

EAST AFR PROT.
22754

C.O.
22754
REC'D
REC'D 4 JUN 13

Conf 63
Governor

P.W.D. STAFF

1913
June

Trs report by the Railway Manager on staff requirement of the P.W.D. Endorses Mr Taylor's opinions. Increase of staff as recommended is urgently demanded and if approved should be made at once. Messrs will undoubtedly be productive of real economy.

Last previous Paper.
14524

Mr ~~Bellamy~~ Dr G. Fiddes

The scheme which has been drawn up by Mr Taylor, General manager of the Railway, for the reorganisation of the P.W.D. in the hands of Messrs has been forwarded to the Secretary of the P.W.D. in the hands of Messrs. The Secretary has been requested to report on the scheme to the Department.

At the beginning of March last Mr Row submitted a memorandum (under R/279/ESP) giving his views on the subject. This was referred to the Governor, who informed Mr Taylor of the result of his report on the existing state of affairs (R/1400/ESP) and was to have his views

Used for conf. 16 July 1913
Copy to be sent to Mr Taylor 29 July 1913
Strike to be held 19 Aug 1913
to be done conf. 30 July 1913

Next subsequent Paper
24795

Accounting With the exception of a few posts in the administrative branch, Mr Taylor does not propose any alteration in the existing staff of salaries, but recommendations being mainly confined to a considerable augmentation of the permanent staff, which if sanctioned will entail a large increase in the vote for Personal Expenditure. The additions which he proposes are as follows:-

Executive Engineer At present 4 on £400-£10-£400 with half allowances of £40. Two additional appointments.
 Mean annual increase $(2 \times \frac{400+500}{2}) + 2 \times £40 = £900$.

Assistant Engineer At present 5 on £300-£10-£400. Three additional appointments.
 Mean annual increase $3 \times \frac{300+400}{2} = £1050$.

Assistant Accountant At present 1 on £250-£15-£400. One additional appointment.
 Mean annual increase $\frac{£250+£400}{2} = £325$.

Subsidiary keeper At present 1 on £250. One additional appointment on £150-£10-£250.
 Mean annual increase $\frac{£150+£250}{2} = £205$.

Head Clerk (European) At present 1 on £180-£10-£200. Two additional appointments on £150-£10-£250.
 Mean annual increase $2 \times \frac{£150+£250}{2} = £400$.

Draftsman (European) At present 2 on £100. Proposals - three on £100-£10-£250.
 Mean annual increase $(3 \times \frac{£100+£250}{2}) - £100 = £255$.

Overseer At present 1 on £200 and 2 on £100. Three additional overseers on £200.
 Mean annual increase $3 \times £100 = £600$.

Foreman At present 5 on £100. 6 additional foremen at £100.
 Mean annual increase $6 \times £100 = £1000$.

Total mean increase £4905

Executive Engineer	£900
Assistant Engineer	£1050
Assistant Accountant	£325
Subsidiary keeper	£205
Head Clerk	£400
Draftsman	£255
Overseer	£600
Foreman	£1000
	<u>£4905</u>

The necessity for an increase in the staff is clearly a real one, and Mr Taylor has, I think, made out a good case for the additions which he proposes.

be made to it. His allegations in the matter of
 pay for the superior staff have been suggested,
 but indeed, does any allegation seem to
 be necessary, in view of the fact that a revised
 scale of salaries for these officers came into
 force 10 weeks ago 1st April 1913. There
 are only a few trifling variations in the
 scales prepared for the Subordinate Staff
 viz - European Head Clerks, Sub-keepers
 and draughtsmen.

European Clerks. There is at present one
 Head Clerk, European, at Kisumu who is
 at present in receipt of £200 per annum,
 the maximum of his scale £110-£120-£200
 (I take this rate from the staff list, the
 Estimate only shows £200). Two
 additional clerks are now suggested
 for Kisumu and Tuguei, on £100-£120-
 £230. This is a new scale of

of office staff
 Kisumu £100-
 (Kisumu) £120-
 Kisumu £230
 but not in staff

Salary, suggested by Mr Taylor, and in no
 explanation of it is furnished, I presume it
 has been arbitrarily fixed. This is no
 objection to the scale, which the Director the
 General Manager considers is not excessive in
 view of the duties which these clerks have to
 perform, and we have none or less to be guided
 by local opinion in such matters, but I
 can see no reason to recommend alterations
 to the two new clerks, and the one at Kisumu,
 to the detriment of the latter. Uniformity
 might well be introduced in the case of
 these posts, and if the proposed scale is
 adopted, it should be made applicable to
 all these officers. In the case of the man
 at Kisumu, he would have to be paid
 about in the scale, £230, as he has

already been more than a year on his Island

maximum. I suggest this to Committee

Substantive

It is undoubtedly important that the Stores
Branch of the Department should not be
undermanned, as is represented, and an
additional appointment ^{to maintain} seems necessary.

