

urgency of international problems the resolution of which often demanded the immediate discharge of those fundamental, external responsibilities which dominion governments had now assumed." (1)

To this observation may be added the comment of Dr. Skilling, written in 1944:

"The first important steps designed to strengthen the staff were taken in the three years 1927, 1928 and 1929, when many of the persons who now hold leading positions entered the Department. With their joining the diplomatic service a beginning had been made in creating 'a small staff of young men, well educated and carefully selected'." This initial expansion was closely linked with the establishment of the first three Legations. No further significant additions were made, however, during the five years of the Bennett regime, and the Department remained understaffed during the first years of Mr. King's tenure of office.

"For a long time, too, the Department retained something of its earlier character as 'a kind of adjunct to the prime minister's office,' and successive prime ministers turned to it for advice and assistance on major questions of internal, as well as external policy. As a consequence, Dr. Skelton was frequently described as a kind of 'deputy prime minister' and his staff sometimes referred to as 'an invisible government' on Parliament Hill. However great the value of such services to Canada, it is probable that this practice impeded the development

(1) Nicholas Mansergh: Survey of British Commonwealth Affairs, 1931-39. pp.71-72.