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**DEPARTMENTAL ORGANIZATION AND  
SENIOR MANAGEMENT**

**ORGANISATION MINISTÉRIELLE  
ET CADRES SUPÉRIEURS**

April 19, 1991

Affaires extérieures et  
Commerce extérieur Canada  
External Affairs and  
International Trade Canada

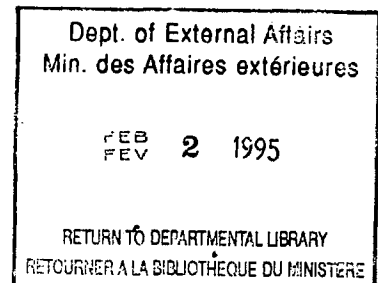
**Canada**

**OUR MISSION:**

**TO PORTRAY, PROMOTE AND DEFEND THE INTERESTS OF CANADA AND THE  
COMMON VALUES OF CANADIANS IN THE WORLD;**

**TO BRING AWARENESS AND UNDERSTANDING OF THE WORLD TO CANADIANS;**

**TO SERVE CANADIANS AT HOME AND ABROAD.**



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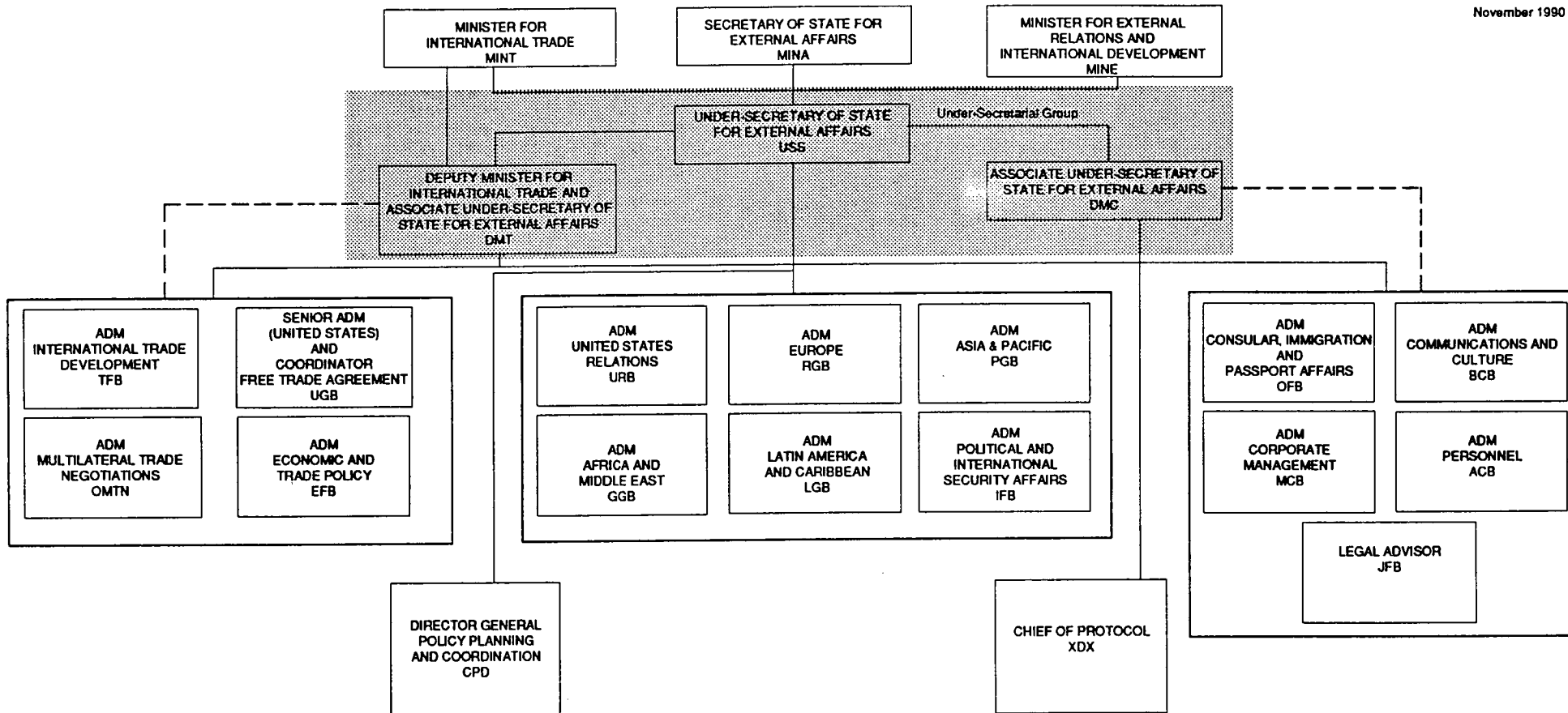
**1. ROLE AND RESPONSIBILITY OF THE DEPARTMENT**

