

- (b) The Research Division. This Division is concerned with fundamental and specific research on methods or techniques designed to improve management, including fiscal and cost controls, budgeting accounting, and operational control systems of departments and of the government as a whole. It keeps abreast of developments in managerial theories, systems procedures, methods and techniques and assesses their application in relation to government operations. It issues reports and abstracts on new developments for the benefit of Treasury Board staff and interested government officials. It keeps in touch with organizations both within and outside the government service to ensure that it is familiar with other management-oriented research and development programmes. It also maintains a management information unit consisting of two officers who screen much of the technical literature and consult with business and other governments to obtain new ideas. They are like an early warning radar system. They ascertained that the government was spending \$3,000,000 a year checking travel claims, but was achieving an annual saving by this process of only \$400,000. A concentrated attack has been mounted on this problem by the Special Studies Division. It involves a study of the regulations and also an examination of the method of processing. The hope is that this requirement can be handled by some application of electronic data processing.
- (c) Special Studies Division. This Division consists of only one officer and his secretary. It is empowered to form study teams as necessary, drawing on other sections of the Treasury Board Secretariat, on departments and outside consultants. It then prepares appropriate terms of reference, sets target dates and monitors the results.
- (d) SIMPAC. The Management Improvement Branch has been authorized to create a small group whose job it will be to tie all these things together from a systems point of view. This effort goes under the name of "SIMPAC": a System of Integrated Management Planning and Control. This system will tie together the managerial information needs of Treasury Board and the departments with the economic information needs of the Department of Finance. It is a long-range task but one on which we have at least made a beginning.

Having described the work of the Management Improvement Branch, I might sum up by saying that about half of its efforts are devoted to carrying on continuing obligations and the other half to the development of new regulations and procedures that will be of benefit to the Treasury Board and to departments. It has, for instance, devoted serious attention to the problem of routine submissions. We estimate that approximately 80% of submissions coming to the Treasury Board are on routine matters that should not be dealt with by the Treasury Board at all. We are constantly exploring ways in which the authority for decision in such cases can be delegated to departments.