

or the other. It is a question of getting efficient officials. That is the prime necessity of the service. In my opinion I would say that if there are people in the province of Alberta and Saskatchewan who want jobs in the penitentiaries and they have the qualifications, they can apply; they can go down and see the warden and he will make certain notes on his list and when a vacancy occurs he will send a wire to that man. I think that is quite simple. As long as the warden knows he and he alone is responsible for the administration of that department he will be very careful.

*By Mr. Euler:*

Q. Would you compel the deputy minister to accept the nomination of the warden?

Mr. GRIESBACH: No, I would say if you could get a system on a proper basis the deputy minister would hesitate a long time before he refused. If the prisoners escaped, and so on, the warden would say, "I recommended Smith and Brown and Jones, and you recommended somebody else, and these are the men who were in charge. Now I am not responsible." The minister after an experience of that kind would be inclined to cut it out, I would say.

The VICE CHAIRMAN: Would you carry that system right through? A surgeon is required, for instance, or a doctor or a bookkeeper or a chaplain or cooks.

*By Mr. Griesbach:*

Q. If this system is put on the basis I suggest and we worry along a couple of years, we will find in the service men fit to be promoted to these positions. That is my view.

The VICE CHAIRMAN: They have nominal guards.

Mr. GRIESBACH: Yes, I know what they have, I have some experience. If they have a surgeon to appoint, I see no reason why the warden should not make a recommendation to the minister. He knows the people in the town. I can think of no better person to recommend a surgeon for a penitentiary than the warden.

The VICE CHAIRMAN: In other words your suggestion if carried into practice throughout the entire service would be that in the outside service the responsible officers should have those appointments in their hands.

Mr. GRIESBACH: Yes.

The VICE-CHAIRMAN: The appointments to be made by the Government, but the Government to act on their recommendations.

Mr. GRIESBACH: Absolutely, yes.

The VICE-CHAIRMAN: You would apply that, say, to a land office?

Mr. GRIESBACH: I am not prepared to state that at the moment. When we come into the next department we will talk about that. I think I know something about how penitentiaries should be run from my past experience.

Mr. CHARTERS: How long were you in?

Mr. GRIESBACH: Perhaps in the opinion of some people not as long as I should have been, but I think I know something about it, and I think the deputy minister has stated the case just as I would like to see it done.

*By Mr. Thompson (Yukon):*

Q. I would like to ask with regard to the appointment of surgeons, whether they the paid full time or part time.

WITNESS: As a general thing they are paid full time. I am not sure that in some cases it may not be part time.

*By Mr. Griesbach:*

Q. Would not the rule be the other way, that normally they are paid part time?

—A. No, I don't think so.

[Mr. Newcombe].