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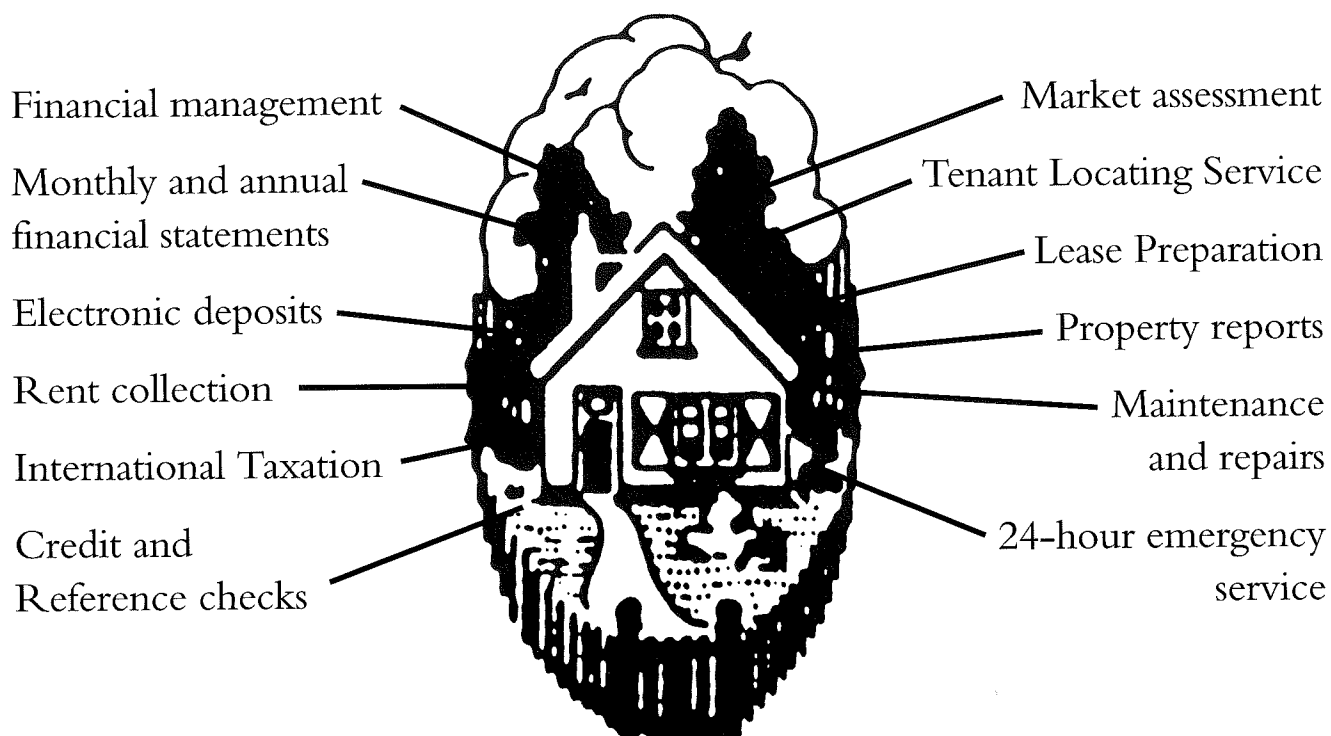


Vol. 17 No. 2

Satya Das:
The Kinder, Gentler Nation
PAFSO Awards
Kim Campbell: An LA Story

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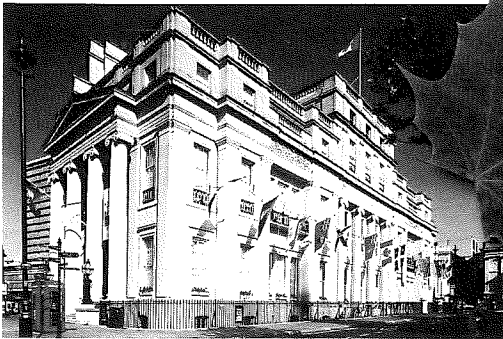
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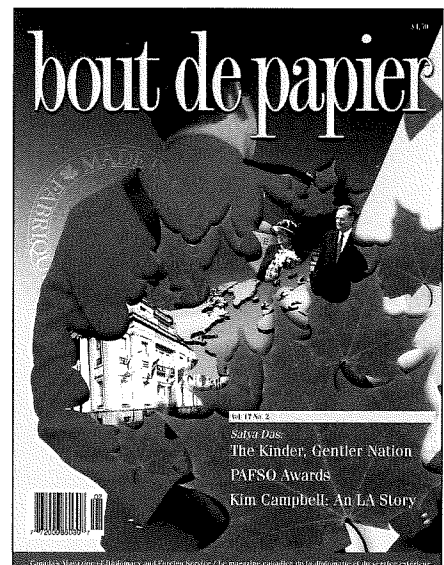
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bout's summer issue leads with its cover story "The Kinder, Gentler Nation: Why Canada is a Beacon in the Globalized World" by award-winning Edmonton Journal writer, Satya Das. Das is a respected commentator on international affairs and we welcome this, his first contribution to *bout*.

Fittingly, Canada House in London is on the cover of the magazine, which Das describes as a model for "branding" this country on the international stage. He makes the point that we as Canadians have nothing to be modest about, yet our "Epcot" image and relatively modest efforts to raise our international profile simply are not hitting the mark. In «Le Canada devrait plutôt aiguïser sa griffe que la vernir», Bill Dymond and Stéphane Jobin question conventional approaches to branding and argue that in a globalized world, new strategies are needed. Canada's Consul General in Los Angeles, the Right Honourable Kim Campbell, who is just completing a four year assignment, looks back on her relentless efforts to advance Canadian interests and raise the country's profile, from the sound studios of Hollywood, to Silicon Valley. And finally, the innovative practitioners of public diplomacy at the Canadian Consulate General in New York win new friends for Canada in the Big Apple through culinary diplomacy.

In June, the foreign service celebrated the accomplishments of its own. A full house at the annual Foreign Service Officer Awards Dinner, held at the National Arts Center, recognized the singular achievements of Daryl Copeland, Louis Dumas, Wendy Gilmour and Kate O'Brien. We salute them, and express thanks to long-time Chair of the PAFSO Awards Committee, Alan Kessel, who has just arrived in London for a four-year posting at the Canadian High Commission. *bout* acknowledges also the contributions of award committee members Leslie Toope, Ninon Valade, Carina Parnham, Catherine Dickson, Anne Argyris, Robert Burchill, and last but not least, Debra Hulley, who pulls it all together. *bout* also congratulates John Morrow of Canada's Consulate General in Dallas, winner of the year 2000 Retired Heads of Mission Association (RHOMA) prize for his article "Other Related Duties - My Journey with Stanley Faulder".

International peacekeeping, a source of Canadian pride, is put under the microscope by three resident DFAIT experts in

"The Dynamics of Structural Rigidities". Canadian exchange officer to the British Foreign and Commonwealth Office (FCO), Daniel de Bellefeuille, provides a unique perspective and insight into FCO personnel policy directions.

«Le Forum de l'APASE» reprend les propos de l'hon. Lloyd Axworthy sur le service extérieur lorsqu'il a comparu devant le Comité permanent des affaires étrangères et du commerce international de la Chambres des communes et un commentaire de l'ancien député Heath McQuarrie. Dans «Opinion libre», l'agent du service extérieur Paul Willox fait valoir que nous ne devrions pas craindre de nous appeler des diplomates.

bout accueille deux contributions à sa nouvelle rubrique «Des affaires si étrangères». La touchante description de Marilyn Langstaff concernant le travail consulaire dans le Golfe donne une toute nouvelle signification à l'expression «dévouement exceptionnel». L'article de Robert Gayner, "UN Day in the Philippines 1958," se veut un rappel tout en humour que les animaux sont des êtres pensants, n'en déplaise au protocole!

C'est une photo de la Maison du Canada à Londres qui figure en page couverture de *bout*. Nous rendons avec tristesse hommage à Gilles Landry, ministre-conseiller au haut-commissariat du Canada à Londres, décédé plus tôt cet été. Gilles a été l'âme de la réouverture de la Maison du Canada. Il nous manquera énormément, et nous exprimons nos plus vives condoléances à sa famille. Son souvenir restera gravé dans les mémoires, lorsque les générations futures d'agents du service extérieur visiteront la salle Gilles Landry dans cet historique édifice. *bout* commémore aussi Claude Châtillon, ancien ambassadeur du Canada au Cameroun, en République centrafricaine, au Tchad et au Gabon, dont ses collègues se rappellent comme un officier et gentleman.

Au moment d'aller sous presse, *bout* apprend également avec tristesse le décès, le 31 août 2000, de Léo Leduc, un vétéran du service extérieur qui a servi à Caracas, à Djakarta, à Los Angeles, à Abidjan et à Buffalo.

Nous vous laissons donc avec un autre numéro de A Aalto, au moment où vous revenez des vacances. ☺

Robert W. Peck

Diplomatic Immunity

by Paul Willox

In response to a recent discussion among users of the informal chat room of foreign service officers, the "e-whine" messages urging that we stop using the word "diplomat" to describe ourselves, I would like to offer a somewhat different perspective on this question.

Years ago, the Department quite reasonably began to look to the private sector for ideas that could help the Department to operate in a more efficient, "business-like" manner. While this was a commendable goal, I would argue that it has now gone to such an extreme as to remove the conceptual underpinnings of a distinctive Foreign Service. Indeed, the Department has so completely bought into the analogy with running a business that the Foreign Service's symbolic universe has been effectively transformed into that of an MBA course. From the moment of recruitment, all FS officers are urged to focus on the efficient "delivery of services" to "clients", with constant emphasis being given to the ultimate goal of becoming good "managers" (who should perform in a manner consistent with their bureau "business plans").

In this headlong rush to embrace the symbols of business, what is particularly noticeable is the virtual absence from our professional self-description vocabulary of what I call the "dreaded D-word": Diplomat. This is a word which nowadays rarely appears in our personnel-management lexicon (e.g., in human resource strategy documents). While most other countries find it quite normal to call their foreign ministry training institutions "diplomatic" academies, Canada has now reached the point that its own Department of Foreign Affairs and International Trade seems reluctant to acknowledge that there actually is a distinctive profession called diplomacy, much less that this is a profession with a history stretching over centuries, and whose practitioners — whether Ambassadors or Third Secretaries — are most accurately described as "diplomats."

A sense of professional pride and identity is important from a number of perspectives. It is particularly important in sustaining what military organizational specialists would call "unit cohesion" — more

popularly known as "esprit de corps." Like the military, diplomats face particular burdens driven by rotationality — which in our case is now aggravated by an exponential workload expansion generated by globalization in all of its dimensions.

Unlike the Canadian military, which in spite of all its problems continues to command public recognition as a distinctive profession, Canadian diplomats — at least as demonstrated by some recent e-whine messages on this subject — now seem to be succumbing to the conceptual dismantling of our profession. True, the label "Foreign Service" remains — at least for the time being. But to the extent that "Foreign Service" is no longer seen as encapsulating a distinctive profession, it will come to be seen as a mere administrative category which ultimately can be abolished as well. ☹

Paul Willox is a foreign service officer now serving as a deputy director in the European Union Division, Department of Foreign Affairs and International Trade.



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Evidence (edited) /
témoignages (extraits)

Wednesday, May 17, 2000
Le mercredi 17 mai 2000

The Honourable Lloyd Axworthy (Minister of Foreign Affairs): I welcome the opportunity to meet with members and to talk about how we're trying to adapt the resources of the department to our policy priority.

I think I also wanted to point to the concern that has been expressed publicly and directly to me through a series of meetings about the question of the foreign service,

both in terms of its pay scale as well as its morale problems. I think it is a serious issue. I am pleased to report that it has now gone into conciliation. I think there have been a number of discussions at senior level of management with the Treasury Board, with PAFSO representing the foreign service officers.

I think the conciliation process, when it's been agreed to in all, should provide the basis for a solution. I think there were certain elements that went into that that will give us, I hope, the formula we can resolve

this with, because there's no question that it needs to be resolved, and I'm certainly sympathetic to the concerns expressed by foreign service officers. They do an incredible job abroad. They really are under a lot of stress and strain, and things are not getting easier overseas. There are an awful lot more threats, risks, and problems they face. I think they deserve to be properly remunerated, and I trust the conciliation process will result in that.

M^{me} Francine Lalonde (Mercier, BQ): Vous avez dit dans votre exposé d'ouverture qu'en ce qui concerne les employés des Affaires étrangères à l'étranger, on a accepté la conciliation. On a reçu une lettre datée le 15 mai à cet effet même si ce n'était pas encore en vigueur.

Malgré vos propos, j'aimerais que vous insistiez parce que nous comprenons, quand nous allons dans les ambassades à l'étranger et à l'ONU, à quel point les positions adoptées par le Parlement ou par le gouvernement ne pourraient jamais être mises de l'avant si ce n'était du travail extraordinaire accompli par des gens qualifiés et dévoués.

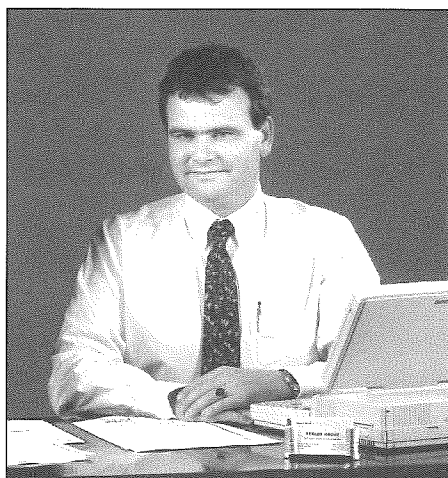
Or, les inquiétudes de ce personnel sont grandes. Une de ces inquiétudes porte sur le fait qu'on a de la difficulté à faire du recrutement et que, du côté du ministère, on a peut-être tendance à vouloir remplacer des employés permanents par du personnel occasionnel, ce qui entraînerait la perte de compétences et un manque de suivi des dossiers. Il me semble que ces gens ont besoin de savoir qu'ils vont être traités au moins sur le même pied que les techniciens et les professionnels qui sont ici et qu'on ne cherchera pas à économiser en remplaçant des employés permanents par des employés occasionnels.

Mr. Lloyd Axworthy: First, Mr. Chairman, I agree with Mrs. Lalonde on the extraordinary work done by our officials abroad.

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It is remarkable. I have received some representations just as you did and I have had several meetings with members of the group. As I said already, I hope that the conciliation process will lead to an agreement between the civil servants and Treasury Board.

Let me say that the problem really isn't in the recruitment. I think we still receive applications from an incredible number of very able young-not just young-men and women across this country. We usually have a ratio of 5:1 or 7:1. It's a very substantial sort of recruitment, and we get really wonderful people. The problem is the retention, and that goes back to decisions that were made quite a while ago, back in the late 1980s, I would guess, where the decision was made to have basically two categories, FS-1s and FS-2s, which didn't allow for proper gradations. And this is my opinion, in part. So when an experienced officer hits the top rung of FS-2 and doesn't get into to EX branch, they're sort of held there. I think that's where the disparity has begun to occur.

As you know, the government has been working now for a couple of years on a new classification system, which would be part of the application to our own department as well as others. In the meantime, there is

that disparity, and I think that has been the area of negotiation.

I can't get into details. That's between management and the union representing them. As ministers, we don't get ourselves involved in that kind of administration. But I am very sympathetic. I have raised the issue in cabinet. I have raised the issue with my colleagues, and I think there is a genuine will to find a solution, because we all recognize, as you do, that this is a very valuable service that we provide and we need awfully good people. I think we have to respond to it.

M^{me} Francine Lalonde: On va voir si vous avez une influence sur le Cabinet.

Mr. Lloyd Axworthy: I guess. I suppose.
Mr. Svend Robinson (Burnaby-Douglas, NDP): I have just one factual question before I put my four questions to the minister. The minister said that the matter of the PAFSO negotiations had gone to a conciliation board. I certainly agree with the minister that it's important that there be respect and dignity for the employees. The levels of morale are terrible, and attrition is very high-probably the highest ever. These are dedicated

people who have not been treated with the kind of respect and dignity they deserve, both overseas and here. Could the minister clarify whether it has actually gone to a conciliation board?

Mr. Lloyd Axworthy: It's on its way. I think they've agreed to go-

Mr. Svend Robinson: The president of PAFSO is here, and as of an hour ago he wasn't aware of that, so I'm pleased that the minister-

Mr. Lloyd Axworthy: I'll let Ms. McCallion answer. She has the details on that.

Mr. Svend Robinson : You've agreed that it will go to conciliation, have you?

Ms. Kathryn McCallion: That was my understanding, but the President of PAFSO is waiting for the invitation from Treasury Board.

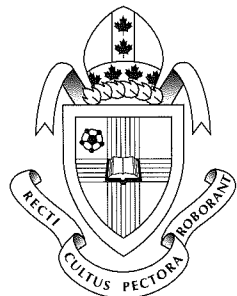
Mr. Svend Robinson : That's correct. I'm pleased the minister is going to be doing that.

Ms. Jean Augustine (Etobicoke-Lakeshore, Lib.): I also wanted to speak quite strongly



Je me sens très positif depuis que je vais à l'école à BCS. J'aime la vie ici et j'aime mes professeurs. C'est le choix que j'ai fait et c'était le bon j'en suis certain.
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about the resolution of the foreign service officers question, because having just come back from Central Asia, the officers who we met there were so dedicated, were so highly trained, experienced and skilled, that we were very proud to have them organize for us and to make our stay there, and to have the ground set for us. So we recognize the work they are doing, and I'm very pleased to hear you say that we are heading toward conciliation and that the problem will be resolved.

Mr. Lloyd Axworthy: First off, Mr. Chairman, let me say that I am pleased that members of this committee are expressing themselves on the circumstance of foreign service officers. I think that's very

helpful and conducive to have those expressions from the committee, and I certainly welcome them.

Mr. Gurmant Grewal (Surrey Centre, Canadian Alliance): Finally, the Professional Association of Foreign Service Officers' contract with the Treasury Board remains unresolved, even though you gave the latest information: 84% of foreign service union members rejected the government's latest offer; their pay is lousy, and their morale is low. When we go abroad and talk to the foreign service employees, we always hear those complaints. Where in the estimates is the concern for our foreign service officers recognized and a solution proposed?

The Chairman Mr. Bill Graham (Toronto Centre — Rosedale, Lib.): I want to say, Minister, on that, we too received representations when we were travelling, and I would say that those of us who were in the Caucasus and in Turkey would certainly subscribe to Ms. Augustine's comments, and your own and Svend Robinson's comments, about the quality of our foreign service officers.

Mr. Lloyd Axworthy: Mr. Chairman, as I think Ms. McCallion said, we will, as soon as we get back, clarify exactly where the invitation for the conciliation has gone, because if it's going to conciliation I think that is the proper route to take.

REPRINTED WITH PERMISSION OF HEATH MACQUARRIE. THE FOLLOWING TEXT APPEARED IN THE CHARLOTTETOWN GUARDIAN, JUNE 13, 2000

We must safeguard Canada's image

By Heath Macquarrie Guest Opinion

As I follow the news in the print and electronic media these days, I must fight a tendency towards a feeling of gloom about the state of our public institutions.

In an earlier day, the allegations of massive scandals, blunders and inefficiency might have brought down a minister of human resources development, like the Honourable Jane Stewart. But today, even charges of favouritism and nepotism fail to make an impact.

Does this situation reveal the inefficiency of the opposition in the House of Commons? Or does it reflect a cynicism among our nation's voters who in our system are the eventual masters of the situation?

Possibly some sixth sense suggests that since at the moment there is only one visible and viable national party it is prudent not to get too worked up about the peccadilloes of politicians and the bureaucracy.

Or are Canadians bemused because today's media are overwhelming them with glaring negatives and scornful reflections about the people's representatives and other functionaries in the governmental structure. Perhaps I am atypical in still being shocked by the denigratory charges and assertions flooding the air. Even if I concentrate on but one government department I would be anxious and depressed. Yet, the valour of our people in warfare has been of the noblest.

We Canadians have not tended to be an ardently militaristic power. When their brutal wars were over, Canadian military men

won laurels as peacekeepers and peacemakers under the flag of the UN. I have met our people in the far corners of the earth in Cyprus, Syria and Africa. For years, Canada has had a shining reputation in the world. It was well deserved as our officers and men did do a fine job.

Other scare headlines proclaim, "Lack of gear 'jeopardized' Kosovo troops." Yet another asserts, "Canada's troops mired in threats and revenge." Some outrageous disciplinary flaws are described. From top to bottom, there are reasons for anxiety and concern. Are the stories exaggerated? Or is there a serious malaise in the department?

In an earlier day under our parliamentary system, the political leaders accepted responsibility for the actions and performance of their departmental people. In recent years, this stance is little honoured. Scapegoats are found a little further down in the pyramid of power.

I would not presume to have all the answers but I think the present government and some of its predecessors must accept responsibility for not providing proper conditions for military personnel. More simply, a too ardent attachment to cost cutting has helped diminish the morale of our national defence force.

Troubled as I am over things in DND, I'm even more distressed by what is happening in another department with an illustrious history. As long as I can remember, I held the Department of External Affairs in the high-

est esteem. I was greatly honoured when Prime Minister Diefenbaker called to offer me the post of parliamentary secretary to the secretary of state for external affairs.

