

### *Government Orders*

They could be mini centres where you would have total government service. With the computer technology that we have today you could make these institutions more than just post offices. They could be agents to supply support for getting passports. They could be instruments that could quite frankly take a lot of pressure off MPs' offices and give a more comprehensive service and therefore be viable.

• (1225)

I think that is the type of approach the post office should be taking. Aside from its primary responsibility of delivering the mail, I have always believed philosophically that one of the most important contributions that the postal service of Canada contributed was its federal presence. This government and these members have been trashing the federal presence for the last 10 years and they are going to pay in the next election.

**Mr. Lyle Kristiansen (Kootenay West—Revelstoke):** Mr. Speaker, I would like to pose an idea to the member for Broadview—Greenwood and invite some comment and perhaps an answer. Part of my comment is really a question.

In my view one of the problems we have had in the Canada Post Corporation in the last while is that the systems analysts and the engineers have taken over. Given the lack of meaningful input from employees or people who work closely with the corporation, particularly in rural Canada but in all ground floor operations in communities across the country, everything has been done to make the corporation fit some self-designed system rather than designing the corporation and procedures within the corporation to fit the needs of the community.

I want to give a couple of examples. The hon. member may not be familiar with my constituency of Kootenay West—Revelstoke, coming from Toronto. To mail a letter from Slocan to New Denver, which is 20 miles away, the letter gets shipped across three valleys, two mountain ranges, a couple of hundred miles to the west to get sorted. In order to come back it returns over the three valleys, two mountain ranges and across a couple of ferries or through an airport where often the planes do not land because of the weather. It takes a week to get 20 miles to another community.

That has been done in order to fit the system that some flaky systems analyst or engineer who is completely out of touch with reality has designed. That sort of thing just does not make sense. If those in responsible positions within the corporation had some continuing dialogue with people who actually experience real life in those kinds of communities, whether through a central agency or some other way—we can work out the mechanism later—maybe they would avoid this kind of bureaucratic nightmare.

Another example is having mail that comes from Nelson go to Vancouver to get sorted—

**The Acting Speaker (Mr. DeBlois):** I am sorry, but time is running out and we just have time for a short answer.

**Mr. Mills:** Mr. Speaker, I want to go back to my Magna experience. Do you know, minister, it was quite an interesting two years. It would be a good place to consider after the next election. It is creative, it is positive.

The thing which amazed me about Stronach was that when he would inspect plants, he would inspect the garbage cans because that is where you could tell the morale of the troops. If there was waste of raw materials in the garbage cans you knew that the plant was not functioning. In other words, there are too many MBAs today. I have nothing against MBAs, but the unique thing about Magna was that the toolmakers were running the company. They had a couple of token MBAs trying to look after the books, a couple of accountants, but Stronach had this view, this vision, this feeling and it is working out very well.

I really think it is a model that we have to look at. I never agreed with all of Frank's ideas. Some of them were a little far out. The point is that if you have respect for the person who is working on the shop floor, and if you listen to that person, that is where the real creative energy flows. That is how you make better product and provide better service at a competitive price.

There are too many leaders and too many corporations in this country that are like the post office. I say this with respect to the post office, I think it is lacking in that area too. I think it is time to review it and go back to the shop floor and therein will be hope for all of us.