External Affairs and International Trade Canada protects and promotes Canadian interests abroad and conducts Canada's external relations. It does so by:

- conducting all diplomatic and consular relations on behalf of Canada;
- coordinating the pursuit of Canada's political, economic, trade, security, cultural and other interests through bilateral relations and multilateral institutions including participation in world expositions;
- assisting Canadian businesses in expanding their sales and securing their access to export markets and in promoting the flow of foreign investment and technology into Canada;
- helping distressed Canadians travelling or living abroad and ensuring that they are treated fairly under the laws of foreign countries;
- delivering Canada's Immigration and Refugee programs abroad on behalf of the Canada Employment and Immigration Commission (CEIC);
- delivering Canada's Official Development Assistance program abroad in cooperation with the Canadian International Development Agency (CIDA);
- advising the government on international developments likely to affect Canada's interests;
- ensuring that domestic policy developments of other government departments and levels of government are consistent with Canada's international obligations and foreign affairs interests; and
- managing the foreign service including Canada's missions and delegations abroad as well as providing administrative support for other departments with personnel abroad.

EXTERNAL AFFAIRS AND INTERNATIONAL TRADE CANADA

November 1990



The following units also report to the Ministerial or Deputy Minister level:

- The Office of the Canadian Agent Canada-France Maritime Boundary Arbitration (FAM) reports to the Secretary of State for External Affairs.
- The Ambassador for Marine Conservation (NEX) reports to the Secretary of State for External Affairs, the Minister for International Trade, and the Minister of Fisheries and Oceans.
- The Special Adviser to the SSEA on the Environment (NBX) reports through the Under-Secretary or the Deputy Minister for International Trade to the Secretary of State for External Affairs.
- The Chief Air Negotiator (NAX) reports to the Deputy Minister for International Trade.
- The Departmental Ombudsman (NCX) reports to the Under-Secretary.
- The Director General, Corporate Review (CRX), with a one-year mandate extending to mid-1991, reports to the Under-Secretarial Group.

## **2. ORGANIZATION**

### **2.1 MINISTERS**

The **Secretary of State for External Affairs** is responsible for managing the overall mandate of the department together with the **Minister for International Trade** who is responsible for international trade relations and export promotion. The **Minister for External Relations and International Development** assists the Secretary of State for External Affairs in conducting Canada's international relations.

### **2.2 UNDER-SECRETARIAL GROUP**

**The Under-Secretary of State  
for External Affairs**

**Mr. de Montigny Marchand**

- as Deputy Head of External Affairs, is responsible for the overall direction and coordination of the department's policy formulation, program operations and management;
- as a member of the Coordinating Committee of Deputy Ministers (CCDM), serves as a senior advisor to Government on a wide range of policies and programs;
- chairs the Executive Committee, made up of the Under-Secretarial Group and the President of CIDA, which is the senior policy coordination group in the department; and
- chairs the Program Management Board which considers resource planning and management issues, and the Policy Committee which considers major foreign policy issues.

**The Associate Under-Secretary of State  
for External Affairs**

**Mr. Raymond Chrétien**

- serves as the senior manager for all corporate management, policy coordination, personnel and administrative issues;
- is responsible for central staff units;
- acts for the Under-Secretary as required; and

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- chairs the Management Committee which reviews a broad range of departmental planning and management issues.

**The Deputy Minister for International Trade and  
Associate Under-Secretary of State for External Affairs**

**Mr. Donald Campbell**

- is Deputy to the Minister for International Trade;
- serves as senior manager for all international trade matters including trade development and trade policy;
- manages and coordinates trade and investment-related operations across the department's policy and program functions at home and abroad;
- is the senior departmental focal point for the business community in Canada;
- resolves inter and intra-departmental issues in the trade area among and between geographic and functional Assistant Deputy Ministers;
- acts for the Under-Secretary as required; and
- chairs the Trade Operations Committee which reviews trade policy and trade promotion issues.

## 2.3 FUNCTIONAL BRANCHES

**Senior Assistant Deputy Minister  
(United States) and  
Coordinator, Free Trade Agreement**

**Mr. Leonard H. Legault**

- General responsibility for coordinating the implementation of the Canada-U.S. Free Trade Agreement, the management of Canada's trade and economic relations with the United States, and the promotion of Canada's general objectives in the United States.
- Activities include:
  - securing effective implementation of the Canada-U.S. Free Trade Agreement (FTA);
  - ensuring that decision-makers in both Canada and the United States take full account of FTA commitments in formulating policies, laws and regulations;
  - managing the exercise of Canada's rights under the FTA, including management of dispute-settlement proceedings;
  - managing the consultations and further negotiations envisaged under the FTA (e.g., subsidies and trade remedies);
  - managing relations with the provinces and the private sector on FTA issues;
  - monitoring and reporting annually on the impact of the FTA on Canadian industries and the Canadian economy;
  - maintaining and improving access to the U.S. market for Canadian goods and services; and
  - assisting Canadian producers whose access may be affected by U.S. regulatory, legislative or trade remedy actions.

