

Sanctioning, subject to a proviso, the proposals of the Board for reorganizing and rearranging the —.

GOVERNMENT OF MADRAS.

MARINE DEPARTMENT.

READ—the following paper :—

From the Chairman, Harbour Trust Board, Madras, No. 28, dated 10th April 1899.

ORDER—No. 520, Marine, dated 10th June 1899.

With his letter read above, the Chairman, Harbour Trust Board, submits for the orders of Government an extract of the Proceedings of the Trustees containing the following resolutions :—

(1) that the control of all Harbour Trust work be placed under a single executive officer;

(2) that the pay of the present Engineer is excessive, now that the construction of the Harbour is complete.

2. The following proposals are accordingly made :—

(i) that from the date of the retirement of Mr. Hutchence, the appointments of Secretary and Traffic Manager be combined in the person of Mr. Pinsent, with the title of Secretary and Traffic Manager;

(ii) that the Secretary and Traffic Manager be given complete executive control over the whole of the works of the Harbour Trust Board, under the orders of the Chairman;

(iii) that a Manager upon a salary of Rs. 150 rising to Rs. 200 be appointed to take charge of the Secretary's office; and

(iv) that notice be given to Mr. Pogson that the pay of the Engineer to the Harbour Trust Board will be reduced to not more than Rs. 500 per mensem, with effect from three months after the date of the notice.

3. The reasons given by the Chairman for a change of management seem conclusive, but it is questionable whether Mr. Pinsent's new designation of "Secretary and Traffic Manager" is quite suitable to the proposed altered conditions. He is to be the controlling executive officer of the Board, and the Engineering, as well as all other, departments are to be in direct subordination to him. A more suitable designation would perhaps be "Harbour Superintendent". The matter will be further considered by the Board. Subject to this proviso, the proposals of the Board are sanctioned.

(True Extract.)

(Signed) W. B. DEWINTON,
Secretary to Government.

To the Chairman, Harbour Trust Board.
,, Accountant-General.

Exd. A. Rungasawmy Aiyangar.

READ the following :—

From the Chairman, Harbour Trust Board, Madras, No. 28, dated 10th April 1899.

Circulated to

ORDER.

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2. The following proposals are accordingly made :—

(i) that from the date of the retirement of Mr. Hutchence, the appointments of Secretary and Traffic Manager be combined in the person of Mr. Pinsent, with the title of Secretary and Traffic Manager,

(ii) that the Secretary and Traffic Manager be given complete executive control

control over the whole of the works of the Harbour Trust Board, under the orders of the Chairman,

(iii) that a manager upon a salary of Rs.150 rising to Rs.200 be appointed to take charge of the Secretary's office,

(iv) that notice be given to Mr. Pogson that the pay of the Engineer to the Harbour Trust Board will be reduced to not more than Rs.500 per mensem, with effect from three months after the date of the notice.

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To The Chairman, H.T. Board.

,, Accountant General.

Read the following:—

Letter from the Chairman, Harbour Trust Board, No. 28, dated 10th April 1899.

Circulated to

FOR ORDERS

With his letter read above the Chairman, Harbour Trust Board, submits for the orders of Government an extract of the Proceedings of the Trustees containing the following resolutions.

(1) That the control of all Harbour Trust work be placed under a single executive officer.
(2) That the pay of the present Engineer is excessive, now that the construction of the Harbour is complete.

2. The following proposals are accordingly made:—

(1) That from the date of the retirement of Mr. Hutchence, the appointment of Secretary and Traffic Manager

* 11th May.

The Harbour Trust Board are anxious to get rid of Mr. Pogson. His actual salary is considerable for the work to be done, but he is believed to be extravagant.

P. W. 43.
1,000-28 2-9.

be combined in the person of Mr Vincent, with the title of Secretary and Traffic Manager (ii) that the Secretary and Traffic Manager be given complete executive control over the whole of the works of the Harbour Trust Board, under the orders of the Chairman.

