

of the Treasury Board have had to do. There are many who could be trained for that and the main delay will be in trying to find them and see they get adequate training.

Senator CROLL: I thought the senator asked you had you officers available in the department to be trained?

Senator O'LEARY (*Antigonish-Guysborough*): Yes, he has answered that.

Senator CROLL: And you say they are there, not in all departments but in many.

Mr. BRYCE: I do not know if there is the material inside each, but it is outside, which is important.

Senator SMITH (*Queens-Shelburne*): There has been some publicity about the total number of civil servants as compared with a date a year previous to that. I think the public was expecting some quick results from the early implementation of the recommendations of the Glassco Commission—recommendations which they were led to believe would result in a drastic cut in the number of civil servants. Would you care to comment on the present position with regard to number and tell us whether the general opinion is that it is due to the growth of the country, of the population, the growth of demand for the government services, or is there some other reason for this apparent growth in the number of civil servants.

Mr. BRYCE: It would be better to ask Dr. Davidson that question. There is no doubt that in many cases you can see quite tangibly where it comes from. It is growth. The Post Office needs more letter carriers if it is going to cover the growing suburbs of Montreal, Toronto or Vancouver or other cities. In Income Tax, we have more income tax payers and we need more assessors to deal with that, despite automation. Growth is undoubtedly one of the factors, but it is not the only factor.

Perhaps here I should point to my own problems in this regard. The Department of Finance has been told by two Royal Commissions that it should increase its staff and be more on top of economic conditions, be more ready to deal with economic questions. I have been told to get on with this and we have been recruiting more staff. I would not say this is due to the growth of the country: it is rather due to the feeling that the government should do a better job in a particular field. Perhaps I would be tempted to say, that the more active governments become, the more active Treasury has to be to try to keep track of what they are doing—I will not say to stop them from what they are doing but to see that what they are doing makes financial sense and makes economic sense. Of course, it is the policy of successive governments to do new things, to do more things and you cannot do them without hiring people for the purpose. Whether we are as efficient as we ought to be, I leave to others now. I do not see enough of the workings of departments to warrant my venturing an opinion on this. It is a big organization.

Senator CROLL: Who does see enough?

Mr. BRYCE: I think this is clearly a Treasury Board responsibility.

Senator CROLL: To see that.

Mr. BRYCE: Yes. This is the function that the Glassco Commission clearly thought was the Treasury Board's central function, to see that departments were managing economically and were not overstaffed, not hiring more people than necessary.

Senator SMITH (*Queens-Shelburne*): Of course there is some real control over some department deputy who has a hidden desire to build his empire, in that he bumps up against the Treasury Board. When he requests an increase in staff of 200, he is put over the grill and I suppose this happens before approval