

of its proposals that 2.5 per cent of the GNP could be usefully spent on R&D activities by 1980 and 10 per cent of that amount should be devoted to basic research. In that context, we feel that even giving top priority to the social sciences there would be enough funds left to support all worthwhile projects in the physical sciences adequately.

#### RESEARCH ON RESEARCH: RESEARCH MANAGEMENT TRAINING

The Committee observed that there was an urgent need to improve the training of R&D managers and to do more research on the R&D and innovation processes.<sup>44</sup> We recommended MOSST to collaborate with representatives of university schools of management and the Canadian Research Management Association (CRMA) in developing a training program for R&D managers and research in scientific activities.

Dr. M. P. Bachynski and the members of the CRMA gave this matter considerable attention at their annual conference in October 1972. The association sought the reaction of 53 senior R&D managers; their response is contained in Dr. Bachynski's paper, "Training for the Management of R&D and Innovation in Canada":

Of the respondents to the questionnaire, nearly 90% felt that there was a need to develop a program for improving R&D managers. . . . 80% of the respondents considered that there is a need for a research program in Canada on the organization of R&D activities and innovation strategies.<sup>45</sup>

About 75 per cent of those attending the CRMA conference were in favour of setting up a mechanism to develop a training program for R&D managers as recommended by the Committee. It is interesting to note, however, that only slightly more than half of those replying felt CRMA should name its own committee to help prepare and implement the program.

The conference then went on to consider our proposals for scholarships to be awarded in the field of R&D management and for the full financing of a MOSST research program on research. The paper states:

More than 80% of the respondents were *against* the establishment of a scholarship program related to the training of R&D managers. However, 70% favour it that MOSST or some other government department provide full funding of the research programs. Many felt that MOSST should not participate actively, only fund the programs.<sup>46</sup>

Several briefs commented on the CRMA. The CMA brief warned that "the Canadian Research Management Association is not at present organized to carry out full time assignments or to receive grants."<sup>47</sup> The EIAC brief indicated "moderate support to these recommendations" but