

Order Paper Questions

other House leaders, and which will be printed in *Hansard* as if it had been read. Is that agreed?

Some hon. Members: Agreed.

Motion agreed to.

* * *

CONTINENTAL BANK OF CANADA

COMMITTEE TO STUDY INCORPORATION FEES

Mr. John M. Reid (Kenora-Rainy River): Mr. Speaker, I have given notice to members of other parties that I intended to move this motion and, with unanimous consent, to have it put to the House. Therefore, I move:

That, pursuant to Standing Order 99, the Standing Committee on Miscellaneous Private Bills and Standing Orders be authorized to consider and make recommendations upon the fees paid by IAC Limited in relation to an act to incorporate Continental Bank of Canada.

Mr. Baker (Grenville-Carleton): Agreed, Mr. Speaker.

Mr. Knowles (Winnipeg North Centre): Agreed.

Mr. Speaker: Is it the pleasure of the House to adopt the said motion?

Some hon. Members: Agreed.

Motion agreed to.

QUESTIONS ON THE ORDER PAPER

[*Translation*]

(Questions answered orally are indicated by an asterisk.)

Mr. Yvon Pinard (Parliamentary Secretary to President of the Privy Council): Mr. Speaker, questions Nos. 116 and 388 will be answered today.

I ask, Mr. Speaker, that the other questions be allowed to stand.

[*Text*]

SMALL BUSINESS—MANAGEMENT STRUCTURE

Question No. 116—**Mr. Herbert:**

1. Does the government publication *Small Business In Canada: Perspectives* intend to imply on page 2 that a manufacturing business employing fewer than 100 workers has probably not developed a mature management structure?

2. Is it believed that a company must have grown out of the category of a small business, as defined in the publication, before its management structure can have matured?

Hon. A. C. Abbott (Minister of State (Small Business)): 1. In the sense in which mature is employed in "Small Business in Canada: Perspectives", the statement on page two to which the hon. member refers does indicate that it is probable that a firm employing fewer than 100 workers will not have devel-

[Mr. Speaker.]

oped a management structure of the kind characteristic of large enterprises. A mature management structure, in this statement, implies a high division of tasks among personnel, and the use of fairly sophisticated control and communication methods. Typically, the retention of a significant number of staff personnel, devoted to such matters as financial accounting, public relations, research, etc., is another indicator of large-firm size. Small firms on the other hand simply do not have the resources and, indeed, often not the need for a complex management structure. Typically, in the small firm, the owner/manager is in frequent and direct contact with most of his staff and he finds this a most effective way to control his enterprise and to communicate with personnel. We have found that—while there is no hard and fast rule about it—there was correlation between the number of employees and the style of management structure in a firm, and that the so-called mature characteristics were prevalent in firms above 100 employees, in the case of manufacturing enterprises.

2. No. As noted in the previous reply, there can indeed be firms employing fewer than 100 employees which do have a so-called mature management structure, although these are not considered to be the majority situation.

ENVIRONMENTAL ASSESSMENT PANEL—PERSONS UNDER CONTRACT

Question No. 388—**Mr. McKenzie:**

1. What is the total number of persons under contract to the Environmental Assessment Panel and how many are retired public servants?

2. What was the total amount in (a) 1975 (b) 1976 paid to those under contract and how much of this was to retired public servants?

Mr. Mike Landers (Parliamentary Secretary to Minister of State (Environment)): 1. There are three persons under contract to the Environmental Assessment Panel. None of these are retired public servants.

2. Total amount paid to those under contract in (a) 1975: 0; (b) 1976: \$25,000, all of which was to a retired public servant.

* * *

MOTION FOR PAPERS

Mr. Yvon Pinard (Parliamentary Secretary to President of the Privy Council): Mr. Speaker, notice of motion for the production of papers No. 6 is acceptable to the government.

Mr. Speaker: Is it the pleasure of the House that notice of motion for papers No. 6 be deemed accepted?

Some hon. Members: Agreed.

REQUEST FOR TABLING OF CORRESPONDENCE BETWEEN JUDGE SNYDER AND U.S. DISTRICT COURT IN CONNECTION WITH SUBPOENA DIRECTED TO GULF OIL CORPORATION

Motion No. 6—**Mr. Stevens:**

That an Order of the House do issue for a copy of the telegram to Judge Daniel Snyder of the U.S. District Court for the Western District of Pennsyl-