

service abroad; it became dynamic instead of static, and its staff progressively increased to cope with Canada's new powers, responsibilities, and activities in foreign affairs.

In the first phase - some sixteen years - Sir Joseph Pope was the dominating personality, the deus ex machina, from 1909 till 1925. In the second phase, Dr. O.D. Skelton was the dominating personality and deus ex machina from 1925 until his death in 1941 - some fifteen years; thereafter there was a series of shorter-term Under-Secretaries, assisted by a larger group of influential senior aides, and a rapid expansion of staff and premises.

In the present survey, the background, prior to the Department, covering mainly the period of 1900-1909 is described; the creation of the Department in 1909 and its reorganization in 1912 are next described. Its structure and operation during the period up to 1925 are described. And notes are given concerning the principal characters - Premiers Laurier, Borden, Meighen and King, the Secretary of State Charles Murphy, the Under-Secretary Sir Joseph Pope, and their mutual relationships. The early steps toward the development of diplomatic representation abroad are described in a final chapter.

In general, this is more of a study in the field of public administration than in the field of foreign policy. It is not appropriate in this survey of the first period of the Department to outline Canada's external policies and relations. This has been amply