

- for much of the acrid debate about "the right of management to manage"; it is also conducive to erratic decisions and much haggling;
- (b) there should be more opportunities for younger, more dynamic elements to reach top echelons of management, and the present failure to achieve this goal, indicates a certain amount of sclerosis has crept in;
  - (c) although information and public affairs is undoubtedly a most sensitive area in broadcasting, the Committee doubts very much that the CBC acted wisely in isolating that department from the normal lines of authority, thus making the whole organisational pattern more complex and difficult for this all important department;
  - (d) your Committee finds it difficult to understand the role of the program department (some 50 people) operating in Ottawa and divorced almost entirely from the lines of authority and the main production centres. The Committee was examining the very essence of programming difficulties, yet not one witness suggested any solution in which this department had any role to play;
  - (e) a serious fault in the present structure of the CBC is to be found in the definition of the President's functions and authority. It is unfair to any incumbent under present conditions. He is expected to be at the same time versed in all aspects of culture, politics and social evolution; aware of all the latest developments in communication techniques as well as an able administrator capable of supervising the management of a budget that exceeds one hundred million dollars. It is therefore necessary to re-define and re-arrange these functions.

*(c) Remote Control of Programming*

26. In line with foregoing observations about the necessity for "close and constant communication and contact" between top management and the two main centres of production, your Committee is of the opinion that effective, competent authority in the field of programming should be brought closer to the two main centres of production, i.e. Montreal and Toronto.

27. Each of the operations conducted in those two centres is analogous to that of a very large daily newspaper. In our view, what is needed in each of these two centres is the equivalent of a managing editor as known in the written press. Such large "newsrooms" dealing every day with the flow of events cannot be managed by remote control from Ottawa nor work properly without the presence of an "editor" endowed with quasi-final authority over programming.

28. It is the Committee's view that this could be best achieved if there were in each of the two main production centres a senior vice-president responsible for programming and production in the English and French networks respectively, the choice of both men being determined on the basis of experience and competence in those fields. They would assume authority over the whole of programming and production in each network (with special emphasis on the sensitive area of news and public affairs) and reside permanently in Toronto and Montreal. They should report directly to the President