

of the department, and that the measurement procedures followed are adequate and objective. I might add, we are also concerned that the practices and procedures followed are economical and efficient, as well as effective. I will be talking more about some of the work of the branch later.

The Treasury Board is now served by two bodies, the Office of the Comptroller General and the Treasury Board Secretariat. There are now two senior deputy ministers, myself and Dr. LeClair, reporting to the President of the Treasury Board.

The Secretariat has the responsibility for the direction, planning, review and control of expenditure plans and their relative priorities; for general administrative policies of government, such as facilities; and government policies and practices in the fields of personnel management and official languages. Dr. LeClair and I share a common view about the relationships between our two organizations. We must be like Siamese twins if the Treasury Board is to fulfil its obligations under the Financial Administration Act.

Our two organizations maintain close and continuous communications in areas of common interest. An example is in the program evaluation area, where the work that the Comptroller General's Office performs in association with departments and agencies bears directly on the work of the Program Branch in the Secretariat.

I thought it worthwhile to describe what I think the relationship between my office and departments ought to be. In practice I feel it should be similar to the relationship that exists in the private sector between a corporate controller and the operating divisions, branches and subsidiaries in a large, highly-decentralized company. This is a consultative process. This process has five basic parts. Like a corporate controller, the Office of the Comptroller General has to, firstly, establish new or revised groundrules in accordance with its mandate from Treasury Board; secondly, effectively communicate these to departments; thirdly, reach agreement with departments on how and when implementation will occur; fourthly, monitor progress against these agreements; and lastly, follow up if there are corrective or further actions required. This five-part process places a premium on effective, two-way communications between the functional, staff organization - mine - and the line, operating