

have representatives in every department in the same fashion that the Comptroller of the Treasury has accounting officers in each department, who report to him and not to the deputy minister of the department concerned.

Senator BAIRD: That would be lessening further the authority of the deputy minister?

Mr. NELSON: That is right, Senator Baird.

Senator BAIRD: Which I would not think would be good policy.

Senator CONNOLLY: You have really two problems. First of all, you have the problem of government representation with the minister ultimately responsible and the deputy carrying it out. That is inherent in the nature of government.

Mr. NELSON: Yes.

Senator CONNOLLY: Then you have the other problem of removing from the deputy minister burdens that in the commercial field have been removed from the chief executive officer and placed on the shoulders of a man as high as a vice-president, in the case of personnel problems, who will take final responsibility for this sort of thing for the efficient operation of his company. Could that system work here?

Mr. NELSON: I think in effect the system prevails at the present time. Actually in most departments, I guess in all departments, there is an assistant deputy minister whose primary function is to look after personnel matters.

Senator CONNOLLY: Yes, and sometimes there is more than one assistant deputy.

Mr. NELSON: Yes, but I think if there is only one assistant deputy minister he is expected to look after personnel and staff problems.

The CHAIRMAN: I think it is doubtful to draw an analogy between a personnel officer in an organization like the Ford Motor Company, and a personnel officer in any department of government. As a matter of fact, the personnel officers in these large commercial organizations today are mainly concerned with maintaining good labour relations, and when questions arise about increases in pay and seniority and all that sort of thing, their job is to discuss that with the labour unions. That is why the personnel officer in commercial and manufacturing organizations has attained the prominence he has. It is not apparent to me that the same quality of need exists in government departments.

Senator CONNOLLY: I think that is very true.

Senator HORNER: Yes. Furthermore, a personnel officer in the government is not only concerned with public relations and with staff problems, he is concerned with political relations. There are political appointments that are exempt from the Civil Service Commission. The number of these appointees has been growing steadily since 1933.

Senator KING: When a man gets into the Civil Service today he must go through a course of examination and once he is qualified and has been accepted his position is different than that of an employee in a commercial organization.

Senator HORNER: I would point out that the personnel employed by the Public Printing and Stationery Branch, who are exempt from the Civil Service Act, almost double in number those employees in the branch who come under the Act. As of February the 28th, 1955, those exempt from the Civil Service Act in that branch totalled 913, while those coming under the Civil Service Act totalled 469.

Senator KING: That is why I asked that question about temporary employees. But that number has been gradually reducing, and they are going into the permanent service from time to time.