

"haphazard". My question is: what would you recommend to improve that administration?—A. Well, I should recommend an increase in the staff with emphasis on the field division. That is the first part of the recommendation that I would make. The second would be that some means be found by which vacancies could be filled promptly. There can be no defence, as far as I can see, for leaving the administration of an agency without an executive head for many months, say from three months to in excess of a year. Vacancies occur and there is a long drawn out period before appointments are made; and during that time the responsibility for the administration falls upon a subordinate official, but eventually upon the executive staff of the administration as a whole. The result of that is, that an executive staff which is already overburdened with work, is not in a position to deal effectively with matters, particularly affecting a particular agency.

I can give one or two examples. Take the Kootenay agency, as one. That agency became vacant in February of last year. The incumbent had three months retiring leave. It was necessary for me to send the Indian agriculture agent, the farm instructor, from New Westminster, and the inspector of Indian agencies for British Columbia, at different intervals to administer that agency before an appointment was made. The vacancy occurred in February and there was not an appointment made until the following December.

Q. The following what?—A. The following December.

Q. And when did the vacancy occur?—A. In February.

*By Mr. MacLean:*

Q. Was that a civil service appointment?—A. Oh, yes.

Q. These are nearly all under the civil service, I presume?—A. At the present moment I have, in the province of British Columbia, three agencies vacant, the position of school inspector; four important administrative positions; the duties of which have to be taken over by an already over-burdened staff. What ever can be said in defence of leaving an agency without administrative supervision and control, I should not imagine that there could be much said in support of leaving the whole province of British Columbia without intelligent direction of schools.

*By Mr. MacNicol:*

Q. What is the school position that is vacant?—A. The school position is inspector of Indian schools for British Columbia. We have, as I said this morning, fifty-five day schools in that province, and thirteen residential schools, and thirteen seasonal schools. The establishment at the moment provides for one school inspector, but, gentlemen, it is not possible for one school inspector to cover that province and meet the requirements in the matter of supervision and instruction in those schools.

*By Mr. Case:*

Q. My question might not be directly related. Major MacKay, but dealing with administration, has the Department of Indian Affairs no uniform administration policy for the Indians throughout Canada? Are they governed regionally, or is there some uniformity as to administration?—A. I should think that that question could best be answered by the director of Indian Affairs.

Mr. CASE: Mr. Hoey.

*By Mr. MacNicol:*

Q. Let us keep right down to what we have before us.

Mr. CASE: I think that is important, Mr. Chairman, if we are going to deal with administration.