



## CAIPS Chronicles: Part 3 - The Auditor's Tale - Jim Humphries

Within a few short months of its introduction, CAIPS had definitely taken hold and was well on its way to convincing even chronic sceptics that we were onto a good thing. There were, of course, a number of minor hitches that we discovered as the caseload in the computer rapidly increased, but the ever-helpful John Reynolds quickly solved them. In a foretaste of modern-day instant messaging, John showed me that he and I could “converse” terminal to terminal, over a landline of some sort that he used to monitor the system. This gave me a welcome “tether” to commonsense solutions and quick updates. Given the time difference, this occurred in my off hours in Hong Kong, when John was online in Ottawa. I could type in my remarks at the operating system command line, and he could read them and respond. Since our typed-in remarks were not valid commands, they had no effect upon the system except for causing an “Illegal command” notice each time. Of course, we did not have modern email functions, such as off-line messaging, “smile icons,” video conferencing or e-lingo such as LOL etc., that everyone uses now.

At this point, my posting in Hong Kong was soon to end and there were still two important issues to be addressed: first, to identify a replacement for myself as the “go-to-guy” who could act as a “power-user” and system-supervisor, and second, but more important, to prove in a credible manner that CAIPS was a good investment.

Finding a replacement for me as the “CAIPS Wizard” would not be easy. That person would have the tasks of overseeing CAIPS operation, training new users, answering user-questions, solving user problems and maintaining its security. This being the test bed installation, there was of course no training programme. I had been involved from the very beginning and therefore was pretty well “hands-on” trained before we began operations. Now, with only one CAIPS system anywhere, the next wizard would have to be found and trained on-site in Hong Kong by someone from existing staff. The ideal choice would have been someone with a real interest in computers – a certain geeky quality that was in short supply among Canada-based staff at the time. Indeed, I had been very lucky to have the assistance of Wayne Lord during his posting, and he had learned quite a bit, but had left on a cross posting. I would have had no peace at all, if not for his assistance while he was there.

The problem with “wizards” was that they could do almost anything with the system. While they required that knowledge to fulfill their responsibilities, it did create a security hole that needed careful supervision. And although CAIPS had been designed with considerable attention to prevent misuse, there were still security holes to fill or monitor. We began to reconsider some issues that could arise if care was not taken to prevent them. There were obvious items that we had already dealt with, such as

the creation of "difficult" passwords changed every three months, and carefully structured accounts with delineated access privileges. However, these, and indeed all other security solutions, depended upon the existence of at least two entirely trustworthy power-users. Passwords, for example, were generated and assigned by the Wizard, which obviously permitted direct access to all user accounts. The potential for misuse can be illustrated by the fact that wizards could authorize visas illegally, while avoiding detection, by simply using the account of another officer. It is not hard to imagine the many other prospects for misuse in the wrong hands, and it would only be a matter of time before some exploit like that was tried unless care was taken when selecting individuals as wizards. We are all human, and error is in our genes, it often seems. In any event, I left before a definitive solution and a suitable individual were identified, and I am not sure how that all worked out after my early retirement. But a solution was definitely urgently needed.

Finally, after about a year and a half of full (and smooth) operations, it was time to face the acid test. For that purpose, a team of External Affairs internal auditors descended upon Hong Kong and investigated our project and operations in depth. They raised many questions and requested a slew of information, which kept us all very busy generating statistics and demonstrating how CAIPS worked. It was a nervous time, needless to say, but in the end what they found astounded even me – a convinced proponent.

A lot of very telling statistics were assembled for the audit team, but to be truthful I have forgotten most of them. One that I do remember was the relative number of times files were charged out for action or follow up under CAIPS, as compared to similar files under the manual system. For Business category cases file charge-outs had dropped from

an average of over thirty-three times, to just thirteen over the processing life of the applications! Just finding, pulling and delivering the weight of those files was a major repeated task and the greatly-reduced number of times they were located, charged out and then toted up and down stairs to the officers, represented significant savings of time and personnel effort. But there were equally important savings in many other areas.

Automating the reporting of statistics to CIC and programme managers was one notable area of savings, and it was found that CAIPS files were thinner, too, which reduced storage requirements. Visa preparation by the computer printer and direct entry of medical assessments also saved significant manual effort. Another fact noted was that the whole pace of processing had picked up, as fewer steps meant fewer delays. As soon as a file became ready for visa, the system identified that fact, and lists were created and sent to officers for final paper review and then visa authorization. Those were all things we had aimed for, and it was very gratifying to all of us in Hong Kong to see that we had succeeded so spectacularly. The bottom line of the final audit report was that we were saving a truly amazing million plus (!) dollars in operating expenses per year, with a system that had cost only three hundred thousand dollars in capital investment. Obviously, this evoked considerable impetus and provided justification for implementing CAIPS in as many other posts as possible.

London was chosen to be next, and one of my last duties was to introduce Peter Lillius to CAIPS, after he had been chosen as the London Wizard. I would welcome any comment on how that post responded to such a major change in processing procedures. There was, I am told, a "London" way to do things, so that

