

In an appraisal of the Department of External Affairs during Sir Joseph Pope's incumbency, from 1909 to 1925, the achievements and the failures may be summarized.

Achievements. Pope had attained his objective in simplifying and regularizing the chaotic system of handling external affairs papers and despatches, and in centralizing the business of collating them and, with the advice of other departments concerned, of preparing properly-considered replies or memoranda.

Pope had succeeded in having the conduct of Canadian external affairs taken out of the hands of a Secretary of State of Canada, overburdened with other duties and relatively unfamiliar with international affairs, and, after 1912, placed under the direct control of the Prime Minister, ~~acting as Secretary of State for External Affairs~~, who was necessarily and in fact the Minister chiefly responsible for foreign policy,

From the Prime Minister's viewpoint, the Department was a useful annex or auxiliary bureau appended to his own Office. It was a means of obtaining financial appropriations from Parliament which did not accrue to his own Office directly, but which could be utilized by him. It provided him with additional personal staff, book-keepers and file clerks and messengers and typists. In this way it facilitated the Prime Minister's work and relieved him of many functional burdens. It provided him with several Private Secretaries, and the special Assistant who held the position of Legal Adviser.