotte Brontë's critique of society was radical for her day. Its message retains its poignancy. This is not really a review: I hope for some readers it will serve as an introduction.

Those who know Brussels may well recognize it in the descriptions of the grey and brooding streets of Villette. The city is, in fact, more than a title and setting. It becomes an active character, contributing to Lucy Snowe's depression and sense of alienation.

*Ian Ferguson joined the Foreign Service in 1972 and has served in Brasilia, Paris and Dakar. Former deputy head of the South Africa Task Force, he is currently Counsellor at the Canadian Embassy in Damascus. Δ*



**Management for Development: Planning and Practice from African and Canadian Experience: par Tom Kent et Ian McAllister, publié par University Press of America, Inc., Coll. "Dalhousie African Series", 4, 1985; 123 pp.**

Dans cet ouvrage, Kent et McAllister ont produit ce qu'ils appellent un "non-textbook" concis, lequel puise à même leur expérience de professeur et de gestionnaire au Canada et en Afrique. On y précise: "The theme of management for development means that emphasis is placed on the leadership role of public servants..." Les auteurs tentent de formuler un ensemble de suggestions pratiques pour que les planificateurs, africains ou canadiens, analysent, fixent les priorités en fonction des ressources disponibles, tiennent compte de l'environnement culturel, adaptent les structures décisionnelles aux budgets, etc.

**Management for Development** comprend cinq chapitres précédés de quelques commentaires d'introduction sur la formation à la gestion dans un pays en voie de développement. Le premier chapitre tente d'établir l'interface entre les divers pro-

cessus de planification, le budget et le processus politique. Le deuxième chapitre traite de la transformation de politiques de développement en des programmes concrets.

Les chapitres trois et quatre concentrent sur les diverses phases d'un projet de développement jusqu'à son évaluation après sa terminaison. Le dernier chapitre examine les questions de l'aide extérieure et de l'investissement étranger. À travers le texte, les fonctionnaires-gestionnaires demeurent la pierre angulaire, de la formulation à la réalisation, des projets ou programmes de développement.

Si, en fait, l'ouvrage leur est particulièrement destiné, le ton et le style sommaire et plutôt pédagogique ne se prêtent cependant pas à tous les niveaux. Non qu'ils soient arides, au contraire; les affirmations parfois trop évidentes, les observations empiriques, le tout imprégné du plus élémentaire bon sens, relèvent plus d'un cours pour initier soit le néophyte à une certaine problématique

de la planification au développement, soit certains fonctionnaires moyens nécessitant un complément de formation.

L'ouvrage qui pourtant mentionne les éléments culturels et pratiques auxquels doit faire face tout fonctionnaire africain, oublie, en voulant attribuer à ce dernier un rôle plus ou moins comparable à celui du gestionnaire canadien, que l'africain n'a pas la même structure, le même cadre pour opérer. En effet, la structure du pouvoir en Afrique est telle que les politiques et priorités procèdent de haut, parfois de façon autoritaire ou paternaliste, et l'avis du technocrate cède le pas devant l'impératif du pouvoir. Par ailleurs, en citant le système de planification, programmation, budgétisation et systèmes (PPBS) comme un outil recommandable, on néglige de préciser que certains pays africains sont dotés de systèmes relativement bien rodés, comme c'est le cas en Côte d'Ivoire, par exemple. Établir des comparaisons entre les gestions africaine et canadienne perd ici ses sens. Il est vrai que les auteurs se sont prémunis au préalable lorsqu'ils précisent à l'introduction: "The one thing they do have to offer is some distilling and rationalization of comparative experience".

Les lacunes qu'un plan de développement ou un système, tel le PPBS peut rencontrer en Afrique, ou dans tout autre pays en voie de développement, sont abordées de façon réaliste dans l'article de Pierre Jacquennot "Crise et Renouveau de la planification du développement", *Revue du Tiers-Monde*, No. 98, juin 1984. Mis en relief avec cet article, le chapitre premier y gagne beaucoup. Sans moyens, ni priorités hiérarchisées, avec des financements aléatoires, une mobilisation minimale des acteurs, une capacité d'absorption limitée, la plupart des plans quinquennaux ou de développement africains ne sont parfois que des vœux pieux. Le PPBS risque d'élaborer des plans que les maigres capacités des bureaucraties africaines ne pourraient entamer efficacement.

En ces sens, il y aurait lieu d'identifier des domaines d'innovation pour la planification et la gestion en Afrique. Le chapitre cinq amorce avec intérêt l'analyse de l'investissement étranger et son effet d'entraînement sur l'économie. Mais tant au niveau des structures actuelles que de nouvelles à définir, il demeure que la formation et la conscientisation des fonctionnaires est centrale à chacune des phases indiquées.

*Léopold Battel est agent de service aux affaires extérieures qui est posté à Abidjan.* △

**Trade Policy in the 1980's, edited by William R. Cline, 796 pp.**

World trade policy is a subject badly needing some fresh thinking and new

clichés. Anyone interested in both understanding and reforming the current system can usefully study this work, which reports on a conference of international trade experts. Recent events, including the advent of a trillion dollar debt in the developing world and the growth of U.S. protectionism, make this book even more relevant today than when it was first published in 1983.

Separate chapters focus on major trade issues. In a section on American trade practices, Rodney Grey points out that GATT's unconditional most-favoured-nation clause has taken a major battering from many quarters, including the U.S., on behalf of Canadian automotive products. He cites specific U.S. practices with respect to textiles, steel, automobiles and the DISCS, but concludes nonetheless that restoring coherence to the world trade system is in fact most likely to begin in Washington.

The chapter on threats to our multilateral system is disturbing. Readers are reminded that rapidly-growing merchandise trade among industrial countries was a large factor in economic growth between 1950 and 1975. The resurgence of neo-mercantalism, through which governments attempt to step up exports and slow down imports, has eroded the political will to rely on multilateral mechanisms. The GATT system has suffered while national governments have instituted protectionist programs in many sectors, including textiles, steel and agriculture. Both order and general prosperity in the world economy are threatened when governments replace non-discrimination and global reciprocity with discrimination and sectoral policies. The riddle endures: how do we maximize the very large benefits of an interdependent world economy while preserving the degree of national autonomy necessary for national states to pursue their own legitimate goals?

Editor William Cline and Fred Bergsten make a compelling case for preserving the open trading system. Nations benefit from the law of comparative advantage by producing goods and services in which they are relatively more efficient and by importing those in which they are relatively less efficient. Economies of scale are easier to achieve through production for an international market (especially for smaller economies like our own). The incentive to adopt new technologies and to become more efficient is increased if a nation's industry is exposed to the rigours of international competition. The editors conclude that an open trading system can best be enhanced by eliminating current exchange rate misalignments (most notably the overvaluation of the U.S. dollar) and by launching a new multilateral trade negotiation that will seek both a reduction in trade barriers and improved performance by the GATT in monitoring and managing the international trade system.

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The chapters on old and new trade issues are interesting and useful. On the issue of trade in services, a practice still largely outside GATT trading rules, and now representing nearly one fifth of world trade, problems still exist. In areas such as art and music, accounting and consulting, liberalization is required. High technology trade is another new area requiring attention as it may well be the key determinant of national competitiveness over the coming decades.

The concluding chapters attempt to synthesize 729 pages of commentary. Some of the conclusions:

- Trade itself is an engine of economic growth. Developing countries that maintained an outward orientation, seizing the trading opportunity that the post war expansion of the world economy provided, performed substantially better than those that continued with an inward orientation. Developing countries should now be drawn more fully into the GATT system.
- The most-favoured nation, non-discriminatory provisions of GATT have clearly been "bent" in the direction of selectivity by member nations. However, leaving GATT Article XIX in its present form tends to reduce the impulse to protectionist interventions by governments.
- Export subsidies and dumping pose major threats to the GATT system because they violate the importing nation's sense of fairness. "Aggressive reciprocity" measures have resulted, presupposing that access to one's market will be determined by national criteria rather than agreed-upon GATT-type rules of law.
- World trade policy in the late 1980's should include an immediate halt to the protectionist drift which began in the mid-1970's through the proposed Standstill Agreement.
- GATT's role in world trade negotiations could be strengthened by becoming a full-fledged international institution like the World Bank and International Monetary Fund. Its mandate should be to seek out and publicize trade barriers in both goods and services wherever they occur.

One of the conference assumptions appears to be that trade policy must move ahead. Editor Cline concludes that the upcoming round of GATT negotiations should focus on two problems likely to emerge over the next decade: 1) services, investment-related and high technology trade issues and 2) the key issues of the past which have not yet yielded satisfactory solutions, for example, textiles, agriculture, steel, subsidies and safeguards. One key to maintaining an open trading policy is for nations to deal effectively with adjustment problems by companies and industries affected by trading policy. The alternative, say Cline and Bergsten, is "to risk losing the

gains of almost forty years, which have been so crucial to the prosperity and political stability of the entire postwar period". Amen!

*David Kilgour is a frequent contributor to Bout de papier. The MP from Edmonton Strathcona since 1979, he is currently parliamentary secretary to the Minister of Indian Affairs and Northern Development.* △

**John Halstead on: Canada and the Conference on Security and Cooperation in Europe, edited by Robert Spencer, Centre for International Studies, University of Toronto Press, 1985, 440 pp.**

Last year marked the tenth anniversary of the culmination of the Conference on Security and Cooperation in Europe (CSCE) with the signing of the Final Act in Helsinki. The occasion was marked with the publication of a volume entitled **Canada and the Conference on Security and**

**Cooperation in Europe**, authored by nine prominent Canadian academics and edited by Robert Spencer, then Director of the Centre for International Studies at the University of Toronto. It is by far the best work on the subject to appear in this country and one of the best anywhere. Based in large part on careful research into departmental files hitherto untouched by scholars and on many interviews with Canadian officials who were personally involved, it offers a dispassionate but by no means detached analysis of both the Helsinki process and Canada's role in it.

