

- (c) To maintain clear lines of communication with departments. It was considered desirable to have lines of communication with departments that were simple and subject to a minimum of duplication. The situation had been reached where departments were not sure with whom they should deal in respect to their submissions. In some departments, relations with the Treasury Board Secretariat had become a special profession. It was decided that programme officers would serve as the principal channel of communication with each department. For External Affairs, the programme officer is Mr. A. T. Wickham. The role of the programme officer is fully described in the Organization Manual of the Treasury Board. The administrative systems that have been developed in the Treasury Board Secretariat assist him in fulfilling this role.
- (d) To reduce the hierarchial levels in the Secretariat. There had previously been five levels of authority between the Treasury Board and the departments, i.e., Secretary, Assistant Secretary, Director, Group Chief, and Programme Officer. Under the new organization plan, the level of Group Chief has been eliminated entirely and the role of the Assistant Secretaries has been considerably strengthened. The result has been to reduce substantially the number of "filters" through which submissions must pass in order to reach the Treasury Board. The Assistant Secretaries now present almost all of the cases to the Treasury Board and this has reduced the load on the Secretary by eliminating the need to brief him on all matters going before the Board.
- (e) To achieve a clear assignment of responsibility. A need was felt to coordinate the development of policy, and also to ensure consistency in the implementation of policy. There were arguments for organizing the Treasury Board staff according to the function they performed and other arguments for organizing them according to the departments they served. It was decided to develop a combination of both. Thus the Personnel Policy Branch and the Management Improvement Branch are both organized on the basis of the expert knowledge and specialized skills required. The Programme Branch is organized according to the departments served. In this way, the best use is made of the knowledge of the experts but also the Treasury Board has available at all times a staff member who has a detailed knowledge of the operation requirements of any single department.