

Both the internal relationship among salaries in Canada Post and the external competitiveness of salaries are perceived to be poor. Moreover, there is little perceived relationship between compensation and performance, which is consistent with Factor V where your managers indicated that there is little demand for performance anyway.

Most noteworthy is your managers' extremely negative view of the competitiveness of benefits in Canada Post.

The question which senior management must answer in order to be able to interpret the items in this factor is whether the perceptions reflect real inequities, or whether, in fact, the perceptions themselves are erroneous.

Now we come to "Human Resource Development" which is "Factor VIII". In this regard the report says:

This factor represents a specific instance of a more general problem in Canada Post, the perceived lack of planning in this case for the human resources of the organization. Although there is some searching within the organization for management talent when a vacancy exists, there is almost negligible emphasis on developing this talent: the jobs present virtually no challenge; there are few opportunities for individual growth and development; and there are relatively few opportunities for promotion. Consequently, Canada Post is unsuccessful in developing people from within for larger jobs, and there are very few people available within the organization who are competent to move into larger jobs.

I can understand why the minister has been so defensive and secretive about exchanging that report and making that report public so that members of this House, who have concern about the performance of the Post Office, could have the information. It has been the practice of the minister and his predecessors to pick out, say, CUPW or the more militant union leaders and point to them as the cause of the problem in the Post Office. Mr. Speaker, that is a neat trick whose purpose is to divert attention from what really needs to be done in the department. The minister and his officials have been sitting on these reports though their conclusions would greatly assist our discussions about ways in which conditions in the Post Office could be improved.

● (1732)

I receive regularly from the office of the Postmaster General a memorandum attached to which are 50 or 60 press clippings which are nothing but self-serving statements the minister has made at various places from coast to coast. I wonder he has not broken his wrist patting himself on the back. If he has somebody in the department spending his time photostating all these self-serving comments and putting them together in a memorandum to send to members of parliament, he can shove it. If he wants to send me something, why doesn't he send me these reports which the taxpayers have paid for so that we can question the minister and his officials properly about the service the Post Office is giving?

The Postmaster General, Mr. Speaker, will never be able to set things right in the Post Office until he gets himself a backbone instead of a wishbone. My experience is that postmasters general have been the victims of their senior bureaucrats moulded to believe the same things as they believe about the way the Post Office should operate. I remember that soon after I began to take an interest in Post Office affairs for my party the first postmaster general I encountered was Bryce Mackasey. And the first thing he said to me was: "John, the problems in the Post Office lie with the Marxists in the Montreal post office." Notice the mentality, Mr. Speaker.

### *Post Office*

They look at a group of workers and say: "There is the problem". They do not look internally. They do not look objectively at the way in which the department is operating. New ministers are appointed and right away the senior bureaucrats in the Post Office start moulding them. They are like clones. They all march out looking alike, saying the same things.

Well, the Postmaster General certainly had an insight the other day. He made a statement to the press in which he said communication between CUPW and Post Office management had deteriorated to nothing. It takes a Postmaster General with great insight to determine that communication between CUPW and management has deteriorated.

If the minister really wants to solve his problems with CUPW, I can offer some suggestions to him right now. First, all 43,000 grievances should be wiped out immediately. They should be wiped off the books.

Second, there is no need for a further study. There is no question but that the Post Office should become a Crown corporation under the Canada Labour Code.

Third, a memorandum should go out to all engaged in management telling them that the Post Office intends to abide by its agreement with the employees, whether with CUPW or with any of the other postal unions.

Fourth, the minister should begin transferring some of those postal corps officials from the last war who occupy positions in middle management and who are today square pegs in round holes. Early retirement might be one way, or they could be transferred across the country so as to get a better perception of what it is like to serve people in other regions.

These are things the Postmaster General should undertake to do if he has the courage. Radical action of this kind is needed to show that it is the Postmaster General who is in control, not the bureaucrats who sit in the background and try to stage the whole operation.

There are a lot of good workers in the Post Office and the minister does no service to the institution when he permits the Post Office to be torn apart by people who are on the outside. He does not serve the Post Office well if he allows productive and committed workers to be downgraded and denigrated by people outside who do not understand the workings of the Post Office or the difficulties outlined in the Hay report.

I might say it does not help morale in the Post Office to hear, for instance, of a secret report with respect to cutting back walks and deliveries in Vancouver. I understand there is a secret report flying around somewhere to that effect. The Prime Minister (Mr. Trudeau) once said, we recall, that people will have to be prepared to forget about door to door delivery. It seems to me that speculation of this kind has no positive value whatever. Let us instead get down to the business of correcting what is wrong with the Post Office. We have paid for these studies as taxpayers. Surely, the point of a study is that it provides the basis for informed discussion. It would be much better to provide this information than to go around