

1917.
NEW ZEALAND.

NATIONAL EFFICIENCY BOARD

(REPORT OF).

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R E P O R T.

CONSTITUTION.

Appointment of Board.

AFTER preliminary negotiations with the Hon. the Acting Prime Minister, Messrs. William Ferguson, Wellington, J. H. Gunson, Auckland, J. A. Frostick, Christchurch, and W. D. Hunt, Invercargill, met in Wellington on the 2nd February, 1917, and were received by the Hon. Sir James Allen, who expressed the thanks of the Government for their acceptance of office without remuneration. Sir James briefly outlined the intentions of the Government in setting up the Board, and placed before the Board for its immediate consideration suggestions for the organization of industries, and generally to provide for industrial efficiency and research work during the war and afterwards.

Chairman.—Mr. Ferguson was selected as Chairman of the Board.

BOARD'S ORGANIZATION.

Preliminary Report.

The Board gave consideration to the suggestions received from the Acting Prime Minister, and submitted its report with a suitable recommendation with a view of establishing upon a workable basis an effective organization to protect and advance the industries of the Dominion.

Powers.

Amongst the early recommendations of the Board of which the Government approved were the following:—

That the Board be appointed as a Royal Commission for the period of the war and twelve months thereafter, with such powers as are generally given to such Commissions, or with such extended powers as might be necessary for the individual members of the Board as well as to enable the Board as a whole to carry out the duties devolving upon it, including powers to obtain evidence and to conduct inquiries.

That whilst the members of the Board give their services voluntarily they should be recouped for out-of-pocket expenses in the form of a travelling-allowance for each day they are away from their home town, together with all expenses of locomotion.

That as General Secretary of the Board there should be selected a Civil servant of considerable experience with a thorough knowledge of departmental routine.

That it should be left to each member of the Board to arrange for his private secretary, and also for the services of such clerical assistance as might be found to be necessary from time to time, and to make necessary arrangements for adequate office accommodation in his district.

Fifth Commissioner.

It having been determined that each Commissioner should organize and handle the inquiries within his own military district, and should keep all his colleagues in touch with the results obtained by a system of circular memoranda as well as by personal letters, it became evident that the Chairman would be so occupied as the central pivot of the system that he would be unable to personally travel through and organize the Wellington Military District. It was therefore represented to the Government that a fifth Commissioner should be appointed to have charge of the Wellington Military District. This was agreed to, and Mr. Thomas Moss, of Eketahuna, was added to the Board, taking office from the 1st March.

Order in Council, 5th March, 1917.—Subjects of Inquiries.

Not only has the Board full powers as a Royal Commission, conferred upon it in an Order in Council appointing the Board which was duly gazetted on the 5th March, 1917 (Appendix I), but each Commissioner has had granted to him individual powers under the Commissions of Inquiry Act, 1908, to summon any person to give sworn evidence before him, and to require any papers upon any subject of inquiry to be produced. This power has been found to be of great value, and to have added materially to the efficient working of the Board.

Districts.

For the purpose of the Board's work the Dominion is divided into four districts, the same being coterminous with the military districts. Suitable offices were selected by the Government in Wellington for the Chairman, Mr. William Ferguson; General Secretary, Mr. J. T. Watkins; and clerical staff. The Wellington District Commissioner, Mr. Thomas Moss, has his office and staff in the same building, at 38 The Terrace. The other District Commissioners are stationed at follows: Auckland District Commissioner, Mr. J. H. Gunson, by the courtesy of the Auckland City Council, at the Town Hall, Auckland; Canterbury District Commissioner, Mr. J. A. Frostick, at the National Mutual Buildings, Hereford Street, Christchurch; Otago District Commissioner, Mr. W. D. Hunt, at the New Zealand Express Company's Buildings, Dunedin.

Meetings.

The Board meets monthly in Wellington to determine general matters of policy, and submits its recommendations to the Prime Minister for the consideration of the Government. In the interval between the Board's meetings the Commissioners are actively engaged in their own districts, visiting various parts thereof, obtaining data, and making inquiries into various matters, the results of which are communicated by memoranda to the Chairman and other Commissioners. All communications to the Government or the Departments are passed through the Chairman, who is thereby kept in touch with the whole of the activities of the Board.

Organization.—Trustee Boards and Committees of Advice.

One of the first matters to which the Board devoted its attention was the drafting of a scheme for the management of farms and businesses for men leaving the Dominion with the Expeditionary Forces. The Government accepted the Board's proposals that Boards of Trustees or Committees of Advice should be formed throughout the Dominion for the purpose of giving advice to the Board, or for the management, or to assist in the disposal of soldiers' farms or businesses, or in case of death (if required) to act for the beneficiaries. These Trustees have been selected in many cases at a public meeting; in others by the District Commissioner of the National Efficiency Board, and have been approved by the Government. The Trustee Boards and Committees of Advice have been formed in centres as far north as Russell and as far south as Invercargill. There are twenty-seven Trustee Boards in the Auckland District, thirty-nine Trustee Boards in the Wellington District, forty Trustee Boards and sixty-one Boards of Advice in the Canterbury District, and 127 Boards of Trustees in the Otago District. The attached diagram (see Appendix II) sets out clearly the scheme, and shows the districts where the Boards and Advisers have so far been selected.

There has also been formed a Commercial and Professional Committee of Advice, whose members were recommended by the Canterbury Chamber of Commerce. This Committee will deal with and advise on matters relating to all commercial and professional subjects, and will also give material assistance in connection with the businesses of men of the Second Division who are called up. Similarly business Boards exist in Auckland, Wellington, and Otago, where they will be added to from time to time as occasion requires. Although the Government has been requested to approve of the appointments of the individual members of the Trustee Boards, Committees, and Advisers, the Board wishes to place on record that it has only submitted the names of gentlemen who, in the opinion of the District Commissioners, are possessed of special qualifications and business capacity.

By means of the Board's organization District Commissioners are now in a position to be kept closely informed of the requirements of their districts, and can therefore make such recommendations and arrangements as from time to time may be necessary.

Arrangements have been made by which group conferences of representatives of Trustee Boards and Committees of Advice are periodically held, at which matters of general importance and interest are brought forward and discussed, so that mutual assistance may be afforded and, as far as possible, uniformity in policy secured. As occasion requires, further Boards and Committees will be formed, especially in order to advise upon and assist in the problems arising out of the businesses of soldiers called up for service.

Assistance to Soldiers.—Trusts.—Regulations.

A Reservist by reason of being called up for military service may experience difficulty in providing either for the management of his farm or his business during his absence, or for its disposal if it is found that it cannot be satisfactorily continued as a going concern. The object of the Board is to render such practical assistance as may enable his farm to be managed, or his business to be maintained pending his return to it, or to have it realized without a forced sale involving undue sacrifice in connection with the realization of his assets. Widespread publicity has been given to the fact that these Boards have been created for this object, and already many farmer and business Reservists have utilized the organization to obtain advice which in many cases has resulted in the neighbours making arrangements to provide labour and assistance to carry on a farm without a legal trust under the scheme. In order to ensure publicity for the scheme, suitable posters have been prepared and displayed at railway-stations and post-offices in three of the military districts, giving the names of all Trustee Boards throughout the district.

If a soldier desires assistance he can apply to any member of the nearest Trustee Board, who will assist him to make an application on the prescribed Form A (Appendix III). The Trustee Board or the Committee of Advice, upon receipt of an application, pays a personal visit by one or more members to the farm and investigates the position and statements made, and reports as to whether the case is one in which assistance can be rendered. If the District Commissioner decides that the conditions are such that the farm or business cannot be successfully worked, then the local Board will under his direction assist the soldier, when so desired, to wind up the estate; but if it is determined to be a case where a trust could be satisfactorily constituted, the soldier, if he desires to utilize the organization, will be required to execute a power of attorney somewhat in the annexed form (Appendix IV), and a special trust will be constituted. A member of the National Efficiency Board must be one of the members of the special trust, whose work is controlled by Regulations for the Management of Soldiers' Properties made under the War Regulations Act, 1914, and gazetted on the 5th April, 1917 (Appendix V). Up till the present time no great number of trusts have actually been formed, as owing to the services rendered by the Board and Committees arrangements have in many cases been made for the work of the soldier to be carried on without the necessity for the constitution of a trust.

Voluntary Services.

The work of the whole of these Trustee Boards and Committees of Advice, as also the services of the Expert Advisers to the Commissioners, and of every person connected with the scheme (except the secretaries and the clerical staff in the offices of the Commissioners), is given in a voluntary manner. In some cases the out-of-pocket expenses incurred by these Boards and Committees are being defrayed, but in many instances no claim is made for their travelling or secretarial work.

Expert Advisers.

While the Trustee Boards and Committees of Advice are available to the District Commissioners for consultation upon local matters, the Commissioners at Auckland, Christchurch, and Dunedin have also attached to their office Expert Advisers who are rendering very valuable service in assisting Commissioners with advice in regard to agricultural, pastoral, and labour matters. These gentlemen have voluntarily given their services, but are entitled to a travelling-allowance and locomotion expenses when travelling on the Board's business. In the Wellington Military District, as the Commissioner, Mr. Moss, has special knowledge in farming and in dairy and industrial matters, it has not been found necessary to obtain the assistance of an Adviser in these branches. (For list of these expert advisers see Appendix VIII.) Appended hereto will be found a list containing the names of members of the Trustee Boards and of the Committees of Advice (Appendix VI).

Trustee Boards and Committees of Advice.

The National Efficiency Board desires to place on record its great appreciation of the willing and capable services rendered by the individual members who have come to the assistance of the Board and who have formed the various Trustee Boards and Committees of Advice, and also especially those gentlemen who are acting as Advisers.

The Board anticipates that the services of these organizations will be willingly rendered in connection with any proposals adopted to provide for the carrying-out of permanent schemes for increased national efficiency after the war.

Reports to Military Service Boards.

In addition to the management of soldiers' farms and businesses these Trustee Boards and Committees of Advice are rendering useful service both upon general matters and by furnishing reports for the guidance of the Military Service Boards upon cases of appellants. In order to arrive at a true estimate of a case a Military Service Board frequently finds itself in need of information bearing upon local conditions and of a personal nature as regards the appellant. Provision has accordingly been made that upon a request from a Military Service Board the Trustee Board may furnish a report through the District Commissioner. A circular to Trustee Boards was issued (Appendix VII) seeking information respecting (in cases of inquiry) the business and financial position of the appellant; how he stands with regard to necessary labour for the carrying-on of his farm or business, and what arrangements can be made for replacing him; how in the opinion of the Trustee Board his farm or business will be affected as a going concern by his absence; who are the dependants of the soldier, and how they will be affected by his absence; in cases where the appellant is an employee, as to whether his employer can get some one to take his place; the extent to which the employer's farm or business will be affected by the calling-up of the Reservist. Further, the Boards are requested to report any other special information asked for by a Military Service Board or by the National Efficiency Board in the public interest.

Although, as already intimated, the number of trusts entered into or in process of execution is comparatively small, the amount of work done in connection with visits to estates and inquiries made as to the position of soldiers, and in response to requests for information from the Military Service Boards and the Recruiting Board, has been very great, amounting to many hundreds of cases, and it is believed that the results have been of material service both to the individuals concerned and to the State.

Conference with Military Service Boards.

A conference was held between the Chairmen of the Military Service Boards and the members of the National Efficiency Board, which was convened by the Minister of Defence and presided over by the Minister of Munitions, at which various matters were discussed with the object of arriving at a uniformity of policy and the conditions under which the services of the organization of the National Efficiency Board could be utilized. Cases concerning which advice has been sought have been numerous, and it is believed that in some instances the interests of the Dominion have been conserved by the information supplied. It is anticipated that this work will materially increase as soon as the Second Division is called up. There still appears to be considerable difference in the methods of working and the decisions of the Military Service Boards in relation to the men in the "essential" and "most essential" industries.

Soldiers' Financial Assistance Board.

The Soldiers' Financial Assistance Board advised the National Efficiency Board that when reviewing cases it found in some instances it is desirable to have local information respecting the position of applicants. The services of the organization of the National Efficiency Board were therefore placed at the disposal of the Soldiers' Financial Assistance Board for the purpose of inquiries.

Benefits of Co-operation.

The Boards of Trustees and Committees of Advice are also rendering valuable national service in many districts in connection with the more economical working of the farms through co-operation of labour and of machinery and plant, which it is expected will have beneficial

results not only in the present time of war, but will be of much permanent good, and it is believed that the organization now set up will be of material use and great benefit to the Dominion, and can be utilized in many ways in the interests of national efficiency and economy.

CLASSIFICATION OF INDUSTRIES AND CLASSES OF EMPLOYEES.

Classification of Industries.

The Board has devoted considerable time in drafting and has submitted a classification of most of the industries and occupations in the Dominion to the Government. These have been divided into four groups—"Most essential," "essential," "partially essential," and "non-essential." It is believed that this classification when adopted will materially assist the Military Service Boards in arriving at a just appreciation of the relative importance of each industry and occupation, as well as prove of value to the community generally. Where necessary evidence has been obtained from experts in the trades or industries concerned.

Schedule of Classes of Employees.

The Board is at present engaged upon the cognate task of preparing a schedule of the classes of persons employed in all industries and occupations, but this schedule is impossible of completion until the Government advises the Board of its approval or otherwise of the classification of industries and occupations submitted to it by the Board on the 6th June.

Modification of Awards.

Section 24 of the Order in Council appointing the Board empowers the Commissioners to inquire as to the necessity or otherwise of modifying or suspending any of the provisions of any award of the Court of Arbitration. It is anticipated that the present and the threatened increased shortage of labour will necessitate the modification of existing awards.

National Industrial Service.

Having in view the necessity during the war for the working-power of the Dominion to be utilized to the best possible advantage both in respect of industries and occupations arising from the continued operation of the Military Service Act, the Board recommended the Government that legislation should be enacted under which powers should be vested in the Government for the direction and control of all persons. It was recommended that such powers should provide for the employment of any person in any trade, industry, or occupation, and should include the transfer to or from any trade, industry, or occupation of any person, and generally should provide in the fullest degree for the exercise over both the individual and the community of such powers as may be deemed essential by the Government for the public good. In making this recommendation the Board had in view that it may be necessary through the continued operation of the ballot to place certain essential industries for the time being under national control, and in such cases to provide the labour necessary for their continuance. The recommendation must not be construed that any labour could be transferred from any trade, industry, or occupation to any other for the purpose of private gain. The Board was informed that the consideration of this suggestion had been postponed until the return to the Dominion of the Right Hon. the Prime Minister and the Right Hon. the Minister of Finance.

Strain on Industries.

It has become evident that under the operations of the Military Service Act the number of workers of the First Division that have been called up has placed a severe strain upon some of the industries, especially in the country districts. Although the organization of the National Efficiency Board has so far assisted the carrying-on by private arrangement of soldiers' farms and businesses, it is quite clear that some other method must be adopted to meet the situation when numbers of men in the Second Division are removed.

Government Approval of Classification.

The Board is of the opinion that the time has arrived when it has become necessary to provide for the possibility of national industrial service in some form or other. Nothing, however, can be done in this direction until the Government makes known its decision with regard to the relative position in national importance which industries bear one to another. This classification should be immediately approved and made public and followed by the necessary legislation, and if this be done promptly it may be possible to make the unavoidable changes without any serious dislocation of industry.

National Register.

The Board is of the opinion that a National Register of persons employed in trades, industries, and occupations should be made, but not with any view to compulsory national industrial service except in *bona fide* Government works for war purposes. The Board is of opinion that the Government must make it very clear that such a register shall not be used in any way for the purpose of compulsorily transferring any labour to occupations for the benefit of any trading enterprise or private gain. The National Register, however, will be of great value in enabling appeals to be made for voluntary service for the maintenance of the industries of the Dominion, dealing primarily with those that are essential and thereafter with those which have been classified in the other schedules as being of less importance to the community.

The Board believes that whilst the great bulk of the population is intensely loyal to the Crown, yet should any attempt be made to conscript or in any way force labour from one occupation to another under private employment or for ordinary trade profit, most serious industrial difficulties would occur.

Maintenance of Principles of Trade-unionism.

The Board is of the opinion that the greatest care must be taken in any movement, either through the Efficiency Board or through any other source, that everything shall be done to assure *bona fide* trade-unionists that no attempt will be made to destroy the main principles of trade-unionism which the unionists have deservedly obtained, and the Government must covenant that on the restoration of normal conditions everything that may have been altered by way of modification or suspension of awards, agreements, or trade-union rules shall be fully restored, and that under these conditions only shall the transference and dilution of labour in this country be permitted.

National Organization.—Council of Advice.

The first thing necessary is to make it possible in trades and industries for substituted or diluted labour to be employed. To do this it will be necessary to promote legislation to give the Government power to suspend, modify, or alter any award of the Court of Arbitration, agreements, or rules, or any other restriction which at present is placed upon the employment of particular persons. It is not suggested that any powers should be given which would enable the Government to interfere with the award wages for expert workers. Wages so fixed should remain unaltered; but it will be necessary, in order to accept the services of unskilled persons, male or female, who volunteer for special work, or who are willing to undertake particular work in order that the places of men rendered vacant by the operation of the Military Service Act may be filled in as efficient a manner as possible, that awards of the Court, agreements, or union rules should during the war and for twelve months thereafter be suspended.

Council of Advice.—The suspension of awards, agreements, or rules should not, however, be brought into operation except under the control of a special Council of Advice in labour matters, which it is suggested should be composed of representative trade-unionists duly appointed by the Government and a corresponding number of representative employers also appointed by the Government. A District Council of Advice of ten—five on each side—should be appointed, with the Commissioner of the National Efficiency Board in each military district as Chairman.

Amongst the powers which should be provided for by legislation the following appear to be most necessary:—

- (1.) The suspension of all apprenticeship clauses which in any way limit the employment of boys or girls.
- (2.) The suspension of all clauses in awards which place any restriction upon the employment of unskilled persons.
- (3.) The suspension of all clauses in awards which prevent the employment of women in any capacity.
- (4.) The suspension of all trade-union rules, agreements, or trade customs which in any way restrict the employment of any person, male or female.
- (5.) To make provision so that any person may be employed in any trade, industry, or occupation for the performance of any work he or she may be capable of undertaking; but provided always that no substitute labour may be employed in such trade, industry, or occupation if there are available members of the union connected with the trade who are capable and willing to undertake the work.
- (6.) To create a special Board in each military district, to be known as the Wages Adjustment Board. The constitution of this Board should be a Stipendiary Magistrate as Chairman, a representative nominated by the workers' section of the Advisory Council of Labour, and a representative nominated by the employers' section of the Advisory Council of Employers and appointed by the Government, together with one member appointed by the employers affected, and one member appointed by the workers affected. The services of this Board to be available at the request of any union of workers or individual worker, or union of employers or individual employer, in all cases where any disagreement arises as to conditions of employment, wages to be paid, &c., in regard to substituted labour.

Wages Adjustment Board.

The Board has submitted its views as to the direction in which legislation will probably be required, and has also suggested the formation of special Wages Adjustment Boards in each military district for the purpose, at the request of any union of workers or individual worker, or union of employers or individual employer, of arbitrating in all cases where disagreement arises as to the conditions of employment of labour or wages to be paid which may result from the substitution of labour.

SOLDIERS' FARMS AND AGRICULTURAL INTERESTS.

Settlement of Returned Soldiers.

The Board suggests that as the Trustee Boards and Committees of Advice are drawn from some of the most experienced men in the Dominion, and as they are resident locally, and therefore thoroughly conversant with the local conditions, they should be of material assistance to

the Commissioners of Crown Lands and the Land Boards in regard to obtaining lands suitable for settlement by returned soldiers, and also in connection with the work of advising the Commissioners of Crown Lands and the soldier-settlers respecting implements and stock.

Purchase of Soldiers' Farms for Settlement.

On the 16th February the Board strongly recommended to the Government that a scheme should be devised by which prompt action could be taken for the purchase of soldiers' farms suitable for settlement purposes. At the request of the Government the Board submitted its views as to what was desirable, but certain objections having been raised by the Government to the proposals of the Board they were dealt with in the Board's memorandum of the 26th March, when the Board again took the opportunity of urging upon the Government the adoption of some scheme of purchase of selected farms of men compulsorily taken for military service, and added that it was unable to suggest any better proposals than those already submitted. The Board regrets that its suggestion for the purchase of farms of soldiers suitable for settlement by returned soldiers and others has not met with the approval of the Government.

Soldiers' Mortgages.

The Board drew the attention of the Government to the fact that injustice might be done to the soldiers who had left the Dominion through the rate of mortgage interest being increased in their absence, and without their consent.

Financial Assistance for Soldiers' Farms.

The Government having instituted a very beneficial scheme under which returned soldiers could, upon taking up land, receive advances up to £500, the Board suggested that it was desirable that a similar proposal should be given effect to in respect to farmer Reservists called up for military service, and who have to leave their farms in charge of friends or in the hands of Trustees appointed under the Board's scheme.

On the 30th April it was recommended—

- (1.) That upon the recommendation of the National Efficiency Board the Government should make advances upon the security of a soldier's stock, plant, and crop.
- (2.) That these advances should at all times be covered by a chattel security over the assets mentioned in clause (1).
- (3.) That the advances should never exceed 50 per cent. of the value of the security. The valuation to be approved by the National Efficiency Board.
- (4.) That every advance be limited to £500.
- (5.) That all advances be repaid within twelve months of the soldier's return.

The Board advised the Government that the risk would be comparatively small, as a security would be taken over the chattels, and the benefits to the State and to the departing soldier would be very great. It is hoped that this matter will not be lost sight of.

Restriction of Transfer.—Soldiers' Farms.

The Board inquired from the Government as to what were the conditions which prevent the ready transfer of State leaseholds by Reservists in the event of their being called up for active service, and learn that though the removal of the statutory restrictions was considered undesirable, the Land Boards would in many cases be willing to waive the conditions provided that such action did not admit of the aggregation of lands. The Board regrets that the Government did not see its way to deal with this matter from a more liberal aspect, and considers that the due protection of the soldiers' assets may be of greater importance than any slight aggregation which might accrue.

Last Male Worker on Farm.

The Board has made a recommendation to the Government, which was adopted, that the Military Service Boards should be advised not in any case to take the last male worker off a farm without first obtaining a report from the National Efficiency Board. The Board in dealing with this and similar matters has kept in mind that the production of the Dominion should be maintained as far as possible, and that every effort should be made, consistent with the military demands of the Empire, to avoid land becoming idle and unproductive. It was felt that in many cases a man working for himself and his family on his own holding was probably of more benefit to the State than he would be in camp or in the firing-line; also that such a man would render his farm far more productive than if his lands were worked by substitute labour.

Accommodation for Married Men on Farms and Stations.

The Board, being of opinion that a great deal of the difficulty in connection with the shortage of farm labour is caused by reason of an almost total absence on farms and stations of suitable and proper provision for married men and their families, urged the Government to take up this matter and provide financial assistance if required by the farmer for the erection of suitable quarters for married men.

