

weaken the financial or constitutional control. Obviously, if you stop the recommendation on its way to the minister's office or the deputy minister's office, you leave the recommendation largely in the hands of more junior officials. But I do feel, and have so expressed myself, that for the purpose of getting on with the war we must do that; we must place responsibility on the senior officials in these branches and in the financial superintendent's office to approve the establishments; and if privy council authority is necessary, I have proposed—and I think it will be adopted—that we should get confirmation of those establishments simply by a schedule attached to one order in council, say once a month. That may not be approved by the hon. member for Danforth or by the committee, but there is no way of shortening the establishment procedure unless you cut out some of the officials, and it is very difficult to cut out the service officials, because every one of them in the branches has something to do with the establishment. That is, where a particular individual or a particular number of personnel is necessary, or whether so many trucks or so much motor transport may be necessary or where other equipment is necessary, all has to be passed on by the branches concerned. You cannot shorten that. The only way to shorten it is to have the approval further down the line.

Mr. HARRIS (Danforth): Or split it up.

Mr. RALSTON: Yes, in the case of minor or small establishments, and that is being done. A suggestion was made that each defence deputy minister should be assisted by a civilian director of personnel; that is in force in the Department of National Defence, Lieutenant-Colonel Harris being in charge.

A suggestion was made that consideration be given to the after-war use and disposal of all property, real and personal, acquired by the crown for war purposes. In so far as the Department of National Defence is concerned, at the moment naturally we are acquiring property for war purposes. The real estate adviser does, I know, in selecting property, endeavour if he can to have an eye to post-war conditions, but he has first to comply with the requisitions and requirements of the service people. If he can do that and at the same time pay attention to the comparative post-war value of alternative sites, he does so.

With regard to the matter of salvage generally the Department of National Defence, particularly in the master-general of the ordnance branch, has had authorized by order in council a salvage board. That board has to do particularly with army equipment, not general salvage but army equipment, and the

officer in charge is Colonel Bailey who had an extended and detailed experience in the last war in connection with the same sort of thing. That board operates under the master-general of the ordnance. Certain sales require approval of the minister or the deputy minister as the case may be, and we have found it operates successfully with regard to the disposal of this army equipment, compared with the ordinary salvage which is disposed of under a salvage officer.

Mr. HARRIS (Danforth): Does that board include officials of the Department of National Defence for Air?

Mr. RALSTON: I do not think so.

Mr. HARRIS (Danforth): We still have five sets of people doing the same class of work.

Mr. RALSTON: Well, my hon. friend will not expect me to make any apology for the service which has to do with army equipment.

Mr. HARRIS (Danforth): Have the other war departments a representative on this board?

Mr. RALSTON: I do not know whether they have in regard to that type of salvage. As a matter of fact, I would not expect that the air branch would have a great deal of salvage, except destroyed planes, new equipment which has been damaged.

Mr. HARRIS (Danforth): They have clothing, worn-out guns, the same class of material. There should be some coordination.

Mr. RALSTON: They started out with things such as horse transport, of which there was a large quantity in the department. It may be that we shall need some of that before we get through this war.

There was a recommendation with regard to the division of freight between the two railways. That matter has already been the subject of considerable discussion in another committee and I made my statement there. It really has to do with the three services and also munitions and supply.

The system of stock control in operation in naval stores was suggested as being possibly useful in the army and the air branch. I can say that our officers have examined it, and we find it is difficult to apply to the army in view of the continuous turnover of the supply stock.

That is with regard, I think, to subcommittee No. 3. Then there was subcommittee No. 2 which dealt more with medical matters. In reference to the dental services the subcommittee mentioned the efficiency with