

work and had had little time to tackle the question, Why? However, Mr. Escott Reid, at that time Deputy Under-Secretary of State for External Affairs, wrote a memorandum dated March 18, 1947,⁽¹⁾ which began to get at this problem and which advanced ideas ahead of their time and which were prophetic of management theories which were to emerge and dominate ten years later. He explicitly formulated the requirement for management by objective; and this in a Department addicted to low-key, intuitive and pragmatic administrative practice. Mr. Reid must have had the responsibility for preparing the Department's budget for scrutiny by the House of Commons Committee on External Affairs and his memorandum was addressed to the Information Division with the aim of eliciting the sort of presentation of plans and programs in this field which he thought the Committee deserved. Excerpts from this memorandum follow:

(It is to be expected that this year--with the pressure for economy greater--the Under-Secretary will have to be prepared to defend and explain every item. In view of past criticism of C.I.S., the items for information activities will be particularly carefully scrutinized by the Committee. Consequently it would be wise for the officers of the Department to prepare themselves for this by asking themselves the sort of questions which the House of Commons Committee will probably ask the Under-Secretary.)

1. Objectives: a) What are the principal objectives of the Department's information activities? How do objectives in peacetime differ from objectives in wartime? b) What are the principal objectives in specific areas, e.g.