

is necessary and forwards them to the Treasury Board with a recommendation on the individual merits of the particular case. The Personnel Policy Section then relates them to the programs of the departments and studies the financial implications. While this requires close liaison with the two departmental sections, it will be appreciated that this work must be done by a staff familiar with the whole field, since the problems involved cut across departmental lines. This Section also assists the other two sections in developing recommendations regarding establishments, keeps the records of approved establishments for departments, and is the sole control agency for the considerable numbers of public employees who do not fall within the Civil Service Act.

The Estimates Preparation Section is responsible for developing methods by which information is submitted by Departments to the Board and through it to Parliament. It is central unit to which all Estimates submissions first proceed and it sees the Estimates Blue Book through the amending and printing processes. As a corollary to this it performs a similar function in connection with the annual review of establishments which precede the submission of Estimates. This unit works closely with the Groups in the other sections on all matters concerning the presentation of the Estimates to Parliament, vote structures, vote wordings and the like. It is particularly concerned to see that the views of Parliament on these matters, as expressed during sittings of the Public Accounts Committees or otherwise, are carried out. It is also responsible for the preparation of Supply Bills and at a later stage for coordinating such information as the staff of the Board can supply with respect to the forecast of expenditures.

In addition to these four main sections, a small expert unit advises the Secretary to the Board on all the complicated problems that are continually arising in connection with pensions, Superannuation Acts and other social legislation. As a matter of administrative convenience, during the period in which the recently-passed Superannuation Act is being brought under effective administration and its problems being worked out, the Superannuation Branch of the Department of Finance is responsible to the Secretary to the Treasury Board. Further, the Telephone Service Office, since it concerns an area of expenditure, is also attached to the staff of the Board. This office controls the provision of telephones in all government offices in Ottawa and the central exchange in Toronto. Finally, the small secretariat of the Suggestion Awards Board also reports through the Secretary although it is housed with the Civil Service Commission.

Before leaving the matter of organization I should add that a large amount of cross-liaison takes place at all levels. As was implied in discussing the Defence and Works Section, many issues coming to the Board for decision require analysis by officers in various fields. Since, at one time or another, virtually every problem of government comes to the Treasury Board, and since the function of the department as a whole, let alone the Treasury Board Division, involves coordination as well as control, many problems have ramifications outside the usual ambit of the department making the submission. Therefore, it is the standard practice among the staff to consult their colleagues working in related