

An organizational chart from that time is instructive. Apart from the addition of a legal advisor, this basic organization lasted into World War II.

Position	Occupant	Duties
<i>Under-Secretary</i>	<i>O.D. Skelton</i>	<i>General</i>
<i>Assistant Under-Secretary</i>	<i>W.H. Walker</i>	<i>General, passports, immigration, consular appointments</i>
<i>Advisor</i>	<i>L. Beaudry</i>	<i>United States, France and the Continent, Treaties</i>
<i>First Secretary</i>	<i>L.B. Pearson</i>	<i>British Empire and League of Nations</i>
<i>Second or Third Secretary</i>	<i>H.L. Keenleyside</i>	<i>United States, Asia</i>
<i>Second or Third Secretary</i>	<i>J.S. Macdonald</i>	<i>Trade</i>

In practice, of course, the divisions of labour could not be so neatly categorized. Lester Pearson's duties that year also included lighthouses in the Red Sea, international tariffs on cement, aviation licenses in Canada and Switzerland and the protection of young female artists travelling abroad.

With the outbreak of the Second World War, it became imperative that Canada have more direct contact with its allies. Intelligence and censorship were added to the Department's mandate. Many special recruits joined the Department and women assumed more substantial roles in its wartime work. Both changes were to have a lasting impact.