

this, and with a general awareness of the objectives of the Board, the staff are constantly alert to discover matters which should be brought to the Board's attention.

The Assistant Deputy Minister and Secretary to the Treasury Board is supported by an Assistant Secretary who shares the total burden particularly in respect of matters to do with personnel and the regulations administered by the Board. In addition of course, he acts for the Secretary in his absence. To a large extent these two officers operate as a unit.

Below this level the staff is organized in three principal sections dealing with the substance of matters which require the Board's attention and a fourth section which deals with the development and administration of methods. Two of the substantive sections concern themselves with the scope and functions and expenditure proposals generally of all the departments of government as such. Each is manned by some twelve officers. The work is shared between the two sections in such a way as to make possible the accumulation in each area of the amount of knowledge of related departments and their problems as is necessary to carry out the task. Thus the first of these two sections, which is known as the Defence and Works Section, deals with the Department of National Defence, the Department of Public Works and those others that are in some way related to them. These are the Departments of Defence, the Production, which is the purchasing agent for National Defence, the Department of Veterans Affairs whose policies must be integrated with those of National Defence, and the Department of Justice and the two related organizations of the Royal Canadian Mounted Police and the Commissioner of Penitentiaries inasmuch as these involve problems somewhat similar to those in the Armed Forces.

Of recent years, much government construction has been part of the Defence program so that the inclusion of Public Works in this Section brings together most of our activities of this type. For the same reason the affairs of the Federal District Commission and, to the extent that funds are provided by Parliament, the Central Mortgage and Housing Corporation are handled here. Because of this preponderance, this Section scrutinizes all matters pertaining to the acquisition, administration and disposal of real property that require the attention of the Board, although close liaison is maintained with those officers who are concerned with other departments in respect of the program implications of these matters. The principal construction activities not included here for program purposes are the specialized programs in the field of irrigation carried out by the Prairie Farm Rehabilitation Administration of the Department of Agriculture and of airport construction by the Department of Transport.

The Defence and Works Section is organized in three groups such that the members of each are dealing constantly with matters that are related to one another. It is not easy or perhaps fruitful to describe this in detail because the substantive matters concerned tend to cut across departmental boundaries. However, one of these three groups has a distinct function, namely, the processing of all requests for approval to enter into contracts. In this field the responsibility of the Contracts Group relates to the administration of the Government Contracts Regulations and