

REORGANIZED AGAIN

Well, the other shoe has dropped. We have been shaken up once again. It has been called an "organizational adjustment", but what the Under-Secretary announced June 30 amounts to a second, fundamental reorganization of the Department of External Affairs. There is still much we don't know. The new structures have not fully hardened; key appointments are still being announced; staffing of the new units is proceeding in an atmosphere of considerable uncertainty. Though in comparison with ITC/DREE the disruption and dislocation have so far been less devastating to personnel and for this our Management is to be commended. However, it will be a challenging Fall in Ottawa as people, positions, units, lines of command and communication, and — critically — physical locations come into closer alignment.

As a Department, we have taken a step into the future of geographical, functional and operational policy integration. What does it all mean for us as foreign service officers? How will these changes affect the substance of our work, and the nature of our jobs? Will another dislocation on balance improve this institution's performance, or simply create new tensions and problems? Time will tell.

PAFSO recognized that **something** had to be done and this was one of the themes of the colloquium held last winter. The Departmental structure we were given eighteen months ago, with its triadic architecture and leadership, was bristling with contradictions, and did not seem to be working as well as its resources and potential authority suggested. Rather than eliminating friction, the first reorganization sometimes seemed merely to have internalized it. Rather than promoting efficiency, it often appeared to have increased misunderstanding.

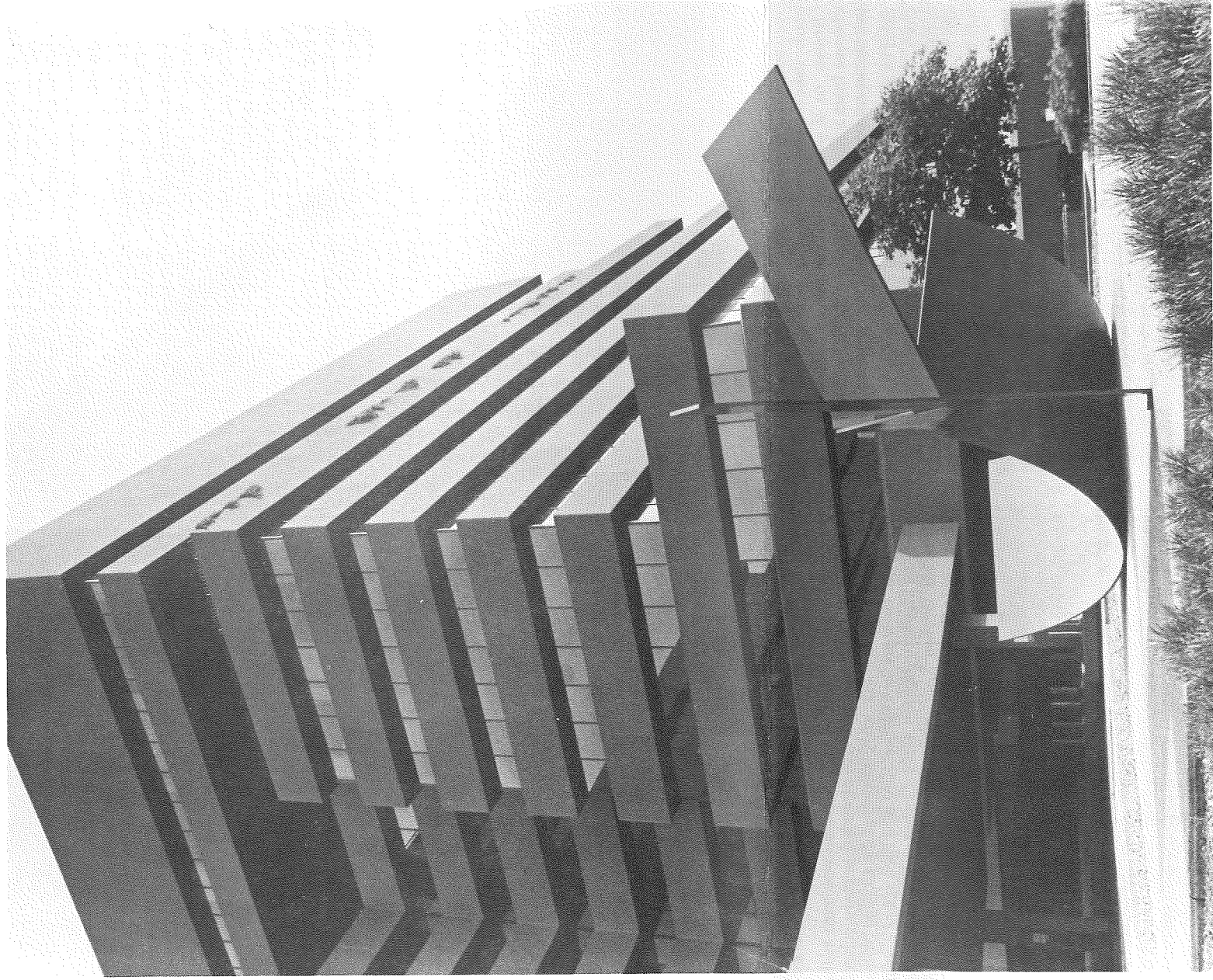
Many of us had argued for further structural change, to improve communication and efficiency and to bring unity of purpose to the diversity of our efforts. Now, like it or not, we've got it. What do the changes really amount to?

First, and probably most important, the new structure **is an attempt to create a unified Department of External Affairs** in which the Department's different responsibilities and activities are given stronger geographical and more streamlined functional focus. The five geographical ADM's will thus bear the burden of balancing different Canadian interests within their respective regions, and of matching resources and activities in pursuit of those interests. The functional ADMs will have to ensure the broad direction and coherence in managing trans-regional programme and policy issues.

Clear centers of responsibility and authority for regional programs and policies as well as for functional direction and coherence have been created. But do the ADM-ships have the necessary resources to effectively manage policy and programs, finances and administration? Can immigration or information work be done better through program divisions in geographical branches than through the traditional central, but geographically structured, units? Will the quality of our outputs improve as the learning curve rises? We shall have the answers to some of these questions over the coming months.

Like the reorganization of January, 1982, the new structure is supposed to reflect the trade and economic priorities of the Government. Fine, although there is no obvious and direct relationship between the new structure and trade priority in the narrow sense. But the new geographical focus, and greater coherence in the organization, is bound to help. And eventually it will allow us to speak with a clearer voice to the Canadian business and export communities.

But with all the attention to economic priorities, the Department must not neglect other less prominent but no less important (or more important) dimensions of its work: global peace and security, immigration, family reunification, public diplomacy, development work, to name but a few. These are continuing responsibilities that reflect long-standing national objectives, and that converge with long term Canadian economic interests.



External Affairs' First Home in the Trafalgar Building on the Northeast corner of Bank and Queen Streets. Staff at that time included two officers, five male clerks and two female "typewriters".

An optimal structure is important. But **structure alone is not enough**. It won't necessarily produce better and more timely advice to Ministers, or deliver more effective programs abroad. The new Department of External Affairs, just like the old Department, the old Trade Commissioner Service, and the former Immigration Foreign Service, is above all **people**. What matters most is whether we have a sense of common purpose and shared objectives; whether we believe our talents are being recognized and properly utilized; whether senior management commands confidence and loyalty through a lifetime of service. The Department has drawn heavily on the resources of patience and dedication to excellence of its officers over the past few years. Great stresses have been put on the Department's human capital in the course of successive upheavals.

So, despite the talk about reorganization being finalized September 1, the biggest step in the creation of a new and more effective Department of External Affairs has yet to be taken. That is to demonstrate to the nearly five thousand

Canada-based employees of the Department that they are its most vital resource. On the human side, the agenda for the next six months is crowded. Among the priorities:

- **to end the uncertainty over staffing.** The sooner the new units are manned and operational, the sooner we can all get on with our work and get rid of the organization tensions and question marks that have burdened the Department for so long.
- **better upward, downward and horizontal communication** not just on organizational matters but on questions of substance. We need a more regular and open dialogue with management. A number of positive steps in this direction were taken in the past year. Let's build on them. Communication is the life blood of this Department.

We are in a new era. It is up to us, as members of the Department and as Foreign Service Officers, to make this new mechanism work.

\$50.00 Book Prize To Be Won

This is the second edition of the expanded PAFSO Newsletter introduced for the first time last June. The reaction to our first edition has been positive and we intend to continue along similar lines with future issues of the **Bout de papier**.

