

conservation region, to work under the direction of the Conservator on such technical problems as demarcation, timber reconnaissance, appraisal, timber-sale procedure, classification, &c., until the local officer becomes qualified.

Forest Wardens.—As demarcation proceeds, and the preliminary working-plans for forests in the various districts crystallize, administrative forest units should be established in each region. This administrative unit should be known as a *Dominion forest*, and as such would be in charge (as technical officers become available) of a Forest Warden, who should be solely responsible for the administration and management of his forest unit, and for the protection and improvement of it.

Forest Rangers.—The routine work involved in each conservation region, such as inspection of logging operations, examination of lands, fire protection, timber-sale work, improvement plans, and general reports, &c., should be performed by Rangers. The number of Ranger districts in each conservation should be determined by the Conservator with the approval of the Director, and to each of these districts should be assigned a District Ranger. As far as possible the Conservator should have his headquarters in the business centre of the region, as also the Forest Warden and the Ranger.

Forest Guards.—When the work becomes too heavy or complex for the District Ranger, and yet does not make it advisable to provide for the creation of a new district, forest guards should be appointed, to work under the direction of the Ranger. Work of a non-technical character which cannot be performed by the regular force should be performed by temporary appointees. These people should be employed only for a particular purpose, and should be directly responsible to the officer directing their work.

Clerical Staff.—It is impossible at present to foresee just what clerical staff should be necessary, for though labour may be economized by short-cuts, yet it will be largely increased in other directions by the necessity of helping the men in the field, by keeping systematic records of many matters which have hitherto received no attention, and by supplying prompt information both to these men and the public.

Plans of Organization.

A well-manned specialized Forest Service must be brought into being, a Department which would not only be executive and administrative, but also investigative, for when the legislative authority has once passed on the national forest policy the settlement of difficulties and the making of decisions should be made in an atmosphere in which forest policy and not political expediency is the deciding factor.

The writer submits herein in concrete form outlines for a permanent forest authority. This has been done in such a way as to secure the maximum efficiency.

The Direction.—There are three possible methods:—

PLAN NO. 1.

This is the plan that has proved most successful in such countries as France, Germany, Canada, the Province of Quebec, Ontario, British Columbia, and the United States. This form is also the one recommended in part by Sir William Schlich, K.C.I.E., F.R.S., M.A., for New Zealand. It consists of—

Minister in Charge of Forest Service and general policy.

Director of Forest Service (technically trained forest engineer)—in complete charge of the administrative instrument, the Forest Service.

Consultative Forest Board (composed of from ten to fifteen members)—to discuss and advise the Director on matters of national and local interest in forestry (to be strictly advisory and honorary).

Secretary of Forest Service—to be associated with the Director, and solely responsible to him for records, fiscal matters such as revenue, expenditure, collection of royalty, supervision of district accounts, and office administration.

General staff and organization—to function directly under the control and supervision of the general executive head, the Director.

PLAN NO. 2.

A Forest Commission to control and administer the execution of the forest policy, manage all State forests, &c., and to function as the competent forest authority. This Commission idea is working successfully in Great Britain, New Brunswick, several States of the United States of America, in Australia, &c.

In the case of New Zealand the Commission might be composed of the Minister of Forestry; the Director of Forestry; the Secretary; a representative of the forest industry, the consumer, and forest labour—six in all. (The last three members would, of course, be honorary.) Under this system the general executive officer (the Director) would be in charge of all operations as before, and the Secretary would also function as in plan No. 1.

PLAN NO. 3.

Minister in Charge of Forestry and general policy. An executive officer of approved administrative and financial ability to be in complete control; to have associated with him an Advisory Board of experts on forestry and matters appertaining thereto—the Board to consist of not less than four members.