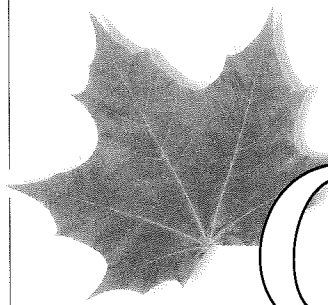
In my academic and parliamentary years I had the opportunity to meet many of the giants like Lester Pearson, Escott Reid, Charles Ritchie, Jean Lesage and their illustrious ilk.

But I am concerned about the department today. I have before me a unique newspaper advertisement. It is under the aegis of The Professional Association of Foreign Services Officers. The ad issued warnings to anyone interested in a diplomatic career.

It lists eight points to indicate what a poor job in terms of salary and prospect is a career in our foreign affairs department.

This is a deeply disturbing indication of problems in the department through which our country makes its contribution to world diplomacy. Time was when young Canadians would give their eye-teeth to get into the department of external affairs. Now we have former staffers warning would-be officers against such a course.

Once again it is a warning. Cost cutting and lower taxes seem to be a very appealing lure to the voters. But perhaps we had better ponder the value of close budgeting against the danger of destroying the effectiveness of two former areas of Canadian excellence and achievement. As a great French philosopher once said, "To govern is to foresee." ☺



The Kinder, Gentler Nation.

Why Canada is a Beacon in the Globalized World

by Satya Das / Photos by Jean-Marc Carrisse

It is absolutely no surprise that most Americans don't have a clue about Canada. The findings of pollsters commissioned by the federal government are dismal indeed — although I wonder whether those who couldn't name Prime Minister Jean Chrétien were asked if they even knew Canada has a Prime Minister rather than a president.

This is dismal, because we make all sorts of brave noises about increasing our exports, increasing our visibility and profile on the world stage. Yet if our closest neighbours and trading partners have no idea about what our country stands for, what its "brand identity" might be, how can Canada proceed to "brand" itself, let alone make a larger impression on the world? The survey is no surprise, because we have little presence in US mass media, and the image we do project is a national embarrassment. Our biggest exposure in the US market comes in a highly popular medium more widely ingested than any other mass-entertainment outlet in North America. We have prime exposure as one of the permanent installations at Epcot Centre, part of the complex of Central Florida theme parks comprising Walt Disney World. Before you pause for a discussion about whether a theme park constitutes a medium of communications per se, consider that Canada is one of only 10 foreign countries given a permanent display, and that 50 million to 60 million visits are recorded at the park every year. What they see in the Canadian presence does indeed communicate something about Canada, and what it communicates is one big Hoser joke. It bears no resemblance to modern Canada, reflects nothing of the diverse and cosmopolitan Canada of today. A first time visitor may well take away a bizarre impression of Canada from the display. From the exhibit, they can justly describe Canada as a country of people who wear lumberjack shirts and Australian bush pants, and eat fried dough rolled in cinnamon sugar. They have

a castle that looks a lot like France, sell Anne of Green Gables dolls and little else in one of the premier retail locations in the continental United States, and if you want really fancy Canadian food, there's a steakhouse.

Mass media depictions are by definition caricatures, yet the image of our country projected at Epcot will perhaps be the strongest expression of Canada and Canadianism in US mass culture. Compare this to the national caricature in which another country, France is presented at Epcot. You can buy Guerlain perfume from French girls dressed in Beauty and the Beast period costumes, at prices below duty free. There is exquisite bread and pastry at the boulangerie and patisserie. The wine store has a fine selection of French vintages. France's three top chefs collaborate to run the restaurant, and there is a lower-priced café where many of the delicacies are available for casual fare.

There is a street where Belle and La Bete sign autographs. Even the berets and scarves in the souvenir shop have a certain panache. It all cries: you will find an alluring country if you come to France. Delivering that message is all that counts in having an Epcot pavilion. As for Canada, the demi-chateau with "Canadian National Hotels" on it looks too ungainly for the extremely modest souvenir shop housed therein. The 18-minute movie they run shows the country is a big and empty wilderness; you've bought the Anne doll and eaten a beavertail and what else is there to do if you ever go to Canada? Perhaps go see Niagara Falls one morning and drive to the Rockies for supper.

It is a national shame that our premier exposure in the United States should present so sad a pastiche, which looks as though it must have been cobbled together

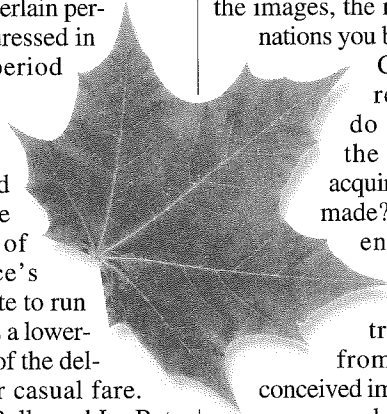
by a particularly vapid and anserine committee. We might have done better to hand the task of designing our Epcot presence to a dozen raucous guffins plucked from the nearest sports bar as they cheered the Joe Canadian beer commercial.

Many of you are diplomats, and the very nature of your profession brings you an intimate acquaintance with countries and cultures that your compatriots will never know. You often describe those countries and cultures to other Canadians. What are the images, the resonance, and the illuminations you bring when you tell another

Canadian of your most recent posting? Where do you begin? Do you use the official data you have acquired? The contacts you have made? Or are your descriptions entirely impressionistic?

When you are projecting an image of a country, how far do you stray from the stereotypes or preconceived imagery your Canadian audience may have?

More importantly, how do you describe your own country? Let me give you an impressionistic account of a country some of you may know. It is renowned for its cuisine. Its chefs have won the gold medal at three out of the last four Culinary Olympics. The hallmark of its modern cookery is a fidelity to the innate tastes and textures of ingredients, each spiced or presented to make a harmonious whole. There are sumptuous wines to match the inventive cooking — the finest are so prized that they fetch \$300 a bottle in the top international retail market, and they have earned their fame in competitions from Bordeaux to Verona, London to Hong Kong. Its writers are acclaimed the world over, translated into all the world's major tongues. The breathtaking style of its film-makers; its audacious





CANADA

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A LONDRES

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presence in television, video and new media; build on an artistic legacy already renowned for dance, classical music, painting and the plastic arts. It is one of the world's most sought after tourist destinations, entertaining more visitors than its entire population every year.

It is a clever country. The information superhighway runs strong and swift, travelled by an astonishingly learned workforce — most school-leavers continue with some form of post-secondary training, and its proportion of university or technical college graduates is the highest in the world. This cleverness is not squandered. It ranks with Singapore, Taiwan and Hong Kong as one of the five most competitive countries in the world, measured by the World Competitiveness Index. It is able to offer its citizens an estimable standard of civilisation, as measured by the Human Development Index of the United Nations Development Programme. It is one of the safest countries in the world, with a stable democracy that emerged from a chaotic past of war, rebellion and invasion. Its population is surprisingly cosmopolitan, particularly in its major cities, where it is possible to function in any major world language.

It has a strong manufacturing base, and sells much of what it makes abroad. It is committed to open markets and open trade, and to the maintenance of a compassionate state. It has superb transportation and communications links by world standards, superb universities, and a civility to everyday life that is one of its most engaging features. Its citizens have the confidence and skill to flourish in any country in the world, and are equally confident in welcoming the world to their country.

Its geography is varied enough to cater to every taste, from maritime to mountainous. There is ample opportunity to escape a robust metropolitan life for the less hurried pleasures of the countryside. Indeed, it is said of this country that the land indelibly shaped its citizens' lives, though more and more urban dwellers seem unaware of this once-intimate bond. There are places to find solitude, and places to find frenetic engagement. It is in many ways a model for the world, the epitome of a civil society built on a culture of peace. It is also a country abundant in resources, the world's largest exporter of wheat and sulphur and the second largest exporter of natural gas, and will become one of the world's top eight petroleum producers once its abundant offshore reserves are fully exploited.

You will of course have recognized this country by now, and all you need to confirm your answer is a reminder that its third largest metropolis enjoys daily newspapers published in Cantonese and English.

Among the people you meet the world over, would many remain indifferent at such a description? It is surely more likely that your interlocutors would at least be curious to find out more, if not to actually visit or invest or engage in trade or in socio-cultural links. Yet in your dealings abroad, particularly those of you who are trade commissioners, how often do you describe Canada as I did?

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imagination? What is
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If the answer is frequently, I say bravo. Now, do the majority of your colleagues describe Canada by giving a sense of a country whose future is still being built?

If we are to make the notion of "projecting Canadian values" in our international relations more than a comforting slogan, we will need to muster an image and an identity that captures the strengths and dynamism of modern Canada. Let's start with Epcot as an example of what we are not, and consider what we have to offer in our necessary engagement with the world. We're next door to the largest market in the world, which is also the greatest magnet for investment and jobs in the world. We also have free and open access to the market, which are both a blessing and a curse. A curse, because it makes us harder to be seen — and it's a blessing, because we are an ideal location for investments aimed at doing business within North American Free Trade Area.

Clearly, we need more investment, to further diversify our economy. We need outside investment, because the relatively low levels of investment in diversification fail to take advantage of our natural strengths. These are abundant land, skilled and value-priced labour, the cultural diversity that enables us to comfortably accommodate people from any background as investors or employees, health security, a high standard of education, low energy costs, and above all a stable and peaceable country.

Moreover, Canada establishes the benchmark of civil society. It is perhaps the first

post-modern nation: one in which relatively open immigration and the largely benevolent application of knowledge and scientific discoveries have created a society that can draw from many strands of human experience. A homogenous population does not limit us, nor do old traditions that stifle new thinking. We are blessedly free of sectarian strife, and the sort of insularity that leads largely similar populations (Ulster, for instance) to dwell on their differences to a debilitating degree.

Most vitally, our national character was shaped in the earliest decades of our young history. The notion of celebrating cultural diversity may be a phenomenon of the last three decades, yet its genesis lies in a defining moment for Canada, the War of 1812.

We still see the physical evidence of the Canadian founding mythology along the Niagara Parkway, at the monument to Major General Isaac Brock, who on 13 October 1812, died while repelling the American invaders who sought to claim this escarpment as their own. On this riverbank, from the lakeshore to Queenston Heights, that pivotal act of resistance gave birth to our country.

It was the act of national bonding that made Confederation possible; the first time Canada became something other than a patchwork of colonial settlement. To look across that ribbon of water now is to marvel that Canada ever came to be, that the notion of such an unlikely country, spreading east and west above the United States, fired the imagination of generations of settlers and immigrants.

We have all the statistics of trade and economic worth; we have every trade commissioner's laptop crammed with information on doing business in Canada. The more appealing Canada, the more enduring nation, is the Canada of immigrant dreams, repeated and reshaped with every new arrival.

What is our country, if not an act of imagination? What is it rooted in, but a shared resolve to create and sustain something larger than the sum of us? From anywhere on the riverside vineyards of the Inniskillin estate, indeed anywhere on that stretch of the parkway, the perspective is the same: the vivid green of the riverbank, the becalmed downstream flow of the Niagara River, and another country on the opposite shore.

From this vantage, so near that it is merely another neighbourhood in this pastoral landscape, all the eye sees is the country of American nostalgia. The neat houses, the flags, lawns running to the very edge of the bluffs: the America Walt Whitman sang 125 years ago. It is irresistible, its very placidity a magnet. How then did we resist the pull? It would be so easy even now, so very easy, to abandon all pretence of our

differences, to cross the river for good, to join our fate to theirs once and for all.

Yet we don't. Nor did all those Canadians who lived before us, who for generations nurtured and shaped the idea of a country that would grow to become today's Canada. What was the impulse that drove Upper Canadians and Lower Canadians, feuding and divided as they were by language and sectarianism, to band together as one to resist the American invasion? What was it that made anglophone Canadians feel closer to francophone Canadians than to the anglophone Americans who sought by force to join our country to theirs?

From Brock's act of resistance on the banks of the Niagara River emerged to the notion of a country, of the Canada that was at last created in 1867.

The most remarkable achievement, on our side of the river, was to sow the dream that travelled the world: to make Canada a place that people of all origins yearned to settle.

Yet still the wonder endures: for immigrants, America was at least as compelling a destination as Canada. Both shores of the river, the New York bluffs and the Canadian flats have their share of citizens whose origins lie in far-off lands. How is it that this intimately shared geography, each shaped by generations of newcomers, yielded such different countries? Perhaps Canada is an act of faith, a belief not so much spoken as held in our hearts, that our country is a mighty human accomplishment, an idea compelling enough to resist the natural pull of geography.

To follow the meander of the Niagara River from the falls to the lake is to understand all too vividly that history might have taken a different turn. Had Brock failed, Upper Canada might have become part of the muscular expansion of the United States, a successful chapter of Manifest Destiny. It would have been so very easy to fail, and it is a marvel that the Americans did not keep on trying to seize the territory that lay within their sight, if not their grasp.

You understand, too, that our country remains a fragile creation. We see the pressures and the fissures daily, the fault-lines of nation building. Not just separatism in Quebec, but resentment in every part of the land. There are even some Canadians who genuinely believe the country is finished that we might be better off were Canada to break into smaller, more efficient parts. It is the strength of our democracy that such views are accommodated and entertained. Our unresolved national question has its ebbs and flows, yet it is



the very vigour of our polity that enables us to proclaim a confidence that we Canadians shall always find an accommodation. A country that cannot take its existence for granted will never yield to a sclerotic national life — we will be a country that is always being made, and that in itself sets us apart. And we know as we present ourselves to the world, that the Canada of immigrant dreams will endure, no matter what form it takes at any particular time in its evolution. Standing at Brock's monument, we can recall the resolve of those Canadians from a bygone age who fought to build a country here.

A few kilometres upstream, the Niagara River tumbles across glistening rocks in a thunder of spray and foam: but on this bank, there is no sign of the violent journey of so placid a stream. And you wonder: can the idea and ideals of Canada be so readily quelled by those who want our country diminished or even sundered?

In a vital sense, we have to prove the value of our country to ourselves time and again, every time a group of Canadians in a particular part of the country questions why our country should exist.

We do not merely exist, we flourish, and this is a message that must be at the core of the Canadian identity we project to the world, and the Canadian values we seek to export. We should reflect on the meaning of Canada's ranking, for six years in a row now, as the top country in the United Nations Human Development Index. Among all the statistics in the world, among all the ways of measuring a country's worth, this is the only one that looks at the quality and standard of civilisation nations have achieved. Devised by the economics Nobel Professor Amartya Kumar Sen, the human development index was meant to

replace traditional measures like national income. If you use the purchasing power parity model of economic output, for instance, Sen's native India has the fifth largest economy in the world. But on the human development index, it's among the bottom countries — its economic wealth has yet to reach the lives of the poor.

Although it doesn't say so, the index measures something else: how faithfully a country follows the Universal Declaration of Human Rights (UDHR). It is not a coincidence that when we speak of projecting Canadian values, we are also speaking of projecting universal values. Ours is not the prickly individualism of the United States, where the triumph of individualism over a sense of community is a cause for celebration. The "western values" we represent can find much closer cognates with the community- and collectivity-based values of many other countries, particularly the Asian ones that recoil from the cult of the individual, mistakenly labelling this aberration as "western values."

When you look at the UDHR and its covenants covering political, civil, social, economic, cultural rights, it is easy to conclude persistent violation of any of these rights would harm a country's ranking in the human development index.

Almost by default, the country that tops the development index is the one that comes closest to achieving the ideal set out 50 years ago, when the world's nations came together in Paris to protect the fundamental rights of every human. This is not to say we are perfect, or that we are close to perfect. No country is. And the Universal Declaration sets such a standard that it might be a very long time before anyone comes to fulfilling all the ideals therein. We should recognise, however, that our top ranking gives us the validity and legitimacy to make the projection of Canadian values abroad something other than an act of presumption and arrogance.

We should not downplay what Canada's standing means: our model of civil society is the highest standard of civilisation achieved by any nation in the world. Perhaps it is no surprise Canada comes closest to meeting the standards of the Universal Declaration. In developing a "marketing" or "branding" identity for Canada, we should not be shy about pointing out that the UDHR was drafted by John Humphrey, the Canadian who was for two decades director of the human rights division in the United Nations. Humphrey instinctively produced a Canadian vision of what rights the whole world ought

to embrace, as did Lester Pearson when he laid the foundations for what would become United Nations peacekeeping.

In this context, we should do more than simply accept Canada's top ranking. Instead of merely trying to project Canadian values abroad, why not export Canada's model of civil society to countries that need it and can make use of it by adapting it to their own cultural and societal experience? Our traders would rather export wheat or oil or technology; and as a nation it sometimes appears that we would rather sell nuclear reactors than civil rights. Yet if we are to develop a comprehensive brand-image to sell Canada with all its strengths, to help our international trade and commerce, we need to get beyond the business-first mindset, to describe our country warts and all. A clear-sighted examination of our past will make the Canadian story all the more remarkable.

We can explain to our international partners that Canada's civil society is special because we have had our share of wrongdoing and injustice. Our present-day accommodation of cultural and racial diversity is all the more remarkable given our past of head taxes, forced internment and the cultural genocide of First Nations. Our ability to build consensus; to find an evolving national identity; to establish a context for peace, order and good government to flourish; have all evolved from a shameful and horrific past. That's why the great Canadian experiment — the task of building a nation from every imaginable stream of human experience — can be a fine model for the world. We are coming to terms with the injustice once bred in the bone; we are addressing past wrongs and present shortcomings. Many countries in the world haven't yet come to the point where they can admit they have terrible wrongs that need to be fixed.

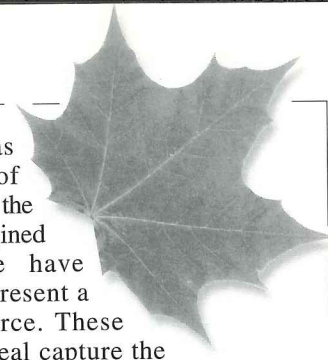
Amnesty International's current campaign to highlight human rights abuses in the United States is meeting both indignation and denial. Yet most Canadians can see there are social and racial issues in the US that might better be addressed using Canada's social model. Racial tensions in Britain and France — the two principal sources of Canada's non-aboriginal identity — have not been overcome despite many well-intentioned interventions, largely because neither of those countries is willing to expand its national identity enough to accommodate newcomers.

The help our democratic allies need is of course minimal compared with many of the nastier countries of the world. Canada is a pioneer in the new frontier territory of peace building, of creating civil society where

none exists. We share a common agenda with United Nations Secretary General Kofi Annan, one that has evolved in a continuum in the Canadian foreign service from Joe Clark to Lloyd Axworthy — and this is a pioneering endeavour in which we can justly take some satisfaction, notwithstanding the enormity of the task.

We are perhaps better placed to be the Secretary General's leading partners in this vital human endeavour because of our national character. Canada's unique strength, the ability to accommodate many streams of culture and human experience within a dynamic and evolving national identity, will gain more importance as the world becomes ever more interlinked.

The fact that relative newcomers to this country take a rightful place in the national and provincial parliaments is a striking example of Canadians' ability not just to coexist, but to affirm that diversity is strength.



The ideas and ideals of Canadianism, the real and imagined country we have become, represent a powerful force. These ideas and ideal capture the abiding strength of Canadianism — our country is always a work in progress.

The building of Canada is never done. So long as there are homeless people among us, so long as our historic commitments to Canada's First Nations lie unfulfilled, so long as there are children living in dire need, we know that our ranking merely says we are the best of a bad lot.

That's why we should talk about the ideas and ideals, because the kind of Canada we are building is a collection of individual and collective visions and dreams, expressed in a country that accommodates every human origin, and nearly all of the world's languages and cultures. This singular strength is what may yet give credence to Sir Wilfrid Laurier's prediction that Canada would come to fill the 20th century, albeit with a small twist. It is not so much that the future belongs to Canada, but that Canada belongs to the future.

In shaping a brand identity, a national image to sell internationally, we can give full value to our momentous human experiment — the convergence of the world's constituent human origins within a single geographic and political boundary. We can speak with the assurance that our model will surely come to influence the future of a world where commerce and communications are abolishing old boundaries.

The Canadian model of coexistence is the most persuasive antidote to the pervasive human experience that strife and violence are an indelible part of human nature. When the bloodiest century in history offers its own deadly evidence that thirsting for war is more alluring than questing for peace, the very existence of Canada shows that there is another way, a more civil way, a more harmonious way of living together.

Lest this be seen as an Utopian exercise of self-congratulation, reflect on the message brought by Manmohan Singh when he received an honorary degree from the University of Alberta three years ago, explaining why he thinks Canada will be the superstar of the globalized world. It's not just the wealth of Canada's natural resources, he said: Canada will flourish because it is "a model of cultural pluralism." In Singh's view, we are entering a borderless economy: protectionism isn't an option for anyone. Unless countries can learn to work well within a





multilateral trading system, economic opportunity will pass them by.

The easy flow of capital goods and services is at the heart of the new global economy. But the factors economists don't usually measure — cultural and social ones — are just as critical to success. Central to this is the ability to accommodate differences, to have respect for people from other backgrounds; to create reliable partnerships with people raised in a range of diverse countries and cultures.

Since Canada is a culturally diverse country, said Singh, we have a natural advantage over countries that discourage or cut off immigration. Perhaps it takes an eminent economist to evoke the real significance of a policy that many Canadians embrace instinctively. Yet the more one thinks about it, the more truth one finds in Singh's observation.

If the future of the world is going to lie in a borderless economy, if globalization is going to create a single world market, then those who thrive are the ones who are able to form new alliances and partnerships: to get along with people from different cultures and origins. Notions like "unity in diversity" and "strength in diversity" have become slogans. Yet how many people really think about the implications, particularly when it comes to trade and economic relationships? In Singh's view, Canada's high international reputation is built on its ability to understand other cultures, to create relationships rather than trying to push its way in.

One of the disadvantages of the diplomatic life might be that you know Canada as the country you see in between postings, perhaps grounded in your own experience of growing up or becoming Canadian. Yet the advantage might be that these sporadic impressions give you a clearer idea of how much our country changes between your postings.

Someone who had left Canada on a new posting after the 1993 election, which saw the rise of the Reform party, might have had difficulty recognizing the transformation in the House of Commons in 1997. As that last federal election of the 20th century showed, we have finally arrived at the day when the real face of Canada, shaped from all the nations in the world, is accepted by every one of our institutions and political movements. The Reform Party, the last bastion for those who believed in exclusion, now reflects Canadian reality. Despite a campaign in which one of its candidates said non-Christians can't represent Christians, the Reform benches in the post 1997 House of Commons included Canadians of Muslim, Sikh and Hindu heritage. The candidate who argued that immigration policies are racially biased against people of European heritage was not elected to Parliament.

Look around the Alberta legislature, a province that sometimes is stereotyped as the last frontier, and you will once again see the face of Canada: it includes first-generation newcomers to this country, that Canadians who were born elsewhere, take a rightful place in the national and provincial parliaments is a striking example of Canadians' ability not just to coexist, but to affirm that diversity is strength.

These are selling points in the global economy. No matter what country Canada deals with, it can present a familiar face: there will always be a Canadian who was either born in that country, or has roots there. How then do we take this country to market? How do we make the brand name Canada something more than a slogan, or a recitation of ideals? Perhaps we need to begin by creating a physical space that will showcase and reflect Canada, in all of our key markets. It is after all easier to show the diversity, strength,

modernity and resilience of our country than to merely talk about it. One way to proceed might be to begin with what we might consider Canada's 20 most important international partners, and use each of them as locations for a permanent installation and presence called Canada House.

Canada House in London already gives us an admirable and easily identifiable brand name, yet we have only begun to explore the possibilities of what a Canada House might represent. Our singular fortune in having the newly refurbished premises on Trafalgar Square gives us a remarkable presence in establishing Canada House in our 20 most important economic, social and cultural markets. Each Canada House would be a show-place — housing everything from products, to displays, to Internet access to Canada and all things Canadian, a place to learn about Canada and interact with Canadians live or on line, to enjoy Canadian wines and cuisine. Canada House might offer a multi-media lending library, a multi-media retail space, a location for visiting Canadians to bring their partners and show their wares, a place where passport and visa applications can be picked up and dropped off. It could be a place for Canadian colleges and universities to recruit students, a space to show Canadian art and film, to host visiting authors and cultural figures. Some programming and displays might be permanent and structured, the rest left fluid to be filled by the needs and imagination of Canadians who want to use the space.

We could place the first Canada Houses with our largest trading partners, or with countries that already have a natural interest in Canada because they are leading sources of immigration, or with countries that we believe might be particularly receptive to the projection of Canadian values.

The very first one, though, ought to be built at the Epcot site in Lake Buena Vista, Florida. We should raze the present Canadian installation and build a Canada House that will capture and reflect our country — start with a design competition, and invite imaginative ideas for content, send our award winning vintners and chefs. At least we'll have something other than a beer commercial to prove that Canada really is a country with a singular identity, and one that has much to offer the world. ☺

Satya Das is a much-awarded columnist and foreign affairs writer for The Edmonton Journal and Southam Newspapers, and is regarded as one of Canada's leading mass-media analysts of politics, culture and society. More such ideas are offered in his recent book Dispatches from a Borderless World, reviewed in the previous issue of bout de papier.

PAFSO AWARDS

In Pursuit of Excellence

Le 8 juin 2000, près de 250 collègues, invités et membres des médias se sont réunis à l'occasion de la 11e remise annuelle des Prix de l'APASE. Une soirée inoubliable! C'est au son de la cornemuse de Ian Grey que débuta un autre banquet exceptionnel au CNA. Le mot de bienvenue du président de l'APASE, Dan George, est reproduit ci-dessous. Le maître de cérémonie de la soirée et président du Comité des prix, Alan Kessel, a animé ce soir-là sa dernière remise des Prix de l'APASE. Tous ceux et celles qui y ont assisté attesteront sans aucun doute que l'esprit, la compétence et la bonne humeur d'Alan ont donné un caractère unique à ces dîners. L'APASE tient à exprimer sa gratitude et sa reconnaissance à Alan pour son dévouement et son engagement à l'égard du programme de Prix. Il sera difficile à remplacer. Nous lui souhaitons beaucoup de succès dans sa nouvelle affectation à Londres.

Fred Bild s'est chargé de la première présentation, à **Louis Dumas**. M. Bild est actuellement Professeur invité, Centre d'Études de l'Asie de l'Est, Université de Montréal. M. Bild a occupé divers poste de haute direction au sein du Ministère des affaires extérieures. A l'étranger : Ambassadeur du Canada en Chine (avec accréditation en Mongolie); en Thaïlande avec accréditation au Laos et au Vietnam; des affectations à Paris, (trois fois); et à Tokyo. Au Canada : entre autres il était Sous-Ministre adjoint pour les affaires politiques et la sécurité internationale; Président du Comité des Nations Unies sur la vérification des accords de désarmement; Secrétaire général de la conférence internationale «Cielles Ouverts»; et Directeur du personnel.

Louis Dumas
(Citoyenneté et Immigration Canada),

ambassade du Canada à Tel Aviv, a reçu un prix pour sa contribution exceptionnelle aux activités du gouvernement et du service extérieur canadiens au Moyen-Orient, pour sa contribution à l'avancement des intérêts canadiens dans cette région, pour sa maîtrise des notions de gestion opérationnelle et sa capacité de les appliquer avec ingéniosité au secteur public et pour son positivisme infectieux et son engagement particulier à l'égard de l'éthique professionnelle.

The second presentation was made by Don Newman to **Kathleen O'Brien**. Mr. Newman, was appointed Senior Parliamentary Editor for the CBC National Television News in 1988, in recognition of his 13 years as a reporter, editor and anchor of "This Week in Parliament." As one of Canada's foremost political reporters, his interviews and analyses form a major part of CBC news specials, coverage of elections and conventions. Before he joined CBC in Washington, Mr. Newman worked for CTV. He opened its Washington bureau in 1972 and covered Watergate. Mr. Newman has also worked for the Winnipeg Free Press and The Globe and Mail.

Kathleen O'Brien, (Citizenship and Immigration Canada), Canadian High Commission, Nairobi, received an award for her strong organization and coordination skills; for her outstanding dedication and effectiveness in dealing with refugees and her ability to effectively balance the humanitarian need to protect while maintaining the integrity of Canada's immigration program; for exemplifying the best qualities of a foreign service officer — outstanding judgement, first-rate interpersonal skills, and dedication to promoting the interests of Canada.

The third presentation was made by the Hon. Flora Macdonald to **Daryl Copeland**. Miss Macdonald served 16 years as Member of Parliament for Kingston and the Islands during which time she held three Cabinet positions: Secretary of State for External Affairs, Minister of Employment and Immigration and Minister of Communications. Ms. Macdonald has held numerous senior positions including executive director of the Progressive Conservative National Headquarters, Visiting Fellow at the Centre for Canadian Studies of the University of Edinburgh,



LES PRIX DE L'APASE

À la poursuite de l'excellence!

Chairperson of the International Development Research Centre and sat on the Carnegie Commission on the Prevention of Deadly Conflict. She is currently Chair of HelpAge International headquartered in London, UK.

Daryl Copeland, (Department of Foreign Affairs and International Trade), Communications Programs and Outreach Division, DFAIT, received an award for his tireless dedication and unyielding commitment to the Foreign Service; and for his contribution to expanding the Foreign Service community through his professional networking and his extensive writings on issues of Canadian foreign policy, international political economy and developments in the Asia Pacific region

The fourth presentation was made by Bill Graham to **Wendy Gilmour**. Mr. Graham was first elected to Parliament in October 1993. He was elected chairman of the Standing Committee of the House of Commons on Foreign Affairs and International Trade in January 1995. In addition, he serves as Chair of the Liaison

Committee of the House of Commons which is the committee made up of all Standing Committee Chairs. In 1997 he was elected Vice-President of the Parliamentary Association of the Organization for Security and Co-operation in Europe and in 1999 was elected its Treasurer. In his former life Mr. Graham was a Professor of International Trade Law, Public International Law and the Law of the European Community and was the director of the Centre of International Studies at the University of Toronto. He has also been a partner of a law firm in Toronto where he specialized in litigation.

Wendy Gilmour, (Department of Foreign Affairs and International Trade), Political Advisor to the Commander of NATO Forces, Kosovo, received an award for her outstanding performance, dedication and courage which embodies the highest ideals of Canada's Foreign Service; for her remarkable contribution to the development of the international community's policy on Kosovo and for her sound analysis, expert advice and tireless dedication in difficult, often dangerous conditions.

Each of the winners received a framed certificate and cheque from PAFSO.

The panel of five judges which selected the five winners was composed of people who themselves had achieved distinction in their various fields.

Daniel Molgat est entré au Ministère des Affaires étrangères et du Commerce international en 1959. Dans ce Ministère à Ottawa, il a été formé dans les secteurs de l'Extrême-Orient et de l'Europe de l'Ouest. Au cours de sa carrière, il a été Sous-ministre adjoint à la Gestion et aux Programmes en 1980-1983, Sous-ministre adjoint à l'Europe en 1982-1985, et Négociateur en chef des Accords aériens en 1992-1994. De 1994 à 1999 il était le Directeur exécutif chargé des affectations des cadres supérieurs au Bureau du Personnel. A l'étranger, il a été en poste de formation de langue à Hong Kong en 1961-1964, il a été Conseiller d'Ambassade au Pakistan en 1967-1969, et Conseiller d'Ambassade à Washington en 1969-1972. Il a été ambassadeur du Canada au Portugal en 1977-1980, Ambassadeur du Canada en Espagne en 1985-1987, et Ambassadeur du

Canada auprès des Communautés européennes en 1987-1991. M. Molgat est passé à la retraite le 30 septembre 1999.

John L. Baker joined the Foreign Service of the Department of Manpower and Immigration in 1967. After serving in London, Belfast, Hong Kong and Singapore, he sat on the committee drafting the 1976 Immigration Act and then trained the foreign service in its application. From 1978-1987, he was Immigration Program

Manager in Barbados, Nairobi and Bangkok. After three years as Director, Immigration and Refugee Affairs at DEA, he was Immigration Program Manager, New York



① Fred Bild (right) presenting Award to Louis Dumas (left).

② Don Newman (right) presenting Award to Kathleen O'Brien (left).

③ The Hon. Flora Macdonald (right) presenting Award to Daryl Copeland (left).

④ Bill Graham (right) presenting Award to Wendy Gilmour (left).

Photos: Gordon King



- ① John Hadwen (right) presenting RHOMA Award to John Morrow (left).
 ② A special presentation of Inniskillin ice wine was made by Debbie Rodwin to all winners.

from 1990-1994 and then Director General, Case Management at Citizenship and Immigration. Since retiring from the public service in December 1995, Mr. Baker has been a private and public sector consultant.

Scott Mullin spent 20 years in the Foreign Service including posting as Senior Trade Commissioner in Hong Kong, Canada's Chargé d'affaires in Tehran, where he reopened the Canadian Embassy in 1988, and assignments in Beirut and Nairobi. In Ottawa, he served as Press Secretary to the Secretary of State for External Affairs, and earlier as Executive Assistant to the Associate Deputy Minister. After leaving the foreign service in 1997, Mr. Mullin joined the Canadian Bankers Association as Vice President, Public Affairs. In May 2000, Mr. Mullin joined the TD Bank Financial Group as Vice-President, Government Relations.

Christina Spencer became the Editorial pages editor of the *Ottawa Citizen* in 1998. Her extensive reporting experience has taken her from the Southam News, London Bureau where she reported for five months in India and Sri Lanka to travel in both Eastern and Western Europe reporting from capitals including Moscow, Berlin, Paris, Barcelona, and Rome. Ms. Spencer is the winner of two Science Writing national awards and the recipient of the 1999 National Newspaper Award for International Reporting for her feature on child soldiers in Uganda which she wrote during her tenure as Citizen Editorial writer 1997-1998.

FS Awards: Opening Remarks

by C. Daniel George, President

Good evening. It is my pleasure to welcome you all — colleagues, friends, family and distinguished guests — to the foreign service event of the year, the PAFSO Awards Dinner. I'd also like to thank, as Alan will properly later, our judges, sponsors, presenters, volunteers and staff. Without them we would, quite simply, not be here.

I have been looking forward to this for a long time. Tonight, for a brief shining moment, we foreign service officers set aside our daily pressures and celebrate our own. I treasure the sheer outpouring of pride and joy that fill the room without fail since 1990. This year the 10th anniversary and the millennium make it extra special.

Tonight, first and foremost, we honour the excellence of our four winners. Your remarkable achievements, to be outlined after dinner, will inspire us all to the next level. How much it means to be recognized

by your peers, the challenge to reach inside yourself and tell us what it was all about. I know: 10 years ago I stood in your shoes. I know that you, like me, will cherish this award forever.

We honour also the many fine officers who were nominated but did not win. Take heart from all those who felt you deserved it and went to the trouble to say so. Take satisfaction from setting a very high standard for these awards.

This year, with the foreign service at the crossroads, others must be mentioned too.

We remember our former colleagues who did good work among us, but left because they could not find what they came for. Half our younger officers leave within ten years, and increasingly our veterans as well. What a loss of talent and human capital for Canada!

We remember also our spouses. Whereas the two-income family is a social norm and economic necessity in Canada, our spouses must sacrifice any real career or pension. They don't even get employment insurance for a job search on return to Ottawa.

Last but not least, we pay tribute to the quality and professionalism of all foreign service officers who stick with it, in spite of everything. In spite of killer workloads, bleak prospects for career advancement, and hardship and danger for their families abroad. In spite of the inequity of working

The Hon. Perrin Beatty was elected to the House of Commons as a Progressive Conservative in 1972 and in 1979 he was appointed Minister of State (Treasury Board) in the government of Joe Clark. He held six additional portfolios in subsequent Progressive Conservative governments, including National Revenue in 1984, Solicitor General in 1985, National Defence in 1986, Health and Welfare in 1989, Communications in 1991 and Secretary of State for External Affairs in 1993. Following the 1993 federal election, Mr. Beatty joined a number of private sector boards and worked as a consultant in the field of communications. Mr. Beatty was appointed President and CEO of the Canadian Broadcasting Corporation in 1995 and assumed his current position as President and Chief Executive Officer of the Alliance of Manufacturers & Exporters Canada in August 1999.

Each year the Retired Heads of Mission Association (RHOMA) presents an award for the best article in **bout de papier** by an FS officer or spouse. The winner receives a framed copy of his/her article along with a cash prize of \$500. The purpose of the

award is to encourage the maintenance of a high standard of writing in the foreign service and to provide an additional incentive to contribute to **bout de papier**.

Retired Ambassador and Senior Editorial Board member of **bout de papier**, John Hadwen, presented the RHOMA award to **John Morrow** for his article "Other Related Duties: My Journey with Stanley Faulder." The Selection Committee was comprised of: **Joe Bissett, Paul Lapointe** and **Michael Shenstone**.

We would like to acknowledge and thank our Ambassador and Diplomat Sponsors who have played an important part in the continuing success of PAFSO's Awards program. Allan Bonner Communications Management provided a draw prize at each table of a media training program; Corel Corporation provided two draw prizes of WordPerfect Presentations, and the Albert at Bay Suite Hotel provided a "Getaway" weekend at the Victoria Suites. Inniskillin made a special presentation of ice wine to each of the winners and Tradex Mutual Funds provided the most popular and delicious chocolates at each table setting. Our sincere thanks to all our sponsors. ☺

alongside and often supervising others whose salaries they used to match. In spite of purchasing power that falls ever farther behind both the public service and the Canadian public. Now that, my friends, is dedication! The wonder is that so many of the best and brightest are still here, giving their all. But for how much longer?

Aux Canadiennes et aux Canadiens de décider. Veulent-ils que leurs intérêts dans un monde dur soient protégés par un service extérieur composé de professionnels de carrière, qu'on a mis des décennies à créer, ou par un service de porte tambour composé d'agents de passage et d'opportunistes? C'est vers cela que nous nous dirigeons à l'heure actuelle. Lorsque j'ai joint les rangs du service extérieur, il y a longtemps au siècle dernier, le travail y était respecté et apprécié. Ce n'est de toute évidence plus le cas. Mais, j'ai un rêve — celui de nous voir surmonter l'inertie, la mauvaise gestion et le manque de vision qui nous ont rendus là où nous sommes actuellement. Je crois que le service extérieur peut de nouveau devenir ce qu'il était autrefois — une vocation — et qu'il n'est pas trop tard.

Dans l'intervalle, essayons un peu de fierté légitime, en des termes qui vous rappelleront peut-être quelque chose.

Je m'appelle Dan et je suis un agent du service extérieur canadien. Nous, les FS,

nous sommes les professionnels de la mondialisation. Notre mince ligne rouge d'un millier rejoint 200 pays et organisations internationales pour le compte des ministres des Affaires étrangères, du Commerce international et de l'Immigration. Nous sommes fiers de servir notre pays et de nous donner entièrement à notre travail.

Nous sommes les yeux, les oreilles et les mains du Canada à l'étranger, l'avantage du Canada sur le plan de la concurrence dans les marchés commerciaux, politiques et autres de la planète. Nous sommes au front pour le Canada partout dans le monde, 24 heures sur 24, comme jamais auparavant. Nous filtrons les immigrants et les visiteurs et négocions les ententes internationales. Nous aidons les sociétés canadiennes à trouver des marchés à l'étranger et à créer des emplois. Nous gérons les visites de dignitaires, les médias et les affaires publiques — et nous venons en aide aux Canadiens mal pris. D'Équipe Canada au Conseil de sécurité, du «gain de cerveaux» au «pouvoir doux», de la Maison Blanche aux camps de réfugiés — c'est par nous que les choses arrivent, et nous faisons le travail, pour le meilleur pays au monde.

Bon, j'en ai assez dit : que les festivités commencent. Bon dîner et profitez bien de la soirée! Je vous remercie. ☺

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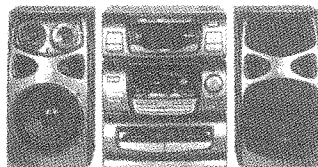
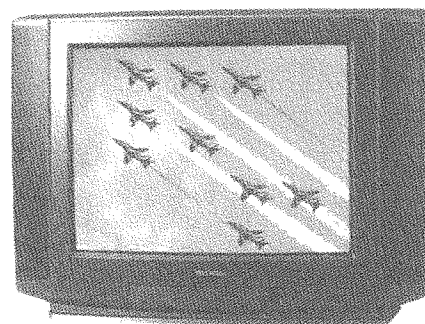
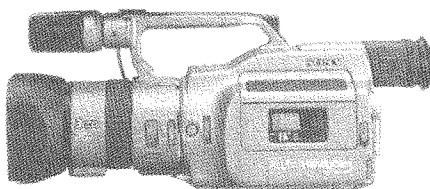
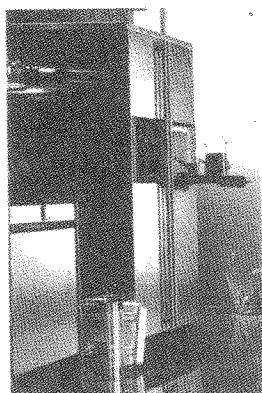
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PEACEKEEPING:

The Dynamics of Structural Rigidities

by Stephen Moffat, Ulric Shannon and Alan Bones

Peacekeeping has become an element of Canadian cultural iconography; two generations of schoolchildren have been raised on stories of Canada's proud peacekeeping record since the days of the United Nations Emergency Force in the Middle East in the 1950s. Canadians see peacekeeping as an important part of what we represent abroad. The image of Canadian soldiers in peacekeeping operations around the world has almost become an element of the Canadian national identity.

We are told, *ad infinitum*, that the world has changed in the decade since the end of the Cold War, and with it, so has peacekeeping. What are these changes, and are the structures of peacekeeping able to change and adapt?

The traditional image of peacekeeping — military forces acting in an interpositional capacity between the armies of two countries, based on the consent of the parties through a peace agreement — is rapidly becoming obsolete. The conflicts that require a peacekeeping presence are increasingly complex and disorderly, involving irregular armies and other sub-state groups, intervention by neighbouring states through proxies, and the blurring of the distinction between combatants and non-combatants. These mainly intra-state conflicts are increasingly motivated not by politics but by ethnic and economic considerations. The result is often the systematic destruction of the economic, political and social infrastructures of states, and often even their basic societies. Consequently, these complex intra-state conflicts require a much more sophisticated set of responses than those that were effective in "traditional" peacekeeping. In what are essentially failed states, peacekeeping operations are now often required to establish the groundwork for the security of civilian populations, in the absence of any alternative functioning mechanism.

The United Nations is making a serious and largely successful effort to address these new realities in the mandates of new operations, but the operational structures with which the UN implements these mandates have not kept pace. The gap in deployment capacity and institutional flexibility has resulted in a real danger of diminishing

credibility for future UN peacekeeping commitments. The peacekeeping system needs the right tools — and the resources — to deal with changing circumstances.

In "traditional" conflicts, the bulk, if not the entirety, of a peacekeeping operation is carried out by military forces. As they are acting with the consent of the parties involved, usually through a recognized and reasonably operative political/diplomatic cease-fire agreement, there is little need to stipulate the use of force beyond circumstances of self-defence. The social and political infrastructure of the combatant states generally endures into the post-conflict phase, permitting military peacekeepers to operate within a relatively effective framework and to hand over tasks to established and experienced local authorities.

