

network's producers' strike in 1959, with remarkably good results in settling grievances within the Corporation. It is the Committee's view that a collective agreement with the producers and the setting up of a grievance procedure similar to the one described in Article 4 of the collective agreement between the CBC and its Montreal producers would likely produce better results than those witnessed over the last few months in the English network.

(b) *Management and the Producers*

21. It is not the function of management to create TV or radio programs nor is it the function of the producers to manage the Corporation. It is, therefore, essential that a *modus operandi* be established to articulate one operation with the other.

22. This problem, however, is not exclusive to the CBC or to broadcasting systems in general. It is found in all agencies where creative talent associates with a managerial staff. From such association, tensions result inevitably. The question, therefore, is not how one can eliminate all tensions but how the negative, destructive kind can be eliminated and the creative tensions retained. It is the job of management to manage—in a manner which will achieve a dynamic coupling of the two functions—as it is the producers' job to create good programs within the limits assigned by management and the policies defined by it after consultation with supervisors and producers.

23. After hearing arguments from both sides, the Committee is fully conscious that no limits can be assigned and no policy formulated once and for all. Broadcasting is in constant evolution. We are also aware that it is not enough to assign limits and to determine policies, to be applied rigidly ever after. Those who would like to run a radio or TV network in military fashion would be very disappointed with the results. For there is no other way of doing it than through close and constant communication and consultation, conciliation and compromise from all parties concerned.

24. Extreme nervousness or jumpiness on the part of management with regard to public reactions, and extreme touchiness or irritability on the part of creative personnel, spell the very formula of disaster. Both moods can easily develop, however, if the lines of authority are not well defined or if they are ignored in day to day operations. From the testimony given, it is all too obvious that the present conditions prevailing in the CBC's public affairs department generate discontent in both management and production personnel, to a degree that endangers future operations. The use of phrases such as "sitting on a powder keg" or "blazes of resentment" suggest that something is basically wrong in the present organizational pattern.

25. In particular, your Committee would like to draw attention to the following points:

- (a) The fact that it is almost impossible to assign precise responsibility for any given breakdown in the system would seem to indicate that the degree of authority exercised at each echelon in the chain of command is not well defined; the resulting confusion accounts