

ment in which are spelled out in some detail the plans of the department and the staff required to carry them out.

By bringing together the three organizations around the table it is possible for the responsibilities of the department, the Treasury Board and the Civil Service Commission to be discharged in one motion. The department will have responsibilities under legislation or otherwise to carry out certain functions to the best of its ability. It will bring forward proposals based on the particular problems and technical requirements of its task.

The Treasury Board member may suggest the context of general government policy into which the requirements of the department must fit as an aid to the department in assessing its own priorities. He will be responsible for bringing out the relative needs underlying the department's proposals, so they can be weighed, one against the other, across the government service. Where expansion in some areas is indicated he will ask the department to review its priorities with a view to reducing or eliminating functions of less present importance. In cases of doubt as to whether any proposal falls within government policy, either general or particular, the matter can be referred to the Treasury Board for a ruling, either at once or in the course of the consideration of Estimates of which staff requirements form a part.

When the functional outlines of the departments' activities in the new year have been thus established, the task of the Civil Service Commission representative is to examine the staff proposals, both as to numbers and classes, in relation to the work load indicated and the recruiting possibilities. Naturally, the costs in terms of staff and other facilities will be a factor in the ultimate decisions regarding priorities. By bringing the experience of the Civil Service Commission to bear at this point, the interaction of all the relevant aspects of any proposal can be brought out. What is more, the intimate knowledge of the Civil Service Commission of the organization and methods of the departments contributes greatly to the committee's appreciation of relative staff needs.

Perhaps I need hardly add to an audience of this kind that the Minister of the department may accept or reject the recommendations of these committees. If he accepts them, they form part of his Estimates submission to Treasury Board; if he does not, his Estimates submission will differ from the review committee report, but the reasons for the disparity will be known. In either case the decision rests with the Treasury Board.

To go back one step further, at a still earlier stage, each department will be going through a somewhat similar procedure internally. It will be gathering from its branches and field offices the requirements for the coming year as seen from these points. With some general awareness of the level of activity that may be acceptable to the government, based on experience or gained from discussion with officers of the Board staff, these requests coming in from the branches and field offices will be screened, analyzed and discussed within the department before being submitted to the establishment review committees.