

who subsequently attained officer rank in the Department and Foreign Service is given in Annex IV. Miss MacCallum and Miss Meagher, holding the grade of Counsellor, became Chargés d'Affaires and de facto Heads of Mission in Lebanon and Israel respectively.

#### General Observations

From one point of view, the staff expansion of the Department during the period 1925-1941 may be regarded as having still been relatively slow, except in the war-time augmentation, in the routine clerical ranks, by temporaries. In the between-the-war years, the expansion in the more senior grades was gradual, and the new appointees year by year had to become assimilated and trained to their unfamiliar tasks.

As Prof. Mansergh has commented, "Departments of state cannot be satisfactorily created. If they are to discharge their duties effectively they must gradually assemble knowledge and establish precedents to guide their actions. In the field of external affairs particularly, a wise judgement demands not only a study of the merits of the issue at stake but an accumulation of experience built up through many years. From the point of view of the dominion governments all this reinforced the desirability of proceeding slowly, of building up a cadre of experienced officials at home and diplomatic representatives abroad before assuming the full responsibilities of independence in foreign policy. But such sobering, gradualist considerations were not wholly congenial to nationalist opinion and they were counterbalanced by the