

22. Having regard to the scale of New Zealand aerodrome construction activities, we do not think that there is any case for the establishment of a separate works organisation for civil aviation at this stage. We merely refer to the possibility of its being found necessary in the future. In the meantime, the present organisation whereby the execution of civil aviation works is entrusted to the Ministry of Works, while a civil engineer of the Ministry of Works is attached to the Director of Civil Aviation to assist in the planning of aerodromes (which is the responsibility of the Director of Civil Aviation) has precedents elsewhere and is considered to be the best arrangement.

CHAPTER 2—INTERNAL ORGANISATION OF THE CIVIL AVIATION DIRECTORATE

23. The organisation of the Civil Aviation Branch (Directorate) as it exists to-day could be improved by a more logical distribution of duties and the establishment of a clearer chain of responsibility within itself. The development and administration of civil aviation embrace many activities of widely varying nature, each of considerable importance in itself. Coupled with the fact that aviation is still in its development stage, that new problems constantly present themselves and new principles are continually being evolved, this precludes the adoption of a simple form of organisation such as may be suitable for an older-established, stabilised, and less complex activity. The organisation of the Directorate should be such as to reflect clearly the different forms of activity involved in aviation, and to lend itself to expansion by simple cellular division without re-arrangement of the major parts. The defects which we suggest should be removed are summarised in paragraphs 24 to 30.

24. A departmental organisation having at its head a director and one deputy director, while suitable for a small department of simple character, suffers from the defect either that the director and deputy director divide the duties between them, with consequent lack of unified control, or that the deputy director acts as a screening agent for the director, with consequent duplication and congestion at the level of the deputy director. A pyramidal structure should be aimed at.

25. The organisation chart of the Branch (Appendix C) depicts three Divisions—the Airways Division, the Air Navigation Division, and the Aeronautics Division, each embracing a number of Sections. None of these Divisions has an officer in charge. There is therefore no co-ordination of the work of the Sections, except at the deputy director level, and the Divisions have no factual existence. It is questionable whether the Air Navigation Division, the sections in which have been assigned some duties proper to the Airways Division, represents a clearly distinguishable major division of the functions of