It is too bad that this book has not received more public attention than it has, for the story it tells is essential to a correct appreciation of the evolution of East-West relations in the 1970's and hence to an understanding of where we are now. It is a story which was largely ignored at the time by the media, at least in North America, which did not wake up to its implications until the U.S. administration decided to unfurl the banner of human rights and the Soviet Union and Eastern European governments cracked down on the dissident groups which the Final Act had spawned.

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# Property Management

Even in academic circles it evoked surprisingly little interest and what was written about it was often superficial and simplistic. A popular impression was fostered that the Final Act involved a deal whereby the West gave the East recognition of the post-World War II frontiers in Europe in return for Eastern acceptance of certain human rights commitments, and that it was a bad deal for the West because recognition of the frontiers was a once for all concession of substance, whereas the human rights commitments taken on by the East were so general as to be meaningless and were in any case not honoured.

As will be clear from a reading of *Canada and the Conference on Security and Cooperation in Europe*, this impression is a caricature of the facts. The book notes that the Soviet preoccupation at the conference was with security questions and that the main objective of the Soviet Union was to consolidate its hegemony in Eastern Europe, while the emphasis of the West was on translating detente into practical measures for the freer movement of people, goods and ideas, with the aim of trying to open up the closed communist societies. But it also explains that there is nowhere in the Final Act any recognition of frontiers, only recognition of the principle of "non-violability" of frontiers. In other words, frontiers are not to be changed by force, which is no more than is enshrined in the U.N. Charter. Moreover, the Final Act explicitly acknowledges the principle of "peaceful change", according to which frontiers can be changed, consistent with international law, by peaceful means and by agreement. This falls far short of the "immutability" of frontiers which the Soviet Union was after. At the same time the book demonstrates that the West was able, by stubborn and skilful negotiation, to extract from the Soviet Union and its allies acceptance of the principle that human rights are a legitimate subject for international debate and negotiation and have a direct bearing on the quality of East-West relations. Apart from the question of observance of specific human rights commitments, this was in itself an enormous concession by the Soviet Union in comparison with its hitherto traditional stand.

**Canada and the Conference on Security and Cooperation in Europe** makes a valuable contribution in at least two other important respects as well. For one thing it makes clear that the problem of managing East-West relations arises not only out of the incompatibility of two contending political and social systems but also out of the difficulty of reaching agreement on clearly defined Western goals. For there are two differing conceptions in contention in the West: one is described in the book as the "messianic" approach (perhaps "ideological" would be better), which argues that East-West confrontation is inevitable unless and until the nature of communist society

changes fundamentally; the other is the "pragmatic" approach, which argues that the best way to move from confrontation to cooperation is to promote incremental mutual adjustments by a combination of incentives and reassurances which would convince the communist regimes that they would have more to gain than to lose from cooperation.

Another contribution of this book is to reveal the by no means negligible role played by Canada in the CSCE and the motives behind it. Canadians themselves are generally unaware that their country was among the most active and effective of the participants, took a substantive part in the preparation for the negotiations, helped with the coordination of Western consultations among the nine European Communities and the 15 of NATO, and was more than once instrumental in furnishing ideas to guide the negotiations or to break an impasse. Admittedly the circumstances were unusual in that this was one international forum where the United States chose, up until the signature of the Final Act at least, to strike a low profile. But the Canadian role was also based on solid considerations of enlightened Canadian interests. It was based on a recognition of the indivisibility of Canadian security and European security. It was based on the aspirations of Canadians for a more stable, open and cooperative East-West relationship. And it was based on a wish to strengthen Canada's independence by fostering a greater diversification of relations outside North America.

For those of us who were directly involved in this operation, a reading of **Canada and the Conference on Security and Cooperation in Europe** is likely to be a rather nostalgic experience. It revives

memories of a period of remarkable movement in East-West relations, a time when new paths were being explored and new guidelines laid down, a time of realism but also of hope. We did not ignore the reality of the communist system. Indeed I think we bargained harder and more successfully than in any East-West negotiations before or since. But the hope of establishing a framework in which the seeds of a better East-West relationship could take root and grow was soon dashed, at least in the short run, on the rocks of renewed ideological confrontation.

A lot of polemical water has gone under the detente bridge since the signing of the Helsinki Final Act. Indeed some would say that the bridge has all but been swept away by the torrent of mutual recrimination which has come to characterize East-West relations in the intervening years, including the follow-up meetings in Belgrade and Madrid. And yet the institutions established at Helsinki and the Helsinki process have endured, because no one is prepared to turn his back on them. And the search for a more stable, open and cooperative East-West relationship goes on, as it must, in spite of the set-backs and disillusionments of the past, because there is no realistic alternative that offers hope for the future.

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*John Halstead is a member of Bout de papier's Senior Advisory Board. He was closely involved in the CSCE process both as Director of the European Division, as Assistant Undersecretary for European and Defence Affairs, as Acting Undersecretary of State for External Affairs, and later as Ambassador to Germany.*     Δ

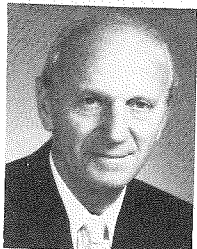


*General view of an opening session of the Stockholm Conference.*

**Freifeld On:**

# The Canadian Style: The Guide to Writing and Editing

by Sidney A. Freifeld



**The Canadian Style: A Guide to Writing and Editing. Published by the Department of the Secretary of State, Methuen, 1986, \$11.95.**

**The Canadian Style: A Guide to Writing and Editing**, published last year by the Department of the Secretary of State, is the English-language counterpart of a French-language style manual published by that department in 1983 (the *Guide du rédacteur de l'administration fédérale*) and it is said to replace the **Government of Canada Style Manual for Writers and Editors**, last reprinted in 1966. I confess that this is the first time I have ever seen any of these volumes, which is a sad commentary on something or other, because I have had a fair amount to do with writing and editing in the department, both while in active service and since retirement. All that I had to go on were occasional ephemeral bits and pieces of paper, containing a few do's and don't's, emanating from individuals in SCI and SCS and their predecessor units in External.

In earlier years, departmental effort seemed to be devoted as much to destroying writing style as to improving it. This resulted from External's continuing preoccupation with minimizing expense and labour in our growing telegram traffic. For decades, our facilities for encyphering, decyphering and transmitting over our own and British lines were puny compared to the sophisticated and far-flung electronic apparatus of today. A year never went by without some edict from types like Herb Moran or John Starnes enjoining us to cut, abbreviate or dispense entirely with our precious draft telegrams. Letters and dispatches sent by diplomatic bag, rather than telegrams, were encouraged. If telegrams really had to be sent, the priorities we assigned (for speed and handling in transmission) were intermittently monitored. Occasionally a prize would be offered for traffic-cutting suggestions. I did not win one when, to illustrate how journalists were allowed by cable companies and editors to compress phrases and combine words, I offered as an example the message sent by a foreign correspondent,

intending to resign, to his managing editor at Head Office: UPSHOVE JOB ASSWARDS (incurring cable tolls for three words instead of at least six).

But the telegram-parers found it difficult to cope, as they doubtless still do today, with certain Externally human failings — the higher the rank, the more marked — the propensity of officers to assume that reports sent by telegram, rather than by mail or bag, with an imposing list of addressees and with a high security classification, preferably "Top Secret-Canadian Eyes Only", would more likely catch the eye of their betters at Headquarters than a letter with the lowly "Restricted" and sent by bag.

Before some unkind reader wonders when I am going to deal with the rather pompously-entitled **The Canadian Style: A Guide to Writing and Editing**, I want to indulge in another recollection which admittedly is somewhat oblique to this subject. It has to do with copies.

In the early fifties I was appointed spokesman and head of the Press Office and soon found that the prevailing mentality was that the best way to guard External's secrets — which included about everything the Department did at that time — was to keep the spokesman in ignorance, at least until some public announcement unhappily could no longer be avoided. So I sought to convince the USSEA that the best way to guard the department's secrets was to make the spokesman privy to them. If I were kept in ignorance, the press would simply seek out other officers perhaps less qualified in dealing with the press; whereas, if I were kept informed, I could anticipate questions that would arise, answers that might be given, responses that might be expected and problems that could not be avoided.

This wise and quite novel idea was quickly approved by Arnold Heeney and I began to receive the daily "pack" of telegrams. I then suggested that I be provided with copies of memos to the Minister, which would provide exposure to the whole spectrum of External's activities, normally available only to the under-secretarial group. Again Mr. Heeney agreed, but I ran into an unexpected problem: how stenos could squeeze out an extra carbon copy for me, in addition to the half dozen or more required for the Minister's and USSEA's offices. The pecking

order in the department could be precisely discerned from the legibility of the carbon copy you received of a memo to the Minister. My ambitious program of self-education nearly foundered over the stenographers' difficulty of producing a legible seventh carbon copy under that thick vellum and I soon required reading glasses for the first time. This will explain my conviction that the most important technological breakthrough since World War II has not been the computer but the photocopy machine.