Shortage of Farm Labour and Assistance from Senior Schoolboys.

In view of the probable shortage of farm labour for next harvesting, and of the fact that in many parts of the Dominion senior boys have in the past been employed successfully in harvesting operations, the Board issued a circular to all secondary and technical schools drawing

attention to the matter, and suggesting that the autumn and spring holidays might be shortened with a view to the extension of the summer vacation. Most of the governing bodies and principals favourably responded, and arrangements are now being made by which a census will be obtained of those boys who are suitable and available with a view that the Trustee Boards and Committees of Advice might arrange for the utilization of their services.

Root-seeds.

At the request of the Board inquiries have been made by the Government in connection with the possible shortage of supplies of root-seeds for next season's agricultural work.

Wheat-growing.

Some of the Trustee Boards in the Wellington and Canterbury Districts rendered aid by their efforts to persuade farmers to increase the areas of land cultivated for wheat this year.

Machine Tractors.

The Minister of Agriculture, Industries, and Commerce determined to aid co-operation amongst farmers, and the Board notified his decision to the Boards of Trustees or Committees of Advice that where one or more settlers certified to by the National Efficiency Board, or by one of its Boards of Trustees, have an area of not less than 500 acres of wheat land suitable for the operations of a machine tractor, and wishing to purchase one for growing that acreage of wheat, the Agricultural Department will provide such funds on conditions to be arranged as to repayment. At the instance of the Board the expert voluntary services of a Dominion agricultural engineer, who was then travelling in Canada, were accepted to investigate for the Government at the American factories the types of motor tractors now being manufactured.

Maize.

The Board recommended that inquiries should be made in view of the probable shortage of cereal crops as to the possibility of increasing the quantity of maize grown in suitable parts of the Auckland Province.

Australian Fruit-trees.

The Board took a considerable amount of evidence in connection with the question of the provision of fruit-trees, and as a result of its investigations recommended the Government, with a view of protecting the nursery industry of the Dominion from undue competition, and the fruitgrowing industry from inferior stock to that raised in the Dominion, to restrict the importation into New Zealand of trees grown in Australia. The Board regrets that its proposal was made too late to be put into effect for the present season. It is, however, hoped that the matter will not be overlooked during the next and following years.

INDUSTRIES, SHIPPING, COLD STORAGE, MINING, SUPPLIES.

Dairy Industry.

In connection with the dairy industry the Board found it necessary to obtain reliable information concerning the butter and cheese factories in the Dominion. An appeal for assistance was made to the National Dairy Association, and the secretary kindly sent out circulars to all the companies in New Zealand, and finally furnished to the Board a statistical table showing each cheese and dairy factory, the number of men employed therein, together with an analysis showing what men are of military age, and of the First and Second Divisions, and other particulars. This very valuable information has been of great assistance to the Board, and copies have been furnished to each District Commissioner for his guidance.

Shortage of Coal, and Coal Industry.

Respecting the recent shortage of coal-supplies resulting from labour difficulties, the Government sought the advice of the Board as to the best means of conserving the available coal-supplies and effecting immediate economies in that commodity. The Board went exhaustively into this matter, and under date 16th May reported to the Government recommending the increased development of the coal-mines of the Dominion, the restriction of unnecessary travelling with a view to reducing the steamer services, the suitable reduction of public lighting, shop-window lighting, and evening entertainments. In this connection the Board took the opportunity of emphasizing its previous recommendation that there should be a change in the hours of business obtained by the alteration of the time in New Zealand.

Reafforestation.

The Board urged upon the Government that special provision should be made for the growing of young trees so as to enable reafforestation to be carried on by such returned soldiers as might be found suitable for the work; further, that the question of reafforestation was one of great importance to the Dominion, and should be handled in a vigorous manner forthwith by the systematic delimitation of forest areas and the constitution of a special Forestry Department.

Kauri-gum and Dalmatians.

The Board took considerable evidence in connection with the kauri-gum industry, and the employment of Dalmatians therein, and in other occupations. After prolonged investigations

certain definite recommendations were made to the Government as to the best means of handling these men of alien origin.

Bread.

The members of the Board have made inquiries relating to the sale and delivery of bread, and have reported to the Government as to the manufacture of and as to the restrictions they recommended in connection with the sale of this commodity.

Reports were obtained from Dr. Malcolm, Professor of Physiology at the Otago School of Medicine, and also from Professor H. B. Kirk, of Victoria University College. The Board also had under its consideration particulars of the course of action taken in Great Britain. The regulations of the British Food Controller, issued early in March, may be summarized as follows: No bread less than twelve hours old shall be sold or offered for sale; no fancy bread or currant bread should be sold; no sugar should be used in the making of bread; and no bread should be exchanged. Also, it is made compulsory on millers to extract from the wheat not less than 81 per cent. of flour, and an additional 5 per cent. of an admixture is compulsory, the added material being either rice, barley, maize, semolina, oats, rye, or beans. A further admixture to the extent of an additional 10 per cent. is permitted.

The National Efficiency Board made inquiries in New Zealand as to what the customary milling is, and what the effect would be if the Government declared that the only flour to be used was that known as "standard" flour. At present ordinary white flour contains only from 72 to 75 per cent. bulk of wheat—the balance is rejected in the form of bran or pollard: whereas in "standard" flour a large portion of the outer skin or husk of the wheat is retained, and something like 85 to 86 per cent. of the bulk of the flour is utilized for human food.

After carefully considering the matter, the Board decided that, although it may at a later date have to recommend the Government to consider the question of the adoption of "standard" flour, as the Government had been successful in obtaining sufficient wheat to tide the Dominion over the next few months until the new crop is gathered in, they determined not to at present make any recommendation as to the substitution of white flour by "standard" flour.

The Board resolved that the Acting Prime Minister be informed that the National Efficiency Board is of the opinion that restriction should be placed upon the sale of bread, so as to provide that only bread that is at least twelve hours old shall be sold or delivered, and that the Acting Prime Minister be advised that the Board anticipates that the resultant economy in consumption will be very considerable. The members of the Board are anxious that this experiment should be tried. The evidence of bakers and others shows clearly that not only is moderately stale bread much healthier than fresh bread, but that there is considerable economy in its use. It is believed that if this restriction be put in force—and it is understood that the master bakers in most cases would not be opposed to such a regulation—it may possibly be followed by an alteration in the hours at which the operative bakers carry out their work. It does not appear to be efficient or healthy that men should commence work at 3, 4, or 5 o'clock in the morning when there is no real reason why the baking of bread should not be carried out in daylight hours.

Honey Industry.

The Board took considerable evidence in relation to the honey industry of the Dominion with a view of maintaining the industry notwithstanding the fact that many men had been called away from it for military service, and also with a view of developing it as a suitable occupation in which returned soldiers might be engaged. The industry is one capable of considerable extension, and the Board has under consideration questions in relation to it.

Butter-boxes and White-pine Industry.—Board of Trade.—Overlapping of Inquiries.

The Taranaki Efficiency Board Trustees, representing the dairying industry of that province, drew the attention of the Board to the great risk of serious loss to the Dominion, and especially to their industry, arising out of the exportation of white-pine timber to Australia and the loss of that timber through the clearing of bush lands. The Board made certain inquiries into this matter, and as a result of an interview they had with the members of the Board of Trade it was ascertained that this question had been specifically referred to that Board by the Government for consideration, and this Board therefore determined not to proceed in its inquiries in respect of this matter. At this conference with the Board of Trade the general question of the relative duties of the two Boards was discussed with a view to preventing any unnecessary overlapping.

Overseas Shipping and Cold Storage Conference.

At the request of the Government the National Efficiency Board Commissioners took part in the recent Foodstuffs Disposal Conference with the members of the Board of Trade, the members of the Government Requisitions Committee, and a representative of the Overseas Shipping Committee, to inquire as to the best means of dealing with the Dominion's food products in view of the shortage of tonnage. The Conference was opened by the Acting Prime Minister, with the Minister of Munitions in attendance. At the suggestion of Sir James Allen, Mr. W. Ferguson was appointed Chairman of the Conference. On behalf of the Conference the Board took the necessary steps to ascertain the amount of storage accommodation available, and what additional storage could be provided. At an adjourned meeting of the Conference on the 22nd June, when the Minister of Agriculture was present and presided, a report was adopted making certain representations to the Government as to the steps to be taken to deal with the position.

Alluvial Gold-mining.

The Board, having inquired into the matter, recommended the Government that alluvial gold-mining should not be considered an essential industry, and pointed out that it had been informed that owing to the excess-profits tax there is reason to believe that alluvial gold-mining was not being carried on to the best advantage, inasmuch as some claims were being worked only to produce an amount equal to that which had been produced in previous years, whereas if the tax were not in operation a larger quantity of gold could probably be obtained with the same expenditure of labour.

Quartz Gold-mining.

The Board, at the instance of the Minister of Munitions, looked into some matters relating to the gold-mining industry.

Dyes.

The Board also inquired into certain questions relating to the export of dyes from Great Britain which are required in the woollen-mill industry, and made recommendations to the Minister in Charge of the Department of Munitions and Supplies with a view to securing continuance of supplies needed for the Dominion.

Shortage of Paper.

Since the Board took office it has had the honour of being specially requested by the Government to advise upon several matters which were of pressing importance. In May the Minister of Customs placed before the Board for its consideration the question of the threatened shortage of supplies of news printing-paper, likely to be caused by lack of shipping facilities. The Board recommended the Minister to make further inquiries from the newspaper-proprietors as to how far they desired relief in connection with their advertising contracts, and as to what proposals they have to make for the reduction in the number of pages or the size of their issues. The Board advised that in view of the shortage of ships to carry supplies the Minister should inform newspaper-proprietors that all serial and other matter which is not of daily interest should be deleted, with a view to reducing the size of, if not entirely abolishing, the issue of supplements. The Board was further of opinion that in many cases newspapers could be combined with great advantage to the Dominion.

Shortage of Petrol.

The Minister of Customs also referred to the Board the question of the shortage of petrol-supplies. The Commissioners made careful inquiries, and the Board reported its findings to the Minister.

INQUIRIES.

The Board has conducted several special inquiries respecting subjects which seemed to demand attention as vitally affecting the efficiency of the Dominion. For the purpose of some of the inquiries public advertisements were inserted in the daily newspapers notifying the Board's intention to deal with such matters, and inviting interested parties to tender evidence. During the month of April inquiries upon these lines were conducted respecting the advisableness of the restriction, continuance, or abolition during war conditions of agricultural and pastoral shows, amusements (including picture-theatres), and sports (including racing). Each Commissioner sitting as a Royal Commission received evidence in the principal centres in his own district, and by this means the whole of the Dominion was covered in about a fortnight. The evidence so obtained was considered by all the Commissioners, and at the following monthly meeting of the Board recommendations were submitted to the Government.

Agricultural and Pastoral Shows.

The Board reported that it affirmed the educative value of agricultural and pastoral shows, and was of opinion that under present war conditions the continuance of such shows is not inimical to the public welfare.

Horse-racing.

In the matter of horse-racing the Board reported that it was of opinion that racing is non-essential, and that no man should be exempted from military service owing to his connection with or employment in racing or the breeding or handling of horses for racing purposes; that during the continuance of the war and for six months thereafter no special trains should be run nor any railway facilities given by means of special concessions in rates or otherwise in connection with race meetings, either for passengers or for the carriage of horses; that during the continuance of the war and for six months thereafter races should be held upon the following public holidays only: Boxing Day, New Year's Day, Anniversary Day, Easter Monday, King's Birthday, Labour Day, and after 2 p.m. on the statutory weekly half-holiday.

Picture-shows.

In the matter of amusements the Board reported that it considered that the picture-show industry, both wholesale and retail, should be regarded as non-essential; that it recommended that no exemption from military service should be granted to any men engaged in the industry; and that no permits should be issued during the continuance of the war and for six months thereafter for the opening of any new picture-theatres; also that no building permits should be granted during the war and for six months thereafter for the erection of or alteration to any building for use as a theatre or picture-show. The Board further recommended the Government that it should consider the advisableness of instituting a censorship of theatrical and picture-

show posters in addition to the censorship of films. At a later date the Board advised the Government that it had considered the question of waste and want of efficiency arising out of public amusements, and that, although the Board did not then recommend that picture-shows should be closed in the afternoon, it expressed its opinion that no great good resulted to the community from their being open, and that when the time arrives for the systematic dilution of men's labour by female labour the Board might have to recommend that public entertainments during the usual hours of labour should be prohibited, except under special license.

Liquor Trade.

An inquiry respecting the advisableness of the restriction, continuance, or abolition during war conditions of the vending of wine, beer, and spirits was commenced by the Board in Wellington on the 23rd May, and the taking of evidence upon this subject was continued for eight days. This evidence has been fully considered, and the Board on the 9th instant submitted its recommendations on the subject.

From a national-efficiency point of view the Board recommended that whilst it was convinced that it would be beneficial to the nation and conducive to the well-being of the people if the importation, manufacture, and sale of wine, beer, and spirituous liquors were prohibited, yet it recognized that the question of national prohibition is one which should be submitted to the voice of the people, and it therefore recommended that legislation should be enacted providing for the issue to be submitted to a vote of the people at the earliest possible moment, and that such vote should be upon the basis of immediate prohibition accompanied by reasonable compensation to the interests affected. The Board included in its report recommendations as to the lines upon which compensation should be assessed. The Board further recommended that whether or not the Government accepts the suggestion to take a vote on the national-prohibition question, there should be passed as speedily as possible legislation to provide, amongst other things, for a limitation in the hours of sale and for the observance of public holidays in the liquor trade; that all alcoholic liquors retailed must be sold only for consumption on the premises, and that heavy penalties should be provided for the removal of alcoholic liquor except in fulfilment of wholesale orders; that the law should be amended so that it should be provided that the minimum wholesale quantity that can be purchased should consist entirely of the same class of liquor; that records should be kept of the deliveries of all alcoholic liquors both to private persons and to the holders of retail licenses, and that penalties be imposed upon any persons taking alcoholic liquor into any place of business; that all packet licenses and conditional licenses be abolished. It further recommended that the strength of spirits sold be reduced.

PROHIBITION OF THE IMPORTATION OF LUXURIES.

The Board had under its consideration the great economic waste by the expenditure on goods which are not necessary, and the extravagant luxuriousness in living which exists in the Dominion, and which in the opinion of the Board is very undesirable under present war-time conditions, particularly in view of the possibility of times of difficulty prior to matters becoming normal again. After viewing the subject from various aspects the Board decided that the best method of promptly dealing with the problem was by the prohibition of the importation of certain classes of goods. Accordingly, on the 5th June the Board transmitted to the Government a schedule of articles the importation of which should, in their opinion, be prohibited in the interests of the community during the continuance of the war and for twelve months thereafter, subject always to special importation under license by permission of the Minister of Customs. The Board believes that before long the schedule as submitted may have to be added to; and the Board recently has further considered whether more goods could not be prohibited either partially or by a limitation of price, especially in respect to the drapery trade, but regrets that after drawing up preliminary proposals and submitting same to the Customs authorities it was advised that the carrying-out of these would involve a great deal of additional work with which the Department would be unable to cope owing to its present depleted staff. It is with great regret, therefore, that the Board has decided that it cannot proceed further in this direction. Upon this question, as upon the various matters to which reference has already been made, the Board is emphatically of opinion that as a basic principle to secure national efficiency both now and after the war it is necessary and fundamental to correct extravagance and prevent economic waste. By the inculcation of public and private economy and general example by those in positions of authority much can be done to that end, which must be attained if any results comparable to the necessities of the times are to be achieved.

The Board at the request of the Minister of Customs advised him in regard to certain restrictions on importations.

NON-ESSENTIAL WORKS (LOCAL AND GENERAL GOVERNMENT); MINES-DEVELOPMENT; PORT EFFICIENCY; NEW ZEALAND TIME.

Local Bodies' Works.

In order to ascertain whether local public works could be reduced during the period of the war, or as to whether there was any loss of efficiency in connection with the work of local authorities, the Board on the 12th March issued a circular to all local authorities throughout the Dominion asking for reports dealing with the possible reduction or postponement of non-essential works until after the termination of the war, and the possibility of the employment of female labour, and seeking particulars as to what works the authorities had in prospect that could be

put in hand on the termination of the war with a view to the absorption of surplus labour. On the whole the replies to this circular indicated that the local authorities had appreciated the necessity for discontinuing all works other than those of an urgent nature, and therefore it was considered unnecessary to take any further action at present in connection with the matter. This circular is attached (Appendix IX).

Restriction in Mine-development.—Bushfelling.—New Buildings.

The Board recommended that no new mine-development work such as shaft-sinking should be undertaken during the currency of the war, and generally that no new development-work such as bushfelling to bring land into pasture, and the construction of non-essential buildings and contract work, should be permitted to be carried out. In connection with this matter the Board had an interview with the Minister of Public Works, and explained at length its views as to the method of restricting unnecessary expenditure during war-time conditions.

General Government Public Works.

The Board attaches great importance to this matter, and in support of its report reiterates that in its judgment the Government should set a good example to the general public by ceasing to carry out, at great additional cost, public works which cannot be deemed to be of urgent necessity in war-time.

Government Holidays.

The Board protested against the large number of holidays observed in Government offices, and submitted that the State should set an example in efficiency to the Dominion by reducing the number of the holidays which are observed in the State Departments, and which, in the opinion of the Board, constitute a grave abuse.

Stop-work Meetings.

The Board drew attention to the fact that in its opinion legislation should be passed making it an offence for men engaged in any industry to hold "stop-work meetings." The Commissioners are still of opinion that grave injustice is done both to employers and the State through the serious loss of efficiency arising out of such meetings.

Coal-mines Act to be amended.

The Board has recommended the Government to amend the Coal-mines Amendment Act, 1914, in order to revert to a previous condition so that men now engaged in the mines may be employed in the hewing of coal at the face, the object being to meet the requirements of the Dominion by increasing the output, which has been restricted by reason of the reduction in the number of miners.

Ohai Coal-mine.

The Board, through the Otago Commissioner, advised the Government—and it is understood that the advice has been accepted—to obtain reports from its technical officers as to the possibility of opening up a surface coal-mine or quarry at Ohai, in the Southland District.

Efficient Working of Port Lyttelton.

Attention having been drawn to serious inefficiency caused at the Port of Lyttelton arising out of the loss of time, both to ocean-going and intercolonial and coastal steamers, by reason of the suspension of the night train from Lyttelton to Christchurch previously used by waterside workers to carry them back to their homes in Christchurch, the Board brought the matter under the notice of the Government, and the Chairman of the Board and the Canterbury Commissioner accompanied a deputation from Christchurch which waited upon the Minister of Railways. The Board regrets that the restrictions placed upon the trade of the Port of Lyttelton are still of a serious character. It is of opinion that there ought to be such train service provided as would afford necessary facilities to waterside workers to enable them to work the shipping of the port without any restriction. In the present crisis, when tonnage has been so materially reduced, and when so much of the prosperity of the Dominion and of the Empire depends upon the maximum service being obtained from the available shipping, the existing conditions at Lyttelton involve not only the Dominion, but the Imperial interests in great financial loss. The Board is of opinion that the conditions at Lyttelton are so completely different from those prevailing at any other port that special concessions should be made in that case.

New Zealand Time.

The Board recommended the alteration of the clock in New Zealand so as to make the time exactly twelve hours ahead of Greenwich time, instead of eleven and a half as at present. The Board urged that instead of any light-saving scheme under which the times would be changed at different periods of the year, a single change should be made which would have the effect of putting on the clock by half an hour during the whole year.

WOMEN'S WORK.—NON-EXEMPTIONS AND EXEMPTIONS IN SPECIAL OCCUPATIONS.

Women's Work.

With a view to meeting war conditions where necessary respecting the employment in suitable occupations of female labour, the Board prepared a reprint of a publication issued by the British War Office, and circulated it, mainly through the organization of the Women's National Reserve, as a pamphlet, entitled "Women's War Work" (Appendix X).

It is to be much regretted that so far there appears to be a certain amount of reluctance upon the part of employers (other than commercial offices) to make provision beforehand by the training of female assistants to take the place of their male employees who may be called up for active service, but doubtless this reluctance will be largely overcome as the position by a continuance of the war becomes more acutely felt, and when increasing numbers of the male staffs are compulsorily enlisted by the operation of the ballot. The Board proposes to give further attention to the question of the employment of female labour when, by reason of the shortage of men in the Dominion, it becomes necessary to close down, modify, dilute, or otherwise deal with partially essential and non-essential industries.

Home-service Men.

The Board suggested to the Government that it would be in the interests of the Dominion that certain men who are retained in camps and Defence offices upon home service should be released for service in the essential industries in which they were previously engaged, and the Board recommended that, subject to the approval and consent of the Defence authorities, any Commissioner upon receiving a special request for men required for any particular work of an essential character should be authorized through the Chairman of the Board to write to the Commandant pointing out the necessity for such men, and asking that an opportunity should be afforded to home-service men at present engaged in the camps or otherwise by the Defence Department to volunteer for such particular work; and in the event of such men volunteering, that the Defence Department should release them from their present duties for such period as they continue actively employed in the occupation for which they were released.

Shepherds.

The Board recommended to the Government that high-country shepherds and musterers working in the mountainous lands on the main backbone of the South Island should under certain circumstances be exempted from military service, as only young and vigorous men can carry on this work, and if these men are removed the sheep would have to be taken from the hilltops.

Scheelite-miners.

The Board inquired into the question of the exemption of scheelite-miners and the conditions under which the scheelite-mines of the Dominion were being worked. As a result of its recommendations to the Government it is understood that the Military Service Boards were advised to regard *bona fide* scheelite-miners as essential in view of the Imperial requirements.

Coal-miners.

Owing to a condition whereby in the Otago and Southland Districts truckers working in coal-mines were not always being exempted from military service as were the miners themselves, the Board advised the Government to suggest to all Military Service Boards that truckers should be exempted, as otherwise the coal-mines were not being worked to their fullest capacity.

Ploughmen.

The Government was recommended that, although ploughmen were considered most essential for the purpose of the production of both cereal crops and green crops for winter feed, it was not suggested that every man who claimed to be a ploughman should be exempted from military service, but merely those who systematically followed that occupation.

Refrigerating Engineers.

Inquiries were made as to the refrigerating engineers necessarily required in the freezing-works of the Dominion, and recommendations were made to the Government upon this question.

Non-exemption of Shearers.

The Board protested to the Government against the continued exemption granted by the Military Service Boards to shearers simply because of their calling, and represented that in the opinion of the Board and its advisers exemption was not necessary; further, that if a shearer was entitled to exemption, still more so was a small farmer who, besides undertaking shearing for himself and his neighbours, in the off season was managing his farm and thus adding his quota to the products of the Dominion.

Waterside Workers.—Non-exemption.

