

about de portier

Official Publication of the Professional Association of Foreign Service Officers / l'Association professionnelle des agents du Service extérieur

\$2.50

MAR. 1985 NO. 1 VOL. 3

inside

Ritchie on Life in the Service

James Kelleher and Trade Relations

Journalist and Diplomat:

A View from the Press

The SSEA: Paul Martin Speaks

The Plight of the Spouse



Melbourne (No Photo Available)

Wilfrid Lavoie, S.F. Pattee, Ms. S. Cartwright, Ms. A.J. Bogden.

Perth

Seated: Roger Blake, Standing: Kim Fielear, Leslie Springett, Jeannie Lyall, Peter Strong, Sheila Morier.

Sydney

Back row: Hume Smith, Denny Stimpson, Mary Hahn, Lisa Barnes, Bob Burchill, Connie Watkin, Doug Clarke, Dennis Punter, Chris Southey, Barbara More-Booth, Tina Trejo, Terry McFarlane, Deborah Hunter, Gerry Nicholls, Sandra Buttenshaw, Gil Adams.

Front row: Marissa Clift, Anne Hopson, Louise McLean, Peter Campbell, Donna Alvis, Louise Gaal, Angelina Nikolaeff, Mike Whalen.

Canberra

Back row: Rt. Hon. E. Schreyer; S. Savage, G. Musgrove, R. Hughes, S. Davis, N. Haffey, D. Preston, J. Visutskie, J. Hanby, R. Ballhorn, D. George, J. Ethier, R. McLean.

Front row: H. Armstrong, M. Hughes, M. MacMillan, M. Hall, R. Graham, D. Chierigo, J. Greenizan, J. Boudreau, D. Crooks, L. Graham, P. Cordingley, M. Lowe, D. Graham.

Absent: R. Boisvert, B. Thomas, S. Tario, P. Ridder, J. Leal, G. Taylor, I. Sherlock, W. Boudreau.

We have a new look!

It was just over two years ago that PAFSO's President, George Haynal, introduced our first edition. Since then, under the stewardship of Lucie Edwards and then Nesta Scott-Hankey, as well as their many helpers, the paper has grown in scope and character. Issues such as Development, the Professional Committee, Reorganization and Streaming have been addressed. The ability of our members to amuse and inform on the exquisite delights of monkey-brains, life in London, and Hanoi during the bombing have revealed depths of talent hitherto only the subject of boasting.

In this new issue we move to a new format — magazine style. It's not costing us any more, it permits better use of space and it is aiding our efforts to attract advertising. We will continue to look at the concerns of those in the foreign service. In this issue, McGill Professor Nancy Adler looks at the challenge of life abroad for spouses; journalists Peter Calamai and Jeff Simpson discuss the relationship between journalist and diplomat; and Rick Kohler describes training and development in the Department.

Retired foreign service officers do not simply fade away and we draw on their reserves of knowledge with a remembrance of Chester Ronning by Arthur Menzies; a tale of mistaken identity from Sid Freidfeld; and John Halstead provides a look at diplomacy in its contemporary guise. A chat with Charles Ritchie, perhaps the best known of our old hands, begins our new series entitled Interviews with the Greats. Paul Martin and James Kelleher are the subjects of another new feature — Meetings with Ministers Past and Present.

The foreign service is a big institution. We number over 5,000. To help get to know ourselves better we literally look at ourselves and the place in which we work. Down under is the place to start so Advance Australia Fair.

Letters from Readers are a vital feature. They will figure prominently. Editorials will continue to tilt at windmills and stab at sacred cows. They will not always, nor are they intended to, reflect the views of either the PAFSO executive or management. The inimitable A. Alto remains in his coveted back page position and his latest will undoubtedly still test the best brains around the globe despite his protestations to the contrary.

News of PAFSO, our *raison d'être*, looks at recent decisions by the Executive and the negotiations with Treasury Board on our new contract.

This magazine represents the collective efforts of many members, especially the Advisory Board and those nameless who are called day and night for advice. Two individuals deserve special thanks — Debbie Donaldson our Advertising Agent cum General Manager, and Dick Waugh our Consultant, Printer and Sage. I hope you will like the finished product.

Colin Robertson
Editor

Contents

Editor's Comments	4
Letters to the Editor	5
An Interview with Charles Ritchie	7
Getting into External	10
The Expatriate Spouse	11
Paul Martin	13
Ontario's Miller on Canada-U.S. Trade	16
Chester Ronning — A Recollection	17
Eulogy for Charles Marshall	19
A Case of Mistaken Identity	20
Today's Diplomacy	21
Journalist and Diplomat	23
Training and Development	27
From the Minister, International Trade	28
PAFSO NEWS	
Policy on Appeals, Grievances	30
L'affaire Massip	30
The EX/FS Conversion	31
Professional Committee Report	33
Negotiating Committee Report	34
Puzzle Page	35

All contents © PAFSO, 1985. **Bout de papier** is published quarterly 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 **Bout de papier** is to publish all articles in their original language. Subscriptions: one year \$8.; two years, \$15. PAFSO itself remains at your service to provide any assistance you may require in the language of your preference. Opinions expressed in **Bout de papier** are not necessarily those of PAFSO.

Bout de papier

Advisory Committee: Editor, Colin Robertson, David Adam, Debbie Donaldson (Advertising), Sydney Freifeld, Barbara Gibson, Christine Manseau, Rob McDougall, John McNee, Don Page, Evelyn Puxley, Christian Sarrazin, Nesta Scott-Hankey, Paul Willox.

From the editor

FOR THOSE WHO SERVE

"What are the bugles blowin' for?" said Files-on-Parade.

"To turn you out, to you out," the Colour-Sergeant said.

"What makes you look so white, so white?" said Files-on-Parade.

"I'm dreadin' what I've got to watch" the Colour-Sergeant said.

"For they're hangin' Danny Deever, you can hear the Dead March play, The regiment's in 'ollow square — they're hanging him to-day.

They're taken of his buttons off an' cut his stripes away, An' they're hanging Danny Deever in the mornin'"

The personal conduct of foreign service officers has come under increased scrutiny in recent months. Internally, the Department is in the process of drafting a policy on personal behavior abroad and the Code of Personal Conduct will be reviewed in light of the Sharp-Starr recommendations. Externally, the antics of individual officers have been the stuff of headlines with allegations of drug dealing in South America and misuse of passports as well as impropriety in currency exchange in the Levant. Career officers, including an Ambassador, have been recalled. Another Head of Post has left the service as a consequence of an internal investigation. Suspensions have taken place and letters of reprimand affixed as permanent blots on personal dossiers. At home there have been tales of double-dipping and questionable inducements to encourage retirement. A service which has always regarded itself as special, a bit of an elite, has been proved, well, ordinary and exhibiting signs of human frailty.

The culpability of the individuals involved and the circumstances surrounding these cases often appear lost in the riptide of retribution. The cafeteria clique, huddled cosily over their coffee cups, will cluck piously about those who have brought shame and about the sacred trust of service betrayed. For them there can be no consolation. But then, they are usually the same set who take perverse pleasure in the misfortunes of others. They forget Cairo is not Canada. The bursting bombs were in Beirut not Brandon, Brampton or Baie-Comeau.

PAFSO has chosen a different and more courageous course. It has decided to succour, using members' monies if necessary, the appeals of those who face disciplinary action from management. The purpose is not to prevent application of the sword of justice but rather to ensure the

shield of fair play prevails. The decision is based on the best traditions of British jurisprudence with its guarantees of due process and fair representation. An elite may be honoured for its talent and achievements; it is the size of its heart which gives the measure of its compassion.

* * *

Suzanne Mooney has a point. We should heed her cry of despair over the frustrations of dealing from the wrong end of the telex with those faceless factotums unfamiliar with life abroad who mark time between breaks in the comfortable corners of Ottawa's bureaucracy. She suggests an ombudsman — someone who is versed with foreign service and has the clout to put right the wrongs of life abroad. This Department has a variety of special advisors. Surely management could pluck from the swelling ranks of our emergent 'executive category' an individual who would fit the bill. Regrettably the creation of the 'new' Department has resulted in a degree of depersonalization, untypical of Charles Ritchie's days, of those responsible for amenities abroad. Lack of familiarity can all too readily breed indifference with the plight of foreign service families. As Nancy Adler points out, it is these little things which gnaw especially at the spouse and make miserable the lives of the entire family.

Management is learning lessons from its political masters. Friday evening is the usual time when the contentious appointments and announcements are made. In politics this may make some sense — it gives the politicians the weekend to gauge public opinion and to ready their responses. The application of this technique to foreign service is inappropriate. So were the contents of the March 1 telex to all posts announcing an average increase of 24 per cent to the shelter costs of employees serving abroad. Particularly hard hit are those in the \$26,000-\$43,000 range who have children. One would have assumed a corresponding increase would have been made to the foreign service premium. Generosity is not a trait generally associated to management.

* * *

The new government loudly proclaims to commitment to fairness. Where is the fairness here? Treasury Board has gone on record as saying salary increases this year will be in the range of 3 to 4 per cent. Not so. The premium, post-differential allowance and salary equalization adjustments are based on the average salary increase granted to the public service in the previous

year. For 1985 this will amount to 4.78 per cent. In the past two years, salary and shelter cost increases have been in accord with the six and five guidelines. Management says it must catch up with rising costs.

The authors of the new regime might have profited from a look at Pam McDougall's recommendation on shelter costs contained in the Royal Commission on Conditions of Foreign Service: "I would advocate housing standards based on local relativity, a percentage decrease in shares across the board (10 to 15 per cent) to take account of the different situations overseas and the abolition of the substandard housing provision." While the report is still in hand, it is worth repeating Miss McDougall's first and principal conclusion: "Everything possible should be done to mitigate the adversarial atmosphere that characterizing so many aspects of employer-employee and employee-family relationships." Management would do well to remind itself that it is one of the largest landlords with its base in Ontario. If Minto or one of the other housing corporations were to raise its rents by 24 per cent the public outcry would be sharp, immediate and outraged. More importantly, Ontario law requires any landlord imposing more than a 6 per cent increase this year to make application to the Residential Tenancy Commission.

A tax on spouses and children may satisfy the pinch-faced, mean-spirited penny-counters but it does little for those responsible for the conduct of our foreign policy abroad. But then those who serve are least able to defend themselves against the ones that sit at home.

While it's Tommy this an' Tommy that,
an' "Tommy, fall be'hind,
But it's "Please to walk in front, sir,
"when there's trouble in the wind;

We aren't no thin red 'eroes, nor we
aren't no blackguards too.

But single men in barracks, most
remarkable like you,

An' if sometimes our conduct isn't all
your fancy paints

Why, single men in barracks don't grow
into plaster saints;

You talk o'better food for us, an' schools,
an' fires an' all;

We'll wait for extry rations if you treat us
rational.

Don't mess about the cook-room slops,
but prove it to our face

For it's Tommy this, an' Tommy that,
and "Chuck him out, the brute!"

But it's "Savior of 'is country, when the
guns begin to shoot."

Yes it's Tommy this, an' Tommy that, an'
anything you please

But Tommy ain't a bloomin' fool — you
bet that Tommy sees!

Rudyard Kipling, Tommy and
Danny Deever from
Barrack Room Ballads

Letters to the Editor

Those Well-housed Staffs

Editor, *Bout de Papier*:

There were, for me, three reasons why it was a pleasure to read Michael Fine's article **Going Broke in Washington**, in August issue of *Bout de papier*. First, an officer dared to complain that our life is less than perfect; second, that you actually published the letter, and, third, that something was actually changed because of these actions. I have, therefore, taken heart and am writing to you in the hope that my letter may encourage others to voice their complaints so that we may improve some of the conditions which govern our lives abroad.

We are presently serving in Addis Ababa where an already difficult post in an L.D.C. is made more so by the indifference and inefficiency of those very people whom, we have been assured in the Pre-Posting Briefing, are there to help us.

At first I thought I'd begin this letter in a humorous vein by comparing the Post Report to the real estate ads — you know the one about "Handyman's Special". "The staff is well-housed" really means across the street from the sewage treatment plant with the master bedroom barely 10 feet from the outdoor privy of our Ethiopian neighbours and lacking a regular water supply. "Garden suitable for entertaining in the dry season" — that is if you can find two consecutive inches which are level and enjoy an unobstructed view of a corrugated tin shanty and a rusting water tank, and the fact that after 14 years of Canadian occupancy the garden has nothing to cover the tin-topped wall and there is not one flower or shrub in the garden. Entertaining? Not for me and certainly not for my three small children who can't manage its cracks and crevices to play on their swing set. In fact you risk a sprained ankle just crossing the lawn to inspect the water level in the rusting water tank.

But it's not funny is it? One of my daughters has a large scar on her forehead and my husband has an injured elbow from falls on the house's crumbling staircase that neither the Ethiopians nor the Canadians will fix.

One-third of our air freight was missing for six weeks — sent through Heathrow A.K.A. in the trade as "Thiefrow", where it was divided for shipments to Addis on at least two flights, on British Airways and Ethiopian Airways when Frankfurt and Lufthansa stood as a ready alternative. And all this under the supervision of a summer student. For nearly six weeks we had to worry about replacing all our clothing, kitchenware and silver and where do you find children's summer clothes in September? We had to move into a house that was

too small for our family and inadequate in many other respects as well, so that we could claim what luggage was here and so save it from a watery grave in Addis airport. It was only thanks to the persistent intervention of a friend in Canada that our belongings were ever found since both British Airways and Ethiopian Airways alone were unable to locate them — especially with the incorrect air freight numbers. You may rest assured and unsurprised that we have never received a word of apology for this mess from the Department.

It is exhausting to be in yet a third post with shabby furniture and an uncertain water and electricity supply. Why must this happen in post after post? Who is allowed to choose the orange and chartreuse living rooms and to decorate small bedrooms in three fighting shades of navy blue? Why do we always get the torn and paint spattered drapes, and the garden that no-one has tended for years. Why after 14 years of Canadian occupancy does this house still have only *two* towel racks in the bathrooms and no medicine cabinet — a real hazard with small children? Why are conditions allowed to deteriorate to this extent and why can we never find the person responsible? And how can the Post Report lie and say "the staff is well-housed". We live in dumps.

During our two years in Lagos, we complained about the appalling housing and critical lack of water and electricity and nothing happened. When our replacements refused to accept our house they were given a better one and all personnel were given a housing deficiency rebate. During our stay in Switzerland we were refused a furnishing scheme for our new S.Q. and were given most shabby mismatched, soiled and unsuitable furniture left over from a closed section at another mission. When we complained about this my husband's colleague who had given us the furniture confided to a friend "I don't know what they're complaining about, their bottoms didn't sit on so good in Canada".

And now we are here in Addis, in the midst of a devastating famine with almost everything difficult to obtain. Since we were not warned of this impending disaster when we left Ottawa in July, and since the climate appears to be totally different from that described in the famous Post Report, our choice of personal effects is inadequate to meet the situation. And so we asked for a supplementary shipment — and so it was refused.

In no post report or conversation with our predecessors did anyone bother to say that even the scarce supply of local flour is heavily diluted with soya and corn. It has an unusual and decidedly acquired taste. We would prefer to import pure white or wholemeal flour but with a post index of 105 we find it financially impossible and so must make do in a most unsatisfactory way.

Addis is a post where employees rent an FSD-30 vehicle. Since my husband is physically handicapped and can drive only a car with an automatic transmission and, since the post thought that Ottawa had ordered it and Ottawa thought the post had, our lot fell on a four year old, Ethiopian maintained Fiat with a faulty clutch and doors which, though locked, pop open when the car goes over a bump. This is the vehicle, with no seat belts of course, which we use to ferry three small children to school, and which costs us, in addition to the monthly rental, \$55 a week in gas for its normal trips around town. (The Volvo wagon in Canada cost us \$25!)

In the 3-½ months since we've been here my husband has been asked to travel for extended periods of time on several occasions. This is a most unsettling situation for both of us because should we lack water, electricity or even the feeble Fiat the Embassy is in no position to provide anything more than moral support. It is incredible to believe that the Department would expect a husband and father to willingly leave his wife and children in such circumstances.

Had these problems arisen in only one post I would have felt that it was just bad luck, but since they have plagued us since the beginning of our career we certainly find ourselves among the many who are

(continued on page 6)

Patronize Our Advertisers

* * *

It's Good Business

Achievement in Transportation

the **boyd**
GROUP OF COMPANIES

• **Boyd**
moving & storage ltd.

• **boyd**
international
Freight Forwarding Ltd.



Admiral Travel Agencies Ltd.

• **CARTIER**
SUPPLY AND RENTALS LTD.

corporate head offices
767 Belfast Road
Ottawa, Canada
K1G 3T8
232-5325

seriously wondering whether or not this is the life we really want. It seems that if we remain in the Foreign Service we will alternate between two cycles; one in which we repaid the damage done by tenants to our homes and gardens in Canada and the other in which we take a deep breath, fly halfway around the world and, exhausted, begin to do these same things all over again. Must it be like this?

One of the most galling aspects of this whole affair is my inability to find someone who can solve these problems — one idea might be for the Department to consider hiring an Ombudsman (person) with powers of redress.

I am fully prepared to acknowledge that many difficulties are inherent in life abroad. We can't change the Ethiopian attitude towards women or the push and shove of the African market — but they are the types of cultural acclimatization which we expect to make. We don't expect to, nor should we have to, fight tooth and claw to live a decent, safe life for which the Department scrupulously charges in rent share, FSD-30 vehicle rental and meticulously pieced out allowances but which they make so little effort to provide.

I would be pleased to hear from anyone who has experienced similar problems, especially those who might also be handicapped, and who might have ideas of how we can solve them.

Suzanne Mooney

SOWARD MEMORIAL FUND

Editor: Bout de papier

You will have heard, I presume, the sad news of the sudden death of Dean Soward on New Year's Day. He will be much missed by all his friends and former students.

We at the Department of History are taking counsel to get up a **Soward Memorial Fund** in order to establish a **Graduate Fellowship** in History and International Relations in his memory. We believe that Fred Soward's national reputation was such that there may be people connected with External who would like to have an opportunity to mark his passing by contributing to supporting a young Canadian to follow in his footsteps.

Fred Soward was a Canadian nationalist but always understood this as encompassing and serving the aims and ideals of international partnership. As a leading member of the League of Nations Union, the Canadian Institute of International Affairs, the Institute of Pacific Relations, and the United Nations Association, he always sought to demonstrate that Canadians had much to contribute as world citizens. Like

his contemporary, Lester Pearson, Fred Soward believed in the value of diplomacy and conciliation, and the particular role which Canada as a middle power could play in the promotion of liberal democracy. His numerous writings on this theme and the highly popular annual lectures he gave to the Vancouver Institute were evidence of his deeply-felt commitment to the educator's of informing and moulding public opinion on these vital topics. His war-time service as Special Assistant to the Minister of External Affairs in Ottawa was equally part and parcel of his recognition that scholarship and service went hand in hand.

John S. Conway
Professor
The University of British Columbia
1297 - 1873 East Mall
Vancouver, B.C.
V6T 1W5

What Do They Say In . . .

Editor: Bout de papier

In his little contribution to the recent edition of **Bout de Papier**, John Hadwen notes with pride his victory in having M/RC buttons installed on the Tower "A" elevators in the Pearson Building. I wonder if Mr. Hadwen knows that these buttons give rise to one of my favourite episodes from life at the Pearson Building.

One evening one of the departmental secretaries, who has since left the department — a lady of a certain age from Western Canada who had only recently joined the foreign service — was coming down in the elevator after having worked a bit late. With her on the elevator were a number of gentlemen of senior management persuasion, either actual senior executives or those who wished they were. One person observed the new M/RC buttons and asked what the RC stood for. As none of the other occupants of the elevator offered an answer, and as our secretary was brought up to believe that a question deserved an answer, she replied, "It means 'ress de showsay'". After a short silence a voice from one of the honourable gentlemen said with a slight French accent "In French we say 'rray de sshowsay'".

Again more silence, but this time embarrassed. Whereupon our secretary replied "in Alberta we say resse de showsay". Just at that point the doors opened and she walked off to a storm of applause from the other assembled passengers.

Since that time I cannot look at bilingual signs in the Department without asking myself what Alberta would think.

