

working was extended from port to port parallel with the training of specialist staffs and the development of the Commission's organization, until at the close of the financial year the system applied to the working of practically all overseas vessels using the ports of the Dominion as well as to many of the coastal and inter-colonial vessels. The process of expansion will continue until every vessel and every port operates under this scheme.

The results of the working of the co-operative system, which are tabulated in the Appendix, will bear testimony to its efficiency, and indicate the extent of its operation in the short period in which the Commission has been operating.

#### ORGANIZATION.

As the Commission was appointed for the express purpose of doing whatever was deemed necessary to bring about a greater efficiency in the working of all ships on the waterfronts of the Dominion and was vested with the widest powers to carry out its functions, it was necessary to have a suitable organization to give effect to the purpose for which it was appointed. The regulations broadly determined the character of the organization by providing for the appointment of Waterfront Controllers and Wharf Superintendents at ports of importance, and experienced master mariners were appointed as Regional Controllers, one being stationed at each of the four main ports, Auckland, Wellington, Lyttelton, and the Port of Otago.

These Controllers were armed with powers to expedite the working of ships almost as complete as that vested in the Commission. The Controllers were instructed that in carrying out their duties the co-operation of all parties in the industry should be sought and utilized to the full in order that the desired results could be obtained in the shortest possible space of time with that spirit of unity the emergency demanded.

It was anticipated that there would be honest differences of opinion with the measures thought necessary by the Commission and its officers to bring about greater efficiency, coupled with distrust and doubt as to the value of some of the measures which had to be imposed by the exercise of arbitrary authority. Nevertheless, the striving for co-operation and the growing realization of the crisis contributed to the gratifying measure of co-operation which has been achieved in the short period the Commission has operated, and which has been reflected in improved working. Six Wharf Superintendents were appointed to assist the Controllers, four of whom were drawn from the ranks of the Waterside Workers' Union. These men at the time of their appointment were responsible and respected officers of their organizations, with wide experience and understanding of the problems and difficulties that had a restrictive influence on efficiency. The knowledge these men brought to bear on matters affecting the working of cargo has done much to avoid friction and disharmony. Their work has been at times difficult and onerous, but the valuable results achieved have fully justified the appointments made. Parallel with the policy of co-operation was the necessity to co-ordinate the various local organizations which functioned separately and to form committees for special purposes where none previously existed.

For example, the Berthage Allotment Committee at Auckland is performing a good service in allocating the most suitable berths for ships to work at; also, the meeting of the representatives of parties concerned, called to consider the allocation of railway-trucks at the same port was responsible for removing the evil of over-ordering by individual companies that previously existed and which resulted in occasional shortages of rolling-stock and consequent delays in the loading and discharging of ships.

The Commission, prior to the introduction of co-operative contracting, took over control of the Waterside Central Pay Offices and Labour Engagement Bureaux, the staffs of same at the main ports being directly responsible to the Waterfront Controller.

The committees equally representative of employers and workers that previously controlled the Labour Engagement Bureaux have, under the policy of co-operation, been retained as consultative committees. As soon as co-operative contracting was established, a specialist staff was appointed at Head Office distinct from the general office staff, and check timekeepers were appointed and detailed to record particulars of the working of each gang of men employed on a ship, such records being verified daily by a representative of the shipping interests involved. Supervising check timekeepers were appointed where necessary to collect all records and correct same before lodgment at the office of the Commission. As the contracting system is extended, the staff will have to be augmented to meet requirements.

#### MEASURES TAKEN TO EXPEDITE THE TURN ROUND OF SHIPPING.

- (1) Co-operative contracting, which has speeded up the rate of work.
- (2) Working extended hours.
- (3) Working round the clock (shift-work).
- (4) Working Sundays and holidays.
- (5) Reduction in number of ports of call.

#### CO-OPERATIVE CONTRACTING.

A table in the Appendix shows the rates of work under the co-operative contracting system, and indicates what has been accomplished in the short period in which the new system has operated. While the results obtained justify the establishment of the new system, there still remains ample scope for further improvement.

The growing realization of the advantages of the system to the workers in the industry and the national effort is noticeable, and it is expected with the passing of time to make for that measure of