

BOUT DE PAPIER

Dept. of External Affairs 1909-1984

e pluribus unum

OUR DIAMOND JUBILEE

Tour d'horizon avec le sous-secrétaire d'État

A l'occasion du 75e anniversaire du ministère, "Bout de papier" rencontrait M. Marcel Massé pour faire un tour d'horizon. Il nous révélait alors ses vues sur l'évolution politique mondiale à long terme et la place que le Canada devra se tailler dans l'arène mondiale. Il nous faisait part aussi de sa conception du rôle que devrait jouer le ministère, tant à l'étranger qu'à Ottawa, et de ses réflexions sur la gestion du ministère. Finalement, nous l'interrogeons sur sa vision du Service extérieur et sur des problèmes comme le peu de perspectives d'avancement dans le Service. Les propos de M. Massé ont été recueillis par Christian Sarrazin.

Bout de papier:

Quelle est votre vision de l'échiquier mondial d'ici 25 ou 50 ans?

M. Massé:

Je dois poser d'abord quelques hypothèses de base. Premièrement, qu'il n'y aura pas de guerre nucléaire totale dans les prochaines 25 ou 50 années. Deuxièmement, qu'il n'y aura pas de changement déterminant dans l'équilibre général entre l'URSS et les États-Unis. Dès lors, plusieurs scénarios sont possibles, mais le plus probable m'apparaît le suivant: de nouveaux centres de pouvoir vont émerger à l'échelle mondiale et feront contrepoids aux Deux Grands que l'on connaît aujourd'hui. Je pense à l'Europe, à la Chine, au Japon, soit seul, soit de concert avec les pays de l'ANASE ("ASEAN"). Je

pense au Brésil, tout seul ou avec les pays environnants, ou encore à l'Inde. Dans un monde comme celui-là, on passera d'une situation de duopole, telle que nous la connaissons maintenant, à celle d'oligopole où aucun des partenaires, même s'il y en a de plus gros que les autres, ne pourra contrôler de façon déterminante l'évolution politique du monde. Le jeu des alliances deviendra prépondérant.

Bout de papier:

Dans un tel scénario, quelle serait la place du Canada?

M. Massé:

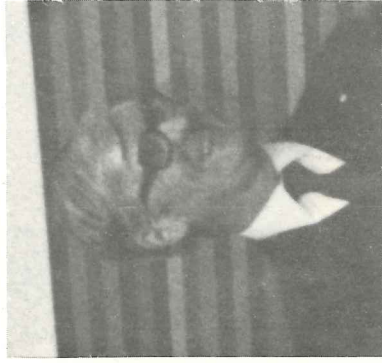
Le Canada est en fait le seul des pays industrialisés à ne pas avoir un marché intérieur suffisant pour soutenir sa capacité de production. A mon avis, le Canada va devoir établir des liens bilatéraux privilégiés avec les États-Unis. Ces liens avec les États-Unis seraient établis selon le modèle des ententes sectorielles de libre-échange tel que discuté présentement, ou plus probable encore, sous une forme de libre-échange administré ("managed free trade"). Notre interdépendance économique ira donc

(suite à la page 6)



Marcel Massé

Some other Under-Secretaries . . .



Under-Secretaries from left to right are: Basil Robinson, A.E. Ritchie, Marcel Cadieux, Jules Léger, A.E. Gottlieb.

The Minister Writes

On this 75th anniversary of the Department of External Affairs, let me pay tribute to the men and women of the Foreign Service.

It is the people who have made it their career to whom successive governments owe much for the esteem in which Canada is held throughout the world.

This is my second time in the portfolio of Secretary of State for External Affairs. From both the 1974-76 period and my present tenure, I have memories of good work with professionals both at home and abroad.

As the Professional Association of Foreign Service Officers approaches its 20th anniversary and the Professional Committee marks its first birthday, I congratulate them for their part in seeking to further develop a professional cadre of officers. The breakfast meetings, luncheons and other activities indicate the measure of the Foreign Service's commitment to excellence in the service of Canada.

The Honourable Allan J. MacEachen

The Foreign Service as I Remember It

I have been asked to make some comments on Canada's foreign service as I perceived it in my days as Secretary of State of External Affairs, which were from June, 1959, to the defeat of our government in 1963.

During the whole of this time the Under-Secretary was the late Norman A. Robertson and my first comment would be that he was outstanding; he rendered excellent service and had the highest possible standing not only in Ottawa but also with the nations with which we dealt. He set the tone for the department and had with him a very able group of senior officers.

Their dedication existed right through all the other ranks of the department and to me was an inspiration. Canadians were well served by these men and women.

Personally I tried to keep closely in touch with them, for example by interviewing every beginner before he or she went abroad on posting and every returning ambassador.

And there were many problems to be dealt with; for example, peace-keeping, disarmament, the commissions in Indo-China, law of the sea and many other activities through the United Nations, the North Atlantic Alliance, increasing contacts with the French-speaking nations and promoting relations with Latin America. There were few dull moments and we were all very proud to be representatives of Canada.

The Honourable Howard Green

Ed. note: Mr. Green is the oldest surviving Secretary of State for External Affairs. Δ

Professional Committee Colloquium on Streaming

A highly successful event

by Nick Etheridge and Daniel Marchand

With the department settling into its new shape, and management due to undertake a review of policy on streaming later this year, PAFSO canvassed the views of its members on this issue, which has important implications both for the functioning of the department and for individual careers. A subcommittee headed by **Daniel Marchand** went to work in collaboration with the Professional Committee and suggested an evening colloquium in the Pearson Building.

The idea was popular. On April 18, some 170 members (including guests from friendly foreign embassies in Ottawa with reorganization experiences of their own) gathered in the cafeteria to have dinner, listen to two panel discussions, put questions and points from the floor, and hear **Dennis Hays, President of the American Foreign Service Association**, speak to the US experience in organizing (and disorganizing) a foreign service. Management was not asked to participate in a formal way but was well represented. The evening was a great success.

Russ Davidson, PAFSO President, reviewed the events over the past 10-15 years which have led up to the consolidation of the Foreign Service and to the creation of an expanded Department of External Affairs. He was followed by the first panel, chaired by **John Higginbotham**, President of the Professional Committee, whose members — **Scott Heatherington** (Social Affairs), **Paul Hiischfeld** (Aid and Development), **Kathryn McCallion** (Commercial/Economic) and **Louise**

Fréchette (Political/Economic) — tackled the subject "role and structure of the new department — issues for the streams". They discussed whether streaming met the needs of the new department in providing high quality services to the public, whether in policy advice or program delivery.

The panel members highlighted the history, tasks and responsibilities of their streams. Most recognized a continuing need for streams (or at least for **specialization**, a term which not surprisingly many found difficult in distinguishing clearly from "streaming") because of the need to deliver different services or programs for which particular training and experience is necessary. All agreed there should be mobility across streams so as to allow cross-fertilization of skills and to give officers a cross-section of experience before entering senior management. **Kathryn McCallion** stressed that special training for the commercial/economic stream was necessary but emphasized that gone were the "good old days" of serving only one department abroad. She argued that a tendency to stream 'isolationism' would be counterproductive.

The ensuing questions brought out some interesting ideas and revealing concerns. One questioner wondered whether stream integration was politically feasible, given the jealousy of client departments about their programs and the doubts of the business community. The response was that it could work if the "product" was good and perceived as such. Streaming is after all an "in house" arrangement. One

(continued on page 4)

The "New" Bout de Papier: One Year Later

by N.E. Scott-Hankey, Co-ordinator

Bout de papier celebrates 75 years of External Affairs and the first anniversary of its expanded tabloid format. Judging from the comments and letters received from our readers, we seem to be striking the right chords in our efforts to improve communications, particularly with our colleagues overseas.

Like the Professional Committee, **Bout de papier** has been in the forefront in forging a new corporate culture for the Department of External Affairs. By relying mainly on the extraordinarily rich experiences and talents of our members and affiliates of different streams, **Bout de papier** has been able to contribute effectively to certain topical foreign policy debates. On development policy and the aid-trade link, for example, we conducted two lengthy interviews presenting differing views, with **Margaret Cailey-Carlson**, President of CIDA and **Bernard Wood**, Chairman of the North/South Institute. In the March edition, we explored certain aspects of Canada's increasing emphasis on expanded ties with countries of the Pacific Rim. These "theme pieces" benefitted from the unusual perspective of personal reminiscences, letters from several capitals, and general overviews from both the private and public sectors. The interview with the Undersecretary, **Marcel Massé**, in this issue also provides some of his insights on major concerns of importance to the future of the new department. **Bout de papier** has also reported the activities of the Professional Committee and responded to your requests for articles on general consumer advice (tax planning, etc.). For those of you who have had grounds for appeals of either interpretations of FSDs or promotion decisions, we have explained the NJC grievance procedure and the appeals system.

As an added bonus, we have tried to lay the ground work for a self-financing newsletter so that your professional dues can be devoted to other purposes. We are pleased to report that advertising revenues pay for half the production costs. By employing some ingenuity in our advertising strategy now that the newsletter is becoming better known, we hope to achieve our ultimate self-financing target in two years.

Behind the scenes of **Bout de papier** there is a free-wheeling Advisory Team whose membership changes depending on the subject matter. For example, we were joined by **Don Page** and some of his colleagues in Historical Division for this anniversary edition and we are indebted to them for much of the historical content. Among the hardcore team members, we are sorry to lose the excellent services of **Denyse Goulet** as Professional Committee reporter. She is off to Moscow. **Allan Kessel** has replaced Denyse but we are sure she will continue to keep in touch through, perhaps, a special "Letter from Moscow" with the President of CIDA, is off to Brasilia. **David Malone** is going to the Middle East. We shall miss the advice and upbeat witticisms of both Richard and David not to mention their ability to proofread and edit reams of material at short



Bout de papier Advisory Team — From left: Fred McEvoy, Don Page, Richard Belliveau, Christine Manseau, Russell Davidson, Nesta Scott-Hankey, Debbie Donaldson, Allan Kessel, Colin Robertson, George Haynal. Absent: David Malone, Christian Sarrazin, Linda McDonald.

Contents

Our Diamond Jubilee	1
Tour d'horizon avec les sous-secrétaire d'État	1
The Minister Writes	1
The Foreign Service as I Remember	1
Under-Secretaries	1
Professional Committee	2
Colloquium on Streaming	2
The "New" Bout de Papier	2
A Word to Returnees	3
A Message from the President	3
Breakfast Meetings Report	4
Appraisal Phobia	5
Could You Have Made it Into External in 1933	5
Wanted (Before July 15, 1984)	7
History in Photos — External Affairs 1909-1984	8-9
Historical Profile	10
Buying a Home in 1984	11
The Law and External Affairs	12
Mot du Directeur exécutif	13
Tales from Harvard	14
Je me souviens	14
The Winner (March puzzle)	15
Letters	15
Take a Letter (June puzzle)	16

All contents - PAFSO, 1984. **Bout de papier** is published several times annually by the Professional Association of Foreign Service Officers. Suite 1002, 130 Albert Street, Ottawa, Ontario, K1P 5G4.

Editorial Note

Given the bilingual background of our membership, PAFSO's policy for the new redesigned **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.

notice.

We have already recruited some new members for the next editions, and we take this opportunity to welcome aboard **Bob McDougall** (alias A. Aalto) who we hope will continue to design challenging puzzles, and **George Cowley**, the keen-eyed observer of the social scene, whose racy writing style is familiar to you.

All team members have worked hard and willingly and deserve a great deal of thanks. **Bout de papier** depends on voluntary services for its success and we are looking forward to hearing from even more of you in the fall. We have only just begun to tap the abundant resources among us. We particularly need francophone editing skills to relieve **Christian Sarrazin** from time to time. Remember the old adage — "Many hands make light work".

▲

The Ottawa Scene

A word to returnees . . .

by George Cowley

Allan Fotheringham, in **Malice in Blunderland**, called the world's coldest capital "Earmuff and Armpit City", where all those swivel servants "bicycle, mentally as well as physically". "Ennuï-on-the-Rideau", says AI, is "the only city in the world where rush hour starts at 3:30", and "men wear three piece suits in July".

Which is by way of sounding a word of caution to anyone coming home from posting this summer. Be prepared to shift down a gear or two when you get off the creaking jet that brings you disbelieving into Uplands, and to Ottawa's ordered calm.

Life is much more self-contained here than it is on post abroad. Don't expect your neighbour to be quite as intrigued with far-away places as you may appear to be.

Be prepared to keep a firm grip on your wallet or your purse. Ottawa's prices, while normal for Canada, are anything but normal for anyone who remembers them from, as we did, 1978. My salary crept up an auspicious 20 per cent between then and now, and I remember irrationally gloating about how much more that 20 per cent would permit us to live it up when we got back home. We could never convince ourselves that the cost of living in Canada would meanwhile be rising by 60 per cent and in fact we'd be 40 per cent poorer.

Prices really are amazing for elderly Ottawans such as I who remember when our stout Mayor Charlotte Whitton took over public transport and we all anticipated a drop in busfares from the current 4 cents a ride. Now they're 90 cents. When I delivered the Citizen it was three cents, of which I kept a third; now it's 30 cents and twice that on weekends. The ancestral home in the Glebe cost my father \$5,200. I happened to meet the present owner of the house, who told me he'd bought it for \$150,000 in 1981, and had just had a complete stranger walk in off the street and offer him \$250,000 cash for it. No wonder Ottawa continues to have the lowest proportion of accommodation available for rent in Canada.