The Board's attention having been directed to the fact that at Dunedin and Port Chalmers the Military Service Board had exempted waterside workers from the operations of the Military Service Act, the Commissioners inquired fully into the matter and submitted a recommendation to the Government, which it is believed will have the effect of abolishing this anomaly.

FIRST AND SECOND DIVISION MEN, TERRITORIAL CAMPS, ETC.

Medical Examination of Second Division.

The Board went carefully into the question as to whether the medical examination of the men of the First and Second Divisions could not be collectively carried out before the ballot, and regretted to receive a reply from the Minister of Defence that owing to the scarcity of medical men he deemed such a scheme to be quite impracticable.

Rejected Men in the First Division.

The Board also urged upon the Government that those men who had volunteered for military service and had been rejected by the medical authorities, and had subsequently entered into marriage or business obligations, should not be regarded as belonging to the First Division, but should be transferred to the Second Division.

Substitution for Military Service.

The Board recommended the Government to consider whether substitution might not, under proper conditions, be permitted in the case of a balloted man where another member of the family was willing and anxious to take his place, and where the interests of the industries of the Dominion would be conserved by the retention of the balloted man in his present occupation.

Territorial Camps.

The Board had considerable correspondence with the Government on the question of the suspension of Territorial camps during the war. The Commissioners have had interviews with the military authorities regarding this subject, and notwithstanding the decision of the experts, from evidence derived from all parts of the Dominion they are still of opinion that much unnecessary interference with the businesses and industries of the Dominion has resulted during the past season through the continuance of these camps. As the result of the representations made by the Board, instructions were given that where a Commissioner certified that an individual called up for Territorial training was required in an essential industry, temporary exemption should be granted for a period not exceeding a month. Whilst realizing that this concession was of material benefit, the Commissioners trust that some method will be devised by which, should the war unfortunately continue into the next training season, the training-camps may be temporarily suspended. The shortage of men, caused by the war, in essential industries is becoming acute. The Board believes that considerable harm is being done to the system of Territorial training through the attempted continuance, at the present time of stress, of the training conditions which were suitable in times of peace.

Old-age Pensioners.

The Board directed attention to the position of old-age pensioners, and pointed out that under the existing system such people are debarred from adding to their incomes because their earnings would be considered at the next following assessment in connection with the reduction of their pension scale. It was suggested to the Government that as the labour of these pensioners could be turned to account in these difficult times, special concessions should be made. The Commissioners are of opinion that this matter should be dealt with by the Government and Parliament.

Retention of Experts in the Dominion.

The attention of the Government was directed to the risk which exists if experts in any industry are permitted under present conditions to leave the Dominion, and the Board was pleased to learn that this matter has received the attention of the Government, and that such experts would not be allowed to leave New Zealand.

TUITION AND INITIAL WORK FOR DEVELOPMENT OF INDUSTRIES.

Teaching of Boot and Shoe Industry.

The Board reported adversely to the Government upon a proposal to expend a considerable sum of money in connection with the installation of a complete plant of machines with a view to the technical teaching of boot and shoe making in one of the cities of the Dominion. The Board is of opinion that the best and most effective method of tuition is that practical instruction should be given in the factories, and they are confirmed in this by an offer which has been recently made by some of the boot and shoe manufacturers in Wellington to provide practical instruction to be given in their workshops in conjunction with theoretical classes conducted at the Technical School.

Technical and Practical Instruction in the Industries.

In the opinion of the Board the principle of practical instruction in the workshops may be applied to the teaching of many of the operations which are now attempted to be taught in the technical schools. The Board believes that the best method of technical instruction is by carrying out only theoretical instruction in the technical colleges, accompanied by practical work in the factories.

Waste Products and New Industries.

The matters herein referred to represent the principal conclusions of the Board so far arrived at, but there are other important questions to which the Board has devoted considerable attention and which are still the subject of inquiry. From the information contained in this report and its appendices it will be seen that the Board's inquiries have covered considerable ground in many directions, and information is now being collected with regard to the economy of labour, or production, and of distribution, and the most economical manner of dealing with raw and waste products, with the object of improving and establishing the industries of the Dominion. In connection with this matter an attempt is being made to ascertain what waste exists in the various processes of manufacture, and how investigations can be made with a view to the conversion of such waste into marketable articles.

Questions have been placed before some business men interested in trades and industries as follows: As to what raw material is used which leaves or creates a waste and which at present is not utilized. As to any process by which similar waste is converted into a marketable article: if so, what is the article, and where is it used? As to any suggestions for the utilization of waste products of any kind. When this information is received it is intended to submit the answers obtained to various scientific gentlemen who have undertaken to assist the Board in its investigation of these problems.

Wood-pulp and Paper-manufacture.

It has been demonstrated that some New Zealand woods, which exist in large quantities on ground which is most suitable for the growth of forest and which does not produce large timber suitable for milling purposes, are adapted for the making of mechanical pulp for paper-manufacture. The demand for news-paper alone in the Dominion is very great, it being estimated at not less than 50 tons per working-day. The Board is of opinion that after the war, when the necessary plant and machinery can be obtained, the development of this industry should be encouraged.

Technical Education and Research.

In the opinion of the Board one of the most important matters referred to in its order of reference is the question of technical education and scientific research as applied to the development of the resources of the Dominion. Although the Board has so far not reported, yet it has not neglected these matters, in which a great deal of preliminary work has been accomplished.

Co-operation of Labour.

The Board, realizing that in order to attain the maximum of national efficiency it should obtain the hearty assistance and co-operation of labour as represented by the trades-union organizations, has had the subject under consideration, but is not yet in a position to make any definite recommendation.

NATIONAL IDEALS.

Although not strictly within the functions of the Board, a recommendation was transmitted to the Hon. the Minister of Education that steps should be taken to copy the system adopted in the United States of America and elsewhere of instilling patriotism into the minds of the school-children of the Dominion by a systematic "saluting of the flag," and by one weekly lesson relating to national ideals.

CONCLUSION.

Frequently advice is sought by the public from the Board, and is readily given, particularly in respect to the management or disposal of the businesses of Reservists called up for military service. In many other ways the services of the Commissioners have been placed at the disposal of the community.

The Board desires to place on record that while the principal matters into which it has inquired, in terms of its commission, and upon which its conclusions to date have been reported to the Government, have been referred to in this report, yet the Board is unable at this stage to submit final conclusions in respect of many important questions into which inquiry is still being conducted.

The Board's work, however, is almost entirely advisory. Whether advice is of value or not depends upon the point of view of those who receive that advice. The Board would therefore like some indication from the Government as to whether the Government considers the work already done of substantial value to it.

In addition to the appendices already referred to in this report, attached hereto will be found a set of circulars, memoranda, and publications issued by the Board in connection with its work (Appendix XI).

12th July, 1917.

WILLIAM FERGUSON, Chairman.

APPENDICES.

APPENDIX I.

ESTABLISHMENT OF NATIONAL EFFICIENCY BOARD.

LIVERPOOL, Governor.

WHEREAS by section three of the War Regulations Amendment Act, 1916, it is provided, *inter alia*, that the Governor in Council may by regulations make such provisions as, having regard to the exigencies of the present war or the conditions created thereby, he thinks advisable for the maintenance of industries essential for the public welfare :

And whereas by the Regulation of Trade and Commerce Act, 1914, and its amendments, special powers are conferred on the Governor for the purpose of regulating trade and commerce in time of war :

And whereas it is desirable that inquiry should be made with a view to enable the Governor to exercise the powers so conferred upon him as aforesaid :

And whereas it is also desirable, having regard to the exigencies of the present war and the conditions created thereby, that inquiry should be made—

- (1.) With a view to enable the Government to make provision for the organization and development of industries, for the enforcement of public and private economy, and generally for increasing national efficiency; and
- (2.) To determine what further legislation (if any) it is necessary or expedient to pass with reference to the matters aforesaid or any of them :

Now, therefore, I, Arthur William de Brito Savile, Earl of Liverpool, the Governor of the Dominion of New Zealand, in exercise of the powers conferred by the Commissions of Inquiry Act, 1908, and of all other powers and authorities enabling me in this behalf, and acting by and with the advice and consent of the Executive Council of the said Dominion, do hereby constitute and establish a Board to be known as the National Efficiency Board, and do hereby appoint—

WILLIAM FERGUSON, Esquire, of Wellington ;
 THOMAS MOSS, Esquire, of Eketahuna ;
 JAMES HENRY GUNSON, Esquire, of Auckland ;
 JAMES ARTHUR FROSTICK, Esquire, of Christchurch ; and
 WILLIAM DUFFUS HUNT, Esquire, of Dunedin,

to hold office during my pleasure as the members of that Board, and do hereby appoint the said WILLIAM FERGUSON as the Chairman of the said Board; and do hereby appoint and constitute the members of the said Board to be jointly and severally a Commission for the following purposes, namely :—

- (1.) To inquire as to what industries or occupations in New Zealand may be properly regarded as wholly or in part essential or as not essential for the public welfare.
- (2.) To inquire as to what restrictions, modifications, or extensions should be adopted in or in connection with any such industry or occupation so as to secure greater economy and efficiency therein.
- (3.) To inquire as to the classes and quantity of labour necessary for the maintenance and regulation of any industry or occupation, whether essential for the public welfare or not.
- (4.) To inquire as to the classes and quantity of labour available for the maintenance and regulation of any such industry or occupation, and as to how, in respect of essential industries and occupations, such labour may best be obtained, due regard being had to the interests of other established industries and occupations.
- (5.) To inquire as to the advisability of employing women in suitable industries or occupations; as to the extent to which it is practicable or desirable to employ women in lieu of men; and as to what extent women are available for employment in such industries or occupations.
- (6.) (a.) With reference to the men employed in essential industries or occupations, or in any essential industry or occupation, to ascertain from time to time what proportion of such men is liable for military service, and what proportion is not so liable; with reference to the men who are liable for military service, to ascertain from time to time, so far as possible, the number of men who are medically unfit for military service, the number of men who have been exempted on appeal to a Military Service Board, and the number still liable for service, distinguishing in the last case between men in the First Division and men in the Second Division of the Reserve.

- (b.) To ascertain so far as possible the number and class of men employed in partially essential or non-essential industries, and not liable for military service, who may be available (if required) for transfer to any essential industry or occupation.
- (7.) To inquire as to the best methods to be adopted for the employment in essential industries or occupations, or otherwise, of persons of military age who are unfit for military service.
 - (8.) To inquire as to the advisability and best methods of organizing the labour available for essential or other industries or occupations in New Zealand or in any part thereof, with a view to securing the highest efficiency with economy.
 - (9.) To inquire as to the use or as to the advisability of using any class of machinery, tools, or appliances in any particular industry or industries, with a view to efficient and economic production.
 - (10.) To inquire as to any restriction, either organized or otherwise, that may be alleged to exist to the detriment of the public welfare, in any trade, service, industry, or occupation.
 - (11.) With respect to industries where the raw materials used therein are wholly or in substantial part produced in New Zealand, to inquire as to the best methods to be adopted for the production and preparation of such raw materials; and with respect to any raw materials not indigenous to New Zealand, to inquire as to the best methods for the treatment of such materials in New Zealand.
 - (12.) To inquire generally as to any matters relating to or for promoting efficiency of production.
 - (13.) To inquire as to the statistics of New Zealand and other countries with respect to the condition of employment (including hours of labour and rates of wages), and with respect to the output and production in connection with any industry or industries.
 - (14.) To inquire as to the desirability of limiting or prohibiting the exportation of any materials.
 - (15.) To inquire as to the desirability of restricting or prohibiting the manufacture, import, transport, sale, or use of any article that is not essential to the public welfare.
 - (16.) To inquire as to the desirability of restricting or stopping the execution of public works, whether under the control of the Government or of any local authority.
 - (17.) To inquire as to the desirability of restricting or stopping any form of public transit not essential to the public welfare.
 - (18.) To inquire as to the desirability of restricting or stopping any form of amusement not essential to the public welfare.
 - (19.) To inquire as to any rules or regulations made by any employers or association of employers, or any workers or association of workers, with a view to ascertaining whether such rules or regulations, in so far as they affect any trade, industry, or occupation, place any restriction detrimental to the public welfare upon efficient and economical production.
 - (20.) To inquire as to the necessity or advisability and the best methods of carrying on or disposing of the farms or other businesses of men engaged in military service.
 - (21.) To inquire as to the advisability of adopting improved methods for the instruction and technical training of workers with a view to securing more efficient service, and generally as to the necessity for further technical education and for scientific research with respect to the maintenance, development, or establishment of industries.
 - (22.) To inquire as to the advisability of establishing new industries in New Zealand, or of developing existing industries, whether during or after the war.
 - (23.) To inquire as to the best methods of insuring the employment in suitable capacities of returned soldiers.
 - (24.) To inquire as to the necessity or otherwise of modifying or suspending any of the provisions of any award of the Court of Arbitration, or of any industrial agreement, or of any rules of a trade-union or other association, so as to permit of returned soldiers who may be partially disabled being suitably employed and remunerated.
 - (25.) To inquire as to what measures may be necessary or advisable with a view to promote thrift and to discourage luxury.
 - (26.) Generally, and without restricting any of the special powers conferred by the foregoing provisions, to inquire as to the advisability of the exercise of any powers conferred on the Governor or the Governor in Council, or on any Minister of the Crown, by the Regulation of Trade and Commerce Act, 1914, and its amendments, or by the War Regulations Act, 1914, and its amendments, or by any other Act passed or that may be hereafter passed having reference to the war or to conditions created thereby.
 - (27.) In pursuance of any such inquiry from time to time to report to and advise the Government as to any of the matters aforesaid or in any way related thereto.

And I hereby declare and direct, with the advice and consent of the said Executive Council, that every member of the said Board shall possess and may exercise either separately or jointly with any one or more of the others of them all the powers and authorities conferred upon a Com-

mission by the Commissions of Inquiry Act, 1908, and by these presents, in the same manner as if each of them had been separately appointed a Commission by these presents, and may summon witnesses and hear evidence accordingly; save that every report made in pursuance of these presents shall be made by the Chairman of the Board, notwithstanding the fact that the inquiry on which the report is based may have been held before one or more of the members separately.

And I do further declare, with the like advice and consent, that these presents are issued under and subject to the provisions of the Commissions of Inquiry Act, 1908.

And I do further declare, with the like advice and consent, that these presents shall continue in full force and effect although the inquiries of the Board are not regularly continued from time to time or from place to place by adjournment; and, for the better enabling the Board to carry these presents into effect, the members thereof are hereby jointly and severally authorized and empowered to make inquiries under these presents at such times and places in the said Dominion as they may deem expedient, with power to adjourn from time to time and place to place as they may think fit. and to call before them and examine on oath (or otherwise as may be allowed by law) such persons as they may think capable of affording them information in the premises; and the said members are also jointly and severally empowered to call for and examine all such documents as they may deem likely to afford them information on the subject-matter under inquiry, and to inquire of and concerning the premises by all lawful means whatsoever; and, using all diligence, they are required to report to me under their hands from time to time touching all matters wherein they may make inquiry in pursuance of these presents.

And I do hereby, with the like advice and consent, declare that these presents shall remain in force until revoked by Order in Council or until the expiration of twelve months after the termination of the present war with Germany, whichever first happens.

Given under the hand of His Excellency the Right Honourable Arthur William de Brito Savile, Earl of Liverpool, Knight Grand Cross of the Most Distinguished Order of Saint Michael and Saint George, Member of the Royal Victorian Order, Governor and Commander-in-Chief in and over His Majesty's Dominion of New Zealand and its Dependencies; and issued under the Seal of the said Dominion, at the Government Buildings at Wellington, this twenty-seventh day of February, in the year of our Lord one thousand nine hundred and seventeen.

Approved in Council.

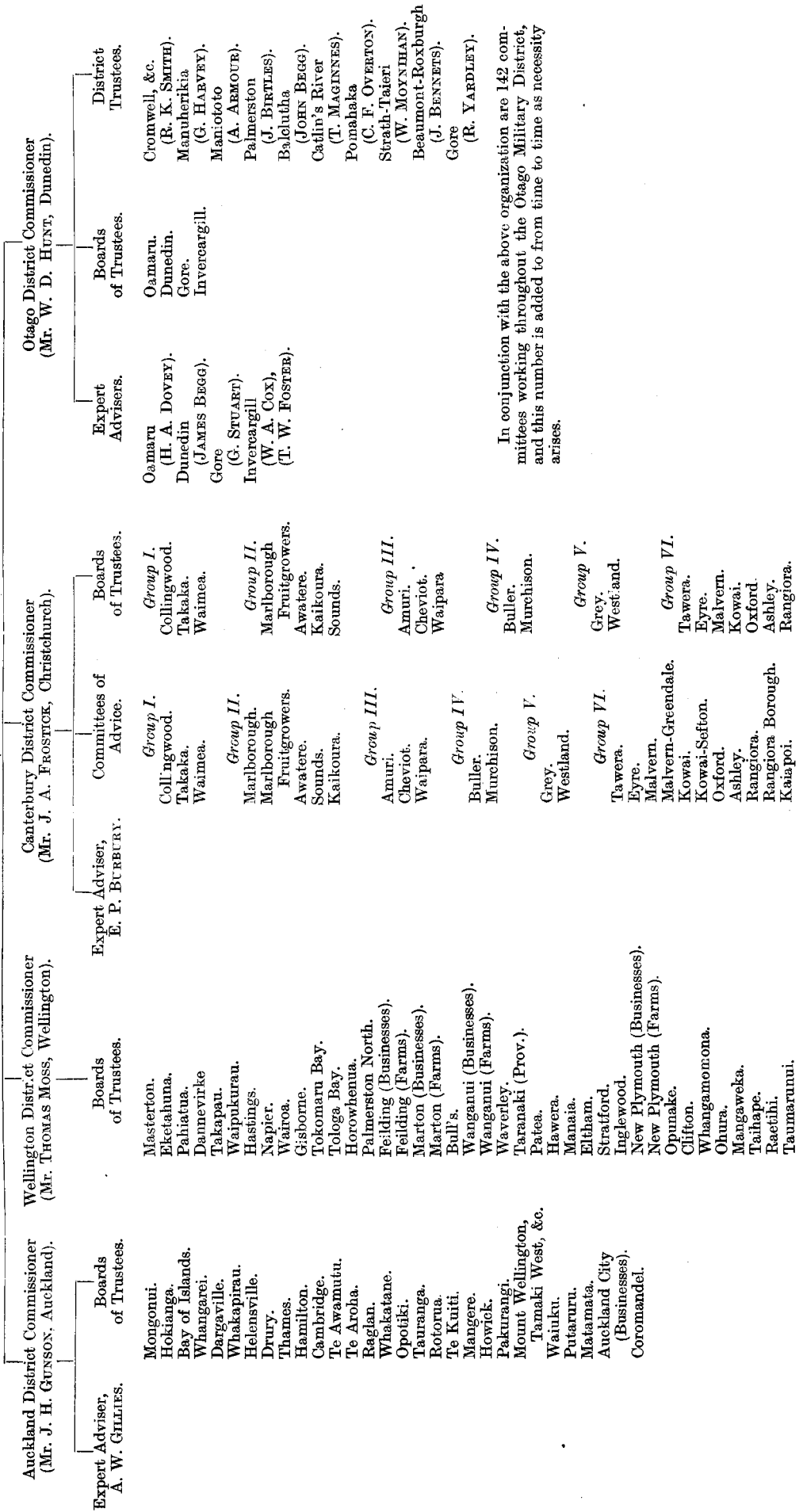
F. W. FURBY,
Acting Clerk of the Executive Council.

J. ALLEN,
Acting Prime Minister.

APPENDIX II.

VOLUNTARY ORGANIZATION OF NATIONAL EFFICIENCY BOARD.

Mr. WILLIAM FERGUSON, Chairman (Wellington).



In conjunction with the above organization are 142 committees working throughout the Otago Military District, and this number is added to from time to time as necessity arises.

In conjunction with the above organizations there is a large number of local committees who assist the members of the Trustee Boards.

- Group VII.*
 Heathcote.
 Waimairi.
 Heathcote.
 Paparua.
 Halswell.
 Springs.
 Ellesmere.
 Wairewa.
 Mount Herbert.
 Akaroa.
 Wainui.
- Group VIII.*
 Ashburton.
 Upper Ashburton.
 Raka'a.
 Mount Hutt.
 Wakanui.
 Anama.
 Rangitata.
 Mount Somers.
 Coldstream.
 Longbeach.
 Selwyn.
- Group IX.*
 Geraldine.
 Temuka.
 Clandeboye.
 Mackenzie.
 Levels.
 Waimate South.
 Pareora-Otaio.
 Christchurch (Commerce and Professions).
 Christchurch (Retail Distribution other than Primary).
 Christchurch (Clothing and Food Products).
 Christchurch (Metal and Hardware).
 Christchurch (Wood, Coachbuilding, and Paper).
 Christchurch (Primary Distribution and Retail).
 Christchurch (Council of Industries).
- Group VII.*
 Waimairi.
 Heathcote.
 Paparua.
 Halswell.
 Springs.
 Ellesmere.
 Wairewa.
 Mount Herbert.
 Akaroa.
- Group VIII.*
 Ashburton (1).
 Ashburton (2).
- Group VIIIa.*
 Selwyn.
- Group IX.*
 Geraldine.
 Clandeboye.
 Levels.
 Mackenzie.
 Waimate.
 Pareora-Otaio.

APPENDIX III.

NATIONAL EFFICIENCY BOARD.

FORM A.—FORM TO BE FILLED IN BY FARMER RESERVISTS FOR THE INFORMATION OF TRUSTEE BOARDS, WHO WILL ASSIST OR ACT FOR THEM.

(All the information given herein will be treated as confidential; and, as it will form the basis for any action that the Trustees might take, it should be as accurate as possible.)

To the Board of Trustees for Soldiers' Farms at

Date:

Full name:

Address:

Regimental address [*If not yet known, to be advised later*]:

Dependants, if any [*Relationship, if any, to be stated*]:

Next-of-kin [*Name given or to be given to the military authorities to be stated here*]:

PARTICULARS OF FARM.

Freehold: Section , Block , Survey District. Freehold area, acres roads poles.

Leasehold [*Where tenure of various sections differs, state tenure of each and area separately*]: Section , Block , Survey District. Tenure and area: Total leasehold area, acres roads poles.

Situation: Nearest railway-station (distance): . Nearest dairy factory (distance): . Nearest school (distance):

Class of roads giving access to property:

Buildings [*Make particulars as full as possible*]:

Insurance: Amount of insurance: . Can insurance be increased? . If so, how much?

