

CHAPITRE I / CHAPTER I

CONDUITE DES RELATIONS EXTÉRIEURES  
CONDUCT OF EXTERNAL RELATIONS

PARTIE 1 / PART 1

ADMINISTRATION

SECTION A

GÉNÉRALITÉS / GENERAL

1.

L.B.P./Vol. 7

*Mémoire du sous-secrétaire d'État associé aux Affaires extérieures  
au sous-secrétaire d'État aux Affaires extérieures*

*Memorandum from Associate Under-Secretary of State for External Affairs  
to Under-Secretary of State for External Affairs*

PERSONAL AND CONFIDENTIAL

[Ottawa,] May 8, 1946

ORGANIZATION OF THE UNDER-SECRETARY'S OFFICE

While you are away from Ottawa you may be able to consider, with greater detachment than is possible here, what can be done to reduce the extreme congestion in the direction of the Department. The appointment of a separate Secretary of State for External Affairs is necessary before a number of the most desirable changes can be made, but we have reached a position in which other changes not connected with such an appointment ought to be instituted.

Among the first essentials is a firm resolution on your own part, which must be backed by the efforts of your personal staff, to prevent the accumulation in your office of papers which are awaiting an opportunity that often cannot arise for you to examine them. I should like to see the whole apparatus of baskets filled with waiting papers swept away and the office adorned with no more paper than that which you require for the work immediately in hand. A mere resolution on your part will, of course, not achieve this end without changes in practice, which must, if they are to succeed, be applied consistently and even ruthlessly.

The first needed change in practice is that a great deal of paper that is now routed through your office should not be so routed. This means that there will have to be a much more rigorous selection from the reports reaching the Department of the material sent to you only for information. It also means