

and grades of Privy Council officers instituted. In the interests of efficiency and economy certain administrative functions in the Prime Minister's Office and the Privy Council Office were combined and the two offices closely integrated. Changes were also made in the form of the Conclusions and a system of appropriately classified individual records of decisions requiring action was instituted to assist the departments in carrying out these decisions.

Mr. Heeney, after nine successful years of organizing, developing and directing his offices through the war, transition and postwar periods, left in March 1949 to become the Under Secretary of State for External Affairs. He was succeeded by Mr. Norman Robertson, the Canadian High Commissioner in London. In 1952 Mr. Robertson returned to London and his place was taken by Mr. J. W. Pickersgill, then Special Adviser to the Prime Minister. In June 1953 Mr. Pickersgill was sworn in to the Administration as Secretary of State and in September of that year Mr. R. B. Bryce, who was then the Secretary to the Treasury Board, was designated Clerk of the Privy Council and Secretary to the Cabinet effective Jan. 1, 1954.

For administration purposes, the Privy Council Office is regarded as a Department of Government under the Prime Minister, as President of the Privy Council. The Clerk of the Privy Council is considered as a deputy head and takes precedence as the first of the chief officers of the Public Service. As has been seen, in addition to the original duties of the office in connection with the Queen's Privy Council for Canada, new and specialized duties for the Cabinet have been added and there has been close integration also with the work of the Prime Minister's Office.

The advantages of an orderly approach in Cabinet business are obvious. Prior notice of items and adequate documentation help Ministers to deal efficiently and speedily with problems. Some idea is given of relative importance and discussion expedited. With the growing complexity of government business and increasing ministerial responsibilities, the value of a firm record of a decision, available for those who have to act on it, is self-evident.

In addition to the duties of the Secretary to the Cabinet and his staff in these matters there is another and by no means less important one; that is in co-ordination—in seeing that before a decision is taken the Prime Minister and Cabinet Ministers have all the relevant information, that when a decision concerns several departments its effects are understood and particularly that the financial implications are clearly known. In addition so far as possible agreement must be secured when there is a difference of opinion between departments so as to reduce the work falling on the Cabinet. All this means that there must be continual reference to and discussion with other deputies, heads of agencies, and officials. One commonly used device for obtaining this collective approach, particularly when dealing with matters on which the Cabinet asks for further examination and report, is the interdepartmental committee. This is sometimes associated with a Cabinet committee but quite often is of an ad hoc nature and reports directly to the Cabinet. The Privy Council Office usually provides secretaries for such committees and may be represented on them; at some meetings the Secretary to the Cabinet acts as chairman.

As regards the Privy Council work mention has been made of the former wide use of the formal Minute of Council for recording all kinds of government business. These Minutes are commonly classed with Orders but there is a difference. Both are the end results of formal advice to the Crown and are assented to by the Governor General. The Order however is normally employed when the Governor in Council acts under a specific statute or under the prerogative and orders that something be done. The Minute on the other hand is less formal and sets out the authority for something to be done such as for a Minister to enter into an agreement, for signing powers or for receipt of a report.

In time the use of the Minute became more restricted but such factors as the growing volume and scope of government work, the partiality of drafters of legislation to require the collective responsibility of the Governor General in Council for action under the statute, and restrictions on ministerial approval of contracts kept the volume of both