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NOTES FOR AN ADDRESS BY  
THE HONOURABLE JEAN MARCHAND,  
MINISTER OF CITIZENSHIP AND IMMIGRATION,  
TO THE  
CANADIAN CLUB  
AT  
TORONTO,  
APRIL 4, 1966.

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Sometime later this year, if Parliament agrees, the new federal Department of Manpower will come into existence. I have been less than enthused about the proposed name of this department in French - the name suggests manual labour. In some respects, the English name is also less than satisfactory because it describes only part of the job the department has to do. The job is, in effect, the development and employment of the entire human resources of the nation.

There are two basic sources for these human resources... those sources which are native to us, and those which bring new people to our country from abroad. The Manpower Department is concerned with encouraging the full and efficient use of both of these sources.

This does not imply that immigration can be considered only from the point of view of supplying a deficit labour market. Vital economic, social and cultural contributions have been made by immigration to Canada for generations, and these aspects of immigration remain important. We must ensure, however, that immigration is managed in such a manner as to tie in effectively with our total manpower needs, and not operate in opposition to them.

Many of these considerations were outlined in the second report of Professor Joseph Sedgwick, which I tabled in the House of Commons recently. Professor Sedgwick urged, among other things, that the flow of immigration should be maintained

with due regard for the manpower needs of the nation and that changes should be made in our existing legislation to control some aspects of immigration which were at odds with our general manpower requirements.

But it is in the area of developing and encouraging our native human resources that the new Department of Manpower will have its most challenging role to play. Canada's economy today is changing more quickly and more significantly than ever before. Canada's manpower resources must be as flexible as the conditions they are required to meet.

The methods and the programmes undertaken to achieve this flexibility are numerous. They involve extending educational facilities to young people and adults alike, providing on-the-job and institutional training for workers, retraining older workers, the handicapped, those whose jobs have become obsolete through changing technology.

All of these programmes narrow down to the individual community where the individual counsellor advises the individual worker. We must make sure these counsellors are better trained, better equipped, better located, and in better supply than ever before. They must win the confidence not only of the workers they serve, but also of the industries they serve.

To this end, the Manpower Department is geared essentially to the field. Its whole raison d'être is an effective service at the community level. The whole super-structure at Ottawa and at the regional headquarters level is

designed solely to ensure an effective field service at the counselling level. The ivory tower has no importance in comparison to the working troops in the field.

There is little disagreement among manpower authorities today as to what is required to bring our labour force to full effectiveness...and to ensure that the people who comprise that labour force have the best possible opportunity for a full and rewarding life. The problem is in translating this knowledge of what must be done into the action of doing it.

This involves more than good will and more than money. It requires trained, dedicated people. Such people are in short supply and the Manpower Department realizes that it will have to depend on its own training resources, largely, to create its services. So it is intended to set up a training school for counsellors where the new breed of Manpower consultants will learn their trade from the best brains in the business. An adequate supply of skilled people is our first requirement.

A national manpower policy is a national problem, and can only be dealt with as such. This does not mean it is a problem solely for the federal government. Provincial participation is both necessary and desirable, and a fully effective manpower programme can only result from co-operation on the part of all governments.

We have made great strides in recent years in dealing with many aspects of the manpower problem. Seasonal employment has been very successfully attacked. Training programmes have been set up in many areas. A basic manpower mobility scheme has

been devised. On-the-job training has advanced markedly in many areas.

These programmes are far from perfect. We hope to make dramatic changes in many of them over the next few years. Our pilot programmes for re-training of workers, in conjunction with the provinces, should point the way to great advances in the task of keeping pace with changing technology.

We also realize the need for encouraging a quicker and better response on the part of people for whom our programmes are designed. We realize that the best programmes in the world will do little good if people do not know about them and take advantage of them. To achieve this, we must have the understanding and co-operation of the entire community...workers themselves, organized labour, industry, community service organizations.

This is not going to happen overnight. For too long, the National Employment Service has been understaffed and underprivileged. It has been identified with the Unemployment Insurance Commission. We must do more than change its name. We must change its outlook and its impact on the community.

In some cases we must try to change basic community concepts. A major one is the concept that education is only for the young, and that training is only for those who have failed at a job. We must convince people that the education process is essential for adults as well as children, and that training and re-training are a normal part of the working life of people in our changing economic life.

Such basic changes in attitude cannot be achieved overnight. Nor can a mechanism as large and complex as the new Canada Manpower Service be set to operating effectively in a few weeks or months. Our targets must be long range but, while keeping these targets in mind, we must do everything we can to meet present needs and present situations.

Right now we must concern ourselves with the unemployed, the underemployed, those in marginal occupations, those living on the fringes of our affluent society. Canada is living in an era of unprecedented prosperity, but that prosperity seems to have passed by some of our people. It is our job to redistribute the opportunities created by our modern industrial society. We must make it possible for the largest possible number of our people to share...through their own efforts and aided by government...in the good life of Canada today.

You will notice I said a redistribution of opportunity. Certainly every man must forge his own destiny. It is not our intention to create a state where everyone is alike, because people will always be different. What we are trying to do is to make sure that nobody, by lacking training, education or other opportunity, is without a chance to share the high standard of living we have developed in this country in the present day.

Some people are suspicious of an economy where things are managed...economics, and now manpower. They like to think of "the good old days" when such things as the labour force supply seemed to find their own level like water in a pipe. Actually,

as those of us who have been part of the labour movement know very well, the labour force was never in such a happy situation. There were always areas of scarcity and oversupply. There were always many thousands underemployed, even among those trained and skilled for the industry of the day. No businessman expects his business to function well unless it is well organized and well managed. By the same token, the nation's manpower resources cannot automatically be efficiently used, unless they are effectively trained and properly directed. This is the business we are in.

Canada is in a great age of expansion and prosperity. But our continued expansion and our continued prosperity depends largely on our continued ability to compete with the other industrialized nations of the world in international trade and commerce. To remain competitive, our manpower must remain at a high level of productivity. It will not be at such a level if we do not take specific steps to ensure that training and education are a normal part of our working lives, and that skilled people are always available to meet the expanding needs of our developing economy.

Years ago, a man looked forward to working at the same job or trade all his life and, perhaps, seeing his son follow in his footsteps. Today, the economy changes so quickly, and technology follows these changes so closely, that a man cannot often stay during his own working lifetime at one job, let alone expect his son to follow him in the same task. More and more, it becomes necessary for a man to change his occupation, even his

skills, midway through his working life, if he does not wish to be left behind.

But there is more to training programmes than planning, staffing and public acceptance. There are important economic factors. At present an unemployed man who goes on a training programme has been officially regarded as remaining unemployed. If he is entitled to unemployment insurance benefit, that benefit is deducted from the training allowance provided for his course. Even in the wealthiest provinces, training allowances are well below the minimum needs of a family man.

Last January I announced we would ask Parliament for legislation that will separate the connection between unemployment and training. An unemployed man who goes on a training course will no longer be regarded as unemployed. He will cease drawing unemployment insurance and his rights to unemployment benefits will remain intact. He will also be entitled to payment while in training and we hope that, with provincial agreements, these payments will total up to \$90 a week for a man with a family.

That is the job in the manpower field: to create the programmes needed to train our workers for the jobs of today, to retrain them when required, and to move them to where the work is to be found if necessary. It is one of the most important jobs ever undertaken by government. We hope to be able to do it well.