Richard Belliveau

THE GREATS:

An Interview With Charles Ritchie

We begin with this issue, a series of interviews with some of the great men and women who have served in the Canadian foreign service. Since his retirement from the Foreign Service in 1971, Charles Ritchie has written a series of books which looks at the lighter side of life as a Canadian diplomat. Purposely eschewing the historical memoir or a study of the role of Canada in international affairs, Ritchie's volumes are rather undiplomatic diaries of his life and times. The first, *The Siren Years* (1974), recorded his experiences as a young foreign service officer in London. It won the Governor-General's Award for Non-Fiction. *An Appetite for Life* (1977) introduced the young Charles Ritchie. *Diplomatic Passport* (1981) followed his rise in the Service. *Storm Signals* (1983) takes the author from the United Nations in New York to the Canadian Embassy in Washington to Paris as Canadian Ambassador to NATO and finally to 12 Upper Brook Street, London as High Commissioner to Great Britain. *Bout de papier* spoke to Mr. Ritchie in his flat in the Duncannon Arms about his life in the Service. Mr. Ritchie is currently working on another book — a series of sketches of individuals from various walks of life whom he encountered during his travels.

BOUT DE PAPIER: One of the things that struck me when I read your books was that life always was tremendously exciting and sounded like great fun but there must have been some frustrations or a down side to life in the foreign service?

C. RITCHIE: Of course there were and they were all internal personnel problems. The frustrations were not however, the kind that made you feel that I'd chosen the wrong profession. I think that the London post, in the end, was the least interesting politically. But it was the most delightful. There wasn't very much of importance to work on after Washington. But, over a long period of nearly 40 years, there were so many different phases. When I first joined, which was the really early time in 1934, there wasn't so much frustration but it was so different from anything which exists. There was no training of any kind. The pay was \$1,800 a year and even in those days that was not very much. But then to have any kind of job was rather good. It was an education but not an education deliberately. One day you would be decoding, the next day you would be doing press clippings, then you would be answering letters from some crank about whether the Union Jack should fly or something of that kind. We kept a very low image, right on the level of the floor perhaps. I think I could say that there was no administration virtually. Dr. Skelton paid no attention to administration. He was really an academic: He was a close advisor to the Prime Minister not only on external affairs, on everything. So he was a power in the land and administration was something he left.

Norman Robertson, who succeeded him, was exactly the same. And everything to do with administration was left to Miss McCloskey. She had two female assistants. And if you were being posted abroad and wanted to know what your allowances would be or anything to do with administration you just went to see Miss McCloskey, if she had time to see you. And if she said you would go abroad away you went. Dr. Skelton might or might not sign the papers. It was really a very peculiar world in a way. I didn't find it at all frustrating because I didn't know anything else. I was not completely inclined towards administration myself and I never felt very sad about it.

BOUT DE PAPIER: How did the Department entertain foreign diplomats in the early years?

RITCHIE: Well there was no entertainment. There was no question of entertaining. There were no allowances, it came from your salary and you simply had friends around for a drink or something like that.

BOUT DE PAPIER: Posting procedure. Today we have this fairly elaborate system set out. What was it like in 1934?

RITCHIE: It was such a small service, almost everyone knew what everyone else was like. Vincent Massey would be asked if he liked X and he would discuss with Dr.

Skelton and say he would rather have Y. So it was all rather personal. All personnel arrangements above a certain level, that is to say the foreign service officer category, were built around a basis of knowing each other, what the traffic would bear, and how you got along. You would see how the wife would get on and all that sort of thing.

I don't think I ever said that I would like to go anywhere particular. I wasn't really concerned about that. And, of course, there were very few posts from which to choose. It is hard to describe the past practices of the Department because in the course of my life in the Department it has changed several times. It changed most dramatically when Arnold Heeney took over as undersecretary from Norman Robertson. Heeney had been dealing with the Prime Minister's office and he had a sense of administration. He wanted to relate External Affairs to other departments and make it part of the whole civil service, which it had never thought itself as being. That was really the beginning of the sort of "grown up" administrative relationship with other departments. Before that during the long period when the Prime Minister was Secretary of State for External Affairs, we were almost part of the Prime Minister's enclave and no other department or Civil Service Commissioner or anybody else put their nose too far into our affairs.

BOUT DE PAPIER: When you were going off to posts did you have any idea of what you were going to meet when you did arrive? Discussions on simple things, the allowances, the type of accommodation that you were going to receive?

RITCHIE: Well you went to see Miss McCloskey, and she told you about the allowances you were going to get. As for the matter, it was very similar to academic work. Apart from myself and one or two others, all had been teaching at university at one time or another. Pearson, Wrong, Skelton and the others were all academics and they had very much that approach. The atmosphere was more like a college. As well they were quite young men. They talked to you a great deal about all the current problems. Suppose you were going to Washington to help Norman Robertson negotiate tariff matters. You would go out to the cafeteria at the Chateau Laurier, accompanied by two or three officers, and talk. You had to educate yourself. You heard all about it, not through any programs in actual instructions, but by talking with others.

BOUT DE PAPIER: You mention the Chateau. Was the Chateau the foreign service officers club or the lunch spot?

RITCHIE: The cafeteria was the cheapest place to eat. It was also close to the Department.

BOUT DE PAPIER: You were then in the East block or Langevin?

RITCHIE: East block. I never was anywhere else. The Chateau was the nearest place and it was also sort of a

gathering place for other civil servants. And, of course, the senior civil servants received very small salaries. On top of that they had a point of view that any ostentatious expenditure was undesirable. Dr. Clark, who was the deputy minister of Finance, was a great civil servant. I'm sure he never took a taxi in his life. There was one place where we could get a free cup of coffee. We used to go there. It was all conducted on a rather reduced scale, sort of self-consciously so. That's the way that we were supposed to behave.

BOUT DE PAPIER: What was a usual day back in those days?

RITCHIE: We started rather late. I was always rather late. Then, you just bowed your head and set about the task of the day. I'm talking of the very early days before the divisions were properly set up. Naturally later on there was a structure. I started with the Royal Commission on Price Spreads and Mass Buying in 1934. Mike Pearson was the secretary and I was just sent along to help. But this had nothing to do with foreign affairs at all and I was there for months.

Mike Pearson was such an odd person to work with because he appeared to be so casual. This was all a double take because he was a tremendously industrious and conscientious person. I got the notion that if he could be so casual I could be equally casual. So I would go on coffee breaks and carry on. Then, one day, I came back to find somebody else was sitting in my place. I spoke to Pearson, fearing a very unpleasant confrontation but not a word was said. Then, fortunately for me, the other person proved more deficient and he disappeared. This interregnum lasted a few weeks. And then I was called back and I returned to my desk in the East Block.

BOUT DE PAPIER: What about your sources of information in the early days?

RITCHIE: We relied a lot on what we got from the British Foreign Office. That was the chief source. It was still the age of long dispatches, which went on and on. I don't know if it's entirely extinct now. The missions then did long dispatches. The third secretary spent weeks writing a dispatch, polishing and cleaning it up. The Counsellor then looked at it for questions of style and verbosity and expression. They were very educational from the point of view of the person who handled the job. You had to do a very thorough job. I wonder if anyone looks at these now. The USSEA looked at them but I know Mr. King only looked at short pieces of paper.

After the war things began to get organized with the proliferation of missions and the organization by Heeney. It is rather irritating that civil servants are often blamed for the proliferation of either jobs or missions but it was always the politicians who set up these missions. They would come up with ideas and the public servant would be asked to produce. The rather unfair thing was that the public got the idea it was self-generated.

BOUT DE PAPIER: One of the things that comes through in your book is the tremendous relevancy of what you did, either as Third Secretary or as Ambassador, you were very much part of the process.

RITCHIE: That is very true. This is what made life worthwhile. For example, after I'd been in the foreign service for some years there was a discussion about the post war plans. We had very much a sense of participating in the formulation of policy at a time when you were just formulating positions and reaching out to see what the Canadian stance would be on major issues. That was fascinating. The human contact was also most interesting.



Robertson with Ritchie

BOUT DE PAPIER: Did this hold true throughout your career? Did you feel that there was a change towards the end. There is some talk now that diplomats are less relevant. You remember the most often quoted remark by Trudeau "I can read what I want in the New York Times".

RITCHIE: Yes. Well I think it perfectly true. I suppose those long dispatches that were written really weren't justified. They were an education for the person but they couldn't really serve much of a purpose. As to irrelevancy of Ambassadors, yes this is somewhat true. There is much more incessant travel by ministers. One of the other difficulties was, and still is, that, curiously, those people who have served abroad — when they came home they suddenly became different animals. You were a different animal when you were abroad. It was very easy to drift out of touch, not only with the ministers, but with the Department itself. Your only hope was that as people came on a delegation, you could get your pals around and find out what was happening. Sometimes you learned the brilliant dispatch you had sent was creating a most unpleasant smell. Nobody ever gave

us an idea of what was happening. That was rather frustrating. I don't know if it is like that now but you found it very easy to get out of touch. The great thing, as it was such a personal thing, was to have friends in the Department. The differences inside the Department were very often based, not so much upon how many employees you had, or rank, or any of that but on views that you held. For instance I would have one point of view about the objective of NATO. The undersecretary would perhaps have another. There would be controversy and sometimes quite sharp controversy on your estimate of what the traffic would bear and the Canadian position should be.

People wrote dispatches, letters, telegrams from the missions to the missions. Of course when we were at home we would have discussions. Somebody from the division, for instance, would send the usual papers up and then we would have to discuss it. The structure was simple then — you had a minister, an undersecretary, the deputy undersecretary. It was just linear down. It was not perpendicular and there were very few deputies. In our dealings with other departments, the evolution that I saw depended rather on the clout and knowledge of the undersecretary himself — especially his knowledge of administration and above all economic realities. If you had an undersecretary like Norman Robertson, who was no good at administration but who knew every tariff by heart and the exact prices for the last few years and could recite it by heart — if he went to a department, they paid attention to him because he had, as they say for a ship, an awful lot of displacement. He knew a lot about economics and politics in Canada. But I think that later on, somehow, perhaps we didn't always have undersecretaries who had quite this wide knowledge or who

impressed in the same way the people with whom they worked. Then, of course, there was the difference between those who spent most of their lives, or a lot of their lives, serving abroad. When they came back they didn't really know the game plan.

BOUT DE PAPIER: In your books you suggest that, while serving abroad was fun, your career was made in Ottawa.

RITCHIE: Oh yes certainly. Of course your relations with your own government were far more important than your relations with any other government.

BOUT DE PAPIER: In your book you describe a number of people, the under-secretaries and the ministers. How would you paint a picture of the ideal under-secretary?

RITCHIE: I doubt I've ever met somebody who combined everything in that position. From the point of view of long-term policy Norman Robertson was by far the most remarkable undersecretary. Arnold Heeney knew how to run the show and was very competent but was not the same sort of thinker.

Relations with ministers were close — they were just down the corridor — you saw them every time you went for a walk. Our foreign service was small. Ottawa was small and all these people lived cheek by jowl with each other and all the ministers lived next door to each other in Rockcliffe, with their civil servants and their wives. They played tennis together and they went to parties together, and their wives knew each other well and knew all about their families and their affairs. It was a very closely knit little world. But, of course, basically, it was a closely knit Liberal world. I think, however, most foreign service officers felt they could devotedly serve either party. And I think they could. But still, I quite understood that people like Mr. Diefenbaker, or any incoming Conservative government who hadn't been part of this little circle, wondered about these people. The whole thing had grown up under King.

BOUT DE PAPIER: A bit of a parallel with today?

RITCHIE: Yes very much . . . I came in under a Conservative administration with Bennett. Now there was a Prime Minister for you! He never slid down a bannister in his life or did a pirouette. A massive man with a winged collar. I remember when I came for my oral interview he said "Young man it is a great privilege to serve." He said: "Many are called but few are chosen." So we walked off with this great admonition in our ears.

Things have changed since then . . . The exams were different to what they are now. There were these long essays which included reviews. Of course, the other thing about the foreign service was that it had no effective French element inside the Department. There was Mr. Beaudry, who was an associate undersecretary. A charming and distinguished man. But it was always

quite clear that he and the French element were not part of the process. The Paris Embassy was a different world. It had always been French from the days of M. Roy, before we had an Embassy. It was a French enclave. Many of the French-speaking foreign service officers as we expanded much preferred serving abroad, in Brazil, and Rome. One reason why they preferred it was that the whole method of working was so unadjusted to their way of working. That has all changed. Of course, then there was no question of French being made a qualification of joining the Department of External Affairs. I was fortunate because I happened to speak French. It was very peculiar because French was a requirement for almost all foreign services elsewhere. I remember taking it up in those days with one senior officer. I asked "why can't we have classes where people can learn French?", and he said "Oh no that would be quite wrong and unconstitutional because that would be like teaching French as a foreign language, and we wouldn't do that — that would be very much resented." That was part of the reason it didn't play any part in the formulation of policy.

The breakthrough came when Mike Pearson appointed Jules Léger as under-secretary. Jules Léger was much younger and junior to other foreign service officers but he had such a great deal of integrity and modesty and he was such a good man that his appointment was not at all resented. But I am quite sure that for the first time one element that entered into it, apart from his own abilities, was that fact that he was French. And then of course the whole thing changed.

BOUT DE PAPIER: What about other languages?

RITCHIE: There were no language requirements. But you could have training, if you were going to Japan or some place like that.

BOUT DE PAPIER: Why did you write the diaries?

RITCHIE: The diaries were an escape. I had no interest in writing down all my appointments during the day, who I dealt with, the staff problems. That wasn't the object of the operation. There was nothing more boring than sitting down and writing everything that you had just done in the office. I had lots of notes scattered about, lists of personnel all sorts of things like that.

BOUT DE PAPIER: What was the greatest achievement of your career?

RITCHIE: Well, I don't know that I achieved anything. I sort of took on the attitude towards the Department of a lawyer with a client. I thought my job was to work as plausibly and actively as I could and keep in close touch with the Prime Minister or foreign minister.

I was very interested in the early days at the United Nations. I loved that very much. It was very fascinating. From the point of view of a diplomatic job, it was most

interesting work — negotiating with every country under the sun and with all their representatives. I handled a lot of disarmament work. When I look back on it nothing was achieved for all those endless disarmament resolutions at the United Nations. There is, of course, another side which may not be an achievement but, keeping your people out of trouble and keeping them from doing or saying something which would get the lads in a mess with Canadians or people abroad is no small thing. You had to keep on the watch, especially if you were in Washington.

BOUT DE PAPIER: Would you join today's foreign service?

RITCHIE: I think that if I had never known the structure and the way of working that I was accustomed to, I would take a shot at it. Because after all, the relations between states are what it is all about and that is the basis of the whole career. I have never known a time in the Department of External Affairs when people didn't say: "oh the frustration", that was as true in 1934 as it is now. I have hardly ever known a time when they didn't say "morale isn't what it used to be". I've heard that one for 40 years although I do think from what I hear of how the Department is set up now, my morale would be very bad. I don't understand the rules of the game that is being played at present. The endless meetings and committee meetings which I never liked and thought were rather a waste of time and could be very trying. And the structure is confusing — this sort of lateral structure and authority. I think I would find it very difficult to disentangle myself. The rules of the game are different and of course the great emphasis on administration I find unattractive.

BOUT DE PAPIER: What about the attempts to fertilize the Department from without, to bring in people who didn't come up through the ranks, and place them on single assignment.

RITCHIE: Well, just after the war when the expansion came quite a lot of people were brought in from universities. They were teachers in their forties. There was a need to expand and to expand in a hurry so they wanted men over forty with experience. It worked out not badly as far as we were concerned. They identified themselves quite readily, although they were never quite like the people who served as juniors.

BOUT DE PAPIER: What happens to old diplomats? Are they like old soldiers? Do they just fade away?

RITCHIE: We keep on. You must keep on in the habit of keeping up. We are certainly never used in an advisory capacity. After I retired I started writing and collecting. I keep in touch with some who have retired. Some I see really only accidentally. We often talk about foreign policy. △

FOREIGN SERVICE EXAM PREP SEMINARS

Offered CANADA-WIDE: SEPT. 22-OCT. 12

\$110.00 (Tax Deductible)
Small Classes Personal Attention
Experienced Instructor

For Information, Registration Package
CALL TOLL-FREE

MON. - FRI. 10:00 - 5:00 E D T

1-800-267-8289
Alta., Sask.,
Man., N.W. Ont.,
B.C. (112-800-)

1-800-267-2931
Ont., Que., N.S.,
N.B., P.E.I., Nfld.

Ottawa/Hull Residents only: **232-3497**

GETTING INTO EXTERNAL

by Barry Yeates

Last summer this ad ran in Canada's national newspaper. *Bout de papier* tracked down its author, Barry Yeates, a former foreign service officer who served in Washington, and asked about the experience. Mr. Yeates, currently manager, consultant and principal in Foreign Service Organization and Career Counselling Incorporated, wrote back:

"How do I get into External? Probably most Foreign Service officers remember when they sought the answer to that question. Perhaps you reflect occasionally on the entry competition that brought you into the Department — the exam, the interviews, the wait to find out whether you'd been accepted.

I heard the question often after leaving the Department in 1980. Since I'd returned to work in the university world where students, aspiring to a career in the Foreign Service, regularly looked for advice about how to get "in". After many such conversations, I realized that there was a need, and a potential market across Canada, for independent counselling of prospective candidates for the Foreign Service competition.

In 1983, I established Foreign Service Examination and Career Counselling Inc., and last fall tested the waters by conducting

my first preparatory seminars in major cities across Canada. In a nutshell, it was an enjoyable and satisfying experience personally, although, as is often the case with a new business venture, the balance sheet was slightly tattered and tinged with red. If there is consolidation in symmetry, this paralleled my own condition after doing 14 presentations in 12 cities from Halifax to Vancouver in 19 days.

My basic premise was that, counter to the prevailing myth, one can indeed prepare, or at least prepare better, for the various stages of the Foreign Service competition.

To address these areas I organized a seven-part presentation. I tried to put registrants at ease at the outset by running through a list of commonly asked questions, discussing candidates' backgrounds in relation to those of officers in the Department, and looking at the application and selection process. Discussion of the written exam ensued, and constituted the longest segment of the seminar. This involved general advice for taking multiple-choice exams, a review of many sample questions I had drafted (focusing not only on the right answers but also on the abilities being tested), and a run-through of how to do writing exercises. After going over a list of reading tips and techniques, I turned to the interview. Again leading off with general advice, I followed with an examination of personal qualities sought by the interviewers and the skills required to showcase them, I concluded with examples of analytical questions and role-playing scenarios a candidate might expect. The bulk of the session over, I discussed briefly the officer streams and the Department's organization (and reorganization) in Canada and at posts. The short finale involved my own assessment of some pros and cons of the Department augmented by comments,

gripes and reminiscences of former colleagues.

Clearly, some of the information I provide can — and should — be sought from other sources. Indeed, I encourage registrants to do this and provide suggestions on how to go about it. However, advice offered from an independent and critical distance, can play an important part in helping make good applicants better if only by bolstering their confidence and general awareness to foster optimum performance at each stage of the competition. Sows ears can't be made into silk purses overnight, as some critics might fear, but merit may reveal itself a little more easily and quickly. And if this occurs, the benefit to the Department is obvious.

About 120 people enrolled in the seminars, which lasted about 4½ hours. Participants ranged in age and experience from second year university students to men and women of fiftyish seeking second careers. Overall they were a bright and interesting group, keenly committed to trying their best to join the Department and seemingly willing to persist in the attempt in future competitions if unsuccessful this time. Although I feel not all had "the right stuff" for External, I'm sure the Department would benefit by interviewing more candidates and personalizing the selection process, as was the case in the past.

You may be curious about the Department's reaction. I informed both External Affairs and the Public Service Commission when I began planning the seminar in 1983. I also discussed the idea at length with former colleagues. I would characterize official responses as non-committal with traces of scepticism and trepidation. Not unexpected or unwarranted, I felt, given the government's inability to control the program or anticipate its impact. Nonetheless, general information I requested was promptly supplied by Personnel Division in the Department and by the FS Recruitment Branch at the PSC. I hope for continued good relations, as we may be of mutual assistance and able to share information.

As to the reception of the concept by former colleagues, it has been overwhelmingly favourable. To some, the entrepreneurial side seemed the most intriguing, and several confided that they would have explored, and probably taken, such a course had one existed back when they were callow candidates.

