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the Government of Canada and the public service to go around and suggest that public servants are inefficient.

I would like to suggest that, without a set policy of government administration or a philosophy of management, something we have not got at this time and which I think the President of the Treasury Board must address himself to soon, there can be criticism. He should follow up on the Lambert commission report as well as Mr. D'Avignon's report which was tabled last year, and which we are aware represents an important contribution to parliamentarians in their obligation to answer to their constituents.

One of our first obligations to our constituents is to make sure that government and Parliament have, indeed, effective control of the public purse. There is no doubt about that. We must also assure ourselves that the human and physical resources of government are being managed well, with due regard to economic efficiency and effectiveness.

I come around again to those last two words, efficiency and effectiveness, because they are most important. People sometimes confuse what is meant by efficiency. What are managers supposed to be doing except, perhaps, following the philosophy of management, which is non-existent to them? Therefore, they do not know exactly what the government and the Parliament of Canada want them to manage. How do they manage? What is the stick and what are the carrots? There are lots of carrots around but not many sticks. I find that to be a lack, or something that is missing within the whole concept of government. What I mean is that managers within the public service sometimes do not themselves know what Parliament wants them to do. To me this is an essential point.

We have had in other years numerous commissions, task forces, committees and studies that were asked to tell parliamentarians how to improve government's effectiveness and public servants' efficiency. Last year we had the Lambert commission report and the D'Avignon report.

A few weeks ago we had a very interesting report tabled by the Auditor General which addressed, among many other things, management of human resources, accountability, productivity and improvements required. We must come to grips with these things in order that we can succeed in our efforts to restore public confidence in the management processes of this government.

It may have been popular politically to bash public servants over the head—and I have seen this during the last two or three elections—to threaten them with cuts, to be obsessed with numbers and to suggest that we should cut civil servants by 60,000 and reduce the number of Crown corporations by 400. That was an obsession with numbers which in fact did not attack real problems in respect of efficiency and effectiveness.

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Five thousand positions are being abolished by Treasury Board, or there is to be a cutback of 60,000 public servants, either by attrition or some other means. Some 400 Crown

corporations are to be privatized. Such policies often become obsessions. The press love these kinds of policies because there is something there to grab, to use to bash public servants over the head and to say, "You are the result and the cause of a lot of our problems." In fact that is not true. They do not address themselves to the important questions of good management, competent public servants and effective programs.

I would like to read from the Auditor General's report of March 31, 1979. It states:

Our findings should not be taken as an indictment to public servants for ineffective management of public funds and resources, because their mandate wasn't clear and their training was inadequate.

Once again, we do not have a global approach to training and development. The report goes on to say:

Both Lambert and D'Avignon, in their respective reports, confirmed that managing public funds and resources economically, efficiently and effectively has not been an important part of a difficult mandate of most managers of the public service. Nor have most managers been adequately trained in applying the principles inherent in good business management.

The maintenance of a competent public service depends in large part on the availability of adequate training and development programs, especially in these days of new programs, new techniques, new skills and new approaches to general management. I do not know how many different techniques have been used over the years. They come from the private sector and are given such names as "management by objective." There have been all kinds of processes and techniques proposed to better improve the management of the public service.

Yet every time there is a change we must realize that the public servants must adapt and that the structure which is being put in place, if it is to change anything, must be recognized by public servants as being put there to make them more efficient and to make the system more effective. In the last eight years in which I have been there, I have not seen this problem approached with, first of all, positive management by telling them what we want to do or, second, with a comprehensive training program which will adapt to the needs of the system.

One need only think of the Post Office. A program costing, I believe, \$1 billion was introduced in order to mechanize or computerize or automate the Post Office. But did anyone ever think that those same employees would have to adapt to new techniques and acquire new skills? To provide these employees with these skills, we must train them as any employer would do. When an operation is changed, it is incumbent upon the employer to train and develop the skills which are required to do the job.

God knows, we have had in the systems of administration and government a great need for adequate training and development of skills. It seems to me that we have not addressed the problem seriously enough to actually produce the results that are to be expected. It would be presumptuous of me to dwell at length on the subjects. Their importance and seriousness present a challenge that make it imperative that this government and this President of the Treasury Board give inspired leadership quickly in establishing, first of all, global