

and Survey, Land and Income Tax, Public Works, Treasury, Education, and the creation of new Departments such as Industries and Commerce, State Forest Service, External Affairs, and Coal-control. These Departments required the services of men trained in particular directions, and it was in many cases necessary to promote qualified juniors in other Departments to meet the demands in this connection. The difficulty of restoring Departments to their pre-war condition was thus intensified.

The difficulty in obtaining the services of lads for cadetships was overcome by the introduction of a new scheme in connection with probationary cadets, whereby lads with proficiency certificates were accepted on a half-time basis and afforded facilities for completing the Public Service Entrance Examination. No difficulty is now experienced in filling vacancies for cadets.

The appointment of a number of cadets each year is very [necessary to provide for normal wastage, and also to permit of the release of temporary clerks whose services were retained in some Departments to replace officers who unfortunately did not return from active service. The practice generally followed in the Service in regard to filling vacancies in the higher classes is to promote suitable officers from within the Department, the resultant vacancy being filled by the appointment of a cadet.

The total staff of Departments under the control of the Public Service Commissioners as at the 1st April, 1921, was—

Permanent employees as shown in Classification List ..	7,353
Temporary employees (excluding workmen, &c.) ..	986
Casual employees (workmen, &c.)	6,575
Total	14,914

The total number of employees in all Departments of State (including teachers) on the same date was 51,054.

Comparison of Staffs between Years 1914 and 1921.

The following is a comparison of the total *permanent* staff of the Departments under the control of the Public Service Commissioners for the years 1914–21 :—

	Number of Officers.	Total Salaries. £
1st April, 1921	7,353	2,088,229
1st April, 1914	5,081	951,657
Increase	2,272	£1,136,572

The increase in staff is principally due to the following: (1) Additional duties necessitated by new legislation; (2) increased business; (3) war and post-war work; (4) improved working-conditions; (5) creation of new Departments; (6) policy of building up a junior staff.

The return contained in Table VII shows the comparison of the permanent staffs and total salaries and the average salaries of all Departments of the Public Service between the years 1914 and 1921. From this it will be seen that the principal increases occurred in the following Departments, the reasons being as stated :—

Department.	Increase due to.
Agriculture	(1.) New legislation. (2.) Increase of business. (3.) Opening of new branches. (4.) Temporary employees made permanent.
Audit	(1.) Gradual growth in the volume of work due to the expansion of activities of local bodies and Government Departments. (2.) Extra work on account of the war. (3.) Legislation respecting discharged soldiers settlement, war pensions, war and other loans.
Customs	(1.) The work of this Department becoming more difficult owing to the ever-increasing complexity of business; changing conditions due to alteration in the world's markets and in the sources from which goods are obtained.