Before explaining the details of our book prize let me say that PAFSO owes a great deal to the unstinting and indefatigable efforts of Lucie Edwards who was entirely responsible for producing and editing our first expanded edition. She also negotiated and purchased on PAFSO's behalf the services of MIDA Productions the publisher of the current edition. We must also thank her husband, Tom Roach, whose photography illustrated the first publication. Lucie will be attending Harvard University on study leave this Fall. Although we are pleased that she will have a great opportunity for further professional growth, the **Bout de papier** will lose her services as Communications Coordinator. Nevertheless, Lucie has promised to keep in touch regularly and we look forward to her contributions from the halls of the Ivory Tower.

Now that we have been given such a good start we want to encourage and perhaps even "bribe" our members to contribute to the **Bout de papier**. This Newsletter, after all, should represent a collective effort.

The themes you choose are entirely up to you. But, of course, they must be of general interest to our Foreign Service Community, be written in either French or English, and must be at least 750 words in length. The **Bout de papier** would welcome "Letter from the Capitals", sociological human interest commentaries à la The New Yorker Magazine, articles on unique responses and adaptations to life in your city or embassy, explorations of or treatises on foreign policy themes of burning interest to you, interesting hobbies you have been pursuing in your part of the world. These are only a few suggestions. For your efforts the **Bout de papier** is offering a **\$50.00 book prize to the best submission per edition either in the form of a book token redeemable at a major book store in Ottawa, or if you are overseas you will be able to choose from a list of ten books; PAFSO will make the purchase on your behalf and mail the prize to you.**

Send us your crossword puzzles with international related clues, your humorous cartoons, and requests for consumer research on subjects of interest to you. I should add that due to austerity we must limit the award to the substantive contributions.

To complement the activities of the Professional Committee, the **Bout de papier** intends to introduce regular feature interviews beginning with the November edition. Each edition will highlight one main foreign policy theme. For example, the November edition will address aid policy questions in a two-page interview with Mr. Bernard Wood of the North/South Institute. We thought the choice of this theme could form part of our welcome to the Aid Stream. Rick Belliveau has kindly consented to co-ordinate the interview feature page for each edition.

Thanks to Denyse Goulet, members overseas and those of you who are late risers and have not been able to attend the weekly 8:30 Professional Committee breakfast meetings with eminent guest speakers, will now have an opportunity to read about the fresh, informative and interesting ideas being proposed at these meetings. Other Professional Committee activities will also be reported at length so that the benefits currently enjoyed by those of us in Ottawa will be shared by those of you in far flung corners of the world.

The new Newsletter will continue to report on the collective bargaining activities, (now almost moribund due to the 6 and 5 policy) new changes to the FSDs, as well as any issues related to Personnel Management in the Executive Director's Notes column.

Our expanded Newsletter will only be successful if more of you come forward, bringing your talents: writing, coordinating etc., and we are always looking for new ideas for articles. Although PAFSO has been able to purchase the services of MIDA Productions and a technical production co-ordinator, Glen Lisle, we still need researchers for interviews, advisors, editorial assistants and writers. Some of you responded to Lucie Edwards' request for information on the kinds of services of interest to you.



PROFILE: PAFSO Executive Director

A native of Montreal, Christine Manseau was born in the province of Quebec where she attended primary school. She completed her secondary studies at the Collège Notre-Dame de Bellevue in Quebec City and then spent a year studying English in Boston. Upon her return to Canada, she attended Ottawa University where she obtained a BA Honours in Sociology and started working on her MA.

After several years of service as a project officer with the Québec and Federal governments, in 1975 she was appointed Staff Relations Officer with the Canada Labour Relations Board. It was while with the Board that she became interested in and conversant with employee-employer relations. She returned to Ottawa in 1977 to become the Executive Secretary of one of the component unions of the Public Service Alliance of Canada, SECO. As the chief administrative officer she called upon the knowledge and experience gained previously to represent SECO's membership, primarily language teachers employed by the Public Service Commission, in grievances, appeals and at joint consultation meetings. It is this background she brings to her new position, your Executive Director.

Ms. Manseau is a firm believer in organization, administrative efficiency and planning. "Not only does proper administration save money, and planning save time, but they allow you to get on with the main work of the organization, in PAFSO's case serving the members" she said in a recent interview.

In her brief time with PAFSO she has made it a priority to learn as much as she can about the Association, its members and their concerns. She has attended Departmental briefing sessions for newly posted officers, several PAFSO Professional Committee breakfasts and the Annual General Meeting of the Foreign Service Community Association.

Representing the interests of the members and furthering the interests of the members of PAFSO are the two primary elements of her job as Ms. Manseau sees it. She also believes it important that they be aware of what is happening and have direct input into the decision-making process of the Association. In upholding her commitment to keep the

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Ottawa, Ontario
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Editorial Note

Given the bilingual background of our membership, PAFSO's policy for the new re-designed **Bout de papier** is to publish all articles in their original language. PAFSO itself remains at your service to provide any assistance you may require in the language of your preference.

Note de la rédaction

Compte tenu des antécédents bilingues de ses membres, l'APASE a, dans le cas de la nouvelle présentation de son bulletin **Bout de papier**, adopté pour politique de publier tous les articles dans la langue dans laquelle ils ont été rédigés. L'APASE n'en reste pas moins à votre service et elle vous dispensera, dans la langue de votre choix, toute l'aide dont vous pourriez avoir besoin.

FSCA SHERRY PARTY

Wednesday, September 28, 1983

5:30 - 7:30 p.m.

Crush Lobby

Main Floor, Lester B. Pearson Bldg.

COFFEE PARTY

Wednesday, October 18, 1983

10:00 a.m. - 12 noon,

Crush Lobby

Main Floor, Lester B. Pearson Bldg.

Children are welcome!

membership informed Ms. Manseau will be writing a regular column, Executive Director's Notes in each issue of the **Bout de papier**.

Away from the concerns of PAFSO, Ms. Manseau lives quietly in Ottawa's west end. She was recently re-married and between herself and her husband have four children from their previous marriages.

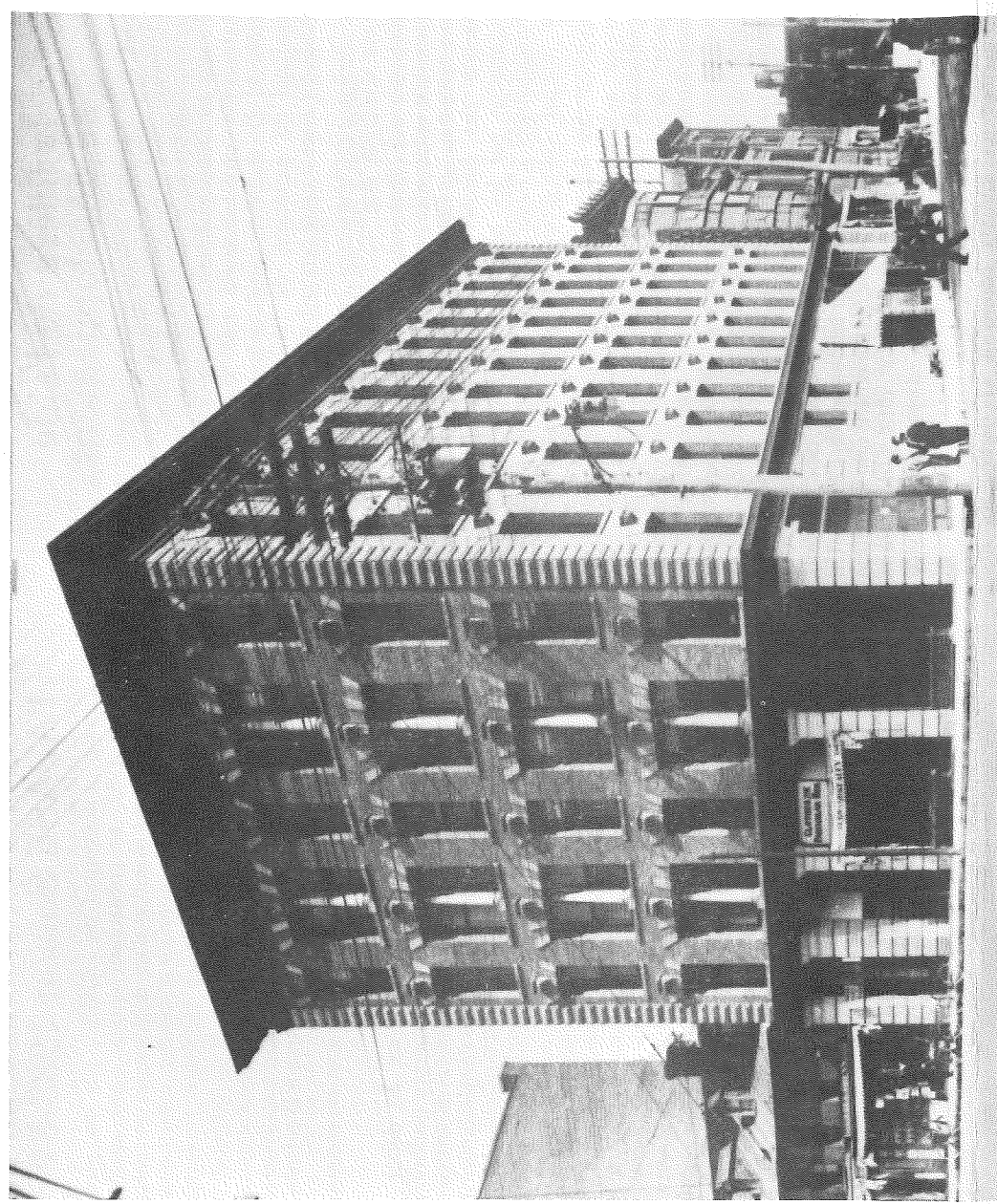
“ABOVE ALL HISTORY”

