

Unfortunately little of his time was devoted to designing an accompanying administrative structure. The triple shuffle enhanced the policy side of the Department but ensured that its administrative apparatus would always lag behind its needs.

Without the prerequisite administrative planning an already overworked structure was incapable of smoothly absorbing its new responsibilities. This accentuated deficiency accounts for the three-year period of organizational experimentation that began in 1946. In the past when the Department was much smaller there had been benefits from organizing its activities around the abilities of its senior officers and the reactive demands of international relations. This was no longer possible and in 1945-1946 the Department began a sometimes painful and always unsettling allocation of people and responsibilities within the divisional framework established in 1944. Because of the number of changes made, an organization chart of the headquarters of the Department has been included inside the front cover for the user's reference. The preparation of this organization chart has been a tedious process. The Historical Section of the Department of Industry, Trade and Commerce and the Directorate of History in the Department of National Defence have retained reasonably complete personnel records. Unfortunately the same was not done in the Department of External Affairs where complete records have been kept on only the senior officers. Since this was a period of great mobility in the civil service and before comprehensive records were kept by the Public Service Commission, the whereabouts and movements of many junior officials are difficult to trace from the surviving and incomplete, and at times contradictory, telephone directories and quarterly

TABLE 1

GROWTH OF THE DEPARTMENT OF EXTERNAL AFFAIRS, 1939-1947<sup>3</sup>

| Year      | Officers | Other employees | Posts abroad | Representation at international conferences and meetings | Agreements concluded | Operational expenditures in dollars for fiscal year |
|-----------|----------|-----------------|--------------|--|----------------------|---|
| 1939..... | 33       | 141             | 11           | 20   | 13                   | 1,005,708.37  |
| 1940..... | 30       | 283             | 12           | — <sup>4</sup>   | 10                   | 1,161,099.82  |
| 1941..... | 49       | 343             | 16           | —  | 10                   | 958,366.96  |
| 1942..... | 61       | 313             | 21           | —  | 20                   | 990,809.50  |
| 1943..... | 69       | 405             | 23           | —  | 21                   | 1,547,905.48  |
| 1944..... | 72       | 402             | 25           | 12   | 41                   | 2,171,531.91  |
| 1945..... | 107      | 495             | 26           | 27   | 30                   | 2,205,948.71  |
| 1946..... | 132      | 638             | 26           | 102  | 57                   | 4,904,703.81  |
| 1947..... | 162      | 840             | 36           | 102  | 60                   | 5,127,915.55  |

<sup>3</sup> Sources: *Annual Report of the Secretary of State for External Affairs and Public Accounts of the Dominion of Canada, 1939-1947.*

<sup>4</sup> Information not available.