

3-1-6-9-1
Pa

TERMS OF REFERENCE - D.E.W. LINE N.S.O.

1. To conduct liaison with local D.E.W. Line authorities in his assigned area in matters of Eskimo employment and recruitment working conditions, advancement, grievances associated with job conditions, counselling Eskimo employees on job requirements, savings and investment and other related matters.
2. To make regular patrols of his sector sites, including visits to Eskimo camps near the sites.
3. To conduct all administrative matters relating to Departmental responsibilities in his area under the direction of the Regional Administrator.
4. To act as senior Departmental representative and representative of the Government of the Northwest Territories when the occasion demands.
5. To ^{carry out} ~~ascertain~~ liaison on behalf of the Department with other non-departmental agencies including the R.C.M. Police, H.B.C. and the local missions.
6. To check delivery of Departmental supplies, and ensure protection and proper usage of these supplies.
7. To study the relocation of Eskimos in depressed areas.
8. To maintain up-to-date complete statistics on Eskimos in the area, including school attendance.
9. To investigate local problems of a sociological nature arising out of the proximity of primitive Eskimos to the D.E.W. Line.
10. To maintain constant surveys of Eskimo labour potential in the area for possible employment on the D.E.W. Line or for vocational training.
11. To investigate and expedite the purchase and supply of goods needed by Eskimos and their families employed on the line and

not available locally.

12. To inspect Departmental buildings on the D.E.W. Line.
13. To assist in travel arrangements for Eskimo employees and non-employees, to and from the ^{Dew} line when necessary.

A 3-1-6-4-1

Terms of Reference, Area Administrator

To be responsible to the Regional Administrator for:

1. The co-ordination of the educational, welfare and economic development programs of the Department in his area, in consultation with the senior specialist representatives, to ensure that Departmental policies are followed. To make this condition possible, specialist representatives must keep the area administrator advised of progress in their work.
2. The conduct of all administrative matters relating to the Departmental program in his area, including staff travel, accommodation and leave; the chartering of aircraft, boats and dog teams; the employment and payment of casual labour; the ordering of supplies and accounting for Departmental property; routine maintenance of buildings; maintenance and allocation of vehicles and boats; discipline of departmental staff; and all related matters.
3. The execution of measures designed to improve the economy and living conditions of the Eskimo people, including resources harvesting and low cost housing projects in all communities in the area.
4. The fostering of local councils as a first step in the political development of the Eskimo people, and the use of such councils to the fullest extent possible for advice on the conduct of local affairs.
5. The submission of recommendations for new economic development projects, for new Departmental policies and for changes in existing Departmental policies. The general development of the human and physical resources of the area will be the concern of the area administrator and his recommendations should reflect his awareness of this responsibility.
6. Acting as senior Departmental representative when the occasion demands.
7. Acting as representative of the Government of the Northwest Territories in the area.
8. Liaison with local employers on all matters of Eskimo employment; the counselling of Eskimo employees in respect of employment requirements, budgeting of income, etc.
9. Formal liaison on behalf of the Department with non-departmental agencies, including the R.C.M. Police, the Hudson's Bay Company, and the local missions.
10. The making of such patrols and inspections throughout the area as may be required to ensure that Departmental affairs are being properly conducted and that the general well-being of Eskimo groups may be confirmed.
11. The submission of such reports as will keep the Regional Administrator well informed of conditions and events in the area.

August 17, 1960.



PA.
3-1-6-4-1
JA
22-1-62

NORTHERN ADMINISTRATORS

FOR THE
DEPARTMENT OF NORTHERN AFFAIRS AND NATIONAL RESOURCES

To live and work in Northern Communities and to play a part in Canada's development by: administering public services, assisting with local programmes and projects, easing the problems of social change and building an economic future.

QUALIFICATIONS

High school graduation.

Approximately four years of responsible administrative experience involving staff management, welfare services, economic development projects or public services.

University graduation may be accepted in lieu of experience.

Satisfactory physical condition.



In the completion of Application for Employment, Form C.S.C. 69 care should be taken to relate experience to duties and qualifications.

