

industrial circles, particularly the small and medium-sized businesses. In that concern the French system resembles the Swedish home base: the marketing of services is given strong emphasis in that country also.

It is significant that the driving forces behind AVRIST are former scientific counsellors who have passed over to private enterprise, that is to industry. This suggests that any STA system that is to be based on the needs of industry requires this kind of bridgehead. If there is not an appreciable number of these "defectors" in Canada, the bridgehead role could be played by some industrial associations, particularly since in that area the problems of representativity are not as acute as in the case of bodies that have decision-making power.

Location in the Institution

Where to locate the power to make decisions - decisions on priorities, on the selection of activities and operations, on recruitment, etc. - is certainly the most difficult problem to be solved. The experience in France seems to prove that attaching it to a foreign affairs department is not in itself an obstacle to effectiveness, although the industrial orientation we are essentially talking about here is relatively recent in France and has hardly resulted in any significant achievements yet. Placing the system in a foreign affairs department has advantages, not only because the STAs are then part of the diplomatic posts. It also enables the STA system and the home base to keep some distance from user circles. That distance itself presents some risks, but it is possible to protect against those risks: to ensure that the link between the posts and the users does not become a barrier, all that is required is to see that well qualified people are hired and that the home bases have adequate equipment (support staffs, documentation, machines). For the professional personnel, we can look at the British system: for each post abroad there is an officer whose special duty is to maintain liaison and provide logistic support to that post.

The practice of rotational assignments has so far caused problems wherever it has been attempted to recruit "career" personnel for the posts and the home base (it is significant that the British home base is under the authority of the Department of Trade and Industry). The rotation principle runs counter to the requirement that the personnel accumulate experience and maintain specialized knowledge. How this problem is solved depends on the flexibility available to the foreign affairs administrations.

Powers of Investigation and Initiative

The question of where to place the STA system can be answered only in terms of the attitude a government takes towards being represented abroad by more than one body. It would be inconsistent for Canada, at a time of integration, to attach its system of scientific attaches to a functional department and disconnect it from the External Affairs Department. To avoid having the distance from any pressure exerted by the users be transformed into isolation, corrective measures can be introduced: as the STAs' activities shift from science towards technology and the boundary between what is still R&D and what is