

haut de papier

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ARBITRATION

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FOCUS ON ALBERTA

MITCHELL SHARP RECALLS

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Guest Columnist

Our Family Afield



Pretoria

Front row: Margaret Riley, Ann Adcock, Edwin A. Willer, Edward G. Lee (Head of Post), Maurice H. Hébert, Margaret George, Paddy Walsh.

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Absent: David Viveash, Janet Brons, Peter Cladwell, Nancy Coulombe, Hew Chin Loi, Abdul Hamid, Ismail Basha bin Jidon, Mohd. Farithullah Khan, Maheswaran, Lim Geok Khee, Lai Yoke May.

bout de papier

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Editorial Note

Given the bilingual background of our membership, PAFSO's policy for **Bout de papier** is to publish all articles in their original language. Subscriptions: one year, \$8.; two years, \$15. PAFSO itself remains at your service to provide any assistance you may require in the language of your preference. Opinions expressed in **Bout de papier** are not necessarily those of PAFSO.

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Portrait of an Issue

We have made radical changes to *Bout de Papier* during the past year. Our spring issue introduced our new magazine. In this edition aggressive advertising by our Business Manager, Debra Donaldson, has allowed us to introduce colour (literally, rather than figuratively: some would argue there has always been a lot of the latter). On suggestions from Madeleine Lamont, we have made some changes to our layout to make it more appealing.

There are also new features. Laurel Pardy has agreed to take on a regular column which will examine issues affecting the foreign service community, especially those of interest to the spouse. We introduce a Guest Column. Richard Doyle, the former editor emeritus of the *Globe and Mail* and recently appointed

Senator, is a member of the joint Parliamentary Committee examining the Foreign Policy Review. We asked him for his observations on the first stage of that process in which the committee spent its summer travelling from city to city to look at the merits of free trade with the USA and participation in SDI.

Alberta has a new Premier. We look at some of the activities abroad in business in that province. Ted Lipman spoke with Tom d'Aquino, this issue's *Homme D'Affaire*.

Mitchell Sharp has been associated as public servant or minister with every government since MacKenzie King and we spoke with him about his remarkable career in the service of Canada. John Holmes continues to participate in the conduct of Canadian foreign policy. We spoke with him a few months back in his office at the CIIA in Toronto. His book about Canadian-American relations, *Life with Uncle*, has just been translated into Japanese. Tommy Burns epitomized Canadian peacekeeping. He died in

September and his biographer, Michael Tucker, remembers the man and his career.

PAFSO has a new contract. It was not easily negotiated; for the first time in our history we went to arbitration. We look at the process and its outcome. Consular tales continue to flow into our office — keep them coming! Sidney Freifeld looks at the peculiarities of English or should we say Engcaise. A. Aalto is back with a baseball trivia quiz for those who have not forgotten those amazing Jays. Our book reviews have, alas, been held for our Winter issue.

IN OUR NEXT ISSUE

- Terry Cormier talks with Robert Ford
- Secretary to the Undersecretary, Pauline Sabourin on life with the Bosses
- La Belle Province Outre-Mer
- J.D. Graham tells of errant sons.

Colin Robertson
Editor

From the editor

A Pat, A Welcome and A Decision

They deserve a pat on the back. As quarterback, Margaret Huber assembled a team of talent and kept her eye firmly on the bottom line. Jon Fried may one day be Departmental Legal Advisor. His acerbic examination of witnesses was revealing and convincing. Researching our case was no easy task but Hark Kroll stuck it out. The facts and figures that he and his friends assembled for our negotiators graphically illustrated how far the Foreign Service has slipped in terms of monetary benefits.

The Arbitral Award of 3.75 per cent for each of the next two years of the contract goes some distance to rectifying the slippage the Foreign Service Group has suffered since it began collective bargaining in 1966. The recognition that some form of acting pay is deserved is a small step forward. The Arbitration Tribunal would not buy the Treasury Board argument that acting pay has a calamitous effect on the Foreign Service and its assignment process. A lump sum bonus for those at the salary ceiling in their level will have to await better times. The extension of vesting for severance pay from ten to 15 years will save the government a few pennies; it was a small price. The confirmation that performance pay shall be paid effective April 1 answers those who try to drive us to an early bargain with the argument that every delay will only cost us dollars.

With any luck the make-up cheques will arrive in time for Christmas and before the new year when the tax man can exact an even greater toll from our award. One main observation for the next round of negotiations: Treasury Board plays hard ball; the Queensberry rules do not apply. We need our best negotiators and we need to do our homework. It is statistics and hard facts that will prove our case should we have to go to arbitration. And unless Treasury Board is prepared to negotiate in good faith, arbitration offers our best hope for a fair settlement.

* * *

We welcome the appointments of Sy Taylor and Derek Burney to the Under-secretarial Office. It has been almost a decade since a careerist occupied the top job in the Foreign Service. Without reflection on those in that position in the intervening years — Alan Gotlieb, Gordon Osbaldeston, Marcel Masse, we believe that during a period of economic restraint and resource scarcity the general interests of

the career foreign service will be well served by experienced hands completely familiar with the peculiarities of the foreign service.

* * *

At the Annual General Meeting a number of questions were raised about the increase in *Bout de Papier's* budget; the expanded length has roughly doubled our costs from \$12,000 to \$24,000 for four issues. In addition, a change in PAFSO budget procedure means that *Bout de Papier* has to pay its own postage. This raises our costs by additional \$4,000 a year. We have partially offset the higher costs through an increase in advertising; we now bring in about \$6,000 compared to \$2,000 last year. Nonetheless, it seems likely that *Bout de Papier* will always require financial assistance from PAFSO. *Bout de Papier* remains an experiment. Each issue costs each member roughly \$5. You must decide whether it is money well spent.

* * *

Finally, a small regret. *Bout de Papier* depends heavily on the excellent resources and obliging staff of the Pearson Library. The clipping service in particular has saved many a faux pas and provided many good story ideas. It is slated for the chop because of 'cutbacks in human resources'. Too bad.



Letters to the Editor:

Bout Wins Praise

Thank you very much for your letter of August 6 together with a copy of the summer issue of *Bout de papier*.

I have very much enjoyed reading this most interesting publication.

R. Roy McMurtry
High Commissioner
London, England

FSO Should Be Heard

Thank you for sending me the copies of *Bout de papier*. It is interesting to contrast the 1968 Robertson Review performed as it was in relative secrecy with the open process of consultation adopted by our Committee.

As you know, Phase I of the Special Joint Committee will address only the issues of Canadian involvement in the Strategic Defence Initiative and Bilateral Trade with the United States. This Phase will consist mostly of regional consultations with key groups in Canadian society.

As much broader range of Canadian foreign policy concerns will be addressed in Phase II. It would seem appropriate that the view of Foreign Service Officers be heard as part of that Phase.

Tom Hockin, M.P.

Corrects Notes

Thank you for your letter of August 12 and for the attached copy of the summer issue of *Bout de papier*. I have read it through with great interest and congratulate you on the quality of your articles and editing. It is obviously a publication capable of making an important contribution to the esprit de corps of the Foreign Service.

Incidentally, the biographical notes at the end of the article "Today's Diplomacy" aren't entirely accurate. I joined the Foreign Service in 1946, not 1959, and served at the U.N. in New York as well as in London, Tokyo, and Paris. I retired, not from Bonn but after my tour as Ambassador to NATO in Brussels.

With best wishes for the future success of your work.

John G.H. Halstead

Congratulations Bout

Thank you for your letter of June 21 which was awaiting me upon our return recently from a fortnight in France.

I found the March issue you kindly sent me most interesting, and particularly your interview with Charles Ritchie. It was delightful. You and the Advisory Committee are to be congratulated.

John Starnes

Vital Forum

I have read with interest and enjoyment the copy of *Bout de papier* that you sent me last month. I am delighted by this initiative, especially because it has the potential to provide the Foreign Service community with a forum for frank exchanges of controversial ideas. While always important, I think such a forum will be particularly vital in the difficult times that will face Foreign Service Officers during the next few years.

I wish you all the best.

P. Michael Pitfield
Power Corporation of Canada

PARDY'S CORNER

by Laurel Pardy

Foreign service people, diplomat and support staff alike, come from all corners of Canadian society. Undaunted, they valiantly learn the rules and social forms of a bygone era that lingers on only among the very rich and the diplomatic corps. Dabbling in nostalgia is fun but it puts us in conflict with the reality of Canadian family life.

Who joins the foreign service? Where do they come from? There is no single answer, or even a majority answer. They may share a few character traits but not a common background or ancestry. A girl who grew up in rural P.E.I. or Victoria, B.C., who attended public school and Mount St. Vincent University or Haverhill College and Queen's University; a boy from Chicoutimi and a boy from Mount Royal may all find themselves in diplomatic drag, hobnobbing with the hoipoloi.

Until recent years the pervasive traditions of the service squeezed these diverse people into similar molds, but too much is changing too rapidly for the old ways to persist. There are too many unique people with an unwillingness to submerge their individuality, there is too much happening in society for a miniscule segment to resist the pressures. Why should it resist? Presumably, the foreign service represents the best of Canada. Should it perpetuate a reality that is outmoded? Many, if not most, foreign service people assigned overseas are required to establish a style of living different from that with which they grew up.

By osmosis, everyone learns about precedence and protocol, seating plans and calling cards, shaking hands and taking off one's shoes, multiethnic communication and crosscultural adaptation, inventories and lift vans. All this is stimulating and exciting, but the cost of the experience keeps increasing. To individuals and to governments, the cost in terms of an increasingly artificial lifestyle, of interrupted or lapsed spousal careers, of failed marriages and substance dependencies, of personal debt and of transporting people and property may eventually outstrip the usefulness of the traditional style of foreign service.

Depending upon the assignment, housing may be much grander, or less amenable; one's living arrangements may be the subject of local curiosity and gossip; one may experience the insidious nature of an inflated status; social activity may take on aspects of the grandiose, or, conversely, cease to exist; diplomatic personnel cease to be private citizens and become characters

out of a Noel Coward play. If there is a representational aspect to the overseas assignment, there is often a large financial outlay for clothes and hospitality hardware.

There are a plethora of variables, but some effort must be made to assess the changes and plan for the future. At a guess:

- the days when only sons of wealthy families join External are gone — foreign service personnel come from all segments of society and regions of Canada,
- the number of women in the foreign service will continue to grow,
- the demand for career couple opportunities will increase,
- more spouses will refuse to allow the foreign service life of the employee to interfere in their personal lives,
- the cost of fulfilling representational hospitality in the old way will continue to increase and become less feasible for many individuals and governments,
- more two career families will emerge and make assignments overseas less attractive for employee families.

The nuclear family will continue to exist, but there will be many options and variations: single parent families with either male or female heads; homogenous families with or without children; multiparent families; blended families; dual-tracking marriages; commuter marriages; split families with shared custody; families where the nurturing/accompanying spouse is male.

It is also becoming clear that the person who remains at home to raise children risks financial insecurity and real poverty in old age.

As children grow older, the aspirations of the stay-at-home parent change and imaginative options will be explored to allow them to use their skills, expand their experience and secure a financial future: job sharing; more part time opportunities with better benefits; more self-employment; more late careers; more demand for training/retraining/continuing education; more opportunities for employment while remaining at home. Avant-garde options will become acceptable and people will come to feel that freedom of choice is an inalienable right.

There are two basic tenets of foreign service life — rotationality and representationality — and it is around these that the conflict will revolve. That is not new, they have always been the linchpin in foreign service dilemma and distress. Paradoxically, they are also its main attractions. However, any adjustment to the new circumstances,

that requires the spouse to other than be an appendage, begins to fall apart as any solution tries to incorporate them. Will there continue to be enough compensations in the lifestyle to offset this?

Lifestyle options and career concerns for spouses are rapidly being joined by a third major consideration for families assigned overseas. Civil unrest, political instability and terrorism are increasingly factors in the rejection of an assignment. And, if Geoffrey Pearson, Executive Director of the Canadian Institute for International Peace and Security, is right, this trend toward unrest will continue to grow as the disparity between the haves and have nots becomes even more obvious. These troubled spots are, of course, exactly the places where on-the-spot, person-to-person interface and reportage are most needed.

Regardless of what solutions people devise to meet their changing situations, can we reasonably insist that host countries provide conditions of life for Canadian foreign service personnel that conflict with local practices? Can we reasonably expect tolerance for lifestyles that offend local mores? How far can the department be expected to act like a benevolent godfather, cushioning us from social change and ensuring our progress toward a comfortable retirement?

Easy, almost unavoidable, access to a smorgasbord of ideas and options has diversified and changed individual goals and expectations in North America to such an extent that even the adaptable and ingenious foreign service family is hard pressed to accommodate them.

Trying to evolve individual lifestyles today is like buying shoes for a toddler. Before he learns to walk in one pair, his feet have grown too big and you have to buy another pair. None of them ever become broken in and comfortable.

Until we individually and collectively revise our concept of what diplomatic life should be, we will never resolve the dichotomy between what our foreign service life demands, and the pressure society puts on us to achieve our potential as individuals. We will always feel guilty of doing neither job properly.

Although the trend is most obvious to us in North America, the traditional patterns of society are following the inexorable path of change in every country. It is the differing pace of change that will cause the problems. Someone is going to have to decide what form Canadian international diplomatic representation is going to take, because the day when an upper class male foreign service officer, wife and children form a family unit in which mother bakes apple pies, prepares elaborate representational dinners and arranges charity bazaars as other than a sideline, is gone.

Guest Column

Richard Doyle was named to the Senate in March by Prime Minister Mulroney after a long career with the *Globe and Mail*. He is a member of the parliamentary committee looking at the foreign policy review. We asked him for his impressions on the process.



Doyle

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Hear the People

Tuesday morning and rain. October in Ottawa.

The mail brings a recent issue of *Behind the Headlines*, published by The Canadian Institute of International Affairs. It comes with the compliments of Tom Hockin, M.P., who, with Senator Jacques Flynn, chairs the Special Joint Committee on Canada's International Relations.

The committee interim report went to the printers in late August — a somewhat breathless account of opinions derived from 120 invited witnesses and 200 citizens who came to testify on their own or on behalf of organizations who quite fervently believed they had something to say about Canadian foreign policy, and the right to say it to the six Senators and 13 Members of Parliament, who were committee members, and the 15 parliamentary representatives who joined them along the way.

Gutsy stuff, eh? An unexpected offspring of the Green Paper, Competitiveness and Security: Directions for Canada's International Relations.

In phase one, the committee would look at two issues, bilateral trade with the United States and Canada's participation in research on the strategic defence initiative.

Was the committee's appointment simply a device to buy time while the government considered the advice of others reporting directly to the Cabinet? There were critics who made this argument and demanded that all relevant studies be placed before the committee, where Cabinet had received them or not.

The arrival of the Institute of International Affairs' compendium of last summer's response to the Green Paper puts the mind back to early doubts.

Consider: John Best, *Canada World News*, "It is hard to conceive of a Canadian government making foreign policy on the basis of a parliamentary committee's recommendations — based in turn on the input of rank-and-file Canadians . . . There is no shortage of foreign affairs questions for a committee of parliamentarians to look at. The unknown factor is whether either Canadians or their government will be that interested in what it has to say at the end."

And consider: John Harker, Canadian Labour Congress, "I have a strong interest in the Green Paper serving its promised purpose: to facilitate a full review by a special parliamentary committee of the main components and objectives of Canada's international relations. This review must be a public process . . . the more union halls, service clubs and church basements reached by the Green Paper, the

better. Let those who gather there, read (the Green Paper) and frame questions or shape conclusions; let them press them."

Was Mr. Best right in questioning what importance the government might place on the committee's hurried look at Canadian attitudes in the summer of 1985? Who knows about such things. Perhaps a political road show at election time can measure the impact of its deliberations but I doubt if that is so when three parties (all with some predetermined views) go from Halifax to Vancouver and listen more than they talk. There are possibilities that the exercise can be effective.

There is no news now in the fact that the committee (which often worked 12-hour days) came down on the warm side of freer trade with the United States and a "no" vote for direct involvement in the strategic defence initiative. Was our report entirely a reflection of what we heard on the road? Of course, it wasn't (any more than it was unanimous on all aspects of the issues we examined). But, as much as a rookie can reflect on these matters, I am certain no one of us came back with the same conclusions, we might have packed with our pyjamas and tooth brushes on the first trip out.

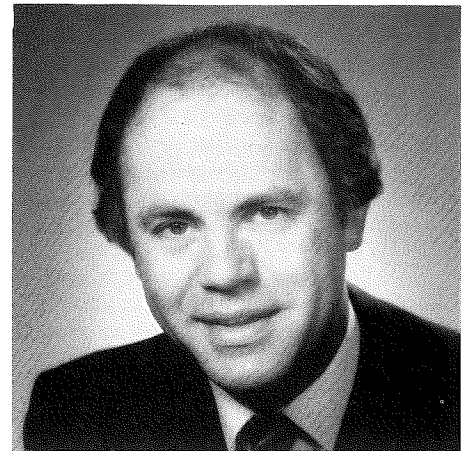
Was Mr. Harker right in arguing that, whatever we did, we had to communicate with people who want to be part of the process? He was absolutely right. The most vigorous complaints the committee heard were from the provinces where we did not meet. And there were grumbles, too, from the places where time was short to hear everything people wanted to tell us. If I were starting out again in the newspaper business, I'd open a few more pages to foreign affairs and the Canadian concern.

The need for some improvement in the communication of the pros and cons of foreign policy issues was noted in the committee's report. Regret was expressed that so many witnesses had relied on other (primarily American) sources for information on the issues at hand. Canada does not lack its own expertise, but that expertise is not always given the showcase it deserves or the attention it merits.



BCNI: National Issues Ahead of Business Concerns

by Ted Lipman



d'Aquino

Thomas d'Aquino is an Ottawa-based lawyer whose consulting firm, Intercounsel Ltd., is primarily oriented to international business. The Business Council on National Issues (BCNI) was originally one of Intercounsel's clients between its formation in 1977 and 1981, when Mr. d'Aquino became the Council's President and Chief Executive Officer.

The BCNI is the only organization of its kind in Canada, bringing together the Chief Executive Officers of 150 major companies. The Council conducts task forces on specific issues, issuing reports with a view to contributing to public policy.

The BCNI is an exclusive organization. According to Mr. d'Aquino, members are invited to join on the basis of their personal merit, not the fact that they are the incumbent Chief Executive Officer of a particular company.

The following interview took place at Intercounsel's offices in Ottawa, which also serve as the secretariat for the BCNI.

BOUT DE PAPIER: What are the principal objectives of the Business Council on National Issues?

D'AQUINO: The principal objective of the Council is to make a contribution, to utilize the expertise, the experience, the talent and the resources of individual chief executive officers and their companies in order to make a sound and effective contribution to the evolution of national public policies in Canada. The public policy areas that have been priorities of the Council, since I became President, are economic areas which include microeconomic policy, fiscal policy, monetary policy, international trade and industrial policy, energy policy, and competition policy. Policies dealing with labour markets and labour relations is the first major area. The second major area is the whole area of social policy, in its broadest sense, and that has involved us in areas such as pension reform.

For example, a detailed examination of the MacDonald Royal Commission recommendations dealing with guaranteed annual incomes has involved us in issues of unemployment insurance and other social programs, including education. The third major area is government organization and we have made a leading contribution to parliamentary reform, constitutional reform, senate reform, including work that has never been made public, such as major studies which are given to both the Prime Minister and the Leader of the Opposition on how the central machinery of government might be restructured. The fourth area is foreign policy and defence.

BOUT DE PAPIER: What areas of foreign policy is your organization involved in?

D'AQUINO: Of the four areas I have mentioned to you, many have important international dimensions. For example, all the work that we do for our task force on national finance involves very close examina-

tion of what is happening to the United States economy, and the economies of the OECD. Secondly, the task force on international trade deals exclusively with multilateral and bilateral trade problems. The idea of a trade enhancement agreement was born in this organization in early 1984, which is a long time ago, when you consider where we are now on that issue. If I may be immodest for a moment, I invented the term trade enhancement when I tried to come up with a term that was something less than free trade but a process and a set of policies that would lead to liberalized bilateral trade. In another area on the international trade front, every year, starting last year, we produce a major document which we give to the Prime Minister in anticipation of his departure for the economic summit.

In the area of labour relations and industrial policy we are very much aware of and are watching very closely what is going on in other countries. Likewise in the area of foreign policy and defence. That has



involved us in producing a study on defence policy which the Chief of the General Staff said was the most important contribution made by any private sector organization to defence policies since the Second World War. We have a very strong and healthy global outlook. We get out of the country often, and visit other countries, so we have very important international leverage.

BOUT DE PAPIER: One national issue that has been very hotly debated recently is SDI. Some have argued that government financial support for SDI research and development could have had considerable benefit for Canadian industry. What is your view or the Council's view on the government's recent decision not to finance Canadian participation in SDI research?

D'AQUINO: You may find this somewhat surprising but, as an organization, we refused to deal with the issue of SDI and refused to respond to the issue publicly. The reason we refused to do so is that we thought that SDI is a minor issue in comparison with the big issues that are facing this country, in terms of meeting its commitments to the North Atlantic Alliance, meeting its future defence needs and protecting Canadian sovereignty. We saw SDI as a side show, a red herring. Let's face it, research into military technology affecting space has been going on for 20 years. People are looking at SDI as if it had just started yesterday. It is regrettable, in my view, that

the President of the United States would have chosen to make SDI such a big issue. I think that making it such a prominent issue has given strength to the peace movements in Europe and all over the world. I think that is most unfortunate. There is no question that there would be some benefits, economic and military, to participation in SDI but our point of departure is that one should never discuss defence policy in this country on the basis of how many jobs it is going to create. The real issue is, do we have a realistic defence policy? Are we meeting our commitments? And if we are not, what are we going to do about it? As far as I am concerned, SDI is, has been, and should continue to be, a minor distraction.

BOUT DE PAPIER: One can infer from your description of the Council's interests that national issues are not necessarily business issues and vice versa. Are there any specific non-business issues which have been of major concern to your organization in the past few years?

D'AQUINO: I would say that most important of those are the issues touching social policy and social policy reform. We have taken a leading role in the country in arguing for the selectivity of social programs because we believe that, given the size of our soaring deficit, there are just not enough resources around to meet everyone's needs. Four or five years ago we embarked on a program of advocacy saying, let us give financial and economic assistance to people who need it. Let us take it away from those who do not. How you do that, whether it is through a draw back or literally removing any payments at all to upper income groups, is really not terribly important. The whole issue of pension reform and social retirement income is a critical issue, given that we are spending almost 50 billion dollars of taxpayers money a year on social programs. It is critical that we get it right, that we get not only more value for money. If we give better value for money, it will be a more socially progressive type of system.

The second major area is government organization. No business organization in Canada and very few private sector organizations have devoted as much time to the whole issue of reform of government institutions as we have. We have produced a major study on parliamentary reform which had a significant impact on the Clark government. If you look at the recommendations of the McGrath Committee, or at the general set of recommendations in favour now on parliamentary reform and go back to our original study in 1979, you will see that there is a high degree of similarity. Likewise our contribution to constitutional reform. Most people in this country yawn at the idea of constitutional reform. We felt that it was terribly important, because what is more fundamental to a country than its constitution? Likewise the issue of senate reform and, more recently, the whole idea of reform of crown corporations and the ways and

means of making the central machinery of government more accountable and more effective. Another extremely important non-economic area, and the final one is, of course, the whole area of foreign policy and defence. We have purposely kept away from doing a tremendous amount of what I would call the economics of defence. We focused mainly on detailed analysis of our defence commitments. What should our defence commitments be and are we meeting them? We are continuing to do work in that area and we will shortly be tabling a response to the paper of the Secretary of State for External Affairs on competitiveness and security where we will also deal with foreign policy issues not directly related to defence issues.

BOUT DE PAPIER: I would think that perhaps the aspect of foreign policy most important to your constituency would be foreign trade and our economic relations. Now the Neilson Task Force, as you no doubt know, is looking closely at the matter of subsidies and services to business and, within that context, the services given to businesses abroad. In your view, what are the strengths and weaknesses of support for business by the Canadian government in export markets?

D'AQUINO: I have done a great deal of international travel, and I have found our offices abroad enormously helpful. The only complaint that I have is that I believe that they have been too limited in the resources available to them. They have also had to serve too many goals at the same time. It is very difficult for a crackerjack trade officer to have to do some serious analysis of trade movements, of business competition and, at the same time, look after five visiting delegations from his home country. Now, I am not for a moment suggesting that one of those things is much less important than the other, but I do not think that the resources that we have applied have been adequate.

