

economic or social goals. Since the latter cannot be defined in terms of a single global policy, it is illusory to think that the applications of science can be so defined.¹⁰

It is evident that research can make an important contribution to the definition and solution of specific problems facing the government, such as national defence, health and welfare, national and regional economic development, and the rational exploitation of resources. It is equally true that public managers at the top of various government agencies are well placed to define what they expect from research and what they need to know to serve the public interest. They simply cannot leave the scientist completely free to choose his own area of inquiry and hope that through some mysterious process he will come up with the answers they need. Public administrators, as supporters and users of applied research and development work, must have their say in the selection of programs and projects.

The Republic of Management is particularly well qualified to determine the R&D services that it requires to develop its own policies. This is true, for instance, of the medical research done in the Department of National Health and Welfare in connection with the administration of the Food and Drugs Act, or the economic research done in the Department of Agriculture for the Agricultural Stabilization Board. Research of this kind is considered to be an ingredient of the agency's political function. It is certainly true that individual agencies are particularly well suited to organize and operate these research services, although the proliferation of royal commissions and task forces set up in recent years to improve departmental policies shows that they could have been more effective in this rather limited and practical area of R&D.

The Committee believes, however, that the Republic of Management has more serious limitations in the broader area of research and development supported or conducted by a federal agency to assist or complement what is being done by industry, universities, and provincial governments. This type of R&D is illustrated by the science activities of the Department of Agriculture, which are designed not as a preliminary step in the formulation of agricultural policies but for direct application by Canadian farmers. This kind of R&D activity can be regarded as a parallel but at the same time competing means of achieving the department's broad mission, which is the growth and prosperity of Canadian agriculture.

Apart from their own research services, most federal agencies have a research mission designed to support or complement R&D activities conducted by provincial governments, universities, and industry. At present