Today's PAFSO members would not find credible what we had to do to manage without it, and without facsimile and word processors. But those earlier East Block days could provide a wondrous bounty to anyone who took the trouble to profit from it — exposure to distinguished colleagues who could write the Queen's English with elegance and style: Hume Wrong, John Holmes, Escott Reid, Charles Ritchie, Gerry Riddell, Herbert Norman — and the unforgettable and quite extraordinary Archibald A. Day. It was not so much that these exalted officers sought to teach you but, if you had any interest at all in matters of language, you could not help but learn from them, if only by a process of osmosis. And they would take the trouble to be helpful, because in earlier days the quality of our writing was considered professionally important.

Some of the learning came through enjoiners to observe their pet taboos. Around 1950, John Holmes descended on us at PERMISNY and promptly asserted the dictum that Externalites do not feel; they think or believe, or hold a view or have an opinion. Under John, Permdel did not report that he felt that the U.S.A. would support our draft. He reported that he believed the U.K. proposal would gain a majority, and he thought that the French would soon rally round. This may sound pretty trite, but there was much more and, after all, John went on to become the foremost writer — and of international import, on Canada's external relations. Except to the denser among us, John's impeccable crafting of *bouts de papier*, at PERMIS and in the East Block, was infectious.

Escott Reid, you would quickly learn,

disliked sentences starting with “however”, was unhappy with mixed metaphors such as “massive reaction”, and was intolerant of the use of conventional but unwarranted verbs in place of the simple “to be,” e.g. “this figure represented an increase of Canadian exports over last year,” or “wheat emerged as the leading component in our balance of payments.”

And Charles Ritchie? Hmm ... I saw little of his paper; perhaps even then he had an eye on its possible post-graduate use. But what he did to our's, or at least mine! He could drive one up the wall with obscure comments, seemingly hieroglyphic, on the precious pieces of paper that went up for his approval. Down the left-hand margin of a paragraph he might simply draw a vague, wavy line, leaving you to wonder what — if anything — was the matter with it. At the end of a key paragraph, he might inscribe an enigmatic “Really?” or an equally unhelpful “Mmm.” To precipitate under-secretarial decision-making, you would conclude your memo by offering a couple of options. Charles, bless his soul, might simply append to the two of them “Yes” or “Agreed”.

External's most ardent, most untiring, early champion of good English was indisputably that erudite stylist, Archibald A. Day. Archie had been a classics scholar at Queen's, with a wide knowledge of literature and the humanities. From 1949 to 1951 he had been Secretary of the Royal Commission on National Development in the Arts, Letters and Sciences (the famed Massey Commission) and wrote much of its path-breaking Report. When I began to work under Archie, he had been appointed head of the department's omnibus Information Division, which had been enlarged to absorb some journalistic types selected by External from the ranks of the terminating Wartime Information Board.

### Archie was appalled at bureaucratese

By the time I joined him in 1951, Archie had become appalled at the bureaucratese, if not plain functional illiteracy, that he had found around External, notwithstanding the felicitous English written by some illustrious colleagues. He soon issued three memoranda on “The Queen's English”, which were not simply *obiter dicta* on linguistic malpractices around the East Block (and the Daly Building and the Coleman Building and the Post Office Building and the other structural excrescences amongst which we were scattered) but Delphic Oracles on style, composition and usage. Archie's memoranda, issued circa 1951, might fetch a tidy sum if auctioned today at Walker's, if not at Christie's or Sotheby's. I have his revised version, issued in 1956, when he was heading Consular Division and became

even more appalled, if that were possible, at the blemishes in the belles-lettres with which he was presented for signature there.

In his memoranda Archie inveighed against the misusage — no less prevalent today — of “advise” when “inform” is intended: the USSEA *informed* the Minister that he would be taking his vacation in July; he *advised* the Minister not to appoint an Acting USSEA during his absence. “Advise” means to give advice, Archie insisted, and does not mean to give information. I, too, have been no less purist all these years out have just now looked at the Concise Oxford and Roget's Thesaurus and may henceforth not be quite so adamant!

Archie would not tolerate “ongoing” (continuing), “upcoming” (impending, soon), “overall” (an article of clothing). Nor would he tolerate, especially at the beginning of a sentence, such phrases as “in regard to”, “in connection with”, “in this connection”, which he denigrated as the writer's equivalent of a speaker clearing his throat and as stock filler phrases, “most of them meaningless and time-consuming”, which have “crept treacherously” into External's correspondence.

A favourite Day bugaboo (which I still rigorously observe) is not to misplace the adverb “only”. It cannot be rammed into a sentence anywhere and should be used to limit only the word or phrase it immediately precedes. Archie rebuked Consular Division for writing “Passports are only issued to authorized holders”; the implication, he said, is that External confines itself to issuing passports, not to ramming them down people's throats or distributing them as presents. Obviously, the sentence should be “Passports are issued only to authorized persons”. Correct placement of “only” can avoid ambiguity or downright error. For example “I only want a glass of beer”. Does this mean I don't crave a glass but just want it? Does it mean I don't want Scotch, just beer? Does it mean that I don't want a whole jug but just a glass of beer?

Although immersed in Consular Division, Archie surprisingly had nothing to say about the commonly misused words emigrate and immigrate — you emigrate from a country and immigrate into a country, and you don't write that Albert Einstein, who had been living in London, immigrated to the United States.

The very first sentence in the volume under review states “The Department of the Secretary of States's Translation Bureau is pleased to present **The Canadian Style: A Guide to Writing and Editing** .....” Now read what Archie Day had to say in “The Queen's English” in 1956:

**PLEASED** — The expression “we are pleased to advise you that” and “I shall be pleased to refer this matter ...” occur repeatedly in our correspondence. As for the first phrase, if it is going to be used, why not complete it so it will read “we are graciously pleased to advise you

that”? “We are pleased” is suitable for the style of a reigning monarch, and the use of the plural “We” adds to the pomposity of this bit of jargon. “We” may very properly be used, of course, when it is thought necessary to imply that the decision has been reached through departmental consultation; most of our letters are signed by or for the Under-Secretary or the Minister, so that the singular pronoun “I” is normally appropriate. It is strongly recommended that the whole business of “pleased to advise”, whether plural or singular, be abandoned, and that it be replaced by some such simple phrase as: “I am now able to inform you that ...”

Archie could not tolerate a phrase like “I shall not fail to let you know ...” He said: “This equally pompous expression occurs with painful frequency in our correspondence. This is a heavy and melodramatic way of saying: ‘I shall let you know promptly’. The implication of this high voltage phrase is that, ‘Come earthquake or revolution, come tempest, flood or pestilence, I shall somehow manage to struggle to my office in the Daly Building and let you know that there has been no change as yet in the Immigration Regulations’.”

### New State volume will help you to abbreviate and hyphenate.

I could go on and on. You will realize, of course, that Archie's memoranda, and the pretentiously-entitled **The Canadian Style: A Guide to Writing and Editing**, however valuable they may be in reducing your malapropisms and other gaucheries, will not really help you acquire elegance of style and felicity of expression — in the manner of a John Holmes (or a Harold Nicholson).

The new State volume will help you correctly and uniformly to abbreviate, hyphenate, capitalize, spell, punctuate, italicize, quote, proofread and index (there are chapters on all these) and there is an especially useful appendix (p. 233-236) “Elimination of sexual, racist and ethnic stereotyping in written communications”, (although this is surely superfluous for members of PAFSO!). It is useful to be reminded when to use continual rather than continuous, to avoid defective when you mean deficient, to distinguish compare from contrast and characteristic from typical. Our exalted EX's will all know the difference between appraise and apprise, liable and likely, allusion and illusion, assume and presume, compare and contrast, farther and further, etcetera, etcetera.

As a sequel to this *pot-pourri* I propose to the editor of *Bout de papier* that he publish one of Archie's memoranda in a forthcoming issue, including his *Index Verborum Prohibitorum* — unexpurgated, of course. ▴

# Managing Managers:

## The PAFSO Evaluation Guide

by Michael Small and Daryl Copeland

It has frequently been observed that there exists a fundamental asymmetry within the department, in that the formal appraisal system, like many other aspects of bureaucratic process, works principally from the top down. Among other things, this situation has had a detrimental effect upon the department's ability to effectively evaluate those occupying supervisory positions. Particularly noteworthy is the fact that the view from above is frequently at dramatic variance with the experience of those at the working level, whose perspectives, while of critical value, are not currently accorded any form of structured expression.

Regrettably, there are more than a few cases of managers who are regarded as successful on the basis of their ability to produce, but have achieved those results at the direct expense of the well-being of their subordinates. Moreover, any short-term gains are frequently dwarfed by longer-term damage to private lives, and, in the end, to the fabric of the department itself. Conversely, many excellent managers, whose sensibility and compassion may result in steady, more consistent (if less dramatic) achievements than those whose demands are extraordinary and uncompromising, do not always receive the credit which is their due. Accordingly, the time is ripe for the introduction of a countervailing evaluation system which would pull open the louvres and shine some clear, dry light upwards.

**It will let FS Officers get data on managers' abilities.**

The objective of this proposal is the establishment of a system which will permit foreign service officers to obtain information, contributed by their colleagues, concerning the abilities and characteristics of the department's managers. The present situation of reliance upon the vagaries of corridor chatter, as verified (or disputed) by representatives of the Bureau of Personnel, is far too haphazard an approach in view of the considerable stakes involved. The purpose, therefore, of establishing a compendium of managerial evaluations would be to encourage a

more productive and harmonious matching of professional personalities within the department. The result would be a more balanced and informed assignment process which would minimize the potential for career disasters. It would also provide a valuable new resource for senior managers in assessing the performance of the department's middle managerial cadre.