There is a second point, and this very much struck me when I recently visited Hong Kong and I had an opportunity to see the degree of fire power that the Hong Kong Trade Development Council has at its disposal. Here is an organization that is fully computerized, that has about 96,000 members, that has tapped into markets all over the world, that has as many as 50 people updating data and information on various markets and buyers around the world and even the specific names of number two's and three's in some of the departments and the shops that are buying from them. When I saw the speed and degree of accuracy with which tiny little Hong Kong was able to do this, I said to myself, why isn't Canada doing something like this, given that 30 per cent of our GNP goes to export? To say that Canada is large and has provinces, a federal government, and territory 4,000 miles long, while Hong Kong is only a small place, I think is gilding the lily. We have Northern Telecom in this

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country, advanced electronic capabilities in this country, and there is absolutely no reason why the very good people that we have in the trade service should not have more fire power behind them in order for us to better service the requirements of business abroad.

BOUT DE PAPIER: Given that the business community, and your Council in particular, has a role to play in contributing to the formulation of Canadian foreign policy, I can see where contradictions might develop in what the business community may perceive to be in its interests, such as lucrative foreign investment opportunities in the third world, versus Canadian foreign policy with wider implications, such as trade sanctions against South Africa. Do you ever find yourself caught in the middle of issues such as this?

D'AQUINO: To date, we have had no serious conflicting goods and demands within the organization. The reason why that has not arisen in the case of South Africa is that we have not dealt with the South African situation. And we have not dealt with the South African situation not because we are afraid of it but, quite frankly, because our plate is full of so much work and so many issues that we have to be extremely selective about what we address. We have not gone out of our way, given the fact that the South African situation has exploded, to say we must now address that issue. Insofar as trade with the Third World is concerned, I think there is a strong consensus among the business leaders in Canada. First of all, the issue of Third World debt is a very serious problem, and we have got to deal with that in a very rational and cool way. I think the attitude of the major chartered banks that are key members of our organization is to a large extent reflected by the other chief executive officers in the organization. That is, we have a basic interest in ensuring that the economies of the Third World remain buoyant, that they are able to, albeit much more slowly, meet their debt requirements, and that they have the benefit of liberalized trade. When we make the case for liberalized trade, it is not just because we say it is good for Canadian industries. We also argue that it is good for the Third World and good for everybody. I cannot think of any instances, going right back to 1981, when I became President, where foreign policy issues have resulted in serious internal conflicts in the Council.

BOUT DE PAPIER: Would you describe the Council as a lobby group?

D'AQUINO: It is often referred to as a lobby group, or a blue chip lobby group or a big business lobby group. It depends on how one defines lobby. In the broadest sense of the word, the Archbishop of Canterbury, the President of the Canadian Labour Congress, the Ambassador of the United States, just like the President of the BCNI, are all lobbyists for one cause or another. So

what we mean by that is, do we have a mission to take our ideas and to actively seek to influence governments and public opinion with our own ideas? Yes, in that respect we are lobbyists. But, if what is meant by the word lobbyist is the narrow sense of the word, then we are not. We have a specific narrow set of concerns which we feel we have to defend. In that respect we are really not a lobby group at all for the very simple reason that, as you pointed out, we are an organization that says that there are national issues that have nothing to do with business issues. Consequently, the positions that we have taken on parliamentary reform, on social reform, on foreign policy and defence, and some of the positions that we have taken in the whole area of industrial relations, have very little to do with what Imperial Oil or the Royal Bank or the CPR would like to see. What we attempt to do is to rise above the day-to-day concerns of individual companies and try to deal with what we believe is best for the country as a whole. Sometimes that happens to be good for business. Not always.

BOUT DE PAPIER: As you have pointed out, the BCNI has been described as a blue chip lobby. National issues are not only a concern to big business but also to small and medium-sized businesses. Is small and medium-sized business in any way represented in your Council?

D'AQUINO: The membership of the Business Council is primarily and ultimately made up of very major enterprises. To give you an idea, the 155 companies that make up the Business Council represent about \$660 billion in assets, which produce about \$240-250 billion in sales every year and those companies employ about 1.5 million Canadians. Considering that there are about two million business people in Canada, and considering that the 155 members who make up the council represent over 65 per cent of Canadian business, you get an idea that most of those firms have to be very large and rather dominant.

BOUT DE PAPIER: Are there any particular current policies which you think are directly attributable to the Council's lobbying or task force studies?

D'AQUINO: That is always a very difficult question to answer, but let me mention a few areas where I think that we have been successful in influencing the public agenda. I believe that the general commitment in the latter days of the former government, and in the current government, to the idea of a small government and a more effective government, to the idea of more effective social programs, to a determination that we have to do something about our national debt, our exploding deficits and the general economic philosophy surrounding that, going right back to the six and five program, is indicative that our organization has been influential and has been listened to.

I should be quick to say that one of the

most important things for us has been homework. We are pathologically concerned about homework. We have access to some of the best brains in the country and we use them. We make sure that what we say is carefully thought out in advance of saying it. We are very conscious of the fact that in years gone by, before the BCNI existed, business often had the reputation of shooting from the hip, of being too self-centered and not really concerned about the big issues. Another area where I think we have had some influence in shaping the public agenda, both in government and in the public, is Canada's need to bolster its defence capabilities. Another area which continues to have considerable currency is the need to reform government, to achieve a more accountable government, a more effective set of parliamentary institutions than the ones we have. I think we have

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played a leading role in shaping the trade policy agenda. I mentioned to you earlier that we came up with the idea of a trade enhancement agreement. We first talked about it in the autumn of 1983 and we published our trade enhancement agreement in early 1984. A concentrated enhancement now has a pretty high degree of currency. Another area where I think we have had some impact is the whole area of pensions. We have devoted a considerable amount of time and effort to try and develop a coherent pension policy for Canada and, if one looks at the pension policy which is on the books right now, and looks back at some of the things we have recommended, there is a high degree of coincidence.

Finally, we have spent a great deal of time on competition policy reform. The last bill that the former government introduced, which died on the order table, again had a high degree of coincidence with most of our recommendations. Likewise, the final combines bill that will be tabled in the coming weeks will probably reflect a lot of our recommendations. I know that I may not sound terribly modest in saying this, but we can take some satisfaction in knowing that we have been listened to.

BOUT DE PAPIER: Do you find that the Conservative government has developed a different philosophy towards business over the past year?

D'AQUINO: If one looks at the composition of the membership of Parliament among the governing party, and one sees how many of those people are business people, one would have to conclude that philosophically the Progressive Conservative government is more at ease with business. I think that the Minister of Finance has the confidence of the business community, and has a doctrine and philosophy that the business community generally, and the BCNI specifically, is comfortable with. I think the Prime Minister has demonstrated through being easily accessible and through frequent contact that he has a good working relationship with the business community. All in all, I would say that under the present government the relationship between business and government is an easier one. But these are very early days. I am not at all convinced that the relationship between business and government, even under a Progressive Conservative government, will always be rosy or that it will be easy. I can see occasions in the coming months where we will disagree, and I think it is terribly important for business and government to understand that, simply because there is a Progressive Conservative government in power, does not at all mean that somehow, somehow, business must always agree with the government. That will certainly not be our policy.

BOUT DE PAPIER: Where do you foresee areas of conflict or disagreement?

D'AQUINO: I see many areas of healthy differences of opinion. We would like to see



more done in terms of meeting Canada's commitments to the North Atlantic Alliance. Again, the direction is right, but has the government gone far enough? The answer is no. We would like to see the government do more about getting its fiscal house in order. Again, the direction is right, but we would like to see them do more. To those who say, is there not a contradiction in suggesting more spending on defence and still getting our fiscal house in order? The answer is no. Because if the government accepts our position on dealing with a variety of other expenditure programs, including economic and social programs, that would result in a reordering of economic priorities that would enable us to spend money more wisely, more frugally, and to put money in areas which are now simply being starved because there is not enough money, so we are being told.

BOUT DE PAPIER: Such as defence?

D'AQUINO: I have mentioned defence for one. There are conceivably, if we move into a free trade or free trade relationship with the United States, possibly substantial sums of money which may be required for transition purposes, adjustment policies, retraining policies. Again, how are you going to do that effectively if you are up against the wall and see that trend line going up instead of going down?

We are not against the idea of spending more money. What we are in a favour of is reordering our economic priorities so that we spend money more effectively without, at the same time, raising our deficit.

BOUT DE PAPIER: You have recently gone on quite an extensive tour of Asia. You referred briefly to your visit to Hong Kong. Was this your first trip to that part of the world?

D'AQUINO: It was my first visit to south east Asia.

BOUT DE PAPIER: Did your trip through Asia leave you with any impressions which you think are of value to your members?

D'AQUINO: Well, like everyone who goes to that part of the world, I was enormously impressed by the economies of Hong Kong, Malaysia, Thailand and Singapore. One sees in that part of the world a tremendous burst of creativity, aided and abetted by a very strong commitment to excellence and to hard work. I see that part of the world, combined with Taiwan, Japan and China, as posing an enormous challenge to the rest of the industrialized world. I am not enormously optimistic that given the kind of policies that we have in Western Europe and North America that we are going to be able to meet that challenge with success, particularly when China fully awakens. If the policies of the present leadership in China continue, and you add the potential of China to what is going on on the periphery of China, I see the industrialized West being in a position of constant erosion. I see these so-called new industrial societies, as some people call them, growing at a tremendous rate now without many problems, and already becoming collectively a very important economic force. I see this being done largely at the expense of the industrialized West. It is true that, as they grow and become more potent, they will create opportunities for the West, and I do not belittle the fact that there will be benefits there, but I see these export-driven societies achieving a great deal much more quickly than many Western countries.

BOUT DE PAPIER: Mr. d'Aquino, thank you very much. △

A Remembrance

GENERAL TOMMY BURNS



(Photo courtesy of Public Archives Canada)

by Michael Tucker

Tommy Burns died on September 13 at age 88. He was many things: soldier, teacher, writer, scholar and bureaucrat. But most of all he was a peacekeeper and peace-maker. He dedicated his post-war career to service in the United Nations peacekeeping operations and disarmament negotiations. We asked Michael Tucker, a professor at Mount Allison University in New Brunswick, who will shortly publish the official biography of Lieutenant-General Eedson Louis Millard Burns, for a retrospective look at this famous Canadian.

In May, 1953, the United Nations was seeking a new commander for its Truce Supervisory Organization in the Middle East. The UN Secretariat had established certain criteria: a "retired soldier of general officer rank, not too old, and preferably with some judicial or other background in his military career. He must, in addition to being a good soldier, be able to act as an important negotiator and investigator in the delicate situation of adjusting differences . . ." UN officials also hoped that a Canadian would head UNTSO, to help adjust these "differences" between Arab and Israeli, and thus the call went out from New York to Ottawa to find the individual who possessed, in the words of an External Affairs memorandum, "in outstanding depth the qualities of toughness, impartiality and consummate tact required for this difficult post." The Chiefs of Staff in National Defence, much to the chagrin of Dag Hammarskjöld, found that in their judgement there was no Canadian soldier who could have met these rigorous requirements, and so the post of UNTSO commander fell to General Vagn Bennike of Denmark.

When the post became vacant once again, a year hence, the UN Secretariat again let it be known through informal channels that its strong preference was for a Canadian commander. The request was now put to the Department of External Affairs, and the recommendation of the perceptive Director of the Defence Liaison (1) Division for a successor to General

Bennike went unchallenged in Ottawa and New York. That October 2 Major-General E.L.M. Burns took up his first tour of duty as a peacekeeper in the Middle East. During his two years as chief of UNTSO, and his subsequent four years as head of the United Nations Emergency Force, he did indeed exhibit the "toughness, impartiality and consummate tact" which were the foundation of his reputation as an international civil servant. He kept the peace as best he could, in what he described as an always "most ticklish situation."

That the name of "Tommy" Burns did not register with defence authorities in Ottawa in 1953 was in a sense natural. He had left his military career behind him in 1945, to take up new duties as a senior administrator with the Department of Veterans' Affairs. Burns' 30 years as a soldier had by all accounts been distinguished by valour on the battlefield and by a dedication to the principles of military professionalism. He won the Military Cross in 1916 for bravery on the Somme, and in October, 1944, the Distinguished Service Order of the British Empire for his command of Canadian troops in the Italian Liri Valley. Yet if General Burns had one major fault it was his false modesty. He was a "hardrock" in army parlance, yet eminently fair; tenacious in holding to his convictions, yet as a shy man with a profound inner life. He had been dismissed from his command of the 1st Canadian Corps in Italy with indecent haste after the

honour of receiving the DSO, and no event was ever to prove more agonizing for him. In retirement Burns would recollect, calmly, that this command was by far his most important contribution as a Canadian public servant. Yet in 1949 he refused Charles Foulkes' suggestion that he return to military life with a view toward taking over as Chairman of the Chiefs of Staff. Sadly, Burns felt that he had lost respect among the Canadian military as a consequence of his wartime dismissal.

General Burns' activities after 1945 — with the United Nations, with peacekeeping, and with disarmament — all seem to suggest that he turned away from the military ethic. Yet he remained throughout his life a soldier in spirit. His postwar professional activities were seldom through design; his calls to civilian duty invariably came in the first instance from those who knew and thus respected him. By his own admission he was

Freifeld On: THE QUEEN'S ENGLISH

by Sidney Freifeld

Since *Bout de papier* certainly would not tolerate from its French-language contributors such linguistic blemishes as le weekend, le jogging, le gaz or le jazz, may I — a Toronto anglophone — use this space to demonstrate just how pure my Queen's English remains, untainted by Gallicisms after more than three decades in Ottawa.

I do not fancy myself as linguistic savant nor as a member of any élite. I hope I'm committing no faux pas, or gaucherie in writing for *Bout de papier* this way.

Consider this simply an aide-mémoire, rather than a démarche or exposé, written in a mood of nonchalance, even perhaps insouciance, but certainly not malaise. However facile this cachet may appear, I am not trying to create within PAFSO an impasse or débacle, or to inflict a coup de grâce by force majeure. This is simply a minuscule aide-mémoire from a retired

bourgeois entrepreneur, written with sang-froid in a spirit of laissez-faire.

To illustrate my theme, let me start with a résumé of a recent soirée in Ottawa to which I invited my familial entourage, as they wanted to be au courant in these matters. We went to my favourite pub, which I would not dignify with the term restaurant or bistro. I gave my group carte blanche to order as they wished but suggested they skip the buffet and prix fixe. After I consulted both the chef and the maître d' about the cuisine, we decided to order from the à la carte.

Not wanting, in my retirement, to appear nouveau riche, I didn't suggest apéritifs and, after consulting the sommelier, ordered simply a carafe of vin blanc and a demi of rosé.

It was a meal par excellence. We all started with pâté maison or escargots, and then split between the lobster bisque, potage de légumes et bouillabaisse. Next,

some crêpes or filet of sole almondine. Then, an entrée of steak minute or Chateaubriand. After a bit of soufflé, we had a tête à tête to decide on dessert. A parfait or tarte à la mode? A Charlotte Rousse or a Napoléon? A Poire Belle Hélène, marron glacé or something flambé?

After all this, we had a soupçon of liqueur, which we sipped with élan and topped with a demi-tasse of café filtre. In this ambiance we enjoyed real bonhomie, but what it did to our avoir du poids!

At an adjoining table, we noticed a very soignée dame, with her chic daughter and au pair friend from some lycée. There had been a minor contre-temps when their garçon, perhaps out of ennui, spilled some consommé on the crêpe de Chine gown of madame. The agile maître d', who was a former hotelier, cleaned up the mélange with a serviette and, with panache, presented madame with a lovely chemise and négligé.

Although the chassis of my car groaned en route, we drove to the Bijou and just made the matinée. We preferred loges to the mezzanine and saw the new répertoire of a rather avant-garde corps de ballet. It was a fine program by a versatile troupe, much better than last week's Vaudeville. As an encore, they gave a routine of léger des mains, with much finesse. My whole entourage was happy, and our esprit de corps intact.

En passant, I nearly forgot that the next day, after matins, I had to resolve a small affaire d'honneur involving a crétin from the Eighth Floor, as blasé and cavalier as you would expect from that ménage. He accused me of some canard and, in a state of pique, claimed I had offended his amour-propre. Out of this he sought to create a cuase célèbre, indeed a mêlée. The locale for our rendez-vous was behind my chalet. He showed up with an aide, probably hoping to render me hors de combat. Thank God I was on the qui vive.

I'll leave for my memoirs the details of this incident, in my own patois. Suffice it to say here that, with a bit of savoir-faire, I was able to achieve a détente, if not a complete rapprochement. At least, I am no longer his bête noire.

A propos of the renaissance within PAFSO, I hope this vignette, this pastiche will not be regarded as a mere bagatelle or divertissement, written by a blasé raconteur or boulevardier. Au contraire, I hope it will merit a plaque on the Eighth Floor, where I am no longer an habitué. I promise not to inscribe it with some nom de plume or hide behind some sobriquet. I shall sign simply: Your interlocuteur valable. Au revoir! △

Burns (continued from page 11)

in 1947 "shanghaied" into the hierarchy of the United Nations Association in Canada, although he quickly became a convert to the UN ideal of an international police force. And when the call came in 1959 to act as government adviser and chief negotiator for disarmament, Burns saw the position as a challenge and as a job that had to be done. At Geneva, however, he always felt, as he put it, "like a reformed drunk at a Salvation Army meeting." Had the choice been his and not that of his minister, he would have relinquished his disarmament duties in 1962 rather than 1969, in order to head up ONUC as Ralph Bunche hoped he would do.

Yet Mr. Disarmament, as Burns came to be known in the Geneva meetings, was a moralist. He was the conscience of the eighteen-power disarmament conference, not only in quietly urging his colleagues to get things done, but in his apocalyptic thinking. He wrote of the dangers of nuclear war: *Megamurder* was not what Maryon Pearson once told Burns she thought it was — a murder mystery. And he wrote as early as 1949 of the need for disarmament as the only way to obviate these dangers. The nuclear umbrella, he would write, "what a poor metaphor it is." Yet Burns, profoundly disillusioned with the changing role of the professional soldier in an era of nuclear deterrence, could never advocate unilateral disarmament, either by Canada or her allies. The disarmament measures he proposed stemmed from his soldiering and peace-keeping experiences, and his thoughts on

military strategy and ethics. Fearful of the delusion of a limited nuclear war in Europe, Burns warned about the dangers of deploying tactical nuclear armaments in that theatre and of the need for conventional alternatives. Here, as was so often the case, Burns was in the vanguard of Canadian strategic thinking.

Burns was remarkably accomplished, a veritable renaissance man — a soldier by training and sailor by design, gardener and pianist, administrator, peacekeeper, diplomat, lecturer, scholar, and engineer cum map-maker. His proficiency here won him the Order of the British Empire in 1937. He was also a rare bird, a Canadian military man of letters. Juvenal's words, from his *Satires*, had a personal meaning for Burns: "an inveterate itch to write, now incurable." His greatest work, *Manpower in the Canadian Army*, reflected his nationalist and professional soldierly concerns. Yet it was perhaps his years at the Royal School of Engineers and the Imperial Defence College in England and at Quetta, India, which most provoked his internationalism, his intellect, and his imagination. The man who mused upon "Manners and Morals for Modern Maidens," who wrote as Arlington B. Conway for H.L. Mencken's *American Mercury* and who vacationed with the controversial gadfly, who twice in succession won the coveted Bertrand Steward Essay prize for the best military essay in the Empire, who held his own in correspondence with the famous strategist Liddell Hart — these too were the attributes of the real Tommy Burns. △

THE GREATS:

We Interviewed JOHN HOLMES

Behind the ruddy-elfin features, owlsh eyebrows and sliding glasses are a pair of penetrating eyes that give a measure of their owner. Gentleman, scholar and diplomat, John Holmes embodies the talents and traits of all three professions.

Mentor to several generations of students of international affairs, John Holmes was born in London, Ontario, in 1910. After working as National Secretary at the Canadian Institute of International Affairs, (CIIA), he joined the Department of External Affairs in 1943 and was shortly thereafter posted to the Canadian High Commission in London as First Secretary. Later, after serving as chargé in Moscow, he headed the U.N. Division and he sat as Canada's permanent representative to the fledgling United Nations. Prior to his retirement from the department in 1960 he was Assistant Undersecretary of State for External Affairs. He then rejoined the CIIA as Director-General. He is currently Professor of International Relations at Glendon College, York University, and Research Director of the CIIA. John Holmes is the author of two collections of essays on foreign policy: *The Better Part of Valour* (1970) and *Canada: a middle aged power* (1976) as well as the two volume set *Canada and the Search for World Order* (1979, 81).

Bout de papier interviewed John Holmes at his office in the CIIA headquarters in Toronto.

BOUT DE PAPIER: Why did you leave the foreign service in 1960?

J. HOLMES: To become president of the CIIA. I had been with the CIIA before the war and I was taken on by External as a war-time temporary. They needed additional officers and anybody who had bad eyesight or was otherwise handicapped was eligible, so I joined intending to come back to the Institute at the end of the war. But by the end of the war with the expansion, I was in London and involved in the U.N. and they still needed bodies so I kept on for much longer than I had originally intended. The Institute subsequently asked me to come back in a new role in 1960.

BOUT DE PAPIER: Politics and the change of government played no role?

HOLMES: I had served the Diefenbaker government for two or three years. It wasn't like working with Pearson but it was an interesting time and I found it quite a challenge. Mr. Diefenbaker and Howard Green were interesting people with whom to work.

BOUT DE PAPIER: Looking back on your career what were the achievements?

HOLMES: What I spent more time on than anything else were international institutions in general, two in particular — the U.N. and the Commonwealth. I was not involved in the establishment of NATO although I kept in touch and I was in favour of what was being done.

The first job I had during the war was secretary of the post war planning committee where I worked on peace treaties, arrangements for occupation in Europe and Japan and the creation of an international institution. Later I was posted to London where I worked very closely with the British on the peace treaty and things of that sort. I was involved to some extent in the preliminaries with the whole summer of 1945 devoted to a discussion of the U.N. and then I was assigned to the Canadian delegation of the first General Assembly.

I later went off to Moscow for a while, then I went to Paris in 1948 when the General Assembly met there. We were on the Security Council then and I worked with General McNaughton. From then on I was involved in U.N. affairs practically all the time. I spent a lot of time in New York and for a couple of long stretches I was called acting permanent representative which is kind of a contradiction.

I was sitting on that hot seat when the Korean war started in 1950. That was quite a time. And I was there for the Suez crisis in 1956. The development of international institutions is very close to my heart.

BOUT DE PAPIER: You were there then when the compromise was made to admit the new members?

HOLMES: That's right. That was a great moment! By 1955 Pearson and Martin together, and the team in general, had acquired quite a position in the U.N. by their

skill, by their interest in compromise, by their trying to find ways and means to prevent confrontation, so that when the Suez crisis came along in 1956 we had some use. I remember very clearly going down to New York with Mr. Pearson. We arrived a little late. The Assembly was already meeting on the subject.

BOUT DE PAPIER: At this point had you been posted back to Ottawa?

HOLMES: Yes.

BOUT DE PAPIER: What were you doing in Ottawa at that time?

HOLMES: I had a brief interlude at the National Defence College from 1951 to 1952 and then from 1953 to 1960 I was an Assistant Undersecretary and I had responsibilities for the U.N., Commonwealth and the Far East. We had wide portfolios in those days because there were only four or five assistant undersecretaries. The U.N. kept me busy and I was back and forth to New York. The only time I ever sat on a Security Council seat was on the question of Lebanon in 1958. Charles Ritchie was our Ambassador but Charles was ill in Nova Scotia so I had to go down and sit in his seat.

But most of the time I was where I liked to be which was sitting behind, not having to make the speeches, but drafting little statements — making suggestions. I loved U.N. diplomacy. I hated New York but I liked U.N. diplomacy. We always talk about Canadian identity. I never quite understand it because you never had to worry about it there. Canada had a very distinct identity and nobody confused us with the British in the earlier days or the Americans later on, although we worked very happily with them. But there was something about that collaborative diplomacy. We knew we could be effective, we knew we could get things.

