

MR. CAMERON, EXAM. BY MR. MERRICK

1 start interfering.

2 Officials have to make decisions based on what they
3 see at the time and not be second-guessing, "I wonder
4 what the Minister would think." So I think we're getting
5 into a very delicate situation where the Minister has to
6 show some judgment. That he's the overall manager. He
7 talks to the Deputy Minister. He certainly has to show
8 some interest to his staff that he is interested on
9 what's going on.

10 But on the day-to-day business of what an individual
11 would be doing with a project, I think you've got to be
12 cautious there if you go too far because then the
13 impression would be, "Well, I wonder what the Minister
14 would think." And they have to have their independence.
15 So there's a fine line.

16 And I'm sure that from time to time the Minister
17 would want to find out something, and some of those
18 directors, even people with the director, would come in
19 and brief him on an issue if it became a political issue
20 in the house. But the day-to-day operations of people
21 doing their job, politicians should make sure that, yeah,
22 they provide leadership, but not to ever leave the
23 impression that they want to -- that they're being
24 second-guessed all the time. "I wonder what the Minister
25 will think."