

The machinery for organized training in the Public Service has been placed on a sound basis by the appointment of a full-time Personnel Officer, or Staff Training Assistant in the larger Departments. There are now 24 officers engaged full time on staff-training duties—16 Personnel Officers and 8 Staff Training Assistants who are attached to part-time Personnel Officers. Where there is an officer engaged full time on staff-training duties the gains are obvious. Not only can a more effective scheme be prepared, but greater attention can be given to its administration throughout the Department. Guidance and suitable training material can also be given to Controlling Officers. The good progress made in recent months has been largely due to these full-time appointments.

In addition to systematic job rotation, not less than one hour a week from March to October is devoted to general instruction on the functions and work of the Departments. Short courses have been an effective method of training in some of the larger Departments. A Staff Training Bulletin, published regularly by the Commission, serves not only as an open forum for Personnel Officers, but also as a means of securing the co-operation of Controlling Officers.

Training is a continuous process with concentration on officers' early years of service, but by no means confined to that period. The training of officers for controlling and administrative positions, the development of the concept of "public service," giving the new Cadet an insight into the machinery of the Public Service as a unit—these are some of the common Service needs which most effectively can be met by the Commission.

Central courses for Controlling Officers were held in July and October, 1947, with a third in February, 1948, for selected senior officers from all Departments and various centres. They were drawn from the Clerical, Professional, and General Divisions. In addition to further courses for Controlling Officers, proposals for 1948 include short courses for officers recently appointed to supervisory duties, for full-time Personnel Officers and Staff Training Assistants, and for newly appointed Cadets.

Despite the demands on man-power, the Commission has continued actively to encourage officers to equip themselves educationally. It is believed that time thus spent is a sound investment. The special study concessions for ex-servicemen are being continued.

To provide good field officers in the future for half a dozen Departments we have continued the recruiting and training of Rural Field Cadets. These are chosen at the age of seventeen or eighteen, on their examination record, school and other reports, and personal interview; they have six years of varied education and practical training at Lincoln and Massey Agricultural Colleges, on selected farms in the North and South Islands, and with fat-stock buyers. At the end of their course they are assigned to one or other of the Departments, having regard to the Service requirements and to their own aptitudes and preferences.

At the beginning of 1948, 16 Cadets started their course. During the year, 19 Cadets have been assigned to Departments as follows: Agriculture Department, 6; Lands Department, 4; State Advances Corporation, 4; Maori Affairs Department, 3; Valuation Department, 2. The Commission is indebted to Mr. H. M. Caselberg and Mr. S. T. Barnett for their helpful and enthusiastic interest in supervising this scheme.

Applications were again invited in 1947 for bursaries enabling selected officers to study at Victoria University College—with leave on full pay—for the Diploma of Public Administration. No bursaries were, however, awarded to start the course in 1948. It is hoped that a good class will be provided for the year starting in March, 1949, when the newly-appointed Professor of Political Science and Public Administration, Mr. R. S. Parker, will take the Chair.

To encourage higher University study by persons who have done well in the work of the Public Service and in their part-time studies at the University, the Commission has granted a year's leave on full pay for selected officers taking their Master's or honours course.