Napoleon called history a fable agreed upon, Voltaire thought it was tricks we play on the dead. To Henry Ford it was bunk. To others, tradition and precedent became a ball and chain hindering progress. Such views on the usefulness of history found no adherents in External Affairs. In **the Canadian Diplomat** Marcel Cadieux advised those seeking a career in the foreign service to acquire a familiarity with political economy, international law and “above all, history”. Following the teaching of Herodotus and Francis Bacon, Cadieux and his generation believed that young diplomats had much to learn from the study of history. In developing an historical consciousness they would learn that an understanding of the past was essential to making sound decisions about the present and future. History, of all disciplines, gave the generalist the best possible training and overview of the world. Certainly anyone who has been posted abroad can appreciate the importance of knowing Canadian history as well as that of the host country. For the purpose of this article I shall narrow the focus to Canadian diplomatic history and international relations in general.

The father of the Canadian foreign service, Dr. Skelton, had been trained as a political economist, but his research interests were in the field of history. Indeed, it had been his analysis of the past that had brought him to the prime minister's attention. His foreign service examinations reflected that preoccupation with history. Those who had not studied history soon learned under his tutelage how to write good historical analyses of contemporary issues. Personal maturity was developed from a reflection on past events. Sound diplomacy and good diplomatic practices would rest on the fulcrum of historic knowledge à la Skelton.

When the recruiting of young male officers was suspended during the Second World War Skelton, and later Norman Robertson, instinctively turned to university history departments for help. At first they asked for their best female graduates and then as the need for more middle management evolved they took on history professors as special wartime assistants. “It was the historian's Babylonian captivity”, remarked one visitor to the East Block in 1944, as these historians attempted to apply the lessons learned during the thirties and the war to the challenge of creating a new world order. Under the leadership of Hume Wrong, the associate under-secretary and historically trained son of the chairman of the History Department at the University of Toronto, studies of the past became the basis for post-war planning. Reviewing the file became a **sine qua non** for any decision or memoranda. At the conclusion of the war the vast majority of these professional historians opted for a diplomatic career. As historians like Pearson, Massey, Wrong, Glazebrook, Riddell, and MacKay, among others, became successful diplomats, their reputation helped in turn make the study of history more popular in the universities.

In the 1960s, however, the study of diplomacy and international relations came to rely less on history and fewer recruits were actually drawn from that discipline. While their foundation in the humanities and social sciences left them with a healthy respect for history, the quickened pace of international events and the speed of telecommunications left little time for extended research into the antecedents of a policy or event. At the same time postings were shortened thereby reducing the opportunity to develop and sustain an expertise over any substantial period of one's career. Thus, it became more difficult for officers to transform the snapshots acquired at postings, conferences, and desk assignments, into an overall understanding of the wider picture. Too often the urgent seemed to supplant the important that required reflection on the past. Moreover, promotional trends among senior public servants accentuated the benefits of tours of duty in several departments. Management techniques seemed to be more important than a familiarity with past policy development in reaching the top echelon of the department. Without having an opportunity to develop a full contextual framework, it became more difficult to assess



major trends, shifts in direction, or areas of concern. In such a situation there lurked a danger that the institutional memory would not be used to make future directions clearer but would be regarded as a deterrent to advancement, hence irrelevant.

In today's world there are admittedly many situations we face in External Affairs for which history has little or nothing to say. There are no precedents or remotely similar situations. On the other hand enough of the thread of human nature continues to wind its way through the past into the present to make it worthwhile examining some of the uses to which the department's history has and can be put.

While it is readily acknowledged that decision-making in a vacuum is a dangerous procedure, more than contemporary political, bureaucratic and international factors need to be understood by our foreign service officers. Decisions require a context or a point of reference in order to justify a change or continuation. Both the Stanfield enquiry into the possible relocation of our embassy within Israel and the Royal Commission on Conditions of Foreign Service needed an historical point of reference. Without a comparative base, recommendations could not be properly evaluated. When you put a picture of history into the viewer alongside one of a similar event of today you are better able to judge the value of current proposals.

An understanding of history may also be important to the development of long term strategy. While history never repeats itself its lessons are capable of wide application. We must, as Jean Jaurès, the French statesman and philosopher said: “take from the altars of the past the fire — not the ashes.” In this way history will provide us with new ideas and forward momentum. It would be a misreading of the past if our history was ever used to impede progress or unnecessarily circumscribe our actions.

A knowledge of our past also contributes to open-mindedness. It leads us to see that there is value in other opinions, that a purpose may not be altogether altruistic or that calamity may not be altogether deplorable.

On the promotional side, our history has always had a role to play in the production of material for a display, a commemorative article or a speech. Post anniversaries and retirement parties have and will continue to be occasions for reflecting on the past. Much of the Canadian public's understanding of the department and foreign policy has come from our explanation of the past. The department is fortunate in having a history that it can be proud of. Why not advertise it?

Finally, history can be used to give officers themselves a sense of pride in the institution's heritage and an esprit de corps. Skelton's recruits were seized with a vision for what Canada could do in the world. Are today's FS-(D)s motivated by a similar vision? There is nothing more powerful than a knowledge of and pride in a common past to spur us on in a diverse future.

When records of past activities are allowed to be used for the above purposes, they became a valuable living resource. “Once managers recognize the value of the corporate past,” wrote the authors of a recent article in the **Harvard Business Review**, “they can enhance their ability to diagnose problems, reassess policy, measure performance, and even direct change.”

Don Page

ACSE SHERRY PARTY
le mercredi 28 septembre 1983
de 17h30 à 19h30
au Crush Lobby
Rez-de-chaussée, édifice L.B. Pearson.

COFFEE PARTY
le mercredi 19 octobre 1983
de 10h00 à 12h00
Rez-de-chaussée, édifice L.B. Pearson
Les enfants sont les bienvenus!

Bienvenue aux agents de la filière de l'aide au développement

Lundi, le 27 juin 1983, le Sous-secrétaire d'état aux Affaires extérieures souhaitait officiellement la bienvenue à 70 nouveaux agents du Service extérieur, tous issus de la filière de l'aide au Développement. Le président intérimaire de l'Association professionnelle des agents du Service extérieur, D. Ballhorn, ainsi qu'un des membres du personnel du secrétariat de l'APASE, D. Donaldson, assistaient aussi à cette rencontre.

Le processus de l'intégration est maintenant entré dans sa phase terminale avec l'arrivée des agents de l'aide au développement dans nos rangs. Nous anticipons une dynamique renouvelée au sein de l'Association du fait que nous comptons au Comité exécutif des représentants de chacune des filières dont Paul Hitschfeld, élu par acclamation par les agents de la filière de l'aide au développement. L'Association devra donc vivre elle aussi — par ricochet — son propre processus d'intégration.

L'essence des fonctions accomplies par les agents du Service extérieur pour le compte du Ministère est sensiblement la même; par contre, le contenu diffère. Les agents de l'aide au développement se consacrent presque exclusivement à l'aide aux pays en voie de développement dans le domaine de la mise sur pied d'infrastructures à caractère social ou économique. Leurs analyses convergent donc en ce sens: une analyse des besoins auxquels le Canada pourrait apporter des subsides par opposition à une analyse des courants politiques et économiques pour les besoins du Canada. Un peu simpliste peut-être, mais certainement une indication de l'existence de perspectives différentes dans l'accomplissement de la fonction d'agent du Service extérieur. Réflétée dans la conduite des affaires de l'Association, cette dynamique nous permettra de mieux représenter les intérêts communs et particuliers des membres de chacune des filières.

