

fulfill a departmental mandate are at the disposal of that department. This view was clearly expressed in the 1975 *Report of the Task Force on the Consolidation of Government Vessel and Aircraft Fleets*:

...the department having the program mandate should also have control over the necessary resources to carry out that mandate, unless the benefits of separating program from resources were clear and overwhelming. Any other principle, it was argued, would be inconsistent with the concept of ministerial or managerial program responsibility and destructive of sound organizational principles.⁽⁶¹⁾

As Franklyn Griffiths noted, if resources and responsibilities are integrated, "The departments will complain ferociously and say, how can we fulfill our mandates?"⁽⁶²⁾

Reorganization might also encounter the opposite bureaucratic attitude: agencies which do not want additional responsibilities. Martin Shadwick described this view in reference to DND:

This school of thought in a sense want to pull in the DND perimeter, and, far from going after new missions in [quasi-military] areas, would ... welcome the jettisoning of current roles in those areas — for example, things like search and rescue... Their thinking perhaps is that if those roles are jettisoned, it will free up money that may be used to protect the core military activities of the armed forces.⁽⁶³⁾

Other witnesses did not think that complete integration was wise. Denis Davies of the Department of Environment pointed out:

...in many of the issues the government must face, there are different ways of organizing. Often it gets very complex, just because of the wide diversity of interests, and sometimes in solving one problem by bringing a group together, it may create others.⁽⁶⁴⁾

Furthermore, Rear-Admiral Crickard argued:

I do not think it is necessary to go as far as a complete unification or integration of all government fleets, where this would mean common training, supply, and support systems. In fact, I think that would be a very bad move. All these government fleets, including the navy, have different characteristics and different capabilities, and they complement each other.⁽⁶⁵⁾

The Committee, however, believes that there may be infrastructure economies of scale to be gained from some integration of government air and surface fleets which would not significantly interfere with the ability of departments to fulfill their mandates. Currently,

(61) Department of Fisheries and Oceans, Departmental Submission, Response T4.

(62) Proceedings, 13:29.

(63) *Ibid.*, 18:12.

(64) *Ibid.*, 8:14.

(65) *Ibid.*, 13:28.