

efficient and economical financial management of departmental affairs. In each department there must be a fully qualified and competent financial administrator under the Deputy Minister. In this connection your Committee has noted with approval that a course for training such personnel has now been set up in the Civil Service. It is to be hoped, but it still remains to be seen, that skilled and competent internal financial management within departments will bring about greater efficiency and savings. It should perhaps be made clear that such extension of authority within departments refers only to expenditures authorized by Parliament. Indeed, the change may well require even greater vigilance and more careful scrutiny of public expenditures by the Executive and Parliament.

(f) "That the costs of major common services be charged to user departments."

At present in many instances free services are provided to various departments of government, among which might be mentioned accommodation, furniture, power, franked mail, superannuation and other employee benefits. Your Committee agrees with the principle of this recommendation and, so long as its implementation does not superimpose an elaborate or expensive system, it is desirable that the costs of such services should be charged to the user department of them.

(g) "That where appropriate, revenues be offset against related expenditure, and that votes be shown in the Estimates and controlled on a net basis."

As the Glassco Report states, it is normal in industrial budgeting to relate revenues and costs. In government those revenues derived from services rendered are generally only incidental. Your committee agrees in principle with this recommendation of the Glassco Report and we have noted that the officials of the Treasury Board are studying the practical problems it presents for the purpose of seeing how far the desired result can be achieved.

19. It is not our function in this Report to deal with recommendations of the Glassco Commission other than those relating to the Estimates. We have said enough to indicate our approval in general of the relevant ones. We emphasize, however, that decisions to spend are in the first instance decisions of government policy and that even Parliament's control over such decisions must be viewed in the light of our system of responsible government. Therefore, the total amount of the Estimates and the objects thereof are the primary responsibility of the government of the day and, once those decisions have been made, the most that management can do, and in practice Parliamentary scrutiny also, is to see that the expenditures are made as efficiently and as economically as possible, and without waste, extravagance or duplication.

20. In addition to its studies of the Glassco recommendations, your Committee inquired into a number of matters concerning the Estimates in general and also as to particular items. The questions and the answers submitted by the Treasury Board Officials appear in the printed proceedings of the Committee, with suitable appendices where required, and for the purposes of this Report it is sufficient to say that all relevant information was obtained upon the items as to which members were concerned.

21. The following observations are made as to the Estimates in general. The Main Estimates for 1964-65 totalled \$6,703,513,508, or \$84,378,008 more than those of the previous year. It should be noted, however, that there was a substantial reduction in the current Estimates of the Department of National Defence from those of the preceding year, amounting to \$109,000,455.

It would be misleading, however, to compare the Estimates of respective years without taking into account the Supplementary Estimates. In the current year Supplementary Estimates have been filed totalling \$221,763,280 and the Minister of Finance in his Budget speech in March estimated that the total