**Assistant Deputy Minister**  
**Communications and Culture**

**Mr. Peter Daniel**

- General responsibility for coordinating the department's public communications in Canada and public diplomacy abroad in support of Canada's foreign policy and trade objectives.
- Activities include:
  - managing the Media Relations Office;
  - coordinating international cultural relations programs (academic relations, arts promotion, and international sports); and
  - delivering foreign policy and trade communications programs.

**Assistant Deputy Minister**  
**Multilateral Trade Negotiations**

**Mr. Germain A. Denis**

- General responsibility for the development of the negotiating strategy, integration of the overall Canadian position, and their representation bilaterally and multilaterally in the Multilateral Trade Negotiations (MTN) under the GATT for the Uruguay Round, as well as for ensuring full consultation with the private sector and the provinces.
- Activities include:
  - coordinating the development of a strategic framework for protecting and advancing Canada's interests in the MTN;
  - ensuring that input from key departments and agencies, as well as provincial concerns, are reflected in formulating final instructions on individual issues for Canada's MTN negotiators;
  - representing Canada's positions in the more technical and complex negotiations; and



- providing economic analysis and advice both on the broad economic considerations and implications of Canada's proposed positions in the MTN and on the impact of international developments and trends on Canadian strategies and priorities in the negotiations.

**Assistant Deputy Minister**  
**International Trade Development**

**Mr. Reg H. Dorrett**

- General responsibility for the department's international trade development mechanisms and for ensuring that Canada's export and foreign investment objectives are actively pursued and supported.
- Activities include:
  - developing and maintaining a knowledge base and providing advice and direction on shifts in domestic sectoral export capability and international market conditions that may affect trade development objectives and the allocation of departmental resources;
  - analyzing, formulating and managing export marketing policies and support programs in such areas as export financing, fairs and missions, technology transfer and export education;
  - monitoring and assessing the performance of the department in carrying out its international trade development responsibilities;
  - contributing to the formulation of Canadian policy and activities related to the promotion of foreign investment in Canada;
  - coordinating the department's export and foreign investment objectives and activities with those of provincial governments; and
  - managing the department's overall relations with the business community in support of international business objectives.

**Assistant Deputy Minister**  
**Economic and Trade Policy**

**Ms. Louise Fréchette**

- General responsibility for promoting an international framework of trade and economic policies and rules responsive to Canada's political and economic objectives and for coordinating Canada's international economic relations.
- Activities include:
  - designing and implementing policies aimed at protecting and advancing Canada's international economic, trade and aid interests;
  - contributing to the formulation of Canada's domestic economic and trade policies;
  - ensuring that international economic, trade and payment systems remain responsive to Canadian interests, and in this regard, coordinating Canada's involvement in international trade and economic institutions and multilateral organizations;
  - acting to ensure that Canada's aid policy is consistent with other dimensions of Canadian foreign policy;
  - developing and implementing Canada's policies on strategic and military export controls, nuclear export and non-proliferation policies, and safeguard measures with respect to imports of sensitive products such as textiles and footwear; and
  - administering the Export and Import Permits Act.

**Assistant Deputy Minister**  
**Political and International Security Affairs**

**Mr. Jeremy K. B. Kinsman**

- General responsibility for the development of Canadian foreign policy in the areas of defence relations and international security issues, arms control and disarmament, détente, democratic development, human rights, social affairs, women's equality, terrorism, drugs, and other related issues, and for the coordination of Canada's international political and security relations.

- Activities include:
  - designing and implementing policies aimed at protecting and advancing Canada's international political and security interests;
  - ensuring that international political and security systems and institutions are responsive to Canadian interests;
  - advancing Canadian policies both bilaterally and through Canada's representation in multilateral institutions (such as the United Nations);
  - coordinating the departmental response to crises at home and abroad (such as natural disasters and acts of terrorism) and developing policies to combat international terrorism; and
  - managing intelligence matters relating to foreign and trade policy.

**Assistant Deputy Minister**  
**Legal Affairs**

**Mr. Barry Mawhinney**

- General responsibility for the development and implementation of international law, coordination of the department's access to information and privacy program, and provision of advice on federal-provincial relations.
- Activities include:
  - promoting development of and adherence to international law in the United Nations, especially air and space law, human rights law, anti-terrorism law, disarmament and arms control law and laws relating to peace and security;
  - protecting Canadian sovereignty by managing maritime boundary disputes, promoting effective enforcement of Law of the Sea Convention provisions relating to fisheries and defending against unwarranted assertions of extraterritorial jurisdiction;
  - developing and applying international environmental law;
  - promoting Canada's economic and trade interests by providing legal advice on the FTA, the GATT, and investment protection and international claims;

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- extending the network of multilateral and bilateral agreements in international criminal law, providing support in the investigation of war crimes and drug offenses and providing advice on extradition and mutual legal assistance;
- advising on Canada's treaty obligations and practices; and
- advising on the domestic legal implications of departmental activities and programs.