Participation, in terms of submitting evaluations, would be voluntary and open to officers at all levels. Rating forms, similar to the accompanying example, and including appropriate covering instructions, would be distributed to all interested parties. Participants would initially be invited to review the performance of each of the supervisors that they had worked under for at least six months over the previous five years. This, in turn, would permit the establishment of a reasonable data base in relatively short order. Both rating and reviewing officers (according to conventional appraisal jargon) would be candidates for annual evaluation, and a minimum of five evaluations per manager would be required for inclusion in the system. Individual contributions would remain confidential and accessible only to personnel authorized by the PAFSO executive.

These data would be collated and aggregate averages calculated for each category in which performance is being measured. Once the system is established and the results entered into the data base, the running averages could be easily updated each year as new evaluations are received. A variety of more advanced statistical techniques and indicators could also be explored in the search for more accurate or discreet information.

Prior to the publication of the results, those evaluated would be offered the opportunity to comment, and these remarks would, upon request, be incorporated into the finished product. The summary composites would be published, on an annual basis, as the PAFSO EVALUATION GUIDE (PEG), a catalogue of managerial "snapshots" which would be made available to foreign service personnel but would not be accessible to the general public.

The early adoption of the "PEG" system, more or less as outlined above,

would represent a timely response to the stratified structure and cascade-like style which characterize the department. Similar types of evaluations are conducted variously in the universities and in the private sector; there is every reason to believe that the practice would bring similarly salutary results when instituted here. Moreover, the initiation of such a programme lies well within PAFSO's mandate, and requires neither laborious consultations nor special permission to proceed.

### *View from the trenches merits consideration.*

The interests of PAFSO members would be well served by adopting this innovation. We owe it to ourselves to share our accumulated and collective experience on the issues of supervisory performance. Moreover, it is clear that the unique perspective offered by the view from the trenches merits closer consideration than has been the case to date. Indeed, the distinct nature of working-level insights has been deliberately reflected in the choice of evaluation criteria, some of which have entirely escaped measurement despite their crucial consequence in a balanced assessment of overall competence. Of equal importance is the observation that just as capable managers deserve credit for their good work, poor managers should be identified and, indeed, could benefit through exposure to an element of constructive criticism. In a larger sense, the proposal embodies a healthy and open approach to management-staff relations, and the ventilation of the department's supervisory strata may help to introduce elements of dynamism and sensitivity which would not be unwelcome under prevailing circumstances.

The initiation of the "PEG" system represents a challenging and profoundly democratic opportunity to draw upon our own resources in the spirit of self-help. With support and encouragement of the membership, the quality of our working lives stands to benefit significantly.

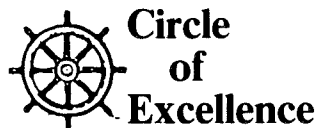
If you agree, or disagree, or have suggestions as to how this proposal might be improved, please take a moment to inform PAFSO's Executive Director of your views.

*Daryl Copeland and Michael Small are foreign service officers and active members of PAFSO. They have served in Bangkok and Jakarta, respectively. Mr. Small has recently left for a posting as Second Secretary in Brasilia.* △

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## PROPOSED MANAGEMENT EVALUATION STANDARD

CANDIDATE FOR EVALUATION \_\_\_\_\_

POSITION \_\_\_\_\_

CANDIDATE'S LEVEL AT  
TIME OF EVALUATION \_\_\_\_\_

PERIOD SUPERVISED \_\_\_\_\_

### INSTRUCTIONS

Please tick as appropriate. A grade of 0 indicates nonexistent, abysmal, or unacceptable. 2 represents satisfactory, adequate, or average. 4 represents exceptional, superlative, or unsurpassed. 1 (eg. unsatisfactory) and 3 (eg. superior) represent intermediate gradations in either direction.

#### (A) SUPERVISORY SKILLS

- |                                                            |     |     |     |     |     |
|------------------------------------------------------------|-----|-----|-----|-----|-----|
| (1) Ability to direct and provide guidance                 | (0) | (1) | (2) | (3) | (4) |
| (2) Ability to inspire and motivate                        | (0) | (1) | (2) | (3) | (4) |
| (3) Flexibility and adaptability                           | (0) | (1) | (2) | (3) | (4) |
| (4) Sensitivity and compassion                             | (0) | (1) | (2) | (3) | (4) |
| (5) Fairness/reasonability of expectations                 | (0) | (1) | (2) | (3) | (4) |
| (6) Attitude towards training and professional development | (0) | (1) | (2) | (3) | (4) |
| (7) Drafting/editing abilities                             | (0) | (1) | (2) | (3) | (4) |
| (8) Ability to prepare accurate/effective appraisals       | (0) | (1) | (2) | (3) | (4) |

#### (B) ORGANIZATIONAL SKILLS

- |                                                            |     |     |     |     |     |
|------------------------------------------------------------|-----|-----|-----|-----|-----|
| (1) Leadership qualities                                   | (0) | (1) | (2) | (3) | (4) |
| (2) Ability to identify and meet objectives and priorities | (0) | (1) | (2) | (3) | (4) |
| (3) Ability to plan                                        | (0) | (1) | (2) | (3) | (4) |
| (4) Negotiating and communications skills                  | (0) | (1) | (2) | (3) | (4) |
| (5) Interpersonal relations                                | (0) | (1) | (2) | (3) | (4) |
| (6) Ability to mobilize resources                          | (0) | (1) | (2) | (3) | (4) |
| (7) Capacity to administrate                               | (0) | (1) | (2) | (3) | (4) |

#### (C) GENERAL APTITUDES

- |                                                  |     |     |     |     |     |
|--------------------------------------------------|-----|-----|-----|-----|-----|
| (1) Personal organization                        | (0) | (1) | (2) | (3) | (4) |
| (2) Judgment                                     | (0) | (1) | (2) | (3) | (4) |
| (3) Wisdom (experience, intelligence, knowledge) | (0) | (1) | (2) | (3) | (4) |
| (4) Vision                                       | (0) | (1) | (2) | (3) | (4) |
| (5) Sophistication, discretion and maturity      | (0) | (1) | (2) | (3) | (4) |
| (6) Tact, poise and grace under pressure         | (0) | (1) | (2) | (3) | (4) |

#### (D) RECOMMENDATIONS

- |                                                                                                            |         |        |                   |     |     |
|------------------------------------------------------------------------------------------------------------|---------|--------|-------------------|-----|-----|
| (1) If you knew before what you know now about this manager, would you still have accepted the assignment? | ( ) yes | ( ) no | ( ) conditionally |     |     |
| (2) Would you work for this person again?                                                                  | ( ) yes | ( ) no | ( ) conditionally |     |     |
| (3) Would you commend this manager to others?                                                              | ( ) yes | ( ) no | ( ) conditionally |     |     |
| (4) How would you grade this manager's overall competence and effectiveness?                               | (0)     | (1)    | (2)               | (3) | (4) |

#### (E) COMMENTS

Evaluating Officer (please print) \_\_\_\_\_

Date \_\_\_\_\_ Signature \_\_\_\_\_

# CONSULAR TALES

November 1, 1984

by David Edwards

Indian Prime Minister Indira Gandhi was assassinated on October 31, 1984. The following tale recounts one event that happened in New Delhi in the days that followed.

We had left the High Commission in the early afternoon to drive to Shastri Bhawan, a government office building near the Indian Parliament, in order to check on the press arrangements for the funeral which was scheduled for November 3. The violence and arson which had started in Delhi the night previously was by this time in full swing. Our car travelled along Shantipath, through the diplomatic enclave, and then along Aurangzeb Road. All shops and market areas were closed and shuttered and there were only a few vehicles left driving on the road. Once we were out of the diplomatic enclave, we could see groups of people manning various makeshift barricades along the way — usually consisting of a dozen to 20 people armed with iron bars or sticks — intent on revenge. Most were young men in their twenties but there were also some children wielding sticks who were patrolling the streets and appeared to be no more than 10 or 11 years old. By the time we crossed the Rajpath, a major boulevard in New Delhi, and neared Shastri Bhawan we could see numerous abandoned cars, taxis and trucks in flames. Smoke could be seen arising from virtually every direction in the city. When we arrived at Shastri Bhawan there was a mob of about 250, only 30 of whom seemed to be actively engaged in destruction, systematically smashing and burning one parked vehicle after another in front of the building. A few from the group would first break the windows of the car with iron bars, then douse the inside and outside of the car with gasoline and set it afire by throwing a lighted rag inside. This provoked loud cheers and chants from the crowd. Three vehicles were burned in this manner as we watched from the side. There were a few policemen sitting on a grassy knoll nearby, chatting with each other and ignoring the events taking place within a few

metres of where they were situated. A number of owners of vehicles parked nearby discreetly moved their vehicles out of the range of the mob.

We went inside the building and climbed a set of stairs to a small office where we were to talk to the government official in charge of the press arrangements. A few office workers were crowded at the window at the far end of the office looking out at the events below.

The official we spoke to was the very model of reassurance. He claimed that all the arrangements were in place and that we had nothing to be concerned about. The various measures decided upon by the Press Office earlier that day would ensure that all press arrangements for covering the funeral would go smoothly. (They didn't.) From outside we could hear the sound of yelling and breaking glass.

"Do not worry. We have everything under control."