The newly appointed man is to work under
the direct supervision of the ^{Chief} Storekeeper, and
and I presume that this is the man
for making his equipment (£100-£125)

less than that of the Substantive, Dainoli.

(£250) who is apparently not under

such immediate supervision. If the

rate which is proposed for the new man,

(£250) which is the same as that proposed for

European Head Clerk and Draftsman)

would accordingly be approved.

Draftsman. There are at present 2 on £100

and an additional one is proposed, all three to be
in fact on £100-£125-£230. The proposed

grant for the increase, except the general one
that there is dissatisfaction and that the rates
be deemed proper to which to look forward. The

The ultimate salary proposed is certainly not excessive
for good draftsmen in a country such as
East Africa, and I would be inclined to
agree with the local proposal.

In addition to the proposal for an increase in
the staff - Mrs Taylor reports Mrs Macgregor Ross
proposal for improving the position of certain of the
European officers. They are as follows:

- (1) asking allowance to Assistant Engineer in
charge of a district
- (2) asking allowance to assist setting of the
staff
- (3) improvement in the position of the Resident
Engineers in charge of their work.

The reports of Mrs Ross I might point out that the position
of Assistant Engineer and the Deputy
Directors have been improved since 1 April 1913, on

no (1), as the
no 2) for Engineer
and 3) all of that
now proposed a
that the
will be the £400

which did not see scale of salaries came
into force. The scale for Assistant Engineer being
placed from £250-£40-£800 to £300-£500-£1000
and for the Deputy Director from £400-£100-£800 to
£500-£250-£700. There was very substantial
increases and as the officers in these grades
receive high allowances when acting for the
Education Engineer or the D.P.W. respectively,
I would desire to consider any further
increases in their allowances.

On 24/1/20 Mr. Ross asked that the remuneration
of Resident Engineer in charge of loan works
might be made equal to their peers in the
[Railway] service. The two works which
he mentioned are the Shikha Tramway
in charge of which there is a Resident
Engineer on £400 a year with travelling
allowance, and the [?] works, in charge
of which there is an Assistant Engineer
with a duty allowance of £100 per annum.

W.C. R/7679.001
1910

This relates
to the P.W. D.
Staff Service -
let to the
Engineers -
Charge of Loan
Works
W.C.

Mr. Taylor does not offer any criticism on
his "Remarks" beyond his general
remarks at the end of paragraph 19, where
he says

"it is difficult to compare the scale of
remuneration of officers of various
departments doing different work and
entailing varied degrees of responsibility".
He however suggests a scale of £500-£250-£700,
the same as the salary drawn by the Deputy Director
of Public Works. I think it is difficult to
accept this proposal. While it would be
admitted that the Engineer in charge of the
works mentioned have important and
responsible duties to perform, they are often
all working side by side in one spot, and
their duties are scarcely comparable to those
performed by the Director, whose work
includes administrative and advisory duties.

of a varied character. It would in addition
 be open to question whether it would not
 be ultimately responsible of his superior to
 please those officers on a level, as regards
 appointments, with the Deputy of the Director
 who by virtue of his position should occupy
 the second position in the Department.

The reason which induced Mr Ross to
 urge so strongly the claims of these resident
 Engineers appears to have been his desire
 to do something for Mr Sikes, then in charge
 of the Kumbasa water works, and whose
 services he was anxious to retain. Mr
 Sikes has however now gone to the
 Imperial Trade Co., and as the allowance
 of £100 originally granted to him
 annually, has now been made a
 duty allowance for the Assistant Engineer
 in charge of the water supply works, there

is little reason to anticipate that the latter will
 be dissatisfied unless he has already got wind
 of Mr Taylor's proposals.

We have had no complaint from the Works
 Tramway Engineer, and I should not be
 inclined to make any allusion in his
 appointments at present.

The important question is that of cost.
 The Governor points out that the demands
 already made upon savings are so heavy that
 he cannot guarantee the necessary funds
 from that source to meet the expenditure
 which would be involved by the adoption of
 Mr Taylor's proposals. Mr W. L. Lewis,
 that the necessary expenditure may be sanctioned
 at once to be met from increased revenue or
 from balances. I hardly think that we
 can suggest time to the Treasury just at present,

but no more immediate relief of the financial in-
 to. But it is obviously required to enable
 Congress from the Government whether he can
 anticipate any savings, and if so, what, and
 which of the appointments are most urgently
 required. We could then offer to the Treasury
 the approval of the scheme, and for the
 appointments this year of such officers
 as could be provided for from savings?

but
 12.7.13

- Mr Borington left a great deal unsaid
- A. Which of the new posts would be pensionable?
 - B. Which will be filled by promotion?
 - C. What expenditure is required for this year?

