

also responsible for functional work relating to expenditure analysis and to overseas operations. The problem of co-ordinating policy development by specialist officers and policy application by programme officers is complex and won't be solved easily, but the T.B. Secretariat is making considerable progress.

- (f) Management Improvement Branch. The formation of a Management Improvement Branch in the Treasury Board Secretariat was undertaken as a direct result of Glassco Commission recommendations. The one division in this Branch which is different in nature from the others is the Contracts Division. It is there primarily to even up the workload of the three Assistant Secretaries. All the other divisions are related directly to the improvement of management in the Public Service. In general, the Management Improvement Branch is staffed with specialists who try to ensure that the best in technical advances and new ideas are available to departments.

Organization Chart - Management Improvement Branch

(The speaker provided detailed information about each of the divisions under the Management Improvement Branch, which he directs, and indicated the nature of the current work being done)

- (a) Management Improvement Policy Division. This is the heart of the Branch. It is not a consulting service in itself, but it helps ensure that the advisory services of the government are made available. It brings specialized knowledge in a number of fields of management to bear on government problems. Each section of this division is responsible for the formulation of government policy for a certain area of technical study. These sections include such fields of responsibility as automatic data processing, materiel management, financial management, organization and management services, office machinery and equipment, operations research, and paperwork management. The officers in these sections must be on the frontier of their subject area and must be able to advise the government on the manpower needs in each special field if the government is to make maximum use of such capabilities and also on ways in which departments can best use the techniques involved. In addition to its direct consultation with departments, the division keeps in touch with the various technical groups in the Federal Institute of Management and regularly refers technical statements to the groups for comment before incorporating them in submissions to the Treasury Board.