

understanding and pursuing all the Government's activities abroad. In the past, the exchange of personnel between External and other agencies has been largely one way and External Affairs has seconded or transferred considerably more of its staff to other departments than it has received. Recriminations about whose fault this is should be promptly buried. All departments and agencies should accept that, as a matter of considerable priority, and in the interests of every part of the Government concerned with external relations, there should be a steady and substantial exchange of personnel between External and the rest of the Government by every means that the ingenuity of personnel managers can devise.

Some of the problems of the Department's closer identification with the rest of the Government and with the Canadian scene are attributed to the attitude of members of the foreign service. Officers of External Affairs have a reputation for not being sufficiently Canadian in their thinking and for displaying a kind of intellectual arrogance. Like most stereotypes, this is manifestly untrue for the great majority of personnel and only a small number of demonstrable cases keeps the myth alive. Possibly, some problems arise from the fact that members of the foreign service are accustomed to treating with senior officials and ministers when they are abroad and forget that when they are at home they do not wear the mantle of Canada's official representative. They need to be reminded when dealing with other departments that they represent only one part of one department in a large public service. They also need to be reminded that it is a necessity for members of the External Affairs Department at home to practice diplomacy with their fellow Canadians by seeking to understand their attitudes, their preoccupations and their style of operation, which may have altered appreciably during the several years of a foreign posting.

The complaint that External Affairs does not consult other departments and agencies adequately or frequently enough is very common. It is not invalidated by the counter-complaints of External Affairs that other departments and agencies act without consulting External about the international aspects of their activities. In the case of External Affairs, however, the nature of its role makes failure to consult the unforgivable sin and suggests a need for the implantation in the head of every External officer an electronic device that says "Consult! Consult!" every time he sets pen to paper. If External Affairs is to know about and play some part in just about everything that Canada does abroad then it must constantly be consulting with everyone in the Canadian Government.

The charge that External is more concerned with the attitudes and aspirations of foreigners than with the promotion of Canadian interests is one from which foreign ministries will never be entirely