

Developments Since May 1964

A number of important developments have taken place since the appointment of Dr. Davidson in May 1964. A major organization study was undertaken and, in addition, all administrative processes of the Secretariat were reviewed by the Management Analysis Division of the Civil Service Commission. In October 1964, the Treasury Board adopted the present organization structure for the Secretariat and steps were taken toward implementation. This development is still going on. It is of interest that in November 1964 a ten-day work study was done on the minute-by-minute activities of the Secretary and, as a result, a number of changes were made in the practices and procedures relating to his office as a means of reducing the demands that were made upon his time.

Late in 1964, general agreement was reached on the basic organization and on allocation of responsibilities between the Secretary and Assistant Under-Secretaries. Detailed statements of duties were developed at those and other levels. The basic plan, which is represented in the organization chart that has been made available, is still in effect to-day.

Principles of Reorganization

It may be of interest to consider the principles that have governed the reorganization of the Treasury Board Secretariat.

- (a) To minimize the administrative load on the Secretary.
He has a heavy external workload, servicing the requirements of the six Ministers who are on the Treasury Board and also dealing with the Deputy Ministers of other departments. It was necessary to reduce his internal administrative load to the greatest extent possible.
- (b) To define the relationship between the three branches.
There has been criticism in the past about confusion that existed between the three branches in dealing with submissions. There were no mandatory requirements for consultation. Under the new arrangements, the Programme Branch is regarded as the one carrying out the line or operational function and the others are regarded as serving in a staff or advisory capacity. An effort was made to define clearly their inter-relationships and the method of coordination that should prevail.