Though one can debate whether the dramatic shift we have seen toward complex, intra-state conflict over the last decade is cyclical or structural, recent experience has shown that intra-state conflicts bring a much different set of challenges to contemporary peacekeeping.

Traditional inter-state conflicts tend to have political or territorial goals, with conflict serving as a means of attaining those goals. Where negotiation succeeds in resolving these competing objectives, a cessation of hostilities verified by traditional interpositional peacekeeping is a viable means of ending the needless consumption of military and financial resources.

The new style of largely intra-state conflict more often than not has economic motivations — or, to put it more baldly, has greed at its core. Under these circumstances, conflicts are less susceptible to negotiated political solutions. In fact, a solution to the conflict may not be desirable at all to the protagonists, who find that the power of the gun allows them to profit from protracted fighting. Furthermore, it may be in the interest of the protagonists in these conflicts of greed to dismember any existing state apparatus that might provide a pole for competition against their authority — independent and effective police, judiciary or security structures, for example. With this systematic degradation of the capacity of the State to administer itself

and society, peacekeeping forces often find that they are moving into something of a vacuum, where the state's capacity to recover has been severely diminished.

Peacekeeping missions must therefore undertake more than simply traditional military functions if the State is to have any capacity to cope when the peacekeeping force returns home. In recognition of this challenge, mandates for peace support operations have developed a comprehensive, multidisciplinary character, combining humanitarian assistance, demobilisation, disarmament and reintegration (DD&R), and the protection of civilians and refugees through measures ranging from landmines awareness to health education.

This has led to another significant development in peace support operations — the rapid increase in demand for civilian experts with a broad range of skills, from judicial experts and corrections officials to municipal administrators and sanitation engineers. The make-up of peacekeeping missions reflects the decreasing reliance on military forces and the greater emphasis on police and civilian resources. About a quarter of the personnel committed to UN peacekeeping missions in June 2000 were civilians.

As a result of the broadening of the mandate of these missions, classic *peacekeeping* missions with a unidimensional focus are becoming increasingly rare. They are largely giving way to *peace support operations*, requiring for mission success custom-designed mandates incorporating the kinds of complex, non-traditional activities outlined above.

These more sophisticated missions are one of the best tools at the disposal of the United Nations Security Council to meet its mandate to promote international peace and security. One of the challenges to the United Nations, however, is that its operational structures are not keeping pace with the change in peacekeeping needs — notably the requirement for rapid reaction. In several recent high-profile crises, it was not the UN itself, but other bodies (the G-8/NATO in Kosovo; a multinational coalition in the initial stages of East Timor) which filled the vacuum when the UN itself could not or would not act quickly.

The UN has also struggled recently to meet the challenge of missions requiring simultaneous (rather than sequential) initiatives, from military action to relief to reconstruction to development activities. Because peace support operations often find themselves working in what are, in essence, failed states, they must build a basic social, political and economic infrastructure from the outset of their mission in order to operate meaningfully. These missions are extremely complex and are "high maintenance" in terms of planning, conduct and sustainability. They involve, in one way or another, almost every department in the United Nations organization, as well as linkages with other multilateral organizations (e.g., the OSCE or the OAU) and bilateral actors. This requires a high degree of coordination. These missions have also created a need to develop an indigenous capacity to plan, execute and support peace support operations, not just within the UN Department of Peacekeeping Operations (DPKO), but within the UN system as a whole.

The challenges to the UN system occasioned by complex missions fall into three broad categories:

- a) *coordination*: Within the UN system, the new demands of peace support operations generate a coordination requirement, the response to which has proven a recurring institutional weakness at the strategic, operational and tactical levels of the UN. As a result, DPKO faces the additional burden that it does not have the capacity to deploy more than one peace support operation at a time.
- b) *rapid reaction*: There has been movement in improving the capacity of the UN to react to crises in a timely manner. The February 2000 session of the UN Special Committee on Peacekeeping Operations produced recommendations on rapid reaction that were particularly encouraging, but further work needs to be done. For example, recent experience has reinforced the need for a rapidly deployable mission headquarters. Where UN missions have been able to build on existing operations (such as in the Central African Republic), the establishment of a peace support operation has been swift. In situations where no previous structure exists, deployments have been slow. An example is Sierra Leone. In October 1999, the Security Council made a strong commitment to Sierra Leone, but because of the slow pace of deployment, the mission remained vulnerable — as the events of May 2000 showed. In February 2000, the Council authorized a modest mission in the Democratic Republic of the Congo, with a deployment time frame of over four months. The situation there subsequently deteriorated seriously.
- c) *matching mandates and resources*: The international community has made great strides in addressing the problem of inappropriate or weak mandates for peace support operations. It was an inappropriate mandate — insufficiently clear mission goals — that led to the failure of the UN peacekeeping mission in Somalia. It was a weak mandate — inadequately protecting civilians — which led to the tragedies in Srebrenica and Rwanda. The lesson of the need for robust mandates in operations where civilian populations face imminent danger has now been learned, and indeed has been put into practice in the mandates of such recent peace support operations as those in Sierra Leone, East Timor and the Democratic Republic of the Congo. But in many cases, the long term viability and success of these missions is compromised by the less than optimal resources provided to them, making it difficult for them to fulfill the broad mandates they have been given. The DD&R programme in Sierra Leone, for example, had been moving slowly because it was under-resourced, allowing armed groups to cite overcrowded demobilization camps as an excuse for not laying down their arms. Its success,

however, in attracting rebel combatants was a major motivating factor behind the attacks on the UN peacekeeping force in May, 2000. In the Democratic Republic of Congo, concerns were expressed that the modest size of the second phase of the peacekeeping operation would severely limit the ability of military observers to verify the Lusaka Agreement, the basis of the cease-fire, thereby reducing confidence in the Agreement and increasing the potential of violations or even the breakdown of the peace process.

These continuing challenges have shaped Canadian policy on peacekeeping and have led to the emergence of a number of key pillars:

- a) *The primacy of the role of the United Nations is recognized*. With its near-universal membership, the United Nations has the international legal and moral authority to commission peace support missions. This is particularly significant in the context of increasingly robust Chapter VII mandates. Though some tasks, particularly those involving quick mobilization for which the UN is now under-equipped (such as at the outset of the East Timor situation), might be devolved to multinational "coalitions of the willing", this is an alternative



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which is second best. From a political standpoint, there can be perceptions of accountability and legitimacy problems without the flag of the United Nations, which are exacerbated by the unrepresentative composition of such coalitions. From a financial perspective, the entire cost is borne by national contingents, rather than being shared through the global community, in whose collective interest these peace support operations are being mounted.

- b) *UN Peace Support Missions are an appropriate setting for peace enforcement.* There is a view expressed by such countries as the United States that the UN can do peacekeeping, but not peace enforcement, and that the latter is best left to regional organizations or "coalitions of the willing". The United Nations does not, and emphatically should not, possess a war-fighting capacity. But the UN is more than capable of conducting robust peace support operations in support of the UN mandate to maintain international peace and stability. Regional capacity is often lacking, and regional players may be perceived as having a conflict of interest.
- c) *The United Nations requires and deserves strengthened capacity to plan,*

deploy and support peace support operations. The United Nations should have the personnel and the financial resources to undertake all phases of a peace support operation from beginning to end. This requires more than just the support of member countries: it requires stronger coordination within the United Nations system, and efficient use of the resources it has on hand. The United Nations system is done no favours when it is forced to relinquish peacekeeping expertise provided gratis by members in the interest of geographical equity of job distribution, as was done in 1998-1999.

Members also have a responsibility to ensure continuity and stability in the conduct of complex missions by providing funding from assessed contributions. The growing insistence by certain members for voluntary funding mechanisms such as trust funds treats essential elements of missions as add-ons, and undermines the effectiveness of UN response. The delinquency of these same members in the payment of outstanding dues merely reinforces the pressure being placed on the number and scope of missions which are nevertheless necessary.

- d) *Effective peacekeeping requires a rapid reaction capacity.* Peace Support

Operations often have a very narrow window of opportunity to establish themselves with credibility, and to prevent a fluid situation from solidifying in a negative way. In some cases, this may make the difference in preventing the massive victimization of civilians. For this reason, it is vital that the UN system possesses a rapid reaction capacity.

- e) *Mandates must match resources.* A peace support operation will not fulfill its goals if mandates are inappropriately limited, or if missions do not have the resources to fulfill those mandates. Success of a mission hinges on its credibility. In order to be credible, mandates must be realistic and achievable, and the mission must be provided the resources to succeed.
- f) *Peace support operations require a multidisciplinary approach.* The complex challenges of providing basic security for individuals when local state and social infrastructures are impaired or non-existent requires a multidisciplinary approach by peace support operations. This is true both in terms of composition of peace support missions (e.g., the appropriate mix of military, police, civilian deployments, and others), and in terms of tasks (e.g., protection of civilians, security sector reform, etc.).

Members of the United Nations system share an obligation to ensure that the UN has the capacity to deploy promptly adequate numbers of the appropriate personnel (military and civilian) in support of a strong mandate. Permanent members are particularly duty bound, in that they are responsible for assuring continuity in UN response capacity and policy. The primary role of the United Nations is to ensure global peace and security, and one of its primary tools is the use of peace support operations. These operations need the mandates and resources to work effectively, and it is vital that the members of the United Nations work to ensure that the lack of peacekeeping capacity never again makes the international community a mere witness to unfolding tragedy. ☺

Lt. Col. Stephen Moffat is a member of Lord Strathcona's Horse, and is on secondment from the Department of National Defence to the Regional Security and Peacekeeping Division of DFAIT.

Ulric Shannon is a member of the Regional Security and Peacekeeping Division at DFAIT, and is proud of his mean wrist shot in street hockey.

Alan Bones is a former member of the Regional Security and Peacekeeping Division at DFAIT, and has been posted to Kuala Lumpur and Mexico City. He is now assigned to the Eastern and Southern Africa Division.

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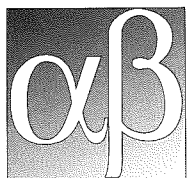
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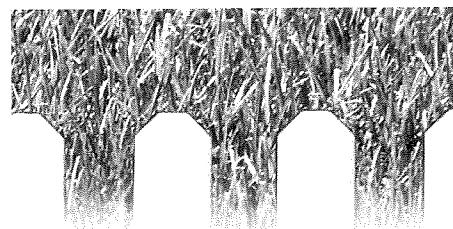
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LA GESTION DU PERSONNEL AU FOREIGN OFFICE: *cohérence, équité et absence de complaisance*

par Daniel de Bellefeuille

Summary: Personnel management practices at the Foreign and Commonwealth Office are characterised by a constant search of a higher level of equity and a strong and active support of the merit principle. This especially applies to the appraisal process and the "assessment" of staff derived from it. All assignments are made through competitions using extensive information on staff performance and on work-related behaviour. Promotions are obtained through winning an assignment. Rotationality is enforced and encouraged through a series of compensatory financial measures. However, some practices would likely be difficult to apply in the DFAIT context.

La question de la gestion des ressources humaines au Ministère des Affaires étrangères et du Commerce international (MAÉCI) est à l'avant-scène depuis le lancement en 1997 de la Stratégie en matière de ressources humaines. Il est encore tôt pour affirmer avec certitude que le Ministère est en voie de redressement. Un certain nombre d'initiatives sont présentement en chantier.

Il reste cependant encore beaucoup de travail à faire pour renouveler les procédures affectant au plus près les employés, particulièrement les procédures de promotion ainsi qu'un mode d'affectation qui respecterait l'intégrité des nouvelles classifications résultant de la Norme générale de classification et la mise sur pied d'une gestion de carrière pour tous.

Lors de la dernière année, j'ai eu l'opportunité de faire l'objet d'un échange auprès de la direction du personnel du Foreign and Commonwealth Office (FCO) britannique. Cette affectation m'a permis d'observer de près comment une organisation similaire au MAÉCI et faisant face à des problèmes souvent identiques s'est dotée de procédures de gestion du personnel dont le MAÉCI pourrait avantageusement s'inspirer.

Pour plusieurs, l'image de la société britannique en est une de classes sociales très stratifiées. Cependant, la Grande Bretagne moderne est hautement compétitive et multi-ethnique et les gestionnaires du FCO se sont

efforcés de transformer leur ministère de façon à ce qu'il représente la société telle qu'elle est présentement constituée. Le principe du mérite et l'équité se sont imposées comme valeurs fondamentales de la gestion du personnel. Le professionnalisme du personnel du FCO et la qualité des services conseils disponibles sur le marché ont permis le développement de solides pratiques de gestion supportant ces valeurs.

Jusqu'au milieu des années 1980, la gestion du personnel du FCO était plutôt autoritaire. Ainsi, les affectations étaient imposées unilatéralement et l'évaluation annuelle de rendement était un document auquel l'employé n'avait pas nécessairement accès. Une série d'incidents ont alors convaincu la haute gestion de la nécessité de moderniser la gestion du personnel. Le FCO a réussi à se sortir d'un système complaisant de gestion du personnel en mettant en vigueur le principe du mérite en mesurant au mieux le rendement de ses employés, de leurs compétences et de leur potentiel. Pour les employés permutants, il importe toujours de mesurer leur capacité à assumer des tâches diverses attendues de généralistes. Il n'y a aucune complaisance envers les pratiques de gestion et on remet en question celles pour lesquelles les statistiques démontrent un dérapage. Quant aux syndicats du FCO, ils ont été impliqués très tôt dans l'élaboration des différentes politiques de gestion.

Regroupés en fédération à l'intérieur du ministère et représentant presque tous les employés, parfois aux intérêts divergents, le rôle des syndicats en est devenu de veiller au principe du mérite et de l'équité tel qu'interprété par les gestionnaires du personnel.

Cette préoccupation du FCO envers l'équité imprègne toute la gestion. Elle ne se limite pas aux groupes sous-représentés provenant des minorités ethniques ou de la présence des femmes aux niveaux supérieurs. Le principe de l'équité en matière d'emploi est soumis au principe du mérite. On ne pourrait concevoir triturer les listes d'éligibilité au recrutement ou à la promotion pour rencontrer des objectifs de représentativité de certains groupes sociaux. Ainsi, pour accroître les niveaux de recrutement de certains groupes-cibles, on a mis sur pied une campagne énergique de promotion auprès de ces groupes. Les résultats initiaux ont été encourageants. On s'est

attaqué à la sous-représentativité des femmes aux niveaux supérieurs de gestion en adoptant des pratiques de travail flexibles comme le travail partagé à tous les niveaux, ou en permettant la réadmission d'ex-employés. On examine même présentement la possibilité de réadmettre d'ex-employés à un niveau supérieur à celui occupé au moment de leur départ, sans porter préjudice aux autres employés.

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Depuis quelques années, le gouvernement britannique a délégué à ses ministères toute responsabilité en matière de gestion des employés sous le niveau équivalent à EX, y compris en matière de négociation salariale et de classification. Dans ce contexte, la récente refonte du système de classification a permis d'abandonner la multitude de groupes de classification au profit d'un système de quatre fourchettes salariales (certaines à deux étages). Il n'existe plus de distinctions artificielles autour de groupes de classification où des exigences de travail identiques résultent en des classifications différentes rémunérées selon des fourchettes salariales différentes. Il n'y a non plus aucune différence de niveau de classification selon qu'on soit permutant ou non. Il existe bien des groupes de spécialistes comme les avocats, informaticiens, vérificateurs et autres mais dont la classification

comme non-permutant ne réfère qu'au niveau et non plus à un groupe spécifique. Les échelles salariales des anciens groupes de classification seront graduellement fusionnées. Certaines professions faisant face à des pénuries font cependant l'objet de bonus de «marché» pour compétitionner avec les niveaux de rémunération offerts par le secteur privé.

L'évaluation du rendement

Tout comme au MAÉCI, les évaluations de rendement ont pendant longtemps fait l'objet d'inflation. Alors que le MAÉCI a abandonné le contrôle de qualité des évaluations et les échelles numériques de rendement (supérieur, pleinement satisfaisant, etc), le FCO a maintenu ces pratiques et en a amélioré la fiabilité. Le contrôle de qualité est fait par des employés dont c'est là la fonction principale. Pour dégonfler l'inflation, un nouveau formulaire d'évaluation basé sur des profils de compétences a été développé.

Ces derniers ont été construits non pas autour des groupes de classification (qui n'existent pratiquement plus) mais autour des niveaux de classification.

On est passé d'un mode d'évaluation «absolu» qui incite à l'inflation à un mode «relatif» en rajoutant une exigence, pour l'évaluateur, de comparer la performance de l'employé avec celle de ses pairs. Chaque compétence est évaluée selon une cote numérique et l'employé reçoit une cote numérique globale. L'analyse des résultats d'un premier cycle annuel d'évaluations utilisant le nouveau formulaire a démontré une distribution des cotes de rendement beaucoup plus près d'une distribution normale qu'auparavant. Voilà un exemple concret du principe d'équité en matière d'emploi débordant le cadre traditionnel des groupes sous-représentés.

Promotions et affectations combinées

Au FCO, on considère inéquitable de sur-doter ou sous-doter des postes sans rajustement salarial. Contrairement à une pratique courante au MAÉCI et justifiée au nom d'une certaine flexibilité de gestion, on ne peut concevoir affecter des employés à des postes non-classifiés ou de classification non conformes avec les responsabilités exigées. Il existe bien une procédure de «promotion temporaire» (avec salaire ajusté), réservée cependant à des cas exceptionnels. Le titulaire de niveau inférieur doit être rapidement promu s'il rencontre les exigences du poste ou doit rapidement laisser sa place dans le cas contraire. Permutants et non-permutants n'obtiennent une promotion qu'en remportant une affectation suite à un concours. Il importe alors que les évaluations de rendement soient de qualité et que les classifications de postes

soient cohérentes. Un poste n'est pas comblé tant qu'il n'est pas classifié. Les vérificateurs ont d'ailleurs la responsabilité, lors d'inspections, de s'assurer de l'intégrité des niveaux de classification. Les affectations à des postes permutants sont ouvertes aux employés de même niveau que le poste ainsi qu'au niveau immédiatement inférieur. Une procédure de «détermination» (assessment) reconnaît que l'employé est prêt ou non à être promu. Une «détermination» est un rapport sommaire des forces et des faiblesses de l'employé tiré de ses derniers rapports d'évaluation. On peut faire appel de sa «détermination». Les rédacteurs de ces documents-clés sont des professionnels du personnel ou de récents retraités.

Pour chaque ouverture, les conseillers en personnel analysent toutes les candidatures. Ils établissent une courte liste des meilleurs candidats sur la base des «déterminations», des intérêts personnels des candidats, de leurs antécédents professionnels, de leurs compétences linguistiques, des vues des superviseurs hiérarchiques et de tout autre facteur pertinent. Les décisions d'affectation sont prises par un comité constitué de membres permanents indépendants, habituellement des gestionnaires de niveau supérieur sans lien avec les postes à combler. Un représentant syndical a le droit de participer aux délibérations des comités d'affectation. Les membres des comités évaluent par eux-mêmes les candidatures à partir de dossiers complets des candidats, comprenant les descriptions de tâches récemment mises à jour. Ils ne sont pas soumis à la courte liste établie par les conseillers en personnel. En principe, il est interdit aux candidats de contacter les membres des comités d'affectation en vue d'influencer leurs décisions. Si la personne choisie est du niveau inférieur au poste à combler mais considérée «prête à être promue», son affectation constitue alors sa promotion.

Les affectations des délégués commerciaux sont ouvertes aux candidats du Ministère du Commerce et de l'industrie. Des représentants de ce ministère participent aux comités d'affectation pour les postes de son ressort. Même les affectations comme chef de mission sont décidées de même façon (les nominations politiques sont rarissimes).

Les décisions d'affectation sont donc prises sur la base d'information de qualité quant aux mérites des candidats et de leur adéquation avec les postes à combler. Ce processus d'affectation apparaît beaucoup plus équitable que la procédure en vigueur au MAÉCI où, malgré les meilleures intentions des parties impliquées, la réputation de corridor, avec toute sa distorsion, constitue encore trop souvent l'information décisive d'une affectation.

Mesures innovatrices

Depuis peu, le FCO utilise un centre d'évaluation par simulation pour déterminer l'éligibilité à la promotion au niveau équivalent à EX, remplaçant pour ce niveau la procédure de «détermination». Tout employé ayant cumulé cinq années au niveau précédent et ayant fait preuve d'une performance pleinement satisfaisante a droit à un maximum de trois essais comme candidat après quoi sa progression hiérarchique est terminée. Environ 40 % des candidats se qualifient. La réussite au centre d'évaluation constitue dorénavant l'autorisation nécessaire pour postuler une affectation au niveau EX. La promotion ne sera effective que lorsque l'employé remportera une affectation à ce niveau. Le FCO est présentement à tester des instruments de mesure pour qualifier les employés de soutien à postuler des postes d'agent. On teste aussi un nouveau centre d'évaluation pour qualifier les employés pour des postes au premier niveau de supervision. Les centres d'évaluation par simulation comprennent un feedback assez élaboré à chaque candidat quant à ses forces, faiblesses et potentiel. Ces procédures sont appelées à remplacer éventuellement la «détermination».

