

*Public Servants' Training*

**The Acting Speaker (Mr. Ethier):** Since we will proceed to private members' business early, may I remind hon. members of the ruling on April 30 by Mr. Deputy Speaker that private members' business should end not later than one hour after it has been called.

It being four o'clock, the House will now proceed to the consideration of private members' business as listed on today's order paper, namely, notices of motions, public bills, private bills.

## PRIVATE MEMBERS' MOTIONS

[*Translation*]

### NATIONAL ADMINISTRATION SCHOOL

SUGGESTED ESTABLISHMENT OF INSTITUTE IN NATIONAL CAPITAL REGION

**Mr. Jean-Robert Gauthier (Parliamentary Secretary to Minister of State for Urban Affairs)** moved:

That, in the opinion of this House, the government should consider the advisability of establishing in the National Capital Region, a National Administration School for its public servants, which would be a first step towards the creation of an agency responsible for everything in the field of training and development of public servants.

Mr. Speaker, I am pleased to propose this motion today. All my colleagues, as well as their constituents, emphasize the need for efficiency and competence within the Federal Public Service. That is why, Mr. Speaker, this motion suggests that the government consider the advisability of setting up a National Administration School for public servants, where they would receive a training which would make them aware of their shortcomings and would be provided with upgrading opportunities that would equip them with the necessary skills for better work performance.

Civil servants, by the very nature of their employment, must serve the public and consequently support, help and advise MPs who represent the people. Any trade or profession implies training and public servants, at all levels, should receive thorough training and of course compete on a collective basis for promotion in their careers. Such public servants should improve their performance by upgrading their training and improving such basic qualifications which will make them good administrators. The idea of a National Administration School for public servants is not new. I found that the idea was presented many times in the past. But I did not attempt to give the background of programs or projects which have not been successful until now.

I have no time either, in the 20 minutes at my disposal, to review all programs or courses offered to federal civil servants. You just have to consult such government agencies as the Treasury Board and the Public Service Commission to realize that there are now many interdepartmental programs as well as training and development programs within various departments.

[The Acting Speaker (Mr. Ethier).]

The question is whether it would be more realistic and more economical to establish a school that would meet all needs of the federal public service and government agencies if possible. Within the last ten years, the public service of Canada underwent tremendous changes. From 1965 to 1975, the number of employees has gone up from 140,000 to more than 273,000—a jump of 95 per cent over ten years. The increasing demand for services required not only the expansion of existing programs but also the creation of new programs. In many cases, several departments had to change their structure significantly.

For instance, I shall mention the passage by this House of the Official Languages Act in 1969 and Parliament's resolution of June 1973 to demonstrate that important measures have been taken to change the attitude regarding the use of the French language within the public service. Furthermore, and it might be as significant, we should recall that during the same period central agencies have delegated to the departments important administrative powers such as personnel management.

This fast growth combined with important organizational changes at management and staffing level followed by a restraint period have taxed the capacity of adaptation of civil servants and certainly raised justified fears.

An inquiry on internal communication needs among civil servants has been conducted in 1975 on the initiative of the secretary of the Treasury Board. The authors pointed out in their conclusions the comments made by the minister on November 18, 1976:

The results of the inquiry seem to go beyond the necessity of improving the policy and the formal communication procedures; they have implications for the training, the assessment of performance, the policy and programs for the official language, the style of management and supervision, the climate of communication.

In the same report, we learn that 58 per cent of civil servants have expressed the wish to investigate opportunities for training and improvement, 55 per cent a way to influence their career and, finally, 53 per cent the opportunities for promotions or transfers in their department. Like all Canadian workers most civil servants are concerned with the opportunities for promotion, the full use of their abilities and their personal development. It will also be remembered, Mr. Speaker, that last January the President of the Privy Council announced the establishment of a special committee of inquiry on personnel management and the merit principle.

● (1600)

That committee will be called upon to examine among other things the merit principle and its application as regards the initial appointment, internal promotions and appointments, and the eligibility of civil servants to participate in competitions; moreover, that committee will have to examine the whole question of employee access to training in addition to the operation and assistance for the operation of training and development programs.

I will try, Mr. Speaker, to impress upon the House the necessity to set up a specialized training school suited to the