

3. Has Air Canada discussed complaints it has received of its present caterer, with a view to obtaining an improvement in the food service?

4. For how long does the contract to supply food for Air Canada passengers run with the present supplier?

5. Is Air Canada discussing the supplying of meals with other caterers with a view to improving food service?

Hon. Jean Marchand (Minister of Transport): Air Canada management advises as follows: 1. 1971, 1 complaint per 3,854 passengers; 1972, 1 complaint per 4,347 passengers.

2. Complaints are not classified according to how many deal with how Air Canada's food service compares with those of other domestic and foreign airlines. As an indication, however, in the past two years the Company has received well over 2,000 commendations on the quality of its food service from satisfied customers.

3. The food service is constantly monitored and reviewed with the Company's caterers to ensure quality standards are met.

4 and 5. Air Canada deals with 30 contractors for in-flight meals across its system. Term of these arrangements varies. Generally, Air Canada reserves the right to terminate for failure to meet quality specifications.

AIR CANADA—BILINGUALISM AMONG STEWARDESSES AND SENIOR PERSONNEL

Question No. 1,185—**Mr. Orlikow:**

1. (a) Are unilingual girls who are well-qualified in every respect, except the fact that they are not bilingual, able to become stewardesses for Air Canada (b) is knowledge of more than one language required of stewardesses and, if so, is this fact made known to applicants for positions?

2. Are most senior positions at Air Canada Headquarters in Montreal reserved for bilingual employees?

3. How many unilingual (English or French) employees have been appointed to senior positions in Montreal by Air Canada since 1970 (a) from within Air Canada (b) from outside Air Canada?

4. Which senior positions in Montreal has Air Canada clearly identified as requiring a bilingual occupant and are all employees fully aware of this requirement?

Hon. Jean Marchand (Minister of Transport): Air Canada management advises as follows: 1 (a) and (b), Unilingual English-speaking persons are hired as Flight Attendants. Fluency in both of Canada's official languages, as well as in German, Russian, Czech, Danish, Flemish or other languages improves the candidate's competitive position. This information is made known through brochures and advertising.

2. No.

3. Since 1970, eight unilingual people were appointed to senior management positions, of which (a) seven were promoted from within the Company, and (b) one was recruited from outside.

4. Senior positions are not classified in this way, but many are occupied by bilingual persons.

Order Paper Questions

AIR CANADA—APPOINTMENT OF MCKINSEY AND COMPANY AS CONSULTANTS

Question No. 1,187—**Mr. Orlikow:**

1. What were the circumstances which led Air Canada to employ a USA-based firm—McKinsey and Company—to advise in the major reorganization which took place in 1970?

2. How much did McKinsey and Company receive in consulting fees during its full period of advisory service with Air Canada?

3. What significant changes have been made in the organization pattern of Air Canada as a result of the Report, adopted in 1970, during the past two years?

4. Were other management consulting firms involved in these further changes and, if so (a) what were their names (b) what did it cost the Company in each case?

5. (a) Did McKinsey and Company recommend the establishment of a key Vice-President position (b) was this position eliminated in 1972 and, if so, what was the reason for this decision?

Hon. Jean Marchand (Minister of Transport): Air Canada management advises as follows: 1. Several consultant companies, including Canada-based firms, were asked to submit applications. McKinsey and Company Inc. was selected because it best met the Corporation's requirements.

2. The Corporation considers this proprietary information.

3. The essential changes have been to create a strong marketing branch and a regional organization with clear lines of authority over the stations within that region.

4. Air Canada has used a number of management consultants in the last two years in the ordinary course of business. Their purpose has not been primarily concerned with corporate organization.

5. (a) McKinsey recommended a complete organization for Air Canada with the notable changes as set out in 3 above; (b) the management structure has evolved in various ways since 1970. In particular there has been insistence on direct reporting by regional vice presidents to the president.

LIP—APPLICATION FOR GRANT RELATING TO PROJECT No. H-5718

Question No. 1,396—**Mr. Allard:**

1. On what date did the government receive an application for a grant under LIP concerning project No. H-5718?

2. On what date was the application either approved or refused?

3. What were the reasons set forth by the government for its refusal or approval of said project?

4. If the project was accepted, what was the amount granted by the government to finance it?

5. How many jobs were created by the implementation of this project?

Mr. Mark MacGuigan (Parliamentary Secretary to Minister of Manpower and Immigration): 1. January 5, 1973.

2. Rejected on February 20, 1973.

3. The Department received a far greater number of applications than funds were available for. All applications were carefully assessed and many difficult decisions not to approve had to be made.