

On all these foundations, - this prepared glacis - Dr. Skelton was called on to build further. In the sixteen years of his tenure of office, he built, visibly and invisibly, a dynamic Department of External Affairs. Even after his first five years, he was able to report progress, rapid though still inadequate. On his death in 1941, his chief, Mr. King, was able to report even greater progress; although it was not until the pressures and demands of the Second World War that the Department came into its own as an essential and vigorously active agency and apparatus of government, in Canada's external relationships.

In ensuing chapters we shall see the role of the Prime Minister as Secretary of State for External Affairs, and of parliamentary Under-Secretaries and parliamentary Standing Committees; the expansion of staff; the enlargement of premises, the handling of documents, the beginnings of a functional specialization within the Department and other mutations of organization; the personal influence of Dr. Skelton and Loring Christie and other officers; the growth of an independent diplomatic and consular service representing Canada abroad, and the parallel growth of a foreign diplomatic corps in Ottawa; and various other aspects of the Department's improvisations and development leading into the demanding exigencies of the Second World War.