

develop in practice will accelerate increased efficiency. These training measures will have a particularly marked effect on those who have been away on military service, temporary employees with only short experience in the Public Service, and new recruits. Succeeding paragraphs indicate the other steps taken by the Commission to improve the general efficiency of the Service.

APPOINTMENTS TO THE OFFICE OF THE COMMISSION

It is clear that if the Public Service Commission is to function efficiently its office must be adequately staffed. The Public Service has been greatly expanded in both the range and the complexity of the tasks placed upon it; and it has been evident that the organization of the Commission's office had not been strengthened in line with the growth of the Service under its control. In March three Assistant Commissioners were appointed in addition to Mr. J. A. E. Engel, who was an Assistant Public Service Commissioner before the Commission was appointed. The new appointees were Mr. L. A. Atkinson, who retains his position as Secretary to the Commission; Mr. C. G. S. Ellis, who represents the Commission in Auckland and to whom a number of the Commission's functions are being delegated; and Mr. G. E. Turney, whose first task is to supervise the transfer of temporary employees to the permanent staff. To cope with the increased educational programme, the Staff Training Section was strengthened, and since 31st March, 1947, two Assistant Inspectors and an Industrial Officer have been appointed.

The Commission also desired to conduct an overall review or "efficiency audit" of the various Departments under its control. It would have been impossible for the Commission's Inspectors to have made the rapid survey required, and for that reason a number of capable senior officers were seconded to the office of the Commission to visit Departments in Wellington, other than those in which they were employed. The reports furnished by these officers are proving of value to the Commission in considering the organization of Departments, their staffing, and other problems which arise from day to day. The Commission is also faithfully served by a number of departmental officers who represent the Commission in various towns and by others who act as recruiting liaison officers.

DELEGATION OF AUTHORITY

The Commission holds the view that, in order to facilitate the work of Departments and promote their efficiency, it is essential to delegate. Reference has been made to the delegation of authority to the Assistant Commissioner in Auckland. A material saving has also been effected by delegating to Permanent Heads routine functions which previously caused much paper work and delay, the Commissioner being the only person who could make a decision. Section 9 of the Public Service Amendment Act, 1946, permits this delegation of authority and enables the Commission to devote its attention to the many matters of policy and importance calling for action from day to day.

PUBLIC SERVICE ASSOCIATION AND FUNDAMENTAL ISSUES INVOLVED

The Commission has desired to work in harmony with the Public Service Association, and, on the whole, this is being achieved. The Commission has, however, been concerned to make clear that it could not acquiesce in developments whereby, on matters falling within the competence of the Commission, the Association should proceed to appeal to Ministers to reverse unacceptable decisions, while at the same time expecting the Commission to take, on like issues, final decisions favourable to the Association's claims. In a particular case the Association contended that a revised basis of paying overtime to certain employees in mental hospitals should have been made retrospective to