It is a great pity that a supplementary
 despatch on the H.A.S. We can try and
 guess as to

I have little to add to his statement

- (1) Deputy Director. I do not think there is
 any cause for special treatment of the Thames
 which acting. I agree it should be the work
 of the duty allowance system and other
 deputies does no more or less than
 involvement than the present is, may

Jaeger
 H.J.R.

Yes
 H.J.R.

Eg.

Dept	Extra d.e. to deputy who Head of Dept. is a leave
Secretary	£400 p.a.
Treasurer	£10 p.a.
Customs	£20 p.a.
Police	£40 p.a.
By rail	£15 p.a.
Land	£20 p.a.
P.O. Dept.	£20 p.a.

The Tanager has just had a rise in scale
 of salary & duty allowance & unless we
 are going to raise his deputy's Ross too
 I should have been in his extra
 responsibility must look for it ^{an interest} reward

- (2) Engineer in charge of loan works. I agree
 that a special scale is unnecessary. An
 acting allowance is much the best plan. It
 has to be understood that the present discontent
 is due to Civil Engineers having to do
 the work of Executive Engineers. An Act.
 at £300 is discontented at having to take
 charge of a £90,000 water works scheme for
 £100 a year extra. If the new establishment
 the work would fall to an Executive Engineer
 at £400 by £300 & £500, and he would probably
 be satisfied with £100 extra though he had
 to drop his own duty allowance of £40.
- (3) I do not understand why only 5 duty
 allowances are awarded to Executive
 Engineers. It is a death a step one
 an amount 6.

I believe all the new men at the minimum
 and allowing for 6 months (full pay) this year

I think the cost for 1913-14 to be £2400
with an extra £700 (say) for savings.

I don't think we can look forward to savings
for the ordinary part of it. The new military
expedition has already involved drastic
reductions - including Indian settlement
works - & I don't see what else can be
done to further reduce Public Works. Extra
= ordinary & leave the new staff with nothing
to do.

At all events we might try to proceed
with the suggestion of standing firm on balances
- on the ground that a forward movement
in P.W. is essential for the development
of the economies of the Post, as shown in the
trans-N zone case, in which settlement
is a prerequisite for any construction of
roads and bridges.

But first I should like to see a list
and I should like to see the list of P.W.
for his station, standing on a double above
with the Deputy Director, the Loan Works
Engineers, & the duty allowances for the Engineers.

14/7/13

Telegraph as proposed - but I should also
make it clear to the Govt. from the
start that we have got to meet the
expenditure somehow from savings. In addition
to the present demand, we have an urgent
need from the Govt. asking, as the first fruit
of Prof. Simpson's visit, that to temporary

medical officers should be sent out to deal
with the plague question in Bombay & that in
addition to these salaries & perquisites a sum
of £7000 should be spent on equipment etc.
The Treas. have already agreed to a
large increase in the Post & Telegraph Dept.
to increased expenditure in the P.W. Dept. & we
are now asking them to agree to a
considerable increase in the staff of the
Post Admin. If we make these further
demands & ask that the expenditure may be
set out of balances, we shall probably
diminish ourselves with them & only meet
with a rebuff.

H. J. R.
15/10/13

Tel. Altona P.W. 15.7.13

C O
22754

REC'D
RECEIVED 4 JUL 13

GOVERNMENT HOUSE,

NAIROBI.

BRITISH EAST AFRICA.

10th June 1913.

130

Sir,

In continuation of my Confidential despatch No. 36 of April 3rd I have the honour to transmit herewith copy of the report with enclosures which the General Manager of the Railway has furnished at my request on the staff requirements of the Public Works Department.

2. I called for this investigation because I considered it right that the representations of the Director of Public Works and my own impressions should be verified by the conclusions of an independent expert.

3. Mr Taylor has gone very fully and carefully into the whole question and I entirely endorse the opinions which he has expressed, the more readily because I have already unfortunately had occasion to observe a considerable waste of public money due to the impossibility, with the staff of the Department at its present strength, of preparing the essential plans and sections in advance or providing regular supervision over all works in hand.

4. The report has therefore only served to strengthen

THE RIGHT HONOURABLE

LEWIS HARDOURT, B.C., M.P.,

SECRETARY OF STATE FOR THE COLONIES,

DOWNING STREET, LONDON, S.W.