Paul Martin put together the majority on the new members in defiance of John Foster Dulles. All this talk about the way the Americans ran the U.N. is a gross overstatement. They certainly did not then. To do that you had to have lots of friends and you had to cultivate friends, you had to get contacts, not just among your own kind, and that was enormously interesting. I suppose, also, you couldn't help feeling that you were helping or trying to create a new world order.

BOUT DE PAPIER: What was in the back of your mind in terms of a vision of Canadian foreign policy? How would you define what you were trying to achieve?

HOLMES: There has been much talk lately about the suggestion that in the early days the Canadian national interest was sacrificed to internationalism and that somehow Mr. Pearson was running off trying to save the world when he should have been at home saving us from the Americans. I think that was utter dribble. The assumption for a long time after the war was that there was no Canadian national interest higher than that of a peaceful world in which we didn't have to produce an army

and which would then enable us to be a great trading nation.

I don't think anybody thought of this as unselfish. That was a priority and there was strong feeling that before the war we'd been too passive. Now we really wanted to be constructive. Consequently you got this great Canadian interest in constructing a firm basis for the United Nations and the transformation of the Commonwealth from an old Empire, which might have become nothing but a kind of pleasant old boy's association, into something that was of considerable relevance to the changing world, and finally NATO which to some extent seemed like a retreat from the ideals of the U.N. but which in fact was true to it.

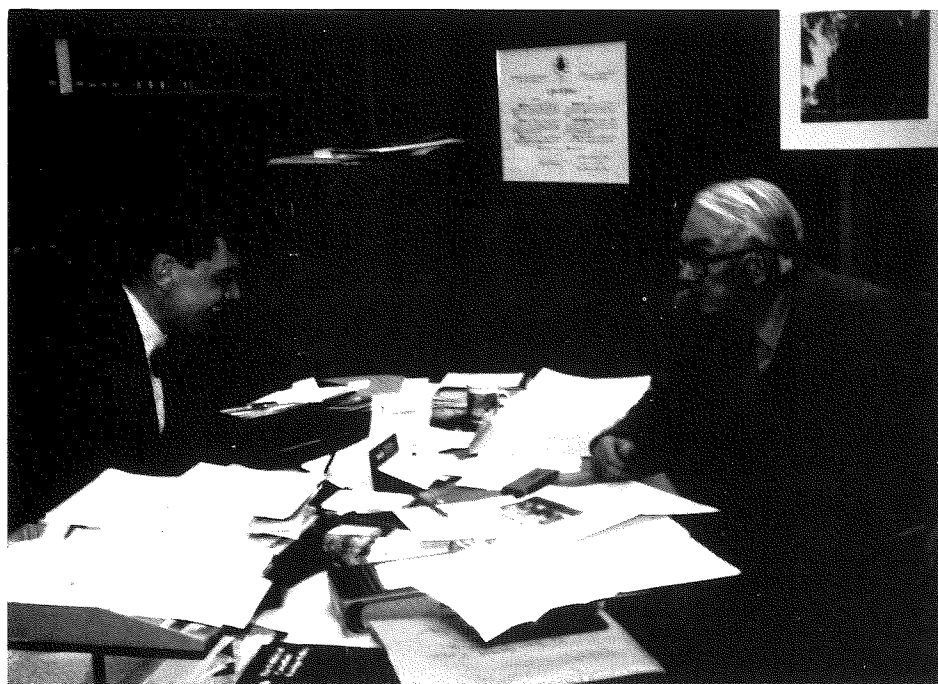
We were not alone in insisting that NATO be made complimentary to the U.N., not a replacement as some people would have had. We think it strengthened the framework. After all, the concept of universal collective security was pretty well abandoned after the Korean War. Nobody said so publicly but it was abandoned because it was an unsound idea, so we passed to the concept of collective defence in NATO. NATO is not a collective security organization, although people say it is. I think this all fitted together and there was a feeling that you were present at the creation.

During the fifties I was also very much involved in the process of collective security. It became a major preoccupation at the time, because of the question of the commissions in IndoChina. For me, this reflected my Far East responsibilities and it was a constant headache.

BOUT DE PAPIER: It was more the French who were involved was it not? Were the Americans a significant influence?

HOLMES: Those people who say we joined the commission to be the tool of the Americans — that was nonsense. I was at the Geneva Conference in 1954. I was an observer at the IndoChina sessions. The Americans didn't like the Geneva agreement. You may recall that they walked out of them. They gave them only token support. They did not like the agreement or anything to do with the commission. For our part, we accepted what seemed an inescapable responsibility. Better than that, we knew we would not get any support from the Americans. As you say it was a French interest at that time. Later on, I think the Americans began to think that the commission served a useful purpose in maintaining the peace, which is what we were always trying to do.

But that was a terribly difficult thing, certainly. We had previously sent people to the U.N. commission in Kashmir. But in that case it was pretty easy. All you did was to provide some bodies and send them to New York and say "over to you". The U.N. then looked after them. With IndoChina, without the U.N. to fall back on, there was nobody to fall back on.



Bout de papier editor Robertson with Holmes.

BOUT DE PAPIER: Was the commission a Canadian idea? Was there any pressure put on Canada to participate?

HOLMES: That's why we were chosen. The great irony was — MacKenzie King always used to say — you shouldn't get involved in these things because we hadn't any interest. Then we found that we were getting involved because we didn't have any interest. It was because we were rather remote. The idea of the commission was that there would be a neutral chairman in India, a communist country — Poland, and a western country — Canada. We were not chosen at random. The peace commission was quite a strain and it took a lot of my time.

I also attended a fair number of Commonwealth Prime Ministers conferences. I always kept an eye on that, partly, I suppose, because I had been stationed in London at the end of the war. I was at the Commonwealth Prime Ministers' meetings in 1944 and 1945-46 and then when India and Pakistan made their momentous decisions to stay in the commonwealth, there was a lot of excitement about the prospects. Again it seems I've got this bias for institutions.

I was never directly involved in Canada/U.S. relations, although the U.S. was always a major player in all those things. After I left the National Defence College I was supposed to go to Washington as minister counsellor with Hume Wrong who had been my boss in Ottawa when I first went there. I idolized him. And then it was decided that he would come back to Ottawa to be undersecretary, and so he switched things around and I went to Ottawa to be an assistant undersecretary. One of the great

tragic disappointments of my life was that he held that job for about one week and then died. Fortunately he had already left many ideas. He had such an effect on my own 'formation' as the French put it, and on so many people. Wrong wrote a wonderful mixture of idealism, and tough realism. Functionalism, of course, as distinct from utopianism — I think it is still a part of External. I notice it in people. I've been running here for five years a continuing colloquium on International Institutions, the chief purpose of which is to bring some of the practitioners from Ottawa to talk with the people from various Ontario universities interested in institutions. So I see quite a few of them and the same kind of pragmatism is there. Fortunately I think with the idealism too.

BOUT DE PAPIER: You served abroad with a number of undersecretaries. Reflections on some of those you knew?

HOLMES: Norman Robertson was the first for whom I worked. I was very lucky because the shortage of bodies during, and just after the war, meant you did not have to be very bright to get interesting jobs or shoot up. I wasn't there more than a month or so when Saul Rae, who had been Norman Robertson's Executive Assistant, had to go off to Algeria, and I found myself picked for the Undersecretary's outer office — barely knowing the names of the people. That was a tremendous experience.

BOUT DE PAPIER: Were you in the East Block or the Langevin Building?

HOLMES: The East Block. I was always there — I was never anywhere except the East Block. I still think of External Affairs as the East Block. But Norman Robertson was incredible, a towering intellect. A person of enormous human warmth, kindness, thought-

fulness and all sorts of things like that. Jack Grantstein put together a very good book on him, the only trouble was that Robertson hadn't written very much. His wisdom was mostly conveyed in the spoken word. I can remember at that time my job was to pass stuff back and forth watching things and I was new to the game. I was a student of international affairs. I had worked with the Institute. I suddenly realized that I had no feelings for policy, about what to do and I watched with amazement how Robertson would sum up a situation and see what was possible. He always had to work within what he knew would be the limit prescribed by the Prime Minister. It was all very well to disagree with MacKenzie King, but what I began to realize with Robertson was that you went as far as you could in the direction you thought you should go, but still within the parameters of the possible.

Norman Robertson also instilled in me a very strong and rather orthodox view of the role of the civil servant. You very much were a civil servant and it was your job to certainly put forth ideas for suggestions. But nobody had elected you to decide the foreign policy of the country. Mr. King's ideas were a little hard to swallow but he was the elected official. However, you didn't have the feeling of constant frustration. Robertson could have influenced King a great deal. Hume Wrong, whom I also worked for had wonderfully fertile ideas. But he of course couldn't get along with Mr. King. Mr. King didn't like him. Partly, one suspected, because he was the grandson of Edward Blake.

Then I was fortunate because I went off to London where I worked for Vincent Massey which was a very interesting experience too. He is a much maligned man. He had his faults and his follies but also great qualities. He was very kind and thoughtful to his staff, he and Mrs. Massey. The London posting meant that I had a lot more responsibility than I might have had. To say that Massey only looked after the ceremonial part of the job would be unfair — he did it and superbly well. I'm not suggesting for a moment that that was a frivolous side, particularly when it was anything but frivolous. He kept a very careful interest in what was going on in policy in general but it meant that he left a lot more freedom to a very small staff.

I was still pretty junior but I was the liaison with the Foreign Office and Commonwealth Relations Office. Doug Le Pan did the economic work — I had a wonderful time. I drafted all of Mr. Massey's dispatches and letters on foreign policy. London was very important then because we had so few missions. We were very dependent on the British. A foreign office messenger would put on my desk a couple of times a day the boxes with the foreign office dispatches. That gave you an insight. I could read what the British Ambassador in Istanbul was writing. I don't know if they shared

everything but certainly a pretty large selection. We had to do a lot of reporting, not simply on the U.K. but on other broader general matters and particularly the relations among the big four. Issues like peace treaties, plans for the peace settlement. It was a fascinating place to be.

And then Mr. Massey retired and Norman Robertson turned up. I had a longer period with him in London which was wonderful because it was a more leisurely time for him. In Ottawa Robertson just worked all the time. Needless to say he worked hard in London but he also took a lot more time off. I lived with him for a while in his house and I could enjoy this extraordinary mind; wandering around in London and doing things like that.

Then I came back and I went to Moscow and I was in Paris for the Assembly.

BOUT DE PAPIER: Who was our Ambassador in Moscow?

HOLMES: Nobody. After the Gouzenko affair, and for some time afterwards, the Russians had kept their ambassador back in Moscow. But we never broke relations. I went there as a chargé d'affaires. I went in rather a hurry because Robert Ford, who had been holding the fort, was not very well and we had to get him out before the ice froze in the Baltic and so I was pitchforked in without even knowing the alphabet. I also had to get in there because the Russians were about to celebrate the 30th anniversary of the Revolution. Somebody had to be there. Later I came back to Ottawa. I missed the period when Mike Pearson was undersecretary. By the time I got back he was minister. Then Arnold Heeney became undersecretary and I worked with him.

BOUT DE PAPIER: He wasn't from the foreign service was he?

HOLMES: He was from the Privy Council. He was moved over. I had an experience of very good undersecretaries. All of whom were quite different. Arnold Heeney was beautifully organized, wonderfully disciplined. I think people found him for that reason over-riding. To me he was a very close friend. I got much closer to him later on.

And then Gilles Léger. Gilles and I had been colleagues in London so he and Gaby were very dear friends. I was delighted when he became undersecretary. I think it's a rather interesting point that Léger was, certainly in London, junior to me. He was junior to several of the other assistant undersecretaries. If you had had the kind of power struggle people talk of, we should have resented his appointment. But we were extremely enthusiastic about it. First of all I think we all agreed that it was high time that we had a francophone undersecretary. And he had such qualities — he was such a fine person to work with. One of his great achievements was moving into that difficult situation and getting such loyal support from everybody. Two or three of us had no desire to ever be undersecretaries. I never

wanted to be an undersecretary. I enjoyed the job of sitting behind the delegates, passing the notes up — not making the speeches. Gilles was extremely sensitive and intelligent and knew how to work with people who were roughly on his level, although we all recognized his seniority.

It was a difficult time. We had a lot of problems like IndoChina. A constant headache; it was very difficult to know what to do, not unlike many other things in the mid 50s. Then came the change of government — that was a great challenge.

BOUT DE PAPIER: How did you prepare briefing documents for the new minister?

HOLMES: One of the problems was that we hadn't had any experience. We had to assume that all previous instructions were cancelled. On the other hand, you know what the agenda in External Affairs is like. You couldn't possibly get the new

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minister to give you his opinions on all these things and, of course, through the summer of 1957 Mr. Diefenbaker was our minister as well as being Prime Minister, so it was difficult to get his ear.

BOUT DE PAPIER: What did you do then? How were decisions made?

HOLMES: Unlike most people, I saw a lot of him in the summer partly because of the things I was doing and partly because Gilles was away. So quite a bit of the time I was acting undersecretary. I never had any complaint about the way I was treated by the Prime Minister. He really had a terrible time.

I can remember on one or two occasions when I was standing in a great queue outside his office. He would come out and say I'd better come in and I would try to explain the foreign policy issue. I remember that at that time we were the only small power on the five power U.N. committee on disarmament. This was a matter of much importance. We were in high company and they were meeting in London. The instructions had always gone to the minister and of course, the previous minister knew all the details. It was no fault of Mr. Diefenbaker — he didn't know the details. I used to find that I would go in sometimes with things like 'We think you should abstain on the French amendment to the third paragraph of the Soviet resolution'. Well, it was hard enough for me to understand it. I found him very good about that and he'd be inclined to say 'well what's your advice'. I don't remember any unpleasantness. I remember one time I drafted a speech for him. I'd never done it before. I was used to drafting them for Mr. Pearson and he had a different style. I drafted something a little more florid than I would have for L.B.P. and I wasn't quite sure about it. He telephoned me a few days later and said 'I understand you've spent the weekend drafting that speech and I just wanted to tell you it was one of the finest speeches I've had.' I'm sure it wasn't. If he had this deep suspicion of civil servants I never felt it. I got along with him quite well. Then of course Sidney Smith became minister in September and then we had our own minister and things were different. Then Howard Green came along. He was a great person to work for.

BOUT DE PAPIER: How do you see the role of the diplomat and journalist?

HOLMES: This is one of the things I learned from Mike Pearson. He liked the press and I don't mean he liked it for purposes of publicity — he liked good journalists. You look at some of his closest friends, Scotty Reston of the New York Times, Grant Dexter of Winnipeg Free Press, Max Freeman of the Manchester Guardian, people like that. I used to go around with them a good deal to various places. I knew they liked him. I knew that even if he couldn't tell them anything he would give them a good story. But it wasn't only that. I think he liked them also because

he was interested in their views, whereas a lot of diplomats tend to be suspicious of journalists. I got to know so many journalists working with him.

We were always quite close to them and it was an easy relationship. Pearson knew their position and he was sympathetic to it and would try to give them something. Occasionally, and I can think of one journalist, who said that one of the troubles with Mike was that he'd tell you something in confidence that you might the next day find out in some other way and now couldn't use it.

This knowledge of journalists was particularly useful when I went to Moscow. It was terribly difficult to get any information. You were totally isolated — you had to get it where you could find it and I found that some of the good journalists there, particularly the ones who had been there a long time, often would have contacts that went back to the war time when things were easier. People like the Guardian correspondent and a rather junior United Press reporter called Walter Cronkite, people like that.

I remember during the Diefenbaker period when one of the correspondents, a Globe correspondent I think, had a long story on defence policy. He had clearly talked to a lot of the people in National Defence. He didn't quote them but he used the usual "informed source". Diefenbaker was furious and clamped down and said we weren't to talk to the press at all. None of us. That was very embarrassing because you couldn't explain why to people like Blair Fraser and Norman Smith who were among my closest friends. This didn't mean that I ever betrayed confidences, but they were responsible journalists and I had helped them to understand the issues which is what I think a foreign service officer can and should conscientiously do. It doesn't mean you give away secrets; it doesn't mean that you tell them what the government's going to do; it doesn't mean that you reveal secret information but a good journalist often called and said 'Look, how do I size this up'.

BOUT DE PAPIER: Of course, this was off the record.

HOLMES: That's right. You weren't to be quoted. I think that's kind of an easy relationship. Of course a journalist has to earn it. Once a journalist betrays your confidence then he gets no more briefing. I think recently in some of the discussion there has been too much of a tendency to describe the relationship in absolute terms. During my time in Ottawa and around the U.N. or even in Moscow it was a cosy kind of thing — there were a few journalists whom we knew. We knew the ones you could trust and the ones you could not. By that I mean the ones that get what you said straight and the ones who misunderstand. I don't remember any great problems.

BOUT DE PAPIER: John Holmes, thank you very much. △

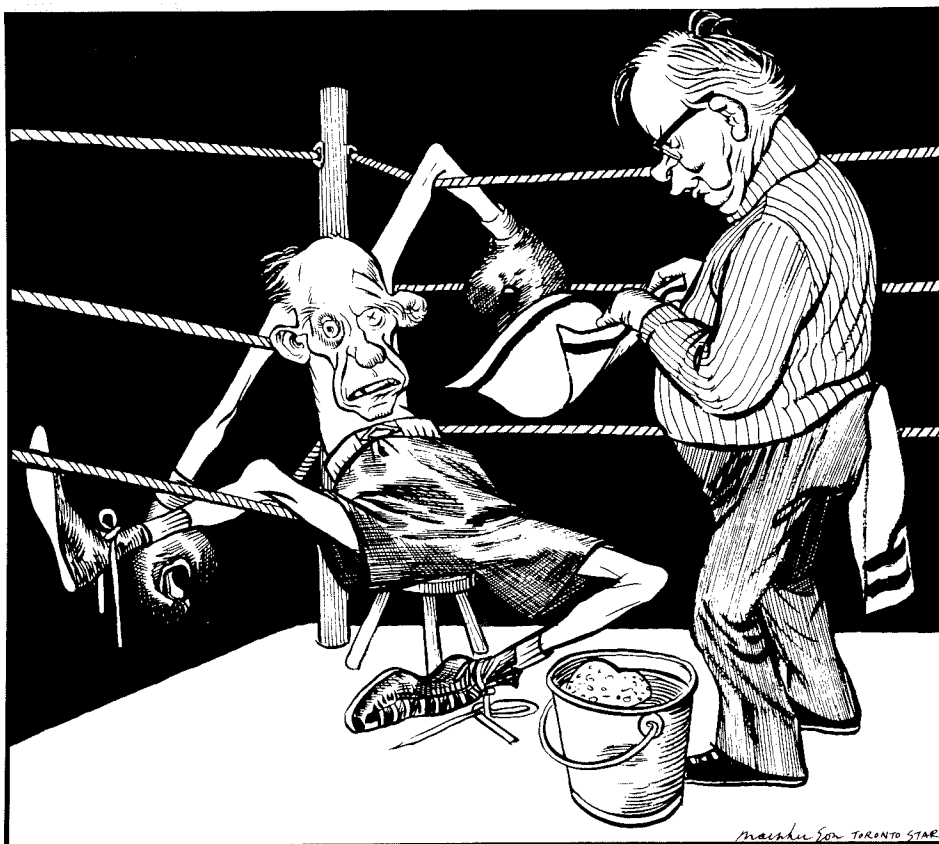
The SSEA

The eyes are blue, the thinning blonde hair is whitening, Sitting erectly at his desk he looks a decade younger than his 74 years. Once described as "a sort of Prairie Gothic Junior, son of Jest Folks" Mitchell Sharp has served the Government of Canada either as mandarin or minister for over a half century. He has dealt directly with every Prime Minister since Mackenzie King. But his is no silver spoon story. He left school at age 14 to help his mother support the family and worked his way through Winnipeg's University of Manitoba at night class. He later took a post graduate degree from the London School of Economics when it was run by the socialist Harold Laski. He rose to prominence in the St. Laurent years and became a deputy minister before he was 40. Many believe he was the only person who could manage C.D. Howe. He left the civil service because John Diefenbaker did not trust him.

After a four year stint with Brascan, he joined the Liberal Party and ran, successfully, in the 1963

general election. Earlier he had organized the 1960 Kingston Conference where the down and out Pearson Liberals had regenerated their Party. He served as Minister of Trade and Commerce and then Minister of Finance. But for a money bill defeated in 1968 he might have gone on to become Prime Minister, instead he bowed out of the race to replace Mike Pearson and backed Pierre Trudeau. His reward was External Affairs, a portfolio he held longer than any other incumbent but Pearson. Architect of the Third Option he presided over the department during the debate over the "Foreign Policy for Canadians", the voyage of the Manhattan, the Nigerian Civil War, the Soviet invasion of Czechoslovakia, and the end of the Vietnamese trauma. After two years as Privy Council President he left the ministry and later resigned from the House in 1978 to become Northern Pipeline Commissioner, a position which he still holds in a part time capacity.

Mitchell Sharp



(Photo courtesy of Public Archives Canada)

BOUT DE PAPIER: After a successful career as a civil servant you chose politics. Why did you make the jump from the security of the senior civil servant to become a politician?

SHARP: I left the Public Service because I came to the conclusion that Prime Minister Diefenbaker did not trust me. As you know, he regarded most of the senior civil service who had been in office while the Liberals were in charge as being Liberals. He called officials in the Department of External Affairs, Pearsonites. I left and entered private business because I felt that I was not likely to have a very satisfactory career if the Prime Minister did not trust me.

BOUT DE PAPIER: But you had served for a brief period with Diefenbaker: you did not leave right after the election?

SHARP: No, I stayed on after the election and I had every intention of staying on. It shocked me when I found that the Prime Minister did not have confidence in me. I just assumed that I was a permanent civil servant. I had served the government of the day which was Liberal. I expected to serve the Conservatives.

My relations with my first Conservative Minister Gordon Churchill were rather ambiguous. He gave me my first hint that I did not have the confidence of the Prime Minister. Although Gordon Churchill and I did not have any open quarrels, there were indications from time to time that he was a bit uncomfortable. I suppose the best evidence was when I did perform what I considered ordinary services. He was sort of mildly surprised that I was doing these things for him in order to advance the government's interest. I think others like me felt the same way. Did you know that in Pearson's first government there were eight former senior civil servants: the Prime Minister, Jack Pickersgill, Guy Favreau, Bud Drury, Hédard Robichaud, Maurice Lamontagne, who was not in the regular civil service but had been in the Prime Minister's Office, and a civil servant who had been Deputy Minister in the Quebec government, a man called René Tremblay. And of course, myself. Pearson and Pickersgill had moved directly from the Civil Service into the government. The rest of us had left the Public Service sometime before the election and done other things. I had left in 1958 and I did not enter politics until 1962. I did not become a Minister until 1963.

If Mr. Diefenbaker pushed me out of the public service, Mr. Pearson pulled me into politics. Some years after I had left the civil service, Mr. Pearson asked me if I would consider entering politics. After some hesitation, I agreed. It was my friendship with him, both when he was a civil servant and later when he was Minister. I liked Pearson. I did not like Diefenbaker. I did not think the Diefenbaker Government was governing the country very well. People said to me: "Well, if that's what you think, why



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don't you do something about it?" And that is how I got into politics!

BOUT DE PAPIER: You mentioned Pearson. You had travelled with him to Moscow in 1956 when the first trade agreement was signed with the Soviet Union. Tell me about that.

SHARP: That is a very interesting story. When Pearson was invited to go to Moscow, it was the first break in the cold war and the first indication that there was a thaw. He had some misgivings, however, about the trip. He did not want to go and simply put in an appearance to be symbolic of the thaw. He wanted to do something. He put the question to some of us as to what he might do while he was there.

BOUT DE PAPIER: You were then Deputy Minister?

SHARP: Yes, I was Deputy Minister in Trade and Commerce. We came to the conclusion that the time was right to have a trade agreement with the Soviet Union. We considered the issue and came to the conclusion that we could probably get something additional to the exchange of most favoured nation agreements, if we were to negotiate with the Soviet Union. When we got to Moscow, Pearson indicated that he would like to initiate negotiations and that I was the principal negotiator. I had George Ignatieff as my right hand man and it was a great advantage because I did not have to depend entirely upon the translation provided by the Soviet interpreter. George understood it all and checked the interpretation. I do not think he actually interpreted for me. He listened and he was able to confirm that I was being interpreted accurately. We came to the conclusion in Moscow that an agreement was profitable and left it that a delegation would come from the Soviet Union to Ottawa to complete the negotiations. I left Moscow and flew West to come home. Pearson, Ignatieff and John Holmes went on around the world.

