

Senator CROLL: Not quite as good as some private organizations have, but what is more relevant than these factors?

Mr. BRYCE: What is most relevant, I think, is the recommendation of the Glassco Commission which suggests that we should develop and use a good many officers of a type which has been centralized in the government service, and that we should decentralize them. But to do that we require a good many more than we have. We require men who have some knowledge of the way in which government operations are carried on, and it is difficult to produce those men quickly. Even if you bring in a man who has been, let us say, a comptroller of a company, he is not necessarily going to be able to do this job right away because he has to accustom himself to a quite different environment, a quite different set of tests and a quite different set of problems. The point I would really make is that we are going to get people like this as time goes on, but we may be shorthanded in this vital function to start with.

The CHAIRMAN: Is there a shortage of bodies regardless of salary and these other considerations that Senator Croll has mentioned?

Mr. BRYCE: There is a shortage of bodies now, sir. To answer Senator Croll with respect to whether these can be gotten from outside is more difficult. I think we could get some from outside, but it would take some time to get them adapted to the government service.

Senator CROLL: I appreciate that, but in the course of your remarks you said that we do the best we can in bringing people up. These people are inexperienced until they learn, but I would point out that in government, which is the biggest business in the country, a few mistakes can be expensive. It seems to me that if the bodies are there as you suggest, or almost there, and that there is something to be gained in having men of that type—particularly those at the managerial level—adapt themselves to the government service, then we have been just talking to one another because this recommendation has been before us for some time, in fact, for four years—

Mr. BRYCE: No, two years, sir.

Senator CROLL: Well, two years is not too long. We should take some action on it because everybody else in the country is trying to get the same sort of men, or, at least, every large industry is. You have got to do something more than say: "Oh, you are going to be a government civil servant, hurrah! hurrah!" We are not going to spend less money; we are going to spend more money, Mr. Bryce.

Senator CONNOLLY (*Ottawa West*): May I ask a question of Mr. Bryce? What in fact has been the experience within the public service of taking people from other areas of work and putting them into these managerial posts? Has it been good, and have these other areas been a good source of supply?

The CHAIRMAN: Where did Mr. Bryce come from?

Mr. BRYCE: Well, I hesitate to give too definite an opinion on that, Senator Connolly. Many people come into the service because they are interested in a particular line of work or activity. The managerial side is regarded as the less exciting side. A person who comes in to be an economist, or a foreign service officer, or one who has come in to explore the north and do some of these other jobs, is somewhat reluctant to take on the day to day housekeeping tasks. I think this is the chief problem today. We have many scientific groups to be administered, but the scientists come in to be scientists and to do research rather than to look after the contracts and to see that the organization is on its budget. I think the nature of the problem is that the public service is most attractive to people that have certain other objectives primarily in mind, and the problem is to get people of equivalent competence and ability