

*Later in the Proceedings*

The CHAIRMAN: Mr. Chevrier is asking the same as he did with Mr. Gordon, do you have any proposals we might consider for sittings in the future.

Mr. MCGREGOR: I might say I was here from about 3.20 on yesterday afternoon. I heard what Mr. Gordon had to say and I heartily agree with his statement on the internal company effect of the committee. I think he could have gone farther and I would like to go a little farther with respect to the preparation of statistics.

Regarding statistics—and it showed particularly at the C.P.A. hearing where we were asked literally hundreds of questions requiring large amounts of statistical information—they were available, but they were not available for nothing. They were available because of the continued examination of a succession of these committees year after year and the belief on the part of the airlines that it should be in a position to answer any question bearing on the airlines' operations. But these statistics are compiled as a regular thing within T.C.A. in greater detail than would be the case were it not for the existence of this committee. Many of them are costly to prepare and many of them are not used in the normal operations of the company and I do not think would be required were it not for the possibility that they may be required by the committee. I think economies would be achieved if the scope of the questions, as Mr. Gordon suggested, were limited to matters, as he also suggested, of policy and general administration.

With respect to Mr. Drysdale's question, it has been my experience before these committees that no suggestions are required as to areas in which questions should be asked because they cover the waterfront, I think, quite completely.

Going further into what he had in mind, I very much appreciate the suggestion that if we have troubles that are not dealt with in the normal questions that this would be the proper place to air them. I think the two primary ones have been touched on. One is the effect of competition on the economy of the airlines. Apart from money great difficulty will always exist in my opinion in maintaining the staff morale of any organization that is chronically operating in an un-satisfactory economic condition. It exposes employees of a company to the usual criticism if it is a public company such as "Why do we have to pay your salary," and I would very much hope the effect of the competition which has been introduced with respect to the trans-continental line this year, will be outgrown by T.C.A. and that the policy will not be continued to the point where we might be thrust into a chronic deficit position.

There is another area that has been touched on here that is of extreme interest to any airline operating internationally and that is the bilateral situation. Bilateral negotiations are extremely difficult and I am sure that the Minister of Transport will agree with me that any support which can be given to the general thesis that Canada should not squander its birthright in bilateral negotiations would be appreciated as well as it would be appreciated by both the international Canadian airlines.

Mr. DRYSDALE: Could I ask a personal question? If it is embarrassing, do not answer. In the past few years what value, if any, have these committees been to you?

Mr. MCGREGOR: I am not at all inclined to be facetious in answering that. I think they have been of this value, if nothing else, that it has required all the senior personnel of the company to become extremely familiar with, and remain extremely familiar with the statistical details of the company to a degree which otherwise would not have taken place under pressure of normal