

*Postal Service Policies*

**Mr. Kierans:** It was drugged by the nonsense of previous governments ranging from John A. to John G. I refer to the period from John A. Macdonald, the first Postmaster General, to John George Diefenbaker, whose government's minister the hon. member for Hillsborough (Mr. Macquarrie) so loudly praised.

• (2:50 p.m.)

**An hon. Member:** What about Lester B.?

**Mr. Kierans:** Perhaps partly him, too, but it began to change because he at least knew that there would be problems and appointed Mr. Justice Montpetit to head a royal commission. Many members have been continuing to cite Mr. Justice Montpetit's report without realizing what they are citing.

**Mr. Orlikow:** You ignore him.

**Mr. Kierans:** The nonsense that was perpetuated in the Post Office for 100 years was that everything else could change, but the Post Office did not have to change. The environment and the needs could change, but the Post Office was going to be protected in splendid isolation, insulated from all the advances in technology and the changing needs. Because it had always been done that way, it was always going to be done that way. Because the Postmaster General and sorters did things a certain way in John A. Macdonald's era, it must continue to be done in the same way.

When hon. members quote Mr. Justice Montpetit, they fail to realize what he meant. I admit that Mr. Justice Montpetit's study of 1965-66 was a damning indictment of the previous 100 years. It was also a damning indictment of the last Conservative Postmaster General, who was so loudly praised this morning, the Hon. William Hamilton. What he did I do not know, but I do know that he was determined not to change anything. The best way to keep everything the same in the Post Office was to keep the employees ignorant. That was his purpose.

If one looks at the last Post Office estimates under Mr. Hamilton, the magnificent amount of \$15,000 is shown for training and educating in the arts of carrying the mail, supervision, being a postmaster and in the skills of handling the employees and the public. This magnificent sum of \$15,000 was to be spread among 41,000 employees. It was felt it would be better if they did not know anything; if you do not wake and disturb them, they will not disturb you. I plead guilty to waking them.

For every \$1 spent when the Conservatives were in power, there will be \$100 spent this year. The purpose of spending that \$1½ million is so that everyone who has any responsibility in the Post Office will clearly understand his role, the purpose of his work, his involvement in providing a vital service to the Canadian public and the very responsible contribution that he, as an individual, makes. In other words, every employee will understand that he has a very vital role to play in providing this service.

When you awaken a giant there will be one of two reactions. Either he will resist the awakening or respond to it. It is possible to resist by throwing sand in the wheels or gears of change. We have had examples of that, although it is not entirely the fault of these people. It has been our inability to communicate our objectives. There has been a great deal of resistance. This poses a particular challenge to the Post Office. I wish to assure hon. members that we are aware of this challenge.

We must communicate to all employees of the Post Office that we have the same objectives. We must work with the changing world. We cannot stop change. We cannot stop the world and say that the Post Office wants to get off. This change must be done in a manner that persuades and convinces, but never imposes. We have quite a job to do. The productivity in the Post Office according to the same standards varies between 54 per cent and 89 per cent. That is an indication of the road that we have to travel. We do not intend to change this by imposing directives, as we have done in the past. Systems and industrial engineering and computerized activities have a role to play and a contribution to make. In the last analysis, it must involve every member of the Post Office in the tremendous responsibility that rests upon us. Through invited participation and changed attitudes, we must eventually be worthy of the gift of trust and confidence.

It is not only the Post Office Department that faces a challenge in this period of tremendous change. Contemporary society is dominated by the theme of organization. Nobody likes to be organized. When directors of private or religious hospitals are asked to make changes and direct their activities according to certain national objectives, such as the provision of free hospitalization, they resist these changes. They will have a longing for the good old days when they ran their own show. Doctors do not like to be organized, even if it is the national objective that