

*Supply*

flexible in our approach to doing the business of government.

The value of operating budgets is that managers will now look at the total cost of providing a program or service and not just the person years involved. The amount of money received will no longer depend on the number of people in a department. Managers will now have to use the measurement in a more business-like, productive and effective manner. They will be able to decide what the best mix of human and other resources will be to get the job done.

Those are the kinds of thoughtful decisions that have to be brought to bear on the business of government if we are going to achieve the goals we have set for ourselves and the even tougher goals that may be set for us in the coming years.

This means we will have increased efficiency and most importantly, and I say this to my hon. friend who has just finished speaking, increased accountability because I think he is quite right. Accountability must go hand in hand with authority or there is no hope for the people.

Managers will also be asked to focus their thinking on cost effectiveness and not just slash and burn cost effectiveness because nobody benefits from that. There must be very carefully thought out methods of reducing the cost of the Public Service and ensuring that the operations of government are managed in a way that gives the best value for the tax dollar invested by each of the taxpayers. That should ultimately reduce the over-all cost of government.

Perhaps if the Public Service is totally and fully committed to this, as I know it is, it will help us find ways to reduce programs or perhaps even do away with programs without doing any harm to the citizens of this country who expect their tax dollars to be spent wisely and well.

• (1810)

Mr. Speaker, I think you will see that this is one way we can approach government to make the budget go a little bit further in a way that does not create any tremendous pain for any particular group. The framework for this is largely in place and we should see a new, creative and more effective management developing over the next few years.

I just want to turn briefly to another point and that is the quality of our Public Service, managers and employees. I must say that in my experience here for the past five years and based on a reference point of my experience in the private sector for over 20 years, I have to commend many of our public servants who do a tremendous job. They are very dedicated and committed to the people of Canada and to being professionals and providing a professional service.

I know it is difficult for many people in the Public Service right now. So many things are changing and the opportunity to look forward to a lifetime steady job with some security is no longer as available to us as it once was. For people in the Public Service this is a very large change. I think it creates some strong sense of instability and perhaps in some cases even fear.

I believe we should commend all the members of the Public Service for the work they have done and the way they have conducted themselves through these difficult times when there is so much insecurity all around us. I know they have shared in the sacrifices that all Canadians are making and have had to make in order to bring the budget deficit into line. Perhaps we will have to make even more sacrifices in the future as we begin to tackle the deficit and make sure we do away with it completely.

The Public Service has shown imagination and ingenuity in this challenging period and I am very proud to mention some recent examples. For example, there is an award for innovative management that has been created by the Institute of Public Administration and Coopers and Lybrand. For the first time, perhaps because of these new attitudes that are being generated, the federal government Public Service was among the finalists. The departments of fisheries and oceans and supply and services were selected as two of the five finalists for their very creative and innovative ideas and their new approaches to doing things in a more efficient manner. I think that points to the commitment and dedication of these people to making sure the dollars we have are spent in the most effective way and their understanding that these are difficult times for everybody.

Last year in this House we passed legislation creating National Public Service Week, so we do appreciate the work that public servants do. During that week in mid-June Canadians will have an opportunity to recognize the accomplishments of Public Service employees. I want to commend all Public Service employees for the