

PARTICULARLY IN THE ABSENCE OF LINKAGE, DRAMATIC OR DECISIVE RESOLUTION OF CONFLICT WAS NOT GOING TO BE AVAILABLE. MANY ISSUES TOOK YEARS TO RESOLVE.

THIS WENT TOGETHER WITH RULE 5. NO PUBLIC DIPLOMACY. THIS WAS ONE OF THE CARDINAL TENETS OF THE MERCHANT-HEENEY REPORT---DON'T GO PUBLIC ON YOUR SIDE OF THE CONFLICT. KEEP THE LID ON. TALK TO EACH OTHER BUT NOT TO THE PRESS.

RULE 6: NO CENTRAL BUREAUCRATIC CONTROL OVER THE RELATIONSHIP. IT WASN'T REALLY NECESSARY: LINKAGE WAS AVOIDED, THE ISSUES WERE RESOLVED OVER TIME ON THEIR SELF-CONTAINED MERITS, AND DEALT WITH FROM THEIR FUNCTIONAL AND SPECIFIC STANDPOINTS, DIRECTLY AND WITHOUT POLITICAL INTERMEDIATION, OFTEN FROM BUREAUCRATIC LOCATIONS FAR FROM THE CENTER OF POLITICAL DECISION-MAKING.

RULE 7 ALSO FOLLOWED: THERE WAS NO "US POLICY" IN CANADIAN FOREIGN POLICY, AND NO "CANADIAN POLICY" IN THE STATE DEPARTMENT. WE EACH MANAGED SEPARATELY THE FUNCTIONAL POLICIES WHICH IN THE AGGLOMERATE ADDED UP TO THE POLICY TOWARD THE OTHER COUNTRY. BUT THE AGGLOMERATE WAS NEVER REALLY MOUNTED FOR SHAPE BY