I landed in Montreal, and as I was coming down the ramp from the plane a reporter was there with a camera. I looked around to see who was being photographed and found it was myself. I had never been on television as an official. When I got down to the bottom of the ramp, the reporter said: "Mr. Sharp, you just arrived from Moscow. Can you tell us what went on?" I said what I thought were some innocuous things. When I got into the airport, my wife was there. She had motored down from Ottawa at the request of my minister, Mr. Howe, who had instructed her to go to Montreal and meet me, take me up to the Laurentians for the weekend and deliver me safely to Ottawa without having seen anyone. I had not said anything that mattered, I thought, and so I appeared in my office at 9:00 on Monday morning.

C.D. called me in and asked how I had got along. I told him that the negotiations had gone very well and we were going to have our very advantageous trade agreement with the Soviet Union. He appeared

quite pleased. When I got back to my office my secretary told me the Prime Minister wanted to see me. I went over immediately. His first remark to me was 'How's Mike?' I told him and he said: "So how did you get along?", and I gave him the same story as I had given the C.D. and he asked if I had already reported to Mr. Howe. I said yes. He asked about his reaction. I said, he seemed pleased and a bit relieved. The Prime Minister said "That is good because last week Mr. Howe said to me: What in the hell do you think they are doing over there?" I told him that Mr. Pearson was an experienced diplomat and that Mr. Sharp knows his business. I am sure they are carrying out our instructions." Howe replied: "I hope so, that fellow Sharp is so damn enthusiastic."

Moscow was one of my first experiences with Mr. Pearson. Earlier, I went to Atlantic City for the first council meeting of the United Nations Relief and Rehabilitation Administration and I had Gerry Riddell with me. This was my first experience as an official with an External Affairs' officer as a partner, and we had to draft a speech for Mr. Pearson. I was familiar with certain aspects of the subject but Gerry Riddell was an expert drafter of speeches. I learned a lot from watching what he did to my text.

BOUT DE PAPIER: You mentioned C.D. Howe. He sounds like a great character.

SHARP: He was an extraordinary Minister. I never thought that I would ever work with him because at one stage when I was in the Department of Finance, when I began in my career in the Public Service, we were at the same meeting. I made some remarks and he jumped on me saying my remarks were just 'a lot of bloody nonsense'. Some years later, when the Department of Defence Production was started up, Max McKenzie was to be transferred from being the Deputy Minister of Trade and Commerce to be the Deputy Minister of Defence Production and Fred Bull, who was the Assistant Deputy Minister, was to become the Deputy and I was asked to join Trade and Commerce to become the Associate Deputy Minister.

The circumstances of the invitation, I am told, were these: General Young had been the Vice President of Central Mortgage and Housing Corporation and he was appointed Deputy Minister of Mines and Resources, and when the appointment came up in Cabinet, one of the Ministers said: "You know that the whole plan is that the President of Central Mortgage and Housing Corporation wants Mitchell Sharp to be the Vice President and eventually to succeed him. C.D. spoke up and said: "Well if Mitchell is prepared to leave the Department of Finance there is going to be competition." So he asked Max McKenzie to get in touch with me. While I didn't think that I had made a very good impression on C.D., I apparently had and that was how I joined the

Department of Trade and Commerce.

C.D. and I were quite opposites. I was a very careful civil servant who advised Ministers to be careful. C.D. was the opposite. My first job was to prepare a text of a speech for him. I was at that moment the top man in the department, because Max McKenzie had chicken pox and Fred Bull had fallen down the stairs at the rear of the temporary office number one, so he was out of action. Max McKenzie's executive assistant was seeing C.D. in McKenzie's absence. He came to me with the request that Mr. Howe would like to make a speech during the debate on the speech from the throne in 1951 and passed me a lot of material prepared by Jack Firestone about the department.

I read this material through and realized that it might become necessary, because the Korean War was on at that time, to introduce price control. Fortunately the government decided against it. I would have been the responsible civil servant because I had been the liaison between the war-time Prices and Trade Board and Minister of Finance during the war, and this experience apparently equipped me to handle it.

I decided that I would put in the speech some references to the problem of price control during the Korean War. I sent the text of my draft 45 minute speech over to Max McKenzie who was at home. He thought it was fine and it was sent on to Mr. Howe. I heard nothing; I got worried about this and I was just about to ask Max what the Minister thought about my draft when his executive assistant arrived in my office with a great bundle of manuscript in his hands. I was just about to ask if my draft had been satisfactory when he told me that he did not know. The Minister had apparently sat down and dictated a lot of stuff which he thought was dreadful. I read it and I thought it was awful too. I concluded that we could not recommend the speech.

I phoned Max McKenzie and asked him what I should do; he told me to retain all the ideas in my speech but use C.D.'s language which was there in manuscript form. I did that, and C.D. was very pleased. I never had any further trouble. He liked a particular way of speaking and I soon learned how to put my own views in his words!

It was a great satisfaction to work for C.D. He either had confidence in you or he did not. If he didn't, he didn't use you; if he had confidence in you, he used you and he defended you. For example, I advised him on the building of the Trans-Canada Pipeline. I got myself into this by invitation, because when I came back from Geneva on one occasion, I found that C.D. was about to resign because his advice was not being taken on the Trans-Canada Pipeline.

BOUT DE PAPIER: This was 1955?

SHARP: Yes, about 1955. A friend of mine, whom I phoned when I got back from Geneva, told me that there had been terrible controversy about the Trans-Canada Pipe-

line and that C.D.'s advice was not being accepted. He would not talk to anybody, and my friend reported that he was determined to resign. I did not want to know anything about pipelines but my friend said that C.D. would listen to me; he would not listen to the rest of us. So I screwed up my courage and one day I told C.D. that I understood he was having trouble about that Trans-Canada Pipeline. He agreed saying that he was finished: "They don't take my advice and things are in a mess, and I am going to resign." I said that it must be pretty serious and asked him if he would have any objection if I got a group of senior civil servants together to look at this problem, and see if they could come up with some ideas. He did not object saying that the situation could not be any worse.

I subsequently met with Ken Taylor, Bob Bryce and John Deutsch and later we discussed it with the president and the chairman of the Board of Trans-Canada Pipelines. We came to the conclusion that

the problem was the Canadian shield, that area from Winnipeg to Sudbury, where nobody lives. If the pipeline was going to go across Canada the pipeline had to get across that area and it was costly. We recommended that the government build that section of the pipeline and rent it to Trans-Canada on a through-put basis. The rent went up as the volume went up. In due course, Trans-Canada would have the privilege of buying the pipeline back from the government at cost plus the interest. In return, we would get the pipeline built.

When I put this before C.D. he thought it was a stupid idea. I persisted saying it was the right solution, there is not any better solution, and as far as I was concerned, I was finished with the pipeline. I was furious with his attitude! He phoned me in the afternoon to say he had discussed the idea with the Prime Minister who liked it and he asked me to put it down on paper. And eventually we got the pipeline. This story illustrates the sort of man he was; very satisfactory in a

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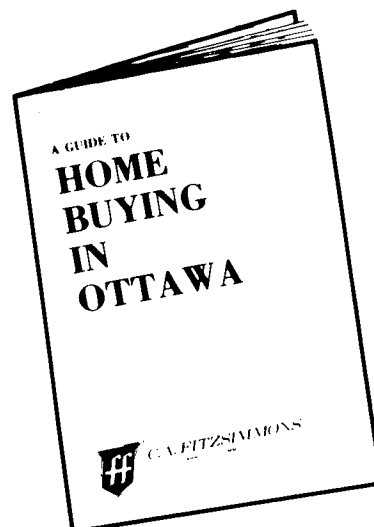


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way but one who could be very difficult.

BOUT DE PAPIER: You eventually came back in C.D.'s place as Minister of the department in which you had been the Deputy. What was the reaction of your former colleagues?

SHARP: My first Deputy Minister was Jim Roberts who was a Conservative political appointee. He was a friend of Gordon Churchill and he had been appointed after the death of John English. I liked Jim Roberts and I thought he was a good Deputy and he stayed on. I advised Pearson that I saw no reason to change him.

BOUT DE PAPIER: You did not take the attitude that the Tories took?

SHARP: No, I did not. After a time, Jim went off to Switzerland and Jake Warren became my Deputy Minister. There were all sorts of officials in my department whom I had known when I was Deputy Minister. A reporter asked me if I intended to run the department the way I had when I was Deputy. On the contrary, I said, I had not the slightest intention of running the department as that was the job of the Deputy Minister. My job as Minister was to make the decisions, to defend them, to work within the government on general problems of government policies, to try to persuade members of the caucus to support the policies of the government and to ensure our re-election. Those were my priorities. I would not interfere with the running of this department because that was the job of the Deputy Minister.

It was an enormous advantage to have been a civil servant. The transition to Government was easy for the eight of us who at one time had been civil servants, because we understood how the system worked. We did not require a long period of education or instruction on how to act. The bureaucracy was not our problem. Our problem was governing well, which was quite a different matter.

The transition from being a civil servant to being a Minister is a very interesting one. Fortunately, I had a period of five years in between. I resigned from the Public Service in 1958 and became a Minister in 1963 so I had been out of the government service for five years which was a sufficient break to enable me to enter politics without feeling that I was still a civil servant.

Politics is a very different kind of life. When I left the Public Service in 1958, I thought that I would never do anything more satisfying or exciting than being the Deputy Minister of Trade and Commerce. I thought that was going to be the pinnacle of my career.

From that time on I thought everything else was going to be run of the mill. I didn't think about going into politics. It is very difficult to tell in which career I found the greater satisfaction. I did like being a civil servant mainly, I think, because I had three very strong Ministers: I had J.L. Illsley, Douglass Abbott and C.D. Howe. All of them

were top figures in the government who knew how to use the public service, who knew how to make decisions. It was a very satisfying career. I was less happy when I had to work with Churchill. He was not experienced and my feeling of uncertainty was a reflection of his uncertainty as to how to proceed.

BOUT DE PAPIER: You had the Trade Commissioner Service as part of your Ministry. As you know it is now part of External Affairs. You have been External Affairs Minister. What is your reading on bringing the Trade Commissioner service into External? Was that an idea that you considered earlier on? Is it something that made a lot of sense?

SHARP: I am skeptical about the change. What surprised me, quite frankly, was that the business community did not react more negatively to that move. The great attraction of the Trade Commissioner Service in the business community was that it was the direct link between the businessman and the Trade Commissioner in the field. In the Department of Trade and Commerce you had not only the Trade Commissioner Service but backup in the Industrial Division of the department. The Industrial Division received the views of the business community, gathered the information, and provided the background to the activities of the Trade Commissioner in the field in promoting the sale of Canadian goods.

The Trade Commissioner Service was distinct from the diplomatic side of government service. Their role was not so much diplomacy, but rather active trade promotion. While in the field, the Trade Commissioner was part of the organization of the embassy, he did not work through the

Ambassador, but rather directly through the department at home. I thought that method was superior to that of say, the Americans or the British. I thought we had the right formula for an active trade promotion service. I was a bit taken aback when the decision was made to put this all in the Department of External Affairs and to separate the industrial side from the trade promotion side.

BOUT DE PAPIER: Hadn't this ever been considered when you were Minister of Trade and Commerce or later External Affairs Minister?

SHARP: No, I never remember it being actively considered. I did recognize that you had to have some coordination of policy in the field. I thought that the separation of the services made sense. I am not very happy about what happened. What is interesting, however, is that I believe that the strongest support for the idea came from the Department of Trade and Commerce. It is not as if this was something imposed on the department. There were senior officials in the department who were actively promoting the idea of bringing everything together. The other aspect that troubles me about it is that I think the Department of External Affairs has become far too complicated an organization. The Under Secretary is more of a manager than an adviser.

BOUT DE PAPIER: Is that a reflection on who occupies the job or simply because the job has become so complex?

SHARP: This is the result of being a 'central agency'. I think it is rather unfortunate. When I was the Minister for External Affairs, I met with my Under-Secretary every morning at 9:00. We went over the events of the day. He brought me up to date on what the department was



Mitchell Sharp accompanies Queen Elizabeth II at the opening of the Pearson Building, June, 1973

doing, the concerns and so on, and I advised him on any aspects of Government Policy with which he was unfamiliar. We then discussed the issues. I felt confident then that I could answer the questions in the House of Commons. I had people assigned, of course, to prepare answers for me in Question Period.

I was kept closely in touch with developments in the field of foreign policy. I was not expected to answer questions on Trade Policy. I might be familiar with them, because of my background in Trade and Commerce and Finance, but that was the responsibility of another Minister, my concern was the foreign policy. Moreover, the line of authority was very direct. I dealt with the Under-Secretary. When he felt it advisable, he brought in officials to meet with me in the morning.

BOUT DE PAPIER: These meetings were basically one on one. Did the USSEA ever bring in a whole bunch of officials?

SHARP: Only if necessary. If there were some subjects on which he wanted to have more expert views, he brought in the head of the responsible division. That was his judgment. I never asked to see anyone else.

BOUT DE PAPIER: How long would you meet? Would this be your first item of business?

SHARP: I did not have any appointments at 9:00 other than with him. I was away, of course, from time to time but while I was in Ottawa, (this is what I learned from C.D. Howe, because it is what he used to do), I met the USSEA every morning at 9:00, he brought me up to date, I brought him up to date. It was a very satisfactory arrangement.

BOUT DE PAPIER: Did the Parliamentary Secretary attend these meetings?

SHARP: He was invited; some did, some did not. There was one Parliamentary Secretary, Pierre DeBané, who did not attend and I said to him one day: "Pierre, don't you want to learn how to be a Minister? You can come and observe what goes on." He said: "No, I don't want to be a Minister." He changed his mind.

Now you have three Ministers, three Deputy Ministers and countless Assistant Deputy Ministers all working in the same general field. I am not at all clear on who the advisers are to the SSEA. Any conversations I have had, which I did not pursue very diligently because I do not want to interfere in any way, lead me to believe that there is some confusion.

BOUT DE PAPIER: You were talking earlier about your press officer, Dick Gorham. Dealing with the press during this period, both as bureaucrat and Minister, has it changed in its role?

SHARP: The big change occurred before I became Minister. When I was a civil servant, the relationship between the press and the Ministers was quite different to what it was when I became a Minister. When I was a civil servant, there were senior journalists, like Blair Fraser, Grant Dexter, and Bruce

Hutchinson, who had a very close relationship with Ministers. They talked with the Minister and the got the inside view.

I can recall one instance when I was a civil servant in the Department of Finance. I came to the office which was then located in the East Block. In those days, the Department of External Affairs, Department of Finance, Treasury Board and the Prime Minister's Office were all located in the East Block. Today not one of those departments could be housed in the East Block. My next door neighbour was George Ignatieff of External Affairs. Our offices were pretty run down during the war, and the doors all did not close very tightly. We had no outside office, no secretary, no carpet on the floors, it was real austerity!

BOUT DE PAPIER: You typed your own memos?

SHARP: No, but we called for a secretary from the pool. We did not have our own special secretary. We had girls who were assigned to us and we usually had the same one, but they were just in the pool. So there was no protection against the outside. I happened to meet a friend who was in the Privy Council Office, and we were talking, quite openly, all alone in the corridor, about what had gone on in the Cabinet the previous day. He left me and I walked into my office. The door was ajar, and sitting there was Grant Dexter.

I thought: Oh Dear! He undoubtedly overheard this conversation, I have got to tell him that he must forget what he heard, otherwise it would have been the end of my career. I did not need to worry. He said to me: "Mitchell, I have been talking to Jimmy Gardner and to Tom Crerar and they have given me different versions as to what went on in Cabinet. Which one is right?" So he was far better informed than I was about what was going on in Cabinet. By the time I became Minister, all of this had changed and the press had taken up the role of the adversary. The press, when I was Minister, and even more today, looked upon itself as the real opposition to the government. They tend to believe it is not the Opposition in Parliament that matters, it is the press.

I have since talked to publishers and editors and they would not permit the establishment of the sort of relationships that existed between Ministers and journalists, as was the case in the past. I noticed the other day in your magazine that Jeff Simpson was talking about whether civil servants were following the orders that they were to be on the record all the time. (See March *Bout de papier* No. 1 Vol. 3) I share Simpson's skepticism as to whether these rules were followed. Of course it is not being followed. Of course it is not being followed, for there is a certain relationship between civil servants and journalists that is healthy and necessary.

Civil servants now have to be much more careful in their relations with the press because the press does not look upon itself

only as a means of transmitting information, but also as an expression of opinions. This includes raising skeptical views about what the government is doing. You can hardly read an article now that is not full of implied criticism that the government is not somehow doing what it should be doing. I don't know whether it is better journalism or not. It seems to me that if there is some confidence between the journalists and the politicians, the stories are more likely to be accurate. It does not mean that the journalist's silence is being bought or anything like that, no journalist would accept that and the politician would expect that the journalist would be independent. But it certainly is a different relationship if the politician feels that he can talk in confidence and try to give the journalists an idea of what really has been going on.

Pearson, of course, was a master with the press. He had the press in his pocket, in his hands, because he told them what went on and they were able to write better stories.

BOUT DE PAPIER: Do you think there is some of the old style journalism about, or are they pretty much a thing of the past?

SHARP: I think it is pretty much a thing of the past. We have been greatly affected by Watergate.

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BOUT DE PAPIER: *Foreign Policy for Canadians* was the first major exercise you undertook as Minister. Did you discuss the review with Mr. Trudeau before you were named to the Cabinet? You had backed him in the leadership. Did the portfolio and the review come as a surprise?

SHARP: Well, I was appointed Secretary of State for External Affairs before the election. I helped to draft the platform for the election, and in it was the undertaking of the foreign policy review, and the pledge to try to establish diplomatic relations with the People's Republic of China, as well as strengthen our ties with Latin America. I think these were the three principal items in the platform.

BOUT DE PAPIER: Were these your ideas or were they something you discussed with Trudeau?

SHARP: Well, I worked with Michel Vennet. Michel had been my special assistant before he moved over to the Prime Minister's Office. Michel and I were used to working together and I think we more or less worked it out between us. I think Michel knew what Trudeau wanted and therefore we turned out something that Trudeau was quite happy with. I do think, however, that the purpose of the foreign policy review was different in Trudeau's mind from what it was in mine.

The Prime Minister was not a member of the foreign policy establishment as was Mr. Pearson or Mr. Martin. However, I had had quite a good deal to do with foreign negotiations, and I think I can claim that I have been involved in more negotiations with the American government over a longer period of time than anyone else.

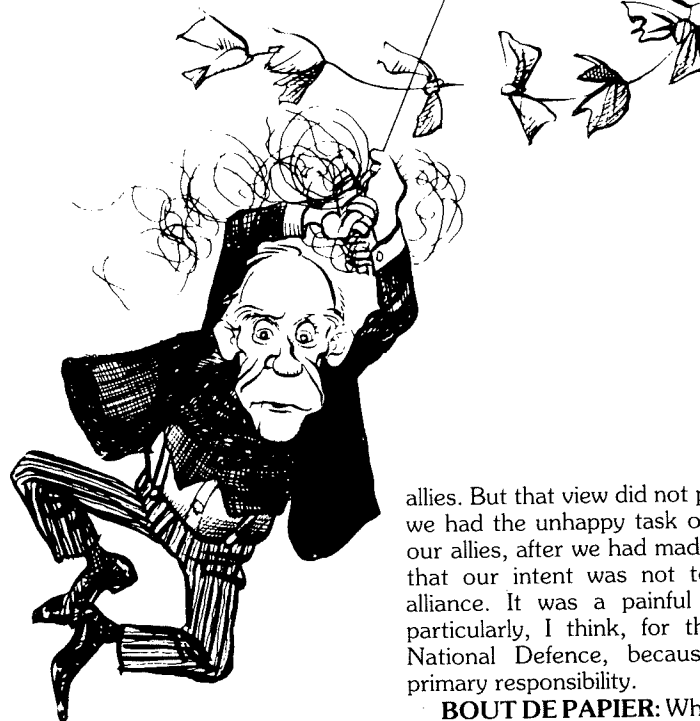
I had not been in the Department of External Affairs, I had never served abroad or any of these kinds of things. It was not my consuming interest. I had, when asked by Trudeau, said that I was interested in External Affairs and therefore my appointment was not a surprise.

It was my view that it was a good thing to have the foreign policy review more to confirm that we were on the right track than to question whether we were not.

I knew, for example, that there were a group of people in the Cabinet who were opposed to our membership in NATO. I was satisfied, however, that when the reviews were finished we would still be in NATO. The differences between the foreign policy review that was undertaken when Mr. Martin was Foreign Minister and Mr. Pearson was Prime Minister, were fundamental. What Mr. Trudeau insisted upon was a fundamental review going back to the very elements of our foreign policy. Should we be nonaligned? Should we be neutral? Should we have defence arrangements only with the United States? Should we be in NATO with no troops in Europe? Should we be in Europe with troops? And if so, how many? We went through that exercise. We actually looked at the implications of

neutrality and nonalignment in a fundamental way. We examined all these possibilities. I was satisfied before we began, as I believed that we would abandon them, but the Prime Minister insisted it should be done. At the end, we decided to stay in NATO and have troops in Europe but to reduce the number. It was at that point that I was unhappy.

I was satisfied that we would have to reduce the number of troops in Europe. We were not prepared, and Parliament would not have been prepared to approve the increase in defense expenditures necessary



allies. But that view did not prevail. And so we had the unhappy task of explaining to our allies, after we had made the decision, that our intent was not to weaken the alliance. It was a painful period, more particularly, I think, for the Minister of National Defence, because it was his primary responsibility.

BOUT DE PAPIER: When you say 'we' was it basically you and Cadieux and Trudeau or did this go to full Cabinet?

SHARP: The full Cabinet decided. Cadieux and I were supported on membership in NATO and maintaining troops in Europe. After we had gone through the exercise, we were still in NATO and had troops in Europe. The question of how many troops was a technical question. It was a question not of principle, but what we were prepared to support and maintain. We did not satisfy those members of the Cabinet who were opposed to being in NATO. You may recall that Mr. Kierens, while a Minister, made a speech in which he said that we ought to get out of NATO. I think he regretted ever having made the speech but that was at a time when there was a feeling, I think one that Mr. Trudeau shared, that there was no harm in having a public debate between Cabinet members.

BOUT DE PAPIER: Paul Martin told us that every other member of Cabinet sees himself as potential Foreign Minister, probably even more so for that portfolio than any other portfolio, and yet he said that to be really effective it worked best when he dealt directly with the Prime Minister and felt that is how things worked out when he

was Secretary for External Affairs. You followed him but things were a bit more wide open.

SHARP: Oh, yes. When I was Minister of Trade and Commerce, and Minister of Finance, I never remember there being a full scale session on foreign policy in Cabinet. Martin was perfectly right. Most of the issues were settled by Mr. Martin with the Prime Minister. That was not so in the Trudeau government. The foreign policy review was not only discussed in Cabinet Committee, it was discussed in full Cabinet. At one point, I think I had suggested that there ought to be a permanent item on the agenda dealing with foreign policy but that was not accepted. You must recall, too, that Mr. Trudeau brought about a very big change in Cabinet procedure. Trudeau believed in collegiality and he practiced it. For example, he insisted upon all proposals being thoroughly documented. In the Pearson government there was some documentation, but not nearly as much as there was when Trudeau became Prime Minister. Moreover, the method for discussion of issues was different.

Trudeau insisted that all matters go to committees to begin with, and then come back to Cabinet for confirmation of decisions made in committee. If the committees could not agree, then there would be a report to Cabinet and the matter would be discussed in Cabinet.

BOUT DE PAPIER: What role did Ivan Head play in foreign policy making?

SHARP: Ivan Head, to some extent, played a part in this process. Ivan's principal role was to act on behalf of the Prime Minister in his relationships with certain other heads of Government. He helped to maintain relations between our Prime Minister and the Prime Ministers of other commonwealth countries. He would go on trips on behalf of the Prime Minister to deal with certain issues. He always discussed them with me in advance, and he always reported to me afterwards. We had a very good working relationship.

BOUT DE PAPIER: And there was not a problem with that?

SHARP: No, I had no problems with Ivan Head at all.

BOUT DE PAPIER: The department had other ideas?

SHARP: Yes, but that's a different story.

BOUT DE PAPIER: As Minister, you felt quite satisfied?

