

emphasis. One head of mission may attach more importance to prestige film showings. Another may prefer to cultivate newspaper editors. This is inevitable. What remains is that information is an essential ingredient of our operations from top to bottom, in Ottawa as well as abroad. No one can be a successful head of mission who is not a first-class public-relations man, able to use information media effectively; and he is unlikely to recommend for promotion any members of his staff who fail to give him the support he needs on this side of his work.

This integrated approach of ours is necessary partly because of the general Civil Service Commission regulations, which provide for promotions as a result of increased responsibilities. On our establishment, we are a small service; we do not have many missions where we can justify the employment of full-time information officers. If we recruited information specialists, their career opportunities would be limited. Furthermore, experience has shown that such information specialists as do join our service may sooner or later wish to become general political officers. They wish to become FSO's and to enjoy the same chances for promotion and postings as their colleagues. Consequently, we have discovered over the years that, except in a few particular assignments, it is often as effective to train FSO's to the requirements of information work as it is to try to turn information specialists into political officers.

I should like to point out, by the way, that our Department has a lot of people who at one time or another have been identified with information work in a professional capacity. I had the curiosity to look into this the other day and discovered that no less than 12 per cent of our officers, 48 of them altogether, had professional newspaper or information experience before joining the Department. Twelve of these men are now, or recently have been, heads of mission.

There is a highly important point to establish here, which will serve to summarize what I have been trying to say about integration in our service. External Affairs' need is not so much for information personnel and material for its own sake, but for the various information means of achieving political ends. The emphasis in our Department is necessarily on the relationship between information and external policy. The ability to connect the two is of the essence. As you may have seen from my own departmental experience, our integrated approach means that we are in and out of specific information work, or dealing with it in general terms, all our lives. Instead of leaving information work to a handful of specialists in Ottawa and at a few missions abroad, we are operating on the assumption that information is the responsibility of every officer in the service, no matter where located, because it is an essential part of diplomatic operations.

Next, I wish to stress the importance of information work in our service. The Information Division and its budget are substantial in terms of our overall operations. Among its total staff of 34 there are a dozen officers, making of it the second largest division in the Department in terms of officer strength and one of the largest in payroll terms. Our annual budget for information publications and activities has run a little over a quarter of a million dollars in recent years. But I hope you will see, from what I have just been saying, that the importance of the Department's information work is much greater than can be judged by the staff and budget of our Information Division, just as by far the larger part of an iceberg lies concealed beneath the surface.