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arouse any enthusiasm for what the Imperial Conferences of 1923 and 1926 were finally able to achieve.

"It is of course possible that Sir Robert Borden exaggerated his personal position in these myriad negotiations. If so, it may be asked, upon whom was he to rely? He was the Prime Minister, and Secretary of State for External Affairs; there was no single person among his ministerial colleagues to whom he apparently was prepared to entrust the main business of negotiation, and it may be concluded that Canada was better served by his efforts than by any other combination of effort . . . The forms of words and refinements of detail which came after Sir Robert's retirement took away nothing from his achievement. In a day when external relations were a very personal concern the Prime Minister could, and did, give the guiding impulse to what was said, to what was done, and to much that was imagined for the future."<sup>(1)</sup>

#### Sir Robert Borden and the Department

Throughout the ten years of Borden's premiership, and nine years as concurrent Secretary of State for External Affairs, he necessarily had to rely to some extent on the assistance of that small department and its permanent officials.

In the first place, there was the experienced head, Sir Joseph Pope, who remained throughout as Under-Secretary. Now that the Prime Minister himself was titular head of the Department, some of the personal friction, and feeling of serving "two masters" which Pope had formerly

(1) Ottawa Journal, March 10, 1958.