

- (d) That, so far as possible, officers for the various Departments of the Samoan Service should be seconded from the appropriate Department in New Zealand—*e.g.*, Treasury to Treasury, Customs to Customs.
- (e) That, with certain limited exceptions, no official seconded from New Zealand to Samoa should remain in the Territory for a period exceeding, say, two years, thus providing for a regular system of interchange.
- (f) That, in respect of the salaries of the New Zealand officials (once the Administration has been reorganized), the salaries should be those payable to the officers as members of the New Zealand Service. Any extra payment to compensate for the extra cost of living in the islands should be by way of a special tropical allowance (varying in the case of married and single officers), and where necessary a special allowance might be payable in the case of officers engaged on what are regarded as more important duties than those attaching to their positions in New Zealand.
- (g) That, while it will be necessary that a number of positions should continue to be filled by persons resident in the islands, the salaries attaching to these positions should be brought into line with the usual payments for similar services in the islands.
- (h) That the scale of salaries prescribed for the Samoan Service should be reduced more in accordance with the value of services rendered.
- (i) That the matter of superannuation be reviewed. The present position in relation to the superannuation of officers is considered too liberal. Until 1924 special payments were made to officials by way of tropical allowance to recompense them for the extra cost and inconvenience of living in the tropics. These payments have, quite wrongly, we believe, been incorporated in salary. The effect of the alteration is to increase the superannuation allowances drawn by officials on retiring, and we suggest a return to the earlier practice. In addition, one and a half years' service is counted for each twelve months' continuous service in the islands: this applies not only to Samoa, but also to the Cook Islands. It is recommended for very careful consideration that this provision should be repealed, and service counted in the same way as is done in the New Zealand Service.
- (j) That the rather numerous cases of concealed or undisclosed remuneration to officers of the Samoan Service should be abolished—*e.g.*, transport allowances, houses at inadequate rentals, &c.
- (k) That furlough privileges be reviewed. The present privileges in relation to the granting of furlough are too generous. If our recommendation is given effect to, that the principal officials should be drawn from the New Zealand Service and a regular interchange made, there seems to be no reason why the furlough provision should not be restricted to non-Samoan officers who, with the approval of the Minister, remain at least six years. Officers appointed from the Territory should have no right to furlough.
- (l) That the system of advances to officers be reviewed. Payments by way of advances in the nature of salary, allowances, fares, and otherwise which have been granted in the past to numerous officers should cease; and it should be definitely understood that no payment beyond salary due will be granted.
- (m) That an effort be made to provide the Service with young and energetic New-Zealanders, of a personality sufficiently strong to increase the prestige of New Zealand.
- (n) That in all cases New Zealand should be advised of any matters which have necessitated inquiries being held into the conduct of any official. The papers in all such cases should be properly recorded: the staff personal records generally were very incomplete. They should be carefully reviewed, and proper records established for all matters affecting each individual employee.
- (o) That officials be prohibited from undertaking any outside duty. It is understood that at least one officer of the Administration acts as a correspondent for the press: this should be prohibited forthwith.
- (p) That the present arrangement under which married women are employed should be discouraged, and in certain cases cease forthwith.

CENTRAL OFFICE.

6. The activities of this office, embracing as it does the administrative control of all the functions of government in the islands, are many and varied. The Chief Executive Officer of the Administration, salary £900 per annum, who also acts as Deputy Administrator, for which a special payment of £100 per annum is made, has held office for the past seven and a half years.

7. The position of Secretary to the Administration is onerous and responsible; the salary attaching to the position is substantial. It may be necessary to pay a similar salary to attract a sufficiently competent official, who would be charged with any reorganization which may be decided upon, but once the financial and administrative affairs are placed on a satisfactory footing the services of a much-lower-salaried officer should suffice.

8. Our recommendation is that the present officer should be transferred, and that an officer of outstanding executive ability and capacity from the New Zealand Service should be appointed to direct such reorganization as is required. A recommendation is made under the heading of "Treasury" in respect of the Treasurer. In respect of both the transferred officials, we recommend that an endeavour be made to place them in suitable positions in the New Zealand Service.