It will be to the advantage of the applicant to enlarge on certain aspects of training or experience which is considered to be of particular value. A separate sheet attached to the application form may be used for this purpose.

OTHER INFORMATION

These appointments will be made on the basis of merit and will be subject to the statutory preference for Veterans.

Folders explaining the Citizenship and Residence requirements and veterans preference may be obtained from any office of the Civil Service Commission.

HOW AND WHEN TO APPLY

Application forms CSC 69 (English) or CSC 70 (French) obtainable at nearest Civil Service Commission Offices, Post Offices, and National Employment Offices should be filed with the CIVIL SERVICE COMMISSION, OTTAWA.

SALARY: The starting salary for these positions is \$4440 per annum (Northern Service Officer 1) with annual increases for satisfactory service up to \$5160. Special allowances up to \$2100 are paid to employees posted to Isolated centres.

Please quote Competition Number 62-303 on applications and in all correspondence.

TO ENSURE CONSIDERATION, APPLICATIONS SHOULD BE RECEIVED BY
FEBRUARY 13, 1962.

see reverse side

AN ARCTIC CAREER

In the interest of creating a career for Northern Administrators, it is planned that an officer coming into the service as a Northern Service Officer would have a minimum of six months' training in Ottawa before being assigned to a field post. Assignment to the field would be as an Assistant Area Administrator and promotion to the Administrative Officer 1 level would be recommended for satisfactory performance following a minimum period of six months. In due course, the officer would be promoted by competition to such vacancies as might occur in the Area Administrator posts at the Administrative Officer 2 level. From there, a normal career might see an officer progress, after two or three years as an Area Administrator in the Eastern Arctic, to a staff or line officer position in Ottawa, then perhaps a job as Assistant Regional Administrator or Regional Administrator in the Mackenzie. This could be followed by a more senior posting to Ottawa and an assignment to field duties again as Assistant District Administrator or District Administrator.

In Canada's new north lie big tasks. There are natural resources of great dimensions and there are people who need our help. Much of the responsibility for the development of this vast area falls on a special kind of person the NORTHERN ADMINISTRATOR.

The Northern Administrator may be responsible for the administration of a part of Canada as broad as a province. He has a dynamic role in the economic development, whether it has to do with a local fishery or a mine of large proportions. Working in association with teachers, social workers, engineers and members of the medical profession, he is constantly in search of a better way of life for a people newly entering the hopes and confusions of the mid-twentieth century.

The job varies from place to place and even from day to day. Sometimes the setting is the distant Arctic where the people still live by hunting and trapping. Sometimes the Northern Administrator will find himself part of a community which is large by northern standards. The day may bring a trip to the trap-line, discussions with an employer, a session on Eskimo art or a meeting on community planning.

Northern Administrators live in communities with their families in housing not very different from the homes of city suburbs. There are the familiar furnishings, electricity and gadgets, schools, shopping facilities and in most cases, local medical services. Mail is usually only a few days away but between the Northern Administrator and his Ottawa Headquarters (or indeed, the next community) there will be hundreds of miles of very little.

The administration of the Canadian North is highly decentralized and so the man on the ground must have the judgement and leadership to make decisions. He must be able to work closely with the team around him and to use their collective effort to achieve dynamic progress. There is no set term of duty in the north. Most, who have gone there since the Northern Service was born six years ago, have preferred to stay. They have the alternative of pursuing their careers in communities across a million and a half square miles in the north, or in the Ottawa Headquarters.

The kind of person needed in the north must be able to take responsibility and justify the trust put in him in building Canada's future. Those who have studied in Canadian universities will have an advantage, especially if their studies were related to social, economic or political problems in Canada and in the rest of the world from which we draw lessons. Those who have not attended university must be high school graduates to be considered. We are not interested in people who are attracted only by northern pay and allowances; nor are we sympathetic to those who might regard such a tour of duty as a passing adventure. We do not ask the Northern Administrator to commit himself to a lifetime career but we want him to identify himself fully with his job. We want intelligence, initiative, imagination and leadership qualities and ability to accept administrative responsibility.

