

Government Orders

and to service to Canadians? Will the centre encourage the partnership of all employees in achieving those objectives?

[Translation]

Will it help or hinder the development of the talents of all those who work for the people of Canada? Will it help all public servants, regardless of their sex, colour, ethnic origin or handicap, give their best or prevent them from doing so? Will it better prepare the Government of Canada to show initiative and set an example of enlightened human resource management?

[English]

There is a desperate need for revitalization of the public sector for restoring pride and commitment to service to the public, and for restoring confidence that the importance of one's work is understood and valued. That has been seriously undermined in recent years. The rebuilding needs to be a joint effort, drawing on the knowledge, experience and dedication of all Public Service employees. Yet, I have serious concerns about the potential for the Centre for Management and Development to further isolate management from the shop floor, so to speak.

I have some serious concerns that the bill and the centre itself isolates management from the very sources of renewal, the people on the front lines, in the labs, out there serving the people of Canada from coast to coast.

• (1330)

The management structure of the centre ensures that only the upper echelons will have any say in how the centre functions, how management functions and ultimately how the Public Service functions. It further isolates management from accountability to Parliament and, therefore, to the people of Canada by concentrating power, control and decision-making in the Privy Council Office.

It has the potential, if it is not properly structured, to further block entrance to management by groups that have traditionally been excluded, to set up an exclusive management cadre of people who belong to the same clubs, went to the same schools, go to the same dinners and live in the same neighbourhoods. That is not what the Public Service of Canada needs. It makes no provi-

sion for linking management training with training throughout the Public Service.

The legislative committee on Bill C-34 and Parliament will have a unique opportunity to examine the results of the bill before it is passed because the centre has been operating for over a year. It will have the obligation on behalf of the people of Canada to find out why a budget of \$4.5 million for executive training has jumped to an extravagant \$11.5 million for this centre. It will have to take the time to find out whether this expenditure is improving the management and functioning of the Public Service of Canada or only preserving the turf of the management category.

I am happy to support this bill in principle. I think an initiative is needed. I look forward to a legislative committee where some needed amendments to the bill will be introduced to overcome some of these problems I have mentioned and to make sure the bill accomplishes its mission. This is no time for luxurious, over-funded, self-serving elitist institutions. It is time to get down to the hard work of preparing the Public Service of Canada at all levels to meet the challenges of the future with creativity, daring and innovation. It is time to win the confidence of every employee and to reinforce their ability to contribute to the building of a nation which has just begun.

Mr. Jim Hawkes (Calgary West): Mr. Speaker, it is a bit of a shame that this bill has not come forward for debate a little sooner, or a little more often, or we had talked a little less often so it could have gone to committee. Then members would have a chance to scrutinize it thoroughly to see if it meets the goals and objectives many of us think it is designed to meet.

We think it is good for the country. It will enable our civil service to exercise a leadership role on behalf of young people today and on behalf of the future of the country. Good management and utilization of taxpayers' dollars and resources are very important principles. It is very important. We have a long, honourable and very positive tradition in that regard with the civil servants of this country.

A lot of people did not see the recent comments in the Auditor General's report about how the civil service in 1990 is producing better quality and more goods and services with the utilization of fewer resources. That is a trend line over the last five years.