(iii) that a manager upon a salary of Rs 150, rising to Rs 200, be appointed to take charge of the Secretary's office.

(iv) that notice be given to Mr Pogson that the pay of the Engineer to the Harbour Trust Board will be reduced to not more than Rs 500 per annum with effect from three months after the date of the notice.

3. The reasons given by the Chairman for a change of management seem conclusive, but it is questionable whether Mr Vincent's new designation of "Secretary and Traffic Manager" is quite suitable to the proposed altered

and he will not submit to control. I know this to be the opinion of both Mr Atkinson & Mr Bradley and the latter has mentioned ^{some} facts in illustration. Paras 3 & 5 of the Chairman's letter express their views in guarded language but they are really the pivot on which the letter turns. The late & present Chairman & the Bd. are anxious to effect important economies wh. they know to be feasible, but to be impossible with Mr Pogson in his present position. The proposals

Mr. Pogson has served the Bd. since its formalism in 1886. He will, if the pay of two pmt is reduced to Rs 500, probably elect to retire.

I would suggest that in this event he should get a bonus - of say three months pay -

And
28/4/99

involve either his retirement or his relegation to a distinctly subordinate position.

I do not think that the proposed change would work ill through the enhancement of Mr Vincent's influence & authority. He has won the confidence of successive chairmen & of the Bd. and the scheme now put forward

wh. has I know given much trouble in elaboration may I think be accepted.

MA 2.6.99.

I agree H.W. 5-6.99.

x Flag. L

Very much. H.W. 8.6.99.

He may be called Harbour Superintendent.

altered conditions. He is to be controlling executive officer of the Board, and the Engineering, as well as all other Departments are to be in direct subordination to him. As pointed out in Mr Wilson's note, the Secretary qua Secretary has no authority at all. He is merely the mouth piece of the Chairman or of the Board. If, therefore, he is to control the Engineer and his staff, some more suitable designation than "Secretary" should perhaps be chosen.

The following is the financial effect of the proposals

	Present Salaries Rs	Proposed Salaries Rs	Increase Rs	Decrease Rs
Secretary	1000	1000	-	-
Traffic Manager	500	-	-	500
Engineer	1000	500	-	500
Secretary's office manager	60	150 to 200	12 1/2	-
		Total	12 1/2	-

Net Savings Rs 8 per month or 10,470 Rs Ann

RA
This is an important
11/6/99

(1) Mr. Sagson has been with the Board since its formation in 1886

(2) There is a Provisional fund from which Mr. Sagson will be entitled to draw should he elect to retire.

(3) "Harbor Superintendent" would be very good and cover everything

(4) \$3000 is the total for the Engineering Dept. under all heads.

R. J.
28th 99

(1) Mr. Popeon has been
 with the Board since 1881
 (2) There is a provision in the
 Act that any person who
 has been in the service of the
 Board for a period of not less than
 five years shall be entitled to a
 pension. (3) The Board has
 decided to grant a pension to
 Mr. Popeon. (4) The pension
 will be paid at the rate of \$100
 per annum.

- (1) How long has Mr. Popeon
served the Board?
- (2) Is he entitled to a
pension?

Act
 28/4/98

- (3) Would Harbour Engineer
- be entitled to a suitable
designation for the new
appt. (4) At 30,000 per
annum for establishment
- is this for Secy, clerks,
the same proposed amounts

good
 right
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 live
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1898

Marine (1899) Department.

Marine (1899) Department.

CURRENT No. 495

Order

From

The Chairman,
Harbour Trust Board,
Madras.

No. 28.

Dated 10th April 1899.

Despatched 11th „

Received

Enclosures : two.

Spare copies : three.

SUBJECT.

MADRAS HARBOUR TRUST.

EXECUTIVE STAFF.

Submitting, under Section 24, Act II of
1886, proposals for reorganising and re-
arranging the Board's Executive Staff.

G. O.	No.	Department.	Date.
147	8911-3-89	Habes	Not negy.
129	8903-89	Habes	

No. 28.