The prospects: my sense is that the seminar service has a future. Not as lucrative as this neophyte businessman initially imagined; much more time-consuming and laborious to build than anticipated (what with stamp-licking and photocopying, for which, incidentally, my training as a junior FS was invaluable); but generally rewarding in that it has allowed me to develop an idea into a "product" which people seem to find helps them improve their chances for a Foreign Service career.

△

A Portable Wife:

McGill University Professor of Management, Nancy Adler, recently completed a study of the lives of spouses whose husbands were posted abroad by their companies. Sponsored in part by the U.S. Peace Corps, Proctor and Gamble and CIDA, Professor Adler interviewed more than 200 wives. *Bout de papier* invited Professor Adler to share her study with us and in this issue we begin a two-part series of excerpts from her book *International Dimensions of Organization Behaviour* (Boston: Kent Publishing, 1985). This issue will look at the background to the posting abroad and the initial encounter of the wife with foreign posting; part two will examine the transition to life abroad and the subsequent readjustment on return to Canada.

The Expatriate Spouse

by Nancy Adler

In an international move, the role of the spouse is the most difficult role for any family member. While employees have the structure of the job and company that continue from the home to the foreign country, and the children have the continuity and routine of school, spouses often must give up their friends and activities. More and more frequently today, spouses must also leave a job or career in order to follow their partners to the foreign country. Spouses lose both the structure and the continuity in their life.

Dissatisfaction of the spouse, often leading to early return, is the single most important reason for failure on an overseas assignment. Nearly half the companies surveyed have brought families home early due to the unwillingness, or inability, of the spouse to adapt. The average cost to the company to repatriating an executive and the family exceeds \$100,000.

The experience of international employees differs quite markedly from that of the spouse. The spouse's cultural immersion exceeds that of the employee; the challenges for successful adjustment are both different and greater. The reason is not that all spouses are women: rather, very few married women have been sent overseas in expatriate status and even fewer have been accompanied by a male spouse.

Can the wife turn down an overseas transfer? Although the company and the employee usually believe that the wife has a role in the decision to move overseas, in reality, she rarely does. By the time the company identifies the employees they want

to send and announces its decision, it has made a large investment in their acceptance. Subtle pressure mitigates against only discussing the pros and the cons of the move. Employees often feel they would let down the company if they did not accept; the wife feels she would let down her husband. Employees often feel they would hinder their career by saying "no"; the wife hesitates to disagree. Concerns that they could discuss and resolve prior to departure are never mentioned. At a time when communication is critical, open communication is often absent.

Venezuela Bill came home in November and asked me what I thought about moving overseas. I was silent. Then he told me about what a big promotion it would be and what it would mean for the rest of his career. I told him that I was delighted. The company told us about the things to take and the name of an international school. And we were madly busy with the preparations. We left.

Expatriates must not only physically move overseas, they must adjust to the foreign culture and create a meaningful life overseas. Much attention is paid generally to the logistics of the transfer itself: what should be packed, which shipper used, where to stay upon arrival, and so on. Less attention is paid to acquiring the skills necessary for adjusting to the foreign country: good language training, a knowledge of the culture and its people, and an awareness of culturally-based differences in

values, attitudes, and behaviors. Least attention is paid to assisting the spouse in creating a meaningful portable life overseas. While not a potent issue for either the employee or the children, the structureless role of the spouse demands explicit attention; if she is to have a fulfilling life overseas, she must design it.

When wives move overseas, they come into more direct contact with the "foreignness" of the new culture than do employees. Employees have the continuity of the company and their job. For the wives, everything changes. Employees generally work with the most internationally sophisticated strata of society; they meet people who speak English and have met foreigners before. Wives meet much less sophisticated people. Whether in personally taking care of the family's daily living needs or in arranging for servants to perform household tasks — shopping, cleaning, schooling, medical care, and other services — wives meet people who do not speak English and have never met foreigners. Whereas employees often have secretaries and local colleagues to translate the language and explain the foreign customs, the wife must depend on her own skills and ingenuity. Whereas employees work in an office filled with other expatriates to answer their questions and share their frustrations, the wife often finds herself isolated in her home world. She must confront the differences on her own.

Many wives feel unprepared for their move. They know little about the country, the culture, or the specific location. Their expectations and the foreign reality have little in common. Upon arrival, they often react with surprise and excitement mixed with bewilderment and fear:

Guinea Well, my expectations were very, how would I say, very large. For me, Africa was . . . totally unknown . . . except that I could equate it with wild animals, missionaries, nice black people and a very different way of life than in Canada. . . . I didn't question anything. I was very young, just married, and very happy to discover a new country. I could imagine that they had modern cities, that Conakry would be a modern city with all the amenities, asked no questions and just left. Finally I arrived at . . . this hazy airport . . . I got off the plane, and there were . . . all of these black faces which I wasn't really used to in such mass. So I said, "It's so good to be here and I am so looking forward to getting into the house. . . . (My husband) didn't know how to say it, but he said, "But we don't have a house." So I burst into tears. I guess it was just the whole stress of thinking that finally I was going to be in a house, and the jet lag, and just being in a completely different culture and a completely different color.

(continued on page 12)

Millions of sights, sounds, smells, tastes, and feelings bombard expatriates without them knowing which are meaningful and which can be ignored. During the first few months in a foreign culture, expatriates often find that other people's behavior does not make sense, and even more disconcerting, that their own behavior does not produce expected results. The wives, being in more direct contact with the foreign culture than the employees, were often surprised, bewildered, and disoriented:

Guinea. . . . Well, then we went into our building, a very modern building. We were on the ninth floor, and the building was with no elevators. So we had to walk the nine floors. And then we arrived in this beautiful, huge apartment, with three bathrooms and no water . . .

Hong Kong. Before I went to Hong Kong, I'd read a lot of books. I expected the Chinese to be dignified and very courteous. The Cantonese in Hong Kong are the opposite of that. They are very noisy and . . . very pushy. In Argentina I expected the romantic Latin. Instead, I was annoyed at the "macho-ness" of the

men. The reality . . . was disappointing.

The first few months in a foreign culture are rarely easy. Frustration follows surprise — the constant frustration of not understanding and not being able to get simple things done.

It's the constant minor frustrations . . . the phone never works, the electric power is variable, and oh yes, filling the water bottles at 4 a.m., just to be sure that we'd have some water . . .

We were not aware of the fact that everything seems to be done through a bribe. We were insulted when it was suggested. I think we just didn't understand the culture. So we waited from January until May before our furniture was sprung from customs.

Things can be very very difficult . . . (say) you have to put on a dinner party: dinner parties are very important because there is not very much entertainment, so you have to make your own entertainment. You have ten people coming, and there is no electricity, and you have just put the roast in the oven. Right, what do

you do? And it's pouring with rain outside so you can't make a bar-b-que. So you raid the cupboard and find a tin of ham, and you find some tomatoes, and then you find this and that, and you all have a good giggle. You know, really, there is no other way of doing it. You can't get depressed about these things.

While the newness of the environment in large part causes the difficulties, they are exacerbated by insufficient language competence, loneliness, boredom and a sense of meaninglessness.

While most employees have less immediate need for foreign language competence than do the wives, many organizations only offer language training to employees. They expect the wife to enroll in language courses if she so desires, and often not at company expense. Consequently, many women never become fluent in the foreign language and, therefore, have little possibility of becoming fully comfortable living in the culture.

Italy. *I think the most difficult thing when you arrive in a country is not being able to communicate. You feel very isolated because you don't speak the language. So everything becomes very difficult; all small details, everyday life is difficult because you don't know how to communicate.*

The lack of intimate friendships causes a major part of the difficulty of the initial period abroad. Most wives leave their family and friends at home and experience a void upon arrival overseas. The loneliness expresses itself in a number of ways:

I spent more time alone than anywhere ever. . . . It's hard to spend so much time alone.

We had a lot of acquaintances, few good friends. . . . You can't make friends until you've learned the language.

Many of the wives describe themselves as having hours and hours on their hands with nothing to do. They describe themselves as living in gilded cages; they have nice homes and servants to do the work but they do not have a meaningful role to fulfill. They no longer feel needed to perform many of the duties that they had previously fulfilled for their families, and, in addition, most are barred from working or continuing careers outside of the home.

I was going to be a nurse, but I had to have a work permit . . . So I threw myself into the women's club . . . bridge and golf, empty activities, but they filled my time.

After the novelty wears off, you have to find something to do with your time. I worked in a hospital, cooked, gardened. . . . I want to work again.

(Continued next issue)



BOOKS FROM CANADA



We have many years experience sending books — Canadian or other — to Canadian posts abroad . . . We know how difficult it can sometimes be to obtain children's books, current political or economic books, biographies etc. . . . Ask us, send for our 'Books for Everybody' coloured book catalogue.

Payment accepted by cheque, money order, or credit card number.

Please address any enquiries to:

Mr. David Dollin
Capital Library Wholesale Limited
1427 Ogilvie Road
Ottawa, Ontario
Canada
K1J 8M7
Phone: (613) 749-5949

THE FOREIGN MINISTERS

With this issue we begin a series of interviews with former Secretaries of State for External Affairs. Paul Martin was SSEA during the Pearson years (1963-68). Member of Parliament since 1935, Paul Martin was later Government Leader in the Senate (1968-75) and then Canadian High Commissioner to the Court of St-James (1975-79). *Bout de papier* interviewed Mr. Martin at his home in Windsor where he is working on the final drafts of the second volume of his memoirs. *A Very Public Life*, the first volume, was published in 1984 and covered the years from his birth until the beginning of the St. Laurent Government.

As Ambassador in England, Martin watches as Queen Mother signs the Official Residence guest register.



PAUL MARTIN

BOUT DE PAPIER: One of the things that struck me after reading your book was that your involvement in foreign policy goes back a long way.

PAUL MARTIN: I used to tell Pearson: "I've been in this business longer than you." I really wasn't, but I got interested in the League of Nations in 1925 and Mike was then a lecturer in history at the University. I remember meeting him in Ottawa in June, 1926. I was on my way home to Pembroke, where I lived — for the summer holidays and where I did a stint at the Pembroke Lumber Company. He was on his way to the archives. I know that was the time he saw Dr. Skelton and either that fall, or the following spring, he went to External. That was a period that I won't forget because he said to me "Where are you going?" I replied "I'm going to Pembroke because that's where I live." He replied "You'd better stay here for the day. I'm going to go up to the House of Commons. It's going to be a very exciting day. Mr. King is going to explain his reasons for not accepting the refusal of Lord Byng to dissolve Parliament. There would be a general election and prior to that, a debate in the house." I said "Can we go there?" I didn't know at that time that you could go to the House of Commons. So we went and heard King. At six o'clock, when it was all over, — I didn't know any Members

of Parliament — Mike said he knew one, J.S. Woodsworth. We went to Woodsworth's room and stayed for a Woodsworthian dinner. I remember we had brown bread, a cold egg, some ham and tea. Woodsworth explained all that had gone on. That was my first day in the House of Commons and it was with Pearson. We used to often comment on that day, when we sat together in the House of Commons. "Remember when we were up there just over the clock (in what was then the diplomatic gallery or what became the diplomatic gallery, facing the speaker.)"

I think what set me off on foreign affairs was not my studies (English, history and philosophy) but a speech I heard by Dr. Riddell, our advisory officer in Geneva, on the League of Nations. Undoubtedly, I had heard of the League of Nations but I knew nothing about it. He wasn't a good speaker but he inspired me and I just devoured everything I could about the League. Shortly thereafter I went to Geneva on my own. Then I went over to the Zimmern High School in 1929 in Geneva, and back there again in 1930 and gave some lectures at that time. I went to Geneva again in 1936 and became a delegate in 1938. I suppose I am the only living Canadian who was ever a delegate at the League of Nations.

Pearson's interest was more professional

right from the beginning. He went into External Affairs as a young foreign service officer. Norman Robertson came in late 1929 or early 1930. I knew Norman when I was at Harvard Law School.

I shared fully the views that Pearson had about collective security and about Canada's role in international affairs, basing our policy primarily on the covenant and then later on the charter. Only now have I become convinced, not that it has changed my loyalty to collective security, to the charter, to the covenant, but I realize now for the first time more particularly than ever, what a long road ahead there is for the realization of what I thought was going to happen in 1925. As a young man I felt there was simply no other answer — we simply had to make the League of Nations a success. We had to make the charter operate successfully.

Former Secretary General Waldheim, a friend whom I have known for a long time, wrote a very good article recently in *Foreign Affairs*. It is a very good appraisal of the U.N. including its shortcomings. The reason for its failure — if you interpret it as failure — is because its members failed to live up to their obligations. It must mean that the realization of that ideal is a long way off. But that's no reason for not trying to make the U.N. work, and it is no reason for Canada changing or altering its support.



**THE MUTUAL FUND
EXCLUSIVELY FOR
MEMBERS OF THE
PUBLIC SERVICE
OF CANADA**

includes

**REGISTERED RETIREMENT
SAVINGS PLAN
and
REGULAR INVESTMENT PLAN**

- NO SALES COMMISSION TO PAY
- No charge redemption privileges
- Assets exceeding \$13 million
- In its 25th year of successful operation
- Well-balanced and diversified portfolio
- Professionally managed
- Weekly pricing of share value
- Cheque-o-matic facilities
- Minimum subscription \$20.00
- Spouses dependents and superannuated public servants are also eligible
- Shares offered under a Prospectus and in accordance with Ontario Securities Commission regulations
- Listed in daily financial pages under Canadian Mutual Funds

Call, write or visit:

**Tradex Investment Fund Ltd.
77 Metcalfe Street, Room 309
Ottawa, Ontario K1P 5L6
(613) 233-3394**

**Office hours: 10:30 a.m. to 2:30 p.m.
Monday to Friday**

BOUT DE PAPIER: What about organizations like UNESCO?

MARTIN: UNESCO, I think, is good in ideal form. I think UNESCO, as it was originally conceived, is valid. It would be a great mistake to the international system to just strip it of its authority and its existence because of American dissatisfaction.

If the abuse lies with the present Secretary General, Mr. Bow, he is not going to be there very long. The origins of UNESCO are very important in historic terms. Some of the great scholars of the 1919 period were behind the original organization under the League. If you can make it work there is a place for intellectual cooperation — that's what it was originally called you know: Zimmern, Toyubee, Maritain, Butler, Cassin, Trevelyan, etc. I just mention those that I know best but there were other scholars of note.

BOUT DE PAPIER: You later proposed as Governor General, G.M. Trevelyan.

MARTIN: I mentioned it in Cabinet in 1945. King was very annoyed that I had raised the issue — something that tradition recognized as with his exclusive authority. But when he heard my proposal he thought it was a good one, tried to bring it about, but Trevelyan was too old then or so he thought.

BOUT DE PAPIER: When you were Secretary of State for External Affairs what was the area on which you devoted the most time?

MARTIN: U.S. affairs! I had to work on the agreements for the storage of nuclear weapons. Later I had to study the law of the sea, the marginals sea. We had an early meeting with President Johnson in Washington in the fall, 1963. Our main pre-occupation was with the Americans — over Vietnam in particular, and our overall interest in changing our China policy. I had four long discussions with Dean Rusk in the fall of 1963 and 1964 on China, directed towards changing our policy on the admission of China and ultimately its recognition. Only the cultural revolution stopped the realization of the latter. Then we had discussions with the Americans on Rhodesia and on developments in South Africa. These talks changed our policy about condemning South Africa directly. But even that was a great upheaval as far as the Americans were concerned. When I told Adlai Stevenson that we were going to vote to condemn South Africa not just to express disagreement with apartheid in theory, he was surprised.

I have just been reading a book called "The Office". It is a book written by a British parliamentary secretary on the history of the "Foreign Office". He dealt with seven or eight different foreign ministers. Michael Stewart said in that book that the most worrisome problem that he ever had in his life was the time that he had to spend on Vietnam. Well, that was my experience. It was the most worrying matter I ever dealt

with when I was Secretary of State for External Affairs.

Then, of course, we had tense relations with the French not only because of DeGaulle but because of NATO. Then there was the Cyprus peace force and the situation there. It still goes on — its unbelievable and we're there still. And I'm the one that put us there.

BOUT DE PAPIER: Do you think we should still be in Cyprus?

MARTIN: I think we should try and get out some way. We can't leave the job undone but some other nation ought to take our place. It's not good for peacekeeping to have the same country there that length of time. We had 17 years in Indo-China and now we are over 20 years in Cyprus. That's not good. But there wouldn't have been a peace force if it hadn't have been for Canada. U Thant failed in some ways in his assignment on Cyprus. He did not move quickly to get it set up. I went to New York and said surely this is a situation where we ought to act. Finally he was persuaded. We drew up the resolution which the Security Council accepted, not a formal vote but by consensus. But no action was taken to get contributing forces, and we were forced to become responsible for getting them. Ross Campbell, who was one of our great foreign service officers, and the undersecretary, Marcel Cadieux, were with me. I said we've got to do something. Marcel said that was not our business but rather the responsibility of the Secretary General. I said, "He's not acting. Why shouldn't I call countries?" And Ross Campbell said: "Well, why shouldn't you?" Ross was a real foreign service officer. So I got on the phone and that's how we got the countries. Within an hour we had commitments from four countries to join the peace force providing somebody would pay their way.

BOUT DE PAPIER: On something like this, how closely would you work with Prime Minister Pearson and the Cabinet?

MARTIN: Pearson called me one day — I was making a speech at the University of Western Ontario and he said what are you doing there? I said I was there making a speech before the University. He asked if I had been thinking about Cyprus and I said very much. I said I had a damn good notion to go down and see the Secretary General and he observed "I was just going to suggest that — it wouldn't hurt to go down and have a talk with him."

When the time came to get a resolution through Parliament, (it was early in my period as External Affairs minister), I talked to Diefenbaker about it. You never knew where you were with him you know . . . even on things that he claimed as being of primary interest to him. I had a feeling that if I wanted to get that resolution through quickly I had better turn it over to Pearson as Prime Minister, which I did. We got it through quickly, thanks to Pearson and of the Creditistes party — Rhéal Caouette. I went

to the latter because he was under an obligation to me. I had done something for him at one time. I told him about this and said "You get up and support this because there will be somebody from the Liberal Party in Quebec that will complain about sending soldiers overseas" and he got up and he made a wonderful speech.

I never undertook any operation that was unique without discussing it with Pearson. We didn't always raise the matter in Cabinet but I never proceeded with anything — for instance our efforts at mediation through Seaborn and Chester Ronning in Vietnam; that was done only after getting Pearson's consent. Not so much his consent as his approval. You had to carry a Prime Minister with you, before you even attempted to go to Cabinet, if and when you did. I wanted to raise matters in Cabinet more often than he did, but he had had the experience as a former Secretary of State for External Affairs. He noted "I don't think you should take everything to Cabinet. You won't get them through because every Cabinet minister is a potential foreign minister" and how true that was. That doesn't satisfy the idealist but that's how it works in government. I told this to Joe Clark not long ago. I think he is likely finding out that I am right. He has the advantage of having an able Prime Minister, but not one that is experienced in foreign affairs as Pearson was.

BOUT DE PAPIER: I spoke with Charles Ritchie and he suggested two primary qualifications for an effective foreign minister was that one should have the ear of the Prime Minister and the second was to have weight in the Cabinet. John Holmes added a third: to have a vision of foreign affairs.

MARTIN: That's a pretty good characterization. A really great foreign minister was Michael Stewart. He was the British foreign minister for a year and a half.

BOUT DE PAPIER: Tell me about Vietnam and Pearson's speech at Temple University.

MARTIN: Vietnam was most difficult and in some ways the most important problem we faced. But the Temple University speech — that was a big mistake!

BOUT DE PAPIER: Did Pearson consult with you before he made it?

MARTIN: Yes, he told me he was planning to make it after having discussed the idea with others including his son. He told me he had sent it to me. When I came back to my office, (my office was right next to his) the speech was there. I read the speech and I was horrified. I went into his office right away and said "you can't make that." He got a little impatient. He said "You know we are on the spot." I said: "You're on the spot but I am on the spot more than you are. I'm catching hell. You're catching it too. But I'm catching it in the House, in committees, from the academics, from the young people, from the clergymen, from the



Paul Martin, as Secretary of State for External Affairs, at the Franco-Canadian Cultural signing November 17, 1965. To his left is Marcel Cadeaux.

teachers — I'm getting it. But that isn't the point, if you make that speech you are going to interfere with the process of mediation. If you criticize the United States publicly — what is North Vietnam going to say. They are going to say — those Canadians don't have much influence in Washington. The only reason that they have agreed to the channel that we have set up is because they think we have some extraordinary influence in Washington. And they would be right in that judgement and it would be unfair to the United States, to the American government. The Lord knows that you and I told Johnson when we first saw him — I told Dean Rusk I don't know how many times what I thought of the war but I had done it quietly and privately. Where would we be on the auto pact — we would never have got it, if they knew you were going to make that kind of a speech." I begged him not to make the speech. However, he felt that he was Prime Minister, he was Leader of the Party, that he had to do something to ingratiate himself and his party.