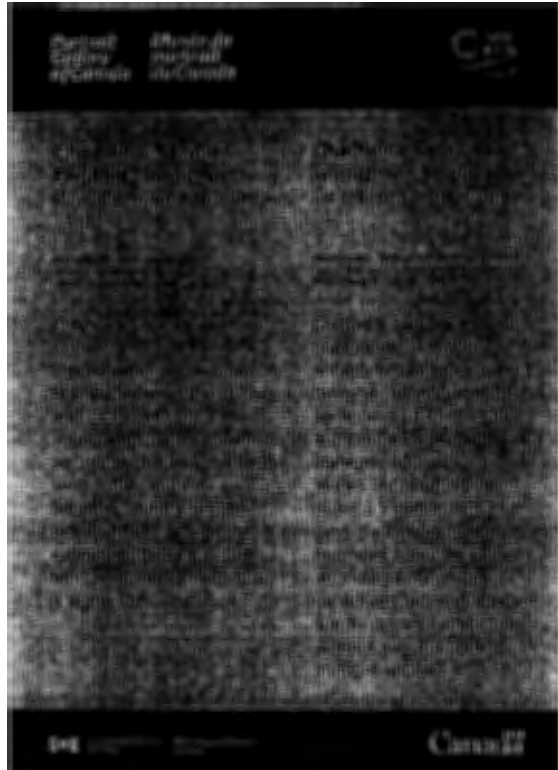
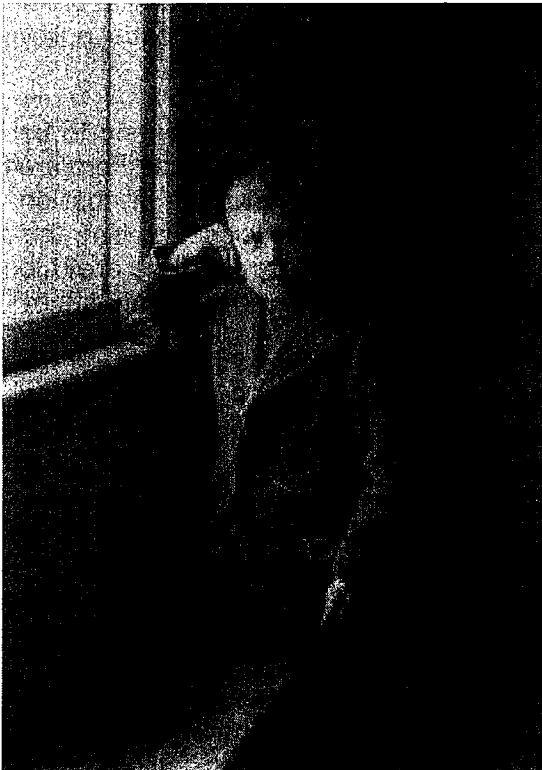
too must have been an important test of CAIPS flexibility and Peter's patience.

There was only one major fly in the ointment, and one that could prevent implementation beyond the truly big posts. This was the fact that the CAIPS system which we had tested and proven, as it then was, was housed on so called "mini"-computers, which were neither "mini" nor inexpensive. Without further developments in computer systems, only the largest posts could conceivably have qualified on economic grounds, due to the fact that they had high enough case loads. There was only the faint hope of the fortuitous availability of, and access to, an existing system with spare capacity operated by another section in smaller visa posts. Fortunately, the idea of linked

micro-computers was just over the horizon, which provided an economic solution to that problem. I was not around for that of course, but John Reynolds and others marched on ably, and much further development of CAIPS concepts followed. Just this year, for instance, a universal client system became operational throughout both the home and foreign services, exactly as we had anticipated from the beginning. Other issues, such as changes in operating procedures, may also have reshaped CAIPS from its original client-interview-based system of selection. Perhaps someone else can fill in the story of those later developments, but in the meantime, I rest my case!

### Home Children - Brian Le Conte

This Home Children memorial is under the Bank Street Bridge. I too enjoyed Lynda's article and John Baker's recent contribution. My own grandfather Le Conte was a Home Boy who arrived in 1898 from Guernsey (via one of the homes in London, which gave him a permanent fear of institutional living and meant that he never spoke to us of his background).



## **Robin Higham: Canada, is it time for some non-negotiables?- précis** by Gerry Maffre

This article is based on the speech at the October 2010 CIHS AGM, of Robin Higham who served thirty-five years in the Canadian Foreign Service before retiring as Canada's Ambassador to Morocco. He then began an academic career at the University of Ottawa in the areas of international public diplomacy, cultural pluralism and the governance of culturally diverse societies. He authored the 2009 book on the governance of communities of diversity – "Who do we think we are?" (Invenire Books).

Higham proposes that Canadians should have an "adult conversation" about the future of multiculturalism and how we manage the continued growth of diversity. He argues for sustained liberal and welcoming multiculturalism, sustained with what he calls the non-negotiables -- guidelines for citizens, new and old. He sees that failure to make adjustments to how we do things risks precipitating an "un-Canadian" shift to the political right...if not to the far right. Continued reluctance to articulate our mutual expectations could undermine our capacity for good governance and peaceful co-existence across our diverse ethnic and religious communities. With less subtlety, as he put it, Higham talked about the dangers implicit in our "Failure to Act/Confront". His book features conversations amongst different types of Canadians on these issues.

Higham sees cultural, linguistic, racial, and even religious diversity as good for Canada. This diversity provides a global competitive advantage and contributes to our regular high placement in the UNESCO Human Development Index. At the same time, he notes that high immigration approval ratings parallel growing discomfort with challenges to Canada's political and social landscape, spurred by "too much accommodation" and/or a recklessly speedy immigration inflow. Immigration and diversity could undo the social cohesion essential to our democratic-capitalist society. A 2007 poll indicated that just over 50% of Canadians thought that newcomers should adapt completely to Canada's norms. In order to protect our immigration and diversity-accommodation traditions he proposes policy changes and encourages a reasoned tolerant debate.

Higham states that we can argue whether the diversity worriers are right or wrong to be concerned, but it would be at our peril to ignore that they are concerned; and that there are more worriers than there used to be. He is convinced that we need an open discussion about the impact on Canada of its immigration and multiculturalism policies. For him, this subject is perceived as politically incorrect and so he wrote "Who do we think we are?" to help serious but non-expert discussants understand the things to take into account as they reflect on policy options for our future society.

Precursors to that discussion are pre-agreement: on the language, making informed conversation possible and openness to diverse perspectives that shouldn't be dismissed because they run counter to one's own views and beliefs.

As a 'pre-baby boomer' exposed to the left-leaning politics of the 1970s, Higham describes his earlier self as a real champion of the emerging Canadian model of multiculturalism. He shared the Trudeau-era dream of a Just Society in a multicultural, bilingual, even polyglot environment.

When retirement freed him from public service constraints, new reference points and new conversations challenged his views. He looked at Canada with less bravura but with more

concern about its sustainability and about the elusive Canadian non-identity non-model. His initial cautious reflection about the need for some tinkering has now reached a “state of quasi-alarm”. For Higham, our national “cult of multiculturalism” looks increasingly troublesome. Now he wants to question government policies and gaze beyond the political-correctness boundaries.

At the University of Ottawa he organized three Canada-EU conferences on the diversity and multicultural issue. At each, European participants said “You Canadians are way ahead of us on this issue...we need to understand better how you do it. Please stop being so coy and explain yourselves. And by the way, if you screw up and if your model fails, we are going to be in deep trouble, because your example guides us as we deal with our own diversity challenges.”