FROM

HERBERT BRADLEY, Esq., I. C. S.,

CHAIRMAN, HARBOUR TRUST BOARD,

Madras.

To

COLONEL A. W. SMART, R. E.,

ACTING SECRETARY TO GOVERNMENT,

Marine Department.

SRI,

I have the honour to forward for the orders of Government, under section 24 of the Harbour Trust Act, a copy of a resolution passed by the Harbour Trust Board at its meeting of the 29th March 1899.

2. The matter was first laid before the Trustees by Mr. Atkinson in February and had been under discussion for 6 weeks before the resolution was passed. The history of the matter is as follows. For sometime past it has been felt that the present system under which there are three separate departments,—the Secretary's, the Engineer's, and the Traffic Manager's—has been a cause of great waste of time and weakness. I cannot do better than refer the Government to Mr. Wilson's note (B) of the 25th March,—a printed copy of which is enclosed in explanation of my meaning. There cannot be the least doubt that the present system is productive of delay in that communications between the Engineer and the Traffic Manager have to pass through the Secretary, and destructive of responsibility in that it involves a divided control under which the very useful phrase "That is not my Department" can be constantly introduced. The conclusion to which the Board has now come is that it is advisable to appoint one executive controlling officer under whom all Departments of the Trust works should be carried on, and who shall be held responsible for the whole of the executive work.

3. It is probable that a really business-like Engineer would be the ideal man to hold this position, but the Board has to consider the individuals now in its employ, and it considers that of its present employes Mr. Pinsent is the man for the post. The independent position which Mr. Pogson has hitherto managed to assume, coupled with his declared inability to cope with any more work than he at present is performing, make it impossible to make him Chief Executive officer, even if the Board felt in other respects inclined to do so. Mr. Pinsent, on the other hand, has uniformly given satisfaction, and there is, I think, every prospect of his continuing to do so in the new position in which it is proposed to employ him.

4. The Board, therefore, proposes that, on the retirement of Mr. Hatchence, Mr. Pinsent be appointed Secretary and Traffic Manager on his present pay, and that he should work as the controlling Executive officer of the Board. It is proposed to place the Engineering department as well as all other departments under his control, and to relieve him of the personal management of the office by appointing a Manager on Rs. 150 rising to 200 under him.

5. The present Engineer is, in the Board's opinion, overpaid, considering the nature of the duties required of him since the construction work of the Harbour ceased. The establishment under him also appears to be excessive, but Mr. Pogson has declared that it cannot be further reduced without a sacrifice of efficiency. An examination of the Administration Reports of previous years discloses that since 1889-90 there has never been a large expenditure upon petty construction and repairs which are, in

reality, the only works now going on. The figures are as follows, excluding repairs to the Pier which in 1889-90 and 1890-91 came to Rs. 1,23,737 and were really capital expenditure.

1889-90	...	...	20,533
1890-91	...	...	18,373
1891-92	...	...	26,111
1892-93	...	...	35,737
1893-94	...	...	10,103
1894-95	...	...	23,447
1895-96	...	...	29,589
1896-97	...	...	10,184
1897-98	...	...	50,148

In the last year the increase was due chiefly to a number of special items, such as a new water pipe for supplying ships, a new weighbridge, an extension of the coal hard, and certain adjustments between the Construction and Revenue Accounts.

In addition to these sums, Rs. 47,831 were spent in 1896-97 and Rs. 4,896 in 1897-98 on Capital account. Taking the average of the above figures, it will be seen that the annual expenditure on petty construction and repairs for 9 years was roughly Rs. 25,000 per annum. The salary of the Engineer and his ordinary establishment comes, roughly speaking, to Rs. 25,000 per annum, which in the opinion of the Board is excessive in view of the average expenditure.