But he didn't ingratiate himself and he certainly didn't help the party and he hurt himself for the whole length of his remaining period in office. He didn't have the same influence that he had before with Johnson. The party liked it, they said he was a courageous leader. Well that wasn't courage. I was very annoyed about it. He felt the pressure just as I did a year and a quarter later when I said the same thing in the General Assembly. But that was only after we had made two efforts at mediation through Seaborn and Chester Ronning and following visits to Warsaw and Moscow trying to get them to agree to the use of the Commission as a means of trying to bring the two parties together for initial talks which we hoped might lead to a ceasefire. I can understand as a leader he would feel he had to speak but I could never understand

how as an experienced man in foreign affairs, he would want to speak as he proposed.

BOUT DE PAPIER: The government says now that it is going to conduct a foreign policy review. Any areas that you would advise them, or any lessons to be learned, from the experience you have had in the past with reviews?

MARTIN: A review is good from time to time. I don't think any minister really should fear a review even if changes are recommended in policy. It isn't necessarily a reflection on a government or a minister or a Prime Minister. It's a good thing to have a second thought. I had thought in my time of doing it much earlier than the one we did in late 1967 or early 68. Pearson didn't think that was wise. He said: "You know we have critics in our government — there's Trudeau, Marchand, Walter Gordon, Donald MacDonald — they don't believe in NATO, particularly the last three. They think our Vietnam policy is bad in spite of the fact that they know that we are doing everything that we can to get the Americans to desist." People who were not born at the establishment — Marchand, Pelletier, Trudeau — these fellows didn't know the history of NATO and Pearson was one of the authors of NATO, one of the great three. All of that happened a long time before they came on the scene and it was understandable that they, and the younger generations in the country, would wonder — 'what is this thing NATO?' They didn't know anything about it. I knew about it. Pearson knew about it. St. Laurent knew about it. Some of the older ministers knew about it. They were contemporary with NATO's establishment.

However, by 1967 the criticisms became too much and Mike said he thought a review would be a good idea. But he didn't want me

(continued on page 18)

ONTARIO'S MILLER ON CANADA- US TRADE

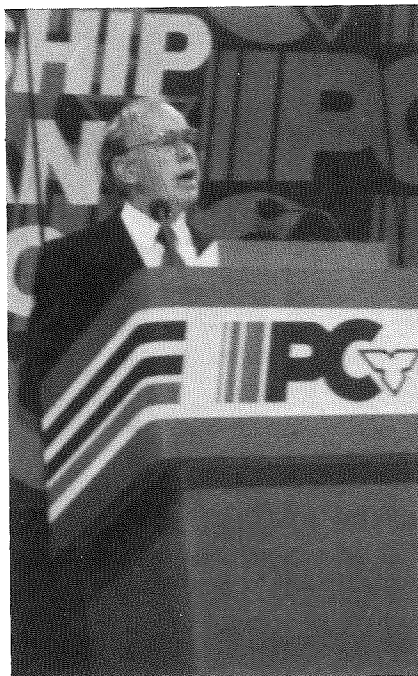
Canada's largest province has a new premier: Frank Miller, chosen at a leadership convention in Toronto in January, was sworn in as Ontario Premier February 8. Trade relations with the U.S. is a major issue, especially since the government announced it would be looking closely at this area as part of its discussion on "How to Secure and Enhance Canadian Access to Export Markets". In a speech to the National Press Club on December 6, Mr. Miller singled out access to U.S. markets as the economic issue of greatest current significance to Ontario and Canada. "While the obvious responses to these problems is to pursue a free trade policy," said Mr. Miller, "there are four difficulties with this approach."

*"Free trade is too much of a good thing for many of our businesses. There are industries in Ontario which were founded on the basis of tariffs. We cannot simply abandon them or the jobs they provide."

*"We really don't know how multinational firms operating in Canada would react to free trade. Freedom is intoxicating. It doesn't always lead to responsible behaviour. There is no free lunch in trade negotiations."

*"We need to consider the growing tendency towards trade barriers within our nation. A recent study estimates that non-tariff trade restrictions within our borders will cost Canadians \$2 billion next year. Barriers include provincial government purchasing policies, freight rates and labour requirements. I would support an economic code of conduct eliminating such restrictions and I believe the provinces should begin the process of developing one."

*"If we commit ourselves to free trade, how much sovereignty do we



Premier Miller addresses PC Convention

stand to lose? The answer may be quite disturbing. We are not simply appendages of our southern neighbour. We have our own culture, our own institutions, our own unique approach to the issues of the day."

"We are left," said Mr. Miller, "with what appears to be a contradiction between an absolute need to have access to the U.S. market and an absolute need to maintain our sovereign identity. I suggest there need be no contradiction if we focus first on security of trade rather than free trade."

To pursue the more immediate goal of security of trade, Mr. Miller said we must impress upon our largest trading partner the importance of Canada to the U.S. economy. "American decision makers need to know that we are their largest customer."

"I propose that the federal government pull together a list of (trade) issues in consultation with the provinces. The next step is to negotiate a fair trade agreement with Washington in which both parties agree to renounce certain non-tariff barriers, or at least negotiate them in advance. This is a practical step which does not open up Pandora's Box."

*You are invited to an
Evening Seminar sponsored
by the Professional
Committee of PAFSO*

Theme:

**THE NEW
CANADIAN
DIPLOMAT**

Where:

Lester B. Pearson
Building Cafeteria

Date:

April 18, 1985

Time:

6 to 10 p.m.

Guest Speakers include Messrs.
Marcel Massé and John Halstead
Dinner will be served (limited
places only)

Further information available
from PAFSO (234-1391)

*Le Comité professionnel de
l'APASE vous invite
cordialement à un colloque
du soir*

Thème:

**LE NOUVEAU
DIPLOMATE
CANADIEN**

Endroit:

Cafétéria de l'immeuble
Lester B. Pearson

Date:

le 18 avril 1985

Heure:

de 18h à 22h

Au nombre des conférences
d'honneur se trouvent MM.
Marcel Masse et John Halstead
Le dîner sera servi (nombre
limité de couverts)

Pour renseignements complé-
mentaires, s'adresser à l'APASE
(234-1391)

CHESTER RONNING

A Recollection

by Arthur Menzies

Arthur Menzies concluded his long and distinguished career in the Canadian foreign service as Ambassador in Disarmament in. He had previously served as Canadian Ambassador in China.



Ronning

The resonant Mandarin Chinese tones in which Chester Ronning told his colourful anecdotes convinced Chinese and foreigners alike that he was a man steeped in Chinese ways. Without doubt he was uniquely qualified to make a significant contribution to Canada's relations with China. He made a good start during his six years with the Canadian Embassy in Chungking and Nanking (1945-51) and at the Geneva Conferences on Korea and Indochina in 1954 and 1961. It is unfortunate that during the remainder of his 20 year career (1945-65) Canada had no diplomatic relations with the People's Republic of China. Just imagine how he would have performed if he had been Canadian Ambassador during the regime of the pragmatic Deng Xiaoping! But that was not to be. Chester Ronning died in Camrose, Alberta, on December 31, 1984, at the age of 90.

Chester Ronning was born in Fancheng, Xiangyang County, up the Han River tributary of the Yangtze in Hubei Province of Central China on December 13, 1894, the son of Norwegian-Canadian Lutheran missionaries. After education in Canada and the United States, he served as an RAF pilot in World War I. He returned to Fancheng as a Lutheran missionary teacher from 1922-27, when civil war compelled the evacuation of missionaries from the interior. From 1928-42 he was principal of Camrose College in Alberta. During this time he served as a C.C.F. Member of the Legislative Assembly for Camrose from 1932-35. He served in the RCAF as an intelligence officer from 1942-45. He joined External Affairs as a First Secretary in 1945 and was soon sent out to the Canadian Embassy in Chungking.

Major General Victor Odlum, former Commander of the Second Division in England, was Canada's first Minister (later Ambassador) to China in 1943. He was an intense man who had become caught up in Chiang K'ai-shek's wars against the Japanese and the Chinese Communists. Ronning's

role was to support General Odlum, but also to try to introduce an element of balance into Odlum's reports. This required the exercise of some subtlety as Odlum dictated in quotation marks lengthy accounts of his interviews with Chinese leaders. I recall Ronning telling me that after one interview with President Chiang K'ai-shek, in which the Generalissimo grunted from time to time to indicate that he was following Odlum's presentation, Odlum attributed half of the discussion to the president out of courtesy 'because he had not disagreed'. Ronning also established a valuable link with the Chinese Communist delegation in Chungking, a connection which provided insight into Chinese politics and future entrée.

Civil War Grows

When the Embassy was moved down the Yangtze to Nanking after the war, Ronning found the new Ambassador, Tommy Davis, much more skeptical about the claims of the Kuomintang Government of President Chiang K'ai-shek. The civil war grew in intensity, despite the mediation efforts of

U.S. envoys, including General George Marshall. In the spring of 1949 the Communist forces overran Nanking. Ambassador Davis was instructed to remain in Nanking instead of following the Kuomintang Government to Canton. Later he was called home for consultation.

Chester Ronning became Chargé d'Affaires of the Canadian Embassy, and was in charge when Mao Tse-tung proclaimed in Peking on October 1, 1949, the establishment of the People's Republic of China. He invited foreign governments to establish diplomatic relations on the basis of equality and mutual respect. At that time, as Head of the American and Far Eastern Division in Ottawa, I was instructed by Escott Reid, Acting Under Secretary, to prepare a memorandum for the Minister — and eventually for Cabinet — on the factors to be taken into account in considering recognition and the establishment of diplomatic relations. Both Ambassador Davis, on his return to Canada, and Ronning in Nanking, strongly advocated early recognition. In early November, 1949, Cabinet approved in principle an External Affairs memorandum recommending recognition and the establishment of diplomatic relations with the People's Republic of China. But Cabinet left the question of the timing of recognition undecided.

Ronning continued to press for action, reporting on the steps taken by the Scandinavian countries. Cabinet then decided to defer a decision until after Lester Pearson returned in February, 1950, from the first meeting of Commonwealth Foreign Ministers in Colombo, Ceylon, in early January, 1950. At that meeting, which I attended, there was a lively discussion of recognition because Britain, India, Pakistan and Ceylon had recognized, while Canada, Australia, New Zealand and South Africa had not.

When Mr. Pearson returned to Ottawa in February other arguments for further delay were adduced — problems encountered by British and Indian diplomats in Peking, and the seizure of U.S. Consular properties in China. Despite these restraining factors, Ronning urged that he be authorized to travel to Peking to negotiate on recognition and the establishment of diplomatic relations. Two telegrams of instructions authorizing him to go to Peking to initiate discussions were prepared in my division and were awaiting approval in the Minister's office when war broke out in Korea June 25, 1950, postponing further consideration of recognition.

Recalled by War

Because of the Korean conflict in which the Canadian 25th Brigade, as part of the Commonwealth Division of the United Nations Command, faced Chinese forces across the 38th parallel, Ronning's position in Nanking became more and more difficult. By that time I had been posted to Tokyo as

Head of the Canadian Liaison Mission in Japan. Ronning was recalled to Ottawa in the spring of 1951. He stayed with us in Tokyo en route home, expressing special distress over the stringent body search by Chinese Communist border guards before he was allowed to cross the border to Hong Kong.

After serving for a short time as Head of the Far Eastern Division in Ottawa, Ronning was appointed Ambassador to Norway and Iceland, an especially attractive assignment because of his Norwegian ancestry. During this time he was also appointed a member of the Canadian Delegation to the Geneva Conference on Korea and Indochina in 1954. His remarkable command of Chinese and personal acquaintance with Chinese premier Chou En-lai and others provided contacts unmatched in any other Western delegation. It is alleged that Ronning's reputation created the confidence that decided Chinese support for Canada as the Western member of the International Commissions for Supervision and Control in Vietnam, Cambodia and Laos. Ronning also secured the release from Chinese custody of Squadron Leader Andy MacKenzie, who had been shot down over North Korea while serving as an F-86 exchange pilot with the USAF.

In 1957 Ronning was appointed High Commissioner to India, following Escott Reid. As the External Affairs adviser and speech writer for the Honorable William J. Browne, Minister of State without portfolio from Newfoundland in the Diefenbaker government, I visited Delhi with Mr. Browne following a November, 1957, Colombo Plan Conference in Saigon. I was struck by the relaxed and easy rapport Ronning had with Indian Cabinet Ministers. While High Commissioner to India he joined the Canadian Delegation to the Geneva Conference of 1961 on Laos, where he again helped to build bridges to the Chinese Delegation.

Ronning was extended beyond the usual retirement age of 65 because of his late entry at age 51 in 1945 and Mr. Pearson's view that he could render valuable service in India until age 70, December 13, 1964.

After retiring to Camrose, Alberta, in 1965, Ronning was called out of retirement in 1966 to go to Hanoi and Saigon to explore the possibility of a negotiated settlement in Vietnam. This came to naught because of the stiff position of North Vietnam and the decision of President Lyndon Johnson to greatly increase U.S. military intervention.

My assignments in Ottawa from May, 1946, to November, 1950, made me Ronning's first point of political contact in External Affairs. As he was 22 years older than I was I called him "Da Ge" or elder brother, while he called me "Xiao Tian Bao" or little heavenly dumpling, referring to my rotundity. Because of our common interest in China I maintained both an official and personal correspondence with him through-

out his career. He was a man endowed with outstanding linguistic talents. He had a warm and engaging personality. He was a strong believer in social justice, marked by his term as a C.C.F. legislator in Alberta from 1932-35, but also his support for the egalitarian programs of the Chinese Communists.

If I differed with him on our interpretation of developments in China, it was over the emphasis to be given to the peasant revolution. Eighty per cent of Chinese are peasants and the Communist Party based itself on these peasants and tried to use their desire for improved opportunity as the underpinning of their claim to rule. My impression was that as part of this egalitarian movement, Ronning was prepared to explain and condone Mao Tze-tung's Cultural Revolution, which really lasted from 1966-76. Ronning's sympathy for the Chinese peasants came naturally from his upbringing and teaching in Fancheng and from the idealization of life in the northwest stronghold of Yanan, as expounded by the propaganda of the Communist Delegation in Chungking. Because my father was a professor of Ancient Chinese History and Archaeology at Cheeloo University, Jinan, Shandong Province, I was exposed to the role of the intellectuals, including those of the long blue gown who had advanced from peasant families, all of whom had molded Chinese civilization over the centuries. Intellectuals were disparaged during the Cultural Revolution. Deng Xiaoping has reinlisted their services in China's modernization, including the sending of over 30,000 abroad for study. Although I did not discuss this development with Ronning, I feel confident that he would have supported this trend.

One Last Journey

In the autumn of 1983 Ronning made a final sentimental journey to China with members of his family. He was warmly received in the Great Hall of the People in Peking by Wang Bingnan, President of the Chinese People's Association for Friendship with Foreign Countries, who had known Ronning in Chungking days. In addition to Peking, Ronning visited the famous Buddhist cave temples at Dunhuang and the western end of the Great Wall, both in western Gansu Province. Then he went to visit his old home in Fancheng. His daughter, Audrey Topping, wife of Seymour Topping, the Managing Editor of the New York Times, wrote a moving account of this pilgrimage which appeared in the Montreal Gazette on March 3, 1984.

All who serve in the Department of External Affairs can look up to Chester Ronning as an example of an officer who used his family upbringing, his remarkable knowledge of a difficult foreign language, his patience and good humour, for the benefit of Canada's relations with foreign countries, especially China. △

Martin (from page 15)

to get any outsiders, and maybe that was wise. We got Norman Robertson, his own son and Geoff Murray — who wrote the report. Then Trudeau came along and he had promised, during the leadership race, that he would have a re-examination made of foreign policy. His effort with Mitchell Sharp was a fulfillment of that promise. I was a member of the sub-committee of the Cabinet that dealt with foreign affairs and reviewed that report from beginning to end. I could see nothing in it that was objectionable. There were innuendos there that were a reflection on Pearson and me, but they weren't fundamental and I didn't raise hell about them. I simply pointed out that this was a fact and so on. I knew nothing would come of it. You can't change foreign policy that way.

Did Trudeau understand foreign policy? He was never a technician. He knew how to make good speeches on great occasions about the third world and about the need for avoiding nuclear war. He was too busy as a Prime Minister, and his intentions were always good — the motive was always very good. But he reduced these things to very simple terms and they were not simple issues. I don't think anything happened as a result of his review. His review was more formal — more comprehensive, more elegant. There was little recommended change.

BOUT DE PAPIER: There is some talk that the foreign service, rather than being simply a career foreign service, would benefit by bringing in people from outside.

MARTIN: Well, we had some of that you know. Take George Davidson, who was Deputy Minister of Health and Welfare. He served on the Economic and Social Council at the U.N. for many sessions. We had people who served on the sub-committee on disarmament. But I don't think that that is entirely practical. I think that you can bring in people to do ad hoc assignments.

But what of a foreign service? A foreign service is essentially a body of people — men and women — who have received a basic training and joined the public service to become specialists in particular fields in Canada's foreign relations. I don't think you can beat that. These people are the means by which the jurisprudence of a country's attitude on foreign affairs is formulated. It's very important to have that. I sometimes think we go too far in taking men from outside to head missions. It seems unfair to those who come in as pioneers. Nonetheless, there is a certain amount that is both desirable and inevitable. But basically, I think you have to keep the foreign office as an office made up of specialists; some of whom will rise to the top, others will continue to be well informed and capable of writing good briefs that lie on the shelf for perhaps a long time but ultimately when you want to go to the basic history — there it is. △

EULOGY FOR CHARLES MARSHALL

Charles Marshall died suddenly in Islamabad on January 13, 1985, while serving as Canadian Ambassador to Pakistan. We print the eulogy delivered by his old friend and colleague Bob Middleton.

I have been asked by the Marshall family to say a few words about Charles. I am deeply touched by the honour they have done me.

Yesterday an eminent person, new to the Department of External Affairs, was overheard to say that he was struck by the impact Charles' death had had upon members of the Department. Over the last week it was evident to him that this sad event was very much on the minds of his officials. Others in the Department have made a similar point as they sought to inform themselves of what was being done to mark his death and how they could best express their sympathies and grief.

Why this surge of real regret and deep concern? It was in part because Charles Marshall seemed to represent the best of what we have worked for in the Canadian Foreign Service. He belonged to a generation which saw it as a family or a community and who had willingly dedicated his life to it. He had given much to it and, collectively, we now wished to give back what we could.

Equally, though, people as individuals felt his death because Chuck touched people to do an unusual degree as he passed through his life. I think most of us would agree that we don't always leave deep traces in a kind of career that moves us from job to job and place to place every few years. But Charles Marshall was different. When people recall him they speak not only in pleasant generalities but with a clarity of detail in their recollections.

We in External Affairs claim him proudly as one of our own. Yet those who know Canada's north will quickly tell you about his six years in Northern Affairs. While only in his twenties, he became closely associated with the early days of Northern Development and the vital question of Canada's sovereignty in the High Arctic. He travelled extensively by ship and aircraft throughout those remote regions to make direct contact with those caught up in these early exciting days. Thirty years later one of this northern mentors could say "Charles Marshall was a man of good ideas".



He is similarly remembered by us in External Affairs. General Burns spoke warmly of the work Charles did in Geneva in the late sixties. He recalled his negotiating skills, his energy and dependability. "He had his feet under him" he said simply: High praise indeed from a distinguished general. Another colleague spoke of Charles' professionalism in the 1970s and his concern over the question of our defence policy. He remembered the enormous effort and the subtlety of judgement that Chuck devoted to the task of persuading a government to improve our military strength. Years later his work as Ambassador to Ankara won his country the friendship and respect of the Turks. In Islamabad the government was so disturbed by his death and so appreciative of his work in Pakistan that President Zia himself called on Anne Marshall to express his sympathies. Canadians who have served there tell me that this was an extraordinary gesture of personal regard.

