

It is also worth remembering that the public service has developed a high degree of expertise in the management of human resources as the result of practical experience over the years in a rapidly changing and developing environment. It must be recognized as well that human resource management and training and development in the federal public service take place within a framework of established policies and procedures which have proven their effectiveness.

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These policies not only contain statements of general policy orientation but also provide specific guidance on particular matters, such as the assessment of training and development programs for public service employees. They are contained in the personnel management manual produced by Treasury Board Canada. Members might wish to acquaint themselves with these policies which I believe are available in the Parliamentary Library.

Naturally, the policies are reviewed periodically, are evaluated and changed as appropriate in order to make them consistent with and appropriate to ever-changing circumstances. I want, Mr. Speaker, to mention several of them at this time. They demonstrate the government's determination to ensure that there is always in place a sound framework of policy and guidelines for managers in matters of training and development.

The policies to which I wish to refer include the following: roles and responsibilities for training and development in the public service; conditions governing education, training and development, including subsidization; identification of training and development needs and evaluation of results and annual training and education review. These can be found in subchapter 110-9 of the manual.

The existence and application of these policies on a public service-wide basis demonstrates that a framework of policies and guidelines for training and development has been developed and is in place. The guidelines for training need identification and assessment, and for the recording and reporting on training and its costs, provide specific guidance for departmental managers and personnel specialists.

The first of these policies sets out the relative responsibilities of Treasury Board Canada, the Public Service Commission and departments and agencies in matters of training and development. The policy on "conditions governing education, training and development including subsidization" provides policy direction and administrative instructions for use by departmental managers in assessing the need for training programs as well as guidelines for determining the extent of organizational support warranted in particular cases of employee training and development. The government's policy on the "identification of training and development needs and evaluation of results", is directed toward two major objectives: first, to provide specific guidelines on factors which managers and personnel specialists should consider in assessing and identifying training and development needs, and second, to set out the criteria and processes for assessing and evaluating

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training and development programs provided to public servants.

The final longstanding policy on training and development to which I would like to draw the hon. members' attention at this time is the policy on the annual training and education review. This policy sets out a process by which departments are required to record and report on training and development activities undertaken for the benefit of departmental employees. In addition to providing information for an over-all review of training which is conducted annually by Treasury Board Canada, this process encourages departments to take a hard look at the amount and the cost effectiveness of the training they provide.

We can see from the existence of these policies that there are a number of mechanisms in place and working, which provide for the conduct and assessment of training and development programs for public service employees.

The comments I have made are not intended to suggest that the management of training and development in the public service has been, and continues to be, a kind of Camelot where the sun always shines. One could expect that, with the changes and challenges which presented themselves within Canada and the Canadian public service during the past decade particularly, there has been a need for periodic reviews of all aspects of management in the public service which have led to modification and adjustments in the approach taken to such matters as training and development.

Specifically, during the past two years the Auditor General has included reviews of training and development in the context of payroll costs management as a component of regular departmental audits. The Auditor General has pointed out that there were certain weaknesses in the management of training and development activities and that certain improvements appeared to be warranted, particularly as regards providing systems for the accurate recording and reporting of training and development costs by departments.

As well, the report of the special committee on the review of personnel management and the merit principle, the D'Avignon committee made a number of useful comments about the orientation which should be given to the management of training and development in the federal public service. The D'Avignon committee emphasized that explicit recognition should be given to the value of training and development as a means of accomplishing organizational objectives, and that training and development should be considered an essential cost of doing business. The committee further suggested that employees moving into management positions be given basic training in personnel administration and human resource management prior to assuming their new duties.

In response to the observation of the Auditor General and the D'Avignon committee, a number of steps have been taken by the government to further improve the management of training and development in the federal public service.

On June 26, 1980, the Treasury Board approved a new staff training policy. This new policy defines training, specifies the