

all the volumes of material and boil it down to a few major points. Then get in the deputy and those responsible for this particular matter and question them on it for half an hour. Then you can make up your mind, and save yourself a couple of days' work. That is just one of the ways to delegate your duties and get things done. There are many others.

One other way is to interview every delegation and, if you are going to refuse the delegation, never tell them at the time but shake hands with them and see them out the door. Tell them you will give it your careful attention. When the time for refusal comes, have the deputy write a letter pointing out that unfortunately what the deputation requested must be refused. You do not write the letter yourself. There are a hundred ways of delegating authority.

Honourable senators, I ask again, when we are under such criticism at the present time, why do we need the proliferation in government and proliferation of ministers? What are these people going to do at the present time? I had three portfolios and when the Americans got through with me, and after practising for many months, I was able to handle all three portfolios in two-thirds of the time I took for that original portfolio. This can be done.

We do not need more ministers; we need a school for ministers, to teach them how to be executives and how to be administrators. How can you expect a lawyer, bound down with detail all his life, to become a minister all of a sudden and have the wisdom of Solomon and show himself to be an able, adroit administrator—without any training? It cannot be done.

Hon. Mr. Connolly (Ottawa West): You did it.

Hon. Mr. Walker: I did not do it initially, and I used to ask you how to do it, in some circumstances, and I used to ask many other people also. It can be done, but the minister must be trained. Perhaps the Leader of the Government himself can show us what it is a new minister needs to have.

Hon. Mr. Flynn: He has the most experience.

Hon. Mr. Walker: There are other former ministers here—honourable Senator Hays, and my friend the former Postmaster General, Senator Denis, and Senator David Croll himself, and also the former Speaker, Senator Macnaughton. All these people might tell us why we need these new ministers of state.

Hon. Mr. Croll: Would it not have been better for you to have obtained the services of two other ministers, rather than to have ruined your health and put you out of the way?

Hon. Mr. Walker: That was the best thing about it, by having those three jobs my health got better every day, by the fact that I was able to handle those three ministries. Do you follow me?

We do not need these new ministers. There is no necessity for it, and, unless we can hear more in favour of it, we are going to oppose this. Everything slips by in

[Hon. Mr. Walker.]

this place, without any real contest. I tell you I am getting alarmed at what is going on at the present time. This bill is going to cost Canada a lot of extra money, with every one of these new ministers of state surrounding himself with his own department.

Honourable senators, I would ask you to give this your best thought, at least think about it, even if you eventually vote for it.

Hon. Mr. McElman: I have a question I should like to ask honourable Senator Walker.

Hon. Mr. Flynn: Not a question; a speech, I hope.

Hon. Mr. McElman: It is a question only. Senator Walker said that Canada is over-governed. Then he referred to other nations where there are no provincial governments, such as Japan and the United Kingdom. Does he support or suggest the proposition that there should be no provincial governments in Canada?

Hon. Mr. Walker: Not with a son-in-law as provincial treasurer of Ontario, I don't. At the moment, no.

Hon. Mr. McElman: May I ask a second question?

Hon. Mr. Flynn: You mean a supplementary question.

Hon. Mr. McElman: No, a second question. It is not supplementary.

Hon. Mr. Flynn: You are just forgetting about the first question, is that it?

Hon. Mr. McElman: Well, I was not at all surprised by the answer to the first question, Senator Flynn.

If I may ask you a second question, Senator Walker: Are you aware of the progressive leadership that has been shown in the Province of New Brunswick in eliminating over-government through the taking on by the province of the full administration and cost of education, health, welfare, and justice and the elimination of the rural and municipal level of government?

Hon. Mr. Walker: Yes, I am aware of that, and I must give you and your government credit. That is a good thing and a step in the right direction.

Hon. Mr. McDonald: Hear, hear.

Hon. Mr. McElman: Thank you, Senator Walker.

Hon. Mr. Connolly (Ottawa West): Honourable senators—

Hon. Mr. Flynn: Honourable senators, if Senator Connolly (Ottawa West) wants to make a second speech, that is fine under our new rules, and I will be very pleased to listen to him. However, if no one else on the Government side wants to support the bill by speaking now, I should like to move the adjournment. I think Senator McElman has just indicated that he would have some interesting and pertinent remarks to make and I would hope that he would make a speech on this bill. If not, I will move the adjournment of the debate at this time.

On motion of Hon. Mr. Flynn, debated adjourned.