What explains these impressive achievements? He was, of course, born into a family which over the generations has rendered notable service to Crown and country both in Canada and in Scotland. His parents are well known to many in this church today. Charles carried on this tradition and he combined it with intelligence, integrity, dedication and a determination to get a job done. An old friend spoke to me admiringly of his "restless vigour and vitality".

But he also had very human qualities. He treated everybody, whatever their role and function, with consideration and kindness. He was popular — but he never courted popularity. All of these attributes were supported by a dry, self-deprecating humour. As he often protested he was but a spear carrier in whatever bureaucratic drama was at hand. What a delicious phrase.

Some spear carrier we have here.

Charles always struck me as a man with his life superbly in balance. He was a devoted public servant and a brilliant diplomat, but he was equally a thoughtful and kind son, husband and father. He listened with care to the views of his children as they grew up to adulthood. He was sensitive to the traumas of prospective moves in this itinerant life of ours and sought to make them less disruptive for his family.

He encouraged in his home, by his own example, respect for others and for the job at hand, a willingness to see the other side, a belief in the place of persuasion in dealing with all important issues, a respect for compromise, and an awareness that the way one gives advice is as important as the advice itself.

Charles' family unquestionably drew enormous strength from him. But they themselves must realize what they gave to him — and their huge part in the happiness and satisfaction that marked his life. All of them gave it, but none more so than Anne Marshall herself whose great strength of character, thoughtfulness, dignity and grace have been so vividly demonstrated these last 10 days.△

McLEOD YOUNG WEIR

Investment Services
Since 1921

- ☐ Canadian and U.S. Common and Preferred Shares
- ☐ Convertible Securities
- ☐ Bonds and Debentures
- ☐ Money Market Investments
- ☐ Registered Retirement Savings Plans
- ☐ Tax Advantaged Investments
- ☐ Precious Metals
- ☐ Registered Retirement Income Fund

For Professional Investment Advice
Phone or Write:

James J. Adlington
McLeod Young Weir Limited
Kent Square Tower
255 Albert Street Suite 703
Ottawa, Ontario K1P 6A9
(613) 563-0991

A CASE OF MISTAKEN IDENTITY

by Sidney A. Freifeld

None of the homework that my wife Crenia and I did in anticipation of our posting to Ireland in any way prepared us for what was to happen one night at a black tie dinner at the Official Residence of the French Ambassador in Dublin back in 1959.

It was in the late autumn of that year when Jack Lynch was appointed Minister of Industry and Commerce in the Irish Cabinet — he was later to become Prime Minister of Ireland — that I began to realize that we had a strong facial resemblance. In addition, we were of approximately the same build, had receding hairlines and were inveterate pipe smokers. I was serving as Counsellor — Number Two — at our Embassy in Dublin at the time.

Mr. Lynch had been attracting more and more public attention and seemed destined to be a rising star in the governing Fianna Fail Party. As for me, I noticed that at Dublin Castle and at public functions elsewhere in the Irish capital, news photographers occasionally snapped me, in mistake for the popular Cabinet Minister. For example, one night at a gala performance of the visiting Royal Ballet, I was once more startled when, descending the grand staircase at intermission, photographers called out to me with "Hold it a minute, Mr. Lynch". It was becoming a habit.

One day when my Ambassador was absent from Ireland and I was serving as Chargé d'Affaires, a formidable and impeccably-crafted invitation card from the French Ambassador was delivered by chauffeur to our home, inviting the Chargé d'Affaires of Canada and Mrs. Freifeld to a black tie dinner the following week "in honour of the newly-appointed Irish Minister of Industry and Commerce and Mrs. Jack Lynch".

The Ambassador, M. Le Comte de Blesson, was a member of the French aristocracy and he was a tall, austere, forbidding, career diplomat who, by virtue of his length of service as Ambassador in Dublin, was also Dean of the Diplomatic Corps. He was noted for the fastidiousness and meticulousness of his entertaining no less than for the culinary accomplishments of his French chef. An invitation to dine at the French Embassy Residence was cherished by Dubliners and, indeed, by members of

our small local diplomatic community.

Like good punctual Canadians, and mindful that I was not yet of ambassadorial rank as the other guests would doubtless be, Crenia and I arrived promptly at the French Embassy Residence just a few moment after the designated hour of 7:00 p.m. From the cars outside, we could see that two or three couples must already have arrived and, when the butler opened the door for us, we could see M. de Blesson busy chatting with them.

To our surprise, however, on seeing us in the doorway, the Ambassador dropped his guests like hotcakes, coming to the door to greet us effusively, escort us inside and present us to the others as his guests of honour for the evening — the newly-appointed Irish Minister of Industry and Commerce and Mrs. Jack Lynch!

The other guests knew who we were, or certainly that we were not Mr. and Mrs. Jack Lynch. But they, like ourselves, must have been too surprised and embarrassed to react other than passively to what was presumably only a temporary aberration.

When more guests arrived at the door, the Ambassador left it to his butler to bring them in, and he continued to hover around us. And, to our growing consternation, when he got around to presenting the newcomers to us, he continued to call us the Minister of Industry and Commerce and Mrs. Lynch.

The front door bell rang once more and — to our intense relief — in came the real Irish Minister of Industry and Commerce and the real Mrs. Jack Lynch. Their appearance at long last would surely, we thought, end the confusion. But, to our astonishment and dismay, the Ambassador presented them to us as the Chargé d'Affaires of Canada and Mrs. Freifeld! Again, it must have been the element of surprise and embarrassment that deterred the Lynches, as well as ourselves, from seeking to correct our host. More cocktails and canapés were passed around.

We found it difficult to believe that our host's aberration could continue any longer — but it did. It then began to dawn on Crenia — looking at the clock and in near shock at the thought that dinner must be only a few moments away — that the Ambassador would be escorting her into the dining room and seating her on his right and that the Ambassador would expect to find me on her right — place cards and plan de table notwithstanding. The Lynches, if this nonsense continued, would doubtless find themselves being led to some remote part of the 24-place table befitting a mere Canadian Chargé.

Appalled at such a prospect and feeling an unease bordering on panic, Crenia decided that something drastic had to be done — and done fast.

Looking around the salon which by now was filled with guests with cocktails in hand, she noticed that our host had gone over to a quiet corner and was huddled in conversation with the senior Irish diplomatic official present, Jack Malloy, who at that time was Assistant Undersecretary at the Irish Foreign Office and soon to be appointed Ambassador to the Court of St. James.

Working her way over to their quiet corner, she inserted herself athwart the Ambassador and Mr. Molloy and, at the first pause in their conversation and in a complete non-sequitur, broke right in with: "You know, at home in Canada, we must be having snow already at this time of year."

At this surprising interruption, Ambassador de Blesson turned to her with an odd look coming over his eyes, and she plunged bravely on: "In my country, in our part of Canada, winter starts early. Back home in Ottawa, there must be snow on the ground already."

The odd look in the Ambassador's eyes turned into a frown, then into a deep scowl, and he didn't say a word. Without explanation, he detached himself from Jack Molloy and Crenia and, when dinner was announced a few moments later, with all graciousness and as though nothing had happened, he took Mrs. Lynch's arm and escorted her to her place at the table, the chair on his right. By this time Mme. de Blesso had emerged from her kitchen, and quite unaware of what had been going on, went down to her end of the table escorted by the newly-appointed Irish Minister of Industry and Commerce, who was duly seated on her right.

As for the Canadian Chargé d'Affaires and his wife, they were seated, as planned, in the bleachers — diplomatically speaking — and they were never invited back to the French Embassy, not even for the dragnet reception on Quatorze Juillet.

To this day I don't know whether my double, who soon became Taoiseach — Prime Minister — of Ireland, ever found out what or who was causing the confusion at that black tie dinner in his honour at the Official Residence of the Ambassador Plenipotentiary and Extraordinary of France and Doyen du Corps Diplomatique in convivial Dublin back in 1959.

(Mr. Freifeld's last post, before retiring from the Department in 1975, was Ambassador to Colombia and Ecuador.)

△

TODAY'S DIPLOMACY

The Changing Role of the Diplomat

by John G.H. Halstead

The Oxford Dictionnary defines diplomacy as "the management of international relations by negotiation: the method by which these relations are adjusted and managed by ambassadors and envoys."

There is no doubt that the authority and prestige of diplomatic envoys have declined in recent years but at the same time their field of action and their opportunities have been enhanced through emerging trends.

Global interdependence has produced halting, but nevertheless significant, progress in the development of international law to regulate relations between states and of international organizations to promote cooperation between them. Yet the scope of the problems facing the world places a serious strain on the capacity of the present structures to deal with them. We see protectionist trends which could cripple trade. We see the emergence of problems of global proportions which cannot be tackled by any state on its own. We also see such a multiplication of nuclear weaponry that it raises the spectre of global annihilation. For all states, even for the superpowers, diplomacy must involve the acceptance of constraints on their pursuit of purely national ends.

Another trend is the progressive blurring of the dividing line between the public and private sectors in democratic societies. In one direction there is the growing involvement of government not only in the everyday life of the nation, but also in the increasingly intricate web of exchanges between nations. In the other direction there is the growing involvement of the public in government operations, more public demand for information and more demand for democratic control over foreign policy and international negotiations. These trends have advantages: the public can expect to be consulted before the government makes decisions involving international commitments; the public can also expect more assistance abroad, whether as tourists or as businessmen. But there are also dangers: the public is not well versed in the facts of international affairs or the techniques of international negotiations; public debate of foreign policy is intermittent, and when it does take place, is too often conducted in vague rather than precise terms, in terms of

slogans rather than analysis and with appeals to emotion rather than reason.

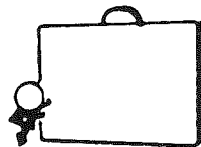
Posts Become Branches

These trends have, of course, been aided and promoted by a host of technological changes. These are also mixed blessings. The communications revolution has transformed diplomatic posts into branch offices of headquarters and heads of post into branch managers. This enables ambassadors to feed their reports and recommendations into the policy making process at home in a timely fashion but it also exposes the posts' operations to the most detailed instructions from headquarters, even in areas where the crucial factor is the local situation and the

people at the post are in the best position to know that situation.

Foreign offices and ministers of different governments are in direct touch with one another and jet travel has ushered in the era of visit diplomacy and wall-to-wall international meetings. These activities intensify international cooperation but they also make the ambassador's job more difficult. They can arouse public expectations which cannot be met and they can lead to confusion rather than clarity of conclusions.

The information revolution has increased the media participation in international affairs, has led the public to demand more information and to distrust diplomatic secrecy. With instant news the public has



ATTACHE
HOME CARE & RENTAL
MANAGEMENT SERVICES
INC.

5 YEARS
OF DISTINGUISHED SERVICE
TO CANADA'S DIPLOMATS
AT HOME AND ABROAD

PROPERTY MANAGEMENT
P.O. BOX 13196, KANATA, ONT. K2K 1P4
TEL. (613) 592-5817

the impression of being in direct touch with events around the world. Some even wonder whether in these circumstances diplomats may be obsolete and negotiations with foreign governments could be better conducted by experts sent abroad for the purpose. This view ignores the essential role of diplomats in preparing the ground for negotiations and in nurturing mutual accommodation and compromise away from the glare of publicity.

There is also the problem of dealing with propaganda and disinformation, either officially put out by foreign governments or clandestinely circulated by them. They have become an everyday weapon in the diplomatic arsenal and have been cleverly used in the past, especially by totalitarian governments. I remain of the rather old-fashioned view, however, that the most effective propaganda over the long haul is the truth.

These factors have had an important influence on the organization of international relations and the methods of diplomacy. For example, press relations have become an integral part of a diplomat's functions and there has been a steady expansion of other functional areas of diplomatic competence. There has been a corresponding expansion of an ambassador's functions, both quantitatively and qualitatively. Today he is involved, beyond the classic diplomatic exchanges and consular activities, in economic and commercial diplomacy, in cultural diplomacy and in public diplomacy of all kinds. He is dealing not only with other diplomats and officials but with a broad cross-section of the public such as businessmen, industrialists, bankers, academics, students, artists, parliamentarians and so on. When I was Ambassador in Bonn, I calculate that I spent more than half my time in German business circles; and this was in active search for new opportunities, not passively waiting for them to come to me. The ambassador also finds that a growing proportion of the embassy staff is made up of functional specialists and it is incumbent on him to know what they are up to.

If the environment and the contents of international relations have changed radically, the task has remained basically the same. The task of the diplomat is still to manage international relations by negotiation, rather than by force, to provide the government of the day with the information and analysis on which to base the formulation of foreign policy and to carry out the policies thus formulated.

Implementing Policy

Policy formulation is, of course, mainly the responsibility of headquarters but policy implementation depends to a large degree on the diplomats in the field and ambassadors are front and centre in this operation. The ambassador acts as a kind of hyphen, not just between his own government and the government of which he is accredited, but

more broadly between the two nations. This works in both directions.

The image he projects of his own country, of his government's interests and intentions, will have an effect on the media and influential circles in his country of accreditation. He must bear in mind that he represents the Canadian Government, not any department of government, and he must have the authority to coordinate all the activities at his post. This requires a clear mandate. He must also remember that he represents the whole of Canada and all parts of our federation. In the other direction he must understand what makes his host country tick. He must learn how to analyze its purposes accurately and how to assess its main trends. He must evaluate its interests but not promote them. He must explain its policies but not excuse them.

The Ambassador must build up a network of contacts not only in government and parliamentary circles but also with the most influential members of the private sector. For this personal relations of mutual respect are essential and these can be assisted by engaging in the right kind of social activities. This is a subject of some controversy because of occasional public criticism of extravagance, but it is my experience that the judicious use of entertaining can be very effective if it is selective and well focussed. It is also my experience that the ambassador's spouse has a more significant role to play today than ever by making his or her distinctive contribution to the projection of Canada's image abroad both by entertaining and by professional activities in his or her own field.

What I have said applies mainly to bilateral posts. At multilateral posts the operations are rather different. There one tends to have dealings mostly with other diplomats, though of many nations, and the subject matter is more specialized. Ambassadors accredited to international organizations must have, or develop, skills of negotiation and a grasp of technical material which go far beyond what is normally exercised in bilateral diplomacy. It can be intellectually stimulating but it can also be frustrating because of the disproportion between words and deeds, between good intentions and concrete achievements.

An inevitable result of these trends is to force a closer interface between domestic policies and foreign policies and between the various strands of foreign policy. By the same token, there is a new requirement for increased coordination between them. There are a number of possible organizational and procedural methods for doing this but there are three basic points which I should like to make. The first is that people are more important than systems. Good people can make even a bad system work, but even a good system will not work with the wrong people. The second point is a matter of philosophy. It must be recognized that domestic and foreign policies are just

two sides of the same coin, two dimensions of what I would call "national policy". The third point concerns the "rules of the game". Coordination requires a willingness to share information and to regard the task as more important than the turf.

John Halstead joined the Foreign Service in 1959 and served in London, Tokyo, New York, Paris, Bonn and Brussels. After a tour as Canadian Ambassador in Bonn, Mr. Halstead retired in 1982. Since then he has taught at Georgetown University. In the first of a two-part series on diplomacy, John Halstead examines the forces which have changed diplomacy since the second world war and looks at the repercussions this has had on today's ambassador. In the next issue Mr. Halstead describes the qualities needed by one aspiring to being a diplomat in 1985. △

Career Change for PAFSO's Elsie Morris



After more than 12 years with PAFSO, Elsie Morris, our very popular and efficient accountant, is leaving us March 30 in preparation for her new career as Mrs. Lorne Falls.

Elsie is forseeing the fun and excitement of downtown Ottawa to move back to her home town of Carp, Ontario, where she will marry Lorne Falls on May 18.

During her career with PAFSO, Elsie was our Benefits Administrator for the Term Life Insurance Programs as well as being our accountant. Elsie built a big circle of friends among her office colleagues and PAFSO members who will miss her cheery approach to her work and contact. Everyone wishes her well.

And while we're wishing her well, please welcome Iqbal Moledina, who has already joined PAFSO as administrative assistant.

Journalist and Diplomat

The relationship between diplomat and journalist has always been marked by a certain ambivalence: while their method and manner of investigation can be quite different their pursuit for information and their subsequent dispatches can be quite similar. Last November the controversy was sparked over the degree of media access to the diplomat following the imposition of guidelines by first the SSEA and subsequently the Prime Minister. **Bout de papier** spoke with two journalists who have covered the activities of this Department from both Ottawa and abroad. Jeffrey Simpson is currently Columnist for the *Globe and Mail*. He was the *Globe's* correspondent in London. Peter Calamai is National Correspondent for Southam News. He was Southam Correspondent in Nairobi and London. Southam has correspondents in London, Cairo, Harare, Mexico City, Tokyo and Washington. The *Globe* has correspondents in London, Washington, Mexico City, Peking, Tokyo, London and Harare.

BOUT DE PAPIER: What is the appropriate relationship between journalist and diplomat as seen by one who has reported from both home and abroad?

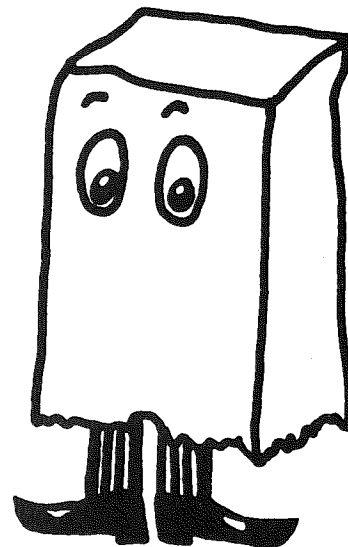
SIMPSON: Both abroad and in Canada, conscientious diplomats and serious journalists are often very much the same kind of animal, because their job is to analyze and to observe and the best journalists, and the best diplomats, therefore, have that very much in common. Certainly, when I was overseas and sat down with conscientious diplomats who were observing the scene in a certain country, we had interesting exchanges. They have different sources and information than the journalist does. Sometimes they are better and sometimes they are not as good, but they are both observers, at least in the field and they have that much in common. I have always found it pretty easy to swim with diplomats. I think diplomats, like all public servants, are afraid that they are personally going to get burned and so it is necessary that a certain amount of trust and understanding build up between the diplomat and the journalist. I have always been prepared to play the trade-off of candor for anonymity. It's not a very popular notion inside my own paper, but I just recognize that no amount of preaching by the *Globe and Mail* or any other newspaper is going to change the essence of diplomacy, which is confidential exchange of information.

CALAMAI: The relationship between journalist and diplomat differs depending on whether they are abroad or at home. Journalists abroad usually cover a wider turf and they regularly go to countries where Canada has no permanent representation. A classic example would be Rhodesia in the days before independence — before the real independence as opposed to UDI. Journalists went there regularly. Canadian diplomats were permitted to enter the country only in exceptional circumstances such as retrieving Canadian corpses. It was quite logical for diplomats resident in Africa to seek from journalists passing through information

about Rhodesia. There wasn't anything that was private or confidential but a diplomat could take the information and make more use of it than the journalist could. This is the basis of our relationship: we could trade information. I'm giving you some information — you should give me some information. In most cases it is to the advantage of both parties. It's a special relationship that has to be built on mutual respect and trust. The trust has to be earned. There is no easy way about that and it has to be earned both ways. There are some diplomats that you can't in the end trust, to tell you the truth, and certainly there are some diplomats, not necessarily just Canadian diplomats, you can't trust to be factual. They want to push their point of view. The same applies equally to journalists. Unfortunately respect for journalists, and their function, amongst Canadian External Affairs officers is low; lower than that of the foreign services of other countries. By and large the media are put in the category of guys who are going to make trouble. One way or another foreign service officers feel it is going to be troublesome, and even if what they report is entirely 100 per cent factual, it's going to be troublesome because somebody back in Ottawa is going to read it; a desk officer is going to read it; an aide in the minister's office is going to read it; or a member of the opposition is going to read it; and questions are going to be asked. There are going to be telegrams, messages. It is going to make more work for me and even if it does not make any trouble for me I'm going to have nothing but grief out of this. However, what they are really saying is we do not want this information out in the public. We like closely held information. The information exists between us and the field and our desk officers back there and maybe the minister had to be told a few things and a parliamentary committee might actually find out but we sure as hell do not want this all out in the open market place and being discussed, whether it is locomotives being supplied to Tanzania or wheat being shipped to Zimbabwe when it has a surplus

of wheat, or 18 people turning up in Bridgetown for a conference in February. It can be a relationship that is of mutual benefit, that requires respect and trust on both sides. Most journalists respect diplomats, most diplomats do not respect journalists. Many diplomats will have no particular reason not to respect individual journalists. They will say "well I once got burned by a kid who was a cub reporter who came out to report a speech I gave to the UN club in Winnipeg". They should remember the major chains don't send inexperienced junior reporters to posts that cost the organization \$200,000 a year to maintain.

