

and irritation of over-worked and underpaid Civil Servants in Ottawa who, in carrying out to the best of their abilities the instructions of the government of the day, are criticized and sneered at and made responsible in the eyes of public opinion for acts for which they have no constitutional responsibility.

There never was a time in history when the expert, and the official, on one hand, and the political representative, the Member of Parliament and the Cabinet Minister, on the other, should work more closely and more cooperatively together than at present. Only with such close cooperation can democratic government survive.

Another reason why the bureaucrat, and indeed, often the Minister, is subject to criticism is that he is supposed to spend most of his business hours, which are thought to be two or three a day, in winding and unwinding red tape.

Well, as one who has been concerned over the years with the ham-stringing effect of red tape, I can certainly sympathize with that feeling. But I have also learned that, at times, there is one thing even more delaying and destructive than red tape; that is misguided and premature efforts to cut across wise and well established procedures. You can, I suppose, get more toothpaste more quickly by squeezing the top of the tube; but it is not a procedure that I would recommend. The result is messy and wasteful. On the other hand, you can go too far to the other extreme, in observing all the fussy niceties and formalities of official procedures. I hope, for instance, that my own Department will never become strangled with its own paper regulations. I recall the feeling during the war of a rebellious staff-officer friend of mine. It was during the grim days of September 1940 in London and I expressed some natural anxiety about the future. He cheered me up by replying "Don't worry, we'll win the war alright, if the supply of carbon paper holds out".

In no field of political activity is the necessity for cooperation between the expert official and the peoples' representatives greater than in that of external affairs. I feel strongly that to protect Canada's interests in this field and reconcile those interests with those of other free democratic peoples, it is necessary to find and keep the best trained minds we can secure. It is short-sighted and foolish to think that whereas we need skilled men for building a post office or paving a highway, the business of diplomacy and international relations can be left to anybody. That feeling, where it exists, springs, I think, from the view that whereas a post office or a road has an immediate importance, a conference at Geneva or Lake Success is a matter which has little to do with anybody but the "striped pants boys" who are conducting it. Believe me, such a view is profoundly wrong. For Canada, bruised by two world wars and one world depression, decisions taken in far-away places have a vital importance for the village square. There is no escaping today the results and the obligations that flow from the interdependence of nations. In my new job, therefore, I shall do my best to convince those of my fellow Canadians who need convincing that external affairs are really domestic affairs; that foreign policy is, as it has been wittily put, domestic policy with its hat on, and concerns the welfare, indeed the very existence of every man, woman and child in the country.

I believe also that Canada's external affairs should, to the greatest possible extent, though always subject to the legitimate requirements of responsible government, be kept on a non-partisan basis.

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