

ment favours is really a way of privatizing the Public Service in Canada.

Casual workers employed where extra help appears to be needed at any given time do not enjoy the security of the work place or the security of employee benefits. We have grave reservations about the hiring of so many casual employees in Canada.

The government has increased its contracting out budget in the Public Service from \$2.7 million annually in 1984 to the present and current \$5 million projection today. Public sector workers could provide the services required given a more flexible system and enjoy more harmony within the work place. Why hire outside workers and fail to protect them with the basic benefits we all should enjoy as employees of the Government of Canada?

Therefore, the contracting out, the downsizing, the privatization concepts that are being put in place, and the use of short-term, temporary or contract employees all add to the disharmony we see today in the relationship this government has with its Public Service employees.

For those of us who spent some of our former careers at the bargaining table along with employers, employees and labour lawyers like myself, there is today an enlightened approach and a new vision that we could adopt for the 21st century. At the end of the bargaining process, when we leave the table and the deal is struck, the people who usually negotiated that contract are no longer in the work place. The bargainers have gone elsewhere and are no longer responsible for those for whom they bargained. The labour lawyers have gone to some other labour confrontation or some other endeavour. That only leaves the employer, the employee, the supervisor and so on in the work place who must work in harmony.

It is important that at the time of the bargaining process everyone involved realizes that at the end of the day people must work together. People must work together in harmony. People must understand the terms under which they work and the employers must have the responsibility and the security of knowing what their future holds.

I suspect very much when I analyse what has happened within this country, especially since last October, that

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that harmony does not exist. That spirit of co-operation is no longer in place. The labour relations this government has projected for its Public Service is causing further deterioration in the feeling that this country of ours can be a great country. I suggest to this government today that it take that lesson, start to unify and make those areas between Government of Canada employees and the people who administer its contracts much better.

I thank you very much, Mr. Speaker, for the opportunity today in making that contribution.

[*Translation*]

Mr. Maurice Tremblay (Lotbinière): Mr. Speaker, I am of course very pleased to take part in this debate on Bill C-26, especially because, if you consider for a moment, politicians depend heavily on the public service in running the country. No theme in *Public Service 2000* is stronger than improved service to the public. However, this improvement in service will come mainly from administrative measures such as training and professional development, consultation, customer surveys and service standards. That is why the existing legislation, which has become obsolete over a quarter of a century, must be changed.

Almost all the provisions of the bill relate to the objective of improved service. In some cases, the connection is direct, as with faster staffing for example; in others, it is less so. For example, simplified administrative procedures will free managers and employees and give them more time to serve their customers better, which is obviously the basic purpose of the public service.

Reduced paperwork and administrative red tape and fewer management levels will save money and thus make more resources available to improve front-line services to the public.

There are many important connections between the bill and service to the public. In the field of staffing, for example, transfers will be used to rapidly reassign employees to where additional resources are required. This will foster enthusiasm and especially creativity, two characteristics of good service.

Use of casual employees, will also help meet short-term requirements. Furthermore, the classification system is now being simplified to respond better to work place requirements. In its present form, the system is poorly adapted to the needs of a staff whose abilities are