The relationship can also be too close. I think that when the Secretary of State for External Affairs investigates the famine in Ethiopia by going to a hotel room in Addis Ababa, to view video tapes taken by the CBC, this is perhaps not the sort of relationship that I have in mind between diplomats, foreign service officers, the head of the foreign service, the minister and the press. I think the minister should get his ass



out on the field and actually see for himself and not leach onto the press like that.

BOUT DE PAPIER: On candor and anonymity, under the new guidelines when you are in Canada, you speak on the record. From the public servants point of view, this is perhaps more difficult. From a journalist's perspective, does this make your job easier?

SIMPSON: It makes it much more difficult because, by definition in External Affairs, people are studying what's going on in other countries or what's going on in certain dossiers that involve other countries. We can't have our diplomats speaking frankly about what's going on in some other country. But in order for the public to be informed it's necessary for journalists to talk about it. It is necessary therefore for them to have different sources of information including diplomats. The rules, as they are constituted, are probably more restrictive for the External Affairs Department because of the nature of the work that it does than for any other department.

I've never had, with the exception of one situation which took place in Egypt, any foreign service person refuse to see me or refuse to talk to me. Not one. And some of them overseas I consider to be my friends and we had a good personal and professional relationship. Obviously, some diplomats are better informed than others and some more open than others but as for being willing to talk even to a limited extent, I never found any difficulty. I found on the contrary, at least in the field, that generally speaking the view of the foreign service officers was that the Canadian media wasn't paying enough attention to their particular neck of the woods, which is invariably correct. And that therefore, whenever a journalist appeared in that country or expressed some interest in the area that they were working — they were surprised and rather happy.

CALAMAI: It depends on how much that it is actually followed in practice. My experience so far is that some members of the Department insist on speaking on the record because that is what the guideline says and some members in the Department, especially those with whom you may have had prior long term dealings, still give background briefings even though the guideline says they can't. If everyone insisted on speaking on the record, it would make the job more difficult.

BOUT DE PAPIER: Reflecting on when you were in London as well as here, dealing with the foreign office in London and then the Department of External Affairs here, are they comparatively equal in terms of access of information?

SIMPSON: Very difficult question to answer because it is like comparing an apple with an orange. As a foreign correspondent by definition, you have much less access to a foreign public service than you do to your own. A fairer comparison would be my access to the British Foreign Office vis-a-vis a foreign correspondent's access here. I had



Calamai

the impression, notwithstanding all that, that the External Affairs Department is more open than the Foreign Office because the Foreign Office is very tight. One has to be a journalist for a long time in the UK before one develops contacts in the Foreign Office, which is certainly practically impossible for a foreign correspondent.

BOUT DE PAPIER: Do you think the Canadian public has been well served in terms of foreign coverage by Canadians?

SIMPSON: Of course not. That's been an old problem in Canadian journalism. Our foreign coverage is very very restricted and that's why people who want to be well informed on foreign affairs have to read publications from other countries, as well as such as are available in Canada. They have to read the American press, the British press and the French press and other press.

We are trying to make some progress in the *Globe and Mail*. We have increased our bureaus in the last four years by adding people in Latin America and Africa and another person in Washington. By the time this goes to print, we will have an office in the Tokyo bureau, and the paper is looking seriously at Moscow for the end of this year. The long-term plan is to open one foreign bureau a year for the next three or four years so that by the latter period of the 1980s we will have 10 foreign bureaus as opposed to the six that we have at the present time. We're making progress at the *Globe*. I can't speak for other papers but there is a marginal amount of progress being made there. The *Toronto Star* has just opened a bureau in Tokyo and Richard Gwynn, having left his Ottawa position, is going to London in the fall to write a new national affairs column from London. So some progress is being made as editors and publishers wake up to the fact which I think is demonstrable, that Canadians if presented with foreign news that is well written, and that is interesting and that tries where possible without stretching the story to

present the significance of what is happening for Canada, readers will read it.

CALAMAI: If you want an answer to the question are you well served, you have to make a comparison. Lets look at the pragmatic difficulties. If you are in Sweden, you can't use material from other sources because it's in English. You have to have material in Swedish. On top of that, Swedish concerns, while having a lot of similarities with Norwegian and Finnish concerns, don't have similarities with anybody else's concerns. Canadian concerns have a lot of mutual points that match with American — not entirely of course, but they have a lot of points where they overlap. The American material is written in English and is readily available and it is dumped into Canada at almost no cost to the subscribers in Canada so it is very easy for Canadian newspapers to get first class, high quality foreign coverage from the New York Times, Los Angeles Post, Washington Post at very little cost. That coverage, unfortunately, includes an American world view. Sometimes implicitly, sometimes explicitly but it is always there. What is important to the editors in Washington and New York is not what is important to the people in Winnipeg. But it is a lot cheaper to get than things that are important to people in Winnipeg. For major issues, like nuclear disarmament, in fact the American coverage is pretty well bang on the mark in many instances. However, having said all that, there are major reasons why Canadian publishers are not willing to spend millions of dollars running a foreign news service, and we spend millions of dollars running a news service. No, Canadian readers are not well served by foreign coverage written in the Canadian press because too much of the world is uncovered. There is no staff correspondent in the Soviet Union. I would never volunteer to be the staff correspondent in Vienna, covering the Soviet block. The problem of being a correspondent in the Soviet Union is that you don't have the same sort of free reign a report has here in investigating and dealing with the government, so you end up writing a lot of life style pieces, and it gets rather boring for anyone who is a senior correspondent. The answer to your question is: Canadians are not well served but there is a reason for it — the reason is that foreign coverage is expensive and there is no demonstrated appetite for it.

Surveys are done that show people want more foreign news in the paper. Look at the questionnaires and you will see it says 'Do you want to see more about foreign news in the paper?' Yes. Do you want to see more of this-that-the other thing? Yes. Would you like the paper to be eight miles long and delivered to your front door by a pachyderm every day. NO! Those questions don't tell you anything. What tells you something is what do people complain about when you leave it out of a newspaper. People complain about the comics, the food ads, crossword

puzzle — that's what people complain about. Very few complain about the lack of foreign coverage or the fact that some story isn't covered. You do not have a terribly sophisticated readership. This then gets you into the terrible circular chicken and egg problem — how can we have a sophisticated readership if there is not anything in the paper to help them get educated about it. I always say, the newspaper's job is not to make up for the gaps in the Canadian educational system. The fact that we have no formal civics courses in most of our secondary education and such a high concentrated and narrowminded post-secondary education, means you are producing a generation of people who want everything pre-digested for them, who read only magazines about computers — they don't want to know what's happening in the rest of the world. If all the people who say they are concerned about having more and better Canadian foreign coverage could actually show that their concern is not limited just to the members of the United Nations association and can get a bit of a write-in campaign going then this could show that it is important to people who advertise in the paper — then the papers would spend the money. There is a direct correlation between those two things. We add areas of coverage and delete areas of coverage on reader interest which then goes directly to advertiser interest. Advertisers are interested if you have interested readers. There is not a lot of evidence that anyone reads a paper in Canada or doesn't read a paper in Canada because of its level, or not level, of foreign coverage. We know — we do more of it than anyone else does. Altogether we have the largest number of staff correspondents posted outside of Canada than any newspaper group in Canada. Certainly more than Canadian Press does and only recently has the Globe and Mail matched us in total numbers of bureaus opened elsewhere. It is a service that we offer and many of our papers print the full text without any real indication that readers would miss it if we did not run it. It's done out of the old fashioned liberalitarian notion that you have a free market place of ideas — you make as many of those ideas as you can available and intelligent discussion results. I say old fashioned because the press, by and large, are moving to a new model, a new theory about their role which is more of a social responsibility role, particularly in areas of monopoly newspapers. It does not necessarily include chess notes, review of symphony orchestras. There is less of this type of coverage. As well there is less foreign coverage in Canadian papers than there used to be.

Final point, when people say there is not enough foreign coverage in Canadian papers they make one fundamental mistake. Canadian papers have more foreign coverage than other papers do. They certainly have more foreign coverage than British,

American, Scandinavian, French, and German papers because we have more American coverage than any of those. Everyone forgets that. We cover the United States better and more extensively than any other national press does because it is more important to us than any other national press. All of that is foreign coverage. We don't cover it as well as we should, we should have more people there. We certainly print more information about the United States written by Canadian correspondents and more information on the United States written by American correspondents — more foreign coverage than the British print about it or anybody else prints about it. Our percentage of foreign coverage is very high.

BOUT DE PAPIER: Since the passage of the Clark guidelines on dealing with the press, have you noticed any change when you are dealing specifically with External Affairs?

SIMPSON: It was always known by the people who, at least in the Prime Minister's office inspired the guidelines, that the — if I

may be presumptuous and say the better journalists in town — were always going to get around the guidelines. The guidelines were laid somewhat artificially and uneasily upon an existing network of personal and professional contacts that predated the guidelines. It was much more extensive than anything the guidelines could cope with. They, therefore, are not going to seriously inhibit journalists who have been around for a while from dealing with the people who they dealt with before. I haven't found anybody over in the External Affairs Department with whom I dealt to be more reticent than before. The guidelines cut in when you are dealing with a public servant whom you don't know or who doesn't know you or of you. When you are dealing with two complete strangers, then I think the guidelines would apply. I haven't found them to be difficult for my purposes.

Intelligent people in the External Affairs Department recognize the measures have the effect of limiting their ability to explain or limit the ability of people who wish to explain, such as journalists, what is going on

HAVE YOU RECEIVED YOUR COMPLIMENTARY COPY OF

“A Guide to Home Buying in Ottawa”

VOL. NO X

This unique publication contains more than 45 pages of useful information about the housing market in Ottawa. Included is a description of the types and prices of housing available in different areas of Ottawa as well as an outline of the local schools, hospitals, shopping areas and recreation facilities.

Simply pick up your copy at our office or complete the following form and mail to:



Home Buying Guide
C.A. FITZSIMMONS and Company Limited
265 CARLING AVENUE,
OTTAWA, K1S 2E1

- clip -

Please send me my complimentary copy of "A Guide to Home Buying in Ottawa"

NAME _____

ADDRESS _____



in the world or what is going on in Canadian foreign policy. These measures are therefore counterproductive in terms of the long-term aim of the Department, and the Canadian foreign policy which is to make it more comprehensible and accessible to ordinary Canadians. I think over the course of time the fact that they are counterproductive, and the fact that they are artificial will cause them to become more and more irrelevant. They will be acknowledged more in the breach and they will be there like some icon to which one pays sort of ritualistic obeisance but which one ignores in the practice all the time, because they are, artificial and counterproductive.

CALAMAI: The few times I have dealt with officials at External Affairs I dealt with officials whom I know. By and large there have been no differences. I have an ongoing adversarial relationship with the access to information office in External Affairs and immediately after the guidelines were announced I went to see my regular sparring partner in the access to information office and he was the first foreign service officer in External Affairs and so far the only foreign service officer in External Affairs to allude directly to the guidelines — to in fact say our conversations now, of course, will be all on the record. No one else has ever done that. Obviously there is a difference in interpretation.

BOUT DE PAPIER: In the United States, professional journalists can often make the exchange to become press spokesman for diplomacy. Marvin Kalb is an example. At External Affairs we have not, with some exceptions — the official

spokesman at the Embassy in Washington — adopted this practice. Do you think that this is a healthy situation? Would you encourage journalists to work in a foreign office for awhile?

SIMPSON: I would never encourage a serious journalist to become a press officer.

Without casting any aspersions on the people in question, I don't think that the job of being a press officer is a very satisfying one, because by definition the press officers don't know a lot of what goes on, and they have to seek the answers elsewhere. The line has been established by the minister or the government or the department — regardless whether the press officer believes in the line or not — whether the line makes any sense or not — whether it stands up to scrutiny or not. I wouldn't recommend any serious journalist trading their independence or integrity, as an independent observer, to be the spokesperson for views which he or she might not find personally very attractive. It is one thing for a member of the department to tow the party line. It's another matter to have to do it on a daily basis in public. So I wouldn't encourage anybody ever to do that.

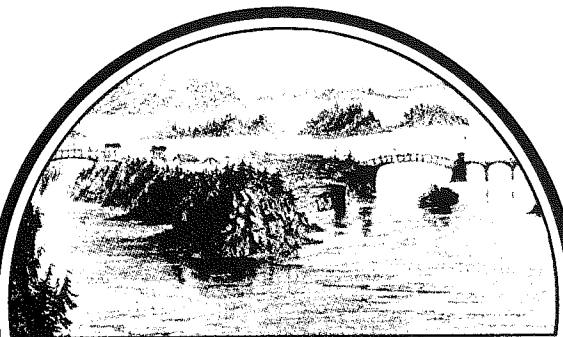
I suppose it is a fairly significant job and people who have been given that job in the External Affairs Department have gone on in some cases, to very good careers and it's considered to be a reasonably important position in the Department.

CALAMAI: The Prime Minister's spokesman has often been a former professional journalist. The Foreign Office uses the same procedure that Canada does or, more accurately, Canada has adopted the same procedure as the Foreign Office

does which is to cycle career foreign service officers through various public information posts. The United States often uses professional journalists in the role of chief spokesman for the Secretary of State.

I would think that what you want in Canada is even more of a two-way street. There is an exchange program that exists now for officers in External Affairs where they can go on secondment to other departments or to industry. Then you have academics coming into the Department of External Affairs for a while. I am only aware of one case where you have a former foreign service officer who writes regularly in the media, at the Ottawa Citizen, George Grande. You have people in the media who are very well respected and who have all sorts of informal links with the Department. John Gellner (Toronto Star), who writes on defence policy and publishes a journal on the subject, obviously has a lot of ongoing relationships.

I think it would be a healthy thing for the Department to have one of its foreign service officers serve on an editorial board of a Canadian newspaper. Not as a reporter — that would put him in a terrible position — but he could serve on an editorial board because its anonymous (you don't know who has done what) and he would not have to write anything, just contribute his knowledge and information. He would get a good idea of the inner workings of a large paper. Not necessarily only on a Toronto newspaper — there are other cities in Canada. Similarly if you can find a journalist who is willing to reciprocate, it would be beneficial to the journalist and, I have no doubt, it would be beneficial to the Department, to have a real professional hard-nosed journalist come in for a year, at the most 18 months, to work as an official spokesman. I would put him up in the minister's office. That is where the cutting edge is and where you want to expose the journalist to some of the value judgements that have to be made. Again mutual trust and respect would have to be 10 on the scale of 10 for this to take place. And there would have to be the usual written commitments of confidentiality once the person left the government service. But that is standard and is possible. If you can bring in somebody from the Canadian industry why can't you bring in somebody from a Canadian newspaper? We're an industry. It would be a good idea. It should be done both ways and it should be a continuing process, not just a one shot effort. After you had done it for a few years you would gather all the survivors together and stick them in a room for a couple of days with some people from the Department and you would learn from the experience. There is, of course, at the end another benefit: when foreign service officer X comes back from a stint on the editorial board and when Joe Boggs goes back to his newsroom he can say: "Actually they are not quite as bad as we thought they were." △



VICTORIA ISLAND REALTIES LIMITED

REAL ESTATE BROKERS

230-1242 78 GEORGE STREET, SUITE 3,
OTTAWA, ONTARIO K1N 5W1

Presents Our Ever Expanding Portfolio of Houses in the City
For further information please call BETH MERKLINGER — 749-8631

TRAINING AND DEVELOPEMENT AT EXTERNAL

by Rick Kohler

The following is the first of a two-part article on Training and Development in the Department of External Affairs. This segment describes the training environment at present; the second will address the results of a consultant's study that will recommend improvements in training and development.

The Training and Development Division (ADT) is just winding down a complete overhaul of the Department's approach to training. With the collaboration of a management consultant, a series of 180 interviews with employees in all major rotational and non-rotational groups has been conducted to determine how training may be improved. The establishment of a written training policy, management framework and needs assessment are primary objectives of the study. Preliminary feedback from many interviews reveals that current training activities and processes are not well known nor understood. Did you know that:

- in 1983/84 External Affairs committed 3.5 per cent of its salary vote to training, thus ranking in fourth place among departments and agencies in Ottawa with training budgets of \$1 million or more;
- in 1984/85 2.1 per cent of the salary vote of Foreign Service Officers was committed to their training; this is well above the one per cent Treasury Board norm for training cost to salary vote ratio;
- in terms of absolute dollars spent on training, External Affairs ranked 11th out of 57 government departments and agencies (\$5 million in 1983/85);
- in 1983/84 the Department registered 3,609 separate training occurrences (i.e. inclusive training events) affecting 82 per cent of its total population. Of those government departments reporting, more than 1,000 training occurrences in 1983/84, External Affairs ranked sixth in percentage terms;
- the Department devoted 64.4 person-years to training in 1983/84. At 1.4 per cent of its person-year base, External ranked third among other government departments with a person-year base of 1,000 or more;
- the Department accomplished this training with fewer trainer person-years than most other departments. Only two others proved "more efficient".

Planning for Training

In 1982 "stream management" was fully implemented for the first time. Stream Personnel Divisions were established inter alia for the Commercial/Economic, Political/Economic, Social Affairs, and Aid and Development groups of Foreign Service Officers. Within these divisions officers have been identified as those persons responsible for the substantive training requirements of employees within each stream; for linking these with the appraisal process; for planning training; and for preparing training budget estimates. Each September/October, Stream Training Officers liaise with "clients" and line managers to: identify current and emerging requirements; review appraisals; and develop a plan for the forthcoming fiscal year, that includes training for recruits; management training; and specific training events. These plans are submitted to ADT and rolled up as the Branch's overall training requirements.

On April 1 ADT assigns notional budgets to each stream that allow implementation of training plans. The division provides advice to assist in implementation of stream training plans; it identifies training vehicles according to specific needs and develops appropriate in-house curricula.

The supervisor-employee dialogue that normally initiates requests for training evolves through the following steps:

- identification of a specific training need, usually performance-related or in anticipation of future responsibilities. Information as to what courses exist is available either in the stream or in the Training and Development Division. A Treasury Board Form (330-179) is to be completed by the employee and should be routed through the employee's supervisor for signature. Then the stream and ADT must also process the request for approval and financial commitment. From there, the Training and Development Division registers employees on courses, confirms their acceptance, and arranges for travel authorities, where necessary.

In 1983/84 there were 837 departmental participants in training that included managerial improvement, technology change, administrative improvement, professional/technical orientation, and health, safety and pre-retirement courses. The division is

projecting an increase in 1984/85 to 1,330 participants or an increase of almost 60 per cent. These increases can be ascribed to the introduction of better orientation courses for non-rotational and rotational staff, the establishment of a comprehensive secretarial Re-entry Program, and the FS Officer Re-orientation course instituted in the fall of 1984. Professional/technical training has also more than doubled during 1984/85.

The Training and Development Division is sensitive to the interests of PAFSO's Professional Committee vis-à-vis training and will be considering these elements at the time that the results of the current study are available. It may be of interest to note, however, that where in-house professional packages have been non-existent or *ad hoc* at best, during 1984/85 the Training and Development Division has offered, or will be offering, among others the following:

- a. Up-graded Consular Policy training;
- b. Negotiating Skills — five offerings at the Norman Paterson School of International Relations, Carleton University;
- c. Export Financing at EDC — three offerings in 1984/85;
- d. Economic Reporting (already offered in June, 1984) as part of the "pre-posting college"; to be repeated in spring, 1985;
- e. International Banking — one module, January, 1985; to be followed by a second on part of the "pre-posting college", spring, 1985;
- f. In-house professional courses designed by the University of Ottawa to be offered in spring, 1985, including an International Business Seminar; Applied Economic Analysis; and Analysis of the Canadian Economy.
- g. Lastly, ADT is preparing an enhanced Re-entry Orientation for returning officers in September, 1985, to be followed by a course for managers on Policy and Expenditure Management; Personnel Management in the Department; Financial Management including the FAA; Time Management; and other department/government specific elements that returning or newly promoted officers normally require to improve basic management skills. This managers' course will either be accomplished through mandatory Public Service management curricula or handled in-house, resources permitting. The events average between three and five days' duration.

