

## □ INTERVIEW □

United States, and with Japan not only on major economic issues — whether for better coordination of the industrialized economies, for improvements in trade, for more stability in exchange rates, for improvements in economic development in the Third World — but also on major political issues. The Summit is a unique forum.

Canada has always recognized the importance of the multilateral dimension in international affairs, because as a middle power we are stronger when we are allied with others than we are on our own. And I think that is another area in which we have been playing a strong role. Whether it's in giving new life to organizations like the United Nations or the GATT or the OECD, we have always regarded our credentials in these international organizations as being of central importance to our ability to influence major issues of the day.

To take another example, the government's position on South Africa, as evidenced by the Prime Minister's recent visit to Zimbabwe and Senegal, demonstrates the leadership role that Canada can play in and out of the Commonwealth on the whole southern Africa problem.

**S. G.:** *What do you think of political appointments per se (the quality and capability of the people chosen notwithstanding)?*

**D. B.:** It is a difficult issue. It is true that we have had more outside the career assignments in the last two years than we have had in similar periods in the past, but I would want to make a distinction between the principle and the number.



*Mr. Derek Burney, Associate Under-Secretary of State for External Affairs.*

In principle, we have had some excellent appointments from outside with this government and with other governments. I don't think that there is anybody in the career who would object to high quality appointees to our service, especially those who add lustre to the Service that we feel so positively about.

We are concerned, obviously, about the number of outside appointments, because of the inevitable squeeze that they put on people inside the career. My concern is not with the principle but with the amount, and I'm as sensitive on that issue as any member of this Department.

**S. G.:** *Do you think that this practice might be detrimental to the recruitment of good candidates who might now be entertaining doubts about their career prospects in the Foreign Service?*

**D. B.:** I can understand the concern. I think it has to be looked at in the broader context. We are a department that is shrinking as part of the general restraint in the government. We have closed a certain number of our posts and we have reduced the size of our headquarters. As a result, the opportunities for senior appointments are being reduced. So obviously if we have pressure in restraint and pressure in terms of a growing number of outside the career appointments, that will generate a certain amount of concern and frustration among officers who have accepted this vocation as a career. I understand the concern. I'm very sensitive to it. But I don't think it's an epidemic.

Mr. Taylor and I together are doing our best to preserve the career in the manner that we think is required, but there are realities that we have to cope with and I would suggest that the reality of restraint is a bigger impediment than outside appointments to the kind of open skies advancement that may have existed in the sixties and seventies. The eighties and nineties are, for better or worse, going to be quite different.

**S. G.:** *What connection do you see between the work of Departmental officers and the general working environment? Do you believe, for example, that Foreign Service families should have the best living conditions possible? Is that important?*

**D. B.:** The Department does a lot to alleviate the disadvantages that are created for its employees and their families as a result of the rotational nature of our operation. Certainly the Foreign Service Directives and the