SHARP: I was quite satisfied. He always made a point of coming to me in advance of any trip abroad and of reporting afterwards. At the beginning, there was an occasion when we had some disagreement during the foreign policy review.

Ivan Head put forward a memorandum on defence policy to the Prime Minister who in turn thought it would be interesting for the Committee to read. But it was withdrawn on the grounds that proposals on defence policy should originate in Cabinet

with the responsible Minister, i.e. the Minister of National Defence. Otherwise, the implication might be that the Prime Minister had lost confidence in the Minister of National Defence. This was the only incident, right at the beginning, where there was any sort of friction involved and it was cleared up very quickly.

The foreign policy review itself, apart altogether from NATO, was an interesting exercise and it was intended to be part of a general review of all aspects of Government Policy. Trudeau instructed all departments to do the same thing. The only departments that ever complied were External Affairs and National Defence, both of which produced review documents. Other departments produced something but there was never anything quite like our reviews.

I remember the astonishment of other Foreign Offices throughout the world that we would take the risk of trying to express the bases of our foreign policy in a series of documents. They never did. You will not find any documents put out by the Department of State which purports to state what lies behind all aspects of American foreign policy, or for that matter, in the British, German or least of all the French foreign offices.

When I became Minister, there was no documentation except Minister's speeches. If you wanted to know the foreign policy of Canada, you had to go back and look at the speeches of Mr. Pearson or Mr. St. Laurent or Mr. King, whoever happened to be speaking on behalf of the government.

BOUT DE PAPIER: But in a sense that still holds true.

SHARP: Yes.

BOUT DE PAPIER: Was *Foreign Policy for Canadians* all that terribly useful in the end? Speeches are still seen as reflecting most directly the views by the Prime Minister and the Minister.

SHARP: Yes, that is right. Some time ago, in the course of writing the history of the department, I was asked to look at a paper which concerned the foreign policy review. I understand now that the department will publish a review but it will not extend to the Trudeau years. At that time, they had the idea that they might bring it up to the end of my term and the paper was interesting about the process that had gone on.

There were certain places where I felt correction was necessary and I indicated those but it was the conclusion of the paper I remember very well. It said that the foreign policy review had not covered Canadian-American relations specifically. I remember very well having to defend this and saying that relations between Canada and the United States were so fundamental that you could not have written the first of these papers without dealing as extensively as we later did with our American relations.

BOUT DE PAPIER: That was a conscious decision?

SHARP: At that time it was a conscious decision. Later when we got into difficulties with the Americans over their taxation of our imports . . .

BOUT DE PAPIER: That was a 1971 surcharge crisis?

SHARP: Yes. The surcharge; that was when we decided that we would do a paper



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on Canadian-American relations.

BOUT DE PAPIER: So that really was the spark?

SHARP: Oh, yes, it was. So the department got to work and put out the Third Option paper.

BOUT DE PAPIER: The Third Option seems, at least in retrospect, to be very much your baby, for which you were responsible.

SHARP: That was deliberate. The question arose as to whether this should be published as another volume of the foreign policy review or done separately, and it was decided that it would be better to be a little more tentative and to publish it as my view and to publish it in *International Perspectives* (Autumn, 1972).

BOUT DE PAPIER: Which was again a creation of your own.

SHARP: Yes, that is right. So it was done.

Well, this official who was doing the departmental history, said at the end of his dissertation on the process of the foreign policy review that "When the Third Option paper was published it fell with a dull thud". My remark was "I don't remember whether it did or not, all I can tell you is that it is the only one of these papers that has ever survived". I said "I continue to get more inquiries about the Third Option; more interviews with students and professors who are trying to understand what it was all about than any of the other papers in the foreign policy review."

It is the one that has survived, and of course, I even entered a new phrase for Canadian vocabulary with "the Third Option". It is, however, an interesting point that that paper was supposed to be not quite a statement of government policy, but close to it.

BOUT DE PAPIER: Why the nuance?

SHARP: I think it only makes sense if you look at it in terms of "Why was it not published as another volume of the foreign policy review?" If it had been published independently and without any relationship to the review that had taken place, I think it would have been interpreted as simply a statement of government policy made by the Secretary of State for External Affairs who usually makes statements on government policy. But the fact that we had a foreign policy review and this was not published in it, differentiated it slightly. That is why I say it is a nuance.

BOUT DE PAPIER: And yet it came out in the house organ of External Affairs rather than as a white paper.

SHARP: Yes, that is the difference.

BOUT DE PAPIER: But it did reflect Government Policy.

SHARP: It certainly did. It was not enthusiastically endorsed by all Ministers. There was great skepticism in the Departments of Trade and Commerce and Finance, not on the grounds that it was a reasonable statement of Government Policy,

but that it was a mistake to try to express it. They thought it was better to have Canadian Government policy respond pragmatically to events rather than to attempt to formulate our relationship with the U.S.

Now-a-days people are talking seriously about the second option. In 1971 there was no real option except the first option which was to continue as we have been: following a pragmatic course and adjusting ourselves to events as they arose. That was the real alternative. Not the second one. The Third Option was an attempt to outline an approach to Canadian-American relations which I still think was a reasonable one but which had to be defended and which was subject to all sorts of interpretations. Tony Westall's piece in *International Perspectives* (November/December 1984) really roused me. I can understand why there should be all sorts of interpretations of the Third Option, but it was not intended to be a particularly nationalistic document. Indeed, there was great disappointment in the hearts of many economic nationalists who saw it as a mild statement.

BOUT DE PAPIER: Did it represent the views of the Secretary of State for External Affairs or Mitchell Sharp's personal vision of foreign policy? Would that document have been drafted if you had not been Minister?

SHARP: It was the events of the time that compelled the government or impelled the government to try to clarify its views of relations between Canada and the U.S. If those events had not occurred, I don't think we would have issued a paper of any kind. We would have just let the foreign policy review rest as it was. The illustration of our vulnerability to events in the U.S. led the government to say where it stood.

BOUT DE PAPIER: This was the surcharge which really came out of the blue?

SHARP: Yes, it did and it was a great shock.

BOUT DE PAPIER: What does that say about the relationship? People say we are best friends to the United States. Did the Americans make a mistake? Did you consider it as a personal affront? You had doubtless developed relationships with the Americans?

SHARP: It was a shock. A real shock to have the Secretary of the Treasury, John Connolly, consider that relations between Canada and the U.S. were just the same as the relationship between the U.S. and other countries. First of all, it was great shock because it signalled the end of the special relationship.

The end of the special relationship was really what the application of the surcharge meant, and it was personified in the attitude of Connolly. "Why not?" he said, "Canada is responsible for as much of our trouble as anyone else." But we knew we were not, and indeed the basis of the special relationship

was the view held on both sides that there was nothing the U.S. could do to rectify its own economic problems by taking action against Canada because we were bound to react in such a way as to do equal damage to them. This was the basis of the special relationship in the economic sense. There may have been other political ramifications to it but that was essentially what the special relationship was about.

We were so inter-twined economically and so closely bound together that neither side could do anything to help itself at the expense of the other. We could not do it and they could not do it. In all my previous negotiations with the Americans, when I was the Minister of Finance for example, it was taken for granted and they always modified any of their policies in order to avoid doing damage to us which they knew would not benefit themselves. It was going to damage their interest in Canada, it was going to damage the trade and investment upon which both of us were so dependent.

BOUT DE PAPIER: Vietnam was another abiding concern throughout most of this period, and a vital part of the Canada-U.S. relationship. You, for example, visited Hanoi and Saigon and we were participants in the ICCS. Did Vietnam keep you busy? Paul Martin spoke of it when I saw him, and he said he spent a lot of time on it.

SHARP: My handling of the department's handling of the request by the Americans to be a member of the second International Control Commission was better, in my opinion, than any other issue during my time. I felt we made no mistakes. When Bill Rogers, who was then U.S.A. Secretary of State, approached me and said that it was likely that they were going to ask us to enter another International Control Commission, my officials were opposed to it. They had been very badly burned in the original commission. They felt that if we agreed to enter a second time, we would get sucked in and never be able to get out again.

I did not share this view. I felt that we could not turn down the invitation. It would create the wrong impression. We wanted to see the settlement in Vietnam and if all the adversaries concerned felt that we could be useful, we had to agree.

I told my officials that we would not continue in the commission if it developed as the earlier commission. The first ICC was a farce and I saw no purpose in continuing it. And if that is the way it developed this time, we would withdraw. What we should do is give a conditional response that would enter for a period of 60 days, and if at that time we decided it was going to be a repetition then we would get out.

We had first to find out a few things, such as whether we were the choice of the North Vietnamese as well as the South and the U.S.A. We had to try to find out whether there would be anyone to report to other than the two sides. I went to Paris at the time of the Peace Conference and tried to involve

Kurt Waldheim, the Secretary General of the United Nations. I wanted the Control Commission to report to him. However, I was unsuccessful. Indeed, I was quite shocked at the treatment that was given to the Secretary General at that conference. However, I guess he was accustomed to it and he asked me not to say too much about it but I was very angry.

We were useful at the beginning of the second ICC, because we helped the Americans get out. We supervised the withdrawal. I instructed our Ambassador, Michel Gauvin, that since I had been unsuccessful in establishing anybody to which the ICC would report that he should report to the world. My instructions were to follow an 'open-mouth policy'. Whenever there is something to report, he was to report it. The Prime Minister of Singapore later came to a meeting of the Commonwealth Heads of Governments in Ottawa and he told me, "Mr. Sharp, we are very grateful to Canada. You are the only people who have told the truth about Vietnam". I think that was probably true.

The Poles and the Hungarians would never permit any investigation of complaints by the South on the Americans. They only were interested in investigating complaints from the North. They were committed to that side. As Canadians, we tried to be objective and neutral. We were the only people who had an absolutely objective view on events. Very soon it turned into a farce. When we tried to get out, we were urged by our NATO allies and by the Japanese to stay on. I went to Vietnam to see what was going on, and to see first hand at how we were doing.

I went to both Saigon and Hanoi. The South Vietnamese wanted us to continue because they thought it was useful to have us there. Hanoi would express no view. They said, "You are there?" I said, "Do you want us to continue?" and they told us "It is up to you."

I will never forget the words of the Prime Minister of Laos who, as I was leaving his office said, "You are now going to Hanoi?" I said yes. He said, "Please tell them to stop". We eventually got out.

We kept the Americans thoroughly informed at all times of what was going on. We had advised the State Department that on Thursday (May 31, 1973), I was going to make the withdrawal announcement in the House of Commons. But Henry Kissinger phoned me and asked if I would consider postponing the announcement until later because he was in the midst of these negotiations with the North. I said, "No, I can not agree to that. I will tell you what I will do, if it will be helpful. I will postpone our withdrawal". Some time later I met Secretary of State Bill Rogers and he said, "You will notice I did not call you". I told him I did notice that but that it would not have made any difference as we were going to get out.

Much later, in the last year or two, I saw Henry and we got talking about this subject. He said he never did understand why the Iranians succeeded us. He thought it was stupid of them to do that as the thing was useless. Well, times change!

BOUT DE PAPIER: Earlier you said that you have probably spent more time negotiating with the Americans than any other Canadian. Any advice after half a century in the business?

SHARP: I am sceptical about having any exclusive relations with the Americans, except those that arise from geography. There can only be one International Joint Commission, because we happen to have a common border. I would not like to see us entering into arrangements with the U.S.A. that exclude other people. I think that if we do, we compromise our independence, and this is why I am not one of those who advocates entering into a free trade arrangement with the United States.

BOUT DE PAPIER: Even sectoral?

SHARP: Sectoral arrangements are not likely to succeed. I share the scepticism of those who say that we are not likely to be able to make deals in particular commodities. Moreover, if you go about it in that way you concentrate the opposition, because if you seek to have a special deal on a specific commodity, the Americans are going to counter by asking for special arrangement on another commodity, in which they have a greater interest and in which they are more competitive. Those kinds of negotiations are not likely to be very successful. You have a choice between a comprehensive free trade agreement or having something that is designed to minimize the effects of protectionist policies in the United States upon Canada. The latter is rather different. It is not a comprehensive free trade agreement but it is something that tries to minimize the adverse effect of protectionism.

The trouble with the free trade arrangement is that it involves discrimination against the Europeans and the Japanese, as well as other countries. As an internationalist, I favour eliminating as many barriers to trade as possible, but I very much prefer doing it on a multilateral basis. One of the interesting side effects of entering into an exclusive arrangement of this kind, is that we would no longer be interested in a reduction of trade barriers because that would reduce the margin of preference that we enjoyed in the American market as a result of our free trade arrangement. In a comprehensive free trade arrangement, presumably there would be no barriers to trade and industrial exchange between Canada and the United States. We would then enjoy a margin of preference in the United States. We would not be interested in seeing the Americans make any further trade agreements. It has an element of exclusivity that will run counter to our traditional attitude towards the United States.

As a nation we are, to a very large extent, a reaction to the United States. Look at our history and you will see how often our policies have been governed by something that is going on in the United States. Confederation itself is somewhat of a reaction to the doctrine of manifest destiny. The fact that the British guaranteed the rights of French Canadians was a reaction to the possibility that they might join the revolution. You can see similar events all through our history. To enter into an exclusive relationship with the Americans really does run counter to our history, and it is very difficult to foresee what would happen if we took that momentous step. On economic grounds, one has to agree that the combined wealth of Canada and the United States would be enhanced. How it would be divided is quite a different matter. If we could eliminate all barriers between Canada and the United States as part of a multilateral agreement to remove all barriers between countries, I would favour the scheme. It is when it is done between the

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two of us, and it excludes others that I object. They are political objections, but political in the most general sense and they have to do with our nature as a country. We would become in the eyes of the rest of the world more of an appendage of the United States than we are today. We would think this was the case. We could not thereafter resist cultural and other pressures as effectively as we have been able to do until now.

BOUT DE PAPIER: Efforts to diversify trade over the past ten years really haven't succeeded. The U.S.-Canada trade figures have risen from 65 per cent to 75 per cent today. Did the Third Option give it our best shot? Is the North/South pull inevitable, despite the best efforts of government?

SHARP: I think that it was inevitable. Our industry was not equipped to compete as effectively in overseas markets, as it was to compete in the United States. Business therefore took the American route as it was the most profitable route to take and there was nothing that the government could do that would be effective against it. We did succeed to some extent in our relationship with the European Common Market by persuading them to establish an office here. However, our trade with the United States developed much more rapidly than it did elsewhere. We did not lose ground in Europe or in Japan or any other part of Asia.

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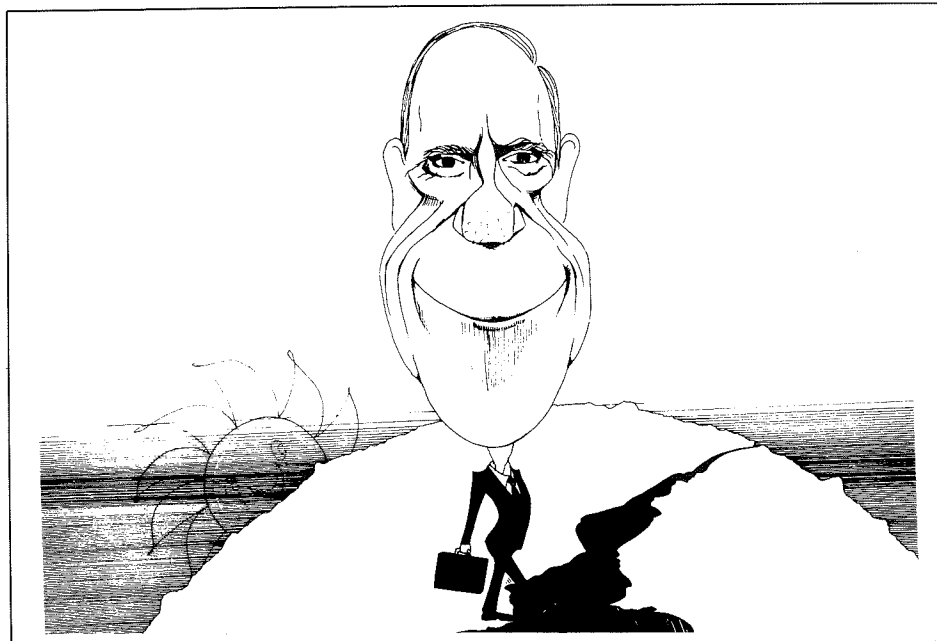
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(Photo courtesy of Public Archives Canada)

Rather the American market simply grew faster.

When the Diefenbaker government decided in 1958 that they were going to divert the imports from the United States to Europe or to Britain, I accompanied the ministerial delegation which met with their opposites in that old institution, the Joint Canada-United Kingdom Cabinet Committee, which was established by St-Laurent and Pearson. Donald Fleming was the Minister of Finance and the leader of the Canadian Delegation, and he gave a very eloquent speech to the Americans who were led by John Foster Dulles, who was Secretary of State. We warned Mr. Fleming that he should be careful about what he said; however, he was undeterred and he gave a strong speech saying that we were determined to diversify our trade and that we were not going to have all our eggs in one basket. Prime Minister Diefenbaker later made a speech in London about diverting 15 per cent of trade to the United Kingdom. U.S. Secretary of State John Foster Dulles listened to this and you could see that he was getting angry. He replied that the reason Canada did so much trade with the United States was that the Americans paid cash, and produced the things that Canadians liked to buy. He asked: "Who is financing Europe today?" and he said that if it were not for U.S.A. help to Europe, Canada would not be selling anything to Europe.

BOUT DE PAPIER: You spent six years as Foreign Minister. You just marked seven years here at the Pipeline Commission. You also have been involved in other things such as conflict of interest guidelines for ministers as well as the West Coast Fisheries dispute. You have kept you hand in! Which assignment was your favourite?

SHARP: People ask me which portfolio did I enjoy most and they are shocked when

I say Finance. I enjoyed External Affairs but at the end I felt that I was becoming separated from domestic politics and so in 1974, after the July election, I said to the Prime Minister that I would like to move back into domestic affairs. This conversation was reported to Paul Martin and when I was over in London on one occasion, while he was the High Commissioner, he said: "Mitchell, is it true that you said to the Prime Minister you did not want to be Foreign Minister any longer?" I said, "That is right". He said: "I do not believe you". Paul could not believe that I would want to move out of that portfolio. I thought that I had been there long enough and that I had interests other than foreign policy.

BOUT DE PAPIER: You had no desire to go back to Finance?

SHARP: Oh no, none whatsoever and I had some difficulty in finding anywhere else to go. I ended up being House Leader which is not the easiest job. In many ways it is one of the most unsatisfactory. Maybe Paul was right, perhaps I should have stayed at External.

BOUT DE PAPIER: Will you write your memoirs?

SHARP: I don't know. I have been putting down some recollections, but whether I will ever publish them is a different matter. However, I think I should put them down.

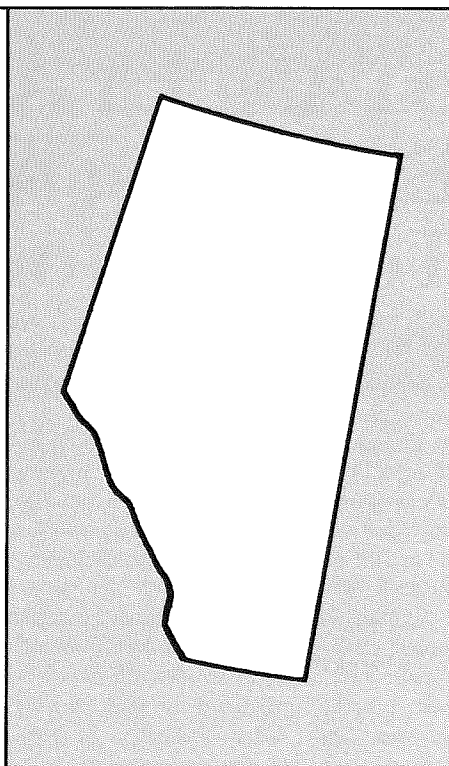
BOUT DE PAPIER: Is your work here at the Commission starting to come to an end?

SHARP: Oh yes. The work is only part time anyway and indeed it is only because I was asked to stay on that I am still here. I have spare time, part of which I use for the purposes that you have already outlined, and I find that I have a little more leisure and I can put down some recollections.

BOUT DE PAPIER: Mr. Sharp, thank you very much. △

THE PROVINCES ABROAD: ALBERTA

This issue we look at Alberta. Stanley Engineering, Bow Valley Industries and Sprung International provide us with a look at their operations. The province's Federal and Intergovernmental Affairs Department describes how they manage this activity.



Alberta's Federal and Intergovernmental Affairs

In recent years, Alberta Federal and Intergovernmental Affairs has become increasingly active in the international sphere as a result of both the province's expanding interest in international relations, and the ongoing interest of other countries in Alberta.

The department was established by an act of the Alberta Legislature in 1972. Its basic objectives are to represent Alberta's interests as an equal partner in Confederation and to ensure that all intergovernmental activities of the Government of Alberta are conducted in a coordinated and consistent manner. As part of its mandate, the department conducts an ongoing review of the policies, programs and activities of other governments which may affect Alberta. It is a mandatory co-signatory of all intergovern-

mental agreements involving Alberta departments and/or agencies.

Much of the department's activities throughout the 1970's were focussed on a variety of domestic issues. Federal-provincial discussions involving the constitution and energy-pricing policy were, in particular, of major interest to the department during its initial period of existence. Recent years, however, have seen an increased emphasis on matters involving Alberta's international interests and trade.

The department's first major involvement with international issues occurred in 1977 when an interdepartmental Task Force on Tariffs and Trade was created under the aegis of Federal and Intergovernmental Affairs. This Task Force was specifically created to coordinate Alberta's contribution to the Canadian position at the General Agreement on Tariffs and Trade (GATT) negotiations. The Task Force was disbanded in 1979 when negotiations concluded. Its establishment, nevertheless, was a recognition of the importance of trade to the Alberta economy, and of the need to ensure an effective and timely presentation to Ottawa of Alberta's various international interests.

The visits of Premier Lougheed to the Middle East and the Union of Soviet Socialist Republics in 1977, and the increasing number of foreign visitors to the province and consultations with the federal government on international matters served to further demonstrate the need for an increased capacity to monitor international developments and coordinate Alberta initiatives. In recognition of this need, the

International Division was created as a separate section within the department in the spring of 1978.

The International Division of Federal and Intergovernmental Affairs has primary responsibility for monitoring and coordinating Alberta's international initiatives; and reviewing, as well as making recommendations, on provincial policies, programs and activities in relation to Canada's foreign policy and those of other countries.

Alberta's present international activities are concentrated in the areas of trade, foreign investment and energy, although there is significant interest in the fields of science and technology, foreign aid, culture and education. The division has responsibility for Alberta's six foreign offices in London, New York, Hong Kong, Tokyo, Los Angeles and Houston. These offices play a major role in the promotion of Alberta's interests outside Canada and are particularly active in the promotion of trade and investment opportunities and the gathering of economic information of interest to the province. The International Division is also the chief Alberta government contact with the Department of External Affairs, ensuring that Alberta's input on a wide range of subjects in the international sphere is coordinated and timely. The latter role necessitates regular liaison with other Alberta departments, such as Agriculture and Economic Development, which are also active internationally.

The division has a lead role regarding Alberta's three special relationships with provinces in Japan (Hokkaido), China (Heilongjiang) and the Republic of Korea (Kangwon). These unique affiliations are based on Alberta's strong economic interest in Asia and the desire to further develop these and other interests in the Asia-Pacific Rim. They provide an effective bridging mechanism, facilitating cooperation and exchange between different cultures, and acting as a door-opener for Alberta in its dealings in the three countries. In addition they allow Albertans to focus and concentrate their efforts and initiatives in a complex region. Federal and Intergovernmental Affairs has played a leading role in facilitating visits, exchanges and other contacts between Alberta and the three sister provinces.

While Asia is an important area of activity for the division, it also is active in many other parts of the world such as the United States, Europe and Latin America. In 1984-85 over 300 international visitors came to Alberta, from countries as diverse as Tanzania, Peru, Tunisia and Romania; and the division played an important role in many of these visits. The division also was involved in assisting with many overseas visits by Alberta ministers and officials including the Premier's 1985 trip to Washington to discuss Canada/United States free trade.

