

**THE SENATE**  
**STANDING COMMITTEE ON FINANCE**  
**EVIDENCE**

OTTAWA, Tuesday, November 17, 1964

The Standing Committee on Finance, to which was referred the Estimates laid before Parliament for the fiscal year ending 31st March 1965, met this day at 3 p.m.

Senator T. D'ARCY LEONARD (*Chairman*) in the Chair.

The CHAIRMAN: Honourable senators, I see a quorum. Before commencing, perhaps I should mention that the proceedings of last week have been printed and distributed, and if you have not yet received a copy it may be obtained from our post office.

Today we shall have our last witness in connection with the present matters under consideration by the committee, dealing primarily with the Estimates themselves, and, secondarily, with the recommendations of the Glassco Commission with respect to the form and matter of the Estimates. Dr. R. B. Bryce, Deputy Minister of Finance, is known to all of us. He has had long experience with the Treasury Board, the Finance Department, and with the Government. Without further ado I will ask him to proceed with what he would like to say to us on the matter under our consideration.

**Mr. R. B. Bryce, Deputy Minister of Finance:** Mr. Chairman, and honourable senators, I appear before your committee on this general subject with some diffidence, because I am no longer directly involved in the preparation of the Estimates, or in determining their form, to any detailed degree. Dr. Davidson is now in charge of that part of the Department of Finance which serves the Treasury Board, and advises Mr. McIlraith and Mr. Gordon on matters primarily concerned with the Treasury Board. However, I had some knowledge of these matters some years ago when I was secretary of the board until 1953. I have also had some concern, as secretary of the Cabinet, with the general reception that was given the recommendations of the Glassco Commission; and, of course, inevitably, as Deputy Minister of Finance, I run into a number of these matters in their bearing upon our financial affairs in their general aspects and, I suppose, in some degree as one of all the deputy ministers or heads of government departments and agencies operating the Civil Service.

With that background, I would not propose to go into matters in the detail that your previous witnesses have done, but I would offer you first a few general observations, as well as observations on several of the specific recommendations in the report, and then leave it to the senators to raise such questions as they feel it would be useful to raise with me.

I take it you are addressing yourselves primarily to the Glassco Commission report on financial management in its bearing on the form and content of the Estimates.

First, I would say I feel the general direction and nature of the recommendations in this report are right. I will come later to a number of particular items where either I would ask to defer giving a considered opinion or to