We thanked him for his cooperation and he wished us a pleasant day. We descended the stairs, walked outside and got into the car. Our driver left the parking lot and to my surprise, and not inconsiderable concern, started to turn the car in the direction of the mob. I told him to turn in the other direction. To my astonishment, he was remarkably unconcerned and said that we would be OK. I said to him with somewhat greater urgency, "For God's sake, turn left."

With a shrug he turned the car to the left, away from the assembled crowd, and took another route down a couple of side streets through a thick haze of black smoke where we saw even more abandoned vehicles on fire. We continued downtown towards Connaught Place where several groups were smashing windows and setting vehicles and buildings on fire. Eventually we retraced some of our route and drove around the back side of the group towards the Rajpath.

We were just bypassing the area where we had been previously when suddenly, from behind us, a singed vehicle with broken windows and a battered exterior, driven by a shaven man, broke out from a side alley next to Shastri Bhawan where the group had been located. The driver was trying to shift the gears on the vehicle and was obviously desperate to get out of the area.

A few laughing and cheering people started to run toward the car waving to others from the group to follow them. The other car seemed to stall as we passed the Rajpath in the direction of the High Commission and out of view.

The locally-engaged staff member who accompanied me on the trip later informed me that the mob had caught up with the vehicle and burned the driver inside the car.

*David Edwards is a FSO who recently returned from a posting as Second Secretary and Vice Consul in New Delhi. He is currently at CIDA.* △

## Incredible Credentials

by Alfred Pick

A century ago, the story goes, a British diplomatic minister, who had somehow offended the ruler of Bolivia, probably a usurping general, was mounted on a donkey facing backward and driven out of La Paz, or was it Sucre, then as now the legal capital? When this was reported to Queen Victoria, she ordered a map of Bolivia to be rolled up and taken away.

I was reminded of this cautionary tale when I was to present credentials as Canada's first ambassador to Bolivia.

In 1960 the Secretary of State for External Affairs, Howard Green, decided, as part of an initiative to be more positive about relations with Latin America, to complete the establishment of formal diplomatic relations with all the countries of Latin America. In South America the two gaps were, at the time, Bolivia and Paraguay; I was to be accredited to La Paz from Lima, and Dick Bower to Asuncion from Buenos Aires.

Time passed in receiving the formal documents and I was aware that the Minister was impatient to announce in Ottawa that the program had been completed. In those days, up to about 1970,

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the letters of credence were signed by Her Majesty, not as now by the Governor-General. I noted that the Queen was travelling abroad, including visits to Italy and the Vatican.

At last the papers arrived in Lima; I glanced at them and passed them over the desk to a local administrative clerk whom I had called in to make the speediest possible travel arrangements. He was intrigued by the archaic language and the profuse use of capital letters; I said both no doubt dated from Elizabeth the First.

It must be visualized that the credentials consist of one sheet of paper in the form of two legal-sized pages folded together. On the first page there were greetings to Our Good Friend the President of the Republic of Bolivia and kind remarks about the Trusty and Well-beloved Alfred John Pick.

The clerk examined every word, turned the page and read of the "lively interest which We (the Queen) take in everything that affects the welfare and prosperity of the Republic of Paraguay". Unbelievably, there it was in typescript! But for the circumstances, I could easily have arrived in La Paz with an appointment to present a flawed document. Like Victoria, the President would not have been amused.

Once, in Washington, arrangements had been made for the credentials ceremony but the document did not arrive from London in time; so it was agreed that Arnold Heeney would present to, I think, President Eisenhower an empty envelope, with the document to follow later. This is possible among close friends. I was to be the first ambassador to Bolivia from a Commonwealth monarchy other than the United Kingdom and the Bolivians would naturally be curious about the language to be used.

In theory, my credentials had been through important hands: the Chief of Protocol, the Under-Secretary, Government House and Buckingham Palace staff, before being signed "Elizabeth R". Ottawa refused to allow me even to attempt to correct the document, not an easy thing to do in any case. "Paraguay" did end a paragraph but "Bolivia" has one letter less. Also, there are problems of alignment, type-face and the shading of the typewriter ink. I never did learn whether the letters for Asuncion had, as I suspected, the similar error in reverse.

Eventually, after a couple of months of further delay, I did get to the high post of La Paz (altitude 12,500 feet), armed with an impeccable document from the Queen, and I went through the formal ceremony with President Victor Paz Estenssoro, after a careful rehearsal with palace aides. Incidentally, this is the same Paz Estenssoro who returned in August 1985 as elected president of Bolivia after many typically Bolivian political vicissitudes extending over a quarter of a century.

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*Alfred Pick is a retired Foreign Service Officer. His postings included stints as Canadian Ambassador to Tunisia, Libya, Netherlands and the Organization of American States. He is a member of Bout de papier's Senior Advisory Board.* **Δ**

# Getting the Message Out

by W. Allan Bonner

Even casual observers of the media are asking why so many worthy people, institutions and ideas are publicly drawn and quartered these days because of poor communications campaigns. One also wonders why so many businesses fail to get their messages through the media to the public when the entrepreneur could be immeasurably helped by getting some favourable publicity.

For many readers, Brian Mulroney has already come to mind. How did he go from overwhelming support to being called a liar in public in the short space of a year. Why did the media at first cynically scoff at Pierre Trudeau's peace initiative as an election ploy and then embrace it as super-charged statesmanship? And why has the media not made the same leap of faith with Mulroney's free trade initiative?

Similar to the Prime Minister's fate, Ontario's doctors went from being the second most highly trusted public group in society to being accused of holding their patients for ransom and being called butchers by the media following their 25-day strike to protest the end of extra billing.

A related series of questions involves how some companies fall victim to protesters. Many readers will have had personal experiences with peace protesters, acid rain activists, anti-sealers and nuclear protesters at Greenham common and elsewhere.

Perhaps the best/worst example of all involves Connaught Laboratories in Toronto. The value/need of the drugs produced by this company is not at issue; this is a case study in communications management.

Some months ago, animal rights activists descended on Connaught and so did the media. Protesters wanted the company to stop using animals for research and the media wanted a story.

Here's what the media got: protesters climbing a chain link fence, a security guard pulling a protester off the fence (the guard happened to be black), a woman collapsed on the sidewalk from heat (the woman happened to be quite elderly), chanting, marching, passive resistance, placards, and finally a PR man offering a nervous, defensive statement.

This was a disaster, especially considering that scientists have the highest public confidence rating of any societal group. That advantage was thrown away by using the PR man, and the situation was allowed to get completely out of hand. What should have been a non-story or 45 seconds of copy and cover film became a three minute feature and pictures in the paper.

These scenes at Connaught were actually much worse than one might think. First, the animal rights group probably got about \$15,000 in free, negative publicity. Second,

studies of the communication process point to how readers' and viewers' interpretation of events makes these scenes even more damaging.

Researchers have pointed out that receivers (viewers, listeners) bring far more to the communication process than senders (writers, speakers) ever can. To prove this, simply free associate after reading the following unrelated groups of words: Cuban missile crisis . . . KAL airliner . . . Olympic boycott . . . Suez Crisis. In addition to dating yourself, you spoke and imagined volumes in your mind in the space of seconds. This was far more information than a writer could ever have transmitted, yet those words unlocked that data by striking a "responsive chord" (the title of a book by Tony Schwartz).

One classic study involves showing someone a picture of two men on the subway. One man is black; he is seated, reading a newspaper. The other man is white; he is standing, holding a knife. Respondents usually modify reality and regularly see the complete opposite and even an exaggeration (ie: the black man has a knife at the white man's throat).

But back to Connaught. Using these principles, it may be fair to assume that a significant minority of viewers had numerous stored images of 1960's riots evoked by the presence of the uniformed guard, chain link fence and chanting protesters. What may have come to mind is water hoses, barking police dogs, billy clubs, bleeding, crying protesters and many other things that actually didn't happen at Connaught. (Was that elderly woman struck on the head and was she bleeding on the sidewalk?)

*These images are  
extremely easy to avoid.°*

Do they appreciate these things at Connaught, in the Ontario Medical Association, the Prime Minister's Office and in information offices around the world? One suspects not, and that's what's wrong with most communications campaigns: a lack of knowledge of how communication works and what the needs of journalists are.

If you tell Connaught that these negative images are avoidable, they'll say it's pretty hard when protesters and the media get off a bus without warning, "cameras rolling."

In fact these images are extremely easy to avoid, or at least cut down to one minute of TV time versus three minutes. All TV is looking for is the confrontation visual. The answer is not to give it to them. Get rid of the chain link fence, don't have a uniformed security guard, don't allow guards to pull or



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push anyone, provide chairs for elderly protesters and cold drinks on a hot day, don't allow anyone in the building and, if you have to supply a spokesperson, make it a mainstream senior manager and don't allow a statement to turn into a debate; that is, avoid confrontation.

If you don't want the protesters in the building, lock it. This is also a good way to avoid supplying a spokesperson. A sign can be put up indicating that the building is closed for disinfecting and will re-open in 45 minutes. The media rarely have time to wait around that long. Your spokesperson, if necessary, should be a scientist in a white lab coat with lots of pens in his or her pocket. Dull, boring remarks about gene splitting would be most appropriate. A written statement could be read, followed by apologies about pressing business inside. The PR person's role here is to train the spokesperson, not appear on TV as a hired gun.

Using these techniques, protesters are free to picket, chant, throw blood on your steps and any number of other things, but TV cameras won't pick up a confrontation visual to show. This is often the difference between running a story or not or the difference between a one or a three minute item.