Report
Tables
Map

WEST AFRICA PROTECTORATE

CONFIDENTIAL No. 65

strengthen my previous conviction that an increase in the personnel of the Department is imperatively demanded and I would urge most strongly that it be provided in the manner and to the extent indicated by the General Manager. I am further of opinion that the new appointments, if approved, as I trust they will be, should be made at once, the necessary expenditure being met from balances or from increased revenue. The demands already made upon savings are so heavy that I could not guarantee the necessary funds from that source.

3. In conclusion I would say once more that the measures proposed will undoubtedly be productive of real economy and will obviate a waste of public money far in excess of their actual cost.

I have the honour to be,

Sir,

Your humble, obedient servant,

Chowry
GOVERNOR.

Singh

22/17

ENCLOSURE

Conf. No. 63 of 10-6-1913

8th May 1913

CHIEF SECRETARY,

C. O.
22754
Recd
Recd 4 JUL 13

As requested in His Excellency's Minute (51) dated the 13th February 1913, I beg to forward herewith a report on the Engineering Establishment of the Public Works Department. Besides dealing with the purely Engineering Establishment I have gone into the matter of Accounts and Superior Clerical Establishment as the question of the better administration is not dependent on the Engineers only but on the organization of the Department as a whole.

2. I had similar work to do in 1880 when my services were lent to the Foreign Department to take up the appointment of Chief Engineer and Member of Council in charge of the Public Works Department of the Gwalior State in Central India and I know some of the difficulties in fixing a scale of establishment suitable to the control of works in large sparsely populated areas. More especially is it a difficult matter when the fixed policy of works has been decided upon and proper communications have yet to be established.

3. It is customary as a country becomes settled to limit the establishment to a certain proportion of the sanctioned expenditure on works but such principle is quite unsuitable

in the present case in a new country where new works are required at short notice and are scattered and much enquiry and investigation is required by the Engineers for the preparation of projects. For example in Countries where a complete survey has been carried out much of the information required can be obtained from the Maps of the district, but in the East Africa Protectorate the detailed maps are only now in the making. Much money is saved by thorough investigation of a project before contracts are entered into and this is not possible unless the Public Works Department be suitably staffed. For large projects such as water supply and drainage schemes it is of course possible to engage a special Engineer to make a survey and prepare a detailed project and estimate but for the hundred and one minor works scattered all over a district it is essential for their proper carrying out that the staff have knowledge of the country, of the materials available and of the labour conditions. This cannot be unless the permanent staff be properly organized and administered. The demands on the Public Works Department in this growing country cannot but be very great and it is very necessary the Department be put on a sound basis as regards establishment, to enable it to deal promptly with the more pressing needs. One can be too extravagant in the matter of staff but one can waste money to a greater extent by constructing works under insufficient supervision without proper

investigation and knowledge of local conditions.

4. The control of the Public Works Department is at present under the administration of a Director with a Deputy Director and Headquarters staff and the Protectorate is divided into five divisions corresponding more or less with the Provincial Commissioners charge with the exception that the Coast Division also includes the Province of Tanaaland and Jubaland. The greater portion of the work in these provinces is though at present carried out direct by the administrative staff. In addition there are two special divisional charges, the Thika Tram and the Mombasa Water Supply, which works are being constructed from loan funds.

5. This distribution of the staff suits the conditions but it is most essential that the permanent staff be suitable and strengthened to meet the daily increasing demands on its services. If the Public Works Department staff be weak it means that money will be spent on Public Works by other Departments and not to the best advantage; also that work let to contract will not receive adequate supervision. Should there at any time be an excess staff it is quite easy to employ Assistants on surveys for works which it is known will be required in the immediate future and preparing the necessary schemes. With insufficient staff schemes cannot be got out ahead of time and everything is done on a hand to mouth system. There

should be schemes all ready and complete with approved plans for construction awaiting a start as soon as funds be available.

6. The total number of Engineers at present employed by the Public Works Department inclusive of Direction, is 18 of which 9 are on the permanent establishment and 7 are under temporary agreements and one of the latter Mr. Hughes employed on the Kavirondo Railway Survey is a monthly servant. Of these 18 Engineers 6 were engaged for and are employed on special works leaving 12 for regular Public Works Department duties.

7. At present there are 3 Officers on leave and from the leave statement accompanying Mr. Tanner's letter it is seen that next year 1914 leave will be due to 5 Officers at one and the same time. It is essential in a tropical climate such as East Africa that Officers take their leave when it comes due. Nothing can be worse than keeping a man on duty after he has completed a term of service. During the last two years of some four Officers whose service could not be spared and whose leave had to be deferred - all suffered and 2 were seriously ill through their long residence in the tropics.