(continued on page 28)

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Alberta (continued from page 27)

While Alberta has become an increasingly important international actor, it should be noted that such activities are conducted in the context of Canada's overall foreign policy. While Alberta has specific objectives in the international field, and believes that there is a legitimate role for provinces in this area, it also feels strongly that Canada should speak with one voice internationally. The department and other Alberta departments, as well as the foreign offices, consequently work closely with the Department of External Affairs and Canadian posts abroad. It is the Alberta government's view that the place for policy debate is within Canada. Alberta will continue to pursue its primary interest to the province, especially trade, agriculture and energy. Once, however, Canadian policy has been decided (through a national as opposed to federal decision-making process). Alberta adheres to Canadian policy and supports the Canadian position.

The continued strong representation of Alberta's international interests in a variety of fields should serve to strengthen Canada's reputation as a diverse and outward looking country. Alberta Federal and Intergovernmental Affairs will continue to be an important player in the articulation and advancement of those interests.

Prepared by the International Division, Alberta Federal and Intergovernmental Affairs.

STANLEY ASSOCIATES Exporting Alberta To The World

By Paul F. Kelly

Stanley Associates Engineering Ltd. was a one man operation when formed in 1954 by Dr. Donald R. Stanley in Edmonton, Alberta. Today, the firm has 14 branch offices throughout the west, some 500 employees, and a worldwide reputation for the export of quality consulting engineering services.

Stanley Associates specializes in water supply, sanitation, solid waste management, transportation and urban and rural development projects, providing the spectrum of services from initial feasibility studies, through detailed design, construction supervision, start up, operational guidance and surveillance. Its first international assignment was in Ecuador in 1963 followed by assignments in The Philippines, Malaysia and Tanzania, and a large water supply study/design in Jamaica in the early 1970's. Since then its international work has mushroomed to include projects in Barbados, Trinidad and Tobago, St. Kitts and Nevis, the Turks and Caicos Islands, Belize, Zambia, Malawi, Uganda, Somalia, India, Iraq, South Korea and Vietnam.

In South Korea for example, Stanley has been responsible for the study/design/supervision of construction of water supply facilities to serve more than eight million people, and also for the provision of some 66 sewage treatment plants to serve 109 municipalities throughout the country, which was the largest sanitation undertaking in the history of Korea.

In Zambia, the firm is providing full project management services for the design and construction of 600 km of road. The five year program has been a major success story for both the firm and for CIDA.

The majority of Stanley's international work is financially assisted by international agencies such as the World Bank, UNDP, Asian Development Bank, Inter-American Development Bank, World Health Organization and so on. Stanley has established a sound reputation with these agencies and is now often called upon to provide experts to directly assist the agencies on their own missions, such as a recent overview of Solid

Waste Management in Baghdad for the United Nations, and a pollution control report in Vietnam for the World Health Organization.

Stanley has recently won two major export awards. In recognition of outstanding export performance, the firm received the Canada Export Award from the Honorable James Kelleher, Minister of International Trade of the Government of Canada, and was selected as Export Company of the Year for continuous and outstanding achievement in international marketing by the Government of Alberta.

In a period of economic recession worldwide, Stanley has managed to quadruple its export market volume since 1980. One of the main reasons for Stanley's success in a highly competitive market has been a concentrated effort to provide appropriate technology in designing systems suitable to the local situation, not with pre-conceived 'developed world' methodologies. "I am proud of the innovative thinking of our engineers", says Dr. Donald Stanley, chairman and chief executive of the firm.

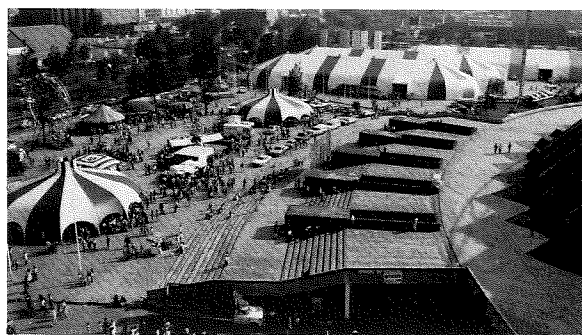
Stanley staff also makes every effort to transfer technology to their developing country counterparts. This is done by the introduction of training programs either in the developing country or back in Canada. This technique has also enhanced the Stanley reputation for providing a complete service.

Stanley expects to further expand its international operations into other parts of Africa, the Middle East, South East Asia and Mainland China, and also hopes to be exporting new higher technologies such as L.R.T. (Light Rail Transit) expertise presently being provided in Edmonton and Calgary.

"We are mindful of the invaluable support provided by the trade officers in our embassies", says Ron Triffo, president of Stanley Associates, "and we look forward to continued assistance as we develop new markets".

*Mr. Kelly is manager of
International Business Development,
Stanley Associates Engineering Ltd.*

A SPRUNG STRUCTURE: What is a Tent — but not a tent?



by F.B. Irvine

What is a Sprung structure?

It is a large, clear span, self supporting structure that looks like a tent but meets the building codes in most countries around the world.

Like all good ideas, the Sprung structure has come about as a result of frustration —frustration with a climate that did not permit the use of an outdoor swimming pool for more than about six weeks of the year.

Knowing that a tent was not the answer, but having a few ideas, the pool owner approached a tent maker for suggestions. The tent maker had a few ideas of his own, and upon pooling these ideas, more were forthcoming. It was not long before a company was formed to develop the structure concept and market the product.

As a result, the "membrane stress theory" evolved and the Sprung Instant Structure came into being. Initially, in the design stages, it was found that as fast as one unit was designed and built for test purposes, there was a customer found.

Although the original concept was for a pool cover, it soon became apparent that a larger structure was a natural for trade shows and exhibitions. As demand built up, the Sprung Structure was found to be suitable for an infinite number of applications where a light weight, economical, relocatable structure was required.

A trip to the Middle East for an oil show brought home to the company the prospects for overseas sales. Shortly thereafter, offices were opened in the United Arab Emirates and Bahrain to follow up on the potential market there. Because it looks like a tent the Sprung Structure easily won acceptability in the Middle East as for many years their culture and heritage was based on a nomadic existence. It was not long before sales materialized. Within two years, four of the six major trade exhibition sites in the Middle East were covered by Sprung Instant Structures.

It was a natural progression from the Middle East to other areas of the world. Sprung structures were so obvious, travelers passing through the area were soon

contacting Sprung for information, and in short order the company opened in several Africa countries.

Realizing the potential internationally, the company provided the majority of the Canadian Embassies and Consulates abroad with literature on the Sprung Structure. At the same time an aggressive marketing campaign was carried out through participation in many of the government sponsored overseas trade shows.

Inquiries came in droves, both direct and through the Embassies and Consulates, with the result that Sprung now has structures in 32 countries around the world. Government trade officers went out of the way to promote interest in the product, and many of their inquiries were from local agents who wished to represent Sprung.

Dedication to fast and efficient delivery, quick erection and customer satisfaction resulted in repeat orders, as well as customer good will that generated additional sales.

*Mr. Irvine is vice-president
Sprung Instant Structures Ltd.*

Bow Valley: Oil Interests Worldwide

by Daryl K. Seaman

A strong entrepreneurial drive has thrust Bow Valley Industries Ltd. from its humble beginnings in 1949 to the forefront of the oil and gas industry today. Bow Valley has grown from a small Canadian-based enterprise to a major energy company with operations in 11 countries, under the direction of Daryl K. "Doc" Seaman, founder of the company. Today the company has 1,200 employees, gross revenues of \$800 million and a stock market valuation approaching \$1 billion.

Bow Valley's programs are international in scope, with oil and gas exploration and development programs conducted in North-west Europe, Southeast Asia, the Mediterranean area, the Middle East and North

America.

In 1984, the company more than doubled its net income and its cash flow over the previous year. Oil production in the United Kingdom, Indonesia, Canada, and Abu Dhabi improved significantly. In the first six months of 1985, Bow Valley's average oil production from its international operations (in barrels per day) was: United Kingdom —13,858, Indonesia — 10,907, Abu Dhabi —828, United States — 2,940 and Canada —2,255, for a total of 30,788 barrels per day. Production is currently 35,000 barrels per day which, compared to average rates of 5,000 barrels per day in 1982, represents one of the best percentage increases in the Canadian oil industry.

The largest source of oil production is the United Kingdom sector of the North Sea, where Bow Valley holds a 14 per cent interest in the five Brae Blocks. Bow Valley's oil reserves in these fields amount to over 100 million barrels of oil and almost 300 billion cubic feet of natural gas. The Company also has an eight per cent interest in the Heimdal gas condensate field in the Norwegian sector of the North Sea. Bow Valley's share of reserves is 93.6 billion cubic feet of gas and 2.2 million barrels of condensate. Production will begin in 1986

and will peak shortly thereafter at 27 MMcf per day to Bow Valley.

In Southeast Asia, the company's most significant holding is a 40 per cent interest in the 3.1 million acre Corridor and Tempino blocks.

On the North American continent, Bow Valley holds an interest in 8.1 million acres in Canada. Its major petroleum assets in Canada include 23.5 million barrels of oil reserves and 630.1 billion cubic feet of gas reserves. Off the east coast of Canada, it holds varying interests in approximately one million acres on the Scotian Shelf and 2.4 million acres on the Grand Banks. The Mackenzie Delta and Beaufort Sea areas have good potential for future production.

In the U.S., Bow Valley's proved oil and gas reserves are located primarily in the Rocky Mountain region, the Mid-Continent, the Gulf of Mexico, and the Appalachian states.

Another facet of Bow Valley's global involvement is a 47 per cent interest in Bow Valley Resources Services Ltd. (BVRs), the largest oil well drilling contractor in Canada, with 52 oil well drilling rigs in North America as well as several international locations. BVRs also has a manufacturing and distribution operation.

Northward Ho! Seventy Nine

by Jim Sutcliffe Nutt

The annual Arctic Tour is on,
So Ottawa's diplomats will come to know
Canada better, its vertical dimension
Which Canadians, with lateral vision,
Scarcely do themselves appreciate.

A pride of sovereign representatives,
A clutch of Canadian hosts
accompanying,

Did set their course on seven of June
For near far-north at Frobisher,
Baffin's ice and snowbound isle,

Abroad Canadian Forces flight
Three dash eight dash two and two.
A modest aircraft to be sure, but
Cosmopolitan,
Well crewed, reliable, ideally suited
For its mission of Arctic indoctrination.

The plan's to carry on by DC-3
To Pangnirtung and meet with local
Esquimaux
(Inuit, we learn, is the proper term).
But Pang's fogged in and we're denied
Its fiordal beauty and display of Inuit art.

Instead it's back to Frobisher
To settle down and overnight.
A southern allusion that,
For no night comes in this our land
Of June's perpetual sun.

So we are shown the sights of Frobisher.
Saint Jude's Cathedral, igloo-shaped,
And Inuit-speaking British curate
The best attractions are, in this half-
thawed
Seat of regional northern governance.

The eight of June's the day to wing
Across the notable latitude, to north of
66 —

The Arctic Circle's cross our track —
To world's north-most mine of lead and
zinc.

True Arctic adventures now begin, at
Nanisivik.

A transit cross the Northwest Passage
To Resolute on Cornwallis Isle.
A brief respite to view that sometime
base
Of Queen Elizabeth's northern
archipelago
Of vast dimensions, frozen land and sea.

Then further on and still toward the North
To Melville Island's eastern shore —

Point Rea,
Whence Pan Arctic for hydrocarbons
drills.
Our first insight how, on frozen land
and sea,
The North's modern explorers do deploy.

Overnight at Rea, we all are fully briefed
On Canada's most northern benefits of
gas.

And some do helicopt to view
Musk oxen herds which somehow thrive
On solid frozen, still snow-covered
ground.

Now southward bound for Inuvik,
(Another northern seat of government)
On MacKenzie River's delta broad.
We skirt Banks Island to the north,
enroute
To landfall at Cape Parry's settlement.

Dewline site and winter harbour this,
Of Dome Petroleum's fleet of drilling
ships,
All caught up in stubborn ice.
The MacDonald's moving to break the
grudging way
Cross sixty miles to drilling site in open
Beaufort Sea.

The tree line's back, near Tuktoyaktuk.
(Pronounce that and everyone will own
You've had the fortune to go North)
Here Inuit conduct their hamlet's own
affairs
And set example of cooperation to
mutual benefit.

A welcome warm we get at Tuk,
And witness ancient Inuit drummer's
dance.

And we outsiders pressed, do join
In stamp of feet and gesticulate
With arms out-thrust like ancient
Inukshuk.

Back to Inuvik, past ice-thrust-up Pingos,
Hill-like features of this Arctic tundra
coast,

To be received by local citizenry,
And be challenged without forewarn
To field an international team
For baseball in the midnight sun.

The diamond's gravel, imagine that!
It makes for early casualties —
We're three away before the game's
begun.

We taste inflation at the hospital,
To swab a minor wound and apply
bandaid,
Guess what, costs forty dollars!

But the game's the thing and so it was
Enjoyed by all, with umpire most
accommodating.

Four strikes, says he, not three, for VIP's.
No matter, most still fanned, though
managed

To score a run or two and place in doubt
Who really won what had to be a draw.

So buoyed up were the visitors
They lingered on, in interview, to record,
By CBC (whom else, that far north?)
Their exploits, to be broadcast nationally,
Of baseball played by rank outsiders
Under glaring midnight sun.

Next, Yukon bound for Dawson City
Through Old Crow, most northern
Indian settlement,
Whose residents are occupied with
traditional hunt
(It's rattling time out on the Flats
North of the Porcupine.) So southern
visitors
A restful peregrination make of that
unique community.

Some visit Edith Josie, renowned Indian
scribe,

Who announces to the world outside,
"Here are the news!"

Of Old Crow, of course, and who lives
there

And how they feel and fare,
Who visits and from where and why.
And so our visit was inscribed in Yukon
Indian News.

Then south across tall Ogilvy Mountain
peaks,

God's country, this, without the flies,
Which we did most luckily precede.
And so to Dawson City of world-wide
fame,

Stampeders' town of Klondyke Gold
Rush days,
To be refashioned soon, a planned
historic site.

And we are fêted in most friendly
friendly style
By governing ladies, Commissioner and
Mayor.

And our own lady High Commissioner
Is much at home with occupants
Of modern Yukon's seats of power.
Gone the days of '96, and leading lady
Lou.

The daylight night's reserved for Follies
At restored Opera House, a good and
lively frolic
Capped off ad hoc by native son, Pierre
Burton,
Who "readicites", with typical
accomplishment and flair,
Sam McGee's most celebrated
cremation,
By Robert Service, Gold Rush poet
laureate.

And where from Opera House, but
where else?
The Opera crowd repairs en masse
To Diamond Tooth Gertie's celebrated
saloon.
There more follies and folly, if gambling's
that.
A night in daylight on the town,
Less strenuous than baseball, but in
ways more draining.

Sunday's bright and warm, time to
recreate
The Gold Rush. All are eager for the sight
of gold!
Up Bonanza Creek, through piles of
gravel
Long since moiled and screened of gold,
But there's some left, at Poverty Bar —
we can't miss!
Dust for all and, for our lady, a nugget
small.

South again to Whitehorse, Yukon's
capital,
Southern, northern frontier hub,
South of Lake Laberge (Sam McGee's
own crematorium),
Where, to our surprise, nuggets are
more plentiful
Than at Bonanza Creek, but for a price
of course,
In Murdoch's fine emporium.

Miles Canyon's now placid waters hide
The torrent once that was the Yukon
River here,
One of countless obstacles which must
be overcome
By those who, after ninety-six, came that
way
In search of Yukon's just discovered
gold —
The mother lode of Eldorado.

Transportation's still the key to overall
development,
The paddle steamer's long land-bound,
Replaced by truck and train and
aeroplane.
The railway to the coast and famed
Alaska Highway,
Provides potential pipeline right-of-way.
All this and more recorded in stained glass
In just completed, handsome government
edifice.

The ambition long has been to link by
road
The North's resource to Canada's
outside.
Now Dempster Highway boldly thrusts
O'er Mounties' one-time dogsled trail,
North From Dawson clear to Inuvik.
Canada: ad mari usque ad mari,
And now as well to northern sea.

Six days out and heading east by south,
We cross MacKenzie's mountains high,
En route to Yellowknife, modern
northern territorial capital.
Down the famed Nahanni — river of no
return —
Where legends do abound, of headless
men.
But that was long ago, when Virginia Falls
Were nameless, tho' twice as high as
famed Niagara.

At Yellowknife the vast Canadian shield,
pre-Cambrian rock,
Scrub growth called bush, uranium, lead
and zinc abound
In Great Slave Lake's most productive
mines.
While some transport's by water, it's
very much air.
Small wonder they do here commemorate
The so-called bush pilot-living legend —
who was the key
To opening up these spawling northern
territories.

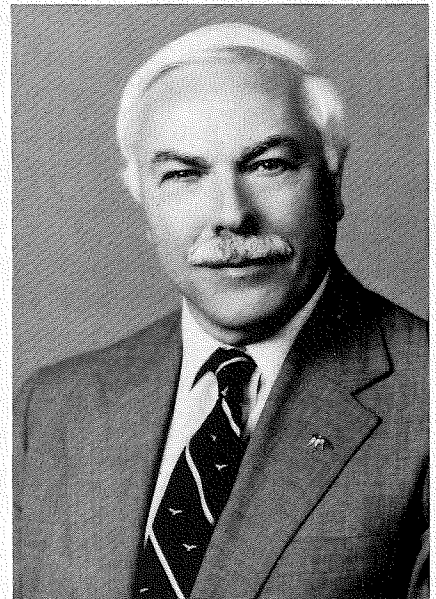
Honoured by Commissioner, all must
speak their piece.
The trip has clearly made its mark.
The diplomats, with professional
observation, note

*Mr. Nutt joined the foreign service in
1947. Among his appointments were
Consul General in San Francisco, New
York and Los Angeles.*

The vast Canadian North, its native
people's purpose,
The frontier pressed, with technological
thirst,
For gas and oil and minerals and all of
nature's vast largesse.
It has been, they all agree, a unique
experience.

The last stop's at Fort Smith, hard by
Alberta's northern bound and Wood
Buffalo National Park,
Nesting ground of near-extinct whooping
crane.
Here native people learn new skills and
trades.
And we are hosted by ebullient,
indefatigable Mayor, who
Now 80 odd, still going strong, in person
does present
The spirit and fibre that has built the
North.

Mission completed, near 10,000
kilometres logged.
A week's gone by, so much seen and
heard.
For foreign representatives and
accompanying Canucks,
New friends, new knowledge, a week
well spent,
A wider base from which to better judge
What happens in this conundrumal
land.



Author Jim Sutcliffe Nutt.

CONSULAR TALES

Bathtub gin, pathos in Pretoria and a voyage to Cochabamba all make for a good read. Keep those tales rolling. We give book prizes for the best stories.

La formation sur le tas

par Laurent Beaulieu

La vie d'agent dans la filière de l'aide au développement amène bien des aventures. Ainsi dans le cadre d'un projet d'aide alimentaire, je suis allé en mission à deux reprises en Bolivie. Chaque préparation pour un tel voyage est entouré d'un certain suspense. De nombreuses grèves générales, routes bloquées par des paysans et autres problèmes de logistiques transforment une mission en Bolivie en aventure pittoresque.

Notre mission débutait à Santa Cruz, le vol Toronto-Lima-La Paz-Santa Cruz prend à peu près 18 heures. Dans le cadre de cette mission en Bolivie plusieurs régions devaient être visitées, habituellement le trajet se fait facilement par avion. Cependant durant notre séjour, une grève générale à travers le pays a fait que nous devions voyager d'une ville à l'autre par camionnette sur des pistes de montagne à des altitudes de 3500 mètres en moyenne. Il fallait aussi voyager de nuit à travers les Andes de façon à passer avant que la route ne soit bloquée par les grévistes.

Nous avons réussi à nolisier un avion pour le vol Santa Cruz, Sucre, mais après, c'était par convoi de 4 camionnettes. Nous avons quitté l'ancienne capitale bolivienne de Sucre à 2790 mètres en fin d'après-midi pour Potosi la capitale des mines d'argent à 4000 mètres. Le trajet prend 4 heures. La route, souvent des pistes, était de terre battue. Les formation rocheuses aux couleurs bleu foncé et rouge ocre, les torrents de montagne qu'il faut traverser avec précaution sur un lit de rivière vaseux et glissant, les fleurs aux couleurs multiples, les oiseaux moustiques de couleur pastel et les troupeaux de lamas et d'alpacas donnent à la nature une beauté sauvage qui est saisissante.

Le tempête de pluie et de grêle ou les orages électriques sont à cette altitude d'une force et d'une furie que l'on voit rarement ailleurs. Les gens sont aussi fort sympathiques, la culture indienne riche de traditions millénaires offrent beaucoup aux voyageurs. Elle nous aide aussi à comprendre la vie de ses habitants et le développement social et politique du pays.

Un voyage par voie terrestre entre deux villes n'est pas chose facile. Nos camionnettes étaient chacune équipées d'un baril de 45 gallons d'essence et nous avons appris comment siphonner de l'essence du baril pour le réservoir. Il faut aussi apporter avec soi de la nourriture, de l'eau potable, du papier hygiénique, la trousse de premier soin, etc. . . . car si une situation difficile se présente sur une route de montagne il faut être prêts pour toutes éventualités.

La première heure du trajet se fait sans peine, cependant je me sens atteint par le mal de l'altitude. Soudain dans un tournant de route, un taureau noir bloque la voie. D'un côté il y a le mur escarpé de la montagne et de l'autre c'est le précipice. Notre chauffeur arrête, c'est la confrontation entre nous et le taureau. La bête pèse facilement 680 kilos, nous ne pouvons ni reculer ni avancer, la route n'est pas assez large pour passer à côté. Une ou deux minutes s'écoulent. tout-à-coup la bête baise la tête et charge corne en avant notre camionnette. Le chauffeur pèse sur l'accélérateur et fonce, au tout dernier moment, il donne un coup de roue à droite vers le flanc de montagne et évite le taureau de quelques centimètres, la pauvre bête disparaît dans l'abîme. Nous débarquons pour voir si le

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taureau a déferlé la pente pour nous apercevoir que la bête est sur un escarpement quelques mètres sous nos pieds et le taureau est vivant et indemne. Nous continuons notre route et non loin de là, nous indiquons à un fermier où il trouvera son taureau.

La premier relais où nous nous arrêtons est fait de quelques maisons en adobe. La route traverse ce hameau, il y a quelques indiennes qui vendent des verres de chicha, liqueur faite d'alcool de maïs et il y a aussi du fromage de chèvre. Il y a des cochons et des petits enfants qui jouent dans la boue au beau milieu du chemin.

Le restaurant de la place se nomme "Tourista", nom sans doute pré-défini, il est infesté de moustiques; de la cuisine viens un délicieux arôme de soupe de légumes et de poulet rôti. Moi-même je n'ai pas très faim à cause du mal de l'altitude. Je fais un effort et achète des pommes de terre bouillies d'une des vendeuses de la place. La Bolivie a, à ce qu'on dit, une variété de 182 types de pommes de terres.

Après cette courte halte, nous continuons notre ascension, de ci de là on aperçoit les travaux que les paysans ont entrepris dans le cadre de notre programme. Le travail consiste à reconstruire les bases d'une infrastructure agricole. Dans ce climat froid et aride, la vie est très difficile et les gens doivent travailler très fort pour arracher du sol une maigre subsistance.

Ils ont construit des systèmes d'irrigation et de drainage, des réservoirs d'eau, des digues pour arrêter l'érosion des sols. Toute la communauté y travaille. Ces travaux permettent l'augmentation des récoltes. Les gens ont accès pour la première fois à de l'eau potable, ce qui par le fait même améliore leur qualité de vie et la santé en générale.

Dans tous les villages que nous visitons, je constate comment la distribution alimentaire canadienne a fait des heureux. Les chefs de ces communautés veulent tous nous montrer les réalisations des travaux entrepris et tous expriment leurs reconnaissances pour le blé et l'huile végétale canadiens.

À plusieurs endroits, on est invité à manger avec eux. Les plats sont habituellement de pommes de terre, du riz blanc, des oignons bouillis, des fèves avec beaucoup de piments forts. Les plats de viande sont du pigeon, du porc ou des cochons d'indes rôtis. Le tout arrosé d'alcool fort ou de bière. Après le repas il y a toujours la fête et l'on nous invite à danser. Chose difficile à 3500 mètres car le souffle nous manque, mais refuser l'hospitalité de nos hôtes risque de les froisser. C'est ainsi que l'on apprend à connaître les boliviens et leurs coutumes.