L'emploi des conjoints est un problème aussi aigu au FCO qu'au MAÉCI et constitue un frein croissant à la mobilité du personnel. Le FCO a adopté deux mesures compensatoires innovatrices. La première consiste en une contribution monétaire annuelle à l'intention du conjoint disponible au travail lorsqu'en affectation à l'étranger. La contribution est à deux niveaux (750 £ et 1500 £, à être bientôt rehaussées d'environ 10 %) selon que les revenus du conjoint excèdent ou non un seuil déterminé. L'autre mesure consiste en un montant à vie de 1200 £ permettant au conjoint de se doter d'une formation plus portative.

Relations permutants/fonctionnaires domestiques

Le FCO constate un phénomène de spécialisation croissante à certains missions. Plusieurs postes spécialisés sont de plus en plus remportés par des spécialistes domestiques (non-permutants) ou provenant d'autres ministères. Le FCO a développé une politique de mobilité pour assurer une cohérence entre la dotation des postes spécialisés selon le principe du mérite et le maintien de l'intégrité du groupe permutant.

Le FCO admet la nécessité d'un groupe d'employés permutants. Elle maintient surtout l'emphasis sur l'obligation de mobilité des employés permutants et en reconnaît les désavantages sur le revenu familial. En compensation, le FCO maintient un différentiel du simple au double des primes de service extérieur et de niveau de difficulté payées aux

fonctionnaires domestiques par rapport à celles payées aux permutants. De plus, les permutants mais non les fonctionnaires domestiques peuvent maintenir leurs enfants au pensionnat aux frais de l'État lorsque de retour à la centrale. Par contre, un fonctionnaire domestique du FCO remportant une affectation à l'étranger devient automatiquement permutant sur demande. L'employé doit cependant accepter l'obligation de mobilité pour les affectations à venir. Les employés des autres ministères ayant été en poste pour au moins deux ans peuvent demander à être admis au service extérieur. Un examen des évaluations antérieures de rendement et surtout une détermination des capacités à exécuter une diversité de fonctions sont déterminants. Le taux d'acceptation des candidats de l'extérieur depuis l'adoption récente de la politique est de près de 50 %.

Le FCO offre un service de gestion de carrière. Les employés revoient leurs évaluations et leur dernière «détermination» et se font donner l'heure juste quant à leur forces, faiblesses et à leur niveau de «compétitivité» pour des affectations futures. On examine aussi l'opportunité de se cantonner ou non dans certaines spécialisations fonctionnelles ou géographiques. On revoit finalement la formation obtenue dans le passé ainsi que les cours recommandés.

Le service extérieur a réussi à maintenir son attrait en partie par des compensations financières diverses complémentaires à l'ensemble des primes de service extérieur. Il existe ainsi un régime de primes pour compétences linguistiques allant de près de 400 £ à plus de 4000 £ par année selon le niveau de difficulté de la langue et du niveau de maîtrise. Il existe aussi un régime de compensation pour le maintien des compétences linguistiques. Même les conjoints ont un régime correspondant. La compensation pour les inconvénients du déménagement varie selon la taille de la famille et le niveau de classification, allant de 750 £ à plus de 5500 £ à chaque déménagement. Il existe aussi une allocation pour les vêtements d'hiver. Finalement, les employés n'ont aucune part de loyer à payer en poste.

Sondages auprès des employés

Le FCO a procédé à deux sondages lors des dernières années et le troisième est en préparation. Ces sondages ont couvert des points aussi sensibles que la satisfaction face au salaire par rapport au niveau de responsabilités, à la perception d'équité des évaluations et des promotions, des longues heures de travail et des intentions de quitter le ministère. Il faut admettre le courage de la haute gestion d'inclure ces thèmes au sondage et encore plus de répondre publiquement des résultats parfois négatifs

et de mettre sur pied des politiques visant à résoudre les problèmes identifiés.

Les pratiques non-transférables

Certaines pratiques du FCO seraient difficilement transférables dans le contexte légal canadien et dans le contexte opérationnel du MAÉCI. Par exemple, il nous serait difficile d'affecter des employés et leur famille à l'année longue et de les rapatrier à la centrale pour plusieurs mois entre deux affectations à l'étranger. Il nous serait aussi difficile d'adopter la pratique du FCO de recruter des agents dits «opérationnels» et d'autres dits «chargés des politiques» à des niveaux de classification (et de salaire) différents, même sur la base de mesures assez précises de leurs capacités intellectuelles. Le FCO a dû admettre avec le temps que ça ne faisait pas nécessairement de meilleurs gestionnaires, d'où les centres d'évaluation par simulation pour qualifier les meilleurs gestionnaires aux promotions.

Certains déplorent l'absence d'une filière spécialisée dans les tâches toujours complexes de l'administration, ces postes étant de type généraliste, pour la plupart de niveau relativement inférieur. Finalement, le système de primes au rendement ne semble motiver que bien peu d'employés en plus d'être d'une complexité phénoménale à

administrer, allouant des «actions» aux différents niveaux de rendement et partageant le budget entre les «actionnaires» selon une échelle variable. Le système de promotion produit aussi des surplus structurels au niveau EX puisque les candidats sont promus au pur mérite sans trop d'égard à la capacité d'accueil. En conséquence, une politique formelle exige le départ à la retraite des employés qui ne peuvent remporter une affectation 12 mois après la fin de leur dernière affectation.

Il existe malgré tout au FCO une bonne dose d'insatisfaction quant aux niveaux de salaire et une perception parfois négative de l'équité des systèmes d'évaluation et de promotion. Cependant, l'indice le plus probant de la valeur des pratiques de gestion du personnel est un taux d'attrition de 2.6 % (sauf pour la retraite ou raisons médicales). L'attrition se concentre en bonne partie au niveau des employés de soutien où le manque de compétitivité des salaires est reconnu. Ce taux d'attrition est plus bas que celui de la plupart des autres ministères britanniques. ☺

Daniel de Bellefeuille a une formation en relations industrielles et a travaillé en développement du commerce et en ressources humaines. Présentement au Haut Commissariat à Londres, il a aussi été affecté à Belgrade et à Beijing.

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Le Canada devrait plutôt aiguïser sa griffe que la vernir

par Bill Dymond and Stephane Jobin

Avec l'avènement de la diplomatie publique comme priorité ministérielle, la question de l'image du Canada à l'étranger refait surface.

Le Canada éprouve le besoin de renforcer son identité nationale et a longtemps cru bon d'utiliser sa politique étrangère à cette fin, surtout aux moments où son unité était menacée. Le «branding» à l'étranger, croit-on ici, contribue à renforcer l'idée de nation canadienne. La formule est simple : si le pays projette une bonne image, les étrangers nous la renverront comme dans un miroir et le sentiment d'appartenance des Canadiens sera renforcé. Nous pensons que dans le monde d'aujourd'hui, il convient de repenser cette stratégie.

En effet, avec la mondialisation, les éléments de l'équation «diplomatie active + bonne image = identité nationale + unité» ne sont plus valables. Deux ou trois réalités expliquent la faillite de cette équation. Elles ont trait à notre façon de faire la diplomatie, à la mondialisation et à l'évolution des Canadiens.

D'abord, on ne plus lier aussi facilement diplomatie avec identité nationale. L'image de nous-mêmes que nous renvoie l'étranger relève davantage de la réalité de nos politiques que des slogans des relationnistes. Notre image ne peut émaner que de ce que nous sommes réellement. Comme le dit le Foreign Policy Centre britannique, "...the way to promote your identity is not to tell people you have changed, but to be different" ["Going Public, Diplomacy for the Information Society," Foreign Policy Centre, Londres].

Une autre raison pour laquelle la diplomatie n'est plus un élément important de l'identité nationale est que, comme tous les services gouvernementaux, la diplomatie a perdu son statut. Ce phénomène est dû à la réduction du rôle national de l'État. Personne ne conteste le virage néo-libéral et l'atrophie de l'État, que ce soit dans les démocraties capitalistes ou ailleurs. En effet il est remarquable que le modèle de l'État libéral soit maintenant choisi par les pays en transition démocratique. Disons seulement que cette diminution a été l'œuvre non seulement des élites politiques mais des gouvernements eux-mêmes, qui ont délaissés de larges pans de souveraineté à d'autres acteurs. Ils ne peuvent pas aujourd'hui se plaindre de la situation.

Il reste surtout que la politique étrangère n'a plus l'importance qu'elle a déjà eue dans la vie des citoyens. Un sondage récent du Bureau d'information du Canada démontre que la qualité de vie et le système de santé devançant de beaucoup les activités internationales comme facteurs contribuant à forger un sentiment d'appartenance au Canada [Sondage sur les communications du gouvernement — Ve vague, BiC, mars 2000]. Dans son récent livre sur l'identité canadienne [Myrna Kostash, "The Next Canada: In Search of our Future Nation," McClelland and Stewart, 2000], l'auteure albertainne Kostash explique qu'elle a découvert avec surprise que les jeunes Canadiens s'identifient plus à des valeurs communes qu'à une culture commune. Les valeurs citées (justice sociale, droits de la personne, protection environnementale, etc.) ne sont jamais mises dans un contexte de relations internationales quoique leur universalité soit frappante. Bien que les jeunes deviennent des citoyens «mondiaux», ne sachant plus s'ils devraient étudier l'histoire du monde plutôt que celle du Canada [Angus Reid, Youth Survey (2000), juin 2000], ils se soucient de moins en moins de la politique étrangère.

Ce nouvel environnement public constitue un autre argument, encore plus fondamental, contre l'utilisation de la politique étrangère à des fins de construction nationale. Nos sociétés sont mondialisées mais les Canadiens ne sont plus tellement influencés par l'opinion que se font du Canada les étrangers. Il est donc peu probable que la politique étrangère change beaucoup la vie des citoyens. L'existence du fossé entre nouveau et ancien monde, c'est-à-dire entre le monde des États-nations et celui des citoyens mondiaux, fait maintenant partie du discours public [Discours du Ministre Pettigrew, Conférence Manion, «Seattle: des leçons pour bien gouverner à l'avenir», Ottawa, le 4 mai 2000]. Nous commençons à accepter que la politique étrangère, n'étant plus au cœur des débats nationaux, ne soit plus une des caractéristiques principales définissant l'identité nationale, pas plus au Canada, qu'ailleurs. Elle ne fait plus autant partie de la «marque de commerce» ou de la «griffe» d'un pays.

Qu'est-ce qui explique ce changement? La première raison saute aux yeux des diplomates: notre politique étrangère a

atteint son but premier, soit la sécurité du Canada. Le monde est libre de menace de guerre entre les grandes puissances et le Canada est protégé par ses alliances. Aussi, la diplomatie a contribué à la prospérité du Canada, de même que les règles et institutions d'après-guerre ont favorisé une croissance sans précédent dans l'histoire du monde. Les diplomates ont fait leur travail et peuvent maintenant se faire discrets. La diplomatie traditionnelle est victime de son succès et nous devrions nous en féliciter plutôt que le regretter. Il s'agit là d'un des paradoxes de la mondialisation, car, si celle-ci donne une plus grande place aux marchés dans la gouverne du monde, elle impose aussi des défis de gestion publique qui excèdent la capacité des États, même des plus grands, à agir unilatéralement.

Une autre explication du désintérêt des Canadiens à l'égard de la politique étrangère relève de leur perception selon laquelle la mondialisation a enlevé à l'État la place qu'il occupait dans leur vie. Il est clair que l'époque des grandes initiatives gouvernementales (politique de l'énergie, libre-échange, TPS, constitution) est révolue et on ne devrait pas s'attendre à ce que les relations entre États soient aussi intenses qu'autrefois. Dans les domaines clés des flux d'information, de biens, d'investissements et de personnes, le concept traditionnel de relations internationales est dépassé. Par exemple, quand, dans le cadre des négociations commerciales du gouvernement, on demande aux Canadiens ce qui sert le mieux leurs intérêts, la majorité mentionne les politiques de gestion responsable des ressources naturelles et de protection des programmes sociaux. La préservation de l'identité propre du Canada correspond moins qu'avant à une politique servant leurs intérêts [Sondage: «Attitudes des Canadiens à l'égard du commerce international», MAÉCI, juin 2000].

Malgré certaines résistances liées à leur volonté de protéger les acquis sociaux, les Canadiens ne remettent pas en question l'essentiel du processus de mondialisation. Quatre-vingt-quinze pour cent de notre commerce étant partagé avec les pays de l'OCDE, dont la croissance semble ignorer (pour l'instant) les turbulences externes, l'avenir est plutôt rose. Rien n'indique que les crises au Kosovo, au Timor oriental, en Colombie ou au Congo puissent avoir quelque impact sur

la sécurité et le bien-être des Canadiens. Même si ces crises comportent des coûts liés aux interventions humanitaires et engendrent une augmentation de la criminalité, de l'immigration illégale et de la destruction de l'environnement, les solutions sont encore à la mesure de nos moyens. Les Canadiens ont les ressources humaines et matérielles pour y faire face. Ils possèdent aussi les moyens de leur profond attachement à la justice, aux droits de la personne, au développement international et à la culture. Par contre, les Canadiens ne constatent pas de menaces fondamentales à leur existence et ne ressentent plus le besoin d'investir massivement dans les relations internationales.

L'affirmation de notre souveraineté nationale pourrait continuer à être un souci, mais, puisque personne ne remet le Canada en question, ce souci paraît aujourd'hui plutôt loufoque. Les puristes soulèveront la question du passage maritime dans l'Arctique, la pêche dans nos eaux limitrophes ou l'invasion culturelle américaine, mais ces phénomènes ne sont pas plus présents aujourd'hui qu'à un autre moment de notre histoire. Nous avons donné au monde un Canada présent, constructif et respecté.

Évidemment, il n'en a pas toujours été ainsi. Entre la «conférence impériale» de 1926, où Mackenzie King a obtenu la

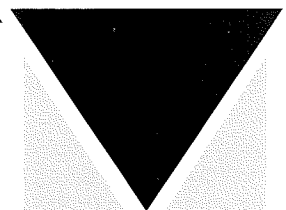
reconnaissance de l'indépendance des Dominions, et la fin de la Seconde Guerre Mondiale, le Canada est passé du statut incertain de quasi-colonie à celui de puissance mondiale. Le gouvernement est aussi passé d'une politique étrangère quasi-isolationniste et méfiante des projets américains et britanniques, à une politique ouverte et dynamique. Dans les années 1950 et 1960, les immenses efforts de construction nationale allaient de paire avec notre engagement international, comme par exemple dans la guerre de Corée ou le Plan Colombo. À l'époque, notre image évoluait au rythme des nouveaux rôles que nous choissions de nous donner en fonction de nos intérêts fondamentaux.

Aujourd'hui, notre réputation continue à correspondre à nos actes, même si notre identité nationale et l'environnement international dans lequel nous évoluons sont plus complexes. Le Ministre Axworthy peut ainsi dire que: «Nous nous sommes efforcés de projeter (nos) valeurs sur la scène internationale et de les mettre en pratique afin de promouvoir la paix et la stabilité dans le monde, et notre position enviable dans la communauté internationale reflète cette démarche.» [Discours du Ministre Axworthy à l'occasion de la conférence inaugurale sur les affaires publiques et la

société civile du Arthur Kroeger College, le 22 mars 2000.]

Même si les gens (même bien informés) ne voient la plupart des pays qu'à travers un petit nombre de stéréotypes, les diplomates savent que la conduite d'un pays a un impact sur sa réputation. Quel rôle joue la politique étrangère face à l'atrophie des pouvoirs publics et à la mondialisation tous azimuts?

La réponse passe par une re-définition de nos intérêts et de nos politiques davantage que par une nouvelle campagne de publicité. Nos efforts de "branding" devraient s'aligner sur notre priorité de gestion publique qui, elle, devrait être de faciliter la participation des Canadiens à la vie internationale. Cette participation se manifeste par des intérêts concrets et par des aspirations découlant d'une volonté d'apporter une contribution positive. Les besoins sont clairs: promotion du commerce et des investissements, passeports et services consulaires, gestion des frontières. Les aspirations des Canadiens à l'étranger ne sont pas moins claires: aide au développement, promotion de la démocratie et des droits humains, protection des personnes, appui à la culture. Le MAÉCI, autant au Canada qu'à l'étranger, devrait offrir à la fois l'image d'un fournisseur de services et celle d'un champion des valeurs des Canadiens.



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En pratique, cela suggère de concentrer nos efforts: ne pas jeter de la poudre aux yeux, mais faire valoir nos forces dans les domaines qui peuvent en profiter. Ainsi, notre réseau international devrait servir non pas à attaquer des stéréotypes qui survivront toujours, mais à promouvoir nos avantages comparatifs. Du côté commercial, les secteurs agroalimentaires et informatiques sont de bons exemples. Dans la même veine, nous pourrions insister sur nos compétences dans des domaines comme le maintien de la paix ou la coopération avec la société civile. Une meilleure coordination de «nos» images est d'ailleurs nécessaire, par exemple entre les secteurs touristiques, de l'investissement, de la haute technologie et de l'aide au développement. Notre programme de diplomatie publique devrait consacrer plus d'énergie à l'examen de l'impact de nos politiques sur notre image. Que nous coûtent en crédibilité nos faibles budgets d'aide et de défense, par exemple?

Même en plaçant en priorité les besoins et aspirations des Canadiens, le mandat du MAECI d'entretenir des relations bilatérales et multilatérales ne disparaîtra pas. Quoiqu'en pense le public, la gestion de la mondialisation requiert une coopération intense entre les gouvernements. Toutefois, nous devons considérer l'ensemble de

l'environnement public et ajuster notre tir. En plus de promouvoir les atouts canadiens sur la scène internationale, le Ministère gagnerait à faire connaître au public les services qu'il lui rend. Combien de fois a-t-on entendu les vétérans du Ministère répéter que le bureau des passeports devrait être placé à l'entrée du Ministère plutôt qu'à deux kilomètres? Offrir une vitrine unissant services de passeport, affaires consulaires et promotion commerciale constituerait un puissant symbole du rôle du Ministère comme conseiller des citoyens.

Le miroir diplomatique qui nous a permis de nous admirer dans les yeux de nos voisins se brouille et il nous faudra ajuster notre politique étrangère aux exigences d'une société mondialisée. Cela signifie qu'il faut créer un lien direct avec les intérêts et les aspirations des Canadiens. En effet, ceux-ci mesureront leur attachement au Canada en fonction de leur capacité à s'y reconnaître et les gestes concrets auront ici plus d'impact que les créations des faiseurs d'images. ☺

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Bill Dymond était directeur général de la Planification des politiques, MAECI.

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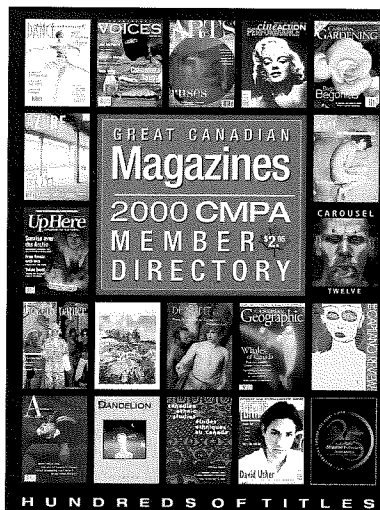
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The Right Honourable Kim Campbell: An LA Story

bout de papier: What was it like coming to California as a former Prime Minister and taking on the job of Consul General?

The Right Honourable Kim Campbell: From my previous life as a political science professor and from perches in elected office at all three levels of government, I knew it would be interesting to see government from the other side of the divide.

However, after you've been Prime Minister, a lot of people do ask, "What's a nice girl like you doing in a place like this?" My answer is always that democracy is a blunt instrument. Being Consul General has, for the most part, been a pleasurable experience. Foreign service officers are dedicated people who do good work. My only regret is that so few Canadians really know what they do.

bout de papier: Is this the job you expected?

Ms. Campbell: Each Consul General brings his or her own assets to this job and no two people do the job the same way. When I first came I made it clear that I was ready to do anything people could use me for. The officers I have worked with carry a big load and have come up with interesting projects to involve me. I have tried to use the entertaining facilities at the house and my speaking opportunities to support all of our programs. Certainly Public Affairs was one of the most important programs here, but given the extraordinary developments in Silicon Valley with information technology and investment prospects, it has been particularly exciting to find synergies with Canadian innovators.

I think I have done the gamut in this territory: meeting with governors, senators and congressmen, addressing major universities and many organizations. I have greeted trade missions led by Minister Marchi, and those brought in by provincial trade ministers. Minister Axworthy was here, so was Minister Copps, and Ambassador Chrétien from Washington on several occasions. Their visits were productive and the post certainly clears the decks to arrange a program for them.

We had a great group of 75 Canadian businesswomen come down to look at exporting, and there have been various other Canadian groups, specializing in architecture or biotech or animation, whom I met when they came through. At one point I even found myself on a stage in San Francisco talking to a

little animated "New Media Kim" on screen at a presentation of Canadian software technology.

I think I have flown so many times between San Francisco, San Jose, San Diego and Los Angeles that I have worn a little ridge in the airwaves. I have met with lots of US business contacts, with incentive travel organizers for the tourism industry, with venture capitalists and environmental groups and political activists. And I don't think they were just being polite — I think they were genuinely interested in hearing about Canada and hearing our side of an issue.

We have had some very successful cultural events: Canadian films selected for festivals in California and Arizona, lots of theatre and dance performances, and many concerts, including a series for a Landmine Free World featuring legendary singer songwriters, including Bruce Cockburn. For the visual arts, there was a festival in Scottsdale, Arizona, called "Spirits in the Sun" to open the market for Canadian aboriginal arts and crafts. We also helped with more formal gallery shows such as the exhibit of work by Jeff Wall at the Museum of Contemporary Art.

