

area here where one has to periodically do a very thorough assessment of these programs and what we are doing and we have done this on a continuous basis although we were not satisfied this is necessarily always completely effective, the difficulty is that research directors are very busy people and they don't really have the time to be able to go into this in depth to try and do a complete projection and even an economic analysis if it is possible.

So we have now deliberately built into our organization a group headed by what we call *délégué général* whose sole function will be simply this, to analyze ongoing projects to try to project them into the future, whether this is the best way to tackle the problem, if the program is getting anywhere or whether it should be discontinued and also look at some of the programs that have been going on for a longer term, to see whether this program should be either discontinued or perhaps expanded.

This operation, which will be headed by Dr. Leslie Cook, who has had a lot of experience in this kind of area, will be supported by a staff and we expect to be going over all our programs with a fine toothcomb, to try to project these further ahead so that we also do proper planning for these programs.

Now, occasionally you will run into areas where there is some particular activity where we are providing a service, whether it is research service or with certain test facilities we have for outside users.

Very often, of course, when one suggests that this be discontinued there may be quite a lot of opposition, but I think these have to be looked at quite objectively and it may be there comes a time when either these services should be charged for, or perhaps somebody else should be doing them, but certainly it is our intent to look at these kinds of areas very, very thoroughly.

**Senator Hays:** My next question: How close are you to other programs in the world where they can do a better job than us? It is more important to them that they do this sort of research and that we do the sort of research which is economical or otherwise valuable to us, but not necessarily as valuable as, say, to the United States or other countries?

We have a very close relationship with these tremendous programs. What about these programs, one country with another country?

**Dr. Schneider:** Well, I may say we keep a very close contact and relationship with

science in other countries. In some cases there are some formal arrangements for this and in others they are purely informal, but both our staff, our various advisory committees, associate committees, and so on keep fully informed as to what is going on in other countries.

We will not duplicate research that is already being done there; occasionally there are areas where the Canadian problems are different, and where we do have to do some research to adapt it to our own needs, but I would say on the whole that we are very well informed about what is going on in other countries in these various areas, and we do exchange a great deal of information.

**Senator Hays:** Thank you.

**Senator Robichaud:** Mr. Chairman, Dr. Schneider: In earlier discussions this morning the subject of priorities came up and we were given to understand that it is full cooperation between the Science Council and Science Secretariat and the National Research Council.

Now, also I think that you mentioned that the Council operates on a fixed budget, which is approved by government, by Treasury Board.

Now, I understand that from time to time different federal departments, like Public Works, Transport or Fisheries, will come to the National Research Council, say Public Works will want certain tests made on a new design of a concrete wharf. I know one experience which wasn't too satisfactory; or Transport would want research made, or tests made regarding the effect of tide and current for a ferry landing, or Fisheries want further information regarding the stability of a new hull design.

Now, after your budget has been submitted, if you got such a request, say from one of those departments, what is the procedure? I mean, who pays for it? Is it the department involved, or does this come out of the budget assigned to the National Research Council?

**Dr. Schneider:** If I may, I would like to refer this to Dr. Tupper, to respond to this question.

**Dr. Tupper:** Mr. Chairman, this is a common occurrence. Starting many years ago the National Research Council was, you might say almost unique in having certain skills. For instance, in the late 30's we were the only