PAFSO is eagerly looking forward to contributions to the **Bout de papier**, the Professional Committee and our activities in general from officers of the Aid Stream.

We know we will enjoy working and sharing in our professional activities with the Aid Stream even more closely than before.

In addition to the **Bout de papier**, the Association offers many other services to its membership such as "cut-rate" insurance policies available at the PAFSO office by contacting either Ms. Donaldson or Mrs. Morris. Through the **Bout de papier** we shall also seek to identify services which may be purchased at a discount price by our membership.

Our basic role is to promote the profession. We also try to protect and further the interests of our individual members. The Association also represents members in grievances and ensures they are represented at appeals. Please do not hesitate to call on us if you have problems.



Meet Our Aid Stream Officers at a PARTY

Rencontre sociale pour les agents de la filière de l'aide au développement

On Monday, September 19 Paul Hitschfeld will be hosting a get-together for the FS Aid Stream Officers at his home, 29 Brouage Street in Aylmer from 6:00 to 8:00 p.m. to meet informally with members of PAFSO Executive and Professional Committees.

Les agents de la filière de l'aide au développement sont conviés chez Paul Hitschfeld lundi, le 19 septembre, de 18h00 à 20h00 au 29, rue Brouage, Aylmer, pour y rencontrer les membres des Comités exécutif et professionnel de l'APASE.

Le Comité professionnel de l'APASE Saison 1983-84

Le Comité professionnel de l'APASE, mis sur pied à l'automne 1982, se consacrera encore cette année à l'élaboration et au maintien d'un programme permettant aux agents du Service extérieur d'aborder collectivement les questions susceptibles de les intéresser professionnellement. Rappelons que peuvent être membres du Comité professionnel tous les agents du Service extérieur, incluant ceux que leur degré d'affectation au Ministère exclut de l'unité de négociation, les agents à la retraite et tous les anciens agents du Ministère.

Réunion d'organisation

Une réunion d'organisation sera tenue au début septembre au cours de laquelle nous espérons élaborer un programme d'activités pour l'année 1983-84 et répartir la responsabilité de la planification et de l'organisation des différents projets. Nous espérons aussi intéresser le plus grand nombre d'agents possible aux activités du Comité. Aussi, nous invitons cordialement tous ceux qui de près ou de loin pourraient contribuer à son programme et en inspirer le contenu. John Higginbotham assurera la présidence et Arthur Menzies représentera les agents à la retraite.

Centres d'intérêts

L'année 1983-84 sera celle où la réorganisation du Ministère commencera à se faire sentir directement dans le travail quotidien de tous les agents. Ainsi, il est prévu que les questions soulevées par ce "grand bouleversement" continueront d'occuper une place de choix parmi les sujets traités au Comité professionnel. Mais nous désirons continuer d'ouvrir la discussion à toute la gamme des thèmes possibles, et en ce sens, le Comité compte sur les suggestions de ses membres. La structure du Comité est souple et nous voulons avant tout rester ouverts aux besoins des membres.

Petits-déjeûners causeries

La formule des petits-déjeûners causeries a remporté un franc succès l'année dernière. Chaque jeudi matin, de 8h30 à 9h30, près d'une centaine d'agents du Ministère se sont réunis pour entendre des conférenciers de marque présenter dans un cadre informel leurs réflexions sur des sujets d'actualité politique. Chaque conférence fut suivie d'une période de questions. Les petits-déjeûners ont constitué une occasion idéale pour mettre en contact les agents du Service extérieur avec des parlementaires, des diplomates canadiens et étrangers, des journalistes, et des hauts fonctionnaires. Cette formule sera reprise cette année et nous tenterons d'inclure la participation d'autres organismes qui oeuvrent dans le domaine des relations internationales tels que les organismes non gouvernementaux d'aide à l'étranger, certains milieux d'affaires, la presse internationale et le milieu universitaire.

Formation et développement: cours, colloques

Le Comité professionnel a récemment proposé à la direction un cours destiné aux agents qui reviennent de postes à l'étranger et un cours destiné aux nouveaux agents. Nous pensons sérieusement à organiser, en plus de ces cours, une série de colloques d'une demie journée qui seraient animés par des Conférenciers spécialisés et qui porteraient sur des sujets d'intérêt professionnel en général. Parmi les sujets qui pourraient être retenus, nous songeons à la situation financière internationale (le problème de la dette), à la politique canadienne d'accueil aux réfugiés et à l'accès aux marchés des pays nouvellement industrialisés. Mais ici encore, nous comptons sur les suggestions et les intérêts des membres.

Le Bout de papier

Le Comité veut encourager de façon spéciale une contribution accrue à la publication de l'APASE. Le **Bout de papier** pourrait s'adresser à un public encore plus vaste que par le passé et assurer le maintien des contacts entre les agents en poste à l'étranger et ceux qui sont affectés à Ottawa. Le Comité se propose de mettre sur pied des mécanismes qui permettraient au journal de l'Association de mieux refléter les buts et les préoccupations de ses membres.

Denyse Goulet

Ex-President's Message

Its always hard to say good bye, and hardest when you are having fun.

I am in that position now because, having gone out on secondment, I have to leave the Executive. It has been a good year, a year during which the Association started on a new track. I'll miss the fun, and the people who did it all —the Executive, the Professional Committee, the office staff, the members who took part in the things we organized.

But I am getting maudlin. What is worth saying is that I hope things continue to go well, that even more of us get involved in the Association in one way or the other.

Active participation in PAFSO has grown significantly last year. It will be an ever more stable, useful and forceful institution for the promotion of our interests, the more the action is spread around. Even if individuals do no more than write a letter to the executive or for the **Bout de papier**, the sense of the organization and its members being the same entity will become the more real and lively. The sense of community, which is what gives the Service its strength and character will flourish as a result.

I suppose this will be particularly important because the future isn't going to be easy. The Service will continue to be challenged to prove itself, to achieve excellence, to be a vital force. To do all this, under a new structure and in an unkind world, will require self confidence and toughness. It will require that FS's continue to press for conditions that best permit us to do the job, and for the tools, intellectual and organizational to do it well. The vehicle, for doing that, at least in my eyes, is the Association, and the sense of solidarity, openness and confidence that it can give us.

PAFSO is up to the job, if last year is an example. It did a job to be proud of, on issues like open plan, FSD's, Lateral Entry, the creation of new streams, education and professional development. The Professional Committee created a whole new dimension to our intellectual self respect. Some new services have been created including the **Bout de papier**; others will be this year. We made an embryonic start to a social side for the Association, and that can and should be built on next year. It was all worth doing and will be even more so in the future. And it's there for you.

Use it and have fun!

George Haynal
Past President

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A SPECIAL ON RE-ENTRY

So you have just come back to Canada from a posting abroad! In this issue of the **Bout de papier**, we would like to direct you — as best as we can — through the confusion of homecoming.

For this purpose, we feature an article submitted by the "Bureau des relations communautaires" outlining the services it provides to the Foreign Service Community, a check-list to note, and highlights of major changes in the FSD's.

Le nouveau bureau des relations communautaires

Comme suite à la réponse du Gouvernement au rapport de la Commission royale d'enquête sur les conditions du Service extérieur, le Ministère a récemment mis sur pied un nouveau bureau des Relations communautaires.

Le champ d'action de ce bureau comprend celui d'information et de consultation en éducation et en emploi qui était en place depuis ce printemps et qui était alors rattaché à ABRS. Il s'étend maintenant aux autres questions d'ordre communautaire, telles les conditions de santé et de sécurité pour les familles, l'isolement et les possibilités de loisirs.

Education

Déjà une banque de données informatisées portant sur les ressources en éducation est en cours d'implantation et devrait aider les parents à prendre, pour l'éducation de leurs enfants, les décisions les plus adéquates. Une documentation en éducation, également à la disposition des parents, portera sur les ressources en éducation spécialisée au Canada et à l'étranger, notamment pour les enfants handicapés.

Emploi

Par ailleurs, une documentation informatisée couvrira aussi les possibilités d'emploi dans les missions et dans la région d'Ottawa-Hull. Les conjoints seront bientôt invités à remplir et retourner une fiche préparée par le bureau qui portera sur leur expérience d'emploi et sur les secteurs dans lesquels ils souhaitent, dans l'avenir, obtenir un emploi.

Des activités d'ateliers de formation pour les conjoints qui recherchent un emploi seront annoncées sous peu ainsi que d'autres activités, telles des conférences, qui porteront sur l'éducation ou sur d'autres questions d'ordre communautaire.