Notre convoi arrive finalement à Potosi où l'on peut y admirer les beautés architecturales de l'époque de la ruée sur le Cerro, la montagne où sont les mines d'argent. L'Unesco a présentement à Potosi un projet pour la réfection des églises

anciennes qui font partie du patrimoine de l'humanité. Notre hôtel est un petit édifice d'un étage en ciment, très humide et froid sans eau chaude. Plusieurs personnes de notre groupe sont incommodées par l'altitude et le travail ne peut se faire que péniblement. Une journée de 4 heures de travail est le maximum que l'on puisse faire à 4000 mètres quand on n'a pas l'habitude.

Heureusement, on ne passera qu'une journée et demi à Potosi avant d'entreprendre la descente vers Cochabamba à 2500 mètres. Le voyage de nuit durera 12 heures à travers les sentiers de montagne.

C'est ainsi qu'après nos visites en campagne et nos réunions avec les officiels de la place, nous nous remettons en route, mais cette fois-ci de nuit. À une vitesse vertigineuse nous dévalons les pentes escarpées des montagnes. Je surveille d'un oeil la route et le précipice, de l'autre mon chauffeur. Sur le ton le plus calme possible je lui demande s'il connaît bien la route, oui me répond-il, cela me rassure un peu. Sentant peut-être ma nervosité il m'annonce, sur un ton rieur, que nous n'avons pas de frein et qu'il conduit en troisième. S'il y a urgence, il se jettera sur le flanc de la

montagne. C'est la seule façon de s'arrêter, me dit-il.

La route est très mauvaise et à deux reprises nous rencontrons des camions lourds dans un tournant de route, le chauffeur les évite de justesse. De toute façon, les autres camionnettes du convoi passeront après, si jamais... Sur ce parcours, l'on traverse de nombreux villages et au beau milieu de la nuit l'on s'arrête dans un relais. Les rues ne sont pas éclairées et les gens sortent pour venir voir ces inconnus qui sont arrivés à grand bruit. Mon collègue du Programme alimentaire mondial me fait remarquer comment ce petit hameau a des airs de far-west, l'on se croirait presque dans un film. Dans un coin il y a une ombre et un objet très brillant éclairé par la pleine lune attire mon attention. Je m'approche pour m'apercevoir que l'objet brillant est un canon de mitraillette, un soldat somnole nous échangeons quelques plaisanteries. Il se plaint du froid de la nuit et surtout qu'il s'ennuie car il n'y a rien à garder.

Le relais n'a qu'une seule ampoule électrique qui éclaire la pièce et jette une lumière pâle sur les murs jaune et bleu. Les

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meubles sont faits à la main et très rudimentaires. Au menu, il y a de la soupe, du poulet, des pommes de terre et du Coca-Cola. Les bouteilles sont recouvertes de poussière et il y a même des fils d'araignées. Même dans les coins les plus reculés du globe, on retrouve toujours le Coca-Cola. Je me demande comment les camions font la livraison sur des pistes de montagne.

Le propriétaire nous dit que la route est bloquée un peu plus loin par un groupe de paysans en grève. Comme nous sommes canadiennes et que les gens de la région bénéficient de notre aide alimentaire, il croit que nous pourrions passer.

À la sortie du village, on rencontre un barrage. L'on s'arrête pour parler avec un des chefs du groupe, après lui avoir expliqué ce que nous faisons en Bolivie, je lui remets mon drapeau canadien que je porte en épingle. Très fier, il me donne l'accolade et dit à ses compagnons de nous laisser passer car nous sommes des amis du Canada.

Le reste du trajet se fait sur une route semi-pavée (un luxe) avec des ponts qui enjambent les rivières. Mon chauffeur m'explique que la région de la province près de Cochabamba a des industries et qu'une partie de la route fut construite par les américains.

Nous traversons la ville industrielle de Cochabamba, la température est plus

tempérée, il fait chaud et l'altitude de 2500 mètres se tolère plus facilement. Nous arrivons finalement à notre hôtel, un vieux palace de style "art deco" à l'aube. Il est 5 heures du matin notre première rencontre est à 8h30 ce matin. Nous avons deux jours de visite et rencontre à faire dans notre tournée d'inspection. C'est l'étape facile avant les hauteurs de La Paz.

Advice Forgotten

by Alfred Pick

In 1946 I was serving alone in Pretoria, a junior as Acting High Commissioner. One day I interviewed a candidate for immigration to Canada, an Austrian Jew who was living in the administrative capital of the British Protectorate of Bechuanaland, now the state of Botswana. He was frail with a badly mutilated face, such that I was conscious that I must avoid either staring in horrified fascination or looking away with revulsion. He was a furrier (he obviously had suffered grievously at the hands of the Nazis) who wished to settle in Montreal, where he had some distant associations.

I carefully explained that he would have to qualify either on the ground of bringing

substantial capital or having specially desired skills. He had no real funds but contended with some persuasion that he had considerable knowledge and skill in the treatment of Persian lamb, known as karakul in the trade in Southern Africa. I sent off the application to Ottawa, warning him I was not too hopeful.

Shortly thereafter a large bundle arrived at the office by railway freight, which turned out to be a magnificent fur rug of a number of matched skins of some African beast. It looked splendid rolled out on the broadloom of the big office designated for a High Commissioner. I telephoned my wife to come to see it before it was shipped back to the sender, an applicant for immigration. I had no other officer to consult and quickly decided to avoid yielding to any temptation.

I wrote a short note to the applicant saying that I could not accept his gift. He replied in a touching letter that he meant no wrong, that I had befriended him, (I had indeed given him rather more time than my work load allowed), he was without family and Christmas was approaching. I felt I had acted without grace.

Soon thereafter, before a reply had come from Ottawa, I received a brief report from the Commissioner of the Bechuana Police telling me that my applicant had died. The file was closed.

I had made one mistake; I had forgotten Talleyrand's advice to the young diplomat: pas trop de zèle.

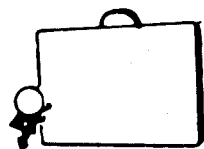
Kuwait — The New Industry

by Tom Clasper

Although it is a strict Muslim country in most external respects, Kuwait is about to join the ranks of the world's major wine producers. The casual visitor to Kuwait, noting the conservative Muslim ambience, the absence of vineyards (as well as other forms of greenery) would have little hint that the level of wine production on any given day would be sufficient to fill Lake Erie.

The truth is however, that Kuwait's wine, like its better known resource, oil, is not there on the surface. Like Kuwait's oil industry, Kuwait's wine is dependent on expatriate labor except that in this case the labor is provided by the diplomatic corps.

How is it possible? I hear readers objecting. Surely the Vienna Convention and its various protocols prevent host countries from forcing diplomats into other forms of employment. We have been reminded many times by the host government that while the Vienna Convention and its various protocols may work very well in



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Austria, this is Kuwait — like it or lump it.

It all began in 1983 when Kuwait, like other oil producing nations, noted the continuing decline in the world price for crude. Kuwait decided to diversify but lacking resources other than petroleum nobody could suggest any options. That is, nobody except for a Kuwaiti official whose anonymity has been maintained to this day. Displaying a flash of inspiration nothing short of genius, he suggested that Kuwait go into wine production with a view to capturing a major share of the world export market.

At first his suggestion was met with howls of disbelief. Impossible, he was told, a Muslim country produce wine? Besides, the climate was totally unsuitable; wine-growing is labor intensive and we don't need more expatriates. Brushing these quibbles aside, he explained that Kuwait wouldn't actually be producing wine in the manner of France, Italy and other wine producers. It would instead be converting the vast lakes of imported grape juice into wine. The labor would be provided by Kuwait's diplomatic corps who would produce the wine in their own homes thereby getting around the various legal obstacles. "But the diplomats can import liquor, the last thing they'll want to do is produce wine just so we can set up an industry." "In that case", our official replied, "we simply ban the importation of liquor." "But what if they still don't produce any wine out of sheer spite?" said his still skeptical colleagues. With a knowing wink he said, "they'll produce, I know diplomats."

After that, as they say, the rest is history. Citing the fact that some diplomats were known to be flogging their duty-free to the general public, Kuwait's National Assembly voted to ban the importation of liquor by diplomats. The bill was sent to the Emir for his assent which was granted and the bill was signed into law.

No longer did diplomats have to spend all their time attending elegant cocktail parties to meet the same people day in and day out, and complain about how Kuwait was boring with nothing to do. Suddenly, their lives in Kuwait had achieved a meaning and a purpose.

Other expatriates sniggered at the thought of the striped-pants set filling the d.t. wards at Kuwait's hospitals but they were soon to be disappointed Kuwait's diplomatic corps didn't stay at home bemoaning their sad lot. Instead, they trooped to well-appointed co-operative stores to gather up the requisites of wine-making.

The effect of the liquor import ban on the morale of the diplomatic community was electrifying. Gone were the days when diplomats were a privileged elite gloating over their stocks of French wines, Australian beers and Scotch single malts while disdainfully turning up their collective noses at the home-made plonk of less fortunate expats. Suddenly, diplomats were taking an

interest in meeting people outside the glittering Embassy set. Other expats were buttonholed on the streets by First Secretaries, Counsellors and even Ambassadors seeking recipes and hints on wine-making.

Not only were diplomats talking about wine and beer with greater enthusiasm, they were actually spending their time constructively at last. Nobody could say that the days just seemed to drag by. Each day brought new joys as wine, cider and beer entered a new stage in the fermentation process.

I suppose you could say it is a closeness to nature most of us have never experienced. All very reminiscent of the Middle Ages or maybe of Chicago in the 1920s.

Be that as it may, now that the diplomatic community is productively engaged in home brewing, it is a question of when the Kuwait government will approach us directly concerning production quotas, quality control, marketing arrangements, etc. It is widely believed that the Kuwait Ministry of Foreign Affairs is hesitating because the Vienna Convention and the various protocols offer no guidance on such matters. I have no doubt that Kuwait will not allow the ambiguities of this hoary old document to stand in its way for long.

Incidentally, anyone daring to presume that being denied liquor import privileges and thereby being required to labor long hours over vats of frothing grape juice in any way warrants an increase in hardship levels should and will be taken to task forthwith. Dwelling on the absence of liquor or other import privileges is akin to committing the sin against the Holy Ghost or requesting kiddie-porn video-cassettes vis the diplomatic bag. Indeed, according to the Blake Scale Methodology (developed by Cromwell's General at Sea, Robert Blake, during the course of his operation on the Barbary Coast in the 1650s) this factor rates hardly at all. On the other hand if we were to be assigned an unrealistic production quota or unattainable quality control standards by the MFA, our hardship level might conceivably be affected.

Following is a recipe for red wine for those considering a posting to Kuwait or even to Ottawa where wine is available but expensive.

Ch Koweit Cuvée d'Ambassade (Rouge)

Ingredients:

- 24 litres red grape juice
- 1-1/2 kilos sugar dissolved in
- 3 litres of water
- 2 kilos of red grapes
- 1 tsp yeast

Pour the ingredients into clean plastic container, such as a garbage pail. Stir once or twice a day for 13 days then strain off the grapes and let sit for 48 hours. Strain until clear and bottle. The wine is now ready for drinking but for a grande cru, you may want to wait another week or so before serving. Δ

Le gestionnaire et les défis internationaux

(voir aussi page 15)

En présence du rôle croissant des phénomènes internationaux, les besoins de formation et de perfectionnement de gestionnaires et de spécialistes capables d'agir au plan international, deviennent de plus en plus évidents. Afin d'y répondre, l'Ecole nationale d'administration publique offre depuis quelques années des programmes d'études de niveau maîtrise à des gestionnaires. Ces enseignements sont donnés par des professeurs et experts dans le domaine international; ceux-ci font partie du Groupe d'Etude, de Recherche et de Formation Internationales (G.E.R.F.I.). Ces programmes sont offerts dans le cadre de la maîtrise en administration publique avec profil international et le programme court d'études avancées "Le gestionnaire et l'environnement international".

En général, les programmes visent à offrir à des gestionnaires ou à de futurs gestionnaires la possibilité de se perfectionner dans le domaine international en les habilitant à traiter de dossiers et de projets à caractère international et en leur permettant de mieux connaître les institutions, les problématiques et les "règles du jeu" sur la scène internationale.

Les programmes de l'ENAP cherchent à mettre en lumière les interactions entre les situations internes du Canada et les réalités internationales. Les dimensions économique, diplomatique, politique et sociale et culturelles du Canada et du Québec sont examinées en les comparant aux possibilités d'action et plus exactement à nos politiques en matière énergétique, agricole, commerciale, monétaire, financière, de coopération et de développement, stratégique, scientifique et technologique.

L'interaction entre les secteurs privé et public est aussi mis en lumière car dans plusieurs activités de nature internationale, les gestionnaires des deux secteurs doivent travailler ensemble.

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- Séminaire d'études internationales I (Méthodes et gestion internationales);
- Séminaire d'études internationales II (Problèmes monétaires et financiers). Δ

Grief de communications

par Christine Manseau Directeur exécutif

Lorsque le 27 février dernier, le ministère annonçait une hausse de 25% pour cent du coût des loyers pour tous ses employés en poste à l'étranger, l'APASE, de concert avec les autres associations d'employés concernés, entreprit des démarches dans l'optique d'amener l'employeur à réduire ou à retarder la mise en application de cette augmentation. Concurrentement, et ce pour répondre aux questions soulevées par ses membres à l'étranger, le Comité exécutif de l'APASE convint de la nécessité d'aviser ces derniers des recours disponibles sous la convention collective.

Conséquemment, le Président de l'APASE rédigea le 15 mars un message suggérant aux membres de "retenir le loyer (déposer dans compte en fidéicommis), déposer un grief, et caetera." Le refus du ministère d'accéder à la requête de Monsieur Delisle à l'effet que ce message soit expédié par télex, et ce en dépit des provisions de l'article 4 de la convention collective du groupe ASE qui permettent à l'Association d'avoir accès aux systèmes de communications ministériels, amena le Président de l'APASE à décider, vu l'importance du message, de son envoi par lignes commerciales.

Le ministère refusa aussi de procéder à l'envoi d'un autre message — daté du 4 avril — relatant les termes de l'entente intervenue entre le Conseil du trésor et les associations d'employés et recommandant aux membres le dépôt d'un grief. Le ministère accepta toutefois de repousser les délais relatifs au dépôt des griefs et de faire parvenir ce message aux membres de l'APASE par le biais du sac diplomatique.

Convaincu que le ministère avait, en refusant d'envoyer ces messages par télex, violé les termes de l'article 4 de la convention collective ASE, le Comité exécutif de l'APASE décida du dépôt d'une plainte en vertu de l'article 98 de la Loi sur les relations de travail dans la Fonction publique. Le texte de cette plainte réclamait un jugement déclaratoire à l'effet que l'employeur avait violé les termes de l'article 4 de la convention collective ASE et le remboursement des coûts encourus par l'Association (environ \$12,000.00) pour l'envoi du message, daté du 15 mars, par lignes commerciales. L'audition de cette plainte par la Commission des relations de travail dans la Fonction publique a eu lieu le 30 juillet dernier.

Lors de cette audition, l'avocat de l'APASE fit valoir qu'en vertu de l'article 4 il est du devoir de l'employeur de coopérer avec l'Association lorsqu'il importe que celle-ci communique avec ses membres en poste à l'étranger. Il n'appartient pas au ministère de censurer les textes des messages préparés par l'Association à l'intention de ses membres. De fait, l'article 8 de la Loi des relations de travail dans la Fonction publique interdit à l'employeur d'intervenir dans les affaires de l'agent négociateur.

L'avocat de l'employeur fit valoir que le texte français de l'article 4 suggère que l'employeur doit assister l'Association dans ses communications avec ses membres à l'étranger, ce que le ministère s'engage à faire en autant que le texte du message soit approuvé. Il serait inapproprié qu'un chef de mission agisse à titre d'agent de l'APASE, lorsque ayant reçu un télex rédigé par celui-ci à l'intention de ses membres il en effectue la distribution. Celui-ci se retrouvait alors en situation de conflit d'intérêts.

De plus, le mot "difficultés" retrouvé dans le texte de l'article 4 doit être relié aux difficultés de communications plutôt qu'aux difficultés créées par le fait que la moitié des membres de l'APASE sont en poste à l'étranger. De fait, l'Association n'a éprouvé aucune difficulté à communiquer avec ses membres par lignes commerciales.

En réponse à ces arguments, l'avocat de l'APASE fit remarquer que le mot "difficultés" se réfère à toute chose hors de

l'ordinaire ou toute chose un peu complexe ou compliquée. Il est aussi ridicule de présumer que l'envoi de messages par l'Association transforme l'ambassadeur en agent de l'APASE puisque le message ne lui est pas adressé. En outre, le texte de l'article 4 ne donne aucun pouvoir discrétionnaire à l'employeur. Celui-ci se devait donc de permettre que le message en question soit envoyé quelque soit le texte.

L'arbitre de la Commission des relations de travail dans la Fonction publique a déclaré dans sa décision que le pouvoir discrétionnaire de l'employeur, en ce qui a trait à l'application de l'article 4 de la convention collective du groupe ASE, se limite au choix de la méthode de communications permettant à l'Association de communiquer avec ses membres de façon à ce que les buts visés par le message puissent être atteints. En d'autres mots, un message daté du 15 mars et traitant d'un événement prévu pour le 1er avril devrait être envoyé par télex, tandis qu'un message daté du 1er mai et traitant d'un événement prévu pour le 1er juillet peut être envoyé par sac diplomatique.

L'arbitre a donc déclaré qu'effectivement l'employeur avait violé l'article 4 en refusant de permettre à l'Association d'utiliser ses lignes pour l'envoi de messages pour la seule raison qu'il, l'employeur, était en désaccord avec le contenu de ces messages.

L'arbitre a de plus reconnu qu'il avait juridiction et pouvait partant réclamer remboursement par l'employeur des frais encourus par l'Association mais, qu'étant donné les circonstances entourant la décision de l'APASE d'envoyer ce message par lignes commerciales, il décidait de ne pas faire droit à cette partie de la plainte.

Directives du Service extérieur

par Christine Manseau
Directeur exécutif

Chacun d'entre vous aura reçu déjà un document faisant état de l'entente intervenue au sein du Comité des Directives du Service extérieur du Conseil national mixte et énumérant les nouvelles provisions qui devraient entrer en vigueur le 1er décembre 1985.

Plusieurs nouvelles directives ont été introduites pour donner suite à certaines des recommandations contenues dans le rapport McDougall. D'autres ont été modifiées au prix d'efforts constants de la part de vos représentants tels l'ajout d'un nouvel échelon au calcul de la prime du Service extérieur et l'introduction par étapes des coûts reliés à la location de voitures en vertu de la DSE30.

Prenez soin de lire ce document attentivement afin d'être en mesure d'identifier ses faiblesses et les moyens d'y pallier car nous devons commencer à nous préparer dès maintenant pour la prochaine revue des DSE qui devra débiter à l'été 1987.

Rapport du Comité Professionnel

par Robert Desjardins

Les déjeuners-causeries ont repris de plus belle en septembre. A peine quelques jours après avoir entrepris son mandat comme sous-secrétaire, M. Si Taylor a eu la gentillesse d'accepter notre invitation et s'est adressé à nous le 17 septembre. Ayant encore tout frais à l'esprit la complexité des questions préoccupant l'Alliance Atlantique, il a dressé, avec beaucoup d'érudition, un tableau des défis posés aux super-puissances. Ce qui a cependant captivé l'attention des participants fut l'exposé de son approche face à ses nouvelles responsabilités. Soulagés et heureux de voir à la tête du Ministère un homme issu de nos propres rangs et qui possède une profonde connaissance du Service extérieur et de son mandat, tous l'ont écouté avec beaucoup d'espoir. La semaine suivante, l'ambassadeur Lee, profitant de son séjour à Ottawa, a saisi l'opportunité de venir nous parler de l'Afrique du Sud, son pays d'accréditation. A une époque où la couverture des médias correspond à l'ampleur des développements dans ce pays, il a offert une version plus sobre de l'évolution du conflit racial et des perspectives d'avenir en ce pays. Le troisième invité de la saison fut Mr. Len Legault, conseiller juridique du Ministère. Juriste de grand renom, il a parlé d'un sujet qui donne le frisson à plus d'un nationaliste, la souveraineté arctique. Reprenant les éléments contenus dans la déclaration de M. Clark à la Chambre des communes en septembre, il a expliqué, avec force détail les principes de géographie-politique utilisés par le Canada et les Etats-Unis pour justifier leur position respective sur les droits de navigation dans le Grand Nord.

Le Comité professionnel s'est fié à M. R. Halpin pour trouver le premier invité de l'extérieur, il n'a pas été déçu. M. Halpin a proposé et organisé la visite de M. Oleg N. Bykov directeur-adjoint de l'Institut d'Economie universelle et des Relations internationales de l'Union Soviétique. Numéro deux de l'équivalent soviétique du "Rand Institute" américain, M. Bykov a entretenu son audience du débat stratégique entre les deux super-puissances. Démontrant un optimisme prudent sur les possibilités d'un retour à une certaine forme de détente, il n'a pas manqué d'énumérer toutes les embûches qui se dressent sur ce chemin périlleux. La saison est donc bien engagée et bien que nous ayons déjà identifié plusieurs invités de marque pour les semaines et mois à venir, nous continuons néanmoins à compter sur vos suggestions et votre aide afin de trouver d'autres orateurs.

N'hésitez pas à entrer en contact avec votre humble serviteur au 995-5177 ou tout autre membre du Comité professionnel. Δ

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Arbitration!

A Summary and Result

After 13 rounds of bargaining PAFSO was unable to negotiate a contract with Treasury Board. For the first time in its history PAFSO turned to an Arbitral Tribunal for a new collective agreement.

Negotiations were not a total failure. Indeed they yielded agreement on maternity leave, which allows up to 18 weeks at 93 per cent of salary, an interpretation of the words 'he and she', check-offs on bargaining unit dues and other such issues. However they failed to generate any agreement on the key issues of salary increase, performance pay, acting pay and a lump sum bonus for those officers at the ceiling of their grade. For its part, Treasury Board sought to eliminate severance pay, roll back overtime on Sundays to time and a half from double time and limit our pay increase for the next two years to 1.5 per cent annually. This latter offer was only made at the final round of bargaining. Initially, Treasury Board was unprepared to offer any salary increase, saying in effect that the Foreign Service group is overpaid.

Written submissions were filed with the Arbitral Tribunal and PAFSO was surprised to find that Treasury Board challenged the jurisdiction of the Arbitral Board to award a performance pay clause. Rather they suggested that performance pay should not form a part of the agreement. Treasury Board also challenged the Tribunal's authority to award acting pay or lump sum bonus, saying that any action with regard to the former would interfere with the employers right to classify positions as well as to deal with appraisals, promotions, and assignments. When PAFSO sought to amend its submission to deal with these issues, Treasury Board said that PAFSO did not have the right to change its submission. Treasury Board finally dropped its objection just before the Board held its first day of hearings. As well, Treasury Board withdrew its objection to the jurisdiction of the Tribunal to rule on performance pay or lump sum bonus, but not on acting pay.

Acting Pay

The first day of hearings (August 26) was spent on the jurisdictional question as regards acting pay. While most other groups have acting pay provisions, Treasury Board argued that acting pay for the Foreign Service would interfere with the right of the employer to classify positions. Treasury Board maintained that the current system for classification of positions in the department does not involve consideration of "duties". The "Classification Standards" are applicable to Heads of Posts and first level managers abroad only; and for these positions jobs are classified on the basis of the range of responsibilities performed by

the post as a whole, rather than duties performed by the individual. For lower level positions abroad and all positions at headquarters, Treasury Board evidence suggested that no standards are applicable. In fact, Gerry Reid, the department's Deputy Director for Classification and Organization, went so far as to suggest that he classified positions "on whim", and that job descriptions that are prepared for personnel have very little bearing on the final classification of a position! As for titles, Treasury Board witnesses said that, below the ADM level, office-holders could "call themselves anything they wanted".

PAFSO argued that it was ridiculous to speak of jobs not having duties. It drew attention to the Public Service Staff Relations Act, which says levels of pay must have a relation to the work actually performed. PAFSO emphasized that Foreign Service officers, regardless of the classification system, do perform duties, and that, whether in an underfill or temporary duty situation, may be called upon to perform duties normally associated with a higher classification level. PAFSO suggested that payment for such increased duties bears no relationship to departmental prerogatives involving classification of positions.