For Higham, these words just inflate our smugness index about the elegant Canadian non-model. For him, our liberal multiculturalism model was right up there with Canada’s conservative banking regulations as confirmation that “we might be Canadians but we’re not always as dumb as we look.

The lessons from these conferences and from other events and readings intrigued him for two reasons....their insights and their complexity. For him, there was a personal insight about the need to communicate his new understanding to Canadians. So he gathered the best ideas on multiculturalism in Canada, and “Who do we think we are?” was born.

He described his book as an exchange between eight Canadians starting from the reality that more diversity is on its way and that immigration flows are likely to increase. Higham’s Canadians conclude that we must live together, no matter how diverse we are, and so must talk about this. One of these two Canadians also advances the inescapable thought that people prefer to “live with their own”. Putting aside their irreconcilable positions on that, they realize that accommodation of diversity is most difficult in countries with a clearly-defined identity and behavioural profile. Their discussion then explores Canada’s non-model and the celebrated disconnect between Canadian citizenship and Canadian identity, concluding that this is why our model has been working so well.

But his Canadians also identify the “identity thing” as a source of malaise. From this discussion of no common grounds, rapid change with no mandate and too much accommodation, Higham lays out a central argument – that public policy sensitivity to minority groups is given more weight than sensitivity toward our society’s established traditions. Consequently, he writes, personal heritage too often trumps Canadian-ness.

But what is Canadian-ness? Higham lays out eight characteristics that his round table agrees should be viewed as “characteristics of some Canadians some of the time under certain circumstances.” This discussion also turns around the perceived imbalance of rights and responsibilities and whether a social contract can be built around unwavering accommodation, or whether there need to be basic and universal understandings. The group also touches on issues of citizen loyalty and the arguments for and against dual citizenship.

In the final chapter, Higham comes about as close as he admittedly can to making recommendations. First, we have to talk about it, and second we must proceed from some guidelines on what it means to be Canadian. For Higham, in a functioning democracy, the file never closes and citizen rights and obligations are always open for re-negotiation.

*Book is available by e-mailing him at [rhigham@uottawa.ca](mailto:rhigham@uottawa.ca) or on-line at <http://www.commonerspublishing.com/higham.htm>*

## **CIHS at the Metropolis Conference - Rob Vineberg**

*Metropolis* is a consortium of universities committed to leading-edge research on migration and integration. Founded in 1996, it is funded principally by CIC and by the Social Sciences and Humanities Research Council. For the first time, CIHS decided to participate at the annual National Metropolis Conference, held in Vancouver in March of this year (2011). Our friends and colleagues at the International Migration Research Centre at Wilfrid Laurier University, Dr. Margaret Walton-Roberts and Dr. Jenna Hennebry, submitted a proposal on our behalf and it was accepted as a roundtable session.

Titled "Learning from the Legacy" it was chaired by Margaret. Mike Molloy and Rob Vineberg made presentations about research they had recently conducted on topics including the 1956 Palestinian Refugee Movement to Canada (see Mike's article in Issue 56 of the *CIHS Bulletin*) and immigrant settlement in the 19<sup>th</sup> and early 20<sup>th</sup> centuries (see Rob's article in Issue 60 and his article in Issue 65 of *Manitoba History*). While Raph Girard was unable to be present, Margaret shared his paper describing the changes in immigrant selection that he witnessed over his career with immigration (1963-1997). In addition Stephen Fielding, a PhD candidate at University of Victoria and the first Gunn Award winner, spoke about his winning submission on the influence of the Italian Consulate in Vancouver on the Italian community in that city.

In acknowledging the growing recognition of the importance of historical perspective in immigration, there was also a second roundtable at the conference, titled "Putting the Past on the Table," designed to encourage social scientists to engage more in historical inquiry. Both Mike and Rob attended that session.

In pursuing activities such as Metropolis, CIHS is expanding its horizons and, in doing so, is helping to ensure that the history of immigration in Canada can inform modern immigration policy-making.

## **CIHS supports Public Service Week at CIC – Gerry Maffre**

On June 14, CIHS' Mike Molloy and Raph Girard lent their and the Society's support to the annual Public Service Week programme at CIC national headquarters. In line with the week's theme "Be the Change" Raph spoke to an audience of approximately 50 about his experience with the changes to the immigration programme in the 1960s and 70s: new rules, new source countries, new offices and new legal dimensions. He emphasized the leadership exercised by immigration personnel in implementing the broad directions of change government wanted, without always waiting for guidance and resources. He concluded that "an eminently successful match of the immigrant flow to opportunity in the labour force [produced

a] pace of ethnic change that was sufficiently gradual that few among the Canadian-born felt threatened. It would probably be beneficial to everyone if current-day policy-makers and programme managers revisited this history in order to extract some lessons and perhaps distil best practices."

Mike spoke about the CIHS. He thanked the CIC Library personnel for their support in mounting an exhibition of historical photos of immigration personnel and offices, historical papers and some books by former immigration personnel.

The Society also unveiled its new promotional banner and distributed copies of the Bulletin and the 1995

edition of "Bout de Papier" on immigration, as well as *Bout's* recent edition which carried a story on the 1968 movement of Czech migrants through Vienna.



**Mike Molloy and Raph Girard with ADM Claudette Deschênes.**

In the Q&A session following Raph's presentation, Mike and Raph advised their audience always to seek something different, emphasizing that a variety of tasks makes a career more rewarding. They spoke of the need to always to use all the tools of the Act and Regulations to help the right people come to Canada and stressed that the department's successes were linked to liaison between headquarters and the field. Looking to the future, they spoke of the need to be innovative and to be wary of creating a disadvantaged underclass of temporary workers who would never go home.

*Copies of Raph's remarks are available from him at: rgirard09@gmail.com*

### **Contact with CIHS Members – Mike Molloy**

We have had a fair bit of contact with members, including a nice letter from **Dorothy and Don Milburn** in Victoria. Dorothy informed us that, sadly, **Jim Cross's** wife passed away in February. I spoke to Jim subsequently and am glad to report that he is sounding well.

When visiting Raleigh, North Carolina, Jo and I had the pleasure of lunching with **Joyce Cavanagh-Wood**. We came away with a nice example of Joyce's growing skill as a watercolourist but declined an offer to be ambushed by the Green Berets.

