

that now fall to the daily lot of a country roadman—riding round the roads of a district and carrying out the light duties of raking stones into ruts. Again, why should it be necessary to retain sailor men in the signal-stations of the Dominion when their light duties could be equally well performed by women?

It is anticipated that in many cases the wives or other female relatives of men in the Second Division would be willing and anxious to undertake the work of the men when called up, so as to keep the billets open for them on their return, and it is suggested that you should advise how far this can be done in the work of your authority.

There will probably be many cases where men who have retired from your service will be willing to show their loyalty and render assistance to the country by again taking up their duties, or so much thereof as they may still be fitted for, and thus release younger men who are required either for active service or to fill the places of those who have gone. If there are any such elderly men known to you, I suggest that you should communicate with them forthwith, or, at your discretion, communicate to me, as Chairman of the National Efficiency Board, the names and addresses of such men, and the class of work in which they are skilled or could undertake.

Without knowing your local circumstances it is impossible to indicate to you, other than by the above general terms, in what direction you can assist, but I shall be very pleased to reply to any specific inquiries you may desire to make. The object of all of us should be to conserve the forces of the country so as to render the maximum assistance to the Empire in this hour of need.

I am, &c.,

WILLIAM FERGUSON, Chairman.

APPENDIX X.

NATIONAL EFFICIENCY BOARD.

WOMEN'S WAR WORK.

A VERY valuable return was issued in September, 1916, by the British War Office, entitled "Women's War Work in maintaining the Industries and Export Trade of the United Kingdom." In the preface it is pointed out that—

"The formation of large armies has necessarily had a far-reaching effect on the industrial and commercial life of the nation, and in view of the increasing demand for men of military age to bear arms in the defence of liberty it is incumbent on those not engaged in military service to make a supreme effort to maintain the output of articles required for the war and the export trade.

"It is considered that a more widespread knowledge of the success which has been attained by women in nearly all branches of men's work is most desirable, and will lead to the release of large numbers of men to the colours who have hitherto been considered indispensable.

"Employers who have met the new conditions with patience and foresight readily admit that the results achieved by the temporary employment of women far exceed their original estimates, and, even so, are capable of much further extension. If this is true in their case, how much greater must be the scope of such substitution by those employers who have not attempted it from reasons of apprehension or possibly prejudice? The necessity of replacing wastage in our armies will eventually compel the release of all men who can be replaced by women, and it is therefore in the interests of employers to secure and train temporary substitutes as early as possible, in order to avoid any falling-off in production.

"In some parts of the country most effective substitution has been achieved by getting one of the womenfolk of a soldier's own family to replace him in civil life. Thus wives have taken up their husbands' work, sisters their brothers', daughters their fathers', even mothers their sons'. Substitution of this kind has much to recommend it. It helps to avoid domestic disturbance and the breaking-up of homes.

"Women of Great Britain, employers of labour, remember that—

"(a.) No man who is eligible for military service should be retained in civil employment if his place can be temporarily filled by a woman or by a man who is ineligible for military service.

"(b.) No man who is ineligible for military service should be retained on work which can be performed by a woman (for the duration of the war) if the man himself can be utilized to release to the colours one who is eligible for military service and who cannot be satisfactorily replaced by a woman."

In an introductory note the Adjutant-General to the British Forces says,—

"The impossibility of forecasting in any degree the extent to which the resources of the Empire may be taxed before the war is brought to a successful conclusion makes it imperative on all . . . to acquaint themselves fully with the measures by which it is possible to extract the maximum man-power of the nation with a minimum dislocation of trade.

"Men, especially those who are young and physically fit, are necessary to keep up our fighting strength in the field, but unless the work normally carried on by these men in civil life is maintained our armies can never attain full and complete victory.

"It is therefore towards the replacement in civil life of men drawn for the Army that the efforts of all . . . must be constantly directed.