

9-10 GEORGE V, A. 1919

By Mr. Mowat:

Q. Are the girls graduates of universities?—A. Some of them. Some of the cleverest girls we have are not graduates. My private secretary is not a graduate and she is one of the cleverest girls I have ever met.

Q. What is her salary, \$1,200?—A. \$1,850, but we have very clever girls to whom we only pay \$1,200.

Q. Your department differs from the ordinary departments in that you have scientific men of special knowledge. Since the establishment of the Civil Service Commission, have you found that it has deterred you in the conduct of your office?—A. I won't say it has deterred us. But it is much easier to sit down and write to a man and say "Will you accept the position of Assistant Forester at \$1,200 per annum?" than to go to the Civil Service Commission, because the position is then complicated by having to advertise. It is far more satisfactory for the head of the branch, supposing he is the right man for the position, if he can look around quietly and decide who is the best man for the vacancy, find out by making inquiries and personal investigations. In the last analysis, the results you obtain and the efficiency you obtain depend largely upon the men at the top. We have gone largely on the principle of giving our experts practically a free hand. We say, Mr. A—, you are expected to do certain things. You will have all the support you can reasonably expect within the limits of our financial resources and we expect you to make good. We put the responsibility upon them. We say: "If you don't make good then we will bring you to time." Of course this clause in our Act enabled us to pick all those men; and when a special investigation was completed as, for instance, fur farming, we let them go. Again, we established 32 illustration farms throughout the length and breadth of the country and when we had results we turned them over to the Department of Agriculture because they could carry on more illustration farms in one province than we could in the whole Dominion.

By the Chairman:

Q. In other words you decided upon the system and after you found it of value turned it over to the Department of Agriculture?—A. Exactly. Our intention is not to administer. It is to advise, investigate and inform. Having done that, we turn the system over to the Minister of the department. We investigated fire wastes. We demonstrated that the situation was exceedingly bad. Our record in Canada is the worst in the world. Having aroused interest throughout the country, we then transferred our investigator—we only had one man—to the Department of Insurance. He is now carrying on administrative work throughout Canada. We also commenced our town planning work and we engaged Mr. Thomas Adams who stands at the head of his profession in the English speaking world. Now that the Government has appropriated \$25,000,000 for housing, Mr. Thomas Adams has been transferred to the Housing Committee of the Cabinet and is carrying on that office in connection with the adjudication and the passing upon of the plans of houses for the Housing Committee.

By Mr. Mowat:

Q. How often did the Fisheries Committee meet last year?—A. Last year they met immediately following the annual meeting, on the 21st and 22nd of February.

Q. I suppose they only really meet once a year?—A. Practically so.

By Mr. Loggie:

Q. Who is the commissioner for New Brunswick on fisheries?—A. The Honourable Dr. Smith. He is the ex-officio representative of New Brunswick. The members of the committee have also to be commissioners. No one is on the committee who is not a commissioner, which, of course, to a certain extent limits——

[Mr. James White.]