Communications

En vue d'améliorer la communication entre le Ministère et les familles des employés permutants, un nouveau programme de communication directe avec les conjoints sera bientôt mis sur pied par le bureau pour toutes les questions qui sont de son ressort. Les employés permutants seront, à cet effet, très prochainement invités à transmettre au bureau l'adresse de leur domicile ainsi que le nom de leur conjoint.

Santé

Le bureau des Relations communautaires est également responsable du nouveau programme de distribution du carnet de santé préparé par le Ministère de la Santé et du Bien-être social et par l'Association de la communauté du Service extérieur. Ce livret permettra aux parents qui le souhaitent d'y consigner les événements préventifs ou correctifs, positifs ou négatifs, qui concernent la santé de leurs enfants. Le Ministère espère que ce nouveau programme, qui sera annoncé dans une prochaine lettre, aidera les familles à traiter avec de nouveaux médecins dans chacune de leurs affectations.

Dépannage

Pour les employés et leur famille affectés à l'étranger, un service de dépannage est prévu lorsqu'une aide est requise pour évaluer une situation, pour identifier des ressources hors du pays d'affectation ou, le cas échéant, pour procéder au Canada aux arrangements nécessaires.

Loisirs

Finalement, il sera procédé à une distribution aux missions de bulletins et de documents audio-visuels qui inclueront, entre autre, du matériel pédagogique à contenu canadien.

Renseignements

Pour toute information en éducation (des enfants), en emploi (des conjoints) et pour les autres questions d'ordre communautaires dans les missions et dans la région d'Ottawa-Hull, les employés permutants et leur famille sont priés de s'adresser à la salle 20 au 1er étage de la Tour D ou au téléphone: 5-7886.

Un mot de l'APASE: laissez-nous savoir si vous êtes satisfaits des services offerts par ce nouveau bureau.

Check List

Medical

To forego the medical check-up is to risk the possibility of being infested with parasites later on. Ensure you and your dependants do report to Health and Welfare for your medical examination.

Customs Clearance

Check the regulations, you may have to pay customs on certain items if bought six months or less prior to your departure. There are special duty regulations affecting cars purchased abroad if the value at purchase was in excess of a specific amount. (cf. ABRR Preposting Briefing Handouts)

School Registration

The "Bureau des relations communautaires" should be able to provide you with information pertaining to the school systems in the Ottawa/Hull area. Also verify the allowances provided for under FSD34.

Car Registration, Driver's License, Plates

Inquire with the License Bureau of your province of residence.

Highlights of Changes to FSD's

Temporary Accommodation

A transmitted letter informed you that FSD 15.33 now provides for a guaranteed two-day stay in temporary accommodation. Any extension of said period has to be justified on your expense claims.

Incidental Relocation Expenses

The maximum authorized amount for relocation expenses is now fixed at \$1940.00. Of this amount \$200.00 can be used at your discretion. The balance can be used for expenses as listed under FSD 15.31. Said list is not exclusive however, check with ABRR as to how to record all expenses incurred or record them as stated in the list annexed to FSD 15.31.

Babysitting Expenses

If you have not benefitted from a House Hunting Trip (HHT) beforehand, Departmental officials advised us that babysitting expenses were claimable for a period of five days. This should be cleared by ABRR prior to incurring the expense.

Purchasing of a House

FSD 16 spells out all entitlements as to real estate and legal fees for employees purchasing a house when returning to Canada.

It should be kept in mind that when returning to Canada, one no longer enjoys diplomatic status and will be dealt with by Governmental officials as any other Canadian citizen. It is all a question of attitude: when one is considerate, one is treated with consideration.

Attention All PAFSO Members

PAFSO is seeking the assistance of its members abroad and in the United States to improve communications to them and at the same time to reduce soaring mailing costs.

To achieve this aim, PAFSO feels it would be necessary to have a Liaison Officer at each Post. We would appreciate if you would appoint a member amongst yourselves to act as Liaison Officer.

The Liaison Officer would be responsible for:

- a) the receipt and distribution to all PAFSO members at the Post of all communications of a general nature i.e. **Bout de papier**, minutes of Annual General Meeting,
- b) dispatching all PAFSO communications from the Post to the Association.

- c) advising PAFSO of its members' personnel movements,
- d) ensuring a replacement is appointed when his/her tour of duty is completed and advising PAFSO of the new Liaison Officer's name.

We look forward to your response by November 30, 1983.

PAFSO

Avis aux membres de l'APASE

L'APASE est à la recherche de volontaires parmi ses membres en poste à l'étranger dans le but d'améliorer son réseau de communications et de diminuer ses frais d'envoi de courrier.

L'APASE a donc décidé de promouvoir l'existence d'un poste d'agent de liaison au sein de chaque mission à l'étranger. Il vous revient donc de nommer ou d'élire un représentant chargé de cette fonction.

Les charges de l'agent de liaison seraient les suivantes:

- a) recevoir et distribuer le courrier d'intérêt général i.e. le **Bout de papier** à tous les membres de l'APASE en poste à la mission;
- b) faire parvenir toutes communications des membres de l'APASE au siège social;
- c) aviser le siège social de tout changement au sein du personnel membre de l'APASE;
- d) s'assurer de la nomination ou de l'élection d'un remplaçant au poste d'agent de liaison à la mission avant son départ et en aviser l'Association.

Veillez nous communiquer le nom de cette personne avant le 30 novembre 1983.

PAFSO OFFICE

L.B. Pearson Building

Conference Facilities Room B1-108

125 Sussex Drive

We hope you will take advantage of the time to have questions you may have answered, to enroll in any of our existing programs, to make changes to existing life, property or automobile policies or simply to drop off correspondence destined for our Albert Street Office.

Every Wednesday and Thursday: 12 Noon — 2 p.m.

LE BUREAU DE L'APASE

Immeuble L.B. Pearson

Complexe de salles de conférence B1-108

125 promenade SusseX

Nous espérons que vous profiterez des heures de ce bureau pour y trouver réponse à vos questions, vous inscrire à l'un ou l'autre de nos programmes, apporter des modifications à vos polices d'assurance-vie, propriété ou automobile actuellement en vigueur, ou simplement y déposer de la correspondance adressée à votre bureau de la rue Albert.

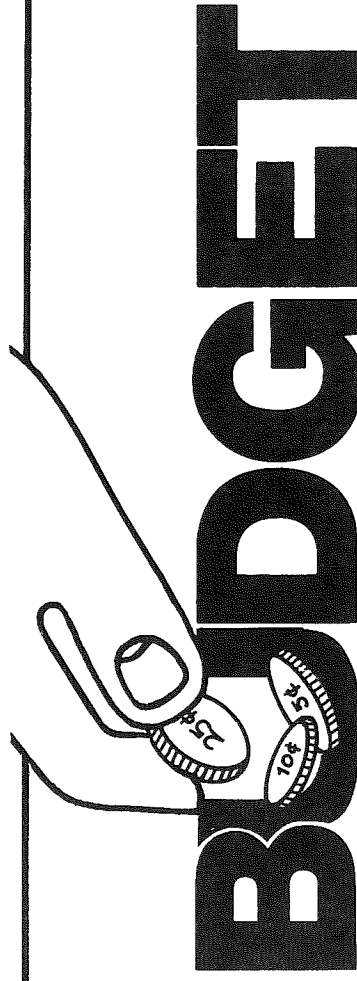
Tous les mercredis et jeudis 12h00 - 14h00

Services offerts par l'ACSE

- Répertoire des écoles d'Ottawa;
- Dossier sur l'emploi;
- Aide et conseils sur l'installation à Ottawa;
- Activités mensuelles

Services Offered by the FSca

- Directory of Ottawa's schools;
- Employment Source Book;
- Assistance and advice when settling in Ottawa;
- Monthly programmes.



BUDGET

From Our Treasurer . . .

It is difficult for any treasurer to have to advise members that their fees are going to have to be raised, even more so when the increase will be 77% in a world of 6% and 5%. However, there has not been an increase since 1979. Why an increase at all and why so large? Last year we forecast that 1983 would be a year of transitions for PAFSO! Our membership level would be uncertain due to: a possible restructuring of the FS group; EX/FS conversion; and the expansion of the FS group with the creation of an AID stream.

Many of the foregoing has come to pass and further changes are awaited. In addition a new and very active Professional Committee was created as well as an expanded **Bout de papier**. We also modernized our office with the addition of a computer with word processing capacity, mainly to serve our members more efficiently.

While all this was going on we enjoyed a healthy reserve fund which was earning high current rates of interest particularly in 1981 and 1982 which added significantly to our income. Now that interest rates are down, our investment income has declined and we have had to draw on our capital to make up the shortfall.

