

*Glassco Commission Report*

the people of Canada in expressing our horror at the waste which has been shown by this report. But I want to say, Mr. Speaker, that we should not permit ourselves, by the exposure of these inefficiencies, to grab the Glassco report willy-nilly.

I respectfully submit that the report requires very careful study. It requires much more careful study than has been possible hitherto, at least for members of this house other than members of the government. I submit that when the Prime Minister says that the government generally accepts the philosophy and the general recommendations of the report, having studied as best I can what has so far been produced, I am at a loss to find precisely what that philosophy is unless it is found in the proposition that the public service must be run like big business without consideration of the political objectives of government as distinct from the objectives of ordinary big business, and without consideration of the obligation of government to the people as a whole as distinct from the obligation of a corporation only to its own stockholders. That seems to me to be the philosophy that runs through the report.

I plead with hon. members not to be blown into acceptance of the report by these exposures of inefficiency and waste. For example, there is a statement in the report somewhere to the effect—I give this merely as an example, Mr. Speaker, to illustrate what I have just said—that there ought not to be such a consistent use of the formal tender procedure. The Prime Minister has already informed us that some investigation will be made of the Queen's printer, and a greater opportunity for private printing presented. Now, I have not any objection if that is done in such a way as to avoid patronage and perhaps even greater waste than that of which the Queen's printer may be guilty. It is that kind of consideration that we urge be borne in mind.

With that in view, Mr. Speaker, I respectfully suggest that consideration be given by the government to establishing a special committee of this house to study these reports as they come forward and the proposals as they appear, so this parliament can deal with these proposals not when they all come down but one by one as they are developed on this very wide subject.

I cannot join with hon. members in welcoming the idea that the implementation of this report should be in the hands of the Minister without Portfolio who is a member in another place. In my respectful submission the implementation of the report should be in

the hands of a minister of the crown who sits in this house and is answerable to the members of this house.

Finally, Mr. Speaker, may I suggest to hon. members also that they look at the report to see if there is any real value in the proposition that there be royal commissions from time to time to look into our civil service and the way in which we run our government. When you do that you lose three, four or five years during which the commission is appointed and another couple of years for the commission's investigation. We would recommend, for the consideration of the government, the setting up of some kind of budget bureau along the lines that they have in Washington, which would have the day to day oversight of what happens in the various departments and could bring improvements into being as the need for them is justified.

With those comments, I join with others in congratulating the members of the commission for a job of hard, intelligent investigation, even though we cannot at this point agree with those who would accept the recommendations in the way that has been suggested.

[Later:]

On the orders of the day:

**Mr. Arthur Smith (Calgary South):** May I ask the Minister of National Defence if he can provide the house with the date that the 80 year supply of union suits was purchased by the government of Canada, as revealed in the Glassco report?

**Hon. D. S. Harkness (Minister of National Defence):** In 1951-52.

**Some hon. Members:** Oh, oh.

**Mr. Speaker:** Order. Perhaps we might say recess is over, so let us get back to the business of the house. The hon. member knows his question was widely out of order.

[Later:]

On the orders of the day:

**Mr. G. C. Lachance (Lafontaine):** I wish to direct a question to the Prime Minister.

(Translation):

Following his statement to the effect that the government has entrusted Senator McCutcheon with the responsibility of implementing the recommendations made in the Glassco report, would the Prime Minister tell the house to whom the hon. members should direct their inquiries, if any, on that report?