Fencing [*State number of paddocks, class of fencing, and any natural boundaries made use of*]:

Present condition of farm [*Here state area under cultivation, English grass sown after cultivation, English grass surface-sown, native pasture, bush, swamp, &c.*]:

Conditions of drainage:

Stock now on property: Sheep, ; cattle, ; horses,

Usual carrying-capacity: Sheep, ; cattle, ; horses,

Cost price of farm, and date of purchase [*This need only be stated if purchased within the last five years*]:

Present value of farm: £

Government taxation value: Unimproved, £ ; improvements, £ : total capital value, £

Local taxation [*Here state full particulars of any special local charges outside of County and/or Road Board rates*]:

Present system of working farm:

Labour usually employed:

Labour at present employed:

Can farm be run with less labour; and, if so, what alteration would have to be made in present methods of working, and how would this affect the revenue?

Names of bankers and agents:

General remarks [*Here give any information that would be of value to the Trustees*]:

[Date].

LIABILITIES.

Land mortgages [*State whether registered mortgage, overdraft, or unpaid purchase-money*]: £

Liabilities against stock, plant and crop [*State whether secured or unsecured, or whether in the shape of promissory notes or open accounts. If bills or promissory notes, state what arrangements, if any, are made for renewal*]: £

Other liabilities: £

[Date].

ASSETS.

Land—
Freehold: £
Leasehold: £

Live-stock: £

Working-plant—total value (full particulars on list attached): £

Crop (including growing crops and crops in stack or in barn): £

Other assets (if any): £

APPENDIX IV.

POWER OF ATTORNEY.

POWER OF ATTORNEY from _____ of _____, to the _____ Soldiers' Property Board of Trustees, executed pursuant to War Regulations of 2nd April, 1917.

To all to whom these present shall come: GREETING.

WHEREAS by Order in Council made under the War Regulations Act, 1914, and its amendments, on the 2nd day of April, 1917, provision is made for the constitution and appointment of Boards of Trustees to be known as Soldiers' Property Boards of Trustees: And whereas Boards of Trustees have been appointed accordingly: And whereas by the said regulations it is further provided that any soldier within the meaning of the said regulations, whether of full age or a minor, may, by a power of attorney purporting to be executed in pursuance of those regulations, appoint any such Board of Trustees in its official name as his attorney, to exercise in respect of his property, business, or affairs, or any part thereof, in accordance with the said regulations, such powers of management, sale, lease, or disposition as may be mutually agreed on between such soldier and the said Board:

Now, therefore, I [*Name in full*], formerly of _____, in the Dominion of New Zealand [*Occupation*], being a soldier within the meaning of the said regulations, and being about to depart from New Zealand on active service beyond the seas, do hereby, in pursuance of the War Regulations hereinbefore referred to, appoint the Board of Trustees constituted and appointed pursuant to the said regulations as the [*Official title of the Board*] (hereinafter referred to as "the Trustees") to be my agent and lawful attorney for the purpose of managing as a farm my property situated at _____, in the Provincial District of _____, in the Dominion of New Zealand, and being the land [*Insert a sufficient description of the land*], subject in all respects to the conditions set forth in the regulations hereinbefore recited, and with the powers and authorities and subject to the further conditions hereinafter set forth, namely:—

1. From time to time to appoint such manager and other servants as may be necessary for the effective management of the said property (either separately or jointly with any other property, as the Trustees in their discretion may determine) and for the carrying-on of the same as a farm, and to dismiss any such manager or servant as and when the Trustees think proper.

2. To enter upon the said land or upon any part thereof when and as often as the Trustees or any one or more of them think fit; and also to order and direct all such repairs and improvements as may in the opinion of the Trustees be necessary or proper for the due maintenance of the said property, and to order and direct all such operations as may in their opinion be necessary for the effective carrying-on of the said property as a farm.

3. From time to time to sell, as and when the Trustees think proper, and either by public auction or private contract, all or any live-stock belonging to me that may now or hereafter be upon the said land, and from time to time to buy such other live-stock and such implements and appliances as the Trustees deem advisable for the purpose of carrying on the business of farming on the said land.

4. From time to time, and on such terms and conditions as the Trustees think fit, to dispose of any produce that may be upon the said land.

5. To pay all taxes, rates, charges, wages, expenses, and other outgoings whatsoever that may be from time to time payable in respect of the said property (and, where the property is managed jointly with any other property pursuant to the foregoing powers in that behalf, to pay such proportion of the expenses of management as may in the opinion of the Trustees be properly allocated to the said property), and, if in the opinion of the Trustees it is advisable so to do, to insure any buildings thereon against loss or injury by fire, and to pay the insurance premiums thereon.

6. (1.) If in the opinion of the Trustees it is advisable so to do, to sell the said land, either by public auction or private contract, on such terms and conditions as the Trustees in their discretion think proper, and either to His Majesty or to any corporation or private person.

(2.) In the event of a sale to His Majesty, to accept Government debentures in payment or in part payment therefor.

7. (1.) If in the opinion of the Trustees it is advisable so to do, to lease the said land, or any part thereof, on such terms and conditions as the Trustees think fit, but not for a longer term than _____ years.

(2.) Where the land or any part thereof is disposed of by way of lease as aforesaid, to demand and recover all rents and other charges that may from time to time be payable in respect of the demised premises, and on non-payment of any such rent or other charges to enter upon the demised premises and distrain for the same, and on receipt of any such rent or other charges to sign and deliver proper and effectual receipts for the same.

(3.) Without restricting the powers conferred by the foregoing provisions of this clause, to enter into any contract of agistment for the grazing of stock on the said land.

8. To settle, compromise, or submit to arbitration all accounts, claims, and disputes arising between me or the Trustees and any other person or persons in respect of the said land, or in respect of any business that may be carried on on that land.

9. To commence any action or other legal proceeding in any Court of justice for the recovery of any debt or other moneys that in the opinion of the Trustees may now be or may hereafter become due and payable to me.

(5.) In the absence of the Chairman from any meeting of a Soldiers' Property Board of Trustees the members present shall elect one of their number to be the chairman for that meeting.

(6.) Meetings of any Board of Trustees shall be held at such times and places as the Chairman may appoint. The Chairman shall at any time summon a meeting of the Board of Trustees on the requisition in writing of any two members of that Board.

(7.) At any meeting two members of a Board of Trustees shall form a quorum, and the decision of a Board of Trustees on any question before it shall be determined by a majority of the votes cast.

(8.) At all meetings of a Board of Trustees the Chairman shall have a deliberative vote, and in the event of an equality of voting shall have a casting-vote also.

4. All deeds and other instruments executed by a Board of Trustees shall be signed by the Chairman and one other member thereof acting with the approval in writing of the National Efficiency Board.

5. (1.) Any soldier, whether of full age or a minor, may by a power of attorney purporting to be executed in pursuance of these regulations appoint any Board of Trustees in its official name as his attorney, to exercise in respect of his property, business, or affairs, or any part thereof, in accordance with these regulations, such powers of management, sale, lease, or disposition as may be mutually agreed on between such soldier and the Trustees.

(2.) No such power of attorney shall be accepted by a Board of Trustees except with the consent in writing of the Chairman of the National Efficiency Board or of the member of the Board of Trustees who is for the time being a member of the National Efficiency Board.

6. Every such power of attorney shall have the same operation and effect as if it had been granted jointly and severally to all of the members of the Board of Trustees who are in office at the time of the execution of the power of attorney, and to their successors in office, to the intent that the powers conferred by such power of attorney shall be exercisable from time to time and jointly and severally by the members of that Board for the time being in office.

7. Every such power of attorney shall continue in force for all purposes notwithstanding any notice of the death or incapacity of the soldier, and notwithstanding any revocation thereof, and notwithstanding the discharge of the soldier from the Expeditionary Force, unless and until the Board of Trustees receives not less than three months' express notice in writing signed by the soldier of the revocation of the power of attorney, or, in the event of the death of the soldier, until probate of the will or administration of the estate of the soldier has been granted by the Supreme Court of New Zealand, or if probate of the will or letters of administration have been first granted by any other Court, then until such probate or letters of administration have been resealed in the Supreme Court of New Zealand: Provided that the Board of Trustees may, with the approval of the National Efficiency Board and on giving to the soldier not less than three months' notice in writing of its intention so to do, surrender the trust at any time after the discharge of the soldier from the Expeditionary Force.

8. Every power of attorney granted under these regulations shall be subject not only to these regulations, but to every amendment thereof which may at any time thereafter be made in these regulations by Order in Council, save that no such amendment shall so operate as to confer upon any Board of Trustees any power which is beyond the scope of such power of attorney.

9. No member of a Board of Trustees under these regulations shall incur any liability in respect of anything done or omitted by him in good faith in the execution or intended execution of the powers conferred by these regulations or by any power of attorney granted thereunder.

10. All moneys belonging to a soldier and coming to the hands of a Board of Trustees in pursuance of these regulations or of any power of attorney granted by that soldier shall, except so far as such moneys are, in the opinion of that Board, presently required for expenditure in pursuance of such regulations or power of attorney, be deposited in the Post Office Savings-bank or with the Public Trustee so as to form part of the common fund of the Public Trust Office: Provided that the Board of Trustees may, with the approval of the National Efficiency Board, from time to time withdraw any moneys so deposited if in the opinion of the Board of Trustees such moneys are required by it for expenditure as aforesaid.

11. (1.) Every Board of Trustees acting under a power of attorney executed pursuant to these regulations shall keep such accounts as the National Efficiency Board may from time to time prescribe.

(2.) All such accounts shall be audited half-yearly by an auditor approved for the purpose by the National Efficiency Board.

(3.) At the close of each year or of such other period as the National Efficiency Board may appoint, the Board of Trustees shall prepare and submit to the National Efficiency Board a balance-sheet signed by the auditor, together with a statement of receipts and expenditure for the same period, and such other statements as the National Efficiency Board may require.

12. Any power of attorney executed pursuant to these regulations for the management of any property as a farm may authorize the Board of Trustees to manage such farm jointly with any other farm (whether a soldier's property or not), and in any such case the expenses of management shall be divided between the several properties in such proportions as the Trustees think proper.

13. The National Efficiency Board may from time to time make such rules for the guidance, direction, and assistance of Boards of Trustees as it may deem necessary for the efficient exercise and performance by such Boards of the powers and duties conferred or imposed on them by these regulations or by any power of attorney executed pursuant thereto, and every such Board of Trustees shall in the exercise of its functions be subject in all respects to the control and direction of the National Efficiency Board.

F. W. FURBY,
Acting Clerk of the Executive Council.

APPENDIX VI.

LIST OF TRUSTEE BOARDS AND BOARDS OF ADVICE.

- (f) Indicates Trustee Boards appointed for the management of soldiers' farms.
 (b) Indicates Trustee Boards appointed for the management of soldiers' businesses.
 (f & b) Indicates Trustee Boards appointed for the management of soldiers' farms and businesses.

AUCKLAND MILITARY DISTRICT.

- Mongonui : (f) J. Garton, G. Wilkinson, A. McKay.
 Hokianga : (f) A. C. Yarborough, F. Andrews, G. Halliwell.
 Bay of Islands (Russell) : (f) J. C. Martin, H. S. Ludbrook, J. W. Jones.
 Whangarei : (f) A. R. Crane, J. J. Fraser, D. J. Finlayson.
 Dargaville : (f) A. E. Harding, B. Coleman, T. Bassett.
 Whakapirau : (f) W. H. Jackman, H. McMurdo, D. Snelling.
 Helensville : (f) J. H. Hudson, H. Aitkinhead, J. A. Wilson.
 Drury, including Pukekohe : (f) J. Flanagan, J. Batty, R. Lyons.
 Thames, including Paeroa and Hauraki Plains : (f) H. Lowe, P. Flynn, A. A. Wight.
 Hamilton : (f) J. Barugh, J. W. Ellis, F. R. Seddon.
 Cambridge : (f) J. C. Potts, R. Fisher, M. Butler.
 Te Awamutu : (f) W. H. Mandeno, W. Taylor, W. G. Park.
 Te Aroha, including Piako, Morrinsville, and Matamata Township : (f) J. B. Thomas, J. A. Clothier, F. W. Walters.
 Raglan (Te Mata, Okete, Waitetuna, &c.) : (f) C. Johnstone, D. Maroney, W. Seavill.
 Whakatane : (f) P. Keegan, W. Thornton, W. McFarland.
 Opotiki : (f) H. R. Hogg, W. L. Francis, J. B. Gow, W. Morice.
 Tauranga : (f) C. E. Macmillan, H. J. Gill, T. P. Lemon.
 Rotorua : (f) H. M. Martin, W. H. Smith, W. Hill.
 Te Kuiti : (f) James Boddie, M. Jones, G. E. Jackson, W. J. Shaw.
 Mangere : (f) J. Ambury, J. Massey, J. Montgomerie.
 Howick, Pakurangi, Mount Wellington, Tamaki West, &c. : (f) A. S. Thomson, M. Harding, T. Coates.
 Waikū and surrounding districts : (f) J. D. Reid, W. L. West, S. P. Rossiter.
 Putaruru : (f) N. King, W. Carr Rollett, T. Freeman, A. McGowan.
 Matamata : (f) A. A. Bowler, J. W. Anderson, R. H. Bailey.
 Auckland City : (b) D. M. McCallum, J. Robertson, T. Hammond.
 Whangarei : (b) J. Harrison, sen., D. W. Jack, J. Marshall.
 Coromandel : (f) C. Geard, J. Jackman, M. Gorrie, G. Darling.

WELLINGTON MILITARY DISTRICT.

- Masterton District : (f & b) H. Morrison (Chairman), A. McDonald, Q. Donald, D. Macgregor, A. L. Morgan (Secretary).
 Eketahuna District : (f and b) W. B. Matheson (Chairman), F. C. Turner, A. E. Bell, T. B. Mason, C. Kebbelle, T. Bedding (Secretary).
 Pahiatua District : (f & b) T. Hodgins (Chairman), J. B. Westlake, G. G. Taylor (Secretary).
 Dannevirke District : (f & b) E. A. Rausom (Chairman), H. Graham, A. Mackie, J. A. Riddell, W. H. Hartgill (Secretary).
 Takapau District : (f & b) C. Lewis, H. M. Sanders (Chairman), E. R. White.
 Waipukurau District : (f & b) D. Canning (Chairman), W. I. Limbrick, L. M. Moncton, J. Winlove, W. H. Rathbone, C. Wilson (Secretary).
 Hastings District : (f & b) H. M. Campbell, A. M. Robertson, J. H. Joll, J. H. Colebourne, G. Ebbett (Secretary).
 Napier District : (f & b) R. L. Paterson, R. L. Williams, N. Kettle, W. J. Jarvis.
 Wairoa District : (f & b) J. Mayo, G. C. Ormond, P. H. Sumnerfield.
 Gisborne District : (f & b) F. E. Gaddum, W. D. Lysnar, W. G. Sherratt (Secretary).
 Tokomaru Bay District : (f & b) W. Oates, E. R. Murphy, K. S. Williams (Secretary).
 Tolaga Bay District : (f & b) J. Jamieson, D. Hawkins, G. Fitzgerald (Secretary).
 Horowhenua District : (f & b) J. Prouse, G. N. Stephenson, F. J. Ryder (Secretary).
 Palmerston North District : (f & b) J. H. Stevens (Chairman), W. Barber, J. A. McLeavey, J. M. Johnston, R. S. Abraham, J. Linklater, P. C. Freeth (Secretary), J. Balsillie, J. A. Nash (honorary advisory members).
 Feilding District : (f) H. Burrell (Chairman), J. H. S. Perrett, J. S. Parsons, A. H. Atkinson, J. J. Bryce.
 Feilding District : (b) B. Bartholomew, J. W. Bramwell, E. J. Wackrill (Secretary).
 Marton District : (f) B. P. Lethbridge (Chairman), G. L. Marshall, J. W. Marshall, F. Spencer.
 Marton District : (b) R. E. Beckett, F. R. H. Brice, J. Mogridge, A. E. M. Parkinson (Secretary).
 Bull's District : (f & b) J. F. McKelvie (Chairman), H. J. D. McManaway, W. J. Phillips, R. Brown.
 Wanganui District : (f) A. Robinson (Chairman), H. Gibbons, A. Burnett, W. W. Hedges (Secretary).
 Wanganui District : (b) T. B. Williams (Chairman), D. J. F. McFarlane, J. Fairburn.
 Waverley District : (f & b) S. Napier (Chairman), A. Elsmilie, W. H. Watkins, G. H. Graham, J. C. Palmer (Secretary).

Taranaki Provincial District: G. H. Buckeridge (Secretary).
 Patea District: (f & b) A. Symes, S. C. Tonks, E. F. Hemingway (Secretary).
 Hawera District: (f & b) T. A. Winks, E. Dixon, J. B. Murdoch (Secretary).
 Manaia District: (f & b) T. McPhillips, R. Dunn, W. D. Powdrell (Secretary).
 Eltham District: (f & b) J. T. Quin, C. J. Belcher, J. L. Weir (Secretary).
 Stratford District: (f & b) R. Dingle, S. Pitt, J. Masters (Secretary).
 Inglewood District: W. E. Percival, J. Brown, A. Morton (Secretary).
 New Plymouth (Town): (f & b) E. Whittle, T. Furlong, F. J. Hill (Secretary).
 New Plymouth District (Country): (f & b) C. Andrews, J. R. Rowlands, J. S. Connott (Secretary).
 Opunake District: (f & b) H. G. Looney, E. Maxwell (Secretary), J. Burgess.
 Clifton District: (f & b) A. H. Halcombe, R. Aroa, J. Rennie (Secretary).
 Whangamomona District: (f & b) W. M. Kennedy, A. Meredith, W. A. McCutchan (Secretary).
 Ohura District: (f & b) J. Roche, T. De Vere Hunt, W. S. Williams (Secretary).
 Mangaweka District: J. Georgetti (Chairman), H. C. Wilson, D. McK. Turnbull, D. Munro,
 J. W. Stuckey, G. Oliver, W. L. Johnstone (Secretary).
 Taihape District: (f & b) G. Wrightson, H. O'Callaghan, A. L. Arrowsmith (Secretary).
 Raetihi District: (f & b) W. H. Tustin (Chairman and Secretary), C. L. Pemberton, C. D. Scarrow.
 Taurarunui District: (f & b) C. J. Ryan, G. A. Stanton, A. S. Laird (Secretary).

CANTERBURY MILITARY DISTRICT.

BOARDS OF TRUSTEES.

Group 1.

Collingwood County: F. W. Field, A. H. Fletcher, W. Solly.
 Takaka County: S. Sparrow, G. Winter, J. G. Page.
 Waimea County: J. Hagen, C. Faulkner, J. E. Bartlett.

Group 2.

Marlborough Fruitgrowers: H. J. S. Mitchell, G. Wilkins, J. W. Todd.
 Awatere County: J. Fuller, J. Dick, E. A. Weld.
 Kaikoura County: J. Davidson, T. Harle, J. W. Harris.
 Sounds County: H. A. McCormick, F. C. C. Fell, C. R. Harris.

Group 3.

Cheviot County: T. Meikle, T. Stevenson, C. Barnes.
 Waipara County: D. J. Doak, O. T. Evans, W. W. McRae.

Group 4.

Buller County: G. B. Sinclair, A. Barker, G. Organ.
 Murchison County: J. Brown, H. J. Hodgson, A. Thompson.

Group 5.

Westland County: G. A. Perry, J. J. McIntosh, D. J. Evans.

Group 6.

Tawera County: S. J. Gillett, H. A. Miller, E. S. Rutherford.
 Eyre County: R. Evans, F. G. Horrell, R. O. Dixon.
 Malvern County: H. A. Knight, G. F. Wright, J. Deans.
 Kowai County: J. Douds, J. Rowe, J. Kennedy.
 Oxford County: D. Hawke, H. F. Luers, R. F. Henderson.
 Ashley County: M. Kennedy, J. Wilson, W. McIntosh.
 Rangiora County: T. Leech, A. McIntosh, J. Catherwood.

Group 7.

Waimairi County: S. A. Staples, S. Bullock, W. P. Spencer.
 Paparua County: J. Bailey, W. G. Smith, G. P. Kissell.
 Halswell County: R. M. Morten, R. Macartney, G. Mulcock.
 Springs County: A. Chamberlain, G. Neill, T. Henley.
 Ellesmere County: A. T. Robertson, T. A. Stephens, W. Scott.
 Wairewa County: J. F. Buchanan, W. F. Parkinson, F. G. Birdling.
 Mount Herbert County: O. Bradley, J. E. Fleming, Rev. H. Purchase.
 Akaroa County: J. C. Hay, E. E. Le Lievre, C. B. Thacker.

Group 8.

Ashburton County: No. 1 Board—J. Cow, W. Morgan, C. Jaine; No. 2 Board—J. Bruce,
 T. Blackley, J. Cairns.

Group 8a.

Selwyn County: G. Hall, K. Wilson, K. Murchison.

Group 9.

Geraldine County: C. K. Mackenzie, J. Connolly, F. R. Flatman.
 Clandeboy County: J. J. Ellis, W. J. Moore, D. Grant.
 Levels County: W. Harper, C. E. Stickings, G. L. Twentyman.
 Mackenzie County: F. R. Gillingham, W. Wreford, J. Trotter.

COMMITTEES OF ADVICE.

Group 1.

Collingwood County: R. P. Riley, W. Jeffries, W. D. Scrimgeour, J. Fish, A. J. Clear (Chairman).
 Takaka County: F. Page (Chairman), J. Windle, W. Stobie, J. Harris, G. Harwood, E. Booth.
 Waimea County: G. Macmahon (Chairman), W. Thorn, C. Withers, W. Cowin, C. Hugonin.

Group 2.

Marlborough County: J. J. Corry, Mayor (Chairman), J. C. Chaytor, W. Pollard, F. A. Parker, W. A. McLennan.
 Marlborough Fruitgrowers: W. Blick, A. Hale, J. W. Doggett, H. F. Hurlshouse, H. Robinson, N. Paton (Secretary).
 Awatere County: E. A. Weld (Chairman), D. Fleming, J. J. Jenkins, A. C. McRae, J. C. Armstrong.
 Sounds County: H. A. McCormick, J. C. Fell, G. Anderson, W. Henderson, C. P. Harris, C. C. Aikman, G. Kenny, R. V. Fell.
 Kaikoura County: S. Andrews (Chairman), G. W. Garrett, J. W. Harris, G. D. Macdonald, C. Pammel.

Group 3.

Amuri County: D. Rutherford, L. Threkeld, A. Davidson, J. J. Gallagher.
 Cheviot County: T. Gee (Chairman), T. H. Wilkinson, T. Meikle, T. Stevenson, G. Barnes.
 Waipara County: R. Evans (Chairman), W. W. McRae, N. D. Campbell, H. H. Holland, T. E. L. Roberts, C. Rutherford.

Group 4.

Buller County: A. Wilson (Chairman), A. Barker, S. Atkinson, G. Organ, H. Penny, W. Slee, G. Powell, S. Selfiller.
 Murchison County: J. Brown (Chairman), H. J. Hodgson, A. Thompson, E. C. Kerr, J. Rait.

Group 5.

