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An outline of his external policy, both in its imperial and in its foreign aspects, need not be given here.⁽¹⁾ It is only appropriate to refer to the methods in which he conducted his foreign relations, as Prime Minister and as Secretary of State for External Affairs.

That he made some use of the staff of the Department, appointing departmentally a number of Private Secretaries and a Legal Adviser, will be shown anon. That he formulated his external policies himself, or in consultation with his fellow Ministers, was natural in the system of government, especially where there was no other Foreign Minister in the framework of administration. That he found it necessary to consult personally with the authorities in Great Britain has just been mentioned; and indeed, so useful was this personal contact found to be, that the British Government itself repeatedly invited him, and drew him into its inner councils and

(1) Reference may be made to the <u>Memoirs</u>; to Glazebrook's <u>A History of Canada's External Relations</u>, and F.H.Soward's study: "Sir Robert Borden and Canada's External Policy" in the <u>Canadian Historical Association Proceedings</u>, May, 1941. pp.65-82.