

always impressed me, is attending the Bravery Awards ceremonies at Government House. At the Bravery Awards recently, there were 42 recipients, some young, some older. I have been there on occasions when children were given recognition for acts of heroism. Really, courage and bravery come in all walks of life. When you ask these people how they felt about the incident in which they had been involved, the answer is always the same, "I just did what I had to do, I never really thought about it," and the same is true of our five members who were honoured at the most recent ceremony. I couldn't give you all the names of the recipients, however; yet they are all Canadians I very much admire.

Quarterly To what do you attribute your success?

Commissioner You're asking the wrong person. You'd have to ask the fellow who made the decision to put me in this job. All I did was look at every day as a new day, and everything that I had to do as a challenge or an issue that needed to be resolved. Like every member of the Force I said, "I'll just do it as well as I can." I guess the result is people felt I was doing it well.

Quarterly How did the transition assist your take-over as Commissioner?

Commissioner I found that an extraordinarily useful time. Naturally, when chosen for a new responsibility, your immediate reaction is to get in the chair and get on with it. I had many things to learn, books I wanted to read, and a number of things I wanted to do. Those five months really provided that opportunity. Some of the advantages I took might surprise you. For example, I visited a number of Canadian Armed Forces Bases (CFBs), because it seems that we are having more and more to do with the Canadian Armed Forces in terms of the National Drug Strategy and so on. I

had never been to some of the bases; I didn't know what they were capable of contributing, although I had a general idea. I also didn't know how they felt about working with us. So to go to these areas and see them on-site, gave me a much better appreciation. I visited CFBs Halifax, Shearwater, Petawawa and North Bay. Aside from realizing that the defences of Canada are in good hands, I also had a better understanding how they could help us and what they need from us, in terms of being able to provide that kind of help.

I am sure you have heard me say that the Commissioner is someone who has to wear three hats. One hat is that of the Commissioner being the senior officer in the Force, and that requires no further explanation. The second hat is that of chief executive officer of what is essentially a large corporation. One has to just look at the diversity of our responsibilities and the enormity of our resources to realize that the comparison to a corporation is not too unreasonable: a budget of one and a quarter billion dollars, staff of 20,000 spread all over Canada and some other parts of the world. You really are a chief executive officer, and must manage that corporation well. The third is that of being a deputy head in the Government of Canada, which carries with it a number of separate responsibilities. Often times, I know Commissioner Simmonds attended meetings as a deputy head, to provide a point of view as a well-informed individual and senior official in the Government of Canada, on matters that had relatively little, if anything, to do with the RCMP. I think that is an important role for the Commissioner to play, because we are concerned about Canadian issues, particularly those which impact on how Canada must be governed and the kinds of government policies and initiatives which must be undertaken, and other things which may or may not have some impact on our jobs. As a Canadian, and one with some very unique experiences, the Commis-