

I do not wish you to understand from this letter that I am making any complaint. Your kind intervention saved my confidential prints from extinction. Their continuance was almost vital to the proper conduct of this Department. The rest is a matter of small importance to me, and I have no intention of worrying the Ministers with trifles of this kind, but I cannot help feeling it detrimental to discipline and the best interests of the service that a comparative newcomer like Mr. Cook should be placed in a position to impose, under the plea of economy, and without any previous reference to or consultation with them, a series of irritating and annoying regulations upon the permanent heads of the public departments. (1)

These and various other indications of Pope's discontents and touchiness may be found in his correspondence with his colleagues or Ministers, betraying his personal sense of frustration or derogation, not only concerning himself as de facto head of what he proudly conceived as a very important Department of State, but also concerning its whole establishment, its financial limits, its restricted staff, its isolated location, its limits on promotion, and its inadequate prestige.*

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(1) Pope's ~~Speeches~~ Official Papers. 1920.

* We may note a certain parallel between Pope and one of the earliest Under-Secretaries of State for Colonies in England, Sir James Stephen, who served under a joint Secretary of State for War and the Colonies. "As Permanent Under-Secretary, a post he assumed in 1836, Stephen shaped the character of the nineteenth century Colonial Office. . . . In the organization of the Colonial Office he showed the same zeal and thoroughness that marked his advocacy of liberal social causes. When he became the permanent head of the Office he found many archaic procedures in force which he simplified, thereby reducing the element of 'red tape' and inefficiency in departmental business. For instance, he reduced the volume of private unofficial correspondence with Colonial Governors - a cause of much administrative confusion in earlier years. Throughout his official career he was handicapped, in an era before competitive examinations, by a lack of good subordinates, and frustrated by exasperating delays with other departments which continued to plague the Office despite his best efforts to reduce them. Secretaries of State, during his association with the Office, tended to be numerous and often mediocre, and inevitably Stephen became the target for charges that he wielded irresponsible power. Even his friend Taylor could declare that for a generation