

Mr. FISHER: I was going to ask if you had considered offering Mr. Chambers any sort of position as a negotiator. I know Mr. Pickersgill would like a by-election.

The CHAIRMAN: As an apprentice, it has been suggested. May we move on to commercial organization, section 3? Agreed.

The CHAIRMAN: Section 3, who shall we have, Mr. Henderson?

Mr. HENDERSEN: Mr. Johnston.

The CHAIRMAN: Mr. Johnston. This is commercial organization, section 3(a), number and location of sales personnel. We have a chart on that.

Any questions, Miss Aitken and gentlemen, on the number and location of sales personnel?

Mr. McGRATH: That was covered this morning.

The CHAIRMAN: No further questions? Section 3(b), qualification and experience of sales personnel.

Mr. BELL (*Carleton*): We have not found the return yet.

The CHAIRMAN: Qualification and experience of sales personnel.

Mr. JOHNSTON: I have a short statement I might make, Mr. Chairman.

The CHAIRMAN: May we have your statement?

Mr. JOHNSTON: I would say this, Mr. Chairman, that the C.B.C. has recruited its sales staff from a variety of sources. In a number of cases men have advanced to sales positions from within the corporation—men who have had training, often over a period of years, in one or more areas of broadcasting—for example, in administration, accounting, engineering, announcing, personnel matters and the general area of programming.

Radio and television are very complex media—particularly television—and we usually find that the greater a man's knowledge of broadcasting generally, the more successful he is likely to be in the field of radio sales, provided, of course, that he has a good personality, meets people well and is really sales-minded.

On the other hand, some of our sales staff have come to us from outside the C.B.C.—men who have had good sales experience, perhaps with manufacturing firms of one kind or another and, in some instances, people from private broadcasting stations who have had a good general background in broadcasting and sales experience in that field.

The CHAIRMAN: That is true of any organization. Mr. Bell, did you have a question on this?

Mr. BELL (*Carleton*): I gather that most of the recruitment is from within the C.B.C. itself?

Mr. JOHNSTON: To a large degree, this is so.

Mr. BELL (*Carleton*): You do not subscribe to the view that salesmen are born and not made?

Mr. JOHNSTON: To a point they are; but if you have personnel in your organization who may have good sales potential, the background they develop within the corporation, in one or other of the areas, is very helpful indeed.

Mr. BELL (*Carleton*): Could you give me the experience of the two senior people in the commercial organization? I do not ask for their names, but the experience of the two most senior persons?

Mr. JOHNSTON: Here we have the difficulty in terms of television on the one hand, and of radio on the other.

I would comment here—let me take, for example, the man who is supervisor of our television sales. He came to the corporation originally, as I recall,