These factors as well as our commitments for 1984 and beyond necessitate an increase in fees for 1984. A reserve fund of one year's operational budget is considered essential to meet extraordinary or unforeseen expenditures which our normal cash flow cannot accommodate. Part of the increase in fees will be directed to replenishing our reserve funds.

Finally, that's the bad news. The good news is that compared to membership fees paid by other professional groups in the Public Service, and the private sector (including those paid by accountants, lawyers, engineers, etc.) PAFSO's rates are still the lowest by a significant amount.

PAFSO is a bargain and remember our fees are tax deductible.

Jim Metcalfe
Out-going Treasurer

Ainsi que l'a déjà mentionné ci-haut le trésorier sortant, je crois utile de signaler certaines conditions générales qui n'ont pas permis au Comité exécutif de prévoir d'une manière plus rigoureuse les dépenses et recettes budgétaires pour l'année fiscale en cours et pour ainsi dire . . . boucler le budget:

- l'impossibilité de prédire la composition exacte de notre Association à cause de la restructuration du groupe FS, la conversion EX/FS et la création de la filière "aide au développement";
- la nécessité de rationaliser les opérations de l'APASE pour mieux desservir les membres par l'achat d'une machine de traitement de textes;
- l'effet que la chute des taux d'intérêt a eu sur les revenus importants provenant du placement de notre fonds de réserve.

En dépit des commentaires ci-haut, l'année fiscale 1983 ne devrait pas être vue d'une optique négative. Certaines réalisations de l'APASE, telle le Comité professionnel, ont accentué le rôle "Association professionnelle" de l'APASE par rapport au rôle d'agent négociateur. La publication et l'expédition à l'étranger des délibérations du colloque de l'hiver dernier n'est qu'un exemple tangible, parmi plusieurs, du travail accompli par le Comité professionnel. Il faut également signaler le nouveau format qu'a pris le **Bout de papier**. Alors que l'APASE a prévu une dépense budgétaire de \$9,000 pour le **Bout de papier** en 1984, nous croyons que les revenus réalisés par les annonces publicitaires assureront d'ici un an l'auto-financement de notre publication.

Cotisations syndicales: La dernière augmentation des cotisations de L'APASE date de 1979. En dépit de l'augmentation qui s'impose, ces cotisations demeurent les moins élevées à la Fonction publique fédérale, y compris celles des organisations syndicales regroupant les catégories du personnel de soutien et elles se comparent

PAFSO/APASE

Statement of Revenue and Expenses Etats financiers: Revenus et dépenses

Year ending December 31, 1983

Année se terminant le 31 décembre 1983

Revenue/Revenus	Audited Vérifiés 1982	Budgeted/Estimated Budgetés/Prévus 1983	Budgeted Budgetés 1984
Revenue/Revenus			
Membership Dues/Cotisations	101,625	102,000	201,800
Administration, Insurance/Assurance	13,325	15,000	14,000
Interest/Intérêt	20,119	25,000	18,000
Total Revenue/Revenus totaux	135,069	142,000	233,800
Expenses/Dépenses			
Staff Costs/Salaires et autres frais	95,719	109,450	137,000
Professional Services/ Services professionnels	14,473	10,000	12,000
Communications	36,594	22,000	15,000
Bout de Papier	—	—	9,000
Office Expenses/Siège social	10,696	11,000	15,000
Capital Expenditures/Equipment Programmes	—	—	1,000
Executive Committee/Comité exécutif	4,566	4,000	—
Depreciation/Dépréciation	—	—	5,500
Miscellaneous/Divers	6,339	1,200	5,000
Professional Committee/ Comité professionnel	19	100	9,000
Executive Director's Expenses/ Dépenses du directeur exécutif	—	—	100
Annual General Meeting/ Assemblée générale annuelle	—	—	7,500
Association Expenses/ Dépenses de l'Association	—	—	2,700
Reserve Fund/Fonds de réserve	—	—	1,500
TOTAL	168,406	157,750	233,800

PAFSO/APASE

Annual General Meeting

Assemblée Générale annuelle

Wednesday, October 12, 1983

Mercredi, 12 octobre 1983

Auditorium (Lester B. Pearson Building)

Social hour 5:30 — 6:30 p.m. Meeting: 6:30 p.m.

Rencontre sociale: 17h30 - 18h30 Assemblée: 18h30

Agenda/Ordre du jour

- Approval of the proposed agenda
Adoption de l'ordre du jour
- Approval of the Executive
Présentation du Comité exécutif
- Approval of the Minutes of the October 25, 1982
Annual General Meeting
Adoption du compte rendu de l'assemblée générale
annuelle du 25 octobre 1982
- The President's Report
Rapport du Président

- The Bout de papier Report
Rapport sur la publication de l'APASE
- The Professional Committee Report
Rapport du Comité professionnel
- The Membership Report
Rapport sur les effectifs de l'APASE
- The Insurance Report
Rapport sur les assurances
- The Treasurer's Report: financial statement and
budget for 1984
Rapport du Trésorier: états financiers et budget
proposés pour 1984
- Approval of budget for 1984
Adoption du budget de 1984
- General discussion
Période de questions
- Other Business
Autres sujets
- Adjournement
Ajournement

From Our Treasurer . . . (continued)

très favorablement avec celles des organisations professionnelles (ingénieurs, avocats, comptables) du secteur privé. Présentement, la somme des cotisations annuelles perçues par l'APASE — constituant la principale source de revenus de l'APASE — soit \$102,000.00 — ne couvrent même pas nos dépenses au chapitre des salaires, prévues à \$128,500.00 pour l'exercice financier de 1983. L'APASE compte quatre employés à plein temps. Pour combler ce déficit et celui occasionné par les autres dépenses fixes à rencontrer en cours d'exercice, l'APASE a dû et devra, d'ici la fin de l'année fiscale, avoir recours, non seulement aux revenus générés par les intérêts, mais aussi au capital même du fonds de réserve.

Fonds de réserve: Toute organisation financière saine devrait maintenir un fonds de réserve égal aux dépenses budgétaires prévues pour une année fiscale. Une partie de l'augmentation des cotisations servira donc à remettre le fonds de réserve sur la bonne voie. Le Comité exécutif prévoit présenter pour ratification par les membres de l'APASE, lors du prochain exercice financier, une politique ferme concernant notre fonds de réserve.

Le Comité exécutif a longtemps réfléchi aux conséquences et implications que le budget de 1984 représente pour nos membres. Nous croyons sincèrement, toutefois, que les dépenses prévues aux différents postes au budget constituent le minimum nécessaire pour assurer la bonne marche de l'APASE et qu'une réduction des montants prévus aurait comme résultat une baisse de l'efficacité et du niveau des services offerts par l'APASE.

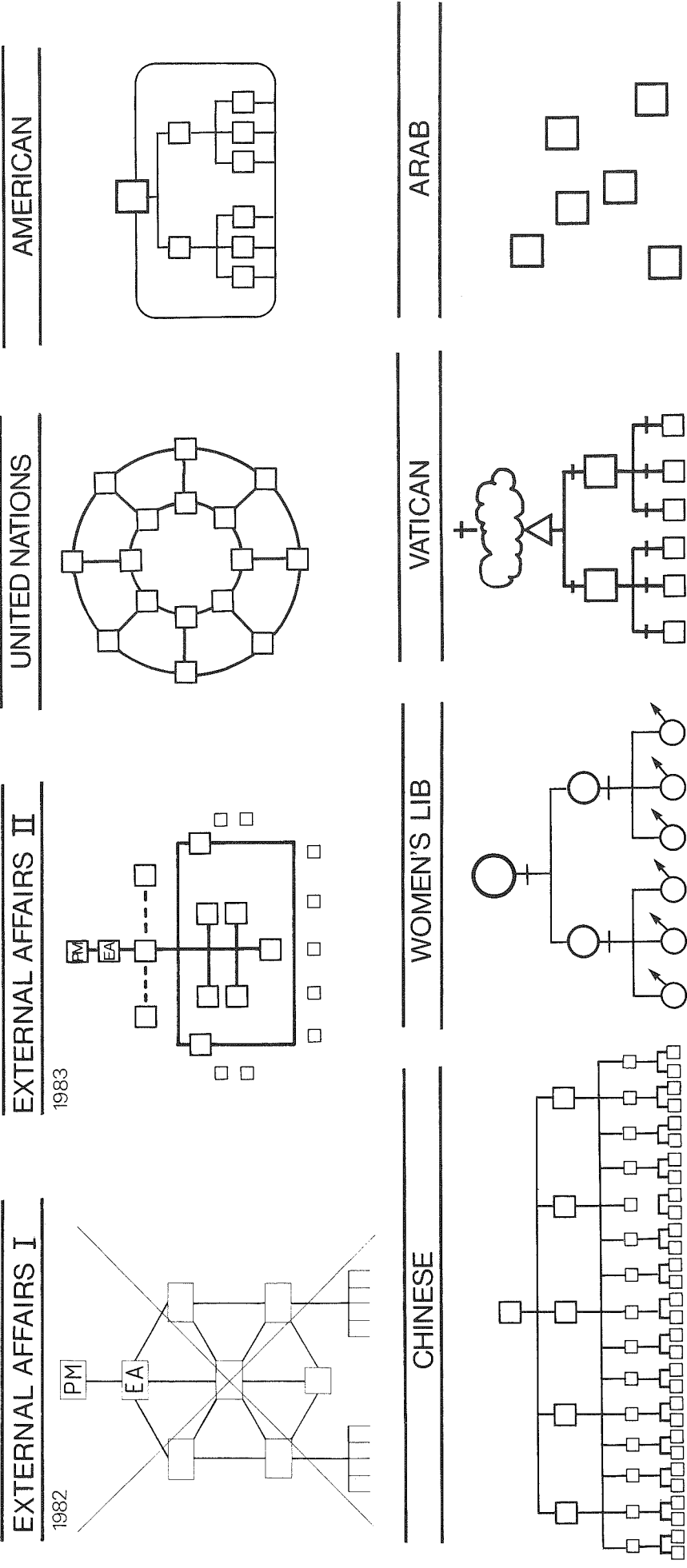
Nous croyons, en plus, que les membres de l'APASE doivent être prévenus, à ce temps-ci, d'une augmentation radicale au titre du loyer en 1985. Si nous décidions de rester dans les locaux que nous occupons actuellement lorsque le bail se terminera en 1985, le loyer à payer sera le double de celui d'aujourd'hui. Si le prochain Comité exécutif décidait de déménager, les coûts du déplacement (division de bureaux, meubles, tapis, etc.) équivaldraient, lors des premières années, aux coûts d'un nouveau bail. Nous prévoyons donc que cette dépense en elle-même nécessitera une augmentation additionnelle des cotisations syndicales.

