

officially reviewed by the Board. The Committee finds these omissions an abuse of the authority vested in the Chairman and denote a lack of due process. It is unacceptable that all Board members, as suggested by the evidence, did not seek to review, let alone ask to see this contract. As recommended by the Hendry Task Force, the performance of the Director General should be evaluated annually by the Executive Committee and this evaluation should be communicated in writing to the Director General and all Board members.

Recommendation 4

- a) That the Board of Trustees of the National Arts Centre amend its by-laws so that the terms and conditions of employment of the Director General will require the approval of the Board; and**
- b) that an annual evaluation of the performance of the Director General be communicated to the Director General and all Board members.**

Presently, the Board is in default of its own by-laws by no longer staffing the position of Secretary of the Corporation. The by-laws state that the person appointed by the Board as Secretary of the Corporation is an officer of the Board of Trustees. In his testimony, the Director General stated that this position should be held by a lawyer and that legal services were retained as required. The Committee notes that at least three previous secretaries were not lawyers. While the need to retain legal services is understandable, it is not at all clear why the position of Secretary is not filled, whether by a lawyer or not. Recent events demonstrate the crucial need to improve the liaison and to provide the effective communication so necessary between the Board and the Centre's management. Trustees should depend on a full-time Secretary of the Corporation to provide information and advice which would help alleviate the lack of understanding and lack of knowledge. Newly appointed Trustees should be able to rely on the Secretary to receive an orientation session; the Hendry Task Force recommended that the Secretary "develop a process to orient new Board members similar to that prepared for Place des Arts in Montreal and the Grand Théâtre de Québec by the École nationale d'administration publique".⁽¹⁰⁾ An understanding of this nature would be a good role model for all federal cultural agencies.

Recommendation 5

- a) That the Board of Trustees of the National Arts Centre appoint forthwith a Secretary of the Corporation as an officer of the Board of Trustees as required by the by-laws;**
- b) that appropriate human and financial resources be allocated to the office of the Secretary; and**