

*Financial Administration*

move out of those brackets the next largest saving was made in the veterans administration department at Washington. The next three are the treasury department, which corresponds to our Department of Finance, the department of commerce, which I imagine would correspond roughly to our Department of Trade and Commerce and then the department of agriculture.

The amounts saved in the last three departments that I have named for the fiscal year 1950 were \$252,698 in the treasury department, \$230,030 in the department of commerce, and \$222,090 in the department of agriculture. There again these are not sums that are going to wipe out the national debt but they are amounts of money that are certainly worth saving. If we could effect savings of that kind in our administration I am sure it would be worth while not only from the dollars and cents point of view but from the standpoint of morale and democracy generally.

In addition to this exhaustive table for the fiscal year 1950 Mr. Parker of the bureau of the budget at Washington also sent me another table which is headed, "Summary of Suggestion Program Results". This one separates the defence department from other government departments, then groups the two together and sets out the results across the years that this system has been in effect. In other words, it covers the United States fiscal years 1947, 1948, 1949 and 1950.

Again I will not take time to read very many figures, but I think it is interesting to note the total savings resulting from this plan in each of the four years covered by the table. For 1947 the total saving was \$16,739,878. For 1948 the figure was \$15,781,663. For 1949 the figure was \$18,422,948; and for 1950 the figure is the one I have already given from the other table, \$20,652,989. One other point that hon. members have to bear in mind when they look at these figures is that these savings are cumulative. When one gives the savings for the year 1950 what one has there is the new savings resulting from suggestions made by employees and for which awards have been paid during that fiscal year. When one takes into consideration the fact that the savings already effected in previous years have been maintained across the years—

**Mr. Sinclair:** Not necessarily.

**Mr. Knowles:** —one can see that in the course of time this can be a most beneficial system.

**Mr. Sinclair:** Will the hon. member permit one interruption?

**Mr. Knowles:** Yes.

**Mr. Sinclair:** The saving need not be cumulative. It can be a saving in one individual expenditure made only in one year.

**Mr. Knowles:** I believe that is correct. It need not be cumulative but more likely it is because the saving usually results from a suggestion as to some different way of handling a governmental operation, and most governmental operations go on and on. As I say, I am very glad to note that the bill will provide for such a system being put into operation by our government. From a reading of the United States legislation I note that it seems to be in more compulsory terms whereas here it is in permissive language. That may be due merely to the different way in which our legislation is set up. We often get into little arguments here as to whether "may" means may or shall, but I certainly hope in this instance the fact that this section is in the bill means that it is the government's intention to go ahead with a system of this kind.

I have taken time to indicate the details of this plan because I strongly support the measure and dare to hope that by having given this account of what has been going on in the United States I have encouraged the government to inaugurate such a system as soon as it possibly can.

There is one suggestion I would make before concluding. I have these two tables. I want to state frankly that I am not asking that they be placed on the record. However, it might occur to some hon. members that it would be a good idea to have this information available if hon. members so desire and I shall be pleased to have these tables placed on the record.

**Some hon. Members:** Agreed.

**Mr. Knowles:** I repeat that these tables are from Washington. They record the experience of the United States government and they are as follows: