

*Government Orders*

have been adequately compensated, both by way of remuneration and the frills that those positions receive. What is wrong with the operation of this corporation that it finds itself in such dire straits today?

We need look no further than Ontario Hydro and the problems it is facing. This is a provincial Crown corporation, grossly negligent in assessing the needs for power in Ontario, miscalculating what the cost of nuclear energy would be in this province, assessing incorrectly what the people in the province of Ontario would endure with respect to higher hydro costs, increasing hydro costs in the neighbourhood of 18 per cent in the last three years.

• (1655)

You ask yourself what kind of management, chief executive officers, board of directors, do these companies have that allow this type of thing to happen? As we heard today it results in not only 3,100 or 3,200 employees having to be laid off last year but an additional 5,000 employees having to be laid off in an economy in Ontario that can ill afford further lay-offs of this type. I think it comes down to the management that these Crown corporations are experiencing.

This brings me to the issue at hand. It is with respect to what is happening at Canada Post. Canada Post, as we know from the annual statement, has lost this past year in excess of \$100 million.

There is tremendous employee unrest within the corporation. There have been fundamental changes in the thrust and direction of its mandate. It is directly involved against private enterprise, causing private enterprise sometimes to cease its operations because it cannot compete against a Crown corporation that only has to go to the government and the taxpayer of this country in order to secure and pay for its losses. Private enterprise cannot do this and this is what we are experiencing with this corporation called Canada Post.

I happen to know that some of the executives at Canada Post come from valid and substantial business backgrounds and very competitive business enterprises within this country. I wonder what has happened to those fundamental basic business principles they learned in their prior work experience. Why were they not brought

to Canada Post in order to ensure the viability of this very important Crown corporation?

There is only one thing Canada Post has to do. Its only mandate is to provide service for Canadians. That is all it has to do. It provides the service of delivery of mail in the most economical and speedy way it can do it. That is its only mandate. When you read the legislation, it must deliver the mail. That is not difficult.

Where have these fundamental principles gone? Is it the business of Canada Post to promote certain enterprises within the country? Is it the business of Canada Post to be involved, as one of my colleagues stated earlier in the day, in delivering flyers? As I understand it today, the delivery of mail, which is the main mandate of Canada Post, accounts for something around 20 per cent of its annual business.

In my last two minutes I want to say that Canada Post and its executive officers along with its board of directors have very sound business backgrounds. I ask them for the future of Canada Post to apply those business principles. One cannot manufacture automobiles in this country if there are 100,000 grievances from employees who are unhappy with the corporation. You know full well that if there was that kind of grievance and employee unrest, the product that was delivered was not a good product and it would not be delivered on time. This is a problem that has existed at Canada Post for a number of years. It just does not want to come to grips with the issue and get rid of it.

I wonder what the chief executives in this country would do if their field representatives came and made reports on a semi-annual or on an annual basis and said: "I was successful this week, Mr. Boss. I managed to close 12, 14 or 24 outlets where we were providing a service to Canadian people". This is in rural post offices where it is so important in those areas that are out and beyond the main areas of Canada like Montreal, Toronto, Vancouver, Calgary, Edmonton and so on.

I come from an area that relies on the good service and the ability of Canada Post to deliver a service. I wonder what would happen if these same executives were in a business enterprise that fostered the closing of outlets