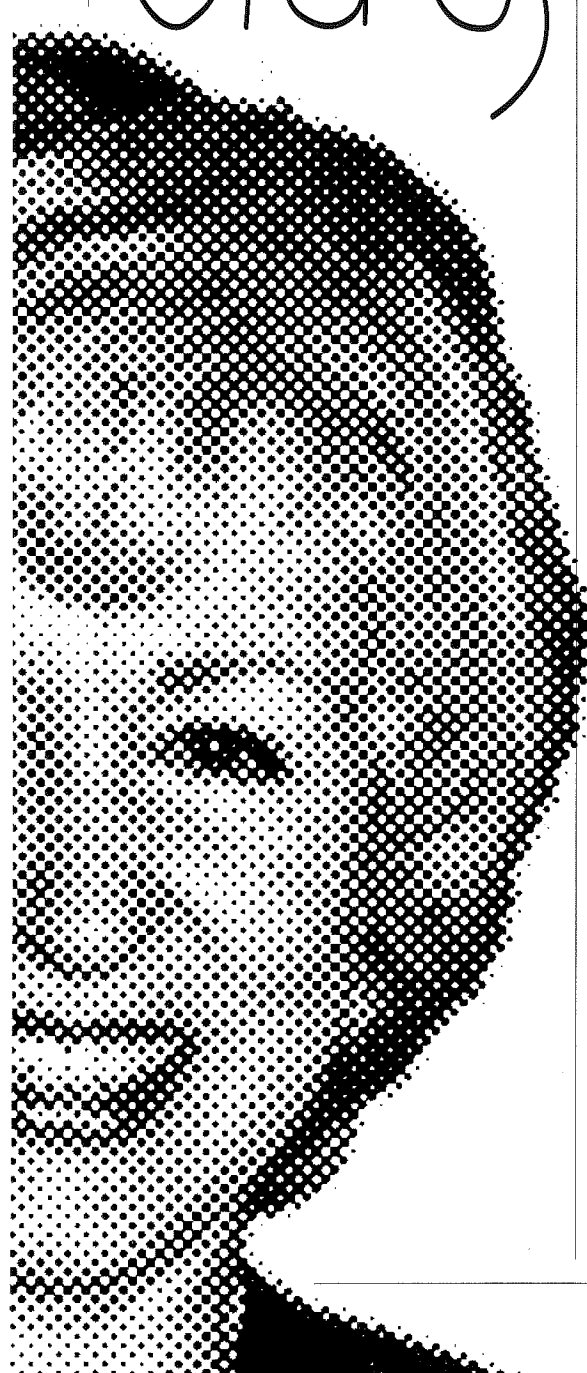
It was rather nice that in this my last year here the Consulate was presented with a special proclamation — gold letters and all — thanking us for our on-going support of the arts, which I received during one of the events which took place at the Southwest Museum around a spectacular exhibition of masks from Canada's northwest, a show called "Down from the Shimmering Sky."

bout de papier: Are we making an impact in the United States?

Ms. Campbell: Given the huge trading relationship, there is an enormous amount of business taking place without government assistance. In California, we concentrate on expanding opportunities where they are not being seized, and promoting investment in Canada from the huge pools of capital in this region.

The perception of Canada for many people in the United States is out of date, so we have an important message to deliver: that Canada is a high-tech, highly educated, highly competent place to do business.

If my presence in LA has made a difference, that's hard to measure. Certainly, the cachet of being a former Prime Minister does open doors not usually open to Consuls General. I have spoken to a great many audiences, to people who clearly did not know the nature of the US- Canadian relationship, or the developments in Canadian society and economy, or our role in international affairs. I have also done a lot of radio and television. Reaching an audience of 300,000



people at one time is energy effective. Leaving a positive, informed and nuanced vision of our country is a good thing, but it is hard to measure how that impression may translate into action or attitudes.

bout de papier: You have been wearing several hats while in Los Angeles. How have they been helpful to foreign policy objectives?

Ms. Campbell: Yes, I have taken on other roles, notably with the Council of Women World Leaders, a group formed in 1996, with a membership of women who have been president or prime minister of their country, and which I have chaired since April 1998. In addition to our own summits, the Council has convened meetings of high-level women in economics and finance in association with the World Bank and with regional development banks, as well as a meeting of women justice ministers held in collaboration with the United Nations.

Our objective is to create a network among these women and show the value — and the normalcy — of having women at this level of decision making. I have shared contacts made at these meetings with other posts in the event my introduction provides a useful entry for them.

I was also elected to the International Women's Forum which has led to speaking engagements and access to senior journalists and opinion leaders. Obviously I am an example of one glass ceiling squarely knocked upon. My association with women's issues has raised awareness of Canada's achievements in gender equality.

One spin-off was collaboration with Women Against Gun Violence. Their fundraisers, held at the official residence completely at their expense, were attended by leading state, county and city politicians, good people to know, and I had a chance to describe Canadian gun control law and the resulting lower crime rates.

Other links have come from my work with the National Democratic Institute (NDI) in Washington. I co-chaired an NDI conference on emerging democracies in Yemen last year. CIDA was one of five supporting countries, so having a Canadian in the Chair elevated our profile. But, while this was an addition to my work as Consul General, as things unfold it has local value. During the Democratic convention in LA in August, the NDI presents a non-partisan education program for 500 legislators from around the world brought as observers. As a result of my previous involvement with them, I am included in an NDI panel discussion on political process and am hosting a reception — all of which offers a chance to give a Canadian perspective.

Another "multiplier effect" came with my address on cross-border relations to a joint meeting of the World Affairs Councils of the United States and the Canadian Institute for International Affairs in Ottawa, in October 1998. I have subsequently addressed a number of World Affairs Councils across the US, always with the support of my fellow heads of mission.

My rapport with the LA World Affairs Council also resulted in a televised discussion with former Secretaries of State and world leaders, filmed before a live audience at the University of Southern California this spring. Our panel of Warren Christopher, Shimon Peres, Andrei Kozyrev and Han Sung-Joo, the former foreign minister of South Korea, covered a wide range of world issues for a one-hour program which will be shown on PBS stations and distributed through universities and colleges in the United States.

Other things too. I am on the Visiting Committee of the Weatherhead Center for International Affairs at Harvard. A fellow committee member from Hawaii made sure that I got the best speaking engagements and the most effective meetings when I visited his State in 1997. He provided the same courtesies for Ambassador Chrétien a few months later.

I am also a Trustee of the Thunderbird American Graduate School of International Management in Phoenix, and I'm on the Corporation of Northeastern University in Boston, and the Advisory Board of the School of Public Policy at UCLA — and these things bring me into contact with people who often turn out to be helpful allies for Canadian interests.

Americans like Canada in a benign way, but Canada is virtually invisible here. Wearing my other hats while serving as Consul General has helped remind Americans that Canada is a player. I take heart in a comment from Los Angeles Times columnist Bob Scheer, who said at one of our dinner parties, "You know I never used to think about Canada, but now I find myself defending it."



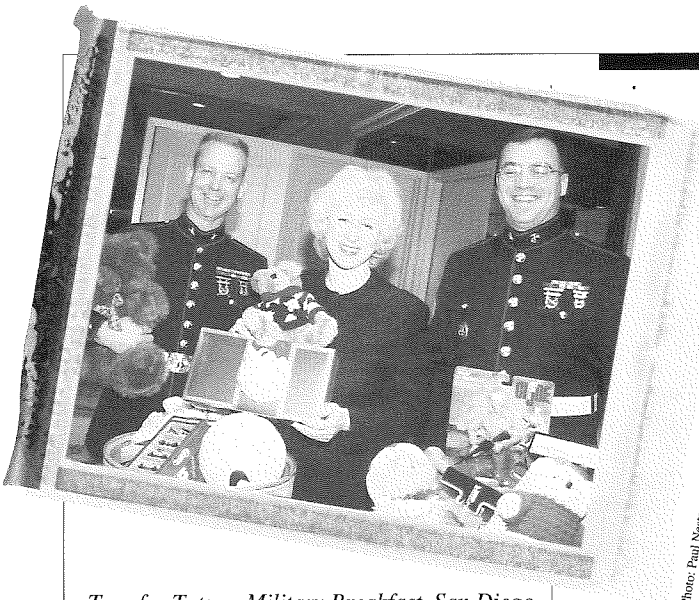
The Rt. Hon. Kim Campbell with Chief Robert Joseph, Curator of Down From the Shining Skies Southwest Museum, Los Angeles, January 15, 2000

bout de papier: Are targeted advocacy efforts successful? Should we develop a larger public awareness of Canada?

Ms. Campbell: It depends on the issue you are tackling. The imposition of Section 110 of the US Immigration Act required direct contact with members of Congress. We did this, armed with an understanding of the political pressures on them so that we could give the answers they needed to dispute the regulation. We've also been in touch with governors, like Governor Jane Hull of Arizona, and with groups like Chambers of Commerce who were not aware of the implications of the legislation and who subsequently became very vocal in lobbying efforts. In these specialized areas you do have to be strategic.

Looking ahead to the presidential election, I had a very interesting meeting with Governor Bush's foreign policy advisor, Condeeza Rice, which, I think, gave her a better understanding of Canada's outlook on the bilateral relationship and on foreign affairs.

However, if you take the case of the film and television communities' anger about "Runaway Productions" or the purchase of Canadian animation by the Public Broadcasting System, these issues give rise to



Toys for Tots — Military Breakfast, San Diego, December 1998

Photo: Paul Neuner

demonstrations and public campaigns. Here, it's important to make sure that counter arguments are heard by a broader public. We have done a lot of media interviews on the subject which helped diffuse the "Blame Canada" reaction, but even those tend to be targeted to outlets with an audience already interested in public affairs. It is a challenge to cover the waterfront. We work with other organizations, like the Directors' Guild of Canada and other professional associations and unions in Canada which can speak more directly to this issue.

bout de papier: Is the foreign service well equipped to conduct contemporary international politics effectively?

Ms. Campbell: I don't think there is an ideal model for foreign service. Even the most effective embassy of Canada around the world is still representing Canada, and the weight it has is related to the weight that we have in the world. We are not the United States. No matter how we may wish otherwise, when the Canadian ambassador walks into a reception, he or she is not going to get the same response as the American ambassador because the American carries the mantle of the power of the United States.

We have a foreign minister who is passionate about the job and who has worked very hard to put Canada's stamp on international affairs. But I was personally disappointed when the US Anti-Landmines campaign won the Nobel Peace Prize, and there was no mention of Canada's role. Those who won the prize are hugely complimentary about Lloyd Axworthy and the role he played to get the treaty signed. However, even with an activist foreign policy and a Minister who knows very clearly what he wants to do, the reality is that Canada does not always get credit.

The worst example was the Washington Post article about contributions of NATO partners to Kosovo which did not mention Canada. When this lapse was pointed out to the reporter, her reply was she didn't know that Canada was a member of NATO and perhaps we were one of those new countries which just got admitted!

Representing Canada is a continual process of putting tiles in a mosaic. Certainly that's what we try to do here in California. I try to leave Americans with a more informed view, but I know it's a tiny contribution to dispel a lack of attention of gargantuan proportions.

bout de papier: You have a reputation for hosting memorable and high-profile functions. How have they helped raise Canada's profile in California?

Ms. Campbell: Diplomatic entertaining creates relationships of comfort and familiarity which make it possible to pick up the phone and talk to people later. We have brought a great many eminently "re-contactable" people to this house.

Our Oscar party in honour of Norman Jewison, for example, and other events related to the film industry — the luncheon for the winners of the Scientific and Technical Academy Awards, the Banff Television Festival, the Sheridan College Animation Award and receptions following special screenings of Canadian films — all attract entertainment industry executives and celebrities.

We have also held many receptions for specific business interests, for provincial and city delegations, Canadian universities seeking alumni, Immigration contacts, the RCMP, and we held a series of Canadian Salons featuring artists like Raffi and Gino Quillico, plus lectures on the Canadian elections or Quebec politics. I have two big Visitors Books full of guests' signatures.

I think I have used this lovely house creatively and hosted parties with a unique format.

I like to mix people from my own work, senior journalists, academics, directors of "think tanks", with people from the entertainment industry — Betty White, Carl Reiner, David Foster, Carol King, Allan Thicke, Artie Shaw, Dan Ackroyd — many of whom come through the contacts of my partner, Hershey Felder.

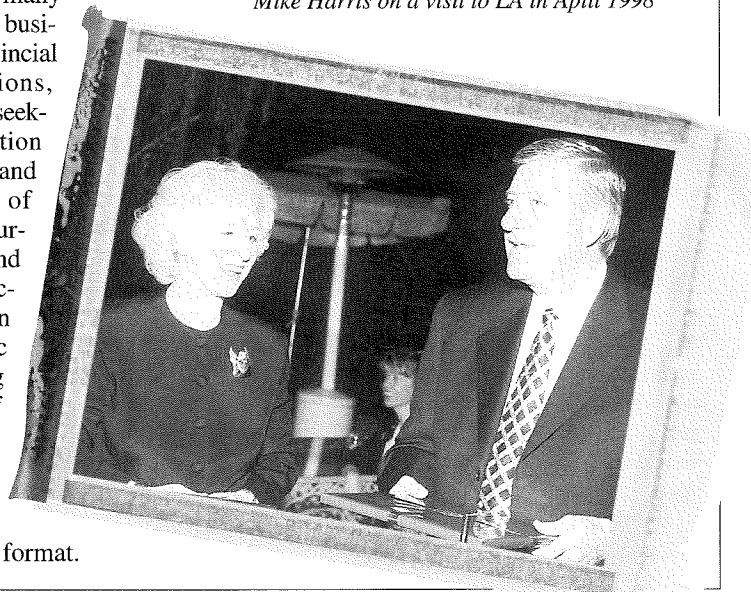
Los Angeles is a city where people "ghettoise"; the entertainment world, lawyers, business people or politicians are inclined to see only each other. An invitation to the Canadian Residence means you will meet interesting, accomplished people whom you might not otherwise encounter.

We have set a standard for entertaining which has earned us a reputation for good food and lots of it because we cook ourselves, rather than get in caterers, which is a huge saving. And, as Hershey is also an accomplished musician, there is always music after dinner: Hershey at the piano and performances by singers, cellists, violinists in various combinations. Our parties have actually been written up in the Los Angeles Times as "the hottest ticket in tinsel town."

bout de papier: Any suggestions for improving the role of a Consul General?

Ms. Campbell: When I speak to Canadian audiences they seem to be pleased to hear about our work in the southwest and many have followed up with questions about how to scope out the opportunities in this market for their product. But I do feel that understanding of foreign affairs work is low. Perhaps one of the benefits of moving on to my next chapter is that, given media interest shown in me, I can use this as an opportunity to describe the challenges and the successes of the Department's work in the US.

Consul General Campbell with Ontario Premier Mike Harris on a visit to LA in April 1998



to understand what is going on elsewhere, and sometimes to answer questions that come out of the blue.

We must not become exclusively focussed on the United States. For example, Canada is now in its second year on the UN Security Council, but I only know what we're doing there from what I read in the paper. With a better sense of the important issues, heads of mission might at least echo messages. In terms of professional development within the foreign service, I think this link is a crucial one.

bout de papier: Has this chapter of your career been a challenge?

Ms. Campbell: When people ask what I miss about politics, I say — making real decisions. Nothing else can equal being at the heart of the action. It would be dishonest to say that I found this job as stimulating as, say, being Minister of Justice — I don't. On the other hand, the government has been very supportive of my doing other international things, which has added to the interest of my term here.

I have learned a lot and it has been a fun, but I don't want to spend the rest of my life as a "former Prime Minister". Although the cachet of that job has been put to good

service, I am too young to rest on that particular laurel. I am happy to have been here; I have enjoyed the people I worked with and the people I have met. This is an exciting part of the world, in a very exciting country and an important outpost for Canada.

bout de papier: And advice for the young foreign service officer?

Ms. Campbell: I have been impressed by the skill and expertise of the people at our offices here. Equally, those I have met elsewhere in the US and in far flung places have been extremely well informed and helpful.

I have already expressed my views about whether foreign service officers are appropriately remunerated but, yes, I believe it is an important career. The foreign service is a way of seeing the world, serving your country, and it is probably easier on you than the navy.

bout de papier: Ms. Campbell, thank you. ☺

Editor's Note: *bout de papier* acknowledges the assistance of Anne Garneau of the Canadian Consulate in Los Angeles for bringing this interview to our readers.



Photo: C Blackburn

Ms Campbell singing with the choir of the 15th Field Regiment Band, Royal Canadian Artillery, at the Nortel International Film Festival, Palm Springs, January 1998

Among my disappointments is that heads of mission in the United States are not plugged into the broader foreign policy work of the Department. It is important for people to keep connected to the big picture

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CULINARY DIPLOMACY ON THE UPPER NORTH SIDE: *NEWER, BETTER AND TASTIER* Public Diplomacy in New York

by Michael Phillips, Kevin O'Shea, and Lianne Verheyden
Photos: Greg Kinch Photography

The National Rifle Association created a stir recently by announcing at its national convention its intention to start a theme restaurant on Times Square. It would join the august ranks of the All Star Café, the ESPN Restaurant, Planet Hollywood and the World Wrestling Federation Restaurant at this fabled crossing.

To us the announcement was the sincerest form of flattery. It confirmed the ever-increasing importance of culinary diplomacy as a part of branding, marketing and public diplomacy. After all, it came only three months after our assault on the taste buds of New York with our *Tastefully Canadian: Canada Cuisine Week in New York*. Our slogan was not quite as aggressive as the NRA slogan, "From my cold, dead hands" but hey — it's Canadian.

The Upper North Side: Canada in New York Season Redux

As an encore to our initial *Upper North Side Season: Canada in New York*, (see *bout de papier*, Volume 16, No. 2), the Consulate launched a sequel in September 1999. Like all good sequels, our second season of public diplomacy had the same plot — we would try to project a modern, vibrant image of Canada through a combination of packaging all Canadian events coming to New York, of creating new ones and of pulling it altogether in a nifty but cheap marketing plan.

So once again, as we did last year, we invented and got together events that would highlight the best of Canada and Canadian society. We would do a Canadian Conversation Series (with Peter Jennings, Bruce McCall and Julie Payette). We would repeat our Canadian Lecture Series (a Lionel Gelber lecture, a Marshall McLuhan lecture, a Glen Gould lecture). We would organize a three part *E-Commerce in North America* series to highlight Canadian IT capabilities.

We would highlight areas of Canadian policy leadership with conferences on "Culture in a World of Trade" in March at New York University and on "Landmines" in December at Columbia University.

To celebrate hockey's entering the new millennium, we would do a Hockey 2000

Series, which would see us bringing down the Stanley Cup, prepare a film tribute to the best hockey films, and organize a panel on hockey's best moments of the century.

As well, we would sponsor not one, not two, not three, but four Canadian film series. There was a tribute to the National Film Board's 60th Anniversary at the Museum of Modern Art (MOMA), a Don McKellar Retrospective at the American Museum of the Moving Image (not bad for a guy who has directed only two films), a Canadian film festival in Brooklyn, and the three-week Canadian film festival at Lincoln Center — *Blame Canada: Classic and Contemporary Films from North of the Border* (the first film tribute to Canada in over ten years at this forum for film, featuring over 30 works from Canada).

And one last concept, culinary diplomacy — a Canadian restaurant week in New York!

Tastefully Canadian: Canadian Cuisine Week in New York, March 20-26

Our original idea in August 1999 was to convince a number of New York restaurants with a Canadian connection to have a Canadian menu for one week in March 2000. Four restaurants signed on right away — *Estiatorio Milos*, whose owner Costas Spiliadis runs a similarly named restaurant in Montreal, *Fifty Seven Fifty Seven*, in the Canadian-owned Four Seasons Hotel, the hip *Grammercy Tavern*, whose sommelier is Toronto's Paul Greco, and *Onieal's Grand Street*, whose general manager is Maritimer and former hockey player Gord Adams.

We saw this initiative as relatively labour-free. Get all restaurants to offer a Canadian menu and we would promote the week. Pretty simple, right? Wrong. We got carried away.

As the dates of the proposed Canada restaurant week approached, we upped the ante. We decided that maybe we should add a couple of events to profile the

Canadian food and wine industry in general to the food and wine press in New York.

Northern Exposure: A Canadian Culinary Experience

The first new idea was to do a Canadian gourmet event showing off Canadian chefs and Canadian regional food products. We would target the food and wine media in New York and aim to get free promotion for the Canadian restaurant week.

We had three young and talented chefs already identified. In fact, they were figuratively waiting in the wings, if not in our kitchens. Elizabeth Manville of Victoria was the chef of the Canadian Consul General, Stewart Madden of Ottawa and a former dancer at the National Ballet School was the chef to our Ambassador to the United Nations, and Caroline McCann of Montreal was the 26-year-old chef of the Delegate General of Quebec.

Each would prepare one course in a three-course meal, which would capture the variety and regional span of Canadian foods. Stewart would do a Canadian coast-to-coast seafood appetizer plate that would include lobster, oysters, scallops and smoked black cod. Caroline would



do a main course of saddle of Quebec rabbit, confit of British Columbia tomatoes and wilted spinach and double-smoked bacon. And Liz would prepare a crème de farine pudding with Quebec maple syrup, beignet of Okanagan apple with Manitoba wild rice and Canadian Club ice cream. Clearly, this ain't your mother's meatloaf.

We thought about various venues for the gourmet event. Should we do a progressive dinner and move all the guests after the end of each course to a different official residence? No, too hoity-toity! How about a demonstration at Bloomingdale's? No, too retail! How about a cooking demonstration at the James Beard Foundation — ground zero of American cuisine? No, we did that last year!

