

MR. ROGERS, EXAM. BY MR. MERRICK

1 EXAMINATION BY THE COMMISSIONER

2 Q. Just two points following up on Mr. Merrick, Mr.
3 Rogers, from what you have stated with respect to the
4 responsibility of a senior bureaucrat, it's almost
5 axiomatic for me to suggest that a Deputy Minister must
6 be much more than an office manager?

7 A. Oh, indeed.

8 Q. Yeah.

9 A. Yes, sir.

10 Q. Now in a small province like Nova Scotia where we
11 don't have the wealth in numbers of human resources as
12 perhaps you would have in the Federal Government or,
13 indeed, in the Province of Ontario, would it be
14 reasonable to suggest that we, as a province, ought lean
15 more heavily on consulting expertise in achieving the
16 ultimate end of gaining competence in the bureaucracy?

17 A. I think it depends, Mr. Commissioner, case by case.
18 I think that a case can be made that where the skills and
19 experience and knowledge are lacking, it's an efficient
20 and cost-effective way to acquire important support in
21 programs. In others it -- in other kinds of programs, it
22 may be unnecessary.

23 Q. Okay. Specifically, given the feasibility study of
24 Kilborn in this particular instance, would it not have
25 been prudent, indeed, would it not have been essential