Grey County: H. Gilmer (Chairman), T. Craig, W. Begg, T. Coates, D. Baylatt, A. H. Wheeler, T. Feary.
 Westland County: H. Norman (Chairman), B. Ward, J. S. Lang, R. Houliston, S. G. Ferguson, J. J. McIntosh, G. A. Perry.

Group 6.

Tawera County: J. Seymour (Chairman), S. E. Rutherford, R. I. Inness, C. Durward, S. J. Gillett.
 Eyre County: R. Evans (Chairman), R. C. Dixon, F. G. Horrell, J. McIntosh, A. J. Rich.
 Malvern County: H. A. Knight (Chairman), G. T. Robertson, G. F. Wright, J. W. Warren, J. Deans.
 Malvern-Greendale: G. E. T. Shaw, G. Watson, J. A. Adams, J. P. Clucas, T. Cough.
 Kowai County: G. A. McLean (Chairman), J. H. James, W. A. Nicholls, J. D. Watson, J. Kennedy.
 Kowai-Sefton: J. Rowe, J. Dowds, G. Ferguson, W. Livingstone, A. Topp.
 Oxford County: A. Baxter (Chairman), T. C. Horn, H. F. Luers, G. Smith, R. F. Henderson, L. Watson (Secretary).
 Ashley County: H. Ensor (Chairman), R. McIntosh, Colonel E. Milton, J. Joyce, F. Croft, H. Brown, A. E. Cook.
 Rangiora County: F. Horrell (Chairman), H. Taylor, S. Ryan, J. G. Stanton, J. Stevenson.
 Rangiora Borough: W. J. Foster, W. Mackenzie, W. McGruer, H. A. Archdall, C. I. Jennings (Mayor).
 Kaiapoi Sub-committee: G. A. Ellen, E. E. Pappriill, W. Doubleday.

Group 7.

Heathcote County: C. Flavell (Chairman), J. S. Scott, J. W. Pannett, T. Bray, W. Wilson.
 Waimairi County: S. A. Staples (Chairman), F. Sissons, W. J. Walters, W. Pritchard Spencer, S. Bullock.
 Papanua County: J. Leslie (Chairman), G. Watson, H. Patterson, P. F. Ryan, F. J. Carr.
 Halswell County: R. M. Morton (Chairman), R. McCartney, W. L. Wright, G. W. Comer, G. T. Mulcock.
 Springs County: M. F. Ryan (Chairman), F. Hubbard, J. H. Williams, J. Kyme, R. Alexander.
 Ellesmere County: J. Cunningham, W. T. Fulton, A. J. Inwood, W. J. Jackson, J. Storey, F. J. Holley, J. Boag, jun. (Chairman).
 Wairewa County: J. F. Buchanan (Chairman), W. F. Parkinson, J. V. Chapman, J. Johnson, F. Birdling.
 Mount Herbert County: O. Bradley (Chairman), J. E. Fleming, H. Jackson, T. C. Manson, D. Banford.
 Akaroa County: J. R. Thacker (Chairman), E. Hay, A. Waghorn, W. G. Dalgeish, J. D. Bruce.
 Wainui Sub-committee: J. D. Bruce, F. W. Williams, G. Armstrong, G. Checkley.

Group 8.

- Ashburton County: C. J. Harper (Chairman), W. Nosworthy, M.P., W. F. Nicoll, G. Murdock, J. R. Simpson.
 Upper Ashburton Road District: C. J. Harper (Chairman), J. Tucker, J. Farrell, A. Horsly, J. Allen.
 Rakaia Road District: A. J. Magson (Chairman), H. G. Harrison, A. Drummond, R. O. Gill, J. Lambie.
 Mount Hutt Road District: W. Morgan, A. McKay, W. W. Goodwin, D. McKendry, J. T. Mangin.
 Wakanui Road District: J. Bruce, F. Frampton, C. R. Watson, H. F. Nicoll, G. W. Leadley.
 Anama Road District: F. Pawson, W. G. Gallagher, E. W. Roberts, G. Murdoch, A. W. Nosworthy (Chairman).
 Rangitata Road District: A. McKenzie, J. R. Simpson, W. Acton, G. W. Rose, J. A. Fleming.
 Mount Somers Road District: W. R. Turton, J. Hood, J. W. Comyns, C. H. Armstrong, L. Syme.
 Coldstream Road District: D. Shaw, W. H. Stevens, W. Jewell, W. Bruce, W. Ford.
 Longbeach Road District: W. T. Lill, W. J. Taylor, G. W. Body, A. Moore, W. Harding.
 Selwyn County: Godfrey Hall (Chairman), Kenneth Wilson, Edward Clucas, M. J. Brown, K. Murchison, S. R. Wright (Secretary).

Group 9.

- Geraldine County: Colonel K. McKenzie (Chairman), J. Connelly, F. R. Flatman, J. G. Brooker, P. Mulvihill.
 Temuka Sub-committee: D. Grant (Chairman), J. Talbot, W. H. Todd, J. Kyme, R. Macaulay.
 Mackenzie County: F. R. Gillingham (Chairman), C. J. Talbot, M.P., T. D. Burnett, J. Macaulay, W. Wreford.
 Levels County: T. B. Garrick (Chairman), A. C. Hart, W. McCully, C. Kerr, E. J. McKeown, F. E. Whitehead.
 Waimate South: W. F. Cheverton (Chairman), N. Menzies, A. Bitchener, A. Carter, W. Deacon, J. Menzies (Secretary).
 Pareora-Otaio: R. H. Rhodes (Chairman), R. J. McKeown, D. Stowell, J. Paterson, A. Elworthy, A. Thoreau (Secretary).
 Christchurch City (Commercial): H. S. Bourn (Chairman), C. Gould, W. Wood, J. Herdman, C. C. Ollivier.
 Christchurch City (General Training and Distribution): C. H. Hewlett (Chairman), H. H. Smith, M. Steeds, F. E. Jones, R. A. Green.

OTAGO MILITARY DISTRICT.

- Oamaru District: (f) R. A. McDowell, W. O. McKellar, B. B. Walton.
 Dunedin District: (f) J. Begg, J. Farquharson, G. W. Sare, J. Sutherland.
 Gore District: (f) P. C. Gray, J. Turnbull, R. F. Wallis.
 Invercargill District: (f) R. A. Anderson, A. F. Hawke, D. Macdonald.
 Oamaru District: (b) R. Brown, sen., R. A. Bulkeley, R. Milligan.
 Dunedin District: (b) C. P. M. Butterworth, W. F. Edmond, W. Speight.
 Gore District: (b) J. Boyne, J. Brownlie, A. Simpson.
 Invercargill District: (b) H. W. Royds, M. Thompson, J. Taylor.
 Taieri Beach: R. Borthwick.
 North and East Taieri: J. Dunery, J. Gow, C. Findlay, R. Gawn, D. Williamson.
 South and West Taieri: J. Blair, F. Doherty, J. Miller.
 Clarendon: W. Gray, A. P. Gray, R. Clark, J. Cameron, J. Clark, P. Boyd, W. Sutherland, D. Boyd.
 Kaitangata: G. Aitchison.
 Warepa: J. Christie, J. Barclay, A. MacDonald, W. Thomson, P. Watt.
 Clydevale: J. Edwards, A. Johnston, W. Sutherland, W. Miller, E. T. Pannett, A. C. Kee, H. Snushall.
 Clinton and Waipahi: J. Clarke, J. R. Roy, H. Steel, J. A. Webb, H. G. Hunt.
 South Molyneux: G. Hay, G. Wilson.
 Owaka: T. A. MacGuinness.
 Catlin's: J. Christie.
 Waitahuna: R. Murray, J. K. Brown, J. C. Crump, R. McCorkindale, R. McCaw, sen.
 Lawrence and Beaumont: A. Fraser, D. Munro, A. C. Leary, G. Smith.
 Greenfield: E. King, A. Craig, C. Lucas, T. Bishop.
 Roxburgh: R. Westcott, G. Bennett, J. Bennetts, M. Elliott, J. Elliot, R. C. A. McPhail, J. Menzies.
 Otago Peninsula: A. Smaill, J. MacAndrew, J. M. Dickson, H. Allan.
 Mikiwaka and Purakanui: F. Driver, C. McLaughlan.
 Seacliff: A. Sutherland, R. Allan, D. Reid.
 Flag Swamp and Waikouaiti: J. Birtles, W. Lee, J. Maxwell.
 Palmerston: H. O'Neill, W. McGregor.
 Macrae's, Nenthorn, and Moonlight: G. Sutherland.
 Kyeburn, Naseby, and Ranfurly: S. N. Andrews, C. Inder, J. Reid.
 Waipiata: J. Howell, P. McSkimming, A. B. Mann.
 Patearoa: G. Howell, W. T. Hall.
 Styx: J. Anderson, W. M. Matheson.

- Hyde : T. Ramsay, J. Williamson, T. Dowling, M. Kinney, G. Currie.
 Middlemarch : T. Carruthers, A. McKinnon, W. Moynihan, A. J. Blakeley, R. N. Elliot, A. Stewart, F. James, E. Elliot, W. Higgons, P. Spratt, J. N. Lawson, — Howell.
 Gimmerburn : A. Armour, H. W. Davis, P. Black.
 Wedderburn : R. Inder, D. Duncan.
 Oturehua : T. Gilchrist, D. McKnight, J. Nicholson.
 Ida Valley : R. Rutherford, A. McIntosh.
 Omakau and Manuhērikiā : G. Harvey, J. Wilson, J. Shepherd, J. Beattie, jun.
 Alexandra and Clyde : S. Spain, E. Marslin, A. Black, R. Ross.
 Cromwell and Bannockburn : D. Middleton, J. Ritchie.
 Tarras and Lindis : R. K. Smith, R. Polson, P. McDonald.
 Wanaka and Hawea : W. Scaife, P. McCarthy.
 Kurow : J. A. Munro, J. Sutherland.
 Benmore : W. Condon.
 Otiāke : J. McGimpsey, A. McInnis, R. Kirkealdy.
 Duntroon : A. D. Wills, R. Hamilton, J. Rutherford.
 Awamoko : J. Ledingham, E. S. Brewster, J. King.
 Papakaio : W. Gardiner, J. G. McDonald, D. Cameron.
 Herbert : W. Robertson, W. McMillan, A. Forbes.
 Wainakarua : W. McKerrow.
 Maheno : W. P. Reid, G. Bruce.
 Inch-Holme : W. Kinimont, J. Newlands, J. Grant.
 Totaratahi : J. Briscoe, David Clark.
 Kia Ora : C. Cowan, J. S. Duff.
 Kakanui : H. McKenzie, D. McLean.
 Kauroo : W. Ellis, J. McGimpsey, J. Holland.
 Tokarahi : J. Hore, J. McKone, W. Simpson, W. E. Hughes.
 Ngapara : J. McCulloch, J. Patterson, Y. T. Shand.
 Windsor : P. T. Shand, J. S. Little, John Bates.
 Enfield : M. Little, M. J. McFadgen.
 Weston : R. B. Meek, J. B. Mitchell.
 Hampden : W. H. Murcott.
 Hillgrove : W. S. D. Trotter, D. J. Ross.
 Ardgowan : R. Douglas, J. Lawrence.
 Tuturau : W. Muir, W. Mitchell.
 Wyndham : J. Smith, P. Campbell, R. Arnott.
 Glenham : G. Crosbie, A. Howie.
 Mokoreta : J. Foster, D. McRae.
 Matura Island and Pine Bush : D. Wards, W. Couser, J. Gilkison.
 Fortrose-Otara : H. J. Middleton, W. Dawson, K. G. McKenzie.
 Tokonui-Waikawa : H. Coster.
 Brydone : B. Parker.
 Edendale : T. Eades, A. Jones, D. R. Hunter, R. K. McDonald, I. McRae.
 Seaward Downs : J. Dunlop, H. McColl, P. Arnott.
 Morton Mains : A. Horne.
 Glenorchy : D. Reid, J. O'Connell, — Clark.
 Arrowtown : G. Shaw, R. W. Patterson, L. Lee.
 Athol : T. Price.
 Lumsden : D. Cunningham, T. Giller, J. Clearwater, J. Senior.
 The Plains : J. A. Thomson, — Blatch, — Keatch, — Anderson.
 Mossburn : A. Roy, F. J. Dyer.
 Dipton : Murray Menzies, — Finlay, — Harrison.
 Kauana : J. D. Shand, R. Anderson.
 Limehills : W. Swale, W. Baird, J. Fraser, D. McDonald.
 Winton : A. Gerard, T. McKean.
 Browns-Hedgehope : W. Norman, F. Allen.
 Waiāniwa : J. Fowler, — Grieve.
 Thornbury : A. McKenzie, — Lynscott, — McNaughton.
 Tetua : J. Horrell.
 Tuatapere : J. Horrell, H. Mowler, W. Brownridge.
 Fairfax : W. Ford, — McKercher, — Stephens, — Boreland.
 Clifden : C. Gardner, S. Fowler, R. Beggs, A. Anderson.
 Orāwia : D. Young, — McLeary, — Barwell, — Campbell, — Sims.
 Otautau : J. McDonald, W. James, T. Flynn, T. Lindsay.
 Drummond : P. Buckingham, C. Buckingham, D. Teviotdale, W. Watts.
 Eastern Bush and Birchwood : J. McGregor.
 Mandeville : J. H. McLeod, H. W. C. Horrell, J. Bruce.
 Gore : E. Bowmar, R. McBride, S. G. Inder, M. R. Lawlor.
 Waimumu : C. P. Parker, P. H. McLean, R. Irvine, A. Davidson.
 Kaiwera : D. A. Purvis, A. M. Quertier, J. Brown, D. Robertson.
 Pukerau : R. Aitken, E. Trapiski, J. Pullar.
 Waikaka Valley : G. Morrison, D. Gilchrist, G. P. Johnston, A. J. Nichol.
 Waikoikoi : W. J. McKenzie, J. Burnett, W. Fretwell.
 Kelso : J. McGillvray, A. Thomson, A. McIntyre.
 Crookston : R. Potts, P. Sim, A. Robertson, J. D. Revie.
 Moa Flat : R. Yardley, G. R. Young, D. C. Rose.

Heriot : E. Ottrey, J. F. Herbert, J. Adams.
 Dunrobin : W. McKenzie, W. Caffell, D. McLennan, R. Heath.
 Tapanui : D. D. Edgar, M. McAuley, J. D. Rodger, J. Eskdale.
 Conical Hills - Pomahaka : D. C. Haugh, J. Tait, G. Keir.
 Waipahi : A. Murray, J. Cumming.
 Wendon Valley : G. Perkins, R. T. Simson, J. Dickie.
 Waikaka : T. A. Fleming, W. Ayson, R. H. Gardyne, J. W. Byars.
 Greenvale : D. McKenzie, J. Herron, A. A. McPhedran.
 Riversdale : E. Butler, J. Smaill, A. Young, A. Horrell.
 Wendon : J. Stephenson, A. McKay, S. Graham.
 Balfour : E. Patterson, J. Brown, R. Butler, R. Butel.
 Knapdale : J. Mathieson, W. Millar, A. Byars, A. Reid.
 McNab : H. Smith, J. Clouston, J. Craige.
 Benio : H. McIntyre, J. J. Cunningham, E. France.
 Wendonside : J. Hurley, F. Marshall, E. Cameron.
 Waikaia : J. Davidson, W. Barron, M. McKay, S. Sutton.
 Lumsden : A. Small, J. McArthur, D. Cunningham, J. Giller.
 Longridge Village : J. McCartney, J. Brown, T. Holland.
 Ferndale : M. Dickie, T. Corcoran, W. Haugh, D. Dickie.

APPENDIX VII.

NATIONAL EFFICIENCY BOARD.

MEMORANDUM FOR THE GUIDANCE OF BOARDS OF TRUSTEES WHEN MAKING REPORTS UPON CASES OF RESERVISTS DRAWN IN THE BALLOT WHO HAVE APPEALED AND IN CONNECTION WITH WHOM THE MILITARY SERVICE BOARDS DESIRE INFORMATION FROM THE NATIONAL EFFICIENCY BOARD.

1. In all cases where information is required, the Military Service Boards must apply for a report to the National Efficiency Board through the Commissioner for the district in which the Military Service Board operates.

2. The Board of Trustees will in all cases deal with these matters through the Commissioner for the district. This is essential in order that full records may be kept by the National Efficiency Board.

3. Upon receipt of a request from the Military Service Board for a report, the Commissioner will ask the Board of Trustees for the district in which the reservist is located to inquire into the case.

4. The Board of Trustees will then as promptly as possible make the necessary inquiries, including, if required, an interview with the soldier in question and an inspection of his farm or business (if any), and will then furnish a report to the District Commissioner.

5. This report should supply the following information :—

Where the soldier is on a farm or in business on his own account.

- (a.) The financial position of the soldier, showing in detail his assets and the value of same, and the amount of his liabilities, with due dates and securities given (if any).
- (b.) How the soldier stands with regard to the necessary labour for the carrying-on of his farm or business, and what arrangements can be made for replacing him.
- (c.) How in the opinion of the Board of Trustees the soldier's farm or business will be affected as a going concern by his absence.
- (d.) Dependants of the soldier, and how they will be affected by his absence.

Where the soldier is or has been working for an employer and the employer has appealed.

- (a.) Whether in the opinion of the Trustees the employer of the soldier in question can get some one to take his place, either wholly or partially.
- (b.) The extent to which the employer's farm or business will be affected by the calling-up of the soldier for active service.

Where the soldier is an employee and has appealed on his own account.

- (a.) The financial position of the soldier.
- (b.) The dependants of the soldier (if any), and how they will be affected by the absence of the soldier.

6. In each case particulars should be given of any relatives of the soldier who may be serving with the Forces.

7. In some cases there may be other matters into which it will be necessary to inquire, but in all these cases the Commissioner, when sending the requests for the reports to the Trustees, will mention these special points; and where it appears to the Trustees that further information would be of value, it should be obtained and supplied.

8. All reports must be strictly confined to the facts, as the responsibility for a decision rests with the Military Service Boards, and not with the Trustees or the National Efficiency Board.

9. When the report is completed it must be sent to the National Efficiency Commissioner for the Military District concerned, who will consider same, and, if in order, forward the particulars so obtained to the Military Service Board.

WILLIAM FERGUSON, Chairman.

APPENDIX VIII.

EXPERT ADVISERS AND LABOUR ORGANIZERS.

AUCKLAND MILITARY DISTRICT.

Mr. Arthur Gillies, of Rotorua—Expert adviser in regard to soldiers' farms.

CANTERBURY MILITARY DISTRICT.

Mr. E. P. Burbury, of Christchurch—Expert adviser in respect to primary products.

OTAGO MILITARY DISTRICT.

Expert Advisers in connection with the Organization of Labour for Agricultural and Pastoral Purposes.

Mr. H. A. Dovey, of Oamaru (Oamaru district).
 Mr. James Begg, of Mosgiel (Dunedin district).
 Mr. George Stuart, of Brooksdale, Tapanui (Gore district).
 Mr. W. A. Cox, of Kauana, Southland (Invercargill district).
 Mr. T. W. Foster, of Oware, Southland (Invercargill district).

District Trustees to assist Local Boards of Trustees.

Mr. R. K. Smith, of Tarras (Cromwell, Lakes Hawea and Wanaka).
 Mr. G. Harvey, of Omakau (Manuherikia and Ida Valley district).
 Mr. Alex. Armour, of Gimmerburn (Maniototo district).
 Mr. J. Birtles, of Waikouaiti (Palmerston, Dunback, and Shag Valley).
 Mr. J. Begg, of Pukeawa (Balehutha district).
 Mr. T. Maginnes, of Owaka (Catlin's River district).
 Mr. C. F. Overton, of Wharetoa (Pomahaka, Clinton, and Waipahi).
 Mr. W. Moynihan, of Ngapuna (Strath Taieri district).
 Mr. J. Bennets, of Roxburgh (Beaumont-Roxburgh district).
 Mr. Richard Yardley, Moa Flat (Gore district).

APPENDIX IX.

CIRCULAR.

NATIONAL EFFICIENCY BOARD.

SIR,—

Wellington, 12th March, 1917.

A National Efficiency Board has been formed by the Government, amongst other matters, to investigate in what manner the national efficiency of the Dominion can be increased temporarily during the present war conditions and permanently when the war shall happily have ended.

The Board feels that the purpose for which it has been brought into existence is one that will meet with the hearty support and co-operation of all local authorities, and therefore does not hesitate in asking you to obtain for the use of this Board and of your authority a special report from your Engineer, or other responsible officer, dealing with any matters that may be within his knowledge which would tend to increased efficiency in the district under your control, both at the present time and in the future.

It is especially desired that the report should deal with—

- (a.) The works of maintenance, upkeep, and repairs: How far they can be temporarily reduced or postponed during the present crisis, and thereby render available the services of men for other purposes. If this is possible, what numbers and classes of men can be released (labourers, carpenters, engine-drivers, mechanics, &c.).
- (b.) New works that may be in progress: (1) How far they can be expedited towards completion; (2) how far they can be carried to a sufficient partial completion as to warrant suspension; or (3) whether they can be completely postponed until after peace is declared, when labour will be more plentiful and materials cheaper. And, generally, what labour could thereby be released.
- (c.) Proposals for new works: As to how far the execution of such proposals may be postponed whilst not delaying the preparation of any plans and data needful to enable such works to be prosecuted with vigour when more favourable conditions exist.
- (d.) The tabulation of schemes for desirable works, and the preparation of designs and estimates for same, so that on the conclusion of the war there may be in readiness for execution works of a desirable character which would absorb surplus labour, both skilled and unskilled, should that be found to exist and require employment.

It is believed that in many cases (in addition to office-work) the labour of women can be successfully utilized to replace or partially replace the labour of men. In Great Britain large numbers of women are employed successfully in agricultural work and navvying work, and in connection with the building trades. The women of New Zealand are, as a whole, physically fitter and far more suited by country experience for such work than their sisters in the Old Country. For instance, there seems no reason why a woman should not undertake a large portion of the duties

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.

“In some measure the void can be filled by men not physically fit for Army work, but this source of supply is not enough for the country's needs. Since the outbreak of war the women of Britain have shown themselves ready and anxious to undertake every form of work where their services could be accepted, and this book is intended not only to indicate that women have shown themselves capable of successfully replacing the stronger sex in practically every calling, but is offered also as a tribute to their effective contribution to the Empire in its hour of need.

“It is not claimed that the following pages embody by any means a complete synopsis of all work in which women can relieve men who are required to fight actively for their country; they are merely published as a guide . . . whose untiring efforts must be devoted to amplify and extend the scope of women's usefulness, by which alone our country can hope to emerge victorious from a struggle without parallel in her long and glorious history.”

