

to a procedures manual which will contain step-by-step instructions to guide administrative support staff.

To achieve this kind of turn-around in the Department's regulatory practices will involve some of the hardest work of implementation. It is frankly admitted that in a number of areas the centralized control of the purse strings has served us as a substitute for policy. The present regulations have the tendency to bring forward thousands of individual decisions to be adjudicated by a few people at the centre. For the future, we will establish the opposite tendency and will expect officers in the field to make all administrative decisions on their own in accordance with policy standards carefully thought out and clearly stated by central management.

This may be a good place to take note of the changing role of the administrative support division. For many of them, responsibility accounting spells the end of their involvement in the financial management of the Department, an involvement which has often made them too busy with control and regulation to attend to their more proper functions. Responsibility accounting will clear the decks, so to speak, and enable them to devote their full attention to the advice and service which an organization expects from its staff groups. Certain divisions, such as those in Personnel Branch, will continue to have major financial management duties, little changed from the present except for the formal inputs, such as manpower planning, from the substantive organization. For the others, their functions will be:

- a) Developing and recommending policy statements;