

the Prime Minister to use the Department as a reservoir of skilled people for special wartime projects. In the planning and execution of these programmes, External Affairs had become the putty of the civil service structure. Thus officials who should have been giving advice and direction to other Departments whose work flowed into the international arena, found themselves submerged in technical questions of air priorities, prisoners of war, frontier formalities, censorship and economic psychological warfare. All these projects were important in themselves but outside the normal duties of analyzing foreign affairs, recommending policy thereon and carrying out the accepted policy in the diplomatic field. At the end of hostilities it was discovered that the dismantling of this wartime apparatus and adaptation of the basic centralized structure of the Department to the conditions prevailing in 1946 was no easy task. The fact that neither the incumbent Under-Secretary of State for External Affairs nor his successor possessed any demonstrable administrative capabilities for executing an efficient transformation made it all the more difficult.

For twenty of the Department's thirty-seven years, and continuously since 1935, Prime Minister King had concurrently been Secretary of State for External Affairs. On September 4, 1946, the position was relinquished to Louis St. Laurent whose views on the world situation and Canada's part therein were much different from the Prime Minister's and closer to that of his senior advisers. During the war he had watched Canada throw off the trappings of the spectator-commentator and take her seat on the players' bench. Under his leadership in the forthcoming fray, Canada would attempt to play her own game under the guise of an international referee among the great powers.

Simultaneous with this change occurred a triple shuffle of the Department's three top career officers. Mr. Norman Robertson, who had carried the burden of Under-Secretary of State for External Affairs since Dr. Skelton's death in 1941, left for a well-earned rest as High Commissioner in Great Britain. No detail of the Department's varied operations during the war had been too small for his personal attention. Added to this burdensome method of centralized administration was the continual flow of demands of the Prime Minister who made few policy decisions without consulting him. The constant pressure of long hours of work had taken its toll and Robertson no longer possessed the energy required for leading Canada down untrodden paths. His replacement was Canada's Ambassador to the United States, Lester B. Pearson, who had already demonstrated how he thrived on challenges, activity and new responsibilities. With St. Laurent's blessing he would prove that Canada had an important role to play in the international arena. The post in Washington vacated by Pearson was filled by H. Hume Wrong who as Associate Under-Secretary of State for External Affairs was known for his administrative talents and his chairmanship of the Working Committee on Post-Hostilities Problems. It was Wrong who had done so much to prepare Canada for her role in the United Nations.