The return is accompanied by seventy-two photographs showing women at work—and working successfully—at occupations previously only handled by men, and also by a list of some of the employments in which women have been engaged since the war. Many of these examples are quite inapplicable to New Zealand life, but it has been deemed desirable to publish the complete list so as to let the women of New Zealand realize what is being done by their sisters in Great Britain and to stimulate them to action in the present crisis. In New Zealand the immediate want is for women to undertake milking and other work on dairy farms, and replace men who have been or are to be called up, and for other open-air and country occupations, such as rendering assistance on fruit-farms; and an appeal is made to those not now engaged in useful trades and occupations, whether living in town or country, to register themselves as willing to undertake such work.

Women of New Zealand, remember that—

- (a.) New Zealand has sent overseas to date sixty thousand of her noblest sons to do battle for truth and freedom.
- (b.) Thousands of her sons are in camp, and will shortly leave the shores of New Zealand to join their brothers in arms across the seas.
- (c.) The best manhood of New Zealand is still responding to the Empire's call.
- (d.) The strain upon New Zealand industries and occupations is tremendous. The necessity for the active services of every woman not engaged in some useful or essential work towards victory is very urgent.

Therefore all women are appealed to, at this hour of the nation's crisis, to undertake, so far as they are able, the work that has hitherto been handled by their men-folk, and thus relieve those men for other duties that cannot be easily carried out by women.

For the National Efficiency Board:
WILLIAM FERGUSON, Chairman.

DETAILED LIST OF PROCESSES IN WHICH WOMEN ARE SUCCESSFULLY EMPLOYED IN GREAT BRITAIN.

CHEMICAL TRADES.

Candles.

Bleaching wicks; casting dips; doubling wicks; making night-light cases; moulding department (filling, winding up, and emptying); packing; plaiting wicks; putting wicks on night-lights; scraping blocks of paraffin wax; stamping name on candles; trucking; winding wicks.

Chemicals for Tanning, Textiles, and other Trades.

Bricksetter's labourer; digging out and placing in dishes; discharging and loading on the tip; emptying coolers; feeding and tending elevators; loading ashes, &c., into barges, trollies, and wagons; mixing for furnaces; packing; shovelling into chute; varnishing kegs; yard labourer.

Drugs, Fine Chemicals, &c.

Attending boiling-pans; bottle-washing; coating photographic plates; crystallizing; laboratory-work; making gum; packing patent medicines; pill-making; removing jubes from tins; scent-making; shampoo-powder making; warehouse-work; weighing up in coating-room.

Heavy Chemicals (Salt, Soda, and Alkali).

Blue beds; labouring; shaking bags; stacking; sweeping; taking from presses and putting on racks.

Manures and Fertilizers.

Feeding elevators; taking bags from chutes; weighing bags of manure; wheeling barrows.

Matches and Fire-lighters.

Box and case making; chopping up fire-lighters; tin-lining; tray-carrying; veneering.

Oil, Oil-seed Cake, Seed-crushing.

Anti-fouling and anti-corrosive composition (manufacture of); armour-injection composition (manufacture of); attending filter-presses; auto bag-filling; cake-breaking; chalking-up; cleaning hydraulic presses; enamelling barrels; filling bags and cans with meal or nuts; labouring and light trucking; locust cutter; maize-bruising; mechanical cooperage; painting cans; press shop; riddling over screens; sealing cans; sewing up bags; stacking small tins; sticking; weighing.

Paints, Colours, and Varnishes.

Colour-mixing; feeding granite rolls; filling tins and barrels; filling varnish (attending Roberts' or other filling-machines); grinding (attending cone or roller mills); labelling and stencilling packages and tins; mounting shade or colour cards; packing; painting kegs and drums; screwing down; soldering, washing, and dipping tins; warehouse-work.

Soap.

Can-filling (with liquid and soft soap); carrying fob (in soap-boiling department); carrying and emptying cases in melting-house; crutching-machine (attending); cutting into bars; drying toilet soap; drum-filling (with glycerine); loading vans; milling; mixing-machine (tending); packing; plodding; regulating fall-pipe (in soap-boiling department); rolling full and empty barrels (in melting department); scraping resin off barrel-staves; shredding toilet soap; stamping (hand and machine); trimming toilet soap; trucking; wrapping.

Starch, Glue, and Polishes.

Boxmaking; cutting glue; drying; emery-cutting; emery and glass washing; feeding hopper; filling bags; filtering; grinding; milling; mixing blue; mop-making; packing; press-work.

CLOTHING TRADES.

Boots and Shoes.

Clicking Department.—Clicking-presses; hand clicking; marking-machine; measuring-machine; pattern-cutting; sorting; splitting-machines.

Closing Department.—Beading and folding machines (Booth duplex, &c.); bench-work; button-hole machines (Reece, &c.); cylinder golosh; Ensign lacer; eyeletting-machines; flat machines; gold-blocking; hooking-machines; knot-tying; perforating and punching machines; seam-rubbing machines (Stanbou machine); wax-thread machines.

Finishing Department.—Bench-men (knifers-up and takers-off); bottom-buffing; edge-trimming; edge and waist setting; heel-scouring; inking; packing; stitch-separating.

Heel-making Department.—Heel-building; heel-compressing; rand-tacking; tip-nailing.

Making Department.—Assembling; automatic-leveller operating; bench-men; blake sewing; breasting-machine; channel-closing machine; channel-opening; heel-attaching machines; Hercules leveller; in-seam-trimmer; lasting-machines; loose billing; loose nailing; nailing; piecesole-attaching machine; pounding-up machine; pull-over machine; rough-rounding; sole-laying; sole-tacking; standard screwing; staple-tacking; stitching-machine; universal slugger; upper trimming (Goodyear); waist-skiving; welt-beating; welt-sewing.

Preparation Department.—Cementing-machine; feather-edge-shank reducer; fitting up; Gem canvas-machine; insole-channelling; Julian or Planet rounder; Nichols' evener and grader; outsole-channelling; piecesole-bevelling; size-stamping machine; skiving-machine; sole-moulding; stiffener-moulding.

Rough-stuff Department.—Cutting-presses; rolling; rough-stock keeping; sorting; splitting-machines.

Corsets.

Assembling parts; cutting ends with heavy hand shears; cutting (hand); fitting; folding cloth for cutting; marking; measuring; overlooking; packing; platen-printing; pressing-machine operating; pressing with gas-iron; printing on bands; rotary-machine operating.

Dress, Mantle, and Shirt Making.

Dressmaking.—Boxmaking; Cutting and assisting in cutting-room; fitting-up (wholesale); laying-out; pressing; stock-keeping; travelling; trimming; warehouse-work; window-dressing.

Mantlemaking.—Cutting fittings; cutting linings; cutting stiffenings; ironing by hand; pressing.

Shirtmaking.—Cutting and assisting in cutting-room; folding for cutter; making-up; pressing; stamping; warehouse-work; washhouse-work.

Dyeing and Cleaning, and Laundries.

Dyeing and Cleaning.—Cleaning; curtain folding and framing; driving; drying; dyeing and assisting in dyeing-room; finishing; glazing; laundry-work; packing; portering; sorting; stringing; tailor-pressing.

Laundry-work.—Curtain-framing; mangling; washing; washing-machines (attending).

Gloves.

Fur-cutting; glove-cutting; leather-dressing; scouring; supervising.

Hats.

Felt Hats and Caps.—Bodymaking (hats); bright-finishing; bronzing; cutting; examining bodies; forming; fur-blowing; machine-feeding; labelling; packing; pasting; planking; pressing; printing; proofing; settling-machines; shaving; sorting; steaming; washing after proofing; wiring.

Straw Hats.—Cutting-wheels; polishing; press-blocking.

Tailoring.

Buttonholing; cutting and assisting in cutting-room; examining; felling; folding; machining; making-up; oiling; passing; pressing; putting trimmings ready for machinists; shrinking; sorting cut pieces; stock-keeping; supervising; warehouse-work.

FOOD TRADES.

Aerated-waters.—Bottling.

Bottle-sorting; bottle-washing; carrying crates; cleaning siphons; filling; fixing capsules; labelling; packing; polishing siphon-tops; re-rubbering stoppers.

Bacon-curing, Margarine-making, Meat-preserving, &c.

Bacon-curing.—Boning and rolling; packing; sewing-up for Army; soldering; stencilling; washing hams, bacon.

Margarine-making.—Analysis of water, oil, and fats; lard-compounding rollers (attending); packing.

Meat-preserving, Meat-pies, and Sausage-making.

Bakery; boning meat; filling tins, pies, sausages, &c.; jellying; lacquering; linking; packing; preparing skins; soldering; trucking; washing.

Biscuitmaking.

Bakehouse processes (except stoking); carrying trays from ovens; cutting; dough-brakes (assisting at); feeding ovens; feeding travelling-ovens; fruit-cleaning machines (attending); labelling; nailing cases; operating lifts; operating weighbridge; packing; soldering; sorting biscuits; stacking tins; stencilling; trucking and trolleying; wafer-machine (attending); weighing.

Bread, Cake, and Pastry Making.

Breadmaking.—Baking; carrying; cleaning tins; delivering (bread rounds); greasing tins; mixing; moulding; packing; washing; weighing.

Cakes and Pastrymaking.—Baking cakes, confectionery, scones, and smalls; boiling; carrying; decorating and finishing cakes and pastries; icing; mixing; moulding; pastrymaking; stamping; weighing.

Brewing and Bottling Beer.

Brewing Beer.—Cask-filling; cask-marking; cask-washing; cleaning rubber tubing; rolling and stacking casks.

Beer and Wine Bottling.—Bottling; bottling by machine; bottle-sorting; bottle-washing; cap-filling; carbonating; cellar-work (work as); collecting stoppers; corking; discharge of empty cases; drawing off from large to small casks by rubber tube; feeding roller runners; filling boxes and cases; labelling; packing; passing cases down spiral; pulp-washing; refrigerating-machine (attending); rotary filling; small hand filter (attending); stacking; taking off runners; trucking; warehouse-work; washing on exposed revolving brush; wrapping.

Distilling Spirits.—Boxmaking; catching draff from machine; chemical-work; cleaning in slumage-house; despatch-work; digging and spreading barley; fermenting-room (work in); granaries (work in); light labouring in grist-loft; loading and stripping malt-kilns (operating machine for); malting-work; packing; sewing bags; skimming-room (work in); taking from presses; washing sheets and fermenting vessels; yeast-making.

Fruit-preserving, Chocolate and Sugar Confectionery Making.

Fruit-preserving.—Boiling; bottle-washing; bottling; filling; lifting cans of sugar; packing; sterilizing.

Chocolate and Sugar Confectionery Making.—Cake-machine (feeding); carrying; confectionery centre machine (attending); cream-making machine (feeding); filling chocolates; kneading; moulding and knocking cakes from mould; moulding chocolates; packing; starch hands; sugar-boiling; transferring chocolates in grinding-room; trolley-work.

Grain-milling.

Bag-cleaning; branding; brushing belts; cardboard-box making, cleaning plant; emptying into hoppers; loading hoist (assisting in); nailing up boxes; packing; picking; portering; riddling damaged bran; sack-cleaning; sack-filling; sack-mending; stowing; trucking; warehouse-work; weighing.

Sugar-refining.

Bag-washing, mangling, drying, &c.; bag-sewing; boxmaking; cube-cutting; cutting-machine (minding); filling bags, casks, and glucose-moulds; filling treacle-tins; granulating; light work on glucose-manufacturing; melting and mixing (assisting in); mould and stove work (assisting in); raw-sugar centrifugals (attending); refined-sugar centrifugals (attending); packing; spreading sugar in boxes; trucking; weighing bags and casks; unloading raw sugar.

PAPER AND PRINTING TRADES.

Cardboard Boxes.

Binding; calendar-rolling (leather boards); corner-punching machine; creasing-machine (card boxes); cutting-machine (card boxes); cutting card (fancy boxes); damping; drying; finishing; gold-blocking; guillotine (feeding); laying-on; nailing; packing; paste-filling; platen-machine work; plating; printing; punching; rolling; sandpapering; scoring; sheet-laying; stamping; stock-keeping; stripping; waste-sorting.

Paper and Wall-paper.

Baling; beaters and kneaders (feeding); boatermen (assisting); boilers (feeding esparto into); bundling, tying into reams and half-reams (generally up to about 40 lb. weight); burnishing-machine (attending); calendars (assisting at); chopper (feeding); coating-machine (assisting at); coating silver paper; collar-gang; collecting; combing; combing for paper-coating; cutting-machines (filling, in some cases with aid of lifting-tackle); edge runners (feeding); embossing; enamelling paper (feeding machine for); esparto dusting and handling; glazing; grass-breaking; grinding-machine (feeding); guillotine (taking off); hand crane (working); kneaders and beaters (feeding); labouring; loading vans, railway-trucks, and steamers); making up rolls; melting resin in pans; mixing paper; packing; pattern-department work; potchers (feeding mechanical and chemical pulp into); presse pate; printing wall-paper; pulp-bleaching; pulping-machines (feeding rags and paper clippings into); reeling-machines (assisting at certain kinds of); "Rollergang" machine (feeding); sampling; sewing up bales; sheet-catching; sorting rags; storing waste; stowing bales of esparto and wood pulp; taking from cutter; trucking bales of wood pulp (up to 4 cwt.); trucking from esparto boilers; twist-catching at reeling-machines; tying and bundling into reams and half-reams (generally up to about 40 lb. weight); willowing-machines (feeding esparto and mechanical pulp into); varnishing; warehouse-work.

Printing, Bookbinding, Stereotyping, Engraving, &c.

Binding; blocking; casemaking; compositors' work (typesetting); colour printing (feeding and minding machine); copy-holding; correcting type; counting paper; cutting paper; cyko printing (photo-enlarging); distributing type; eyeletting; feeding printing-machines (plateus, wharfedales, drum cylinders, two-revolutions perfecting, two-colour, &c.); finishing (litho-work); finishing (photo-enlarging); machine-minding; monotype-operating; monotype-keyboard work; packing and tying up; paper-bag folding, labelling, sticking-down, &c.; picture post-card cutting and developing; platen hands; reading; ruling-machine; storing pages of type; typesetting; warehouse-work; wire-stitching.

Publication of Newspapers and Periodicals.

Copy-holding; cutting for printer; despatch-work; folding; letterpress-machine work; machine ruling; numbering; reading proofs; stitching; subediting.

Stationery, Pencils, Gum, &c.

Bending; binding; blocking; brass-turning; coating; crate-making; creasing; cutting; drilling; embossing; envelope adjusting, printing, stamping; filemaking; fixing metal; gum-mixing; labelmaking; law-writing; laying-on; lead-milling; machine ruling; packing; platen hands; printing; punching; ribbonmaking; reading; taking-off; tubemaking; warehouse-work.

TEXTILE TRADES.

Cotton.

Spinning, Doubling, &c.—Balling warp; banding; blowing; bobbing in ring-room; cantenting; carding; condenser-tenting; conditioning-box feeding; creeling; crossballing; Derby doubler tenting; doffing; doubling; dyehouse linking; dyehouse unlinking; foreman assisting); gassing; hand winding; hoist-work; jobbing; knotting; making-up; mixing and feeding machines; mixing and blowing room; moving cans in card-room; oiling round mules and in ring-room; opening bales; overlooking; packing cops in warehouse; papering bundles; piecing at mules; preparing waste; quilling; ring-spinning; ring-twisting; roving carriers; scavenging; scrutchers (assisting); shaking; slubber-tenting; sorting bobbings; splitting; spreading; spinning-room work; stripping bobbins; tenting to Derby doublers on condensers; testing; ticketing; tidying and sweeping at cards; twisting; tubing.

Weaving.—Baling waste; beaming; bobbing-carrying; braiding; card-cutting; card-tenting; cleaning waste; clipping; clothlooking; cutlooking; drawers; drying waste; finishing (stitching); giving out weft; hand warping; loading waste; looming; plaiting; reaching-in; roller-covering; rolling; sett-carrying; shearing; sorting and grading tares; sorting waste; trucking yarn; velvet-cutting; warpmaking; waster-breakers (assisting); weaving; weighing; willowing; winding; wrapping pieces.

Hosiery.

Boarding; carrying and packing; circular head machines; circular tenters; Coton's frames; Coton's machines; Coton's frame (power); counter-men; dolling; drying; Dubred's flat machines; fettling; fettling and changing patterns; fine-knitting machines; finishing; flat machines; folding; Foster and Harrison's flat machines; hand frames; jersey heads; measur-

ing; overlooking; pearl-machines; pressing; Scott-Williams' machines; supervising in various departments; trimming and overlooking; warehouse and inspecting; warehouse-overlooking; warehouse-work; warping for Milanese fabric; winding; X.L. machine; yarn-men.

Jute.

Batching; calendering; cloth-picking; cropping-machine winding; dressing; hand cutting bass; hydraulic-press packing; machine-feeding; packing; preparing; putting up yarn in dye-house; rove frames (working on); sack-bundling; sewing ends; shifting bobbins; spinning; stitching; tenting; twisting; weighing up cans.

Lace.

Beaming; brass-winding; punching at cards; reading-off; shuttling; spooling; stripping; threading levers lace; warping.

Linen.

Balling; beaming; bleaching cloth; breaker cans; brindling; card-copying; carding; cropping-machine winding; cutting; drawing; dressing; drying; examining; finishing cloth; finishing thread; hackling; hemp-breaking; lapping-machine winding; loom-tenting; machine-repairing; mounting; piecing; roughing; roving; spinning; warehouse-work; warping; weaving; yarn-preparing-machine minding; yarn-weighing.

Mat and Fibre.

Balling-up; cleaning fibre; fibre-mixing machines; hand finishing; hand hackling; hand-loom weaving; large power-loom weaving; pulling down yarn; quill-winding; rod-mat weaving; stranding; winding.

Rope and Twine.

Balling; doubling; foreboard; knotting; machine-minding; machine twisting; making twine; making-up and packing; preparing; ropewalk-stranding; small ropemaking-machines; splicing; splicing fixing-pegs or ropes; stretching; stripping; supervising; tarring; winding.

Sackmaking.

Beating; cleaning; cleaning at power-driven brushes; examining; hand cutting-machine; hand-stitching coal-sacks; machine-stitching nosebags; packing; power-machining; receiving; repairing; sorting; stamping; trucking; twining; warehouse-work; weighing.

Silk.

Appold looms (warping for; bobbin-carrying; braid-tenting; combing; cutting; finishing; looming; reeling; spinning; supervising in spooling-room; throwing; twisting; warehouse-work; warping for appold looms; weaving; winding.

Textile Small Ware, Tents, Belting, Braid, &c.

Braiding rubber; brattice-cloth-machine minding; brass-winding; carrying washed hair to kilns; cleaning cylinders; cording; cutting holdalls; cutting out tents; eyeletting; feeding-machines (brattice-cloth); feeding teasing-machines (hair); garuetting; grummetting; hammock-sewing; inspecting; machining tents; mixing clay; rag-washing; scribbling-machines; sizing hemp-spinners; splicing small cords; stitching tents; strap-sewing; stripping; tarpaulin-spinning; tent-finishing; threading; warping belting; weaving horsehair cloth; weaving small wares.

Textile Bleaching and Dyeing.

Yarns.—Bundle-dyeing: Banding and assisting in grey room; heading (in dry process); making-up and pressing (on power presses); papering and ticketing.

Cops: Packing cops in cases after drying; packing in dyeing machines; spindling; stoving.

Raw-cotton dyeing: Feeding cotton breaker (preparatory to drying after dyeing).

Warps: Assisting in grey room; balling machines up to warps of 25 lb. each; box-watching of dyeing-machines, and in some cases size-machines; warp-splitting (either by hand or power).

Piece-goods, Bleaching.—Assistants on tins: Guiding-in on clip-stretchers, belt-stretchers, and stenter; marking lot-numbers in grey room; piling light goods; scutching; stitching.

Making-up room: Assisting in carrying off for stampers; assisting in filling and emptying hydraulic press with light goods (not lifting iron plates); banding; creasing; cutting; cutting patterns; light stamping; making up light goods; making up light shirtings; parcelling light goods; parcelling light shirtings; paring; piling light goods ready for press; plating; ribboning; silking; straightening; taking light goods out of presses (not lifting pieces); taping; ticketing.

Packing-room: Marking-off; making out pack tickets and invoices; taking lengths.

Calico-printing.—Bleach croft: Plating down.

Dyeing and Soaping Department: Guiding pieces; plaiting down from drying-machines; sewing.

Finishing: Guiding pieces; sewing; taking off drying-machines.

Grey-room: Sewing; stamping.

Machine-room: Plaiting down for printing-machines (provided the heat is not excessive).

White-room: Drying tins; stamping and sewing (not carrying).

Stentering: Feeding and plaiting down (provided the heat is not excessive); sewing.

Warehouse: Clerical work; cutting and straightening; pattern-cutting; plaiting-machines; silking.

Dyeing (Velvets and Cords).—Ageing, loading, and unloading; bleaching, ashpans, sour kettles, chemic-machines, washing-machines, winces, mangle, &c.; cord-cutting by hand and machines on velvet goods only; doctoring; drying cylinders—edge-minding, tail-ending, wiring-in, and carrying; examining cloth; finished-goods room—charge of mender-room; finished-goods room—checking goods for town; finished-goods room—stamping; finishing-machines; gregging-room; grey treadles, &c.; grey-stock rooms (receiving, wheeling trucks, &c.); laboratory (assistants); mole department (backing, shearing, finishing); passing table (marking-off, carrying, &c.); peg-machines, minders, pulling over, and carrying; piece carrying, trucking, &c., grey departments; plaiting-machines; pony-driver; scouring winches (first time and picker); setters-up; shearing-machines; soaking becks; stretching; tramway attendant; washing and brushing; whizzing (first time pickers and dyed).

Dyeing (other than Velvets and Cords).—Cloth overlooking: Stiffening and drying on continuous machines, guiding in or taking off.

Finishing: Back of Schreiner calenders, guiding on batch at back; damping-machines, guiding on from wagons and plaiting off; holding through endless. Making-up room—banding, taping, silking, and ribboning; cutting and straightening; cutting patterns; filling and emptying press (plates must not be lifted by women); light hooking and stamping; light parcelling, making up light goods; marking-off and ticketing; papering and tilloting; plaiting and creasing machine; pin and clip stretching, guiding in and plaiting off; storekeeping; strap-stretching, guiding in and plaiting off.

Grey room: Sewing, measuring, weighing, stamping, and piling light work.

Hot-air stenter: Guiding in and taking off, weft-straightening.

Mercerising: Assisting at mercerising-machines, guiding and plaiting off.

Raising and felting machines.

Scutching: Open on to wagons.

Sewing: In any part of the works.

N.B.—Batch-carrying and lifting must be done by men.

Webbing.

Band-knife cutting; cloth-shrinking; cutting; eyeletting; finishing; fitting ends to straps; riveting to wood battens for shell-slings; stitching; stretching; stringing; taking off calender; taking-off dyehouse machines; washing pieces on winces; washing-machines; waxing; working hydro-extractor.

Woollen and Worsted.