8. It is not advisable to continually change the staff and though on paper it looks well to engage a man temporarily for special work only, it is quite impossible to carry this principle out in a country where men get so easily knocked up by

the climate. The staff must know the country to be of best service and to allow of transfers at short notice as required through sickness etc. I consider the permanent Public Works Department staff should be so increased as to allow of all regular Public Works Department work being constructed and maintained by them and with a suitable percentage of additional staff say 20% to fill leave and sick vacancies. Some provision to cover sickness is absolutely necessary. At the present moment there is but one engineer in each Division and the Acting Deputy Director has to be detached for the next two or three months for special work in Jubaland. Should anyone now fall sick there will be no possible means of relief.

9. The Permanent Engineering establishment I consider necessary is 16.

	<u>On duty</u>	<u>Additional for leave.</u>	<u>TOTAL</u>
Directors	2	-	2
Executive Engineers	6	10	16
Assistant Engineers	6	3	9
	<u>14</u>	<u>3</u>	<u>16</u>

At present as noted before the Public Works Department have but 9 on the permanent staff and I certainly consider this establishment should be all but doubled.

The staff suggested is only sufficient for the ordinary duties of the Public Works Department.

Any special work will be carried out by temporary staff engaged for the purpose the work being constituted a special division, and provisions made for the staff in the Works Estimate.

10. The present low scale of the Engineer Cadre allows of no system in the method of charging the pays of the staff. The pay of the Acting Executive Engineer Mombasa was up to March 31st charged to the "Road Vote" and is now charged to "works" while though the pay of the Executive Engineer Nairobi is charged to "staff" that of the Assistant he had up to a short time ago was charged to "works". At present he has no Assistant as no Engineer is available and considering the importance of the Nairobi Division the situation is very unsatisfactory. The salaries of the Executive Engineer Naivasha, Nyeri and Kisumu are rightly charged to "staff" but the pay of two only of the three engineers employed on the staff on the Mombasa Water Supply is met from "loan". The Executive Engineer Thika Tramway is wrongly charged to "staff" his Assistant's pay being met from "loan". The Thika Tramway can in no sense be classed as an ordinary Public Works Department work as there is a Railway Department and the organisation of the Public Works Department does not include sufficient establishment for works outside the ordinary.

11. The distribution of the proposed staff would be as follows :-

Any special work will be carried out by temporary staff engaged for the purpose the work being constituted a special division, and provisions made for the staff in the Works Estimate.

10. The present low scale of the Engineer Cadre allows of no system in the method of charging the pay of the staff. The pay of the Acting Executive Engineer Mombasa was up to March 31st charged to the "Road Vote" and is now charged to "Works" while though the pay of the Executive Engineer Nairobi is charged to "Staff" that of the Assistant he had up to a short time ago was charged to "Works". At present he has no Assistant as no Engineer is available and considering the importance of the Nairobi Division the situation is very unsatisfactory. The salaries of the Executive Engineer Naivasha, Nyeri and Kisumu are rightly charged to "Staff" but the pay of two only of the three engineers employed on the staff on the Mombasa Water Supply is met from "loan". The Executive Engineer Thika Trussway is wrongly charged to "Staff" his Assistant's pay being met from "loan". The Thika Trussway can in no sense be classed as an ordinary Public Works Department work as there is a Railway Department and the organization of the Public Works Department does not include sufficient establishment for works outside the ordinary.

11. The distribution of the proposed staff would be as follows :-

	<u>Director</u>	<u>Deputy Director</u>	<u>Executives</u>	<u>Assistants</u>	
Headquarters	1	1	-	1	
*MOMBASA	-	-	1	1	
NAIROBI	-	-	1	3	
NYERI	-	-	1	-	
NAIVASHA	-	-	1	1	
KISUMU	-	-	1	1	
TO fill leave vacancies	-	-	1	3	
	<u>1</u>	<u>1</u>	<u>6</u>	<u>8</u>	TOTAL 16

* This charge includes Tanaland and Jubaland.

This distribution of the staff will permit of an Assistant Engineer being posted to the Head office which is most deplorably weak at present and it will allow of the younger members of the Department getting some useful insight into the methods of Administration.

An Assistant Engineer will be available for each Executive Division except Nyeri which for the present can be worked by one man and for the Nairobi District, with its heavy headquarters work, the scale allows of two Assistants which are absolutely essential for efficient supervision.

13. I will now deal with the subordinate Engineering staff, Overseers and Foremen. It is difficult to get good men in

in this country. On the Fort Hall Road construction I understand 6 Subordinates alone were dismissed for drink and 2 others were dismissed from the Nyanza Province.

