

further information which you may want at any time in the future, it will always be a pleasure for us to supply it the best we can. Thank you very much.

The CHAIRMAN: The last witness is by no means the least. In fact we are very honoured indeed to have with us Mr. James C. Thompson, Lieut.-Colonel Thompson, F.C.A., which means an affiliate of the Canadian association of accountants, if I have stated the title properly. And I would like to give you an account of his background previously.

In 1920 he was secretary of the Alberta municipal finances commission; in 1923 to 1936 he was provincial auditor of Alberta and as such he designed and installed a complete modern budgetary and accounting system.

To jump down to 1940-60, he was consulting accountant in various capacities to the governments of Manitoba, Quebec, New Brunswick, and Nova Scotia.

In 1949 he was financial adviser to the Newfoundland delegation appointed to negotiate the terms of union with Canada, and he designed and installed a budgetary and accounting system for Newfoundland.

From 1946 to 1960 he was senior partner in the firm of accountants known as Peat, Marwick Mitchell and Company.

Very recently, during the last year or so, Mr. Thompson has been the project director on financial management for the royal commission on government organization and I feel we are very fortunate in having Mr. Thompson with us this morning.

Mr. JAMES C. THOMPSON, F.C.A. (*Project Director, Financial Management for the Royal Commission on Government Organization*): Mr. Chairman, thank you for those kind words.

At the outset it would be inappropriate for me to comment on the findings and conclusions of the Commission in view of the fact it has not yet completed its task. However, you requested me to discuss some of the background of the financial management project, a job which required careful planning. I have prepared a memorandum which I will be pleased to file with the committee. However, at this juncture I am going to deal with some of the highlights of this memorandum.

The CHAIRMAN: Have the members copies of the memorandum?

Some hon. MEMBERS: Yes.

The CHAIRMAN: Is it the wish of the committee that this memorandum be printed as an appendix to today's proceedings?

Some hon. MEMBERS: Agreed.

Mr. THOMPSON: At a later date, if you desire, I shall be pleased to answer any questions which you may wish to raise.

I now propose to cover the highlights of the memorandum which just has been filed. First, by way of introduction, the royal commission on government organization was appointed in September, 1960 "to inquire into and report upon the organization and methods of operation of the departments and agencies of the government of Canada and to recommend any changes therein which they consider would best promote efficiency, economy and improved service in the despatch of public business". That is the end of the quotation.

With respect to financial management and without restricting the generality of the foregoing the commission was instructed, among other matters, to report upon steps that may be taken for the purpose of: "making more effective use of budgeting, accounting and other financial measures by means of achieving more efficient and economical management of departments and agencies, and improving efficiency and economy by alterations in the relations between government departments and agencies, on the one hand, and the treasury board and other central control or service agencies of the government on the other."