

It's a great pleasure to be here. I look forward to this opportunity to talk to all of you and exchange with you some of the ideas that we have. What I would propose to do is to talk a little bit about organization and how the U.S. government is organized to handle U.S./Canadian affairs and then say a word about public diplomacy. I fear that you know a great deal more about it than I do. I have a lot to learn from you on that score.

On the organizational side, what I would like to do is to describe a little bit of how the State Department is set up, how the office in which I serve operates in the structure of the State Department, and then speak for a moment about the inter-agency process, as we call it, of decision making, of policy making. The Department of State, I think you all know, is sort of the hierarchy that is there with a Secretary and a Deputy Secretary and then four Under-Secretaries under them, and then a whole lot of Assistant Secretaries. That's sort of the third level down. It's at that third level that most of the day to day work is done and the bureaus, as they are called, which are headed by Assistant Secretaries or people of that rank, are organized quite the way External Affairs is, into two separate points of view, what we would call geographic bureaus, that is the bureau that is in charge of Latin American affairs no matter what and functional bureaus, that is the bureau that is charged with political/military affairs, world-wide. And on any particular issue in effect you have a double vector, you have two people who are interested in it, both the bureau that works on that issue world-wide and the bureau that deals with the country involved. I think that the most exciting and the best jobs that there are in the State Department are the jobs in the geographic bureaus because only there do you really see what goes on from every respect concerning a particular country or group of countries.

So we find with reference to U.S./Canadian relations that an issue involving let us say energy policy, is dealt with by the Bureau of Economics and Business Affairs and is also dealt with by the bureau which houses Canadian Affairs. I put it that way because I am sure that I think many people who look at U.S./Canadian relations are puzzled often when they come to my door and see that it says Bureau of