

C. CURRENT OPERATION, MANAGEMENT, AND ADMINISTRATION.

The funds for this work should be met entirely out of current forest revenue. *An active policy of forest-utilization, closer administration, supervision, and a well-guarded timber-sale policy will result in an immediate increase in forest revenue*, and, while the cost of this Service must increase as the volume of that work increases, there is abundant indication that this cost will constitute a smaller and smaller percentage of the total yielded by the Forest Service. (The creation of a Forest Service should not result in increasing the drain on the Public Treasury.)

The following organization, and expenditure per year, is suggested :—

(1.) Central executive office at Wellington :—		Per Year £
Director, Secretary, Chief Inspector, Technical Officers, Surveyors, clerical, and office	...	10,000
(2.) Conservation regions :—		
(a.) Auckland (1st)—		
Conservator, Warden, Rangers, guards, and clerical	...	5,000
(b.) Rotorua (2nd)—		
Conservator, Warden, guards, plantation maintenance, &c.	...	8,000
(c.) Wellington and Hawke's Bay (3rd)—		
Conservator, Warden, Rangers, guards, clerical, and office	...	8,500
(d.) Nelson (4th)—		
Conservator, Ranger, guards, clerical, and office	...	4,000
(e.) Westland (5th)—		
Conservator, Warden, Rangers, guards, clerical, and office	...	5,500
(f.) Canterbury and Otago (Tapanui—6th)—		
Conservator, Warden, Ranger, plantation maintenance, &c.	...	8,000
(g.) Southland (7th)—		
Conservator, Ranger, guards, clerical, and office	...	4,000
Total	...	<u>£53,000</u>

SUMMARY.

	£
A. Development Fund to be secured by debenture issue	872,300
B. Special projects during the five-year development period...	47,000
C. Current management and operation per year	53,000

These commitments may appear large and out of all reason, but they must be seriously considered if the forest needs of New Zealand are to be successfully assured.

Salaries.

Experience teaches that nothing has a closer and more direct bearing on State-forest administration than the degree of trained intelligence, resourcefulness, initiative, and *esprit de corps* possessed by the forest officers. If men of the right type, training, ability, and experience are to be attracted and held *the salaries paid must at all times be commensurate with the value and responsibility of their work*. Technical and administrative ability, as shown by results, must be paid for. Success will be secured by a well-paid personnel: failure will result from an incompetent, poorly-paid force.

The writer recommends the following salaries as a basis :—

Category.	Minimum Salary. £	Maximum Salary £
Director	1,000	...
Inspector-General	825	925
Secretary	600	800
Chief Inspector	600	800
Conservator, A category	700	775
Conservator, B category	600	675
Warden, A category	475	540
Warden, B category	425	465
Forest Assistants	325	400
Ranger, A category	350	410
Ranger, B category	320	345
Guards	250	310

Labourers, &c., at ruling rates.

Records Division: Clerical staff, accountants, &c., as per Public Service Commission Regulations.

Lands surveys: Chief Surveyor, &c., in accordance with the Lands and Survey Department standard.

Technical specialists, &c.: Each case on its merits.

Acquisition of Forest and Forest Lands.

Your investigator has suggested the allocation of £200,000 from the Development Fund for the acquisition of forests and forest land.

There are many State-forest properties which for the purposes of efficient management on a sustained-yield basis should be rounded out and consolidated by the purchase and absorption of contiguous forest areas. There are also other very desirable forest lands—for instance, in