

deputy minister in delegating authority, and secondly the capacity of the individual concerned. In certain cases the deputation of responsibility for staff matters would be very considerable.

Senator CONNOLLY: With the personnel officer?

Mr. NELSON: Yes.

Senator CONNOLLY: But can he make the recommendation?

Mr. NELSON: Through the deputy.

Senator CONNOLLY: The deputy has to approve it?

Mr. NELSON: Yes.

Senator CONNOLLY: In other words, all these personnel matters must ultimately be channelled through the deputy Minister?

Mr. NELSON: In certain minor instances the personnel officer might sign for the Deputy Minister, but all matters of policy would be routed through the deputy's office to the Civil Service Commission.

Senator CONNOLLY: You would not care to make any comment on whether or not that technique is employed in large commercial and industrial organizations in Canada?

Mr. NELSON: My understanding is that in the large companies it very frequently happens the officer in charge of personnel is one of the vice-presidents.

Senator CONNOLLY: And it is his responsibility to look after that?

Mr. NELSON: Certainly his final responsibility. I do not know how great his immediate responsibility would be on matters of detail, but they do have a very high ranking officer in charge of personnel, generally speaking.

Senator CONNOLLY: The deputy minister in that connection is really in the position of the general manager of a commercial concern.

Mr. NELSON: I think that is a fair description.

Senator CONNOLLY: So that our deputies have this responsibility in addition to the other responsibilities they have for the operation of their department, while in commercial organizations there is a division.

Senator KING: Senator Connolly, I think we should realize that the deputy minister of the department is appointed by the government.

Mr. NELSON: Yes.

Senator CONNOLLY: And having been appointed by the government it is his business to administer as well as he can, and if he has any difficulty he goes outside or goes to the Commission.

Mr. NELSON: That is right. He is something more than a general manager of a company. The deputy minister, with the minister, is largely responsible for the formulation of policy as well as carrying out the administrative end of his department. The minister is governed by the advice he gets from his deputy.

Senator KING: If the minister and his deputy do not agree there might be trouble.

Senator CONNOLLY: The point I am after is this. These personnel problems are becoming greater and greater as time goes on because the country and the government is growing larger all the time. I just wonder whether you people in the Civil Service Commission give thought to the question of whether there should not be a division of authority to relieve the deputy minister to a greater extent from this personnel problem.

Mr. NELSON: There has been a suggestion—and this might be in line with your thinking, Senator Connolly—that the Civil Service Commission should