6. I enclose a printed copy of my note (A) dated March 23rd, from which it will be seen that in addition to the Engineer's regular establishment there are a number of other persons employed under him, viz., the Maintenance General Staff, who are really artisans employed in looking after the work sent to the workshops, and the drivers, &c., of the cranes and engines, whose pay ought really to be debited to the Traffic Department. The pay of the Maintenance General Staff is, roughly speaking, Rs. 7,000 per annum. Thus with an establishment which costs about Rs. 30,000 per annum, the Board is spending an equal sum upon works. Under the circumstances it is obviously incumbent upon the Board to reduce its Engineering establishment.

7. Since my note was written it has come to my knowledge that the coal trade of this port is fast being destroyed by the competition of Singareni coal. This is a very serious thing for the Trust, and makes it more than ever essential to economise in every possible direction. It was recognized that the opening of the East Coast Railway would have a prejudicial effect upon the Bengal coal trade, but it was hardly expected that its effects would be felt so soon. I find, however, that the Madras Railway Company has already made a contract for 30,000 tons of Singareni coal in this year, which single contract means a complete loss of Rs. 22,500 to the Trust. During the last five years the average receipts of the Trust from coal have amounted to 1,76,00 Rs. per annum. Half of this, probably a good deal more, is completely lost to the Trust. The subject of reducing the Harbour dues upon coal is one of the subjects for discussion at the next meeting of the Board. Under the circumstances I submit that the Trust can no longer afford to pay Mr. Pogson's salary. The Board is of opinion that a salary of Rs. 500 per mensem will be sufficient to enable it to obtain the services of an Engineer capable of carrying on the work at present going on. Should docks be constructed later on and should the work not be given out upon contract, a more highly paid Engineer may again be required.

8. To sum up, I beg the sanction of Government to the following proposals.—

- that from the date of the retirement of Mr. Hutchence the appointments of Secretary and Traffic Manager be combined in the person of Mr. Pinsent with the title of Secretary and Traffic Manager.
- that the Secretary and Traffic Manager be given complete executive control over the whole of the works of the Harbour Trust Board under the orders of the Chairman.
- that a Manager upon a salary of Rs. 150, rising to Rs. 200, be appointed to take charge of the Secretary's Office.
- that notice be given to Mr. Pogson that the pay of the Engineer to the Harbour Trust Board will be reduced to not more than Rs. 500 per mensem with effect from three months after the date of the notice.

I have the honour to be,

Sir,

Your obedient servant,

Robert Radley
Chairman,
Harbour Trust Board.

EXTRACT of Proceedings of the Trustees of the Harbour of Madras, at a Meeting held at the Offices of the Board on Wednesday, the 29th day of March 1899.

2. Read again note by the Chairman, dated 14th February 1899, making proposals for reorganising and rearranging the Board's executive staff.

The Board resolves (1) that it is most desirable that the whole of the Harbour Trust work should be placed under a single executive officer, (2) that the pay of the present Engineer is excessive now that the construction of the Harbour is complete.

It therefore authorises the Chairman to address Government, with a view to the proposals made in his note and in that of Mr. Wilson being carried out at the time of or as soon as possible after the retirement of the present Traffic Manager.

Enclosures.

(A) Since the last meeting I have obtained some figures from the office which will be circulated with this note and the preceding papers.

(a) is a general abstract of receipts and charges of the Harbour Trust from 1889 to 1898 inclusive. It shows that the Trust has been run at a profit of 2,34,000 roughly in those nine years.

(b) shows the expenditure on the Harbour itself for the same nine years split up under the head Revenue and Construction. The latter was all paid for from the loans for construction of the Harbour. The former contains the figures spent in petty construction and repairs, which really include all the expenditure now being incurred except occasional items, such as the "Wenlock," the Cassimoderevetment, the oil pipe, putting down new moorings and the like.

