I would insist, however, that in the case of representatives of important bodies, either veterans' associations or social service organizations, or fraternal or benevolent associations throughout the country, their representatives should be called, as Col. Arthurs has suggested, before the Committee as a whole. It may also be advisable that some of the officials of the different branches of the department should be heard by the Committee as a whole. However, that would preclude the sub-committees from receiving further evidence, especially from the heads of branches, not necessarily to be taken down in shorthand. To make my point clear, if a suggestion should be made by the representatives of one or more organizations before the Committee as a whole, the officials of the branch concerned should be also heard and cross-examined by the whole Committee.

The matter is going to be referred, I understand, to a sub-committee-

The CHAIRMAN: After the approval of the main Committee.

Hon. Mr. Beland: Then this sub-committee could call for any official to give details—very important details sometimes. But I do not think that in this connection it would be necessary to take a shorthand note of the proceedings. I hope, Mr. Chairman, that the plan you have suggested will shorten the work. I am not sure that it will. It has certainly been carefully prepared and with a view of affording all possible means of rendering full justice to whoever has been denied justice, if anybody can complain of any injustice having been done. This, of course, would involve the sitting of sub-committees during the mornings and it will involve also the use of more than one room.

The CHAIRMAN: I think that can be arranged.

Hon. Mr. Beland: I am glad of that. So far as I am concerned, I am new in the department, and I am seeking advice from this Committee supported by Parliament in any change that might be considered advisable in the public interest. I have no directions to give to the Committee, and indeed, any direction that would come from me might be considered interested. Speaking in the name of the Government, I may say that we are disposed to receive the recommendations of this Committee convinced that they will be to the public interest generally.

Mr. Carroll: I have no knowledge of the organization of the last Committee, but I gladly accept the suggestions of Col. Arthurs and Mr. Caldwell who have had experience on previous Committees, and if the organization proposed appeals to them, it should appeal to the new members of the Committee. Have you anything in that motion regarding the point which Col. Arthurs makes, that large bodies and that sort of thing should be heard before the Committee as a whole, or was that contained in your memorandum.

The CHAIRMAN: That was contained in my memorandum. I entirely agree with what the minister says and what Col. Arthurs and Mr. Caldwell said. I think the first incentive should be that any particular matter should be referred to the main Committee as a whole so that the main Committee will first be advised of what is being done—and be kept entirely advised of what is being done,—and I also entirely and absolutely agree with what previous speakers have said, that large bodies should be heard before the Committee as a whole,—in fact the Committee as a whole should hear substantially all evidence, excepting certain private evidence and private records, that it would not be advisable to discuss in public, or it would not be advisable perhaps to broaden the Committee and involve a great amount of detailed work. I say in the event of a body appearing before this Committee that this particular evidence be then placed before a sub-committee for a study. In other words if a mass of evidence relating to various matters should come before the Committee at one sitting and if certain part of the evidence dealing with Pensions and another dealing with Soldiers' Settlement should be presented that particular part of the evidence might be referred to the sub-committee for definite and absolute study and report back again