It is most essential that we have good supervision as the Artisan in East Africa requires the closest watch and white supervision is essential to good and economical work.

The additional staff required is 3 Overseers so that two may be posted at Nairobi and 1 at each other division, and, in place of the 5 specialists such as the Foreman Mason, Foreman Plumber, Shop Foreman and Bridge Foreman and temporary Foremen engaged as required (the figure is now 9 but is sometimes as many as 20) it will be well to have 11 permanent Foremen.

The distribution being

MOMBASA	2	(1 Tangaland (1 Jubaland
NAIROBI	3	(1 Fort Hall Road (1 Nairobi Shops (1 Maintenance (Work - Nairobi.
NAIVASHA	3	(1 Naivasha Dist. (1 Nakuru District (1 Londiani Eldoret District.
NYERI	1	
KISUMU	2	(1 Mumias (1 Lumbwa.

13. Increase is necessary in the other

branches of the Public Works Department besides Engineering.

For designs and estimates the establishment is at present :

- 1 Architect
- 1 Quantity Surveyor
- 2 Draftsmen - European
- 1 Draftsman - Eurasian

and an additional European Draftsman is very necessary to enable the office to keep pace with the work required. The Eurasian draftsman spends a large portion of his time assisting the Quantity Surveyor.

14. The Accounts Section requires strengthening. The establishment consists of :

- 1 Chief Accountant at Headquarters.
- 1 Divisional Accountant at Nairobi
- 1 Head Clerk at Kisumu

The further establishment required is :

- 1 Head Clerk at Nairobi Division
- 1 Do at Mombasa.
- 1 Accountant at Headquarters for general relief.

It is essential there should be an European Head Clerk in charge of the Executive Engineer's office at Mombasa, Nairobi and Kisumu so that the Executive Engineer and Assistant Engineer may be free to tour at all times. A relief too is essential to fill the vacancy when any of the above five are on

leave. The Head Clerks will have charge of both clerical and accounting work at Mombasa and Kisumu. In Nairobi where the office work is very heavy there is already an Assistant Accountant. Formerly when the Chief Accountant has been on leave the Deputy Director has had to carry on the duties of the office of Chief Accountant in addition to his own, and it is most essential that an additional Accountant be appointed so as to permit of leave being taken without imposing additional duties and responsibilities on staff already fully employed.

15. The Stores Branch is undermanned and the work is responsible and very heavy and much loss occurs to the State through improper control.

The staff consists of :

1 Chief Storekeeper at Mombasa.

1 Sub-Storekeeper at Nairobi

A Sub-Storekeeper at Mombasa is wanted for additional assistance and for relief so that the Chief Storekeeper can tour and there will be relief for the Sub-storekeeper at Nairobi. It is very desirable that the Chief Storekeeper should be more free to tour than at present so as to keep a better check on Divisional Stores.

Last year an Assistant Engineer who was Acting Executive Engineer Mombasa had to take charge of the office of Chief Storekeeper in ad-

dition to his other duties, this did not permit of any attention to detail being given. In consequence the stores were depleted and purchases had to be made locally of large quantities of materials at greatly enhanced prices. It is decidedly false economy to keep the Department under staffed.

Not necessary
to visit

16. Attached to this report is a Map of the Protectorate on which is marked the Divisional charges with small red circles showing the principle points requiring inspection by the Engineering Staff. This map gives a good idea of the great distances that have to be travelled. A further statement shows the number of days the Engineers were on tour and I also attach a diagram showing the leave period for the years 1913, 1914 and 1915. A Statement of Expenditure for the year 1911-12 is also attached but as stated before expenditure in a newly settled country is no guide as to the Establishment required.

17. Finally I attach comparative statement showing the establishment as at present and that I consider desirable for the working of the Public Works Department at the present day. If this last be sanctioned as the permanent Cadre of the East Africa Protectorate Public Works Department it will enable the Crown Agents when engaging staff to show candidates some reasonable prospects of promotion and it will result in a good class of

man coming out and remaining on after his first tour when he has become really useful. A youngster without experience and out of a billet will take anything but not so the experienced man more especially in the East Africa Protectorate service where the prospects outside the Government service are very tempting.

18. I have not dealt with the question of pay as I understood this matter had already had attention paid to it but since taking up the question of the enquiry into the staff requirements of the Public Works Department I have read Mr. McGregor Ross's letter of March 4th received under cover of Colonial Office Confidential Despatch of 10th March.

There is certainly much in what Mr. Ross says but it is difficult to compare the scale of remuneration of officers of various Departments doing different work and entailing varied degrees of responsibility.