So far we have found, and kept, the right candidates to meet our needs. Possibly you are another who can build a little of Canada's future.



OUR FILE NO.

YOUR FILE NO.

DEPARTMENT OF NORTHERN AFFAIRS AND NATIONAL RESOURCES

NORTHERN ADMINISTRATION BRANCH

OFFICE OF THE ADMINISTRATOR OF THE ARCTIC

Ottawa, January 31, 1962.

MEMORANDUM FOR THE ADMINISTRATOR OF THE ARCTIC.Information for Recruiting Teams

I refer to your memorandum of January 22nd, requesting comments to be used in preparing a general circular for the Selection Board for Northern Service Officers.

I agree with you that Northern Service Officers should be acquainted with some of the "facts of northern life" at the time that they are interviewed. They should be told for example, that very often deliveries of rations and other sorely needed items do not take place on schedule, and that in addition these materials are at times delivered to a settlement other than the one to which they are addressed, because of shipping difficulties. They should be warned that some of our housing units are draughty and leak in the springtime despite the best efforts of our Engineering staff (where we have one) to overcome these problems. They should be warned that the sheer business of living in a northern community can take up a good part of the officer's day, thereby adding to the usual frustrations attendant on trying to get a job done.

The Northern Service Officer should be warned that as assistant to the Area Administrator and later as Administrator, he will be having the same complaints that meet him in his home brought to bear on him from many other directions that is from other employees living in the community.

The function of the Area Administrator should be clearly explained, particularly stressing that he will have a number of specialists and professionals working on the staff, each of whom will regard his job of supreme importance and may try to impress on the Area Administrator that what he is doing deserves the utmost priority. He will be called upon to be

all things to all men. Only persons with an innate tact and diplomacy would be suitable for such a job. Patience and long suffering are qualities that every Northern Service Officer must have.

The Northern Service Officers should be told that long delays will often ensue from the time that he passes a proposal to his Regional Administrator until he hears from the Regional Administrator that the proposal has been either approved or vetoed sometimes by the Director, sometimes at a lower level. It must be pointed out to him that our budget is always limited and that he receives a very small share when it is apportioned out to all the members of the field staff. Even though the budget is small and only a part of the objective may be achieved each year, he may be assured that in the long run he is contributing to a very vital part of Canada's development.

To sum up the Northern Service Officer should be told three things:

1. That he will be "roughing it" in the north.
2. That he is often the storm center of the community, and will encounter problems from his fellow employees in this Department, as well as the problems of other agencies in the community.
3. That delays in shipments and lack of funds, and delay in obtaining approval for his proposals are bound to be encountered.

J.E.C.

J.E. Cleland,
Superintendent of Industrial
Development.

Re

Estat

Corvus

ARCTIC DISTRICT OFFICE
OTTAWA, ONTARIO
SEP 20 1960
File No. ~~143-1640~~
Refer To

A 150-4
~~A 31641~~

NORTHERN SERVICE OFFICER PRIORITIES
1961-62

Northern Admin. Branch
Ottawa, Ont.

SEP 19 1960

File No.
Refer To C1

1. Eskimo Point (New Post)
2. Resolute Bay (" ")
3. Pangnirtung (Second N.S.O.)
4. Pond Inlet (" ")
5. Port Harrison (" ")
6. Igloolik (" ")

Explanations for New Northern Service Officer Positions
1961-62 Staff Estimates

A. NEW POSTS

1. Eskimo Point - (TOP PRIORITY)

There are approximately 300 Eskimos in this area, including those at Maguse River and those formerly at Padlei and Yathkyed Lake. These people were heavily dependent on the caribou and were severely affected by the decline in the caribou population. They are the most depressed group in the Keewatin District, not excepting those around Baker Lake.

We have asked for a Northern Service Officer for Eskimo Point for at least three years and been denied each year. It has often been suggested that the N.S.O., Churchill, can look after these people. This is impossible. Communications with Eskimo Point are more irregular than with any other community in Keewatin, except Repulse Bay, and the N.S.O., Churchill, would have to spend months at a time in Eskimo Point to accomplish anything. This he cannot do for he has a full-time job in Churchill itself.

