

think it could function on basic training and on training outside the purview of operational commanders. General training, which is required by all three services in certain fields, for example, management training or leadership training, can be cut to size and the operating commands could make their own training arrangements at a much lower cost.

Mr. NUGENT: This is the point I am getting at, Admiral.

Rear Admiral LANDYMORE: You asked me if this was a new innovation, and I would not want to leave the impression that I thought the Minister had dreamt up the entire command structure. I think that would be leaving the wrong impression. I think the Minister set people to work to set up an integrated structure and that he acted on their advice.

Mr. NUGENT: The point I am making, of course, is the question of time. The Minister is responsible for what goes on in the defence department while he is Minister, and that is what I was clarifying. There has been much said and we have heard much evidence here that one of those things that we had hoped to achieve is the saving of money on administration so that we could spend more on supplies or materials on the same budget. Would it be a fair inference to draw that the faults you have pointed out on page 10 of your brief are costing money rather than saving money?

Rear Admiral LANDYMORE: That is correct.

Mr. NUGENT: I note in your brief that there is hope, at least, that some of these faults which presently exist may, on being reviewed and looked into very carefully, be straightened out so that they will function in the way that it was hoped they would function when first set up. Is that an accurate statement?

Rear Admiral LANDYMORE: I certainly have every confidence that in-service correction of these things can be made.

Mr. NUGENT: I think it was yesterday you spoke about the intervention of supreme headquarters so there would be more lines of communication. That is something which could only be changed by reversing that, I presume?

Rear Admiral LANDYMORE: Yes. I think if Materiel Command became part of the headquarters organization and the Training Command reverted to basic organization and we did with the two naval commands what I suggested, then they would go back to having direct lines of communication with headquarters, as would the dockyards, and this would put the administration back where it belonged.

Mr. NUGENT: And that would save money?

Rear Admiral LANDYMORE: Yes.

Mr. NUGENT: I presume these difficulties could not have been foreseen before these programs were instituted. There was some planning and it did not quite work out the way the planners thought, is this what happened?

Rear Admiral LANDYMORE: I think in making such a sweeping change that the basic planning tends to get a fairly broad brush treatment and I do not think that anyone was so unwise as to think that some changes would not be necessary along the line. I do not think anyone felt that the basic command structure was not sound and therefore commands such as Materiel Command would be as uneconomic as they are.