

their male colleagues. Five of the wartime women clerks became officers, while a sixth woman joined through the competition process. Although a few women were beginning to rise in the service—Elizabeth MacCallum became the first woman head of post in 1954 when she was sent to Beirut as *chargé d'affaires*—the prospects for women officers were not promising. The Department's long-standing expectation that women would resign once they married (on the grounds that they could no longer be posted abroad) only made the situation worse.

By 1956, the Department had 64 missions abroad, up from 26 only 10 years earlier. Its annual expenditures had increased from just over \$7 million in 1946–47 to \$60.3 million in 1956–57, and its total staff had grown from 770 to 1,701.

As the Department expanded abroad, it placed a new emphasis in Ottawa on developing the kind of strong organizational structure required by a ministry with an increasingly global reach. In selecting his successor as under-secretary in 1948, Pearson declined to choose a policy adviser; instead he recruited Arnold Heeney. Formerly clerk of the Privy Council, Heeney had earned a well-deserved reputation as a skilled administrator for his management of the Privy Council Office (PCO).

The new under-secretary quickly made his mark on the Department, adding new defence and security divisions to help respond to the pressures of the Cold War and beefing up the Department's information services. More important, Heeney's PCO experience gave him a broad understanding of government operations and the Department's place in them. He improved relations with the Treasury Board and the Civil Service Commission, encouraging the Department to adopt administrative and financial management reforms that were



³⁴ During the 1950s, changing social attitudes and the Department's expansion made it possible for women to move up the Department's ranks. Elizabeth MacCallum became Canada's first woman head of mission when she was appointed *chargé d'affaires* in Beirut in 1954. However, departmental policy excluded married women from serving as diplomats until the 1970s. (Source: Library and Archives Canada, PA-112766)

³⁵ A.D.P. Heeney, shown here with Lester B. Pearson in January 1949, was a skilled administrator who helped the Department modernize its operations in the early 1950s. (Source: Library and Archives Canada, PA-121702)