

experienced under Mr. Murphy, was eliminated. In a letter dated April 24, 1957, written on behalf of the then Under-Secretary (Mr. Leger) to Mr. John E. Bisson of the University of Virginia, G. Glazebrook pointed out that "Prime Ministers in all countries having Cabinet government must take a particular interest in foreign affairs. When the Prime Minister was also Secretary of State for External Affairs, the Under-Secretary was dealing directly with the person in whose hands the right of final decision rested (subject of course to the overriding authority of the Cabinet as a whole). This eliminated one of the steps normally taken in very important matters, when the Under-Secretary advises the Minister and the Minister advises the Prime Minister, and receives instructions from him which are then passed on to the Under-Secretary."<sup>(1)</sup> Pope thus had only one chief to deal with. Moreover, the transfer of the Department in 1914 from the Trafalgar Building back to the East Block brought Pope and his staff in closer proximity and more convenient contact with the Prime Minister and his Office, and Borden was able to share in the use of some of the Department's staff. The relationship, both officially and personally, grew cooperative and apparently intimate, even with the appointment in 1913 of Loring Christie as a tertium quid.

The small Department of External Affairs was necessarily called on to perform increasing tasks. It coordinated, so far as it could, the work of other departments; it had, just prior to the War, supervised the

<sup>(1)</sup> File 1 EA-57.