

fore concerned with threshing out and becoming familiar with developing areas of policy that will appear in more precise form in Estimates submissions at a later date. This has the effect of spreading the workload and of permitting proper consideration of important issues. Also, it means that when Estimates submissions are received they do not as a rule contain too many problems that have to be studied all at once. Most of the other problems that will appear in departmental Estimates submissions are first raised in the course of the establishment review committees. Finally, opportunity is taken by members of the staff, as the pace of regular work permits, to call upon senior officers in the departments to discuss their problems and plans in general and to become familiar with their operations and facilities.

#### IV

Having sketched the organizational framework, I now come to what is perhaps the most important portion of this paper. I should like to discuss what are conceived to be the central problems for the Treasury Board and its staff and to give a general indication of how they are dealt with.

The most obvious problem is the one of allocation of the total resources that are made available among the various departments and objectives of the Government. This presupposes that we start with some approximation of this total. Beginning well before the time Treasury Board considers the Estimates in December, the divisions of the Department that are concerned make estimates of prospective revenue. At the same time, early approximations are made of the orders of magnitude that might be involved in the various major components of the budget. Some of these, such as the servicing of the national debt, Old Age Assistance payments and Family Allowances, can be calculated fairly accurately even at this stage. Beyond this, such a preliminary calculation may indicate what can or must be done in order to give effect to government policies. This material is presented to the Minister of Finance so that he may give directions as to his objectives.

Both to arrive at an independent pre-estimate of the elements in the budget and to rough out a possible allocation of it as among departments, members of the staff of the Board have tried to develop, with some success at least in some areas, a set of criteria by which each of the units in the Civil Service can be judged. If, for example, a regulatory service must carry out certain inspections which are required by legislation which, in turn, is not in question as regards the policy underlying it, it may then be possible to compare the growth in whatever it is that creates the workload for this organization with any proposed growth in staff and expenditure. Of course, it is presumed that certain advantages of scale emerge as the problem facing this organization increases in size.

In approaching the matter in this manner one must of course allow for differences in the degree of urgency with which the work of the various units is regarded by the government. On the other hand, the rates of growth and decline that are feasible for actual application may be subject to some practical limitations. An excessively rapid rate of growth in an organization whose functions are expanding or which has been accorded by the government a higher rank in the scale of