With the closing of Padlei store by the Hudson's Bay Company in 1960, we were forced to move the Padlei and Yathkyed people to Eskimo Point as they had no dogs and no canoes. We can relocate this group in a good area near Maguse Lake, about 80 miles from Eskimo Point, once they are equipped, but to help them and to help the remainder of the Eskimo Point population we must have a permanent N.S.O. Now that an area economic survey is taking place on the west coast of Hudson Bay, there is hope of stimulating some economic activity for these people and avoiding the heavy relief costs incurred in past and current years.

The establishment of a Northern Service Officer post simply cannot be deferred another year. These people have been marking time for years and the social and economic problems of the group increase with every passing month.

2. Resolute Bay - (2ND PRIORITY)

Although the group of Eskimos at this community is not large, a number of important developments call for the establishment of a Northern Service Officer post as quickly as possible. In addition to being the centre of activity for oil exploration, defence activity, and supply for northern meteorological stations, Resolute Bay is now the jumping-off point for the mining exploration work being carried out by Bankeno Mines Limited on Little Cornwallis Island. All these developments call for a Departmental representative in the area and prospects for Eskimo employment, with the proper guidance of a Northern Service Officer, are excellent. In our recent negotiations with the R.C.A.F., it has become apparent that the Resolute base can and will employ all the able-bodied men in the community. If we can get on with this, and do it successfully, there will be employment for other Eskimos with mining and oil companies, and we can accede to some of the many requests from Eskimos who want to move to Resolute.

The Resolute people are, of course, a transplanted group, and for eight or nine years a trading store to supply them has been operated under the Eskimo Loan Fund. This store will, we hope, become a co-operative early in 1961, and the group will require guidance in co-operative principles from the Northern Service Officer.

Bankeno mines have about six people with a drilling rig at Little Cornwallis now and if results this summer are encouraging, there will be greatly increased activity next year. There are about 12 oil exploration parties in the Queen Elizabeth islands this summer. Our information regarding 1961 plans indicate that there will be at least 15 parties (including seismic parties of 25 people) and one or more oil drilling rigs. The period of summer activity now lasts about 4 months.

The pace of activity in the Arctic Islands is such that the opening of this post is essential in 1961.

B. SECOND NORTHERN SERVICE OFFICERS

1. Pangnirtung - (3RD PRIORITY)

There is a population of more than 700 Eskimos trading into Pangnirtung, and these people are widely scattered over several hundred miles around Cumberland Sound and the east coast of Baffin Island. This is the only N.S.O. post between Regional Headquarters at Frobisher Bay and Pond Inlet, a distance of more than 700 miles. There is virtually no wage employment for these people and the job of the N.S.O. will be to help them to make a better life off the land. To do this, he must be prepared to spend lengthy periods at the various camps. Nothing can be accomplished by brief visits of two or three days. Our experience has shown that one-man posts permit no flexibility whatsoever for this kind of work.

The appointment of a second N.S.O. will mean that one man can spend periods of one, two or three months at a time with particular camps, teaching better methods of resource harvesting and food preservation. As a secondary role, he can do a great deal to improve social conditions, to encourage the production of handicrafts to increase the income of the people, and to improve general living conditions.

This is a hopeless task for one man alone, and we must have a second N.S.O. in 1961 if we are to make any progress.

2. Pond Inlet - (4TH PRIORITY)

About 200 Eskimos trade into Pond Inlet and another 175 into Arctic Bay, which will also be covered from Pond Inlet Area Headquarters. This is our only N.S.O. post in the northern half of Baffin Island and again, it is impossible for one man to function effectively as an Area Administrator in an important community, and at the same time spend the necessary weeks and months in the country helping particular groups.

The problems in this area are much the same as those at Pangnirtung in that there is virtually no wage employment, and the Northern Service Officer must devote his time primarily to improved resource harvesting and better food preservation.

Again, the need is for a second N.S.O. in 1961, and his appointment should not be deferred.

