

The CHAIRMAN: That was just following the general pattern set across Canada, was it not?

Dr. FRIGON: Yes.

The CHAIRMAN: Wasn't there a government order or permission issued at that time to pay a bonus?

Dr. FRIGON: Yes, but we started before the government decision was announced. What I am trying to say is this, this whole salary problem has been followed by us from day to day right through and we have been comparing it with other organizations such as the Civil Service and with the United States networks. We have always paid salaries which we thought and still think are decidedly above the average paid by anybody else. We have compared our salaries with other organizations and we have discussed the matter with our staff council and we have promised that every five years there will be a revision of salaries—the next revision will be made this fall when we will again make a thorough survey of all positions and where required changes will be made. Now, in 1948 we had trouble in Toronto, that is the time when Mr. Aldred said this thing happened. That situation apparently was localized to Toronto. We simply could not change the salaries in one or two groups without giving consideration to a change for the whole system. Any change in our salary rates at one point would affect the whole system. You cannot raise the salaries of a certain type of stenographer without making similar adjustments to your clerical men, you cannot confine it to a single group such as the clerical staff, the announcers or the producers, you cannot confine it to any one group on the staff. We simply could not raise the general salary level to the point that would satisfy everybody, let us say, in Toronto. One result of that was that we had a turnover which was unusual, and we took steps immediately to see what was wrong, and that led us to some changes. But, as I said, in 1948, we did not have that problem anywhere else than in Toronto and it seems to have been a condition which grew out of the war.

Mr. LANGLOIS: What was your turnover?

Dr. FRIGON: In 1948 it was about 30 per cent. And it developed there as a result of war conditions, and I know that it only happened in Toronto.

The CHAIRMAN: What was your turnover in other places?

Dr. FRIGON: This situation was located in Toronto and I think it affected almost everybody concerned in that area.

Mr. LANGLOIS: How did your wages paid in Toronto compare with other stations, independent stations there?

Dr. FRIGON: For clerical and technical staff we paid as much I say generally, if not more than private stations. When you come to announcers it is a different problem entirely;—it is not a matter of staff, it is a matter of where they operate; if they are in Toronto, or say, in Montreal, they have a better chance than they would have in a place like Winnipeg or Vancouver where they would not have any chance at all to make big revenue out of commercial announcing. They all have the same basic salary, but their total revenues depend on the amount of commercial business going through. I can prove to you that our salary ranges are adequate and they are comparable with any other ranges in any other industry of our size. That situation which developed in Toronto in 1948 was one of which we were fully aware and one which we immediately took hold of and tried to solve the best way we could.

Mr. FLEMING: You say the situation no longer exists in Toronto or in the C.B.C. generally?

Dr. FRIGON: No.

Mr. FLEMING: What is your turnover now? Could you give us an approximate figure?