19. Mr. Ross though in paragraph 17 of his letter asks for certain improvements to be made for the immediate future and I certainly think that consideration should be given to his proposals.

(1) Acting allowances should be given in every case where an Assistant Engineer is placed in responsible charge of a District.

(ii) The emoluments of Resident Engineer-in

Charge of Special Loan works should be commensurate with the responsibility of the work to be done. Each work must be taken on its merit.

I suggest the scale of £500 - 700 same pay as now drawn by the Deputy Director. Provision to meet this would be made in the Works Estimate.

(iii) Certainly Mr. Tanner whilst Acting as Director of Public Works of the Protectorate should be accorded a salary bearing a more reasonable relation to his responsibilities.

I suggest that in the case of Heads of Departments the Acting allowance be 1/5th of the minimum pay of the appointment subject to the total salary drawn not exceeding the minimum pay. This is the procedure in India. Mr. Tanner under this ruling would draw an Acting allowance at the rate of £140 per annum which will bring his salary to £640 none too high for his responsible charge.

20. But it is more than pay that is wanted to clear away the present feeling of dissatisfaction in the Public Works Department. Some regularity of promotion - some future to look forward to and some permanency of tenure is what is wanted in order to get a satisfied body of Public Servants; and I feel sure that, if the Cadre I

recommend in paragraph 9 be adopted with the additional in regard to pay and acting allowances suggested in the preceding paragraph of this letter, the Public Works Department will be placed on a sound basis and the Protectorate will be the gainer by having a satisfied body of men in charge of this most important Department.

Sd/- H. B. TAYLOR

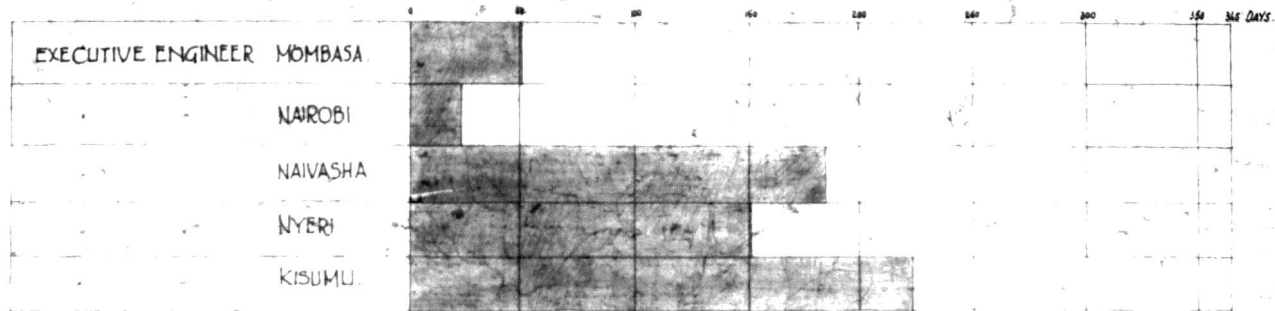
NAIROBI.
MAY 8th 1913.

General Manager.
UGANDA RAILWAY.

<u>Existing Staff.</u>	<u>£.</u>	<u>Proposed Staff.</u>	<u>£.</u>
Director of Public Works	750.	Director of Public Works	750.
Duty	70.	Duty	70.
Deputy Director of Public Works	500.	Deputy Director of Public Works.	500.
Duty	50.	Duty	50.
Chief Accountant	400.	Chief Accountant	400.
Duty	40.	Duty	40.
Government Architect	365.	Government Architect	365.
Duty	30.	Duty	30.
Chief Storekeeper	365.	Chief Storekeeper	365.
Duty	30.	Duty	30.
Quantity Surveyor	365.	Quantity Surveyor	365.
Duty	30.	Duty	30.
Executive Engineers (2400 by £20 to £500)	1680.	6 Executive Engineers 2 @£400, commencing salary. (£400 by £20 to £500)	2480. 800
Duty	160.	5 Duty allowances	200. 80
Assistant Engineers (2300 by £15 to £400)	1795.	5 Assistant Engineers 3 @£300, commencing salary. (£300 by £15 to £400)	2695. 900
Assistant Accountant	265.	2 Accountants 1 @£250, commencing salary. (£250 by £15 to £400)	515. 150
Office Superintendent	220.	Office Superintendent	220.
Sub-Storekeeper, Nairobi	250.	2 Sub-Storekeepers 1 @ £250. 1 @ £180 by £10 to £230.	430.
Head clerk, Kisumu (European)	200.	3 Head clerks (European) 2 @£180 by £10 to £230.	560.
European Draughtsmen	360.	3 Draughtsmen (European) @£180 by £10 to £230.	540.
Overseers	420.	6 Overseers @ £200, (1 @ £220)	1220.
Foreman Mason	180.)		
Foreman Plumber	180.)	11 Foremen @£180 each	1980.
Bridge Foreman	360.)		
Shop Foreman	180.)		
European Timekeeper	150.)	European Timekeeper	150.
	<u>29895.</u>		<u>21395.</u>

Amounts increased.

