

office, each specializing in a particular field. Not only are the buyers concerned with prices but they try to maintain good relations with both suppliers and staff. Several related services have been made a purchasing responsibility. The purchasing branch operates a central warehouse for distributing bulk purchases of commonly used items. The receiving and shipping functions are in their hands as are customs clearances, the certification of accounts payable and the taking of discounts, which amounts to a considerable sum. A number of store rooms also come under purchasing supervision. All these complicated operations fit together to help save money, speed service and maintain good relations.

The personnel office is responsible for all staff matters. There are three sections in this office—(1) the employment section, to handle all applications up to the time a person is appointed to the staff; (2) the staff relations section, dealing with all staff matters from the time a man joins the staff until he retires; and (3) a small organization section. Since the council does not come under the Civil Service Commission the personnel office handles many of the functions of the Commission.

I would like to discuss employment problems for a few minutes, especially those related to scientific staff. In the past decade science has become one of the most highly competitive professional fields in the world. The research worker must be well trained but his value is measured largely by the talent, skill, initiative and ability to work, that he displays. The recruiting of scientists for research work must be handled in a manner markedly different from that normally followed in the hiring of other categories of staff. Since specialization in a particular field is an essential feature of scientific training, the number of directions in which a scientist can move is greatly restricted. It is not easy for him to transfer from one job to another in an unrelated field or to be trained in a new field while he is on duty. Thus his future lies in one direction only and his advancement must come with experience. For these reasons the initial selection of a good scientist becomes a matter of much greater importance than the selection of other types of workers. To ensure that the research staff of the National Research Council was maintained at the highest possible level of competence, the authority for selecting has been given to a board of selection made responsible for advising on all appointments, promotions and retirements. This board is composed of members of the honorary advisory council and therefore is an independent body knowledgeable of the requirements for the laboratories and of the qualifications of scientists. Over the years the board has done an admirable job in maintaining a high standard of excellence on the staff and much credit for the council's enviable reputation in the scientific world must be given to their guardianship.

The question immediately arises, how can such a body of men meeting only four or five times a year deal effectively, in the short time at its disposal, with the hundreds of cases that must be examined critically for an institution as large as the National Research Council? This is where the division of administration plays an important part. Inadequate administrative handling could render the work of the board completely ineffective. Therefore, I would like to describe to you the methods we have devised to handle these personnel matters.

In November of each year the personnel officer publishes a listing of all the graduate students in science and engineering attending Canadian universities—last year there were about 1,600—and he keeps in contact with a great many Canadian students at universities in the United States and Great Britain. At frequent intervals general announcements regarding the council's requirements are issued and are sent widely to universities all over the world wherever Canadian students might be found. From time to time scientists in various fields, our own scientists, visit the universities and bring the council's special