Excluding the repairs to the Pier, these sums are comparatively small as shown below:—

1889-90	...	...	...	20,533
1890-91	...	...	...	18,373
1891-92	...	...	...	26,111
1892-93	...	...	...	35,737
1893-94	...	...	...	10,103
1894-95	...	...	...	23,447
1895-96	...	...	...	29,589
1896-97	...	...	...	10,184
1897-98	...	...	...	50,148

The increase in 1897-98 is due to payment of Engineer's bills in arrears, and to extras detailed in para. 9, page 4, "Petty Construction and Repairs" and "Repairs"—Vide Administration Report for the year 1897-98. The 47,831 shown under Capital Advance include

Moorings	...	...	...	Rs. 23,567
New Works	...	...	...	13,963
Protective Works	...	...	...	10,301
				Rs. 47,831

It will thus be seen that for an expenditure on establishment of Rs. 25,000 a year nearly, we are spending on the average only about Rs. 25,000, or including Capital advances 30,000, which is absurd. I should add that this year's figures may work out higher, and that if new moorings are put down this year's will work out higher. Independently of this there is a considerable establishment of men in addition which, under Section 21 of the Trust Act, need not be deemed to be officers and servants of the Trust. Some of these men—vide Schedule of Staff for 1899-1900 under Maintenance General Staff, cost 593-5-1 per mensem. The whole of the Engineer's staff in that schedule costs 31,425 per annum. In addition to these, there are the Engineers, &c., who work the cranes and the engines, whose pay, perhaps, ought to be debited to craning or haulage, but who are charged, I understand, under "Labour" in estimates, and who are paid by the Engineer. A list of these men will be found in the Schedule of Staff for 1893-99, pages 15, et seq. Their pay amounts to 706-4-9 per mensem if the figures given are correct, or Rs. 8,475 per annum. These men are apparently provided for under the 12,386 provided in the summary of Engineer's estimates, Nos. 23, 24, and 25, vide Budget.

Whether these figures include the whole of the staff paid by the Engineer or not I am not absolutely certain. I have not had an opportunity of questioning the Engineer on the subject, but the fact that the Trust Office does not know shows how unsatisfactory the present arrangement is, and how very independent the Engineer has become.

The only remedy for this is, in my opinion, to place every department of the Harbour Works under one responsible head who can be expected to control the whole from one office. At present the divided control is great waste of strength.

I would therefore recommend the Trust to abolish this divided control and place the whole either under an Engineer-Traffic Manager or a Secretary-Traffic Manager. The present Engineer says that his time is fully occupied, so that even if the Board were prepared to offer him a post as Engineer-Traffic Manager he could not take it. The present Secretary can, however, with assistance in the office take up the Traffic Department as well, and in every way, I think, his appointment would be a very good one.

We can then embrace the opportunity of Mr. Hutchence's retirement to make a complete re-organization of the staff, and in reality combine the posts of Secretary and Traffic Manager giving the officer holding the combined post authority over the whole of the Harbour staff, including the Engineer. The Engineer's office should then be brought under the same roof as that of the Secretary and Traffic Manager, or if accommodation cannot there be provided for it, to a place very near the main office. The distance of the present office is a source of weakness.

As to the pay of the Engineer, I am of opinion, as stated in my last note, that we can do with a less highly paid man, in fact that Mr. Pogson's abilities are wasted here, and considering his previous independent position, I can hardly expect that he will be able to make up his mind to serve under Mr. Pinsent.

Initialed—H. B. 23—3—99.

It would, I think, be found best to employ either a young man on Rs. 450, or 500 or an experienced upper subordinate according as we may be advised.

(a).—Abstract of Receipts and Charges of the Madras Harbour Trust, 1889—1898.

Receipts.	Amount.	Amount.	Charges.	Amount.	Amount.
Opening Balance.	...	5,65,313 2 9	1889-1890	4,18,604 8 8	...
1889-1890	6,40,326 1 0	...	1890-1891	5,05,452 9 11	...
1890-1891	7,78,592 5 8	...	1891-1892	4,88,539 15 4	...
1891-1892	5,74,013 11 0	...	1892-1893	4,96,427 9 5	...
1892-1893	5,16,631 3 6	...	1893-1894	5,08,204 8 5	...
1893-1894	5,11,094 15 5	...	1894-1895	10,48,373 10 1	...
1894-1895	6,32,949 3 2	...	1895-1896	5,59,527 0 9	...
1895-1896	5,56,321 4 7	...	1896-1897	7,58,051 0 3	...
1896-1897	8,29,721 12 0	...	1897-1898	6,92,074 4 0	54,75,255 2 10
1897-1898	7,19,711 6 11	57,59,361 15 3	Closing Balance	...	8,49,419 15 2
Total Rs.	...	63,24,675 2 0	Total Rs.	...	63,24,675 2 0