In this particular case, the TV report featured what appeared to be stock footage of animals in pain during experiments. That footage will continue to be used until someone thinks to distribute stock footage of happy animals involved in experiments.

All of which leads to why PR people don't know these things. Ad agencies and big PR firms will do this work for you. They charge about three times the salary of the person working on your account. They often have a printing subsidiary, so like to sell glossy press kits which, with mailing, can cost up to \$10, but are usually thrown out by working journalists.

### *The proper knowledge is as near as a library.*

A profile of the PR person you get through these companies might well be someone with some post-secondary education but no degree, three to five years in small town papers or electronic outlets and a salary of about \$30,000 to start. This person got tired of the grinding shift work in the media and wanted a change of pace. A person with this type of experience can be hired directly or a small consultant with low overhead can be retained to give more personal attention.

What so many firms in need of a communications policy seem to forget is that a good campaign has less to do with glossy press kits, lunches with reporters, computer terminals, expensive annual reports, or even inches of press clippings, and more to do with how newsrooms and journalists work and think.

The beginnings of acquiring the proper knowledge are as near as a library or bookstore. It is estimated that just one U.S. academic journal publishes an abstract of 1000 studies on communication per year. Chances are that many of these pertain to your area of need. Bookstores contain publications which run the gamut from popular first-person memoirs to detailed academic investigations.

Three recent publications from this spectrum come to mind. First, a primer by Judith Ridgway focuses on the British experience of one PR consultant and is titled *Successful Media Relations* (Gower, distributed in Canada by Renouf, 214 pages).

The author takes us from generalities of the media relations game to the specifics of free samples, receptions, news conferences, press releases and a host of other tools. Chapters are well laid out with periodic headings and lists of review points at the end of each.

Since experiences with the British press are not necessarily transferable to other countries, the book's strong point, a focus on a particular market, may also be its limitation. Further, the book is long on grinding away at manufacturing and package goods accounts and short on high profile political accounts and how to avoid negative publicity. But students of the topic can easily start with a few such primers and move to more specific titles from their own turf.

Ridgway's attention to detail is evident in her brief discussion of the title of releases to the media. The adjective 'press' can be mildly offensive to the electronic media, and 'news' can be presumptuous (it is the journalist's job to decide what news is). 'Media' release is suggested.

Towards the middle of the spectrum, and having much more international perspective, is a small book (177 pages) put out by the International Labour Office in Geneva (in Canada, Renouf). It's called *Profession: Journalist* and is a thorough study on the working conditions of the profession.

This is an invaluable beginning for any public or private concern operating in several countries, or for those wanting to compare how the media fit into society from one country to the next.

This title is an important start in understanding employment conditions, ethical considerations, career problems for practitioners and such mundane issues as pay, health and safety conditions and other industrial relations matters.

Charts, tables and graphs abound and valuable lists can be found, such as the one compiled on various laws from country to country governing the conduct of journalists. This is great ammunition for a discussion on what role journalists play in society and how a country's laws affect freedom of the press.

A third new title doesn't just speak to having good relations with the media or keeping informed on journalism as a

profession, but attempts to construct models for changing public behaviour. This is not as sinister a topic as one might think, considering that preventing forest fires, improving health, stopping smoking, planning families and other worthy causes are the focus of most of the studies in the book *Public Communication Campaigns* edited by Rice and Paisley and published by Sage (323 pages). In fact, this book is the product of a national conference on Communication Strategies for Wildfire Prevention held in Asilomar, California.

The chapters summarize existing knowledge about the communication process and offer some important suggestions. One useful piece of information involves the 'entitlement' consent. This proposes that there must be a balance between the communicator's involvement with an issue and his or her relationship to the public. Apparently, the public will accept straight information from almost anyone, but a more highly charged message involving admonishing, confronting or demanding necessitates a more highly charged involvement in the issue. Therefore, Yul Brynner, who died of lung cancer, is accepted when he begs people not to smoke. Michael J. Fox (Back to the Future) or some other pop hero might be considered presumptuous if the message went much beyond informing.

This is a book on the mechanics of communication. There's lots of history, the citing of some conflicting studies and a healthy dose of the value of peer groups and opinion leaders in these days of perceived media omnipotence.

What all this may boil down to is the rediscovery of the wheel: there's no substitute for hard work and 'being there'. A big consultant's name, a glossy brochure or a team of brainstormers working well into the night won't replace someone who really knows what happens when a press release is opened in newsrooms across the country. Therein lies the difference between the typewriter and the garbage can.

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*Mr. Bonner is an ex-journalist currently in corporate relations with TVOntario. He has consulted with business, four levels of government, a Royal Commission and teaches a variety of communications skills through seminars at Toronto's Seneca College.* △

# PAFSO NEWS

## Performance Pay Upon Promotion

par Christine Manseau

In the fall of every year, the Appraisal Review Committee reviews all FS appraisals for two specific purposes: to ensure across-the-board homogeneity in the process and to make a performance pay determination. At approximately the same time, the Promotion Board reviews the appraisal files of all eligible candidates for promotion and establishes a list of candidates for promotion by order of merit. The two processes are reputedly separate and distinct.

Depuis 1983, le ministère a comme politique de ne pas remettre à ceux promus pendant l'année le montant de la prime au rendement déterminé par le Comité de revue du rendement mais plutôt, une prime au rendement égale à la cote "très satisfaisant". Donc, une fois les promotions annoncées, ceux des agents du service extérieur nommés au niveau supérieur se voyaient octroyés non pas la prime au rendement établie par le Comité de revue du rendement mais bien 4 pour cent ou "très satisfaisant". Le ministère était d'avis que cette pratique lui permettait de répartir plus justement les augmentations au rendement étant donné les restrictions imposées par le Conseil du Trésor à l'octroi de primes au rendement supérieures à "très satisfaisant" i.e. 30 pour cent.

Nonobstant les bonnes intentions du ministère, l'APASE était d'avis que l'article 8.04 de la convention collective ASE ne permettait pas, une fois la prime au rendement déterminée par le Comité de revue du rendement, de réviser cette détermination quand bien même l'employé avait été promu. Effectivement, l'article 8.04 ne spécifie pas à quel niveau le rendement établi, l'augmentation y est égale. Pour sa part, le ministère maintenait qu'une fois l'employé promu, il n'avait aucun moyen d'évaluer son rendement au niveau supérieur et partant, ne pouvait qu'agir sur la présomption que le rendement de l'employé était "très satisfaisant".

Par les années passées, aucun des employés nouvellement promu n'avait été avisé de ce fait. Tous ont donc accepté sans mot dire une prime au rendement fort possiblement inférieure à celle qui leur était due dans l'année de leur promotion. Puis en 1985, la gestion de la filière politique et économique a adressé à certains des employés promus au rang de FS-02 une lettre dans laquelle on leur annonçait que le Comité de revue du rendement avait établi

une prime au rendement différente de celle qui leur était octroyée eu égard à la politique ministérielle mentionnée ci-haut.

Deux de ces employés firent part de ce fait à l'APASE et déposèrent un grief réclamant que l'augmentation au rendement qui leur était due en vertu de la détermination du Comité de revue du rendement leur soit versée. Ce grief fut rejeté au second et dernier palier de la procédure de grief au sein du ministère. Le Comité exécutif de l'APASE prit alors la décision de porter ce grief devant une tierce partie.

The adjudicator and deputy chairman of the PSSRB, Mr. Bendel, ruled that in his view "the language of clause 8.04 of the collective agreement is clear and unambiguous. If an employee has been assessed 'outstanding', he is to receive . . . an increase of 8 per cent in his rate of pay. In the instant case, the most recent assessment of the employee's performance . . . was at the outstanding level. Based on the language of the agreement, I can see no good reason for concluding that the appraisal of his performance completed in the fall of 1984 should not be used for the purpose of deciding his performance pay increase in April of 1985. The language of clause 8.04, in my view, does not contain even a hint that performance pay increases must be based on assessments of employees' performance at their current levels."

Mr. Bendel's decision has made abundantly clear that the departmental policy not to award newly-promoted employees a performance pay commensurate with that determined by the Appraisal Review Committee — though well-meaning — was in violation of the FS collective agreement. All employees promoted to FS-02 level in the years 1985 and 1986 have been advised by PAFSO they should file a grievance to establish their claim to a performance pay award higher than that received in the year they were promoted. PAFSO has also requested the department to consider that employees promoted to the FS-02 level in the years 1985 and 1986 and whose assessment for performance pay purposes by the Appraisal Review Committee was higher than "fully satisfactory" be awarded the appropriate performance pay, so as to conform with the PSSRB decision.

The department has yet to make a

decision whether it would grant our request. Should it not, PAFSO would have to request the PSSRB to extend the time within which certain grievances may be filed as grievances filed by members promoted in the years 1985 and 1986 will be most likely declared untimely by the department. Should that request be granted by the PSSRB, we are confident all grievors would be granted the appropriate performance pay as a result of the jurisprudence established by the above-mentioned case.Δ

### Négociations 1987

L'APASE se prépare déjà pour la négociation de la prochaine convention collective. Pour ce faire, nous comptons sur vous. Un questionnaire individuel vous parviendra à l'automne. Nous vous prions d'y répondre et de le retourner au bureau de l'APASE le plus rapidement possible. Le succès des négociations dépend beaucoup de votre participation.