"You don't begrudge the costs"

And yet, you don't begrudge the costs when the town is changing for the better as rapidly as Ottawa. We may still be

A Message from the President of PAFSO

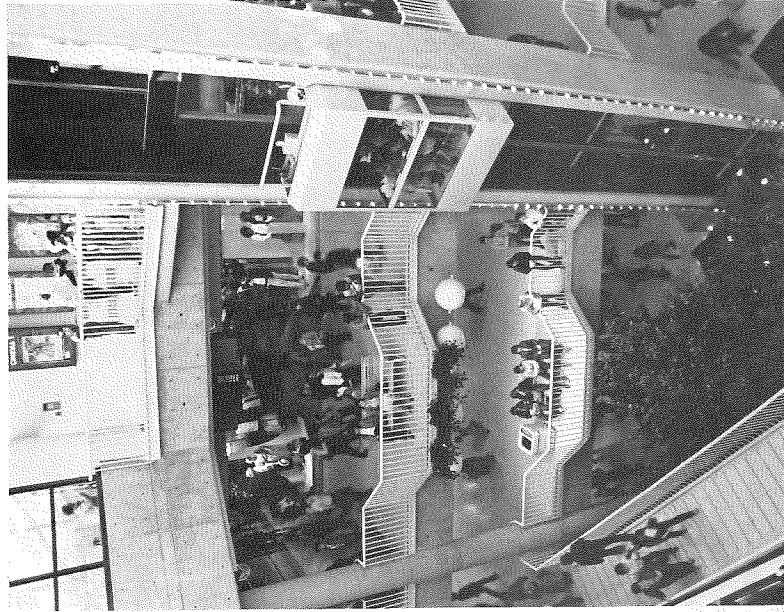
by Russell Davidson

I was delighted to have been asked to convey a brief message for this edition of the **Bout de papier**, celebrating 75 years of External Affairs.

There is no doubt that the changes that have taken place in government, particularly over the last 20 years, have been momentous. Technological advances and an ever-increasing requirement for specialization have forced departments to review their operations and, when necessary, to reorganize in order to meet the challenges of the future. We are all today members of a new department with a fundamentally changed mandate and a role in government which is essentially different from the department that was created by the External Affairs Act of 1909.

Where change has not been necessary is in the role and basic functions of the Canadian Foreign Service. Regardless of our past departmental loyalties and affiliations, we remain the interface at the governmental level between Canada and the rest of the world. We can continue to take justifiable pride in the high calibre of our membership and in the professional approach we take to our work both abroad and in Ottawa under often difficult and trying circumstances. In this vein I would like to share with you an anonymous tribute to the Foreign Service Officer which I came across while serving in Tel Aviv:

"As nearly everyone knows, a Foreign Service Officer has practically nothing to do except to decide what is to be done; to tell somebody to do it, to listen to



Rendezvous Rideau

the only capital in the world with electricity and telephone wires down almost every street, while edifices like the old Daly Building (Chicago School of Architecture or not) and the new National Defence headquarters win **Citizen** prizes as leading eyesores. But, by gosh, at least one no longer needs to make pilgrimages to Montreal to buy essentials.

Who, for example, would have guessed a decade ago that the four short blocks of Bank in the Glebe between 1st and 5th avenues would now house nine bookshops, including two for rare volumes, six art shops, including one exclusively for decorative tiles, three antique shops

reasons why it should not be done, why it should be done in a different way; to follow up to see if the thing has been done; to discover that it has not, to enquire why; to listen to excuses from the person who should have done it; to follow up again to see if the thing has been done, only to discover it has been done incorrectly; to point out how it should have been done; to conclude that as long as it has been done, it may as well be left where it is; to wonder if it is now time to get rid of a person who cannot do a thing right; to reflect that he probably has a wife and a large family, and that certainly any successor would be just as bad, and maybe worse; to consider how much simpler and better the thing would have been done if one had done it oneself in the first place; to reflect sadly that one could have done it right in twenty minutes, and, as things turned out, one has had to spend two days to find out why it has taken three weeks for somebody else to do it wrong."

In sharing this anecdote which demonstrates the kind of frustrations that have beset us all at one time or another, I would like to wish all our colleagues a **'Happy Anniversary'** and another successful 75 years. Δ



Russell Davidson

including one for ancient arms and armour, two craft shops, five trendy fashion boutiques, two (count them, two) shops selling nothing but futons, three European style delicatessens, four health food shops and two shops for exotic pets like orangutans and gila monsters, not to mention the famous Mrs. Tiggywinkle's and the less famous Mexicali Rosa's.

"You don't have to journey to Hull"

And speaking of Rosa's, you don't even have to journey to Hull to eat out. If you long for lusty fare, you can try Afghan, Croatian, Jamaican, Korean, Malaysian, Moroccan or Turkish restaurants, or even the incredible I.P. Looney's.

And what of staid old Elgin Street, transformed into a little Columbus Avenue of Upper West Side, New York. Piazzas every half block, sidewalk cafés, guitars and mandolins, ideal sites to watch the purple-haired punk rockers promenade. And the fabulous Penguin nightclub, where even Cabinet Ministers entertain their overseas visitors, replete with 1940's Glenn Miller band gyrating left and right with the music.

Chinatown is similarly prospering. Mayor Dewar helped resettle fully 4000 Vietnamese Chinese in Ottawa in the early 1980's and one obvious bonus for the citizenry has been a boom in high quality but reasonable price Chinese restaurants. Little Italy nearby is the only comparable competition.

The whole downtown core is gradually being reborn. Some say the new popularity of divorces — the rate has nearly doubled in the decade — means deserting the bourgeois suburban bungalow for the convenience and compactness of trendy new condos or refurbished older buildings downtown.

Some new buildings will really make you wonder if you're still in Ottawa. The Rideau Centre puts us in the big city arcade league. The huge pits on Cartier Square, Nepean point, and opposite in Hull will in time respectively house the no-nonsense Ontario courthouse, the glass neo-gothic National Gallery, and the multi-contoured parabolas of the new Museum of Man.

There's also greater sophistication in Ottawa's acceptance of unorthodox names. It wasn't too long ago that an Archibald Leach or a Frances Gumm would have felt obliged to changed their names to, say Cary Grant or Judy Garland. Who would have expected to find in 1984 Ottawa, Neddy Twiddy, or Euripides Fink, Joy Bangs, Ophelia Legg, and Anne Aass, I.O. Silver and Equus Horsey, Sizzlin Wok or T.J. Speakeasy, Socrates Scratch or Dweezle Zappa?

"Friendliness among the natives"

This new ability to be one's own person in Ottawa is reflected by considerably greater friendliness among the natives. I pointed this out to a staunch Rockcliffe matron of long acquaintance. "I don't see why Ottawa people are still considered to be stand-offish", I told her. "Ottawans I've been meeting for the first time since I've been back have been universally welcoming, more than ready to go halfway to be a friend."

"It is obvious", said the matron stiffly, "that you have not been meeting the right people".

But I'll let a good farming couple in the far boggy suburbs of the city have the last word. We'd been driving round that backwater and got ourselves completely lost, when we spied a homely couple sitting in their rocking chairs on the front veranda of their farmhouse. I rolled down my car window and shouted out to them "I'd like to get back to Ottawa".

The couple turned toward each other, and I could see them talking languorously. Finally, the man turned back to me and called back simply:

"We've got no objection".

At any rate welcome back to Ottawa, regarded by other diplomats as a very pleasant family city. Δ

Colloquium (cont'd from page 2)

participant stressed the need for more officers to be given administrative skills. Another asked about the relationship between membership in the existing streams and the staffing of senior management levels. Social affairs and development stream panelists were concerned about the problems their streams would have in reaching higher levels, the need for cross-streaming, and of the resistance of some development stream members in particular to joining the new External Affairs (as well as resistance in the department to these new colleagues). On the other side of the coin a political/economic stream member worried that members of her stream might become "generalist" drones in a department of specialists. One participant suggested there could also be 'geographic streaming' reflecting the fact that the department is now organized along more geographic lines.

The second panel moderated by **Peter Hancock** and composed of **Mario Renaud** (Aid and Development), **B. Davis** (Social Affairs), **Bernard Giroux** (Commercial/Economic) and **Paul Chapin** (Political/Economic) dealt with the issue of **streaming and the individual career**.

Recognizing that human resources are the most important resource of the department, the second panel aimed at presenting the perspective of the individual and how we have reacted to the numerous changes with which we have lived over the recent years.

Arguments were presented supporting both the maintenance of separate streams and the abandonment of the present practice of maintaining separate groups.

Officers are primarily looking for three things in their work: — job satisfaction, some encouraging sign of advancement, and some recognition for the work they do, both from their peers and from management.

Panelists maintained that individual streams provided officers with a sense of identity and with a means to pursue a satisfying career; at the same time, allowing for a more manageable service, in terms of recruitment, promotion and training. All streams are equally important for the



Panel members Louise Fréchette, Kathryn McCallion, Paul Hirschfeld, Scott Heatherington, John Higginbotham and Nick Etheridge.

department and should be recognized as such through an increase in cross-streaming opportunities, without removing the possibility to specialize. This, it seems, would offer a better way to prepare for mid-management positions.

Not all argued for maintaining the **status quo**. A strong plea was made for developing a common approach to the management of all foreign service officers. This would abolish the historical stereotypes and develop a much needed "new culture" for the new department.

In conclusion we are reprinting the following statistics

Composition of Streams 1983

	FS1	FS2	FS3	TOTAL
Political/Economic	242	252	140	634
Aid	14	63	—	77
Social Affairs	119	106	29	254
Commercial/Economic	106	144	101	351

Total 481 565 270 1,316

Cross-stream Assignments 1983

	FS1	FS2	FS3	TOTAL
Political/Economic	23	9	5	37
Aid	—	4	—	4
Social Affairs	10	15	5	30
Commercial/Economic	12	25	24	61

Total 45 53 34 132

Breakfast Meetings Report

by A. Kessel and D. Malone

The **Professional Committee Breakfasts** continued to attract large numbers of colleagues. **Tom d'Aquino, President of the Business Council on National Issues**, spoke to us on business-government relationship in slightly more reassuring terms than might have been anticipated. **David Dodge, Assistant Deputy Minister of Employment and Immigration** and Canada's representative on the OECD's Manpower and Social Affairs Committee, addressed employment prospects for Canada and implications for immigration. Mr. Dodge indicated that Canada would need considerably more immigration to the year 2000 to assure flexibility of labour and to ensure that the labour force does not age greatly.

Peter Hancock, Director of our USSR and Eastern European Bureau, provided a thoughtful and highly-entertaining account of current East-West relations and how they were reached by conjuring historical snapshots from the past and invoking key paradoxes which underpin the relationship. His presentation was followed by a particularly frank and friendly dialogue with the audience.

Bernard Wood, Executive Director of the North-South Institute, spoke on the subject "Canada: Back to a Middle Power?" Mr. Wood said interdependence has grown more intense and at the same time relationships more fragile. Attempts to manage these relationships have been

undertaken too late and have proved clumsy and reactive. Canada, said Mr. Wood, is particularly suited to a middle power role. This is underscored by the "peace initiative" and our promotion of North/South dialogue. Canada is perceived as non-threatening and therefore in the best position to influence those new actors on the world's economic stage such as OPEC and Newly Industrialized Countries (NICs).

In an open, relaxed and somewhat off the cuff fashion, **American Ambassador Paul A. Robinson Jr.**, reviewed US/Canada relations as they stand today. Mr. Robinson assessed US/Canada relations as excellent, having improved considerably in recent years and ventured that after the upcoming elections in both countries the relationship would continue to improve.

The Garrison Diversion project was dismissed as a "non-issue" with Mr. Robinson emphasizing that the US would not consider proceeding with the "Canadian-sensitive" portion of the project without the prior concurrence of Canada. A nervous murmur was emitted by those present as Mr. Robinson scoffed at the idea of biota being carried by ducks into the Canadian watershed. On the question of extraterritoriality, Mr. Robinson noted the Canadian position but did not indicate that the US government would alter its course. Δ



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COULD YOU HAVE MADE IT INTO EXTERNAL AFFAIRS IN 1933?

(what follows is an extract of the entrance examination for that year (total time: 12 hours . . .)

Examination for Third Secretary, Department of External Affairs

Write an essay on one subject from **each** of the following categories:

I GENERAL

1. The Outlook for Parliamentary Democracy.
2. A Radio Policy for Canada
3. Is there a Distinctive Canadian National Type?
4. Education in the Machine Age.

II INTERNATIONAL AFFAIRS

1. "Major Failures but Minor Triumphs". Is this a true valuation of the work of the League of Nations?
2. Compare the Nazi revolution in Germany with the Fascist revolution in Italy.
3. What are the main obstacles which have so far prevented the Disarmament Conference from concluding a signed agreement?

III ECONOMICS

1. Outline the history of the fur trade in Canada and discuss its importance in the development of the country.
2. Give an account of the anti-trust movement in the United States.
3. Write a brief account of the modern economic development of one of the following countries:
(a) Japan (b) Argentina (c) Union of South Africa.
4. Summarize the development of two historically important theories of wages since Adam Smith and discuss each in reference to the general problem of distribution among the factors of production.

IV SPECIALIZED TOPICS

(answer one question from part A or one question from part B)

PART A: POLITICAL SCIENCE

1. "Nationalism is the great enemy of Federalism."
Discuss in relation to Canada or the United States.
2. Explain the historical service of the doctrine of sovereignty and consider its present usefulness.
3. What has been the distinctive contribution of each of the following to political thought?
1. Hobbes 2. Bentham 3. Rousseau 4. Gottfried Feder
4. "Clear doctrine and rigid purposes that apply to a whole nation have to be paid for: the price is the suppression of individuality and the regimentation of opinion." Discuss.

