

Canada generally, and experiments and developments in labour-management co-operation in the United States and a number of European countries, and their relevance for Canada. Discussion at the conference was based primarily on research papers commissioned by the Council. One of the major conclusions of this conference, attended by a widely representative group of business and labour leaders as well as labour relations specialists from governments and universities, was that the complex problems arising from rapid economic change—including technological change—cannot be dealt with adequately by labour and management in the crisis atmosphere of periodic collective bargaining. There was a feeling that existing labour legislation in Canada too often tends to encourage such crisis bargaining, thus inhibiting and frustrating the development of more continuous discussions in co-operative relations needed to deal with the problems of adjustment. The conference also concluded that future meetings of this kind should deal with specific subjects. One of the topics suggested for future conferences was that of the problem of adjustment to technological change.

After considerable study, the Council—itself broadly representative of labour and management as well as of the general public—published in January 1967 a set of principles to guide labour and management in this particular area. The document, "A Declaration on Manpower Adjustments to Technological and Other Change",\* was submitted to a Second National Conference on Labour-Management Relations in Ottawa in March. One of the fundamental points made in this declaration was the need to provide information as early as possible about anticipated change in industry and its manpower implications. The Council regarded this as basic and preliminary to the carrying out of any program of manpower adjustment. The Council said that, although it is impossible to stipulate for all industrial situations what the period of advanced notice should be since so many varying factors are involved, there should be as much advance notice as possible, with a minimum of not less than three months where changes of material significance are involved. Although it may be difficult to apply such minimum advance notice to change arising from a sudden curtailment in the production of an enterprise due to market conditions, it should definitely apply to all changes, with manpower implications, resulting from technological innovations or changes in production or administration methods. The declaration then went on to suggest several steps that could be taken jointly by labour and management to facilitate the adjustment of members of the work force who are directly or indirectly affected by such changes. These steps would include the planned use of attrition, transfer to other jobs, training and retraining, provisions to improve the portability of pension rights, and—where none of these steps prove workable—financial measures to ease the impact of the employee separation. The Council observed that unless these problems arising out of continuous change can be solved, tensions between labour and management inevitably will increase. The Council was hopeful that the declaration would make a significant contribution to the solution of problems in this difficult area and would also contribute significantly to an improvement in the industrial relations climate in Canada.

### Subsection 2.—The Atlantic Development Board

The persistence of the problems of slow growth and low income in the Atlantic region compared with the remainder of Canada has long been of concern to the Federal Government as well as to the governments of the Atlantic Provinces. Policies and programs introduced over the years in an effort to better economic conditions were not entirely successful for various reasons and recently it became imperative that new solutions should be sought and the traditional patterns of economic activity in this area modified. Among the changed approaches was the establishment by the Federal Government of the Atlantic Development Board in 1962 (SC 1962-63, c. 10, as amended by SC 1963, c. 5).

The Board incorporates three essential principles in regional economic development: joint and closely co-ordinated development of programs with the governments of the

\* Economic Council of Canada, *A Declaration on Manpower Adjustments to Technological and Other Change*, Queen's Printer, Ottawa. November 1966. \$0.75 (Catalogue No. EC 22-866).