3. Port Harrison - (5TH PRIORITY)

There are approximately 350 people trading into this community, with perhaps 100 adjacent to the settlement and the remainder scattered in eight camps ranging up to 80 miles north and south of Port Harrison. Like most other groups in Northern Quebec, these people have been economically depressed for a number of years, and there is little wage employment for them.

With an area economic survey of the east coast of Hudson Bay in 1960, and extensive work by the Fisheries Research Board, we have every hope that resource harvesting activity of great economic importance can be undertaken in 1961 in the region between Port Harrison and Great Whale River. We will have two Northern Service Officers at Great Whale this fall, and with two at Port Harrison, we should be able to undertake economic development activities with the technical assistance of members of the Industrial Division, and carry on the projects in ensuing years when the technical officers from Branch Headquarters are withdrawn. The Richmond Gulf, adjacent to Port Harrison, is known to be particularly rich in marine resources, and there is every hope that the economy of this community can be vastly improved.

Since development projects resulting from the area survey will be undertaken in 1961, it is essential that the second Northern Service Officer be provided during that fiscal year, to ensure continuity of the work in 1962 and following years.

4. Igloolik - (6TH PRIORITY)

Approximately 400 Eskimos trade into this community, and in the absence of any wage employment, live off the land in camps scattered over the northern part of the Melville Peninsula and the adjacent coast of Baffin Island. A second N.S.O. is required for the same reasons as those given above for Pond Inlet and Pangnirtung. The DEW Line N.S.O. at Hall Lake will be absent on the line most of the time and can offer no help to the Northern Service Officer at Igloolik.

Where we have one Northern Service Officer at a post like Igloolik, and 400 people scattered over hundreds of miles, the facts of life are that the Northern Service Officer may make short trips to the nearest camps, seldom exceeding one or two weeks in duration, and little or nothing can be accomplished by this means. It is absolutely vital that the N.S.O. be able to spend months at a time with particular groups, and this can only be done by posting a second N.S.O. to the community.



NORTHERN ADMINISTRATORS

\$4,680 - \$5,400
- PLUS NORTHERN ALLOWANCES -

Applications are invited for a number of positions of Northern Administrator with the Department of Northern Affairs and National Resources at various locations in the North.

A CAREER IN ARCTIC ADMINISTRATION

Opportunities are open to qualified persons to play important roles in Canadian northern development by:

- administering public services;
- assisting in the economic development of Arctic regions and northern communities;
- helping to ease the problems of social change in the North in association with teachers, social workers, engineers, members of the medical profession and others concerned.

A typical day might include a discussion with an employer, a session on Eskimo art, a meeting on community planning, a journey to an Eskimo camp, or helping to develop a local industry.

The officer coming into the service will have a minimum of six months' training before assignment to a field post as Assistant Area Administrator. This assignment may be to anywhere in the North, ranging from the distant Arctic to communities which are large by Northern standards. Promotion is based on satisfactory performance and an officer might progress, for example, after two or three years as an Area Administrator in the Eastern Arctic to a position in Ottawa or, if he prefers, elsewhere in the North.

QUALIFICATIONS REQUIRED

- High school graduation
- About four years of responsible experience in administration, welfare services, economic development projects or public services
- formal university training, including courses related to the duties to be performed, acceptable in lieu of some or all of this experience
- personal suitability and satisfactory physical condition
- additional credits will be given for a knowledge of French and for related experience in the North.

SALARY, BENEFITS AND ALLOWANCES

The starting salary is \$4680 per annum or higher depending on academic qualifications with annual increases up to \$5400 (Northern Service Officer 1) based on satisfactory service. Special allowances of up to \$2100 per annum may be paid to married personnel and up to \$1200 per annum to single personnel posted to isolated centres.

Benefits include continuing employment, three weeks' annual holidays with pay, sick leave which accumulates at the rate of three weeks each year, promotion by merit, an excellent pension plan, optional participation in a group surgical-medical plan and low cost term insurance.

Modern furnished housing is provided to Northern Administrators at reasonable rental rates. Day schools for elementary grades and good mail delivery are available and in most cases shopping facilities and local medical services.