PART B: INTERNATIONAL LAW

1. "Canada is an international entity in the fullest sense of the term." Comment upon this statement.
2. By a Treaty concluded in 1816 between two adjacent seaboard States, Mauretania and Ruritania, it was provided that all the islands north of the line drawn due west from the mouth of the Black River should belong to Mauretania. The Black River was subsequently discovered to have three mouths, so that there was some doubt as to where the line was located. It was ultimately delimited by an International Boundary Commission in 1864. Otter Island was actually north of the line as delimited, but it was part of an archipelago, the other islands of which were definitely south of the line, and the main channel from the Black River ran north of the Island. In 1826 Ruritania established a lighthouse on the island and has maintained it ever since. The island is so small that it is incapable of any other type of use. It was thought that there were no fisheries in the waters surrounding the island, but recently it has been discovered that there are valuable oyster beds within three miles of its shore-line.
You are asked to advise the Government of Mauretania whether its fishermen can be excluded from the oyster beds in question.
3. A Canadian Government patrol boat captures a vessel engaged in smuggling liquor into Canada. At the time of seizure, the vessel was hovering at a point eleven miles from the nearest land, off St. John, N.B. The vessel was registered in Gloucester, Mass., in the name of Thomas Jones, a United States citizen. It was actually owned by a British subject domiciled in New Brunswick, Thomas Jones being his agent.
You are asked to advise the owner as to the steps that should be taken to protect his interest.

Now tell the truth — aren't you glad you didn't have to take **that** to get in? (No marks will be awarded for answering this question.)

PAFSO MEMBERS — SUPPORT IS NEEDED

The Children's Hospital of Eastern Ontario needs \$6 million to renovate and sustain the excellent service provided since it opened ten years ago.

The Public Service Division of the appeal has a target of \$750,000.

PAFSO urges you, as a concerned and appreciative member of the community, to support this campaign generously. Donations can be made to T. Boehm (ABSR), campaign coordinator at headquarters or to the Administrative Officers at posts abroad.

Appraisal Phobia

by Nesta Scott-Hankey

Why does the annual appraisal exercise strike such apprehension and fear in the hearts of FSO's? A circular memo was recently distributed reminding FSO's that appraisals are due by August 1, 1984. Why does reading this memo trigger a flashback of the year's efforts to demonstrate your excellent abilities to your supervisors?

Are the contents of those reams of green legal size papers really so important?

Frankly, you need not worry so much about the things your supervisor writes on those green sheets. Those words could even be the source of great amusement in years to come. Take **Lester B. Pearson** for example, his supervisor **O.D. Skelton** had this to say about him in 1928.

"My only criticism of him . . . is that there is something curiously loose-jointed and sloppy about his mental make-up which, as a matter of fact, is reflected in some measure in his physical bearing."

Pearson of course went on to become Under Secretary, Minister and Prime Minister. So thumb your nose at your rater, only **you** know what your real capabilities are and **you** may yet have the last laugh. Δ

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Tour d'horizon (suite de la page 1)

en s'amplifiant, aux dépens sans doute d'une certaine perte d'indépendance politique. En même temps, on se trouvera à réduire notre vulnérabilité économique face aux chocs venant de l'extérieur.

Le Canada aura aussi à se protéger contre le "bullying" des partenaires économiques et politiques plus puissants. Notre salut alors réside dans le multilatéralisme.

Le Tiers monde, demeurera relativement peu organisé. Ce sera le cas en particulier de l'Afrique. Le Canada devra y développe des alliances, précisément pour faire contrepoids aux autres puissances oligopolistiques qui émergeront. Notre rôle international, somme toute, sera peut-être plus justement celui de "leader of the rest", plutôt qu'un membre du club des 7 ou 10 plus grandes puissances.

Bout de papier:

Dans ce contexte, quel est le rôle que le ministère des Affaires extérieures peut jouer?

M. Massé:

Dans un monde interdépendant comme celui que je décrivais plus haut, où le Canada devra dépendre de tout un réseau d'alliances internationales, où tout en acceptant son intégration économique au grand ensemble nord-américain, le voudra conserver une certaine autonomie, le rôle de l'État dans les relations internationales et diplomatiques devra être très considérable. Le Canada devra aussi avoir une politique intérieure adaptée au rôle international qu'il doit jouer. Une cohérence nécessairement beaucoup plus grande s'impose. Qu'il s'agisse de nos politiques minières, de nos politiques agricoles ou autres, elles devront plus que jamais être déterminées en fonction d'exigences nous venant de l'extérieur. **Nos politiques nationales à ce moment là deviendront de véritables politiques internationales.**

En tant que gestionnaire de relations politiques internationales, le ministère va devoir s'ajuster à l'ampleur du rôle que jouera le pays dans l'arène mondiale. Ceci est particulièrement vrai sur le plan du multilatéralisme. Il va nous falloir également gérer notre relation avec les États-Unis de façon à pouvoir élargir l'accès à leur marché, tout en évitant la dépendance totale. Il devra s'impliquer de façon totale dans les décisions de politique intérieure, de politiques sectorielles, dans les domaines de l'agriculture, du transport, de la foresterie, de l'environnement, etc. Le ministère servira de lien immédiat dans le processus de prise de décision entre politiques intérieures et politiques étrangères. Ces

politiques vont devoir être intégrées beaucoup plus qu'auparavant.

Bout de papier:

Parlons justement du rôle du ministère à Ottawa. On a beaucoup péroré sur sa "marginalité" au cours des années passées. La réorganisation de 1982 devait ramener les Affaires extérieures dans le giron de la prise de décision à Ottawa. Qu'en pensez-vous?

M. Massé:

A mon avis, le premier pas a été fait correctement en janvier 1982. Il est vrai que le ministère était devenu, en grande partie, "irrelevant". La politique étrangère et les relations internationales s'élaboraient à l'écart des politiques intérieures, qui elles, tenaient très peu compte des éléments internationaux. L'intégration de 1982, et puis la réorganisation de septembre dernier, obligent le ministère, dans ses activités, dans les positions qu'il développe et dans le personnel qu'il forme, à intégrer les perspectives, et du commerce international, et de la politique étrangère.

Un autre facteur est **le rôle de ministère d'État** que joue maintenant les Affaires extérieures. Toute initiative prise par un ministère qui a des incidences sur nos intérêts internationaux et qui doit faire l'objet d'une approbation par le Conseil des ministres, doit être considérée par le Comité du Cabinet chargé de la politique extérieure et de la défense, au niveau ministériel, et par un comité parallèle de sous-ministres, au niveau bureaucratique. Le secrétaire d'État aux Affaires extérieures et son sous-secrétaire sont respectivement présidents de l'un et de l'autre. Ce qui leur confère, en plus de leurs responsabilités sectorielles, un rôle horizontal. Plus l'évolution vers la situation que je vous décrivais tout à l'heure se précise, plus le ministère d'État a une fonction importante, parce que c'est par lui que nous pouvons intervenir dans le processus de prise de décision. On n'a peut-être pas jusqu'ici remarqué toute son importance.

Le ministère est maintenant représenté sur les grands comités horizontaux au niveau de la gestion du système bureaucratique dans son entier. Le sous-secrétaire d'État est membre du **Comité interministériel sur la gestion du personnel sénior** à l'échelle de la Fonction publique. Il fait aussi partie du **Comité de coordination des sous-ministres** qui regroupe, sous la présidence du secrétaire du Cabinet, ceux là dont le ministère a une

fonction horizontale. Ce comité est habilité à considérer tout problème, toute question, à l'échelle de tout le système. Le sous-secrétaire a donc acquis un rôle définitivement horizontal au niveau de la Fonction publique, qui est le "miroir" de celui du secrétaire d'État, au niveau du gouvernement.

Encore plus important, nous avons maintenant **trois ministres** qui assurent une représentation des Affaires extérieures à toutes les étapes de prises de décision au sein du Cabinet que ce soit dans les comités sectoriels, le Comité des priorités et de la planification et évidemment le Conseil des ministres. Soulignons aussi le rôle important que joue le sous-ministre du commerce international au Comité des sous-ministres chargé du développement économique et régional.

Bout de papier:

Après une expérience de deux ans, peut-on juger de l'efficacité de cette nouvelle structure?

M. Massé:

L'influence que l'on a acquise est considérablement plus grande que celle que l'on avait auparavant. Le défi demeure cependant pour le ministère de faire pleinement sentir dans le système le poids qui correspond au nouveau rôle qu'on lui a donné.

Bout de papier:

Si l'on devait chercher à améliorer la performance du ministère, de quel côté devrait-on porter ses efforts?

"Nous avons décentralisé une grande partie des décisions au niveau des sous-ministres adjoints. Si vous décentralisez les décisions cependant, il faut vous assurer que celles-ci aillent toutes à peu près dans la même direction . . ."

M. Massé:

On devrait chercher du côté de la **prise de décision** qui, tout en étant efficace, doit aussi être cohérente. Je m'explique. Dans le choix d'un système de prise de décision, vous avez deux options. La première est de centraliser la prise de décision. Un tel système, dans une organisation aussi vaste que la nôtre, s'avère très inefficace à cause des goulots d'étranglement. Vous avez une, deux ou trois personnes qui doivent prendre littéralement des centaines de décisions; elles sont peut-être cohérentes mais très lentes à venir, parce qu'il y en a trop à prendre. **La deuxième option, c'est un système de prise de décision décentralisé. C'est le choix que nous avons fait et c'est le système que nous avons en place depuis septembre dernier.** Nous avons décentralisé une grande partie des décisions au niveau des sous-ministres adjoints.

Si vous décentralisez les décisions cependant, il faut vous assurer que **celles-ci aillent toutes à peu près dans la même direction**, qu'elles soient cohérentes entre elles. Pour ce, elles doivent s'inspirer d'une vision commune. **C'est cette vision commune que nous devons chercher à développer.** C'est ce que nous sommes en train de faire, mais ce n'est pas facile.

Bout de papier:

Autre principe de gestion qui reste très discuté au sein du ministère: l'approche géographique versus l'approche fonctionnelle. Certains soutiennent que pour l'instant l'approche géographique est trop privilégiée au détriment de la cohérence fonctionnelle. Un juste équilibre est-il possible?

M. Massé:

Dans un ministère comme le nôtre, on ne peut avoir qu'un seul principe d'organisation, géographique ou fonctionnelle, l'un à l'exclusion de l'autre. **Avec la réorganisation de septembre dernier, on a décidé de faire primer le concept géographique.** Pourquoi? Premièrement, parce qu'on doit avoir des lignes de communications

(suite à la page 7)

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Tour d'horizon (suite de la page 6)

efficaces, directes et cohérentes avec nos missions à l'étranger qui sont évidemment organisées sur une base géographique. Deuxièmement, de la façon dont la plupart de nos politiques sont faites, elles doivent s'adapter à un contexte qui est toujours celui d'un partenaire donné. Lorsque l'on parle d'automobiles par exemple, il faut assurément avoir une vision totale de notre commerce de l'automobile. Mais, en même temps, il faut adapter nos négociations aux qualités spécifiques de chaque pays avec lequel nous négocions. Le genre de considérations que l'on doit faire intervenir pour analyser et régler nos problèmes sont presque toujours à prédominance géographique.

Bout de papier:

Et pourtant, si cette approche permet une intégration de toutes les décisions pour une région spécifique, comment assure-t-on, à l'échelle mondiale, la coordination ou la "prioritisation" de notre action pour un secteur donné?

M. Massé:

Les décisions à ce niveau-là impliquent un arbitrage dans l'allocation de fonds, de personnes, etc, pour les diverses régions géographiques. Ceci ne peut se faire qu'au Comité exécutif, présidé par le sous-secrétaire, qui réunit tous les sous-ministres adjoints géographiques, fonctionnels et celui de la Coordination de politiques qui, lui, essaie d'équilibrer les diverses forces.

Bout de papier:

Quel genre d'agents devrait-on recruter et comment devrait-on les former?

M. Massé:

Il y a là plusieurs éléments. Les qualités recherchées chez nos agents seront des qualités d'adaptation, une capacité de comprendre non seulement l'économie mais aussi la science politique, le fonctionnement du pouvoir, la vie culturelle, les relations interpersonnelles et les relations internationales. Deuxièmement, il va nous falloir un mélange de spécialistes et de généralistes. Les généralistes seuls ne suffiront pas parce que, pour exercer notre influence au niveau des politiques sectorielles intérieures, il va nous falloir des gens qui vont pouvoir comprendre la complexité de ces politiques. Troisièmement, il va falloir développer un système de formation à l'intérieur même du ministère bien meilleur que celui dont on dispose maintenant. J'ai déjà indiqué publiquement qu'à mon avis on ne peut plus finir de s'instruire à 20 ans ou à 25 ans pour ensuite simplement s'adapter. L'évolution des connaissances est trop rapide pour que l'on puisse se fier uniquement à nos capacités d'adaptation, d'absorption par expérience, pour les acquérir. Une formation en règle est nécessaire. Par conséquent, jusqu'à 10% du temps de chacun des agents en moyenne va devoir être consacré chaque année au recyclage, à la formation.

Bout de papier:

Que pensez-vous de l'idée d'une division des tâches au sein du ministère entre un personnel permuant qui passerait le plus clair de son temps à l'étranger et un personnel établi en permanence à Ottawa?

M. Massé:

Je ne pense pas que ce soit là une bonne idée. Je remarque que peu importe le talent d'un individu, s'il n'a pas vécu à l'extérieur du pays, il lui manque quelque chose, un enrichissement personnel. Je pense que ceux qui ont eu la chance de profiter d'une expérience pratique à l'étranger ont acquis une relativité dans leur façon de conceptualiser qui est essentielle pour bien travailler aux Affaires extérieures. Alors, pour moi, il faut un mélange des deux.

Bout de papier:

Les horizons au ministère sont plutôt bouchés au niveau de l'avancement. Les frustrations vont en grandissant chez les agents, surtout aux niveaux inférieurs. C'est un problème sérieux qui va aux fondements mêmes de ce ministère. Qu'en pensez-vous?