While in the Windsor area I was delighted to meet two of our life members and their wives. The first was **Arthur Kuderian** and his wife **Alice**. What an interesting story they have to tell. Arthur's father came to Canada from the Ottoman Empire in 1911. His mother and one sister survived the massacre of the Armenians during the First World War and managed to get to Syria, where the British authorities notified Art's father, who brought them to Canada. Alice's parents escaped to Moscow where they remained for five years before moving on to Canada.

Arthur was born in 1925 and joined the Essex Scottish during the Second World War. He fought in Holland and participated in the famous battle of Hochwald where the Essex's Major Fred Tilson won the Victoria Cross. Arthur was wounded at the Hereburg Bridge in Groningen in April 1945 and was hospitalized in Europe for a year while he recovered. He joined the Immigration Department in 1955 at Niagara Falls; his career included service in Brantford and Toronto before he was assigned to Windsor in 1981. He became manager of the Windsor CIC in 1984 and retired in 1988.

Arthur donated a number of photos to the Society that record various immigration gatherings where well-known Immigration employees of past years were present, including Eric Timmins, Fuzz Darling, Jim Douthart, Arnie Johnson, Tim Seburn, Jack Mitchinson, Phil Pirie, Charlie Richards, Bob McIntosh, Terry Delany, Don Robinson, Tom Parker, George Jeffs, Wayne McMichaels, Jack Manion, Andy Adamson, Bob Soper, Jack Dinsmore, Andy Adamson and Eileen Buckingham.



Shortly thereafter, Jo and I spent a wonderful afternoon with **Jack and Helen Mitchinson** at their beautiful country home in Pain Court. Jack, along with his three brothers, joined the RCNVR in World War II and served on a corvette, HMCS Lachute, on North Atlantic convoy duty, as well as on HMCS Charlottetown. Charlottetown was being refit for Pacific duty but the war ended before it could sail. Helen also served in the RCNVR.

Jack joined Immigration in June 1952 in Niagara Falls and transferred to Goderich, where he stayed from 1955 to 1959. His baptism under fire came with the arrival of 124 Hungarian Refugees in Goderich and 150 more in Stratford. He had them all to himself, as he was the only officer looking after both ports. He was transferred to Chatham in 1959 and was there until 1967. Subsequently he was assigned to Belleville, London, Hamilton and Toronto Airport. He was District Administrator in Hamilton, then London and then Hamilton and London combined. He took a two-year assignment with the Internal Audit Bureau of External Affairs and enjoyed his world travels that included Damascus in the early stages of that office's existence.

Jack has a fascinating collection of navy and Immigration memorabilia, which I spent a very happy afternoon pouring over with him. He was kind enough to donate to the Society a copy of the Immigration Act and Regulations (1937) and various editions of the Immigration Act and Regulations from the 1950s. This is a wonderful addition to the CIHS' archives and is much appreciated. I am always humbled by the life experiences and contributions of the men and women of our "greatest generation."

### **Book Review - Peter Duschinsky**

**The 1956 Hungarian Revolution: Hungarian and Canadian Perspectives, Christopher Adam, Tibor Egervari, Leslie Laczko and Judy Young (eds.), University of Ottawa Press, 2010.**

This book contains papers presented at a 2006 colloquium at the University of Ottawa in commemoration of the 50<sup>th</sup> anniversary of the failed Hungarian Revolution of 1956. The volume has two parts. The first, "The Revolution, Hungary and the World," presents seven essays dealing with widely differing subjects. The two opening essays on the revolution itself are by prominent Hungarian historians Janos Rainer and Csaba Bekes. Rainer is the internationally known author of the biography of Imre Nagy, Hungary's prime minister during the revolution. His essay gives the impression of having been written rapidly for a colloquium that he may not have considered of primary importance. It mentions neither the Petofi Writer's Club in Budapest nor the weekly "Monday Journal," the pre-revolutionary intellectuals' principal tools, which were important in creating the revolution's

preconditions. Nor does Rainer mention Imre Nagy's Minister of Defence, General Pal Maleter, who was responsible for turning elements of the small and under-equipped Hungarian Army into supporters of the revolution, and who was executed by the Soviets along with Nagy. While leaving out a range of such important elements, Rainer's paper does provide a good general outline of the revolution for the non-specialist reader. Bekes' essay, on the other hand, is thorough, well-documented and demonstrates convincingly that, given the international context of 1956, the revolution could not have succeeded.

Chapters 3, 4 and 6, dealing respectively with the economic platforms of the political parties during the revolution, the role of women and the impact of the revolution in Argentina, are well-researched and well-written. However,



their subjects and conclusions are fairly obvious. Political parties during the revolution lasted one week; evidently their economic platforms could not be worked out but were simply restated platforms recalled from the short pre-Communist, multi-party period. Women played a secondary role in the revolution; beyond this little may be meaningfully said. The Hungarian community in Argentina was against Communism and reacted as expected, supporting the revolution and attempting to influence public opinion in its favour.

Chapter 5 contains interviews with two female Holocaust survivors. While not dealing with the revolution at all – neither of the women has significant memories of 1956 – it is an in-depth look at the feelings and attitudes of two Jewish women toward politics, society and interpersonal relations in post-Second World War Hungary and is a fine example of psychological history.

Chapter 7, written by a Finnish academic about the importance of 1956 in post-Communist Hungary, is the finest essay in the first part of the book. Author Nyssonen demonstrates convincingly that in post-1990 Hungary, 1956 serves as a political propaganda tool used by a deeply divided body politic engaged in partisan political debates that seek to define the 'myth' of Hungary in mutually exclusive adversarial political forms.

Every side in this debate interprets 1956 in its own terms, and uses the lessons that it draws from the events of that year to push its own agenda aggressively. The debate about 1956 further demonstrates why present day Hungary finds it difficult to function as a democratic society: in this context, this essay's afterword, written in 2007, is especially instructive.

The second part of the book, "The Canadian Context," contains five essays, four of which deal with Canadian foreign,

refugee and immigration policy approaches. The fifth considers how a left-wing Canadian Hungarian weekly rose to the challenge of responding to an anti-Soviet uprising in Hungary. These five essays are uniformly well-researched and well-written and would be valuable to anybody interested in Canada's reactions to the Hungarian Revolution.

