

And in answer to the question as to whether it is possible to return to the old order of things (which I take to mean those before the war) the Committee states **we feel confident that the latter question must be answered in the negative.**

"12. Turning next to the formulation of policy, we have come to the conclusion, after surveying what came before us, that in the sphere of civil government the duty of investigation and thought, as preliminary to action, might with great advantage be more definitely recognized. It appears to us that adequate provision has not been made in the past for the organized acquisition of facts and information, and for the systematic application of thought, as preliminary to the settlement of policy and its subsequent administration.

"13. This is no new notion The reason of the separation of work has been the proved impracticability of devoting the necessary time to thinking out organization and preparation for action in the mere interstices of the time required for the transaction of business.

"14. . . . "But we urge strongly (a) that in all Departments better provision should be made for **enquiry, research, and reflection** before policy is defined and put into operation; (b) that for some purposes the necessary research and enquiry should be carried out or supervised by a Department of Government specially charged with these duties, but working in the closest collaboration with the administrative Departments concerned with its activities; (c) that special attention should be paid to the methods of recruiting the personnel to be employed upon such work; and (d) that in all Departments the higher officials in charge of administration should have more time to devote to this portion of their duties."

The report states that the Commission did not feel called on to consider whether the new type of Cabinet should consist of Ministers in charge of the principal Departments, or of Ministers without portfolios able to concentrate their whole attention upon the problems submitted for their consideration.

This I regret, for it will be seen that I have not foregone entering on territory where these angels of the Imperial Parliament have feared to tread.

I hope, therefore, that the following suggestions I lay before the House as to the changes proposed in the form of government without any sacrifice of the essential principles of constitutional government, may be considered by the House, not as rashness, but as springing from a wish to give some constructive value to my remarks.

On the Deliberative side I propose (and it will be noted that I propose it in harmony with the earlier quoted statement of the British Committee) that we should have a small Cabinet, say six, charged with the duties indicated in the British report, viz.: **Policy, Control of Executive, and Co-ordination**