

dynamic forces pushing upwards, that is. Take Indian Affairs, there is an awakening and an awareness of the people of Canada and, I think, in Parliament generally, that this is a subject that has to be pursued with a great deal more aggressiveness. The development of the north is reaching that same point. The national parks and the preservation of wildlife is the third main area of this Department. Again, what might be called the affluent society, the great increase of leisure time—

Mr. HALES: I am not disputing that for a minute.

Mr. MACDONALD: I am just laying the foundations, Mr. Hales, for the point of activity. We have an increasing number of parks and activities going on over a great geographic area which involves increased supervision and increased activities. Our philosophy on this subject of travel expenditures is that our people at head office have to get out in the field to see what is going on, that it is one of the problems of communication in managing a department of this size. This Department has now become, if you exclude the statutory payment departments like health and welfare old age pensions, the fourth or fifth largest spending department. Our basic emphasis on control is to include what we call program budgeting, which the members will be hearing more of, following the Glassco recommendations. This Department is in the forefront, leading departments experimenting now in these new forms of control.

Travel expenditure, as far as we are concerned, is just one other kind of expenditure for which we delegate authority and responsibility to various levels of management. We examine their total management including travel expenditures. Our basic philosophy is that if we have good and responsible officers, they only make trips which are necessary. If they are making unnecessary trips or expenditures, there is something wrong with the officers. We examine this aspect as well as all aspects of their management. We have a management audit function which is effective which is a post function and we have monthly and quarterly and annual checks on expenditures including travel expenses. We watch the year to year functions and the manager has to account for his travel, his expenditures and any variation in his budget.

Mr. HALES: If a person within any department decides to go out to Banff, it is left to his discretion or—

Mr. MACDONALD: It goes through the chain of command. If the assistant director feels he has to go out to Banff, he gets the permission of the director.

Mr. CÔTÉ: I may say, Mr. Chairman, in that regard that within their areas of responsibility the division chief or section head may authorize travel of an officer in his area. It is controlled that way. If he is going beyond that, if it is to travel within the continent, or in Canada, it is the responsibility of the director. If anybody wants to go outside of Canada, it is the responsibility of the Deputy Minister to approve. The budgets are so divided now where the travel expenses are put into the program and each program director has the responsibility to live within the project that has been approved by the Deputy Minister and he has to account for it. Then there are, of course, the other extraneous controls outside the Department under the control of the Treasury.