

the Directorate. The heads of the Divisions should be responsible to the Director, and each should be a deputy director. Officiating arrangements in the absence of the Director can be settled by seniority or otherwise.

26. An essential part of the structure of a civil aviation department where the State is the provider and operator of aerodromes is an Aerodromes and Air Routes Branch responsible for the planning, development, equipment, administration, operation, and maintenance of the aerodromes and air routes. It should be the cornerstone of the Airways Division. Under the existing distribution of duties within the Civil Aviation Branch, the various aspects of aerodrome and air route planning, administration, and control are divided between several widely removed officers. A considerable measure of improvement in working efficiency could be achieved if these responsibilities could be grouped together under one head. The important service of Air Traffic Control can, in a small organisation, be made the responsibility of the Aerodromes and Air Routes Branch, but it can with advantage, in a large organisation, be directed by a separate branch within the Airways Division.

27. The duties of the Controller of Operations and the Controller of Air Navigation, particularly the latter, do not constitute clearly separable and distinct responsibilities properly related to the duties of other sections. There is overlapping and an assignment of duties which properly belong to the Airways Division.

28. The organisation does not provide adequately for the important activity of training, with which is coupled licensing of personnel. The duties of a Training and Licensing Section are distributed between other sections, on a not clearly defined plan.

29. There is inadequate provision in the organisation for the co-ordinated direction of the functions of the Civil Aviation Directorate in regard to air transport and other commercial operations. Part of these functions are assigned to the Controller of Operations, but the Civil Aviation Directorate should be organised to deal with economic and financial analyses and studies, as well as with the regulation of air transport and other operations (*vide* Chapter 6).

30. The Director of Civil Aviation appears to have no means of exercising control over expenditure from the Budget. He should be responsible to Government, through the Air Department, not only for estimating, but for expenditure, and stores accounting. Whatever the accounting organisation of Government, it appears essential that expenditure should be recorded in the Civil Aviation Directorate, and the Director should be responsible for controlling expenditure in accordance with the Budget. Much of the correspondence of the Civil Aviation Directorate does not concern Air Department. There should