

MR. ROGERS, EXAM. BY MR. MERRICK

1 Q. And that we, as Nova Scotians, should expect and  
2 begin to demand that of our bureaucratic leadership.

3 A. May I just make another comment?

4 Q. Yes.

5 A. Where you start in a process of exercising  
6 leadership in a matter like this is that you test the  
7 capabilities of the people that report to you. And you  
8 should have the capacity to be able to probe in  
9 sufficient depth to satisfy yourself that they have  
10 knowledge or they're blowing smoke in your face. And if  
11 they're doing the latter, you quickly take steps to shore  
12 that up.

13 And the first things you would do is to find expert  
14 support that you had perceived is lacking. The next  
15 thing you do is change the people. And that would be a  
16 normal process as you inspected the various broad area of  
17 responsibilities that you have. And that would be a  
18 normal management process of testing and validating  
19 whatever materials are put to you for decision or on  
20 which you're expected to give direction.

21 And so you may -- the point I'm trying to make, you  
22 may have to go more in depth in one area because of  
23 perceived deficiencies than in another on which you can  
24 maintain a lighter hand because you know or you have  
25 confidence that the people there are competent and are