Woollen.—Banking and bolting; blanket folding, beaming, raising, stacking; blending; blowing; burling; carding; condenser-watcher; creeling; cutting and cropping; drawing; dyeing; examining; feeding rag-shaker; filling patent automatic hopper feeds; filling quilts; hoist-work; knotting; laying-on departments; machine-tenting; milling department; minding machines in finishing department; minding scrubber-machine; mule-spinning; packing; perching; pattern-weaving; piece-inspecting; piecing; pressing; rag-grinding; raising; reaching-in; reeling; ring-spinning; scouring; sorting; stock-keeping and handing out yarns; taking bobbins from condenser; twisting-in; warehouse-work; warping; warp-sizing; watching wool at scribbler ends; weaving; winding; yarn-dyeing machine.

Worsted.—Back-washing-machine minding; bobbin-carrying; breaking-off; can-catching; card-end minding; card-feeding; card-picking; carding-machine minding; combine-machine minding; Doffers' assistant overlooker; gilling-machine minding; hanking; loosing after combs; papering yarns; perching; preparing-box minding; set-weighing; twisting-in; warping; wash-bowl; weaving; weft-room work; wetting; willeying-machine minding; yarn-drying; yarn-testing.

WOODWORKING TRADES.

Box and Packing-case Making.

Backing-up; barrel-making; boring; box-corner planing; boxmaking; branding; buffing; carrying boxes; checking; circular saws (small), feeding and taking-off; compressing; corner-hinging; dovetailing; drawing from saws; drilling; feeding-box making; finishing; fitting posts, pegs, and chairs; general transport; glueing boards; grooving; hand-holing; handle-finishing; jointing; knotting handles; labelling wooden pegs; labouring; loading staves on trucks; machine-drilling; machine-minding; making-up; matching; measuring staves; nail-straightening; nailing; packing; painting; piling staves and heads; planing; printing; putting together; rope-knotting; sandpapering; screwing; small turning; splicing handles; stacking boxes; tacking; tongueing; turning bobbins; turning tool-handles.

Furniture.

Boring; buttoning cushions and mattresses; carving (hand and machine), &c.; cording; covermaking; cramping; dowelling; drawing cushions and mattresses; enamelling; finishing (upholstery), &c.; filling cushions and mattresses; fixing webs and springs; french-polishing; glueing; inlaying; moulding; painting; repetition-machine work, light (as under box and packing-case making, above); sandpapering; seating throughout pin-stuffed chairs; sewing; staining; tracing; turning.

Sawmilling.

Bench saws; boring; carrying timber; circular saws (small), feeding and taking-off, &c.; cork-sizing; cross-cutting; dovetailing; glue department; hole-boring machine; labouring; lathe-work; loading boards; loading pit-props; making rifle-holders; mortising; moulding-machines, feeding and taking-off; nailing blocks together; papering boards; paving-blocks; planing-machines, feeding and taking-off; tenoning; vertical spindle (straight work).

MISCELLANEOUS TRADES.

Basketmaking and Wicker-work.

Basket-fitting; basketmaking (lighter branches); cane-work; lining panniers; packing; painting; peeling; sorting willows; wood-cutting.

Bricks.

Common Bricks.—Loading; pressing; setting; stacking; taking off from presses; wheeling.

Glazed and Enamelled Bricks.—Cutting clay; dipping; drawing; enamelling; finishing; glazing; moulding; pressing; putting on slips; setting; taking off from presses; wheeling.

Brushmaking.

Boring by machine; drawing; dressing, fibre, and bristle; drilling; fashioning (second fashioning) of bone brushes; filling; finishing; glueing; hair-dressing; hair-mixing; packing; paint-brush making; painting; pan-work (fibre and hair); passing; planing; polishing; sandpapering; shaping; tacking; trimming; varnishing; wood-turning.

China, Earthenware, Pottery.

China.—Board-washing; casting; cleaning stoves; cleaning mangles; colouring-machine, attending; decorating; dipping; dusting; dusting-off machines; filling saggars with ware (both glost and biscuit); flat jollying; flat knocking; hand colouring; handling; hollow-ware jiggering; hollow-ware jollying; litho-transfer making (various subsidiary processes); mould-running; placing (not heavy carrying); tile-pressing; turning.

Fireclay Goods.—Application of bodies and glazes; carrying pipes (small sizes); fettling; finishing; laying out tiles; making tiles (by hand); making small sinks, basins, &c.; setting; stacking-up; taking off firebricks from presses; wheeling to kiln.

Stoneware.—Dipping jam-jars and stone bottles; making jam-jars and stone bottles; packing jam-jars; turning jam-jars.

Ware, Red and Buff Clay.—Glazed: Clay-preparing; drawing; glazing; setting; taking-off from thrower.

Unglazed (Flowerpots, Tiles, &c.): Carrying to kiln; drawing; taking from presses to machines; throwing flowerpots; wheeling.

Games, Toys, &c.

Cross-cut and circular saws; cutting-out (football-covers); lathe-work; leather-work; machine-work; packing; painting; picture-frame joining; polishing; power presses.

Gas and Electricity Supply.

Barrowing coke; cleaning and maintaining lamps, burners, and mantles; cleaning, repairing, and painting meters; collecting accounts; fitting stoves; inspecting meters; labouring (lighter work); lighting street lamps; loading coke or breeze; packing coke or breeze; reading meters; screening coke or breeze; show-room attendants; show-room cleaners; switch-board attendants; testing meters; washing coke or breeze.

Glass.

Glass-bottle Making.—Carrying from blowers to ovens; carrying from tables; emptying and filling lehrs; packing; puntying bottles; riddling; sorting bottles; trucking.

Other Glassmaking.—Bending; boxmaking; carrying plate glass; cementing leaded panes; cleaning glass; crane-driving; discharging; glass-cutting; glass-edging; glass-grinding; making iron hampers; mixing (assisting); packing; polishing; silvering; syringe-work; working broken glass.

Indiarubber and Guttapercha.

Manufacture and Reclaiming of Rubber.—Calenders (assisting); chemists' departing (assisting); crushing on the masticators; drying cylinders (assisting); feeding calenders; mixing-machine minding (dry powder); mixing-machine minding (wet, preparatory to spreading); rough spreading; packing, &c., in stores; taking off strip rubber from calenders; warming-up; washing on the masticators.

Manufacture of Rubber Articles.—Armouring-machine (hose of small diameter); asbestos-cloth cutting; blowing on and off cycle-tubes; buffing; building-up of treads; building-up of tires; casemaking; cleaning tires; cold-cure department; corrugating vacuum hose; covering bands; covering wringer-rollers; cutting and making up joints, valves, washers, &c.; cutting and making up cushions, hot-water bottles, water-beds, &c.; cutting and making up rubber gloves; cutting canvas; cutting ground sheets and garments by cutting-machines, short knife,

and slot knife; cutting rubber for tires, &c.; cutting; cycle-tube making; fixing tread; hose-making assistants (large-diameter hoses); hose-making, machine and hand (small-diameter hoses); hydraulic-press attending; making up joints, valves, washers, &c.; measuring; moulding (hydraulic presses and helping at steam vulcanizers); pasting-up of cloth; riveting steel studs; rubbering bands; sieving-cushions, hot-water bottles, and water-beds, &c.; short-knife cutting; slot-knife cutting; spreading department, pasting-up; steam vulcanizers (helping at light work); steel-stud riveting; solid-tire department, covering and rubbering bands; tubemaking by hand; tubing-machines; tire-cleaning; tire-examining; vacuum-hose making-up (by hand); varnishing; vulcanite-buffing; warehouse processes.

Leather Dressing and Tanning.

Blue striking-out; brushing-off; brushing-on; buffing; carrying off from machines; carrying off from sorters; colouring; carrying; dipping in hypo and acid liquors; embossing; emptying barrels; emptying tumblers; glazing-machines (slow action); hair sorting and dyeing; handling at lime-pits; handling at slings or pits; hanging leather; hooking light leather from pits; horsing-up; ironing; light labouring; liquor pumps (attending); offal parts (all processes); oiling; opening out skins; paddles (attending); piling skins on horses; pinner-machines (assisting); polishing; printing; rolling; scouring; scraping off hair which machines have failed to remove; seasoning; serial striking-out; setting-machines (attending); single striking-out; sizing; softening; sorting hair and leather; splitting; staining; staking; storing in racks; straining (hand work); stuffing; vat-attending; washing.

Leather Goods.

Cutting; dressing; finishing; machining; nailing; packing; passing; pasting; press-working; punching-out; riveting; sewing; stamping; stitching; sorting; varnishing; vise-working.

Linoleum, Celluloid, Horn, &c.

Linoleum and Floorcloth.—Block-building; colour-mixing; cork-grinding; cork-trimming; felt-rolling; finishing; inlaid-making; laying; packing; stove-work (filling and emptying); trimming; varnishing.

Celluloid and Horn.—Butting; button-turning; dollifying; drawing; grinding; polishing; setting.

Pianos and other Musical Instruments.

Pianos.—Actions: Broaching; bushing; centering; checking; covering; drilling; finishing; regulating; screwing-down; slotting; wire buttoning; wiring.

Casemaking: Filling; finishing and regulating; fly-finishing; staining; varnishing and polishing; varnishing sounding-boards; veneer-cutting; veneer-laying; veneer-trimming.

Hammers: Cleaning; felting; making; shanking; stitching.

Keys and key-boards: Boring; cutting; finishing; sawmilling.

Metal-stud making.

Wrest-pins: Cutting-machines; drilling-machines; filing-machines; hammering-machines.

Other Musical Instruments.—Assembling; cleaning; light machine-work; packing; player-work; sandpapering; storeroom-work; varnishing; woodworking-machines.

Tobacco.

Basket-wheeling; blending; cardboard-box making; cigar-making; cigarette-machines; cigarette-collecting; cutting-machines; helping stovers; hydraulic plug-pressing; inspecting; knocking off covers; labelling; leaf-handling; leaf-stripping; liquoring; machine-dressing; marking and hooping; packing; packing presses; plugging-machine feeding; printing; proctor-machines; rollmaking; rotary machines; shag-spreading; sorting in warehouse; spinning; stove-soldering; supervising; sweeping; tobacco-cutting; tray-carrying; wetting-machine.

NON-INDUSTRIAL OCCUPATIONS.

Clerical Work.

Women are now employed in all kinds of clerical work in banks, business houses, Government offices, insurance offices, municipal offices, professional offices, railway offices.

Porterage and Light Labouring.

Women are being employed upon carrying and light labouring work in most trades. They are fitted for all such work, except where heavy lifting or pushing is required. In some cases the introduction of mechanical devices has brought work otherwise too heavy within their powers.

Post-office Work.

Women have long been employed on post-office work, both clerical and manipulative, and are now employed on many duties hitherto performed mainly or exclusively by men. For example, several thousand women are now engaged in three shifts covering the twenty-four hours in sorting letters and parcels at the Inland Circulation Office at Mount Pleasant. Others are engaged in sorting-work for the Army Post-office, and some even in the travelling post-offices. Large numbers are employed as postmen, both in town and country; clerical duties (headquarter or administrative offices); counter duties (sale of stamps, licenses, &c., issue and payment of

postal and money orders, and savings-bank, parcels-post, and telegraph business); manipulative duties, indoor (telegraphy, telephone-exchange work, trunk-telephone work, sorting of letter-mails, bag-opening, &c., sorting of newspapers and of parcel mails); manipulative duties, outdoor (postmen's work—*i.e.*, collection and delivery of letters and parcels, on foot or on cycle—both in town and rural areas); special, travelling post-office work (sorting in the Post Office mail-vans attached to the chief mail-trains).

Retail and Distributive Trades.

Women are being extensively employed by retail tradesmen for counter-work, packing, and delivering in trades where men were previously employed. Packing and delivering are considered under "warehouse-work" and "van-work" (transport) respectively. The employment of women on counter-work depends to some extent on the weight of the goods to be handled. In some trades—*e.g.*, grocery—the goods may be packed in smaller quantities than was formerly usual, while in others a few men must be retained for heavy lifting. Even in the latter case, however, there is often much work which can be done by women. In the piece-goods department of a large draper, for instance, women may not be able to lift the heavy rolls of cloth, but all the actual serving, measuring, &c., may be done by them, and the male staff thus greatly reduced.

Transport Trades.

Railways.—Booking clerks; carriage-cleaners; carriage-washers; carriage-repairers (seats, upholstery); clerks (administrative offices); cooks in dining-cars; electric-train cleaners; engine cleaners and greasers; goods porters (barrowing, &c.) in goods-yards or warehouses; labourers in repair-sheds; lift-attendants; labourers in stations (trucking, &c.); machinists in railway workshops; messengers; number-takers; parcels-porters; platform porters; telegraphists; ticket-collectors; ticket-inspectors; waitresses in hotels, refreshment-rooms, and dining-cars; wagon-sheet repairers.

Tram and Omnibus Services.—Chauffeuses; cleaners in electric-power stations; magnet and coil winders; switchboard attendants in electric-power stations; tram and omnibus cleaners; tram and omnibus conductors; tram and omnibus drivers; tram and omnibus inspectors.

Van-work, Delivery, &c.—Women are now employed to drive motor and horse vans, and to deliver for business houses of all kinds, and more especially for retail traders.

Warehouse and Stores Work.

Women are now employed for packing, loading, barrowing, and other warehouse-work in the Post Office stores, railway stores, railway goods-stations and warehouses, and business houses. The only work of this kind which they cannot undertake is that which involves heavy lifting.

In some cases—*e.g.*, "Manchester" warehouses—much of the heavy lifting must be done by men, though by a rearrangement of work their labour may often be "diluted" by that of women. In other types of business—*e.g.*, grocery trade, flour-milling—the goods can be handled by women if packed in smaller quantities than formerly.

AGRICULTURE.

List of Occupations in which Women are successfully employed.

Occupation and Particulars.	Remarks.
Agricultural labourer and farm servant: Bondager; datal man (on farm); drillman; hay and straw binder; hedger and ditcher; hop-ground labourer; muleher; strapper; twitcher	Large numbers of women are doing the different kinds of work mentioned, and are being increasingly useful.
Agricultural labourer for cattle: Cattleman; milker; dai yman (on farm); stockman's assistant; yardman	In large numbers and with success.
Agricultural labourer for horses: Carter (on farm); ploughman; teamsman	To a very limited extent, as only the women who have a knowledge of horses are suitable.
Agricultural-machine attendant: Reaping-machine attendant; motor-plougher; straw-presser; threshing-machine attendant.	To a limited extent. Quite suitable work but experience required.
Gardeners: Cropper; landscape gardener; labourer; orchard gardener	In large numbers. Demand much exceeds supply.
Market-gardener (including labourer)	Ditto.
Nurseryman, seedsman, florist	Largely.
Plantation labourer	To a limited extent.
Shepherd's help	In a few instances. More might be done by women.
Miscellaneous workers engaged in or connected with agriculture: Filbert-grower; grass-keeper; hop, fruit, pea picker; osier-grower, trimmer; peat-cutter; poultryman; teasel-grower; turf-cutter; twig-cutter; watercress-gatherer; willow hoer and trimmer	In very large numbers. Much of this work is habitually done by women.

APPENDIX XI.

CIRCULARS, MEMORANDA, AND PUBLICATIONS ISSUED BY THE BOARD IN CONNECTION WITH ITS WORK.

NATIONAL EFFICIENCY BOARD, DISTRICT.

Kindly read Instructions.—Fill in and return this form at your earliest convenience. This information is essential to decide what men are necessary to keep up the production of the country.

INSTRUCTIONS.—In the case of a man doing, say, ploughing for part and other work the rest of the year, kindly show him under the heading of the work at which he is principally occupied, and the same with other classes of workmen.

Permanent Hands, not including Shearers, Harnesters, and Shed Hands.

	In March, 1914.	In March, 1917.	Minimum necessary to carry on Farm.
Number of dairy hands (males)			
" (females)			
Number of ploughmen			
Number of shepherds or stockmen			
Number of general farm hands			
Number of men working on improvement			
Manager or owner			
Totals			

How many of those shown above are members of the family?

How many of those shown above are in the First Division?

How many of those shown above are in the Second Division?

How many shearers did you employ?

How many shed hands and pressers did you employ in addition to permanent hands?

How many members of family are available for shearing?

How many members of family are available for slaughtering-work?

Area of farm: acres.

Number of sheep: . Number of cattle: .

How many cows did you milk last season?

How many do you hope to milk next season?

How many acres do you intend ploughing this season?

What crops do you intend putting in, and how many acres of each?

How many acres did you have ploughed last season?

What crops did you grow, and how many acres of each?

Did you shear lambs last season? . If so, how many? .

[Signature.]
[Address.]

REMARKS.

NATIONAL EFFICIENCY BOARD.

MEMORANDUM RESPECTING TRUSTEE BOARDS APPOINTED BY GOVERNMENT UNDER THE NATIONAL EFFICIENCY BOARD'S SCHEME TO ASSIST SOLDIERS IN CONNECTION WITH BUSINESSES.

The necessity of providing some practical facility by which assistance may be given to soldiers engaged in or concerned with businesses has been recognized by the Government, which has placed the obligation of providing such facilities upon the recently constituted National Efficiency Board. The Board has adopted a policy under which Trustee Boards have been formed. These Trustees are carefully selected by the National Efficiency Board, and appointed by the Government. Trustee Boards have been formed in centres as per list attached. As occasion requires, further Trustee Boards will be formed, and Trustee Boards may be amalgamated, added to, or reconstituted. A soldier, by reason of his being called up for military service, may have business difficulties either in providing for the management or the disposal of his business. The object of the Board is to render such practical assistance as may enable him to either have his business maintained as a going concern pending his return to it, or have it realized without a forced sale or undue sacrifice on the realization of his assets. It is proposed to give wide publicity to the fact that these Trustee Boards have been created for this object, and it is thought that once it is generally known among soldiers engaged in business many will be glad to avail themselves of such means of assistance. It will then devolve upon the soldier who may desire assistance to make application to that Trustee Board which may be nearest to his business. The Trustees should be willing to afford the soldier valuable preliminary advice. All applications for assistance to Trustee Boards must be made on a form as per copy attached hereto, which form should afford the fullest information in respect to the soldier's financial position, and generally as to his business. It must be a matter entirely for the judgment of the Trustees as to whether the business is of such a character and the interest of the soldier therein sufficient to warrant

them accepting a trusteeship. After examination of the position as per the certified statement of the soldier, the Trustees should arrive at a decision as to this, and whether they deem the soldier's position to be such that any service they can reasonably render will assist him or his family in the maintenance, continuance, or realization of his business. A power of attorney would be taken from the soldier, as per Form B herewith, with any necessary amendments, and a trust formed. Provision will be made not only for the management or disposal of soldiers' businesses, but also for the amalgamation of one business with another where in the opinion of the Trustees such a course at the outset, or subsequently, may be desirable in the interests of the soldier's estate.

Rules for Trustees.

(a.) Each Board shall appoint its own Chairman. Each Chairman shall see that minutes of all meetings are duly kept, and shall be responsible for the procedure of the Board.

(b.) Two members of the Board shall form a quorum. The Chairman shall have a deliberate as well as a casting vote.

(c.) Meetings of the Board shall be called by the Chairman as occasion requires. The Chairman, in urgent cases, may obtain the opinions of other members by interview or wire, and any action by the Chairman accordingly shall be confirmed at the next subsequent meeting.

(d.) A copy of each application (made in duplicate by the soldier to the Trustee Board) must be sent by the Trustees to the Commissioner for the District in order that a full record may be kept.

(e.) When the Board of Trustees and the Reservist have agreed that a trust shall be formed a power of attorney is to be entered into, for which a draft form will be provided, which may have added to it such special clauses as are necessary to meet any special conditions of the soldier's case. Such trust is not to be operative until it has been adopted in writing by the Commissioner for the District.

Expenses.

Trustees will be entitled to be reimbursed by the National Efficiency Board for out-of-pocket expenses in connection with preliminary inquiries for the purpose of the formation of trusts and the general business of the Board. Where expenses are incurred in administration such charges shall be a debit against the business concerned.

Trustees might inquire as to what voluntary assistance they can obtain from solicitors and auditors and as to what arrangements they recommend in the matter of accountancy work.

Any stationery or general office requisites necessary may be procured by the Trustees.

March, 1917.

WILLIAM FERGUSON, Chairman.

APPLICATION FORM TO BE USED BY SOLDIER IN APPLYING TO TRUSTEE BOARD.

Application to Trustee Board at:
 Applicant's name :
 Applicant's address :
 Applicant's place of business :
 Nature or class of business : Established in [State year].
 Tenure of premises and class of buildings :
 Capital paid up :
 Partners :
 Annual sales : £ Cash : £ Credit : £
 Average annual for past five years : Gross profit : £ Net profit : £
 Last stocktaking and balance was
 Stock when last balance taken :
 Present value of stock : £
 Amount owing to creditors : £ Amount of sundry debtors : £
 Bill of sale (if any) : Mortgage (if any) :
 Last balance-sheet and profit and loss account [*Certified copy must be attached hereto*]:

NATIONAL EFFICIENCY BOARD.

CIRCULAR TO TRUSTEE BOARDS AND COMMITTEES OF ADVICE RELATING TO EXPENSES.

All telegrams and letters addressed to the Commissioners or to the Head Office of the National Efficiency Board will be accepted by the Post and Telegraph Department, and the amount charged thereon will be collected by the Department at the office to which the communication is addressed. All other telegrams, postages, and telephonic bureaux charges require to be paid for in the ordinary way, and Trustee Boards and Committees of Advice are requested to keep careful account of any such expenditure with a view to reimbursement by the Board, or, in the alternative, a supply of franked envelopes will be forwarded.

Any stationery or office requisites that may be required by the Trustees or by the Committees are to be obtained locally and accounts for same rendered by the Trustee Boards and Committees of Advice to the Commissioner for the district, or, if preferred, may be obtained from the office of the District Commissioner.

Out-of-pocket expenses incurred by Trustee Boards for travelling in making inquiries or otherwise on the business of the National Efficiency Board prior to the formation of a trust will be refunded on application to the District Commissioner. It is anticipated that the work, after

the formation of the trust, will be carried out voluntarily, and that there will be no expenses, but if there are any they are a charge against the trust. Out-of-pocket expenses incurred by Committees of Advice acting on instructions from the Commissioners will be refunded on application.

It is requested that statements should be rendered in every case monthly to the District Commissioner, and it is suggested that it would be convenient for such statements to be made up to the 20th of each month so that payments therefor may be brought to account before the end of each calendar month.

All disbursements apart from petty expenditure of stamps and telegrams should be supported by signed vouchers.

The following telegraphic addresses have been arranged with the Telegraph Department :—

- “ Efficiency, Auckland.” (Delivery to Mr. Gunson.)
- “ Moss, Efficiency, Wellington.” (Delivery to Mr. Moss.)
- “ Efficiency, Christchurch.” (Delivery to Mr. Frostick.)
- “ Efficiency, Dunedin.” (Delivery to Mr. Hunt.)
- “ Efficiency, Wellington.” (Delivery to the Chairman.)