M. Massé:

C'est une question très difficile. Le phénomène,

"Il y a peu de mobilité dans le système pour le moment . . . ce qui veut dire en clair qu'il y a très peu de possibilités de promotion."

comme vous le savez, ne se limite pas aux Affaires extérieures. Le ministère a connu une croissance rapide pendant un certain temps. Nous connaissons maintenant une période de restriction, comme tout le reste de la Fonction publique d'ailleurs. Ce qui fait qu'il y a peu de mobilité dans le système pour le moment, d'autant plus que les positions de direction sont occupées par des cadres relativement jeunes et encore compétents, qui ont atteint ces niveaux durant la période de croissance rapide. Ce qui veut dire en clair qu'il y a très peu de possibilités de promotion. Ça ne sert à rien de se faire des illusions. Par les temps qui courent, il ne faut pas non plus compter sur une reprise dans la croissance des effectifs du secteur public. Au contraire, on devra s'estimer chanceux s'il n'y a pas de coupures! Que peut-on faire alors? Ce qu'il faut, je crois, c'est améliorer le contenu de chacune des positions de sorte que l'on puisse en retirer une plus grande satisfaction. Il y a plusieurs façons de le faire. L'une d'elles, c'est de relever la compétence des agents dans le travail qu'ils font; par la formation par exemple. Une autre façon, c'est de décentraliser la prise de décision aux cadres intermédiaires et le plus loin possible dans le système. A ce moment-là, on revient au problème dont on parlait plus haut, c'est-à-dire que, pour décentraliser les décisions tout en maintenant l'efficacité, il faut avoir une vision commune de nos objectifs. C'est là que se rejoignent mes préoccupations d'améliorer la gestion, la prise de décision d'une part, et le sort des agents au sein du ministère, d'autre part.

Bout de papier:

A-t-on tous les instruments nécessaires pour servir adéquatement la communauté d'affaires, au niveau du marketing international par exemple?

M. Massé:

A mon avis, nous avons tous les instruments qu'il faut. Nous ne pourrions être efficaces cependant que dans la mesure où nous pouvons créer les "interfaces" nécessaires avec les ministères sectoriels. Il y a beaucoup de ces "interfaces" qui sont à présent mal enclenchées. Alors, il va falloir d'abord développer une vision correcte de ce que sont ces "interfaces", puis établir des objectifs clairs, avec un plan de travail pour les réaliser, et ensuite trouver et mettre en place les personnes qualifiées. Ça c'est un projet à long terme. Alors il ne faut pas se faire d'illusions. Ce n'est pas parce que la réorganisation a été décrétée que, du même coup, tous les objectifs sont atteints.

Bout de papier:

Quelle est selon vous la perception qu'ont du ministère les hommes d'affaires présentement?

M. Massé:

En fait, c'est beaucoup plus positif que je ne l'aurais pensé, si je dois me fier aux commentaires que je reçois d'eux. Beaucoup d'hommes d'affaires sont encore très réservés dans leur jugement et hésitent à se prononcer sur la réorganisation avant d'en voir le résultat final. Les grandes compagnies se trouvent assez bien servies. Les plus petites compagnies sont celles qui se disent moins satisfaites. Avant cependant que nous ayons mis sur pied tous les mécanismes de soutien nécessaires, ça va prendre un certain temps.

Bout de papier:

Question d'image, que penseriez-vous de l'idée de changer le nom du ministère pour "ministère des Affaires étrangères et du Commerce international"?

M. Massé:

Je ne suis pas sûr que le nom puisse influencer la perception des hommes d'affaires! Mais je n'ai pas d'objection à changer un nom si ça peut aider! Δ

WANTED

(before July 15, 1984)

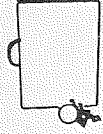
Interested PAFSO Member to sit as a technical advisor to the National Joint Council Foreign Service Directives Sub-Committee to review Post Index Methodology. Experience at posts abroad, knowledge and appreciation of the implication of the determination of the post index on life in the Foreign Service are essential. Contact PAFSO office or (234-1391) or N. Kalisch at 993-7029 (GMT).

VOLONTAIRE

(avant le 15 juillet 1984)

Agent du service extérieur, membre de l'APASE, intéressé à siéger à titre d'avisur technique au Sous-comité du Conseil national mixte — Directives du Service extérieur — chargé de réviser la méthodologie applicable à la détermination de l'indice de poste. Une expérience à l'étranger ainsi que la connaissance et la compréhension des implications relatives à la détermination de l'indice de poste sur la vie à l'étranger sont essentielles. Communiquez avec l'APASE (234-1391) ou avec N. Kalisch au numéro 993-7029 (GMT).

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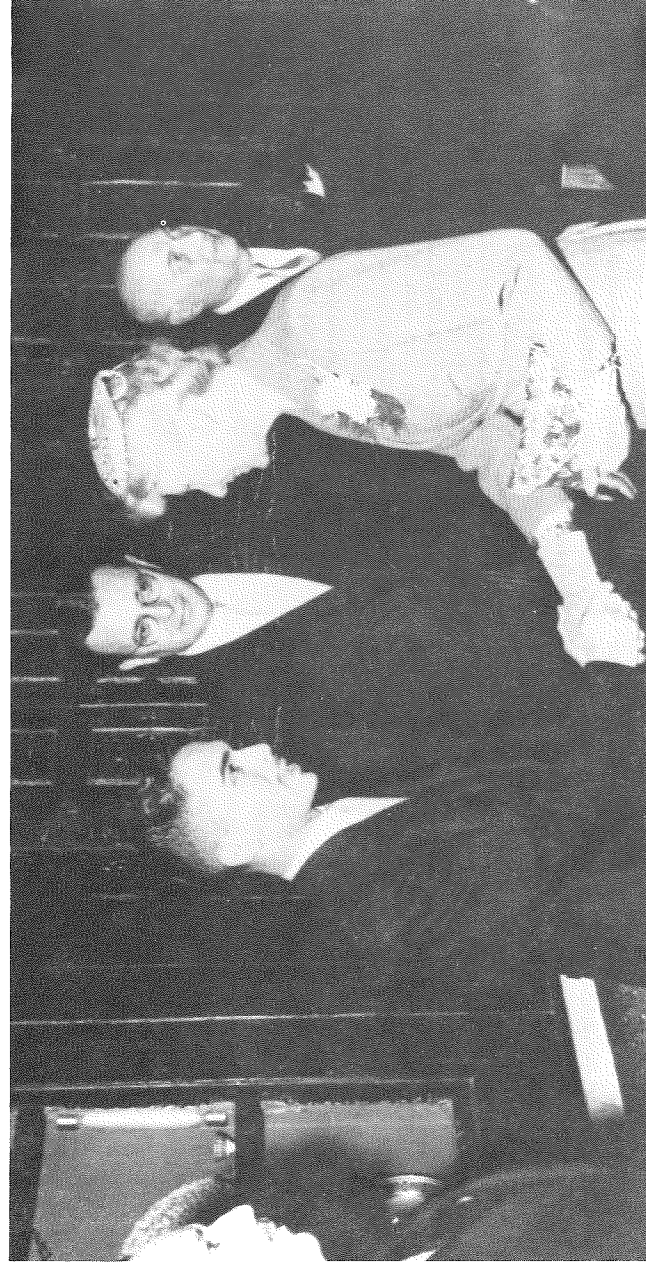
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External Affairs — 1909-1984



Elizabeth MacCallum, Chargé d'Affaires in Beirut 1954-56; was the first woman head of post — shown here with King Hussein of Jordan.



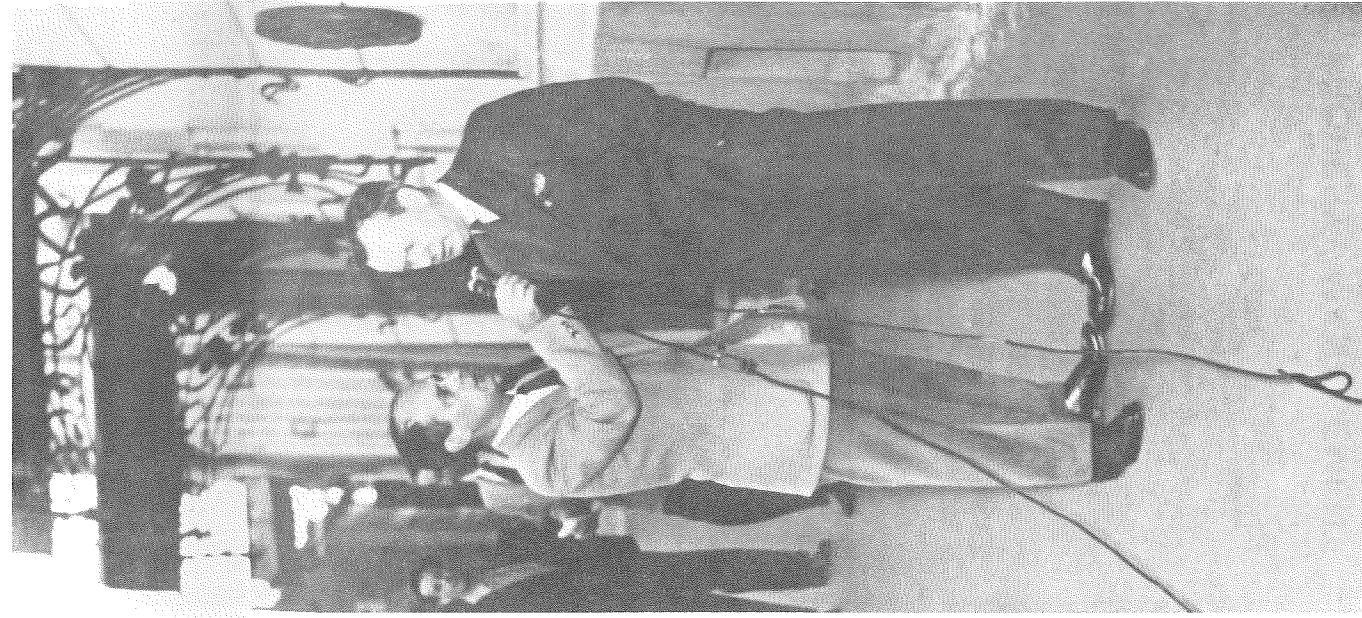
Andrew Bell and Marcel Cadieux at work in Canada House — London 1944.



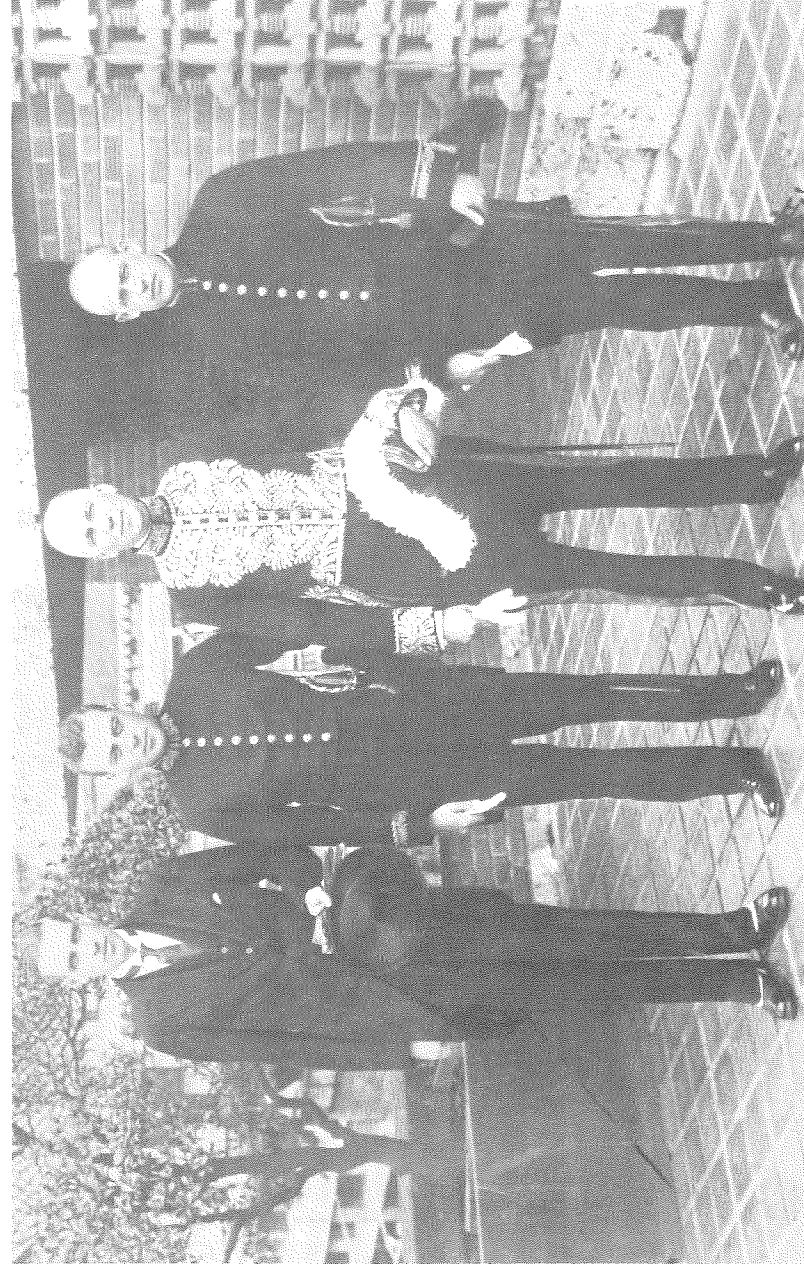
Joseph Pope, Under Secretary of State for External Affairs, 1909-1925.



Queen Elizabeth opening the Pearson Building August 1, 1973.



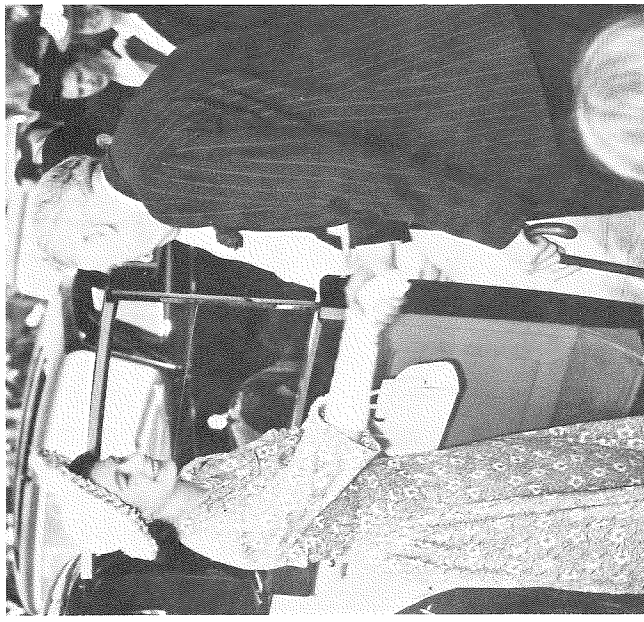
1955 — René Lévesque, Radio Canada reporter, interviews I.B. Pearson outside the Canadian Embassy in Moscow, USSR.