Training outside Ottawa is also a key factor. Professional Development courses at the Universities of Western Ontario, Queens, Calgary, York and McGill are regular curricula for External employees as are the Banff School of Advanced Management and the INSEAD at Fontainebleau, France. Education Leave is co-ordinated in ADT. In 1984, five departmental employees were granted such leave, three from the FS group. △

BREAKFAST MEETING

From the Minister of International Trade

On January 11, 1985, PAFSO's Professional Committee held its second "Ministerial" breakfast meeting since September 4, 1984. The Minister for International Trade, the Hon. James Kelleher agreed to participate and did a "tour d'horizon" of the international trade scene for the benefit of members. Following are some extracts of his initial remarks and answers to questions.



the Hon. James Kelleher

On Trade and External Affairs:

"I am pleased to say, and I think it has now become clear, that the Prime Minister is making this particular ministry and trade a very important part of his strategy for the economic renewal of this country. There is no doubt in my mind that he is attaching a very high priority to trade and I hope that if we find it necessary he will give us the resources to see that the job can be properly carried out . . .

"Contained in my mandate letter from the Prime Minister was a direction to myself and the other Ministers that trade would in fact remain here with External Affairs, and personally I have no problem whatsoever with that direction from the Prime Minister. I think this is probably a good place for it to be and personally I am happy that it's here. I think that we can, and will, and in fact are going to make it work over at this ministry. I heard, from time to time, that it was a difficult marriage and being a lawyer by training, divorces can be very difficult and messy. I think that the proper decision was made to get on with the job and certainly that's what we intend to do."

On Federal-Provincial Relations:

"At the December 19 Federal-Provincial Trade Ministers Conference two of the items that we discussed were the development, if at all possible, of a national trade policy or strategy and I am happy to say that they endorsed that principle . . . Also discussed at the conference was the problem of every province and the federal government having trade missions abroad, and the rather excessive duplication in some areas of those missions, and of course there is also the additional cost to the taxpayer. Believe it or not, there was a consensus that that is something we should attempt to discuss to see what we can do to rationalize the operation of these offices."

On Consultations:

"As you know, a number of papers are coming out — policy papers, discussion papers on various initiatives of this new government. The Prime Minister has set up a four-man committee to guide the direction and prioritizing of these papers. Mr. Wilson had been made the chairman and there is Mr. Epp, Mr. Stevens and myself. Again, I believe that this is in recognition of the importance that he is continuing to give to trade. We have two discussion papers which are presently going through this process. One is on export financing, which is a joint paper of ourselves and Finance, and we hope to have that paper released by the end of the month. We are going to examine all aspects of export financing and where we think we should be going, with particular emphasis in looking at the activities of EDC and CCC and the relationship of CIDA to fit in with

those particular areas of financing. We hear from time to time complaints that we are not being competitive in the market place, or that we're not matching the competition or that we should be involving the private sector — the banking and insurance industries — a little more in the process. We hope to have a full discussion on that to see what we can do in that particular area. The other paper that is going to be released is a trade policy paper and it comprises two sections, one on Canada/US and one on the GATT. These two in a sense will be parallel, although their time frames obviously are different."

On The Next Round of MTN:

"I can tell you that Canada is committed to the next round of GATT and we are very interested in seeing that it move forward . . . The United States and ourselves are going to do everything we can to try and get the next round of discussions going. Certain countries don't seem to be enamored with the idea of further talks because high on the agenda we want to discuss trade in services. We want to discuss the agricultural problems; we want to discuss the safeguards and we also want to discuss looking at a new tariff arrangement for some of the less developed countries who are frankly more developed in some of their industries than our own are and causing us a great deal of trouble. I think it is fair to say that the United States is looking at alternatives. If the other countries are not prepared to move to discuss these areas, as far as the United States is concerned, the tariff rounds are over. The United States would then seriously be looking at sitting down with whatever country wishes to discuss those items with them, and negotiating their own agreements in those areas. So I think that we are going to see the United States playing a little hardball with respect to the next round."

On Canada/US Trade Relations:

"As far as the Canada/US paper goes it will primarily be a discussion paper. It will discuss options. We've tried to keep a level hand in what's contained in the paper so that we can in fact provoke a discussion across the country, and we hope that all of the options are clearly and concisely set out in that paper. It would be our hope, if at all possible, that following those discussions we would come back to Cabinet in the late spring, very early summer, make our recommendations to Cabinet as to the areas in which we feel we should be going in our discussions with the United States, and then in fact, open discussions with them some time this summer. Mr. Brock reconfirmed to me that the United States is prepared to sit and wait until Canada is ready to initiate these discussions. They are not going to either publicly or privately attempt to prod us into discussions. They are going to wait for us and they are prepared to negotiate in whatever areas we feel are best for this country."

On Trade Commissioners:

"I am happy to report that we foresee an enhanced role for the Trade Commissioners, of course, without any enhanced pay! But we do have the enhanced role and as far as we are concerned, we're giving you the better half. I am sure you would also prefer the money but we don't have the extra money at this time. But that doesn't bother us — we are going to give them the additional roles to play, namely in investment. We're going to get our people more involved in seeking out investment abroad. In technology and technology transfer, we are going to have to do additional work. If we intend to remain competitive then we are going to have to get more foreign technology into this country and utilized by our industries. We are setting up a new division in the Department, and believe it or not, we're even going to hire some extra people to do it. We realize that there just aren't the manpower resources here, so we are actually going to hire some additional people and some of those people will in fact be sent abroad to perform these duties for us."

Priority of Trade:

"All I can say is that if conflictual situations arise, that's what make Cabinet discussions interesting, and I guess one would have to wait and see and weigh the relative merits at that time. Obviously, I would think in situations of that nature I would be putting forth a position that trade is important, because that's my ministry. Of course, the other people would be putting forth their positions and then undoubtedly a decision would be made. But I am not terribly concerned about that. I think that there is a very strong desire on the part of the United States to reach some sort of agreement with Canada, if for no other reason than to demonstrate to the rest of the world that in order for the world economy to function properly, there is going to have to be a lowering of barriers of all kinds — tariff and non-tariff and I think they are anxious to conclude some sort of an arrangement with Canada, whatever it may be, as a spur to the rest of the world to get on with the new round of GATT discussions."

Import Quotas:

It would appear that some of our industries in textiles and in shoes are perhaps not as world competitive as they should be. I think that this is a problem that is going to have to be addressed. Mr. Stevens, myself and Mr. Wilson are going to have to sit down and take a long hard look at those areas. I think we are the three ministers primarily involved in those industries and something has got to be done, not only for the LDCs but for the Canadian consumer as well. I don't think it is good for a country to protect any industry and not at the same time initiate some steps to encourage those industries to become more competitive. I think perhaps in the past we have been a little too content just to sit back and erect the trade barriers without doing anything to encourage those industries to become world competitive. We are going to have to examine the problem seriously and quickly to see what we can do to remedy it. I don't have any solutions at this time but at least I am aware there is a problem. I personally am committed to seeing that something is done to attempt to correct the problem, and not just throw tariffs at it as a method of dealing with it because you aren't getting at the root cause of the problem."

The Minister's Visibility:

"Mr. Mulroney has told his Cabinet ministers that he expects them to run their ministries. There is a difference in management style (with the former government). Mr. Mulroney wants to utilize the corporate management style where he sees himself as the chairman and I guess we are the presidents of the various operations out there. He expects us to run our own show and I agree with that philosophy. If you are going to attempt to run your ministry you have got to spend some time at home attempting to run it. As I explained

to my new Deputy, Mr. Richardson, the other day, that doesn't mean that I intend to try and run the Department or the bureaucracy and get involved in the day-to-day operations. It does mean that I should be spending more time at home being involved in the policy direction that I want my ministry to go and to see that those thrusts are implemented. But having said that, I certainly intend to travel around. I have already made two trips to Europe, Central Europe and then France, Germany and England. I have been to Washington several times. I have been across Canada a couple of times. Prior to my talks in Kyoto I am dropping into Korea for a number of days. I'm coming back and at the first of March again I'm going to more trade talks over in Germany, again preparatory to the GATT. We are looking seriously at going to the Soviet Union. We have some trade talks there. I am intending to look at a trade swing through Southeast Asia, and possibly later on in the year take a swing down through South America. I think that I want to shift the emphasis of my travels. We're trying now to do some prioritizing. We want to take the initiative and we want to decide where we're going. We're going to target areas. We want to stop what I have seen in the past as perhaps a bit of reacting to problems and situations and dashing off without any concrete plan as to where we are going. So I think you'll see me travelling around the world. I hope to be highly visible, but certainly I don't intend to be out of the country three weeks out of four. Perhaps one or two weeks out of four."

The Government's Mandate:

"I sense that the Canadian people are prepared to make some adjustments. My reading, for example, of the universality debate is that while the journalists and the opposition may be caught up in it, my people back home where we have a high unemployment rate, agree that some adjustments should be made. The poor should get more and those who are well off should take a little less. I think the people are prepared to make adjustments . . .

"On export trade, I don't think that the average Canadian is aware of our problems yet. I think those of us sitting here are aware that there are problems and that to increase our export trade there are going to have to be fundamental shifts, and there are going to have to be some hard decisions made. I don't think the public out there yet is aware of that but I think they want us to increase our exports. They feel it will make our standard of living better but I don't think they realize what the painful adjustments will have to be to do that. That the longer addressing problems are put off in ones political mandate, the more difficult they become as election day approaches."

△



Internal Policy on Appeals and Grievances

PAFSO Executive Committee has made the following decisions with regards to internal policy on membership's representation:

Appeals:

that it will not represent its members in PSEA Section 21 appeals against the results of a promotion unless the issue at stake is of interest to the organization and therefore its general membership but that it will,

- (a) prepare an information kit to be distributed to members that will include:
 - a how-to kit;
 - a summary of prior experience and jurisprudence;
- (b) assist in locating or identifying:
 - a PAFSO member who would agree to provide representation;
 - a list of names of persons with prior experience who may be retained at employee's cost;
 - a list of experienced lawyers who may be retained at employee's cost;
- (c) — ensure that all appeal procedures are observed for the purposes of updating the information provided to members involved in these proceedings.

Collective Agreement Grievances:

that the Association indicate its willingness

to represent members at its expense in grievance proceedings related to matters arising out of the application of the collective agreement up to and including adjudication except when involvement in the process itself is deemed to be frivolous or vexatious.

Disciplinary Grievances:

that the Association, as a general rule, will represent, when asked, employees in disciplinary grievance proceedings up to and including adjudication to ensure that employees have full and fair representation, any expenditure of funds related to these proceedings to be subject to executive approval. The maximum amount of funds to be allocated in any given case have been established at \$1000 or 50 per cent of the total costs incurred, whichever is less. The executive must also consider when agreeing to the disbursement of funds whether involvement in the process itself is vexatious or frivolous and thereby detrimental to the general interests of the membership.

Directives du Service extérieur:

Depuis le mardi, 5 février les membres du comité du Conseil national mixte sur les directives du Service extérieur se rencontrent deux jours par semaine dans le cadre de la révision triennale de ces directives.

Les consultations ont à date eu trait aux définitions, aux examens médicaux et

dentaires, aux indemnités scolaires, aux déplacements pour fins éducatives, aux avances pour frais médicaux, aux jours fériés, aux congés de service à l'extérieur avec option et aux congés spéciaux. Certaines des propositions soumises conjointement par les représentants des associations d'employés ont reçu l'assentiment des représentants du Conseil du trésor et prévoient des dispositions plus favorables et/ou plus précises à l'endroit des employés en poste à l'étranger.

Toutefois, les représentants du Conseil du trésor n'ont pas encore déposé la totalité de leurs propositions bien qu'ils aient disposé d'une période de six mois pour les préparer. Ce manque de coopération risque de retarder indûment les consultations eu égard aux directives et partant, d'en retarder la rédaction pour fins d'application et de publication.

Les représentants des associations d'employés ont entrepris des démarches pour corriger cette situation et espèrent obtenir satisfaction de façon à préserver les intérêts de leurs membres en arrivant à une entente sur l'ensemble des directives au plus tôt. Il ne faut pas oublier cependant que nous n'entendons certainement pas régler à n'importe quel prix pour seules fins de régler rapidement. △

L'affaire Massip

par Christine Manseau
Directeur exécutif

Au début de l'été 1984, Mme Massip fut rappelée de mission plus tôt que prévu pour cause disciplinaire. Elle était accusée d'insubordination par son chef de mission, l'ambassadeur Warden.

Mme Massip déposa alors un grief arguant que bien que l'on reconnût qu'elle avait été rappelée pour cause disciplinaire, on ne l'avait informée de cette décision que deux jours avant la date prévue pour son retour à Ottawa sans lui donner l'opportunité de se justifier soit devant son chef de mission, soit devant le Directeur du personnel. De plus, à son retour de mission, on avait refusé de l'affecter à un poste qui lui avait été assuré et, l'avait affectée sans la

consulter à un autre poste. Cette situation risquait d'affecter ses perspectives de carrière au sein du Ministère et elle s'estimait avoir été jugée et déclarée coupable sans même avoir eu droit à être entendue, ce qui est à l'encontre des principes les plus élémentaires en matière de justice naturelle.

Suite au rejet de son grief au deuxième et dernier palier de la procédure de griefs du Ministère, Mme Massip demanda le renvoi en arbitrage de son grief. Après étude du dossier, le Comité exécutif de l'APASE décida d'appuyer cette démarche et d'embaucher un avocat chargé de représenter Mme Massip devant le tribunal d'arbitrage.

La Loi des relations de travail dans la Fonction publique stipulant que ne peut-être renvoyé en arbitrage qu'un grief ayant trait à une action disciplinaire entraînant une peine pécunière, il fût entendu que l'on arguerait d'abord la question de juridiction et que si un jugement favorable était rendu, l'arbitre entendrait alors le mérite. Le procureur de Mme Massip, Mme C. MacLean, tenta alors d'établir que la Commission des relations de travail dans la

Fonction publique avait effectivement juridiction et se devait d'entendre le grief.

Mme MacLean argua que n'eût-ce été de la décision de la rappeler de mission plus tôt que prévu, Mme Massip aurait reçu la prime du service extérieur jusqu'à la date prévue pour son retour de poste en août 1984. Pour sa part, l'avocat du Conseil du trésor plaida que Mme Massip n'étant pas en poste à l'étranger en juillet et août 1984, elle n'était en droit de recevoir la prime du service extérieur et que partant, aucune peine pécunière réelle n'avait résulté de son rappel de mission. Mme MacLean fit valoir que cette perte constituait effectivement une peine pécunière puisqu'elle résultait de l'action disciplinaire prise par le Ministère.

Le jugement rendu par l'arbitre, W.L. Nisbett, en date du 13 janvier 1984 rejetait l'argument présenté par Mme MacLean en déclarant: qu'il n'avait pas juridiction pour entendre ce grief: que la prime du service extérieur n'avait pas été versée à l'employée pour les mois de juillet et août 1984 conformément aux stipulations de la directive et; que cela ne constituait pas à son avis raison suffisante pour déclarer que l'action disciplinaire prise par l'employeur

avait entraîné une peine pécuniaire pour l'employée.

Après consultations avec Mme MacLean, l'Association décida d'autoriser celle-ci à en appeler de la décision arbitrale rendue par M. Nisbett. Lors de l'audition d'appel tenue le 19 décembre 1984, Mme MacLean fit valoir que le retrait de la prime du service extérieur, bien que conforme à l'application de la directive, était de fait une peine pécuniaire imposée par l'employeur puisqu'elle constituait le retrait d'un bénéfice auquel l'employée aurait eu droit n'eût-ce été de la décision de l'employeur de la rappeler de mission plus tôt que prévu. Le procureur de l'employeur maintint la position avancée par l'arbitre Nisbett dans sa décision.

Le 11 janvier 1985, une décision majoritaire de la Cour fédérale donnait raison à Mme MacLean et déclarait que la Commission des relations de travail dans la Fonction publique avait juridiction pour entendre ce grief. Cette décision établit un jalon important en matière de jurisprudence à savoir que tout rappel de mission pour cause disciplinaire peut faire l'objet d'un renvoi à l'arbitrage du grief soumis par un employé lui donnant ainsi le droit d'être entendu par une tierce partie. Δ

THE EX/FS CONVERSION

by Christine Manseau
Executive Director

On October 26, 1984, members of PAFSO Executive met with External Affairs officials to discuss the arrangements made with Treasury Board regarding the EX/FS conversion exercise.

Sous réserve de l'accord officiel de l'APASE, tous les postes occupés par des agents du service extérieur de groupe et niveau ASE-3 seraient transposés au groupe et niveau EX-1 et simultanément, 96 de ces agents seraient promus au groupe et niveau EX-2 rétroactivement au mois de janvier 1984. Les agents dont les postes seraient transposés au groupe et niveau EX-1 ayant déjà bénéficié de l'augmentation salariale octroyée aux ASE-3 le 1er avril 1984, ceux-ci ne recevraient aucune augmentation salariale. Toutefois, ils seraient sujets à un plan de protection salariale leur permettant de bénéficier d'augmentations reliées au mérite s'ils y étaient toujours éligibles sous l'échelle salariale ASE-3 en dépit du fait que le maximum de l'échelle salariale d'un ASE-3 soit supérieure à celle en vigueur pour le groupe EX-1.

PAFSO Executive advised the Department representatives that the membership would have to be consulted and that, following this consultation exercise, the executive would communicate to the

Marsh & McLennan

**Foreign Service Officers
lead a special life
and so they need special
insurance coverage.**

That's why we at Marsh & McLennan
have a program specifically designed
to meet your overseas personal
insurance needs.

**At Marsh & McLennan,
we think you're special**

Marsh & McLennan Limited
1785 Woodward Drive
Ottawa, Ontario
K2C 0R1
Tel: (613) 225-2260
Telex: 053-4726



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
60 Queen Street
Suite 303
Ottawa, Ontario
Tel: (613) 236-5555

Department its position with respect to the conversion of FS-3 to EX positions.

On October 29, 1984, PAFSO held its Annual General Meeting and a new executive committee was voted into office. Members of the new executive committee felt more information on the conversion exercise was needed before deciding how the consultation exercise with the membership was to be conducted. They then requested a second meeting with Department officials to clarify the following: the advantages and disadvantages of the conversion/promotion exercise to its membership, the details of the salary protection plan, the guarantees of the possibility of a full foreign service career for those entering the Department at the developmental level, the possibility of more lateral entries being allowed at the EX level and confirmation that the EX complement established for External Affairs would not be depleted by lateral movements.

Le lundi 26 novembre 1984, le comité exécutif obtient l'assurance du Ministère que l'exercice de transposition serait avantageux pour les membres du groupe ASE-3, que l'arrêt autorisant le changement de classification, le nombre de postes de niveau EX au Ministère et le plan de protection salariale serait soumis pour approbation aux ministres du Conseil du trésor dès l'accord de l'APASE reçu, que le nombre de mutations latérales n'irait pas en augmentant du fait de la transposition et qu'il serait toujours possible de faire carrière au sein du service extérieur. L'Association fit alors parvenir à tous ses membres un texte détaillant les étapes de l'exercice de transposition et leur demandant de se formuler une opinion que devait être communiquée à l'APASE avant le 10 décembre 1984.

Le nombre limité de rencontres de consultations officielles avec le Ministère, le peu de temps dont avait disposé le comité exécutif pour absorber tous les détails de la transposition et envisager toutes ses ramifications l'amena à prendre la décision de ne formuler aucune recommandation aux membres de l'APASE les laissant libres d'adopter ou de rejeter la proposition du Ministère. Le résultat de la consultation établit sans aucun doute qu'une majorité des membres de l'APASE était favorable à l'exercice de transposition et qu'il incombait au comité exécutif d'en aviser le Ministère.