### Negotiations 1987

PAFSO is already preparing for the next round of negotiations for the FS collective agreement. In order to do so adequately, we need your assistance. A confidential questionnaire will be mailed to you individually in the Fall. We ask you to respond quickly and return it to PAFSO as soon as possible. The success of our next negotiations depends partly on your participation.

# PAFSO Group Life Plan Welcome Back EX/FS

by Christine Manseau

When in the fall of 1984 over 250 FS-03 were converted to EX/FS-01 and EX/FS-02 they were advised by the department they could no longer belong to the PAFSO Group Life Plan as any claims made against the Public Service Insurance Management Plan of which they became members upon conversion would be offset by the amount paid under the PAFSO Group Life Plan. Many cancelled their coverage for that reason while others maintained it hoping PAFSO would be able to convince Treasury Board officials to lift the offset clause on the grounds it was in contravention with the Canadian Charter of Rights.

PAFSO made repeated appeals to Treasury Board officials and was finally advised in February that no claims would be offset and that the clause would soon be

removed. The official removal was announced in June of 1986. PAFSO Executive Committee then decided to welcome back into the Group Life Plan without proof of medical insurability for a coverage of up to a maximum of \$125,000 all former plan members. Any coverage over and above that as well as any other EX/FS wishing to join the plan would require proof of medical insurability.

Bref, ceux des agents du Service extérieur qui ont dû quitté les rangs de l'APASE suite à leur nomination au sein du groupe EX ont maintenant l'opportunité comme membres affiliés de se joindre au plan d'assurance-vie de l'APASE au même titre que les membres à part entière. La qualité de membre affilié leur permet aussi de recevoir le Bout de papier et partant d'être informés des questions d'intérêt actuel pour l'APASE et ses commettants.Δ

July 12, 1986

Tom Boehm  
Director General ABD  
Personnel Administration Bureau  
Department of External Affairs

The question of the adjudication decision in the Robertson case has been discussed at length by our executive. We believe that PAFSO has a responsibility to advise those who were promoted to the FS-2 level in the past of their entitlement to a performance pay in accordance with that set by the Performance Review Committee (as defined in past contracts and in the current FS contract under Article 8.04).

In our view, the PSSRB decision in the case of Robertson and the Treasury Board has implications for all promotions from the FS1 to the FS2 level. The department has an obligation to provide other PAFSO members with the performance pay award to which they are entitled in accordance with the decision of the Performance Review Committee. This will ensure fairness and equity across the board.

In particular, we would be grateful if the department would ensure prompt action is given to the following:

- 1) that Ms. Feldman whose grievance was not referred to adjudication by decision of the bargaining agent as she was away from Ottawa be granted the same as is awarded Mr. Robertson in Mr. Bendell's decision;
- 2) that employees promoted to the FS-2 level in the years 1985 and 1986 and whose assessment for performance pay purposes by the Appraisal Review Committee was higher than fully satisfactory be awarded the appropriate performance pay, so as to conform with the PSSRB decision.

Would you please advise me of your decision?

Yours truly,  
Len Mader  
President

Editor's note: Both requests were granted.

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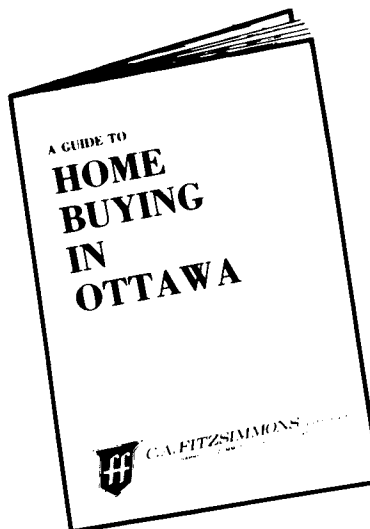
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# DECISION

## The Public Service Staff Relations Act before the Public Service Staff Relations Board

Between: Colin D. Robertson, grievor, and Treasury Board (External Affairs), employer.  
Before: Michael Bendel, Deputy Chairman, Catherine MacLean, counsel for the grievor, Mylene Bouzigon, counsel for the employer.

In his grievance, Colin Robertson, an employee in the Department of External Affairs, claims that the employer violated clause 8.04 of the collective agreement between the Treasury Board and the Professional Association of Foreign Service Officers (Code 312/85) by increasing his salary, effective April 1, 1985, by only four per cent when his most recent performance appraisal had assessed his performance as "outstanding". Clause 8.04 reads as follows:

Effective April 1 of each year, commencing April 1, 1985, and subsequent to application of clause 8.03, an employee at Level FS-1, 2 or 3 whose performance is assessed "acceptable" shall receive an increase of two per cent in his rate of pay or such portion of the increase as would bring him to the maximum of his range; an employee assessed "fully satisfactory" shall receive an increase of four per cent in his rate of pay or such portion of the increase as would bring him to the maximum of his range; an employee assessed "superior" shall receive an increase of six per cent in his rate of pay or such portion of the increase as would bring him to the maximum of his range; and an employee assessed "outstanding" shall receive an increase of eight per cent in his rate of pay or such portion of the increase as would bring him to the maximum of his range. (Arbitral Award — September 24, 1985)

The facts relating to Mr. Robertson's grievance are quite simple and are not in dispute.

Mr. Robertson was appointed a Foreign Service Officer in September 1977, his classification on appointment being FS-1 (Development). A year later, he was promoted to the FS-1 level. In the fall of 1984, in accordance with the appraisal system for Foreign Service Officers, his performance was appraised as "outstanding" for the period from August 1983 to July 1984. Effective January 3, 1985, he was promoted to the FS-2 level, a promotion that (as is quite common for Foreign Service Officers) involved no change in his duties. In November 1985 he was informed that his performance for the 1983-84 appraisal period had been judged as outstanding but that "the departmental policy is to award newly-promoted officers four per cent performance pay". The four per cent increase was to be effective on April 1, 1985. The sole reason for the delay in informing him of his assessment for 1983-84 and of his increase was that the collective agreement was not signed until November 4, 1985.

William Bottomley, Deputy Director of Appraisal and Employment Programs in the department, testified that, as of April 1, 1985, the grievor's performance at the FS-2 level had not yet been the subject of an appraisal, as he had only been at that level for three months. The policy of the department, he testified, was that employees who had been promoted and had not been at their new level for at least four months were deemed to be performing at the "fully satisfactory" level. He stated that management's expectations of employees varied according to their levels, and this was reflected in the selection standards. Thus, performance that might be "outstanding" for an employee at the FS-1 level would not necessarily be considered as "outstanding" for one at the FS-2 level. He acknowledged that the purpose of performance pay was to encourage high standards of performance and to provide management with a system of incentives (additional to promotions) to motivate employees.

Counsel for the grievor argued that, upon the plain meaning of clause 8.04 of the collective agreement, Mr. Robertson was entitled to an eight per cent increase, since his performance, in his most recent appraisal, had been judged as "outstanding". The employer, according to Ms. MacLean, was in reality trying to add a qualification to clause 8.04, namely that the eight per cent increase would only be payable if an employee's performance had been assessed as outstanding at the level at which he was being paid at the time of the increase. She maintained that this qualification was neither explicit nor implicit in clause 8.04.

Ms. MacLean further argued that the employer's policy was not in keeping with the logic of the appraisal and performance pay systems. Specifically, she maintained that

the performance pay increase due in April 1985 was necessarily based on an employee's level of performance during the period from August 1, 1983 to July 31, 1984. Increases were designed to compensate employees for prior performance, and, according to the logic of the system, an intervening promotion should be a matter of no consequence. Counsel referred to *Hughes and Peel* (Board Files 166-2-8446 and 8447), in which Mr. Frankel, in relation to the same collective agreement provision, emphasized that the agreement did not purport to regulate the appraisal process but attached importance solely to the final outcome of that process. According to Ms. MacLean, the only relevant outcome of that process in the case of Mr. Robertson was an assessment that his work was "outstanding".

Ms. Bouzigon maintained that clause 8.04 envisaged that an employee would only be entitled to a performance pay increase if there had been an appraisal of his performance at the level at which he was being paid in April 1985. Mr. Robertson was therefore, strictly speaking, not entitled to any performance pay increase in April 1985. In the absence of provision for such an increase, however, the employer, in the exercise of its management rights, had decided that such employees should receive a four per cent increase. Ms. Bouzigon stressed that there were different selection standards for each level within the Foreign Service Group, and that it did not make sense to reward an FS-2, receiving an FS-2 salary, with an increase that, in percentage terms, would have been appropriate for an FS-1. She also noted that his promotion to the FS-2 level had been based on the appraisal of his performance as an FS-1.

Counsel argued that the employer had a discretion in assessing the performance of employees, and she cited *Hughes and Peel* (supra) and *Hassan* (Board File 166-2-2075). She suggested that, for the purpose of clause 8.04 of the collective agreement, the department's policy of awarding newly-promoted officers four per cent performance pay could be regarded as an "assessment". Reference was also made to the decision in *Eveleigh* (Board File 166-2-13674).

In my view, the language of clause 8.04 of the collective agreement is clear and unambiguous. If an employee has been assessed "outstanding", he is to receive, effective April 1, 1985, an increase of eight per cent in his rate of pay. In Mr. Robertson's case, the most recent assessment of his performance, for the period from August 1983 to July 1984, was at the "outstanding" level. Based on the language of the agreement, I can see no good reason for concluding that the appraisal of his performance completed in the fall of 1984 should not be used for the purpose of deciding his performance pay increase in April 1985. The language of clause 8.04, in my view, does not contain even a hint that performance pay increases must be based on assessments of employee's performance at their current levels.

