

undoubtedly discouraged many of them from proceeding with plans to participate in training programs assisted by the Division. The responsibilities of the two levels of government in this program are interdependent and interrelated, but for the employer who has an immediate need to train workers for his operation this double bureaucratic barrier is formidable. Another employer, Mr. A. C. Dibblee told the Committee of his experience in this regard under the earlier form of industrial training:

Paper work and reports simply overwhelmed us, and would have necessitated hiring an additional clerk, plus a welding supervisor who, we calculated, would have spent a quarter of his time on it. (19:12)

The Division has admitted that complaints of this nature by employers were valid. The Committee was told that the Division was actively exploring ways to reduce the complications in documentation.

Criteria for Assisting Employers in Industrial Training

A further confusion arises from the criteria adopted by the Division to decide what level of industrial training qualifies for assistance. Mr. Manion explained that funds under the program are not used to pay for activities which an employer would normally pay for himself, "and one good indication that he would normally pay himself is that he is already running a training program." (4:27) Further, funds are only provided for the first one or two programs. Once a program is established the employer is expected to carry it on himself. This interpretation of what constitutes a new direction in training over an on-going program is a source of misunderstanding between employers and the Division. The Division appears to have been zealous in its interpretation in order to prevent employers from making what are considered to be fraudulent claims for training grants. Mr. Lefebvre assured the Committee that it is "a little more difficult to beat the system with the permanent Industrial Training Program that we now have, because it is operated under rather rigid constraint, and it is quite seriously monitored." (9:20)

Much of this confusion and misunderstanding could be cleared away. Mutual respect and rapport should be carefully fostered between the counsellor associated with the development of the industrial training contract and the employer involved in it, in the same way that confidence in making referrals for employment must be fostered and for the same reason. Employers have demonstrated that they are willing to take a much larger part in the extension of occupational training in the work situation where learning by practical experience predominates but can be supplemented by on-site classroom lessons. For the job seeker there are benefits in employer-centered instruction over institutional instruction in terms of both financial reward and experience gained.

Increased Emphasis on Industrial Training

The Minister and his officials were questioned at some length about the overwhelming emphasis now placed on institutional training and about future plans of the Division regarding industrial training. The Minister acknowledged