### Assistant Deputy Minister Consular, Immigration and Passport Affairs

Mr. Gavin Stewart

- General responsibility for the direction and delivery of three programs: consular assistance to Canadians abroad; immigration and visa services abroad; and passport services in Canada and abroad.
- Activities include:
  - designing and implementing policies and procedures for the provision of consular assistance to Canadians travelling or resident abroad, including contingency planning for assistance in times of crisis;
  - implementing on behalf of CEIC the delivery of Canada's immigration program abroad and acting as the departmental focal point with CEIC on policy and procedural issues;
  - designing and implementing Canada's policies on refugees and international immigration issues including coordinating Canada's role in international refugee organizations such as the United Nations High Commissioner for Refugees (UNHCR); and
  - monitoring the operations and financial planning of the Passport Office, which is now a Special Operating Agency.

## 2.4 GEOGRAPHIC BRANCHES

The five senior officials and their respective regional responsibilities are:

A/Assistant Deputy Minister  
Latin America and Caribbean

Mr. Stan E. Gooch

Assistant Deputy Minister  
Asia and Pacific

Mrs. Jean McCloskey

Assistant Deputy Minister  
Africa and Middle East

Mr. Marc Perron

Assistant Deputy Minister  
United States

Mr. Michael Phillips

Assistant Deputy Minister  
Europe

Mr. David Wright

- The geographic branches are generally responsible for coordinating and managing the full range of Canada's bilateral policy and relations programs, both at headquarters and at missions, within their respective regions.
- Activities include:
  - recommendation and advice on policy matters; and
  - the implementation of policies and delivery of programs for:
    - political and economic relations;
    - trade development and export promotion;
    - consular affairs and immigration;
    - public affairs in support of the above programs; and
    - development assistance.

## 2.5 CENTRAL BRANCHES

### Assistant Deputy Minister Corporate Management

**Mr. Garrett Lambert**

- Generally responsible for providing corporate management and central support functions for headquarters and missions.
- Activities include:
  - corporate planning;
  - departmental resource allocation and management;
  - informatics including EDP equipment, software and support services;
  - financial management;
  - records management;
  - telecommunications;
  - the Inspectorate;
  - audit and evaluation;
  - the Long Range Capital Program; and
  - the Canadian On-line Secure Information and Communications System (COSICS).

### Assistant Deputy Minister Personnel

**Mr. Peter Walker**

- Generally responsible for managing the department's personnel, made up of rotational, non-rotational and locally engaged staff, as well as providing services and support for employees at missions.

- Activities include:
  - personnel administration functions commonly found in domestic departments; and
  - functions unique to rotational foreign service personnel, for example, recruitment, assignment, promotion, relocation and administration of a range of services provided under the Foreign Service Directives.

## 2.6 CENTRAL STAFF UNITS

### Director General Policy Planning

**Mr. Howard Balloch**

- provides advice on the overall direction of Canadian foreign policy based on analyses of a wide range of trade, economic and political issues;
- coordinates Canada's contribution to the political issues at G-7 economic summits;
- assists in preparing Canada's contribution to the political agendas of Commonwealth and la Francophonie summit meetings; and
- prepares speeches by ministers and senior departmental officials on broad policy themes.

### Chief of Protocol

**Ms. Pierrette Lucas**

- provides services and protection to foreign missions in or accredited to Canada in accordance with Canada's international obligations under the Vienna Conventions on Diplomatic and Consular Relations and Canada's domestic obligations under the Diplomatic and Consular Privileges and Immunities Act;
- plans and organizes official visits to Canada by foreign Heads of State, Heads of Government, Ministers of Foreign Affairs and International Trade;
- supports visits abroad by the Governor General and departmental ministers; and
- administers the Hospitality Centre and the Government Guest House.

**2.7 SPECIAL OFFICES**

**Office of the Canadian Agent  
Canada-France Maritime Boundary Arbitration**

**Mr. François Mathys**

**Ambassador for Marine Conservation**

**Mr. J. Alan Beesley**

**Special Advisor to the SSEA on the  
Environment**

**Mr. John P. Bell**

**Chief Air Negotiator**

**Mr. Randolph Gherson**

**Ambassador for Disarmament**

**Ms. Peggy Mason**

**Departmental Ombudsman**

**Mr. Gary Harman**



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