

*Government Orders*

Two, more harmonious labour relations will better position the corporation as it invests in new technologies and expertise it needs to expand into new areas of business activity at home and abroad.

Three, it will put its present and future employees on an even footing with the employees of other enterprises in the communications and distribution industry, particularly those of its competitors who offer employees a stake in the company as a way of building better *esprit de corps* thereby improving service and economic performance.

Four, it will continue to improve its service to the people of Canada and will do so with reasonable competitive rates.

Recent years have seen a massive operational and reputational turn around in Canada's postal service. Canada Post management has enacted the fundamental changes Canadians have demanded. It has diligently and methodically fulfilled the commercial mandate given it by the government.

It has moved Canada Post from the 1970s when the corporation was the butt of jokes to the 1990s where it has become the subject of praise from business journals, customers and global postal administration.

It has once again become a source of pride for Canadians.

Canada Post has been scrutinized by independent reliability measurement. The corporation has instituted a customer service orientation that now sees Canada Post working with literally hundreds of large and small Canadian enterprises to improve their chances of success.

The corporation has achieved the financial self-sufficiency demanded of it and has sustained profit for reinvestment in important operational and technological improvements.

[*Translation*]

Mr. Speaker, unfortunately, there is one area where we have been less successful. Despite many years and millions of dollars spent on negotiations and settling labour disputes, we have been unable to achieve a lasting peace in the postal system.

[*English*]

As members of this House and all Canadians are aware, costly strikes in the postal service have spelled untold hardships for businesses in every part of the country. They result in loss of business for Canada Post, some of which simply does not return once the strikes are over.

These disruptions which have become all too ritualized in nature threaten not only Canada Post's ability to predict and deliver the strong economic performance that enables prices to be afforded. They also threaten the job security of the work force at Canada Post.

It is this government's firm belief that the residual ill will and economic ill effects of these disruptions must come to an end. We believe they can be overcome only when the fact is faced that the workers and management of Canada Post need one another, not as adversaries but as allies, if they are to build upon the prosperity that has been won through fundamental change.

• (1520 )

Management and employees must be given the means, the incentive and a clear direction on behalf of all Canadians for a new and productive partnership to be forged.

We believe this legislation is the next common sense step to ensuring that such a partnership evolves. The ultimate goal must be to set aside the notion that Canada Post exists only as a battle ground for outdated labour management struggles for philosophical and operational control. No concept could be more discredited in the economic realities of this decade.

Canada Post must become part of a more enlightened mindset that favours co-operative partnership between management and employees as the means by which job security and corporate viability are achieved. Service improvement has been the cornerstone of the Canada Post of the future. Service, reliability and stability in our postal systems are factors underlying the legislation introduced today.

By creating a share structure that allows employee participation through this share ownership plan, government is recognizing the role that employees must play if Canada Post is to continue to progress in a future that is laden with challenge and ripe with opportunity. Capturing that future demands a partnership in which the