

Q. Yes. Top men?—A. There is always a shortage of top scientists everywhere and always will be. From our point of view I feel that in our top people—by that I mean people who are leading groups—we have by far the best government scientific organization anywhere in the world. I think we have been extremely fortunate in our senior people. I would say there is always room at the top, there is a shortage, and there always will be. However, from our point of view we are extraordinarily fortunate in our position as far as key people are concerned and from that point of view I would say we are suffering far less from a shortage than we have any right to expect. We are very fortunate and have done extraordinarily well in this regard.

*By Mr. Brooks:*

Q. How do you account for your position as stated, as being the best in the world?—A. The general set up of the council is superior to that of any corresponding body in the world. We have been set up free of most of the restrictions. We are left in a position of flexibility and I think as a result we have been able to develop an atmosphere which is not too unlike an atmosphere of a university from the point of view of a research man. I think that is the basic thing. We have been successful mostly in developing an atmosphere in which a man can do the kind of work in which he is interested and feel that he is enjoying it.

Q. Do the other countries agree with that opinion?—A. I have heard nothing except expressions of jealousy from other commonwealth countries and a great many others, at the general organization and the general way in which the council was kept outside the strict government department set up and given more flexibility. I may say that in Britain at the present moment there is a complete reorganization of the Department of Scientific and Industrial Research. There is a bill before parliament there at the present time on that matter. I do not know what the result will be but I judge there has been considerable unhappiness over organization in Britain.

*By Mr. Coldwell:*

Q. Would you say it is to some extent a matter of interest in the line of work the man is following rather than the salary which attracts him to the National Research Council, though of course there are both factors?—A. There are both factors in it. One has to make sure of course that salaries are not too small. The salary scale is one in which we can say our position is a normal one and quite a happy one. It is up to me to try to get the maximum possible salaries and it is up to the treasury department to see that the taxpayers' money is not wasted. We strike some sort of compromise and there are always negotiations going on.

Q. I did not mean that. I mean that a man feels not only that he is getting a high salary but there is the fact that he is free to do such work as he wishes and it is up to himself whether he is liable to stay with the council.

*By Mr. Hosking:*

Q. If you had a good scientist and he went from the research organization after you had taught him and trained him and he went to A. V. Roe, is that actually a loss?—A. We would consider that no loss.

Q. That would be a loss or a gain?—A. We have always adopted the stand that anyone from Canadian industry or from a university is at liberty to come in and do any recruiting they wish to do within our laboratories, without any feeling of ill-will on our part.

Q. Would that not give a feeling to your staff that it is a good place to work? Would they not feel that in the National Research Council they can train themselves, and if they show ability, someone who specializes in this field