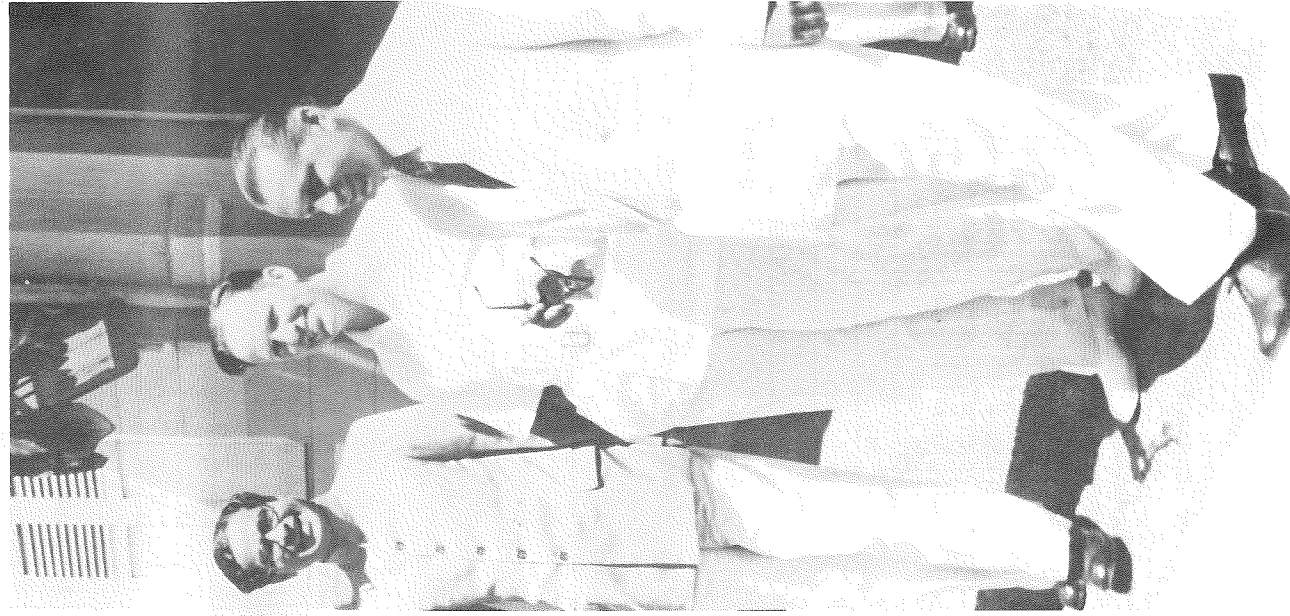
Members of Canadian Legation, Tokyo — 1929. Left to right — K.P. Kirkwood (3rd Secretary); H.L. Keenleyside (1st Secretary); Herbert Marler (Minister); J.A. Langley (Commercial Secretary).



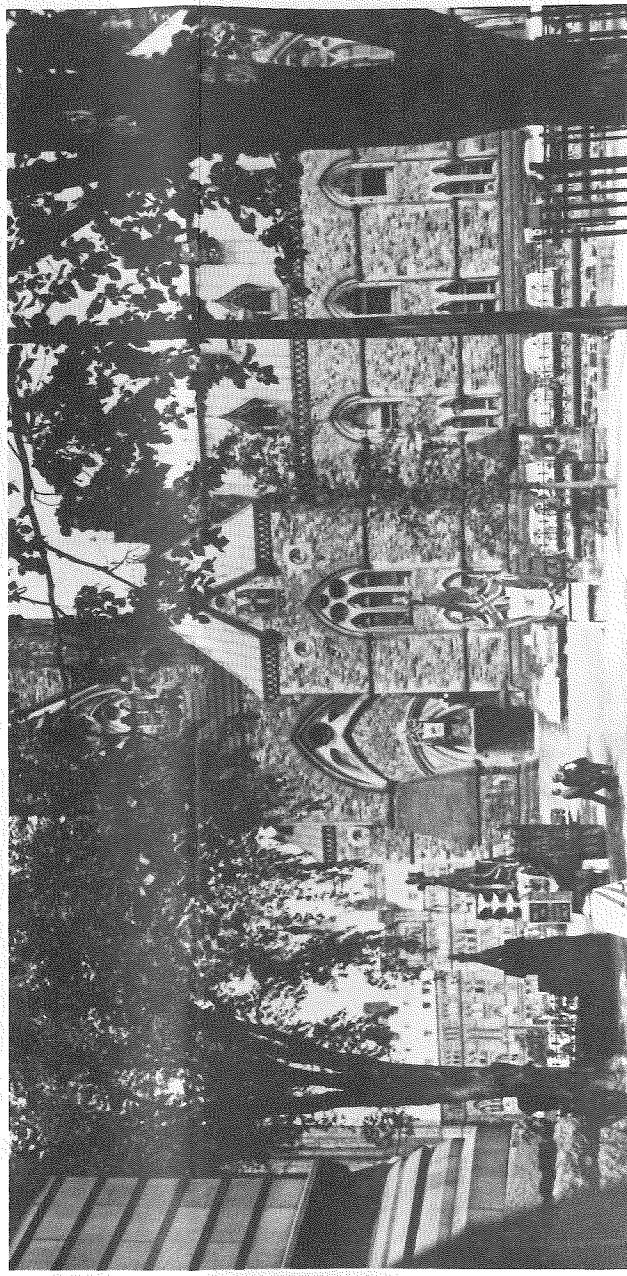
"Membres de la délégation canadienne à l'Assemblée générale d'ONU, Paris, photographiés au travail à l'Hotel Raphael — 1948" From left to right: Duchastel, Administrative Assistant, Canadian Embassy, Paris; C.S.A. Ritchie, Counsellor, Canadian Embassy, Paris; Hon. Lionel Chevrier, M.P., Minister of Transport; Major-General G.P. Vanier, Canadian Ambassador in France; Rt. Hon. W.L. Mackenzie King, Prime Minister of Canada; Gen. the Hon. A.G.L. McNaughton, Canadian Permanent Delegate to the United Nations; E.A. Coté, Secretary General of the Delegation; R.M. Macdonnell, Chargé d'Affaires, Prague; H.H. Carter, Department of External Affairs; J.H. Thorrott, Department of External Affairs; H.M. Robertson, Administrative Officer, Canadian Embassy, Paris; Campbell Moodie, Press Attaché, Canadian House, London; Gordon Robertson, Secretary to the Prime Minister; Jean-Chapdelaine, First Secretary, Canadian Embassy, Paris; S. Pollock, Department of External Affairs. (The remainder are seen from the back).



Major General G.P. Vanier, D.S.O., MC, Canadian Ambassador to France, welcomes Princess Elizabeth on her visit to the Canadian Embassy in Paris. (Agence France-Presse Photo) 1948.



Peace keeping in Indochina: G. Parthasarathai (India), Arnold Smith (Canada) and S. Wolniak (Poland) in Phnom Penh, 1955.



The East Block — Home of the Department from 1914 to 1973.



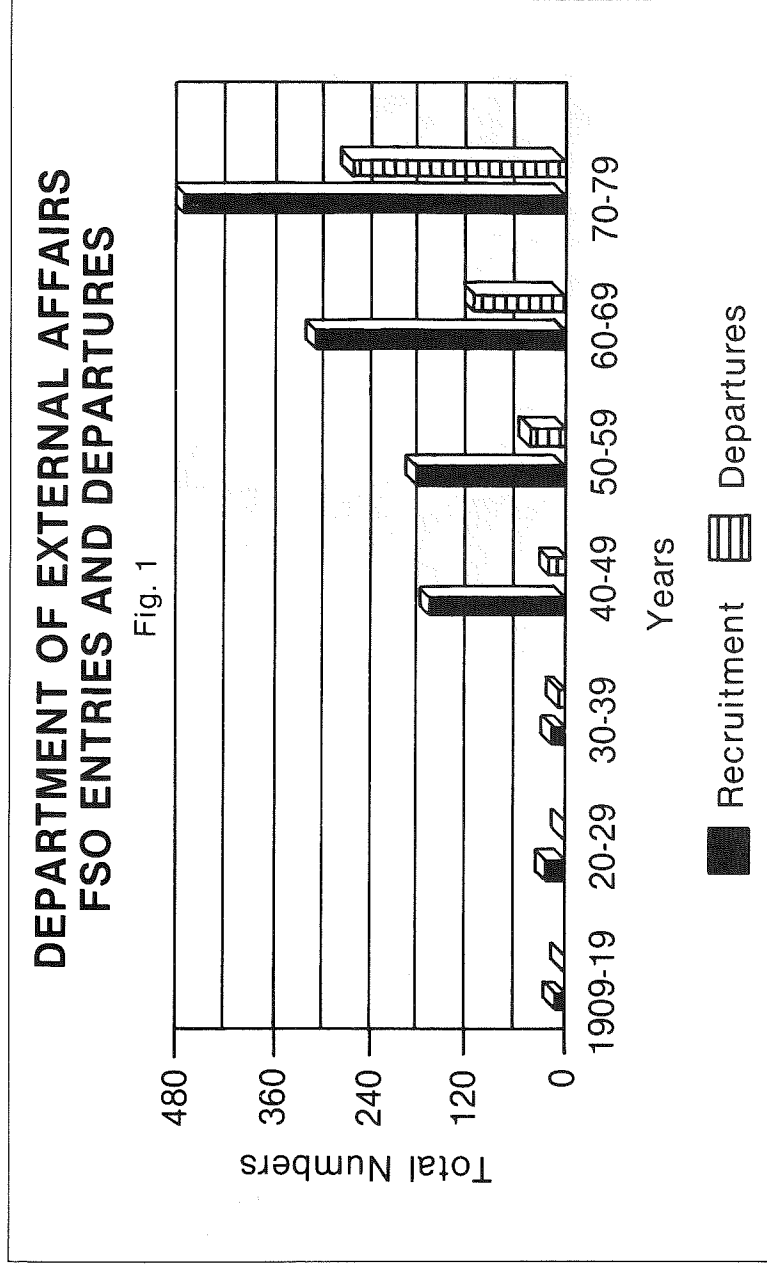
Les délégués canadiens à l'Assemblée générale de l'ONU — Dana Wilgress, Président du Comité No. 6 du Budget, avec le rapporteur général du Comité, M. Machado du Brésil — Paris 1948.

Historical Profile: FSO's of External 1909-79

by E.A. Kelly

Comings and Goings — Figure 1

The higher level of departures in the 1960s and 1970s is mainly attributable to retirement of many of those who joined earlier. The statistics, however, reflect a definite trend to a higher degree of mobility beginning in the decade of the '60's which increased the number of those leaving after a short period in the department well beyond the trends established in the earlier periods.



EDUCATIONAL LEVELS OF RECRUITS

Fig. 2

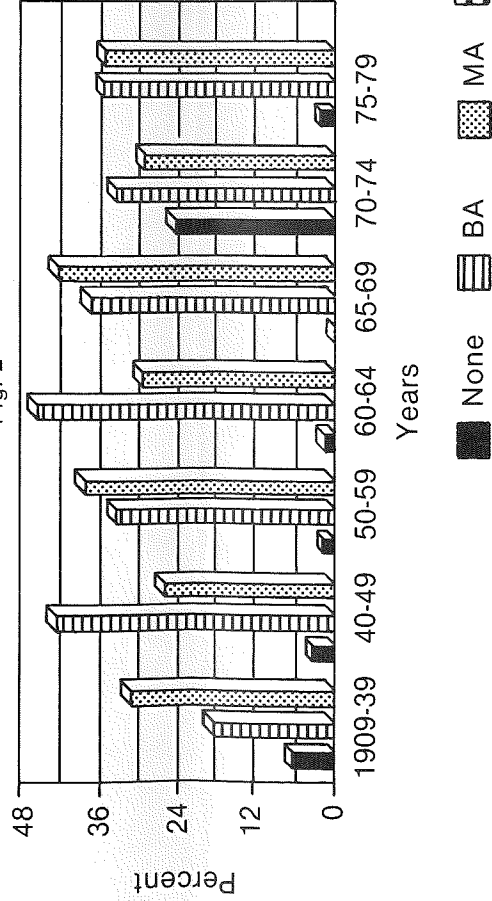
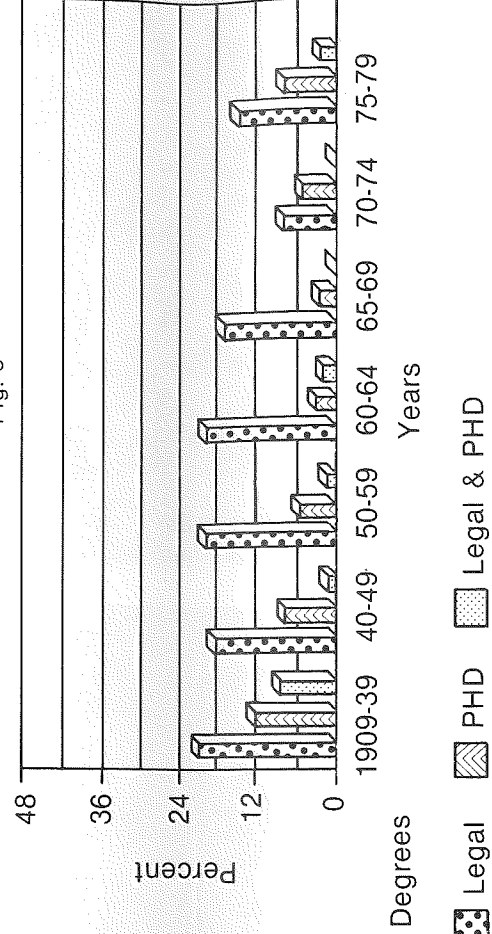


Fig. 3



Educational Entrance Levels — Figure 2

An unusually high percentage of the 'none' column in 1909-1939 is due to the lack of formal standards in the Canadian educational system of the nineteenth century than to low minimum requirements of academic qualifications during this period of recruitment. After World War II veterans who joined

brought maturity, experience, organizational capabilities and decision-making competence to the department even though they often had only a basic degree. In 1973 the rotational administrative officer group (AS) was amalgamated with the foreign service officer group. This explains the surge to 24 per cent of those at the 'none' level.