It is true, as Ms. Bouzigon argued, that the employer has considerable discretion in conducting performance appraisals. I note, for example, that there is nothing in the agreement relating to the standards or modalities of performance appraisal. As noted in *Hughes and Peel* (supra), however, clause 8.04 focuses on the outcome of the performance appraisal system, and, in the case of Mr. Robertson, the only relevant outcome was a judgment that his performance in 1983-84 had been "outstanding".

Since, in my view, the language of the collective agreement is so clear and its application to Mr. Robertson so obvious, I do not consider that it is necessary for me to express any views on the submissions made by counsel concerning the logic or policy underlying the performance pay system provided for in clause 8.04 of the collective agreement.

The grievance is therefore allowed. Mr. Robertson is entitled to be paid, effective April 1, 1985, a performance pay increase of eight per cent rather than the four per cent he was granted by the employer.

Michael Bendel,  
Deputy Chairman,  
OTTAWA, June 26, 1986.

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# Fall Puzzle

## "We'll Give You Two Tariff Reductions for Wayne Gretzky"

### A Puzzle of Trade-Offs by A. Aalto

*Bout de papier* had originally intended to provide a lengthy inside story on the Canada-U.S. trade negotiations in this issue, but found that the keyholes were too well blocked. As an alternative, the office sent its top reporter, Dumb Arton-Oakes, to spy out a parallel set of talks being held in neutral territory between the rival states of Laurentia and Libertatia. Arton-Oakes returned last week, late as usual — but alas, a rare case of Patagonian parrot fever had addled his brains. Putting the erstwhile ace on a strict diet of Polliwanna crackers, *Bout de papier* set out to decipher the report.

We quickly determined that the negotiations were being held over a long table, one team of five members on each side with the chief negotiator in the middle. Each team member had a different name, and each came from a different national department. Each negotiator had a particular pet peeve and a particular pet project among the issues on the agenda. Beyond this general information, however, Arton-Oakes' notes became tangled:

1. Beaumiel of the Laurentian Finance Department opposes any discussion of exchange rate stabilization.
2. The Libertatian chief negotiator, O'Toole, favours mutual tariff reduction.
3. The negotiator from the Industry Department sits two seats to the east of his colleague who favours mutual tariff reduction and three seats removed from the one who is anxious to promote liberalization in services.
4. The two Agriculture representatives sit opposite one another; one favours a plan to reduce farm export subsidies, while the other opposes any discussion of such a program.

5. DeRetz of the Laurentian Trade Department opposes the consideration of cultural industries in the talks, as does the negotiator on his left.
6. Zak in chair 5 opposes the concept of re-opening the Auto Pact, as proposed by two members of the other team, namely McTeague and the Defence representative.
7. The negotiator in chair 9 favours the stabilization of exchange rates and opposes the liberalization of trade in services.
8. Collins, at one end of this side, feels strongly that procurement practices should not be

- liberalized, while Sharp, seated across from him, favours such a proposal.
9. Tilly of External (who successfully insisted on an even-numbered seat) strongly favours bilateralization of contingency relief mechanisms, something opposed by at least one member of the opposing team; no-one else understands what he is talking about.
10. Hunnicutt in chair 10 opposes the liberalization of procurement, as does exactly one of her colleagues (the man from Commerce), while the man across the table from her supports the idea.
11. Payson from Treasury sits on the man from State's right. Naturally.

In despair, we called in our top relief decipherer, L.D.C. Leibnitz, who made short work of the puzzle (and even shorter work of the crackers). Can you duplicate his feat by completing the table with the missing information??

| LAURENTIAN NEGOTIATING TEAM  |                                                               |    |    |    |     |
|------------------------------|---------------------------------------------------------------|----|----|----|-----|
| NAME                         |                                                               |    |    |    |     |
| AGENCY                       |                                                               |    |    |    |     |
| PET PROJECT                  |                                                               |    |    |    |     |
| PET PEEVE                    |                                                               |    |    |    |     |
| CHAIR                        | #1                                                            | #2 | #3 | #4 | #5  |
|                              | <div> <div>west</div> <div>TABLE</div> <div>east</div> </div> |    |    |    |     |
| CHAIR                        | #6                                                            | #7 | #8 | #9 | #10 |
| NAME                         |                                                               |    |    |    |     |
| AGENCY                       |                                                               |    |    |    |     |
| PET PROJECT                  |                                                               |    |    |    |     |
| PET PEEVE                    |                                                               |    |    |    |     |
| LIBERTATIAN NEGOTIATING TEAM |                                                               |    |    |    |     |

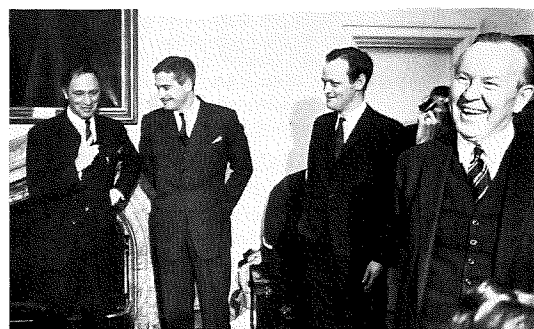
## Spring/Summer Puzzle Solution

ILL-MET BY MOONLIGHT — Winner: David C. Dix, Tokyo

The 20 names in the clues are:

- |                                                                   |                                           |
|-------------------------------------------------------------------|-------------------------------------------|
| (a) Bram STOKER and Teddy ROOSEVELT                               | (f) Leon TROTSKY and Vidkun QUISLING      |
| (b) Gustav KLIMT and Sigmund FREUD                                | (g) Albert EINSTEIN and Charles LINDBERGH |
| (c) Mohandes GANDHI and General Jan SMUTS                         | (h) Marilyn MONROE and Joe DiMAGGIO       |
| (d) Igor STRAVINSKY, James JOYCE, Marcel PROUST and Pablo PICASSO | (i) Pierre TRUDEAU and Barbra STREISAND   |
| (e) Winston CHURCHILL and Charles CHAPLIN                         |                                           |

The nine remaining letters spell out (Robert Louis) STEVENSON, and the mysterious story he published in 1886 was — **Dr. Jekyll and Mr. Hyde.**



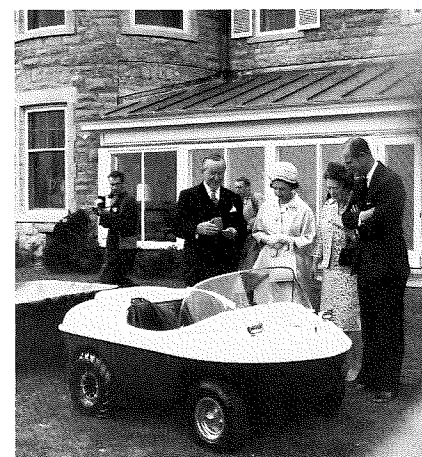
## Spring/Summer Caption Contest

The Winner: Ferry de Kerckhove (CPP)

Trudeau: "Vous devrez l'un et l'autre attendre deux decennies au moins avant de me remplacer ici..."

Honourable Mention: Harry A. Van Der Veer (TEP)

"None of these guys will ever make Prime Minister!"



**Write Your own Caption Contest**  
Another in our series of caption challenges.



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res: (613) 596-1513



**bob wootton**

associate broker  
res: (613) 225-3074  
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## AN INVITATION

In advance of the 1987 posting season, once again we are pleased to offer Canadians returning to Ottawa from abroad, our personalized service to assist in the purchase of your new home.

We invite you to write to us outlining your requirements and to make it easier, we are providing a short questionnaire.

May we send you the latest issue of our RE/MAX Ottawa Home Guide and a selection of current listings to fit your particular needs?

This year we have had the pleasure of finding homes for a growing number of returning families. May we be of help to you? Please write and let us know.

With kindest regards,

We are

Liz Hinke and Bob Wootton,  
Residential Sales Representatives.



To: Liz Hinke and Bob Wootton, RE/MAX Gateway Realty Ltd.,  
Halldon Square, 2255 Carling Avenue, OTTAWA K2B 7Z5, Canada.

Our name is: \_\_\_\_\_

Our address is: \_\_\_\_\_

We expect to be arriving in Ottawa (date): \_\_\_\_\_

The areas we prefer are: \_\_\_\_\_

We require a: bungalow ☐, split level ☐, 2-storey ☐, semi-detached ☐  
condominium garden home ☐, condominium apartment ☐, hobby farm ☐

We would like a home in the price range of: \_\_\_\_\_

Special features desired: number of bedrooms \_\_\_\_\_, bathrooms \_\_\_\_\_, fireplace \_\_\_\_\_,  
dining room (larger, separate etc.) \_\_\_\_\_, family room \_\_\_\_\_, den \_\_\_\_\_,  
finished basement \_\_\_\_\_, garage (single or double) \_\_\_\_\_, swimming pool \_\_\_\_\_,  
other particulars: \_\_\_\_\_

We have \_\_\_\_\_ members in our family. Our children's ages are: \_\_\_\_\_

We require: Catholic Schools ☐, Protestant Schools ☐, French Schools ☐, Other \_\_\_\_\_

Remarks: \_\_\_\_\_



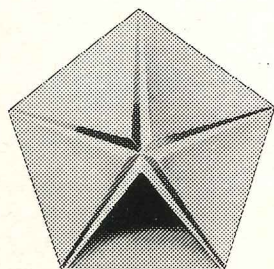
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