

MR. ROGERS, EXAM. BY MR. MERRICK

1 way.

2 Bringing in a consultant or consultants to spend a
3 couple of days aiding you in understanding would be
4 another, if you found that your own staff didn't seem to
5 have particular skills or experience in these areas.

6 But you can't proceed as a Deputy Minister,
7 accountable for the responsibilities of your Department,
8 without knowledge of what your people are supposed to do,
9 and you can't claim the doctrine of ignorance.

10 Q. It seems to me that what you get depends an awful
11 lot sometimes on what you expect. And I'm trying to
12 assess what we as Nova Scotians should expect of our
13 public service leaders, our Deputy Ministers. And when
14 we hear a Deputy Minister sit on the stand and say, "Gee,
15 I didn't know. I didn't understand. That's beyond me.
16 You got me on that one," there's some sympathy for him
17 because you say to yourself, "What should he know about
18 coal mines, even though his Department may be responsible
19 for coal mines?" But as I'm hearing you, what you're
20 saying is that if you get to the level of Deputy
21 Minister, it's your responsibility to acquire that
22 knowledge?

23 A. Yes.

24 Q. Is that right?

25 A. Yeah.