REGIONAL REPRESENTATION OF RECRUITS

Fig. 4

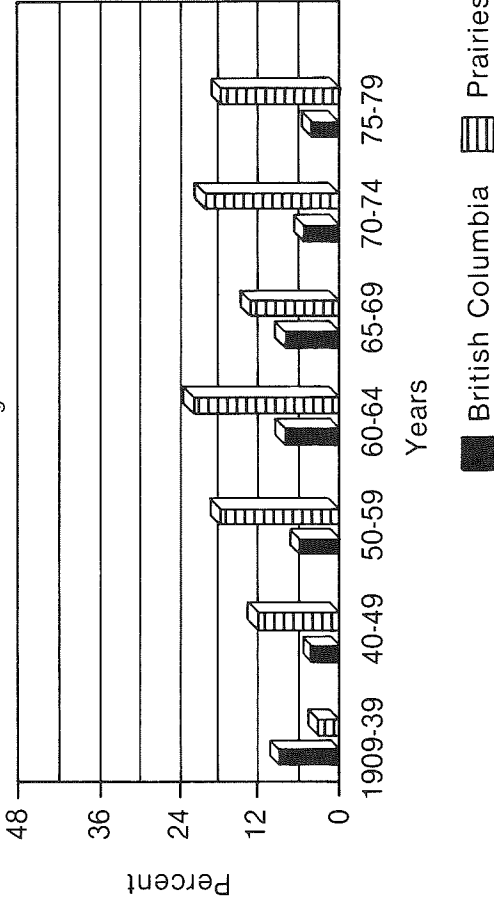
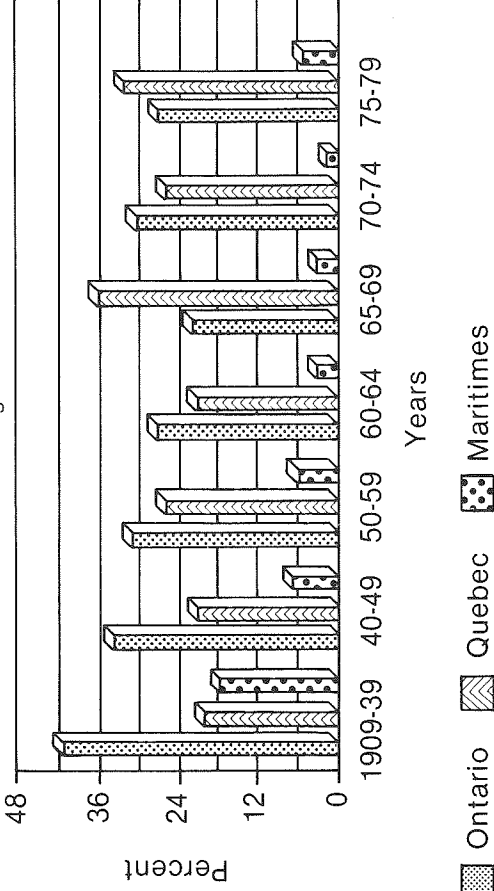


Fig. 5



Regional Representation — Figure 5

The surge in recruitment from Quebec between 1965-1969 was not intentionally reversed in 1970-1974, since during the latter period 74 new recruits from Quebec joined the department as opposed to 57 from Ontario. The AS/FS conversion in 1973 (mentioned under figure 2) explains the apparent anomaly since a great proportion of the AS staff had originally come from Ontario.

Quebec recruitment levels are not synonymous with francophone representation in the department. In fact, the department recruited Quebec anglophones at a higher ratio than that which existed between the two language groups in the province.

Buying a Home in 1984?

by Patrick K. Curran and Denis Borris of the CS CO-OP

Home buying fever is sweeping the Nation's Capital! If, like thousands of Canadians, you've promised yourself to stop renting and buy that home you've always dreamed about, chances are you've caught the home buying bug. It's a safe bet that you'll be looking around in 1984 for a home. But remember, presenting yourself as a prospective home buyer to agents and seller sets yourself up to pleasing sales arguments that you may not be prepared to handle or even understand. Before even seriously thinking about buying a particular home that may interest you, we'd suggest you carefully calculate what it will cost you to own that home.

Buy or continue to rent?

An analysis of buying versus renting allows you to zero in on the sharp reality of what you can afford and what you are prepared to sacrifice. And your analysis will hammer home the fact that what you are prepared to sacrifice in terms of higher monthly mortgage payments will only be offset by what you think your home will be worth 5, 10, 15 years down the line.

Let's look at a familiar example by comparing two couples, both with savings of \$25,000.

CHECK LIST OF COMPARATIVE HOUSES

	House No. 1	House No. 2	House No. 3
Location of house			
Name of seller			
Address & Telephone Number			
Name of realtor			
Address & Telephone Number			
Age of house			
Asking price			
Downpayment			
Date mortgage expires			
Interest rate and mo. payments			
Property (including school) taxes			
Closing costs (including fees and disbursements such as land transfer tax)			
Cost of required repairs			
Total square feet of house			
Total square feet of lot			
Bedrooms			
Bathrooms			
Kitchen size and counter space			
Dining Room			
Living Room			
Fireplace			
Type of heating			
Access to escape in case of fire			
Laundry facilities			
Adequate storage			
Garage			
Adequacy of access to and from house			
Sewers			
Basement			
Appliances included			
Carpeting			
Soundproofness			
Storm windows and screens			
Paint required			
Other observations			

CHECK LIST OF COMPARATIVE LOCATION

	House No. 1	House No. 2	House No. 3
Is neighbourhood attractive			
Position of house on street			
Type of neighbours close to house			
Are house prices in area comparable?			
Are house prices in area on the rise?			
How far is house (minutes/miles) from:			
— schools?			
— parks and playgrounds			
— shopping center?			
— nearest grocery store?			
— church?			
— work?			
— bus or train stop?			
How much are monthly commuting costs?			
Are streets well lighted?			
Adequacy of fire and police protection			
Extent of outside traffic and noise			

Couple 1 opts to rent for the next ten years for \$600 a month and has assumed that rent will increase at eight per cent each year. They have decided to each put away \$1,000 a year for the next 10 years into a Registered Home Ownership Savings Plan.

Couple 2 plans to use the \$25,000 as a down payment on a \$100,000 home and take a 25-year mortgage, which they project will average out of 13 per cent over the next ten years. Property taxes are \$1,875 a year and they estimate that the home cost of repairs, maintenance, and extra heating bills will incur an extra \$1,000 a year. Both taxes and home cost are assumed by the couple to increase eight per cent each year.

The example shown in the box illustrated in Figure 1 compares the two cases.

Couple 1 will pay \$104,303 in rent but will altogether put away \$86,687 as a result of what they have saved in their RHOSP, taxes, and accumulated after-tax savings growth of their original \$25,000.

Couple 2 will pay \$87,803 in mortgage interest, \$27,162 in taxes and \$14,487 in home costs, for a total out-of-pocket cost of \$129,452. But over the 10-year period couple 2 will put \$8,917 in principal on the home and this, combined with their original down payment of \$25,000, brings them to a \$33,917 payment to date on their home.

What this analysis shows is that the cost of owning a home after ten years for couple 2 was \$129,452 as compared to the cost of renting of \$104,303 incurred by couple 1, a difference of \$25,149. In addition couple 2 has a paid-in investment of \$33,917 in their home while couple 1, by opting to rent, has put away \$86,687 — \$52,770 over couple 2. So, for couple 2 to be on an equal footing with couple 1, and account for the difference in savings and housing cost, they would have to sell their home for \$177,919. However, assuming a simple eight per cent average annual appreciation, the home would sell for \$180,000.

How to shop for your home

Because it will probably be the largest single investment you'll ever make, we suggest you take your time and shop around for the type of house you want to buy, the price you can afford, and the location you feel is best for you and your family. Here are some things you might wish to think about:

(continued on page 12)



F.S.O. become aware of travel procedures

Going on posting?
Planning a holiday?

For expert travel services world wide:
Call Executive Travel

Anné H. Wang (613) 236-5555
60 Queen Street, Suite 303, Ottawa, Ontario

Buying (cont'd from page 10)

Offer to purchase

When you have tentatively decided to buy a house, you'll be asked to sign a commitment known as an "offer to purchase". There are some **do's and don'ts**:

1. Be sure that you and, if you are married, your spouse, can afford the home at the price and at the level of mortgage payments the purchase would entail and that you will be happy living in the house and the area in which it is located.
2. Never make an offer to purchase a home half-heartedly or with a view that "I'll probably never get it at that price anyway". Once an offer to purchase is signed and accepted by the seller the contract is binding and you are committed to carry through on your offer to purchase.
3. Never rely on verbal explanations the seller or agent may offer as to what certain clauses of the contract mean.
4. Before entering into a written agreement always consult a lawyer for legal advice on points contained in the contract. Do not hesitate to insist on certain clauses or conditions which you may wish to add. It is always a good idea to make a "conditional" offer if possible — conditional on obtaining financing.

(Bout de papier is grateful to the CS Co-op for preparing this article). Δ

Logo Design Contest

A number of excellent entries have been received for our LOGO DESIGN CONTEST. Results of the judging will be carried in the next edition of **Bout de papier**.

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COUPLE 1 RENTERS*

Year	Total Annual Contribution to RHOSP by Couple	Tax Free Interest	Balance In Plan	Cummulative Tax Savings Incl. After Tax Interest Of Couple	Savings Growth Of \$25,000 with After Tax Interest	Total Savings	Annual Cost Of 600\$ Rent per month Increasing 8% Each Year
1.	\$2,000	\$ 180	\$ 2,180	\$ 720	\$26,462	\$29,362	\$ 7,200
2.	2,000	376	4,556	1,482	28,010	34,048	7,776
3.	2,000	590	7,146	2,289	29,649	39,084	8,398
4.	2,000	824	9,970	3,142	31,384	44,496	9,070
5.	2,000	1,078	13,048	4,045	33,220	50,313	9,796
6.	2,000	1,354	16,402	5,003	35,163	56,568	10,578
7.	2,000	1,656	20,058	6,014	37,220	63,292	11,425
8.	2,000	1,986	24,044	7,087	39,397	70,528	12,340
9.	2,000	2,344	28,388	8,220	41,702	78,310	13,327
10.	2,000	2,733	33,121	9,424	44,142	86,687	14,393
							\$104,303

* The renting couple is assumed to each fall within a marginal income tax rate of 35% and as a result the same corresponding tax rate associated with each contributing \$1,000 into their RHOSP. Interest on amount saved including tax savings is calculated at 9%. Rental cost of \$600 was assumed to increase by 8% each year.

COUPLE 2 — HOME OWNERS**

Year	Annual Payment Of Principle	Annual Mortgage Payment of Interest On Loan at 13% Avg.	Annual Property Tax Assumed to Rise 8% Per Year	Home Cost Assumed to Rise 8% Per Year	Annual Cost of Mortgage Interest, Prop. Tax & Home
1.	\$ 486	\$ 9,186	\$ 1,875	\$ 1,000	\$ 12,061
2.	549	9,123	2,025	1,080	12,228
3.	619	9,053	2,187	1,116	12,406
4.	699	8,973	2,362	1,260	12,595
5.	790	8,882	2,551	1,361	12,794
6.	892	8,780	2,756	1,469	13,005
7.	1,007	8,665	2,975	1,587	13,227
8.	1,138	8,534	3,213	1,714	13,461
9.	1,285	8,387	3,470	1,851	13,708
10.	1,452	8,220	3,748	1,999	13,967
	8,917	87,803	27,162	14,487	129,452

** Couple 2 is assumed to have purchased a \$100,000 home with a \$25,000 downpayment. A \$75,000 mortgage over a 25 year amortization period at an assumed average interest rate of 13% for 10 years, equated to \$806 per month or \$9,672 a year. Property tax and home cost were assumed to rise 8% each year.

THE LAW AND EXTERNAL AFFAIRS

The "new" External Affairs has its basis in the **Department of External Affairs Act** promulgated on November 17, 1983.