In Chapter 11 Donaghy points out that Canada, like the rest of the West, had little choice: it could not assist Hungary in throwing off the Soviet yoke, because this would have been too risky in the Cold War context. The only effective response Canada could offer, again like the rest of the West, was to accept Hungarian refugees for resettlement. Because of the hesitant, lukewarm attitude of Jack Pickersgill, Canada's Minister of Citizenship and Immigration, the Canadian response to the crisis initially lagged behind that of other Western countries. Only under pressure from Canadian civil society and the rest of the Canadian government did Pickersgill relent. However, once the gates were opened, Canada accepted 37,000 refugees, second only to the USA, and the largest number of any country in proportion to its population.

Chapter 8 describes the Hungarian refugee movement as a pivotal moment in Canadian immigration history, strongly influencing subsequent immigration policy developments.

Chapter 9 provides a well-researched and well-documented analysis of how the refugee movement affected the overall profile of the existing Hungarian community in Canada, while Chapter 10 describes in depth the dynamics of the highly-effective Canadian government and civil-society responses to the challenge of resettling a large mass of destitute refugees with minimal language capacities and no knowledge of Canadian society.

Chapter 12 may be seen as a case study in multiculturalism and how the attitude of "The Canadian Hungarian Worker," a relatively small Canadian ethnic newspaper with a well-defined political outlook, published in Hamilton since 1929, changed under the pressure of events in the home country.

While the first part of this book is uneven, overall it provides some insights into the

place held by the 1956 Hungarian Revolution in the history of the past 50 years (see especially Chapter 7), as well as the Canadian response to it, and how the Hungarian refugee movement affected Canada's approaches to immigration and refugee policy and refugee resettlement in Canada: a book recommended for both generalist and specialist readers.

### **A Query - from Nestor Gayowsky**

In 1961 I was transferred from Copenhagen to Rome to serve as deputy officer-in-charge under Maurice Mitchell. I was fortunate to have a good year under my belt with him before the summer of 1962 when Maurice and his lovely wife Hettie returned to Canada for two and a half months of Home Leave. Just before leaving Maurice called me to his office (we were then on Via Acherusio), ensured the office door was closed, opened the top left drawer of his desk, reached to the very back of the drawer and brought out a piece of paper. He said "read it." I read it.

As memory serves me it was an instruction from our then Director of Immigration, Mr. Baskerville, that if our office received a request from the Italian Minister of Foreign Affairs to expedite a visa (I cannot remember accurately whether it was a non-immigrant or immigrant visa – but I believe it was the latter) for a named person we were to do so using the memorandum as our file authority. That was the sole authority cited: nothing else! So I spent a rather nervous summer wondering if I would be called on to visa someone in these unusual circumstances. Fortunately, there was no such request and, when I left in 1964, the authorization had never been used, to the best of my knowledge. I have always wondered about the circumstances that led to such an unusual arrangement. Would anyone be able to clarify or amplify the story?

### **Recollections of Jack Manion Joe Bissett**

Those of our readers who worked for and with Jack Manion had the privilege of knowing a truly great Canadian. Jack was one of the senior civil servant "mandarins" who made Canada's Public Service one of the best in the world. He was born in Almonte, Ontario on June 27, 1931 during the hard years of the Great Depression. As a young child he was hospitalized with tuberculosis that claimed two of his siblings and had to spend three years in a sanatorium, where he received his early schooling from an older sister. That early education served him well and he went on to attend school and university in Ottawa, graduating from St. Patrick's college in 1953. That year he joined the Department of Citizenship and Immigration and was launched on a distinguished and successful public service career.

In the early 1950s, Citizenship and Immigration was beginning to create and staff the organization that would face the challenge of managing Canada's post-war immigration programme. At an early stage in his career, Jack's capacity for hard work and analytical ability marked him for accelerated advancement. In those years there were many Second World War veterans in the department, but despite his young age Jack quickly won their respect and admiration. Throughout his career, and promotions to the Deputy Minister

level, Associate Secretary to the Cabinet, and Deputy Clerk of the Privy Council, Jack was fiercely loyal to these early colleagues, and maintained close social contact with many of them until his death.

What marked him off from others was his solid commonsense, intense sense of duty and capacity to lead by example. Whatever he did, he was determined to do well. He mastered the immigration business by learning it from the ground up; he had the ability to focus on what really mattered and to concentrate on ensuring that the resources at his disposal could deliver the programme objectives set by the Minister and Parliament.

Jack was a demanding task master and he expected high-quality work from his subordinates, but he was always considerate of their feelings. Any criticism he had to offer was delivered on a one-to-one basis and never in front of others. He never hesitated to speak frankly and forcefully to his political masters and to tell them what he believed was the right thing to do, and in accordance with the law. He was, above all, a straight-shooter who would never countenance mediocre performance or any suggestion of malfeasance.

He got along well with Ministers and all of them quickly recognized that, with Jack at the helm, they would not only be served well, but would be given extraordinarily sound counsel and advice. One of the Ministers who was especially grateful to have Jack as his deputy was Bud Cullen who, as the newly appointed Minister of Employment and Immigration, was faced with the daunting task of steering two major Bills through Parliament. Nicole Chenier Cullen, the Minister's widow, has written in her memoir of their life together how her husband believed that Jack was "... an outstanding model of what every public servant should aspire to... he was a man of ideas and imagination who never hesitated to try out new theories." She went on to remark that, when her husband knew that he was to have Jack as deputy, he was greatly relieved and felt that "all was right with the world."

Jack was appointed an Officer of Order of Canada in 1984, and received the Public Service Outstanding Achievement Award, the Queen's Jubilee Medal and the Vanier Medal of the Canadian Institute of Public Administration. It is well that his country honoured him with these awards of recognition, and he was proud and grateful for them. Nevertheless, one of his favourite expressions was one he recalled from the first Minister he served under as a young junior administrative officer -- the legendary Jack Pickersgill -- who said, "public servants should have a passion for anonymity." It is evident that this expression was one of Jack's guiding principles throughout his long career. He was not one to seek the limelight but did his job quietly and effectively.