STATEMENT OF TRAVELLING, BY EXECUTIVE ENGINEERS
DURING THE YEAR 1912

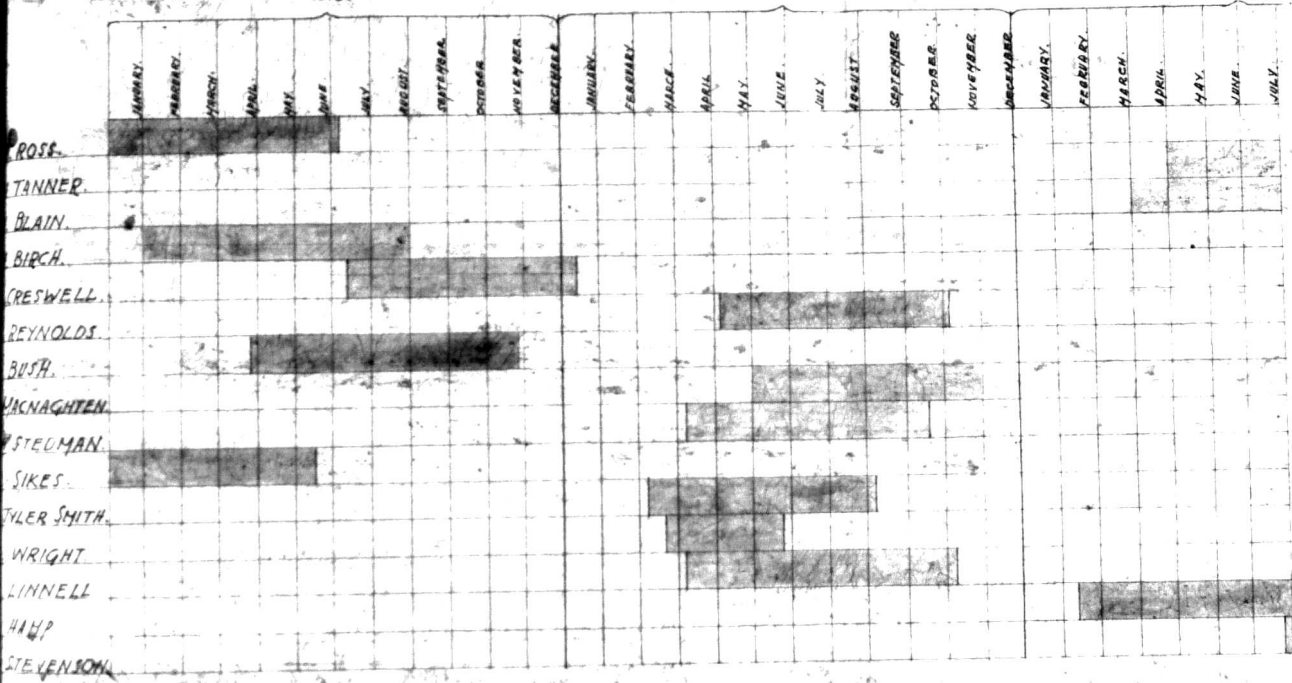


LEAVE PERIODS OF ENGINEERING STAFF P. W. D.

1913

1914

1915





Handwritten scribble or signature at the top right.

Handwritten notes: "Sent to Mr. ... 5.5 pm 16/11"

DRAFT.

Telegram

General

Nairobi

Handwritten vertical text: "Card 24495"

MINUTE.

Mr. ~~Stewart~~ 16.7.13

Mr. ~~Biggs~~ 16.7.13

Sir G. Fiddes.

Sir H. Just.

Sir J. Anderson.

Lord Emmott.

Mr. Harcourt.

Large handwritten flourish or signature.

I understand that we should not ... look to Ross at present

Tenysus

July 15th / with reference to your

undeposited

despatch of July 10th. No six & three compute strombola

Confidential / telegraph at once

opert

amphilogy

which of the new posts / are to be

purchase

alishot

pensionable / and which

fearsome

Silvering

will be filled up / by promotion

temultinary.

Cost / during financial year 1913-14

merocole

to be met / ^{out of} ~~from~~ savings

proliquare

state / ~~of the~~

what do you propose / ~~to do~~

~~should be ...~~

~~...~~