Normally most of us would never have an opportunity to read this Act so, in celebrating the 75th anniversary of the department, it seems appropriate to print relevant portions of the actual text:

3. (1) There shall be a department of the Government of Canada called the Department of External Affairs over which the Secretary of State for External Affairs, appointed by commission under the Great Seal, shall preside.
- (2) **The Secretary of State for External Affairs** (in this Part referred to as the "Minister") holds office during pleasure and has the management and direction of the Department of External Affairs in Canada and abroad.
4. A **Minister for International Trade** shall be appointed by commission under the Great Seal to assist the Minister in carrying out his responsibilities relating to international trade.
5. A **Minister for External Relations** may be appointed by commission under the Great Seal to assist the Minister in carrying out his responsibilities relating to the conduct of Canada's international relations.
6. A Minister appointed pursuant to section 4 or 5 shall act with the concurrence of the Minister in carrying out his responsibilities and shall make use of the services and facilities of the Department of External Affairs.
8. The Governor in Council may appoint an officer called the **Under-Secretary of State for External Affairs to be the deputy head of the Department of External Affairs**.
9. (1) The Governor in Council may appoint **three Associate Under-Secretaries of State for External Affairs**, each of whom shall have the rank and status of a deputy head of a department and shall, under the Under-Secretary of State for External Affairs, exercise and perform such powers, duties and functions as deputies of the Minister and otherwise as the Minister may specify.
- (2) The Governor in Council may designate one of the Associate Under-Secretaries of State appointed under subsection (1) to be **Deputy Minister for International Trade** and one to be **Deputy Minister for Political Affairs**.
11. (1) **The powers, duties and functions of the Minister** extend to and include all matters over which the Parliament of Canada has jurisdiction, not by law assigned to any other department, board or agency of the Government of Canada, relating to the conduct of the external affairs of Canada, including international trade and commerce and international development.
- (2) In exercising his powers and carrying out his duties and functions under this Part, the Minister shall

- (a) conduct all diplomatic and consular relations on behalf of Canada;
 - (b) conduct all official communication between the Government of Canada and the government of any other country and between the Government of Canada and any international organization;
 - (c) conduct and manage international negotiations as they relate to Canada;
 - (d) coordinate Canada's international economic relations;
 - (e) foster the expansion of Canada's international trade and commerce;
 - (f) have the control and supervision of the Canadian International Development Agency;
 - (g) coordinate the direction given by the Government of Canada to the heads of Canada's diplomatic and consular missions;
 - (h) have the management of Canada's diplomatic and consular missions;
 - (i) administer the foreign service of Canada;
 - (j) foster the development of international law and its application in Canada's external relations; and
 - (k) carry out such other duties and functions as are by law assigned to him.
- (3) The Minister may, with the approval of the Governor in Council, **enter into agreements with the government of any province or any agency thereof** respecting the carrying out of programs related to the Minister's powers, duties and functions.
- (4) The Minister **may develop and carry out programs** related to his powers, duties and functions for the promotion of Canada's interests abroad, including the fostering of the expansion of Canada's international trade and commerce and the provision of assistance for developing countries.
12. Subject to section 6, **the Minister for International Trade shall promote the expansion of Canada's international trade and commerce** by
- (a) assisting Canadian exporters in their international marketing initiatives and by promoting Canadian export sales;
 - (b) improving the access of Canadian produce, products and services into external markets through trade negotiations;
 - (c) fostering trade relations with other countries; and
 - (d) contributing to the improvement of world trading conditions.
13. (1) In this section, "**head of mission**" means
- (a) an ambassador, high commissioner or consul-general of Canada; or
 - (b) any other person appointed to represent Canada in another country or a portion of another country or at an international organization or diplomatic conference and designated head of mission by the Governor in Council.
- (2) Except as otherwise instructed by the Governor in Council, a head of mission shall have **the management and direction of his mission and its activities and the supervision of the official activities of the various departments and agencies of the Canadian Government** in the country or portion of the country or at the international organization to which he is appointed.

Mot du directeur exécutif

Rémunération

A compter du 16 mars 1982 et suite à l'application de la clause 8.03 (augmentation salariale négociée), l'employé de niveau FS-1, 2 ou 3 reçoit une augmentation de:

Rendement	Augmentation procentuelle
acceptable	2
pleinement satisfaisant	4
supérieur	6
exceptionnel	8

jusqu'à concurrence du maximum de l'échelle salariale du niveau approprié.

Chacun d'entre vous a dû recevoir dernièrement une lettre l'avisant des ajustements à être (ou ne pas être) effectués à son traitement salarial par la Direction de la rémunération sur instructions de la gestion de filière. Ces lettres devraient contenir les renseignements suivants:

- votre groupe et niveau;
- votre échelle de traitement actuel
- le pourcentage de l'augmentation salariale négociée à laquelle vous avez droit s'il y a lieu; (5%)
- votre échelle de traitement annuel suite à cet ajustement salarial;
- le pourcentage de l'augmentation reliée au mérite à laquelle vous avez droit s'il y a lieu;
- votre échelle de traitement annuel final suite à cet ajustement salarial.

Ces renseignements vous permettront de vérifier, ce qui est votre droit en vertu de la convention collective, avec exactitude le niveau de votre traitement salarial annuel en date du premier avril courant. Si ces renseignements ne concordent pas avec vos calculs ou avec votre chèque de paye, vous pourrez alors adresser vos doléances à la Direction de la rémunération en vous appuyant sur des faits vérifiés et vérifiables et non sur des inconnues.

FS-3

Des circonstances particulières prévalent pour les employés de groupe et niveau FS-3 depuis l'entrée en vigueur de la Loi sur les restrictions salariales dans le secteur public, le 28 juin 1982.

6. "(5) Les salariés et groupes de salariés dont l'échelle de salaire atteint, le 29 juin 1982, un maximum égal ou supérieur à quarante-neuf mille cinq cents dollars n'ont pas droit, pendant les deux ans de la prorogation de leur régime de rémunération, en vertu de l'article 4, aux augmentations au mérite, aux augmentations par échelon et aux primes au rendement que, en l'absence du présent paragraphe, comporterait leur régime de rémunération."

Loi sur les restrictions salariales dans le secteur public

En date du 29 juin 1982, l'échelle de salaire d'un FS-3 atteignait un maximum supérieur à quarante-neuf mille cinq cents dollars (eg. \$59,525.00). Par conséquent, les employés de groupe et niveau FS-3, bien qu'ils aient droit de recevoir l'augmentation salariale négociée, n'ont pas droit aux augmentations au mérite jusqu'au 31 mars 1985, date d'entrée en vigueur de l'abrogation de la LRSSP pour le groupe du Service extérieur.

Promotion

Ceux d'entre vous qui ont été promus cette année verront leur traitement annuel ajusté par trois fois:

- 4% d'augmentation salariale reliée à la promotion (article 8.06) en date du 1er janvier;
- 5% d'augmentation salariale négociée en date du 1er avril;
- 4% d'augmentation reliée au mérite en date du 1er avril applicable après le calcul des deux augmentations salariales mentionnées ci-dessus.

Les mêmes renseignements quant au montant actuel du traitement salarial devraient aussi être fournis à l'employé qui bénéficie d'une promotion.

Pay

According to the Foreign Service Collective Agreement number 312/82 "effective March 16, 1982, and subsequent to application of clause 8.03 (negotiated salary increase) an employee at Level FS-1, 2 or 3" shall receive increases as follows:

Performance	% Increase
Acceptable	2 up to the
Fully Satisfactory	4 maximum range
Superior	6 for that level
Outstanding	8

Each of you should have received a letter from Stream Management containing information on pay adjustments to be (or not to be) made to your salary by the Compensation and Automation Services Division (ABM). The letters should contain the following information:

- group and level;
- present annual salary;
- percentage of negotiated salary increase if appropriate (5 per cent);
- annual salary following adjustment;
- percentage of performance pay entitlement if appropriate;
- total annual salary following adjustment.

This information will allow FS's to verify as is their right per the collective agreement their pay status as of April 1. These details allow you to seek redress from ABM if necessary based on knowledge of actual figures rather than unknown factors.

FS-3's

Special circumstances have prevailed for employees of the group and level FS-3 since the enactment of the Public Sector Compensation Restraint Act June 28, 1982.

6. "(5) Employees or groups of employees whose salary

range as of June 29, 1982 or has a maximum that equals or exceeds \$49,500 shall not, for the 24 month period during which their compensation plan is extended under section 4, be entitled to the merit increases, incremental increases or performance awards that would, but for this subsection, form part of their compensation plan."

Public Sector Compensation Restraint Act

As of June 29, 1982, the FS-3's salary range had a maximum which exceeded \$49,500 dollars eg. (\$59,525). Thus employees of the group and level FS-3, though they are entitled to negotiated salary increases, are not entitled to the merit increases until March 31, 1985, when the PSCRA will no longer apply to the FS group.

Promotion

Those of you who were promoted this year will receive three annual salary adjustments:

- four per cent salary increase as a result of the promotion (clause 8.06) as of January 1;
- five per cent negotiated salary increase as of April 1;
- four per cent performance pay increase as of April 1, but applied subsequently to above-mentioned increases.

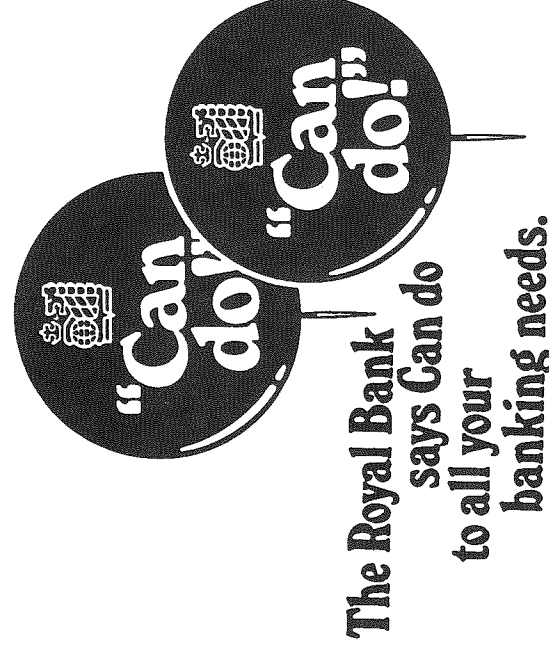
The same information with respect to the actual annual salary should also be provided to employees being promoted.

Appraisal Reports Foreign Service and Commerce Officers

If you read no other circular document you **must read** Admin. No 17/84 (APD) circulated April 2, 1984. The advice in this document should be followed to the letter when your appraisal is being completed. Incidentally, appraisals should be sent to Personnel prior to **August 1, 1984**.

Extra copies of this document are available from respective personnel stream divisions (APA, APG or APT).

Congratulations on Your 75th Anniversary!



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Tales From Harvard

Lucie Edwards

Last year, when first I applied for educational leave to attend the Kennedy School of Government at Harvard, my objective was to learn management techniques for government agencies. Looking at External and other agencies I was familiar with in Ottawa, I thought it should be possible to manage "better" but I didn't know how. I had no basis of comparison to evaluate how well we do manage ourselves. By going to the leading center of research in public policy in another country, I hoped, first, to be exposed to "the state of the art" in public administration and, second, to see how techniques used elsewhere might be applied to the Canadian system.

I have found it immensely valuable to study in the United States, if only because it has given me a perspective on the scale of the challenge facing public administrators in the United States compared to Canada. We are incredibly fortunate. My American classmates eloquently describe the problems of public administration in the United States — public hostility to "bureaucrats", spiralling costs, overlapping mandates at the federal and state levels, central agency regulations which gag innovation, decaying communal infrastructure as a result of years of neglect. The same problems exist in Canada, of course, but the problem is 100 times bigger in the United States. This exposure has left me more optimistic for the future of third world nations than I am for American inner cities.

I was also amazed to discover how inward-looking American society tends to be. One of my first discoveries was that the Kennedy School faculty was, in its own way, as parochial in knowledge of public administration as I was. Generally unfamiliar with developments in other countries,

JE ME SOUVIENS

par Georges Léger, *president*
PAFSO, 1977-78

L'année 1971 a produit une récolte d'une cinquantaine de jeunes diplomates canadiens d'un cru plutôt exceptionnel, si vous me le permettez, mûri dans le riche ferment des années soixante, vivifié par les tourmentes de 1968 — les barricades à Paris, les universités en émoi de Montréal à Monrovia.

Ces premières recrues des années soixante-dix (il y avait eu l'année précédente un gel d'emploi occasionné par une de ces récessions qui sont désormais devenues cycliques) incarnaient les idéaux et les aspirations qui avaient si justement enorgueilli les Canadiens de l'époque: quatre ans après le Centenaire et l'Expo (où plusieurs de ces bizuths avaient reconnu leur vocation d'internationalistes), trois ans après la vague exaltante de "trudeaumanie" qui avait déferlé sur le pays.

Il était déjà banal de parler d'esprit de corps en se référant à la carrière diplomatique. Et pourtant, comment expliquer autrement l'attachement spontané qui lia dès les premiers jours ces farouches individualistes, qui avait si bien résisté aux collectivismes de toutes couleurs et aux mouvements de foule? Tel anglophone francophile recruté à Paris, tel francophone arraché à ses études languissantes à Londres; ces Québécois, dont plusieurs ne parlaient qu'un anglais approximatif, prêts à tenter le défi fédéraliste que leur lançait Pierre Trudeau; cette britannico-colombienne de Victoria qui entremêlait si aisément Molière et Shakespeare; ces nouveaux Canadiens avec leur précieux bagage de langues et de cultures pour servir de catalyseur à une chimie déjà bien avancée: je m'en souviens bien.

Et ce jour où la classe de recrues de 1971 s'est trouvée confrontée à un haut fonctionnaire d'une toute autre école, qui refusa de permettre qu'on le questionne en français. Je me souviens d'un mouvement symphonique de

their real world experience was frequently limited to what they had learned in their last jobs in Washington. One professor was astounded, for example, when I told him that we had collective bargaining for wages and benefits in the Canadian public sector. (Well, at least in good years). But the faculty's limited experience is more than made up for by the presence of students from over 30 countries at the school, leading to lively discussions on different national approaches to administration. The American students are invariably amazed to discover that some nations do things other than "the American Way". I remember after a discussion of the British and German legal systems one student said disapprovingly: "well, that's **not** how we do things in the Commonwealth of Massachusetts!"

The extensive experience of other students is certainly the school's greatest asset. The best professors recognize this and make their classrooms communal teaching as well as learning experiences. In my foreign policy course, for example, we had diplomats from eight countries, a brace of international economists and lawyers, six politicians, two award-winning journalists and several career military men.

Another major asset of the program has been the Kennedy School's flexible approach to cross-registration at other schools. Virtually every course available in the Boston area can be taken for credit at the Kennedy School. In my first term, I participated in a superb course in personnel management at the Harvard Business School; this term I'm studying organization theory at MIT.

