

## DISCUSSION

(The following information was provided in answers to questions.)

### Administrative Load on Departments

The speaker said the Treasury Board had not undertaken to schedule the various responsibilities to be imposed on departments as a result of developments in financial planning and other requirements. He said there was a vast job of development to be done. The Treasury Board Secretariat was encouraging those departments that wanted to move ahead to do so. The stage might be reached where the central agency did press departments to make greater progress but that stage was certainly some time off yet. In the introduction of management techniques, the importance the Deputy Head gives to the drive for progress will depend on the nature of the department and the degree of difficulty encountered in implementing the new concepts.

### Operations Research

In reply to a request for a definition of this term, it was indicated that one could regard it as the application of systematic and quantitative methods to decision making in government and industry, particularly those that had been dealt with subjectively; as not quantifiable. While the use of modern mathematical techniques was very important, this was secondary to the main process which was a matter of enumerating priorities and looking at each systematically.

### Five-Year Plans

There should be no implication that five-year plans must hold firm for the full five-year period. In fact, the plan would be out of date early in the period but this was not a reason to do no planning. In a process of planning, the department would have stated its objectives and, most important, would have formulated alternatives and priorities. New developments meant changed priorities. The department would be in a position to re-deploy its forces. The plan would change, but because of the plan and the background work that had gone into it, the department would be making choices between meaningful alternatives. The important thing was that the alternatives would have been set out and the department would have costed these alternatives in advance and could readily make the change and assess the budget implications.