Jack retired in 1990, and entered into retirement with enthusiasm, knowing it meant more time for family and friends. With his wife, Sylvia -- who had been his childhood sweetheart-- four children and eleven grandchildren, Jack performed the role of paterfamilias with the same ardour and sense of duty as he had done as a senior public servant. Jack and Sylvia spent many winters in Florida. During his working years he had always avowed that golf was a lazy rich man's game, but soon after he began to spend time in Florida he became an avid golfer proving, as his wife pointed out, that although he could be stubborn, he would change his mind if it could be shown he was wrong.

Jack died at home in the arms of his beloved wife, with the family by his side. He had fought a courageous but losing battle against leukemia. When he realized the treatment he was receiving was not helping him, he asked that it be stopped and calmly prepared to meet the end. He was lucid until the final moments but, as he slipped away, his final words

were "I have to get up and go to work." In many respects those words symbolize the character and essence of the man who in every sense of the word was an outstanding citizen of his country.

### **Anne Arnott**

Jack Manion was the Deputy Minister of Manpower and Immigration when I started work as a Port of Entry officer at Toronto International Airport in 1975. One day, we were all summoned to a meeting with him, even if it required coming in early or from a day off. Mr. Manion instructed us clearly and very directly that we were refusing too many people at the POE and that henceforth we should be more facilitative, as anyone who overstayed would be picked up by our inland colleagues. It was clearly a very different age, when anyone with a US visa was visa-exempt for Canada and when a single article about immigration in the press was a big day. This was before the Todd Bayliss and Just Desserts shootings in Toronto and before 9/11. We were a different country then.

### **John Baker**

When I returned to Ottawa in 1975 for my first posting at HQ, I came across a thick case file with the letters "RFF" written somewhere on the cover. I went and asked someone more senior and knowledgeable (Gavin Stewart?) what the letters meant. I was told Jack Manion had written them and they meant "Read the f--king file". Apparently some officer had previously sent a memo to the DM's office with seriously incomplete information. Quickly, I learned to read the complete file before initialling any memos to the DM or Minister.

### **Jim Cross**

'Integrity' and 'dedication' are the two words which I believe best describe Jack Manion. Those qualities led him to the highest ranks of the Public Service of Canada. Jack was never one to attach blame to someone else if things went wrong. He took absolute personal responsibility for everything he did. He worked unsparingly at all the tasks that came his way.

I first met Jack in October, 1956, at the time of the Hungarian refugee crisis. I had just rejoined Citizenship and Immigration after a five-year assignment in the Prime Minister's Office. I was the executive Assistant to Deputy Minister Laval Fortier. If I remember correctly, Jack's first job was as junior administrative officer in the Indian Affairs Branch, part of the department in those days. He asked to be reassigned to the Immigration Branch and was given the task of co-coordinating the department's Hungarian refugee programme in a special task force attached to the Director of Immigration, Stan Smith, and later Wally Baskerville. His work was bound to be noticed by the Minister, Jack Pickersgill, who took a deep, personal interest in the refugees, even flying to Vienna where he arranged for the reception of the entire faculty of forestry of Sopron University, who were resettled in British Columbia and gradually integrated into the Faculty of Forestry at UBC. I saw Jack Manion regularly during that period as we worked in adjacent offices in the old but comfortable Woods Building.

Parts of the programme involved arranging for holding camps for other Hungarians in the Netherlands during the winter, providing language-training for them from the Citizenship Branch and eventually providing resettlement in Canada. Because of the number of agencies involved this required considerable diplomatic skill on Jack's part, but he was successful. I remember the praise that Pickersgill gave him for his efforts and I believe that it was this experience that launched him on the path of his illustrious public service.

**Doug Dunnington**

I recall taking 2 foot piles of files for his review at 4 o'clock each day when I was EA to Mrs. Edmonds. He had twice as much bumph from Manpower, an equal amount from UIC and slightly less from Admin. One day I asked how he could get through all this. "Easy, Doug. I just take them home and go through them while I'm watching the hockey game."

**Raph Girard**

Alan Gottlieb was appointed Deputy Minister of Immigration in 1973, shortly after Robert Andras replaced Bryce Mackasey as Minister. Gottlieb had Jack Manion as ADM on the Manpower side and Jean Edmonds in Immigration.

Unlike Manion, who had worked his way up through the ranks from Principal Clerk in Immigration when he joined in the early 50s, Gottlieb originally came from External Affairs and was not very comfortable in a primarily operational environment such as existed in Manpower and Immigration. On at least one occasion Andras, who delighted in the minutia of individual cases, told Gottlieb that he expected his Deputy to master at least as much detail of the programmes as he himself had mastered -- a benchmark that was higher than Gottlieb had achieved at that point.

Gottlieb's decision to bring in a trusted EA from External, in the person of David Jackson, was seen by many as an attempt to buffer himself from other senior managers who were more comfortable in the programme than he was and to ensure that his EA did not have divided loyalties. Jackson was nothing if not ready to insert himself between the ADMs and the Deputy and, from the beginning, seemed to be omnipresent for meetings that had any import at all for the strategic direction of the Department. Once he was comfortable in the new role, he issued a memo under his own signature indicating that all communication to the Deputy from any source was to be routed through him.

Not too many minutes after the Jackson memo hit the desk tops, I happened to be in Gottlieb's office getting instructions on how he wanted us to handle the latest of the many crises in immigration. With no knock or warning the door flew open and Manion, in high dudgeon, strode in uninvited. He tossed the Jackson memo on Gottlieb's desk and said in a controlled monotone: Alan, it's him or me. Let me know which one you want. He turned his back and stalked out, leaving Gottlieb no chance to reply.

Jackson mysteriously disappeared before the day was out.

**Hallam Johnston**

Even though my time working for him was on the Employment side of the house, I still vividly remember sitting in for Duncan Campbell at a Departmental Executive meeting to which Jack, who was at the time visiting either Hong Kong or Bangkok, was plugged in by phone and he described the people "bobbing around in boats" and issued instructions, as only Jack could, to get a program going to deal with this humanitarian crisis...He was indeed one of the great ones.

**Mike Molloy**

Most of my contact with Jack Manion took place in relation to the Indochinese Refugee movement. The Refugee Affairs division got a pretty good idea of where he stood in 1978, as the "Boat People" phenomenon appeared, when he sent down a copy of a recently published history of Canada's refusal to give asylum to Jews on the M.V. St. Louis before

the Second World War, with the words "This must not happen again" written across the cover.