(b).—Statement of Expenditure on Revenue (Petty Construction and Repairs, Capital Advances, &c.), and Harbour Works Construction (Works, Tools and Plant, &c.), 1889—1898, taken from Administration Reports.

Year.	REVENUE.			CONSTRUCTION.			Total.	Remarks.
	Petty Construction and Repairs.	Steam Crane Charges.	Capital Advances.	Works.	Tools and Plant.	Establishment.		
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	
1889-90	(a) 83,064	...	...	6,59,977	24,720	56,055	8,23,816	(a) Includes repairs to screw pile Pier, Rs. 62,531-0-0
1890-91	(b) 79,579	...	...	5,61,491	51,922	53,134	7,46,126	(b) Do. do. 61,206-0-0
1891-92	26,111	1,359	...	4,80,437	1,03,842	67,827	6,79,576	
1892-93	35,737	2,722	...	1,95,104	41,098	54,953	3,29,614	
1893-94	10,103	1,689	...	2,11,464	11,157	30,954	2,65,367	
1894-95	23,447	2,412	...	2,76,123	— 1,149	44,843	3,45,676	
1895-96	29,589	2,508	...	3,36,832	28,285	68,321	4,65,535	
1896-97	10,184	1,932	47,831	...	...	(c) 23,101	83,048	(c) Paid from Revenue.
1897-98	50,418	2,476	4,896	...	...	(d) 23,559	81,349	(d) Do. do.

Retirement of Traffic Manager.

