

**Mr. Johnston:** Mr. Chairman, I am not in a position to comment on those numbers put forward by the hon. member for York-Peel.

**An hon. Member:** Why not?

**Mr. Johnston:** However, I should like to clarify something he said. He said that I seemed to show some lack of concern in my unwillingness to refer these matters to a special committee. That is not the issue at all. For some reason the hon. member does not seem to have confidence in the public accounts committee being able to deal with cost overrun problems.

● (1610)

Cost overrun problems fall squarely within the mandate of the public accounts committee. Why should he attempt to usurp the role of the public accounts committee? That was what I took issue with last year. That is what the public accounts committee is there for. It has appointed several subcommittees in the past. You will recall the investigation in the case of HMCS *Bonaventure* overrun some years ago, long before I was a member of this House. I do not object on principle, but I am saying we have a committee. The hon. gentleman would like to heap committee upon committee upon committee, as he attempted to do last year. We simply, in my view, do not have the time in this House to engage in that kind of exercise.

I have complete confidence in the public accounts committee under the chairmanship, I believe, of an hon. member of his own party, the hon. member for Vancouver Quadra, who I am sure will do an outstanding job as chairman of that committee. I suggest that these matters be placed on the agenda of that committee. I am sure the committee would entertain representations from the hon. member to that effect. It is not a lack of concern but rather a question of what forum these should be dealt with in; in my view we have such a forum, and it is the public accounts committee of this House.

**The Chairman:** Order, please. I would point out to the hon. member for York-Peel that his time has almost expired. He has another minute.

**Mr. Stevens:** Thank you, Mr. Chairman. I think the committee should note that what we are asking for here is that something of a current nature be done to arrest overruns the Treasury Board was informed of this spring. To suggest that it is all right simply to refer that matter to the Public Accounts Committee of this House in due course, is totally missing the point. We can save possibly hundreds of millions of dollars if we act now in response to what the Treasury Board has been informed may be cost overruns. Departments have been informed, Mr. Chairman, that in view of such overruns, contracts or projects may be terminated, postponed, reduced or very much changed.

**The Chairman:** Order, please. I regret to inform the hon. member that his time has expired. According to the rules he

### *Supply*

may speak at a later stage, but I must recognize another member at this time.

**Mr. Gauthier:** Mr. Chairman, I would like to pursue with the President of the Treasury Board some of these questions, those dealing mostly with efficiency and effectiveness in relation to expenditures of funds and resources; and there is one other matter that I think is very important, as I have mentioned before in this House and which I think hon. members recognize to be important. That is—

### *[Translation]*

—human resources management. This is an especially important area in view of the fact that, in the last few years, public servants in general have been criticized, sometimes with reason and sometimes not.

Mr. Chairman, the Treasury Board is responsible for determining human resources and the way they will be used to meet the objectives of the government, and I believe that this issue is important enough for us to be allowed to discuss it at length this afternoon.

Mr. Chairman, I would like to begin by recalling that the Standing Committee on Miscellaneous Estimates has discussed supplementary vote 115a which comes under the heading of the Secretary of State. This is a renewable fund for staff improvement and development in the Public Service of Canada. I wanted to bring this up today because the Treasury Board is the employer and determines the specific personnel needs of the government and the training programs required to improve the operation of the government. It is well understood that the commission acts only as the agent of Parliament, and on the order of the Treasury Board, provides the instruction, the development and the training required. Of course, between what is called development and what is called training—

### *[English]*

I want to talk about this matter as I think it is rather important that we distinguish between effectiveness and efficiency. Many of us sometimes confuse those two terms, but I would like to approach them at least from my interpretation. My interpretation of the word "efficiency" is "doing the job right", versus my interpretation of the word "effectiveness", which is "doing the right job." Doing the right job is what I think the Treasury Board has to do for the Government of Canada. Doing the job right is perhaps what public servants in general have to take care of and produce.

In the development and implementation of government policies and programs, as I have said before and will repeat again, human resources are just as important as any other resource which the Treasury Board or the Government of Canada have at their disposal. They are critical because it has been a practice in this House and outside, and in the press generally, to bash public servants for inefficiencies in their operations. Possibly it is very easy for people outside direct involvement in