

MR. ROGERS, EXAM. BY MR. MERRICK

1 positions of responsibilities who exercise their
2 responsibilities with insistence, and fearlessly. And,
3 to my mind, what I have heard and read, that is the
4 wholly missing ingredient.

5 Q. Let me explore that with you a little bit because I
6 think this is an important issue, particularly in this
7 part of the country, as illustrated by this tragedy.
8 You've served as a Deputy Minister in a department with a
9 wide mandate. What do you say as to the role or
10 obligations of a Deputy Minister to be conversant with
11 the responsibilities of his or her department?

12 And let me give you a little elaboration what I mean
13 by that. A Deputy may not have had any coal mining
14 experience. One would assume that probably he or she
15 didn't. But if a Deputy were responsible for a
16 department whose mandate it was to monitor the efficiency
17 and safety of a coal mine, what do you say would be the
18 responsibility on the Deputy to become at least
19 conversant with the environment of a coal mine?

20 A. Well, I think it would be a personal obligation that
21 that person had to acquire a working knowledge and an
22 under -- at least an understanding and possibly a working
23 knowledge of what it was all about. And there's lots of
24 places you can find that out. Reading much of the
25 technical information that supported this project is one