

of us whether we sit on the government side or not. I think it would be a strange and unfortunate situation if a minister were isolated in an office with no other intelligence of what was going on in this Corporation other than what is received in a formal way.

Mr. Reid: Mr. Chairman, may I ask a supplementary question? Last Saturday in the *Toronto Daily Star* there was a truly incredible column by Mr. Shields, the television columnist, indicating that even if management in the CBC did change, he did not think there would be any change in the programming or the way the Corporation was going on. Suppose this attitude is to be continued with the new President and Vice-President coming in and you have a conflict between, say, the new management and the Director of Television and the Program Director for the English network. What would be the process of resolving this type of conflict?

Miss LaMarsh: The management are put there to manage. If they do that job they have the support of everyone.

The Chairman: Mr. Jamieson, are you just about finished with your line of questioning?

• (10:40 a.m.)

Mr. Jamieson: Yes, but I think this is important enough. I am sure other members are interested and will probably want to ask the same kind of question. Miss LaMarsh, what I am getting at—and I think all members around this table at one time or another have said almost unanimously—is that in the past the main objective has been to keep that kind of internal CBC dispute out of Parliament because there is general agreement it is not an effective forum for dealing with it. Now what I am asking you is if the CBC has what we think is a good Board of Directors, and if the CBC Board of Directors says to a group within the Corporation or to an individual, "This is the decision of management," are we still going to find that the people who are aggrieved can circumvent, if you like, the decision of the Board and appear themselves, for example, before this type of Committee, or have this matter resolved on the floor of Parliament itself?

Miss LaMarsh: I do not think there is any way to prevent that. That is what Parliament is for; it is master of what it decides and it is up to it whether or not it hears people like this. But in the Seven Days situation, which

is the closest parallel, at no time was there any suggestion that someone else was intervening against the management. The government, the Committee, and everyone supported the view that these people are working for management and the matter should be resolved there. But it is very hard to say that the peoples' representatives, who are called upon to vote \$100 million or upwards a year for this very volatile medium, should not talk to, be concerned with or, if necessary, examine in public charges that all is not well. I cannot imagine anything more frustrating than working within a corporation to which you want to make a contribution when you feel the immediate or more distant superior above you is blocking the whole purpose of the corporation as well as your personal career.

Mr. Jamieson: That really means then that nothing is changed; in other words, we are going to continue with the same sort of thing we have had up to now?

Miss LaMarsh: I do not think so. I think this is very much a matter of people and communications within it. I have been given to understand that there is a vast improvement of communications at least in respect of the English television situation in Toronto, much of which has arisen because of the initiative and determination of the producers themselves to make it work. The management is coming from the bottom up.

Mr. Jamieson: Let us hope this is the correct forecast. Thank you Mr. Chairman.

Mr. Leboe: I have just one last question. Would it not be reasonable to expect that an individual who is in a position of quarrelling with management and feels so strongly about it should resign and put himself in the position of having free access to the Minister and Parliament.

Mr. Cowan: Like the Board of Directors should have done.

Miss LaMarsh: I would think that his first avenue would be to make application to be heard by the Board of Directors and have it beaten out there.

Mr. Leboe: Failing satisfaction, instead of saying, "Well I am still on the job, now I am going to go over the head of the Board of Directors directly to the Minister or Par-