

are existing infrastructures at the community level better able to identify these needs (National Association of Friendship Centres, Hearings, May 15, 1987).

### **Flexibility and the CJS**

(104) The problems associated with the eligibility requirements of CJS programs bring into question their adaptability and flexibility. The government of Ontario says:

"In a recent report on the CJS entitled *The Canadian Jobs Strategy: Its Past, Present and Future*, EIC commends the adaptability and flexibility of the Strategy: 'It concentrates on what works and what is needed in different parts of the country. It allows resources to be shifted quickly to meet emerging labour market priorities.'

"The provinces and territories agree that the CJS should be sensitive to regional requirements, and flexible enough to adapt to service local needs. Given the federal government's emphasis on fiscal restraint, adaptability and flexibility would allow the CJS to make the most efficient and effective use of available funds. However, the operation of the CJS, thus far, has revealed some of its shortcomings in adapting to local priorities and labour market needs.

"In designing the CJS, the federal government attempted to give the EIC regional office in each province some flexibility to adjust budgets to regional needs by delegating authority to change the relative allocations of five of the six CJS programs by up to 25 per cent. However, overall budget cuts have essentially neutralized any discretion this measure would have provided. Partnership with the provinces and territories now involves an invitation to share in federal cuts, and not to launch new priorities.

"The provinces and territories, and local communities have had little meaningful input and even less apparent influence on the CJS. In a September 1986 report released by EIC summarizing comments and recommendations from the federal government's own Local Advisory Councils (LACs), which are specifically created by the federal government to advise it on the Canadian Jobs Strategy, LACs expressed frustration over the unresponsiveness of the CJS to local needs.

"In his report to the House of Commons for ... 1985-86, the Auditor General of Canada criticized politically motivated interference in the operation of federal labour market adjustment programs predating the CJS. This interference often led to project approvals by elected representatives with little regard to the efficiency or effectiveness of these projects in creating jobs.

"The provinces and territories are concerned with the potential for this type of interference to spill over into the training area. For example, LACs, which are designed to facilitate local community involvement in CJS programming, are chaired by the local Member of Parliament. In addition, local Members of Parliament are involved in approving all proposals under the Job Development program in their constituency. Local control over CJS programming must not be synonymous with the politicization of the programs. Such arrangements are in direct conflict with the governing structure of provincial/territorial training institutions, and have the potential to disrupt and distort the management of the provincial/territorial educational systems.

"Improved tailoring of CJS programs to regional needs does not necessarily entail an increase in expenditures. Existing (budgets) should be spent in a manner most suited to the needs of each of the provinces and territories. Ontario, for example, has identified training as a priority. However, in Ontario, EIC is not yet making optimal use of existing purchase mechanisms for training. In some provinces and territories, particularly those with high rates of unemployment, there may be a need to allocate a greater proportion of existing CJS funding to job creation efforts." (Ontario Discussion Paper, pp. 16, 17).

In fact, several witnesses at our hearings, including representatives of provincial and territorial governments, argued that unemployment insurance benefits and welfare benefits should be used to pay for job-creation-plus-training schemes.

### **Quality of training under the CJS**

(105) The New Brunswick Department of Advanced Education and Vocational Training (Hearings, May 15, 1987) told us that privatization of training puts at risk the quality of such training. The private sector in New Brunswick, as in other parts of the country, is not diversified enough to offer broad-based training as well as specific skills training for workers who may need to leave their community and find work elsewhere.

(106) The Community Outreach Department of George Brown College, the Women's Employment and Training Coalition, the Fédération des Femmes du Québec, the CFS and others pointed out that the shift to private sector training and to training brokers or intermediaries creates a conflict between the need of the private sector to maximize profits and the general needs of trainees. It is often unrealistic, our witnesses said, to expect that an employer will give an