\$50.00 Book Prize To Be Won

For those of you who missed the check list, we are listing it below once again. Do take the time to complete the questionnaire and mail it to Nesta Scott-Hankey (RCL) as soon as possible.

Oui, ce qui suit m'intéresse:	Yes, I would be interested in:
Rabais de groupe de droits de club athlétique/cercle	Group discounts in athletic/dining club fees
Régime d'assurance élargi	Expanded insurance programme
Achats postaux de livres canadiens	Mail order purchases of Canadian books
disques et cassettes	records and tapes
produits alimentaires	foods products
vins et bière	wines and beer
articles pour enfants	children's needs
articles de loisir	recreation equipment
Participation à un centre de villégiature/échange de chalets	Participating in a holiday staff quarter/cottage exchange
Rapports au consommateur sur:	Consumer reporting on:
• le marché domiciliaire à Ottawa	• Ottawa housing market
• des services de courtage et de gestion de propriétés	• Real estate/property management services
• des services de voyages	• Travel services
• des services financiers	• Financial services
• des cours par correspondance	• Correspondence courses
Autres (veuillez préciser)	Other (please specify)

A PLAY ON REORGANIZATION



Our Members Write

"All About Foreign Service Life"

Many officers and their families with Immigration Affairs will remember Bernard Brodie, who was with Immigration Foreign Service on the personnel staff from 1972 on and off until consolidation. What they may not know is that Bernard has recently completed a book about the old "Foreign Service".

Bernard announced in a circular letter to his former colleagues in January of 1982 his intention to compile anecdotes of foreign service life abroad, a project which he had first cleared with Joe Bissett, then Assistant Under Secretary, Immigration Affairs. In the next twelve months, Bernard interviewed some thirty-eight foreign service families around Ottawa, in Southern Ontario, and overseas in London and Birmingham.

The result was a 660 page book approved by ZSS, provisionally entitled 'When Do I Get My Visa?', containing stories of the professional and domestic life of immigration officers overseas from just after the War until consolidation. Illustrated, with ten pen and ink sketches by local artist Judy Dougherty, the book is a true pot-pourri of overseas experiences. Some of it is extremely funny and will ring bells with you all, such as the chapter 'Servants of the World, Unite!' Other chapters, such as those on the South East Asian refugee movement and the Lebanese Civil War, are essentially serious and at times tragic.

Bernard has submitted the book to both Doubleday and MacMillan. "Naturally I want the book to be published, and not for my own glory. I have here a very human story of Canadians and their families doing a tough job in often difficult and dangerous — yet exotic — surroundings, and it's something I would like other Canadians to know. The popular misconception of foreign service life is so hopelessly off base, and so very unfair to those who serve in the foreign service, that I hope to redress the balance". A second book

is now well underway and if finances permit, Bernard plans to travel around the world in the late Fall to finish the second volume. Former immigration officers who would like to contribute their memories of the years 1945-1981 are welcome to call Bernard in the evenings at 234-2653 or write to 22-290 Cathcart Lane, Ottawa, Ontario K1N 5C4.

Dear George,

As an alumnus of the PAFSO Executive, I wanted to congratulate you on the new look "Bout de papier". This format I think lends a degree of professionalism to the organization which is important at this time of changes and uncertainty. The new look will, as you suggest, enable PAFSO to provide more information to its members than was possible before.

I also feel it important that with the confusion created by integration, we have a strong Association around which we can rally and which can provide some semblance of order at a time when morale both at home and abroad is reportedly low.

Keep up the good work and may I wish you and other members of the Executive the best of luck in the coming year.

Yours sincerely,
R.A. Fairweather
Counsellor (Commercial)

Cher George,
Félicitations pour la philosophie nouvelle de l'APASE. Les services aux membres ont été un secteur très négligé par votre association jusqu'ici.

Jean-Yves Dionne

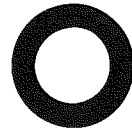
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Please send full information on the P.A.F.S.O. Personal Protection Plan for home and car.

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ADDRESS _____
CODE _____ PHONE _____
PRESENT INSURANCE EXPIRES _____
AUTOMOBILE _____ PROPERTY _____

If you would like to contribute your views to the **Bout de papier**, write to PAFSO at the following address: 130 Albert Street, suite 1002, Ottawa, Ontario K1P 5G4.

Si vous désirez faire connaître vos opinions à l'équipe de rédaction du **Bout de papier**, écrivez à l'APASE à l'adresse suivante: 130 rue Albert, pièce 1002, Ottawa, Ontario K1P 5G4.

Attention Spouses!

Some of you received a pamphlet entitled — **Survivor's Pension Benefits** — enclosed with the last issue of PAFSO's **Bout de papier** explaining the various pension benefits available to a spouse of an employee of the Department of External Affairs should the employee decease before his or her retirement.

Do read the pamphlet and write to the FSCA or our Newsletter if you wish to contribute your views on this subject. The address of the FSCA is: Department of External Affairs (CXC), 125 Sussex Drive, Ottawa, Ontario K1A 0G2.

Avis Aux Conjoints . . .

En juin dernier, vous receviez avec votre copie du **Bout de papier**, un dépliant intitulé "Prestation de retraite au conjoint survivant" traitant des diverses prestations de retraite auxquelles serait éligible le conjoint survivant d'un employé qui décède lorsqu'au service du Ministère des Affaires extérieures.

L'ACSE aussi bien que l'APASE aimeraient connaître votre point de vue, que vous soyez agent du Service extérieur ou conjoint de cet agent. Ecrivez à l'APASE ou à l'ACSE à l'adresse suivante: ACSE, Ministère des Affaires extérieures (CXC), 125 promenade Sussex, Ottawa, Ontario K1A 0G2.

Executive Director's Notes

Depuis mon entrée en fonctions à l'Association, j'ai eu à m'occuper de plusieurs dossiers dont la révision des directives du Service extérieur, la représentation de griefs, l'élaboration du budget annuel de l'Association, la consultation au Ministère des Affaires extérieures, au Conseil national mixte et au Conseil de dotation et la publication de notre journal.

De plus, j'ai tenté d'en apprendre le plus possible sur les pratiques en vigueur au Ministère ainsi que sur les intérêts professionnels et autres des agents du Service extérieur. Cet exercice m'a permis d'identifier quelques-unes des préoccupations les plus urgentes des membres de l'Association. In this article I would like to focus on two key issues, the appraisal and promotion system and grievances.

Appraisals and Promotions: The appraisal exercise is most important as all promotions directly tie into it. The fact that it is not applied uniformly throughout the Department as it varies from one rater to another and that the appraisal policy and format tend to undergo frequent changes is definitely cause for concern. Both the Association and the Department are committed to improving the fairness and transparency of the appraisal system. Representations to this effect have been made by the Association through the consultation and the grievance process.