On December 17, 1984, members of the executive committee met with the External Affairs' official responsible for conversion and communicated to him orally and in writing the details of PAFSO's position. The Association was in agreement with conversion providing the necessary procedures to exclude members from the bargaining unit would be adhered to and that the following be included in the letter addressed to each individual upon conversion: details of the salary protection plan, information on the applicable appeal procedure, if any, and the

guarantee one would remain a member of the rotational foreign service even though in an EX position.

Le représentant du Ministère donna son assurance qu'une lettre serait adressée à chaque individu concerné lui annonçant le résultat de l'exercice de transposition et, expliquant en détails le plan de protection salariale. Une brochure détaillant les termes et conditions d'emploi en vigueur pour le groupe EX serait annexée à cette lettre. Cependant, il ajouta qu'il lui restait à établir les droits d'appel et les détails relatifs à la procédure d'exclusion. Le directeur exécutif de l'APASE s'empessa donc d'obtenir de la part de représentants du Secrétariat du Conseil du trésor et de la Commission de la Fonction publique, la confirmation de l'existence d'un droit d'appel pour les employés insatisfaits du résultat de l'exercice de transposition.

Ce n'est qu'en janvier et grâce à la persistance du directeur exécutif que la procédure à suivre eu égard à l'exclusion de l'unité de négociation de ceux des membres de l'APASE sujets à la transposition pût être déterminée. S'ensuivit la rédaction du texte d'un mémoire d'entente entre l'APASE, le Ministère et le Secrétariat du Conseil du trésor qui fut signé par le président de l'APASE le 7 février 1985.

In spite of all of PAFSO's requests that a special appeal procedure be established, it has been confirmed by Treasury Board Secretariat officials that the fact that the conversion/promotion exercise would convert/promote employees to a pool rather than to a specific position prevented those not satisfied with the results of conversion to avail themselves of the existing avenues of redress usually applicable under these circumstances. The individuals converted to an EX-1 position do, however, have the right to appeal under Section 21 of the Public Service Employment Act.

It is expected the three submissions dealing with the classification action, the establishment of the External Affairs EX complement and the salary protection plan will be on the agenda of the Treasury Board ministers shortly. Once these submissions have been approved, it is expected it will be only a matter of days before conversion is completed. Our bet is the end of March as it is essential that it be established on whose behalf PAFSO is negotiating the FS contract. It is to be noted that rates of pay for FS-3's converted to Ex-1's positions will be directly tied to those negotiated for the FS-2 level.

Tous les ASE-3 sont invités à demeurer membres affiliés de l'APASE à raison d'une cotisation annuelle de \$50.00. Ils peuvent ainsi avoir accès au plan d'assurance-vie et d'assurances générales de groupe de l'APASE. Nous espérons de plus qu'ils continuent de participer aux activités professionnelles de l'APASE et de contribuer au **Bout de papier** dont ils recevront toujours copie. △

PROFESSIONAL COMMITTEE REPORT

by Rob McDougall

The PAFSO Professional Committee's Breakfast Seminars continued in full force through the winter season. Speakers included International Trade Minister **James Kelleher**, (see interview on page) **Frank Petrie**, **Lord Carrington**, **Robert Ford**, **John Harker**, **Greg Newell**, **Stephen Lewis**, **Charles McMillan** and **Jeffrey Simpson**.

Charles McMillan, Senior Policy Advisor to the Prime Minister, discussed Canadian trade performance under four general headings: "traditional" style, at which the private sector was highly proficient; inter-governmental, at which Canada did well enough; and two problem areas, namely counter-trade and the use of trading houses, where much more work was needed. Dr. McMillan confirmed the high priority for trade under the new Government, and promised a review of both public and private-sector structures for its promotion. Increased capabilities for flexible response, better co-ordination of existing talent, improved acquisition of foreign investment/technology, stronger technological data-bases and improved co-operation between government and trading firms would all likely be major factors, he noted; Japan was certainly one model to be studied in this context, as in industrial policy and R&D.

President of the Canadian Export Association (CEA) **Frank Petrie** raised a number of pertinent questions regarding the Department's role in trade. He said the Department (and the government as a whole) seemed to lack a focus for trade promotion activity, and Canadian exporters remained unsure where to go for answers. The role of the Department in questions of export financing, aid/trade links, international anti-combines activity and global transportation issues were also unclear, he added. The CEA had all these matters under active review, however, and speaking as a former trade officer he hoped that the Department in time would become recognized as the logical source of assistance and advice for Canadian exporters.

Another headliner was the Secretary-General of NATO **Lord Carrington**. In an "off the record" briefing to a large audience, his range of topics included the state of East-West relations, arms control in the context of renewed USA/USSR contacts, the importance of NATO solidarity combined with political flexibility, the need for improved conventional forces in the NATO mix, and Canada's continuing political and military commitment to the organization.

East-West relations had also been the topic of an earlier speaker, former Canadian Ambassador to the USSR **Robert Ford**. Mr. Ford indicated that Canada was well-respected in the Soviet Union but that relations might well remain difficult over the next decade even if Mr. Gorbachev, an intelligent and well-educated man who had visited Canada, did eventually become leader.

The Soviet economy was not performing as well as the Kremlin had hoped, however, a factor that might impel the Soviet leadership towards improved ties with the West at least in economic terms.

An old PAFSO hand, former Executive Director **John Harker**, addressed another Breakfast Seminar in his capacity as Director of International Affairs for the Canadian Labour Congress. In his remarks, he called for greater mutual respect and more frequent contacts between External and the labour movement. Many NGOs had developed an active interest in global affairs, and the CLC was interested in working to reduce the Government/NGO gap. Specifically, he discussed the labour movement's activities on issues such as disarmament, South Africa, protectionism and trade promotion, suggesting that there was much the Congress could do to cooperate with Departmental programs in such areas. He also supported a repeat of the experimental 1979-81 External/CLC secondment program.

Reviewing the prospects of the new Government, *Globe & Mail* columnist **Jeffrey Simpson** suggested that innovators in the Conservative Party would have about a year more to promote change before electoral and other pressures slowed the tide, although the government's "honeymoon" would likely last longer. The Liberal Party meanwhile would fail to die away completely, but would take perhaps 2-3 years to regain its feet organizationally and in terms of credibility with the public. Mr. Simpson predicted that public interest in foreign policy issues (such as disarmament and Ethiopia) would likely continue to rise, but perhaps largely as a pre-occupation of the *intelligentsia* and specific interest groups. He considered that sectoral free trade with the U.S. might be an exception to this prediction, given the extremely broad potential impact of changes in tariff and

especially non-tariff barriers, but he also felt that the debate had yet to achieve sufficient focus to catch public attention fully.

Finally, two successive speakers presented an interesting contrast in approach to the work of the United Nations. U.S. Assistant Secretary of State **Greg Newell** made a strong and polished case for Washington's decision to pull out of UNESCO, which he characterized as necessary to combat excessive politicization, statist concepts and poor personnel and budgetary management. Asserting that "pressure from an empty chair" was a viable revenue for reform, he indicated that the United States would be strengthening its activities in those U.N. organizations it did consider well-run. Mr. Newell's "tough-love" presentation impressed many listeners; so did the remarks of **Stephen Lewis**, Canada's Permanent Representative to the U.N. Mr. Lewis's witty and strongly-enunciated presentation admitted irritation with certain aspects of his new job, including a perceived Departmental worship of the telex, diplomats' frenzied search for the *mot juste* at the expense of substance, and the endless round of canapés in New York. He nevertheless defended the U.N.'s record vigorously, particularly in the economic fields, and called for an activist approach to solving the acknowledged problems in certain areas. Mr. Lewis has clearly lost neither his attachment to social justice nor his warm pugnacity, the latter evinced by his characterization of one Seminar participant, an old acquaintance, as a "predatory post-pubescent".

In December, the Professional Committee also held an organizational meeting to draw together suggestions and volunteers for 1985. Working groups were established for possible activities relating to the Foreign Policy Review and the questions of foreign service training. PAFSO members interested in learning more about these groups should contact respectively Paul Meyer at IDA (phone: 996-1251) and either Paul Henry at PCO (phone: 995-6708) or Nesta Scott-Hankey at CPL (phone 995-1099). Suggestions for future Breakfast Seminar leaders would also of course continue to be welcomed by this reporter at PER (phone 996-1989). △



PAFSO's Executive Committee: Margaret Huber, Paul Hitschfeld, John Fried, Christine Manseau (executive director) Nesta Scott-Hankey, Brian Watson, Suzanne Laporte, Gordon Morrison, Jean-Paul Delisle, Wayne Lord. Absent were: Len Mader, Doug Rosenthal, Gerry Vazquez, Lillian Thomsen Voore, Francois Laberge. Photo by committee member Colin Robertson.

Contract Negotiations Report

by Margaret Huber

The purpose of the special general meeting held February 11, 1985, was to report to PAFSO members the results of a comprehensive questionnaire on the FS contract sent by PAFSO to all our colleagues, both in Canada and abroad, to inform of our negotiating position with Treasury Board (a position based on the response of PAFSO members to that survey), and to advise of where we go from here in bargaining with Treasury Board.

During the one and one half hour meeting, the results of the recent questionnaire were reviewed. There was a very high rate of response to the questionnaire (professionals consider 33 per cent high; 40 per cent is considered excellent; we achieved a response rate of more than 50 per cent). The Negotiating Committee was gratified by the fact the response was broadly based (over half those responding are now abroad; all levels were well represented). The results gave a strong mandate to the bargaining team on the subject of pay increases, date of contract signing and length of contract (more than 50 per cent of the respondents urged that PAFSO go for best possible contract package, rather than being forced to accept less in order not to exceed the contract expiry date).

We reviewed at some length the contract proposals recently presented by PAFSO to Treasury Board. Copies of the complete proposals were distributed at the February 11 meeting. The main proposal put forward dealt with the issue of salary increases. This issue, and the question of performance pay, constituted the major topic discussion at the meeting.

The Negotiating Committee noted that despite the fact almost half those responding to the PAFSO questionnaire are at, or nearing the top, of their salary band (and so do not now benefit from performance pay), over three quarters strongly supported performance pay. Over half felt PAFSO should be consulted on performance pay. There appears, however, to be some doubt about criteria used in evaluating appraisals for performance pay, since a significant portion of respondents did not feel performance pay accurately reflects their evaluation appraisal. PAFSO has, therefore, proposed increased consultation with management in this area.

New proposals to Treasury Board on the FS contract also include acting pay, and compensation for financial losses resulting from work-related cancellation of vacation leave. Clear direction had been given by the membership in these and other areas,

including having leave provisions clearly spelled out in the contract, in maternity leave benefits, in a review of the FS pay structure (comparative worth), in improving the grievance procedure, and in reviewing the present classification structure with a view to expanding to more levels. Strong interest and support was also shown for a deferred salary or unpaid sabbatical leave plan, as well as for a dental plan.

The Negotiating Committee further reported on consultation held with other bargaining groups in both the private and public sectors.

The Committee also advised that they had retained counselling services of both an experienced labour lawyer, Catherine Maclean, as well as a professional negotiator having long experience in bargaining with Treasury Board, J. Livingston. Professional advice from these two experts will, therefore, be available to PAFSO's bargaining team during negotiations with Treasury Board.

Also announced were the members of PAFSO's bargaining team, Margaret Huber (spokesperson), Jean-Paul Delisle and Len Mader, supported by Christine Manseau, Executive Director of PAFSO. They will be assisted as required during deliberations by other members of the Negotiating Committee. When issues arise which involve particular areas of interest which these members have been investigating they will assist during bargaining sessions. These members include Lillian Thomsen Voore, Wayne Lord, Jon Fried, Michael Small, Paul Henry, Alex McNiven, and Hark Kroll.

(Margaret Huber heads PAFSO's team negotiating with Treasury Board over this year's contract). Δ

The A. Aalto Readership Survey

Your fearless editor called A. Aalto the other day to mention that some readers have been finding these puzzles too tough. Aalto replied in a constructive fashion, and Mr. Robertson is reported in fair condition. He would nevertheless welcome your views on any or all of the following questions:

- * Should the puzzles be
 - Harder?
 - About the same?
 - Easier?
 - A lot easier?
 - Eliminated?
 - Divided into easy and difficult parts?
- * What kind of puzzles do you like best?
 - Logic?
 - Anagrams?
 - Crossword/Acrostic?
 - Trivia?
 - Other?
- * Should A. Aalto be
 - Paid for his work?
 - Charged for his work?
 - Arrested immediately?

Please direct your comments to the Aalto Section, c/o **Bout de Papier**.

DECEMBER PUZZLE

ANSWERS

	AFRICA	NORTH AMERICA	ASIA	EUROPE	OCEANIA	SOUTH AMERICA
COUNTRIES	ONE RARE ISLE SIERRA LEONE	SALAD LOVER EL SALVADOR	NO PIG'S EAR SINGAPORE	MY GEARS WENT WEST GERMANY	EASTER'S WOMAN WESTERN SAMOA	RAIN MUSE SURINAME
MILITARY EVENTS	MANILA EEL EL ALAMEIN	BILLET ON RIGHT LITTLE BIG HORN	BE HINDU, PINE DIEN BIEN PHU	LAING'S DART STALINGRAD	LAO RACES CORAL SEA	KARL'S LAWN FAD FALKLANDS WAR
STATESMEN	ASIA IS HELL, SEE? HAILE SELASSIE	ROVERS' INN FOLKTALE FRANKLIN ROOSEVELT	DID I HANG, IRAN? INDIRA GANDHI	MARK HAD GOLD JAMS DAG HAMMARSLK JOLD	HER MALE MOSIAC MICHAEL SOMARE	MOBS 'N' RAVIOLI SIMON BOLIVAR
GEOGRAPHICAL FEATURES	MILK JOAN, IRA KILIMANJARO	A PUNY TUNA IS CLEAN YUCATAN PENINSULA	LOWER, VERILY YELLOW RIVER	DAN'S AND TESS' HILL SHETLAND ISLANDS	TIGER BEE: FAR RARER GREAT BARRIER REEF	GOATS' ROOMS MATO GROSSO
CITIES	MARK THOU! KHARTOUM	CHAINED TIME MEDICINE HAT	THANK MAUD! KATHMANDU	CURE: BATHS BURCHAREST	GRACE IN LISPS ALICE SPRINGS	OMNI-DEVOTE MONTEVIDEO
DIPLOMATIC EVENTS	STAINED CHINO FAD FASHODA INCIDENT	MOON-DARK TUBAS DUMBARTON OAKS	GNOMON, THE GREEK NAG HONG KONG AGREEMENT	SILVER SALE VERSAILLES	CAN CAT ZAP? ANZAC PACT	RADIATE CO-INVITATION CONTADORA INITIATIVE

MISSING WORD: Bhutan

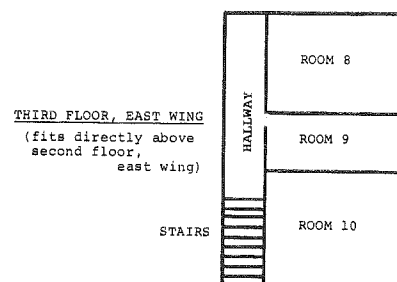
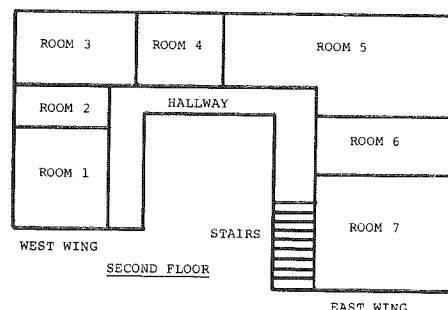
The Winner: Richard Belliveau, Brasilia.

THE EMBASSY — Our March Puzzle

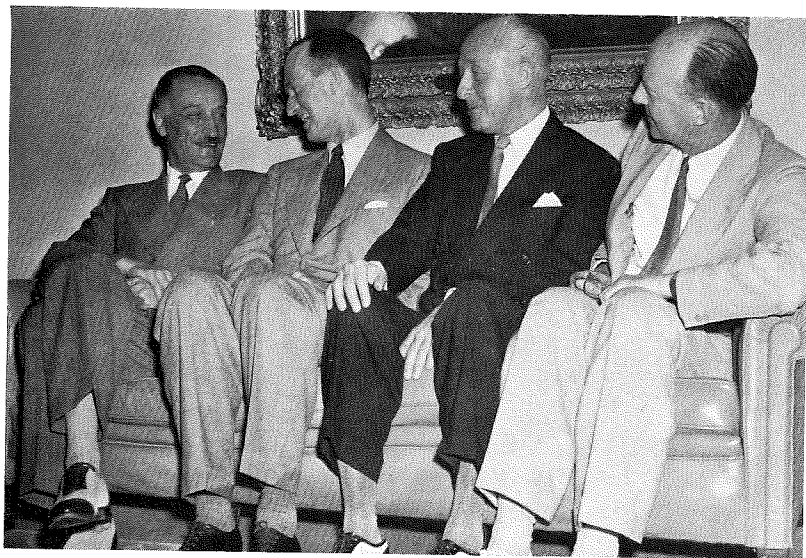
A diplomato-logical enigma by A. Aalto

This is the floor plan of the top two storeys of the Canadian Embassy at Stillbone Falls. You are conducting from Ottawa a survey of office space utilization as a function of provincial origin (an initiative of the First Ministers' Conference). Unfortunately, both the Head of Chancery and the Communicator who handled the Stillbone Falls report had been into the local firewater as part of Canada Day the night before, so the report is, shall we say, not entirely complete:

- (1) Ambassador Sternwheeler has the biggest office (of course).
- (2) Ms. deTrop and the Counsellor (Trade) are from Quebec, while the Minister (Political) and Mrs. Redcorner are from BC.
- (3) Third Secretary (Consular) Quillbiter and the Second Secretary (Administration) from Manitoba have adjacent offices east/west of each other.
- (4) Mr. Proudfinger's secretary, the SCY-2 in the office just south of his on the third floor, also works for two other officers.
- (5) The most senior officer and the most junior secretary are from Alberta and PEI, not necessarily in that order.
- (6) The office of Mr. Undershaft (a Westerner) is next to Miss Illwillow's.
- (7) Col. de Sabre, the Military Attaché from New Brunswick, has an office beside the stairs.
- (8) The Ambassador's secretary, a SCY-3 from Nova Scotia, works in Room 6.
- (9) Mr. Oxenhammer, a SCY-1, works in the office between that of the First Secretary (Aid) and that of Mr. Shindlesweet; the man from Ontario, for whom Oxenhammer also works, has the office beside one of the other two.
- (10) No-one is beside, directly above or directly below someone else from the same region (West — BC and the Prairies; Central — Ontario and Quebec; Eastern — the Maritimes), and everyone has his/her own office.



Given this information, what is the name, rank and province of the occupant of each office?
Bout de Papier will give a prize of \$25 for the first correct answer drawn from entries received before June 1, 1985. (SFP would probably also be grateful to know!)



The winner: Since you chaps all agree, I'll read The Great Gatsby first chance I get. (from Doug Gardner of PSP).

Here are some other good entries:

"I fully agree, mon cher Henri, you DO need some extra furniture in here."

"My poor butler is colour-blind and he somehow was unable to pick the right pair of shoes".

"... and to think that some people worry about overcrowding in our former colonies, Henry!"

"Frankly, I wouldn't be caught dead in those awful black and white shoes."

"Pas un pas sans Bata." — (Just look at those shoes — Bata's slogan in Tunis)

"I say chaps, where did you buy your spiffing shoes?"

"Before the flood."

Write your own Caption Contest



Captions please. Incidentally, this was taken as the former P.M. left a White House reception.

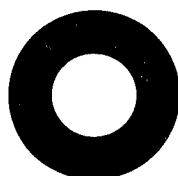
Low Cost Group Insurance for PAFSO Members!

There's a group home and car insurance package designed just for you.

It's low cost. But by this we don't mean 'cheap' — rather we mean good protection for your dollar. That's value.

If you aren't already a group member, take immediate action so that you too can enjoy the many benefits of the PAFSO plan.*

Act today. You can rest assured when you're properly insured with your PAFSO Gold Circle Group Protection Plan.



**GOLD CIRCLE
INSURANCE
COMPANY**

171 Bank Street
Ottawa, Ontario
K2P 1W5
Phone: 236-1164

Affiliated with Great-West Life Assurance Company

* For information, contact Debra Donaldson at PAFSO,
1002-130 Albert St., Ottawa, Ont. K1P 5G4 (613) 234-1391