Matching over 35,000 of the refugees with 7000 sponsors posed an enormous challenge. Even after Ian Thomson devised a destining and matching protocol that got everyone from Bangkok to Corner Brook following the same processes, the sheer volume of incoming refugees and frustrated sponsors kept swamping the Matching Centre. My staff insisted we needed a computer and one was duly ordered. A few days later a formidable and very angry lady from something called "The Secretariat" stormed into the Task Force and berated our entire team: Who did we think we were trying to jump the queue of dozens of units who had been waiting for computers for months? We were to cease and desist or there would be serious trouble! We tugged our forelocks and did our best to look contrite. She stormed out. It was never a good policy to sidestep our DG, Kirk Bell, let alone the ADM, Cal Best. But desperate times called for desperate measures and Jack's obliging secretary immediately gave us five minutes of his time. We arrived with reams of unprocessed sponsorships and flight manifests. Jack listened quietly. The next week we had our computer.

Resettling 60,000 refugees was going to be costly and, on Jack's instructions, we worked up a Treasury Board submission with our settlement and foreign service colleagues that pegged the cost at \$157million, a staggering sum even today. We sent it off, the Board rejected it and I was tasked with bearing the tidings to Jack. I couldn't see how we could possibly continue. He listened intently. Then he grinned and said "I didn't think they'd fall for it. Don't worry Mike. I'll find the money."

### **Summary of Jack Manion's 1994 interview**

On October 27, 1997, CIHS member, June Coxon interviewed Jack Manion about his professional experiences and observations in immigration.

In the thirty-minute interview, Manion touched on the many phases of his career, starting from his entry as a Junior Development Officer in 1953, working in a very active settlement programme. He recalled the extensive work of developing counselling material and providing settlement assistance that, in part, relied on Local Area Studies the Settlement programme carried out on Canadian communities.

Manion talked about his assignment, as departmental liaison officer, to Minister Jack Pickersgill – an assignment that led to his role in coordinating the special Hungarian movement to Canada. He talked about the trust Cabinet colleagues placed in Pickersgill, who made decisions on the numbers to admit and on financial authorities with minimal Cabinet documentation.

Manion touched on his work in Quebec Region, in headquarters policy – including work on various legislative reforms, enforcement and case work. He also reflected on his assignments as President of the Treasury Board (unusually long), Associate Secretary for Senior Personnel at PCO and as the first Principal of the Canadian Centre for Management Development. In sum, he said he could have very happily served an entire career in the immigration programme.

Manion talked fondly of many past colleagues, in describing the immigration programme as an intimate family of people with strong views on immigration and characteristics that stood

the test of time. He discussed the evolving NHQ/RHQ relationship which, after 1979, moved away from the authority of NHQ to the practice of functional guidance.

The interview reveals him to have been an advocate of a separate immigration department, as it exists now, and he was clear about the deficiencies he saw in the Manpower and Immigration fusion and in the Public Security days under Prime Minister Campbell. He also talked about the attributes of an immigration officer, and the place of the Foreign Service in immigration, including the advantages of the past practice of moving experienced immigration officers into the Foreign Service stream. Manion mentioned his various flirtations with overseas assignments, and how each was stymied by revolution in the receiving country or more pressing assignments at NHQ.

The list of colleagues Manion mentioned is long: Joe Bissett; Ministers Pickersgill, Andras and Cullen; Deputy Minister Laval Fortier and immigration officers Bill McFaul (sp?), Lou Lefebvre, Al Gunn, Gerry Lambert, Art LePitre, Bill Burnhardt (sp?), Harry Cunliffe and Les Voisey.

In the concluding minutes of the interview, Manion talked about the impact of the Charter of Rights and Freedoms and reviewed with Coxon his collection of immigration settlement publications from the early 1900s. These were collected in European antique shops by a friend very much aware of Manion's abiding interest in immigration.

## **In Memoriam**

### **Doug Davies - Doug Dunnington**

Ontario Immigration lost one its iconic managers with the passing of Doug Davies. "Coach" started patrolling the Windsor Bridge when he was 15, back in 1955, and ended his career as the long-standing manger of the Kitchener CIC.

I had heard of Doug Davies when, upon leaving the Foreign Branch, I returned to the ol' home-town, and in fact had a few great conversations on the phone before we actually met. At the time I was, among other things, dealing with requests for foreign workers for the Cambridge CEC, and so with several other officers I was asked to attend an evening meeting. Doug was to be the Immigration representative, but was late. We were about to start without him when we heard a motorcycle outside. The door swung open, and there he stood. Hurling off his safety helmet to reveal a Detroit Tiger baseball hat and with a glint in his eyes he announced: Sorry I'm late fellahs. I was arresting bad guys. Isn't that the kind of civil servant you'd want to work with?

Suffice to say that whatever the issue, the meeting was a raving success.

I saw another side of Doug when I finally qualified for an immigration officer job at the Kitchener CIC. Things were fine for the first week or two, until I had to discuss a case or some operational issue with Doug. I was, and am, a Trudeau Liberal, and saw my role as a facilitator rather than an enforcer. Domestic officers were clearly the latter, so we had several good exchanges. One day Doug took particular umbrage at whatever case or philosophy I was espousing and dressed me down in no uncertain terms, referring to my university education and my left-wing attitude, no doubt fostered by my experience overseas and by my fellow wimps at headquarters. I couldn't believe him!!!! After I finally picked myself up off the ground, I told him that he could think whatever he wanted of my ideas or philosophy but he did not have the right to call me out personally. I had worked for and with a lot of people over the years



and had never encountered such a belligerent person in my life!!!!

For the only occasion in all the time I knew him, Doug was speechless. He almost turned white and said, "Doug, you're right. I had absolutely no right to make this personal and I'm sorry. It will never happen again." And it didn't. Well not as much. The word "belligerent" became a word often used between us and indeed several officers over the years. He was a fun guy who, beneath a gruff and tough exterior, was the most gentle and supportive person you could ever meet.

The final thought I leave concerns Doug's operating instructions for representations and their final outcome. If we fought Headquarters on a case that we finally

### **Leslie Frank Melbourne Scott, August 23, 1922 – January 21, 2011 - Helen Rodney**

Les Scott was born in Waskatenau, Alberta, the second son of pioneers Frank and Elsie (Melbourne) Scott.

