

*Private Members' Business*

at or below the poverty level, most of whom are women and over one million of whom are children. We are not without knowing that 2.2 million Canadians are receiving social assistance. We are not without knowing that over two million Canadians are fed at food banks, 40 per cent of whom are young people and children. The situation is very serious indeed.

I have not even spoken about that huge deficit which is over \$30 billion and the debt which has climbed from \$170 billion in 1984 to over \$450 billion today. Clearly this area can be looked at in terms of reducing costs. Clearly this area needs to be looked at in terms of fairness and that is the first priority.

Let us look at the arguments being advanced on why there is a need for bonuses. Some people suggest there is a relationship between compensation and productivity. To some degree that is no doubt true under certain circumstances. I have no doubt about that. However, let us look at it in this particular situation. Is it true that perhaps 1 per cent of people who receive a bonus affect productivity in a significant kind of way?

People point out to me that bonuses are not permanent. They are not permanent in the sense that everyone gets them on a regular basis. We will look at that phenomenon as well.

Finally, people tell me that it is to retain the very best. As a former senior civil servant, a deputy minister, I can say I knew of no one who had and kept a job because he or she might get a bonus. They kept it because they were excellent, because they had a commitment to the work they were doing and because they were the kind of people that they are: first-rate, competent professionals. Therefore, that argument does not hold a lot of water.

Let us look at the other side of the coin. Why might or should we eliminate bonuses? The link between productivity and bonuses is very difficult to show clearly in government. A lot of people would argue that it cannot be done. How does one accurately measure productivity in a government environment? Are people really satisfied that what is being done today is in fact correct, fair and just? I do not think so.

It is also contrary to the concept of team-work. We recognize increasingly that if we are going to be more productive then we have to establish a culture of

co-operation. I cannot be immensely productive by myself, but with the people who assist me, I can become increasingly productive. If I am rewarded, what about the people who have made me increasingly productive? Should they not get some consideration? I would contend it goes counter to this concept of team-work which I think is absolutely necessary not only today but in the future.

• (1140)

Finally, I would like to ask a question. What is the appropriate size of a bonus? Should it be \$800? Should it be \$3,000? Should it be \$100? Should it be \$10,000? How do you determine that fairly? How do you put a price-tag on that, particularly in terms of the approaches being used here?

Let us look at how many people get these bonuses. I am told there are about 4,500 managers in the Public Service who are eligible. We are talking about managers in the SM and EX-1 to EX-5 categories as well as the GX category. I am informed that the average payment is 4.5 per cent of the departmental payroll and it cannot go over 10 per cent of an individual's salary.

I received this information in response to a question on the Order Paper. When the last bonuses were paid it was an average of \$3,198.35 at the SM level and \$7,192 to the EX-5 level. I emphasize that these are averages.

When one looks at the situation today in Canada, my own province of Manitoba has one of the highest rates of poverty. Some of those bonuses are in excess of what a family has to feed itself and to respond to the needs of the family. Therefore, I cannot be persuaded that what we are doing is fair and in the best interests of all Canadians.

Unless my colleagues opposite suggest this is an idea that I have come up with myself, let me quote certain studies that I have requested. Treasury Board guidelines suggest a range of 7 per cent to 10 per cent for those without standing evaluations, 5 per cent to 7 per cent for those with superior evaluations and 3 per cent to 5 per cent for those with fully satisfactory evaluations.

It is important to note as well that only 30 per cent of evaluations may fall in the top two categories but almost 95 per cent of managers receive an evaluation of at least fully satisfactory. In other words almost every one of the