We finally hit upon a concept: we would do this gourmet experience at Peter Kump's New York Cooking School, the cooking school of record in New York. And we would invite 50 New York food and wine critics.

Canadian Wine Tasting

The second bright idea was to add a Canadian wine tasting event. This one was easier.

The Vintner's Quality Alliance of Canada agreed to bring down owners of 16 different wineries in Canada and feature over 70 vintages, mainly from Ontario and British Columbia. We would invite media, restaurant

sommeliers and wine distributors. And we would do it at the beginning of the Canadian restaurant week at one of the restaurants — *Milos*.



Canadian Tasting Menus at NY Restaurants

Finally, we decided to expand the number of participating restaurants and eliminate the criterion that they had to have a Canadian connection. We would just ask restaurants if they would create a special Canadian tasting menu which could be ordered at lunch or at dinner. And we would extend the range beyond Manhattan and hit the 'burbs.

So to the original four, we added *Bouterin*, a French restaurant on the Upper East Side, *Black Bass Grille* in Rye, the *Larchmont Oyster House* in Larchmont, DeRosa, an Italian restaurant in Westport Connecticut and *Sixty-four Greenwich Avenue* in Greenwich, Connecticut.

For good measure, two well-known Canadian chefs would come down to cook: Vancouver-born Ned Bell from Toronto's acclaimed *Senses*, a wizard with seafood, would go to *Milos*, and Stefan Czapalay, the owner of *Season in Thyme* in Summerside PEI, to *Onieal's Grand Street*.



All was set: the Gourmet Dinner, the visiting Canadian chefs, Canadian wine tasting and New York restaurants featuring the everyday normal Canadian fare one finds at home. Yukon caribou, Alberta bison, Quebec saddle of rabbit, Atlantic salmon and Arctic char.

Oh yes, and one more element. We would invite Chris Knight of the *Great Canadian Cuisine Food Show* to come down and host the Gourmet Dinner.

Culinary Diplomacy in Action

The Canadian forces of culinary diplomacy stood ready for deployment on that bright Monday, March 20, the official launch day of our Canadian cuisine week. Corkscrews, knives and forks glimmering in their freshly polished splendour. Our only objective was to brand Canada, highlight Canadian cuisine and take no prisoners.

The Canadian Wine Tasting Event on March 20 at Milos draws more than 70 media and buyers. T.J. Foderaro, a wine columnist from the *New Jersey Star-Ledger* approaches the trenches, tastes Canadian wine for the first time and spits it out (don't panic, it's a wine tasting, after all). "These are the first Canadian wines I have ever had, and I have been consistently impressed with both the whites and reds. I'd say I found most to be very good, and some to be truly fantastic."

Matthew MacCartney, a manager at the oh so trendy *Grammercy Tavern* says, "Canadian wines are very well received. We are happy to have it on the list. People are very shocked, though, the first time we bring it to their attention." And Cristina DeSousa of *Sixty Four Greenwich*, "Until today, I had never heard of Canadian wines, but I liked them."

All in all, the Canadian vintners are delighted with the event. It is difficult to generate much interest south of the border. They agree to do this again next year. And they agree to bring a group of New York restaurant sommeliers up to the Niagara Region.

"Northern Exposure: A Canadian Culinary Experience" attracts a packed house of 50 journalists and various editors from *James Beard Publications*, *Gourmet*, *New York*, *Saveur*, and *Bon Appetit*, as well as the weekend editor of the *Wall Street Journal*.

Chris Knight is the emcee and introduces and interviews each of the three Canadian chefs (Stewart, Christine and Liz) as they demonstrate how to cook their course and explain the ingredients. As Chris Knight would later write in the *Ottawa Citizen*, "If you called central casting and asked for young, articulate, attractive Wonderchefs, they'd send over these three."

The night is a success. The editors rave. They never knew about Canadian cheese, Canadian wine and some of the Canadian food products. In Canada, we get full-page coverage in the *Globe and Mail* and two-page coverage in the Weekend Style section of the *Ottawa Citizen*.

And the restaurant week? Poster boards adorn the nine restaurants. Ads run in *Time Out New York* and the listings are out there. *New York Post*, *New York Times* and a number of Web sites call attention to the Canada cuisine experience.

Edificerex.com, the Web site for rich New York and New York co-op owners, runs a typical piece. "Check another exotic nation off the list: Canadian cuisine takes New York from March 20 through 26 in the week-long *Tastefully Canadian* celebration. Brainchild of the Canadian consulate, this series of events promises to familiarize us with indigenous dishes like smoked black cod in an ice wine emulsion and filet of caribou with wild mushrooms."

But this being New York, there are disappointments. *New York* magazine originally wanted to do an exclusive but they back out. The *New York Times* wine columnist agrees to do a review of Canadian wines (which he loves) but his editors kill the story when it is discovered that very few retail stores in New York City carry Canadian wine, other than Inniskillin Ice Wine. And another *New York Times* food editor agrees to do a story on the

Canadian food week if we can fly in daily the bread from *Senses Restaurant* in Toronto (because she loves it). So we do. And we arrange for someone from the *Times* to interview *Senses* chef Ned Bell who is here for the week. This is the story we get in the *Times* Food Stuff column, "Unusual breads from *Senses*, an excellent bakery and restaurant in Toronto, are being sold this week at Estiatorio Milos." Sigh!

Ah, yes, culinary diplomacy, another quiver in the public diplomacy toolbox. Add that to hockey diplomacy, film diplomacy and summer music diplomacy. ☺

Michael B. Phillips has been the Canadian Consul General in New York since 1998 and has also served as Canadian Ambassador in Sweden and Ireland.

Kevin O'Shea is Director, Canada-US Division, but just finished five years as Head of Political/Economic Relations and Public Affairs at the Canadian Consulate in New York.

Lianne Verheyden was Political/Economic Officer at the Canadian Consulate (1995-2000) and was the prime mover and shaker behind the Canadian Restaurant Week. She recently left the Consulate to have a second baby and start her own e-business.



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UN Day in the Philippines – 1958: Diplomatic Do Do

by Robert Gayner

My first posting was to the Philippines, in 1958, when our diplomatic accreditation was through the Ambassador in Tokyo. Canada was represented on the ground by a Consul General and me. I thus came, at an early stage, to be involved in a range of activities that would, in a broader representation, have been parceled out on a more functional basis. An event that stays particularly in my memory is the celebration of United Nations Day in 1959.

Those who have served among them will know that Filipinos have a great capacity for enthusiasm, and love celebrations, particularly if they have an inspirational motif. I am still unsure why the government decided to emphasize United Nations Day that year, but having made the decision, it did not hold back.

The ceremony was to take place in a large park in the middle of Manila, on one corner of which a covered grandstand offered comfort and shade for officials and guests. The rest had to stand, and because Manila is hot and humid virtually from the earliest ascent of the sun, the program was to commence at eight in the morning. A semi-circle of flag poles, one for each member of the UN graced the front of the grandstand. These in turn were attended by Boy Scouts and Girl Guides. After appropriate speech making, the band was to strike up the UN anthem, the Boy Scouts raise flags, and the Girl Guides release doves.

The Consul General, who was not born yesterday, decided that my wife and I would be appropriate representatives, and so we joined our diplomatic colleagues on the grandstand at the appropriate hour. All of

us were impressed by the thousands who had turned out for the ceremony. In those bygone days, a gathering of diplomats could still attract interest, but the attendance was, nonetheless, surprising.

Needless to say, things did not get going on time. The Foreign Minister was a bit late. Various arrangements seemed to require last minute amendment, and what with one thing and another, the sun was well into the sky by the time the first speech commenced. Too many speeches under too hot a sun began to produce a discernable restlessness among the crowd, noted by those of us sitting in shaded splendor but not apparently, by the speech makers. But, as all things human must, the speeches finally came to an end, the band struck up, the chorus sang, the flags began their ascents, and the doves were released.

Murmurs of approval quickly grew to a roar from a crowd that was clearly delighted to see and hear something other than speeches. The doves, hot and enervated from their incarceration in little boxes, rose as one, leveled in front of the grandstand, retreated from the roar of the crowd, flew into the welcoming shade and relieved themselves on the diplomats. Undignified shouts and screams from the honored guests drove the doves out to the crowd that again roared its approval, causing the birds to return to the shade. I cannot recall how many times the doves reversed field as diplomatic howls competed with roars from the crowd, but ultimately things began to wind down and everyone began to wander off.

Some of us decided to repair our dignity at the Army and Navy Club, where we were joined by the Foreign Minister, who suggested that a similar exercise was unlikely for the next year. ☺

Robert Gayner joined the Trade Commissioner Service in 1957. He served in Manila, Sao Paulo, Chicago, Wellington, Saskatoon (as a resource person to the U of S, School of Commerce), Moscow, Ottawa, and Toronto. He was then named Ambassador to Iraq and then Consul General in Chicago. He retired from federal service in 1986.

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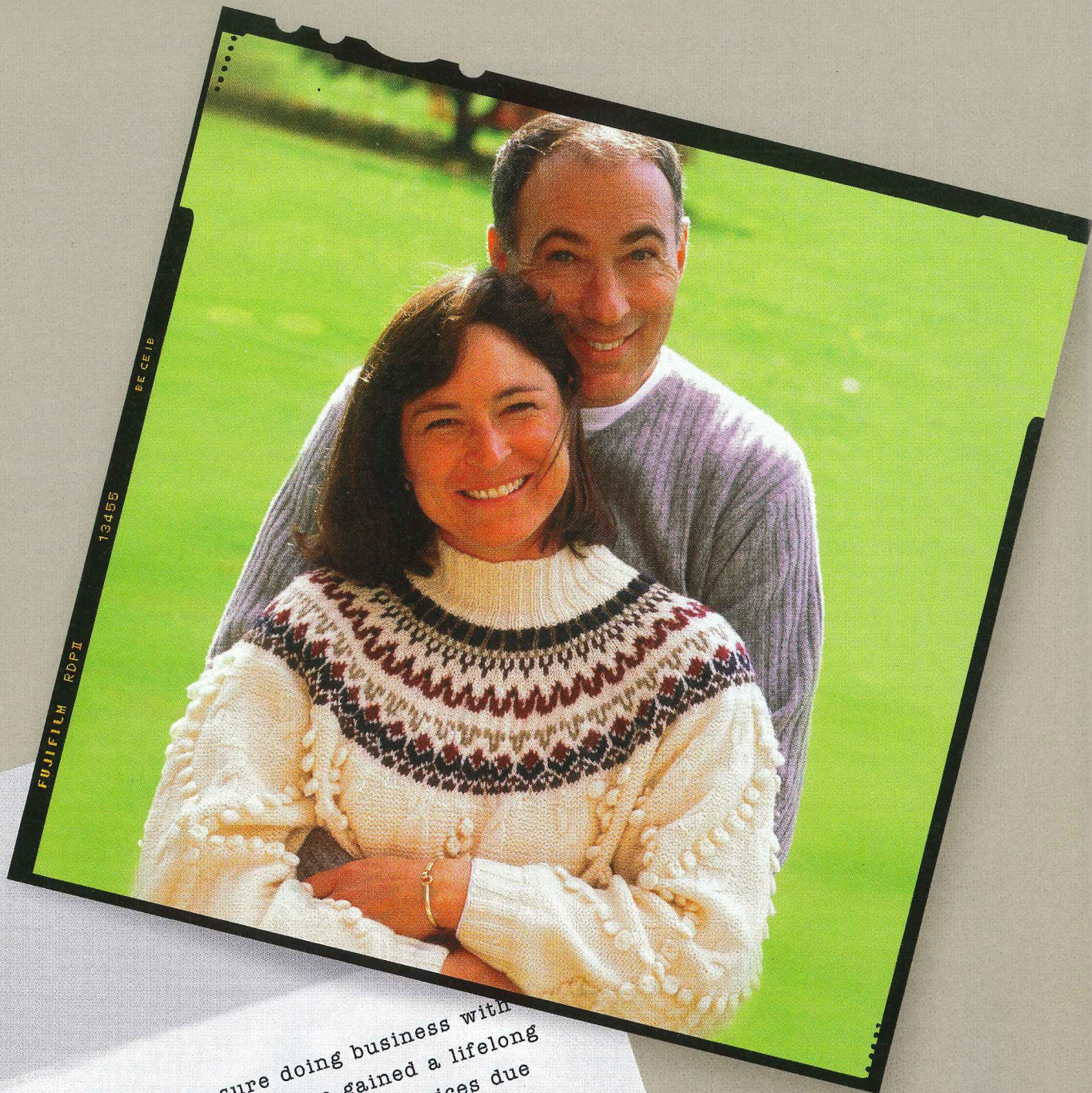
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Funeral Director in Dubai: A Consul's Other Related Duties

by Marilyn Langstaff

In 1993 I was sent to Dubai, United Arab Emirates, to open what was billed as a "mini-mission." Shortly after my arrival a tragedy occurred amongst the resident Canadian community. I received notice from the local police that a young musician named Michael had jumped from the 18th floor of a downtown apartment building. There was no indication of foul play but a full investigation was nevertheless required. As we were new in the region and had no previous experience dealing with these sorts of situations, I consulted my counterparts at other consulates and was counselled to present myself in person at the police station. Apparently, being blonde and not exactly sylph-like would expedite the process. Accordingly, off I went to the station and was ushered into the presence of the Major in charge. Much desultory chatting occurred and eventually I explained that I was the Canadian Vice-Consul and that I needed his help to wend my way through the bureaucracy. I hastened to add that of course this would not be police bureaucracy, but rather all other forms of bureaucracy which might, or might not, exist in the Emirates.

My Major understood perfectly, handed me yet another cup of mint tea and informed me that he was assigning his best Captain to my case. He gave me a series of business, home and cellular telephone numbers for his colleague and insisted that I should feel free to telephone him whenever it was convenient for me. If the Captain failed in his duty, he would be punished severely for offending such a great country as Canada and such an august person as me, etc., etc.

My next task was to determine what to do with my poor Canadian's remains. With the help of headquarters personnel, we ascertained that Michael's mother could not afford the \$6,000 I had discovered it would cost to ship his body back to Canada. She also did not wish him to be buried on foreign soil and I, therefore, was instructed to have him cremated and to return his ashes to Canada. Unfortunately, being a Muslim country, there were no Christian or non-secular cremation facilities available in the city. All was not lost, though, as the Indian community sponsored a Hindu site where this could be accomplished, if one had the appropriate connections. There was a labourious process involved in order to convince the Hindu Benefit Association

that they should perform the ceremony for a person not of their faith but, fortunately, our secretary was from Goa. Doris had lived in Dubai for 22 years and no one could resist her when she set her mind to something. In due course, we sorted out all the paperwork, donations and fees and chose the only mutually convenient day when the cremation could take place. It was now up to me to have the police formalities completed by the assigned time.

My Major understood perfectly, handed me yet another cup of mint tea and informed me that he was assigning his best Captain to my case.

The Captain was as good as his Major's word and he guided me through the labyrinthian bureaucracy which ensued. I was required to formally identify the body, inspect the autopsy incisions, meet the Federal Prosecutor (for some inexplicable reason) and attest various pieces of paper with official looking stamps. The police investigation was eventually completed, after much pleading on my part, and more papers attested, one of which contained instructions to the morgue to release the body to me personally. It was necessary to despatch our Pakistani driver to locate a couple of labourers-for-hire who would not object to handling a body. Two fellow Pakistanis were found and we all went to the morgue to collect Michael's body. We wrapped his naked body in a clean, white sheet provided by one of the other local staff and settled him into the Consulate station wagon.

The crematorium was basically a fenced compound with a cement pad in the centre and some peripheral wooden seating for mourners. It was open to the elements and, although it was still mid-morning, the temperature had soared to almost 40 degrees Celsius. The idea was that we would take some of the "special" wood we were required to purchase and place it on the pad. Next we put

Michael on the wood and I covered him with a butter-like substance which I believe was ghee. More wood was arranged on top of his body. During this time, the obligatory Hindu priest chanted rhythmically as he circled the mound several times and tossed bits of coloured powder into the air. He then lit a joss stick and solemnly presented it to me, indicating that I should light the pyre. Apparently, this was a great honour as women are seldom permitted to perform this act. I did so and then retired to the seating area with the only other mourner, a musician friend of Michael's, whom I believe had taken drugs of some sort. This volatile chap was so distressed that he flung himself into my arms, sobbing hysterically and creating quite a scene, much to the puzzlement of the Pakistani witnesses and the Hindu priest. I consoled him as much as possible and together we sat through the next two hours waiting for Michael's body to be consumed, drinking warm Coca-Cola and pondering the meaning of life.

It takes several hours for someone to be cremated in this fashion so the driver and I returned to the Consulate until the late afternoon. In the meantime, another colleague had been sent to purchase a suitable container for Michael's ashes. At this point, the whole ordeal was beginning to be quite macabre and there were many tasteless jokes as to what would be appropriate. None of us meant any disrespect to Michael and the sad circumstances of his death, but it was a necessary release from all the tension we had endured. The driver and I went back about 5:00 pm to collect the ashes which had cooled to the point where we could scoop them up. We put them in the container, sealed the lid and arranged for a courier company to collect the last of Michael.

I was lucky that I was blessed with such a supportive local staff and that my host country officials were so understanding and accommodating. Although this was the first Canadian death I was required to handle, many other challenging incidents have occurred during my career. For any foreign service officer disgruntled with his or her lot — have we Consular Officers got a deal for you! ☺

Marilyn Langstaff has served in Lagos, Jakarta, Dubai and Dar es Salaam. She is now a policy officer in the Physical Resources Bureau at the Department of Foreign Affairs and International Trade.



Gilles Landry

1952-2000

Editor's note: The Green Room at Canada House in London, renamed the Gilles Landry Room, will be dedicated to Gilles' memory. It is the single largest reception room at Canada House and is also used for temporary exhibitions. This honour is a fitting legacy to Gilles' extraordinary hard work.

The following remarks were delivered by Mary Ellen Kenny, Special Assistant to the

Minister of Foreign Affairs, at the Memorial Service for Gilles Landry in London on June 9, 2000

I have been asked by the Minister of Foreign Affairs of Canada, the Honourable Lloyd Axworthy, to make the following statement on his behalf.

Dear Tristan and Jean-Noé, dear friends and colleagues of Gilles, dear guests.

I was profoundly shocked and deeply saddened when I learned, last Tuesday, of the sudden death of Gilles Landry. In the past four years I had come to know and respect Gilles and to count on his considered advice and assistance. Gilles worked closely with me in the context of the Commonwealth Ministerial Action Group (CMAG), particularly in its consideration of Nigeria and the strong campaign Canada mounted for the restoration of democracy in that country. His astute and informed assessments of the state of play and the recommendations he put to me for the Canadian response were invaluable and made an unquestionable and significant contribution to the resolution of this troubling issue. More recently he had travelled to Pakistan with me when I led a CMAG delegation to examine the situation in that country following the overthrow of its government. Here again, he was a valued counsellor. The morning he died so unexpectedly and tragically he was to have attended a special meeting of CMAG, called urgently to consider the situation in Fiji. His dedication to the ensuring the full implementation of the terms of the Harare Declaration in all member states of the Commonwealth never wavered. He will be deeply missed by his many colleagues who worked with him here in the High Commission, in the Department of Foreign Affairs in Ottawa, in the Foreign and Commonwealth Office, at the Commonwealth Secretariat, and at the British Council.

But if there is one single place where his absence will be most acutely felt it is in the building we now stand in to honour his life and his memory. The re-opening of Canada House by The Queen in May 1998 had Gilles' stamp on it throughout the long gestation of the project to its culmination and

Lettre de Premier Ministre Jean Chrétien

Ottawa 2000

Je suis à la fois honoré et profondément attristé de me joindre à vous pour rendre un dernier hommage à Monsieur Gilles Landry et pour souligner sa contribution extraordinaire à la diplomatie canadienne.

Tout au long d'une carrière diplomatique de 25 ans, Gilles Landry s'est employé avec vigueur et passion à défendre les valeurs et les intérêts du Canada. Diplomate et négociateur hors pair, il a aussi conseillé à la fois ministres et premiers ministres avec une rigueur et un jugement exemplaires.

La remarquable carrière de Gilles Landry s'est déroulée sous le signe de la polyvalence. Il s'est illustré à Abidjan, à Paris et à Londres, où il a joué un rôle de première importance dans la renaissance de la Maison du Canada. Champion des valeurs démocratiques canadiennes, il a grandement contribué au Groupe d'action ministériel du Commonwealth. À Ottawa, il a su mettre à profit ses immenses talents à la gestion des affaires fédérales-provinciales ainsi qu'à titre de directeur du Bureau du coordonnateur fédéral de la Francophonie, où ses efforts ont contribué à rehausser le rôle du Canada dans la francophonie.

Aline se joint à moi pour offrir, au nom de tous les Canadiens, nos plus sincères condoléances à la famille, aux collègues et aux nombreux amis de Gilles Landry.

Jean Chrétien

Lettre de Premier Ministre Lucien Bouchard

Québec, le 13 juin 2000

Monsieur Tristan Landry
Monsieur Jean-Noé Landry
72 North Gate, Prince Albert Road, Londres

Messieurs,

C'est avec consternation et une grande tristesse que j'ai appris le décès de votre père. Je tiens à vous exprimer ma plus vive sympathie à la suite de ce deuil qui vous frappe si brutalement.

Rien ne saura jamais vous consoler de la perte prématurée de cet être cher. Vous vous rappellerez toutefois qu'au-delà de tout ce qu'il vous a donné comme père, ami et éducateur, il a fait une carrière exceptionnelle de diplomate. C'est en cette qualité que je l'ai connu et apprécié. Mais j'ai également découvert ses belles aptitudes humaines. Son esprit d'équipe, son désintéressement et son très bon jugement ont notamment contribué à faire un grand succès du premier Sommet de la francophonie, celui de Paris. Son départ nous affecte tous.

