

the Central Pay Office in 1958, but I did not have responsibility for the superannuation branch until December 1963.

I think the occasion really came in 1963 and 1964 when the Superannuation Act was amended and brought in some 60,000 new contributors, and almost overnight the volume of the work of the branch was practically doubled. This entailed a tremendous amount of additional work. It had to be done quickly, and in some cases it was not done accurately.

The CHAIRMAN: Then we, as legislators, before we pass legislation, should enquire as to the feasibility and the method of setting up these pieces of legislation.

Mr. BRYCE: Mr. Chairman, I think what you suggest is very sensible. We are apt to forget, in making reforms and improvements, that it takes men and women and organization and training to carry them out. When we blanketed in all the temporaries back there in the early fifties we thrust on to this organization almost an impossibility in catching up very quickly on a vast task.

I would like to speak to the point you raised about how this branch got into such a state, and I do so with a certain diffidence.

The CHAIRMAN: I used a naughty word there. I could not think of another one.

Mr. BRYCE: It is all right. I think myself it was justified.

The fact is that when I became Deputy Minister of Finance in 1963 and looked at the audit observations on this and looked into the matter, I came to the conclusion that an operation of this kind should not be made the responsibility of an officer such as the Secretary of the Treasury Board who is concerned so much with day to day policy problems and authorizations because he has not himself the time to direct it as an operating unit, and he has not the kind of staff to give such direction at second removed.

It was with that in mind that I suggested that it be transferred to the Comptroller of the Treasury. I can speak feelingly on this because I had this responsibility myself prior to 1953 and the bringing in of the temporaries, and I found when I took it over that the branch was not in good shape. We got in an organization and methods group to look at it, and I think we improved the organization at that time. In doing so we were aiming at cutting down the number of employees and operating it more economically. It may be that we overdid it a bit, because we did not have the kind of reserves that would have helped us to do the job that was thrust on us by the legislation in the early fifties, which brought the temporaries in there.

I need hardly point out to members of the Committee how complicated this law is. You have got the amendments before you. If all of you can understand these amendments I think it is a great compliment to both the industry and the care of members of Parliament.

The fact is that you cannot go out and hire people off the streets and expect them to understand this law within a month or two. They have got to be trained in what it is all about. It is a slow job to get people who can interpret this very complicated statute, and I would hope that the Committee would bear that in mind in judging what is feasible and how it should be done.

The CHAIRMAN: Mr. Schreyer, did you have a question?