Avec le système en vigueur, il est difficile pour un candidat éligible pour une promotion de déceler la ligne de pensée du Ministère quant à la détermination des besoins de l'organisation en vue d'une promotion au niveau supérieur. En d'autres mots, le pouvoir discrétionnaire du Ministère est tel qu'il est difficile de prévoir si l'acquisition de telle connaissance ou de telle expertise dans un domaine particulier correspondra aux aspirations du Ministère quant au plan de carrière de ce même employé.

Les changements intervenus dans l'organisation du Ministère ces dernières années amènent aussi d'autres difficultés, telle le manque d'homogénéité dans les pratiques de sélection d'une filière à l'autre. De plus, le peu d'information communiquée au candidat non reçu ne peut permettre à celui-ci de se réorienter et/ou de s'ajuster que ce soit au niveau de sa formation ou de ses connaissances professionnelles dans le but de répondre aux besoins de l'organisation.

Sous-jacent à la reconnaissance de talents et d'efforts déployés par les agents du Service extérieur, un des buts de l'exercice de promotion devrait être celui de sensibiliser ceux-ci aux intérêts de l'organisation de façon à mieux se préparer à y répondre éventuellement. Le système de promotion ne peut être considéré uniquement par le Ministère comme un exercice de distribution des prix mais plutôt, comme un exercice de planification à long terme de ses ressources humaines qui tiendrait compte des aspirations de carrières individuelles des agents du Service extérieur.

Griefs: Depuis un certain temps, le nombre de griefs exposés par les agents du Service extérieur augmente régulièrement. Plusieurs ont trait à l'application des Directives du Service extérieur. D'autres soulèvent certains problèmes de fond, tels le manque d'homogénéité dans la mise en application du processus d'évaluation ou des promotions, la procédure et les raisons motivant le rappel d'un employé et le droit d'accès d'un employé au système interne de télécommunications du Ministère pour des raisons personnelles. Certains de ses problèmes ne peuvent être résolus sur la foi d'un seul grief, toutefois ils sont déterminants quant à la formulation de la trame de fond de nos discussions avec le Ministère dans la recherche d'améliorations aux conditions de travail de nos membres.

Tout employé peut faire grief de conditions de travail qui lui causent préjudice ou qui lui semblent insatisfaisantes. Il est parfois possible cependant, et c'est là, une des responsabilités premières de vos représentants, de tenter de régler un problème particulier par des voies administratives autre que le grief. Si cela s'avère irréalisable, le grief demeure un moyen de chercher à redresser le tort causé.

Ceux d'entre vous qui estiment leurs droits lésés devraient tout d'abord en discuter avec les intéressés et consulter leur Association avant que d'exposer grief. Il ne faut pas oublier que la dynamique des relations interpersonnelles est souvent à la base d'un problème de relations de travail et qu'une bonne discussion peut résoudre bien des malentendus.

Of course, I have not had the time yet to learn all about the Foreign Service. This is only the beginning. I have tried to expose myself as much as possible to the situations experienced by our membership such as promotion,

appeals, appraisals, pre-posting briefings, removal and others in order to appreciate better what it is like to be a Foreign Service Officer. My present estimation is that it is rather hard to try to be a professional when bogged down with all these rules and regulations that seemed to have been created just to hinder one's progression.

For my part, I'd like to say I enjoy very much being at your service for it is a challenging, exciting and rewarding job. I might add I have never felt so welcome as by your group in all my years as a professional in labour relations, in itself that is quite a reward.

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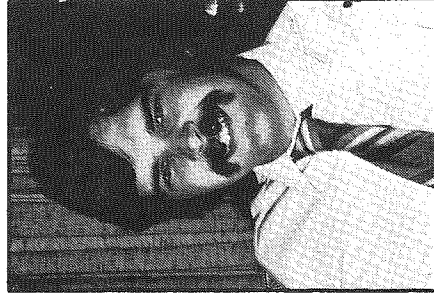
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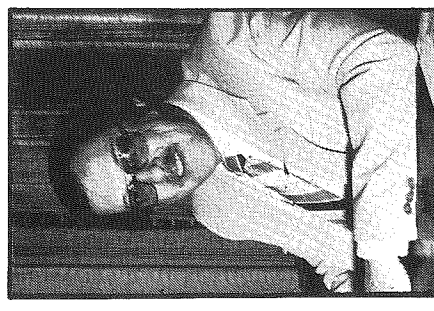


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That Was The Year That Was

The arrival of Fall brings with it an almost complete rotation of the PAFSO Executive. The vagaries of rotationality will be bringing you a new President, Vice-President and Treasurer: all in all, eight new members will have been added to the Executive, including the first representative of the newly-created Aid Stream. Before all the "old guard" disappear to points exotic, I'd like to review some of the aims of last year's executive and see how far we succeeded in achieving them.

If there was one dominant theme in last year's activity, it was grappling with the change in the nature of the foreign service as a profession. PAFSO is a curiously schizophrenic organization: it serves on the one hand as a traditional bargaining unit for its membership *vis-à-vis* management and Treasury Board, and on the other, as the forum and structure for the foreign service as a profession. Sort of a cross between the Canadian Union of Postal Workers and the Canadian Medical Association.

The imposition of Six and Five tended to place PAFSO's role as a bargaining unit on the back burner. Nevertheless we did hold informal consultations on the contract with Management to see whether we could improve the fringe benefits package and played an active role assisting members in grievance questions. The hiring of a very experienced Executive director, Christine Manseau, should serve to strengthen our capacity on the collective bargaining side as we head into the next round of negotiations on the FSD's and find out the federal government's intentions post-Six and Five.

With collective bargaining in eclipse, and reorganization of the Department underway, the focus naturally shifted to the professional side of the organization; in this area, I believe we made significant progress. We played an active role in addressing our membership's concerns about the many

changes underway in the nature of our profession, from stream management to secondment policy to the incorporation of a new Aid Stream and the integration of CO officers into the rotational foreign service. But our real achievement, I believe, was that we succeeded in moving **beyond** responding to Management-inspired change to, in some cases, taking the initiative and forcing the pace of change.

We all owe a particular debt of gratitude to the members of the Professional Committee for organizing a highly successful seminar on the nature of the profession, for bringing in a wide range of speakers who introduced new ideas to the often inbred thinking in the Pearson Building, and for producing remarkably thoughtful and practical white papers on such critical topics as training and development.

The Professional Committee is a flexible and effective instrument for dealing with issues which are not amenable to the conventional mechanisms of collective bargaining. PAFSO also pioneered this year in its response to the proposal to expand the use of Open Office Planning in the Pearson Building. The Subcommittee on Open Office Planning, which was largely made up of volunteers from outside the Executive, did tremendous work researching the whole question of office environments and lobbying for reconsideration of the initial decision; their ace in the hole was the management consultant and architect PAFSO hired to advise us on open office planning. This was the first time PAFSO had recruited outside technical help on a question of this kind; our success in keeping the walls from tumbling down is evidence that resorting to outside experts on occasion can make us much more effective spokesmen for our membership's interests. These new mechanisms — the Professional Committee, special purpose committees, hiring outside experts — can make the difference in winning or losing our case with Management.

All this took time. The Executive added additional mid-monthly meetings to keep up with all the activity and every Executive member was tasked with special projects or committee work. The Professional Committee and its various subcommittees were equally hard at work. But there is much more that needs to be done. Last year's Executive had great ambitions to improve communications between PAFSO and our membership in the field, expand the range of services available to our members, create whole new cadres of affiliate members, and to provide facilities for social activities under the PAFSO framework. We have made a start in this direction, but getting these initiatives off the ground will represent a major challenge for the new Executive; I suspect our effectiveness in achieving these aims will depend entirely on recruiting the active participation of many more PAFSO members.

PAFSO was particularly fortunate that George Haynal agreed to serve as President last year. He is living proof of the advice that if you want to get something done well you should give it to a busy man. George's commitment converted the most hardened sceptics and his enthusiasm affected us all.

Like many members of last year's Executive, this was my first involvement in PAFSO affairs. Although there were times when it was tempting to claim the pressure of work and outside activities as an excuse not to take on more chores, my involvement in PAFSO was immensely rewarding. With so much change underway in the Foreign Service, the individual officer, particularly the junior officer, tends to feel that the shape of his career, and his personal fortunes within the foreign service, is pretty much outside his control. By participating in PAFSO, we may not be steering the ship, but we do get to warn that the water supply is getting low and that there are icebergs ahead.

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