

Disclosure of Documents

that much of the information which hon. members might expect to find in the program forecast working documents has already been provided, while preserving the confidentiality of those matters not in the public domain. The proceedings of these committee hearings are available to hon. members who may be interested.

I want to speak of the types of control which management has. There are two kinds of control, one output oriented and the other input oriented; that is, one emphasizing steps taken to promote the achievement of chosen objectives of a program, and the other emphasizing expenditure limits that are not to be exceeded, or statutes or regulations that are not to be violated.

One is achievement control and the other is resource control. Resource control as defined here is well known to government managers. Whatever specific form this type of control may take it is required because, (a) the control by parliament over votes and over cash appropriated is paramount in our political system; (b) some initial or primary segmentation of votes by major levels of responsibility or by activity or the like will be made, and some control over the financial and personal resources allotted to these segments will have to be maintained; and (c) where a contract or some other form of covenant is made that requires payment in the future, some record of the commitment is likely to be necessary to avoid overcommitment.

These guidelines which are laid down for management control will obviously only be operative if management realizes that some of its basic considerations are to remain confidential in nature, as in executive consideration in any organization. When this confidentiality no longer exists, then these considerations must be of such a guarded nature as to detract from their value to the persons receiving them. I think that any freer release or any lessening in our controls over the confidentiality of documents is going to detract from the value of the reports that are submitted to our ministers and the heads of departments. For that reason, Mr. Speaker, I must support fully the retention of confidentiality in this type of document, while still believing that through committee discussions all essential information that members must have in order to continue their job as watchdog of the public purse is available in these committee discussions and is freely given.

● (1740)

Mr. Deputy Speaker: The hon. member for Gloucester (Mr. Breau).

Mr. Herb Breau (Parliamentary Secretary to Minister of Industry, Trade and Commerce): Mr. Speaker, I wish to—

Mr. Deputy Speaker: I mean the hon. Parliamentary Secretary to the Minister of Industry, Trade and Commerce.

Mr. Breau: Thank you, Mr. Speaker. If I had a preference I would be called the hon. member for Gloucester, because Gloucester, New Brunswick, is a very fine place and I am pleased to be part of it.

In relation to the speech of the hon. member for Toronto-Lakeshore (Mr. Grier), the most important part of it

[Mr. Herbert.]

concerned matters other than the need for disclosure of program forecasts. The hon. member has pursued that point before, but I think he is confusing the need for program forecasts with the need for evaluation and the need for control over government expenditures. I have very great difficulty in relating these to the need for program forecasts.

The hon. member spoke about forecasts and about the need for parliamentary control, but they are not necessary interdependent. It is not necessary, for example, to have a forecast for a party which hopes to be the executive. It is not necessary for opposition parties to have in their hands the results of program forecasting, because really that is what they are, in order for them to make a judgment. I have never asked for, and I do not think I need, copies of their minutes—if they exist, and I do not think they do. I do not need to listen in to caucus meetings of the New Democratic Party to make up my mind on their policies.

I cannot understand why the hon. member for Toronto-Lakeshore would need forecast submissions by various ministers, various departments, that come to Treasury Board and cabinet in order to make up his mind on the value of these programs. Secondly, I do not understand why he should have trouble arriving at a political judgment as to which programs should be voted for. It seems to me it could happen that they would be interdependent, but not necessarily.

On the question of forecasts, I believe the hon. member for York West (Mr. Fleming) and the hon. member for Vaudreuil-Soulanges have explained the point very well. We are in a parliamentary form of government.

Mr. Deputy Speaker: Order, please. The hon. member for Vaudreuil (Mr. Herbert) rises on a point of order.

Mr. Herbert: Mr. Speaker, I hate to interrupt the hon. parliamentary secretary, but it is five years—1968—since the county of Vaudreuil-Soulanges was enlarged to become the county of Vaudreuil.

Mr. Breau: I am very happy that the hon. member has brought about a correction, Mr. Speaker. My error was unintentional. We cannot forget the riding of York West because we have had very prominent members from that riding. I was saying that these two members have explained the difficulties the government is faced with in this request.

Program forecasting was initiated out of a planning budget system with which I am sure the hon. member is in agreement. For that system to work, the President of the Treasury Board requires that every department plans its programs and submits them. These are programs of individual departments and individual ministers. In fact, when a minister goes to cabinet or to Treasury Board with a submission, he is committed to that submission and puts his name to it. He says, "I want this program". The Minister of National Health and Welfare for example, is not responsible for the financing of this country; he is not responsible for fiscal policies nor in deciding how much money should be put into the economy. His job is to look after the health and welfare programs of the country and to have with the provincial governments programs which meet that part of federal government responsibilities. Are