HOW AND WHEN TO APPLY

Complete fully application form CSC 36 or CSC 69, obtainable at the nearest Civil Service Commission Office, Post Office, University Placement Office or National Employment Service Office and forward it to the CIVIL SERVICE COMMISSION, OTTAWA 4. Be careful to relate your experience to the duties and qualifications and to enlarge on the aspects of training and experience you consider of particular value.

Competition Number - 63-417 - should be quoted.

see reverse side

To ensure consideration, your application should be received by MAY 15, 1963, and it will be to your advantage to FILE YOUR APPLICATION IMMEDIATELY. This competition will, however, remain open until DECEMBER 31, 1963, or until all positions are filled, whichever is the earlier.

Appointments will be made on the basis of merit and will be subject to the statutory preference for Veterans.

Folders explaining the citizenship and residence requirements and Veterans Preference may be obtained from any office of the Civil Service Commission.

PLEASE QUOTE COMPETITION NUMBER 63-417 ON APPLICATIONS AND IN ALL CORRESPONDENCE RELATING TO THIS COMPETITION.

cc Mr. Stevenson
cc Mrs. Newell

22 July, 1963

MEMORANDUM FOR THE DIRECTOR

Transfer - Mr. E.M. R. Cotterill

Thank you for your memorandum of July 8 informing me that Mr. E.M.R. Cotterill is interested in a transfer to the eastern Arctic. It is gratifying to learn this and we would indeed consider Mr. Cotterill a most welcome addition to our staff.

As you know, Mr. A.P. Wight, former Area Administrator at Igloolik, is now on holiday leave prior to reporting to Great Whale River on transfer. We consider Igloolik an extremely important post and are concerned that it is without an administrator. Mr. Cotterill, with his experience both in the eastern and western Arctic, might well be the best person to appoint to Igloolik. However, it is noted that Mr. Cotterill is not anxious to transfer to the Arctic District immediately and this presents some problem. As you know, one of our experienced teachers who qualified in the current Northern Administrator competition could be sent to Igloolik after a minimum of training in Ottawa. If Mr. Cotterill seriously wishes to be considered for Igloolik, please inform him that we would require him to transfer to us in early September.

May I have your comments, please.

A. Stevenson,
Administrator of the Arctic.



Mr Kennedy - Admin of Arctic

OUR FILE NO.
YOUR FILE NO.

DEPARTMENT OF NORTHERN AFFAIRS AND NATIONAL RESOURCES

NORTHERN ADMINISTRATION BRANCH

OFFICE OF THE DIRECTOR

973

Ottawa,



MEMORANDUM FOR MR.

Northern Service Officer Training
Program

In a leaflet we are proposing to publish shortly to explain our work, the opening words are: "Only one in ten thousand serves the North". You, of course, are one of those very few who has been selected, from a very large number of applicants, for a position on the staff of this Branch. On this we congratulate you. We are glad to be able to offer a warm welcome as you join us in our work, our accomplishments, and also our frustrations.

The future of this Branch depends on the young people now entering it. To a considerable extent, the future of the North also depends upon those newly joining our service, for nowhere in Canada does an administration have such an awesome responsibility for plotting future paths.

It is in the light of this simple conclusion that we plan to make a considerable investment to help you become familiar with the complexities of northern development, and to help you to take a positive place in northern development as quickly as possible. The attachment to this memorandum will serve as a guide to some of the training program we propose over the next ten months.

During your training, and in your future career, we would like you to bear in mind some conclusions we have reached about the work of this Branch. We do not ask that you share them, but we think you are entitled to know about them. We think this Branch is

a rather unusual service. For example, it is young. A decade ago it hardly existed, and indeed the tenth birthday of the Department itself is just being reached. This means that, to a large extent, we have avoided one serious problem of older organizations, with their longer experience and enviable traditions: 80% of our staff has been recruited in this past ten years, for today's work, and not for yesterday's. Though we are a relatively large organization -- of about 1,500 -- we are relatively free of the dead wood that many organizations of such a size accumulate over the decades.