(B)—In all the proposals which have been made for filling up the vacancy which will be caused by the retirement of the present Traffic Manager, there seems to be a general agreement that some amalgamation of offices is desirable. The subject has gradually grown from a consideration of how to carry on the duties of the Traffic Manager as now, into a consideration of the work and duties of the present Secretary, Engineer, and Traffic Manager. Originally during the construction of the Harbour, the new construction was carried out by a staff of Engineers quite apart from the ordinary maintenance and working of the business of the Port. The construction was managed from a separate office with a separate system of accounts, and if any work was required to be done by the construction Engineer in connection with the iron pier, or ordinary maintenance of the port, it was done by a system of requisitions and correspondence. From this cause there has arisen a tendency to look upon the Secretary's and Traffic Manager's offices as the office of the Board, and upon that of the Engineer as something outside of it. Although construction has ceased, the responsibility for keeping the property and plant of the Board in good order is divided between the Engineer and the Traffic Manager in a way that is detrimental to the interests of the Board. Certain items of work which the Traffic Manager may require he cannot get done until he has written to the Secretary, who has to address a letter to the Engineer in the name of the Chairman, "I am directed, &c." Certain items of work are done under the orders of the Secretary or Traffic Manager, without making any use of the Engineer at all, as, for example, the raising of coal from the bottom of the Harbour by divers. This was not done, however, until after some correspondence had taken place with the Engineer. Sometimes it is held that some item of work does not require the services of an Engineer, and this is taken to be a reason for the Secretary's getting the work done. Probably the truth is in such cases that the Secretary finds that it is less trouble to do the thing himself than to ask the Engineer to do it. This separation of work appears also in the accounts, with the result that some of the items of the Board's expenditure do not represent the whole expenditure under the particular head given. It seems to me perfectly useless to try and show separately what is called Engineer's expenditure from other charges connected with the same thing, which are considered to be unconnected with the Engineer. Mismanagement on the part of the Traffic Manager may lead to unnecessary expenditure of money on the part of the Engineer, and on the other hand inefficient work carried out by the Engineer may lead to unnecessary expenditure under what is now shown as unconnected with the Engineer. At present there is no one officer who is responsible and who has control over all branches of work except the Chairman, but the Chairman himself cannot supervise the work to the extent necessary. He is the Collector of Madras and of Sea Customs, Superintendent of Stamps and Stationery, &c. The Secretary *qua* Secretary has no authority at all, the only authority he has is as the mouthpiece of the Chairman or of the Board. It must be obvious what a great difference in force there is between a direct personal order and a Secretary's letter "I am directed, &c." The representative committee appointed by Government to consider the question of Harbour improvements advocated the appointment of a wholetime and permanent Chairman; I think there are good and sufficient reasons why the Collector of Madras and Sea Customs should be Chairman of the Board, but I certainly think that it would be to the advantage of the Board if it employed one officer of authority directly under the Chairman who would control all branches of work. He should be, I think, sufficiently relieved of routine office work to enable him to personally inspect all branches of work, including that of the Engineer, Traffic Manager, &c. Several of the proposals that have been made seem to point to the appointment of such an officer, although he is called by different names. Some call him a Vice-Chairman, and other names given are, Engineer Traffic Manager, Engineer Secretary, Secretary and Traffic Manager. Capt. Street advocates that he should be a mercantile man or a good business man; he would not appoint an Engineer, because the Engineer Vice-Chairman at Calcutta is said not to understand business, I think the ideal man for the post would be an Engineer who was also a good business man. I see nothing conflicting or impossible in this, and my reasons for attaching importance to an engineering qualification are that in nine cases out of ten when any complaint arises against the Harbour, it has to do in some way with engineering, and as the Engineer is the chief disbursing officer of the Board's funds, the financial soundness of the Board's administration depends very largely on the soundness of its engineering undertakings. But what we have to deal with is not ideals but actual facts, and we must take into consideration the personal qualifications of the officers that we already have. Our present Chairman's last proposal is to give Mr. Pinsent, the present Secretary, control over the traffic and putting an Engineer on Rs. 450 per mensem under him to call him Secretary and Traffic Manager. It is also proposed that an Office Manager should be appointed to the present Secretary's office. Mr. Pinsent has served the Board

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so long and energetically, that I think that any arrangement proposed must provide for him. So far as the arrangement relates to the Traffic Department and the management of the present Secretary's office, I think it good and a step in the right direction. The appointment of a Manager for the office should relieve Mr. Pinsent to a sufficient extent of office work, to enable him to spend some time in personal inspection of work. So far as the arrangement relates to the Engineer, for the reasons I have given above, I think it highly desirable that both the Engineering and Traffic work should be controlled by one and the same officer. If Mr. Pinsent is to do this with an Engineer officer under him, his present attitude towards the Engineer must be entirely changed, he must be prepared to personally inspect all work and satisfy himself as to the necessity for all items of work for which estimates are submitted to the Board and see that work is properly accounted for and done. In the matter of staff it would be part of his duty to satisfy himself that the men employed had sufficient work to justify their employment, and in short he should be responsible for all that goes on in the Engineer's department as well as in the Traffic department. How much of the accounting work relating to bills and payments now in the hands of the Engineer should be transferred to Mr. Pinsent would depend to a certain extent on the class of Engineer appointed, but in any case under the arrangement proposed I think Mr. Pinsent should have personal knowledge of what is going on in all departments.

The remarks I have made in this minute relate to the ordinary maintenance work of the Port, such as is going on at the present time; an Engineer on a salary not exceeding Rs. 550 per mensem should be able under the control proposed, to maintain and keep in order all the property of the Board. When the time comes to construct a dock or other large new work of this description, it will be necessary to appoint a separate Engineer, whether it is done on contract or not. Even in contract work although it is not necessary to have an executive staff, it is necessary for the Board to be represented by an Engineer, to see that the contractor's work is up to specification, to pass the bills, and to give orders on points which in no case can be left to the contractor.

Initialed—F. J. W. 25-3-99.

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