

Tenure of Appointments.

86. For men engaged in administrative work, fixity of tenure is of greater importance than for those occupied in purely military duties. It is part of my conception of a well-organized business department that its members should receive their appointments, and should be removable, only at the instigation of the head of the department, who should be allowed considerable latitude in determining how long his subordinates should remain in any particular post. At the same time steps should be taken to prevent the occupant of any administrative post, particularly in districts, from wielding too much power and influence owing to his tenure of office exceeding unduly the period of four years, to which the appointment of Commandants and of the representatives of other departments is limited. Moreover, care should be taken to keep administrative officials at Army Headquarters in thorough touch with the life of the Army, and there should be a constant and well-calculated interchange of all ranks between the Defence Office at Melbourne and the administrative branches in the districts. The tenure of appointments in the administrative department might reasonably be fixed at six years.

APPENDIX VIII.

SHOWING BROADLY THE DISTRIBUTION OF DUTIES AT ARMY HEADQUARTERS UNDER THE PROPOSED SCHEME.

Defence Minister—
Responsibility to Parliament.

General Officer Commanding the Forces—
Responsibility to the Minister for the efficiency of the Army.

<i>Chief of the General Staff.</i>	<i>Adjutant-General.</i>	<i>Quartermaster-General.</i>	<i>Inspector of Artillery, Inspector of Engineers, Inspector of Rifle Clubs, Drill-halls and Rifle Ranges.</i>
War policy; defence schemes and concentration for war; military training of the forces. Preparation of estimates for votes C (b) (c).	Peace policy and peace establishments; discipline; supervision of record office work; mobilization of personnel; military regulations, including mobilization regulations; medical services. Preparation of estimates for votes: A (a), (b), and (c); B (a), (b); D (a); E (share of).	Transport, remount, ordnance, supply and barrack services; administration, distribution, and technical training of personnel for these services; mobilization questions connected with above duties in conjunction with the Chief of the General Staff; duties of Accounting Officer and Approving Officer of the Defence Department; compilation of the parliamentary estimate. Preparation of estimates for votes: A (d); B (c); C (a), (d), (e), (f); D (b) to (i); E (share of); F.	Inspection of the services concerned. Technical instruction. Technical advice to the various branches of the staff.

NOTE.—In his capacity as the Accounting Officer and the Approving Officer of the Defence Department, the Quartermaster-General should deal directly with the Minister, the Treasurer, and the Auditor-General. In these matters he should also correspond directly with administrative officers in districts. In other respects he is a Staff officer to the General Officer Commanding, and acts merely as his agent.

The capital letters in the above table have reference to the votes as shown in the appropriations for 1913-14.

APPENDIX IX.

THE NECESSITY OF A RECORD OFFICE.

(Extract from the Report on the Australian Military Forces by the Inspector-General of the Oversea Forces, 1914.)

The War System.

61. The Field Service Regulations, which are based upon our dearly bought South African experiences, contain the following paragraph:—

“Office-work in the field is to be restricted as to what is absolutely indispensable: no office-work will be transacted with a unit or service in the field that can be possibly dealt with at a stationary office.”

To carry out the principle embodied in this extract, “record offices” with specially trained staffs have, since the South African War, been established for every corps and department of the Imperial Army; pay accounting has, as far as circumstances permit, been detached from units under the so-called Dover system, and simple but effective means have been devised for keeping both record and pay offices in touch with the rank and file, no matter where in the world their units may be stationed. Further, army books and forms used on active service have been greatly simplified, and these war forms have, wherever practicable, replaced the more elaborate documents previously used in peace.