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February 28, 1936, he said:

I believe my right hon. friend opposite (Rt. Hon. R.B. Bennett) will agree that it is really impossible to carry on the business of the Prime Minister's office without more adequate and effective administrative machinery. Above all else it seems to me what is really needed is effective coordination of the work through the instrumentality of a high grade official who would occupy in the Prime Minister's office a position very similar to that of a deputy minister in the offices of other ministers. I need not point out that for years past, in addition to the work of his own office, the Prime Minister has been president of the Privy Council and responsible for the work of the office of the Privy Council and also for that of the Department of External Affairs, he being as well Secretary of State for External Affairs. The result is that these three offices continuously make their demands upon his time. In addition, the Prime Minister has his duties in parliament, and duties connected therewith. Hon. members know how considerable is the time which he must necessarily give to the work of parliament apart altogether from departmental duties, and obligations as the leader of a political party as well as those of Prime Minister apart altogether from parliament. There is need of some one or more persons in the nature of liaison officers to effect contacts between different departments of government and the Prime Minister as well as between parliament and the Prime Minister. These functions cannot be performed by private secretaries who have other important duties. I imagine the amount of correspondence to be dealt with and the number of interviews are far beyond the imagination of most hon. members. The work of correspondence alone has come now to where it has to be organized almost as a separate department of government. . . Not only has the correspondence more than doubled, (since I was in office five years ago), but the intricacy of the questions which have to be dealt with has increased to a degree that I had not believed possible. . .

The world has changed and countries too, in their relations with each other, and these changes have to be taken into account. . .

The third change, and perhaps the most serious of all, is the extent to which the Prime Minister, acting more particularly as Secretary of State for External Affairs, is taken up with all important External Affairs matters. I need only mention the correspondence that has come in during the last few months from Geneva, and from London; the correspondence that has developed with respect to the situation as it is in Europe. Whether one were himself Secretary