

require the interposition between the Under-Secretary and the Chiefs of Division of three or four senior officials, each of whom would supervise the activities of two or more divisions. When this can be done, most of the matters reaching the Under-Secretary should do so through a Deputy or Assistant Under-Secretary rather than direct from Divisional chiefs or other officers. Our personnel problems, of course, prevent the selection of suitable officers for all of these posts in the near future.

A step which might be possible almost at once is to appoint as personal assistant or private secretary to the Under-Secretary an officer of higher rank who would be in direct charge of the Under-Secretary's office and who would have some authority to regulate the flow of business reaching the Under-Secretary personally and to direct the other members of the office. In rank such an officer should perhaps be a First Secretary. He should have if possible a room to himself. He should see the incoming telegrams and should be present at many of the discussions in the Under-Secretary's office so that he could make a note of the outcome. The post should be regarded as about on a parity in importance with that of a chief of division.

H. W[RONG]

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*Mémorandum du sous-secrétaire d'État aux Affaires extérieures
au Premier ministre*

*Memorandum from Under-Secretary of State for External Affairs
to Prime Minister*

PRIVATE AND PERSONAL

[Ottawa,] June 13, 1946

In thinking about our conversation last night, it has seemed to me that the problem of filling the senior posts in the External Affairs Service really turns upon the arrangements decided upon for the ordering of the Department itself.

2. In respect of internal administration and establishment, our Department has grown to a size which probably requires the direction of a Departmental Minister. The total personnel in Ottawa and abroad is about 350, compared with 100 before the war. We now have 22 posts abroad as against 6 in 1939, and the total expenditures for which the Department is responsible to Parliament will be of the order of \$5,000,000 this year. In numerical strength the Department is small in comparison with many departments in Ottawa, but it has a highly qualified and highly classified personnel, with proportionately, and perhaps absolutely, many more people in the upper salary brackets than any other department of Government. Problems of recruitment, promotion and transfer are important and delicate. They all involve a large degree of departmental initiative and Ministerial responsibility. In addition to these continuing questions, we now have to face, from pretty nearly every post abroad, the problem of securing suitable office and living accommodation for