Much of the rest of the hearing was spent on hearing evidence on the merits of acting pay. Once again, Treasury Board used departmental witnesses to argue that it would wreck the assignment system and destroy rotationality. PAFSO countered with witnesses from the Public Service Commission who pointed out that it is open to the department to seek an exclusion order from appeals on posting assignments or temporary duty. PAFSO proclaimed its willingness to cooperate with management to find a solution to the appeals problem. In response to Treasury Board's argument that the Foreign Service is an attractive and remunerative career, PAFSO noted that job satisfaction derived from everything but the

financial aspects of employment. A wealth of data and statistics were used to illustrate that against every other group in the foreign service and administrative category, PAFSO had lost ground over the last several years. Treasury Board maintained that comparison was not really possible because the Foreign Service group was unique.

The Award

On September 24 the Tribunal made its award: Overtime was left at time and a half on the first day of rest and double time on the second. A win for PAFSO;

Severance Pay: The vesting period was extended from ten to 15 years. Symbolic victory for Treasury Board.

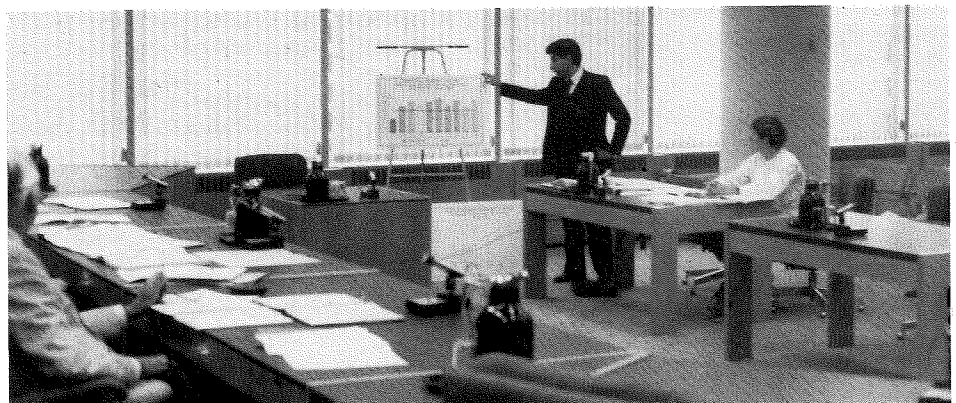
Duration of the Agreement: Two years. Sawoff.

Performance Pay: was made effective for April 1, 1985, and (in future years). A win for PAFSO.

Rate of Pay: 3.75 per cent for each of the next two years. A win for PAFSO, it represents an element of catch-up.

Acting Pay: The Tribunal accepted, in principle, PAFSO's submission that acting pay shall be awarded for the temporary performance of duties normally associated with a higher level, but, in the light of the complexities of the department's classification, assignment and promotion system, declined to draft a specific clause. Rather, the Tribunal directed the parties to negotiate a clause implementing this principle, with either party having the right to return to the Tribunal after six weeks from the date of the award. Negotiations are continuing.

Provisions of the Arbitral Award, with the exception of acting pay, are effective from the date of the award. Provisions of the agreement voluntarily agreed, such as maternity leave, will be effective only once the agreement is signed. PAFSO is currently exploring the possibility of signing a collective agreement with all negotiated and arbitral clauses included, except acting pay, so as to ensure quick implementation of these provisions. Acting pay, once agreed, would become an addendum to the collective agreement effective from the date agreed. △



Jon Fried presents oral submission to arbitration board.

Notes on Negotiating and Arbitration

Where Do We Go From Here?

By Margaret Huber

In contract negotiations with Treasury Board, PAFSO is somewhat in the position of a small company trying to renegotiate a service contract with a giant monopolist. Although Treasury Board negotiators and lawyers are skilled professionals, amicable and polite, they leave no doubt that their mandate is not so much to bargain, as to impose a certain level of settlement.

During the past negotiating round, PAFSO approached the talks with complete flexibility to fully consider any combination of measures to address our members' basic concerns: fair salary increases to bring FS salaries into line with those of comparable other groups; recognition or incentive for those at the top of their salary band, not benefiting from performance pay, and redress the anomaly of Foreign Service as one of the very few groups in the Public Service without provision for acting pay.

Treasury Board's unwillingness to seriously take into consideration these concerns and PAFSO's confidence in the strength of its case, led PAFSO to gamble that even if the decisions of a binding arbitration were not all one would wish, at least PAFSO's proposals would be fairly heard.

To a large extent, this was borne out. PAFSO's negotiators welcomed the sharp inquiries and interest of the Arbitration Board in issues of such concern to PAFSO members.

The decision of the Arbitration Board to

recognize the right of the FS Group to acting pay is a significant step forward.

The further decision that performance pay be effective April 1 of each year addresses the past injustice that performance pay for the previous year could be delayed for long periods during contract negotiations, placing pressure on PAFSO negotiators to settle early, even at undue cost to our members.

Nevertheless, the Arbitral award is disappointing in several important respects. PAFSO had gathered very strong documentation fully supporting the proposal for an increase in rates of pay of at least 5.25 per cent. This documentation included not only comparative data on pay and pay-related benefits for other groups within both government and the private sector, but also a comprehensive analysis of the Foreign Service Group.

Those data were assembled at great effort. Indeed, due to the reluctance of Treasury Board and the department of External Affairs to make available specific details on the composition, recruitment, years in grade and retention of members of the Foreign Service Group, PAFSO was forced to file under the Access to Information Act and to seek the assistance of the Public Service Staff Relations Board to obtain some of these data. Unfortunately, the Arbitration Board did not, in our view, give adequate weight to the data brought

together by PAFSO, in its decision for an annual increase of only 3.75 per cent.

In past decisions, Arbitration Boards have leaned heavily on comparative studies conducted by the Pay Research Bureau of the PSSRB. However, due to the bargaining history of the FS Group, which unlike other groups such as the Commerce Officers or Economists, had never previously had to resort to arbitration, and due to the broad scope of the work of FS members, rendering more difficult any direct comparisons, the PRB has not yet completed such a comparative study for our group.

While the decision of the Board in this regard is regrettable, it is now up to PAFSO to persuade the PRB of the need for such a study to commence without delay. The results would then be available to both parties during the next round of negotiations in early 1987. Since Treasury Board has maintained during the past round, that economic trends and comparative salaries could not justify an FS settlement of more than 1.5 per cent and then only with selected rollbacks, and if they persist in this belief despite all the material presented by PAFSO, they should be as eager as we for an independent study.

Further, PAFSO must continue efforts to gain recognition of the need to address the problem of growing numbers of officers stuck for increasingly long periods of time at the top of their salary bands. This includes re-examination of the concept of lump-sum bonus (in lieu of performance pay), consideration to the raising of salary bands and further exploration of the option of deferred salary leave (sabbaticals).

Négociations et Arbitrage – 1985: Contribution de Margaret Huber

Maintenant que le tour de négociations pour notre nouvelle convention collective est passé, et que le processus se soit terminé par la décision arbitrale rendue par la Commission des relations de travail de la Fonction publique, je crois qu'il soit opportun de non seulement signaler l'immense contribution apportée par Margaret Huber, tout au long de ces séances de négociations, à titre de président du Comité de négociation et négociateur principal, mais de la remercier publiquement au nom de tous les membres de l'APASE. Quel véhicule serait plus approprié pour faire ce témoignage que le *Bout de papier* desservant la communauté des agents Service extérieur!

Tôt à l'automne passé, les préparatifs

étaient déjà avancer en vue du renouvellement de notre convention collective. Le questionnaire distribué à tous les membres de l'APASE fut analysé et le Comité de négociation, sous la présidence de Margaret, avait déjà une idée du mandat à défendre auprès des autorités du Conseil du trésor. Le devoir d'assigner les tâches à remplir en vue d'obtenir la documentation et renseignements statistiques pour appuyer nos revendications contractuelles, rédiger les différentes sections de nos demandes, et enfin coordonner le tout afin que le texte final soit précis tomba nettement sur les épaules de Margaret. Le fait que les nombreux échanciers sur les divers sujets, qui étaient l'objet de recherches plus approfondies, furent rencontrés témoigne de soi l'excellent travail accompli par Margaret pour diriger et motiver les membres du Comité de négociation. Lorsque tout fut terminé, que nos négociations avec le Conseil du trésor ne s'achèverent pas par une entente volontaire, et qu'il fallait dorénavant préparer notre bref et défendre notre cas devant un tribunal de la Commission des

relations de travail, Margaret s'y est lancée avec le même enthousiasme, dévouement et professionnalisme que du tour de négociation.

La décision arbitrale est maintenant du passé. Toutefois, les membres de l'APASE doivent être informés que notre présentation devant les arbitres, selon leurs dires officiels, fut reconnue comme une des plus professionnelles sur laquelle ils furent portés à rendre jugement au cours des dernières années. La qualité même de notre présentation a, sans aucun doute, eu pour résultat la décision arbitrale favorable rendue ultérieurement. Margaret Huber, comme elle l'a été au long du processus de négociation, fut la personne clef à assurer l'aboutissement si positif de cette étape dans la quête d'une nouvelle convention collective.

Il me revient donc le privilège d'offrir à Margaret, au nom de tous les membres de l'APASE, nos sincères remerciements pour le grand succès qu'elle a réalisé lors des négociations collectives ainsi que l'audition de notre cas d'arbitrage au cours de la dernière année.

proposal, we would submit that it must be within the powers of this Board to consider this matter, whether as a question "necessarily incidental" to the arbitration under Section 67, or as a factor relevant to the matters in dispute under Section 68, or under your residual powers contained in Section 18. We would submit that it would be a denial of procedural due process, and a denial of the "fair and reasonable terms and conditions of employment" you are required to consider under Section 68, should the particular form of words used in our proposal stand as a bar to your consideration of the issue. This is all the more true given the fact that PAFSO was given no indication of Treasury Board concern over the form of words used until after matters had been referred to arbitration. This posturing, delay, and "gamemanship", should not prevent the Board from addressing a matter required to be considered by Section 68.

I earlier spoke of our vocation for negotiation. The converse is also true: we are not experienced in third-party settlement. This is the first time in our history we have been forced to have resort to arbitration. As a bargaining agent of only 1,000 persons, more or less, our funds for legal counsel are not inexhaustible. We are anxious that the Tribunal, and this hearing, resolve all the issues outstanding.

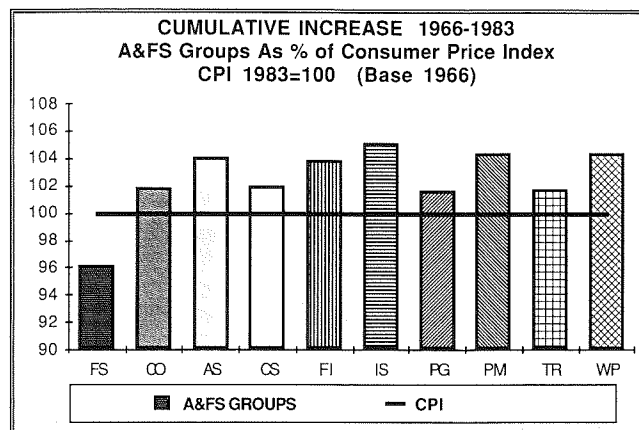
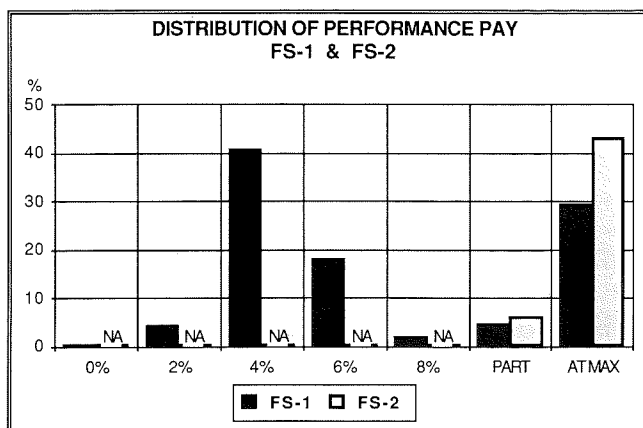
Comparability

I need not take any more of your time regarding the questions of overtime and severance pay. These, too, form part of the single pay issue before you. I would, however, like to say a few words about comparability. Section 68 of the Act requires this Tribunal to have regard to conditions of employment "in similar occupations outside the Public Service", and to "the need to maintain appropriate relationships in the conditions of employment as between different grade levels within an occupation and as between occupations in the Public Service".

First, as to conditions of employment within our occupation, our acting pay proposal, as I have suggested, would redress an inequity in remuneration.

Secondly, as to comparisons with the private sector or with occupations outside the Public Service, Treasury Board claims that it is impossible to compare. On the other hand, we would ask you to note the following points:

- various private enterprises, such as industry, banks, consulting firms, law firms, and even labour unions do employ Canadians abroad, often on a rotational basis; such work often entails monitoring political and economic developments, promoting commercial interests, or other functions similar to those assumed by many of our members;
- increasingly, provincial governments in Canada are establishing and staffing trade, cultural, or general relations offices abroad;
- Canadian business involved in international trade employs in Canada professionals skilled in assessment of political and economic developments, or in trade promotion, or in government relations;
- private business at home and abroad and provincial governments have sought out and hired former PAFSO



members, generally with higher rates of pay, benefits and responsibilities;

- due to the difficulties in collecting such disparate data, PAFSO suggested to Treasury Board that an independent study of comparability be undertaken, to serve as the basis for the next round of negotiations; this was rejected out-of-hand by the Treasury Board.

Thirdly, in regard to comparisons within the public service, the Act requires this Tribunal to have regard to other occupations. While the Act defines "occupational group" and "occupational category", it does not offer a definition of "occupation" itself. We would suggest that the ordinary meaning of the word must signify other specific jobs performed, rather than, as Treasury Board suggests, the general nature of the public service as a whole. Relationships "between" occupations, as well as "within an occupation", can only mean comparisons with other specific jobs or classifications within the federal public service.

Treasury Board again suggests that it is impossible to compare. On the other hand, we would ask you to note the following points:

- the FS stream leads directly to the EX category. The management functions performed by our members make comparisons with SM and PM rates of pay appropriate;
- in any given year, many of our members are seconded to other departments and to the PCO to fill occupations classified in a different group; as the PAFSO written submission shows, our members regularly fill LA, CO, OM, SM, and other management positions. Our comparisons are not, as Treasury Board suggests, based on selecting a high-paid group, but rather, on an objective assessment of equivalency insofar as possible;
- the converse is also true: the Department of External Affairs accepts, on secondment, members of other groups to fill FS positions, including the LA, CO, PM, SM, SI and other groups. This surely indicates the employer's own view of comparability;
- again, in this regard, Treasury Board refused during negotiations to even consider an objective study of comparability.

In sum, despite what may appear to be a paucity of data (although more is provided in our submission than Treasury Board suggests is available), we would suggest that this Tribunal is required, on the basis of information before it and to the best of its ability, to have full regard to comparability within and without the Public Service, as required by Section 68 of the Act.

Conclusion

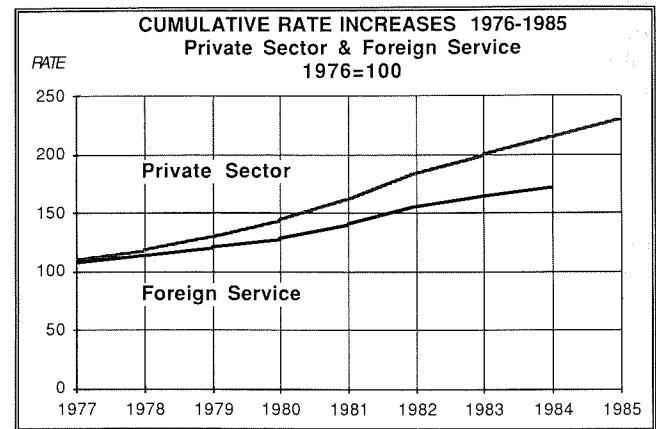
In conclusion, we begin the merits of this arbitration against the backdrop I have described. Our recourse to arbitration was not motivated by some calculation of higher average settlements, as the Treasury Board written submission suggests. Rather, if I may state the matter simply, a first offer by Treasury Board that came only in the last round of bargaining, that would have guaranteed a loss of real income for our members, that would have guaranteed greater

inequities in comparisons between our occupation and others within and without the Public Service, could not be accepted. And no further offers came in response to our further counter-offer in the interests of compromise.

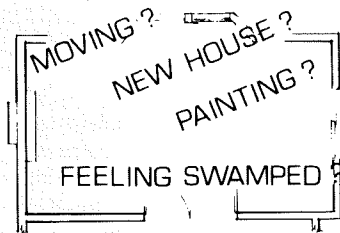
We are here reluctantly. We have negotiated in good faith, as we do each and every day with representatives of other countries, in the name of Canada. We have exhausted every conceivable avenue for a negotiated settlement. We have succeeded in resolving all issues not related to pay. Before you today are various jurisdictional and substantive arguments related only to pay-related matters.

As we will show throughout our presentation, PAFSO's submissions to not seek to lead the public service, or to place us ahead of the private sector. Rather, we seek only to prevent what has been a clear and ongoing deterioration in the terms and conditions of our employment from continuing. We seek only to maintain some semblance of comparability.

We may have been slow to learn that despite the fact that we, together with our employers, are indeed engaged in a common enterprise — the management and promotion of Canada's international relations — it is no longer true, if it ever was, that we share a community of interests in respect of labour relations. We believed the Prime Minister of Canada when he said, soon after taking office, that his government remained committed to attracting "the best and the brightest" of Canada to the Public Service. We believe that the Public Service Staff Relations Act, and in particular Section 68, gives this Tribunal the tools to ensure that our terms and



conditions of employment "are fair and reasonable in relation to the qualifications required, the work performed (whether or not you choose to call them "duties"), the responsibility assumed and the nature of the services rendered". And we believe that our written submission, and the evidence that will be put before you, set out those fair and reasonable terms and conditions — those contained in the PAFSO proposals. △



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Summer Puzzle

The Winner: C. Daniel George, First Secretary, Canberra, Australia

	Europeans	North or South Americas	Asians Africans or Oceanians	Pre-1980 Nobel Prize Winners	Aliases or Fictional Characters
Heads of State or Government	Enver HOXHA	Fidel CASTRO	Jomo KENYATTA	Menachem BEGIN	(Broz) TITO
Novelists or Poets	DANTE Alighieri	Mordecai RICHLER	Yukio MISHIMA	Rudyard KIPLING	(Clemens) Mark TWAIN
Explorers or Travellers	Vasco DA GAMA	John GLENN	TENZING Norgay	Fridtjof NANSEN	Lemuel GULLIVER
Revolutionaries or Dissidents, Communist states	Lech WALESA	Che GUEVARA	MAO Zedong	Aleksander SOLZHENITSYN	(Bronstein) TROTSKY
Radical Social Analysts	Sigmund FREUD	Buckminster FULLER	Germaine GREER	Gunnar MYRDAHL	(Arouet) VOLTAIRE
Scientists or Religious Leaders	Isaac NEWTON	Cotton MATHER	Desmond TUTU	Pierre & Marie CURIE	(Dodgson) Lewis CARROLL

Summer Caption Contest

The Winner: H. Van der Veer, TEP

"Did they really have to shoot the centrefold in the snow?"

Some other good ones:

"Oh good, External's shortened the UNGA briefings this year"

"Ontario Censorship Board examines Manila Comcentre's library."

"Try to look interested; we're being photographed."

"I believe that centrepiece folds out."

"The Collected Speeches of William Davis as a cure for insomnia, ulcers and terrorism? It could become one of Canada's most important exports!"

Our Fall Puzzle

Take a Walk!!

A rough diamond of a puzzle by A. Aalto

New York is a baseball town, especially in the summer, and even the local diplomats catch the bug. So it was, one hot August night, that six foreign service officers sat evenly-spaced about a round table (call their chairs 1 to 6 clockwise) in McGinty's Bar on 42nd Street, putting away a few pints and swapping predictions on who would make the league playoffs, who would go on to the series and who would win. One of the six later tried to write down what the guesses had all amounted to, but between the beer and the lateness of the hour, all he could remember were the following random facts:

- (1) The Canadian thought the Blue Jays would win the series (of course).
- (2) The Japanese and the man in chair 3, on the other hand, agreed that the Royals would beat Toronto.
- (3) The two men who thought that the Mets would beat Los Angeles were seated directly opposite each other.
- (4) Miss Nkomo, the Zambian, thought that California would beat the Yankees but lose to the Cardinals.
- (5) The man in chair 5 thought that the Dodgers would lose the series.
- (6) The Australian, who thought that Los Angeles would beat St. Louis and win the series, had on his left a man who thought that the Angels would lose the playoffs.
- (7) Two people thought that Kansas City would lose in the playoffs; they were not seated together.
- (8) The Spaniard and the American (from the UN Mission) both thought that the Yankees would make it to the series, and the Spaniard thought they would win.
- (9) Only the man in chair 6 thought Cincinnati would make the playoffs.
- (10) The man who saw the Mets losing the playoffs was sitting next to the man who saw St. Louis winning them.
- (11) The man in chair 1 was the only person who thought the series would be an all New York affair.
- (12) No two people picked the same series winner; three picked National League teams and three picked teams from the American League.

Can you fill in the table with the country of each seat-holder, plus the teams each thought would make it to the American League playoffs, the National League playoffs and the World Series, with the winners circled in each case? Only the teams mentioned in the clues should be used. **Bout de Papier** will pay \$25 to the author of the first fully correct answer drawn on Feb. 1, 1986.



Write your own Caption Contest

In fact, it's a shot of Andrew MacNaughton, George Ignatieff and an unidentified colleague near Lake Success at the United Nations.

For those of you not particularly into baseball, there are two **Leagues**, the National and the American, each with two **Divisions**, the East and the West. The winner of the East and West Divisions in the same League face off in that League's championship or **playoffs**. The winners of the two League playoffs match up in the **World Series**. The teams mentioned in the clues divide up as follows:

American League East
New York Yankees
Toronto Blue Jays

National League East
New York Mets
St. Louis Cardinals

American League West
Kansas City Royals
California Angels

National League West
Los Angeles Dodgers
Cincinnati Reds

CHAIR	1	2	3	4	5	6
HOME COUNTRY						
AMERICAN LEAGUE PLAYOFFS (2 TEAMS: CIRCLE WINNER)						
NATIONAL LEAGUE PLAYOFFS (2 TEAMS: CIRCLE WINNER)						
WORLD SERIES (2 TEAMS: CIRCLE WINNER)						

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- **Major Improvements to the Programme**

Premium Rebate

PAFSO is pleased to announce that all members participating in the level and reducing term insurance plans will receive, in early December, a **rebate equivalent to 76% of premiums paid** during the period from July 1, 1982, to December 31, 1984.

This substantial return of premium contributions has been made possible by the favourable financial results of the plan during the past years.

Major Improvements to the Programme

PAFSO is also pleased to announce major improvements to the programme:

- an increase in the level of coverage available
- a substantial reduction in premium rates
- an improved schedule of benefits
- introduction of smoker/non-smoker premium rates

The plan changes will be introduced on February 1, 1986. Members will receive in early December detailed information on the proposed changes.

PAFSO Group Insurance Plan
Suite 1002, 130 Albert Street
Ottawa, Ontario
K1P 5G4

AVIS IMPORTANT

à

tous les participants au APASE Programme d'assurance collective

- **Ristourne de 76%**
- **Modifications importantes au programme**

Ristourne

L'APASE est fière d'annoncer que tous les membres qui souscrivent de l'assurance-vie de base ou dégressive recevront, au début décembre, **une ristourne équivalente à 76% des cotisations versées** pendant la période du 1 juillet 1982 au 31 décembre 1984.

Le versement de cette importante ristourne est le résultat du bilan financier très favorable des dernières années.

Modifications importantes au programme

L'APASE est également heureuse d'annoncer d'importants changements au programme.

- niveau de protection plus élevé
- réduction substantielle des cotisations
- des prestations améliorées
- introduction de taux de primes pour fumeurs et non-fumeurs

Ces changements entreront en vigueur le 1 février 1986. Les membres recevront en décembre un communiqué détaillé expliquant les changements proposés.

Programme d'assurance collective de l'APASE
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