

problems and policies cutting across many disciplines and streams of experience.

The Foreign
Service
environment

This conclusion becomes all the more evident in the light of the international environment, which has undergone rapid and fundamental transformation in recent years. I need cite only some of these changes:

- 1) a diffusion of power as reflected in the emergence of new leading states whose leverage may be of an economic, political or military character, and as reflected in the emergence of polycentric communism;
- 2) profound new stresses on Western economic and financial systems;
- 3) the articulation of demands by developing nations for a new international economic order;
- 4) an upswing in efforts to solve all kinds of problems by multilateral means;
- 5) a growth in the number and variety of international institutions to the point where they may have become too unwieldy and inflexible to meet the demands placed upon them;
- 6) the continued development of increasingly sophisticated arms technology and its wider diffusion.

There are new domestic stresses as well. Balancing the shifting interests and aspirations of different groups and regions within Canada, during a period of relative economic difficulty, is not easy.

In this type of international and domestic environment, the Secretary of State for External Affairs and his Department are expected to manage Canada's foreign relations on behalf of the Government.

It is right, therefore, to ask whether the Department can effectively meet the challenges it faces — at home, and in relation to other states and major international institutions. More to the point would be to ask whether the Department can cope at all.

To be frank, the magnitude and pace of change require an extraordinary effort.

The
Department:
1957 and 1977

When I joined External Affairs as a junior foreign service officer in 1957 there were, I think, no serious challenges to the Department's authority to manage the conduct of Canada's international relations. Throughout Canada, international relations were regarded as the proper responsibility of the federal government. Within the federal government the Department had a clear mandate to lead in the formulation of foreign policy and the management of Canada's bilateral and multilateral relations. As a young man interested in foreign policy and international affairs it was clear to me that I could satisfy my career interests only in External Affairs.