Je vous réitère mes plus sincères condoléances que je vous saurais gré de transmettre à tous les membres de votre famille. Puisse l'affection de vos proches vous aider à traverser ces difficiles moments

Sincèrement,

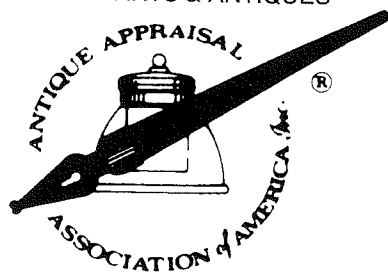
Lucien Bouchard

beyond. Gilles' vision and imagination are everywhere to be found in this building. He understood, right from the beginning, that this re-opened building had to be much more than a museum to Canada-UK relations and the Canadian presence in the United Kingdom. He knew and understood that it had to be a building for the twenty-first century. Hence the internet café, the touch-tone screens, the imaginatively chosen art work, the unforgettable opening ceremony where the best of Canada was here in the flesh, from some of its most distinguished writers, to members of Cirque du Soleil and Canadian rock stars. That this building is now the busiest and liveliest outpost of Canada abroad is very much Gilles' legacy. I want to honour that legacy in a way that ensures it lives on, as does the memory of the dedication, vision, and determination he brought to it. I have, therefore, asked that the art gallery/cinema/library be named after Gilles and dedicated in his honour.

Dear Tristan and Jean-Noé, my deepest and profoundest condolences on the loss of your father. He was an outstanding representative of Canada abroad and a distinguished public servant. He will be much missed and his memory cherished for years to come. Thank you. ☺

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Claude Châtillon 1917-1998

Claude Châtillon a servi le Canada avec distinction à titre tant de soldat que de diplomate.

Franco-Ontarien d'origine, il a grandi à Ottawa, fier de son patrimoine linguistique et culturel. Après sa graduation de l'Université d'Ottawa en 1941 et un bref passage au journal *Le Droit* à titre de journaliste, Claude est allé à la guerre comme lieutenant dans le Royal 22e Régiment (le célèbre Van Doos) et a éventuellement participé à les batailles pour libérer l'Italie des Allemands. Il a consigné ses mémoires de guerre, notamment la bataille décisive pour Casa Berardi, dans son livre *Carnets de guerre* publié en 1987 et fondé sur le journal qu'il a tenu tout au cours de son service militaire. Dans le documentaire *No Price Too High* télévisé il y a quelques années, chronique du rôle des Canadiens lors de la Seconde Guerre mondiale, on a mis un accent particulier sur son rôle dans certains des épisodes décrits dans son livre.

Après la guerre, il a été recruté aux Affaires extérieures en 1945 et est ainsi devenu membre de l'éminent groupe d'agents FS de l'après-guerre qui devaient être les artisans de ce qui devait être qualifié d'âge d'or de la diplomatie canadienne. Durant plus de 30 ans, il a représenté le Canada avec beaucoup de dynamisme et d'efficacité dans le cadre de sept missions à l'étranger : New York, Nouvelle Delhi, Paris, Seattle, Boston et Madrid. En 1975, il est devenu ambassadeur au Cameroun avec accréditation simultanée pour la République de l'Afrique Centrale, le Tchad et le Gabon. Il devait prendre sa retraite en 1978.

Nous avons été des collègues de Claude pendant un cours d'une durée d'un an au Collège de la Défense nationale, en 1956-1957, et notre souvenir de lui reste rempli d'affection et d'estime. Les participants au cours l'appelaient le «sénateur» Châtillon, titre que lui avait conféré notre collègue de la Marine américaine, sans doute parce

que la politesse formelle de Claude — jumelée au feutre et au nœud papillon qu'il portait habituellement lors de nos voyages à l'étranger — lui rappelait le Sud d'antan. Le comportement de Claude n'avait rien de militaire, et ceux qui n'ont connu de lui que le diplomate pourraient éprouver de la difficulté à concilier cela avec ses exploits en temps de guerre. Toutefois, les colonels et les brigadiers du Collège qui savaient reconnaître un bon soldat quand ils en voyaient un le tenaient en grande estime.

Nous avons aussi constaté qu'il était animé d'une très vive curiosité intellectuelle et qu'il tenait toujours à connaître le pourquoi et le comment des choses faisant l'objet de discussion. Il avait le don de déceler rapidement la prétention et l'obscurantisme. Le rang l'impressionnait peu, et nous savourons encore le souvenir de ses commentaires acidulés lorsqu'il arrivait aux «élites» qui nous enseignaient au Collège ou qui nous breffaient lors de nos voyages de faillir à sa rigoureuse norme d'honnêteté intellectuelle et de franchise.

Claude débordait de cette rare qualité qu'on appelle l'empathie. Ses collègues qui ont servi avec lui à Ottawa et à l'étranger n'oublieront pas, non plus, son intégrité, son zèle, son sens de l'humour et sa politesse à toute épreuve. Claude et sa charmante épouse Simone constituaient une véritable équipe pour le Canada, dans leurs missions à l'étranger. Ils ont eu trois enfants, qui ont tous connu de remarquables carrières.

Officier et gentleman, Claude est décédé à Montréal en décembre 1998. ☺

Sir James Murray est un ancien ambassadeur de Grande-Bretagne aux Nations Unies et vit à New York. Russ McKinney est un ancien ambassadeur du Canada au Mexique et il réside à Ottawa.

Books in Review / Critiques de livres

BETWEEN SILK AND CYANIDE: A CODEMAKER'S WAR 1941-1945 by Leo Marks

Reviewed by John Starnes

BETWEEN SILK AND CYANIDE: A CODEMAKER'S WAR 1941-1945 by Leo Marks, Harper Collins, Great Britain, 1998 and The Free Press (Simon and Schuster Inc. N.Y.) 1999, 613 pp.

Reviewed by John Starnes

John Starnes is a former Assistant Under-Secretary of State for External Affairs who later became the first civilian Director-General of the RCMP Security Service from 1970 until 1973. He has published five works of fiction. In 1998 his memoir Closely Guarded: A Life in Canadian Security and Intelligence was published by University of Toronto Press

Leo Marks has written a unique and interesting book about a little understood but very important aspect of the war between Hitler and his several allied opponents.

The book is interesting because of the clear light it sheds on the enormous impor-

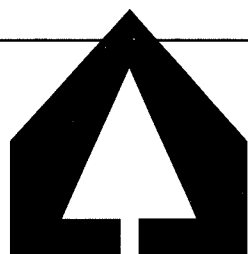
tance of being able to intercept and 'read' the enemy's communications, to use the knowledge thus gained in a timely fashion and to possess codes which could not be broken. For their successful continuation during WW II and thereafter the activities involved had to be shrouded in extraordinary secrecy. As few people as possible were permitted to know about them and only a very small minority had any understanding of their political, strategic and tactical implications or of their astonishing scope.

A quite unexpected bonus for readers is the early realization that Leo Marks was the only son of Benjamin Marks and his wife, the owners of Marks & Co., Booksellers, 84 Charing Cross Road, London, written about so delightfully by Helen Hanff in her best selling paperback 84 Charing Cross Road, (Avon Books, 1974).

At the beginning of World War II, at the age of twenty, Leo wrote to the War Office,

the Foreign Office and the Admiralty offering specimens of his home-made codes, hoping that on the strength of them and a loosely constructed curriculum vitae they might employ him. The responses were slow in coming. Impatient, Leo turned to a 'godfather', Major Jack Dermott O'Reilly, who worked in Special Branch of Scotland Yard and, like Leo's father, was a Freemason. Although O'Reilly clearly wasn't much interested in codes, Leo found himself invited to attend an interview at a code-breaking school in Bedford to discuss his 'suitability for certain work of national importance.'

Leo Marks became a codemaker for the Special Operations Executive (SOE) established by the British on 19 July 1940 and, as such, he became privy to a great deal about British/Allied intelligence operations against the Nazis in Europe and across the world. He also became deeply involved in the stupid, unnecessary and sometimes



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disastrous rivalries between various branches of the British, French and American intelligence gathering organizations. But particularly between the British Secret Intelligence Service (MI.6) and the Special Operations Executive.

His extraordinary knowledge and understanding of cryptology may be too detailed for the average reader's complete enjoyment but his sometimes lewd prose is delightful, entertaining and informative. The book is rewarding in the way it reveals a brilliant intellect, capable of poking fun at itself while pursuing with tenacity the conviction that SOE's codes for communicating with its secret agents were seriously flawed thus needlessly putting considerable numbers of them at risk of capture by the Gestapo and death. He tells the story with chutzpah (to use his own word). The accounts of his unusual activities aimed at circumventing the bureaucratic stupidities of various elements of the wartime British intelligence establishment are boisterously funny. He had a brain like quicksilver, the nerve of a canal-horse, the sense of humour of a London barrow-boy and the cunning of a stoat.

A measure of the man is to be found in the cheeky reply he gave to the British army

major heading the code-breaking school at Bedford. When asked what were his hobbies Marks replied, 'Incunabula and intercourse, sir.' The Random House dictionary defines the word as an interest in extant copies of books produced in the earliest stages (before 1500, of printing from movable type).

I only regret that I did not meet Marks when I was stationed at Canadian intelligence headquarters in London in 1942-43 when, among other duties, I was charged with seeking out members of the Canadian army who might be suitable recruits for SOE. He mentions a number of those in SOE with whom I had contacts, including Selwyn Jepson, their chief head-hunter who subsequently to my surprise and pleasure, also sought to recruit me, writing to Canadian Military headquarters to obtain my release. I willingly volunteered. However, at the last minute, after a date in 1943 had been agreed for me to join SOE for 'assessment and training', the transfer was aborted by someone at Canadian Military HQ, for reasons I never discovered. At the time I was angry and very disappointed. However, as Marks makes clear, by that time the Germans already had penetrated a number of SOE's networks,

particularly in France and, had I been accepted as a SOE agent, my chances of survival probably would have been even slimmer than I had believed them to be.

Marks also refers to Kay Moore, signals officer for Colonel Hutchison then head of SOE's RF section, which had been set up in 1941 to promote some sort of co-existence between General de Gaulle's BCRA (secret intelligence service) and the Free French National Committee. I believe Kay was Canadian and that she shared a flat in London with Alison Ignatieff (nee Grant), who also worked for SOE, and Mary Grey.

It is a good read, a fascinating, unusual bit of history. But it is much more than history. The lessons to be learned from it can be applied in Canada's present circumstances. I believe the book should be required reading for all of the Canadian ministers, officials and others whose work requires them to communicate and exchange information securely and mistakenly think they are doing so.

Even more important, however, I believe the requirement to read Marks' book should be extended to all those responsible for designing and implementing Canada's cryptological systems. 

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United States of Mind

Another Confederal Conundrum by A Aalto

Flashback: the offices of Premier Rialto Sleazewagon, who lounged behind his desk, idly rubbing the head of his adoring Doberman, Stockwell. Across from him were two henchmen: Wild Bill van Salmon, former Premier, travelling tulip salesman and master of disguise; and farm-belt necromancer Hay Presto. Hazily visible in a pentangle beside the latter was an apparition in a frock coat and top hat, smoking a large cigar. "So, Hay," said the Premier, "who is this guy?" The necromancer replied, "You asked for the savviest US politico I could — ah — dig up. I got you Boss Tweed of Tammany. If he can't get you elected President, no one can."

"And what has our advisor from the great beyond to tell me?" Sleazewagon enquired avidly. "That you are a complete fruitcake," replied Tweed. "That you haven't got what it takes to be President of the US of A. That as Canadian-born, you aren't eligible anyway. That you couldn't beat either of the two current candidates in an election for dog-catcher. And that I wouldn't help you if I could." The Premier smiled. "You know, I could always have Hay resurrect you completely and put your aged butt into long-term care in the province's health system..."

Wild Bill marvelled, "You know, I never realized a ghost could blanche." Tweed cleared his throat and allowed as how perhaps he could come up with some ideas. Just then, the door slammed open and Papa Jack Paridy burst in, an accordion slung from his shoulders. "All set, Chief," he said with a ragged arpeggio, "We're ready to cook." The Premier turned to Tweed and said, "Welcome aboard, then. Papa Jack has found you a home for the campaign."

Cut to the House of Commons in Ottawa, a month later. Debate proceeded on a private member's bill to declare Moose Factory a part of the USA, retroactive to 1902. The bill had no chance of passing. The private member whose name it bore was actually tied up in an Oka cheese warehouse outside the city, an ordeal from which she would need months to recover. Taking her place was a cleverly-disguised Wild Bill van Salmon, his imposture betrayed to the sharp-eyed only by the obligatory pencil-thin moustache and his trademark Meerscham pipe. As the voting was about to begin, van Salmon gestured to the ushers, who swung open the doors to admit Papa

Jack and his Gothic Zydeco Band — a far from euphonious collection of tubas, bagpipes and more traditional Cajun instruments, fronted by a tone-deaf fiddle-playing kangaroo and a circus callopie with Papa Jack himself at the keyboard.



Before the stunned onlookers could protest, the combo swung into the worst and loudest rendition of the "Ma Jolie Blonde" ever played. Chandeliers rained in shards from the ceiling, the Speaker's chair tumbled over backward with the Speaker still in it, and milk soured as far away as Aylmer. "This is hell with accordions," cried a security guard in pained awe. "Hell already has accordions, my boy," came the reply over a whiff of cigar smoke from the callopie. Finally the Band crashed to a halt. Threatened with an encore, the stunned members hastily voted the bill through. Confirmation by the Senate and signature by the Governor General were soon obtained. "Step one, check," murmured a gleeful figure in York.

Next scene: the US Senate, the following week. "My distinguished colleagues," rumbled the senior representative from North Carolina, "We have no need of a moose factory, particularly one from our socialist neighbours to the north. We already have all the American mooses we could possibly want." Just then a suspiciously lumpy-looking crew in the gallery threw off their ponchos to reveal concealed musical instruments (itself a violation of DC bylaws) and began to play, as the doors to the Chamber were surreptitiously locked from the outside. Half an hour later, Papa Jack leaned over the railing to survey the chaos below. "OK, people, you've heard what we can do to 'John Henry' and 'The City of New Orleans.' Anyone who wants to avoid 'The Wabash Cannonball' had

better vote that bill through NOW." One Senator gasped, "We're being railroaded!" But on being reassured that Canadian moose all vote Republican, the Senate passed the bill by a clear majority, confirming the earlier House decision. The

President signed two days later and the Sleazewagon campaign was in business.

Three days ago: main conference room at The Centre. Ace logician LDC Liebnitz addressed the distraught members of the Sleazewagon Action Group (SWAG). "If you think Premier Sleazewagon is a bad idea, try 'President Sleazewagon.' Try 'Commander-in-Chief Sleazewagon with access to the nuclear briefcase.' And he's getting close. He's given himself a US birthplace and he's about to blow the two other presidential candidates out of the water. I've asked Bugbyte to fill us in on his plan."

The elegant black Systems Administrator spoke up. "Sleazewagon has hired a top-notch computer graphics and Internet wizard named V Grep Mandelbug to create a video clip that will erase Goreman and Bushly overnight. Using computer-based photo-manipulation, the Republican candidate will be convincingly displayed opening an abortion clinic in Cuba with Fidel looking on, speaking out in favour of gun control and failing to spell the letter 'W'. His Democratic opponent will be seen personally emptying toxic waste into the Everglades, inhaling, speaking out against gun control and purchasing Arkansas river-front real estate. These images will be simultaneously broadcast on every US TV channel and piped directly to every Web browser on the Net. Neither candidate will ever recover."

Liebnitz picked up the thread. "This simultaneous distribution will be carried out through the new US Federal/Regional Emergency Electronic Broadcast and Internet Establishment being inaugurated next week in Washington. The Americans decided to invite a number of global broadcasting VIPs to attend the opening, but then for security reasons (and because some of them turned out to be dead anyway) decided to substitute US impersonators with security clearances. The Canadian group is made up of stand-ins for six former presidents of the CBC (Calgary Bubblegum Company):

Davidson Dunton, Alphonse Ouimet, Laurent Picard, Pierre Juneau, Patrick Watson and Perrin Beatty. What the Americans don't know is that one of their imposters will be an imposter — a Sleazewagon ringer who will take advantage of a diversion to take over control of FREEBIE long enough to send out the clip."

"Fortunately, we have a mole in Sleazewagon's operation. It seems there are some things that even necromancers can't stomach. The mole, an old classmate of Jimmy the Turk's, has sent us the name the ringer will be using, in the form of this puzzle." So saying, he handed out copies.

The following list provides clues to 23 words or phrases, each containing the name of a different US state. The first number or numbers divided by a slash indicate the number of words in the phrase and the length of each one. The final number after the dash indicates the key letter in that phrase. For example, 5/7-9 would mean that the phrase contained two words, five and seven letters long in that order, and that the ninth letter in the combined phrase was the key letter. Stringing out the 23 key letters in the given order provides the clue to the puzzle's answer.

(1) Spielberg hero: 7/5-3

(2) Hoagy Carmichael blues standard: 7/2/2/4-7

(3) Movie vehicle for Robert de Niro and Liza Minelli: 3/4/3/4-7

(4) Forty-niners' quarterback, 1979-93: 3/7-5

(5) Jackie Gleason movie role: 9/4-8

(6) Western lawmen — the man who rode Silver was once one: 5/7-7

(7) Lynyrd Skynyrd anthem title: 5/4/7-10

(8) One way over the Rockies for the Conestoga wagons: 6/5-6

(9) Grand Canyon maker: 8/5-7

(10) Jefferson's bargain buy from Napoleon: 9/8-9

(11) Where you catch the Chattanooga Choo-choo at a quarter to four: 12/7-7

(12) Rogers and Hammerstein title song, now the state anthem: 8-4

(13) He sang "Sixteen Tons" and blessed our little pea-pickin' hearts: 9/5/4-7

(14) A bluegrass hat or horserace: 8/5-7

(15) Island detective TV show: 6/4/1-4

(16) Twain's time-traveller: 11/6-9

(17) Snowy mountain chain east of Sacramento: 6/6-6

(18) Northwestern spud: 5/6-6

(19) Mamas and Papas chart topper: 10/7-9

(20) Author of Rip Van Winkle: 10/6-8

(21) Hot ice cream dish: 5/6-6

(22) New England socialist or chicken: 5/6/3-8

(23) Side- or stern-wheelers like the Robert E Lee: 11/9-12

"With this in hand," said Liebnitz, "we should be able to find the ringer and tip off the Americans to catch him before he can strike." And the meeting was in fact able to solve the puzzle quickly.

Final episode: the FREEBIE centre. Dignitaries mingle as they await the arrival of the President. The Gothic Zydeco Band, a last-minute substitution when the original group mysteriously vanished, is tuning up for a medley from the score of "Apocalypse Now" — potentially an even more appropriate choice than FREEBIE thinks. Just as the president's helicopter comes in sight, Papa Jack gives the down-beat and the FBI swoops on one of the visiting dignitaries. He drops the computer diskette he was just about to insert in the centre's control panel, rips off a rubber mask to reveal the inane smile and Meerschaum of Wild Bill van Salmon and evades their grasp by shoving the

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kangaroo in their path. The scene collapses in chaos as the band rips hell out of "The Ride of the Valkyries" and the tubas lay down a thick smoke screen that spoils the aim of the oncoming Feds. When the smoke clears, all that is left is a bullet-ridden calliope, from which come the fading words "Thank God that's over!" and a faint whiff of cigar smoke that quickly dissipates in the backwash of the landing helicopter. Stepping down, the President picks up the diskette, smiles faintly, and steps toward the control panel.

Can you duplicate the ace logician's feat by determining the 23-letter answer to the puzzle and indicating which of the six CBC imposters was Sleazewagon's ringer? Also of interest, but not necessary for the contest, can you provide the word or words corresponding to each of the 23 clues? **Bout de papier** will decide the winner by drawing from a box containing all correct entries received by October 31, 2000. The winner will receive a book prize autographed by A Aalto. ☺

Free-lance prestidigitator A Aalto has spent many happy years in the USA but continues to be amazed at the choices Americans leave themselves for President every four years. Still, as this puzzle suggests, it could be worse..... Thanks to TL for V Grep Mandelbug and to Wayne & Shuster for the Calgary Bubblegum Company.

NOTES FROM THE NEOLITHIC: ANSWERS

First Tablet:

"It's Only ROCK and Roll, But I Like It" (By the Rolling STONES)

Second Tablet:

- (a) Gertrude STEIN
- (b) Mazo de la ROCHE
- (c) Allan ROCK
- (d) ROCK of Ages
- (e) PIERRE Trudeau
- (f) STONE deaf
- (g) STONE of Scone
- (h) The ROCK
- (i) Cobble STONE
- (j) ROCKY Mountain House
- (k) ROCK bottom
- (l) The STONE Angel
- (m) Plymouth ROCK
- (n) Sharon STONE
- (o) Romancing the STONE

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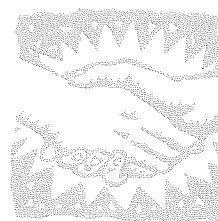
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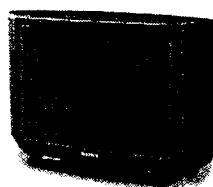
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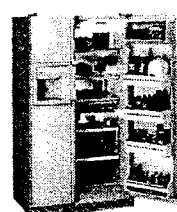
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