Second, we are a highly decentralized organization. This simply means that our constant objective is to place more and more decision-making in the field, in the hands of the local officer. The field officer, therefore, has a much greater degree of personal responsibility than field officers in government service or private industry would ordinarily possess. This simple fact makes the months of training in Ottawa exceedingly important.

While we are constantly seeking to decentralize, and can show some remarkable progress over the years, we are nevertheless bound by a whole body of regulations imposed upon us from outside the Department. These are the checks and balances on the expenditure of public funds which are inherent in our system of government. This Branch imposes virtually no such controls that are not required from outside and from above. While we seek to give relatively heavy responsibilities to individuals on our staff, we must face the fact of life that we are also part of The System. These coming months in Ottawa will provide one of the best opportunities you will ever have to understand The System, and the best means for working through it or even, occasionally, working around it.

The final point is the most important we would make as a characteristic of this Branch. Since we place such reliance upon the individual officer in the Branch, we cannot exist if our members are automatons. We cannot exist with the kind of staff relationships found in military formations. We require a high degree of personal judgment. While we have some manuals for guidance in the relatively mechanical aspects of administration, we have no desire whatsoever to establish manuals which will guide you in most of the situations you will face. We

work on the theory that a man is entitled to make some mistakes if he makes more progress. We ask only for a good balance sheet of accomplishment. We believe in the parable of the talents.

Another exceedingly important part of this personal initiative is the right, and indeed the duty, of every officer of the Branch to contribute in his way to the formulation of policy recommendations. We venture to think that in no organization of comparable size, whether government or private, is there a greater degree of freedom for the individual to speak his mind on the policies with which he is working. Criticisms of our policies and our programs reflect favourably upon those who make them, if those criticisms are honest and if they are made within the Branch. It is demonstrable from our personnel records that no one has ever suffered by holding an honest difference in viewpoint on policy or work: the contrary is the pattern. This is an important point to remember, not only in your later career but in the course of the training program. This is your first and one of your best opportunities to ask questions, and to question the basis of what we are doing. Policy as it is evolved every day is not the creation of a few people at the top; it is the general expression of the experience and thinking of 1,500 members of this Branch.

Early this autumn, the eighth session of Northern University will begin. This is a training program, but it is not a training program like any other in the public service of Canada. It is something between a University course and an orientation program. It consists of lectures, seminars, workshops and, we hope, endless discussions. The requirements of Northern University, like any University course, will impose heavily upon your time, not only during lecture hours but in the evenings as well. There will be a major essay, and other assignments. There will be a final examination and there will be a good deal of reading. During this course you will have an opportunity to meet and talk to a remarkable variety of people concerned with the North: people inside government and outside; people who warmly support our program, and people who are highly critical of it; people who live in an academic atmosphere, people who administer, people in trade or the Church. It is important that you use every chance to understand their viewpoints and to leave none of your own questions or doubts unspoken.

At the same time as the Northern University, you will be taking part in a rotational program to give you a chance to be part of the workings of most units within Branch headquarters and a District headquarters. You will be asked to contribute to our work, for in part this is on-the-job training. Frankly, however, during these coming months, we count on investing more in you than you can contribute to us.

You are not seeking a favour when you ask to take the time of a senior officer to explain any question in your mind. While this program of the Northern University and the rotational training is based on a good deal of experience, and the candidly-expressed comments of your predecessors, you will find that it still has weaknesses. There will be occasions when great pressures prevent your supervisors from taking as much time with you as would be desirable. Usually these shortcomings happen unconsciously. If at any time you feel that your time is not being effectively used, it is your responsibility to speak frankly to your supervisor, or to your Course Counsellor. For the present course, he will be Mr. P.F. Girard, Assistant Chief of the Administration Division. You are free to approach him at any time, on any aspect of your training. You need not, however, go through him if you wish to interview an officer of the Branch on matters of Branch policy or program.

