

ment organization: the air was full of innovative ideas in this field during his first term of office. That was the period of the 1970 foreign policy review, culminating in *Foreign Policy for Canadians* and its proposals for foreign service integration. Much of this innovative activity was cut short by the electoral near-disaster of 1972. Now, in his final term of office, Prime Minister Trudeau has the opportunity for another go at foreign service integration.

The architect of the 1970 scheme for integration, Michael Pitfield, was at the time Deputy Secretary (Plans) to the Cabinet, but was not the Privy Council Office representative on the ICER. The deputy ministers, who were members of the ICER early in the 70s, had little enthusiasm for schemes for organizational change. They have passed on, but Pitfield is back, this time with formidable leverage as the Prime Minister's number one adviser. For Pitfield, the opportunity to see the implementation of a favourite blueprint could not be better.

Finally, in Allan Gotlieb, External Affairs has an Undersecretary who strongly supports foreign service

consolidation. In a public lecture in Toronto on February 15, 1979 on leadership and service, he developed the theme that External Affairs is a central agency of government and should be recognized as such. He did not advocate foreign service consolidation—that would have been quickly labelled as empire building—but he dwelt on some ancillary factors such as the usefulness of the revived ICER and the accountability of heads of post for all post programs. (See article entitled "Is External Affairs a central agency?—a question of leadership controls" by W.M. Dobell in *International Perspectives*, May/June/July/August, 1979.)

In his speech Gotlieb said that "The Government considers the Department of External Affairs to be a central agency because it has a responsibility to provide other departments with coherent policy and priority guidance covering the full range of Canada's international relations. We must ensure that we offer to government the leadership and service which are expected of us." This policy leadership role is the companion activity to the service role which External Affairs will acquire in full after consolidation.



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