

88. The personal characteristics, devotion, and capabilities of officers recruited abroad affect profoundly the success of the Government, and the good relations between Western Samoa and New Zealand. The only justification for outside recruitment, which is costly and entails the reduction of opportunities for the resident population, is the need to get experts who cannot be found locally. During the transition period of tutelage in self-government heavy demands will be made upon such overseas personnel. They will be expected not only to carry on effectively their own governmental work, but at the same time to prepare their local successors. They will have to train and stimulate—and not to condemn or stultify—to speed the day when they themselves will be no longer necessary. Such a task requires men of exceptional qualities and understanding.

89. Under the circumstances no effort should be spared to secure outstanding officers of the proper calibre, and of sympathy and understanding. Vigorous steps should be taken under carefully worked out arrangements to recruit such overseas officers. First-rate overseas officers manifestly cannot be attracted and held if offered salaries and living conditions inferior to those obtainable at home. Samoans must learn that it is in the interests of their own country to have first-class personnel. At present they are inclined to consider as wasted the money spent, for example, in building houses for European personnel.

90. New Zealand has no large overseas territories and is therefore not in a position to offer extended opportunities for careers in a colonial Service. It is therefore in a difficult position in recruiting personnel. Appointments should be on a probationary and temporary basis so that after a period of trial service those found temperamentally or otherwise unfit could be transferred elsewhere or discontinued from further service without infringement to reputation.

91. Adequate training for the special responsibilities of island government, in addition to their technical competence, should be required for all overseas personnel who are to have close contact with the people. New Zealand has no specialized institution to give the necessary training. This handicap could be overcome either by giving prospective officers the opportunity to attend some appropriate institution elsewhere, or by developing a systematic individual training programme before and during the period of service in Samoa. It is especially important that all officers who are to have intimate contacts with the Samoan people should learn the Samoan language and have the fullest possible knowledge of the local customs.

92. Personnel recruited among the resident population should also be given adequate security of tenure, together with opportunities for in-service training and improvement. Trips to New Zealand and elsewhere for self-improvement and further advancement should be made