

*Government Orders*

also times when it is a good way of giving your friend a job. You do not have to worry too much about explaining it. You can then turn around and say: "Look at that, my employee numbers are way down". A contract is not an employee. It is just an amount of money and you can hide all kinds of things in there that may or may not be good for us or for the economy. I think some of the previous speakers have said it. They hear that there are massive amounts of dollars that are spent that way and not necessarily in the most economical fashion.

We have to relook at everything. We especially have to talk to people. We have to talk to the people concerned. We cannot just impose these things. You say a manager will have more autonomy. He will have more ways of managing his department, but what is to say that this manager will be the perfect manager and will treat people equitably? What is to say that he will not start rewarding some of his friends and not necessarily the good work? What is to say that equity will always be achieved?

I can recall working and being on city council. I remember how the upper echelons of management worked. I will explain this because it is something that men in general do not realize. I sat down one day and they were talking about staff. We were doing some interviewing for a top level position and in the middle of the interviews we went out for lunch. When we went out for lunch, they talked about how they were going to groom so-and-so, a male, to move into this position, and they went on. I let them go on for about 20 minutes. Not once in that whole time did anyone talk about any of the female employees, about grooming them for jobs. When I mentioned it to them, they said: "Oh, well, do you think maybe they would want to be groomed to be moved up to the echelons?" I said: "Of course they would". It is so much easier to deal with your men friends and to consider them, and so I worry.

Some of the better trained, the more forward thinking people, are going to do a great job and they will consider all these things, but many will not. You can legislate equity all you want, but when all the power is in the hands of a person, a manager, there will be abuses of power. How can we guarantee that these abuses of power will not happen? How can we reassure the people who are employed within the public sector unions and the public sector that they will be protected in some way?

How can we reassure them? Certainly not by imposing a piece of legislation they have not been consulted on. Why do you not withdraw this piece of legislation? Why do you not try to build some consensus among those people? Make them feel better. Make them feel as if you care, as if you know what you are talking about in terms of what is going on in their daily lives. Until you do that, your program will not succeed. It just will not succeed. I would hope that you would seriously consider doing some of these consultations with the employees, with the unions, and not just with the higher people there. Do them with the ordinary every day guy.

It is so difficult to explain unless you speak to those people. As I said, I spoke to one just today. There are so many parts of this whole thing that frighten me.

We Liberals are committed to fair treatment of Public Service employees and of everyone. It is not that we do not want to see a better control of spending. Obviously we absolutely have to watch the way our money goes. But we all have to work at it together. We need co-operation.

One of the previous speakers talked about being in a household and someone sets the budget. Things work along a lot better, lickety-split, if somebody sets a budget. Yes, but does that person set a budget all by himself or all by herself? Does it not work better if he sits down with the others involved and says this is how much money we have, or this is how much money we do not have, and what can we do within the confines of this money?

Do you not think it works far better when you do that? Then everyone concerned is consulted. They are very much aware of the limitations that are within that budget, so everyone works together. Tomorrow, if one of the people in the family wants something and realizes they cannot have it, they are not unhappy. They think: well, this is my share; I know how much money there is, and it is just not there.

Let us try a new consensus building approach, rather than my way or the highway, which has been the case of what has happened with the government over the last little while.

I want to end, because I see the clock is moving on. I want to say that we are not going to support Bill C-26 as Liberals at second reading, and that we urge the government to establish a special committee of Parliament to