

sioner can probably offer some reasonably good advice. So, to do that job well, I took the time during the five months to meet a number of deputy ministers whom I had not met. I also had an opportunity to meet and sit down with a number of ministers whom I feel, as Commissioner, I will have to work with or see on a number of occasions. I had a chance to talk to them about how the RCMP can work with them, because I see us as a first class police force, providing first class police service to Canadians. If, under my leadership we are to continue providing this high level of service, I felt it would be advantageous to introduce myself, and discuss with them how they feel about the service we provide. In short, the five months was a very humane way to make the change. If I'm asked, "Should that same thing occur when I'm replaced?", I would have to say yes.

**Quarterly** When, where, and how where you informed of your appointment?

**Commissioner** The process, I think, is common knowledge. I was interviewed by a board of three individuals, who in turn, made a recommendation to the prime minister. I received a call from Prime Minister Mulroney the last day of March, which was supposedly the end of Commissioner Simmonds' term, to tell me that he was going to cabinet to inform them that I was to be the next Commissioner of the RCMP, and there would be a press release to that effect. He informed me at the same time, that the effective date would be September 1, 1987.

**Quarterly** Although you have been Commissioner for only a short while, do you see the Force taking specific directions in terms of operational priorities such as transfers, recruitment, bilingualism, and visible minorities?

**Commissioner** The organization, because it is so large and steeped in tra-

dition, is difficult to change in direction over the short term. It takes time. I don't imagine that in the three or four weeks I've been in the job, the members doing street police work have noticed any change at all, and maybe a lot won't. Perhaps that is as it should be. I do have a point of view in terms of some of those issues, particularly recruitment. I think we as a Canadian police force should represent the Canadian mosaic. I think we must get the message out to the visible minorities that the RCMP would be very proud and pleased to have a number of them, as many as we could accommodate, in our ranks. Staffing Branch has already been tasked with getting to work on a program of recruiting that would take the message out to Canadians.

Bilingualism is another issue where I think there are a number of things we can do, and indeed many of them had been underway before I became Commissioner. The starting point, and the bottom line is that the Official Language Act is law, and we will obey the law; not only obey the law, but comply with both the spirit and the intent of that particular piece of legislation. To do that will require a number of things. Firstly, I think we must provide our recruit training in both official languages. The purpose of recruit training is to equip young Canadians with the skills and abilities to do their jobs well, and I think we must provide training in a language that they can best understand. Secondly, we can provide more language training. We have been training many of our people to the B-level. There are a number who have strong aptitudes, and some who have a great deal of interest, who came to the Force with a basic understanding of the second official language, whom I believe, should move along to C-level or better, so that they can compete for jobs on a Force-wide basis. Having said those things, though, we're not under any obligation to make every member of the Force bilingual. There are lots of jobs for people who are not interested in learning a