THOS. MOSS,
Commissioner, Wellington Military District.

NATIONAL EFFICIENCY BOARD.

MEMORANDUM FOR INFORMATION AND GUIDANCE OF TRUSTEE BOARDS SET UP TO ASSIST FARMER RESERVISTS CALLED UP FOR MILITARY SERVICE.

March, 1917.

1. Cabinet has set up a National Efficiency Board as a Royal Commission to inquire as to questions arising out of the war, and to advise the Government thereupon. Amongst these questions is the following: “To inquire as to the necessity or advisability and the best methods of carrying on or disposing of the farms or other businesses of men engaged in military service.”

2. The National Efficiency Board reported to the Government as to soldiers' farms as follows :—

“We are of opinion that immediate facilities should be provided by the Government for the management of soldiers' farms. We therefore beg to submit the following proposal: Boards of Trustees should be appointed for particular districts or sub-districts as may hereinafter be provided to advise, manage, or dispose of soldiers' farms, or in case of death to act (if required) for the beneficiaries. The Boards of Trustees should be appointed by the Government upon the recommendation of the National Efficiency Board. The Trustees shall appoint a supervisor for each farm, who must be a practical farmer, and be approved of by the National Efficiency Board. An inventory of all the soldier's assets and a statement of his liabilities should be prepared on the proposal for the formation of a trust. If on investigation it should be found that the financial position of the farmer appears to be unsatisfactory to the National Efficiency Board, the management of the farm should be declined. If it should be found by the National Efficiency Board that the estate is one suitable for management by Trustees, then a general agreement shall be arrived at between the soldier (farmer) and the Trustees as to the lines upon which the farm is to be run. Such agreement shall be subject to the approval of the National Efficiency Board.

“A supervisor shall manage the farm under the direction of the Trustees. It is recognized that one of the chief difficulties that will be met with is that of obtaining labour, but it is believed that in many cases considerable assistance can be economically arranged for from the neighbours. Proper accounts and returns, in prescribed form, shall be furnished by the supervisors, and shall be rendered to the Trustees monthly. The Trustees shall appoint duly qualified professional accountants, approved by the National Efficiency Board, to keep the books of all soldiers' estates. The accountants shall issue half-yearly statements as on the 30th September in each year, and an annual report and balance-sheet at the 31st March, and a final statement on completion of trust. Certified copies of all statements, reports, and balance-sheets, after adoption by the Trustees, must be supplied to the member of the National Efficiency Board for the district. Such balance-sheet shall be duly audited by a nominee of the National Efficiency Board.”

3. The Acting Prime Minister, the Hon. Sir James Allen, K.C.B., on the 22nd February, 1917, issued the following communication to the National Efficiency Board :—

“Your proposals with respect to Boards of Trustees to be appointed by the Government on the recommendation of the National Efficiency Board are approved, and the Board may proceed at once to act.”

Comment.—The above extracts are furnished for the information of Trustees. The scheme is meant to be elastic, it being the intention of the National Efficiency Board to give to Trustee Boards, which have been carefully selected, wide powers with a view to the Boards taking defined responsibilities.

4. The Trustee Boards, members of which are rendering to the State voluntary service, have been appointed by the Government. Under the National Efficiency Board these Boards may, subject to the regulations now being prepared, undertake to advise, manage, or dispose of soldiers' farms, or in case of death to act (if required) for the beneficiaries. These regulations will provide, amongst other things, that no trust shall be undertaken until the full particulars of the estate and the proposed terms of the trust have been approved by the National Efficiency Board.

As occasion requires further Boards will be formed, and Boards may be amalgamated, added to, or reconstituted.

Official Advisers will be appointed by the Government to assist the Commissioner of the National Efficiency Board in each district.

In the event of the District Commissioner of the National Efficiency Board being unable to attend a meeting of the Trustees Board his Official Adviser may be deputed to sit as a member of the Board.

Duty of Trustee Boards.

Comment.—All farmer Reservists called up for military service should be strongly urged, in the interests of the national requirements for foodstuffs, not to take any action that involves the selling of their stock and the closing-down of their farms without first seeking the advice and assistance of a Trustee Board. The policy of the Government is to make provision for maintaining production of the country's primary products. It is realized that many men can suitably make arrangements to release themselves for military service as their turn comes. In such cases the services of Trustee Boards are not suggested, nor are they required, but it cannot be too strongly emphasized that the selling-off of the stock, and the consequent closing-down of farms, is opposed to the national interests in the present crisis. The aim should be to maintain the country's production, and with that end in view this organization is being effected. All farmer Reservists called up should therefore be appealed to either—

- (a.) Make their own arrangements for the continuance of their farms, and the maintenance of their produce and stock output, where it is practicable for them to do so; or
- (b.) Where it is necessary to avail themselves of the services of the Trustees, as provided herein, to fill up forthwith the annexed form, seeking the advice of the Trustees for their district.

Boards may arrange to assist Trustees already acting for soldiers.

Rules for Trustees.—Each Board shall appoint its own Chairman. Each Chairman shall see that minutes of all meetings are duly kept, and shall be responsible for the procedure of the Board.

Two members of the Board shall form a quorum. The Chairman shall have a deliberative as well as a casting vote.

Meetings of the Board shall be called by the Chairman as occasion requires; the Chairman may, in urgent cases, obtain the opinions of other members by interview or wire, and any action by the Chairman accordingly shall be confirmed at the next meeting.

A copy of each application (made in duplicate by the soldier to the Trustee Board) must be sent by the Trustees to the Commissioner for the District in order that a full record may be kept.

When the Board of Trustees and the Reservist have agreed that a trust shall be formed, a power of attorney is to be entered into, for which a draft form will be provided, which may have added to it such special clauses as are necessary to meet any particular conditions of the soldier's case. Such trust is not to be operative until it has been accepted in writing by the Commissioner for the district.

Trustee Boards may arrange for labour as required for soldiers' farms, and provide supervisors to look after one or more farms.

The method of financing farms in the hands of the Trustees is under consideration by the National Efficiency Board and the Government, and so soon as arrangements are definitely determined upon the Trustee Boards will be advised.

Trustees will be entitled to be reimbursed by the National Efficiency Board for out-of-pocket expenses in connection with preliminary inquiries for the purpose of the formation of trusts, and in connection with the general business of the Board. In the case of expenses incurred in administration of the estates, such charges shall be a debit against the property concerned.

Trustee Boards at the outset may inquire as to what assistance they can obtain from solicitors and auditors in their respective districts in respect to voluntarily carrying out the necessary work of their Boards, and report what arrangements they recommend should be made locally in the matter of accountancy. Any stationery or general office requisites necessary may be procured by the Trustees.

Applications.—(a.) Any soldier, soldier reservist, or attorney for a soldier, desiring the services of Trustees must fill in Form A in duplicate; this form should afford all information in respect of the soldiers' financial position, the area and character of his farm, and particulars as to stock thereon.

(b.) Upon receipt of any application duly made as provided in the last preceding clause the Trustees shall investigate the position of the soldier, and after such investigation they shall classify, as in their judgment may be best, the application under one of the following groups:—

- (1.) Farms where the Trustees are satisfied that the financial position is such that they can be carried on under their supervision, either alone or in combination with other farms.
- (2.) Where the financial or other position is such that the Trustees cannot recommend that they should undertake their management, in which case no agreement must be entered into.

Where the District Commissioner has been requested by the Military Service Board to investigate specific cases of alleged hardship, the District Commissioner will remit the investigation to the Trustee Board, who will make personal and local inquiries, and send a report to the District Commissioner, setting out all details which they can obtain, especially noting (1) the financial position of the man, (2) his position with regard to labour, and (3) how his estate financially and from a producing point of view will be affected by his absence.

WILLIAM FERGUSON, Chairman.

NATIONAL EFFICIENCY BOARD, WELLINGTON MILITARY DISTRICT.

MEMORANDUM FOR TRUSTEE BOARDS.

Wellington, 2nd June, 1917.

It is desirable that no time should be lost in ascertaining what labour will be required in your district in connection with the conduct of agricultural and pastoral work during the ensuing twelve months, more especially shearing, ploughing, and harvesting. It is therefore requested that you will hold a meeting of your Board of Trustees and make full inquiries throughout your district with a view to ascertaining what labour is now available in the various branches, what reduction of labour is likely to take place by the operation of the Military Service Act, and as to how far by co-operation or other means the labour can be organized and the requirements met.

A circular letter was sent out by this Board to all the secondary schools in the Dominion, and a very large proportion of the Boards of Governors have consented to decrease the duration of the spring holidays and to correspondingly increase the length of the summer holidays, so that there will be a certain amount of boy-labour available for assistance in the shearing-sheds and other operations during the summer holidays. It will be necessary for this labour to be organized in each district to the extent that the farmers and station-holders who desire such assistance will have to make clear what accommodation they are prepared to provide and what number of boys they desire. It is probable that in many cases the town boys will prefer to go to their country friends, and the country boys will naturally be at their homes. All this information requires to be worked up in anticipation. In those cases where they are prepared to take in strangers it will be necessary to satisfy the schoolmasters and the parents of the boys that they will be properly looked after. The rates of wages will presumably be those usually paid in the district.

The suggestion is therefore made that not only should you get the information for your own district, but that you should get into touch with the Trustee Boards in adjacent districts, so that the whole country may be organized on a uniform scheme and systematic plan.

It probably may be found to be desirable when the information is obtained, say, in about a month's time, that the Commissioner should arrange for delegates from the various Trustee Boards to meet together at some central point or points to exchange ideas and to arrange for organization on similar lines throughout the districts.

A further matter for your consideration is to ascertain as to how far an increase of stock may be carried in certain portions of the district, and as to how far there is a probability of other portions being overstocked. Also, it is desirable that inquiries should be made so that some conclusion can be arrived at as to what feed is available for carrying the stock through the winter, so that in case there should be a shortage in any place some co-operative and systematic arrangement can be made by which stock from certain districts could be depastured in other districts where an excess of feed exists.

Thos. Moss, Commissioner.

NATIONAL EFFICIENCY BOARD, CANTERBURY MILITARY DISTRICT.

MEMORANDUM TO COMMITTEES OF ADVICE, EXECUTIVE OR GROUP COMMITTEES, AND GENERAL COUNCIL.

Agricultural and Pastoral Section.

20th June, 1917.

The Canterbury Military District extends from the mouth of the Waitaki River along its northern banks; thence following the southern boundary of the Mackenzie County to the eastern boundary of Westland; thence south to take in Westland to Broad Bay on the west coast; from this line to Cook Strait. It also includes the Chatham Islands.

For the purposes of the National Efficiency Board the territory is divided, firstly, into districts, and, secondly, into groups of districts.

Group.

- I. Collingwood, Takaka, Waimea.
- II. Marlborough (County), Sounds, Awatere, Kaikoura.
- III. Cheviot, Amuri, Waipara.
- IV. Buller, Inangahua, Murchison.
- V. Grey, Westland.
- VI. Tawera, Eyre, Malvern, Kowai-Sefton, Oxford, Ashley, Rangiora.
- VII. Waimairi, Heathcote, Paparua, Halswell, Springs, Ellesmere, Wairewa, Mount Herbert, Akaroa, also Chatham Islands.
- VIII. Ashburton County, divided into districts: Upper Ashburton, Rakaia, Mount Hutt, Wakanui, Anama, Mount Somers, Rangitata, Coldstream, Longbeach.
- VIII A. Selwyn.
- IX. Geraldine, Temuka, Clandeboye, Levels, Pareora-Otaio, Waimate, Mackenzie, Hakateramea.

The National Efficiency Board's scheme for the working of the agricultural, pastoral, and dairying industries in the Canterbury Military District provides for—(a) District Committees of Advice; (b) Executive or Group Committees; (c) General Council for Military District.

DISTRICT COMMITTEES OF ADVICE.

The ratepayers in each district to elect a committee of five, representing every class of primary production carried on in the district. (NOTE.—Where necessary to obtain full representation, the number of the committee may be increased to seven members.)

The Committee of Advice elects its own chairman.

In scattered or outlying districts a District Committee may at its own discretion appoint a sub-committee, but such sub-committee shall not be entitled to special representation on any Executive or Group Committee.

Representation on Executive or Group Committee.—Each District Committee shall be entitled to two representatives on the Executive or Group Committee to which it belongs, the representatives being the Chairman and one other member elected by the committee.

Representation on General Council.—Each District Committee of Advice shall be entitled to one representative at every meeting of the General Council, which will meet annually, or at shorter intervals, as the Council Executive may deem necessary.

Duties of Chairman, District Committee of Advice.—He shall, unless otherwise arranged, be the recognized corresponding member for his district to receive all correspondence from the Commissioner of the National Efficiency Board, also from the group executive officer. He shall call regular meetings of the members of his District Committee for the purpose of promoting the best interests of all persons engaged in primary industry. He shall receive and conduct all correspondence *re* Trustees for soldiers' farms until the power of attorney has been executed by the soldier in favour of the Trustees for the management of his farm.

Duties of District Committee of Advice.—The Committee of Advice should carefully watch and promote the best interest of every class of primary production carried on in the district, to report thereon from time to time to the Commissioner, either direct or through the Executive or Group Committee, as in its opinion the circumstances may warrant. To organize co-operative effort within the district so that a maximum efficiency may be secured at a minimum cost. To organize for the more effective and more constant use of every kind of mechanical appliance used in agricultural work (for which purpose the Government has already intimated its willingness to assist in procuring, and also to assist farmers in purchasing certain machines), in order to encourage, promote, and stimulate a large increase in primary products, this being the only base upon which national prosperity can be permanently secured. To collect information from time to time regarding labour required throughout the district, so that by careful management the necessary hired labour may be secured to the advantage of the farmer, and also to the worker who can only be made content with the conditions of country employment, when the disadvantages attending intermittent labour have been removed and constant employment made reasonably secure. To report in advance to the District or Group Committee when help from outside the district is likely to be required for cultivating, seeding, harvesting, mustering, shearing, dipping, or any other seasonable operation, also as to the extent and length of time for which such help is required. To make a report on behalf of farmers as to where machinery could be used in a communal manner, such as agricultural motors, threshing machinery, shearing plants, &c., and, if so, to what extent.

The Committee of Advice is asked to assist in the collection of information as per Form C1 of this memo., to advise and assist Trustees in providing for the efficient management of soldiers' farms, and generally to work the district placed under their charge, so that every man who may be called to military duty may feel secure in the knowledge that whilst he is fighting for the freedom of his country his farm is not being neglected by those who had to stay behind.

Every member of a District Committee should watch for any cases of special hardship arising out of the ballot for military service on the Second Division, notwithstanding that the Reservist does not elect to appeal. In such cases the Commissioner should be informed of all the facts, but no opinion should be expressed by the committee unless the Commissioner requests further information.

The committee to report upon all questions referred to it by the Commissioner relating to Reservists, such reports to have special regard to the actual facts and circumstances, and to the Empire's pressing need for soldiers, and to the country's need for food-production.

EXECUTIVE OR GROUP COMMITTEE.

Each Executive or Group Committee should meet at least once every month, when all matters of general or national importance concerning primary production should be discussed and a report made thereon to the Commissioner of the National Efficiency Board, especially upon matters which in the opinion of the executive should be referred to the Government.

The Commissioner or the Chief Agricultural and Pastoral Adviser will attend Group Committees' meetings upon request.

Group Committees should give special attention to the following subjects:—

- (a.) Investigations relating to the scientific treatment of land and its productions.
- (b.) As to what extent Government assistance should be afforded for the improvement of the industry by means of lectures, practical demonstrations by qualified scientists, or by other means to that end.
- (c.) The collaboration of facts and results obtained from various parts of the world with regard to every class of farming.
- (d.) To collect information regarding the methods of handling waste products with a view to greater economy and efficiency. To make a general report from time to time on similar lines to those laid down for District Committees, always with the view of promoting the best interests of the industry. To consider best methods for handling the products so that highest market prices may be secured to the producers.

In cases where in the opinion of the District Commissioner of the National Efficiency Board it may be necessary from time to time to appoint Boards of Trustees for the management of soldiers' farms it is expected that the Executive or Group Committee will institute the necessary inquiries and advise the Commissioner with regard to suitable persons who may be capable and willing to undertake the trusteeship for the management of soldiers' farms within specified areas.

The Executive or Group Committee will receive reports from its District Committee relating to labour which will be required for seasonal operations, and to organize the available labour so as to meet the requirements of each district within the group section. In cases of difficulty in making satisfactory arrangements the matter should be referred to the Commissioner of the National Efficiency Board.

The Executive or Group Committee may elect a permanent chairman, or a chairman for each meeting, but if no permanent chairman is appointed an honorary secretary should be elected to receive and attend to all correspondence of the Group Committee.

Each Executive or Group Committee is entitled to elect one of its members to the Executive Committee for the General Council.

GENERAL COUNCIL FOR THE CANTERBURY MILITARY DISTRICT.

The General Council of the Primary Industries for the Canterbury Military District shall meet annually, or at shorter intervals, as may from time to time be determined. The first meeting of the Council shall be called by the District Commissioner of the National Efficiency Board, but the members of the Council will elect their own president.

The Executive Committee of the General Council shall consist of ten members, being one member from each of the ten group sections, as per schedule. The executive shall elect its own chairman, and shall be responsible for arranging the agenda and order of business for the General Council meetings, and shall draft a set of rules for consideration at the first general meeting of the Council.

A special general council may be called at the request of five members of the Executive Committee of the Council, or at the discretion of the president.

The District Commissioner of the National Efficiency Board and the Chief Agricultural and Pastoral Adviser for the District shall be honorary members of the General Council, but, although entitled to speak, shall not be entitled to vote.

FORM C1.

[Date.]

My farm is situate at _____, and consists of _____ acres. I hope this year to have _____ acres in crop; last year I had _____ acres. This year's crop to consist of wheat, _____ acres (last year _____); oats, _____ acres (last year _____); turnips, _____ acres (last year _____); grass, _____ acres (last year _____); other crops [*Naming them*] this year _____ acres (last year _____ acres). Milk cows, number this year _____; last year, _____. Cattle other than milk cows, number this year, _____; last year, _____. Sheep, number this year, _____; last year, _____.

The usual labour, including owner's family, comprises _____. The labour available at present, including owner's family, is _____.

Signed: _____

Address: _____ Nearest railway-station: _____ County: _____

Application for Help with more or less Experience.

I could use _____ of _____ experience for a period of _____, commencing _____, and am prepared to pay current rates of wages for such labour. I would expect the man to help in such work as _____.

Application for Short Period Unskilled Labour, it being understood that such Help would be physically able and willing.

I could use _____ for a period of _____, commencing _____, and I am prepared to pay current rates for such labour.

Signed: _____

NATIONAL EFFICIENCY BOARD, CANTERBURY MILITARY DISTRICT.

WEEKLY LIST OF APPLICATIONS FOR EMPLOYMENT, LIST NO. _____

MEMO.—Chairman of Committees, Agricultural and Pastoral Section: Note the index number of the last applicant was _____.

Number.	Name.	Address.	Position sought.	Remuneration.

If farmers in your district desire any assistance with regard to the supply of labour, or any information relating to the farming industry, please communicate direct with Mr. E. P. Burbury, Hon. Chief Advisor in the Agricultural and Pastoral Industry at this office.

NOTE.—Should any man from National Efficiency Board list become employed in your district please advise Mr. F. Cooper, Secretary, without delay, in order that the name may be cancelled and other committees duly advised.

NATIONAL EFFICIENCY BOARD, CANTERBURY MILITARY DISTRICT.

SCHEDULE OF INDUSTRY OR TRADE.

(To be filled in and returned to Commissioner on or before July 30, 1917.)

Industry: _____ Trade: _____

National Efficiency Board, Christchurch, 19th June, 1917.

Classification of the Several Operations performed in the Trade or Industry of

INDUSTRIAL SECTION.

Please enumerate all the principal trade operations from the receiving of the raw material to the marketing of the finished product. (NOTE.—Use the numerals as an index to show the relative importance of each labour operation to the carrying-on of the industry.)

(1.) *Most Essential.*—Being the expert necessary for the conduct of the industry.

(2.) *Essential.*—Operations that can be performed only by experts or specialists (male).

- (3.) *Essential*.—Operations that can be performed only by experts or specialists (female).
 (4.) *Essential*.—Operations that could be performed by substituted labour (either male or female).
 (5.) *Partially Essential*.—Operations which, provided reasonable time was given for training, could be performed by substituted labour, but which must be male labour.
 (6.) *Partially Essential*.—Operations which could be performed by female labour, provided reasonable time was given for training.

MEMO.—“Substituted labour”—meaning that such labour is not usually employed in the particular branch of the industry.

TRADE SECTION.

Please enumerate all the principal trade operations from the warehousing of the article to the delivery to purchaser. (NOTE.—Use the numerals as an index to show the relative importance of each labour operation to the carrying-on of the trade.)

- (7.) *Most Essential*.—Being the expert necessary for the conduct of the trade.
 (8.) *Essential*.—Operations that can be performed only by experts or specialists (male).
 (9.) *Essential*.—Meaning operations that can be performed only by experts or specialists (female).
 (10.) Occupations which, given reasonable time for training, could be performed by substituted labour, either male or female.
 (11.) Occupations which, given reasonable time for training, could be entirely performed by female labour.

MEMO.—“Substituted labour”—meaning that such labour is not usually employed in the particular branch of the trade.

To M

Use Index Numerals.	Describe in Usual Terms the Class of Employment or Occupation.

REMARKS.

[Date.]

[Usual signature.]

MEMO. TO ACCOMPANY SCHEDULE OF INDUSTRY OR TRADE.

Kindly return this schedule by June 30th. The date July 30th on schedule is the date upon which all schedules have to be reported upon after being consolidated.

F. COOPER,

Secretary to Commissioner, Canterbury Military District.

NATIONAL EFFICIENCY BOARD.

M

Christchurch, 19th June, 1917.

DEAR SIR,—

Re UTILIZATION OF WASTE PRODUCTS.

The Commissioner is desirous of obtaining direct information from manufacturers and other consumers of raw materials as to the waste arising out of their manufacturing or trade operations, and he will be obliged if you would give careful consideration to the undermentioned questions, and return this circular letter, with your answers to each question.

Your early attention will be appreciated.

Yours faithfully,

F. COOPER,

Secretary to Commissioner for Canterbury
Military District.

- (1.) What raw material do you use which leaves or creates a waste, and which you are at present unable to utilize?
 (2.) Do you know of any process by which similar waste is converted into a marketable article? If so, what, and where is it so used?
 (3.) Have you any suggestion to make to the National Efficiency Board for the utilization of waste materials or waste products of any kind, whether for your own trade or industry or for any other trade or industry?

[Date.]

[Usual signature.]

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