

The CHAIRMAN: Thanks, Mr. Reid. Perhaps we will consider that to-morrow at the meeting of the steering committee. My thought, of course, was to pay proper respect to the senior armed service.

Mr. PROBE: Of course, your being from Nova Scotia would not have anything to do with that would it, Mr. Chairman?

Mr. REID: I was just afraid that if we did get the navy man here, there are so many questions that others as well as myself have in mind regarding the great amount of surplus material lying around the country that discussion with respect to that might be deferred for some considerable time. I also have a question or two regarding ships.

The CHAIRMAN: I will bear in mind the point we have raised and if it is agreeable to you we will have that matter taken up at the meeting of our steering committee to-morrow.

We will now call on Mr. Berry and ask him to proceed.

Mr. J. H. Berry recalled.

The WITNESS: Mr. Chairman, I have one general statement I should like to present to the committee, and along with that I have answers to a number of questions that were asked at the last meeting.

In a business the size of War Assets Corporation it is essential that policies and procedure be laid down in some detail, so that operative members of the corporation may know how to proceed and obtain the desired results without having to refer everything to the senior administrative officers.

These policies and procedures are developed as carefully as possible and are subject to revisions from time to time as we discover better, more equitable ways of doing business.

The policies and procedures which I have and will outline to you are the latest we have developed, and are those under which we are operating at this time, but this does not mean to say that changes will not be made as, when, and if we find out better ways of doing things.

Further, I do not think it is possible in any business to lay down procedures and policies in sufficient detail to permit of them being applied by all operatives to cover 100 per cent of all circumstances. In issuing our procedures and policies it is our hope that they will cover at least 90 per cent of all circumstances, leaving 10 per cent for consideration and decision by the senior administrative staff. The decisions arrived at to cover the 10 per cent which I mention as an arbitrary figure may not be entirely in accord with the general policies under which we are operating, but the 10 per cent decisions and the consequent action will represent the best advice and consideration that can be given by our advisory bodies and the senior administrative officers of the corporation.

I bring this point up to indicate that there may always be the individual case in which it appears that the standard policy has not been followed, but these cases are comparatively few and are caused by abnormal circumstances in relation to the specific case.

I thought I would like to make that statement, Mr. Chairman.

The CHAIRMAN: Yes.

The WITNESS: I said at the last meeting, Mr. Chairman, that I would have a classification of categories for the committee. Unfortunately, the booklet, which we are now printing as fast as we can, will not be available for another week or ten days, so I would prefer to deal with that matter at that time. A question was asked about the number of projectors that we have had declared surplus and which have been disposed of. We get reports of surplus that cover complete plants at times and such a report of surplus does not indicate in detail