

networks made it clear to the Committee that the existing malaise—to avoid a stronger word—was in no way limited to the Seven Days issue but pervaded the whole department of Public Affairs broadcasting. (The Committee limited its exploration to that department alone.)

15. Therefore, the Committee felt that it was within its competence to try to determine the causes for such a serious breakdown in the normal relationship between people who were supposed to cooperate harmoniously. While recognizing that harmony is normally more difficult to maintain in this most sensitive area of public affairs and controversial issues, your Committee also took the view that the very nature of the work performed in that field makes harmony all the more essential. Finally, it became obvious, as testimony was being heard, that dissension of that kind, which seemed deeply rooted in the very structures of the CBC, could not be allowed to go on any longer without jeopardizing both the prestige and efficiency of the Corporation. It seemed obvious, therefore, that the problem went far beyond the individuals involved in any specific incident and that the Committee should, on behalf of Parliament, explore the situation as exhaustively as possible, in search of a general solution.

16. Towards the final stages of its work, the Committee became aware that the malaise revolved around four major factors:

- (a) the absence of a grievance procedure within the CBC to deal with internal conflicts of a specific nature in the production field;
- (b) the difficulty of reconciling the views of creative production personnel with those of management; and vice versa;
- (c) problems arising from the distribution and exercise of authority at the various levels of management;
- (d) the question of CBC policy in public affairs programs.

*(a) Internal Arbitration*

17. Occasional disputes are inevitable in the course of producing radio or TV programs on controversial public issues. On that point, there was complete unanimity among witnesses. It was also recognized by most that the very nature of the media made it inevitable that internal disputes would spill over into the general public unless they can be dealt with rapidly and effectively within the Corporation.

18. For instance, it was stated in evidence, that under an oral agreement of two years standing no changes in artists and performers on a program would be effected without consultation with the producer concerned. This agreement appears to have been ignored in the case of Seven Days.

19. To prevent such incidents from becoming public issues in the future, and to contain them within the CBC, it is imperative that a grievance procedure be set up in all centres of production. Grievances could thus be dealt with promptly and equitably, thereby preventing the dispute from becoming a matter of public controversy.

20. Evidence was given that a collective agreement including such a procedure has been in existence in Montreal ever since the end of the French