

should give consideration to reducing the number of its officials involved in this particular assignment because of the high costs of travel, accommodation and entertainment.)

2. The opening of a New York Office and a one-shot occasion required, in the opinion of management, a suite for this purpose.

3. The need for hospitality suites during the hosting of a large convention and in the case we examined it involved 2,000 delegates to a Radio-TV News Directors Association.

4. C.B.C.'s important role at Expo and its position as the corporation of the host country.

5. The necessity for duty entertainment in appropriate accommodation.

Meal Costs in excess of \$12.00 per day.

The rates in this study run from \$15.00 to \$28.00 per day. It seemed to your Subcommittee that the most flagrant abuse in the few cases we examined was an item for \$21.00 per day for meals only for a period of 11 days. Assignments taking C.B.C. personnel to exotic places like Rhodesia, Zambia, Vietnam, will involve expenditures for food that are higher than might be expected in normal circumstances because of the limited time at the location and the area where the correspondent finds his assignment.

Unusual items noted in Travel Claims.

Here again when one examines the working papers of the Auditor General we see items list cost of chauffeur, guide, use of vehicle for tour, valet charges, seemingly excessive amounts of money for long distance calls, and local taxis, gratuities to various individuals defined as telephone and switchboard operators and gratuity to barmen, we think the Auditor General was justified in indicating that there seemed to be unusual items in the travel claims. When, however, it was explained to your Subcommittee that in the case of chauffeur and guide the individual concerned was in Bucharest, Rumania, producing a documentary film on that particular area we can appreciate the necessity for a chauffeur and guide and the use of a vehicle in order to cover the area. We then, of course, examined the cost factor to see if there was anything out of line and also confirmed that the claim had been approved by senior management personnel. Here again in several of the instances the cost did not seem unreasonable but the lack of vouchers was not explained.

Inadequate Vouchers.

The title of this particular working paper could probably have added to it "no vouchers". Here again when we examined in some detail the expenditures claimed or the expenses claimed, it was found that they were not unreasonable, but in each instance there should have been vouchers to cover these and it is our feeling that the individual approving should either show why there are no vouchers and that he is in fact satisfied with the claim, or he should insist upon a voucher.

There were also many instances where there was too long a delay from the time of the termination of the assignment and the date when the claim was verified.

RECOMMENDATIONS

Transportation Charges:

1. Regulations require C.B.C. personnel to use economy class unless otherwise authorized. In any instance where charges in excess of economy fare are claimed the reason should be shown on the voucher and the supervisor should show on his approval why this approval was given.

2. Certain C.B.C. personnel have the privilege of travelling first-class. It is the Subcommittee's recommendation that all C.B.C. personnel travel economy class except under exceptional circumstances and this should be explained in the voucher.

3. The tightening up of the approval procedures and more emphasis on the need to certify the claim within the period required under the regulations. Where a claim is not certified within the period required under the regulations or a reasonable time thereafter, giving the effect of the exigencies of the situation, it is the recommendation of your Subcommittee that a penalty in the form of deduction from wages should be applied.

4. Your Subcommittee is convinced that there should be a clearer separation of actual travel from production costs than appeared in the returns before us in order that a more accurate conclusion can be drawn as to what constitutes such expenses.

Hotel Accommodation in excess of \$30.00 per day:

1. Where charges seem excessive a full explanation should be shown on the vouchers and also on the approval.

2. Benchmark hotel accommodation rates have been set in Canada. It is the recommendation of your Subcommittee that benchmark hotel accommodation rates be established in all centres wherever feasible.

Excessive Meal Costs:

1. Where possible *per diem* rates, including gratuities, should be established for all areas not now covered.

Unusual Items in Travel Claims:

Because of the uniqueness of items in this particular category, full and complete explanations should be provided in the vouchers and the approving officer should show the reasons for granting approval for these unusual items.

Inadequate Vouchers:

Full and complete explanation should be given of the reason for not submitting vouchers, not submitting vouchers on time or, for submitting vouchers that are inadequate and this should not show only on the claim made in the reasons for the approval made by the supervising officer.