He joined the Royal Canadian Air Force in 1940 and served in the United Kingdom during the Second World War. During the Battle of the Atlantic, he flew an operational tour as a navigator with 1407 Met Flight based in Iceland.

After the War, he studied at the University of Alberta and received a Bachelor of Education degree, rejoining the RCAF during the Korean War and serving in Edmonton, Ottawa and Zweibrücken, Germany.

He retired from the RCAF in 1964 and the following year joined the Immigration Service. He worked in Ottawa; had a series of postings, to Stuttgart, Birmingham, Kingston, Lisbon and Atlanta; TD assignments in Damascus, New Delhi, Colombo and Hong Kong; inspection tours in South Africa and across South America. He retired from

were directed to approve, we always told the client. "I have good news for you: Ottawa wanted to refuse this case, but we went to bat for you and you can now stay." On the other hand, if we convinced Ottawa to refuse the case, our stance was "We really went to bat for you but those civil servants in Ottawa refused your request."

Doug had a touching final ceremony, with eulogies from his, daughter, son and best friend. In attendance were numerous pals from his days as manger of several local and national fastball clubs as well as numerous Immigration buds. The reception was not at the funeral home but at the Edelweiss Tavern where Doug had arranged an open bar to celebrate his life.

the Foreign Service in 1988. After retirement, Les worked in real estate in Ottawa, and went every year to the family farm in Waskatenau. However, he spent most of his time in Estoril, near Lisbon, where he enjoyed working with disabled children and playing bridge.

He was predeceased by his first wife, Phyllis May Morgan, mother of his children Kenneth, Sandra and Morgan, and his step-daughter Margaret. His second wife, Branca Maria Ribeiro, whom he met during his final posting in Lisbon, mother of his step-daughter Marta, survives him.

Wherever he went, he made friends. The local staff at the Canadian missions where he served all loved Les! He was interested in people, and his breadth of experience had led him to believe in the vision of the immigration programme, rather than the bureaucratic process. During his first postings, in the sixties and early seventies, the immigration programme had largely been a question

of facilitation, but by the time Les started his pre-retirement posting in Lisbon, the emphasis was much more on enforcement. This was something of a challenge for Les, who liked to see the good side of everyone! He had no time

for red tape, and cut through it when necessary.

He will be remembered by his many friends as a convivial host, a kind and considerate colleague and a truly good man. He is already much missed.

#### **- Anon (because we lost the name of the writer)**

I worked for Les for a couple of years when he was IPM in Birmingham. He was great to work for. He believed in the vision of the programme and was not one to get tied up in red tape. He taught us young officers to believe in our own judgment, and if the points system didn't make sense, he was always ready to approve on discretion. He also let us share in the "goodies" – speaking events, university tours, etc. Not the greatest administrator (he drove his secretary nuts!) but a thoroughly nice person.

#### **- Barbara Sandilands**

Les was quite a character. He came to Lisbon in the fall of 1986 on TD, and then came back on posting a few months later. Very shortly after that he met Branca, and very shortly after that they were married. He had been posted to Portugal before and was very keen to return for a last posting. I don't think his initial intention was to stay there after retirement but clearly fate took him in that direction. I think he found the work more challenging than he had anticipated – on his first posting (in the sixties?) it had been largely a question of facilitating immigration but, by the late eighties, the clientele had changed and enforcement had a much higher priority. Les liked to see the good side of everyone and I think sometimes Gordie found that challenging too. (Good word, "challenging")... Our staff loved him, as did our colleague in the Azores.

Les had two qualities that stood out – he was extremely hospitable and he loved Portugal, despite its peculiarities. He enjoyed hosting dinner parties for all of us and readily admitted – prior to Branca's arrival – that the food was usually awful. However, if you poured people a sufficient number of drinks, they'd never notice, so why worry about it! And while the rest of us sometimes got a bit fed up with the vagaries of the Portuguese and their special interpretation of Canadian immigration law, Les just looked at it all with amusement and settled right in to enjoy Portugal – which he clearly did.

#### **Stanley Peryer - Raph Girard**

Colleagues, friends and family gathered in the rustic surroundings of Fallowfield parish church on June 13 to pay their respects to Stan Peryer who died on June 7 after a long struggle against debilitating illness. Stan joined the foreign service of what was then Manpower and Immigration in 1966. He served in Belfast, The Hague, Belgrade, Rome, Delhi, Islamabad and Dallas. His life was marked by determination to deal with hardship and a generosity of spirit that won him the admiration of those with whom he came in contact. He and his wife Sharon were pillars of the Canadian

community in all of their many postings, giving more than most and asking for nothing in return. While they were in Rome, a Romanian refugee couple who had applied to be resettled in Canada were run down in the street leaving the husband dead and his wife in a coma. The Peryers took their children in and cared for them for many months until the mother was on her feet and able to move to Canada. Such gestures defined Stan and his family and helped to enhance the reputation of the Canadian Foreign Service.

## **Ed Woodford - Raph Girard**

Ed Woodford died on February 22, 2011, at the age of 75, after a courageous battle against cancer. A large group of family, friends and colleagues attended the moving graveside ceremony held with military honours at Beechwood National Cemetery where Ed was laid to rest on March 1<sup>st</sup> – a spectacular winter's day that complemented the dignity and emotion of the service. Ed was born on the Isle of Man and immigrated to Canada as a teenager. During the war, he joined the Canadian Forces, trained to be a pilot and flew with the 434 Squadron in Germany. After leaving the Air Force he attended the University of Winnipeg

and went on to join the Social Affairs Stream of the Foreign Service, serving as an Immigration Officer in England, Pakistan, Greece, Thailand and the Netherlands. Following his retirement in 1994, he and his wife Pat continued their passion for travel and golf, making the most of every year until his illness. Ed was one of those salt-of-the-earth officers who asked for little and did everything asked of them – rarely recognized but heavily depended on to keep the programme moving. Ed's contribution was significant and serves as a model for officers more recently inducted into the stream.

### **COMING UP**

**Kurt Jensen: Stage B: Canadian Immigration Security  
Screening 1946-1952**

**AGM 20 October**



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