

Colonel LANDRY: It is very much below that now. As a matter of fact, the situation with respect to clerical services is better today than it has ever been at any time.

Mr. FLEMING: I was wondering if you could give us the comparable percentage in effect, let us say, in 1950? I would like to compare that with the figure Dr. Frigon gave us for 1948.

Colonel LANDRY: Yes, we can do that.

Mr. LANGLOIS: But most of this trouble in 1948 applied to the clerical staff?

Dr. FRIGON: Oh yes, it applied almost entirely to the clerical staff.

Mr. LANGLOIS: And does this figure of 30 per cent which you gave include the personnel of the clerical staff who left for reasons other than inadequate salaries?

Dr. FRIGON: Certainly, it includes those who left for all reasons. Now, in our program division especially we use quite a number of typists. When a girl comes out of business college she gets a job first as a typist and she does straight typing, cutting stencils and making copies, etc. If she is any good, within a couple of years we will promote her to a better job and she will move out. The result of that is that normally there are quite a number of ordinary typists, ordinary low-salaried clerks and so on, but a good many of them move out. Now, Mr. Aldred this morning referred to one department, the clearance department. That is quite a special department. There are five desks in that office and generally speaking each girl has a specific duty to perform and she is assigned to one desk—for instance one girl will look after program scheduling. She must keep the program schedule up to date every minute of the day. From her desk the copy goes to the printer from which the programs are printed.

Mr. LANGLOIS: Is there any way in which this department could function without having at least five girls?

Dr. FRIGON: That is the system we have developed there and it is one which we find so good that not only are we keeping it on in Toronto but we are putting it on also in Montreal. What I am getting at is this, there are five girls doing specific jobs which have to be handled at the time they have to be handled, you can't wait until tomorrow or this afternoon or this evening before the work is done. Now, these jobs don't require very high salaried stenographers, but they are special jobs which require specialized training. Now, of the five girls whom we have working in that room at the present time two of them are receiving more than \$2,000 a year, there is another one who receives something like \$1,900 and one at \$1,800. They are not secretaries, they just handle one piece of work and the important part about that work is that it must be done in a certain way at a certain time.

Mr. LANGLOIS: Does it have to be done at the same time for all five jobs?

Dr. FRIGON: Yes. We have not yet been able to find a way of combining any of these five jobs down to four or even three, but should we be able to work that out I can assure you we will do so.

Mr. FLEMING: Dr. Frigon, are the salary scales uniform throughout the whole system at the present time?

Dr. FRIGON: Yes.

Mr. FLEMING: What about the wage scales; are they also uniform?

Dr. FRIGON: They are uniform right across the country.

Mr. FLEMING: Wage scales and salary rates are uniform right across the country?

Dr. FRIGON: The only difference we make, and we have done it at times, is to start at an intermediate level in the group; for instance, if we find that we