At the end of the course, you will be asked for your comments on the effectiveness of it, so that your successors will benefit, as you have done from the observations of your predecessors. Your supervisors will also comment upon your progress within their units. These observations, as well as your record on the examination or assignments during Northern University, are not primarily designed to rate your eligibility for service; you have already won your place in the Branch, and satisfactory service will lead to automatic confirmation. These evaluations are to help us better to understand your interests, your aptitudes, your strengths and weaknesses, so that we can design postings and careers which will serve equally you and the Branch. These evaluations will be discussed with you fully and frankly.

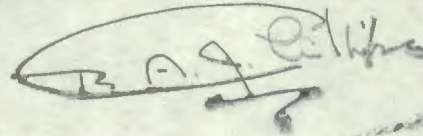
No program can provide all the tools for the good administrator, and this particular program cannot include all

courses useful to each individual. I must therefore mention the paramount importance of a sound ability in the English language. Without an unerring capacity to communicate effectively orally and in writing, the future for any administrator in our service is dubious. If any officer has any doubts about his standards in this respect, he would be well advised to consider a course in English of the kind available in the local universities. Mr. Girard can offer guidance about them.

The program includes no instruction in French. The Department does, however, provide an excellent course in oral French described in a Staff Bulletin on notice boards. If you wish to enroll, you should consult Mr. Girard immediately.

I look forward personally to seeing a good deal of you in the course of the year. I hope we shall have many frank and useful discussions, either in the lecture room or in much more informal circumstances. It is just as essential that you get to know us as that we get to know you.

A great deal of the future depends upon these next ten months.

A handwritten signature in dark ink, appearing to read "R.A.J. Phillips", is written over a faint, horizontal oval-shaped line.

R.A.J. Phillips,
Associate Director.



OUR FILE NO.

YOUR FILE NO.

106

DEPARTMENT OF NORTHERN AFFAIRS AND NATIONAL RESOURCES

NORTHERN ADMINISTRATION BRANCH

ARCTIC DISTRICT

Frobisher Bay, N.W.T.,
February 24th, 1964.

MEMORANDUM FOR THE A/ADMINISTRATOR OF THE ARCTICStaff

ARCTIC DISTRICT OFFICE OTTAWA, ONTARIO	
FEB 27 1964	
FILE No.	A 150-4
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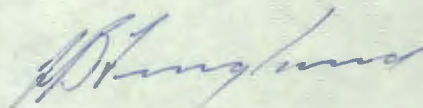
When Mr. McKee and I were recently at Resolute Bay, Mr. George Thompson poked his head into the automobile in which we were riding and stated that he was going to be on our staff. I assumed from this that he is one of our Northern Service Officers and that he was in Resolute with the other members of the group who are presently in training. After meeting him, both Mr. McKee and I were wondering if he actually did know whether or not he was going to be on our staff, or if he was just speaking hopefully. It was my understanding that none of the N.S.Os. presently in training had been allocated to specific settlements. Is this correct?

In giving consideration to the location of a specific individual, will you or I be consulted? For example, I think it is imperative that strong individuals be located at Cape Dorset and Igloolik, particularly Igloolik. I discussed the Cape Dorset situation very briefly with Mr. Phillips when I was on my way up here, so I think he was aware of the importance of the right sort of person for that settlement. At Igloolik, we also need a very strong individual who can restore the reputation of the Department and who can exercise his authority discreetly, tactfully and yet firmly. The individual we choose for Igloolik should be very carefully selected.

At Grise Fiord, we also need a teacher who can make it quite clearly understood by our maintenance mechanic at that location that he, the teacher, is the senior representative of the Department.

It seems to me that although most situations within the Region are reasonably well off, much greater attention could be given to the selection of the individuals we put into the various settlements. I mean by this that some sort of effort should be made to relate the personalities of those we are placing in the same settlement in order to arrive at the maximum possible compatibility. I realize this is not always easy, especially when the selection is being done in a southern environment where many undesirable qualities are not too readily apparent until the person involved is actually in an isolated location. One thing about which we can be more certain, however, is the local situation in the settlements and the sort of person required to handle them effectively.

No doubt, we will have an opportunity to discuss this question further either during your visit to Frobisher Bay, or at some later date when I am in Ottawa.



F.B. Fingland,
Regional Administrator.