

is legal and formal rather than substantive, advice on the substance being obtained by liaison with the other Groups concerned in either of the two departmental sections.

The business of all the other departments of government is handled by the Civil Section. This Section is divided into four principal Groups consisting normally of three officers each who, generally speaking, work with departments with similar problems or operating in somewhat related fields. Thus, for example, one such Group deals with the Departments of Agriculture, Fisheries, Mines and Technical Surveys and the Dominion Coal Board, Northern Affairs and National Resources, the National Research Council and, so far as such activities are financed from parliamentary appropriations, the atomic energy program. Thus, in this case, the bulk of those departments and agencies that are concerned with the development of Canada's resources, to the extent that there is a national interest, are grouped together. You will perhaps note also that these arrangements tend to place under one Group Head those departments with like economic and technical problems. It embraces all the research units working in this general field.

A second group in the Civil Section is concerned with those departments working in the general field of labour and welfare along with certain units such as the National Film Board, the Canadian Broadcasting Corporation, the National Gallery and the Public Archives which might, for the lack of a better term, be regarded as of a cultural nature.

A third Group operates in the field of communications and includes the Post Office, the Department of Transport and the various boards and commissions which report to Parliament through the Minister of Transport.

The fourth Group in this Section deals with what might be called the administrative and policy departments such as External Affairs, Trade and Commerce, the Department of Insurance, the Civil Service Commission, the Privy Council Office and our own Department of Finance. The various other smaller units which are financed from parliamentary appropriations are also included here.

Two other officers report through this Section for purposes connected with the expenditure programmes of three other departments, Public Printing and Stationery, Secretary of State and the Department of National Revenue. The reason for this is that the officers concerned are responsible for the examination of day-to-day cases relating to the regulations administered by these departments and thus are in a position of some familiarity with the operations of these departments. This enables them the more easily to analyze their proposals.

The third principal substantive section is known as the Personnel Policy Section. Its function is to prepare for presentation to the Board all problems relating to salaries and wages, allowances, hours of work and other working conditions throughout the government service. Most of the specific proposals of this type originate with departments or with the Civil Service Commission. In any event, the Civil Service Commission does whatever research or field work