

cial for whom I am asking this special vote. Members of the committee are aware that the practice of the government has been to make some special arrangements with regard to two or three departments; the Department of Railways, the Department of Justice, and the Department of Finance have always been dealt with somewhat exceptionally. In this case I might almost treat it as the appointment of two deputies. Indeed there are precedents for that in some of the great banks in England where they have joint general managers. However, for convenience we treat one as assistant deputy minister; he will be to all intents and purposes an assistant deputy to comply with the law and we will thereby strengthen the staff materially. Instead of appointing a deputy at \$5,000 as we are entitled to do by the law, we shall appoint a deputy at \$4,000. I have a vacancy in the office of law clerk which I do not propose to fill, but I will appoint a legal gentleman who will combine the two duties.

Mr. BARKER. How much will that increase the expenditure?

Mr. FIELDING. I do not think it will cause any increase. In the case of the Deputy Minister of Railways, we had to provide a salary of \$7,500; in the case of the Deputy Minister of Justice, \$6,000 and if Mr. Courtney were remaining in office I am sure we would be glad to give him something like the same sum we give to these other deputies. In this case we will have a deputy at \$4,000 and an assistant deputy at \$3,600, making \$7,600; whereas as the arrangement stands now we are authorized to pay \$5,000 to a deputy, and a law clerk would cost a couple of thousand, so practically there is no increase and it will be, I think, a strengthening of the staff.

Mr. FOWLER. It strikes me that that may not be true economy. The bank managers get very much better salaries than that and it seems to me to be of very great importance that as Deputy Minister of Finance you should have one of the best financial men in the country. If it is important to have these high class men at the head of banking institutions it would seem to me equally important to have a high class man I would say practically at the head of the Finance Department because Finance Ministers are not always chosen for their great knowledge of finance and in that I make no reflection on the ability of the present minister. It does seem to me to be of very great importance indeed that the gentleman who would be Deputy Minister of Finance should be one of the very best financial men in the country and to reduce the salary from \$5,000 to \$4,000 I think would not produce that result. I think it is a pennywise, pound foolish policy.

Mr. FIELDING. I can assure my hon. friend that I sympathize very heartily with

the thought he has in his mind, but these high class banking men to whom he refers are so well paid that if I were to come to the House with a proposal to pay anything like the salaries that are paid elsewhere I am afraid I would shock the sense of the House on both sides. There is no doubt but that with regard to these high class officials our salaries are not as liberal as they should be, and if I wished to secure the services of a banking gentleman of the character indicated I would have to ask a salary that the House would not be willing to grant. As the matter stands now with a gentleman of large experience in the department and one from the outside, not a banker but a gentleman of marked ability, I would feel that the department would be better equipped than by getting a bank man who would be available at any salary that I could hope the House would vote. The managers of large banks get twice or three times as much as cabinet ministers, and the House would not be willing to grant such a salary.

Mr. R. L. BORDEN. \$25,000 is not unusual for the manager of a large bank in Canada to-day.

Mr. FIELDING. I could not hope to give such a salary as that to-day. Some of these days we must consider the salaries of these high class officials. In the meantime I appreciate what my hon. friend has said and I feel with the organization we propose we shall be better equipped than by getting any bank manager now available. Five thousand dollars is what the law allows Mr. Courtney after thirty odd years in the service.

Mr. SPROULE. And I understand the hon. gentleman proposes to have two deputies? Who are to fill the places?

Mr. FIELDING. No appointments have actually been made, and so I would not like to mention names. My idea is to take a gentleman now in the service and give to him the position of deputy minister, as his experience will be of the greatest advantage, and bring in an outside gentleman whose professional knowledge will be of value. I have in mind such a gentleman, but, the appointment not having been made, I do not feel at liberty to mention names.

Mr. SPROULE. It would be necessary that the deputy should be a man familiar with the work of the department, or there might be interminable trouble. I think the minister had some experience once of inexperienced people mixing the accounts as between the provinces and the Dominion.

Mr. FIELDING. There has been no trouble.

Mr. SPROULE. I remember the case distinctly, and the explanation which was given—that Mr. Courtney happened to be out of