A revolution is under way in the art and science of management. Books like "**In Search of Excellence**" and "**The Art of Japanese Management**" are only the tip of

the iceberg. **Better people management is seen as the key to the productivity gains** which will be necessary if the private sector in North America is to regain its competitive edge. A renewed sense of **organizational loyalty**, combined with a **collective approach to labor-management relations**, the **redesign of organizations around working teams and quality circles**, greater **flexibility in career planning, job rotation and benefits packages** are seen as the keys to improved job satisfaction and enhanced productivity. The skepticism of traditional managers is rapidly being eroded as study after study documents the effectiveness of these techniques in such giant companies as GM and IBM and the dazzling new entrants in the airline and computer industries. The public sector in the United States is not moving as quickly to adopt these ideas but their influence is already being felt in the US Armed Forces and in the Federal Aeronautical Agency.

Judged by these standards, our foreign service is in remarkably good shape: we are already a career service; as individuals we demonstrate a deep sense of commitment to External Affairs; we enjoy a high degree of personal and professional mobility; and the assignment system is a remarkably supple tool to respond to the agency's personnel requirements.

Our core skills are going to be in increasing demand as well. At the Harvard Business School, **the message is that future managers need strong negotiating and communications skills, the ability to analyze masses of ambiguous data, and acute sensitivity to international and domestic trends.** As industry becomes increasingly

(continued on page 15)

seulement le rôle des conjoints, qui déjà était à l'ordre du jour, mais tout l'échéancier d'une agence centrale en gestation. Le petit est né sans qu'on s'aperçoive que la mère était enceinte.

Une douzaine d'années ont grisonné nos recrues de 1971. En 1984, année orwellienne ad nauseam, le Ministère est plus grand et plus fort que jamais, dit-on. Mais qu'en est-il de la Carrière?

J'ai l'occasion, dans mes fonctions actuelles, de me déplacer à travers le Tiers monde et de rencontrer sur place mes collègues en mission dans les capitales moins connues. Je dis bien "collègues", puisque l'action diplomatique, à mes yeux, n'est pas l'apanage d'un ministère ou agence, mais comprend tous ceux qui oeuvrent pour la réalisation des objectifs de politique étrangère du Canada. Parmi tous ces collègues, ces camarades à nous, les anciens syndicalistes en pantalons ravés, je revois et je me souviens surtout de l'agent en poste, de l'authentique agent du service étranger, ce Canadien errant et sa petite famille à la merci des directives de l'Administration et des soucis des agences centrales, trop souvent dirigés ailleurs. L'APASE s'est toujours préoccupé d'abord et avant tout de ses problèmes et de son sort, sachant bien que le moral des fantassins aux premières lignes de l'action détermine, et déterminera toujours, le sort de l'armée. Il n'y a pas de diplomatie sans les diplomates, de même qu'il ne saurait y avoir une politique étrangère sans la contribution des agents politiques à l'étranger. Le capital humain est la seule véritable richesse de l'Edifice Pearson, et son placement à l'étranger le meilleur moyen d'en garantir les intérêts. ▲

In 1981 the author left *External Affairs* to become the Vice-President of Petro Canada International Assistance Corporation.



Georges Léger

déploiement de journaux devant des visages résolus et convaincus de leur cause: les "Devoir" d'abord, bientôt suivis d'un déferlement sympathique de "Globe", laissant notre pauvre conférencier isolé et ahuri devant un mur de manchettes. Esprit de corps? Et comment!

Je me souviens encore de ces mêmes recrues, ne pouvant accepter les règles établies arbitrairement et sans logique, prêtant un serment de lutte fraternelle contre le principe des "quatre années en grade" avant de pouvoir devenir éligible à la promotion. Une action de groupe portée devant la Fonction publique avait peu de chance de réussir, mais servit un coup de semonce contre les arbitraires de tout genre.

Cette action de défense des libertés des diplomates (action que plusieurs diplomates eux-mêmes considéraient indigne, tant l'habitude des servitudes séduait l'élite) me poussa vers l'APASE, que j'ai présidée plus tard à une époque de "fin de siècle", quand les grands problèmes étaient liés aux compensations financières. Bien sûr, il y avait l'inflation, et l'APASE s'était taillée une réputation enviable de négociateur chevronné: il suffisait de s'asseoir en face de l'Administration pour obtenir gain de cause, et des augmentations de salaires qui dépassaient souvent les espoirs — et les talents — des négociateurs.

Je sens aujourd'hui que cette vue matérielle de l'action syndicale était étriquée, qu'il aurait fallu prévoir et aborder les problèmes plus complexes et pernicieux auxquels font face les jeunes diplomates des années quatre-vingt. Non

automated, **more and more agencies are going to look like External Affairs:** filled with 'knowledge workers' whose performance will be evaluated on their analytical and communications skills. Automation is certainly **not** going to be putting **us** out of business.

My studies have given me useful insights as to areas of improvement and techniques we could be applying at External. PAFSO's professional committee has already put its finger on one problem area, professional training. A great deal more could be done as well in involving personnel, including support staff, in planning the department's future.

One important lesson I've learned, however, is that **it is enormously difficult to innovate from the top.** The time and energy of top management in any organization is inevitably consumed by crisis management and protecting the agency from external attack. **Exciting new ideas almost always come from rebels and entrepreneurs in the middle or the bottom of the pile.** The moral of this is that we have to stop waiting for management to take the initiative. We make up the organization; its future belongs to us. If we want to change things, we can't afford to wait for our next assignment, next promotion or next year to do it.

While I've found Harvard the perfect place to pursue my

own interests in management techniques, I've taken advantage of the wealth of opportunities here to pursue other interests as well. I was fascinated to discover that a great deal of work is being done in negotiation techniques, obviously a rewarding area of study for the foreign service. The Kennedy School, the Business School and MIT are important centres of research in government-business relations, industrial strategy and international trade. The Kennedy School is also a major centre of research in arms control and disarmament. Above all, given the exposure to Americans involved at all levels in public policy and politics, it is the ideal environment to learn about American politics. Any of these themes could become the basis for a rewarding year-long program.

But if all this sounds like all work and no play, I should add that Boston is really a delightful place to live. We have been plundering the wealth of museums, concerts, plays and festivals available here. My courses, too, have had their lighter moments. My favourite essay assignment was a treatise on whitewater canoeing as a group leadership activity. Imagine going all the way to Harvard to write an essay on "How I Spent my Summer Vacation!"

For any of you who may be interested the following is a list of books on management themes which are "must

reading" here at Harvard. All come highly recommended. Allison, Graham, **Essence of Decision**, Little, Brown and Company, 1978. Drucker, Peter, **Managing in Turbulent Times**, Harper & Row, 1980. Kanter, Rosabeth Moss, **The Change Masters**, Simon and Schuster, 1983. Kidder, Tracy, **The Soul of a New Machine**, New York, 1981. Levinson, David J., **The seasons of a Man's Life**, Ballantine, 1978. Maslow, A.H., **Motivation and Personality**, Harper & Row, 1954. McGregor, D., **The Human Side of Enterprise**, McGraw-Hill, 1960. Musashi, Miyamoto, **The Book of Five Rings**, Bantam, 1982.

Editor's Note: *Bout de papier* congratulates Lucie for this excellent piece from Harvard. "Letters From the Capitals" will be a regular feature of **Bout de papier**. We welcome entertaining commentaries on life as it is — any aspect of it — where you are. Send your contribution to **Bout de papier** c/o PAFSO. Δ

It Takes Two To Tonga



The Winner
George Cowley

Bout de papier is pleased to offer \$50 to George Cowley of ETE for solving the Pacific Puzzle of our March edition.

"It Takes Two To Tonga" — answers to the March puzzle

Original Quiz	Explanation	Answers
1) Cortés found where Manila's galleons landed	Discovered by Cortés, port for the annual galleon of gold from Manila	Acapulco
2) Musical high	As in the song from South Pacific	Bali
3) Stooppy with panal adjudication	Straight between Chile and Argentina subject to Papal adjudication	Beagle Channel
4) Sunbathers' blast site	Marshall Islands of nuclear testing	Bikini Atoll
5) Resurrection heartland	Famous for giant stone heads	Easter Island
6) A solitary century made him laureate in '82	Nobel prizewinner for literature, "One Hundred Years of Solitude"	Gabriel Garcia Marquez
7) Faces another bird in opposition	PM Australia — opposition A. Peacock	Bob Hawke
8) Author of Rangoon (father or son)	President and "Glorious Party Centre" generally held responsible for Rangoon bombing incident	Kim Il Sung Kim Chong — II
9) Bogeys's Bridge	"Colonel Bogeys March" was movie theme	Kwai River
10) Kissinger accepted but he declined	Nominated for 1973 Nobel Peace Prize with Kissinger for their role in Paris peace talks	Le Duc Tho
11) "From Canada by Land"	First to reach the Pacific across Canada, he left a plaque with these words	Alexander MacKenzie
12) Honey wine (may have been fooled)	Wrote "Coming of Age in Samoa" recently denounced as the product of a hoax; mead is fermented honey	Margaret Mead
13) In the Shogun's shadow	PM and protégé of ex PM Tanaka, aka the shadow Shogun	Yasuhiro Nakasone
14) Fish killing child	Pacific warm-water current that killed anchovies off South America — nino is Spanish for child	El Nino
15) Big Stick won where de Lesseps failed	Ferdinand de Lesseps failed to build it, but an American consortium succeeded	Panama Canal
16) Fletcher Christian's goal	Christian was the man who led the mutiny on the Bounty. The mutineers settled on this island	Pitcairn Island
17) Generous to a (Californian)	Californian fault line	San Andreas Fault
18) Rajah Brooke's conquest	James Brooke was made Rajah of this territory in 1841 and his family ruled to 1941	Sarawak
19) Le petit Prince	Heads the coalition government in Cambodia and produced a film of Le petit Prince	Norodom Sihanouk
20) Major error ecclesiastic	Primate of the Philippines	Cardinal SIN Jaime
21) Ex-dictator as spicy appetizer	Late dictator of Nicaragua; no connection with samosas	Anastasio Somoza
22) Solar revolutionary	Organizer of the 1911 revolution in China against the Manchu emperor	Sun Yatsen
23) End of a long red line	End of the Trans-Siberian Railway	Vladivostok
24) Piggy's pen	Capital city of PM Robert "Piggy" Muldoon of New Zealand	Wellington

Canada's Relations with the Pacific

I wish to note the omission from articles focussing on the development of Canada's relations with the Pacific of any mention of the Canadian presence in eastern Siberia in the period of 1918-19. In automatic response to a British request, a 4000-man Canadian Expeditionary Force was sent to Vladivostok in October, 1918, to form the major part of the British Siberian contingent. During the same period, a Canadian trade office was opened in that city headed by Dana Wilgress (who, if my memory serves me correctly, began a great Canadian foreign service tradition by marrying a local girl).

The Expeditionary Force was returned to Canada less than eight months after its arrival in Siberia, and in opposition to the express wishes of the British Government. The episode made a significant contribution to the emergence of an independent Canadian foreign policy and prompted Winston Churchill to conclude in the Force's epitaph, "I cannot help being sorry that Canada has not been able a little to help us in bringing about . . . results".

William T. Warden
Canadian High Commission, Delhi

"Some Are More Exceptional Than Others"

It is somewhat perturbing to read of the manner in which concerns of the Foreign Service Group, in relation to Commerce Officers, have been expressed in your article.

Concerns that career prospects for FSO's might be affected by an "invasion" of CO's are understandable but the number of CO's who have opted to try to convert to FSO's is small. The CO's have been merged into a department predominantly staffed by rotational officers. Rotationality extends beyond periodic changes of location, involves different procedures for staffing for specific positions, distinctly different promotion procedures, etc. As a minority group governed by regulations, little understood by many FSO's the CO's feel much more threatened especially when a FSO is put into a position vacated by a CO, when CO's are diminished in title and position and when there would appear to be possibilities of downward reclassification of CO's.

Both the FSO and CO groups comprise professionals with a wide divergence of training, expertise and experience and each group has special contributions to make in the wide-ranging commercial, economic and political relations with the world outside Canada. Dialogue between the FSO and CO groups should be encouraged and joint activities, such as the much appreciated invitations extended by PAFSO for CO's to attend the breakfast seminars, could be expanded. Such a positive approach could avoid misapprehensions and misunderstandings which might degenerate into petty differences to the detriment of both groups.

John A. Quarrington

Take a Letter, Sir Joseph . . .

Another perverse puzzle by A. Aalto

Bout de papier offers \$50 in cash or a book token redeemable at Shirley Leishman Book Store to the first correctly answered puzzle opened on August 31, 1984. All members, affiliates and their families are eligible to enter this competition. So hurry — send your entry by return mail to PAFSO, Suite 1002, 130 Albert Street, Ottawa, Ontario K1P 5G4.

INSTRUCTIONS

What follows as THE MESSAGE is an extract from a dispatch dated March 28, 1908, from one distinguished Englishman to another on the subject of our future department. As you can see, the letters have been taken out (all but a few "he's") leaving a series of empty boxes as a skeleton. The letters have been re-arranged to make up a series of new words, which form the answers to THE CLUES (42 words and phrases in all) which follow after THE MESSAGE. These clues all relate in some fashion (often twisted) to the history of External Affairs or Canada's external affairs. Most of the clues are at least semi-serious. Others . . .

THE CLUES

- (A) Canada carpeted when Ivan went calling
(B) Mackenzie King insisted the Dominions not be committed (1925)
(C) First PM to be SSEA
(D) Erskine ESCAP
(E) Canada observed ARENA's slant
(F) Sydney's mission (1895)
(G) Committed supporter (eg. human rights)
(H) King found him peacable
(I) We invited the world to our party
(J) Canadian initiatives and the "Brussels Powers
(K) External's Pepys
(L) Canucks withstand the gas, reputation rises (1915)
(M) An imposition we don't have, but have to negotiate on
(N) Bank we are disputing with the USA

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