

1924.
NEW ZEALAND.

PUBLIC SERVICE COMMISSIONER

(TWELFTH REPORT OF THE).

Presented to both Houses of the General Assembly by Command of His Excellency.

To His Excellency the Right Honourable John Rushworth, Viscount Jellicoe, Admiral of the Fleet, Knight Grand Cross of the Most Honourable Order of the Bath, Member of the Order of Merit, Knight Grand Cross of the Royal Victorian Order, Governor-General and Commander-in-Chief in and over His Majesty's Dominion of New Zealand and its Dependencies.

MAY IT PLEASE YOUR EXCELLENCY,—

As Commissioner appointed under the Public Service Act, 1912, I have the honour to submit the following report, as required by section 15 of the Act.

REPORT.

ONE of the most important matters that have engaged attention during the period under review has been the regrading of the Service.

Section 17 of the Public Service Act as amended by section 160 of the Education Act, 1914, provides for the following :—

- (a.) The grading of officers in five principal divisions—namely, Administrative, Professional, Clerical, General, and Educational :
- (b.) That such grading shall be according to *fitness*, and to the character and importance of the work performed by each officer.
- (c.) That officers shall be regraded at intervals of not more than *five years*.

As a systematic grading—or, rather, regrading—of the Service is the basic structure upon which the whole principle of classification is founded, and is indeed one of the fundamentals in Commissioner control, and, further, in view of the fact that the task of regrading the Service has just been completed, it will not be out of place to outline, as briefly as possible, the principal factors that underlie the system.

It is not proposed to deal with the need and purpose of the classification system further than to state briefly that the primary objects are to eliminate

anything in the way of patronage and nepotism, to provide for promotion by merit as against mere seniority, and to ensure, as far as possible, a fair remuneration to all employees for services rendered.

A survey of the subject generally indicates that the trend of legislation dealing with Public Service administration in nearly all English-speaking countries during recent years has been in the direction of embodying these principles.

The New Zealand Public Service Act was placed on the statute-book in 1912 : hence it may now be said that in this country the system has long passed the experimental stage. Indeed, despite the captious criticism of a few people who are motivated by interests other than those of efficiency in public administration, and the occasional disgruntled murmurings of certain individual officers, there is abundant evidence that the system has stood the test of time. It has proved advantageous from the point of view of effective administration, and at the same time it has produced beneficial results to the officers of the Service.

The following extract from a recent article dealing with this subject indicates the trend of thought in public administration :—

In the absence of a duties classification one generally finds many cases in which the salary paid the employee bears no close relationship to the value of the work he does. In some instances specially privileged employees will receive fairly large salaries for the performance of the simplest, most routine duties ; in others an employee performing difficult and responsible work will be receiving the same small salary at which he entered the Service years before. He has tended to his duties instead of cultivating his influence, or he has been in an out-of-the-way corner where he did not come in contact with the powers that be. Such instances furnish the extreme illustrations. In a large Public Service considerable variation results simply from the absence of any unifying agency. Some governmental agencies are popular and get appropriations easily ; others are more or less starved. Some administrators work for high salaries ; some for low. The result is wide variation in pay for like duties. A duties classification largely eliminates such cases, because positions are allocated to classes, and salaries are fixed for classes on the basis of the duties and responsibilities of the class, regardless of organization units and the personal views of administrators.

No formula exists for determining precisely what salaries should be fixed for the several classes of positions, but classification permits one to tackle the problem on the basis of facts. Proper classification furnishes the basis for getting the two most essential bodies of data—namely, statistics showing the distribution of the employees in each of the several classes of positions according to salary rates, organization units, and possibly by localities of employment, and figures regarding what other employers, public and private, pay for typical classes of positions that are comparable with those in the service being classified. The aims sought are frequently expressed in two slogans, "Equal pay for equal work," and "Salaries fair alike to the employees and the taxpayers." In a big Public Service these ideals are not achieved by chance ; they must be secured through system. When the class specifications descriptive of the positions and the significant statistical data are available, the agency responsible for salary-fixing generally finds it possible to do a very respectable job in approximating the ideal.

For each class of positions several rates of pay should generally be established, so that recognition may be given for length of service and increased efficiency. Under ordinary circumstances the new employee in the class should begin at the minimum rate for the class and should be advanced according to some definitely understood, clearly-worked-out plan. Classification permits of the development of a definite plan, and the introduction of a clear-cut distinction between salary advancement due to length of service, increased efficiency, or a combination of the two, and a real promotion which involves selection to perform new duties or to carry materially heavier responsibilities. Classification should introduce into the Public Service the maximum possible incentive to efficiency, both by furnishing definite rewards for efficient performance of unchanged duties and by the maximum development of opportunities for advancement.

In dealing with the basis and method of the classification system, the duties and responsibilities appertaining to a position should be the criteria upon which to determine the grading of a position. The various positions are grouped into classes, which classes disregard departmental lines but bring together in a common group all positions involving duties and responsibilities that are substantially the same.

With some classification systems it is contended that, as it is the position that is classified, the question of the efficiency of the individual occupying the position, or any special personal qualifications possessed by him, should not be taken into consideration ; but as a matter of practice it is almost impossible to dissociate the personal equation, as frequently the possession or the lack of certain essential qualifications either makes or mars a given position.

That the personal qualifications of the officer should be taken into consideration is supported by the words of the statute, which specially refers to "fitness," and

it is the education, experience, technical knowledge, special aptitude, native ability, physical and personal attributes of the individual officer that go to make up the all-embracing term "fitness."

For the satisfactory determination of all the factors that require consideration in the classifying of positions, it is essential that the Commissioner should have a complete knowledge of the organization of the Service, and the qualifications of the officials. In order to ascertain these facts, the following procedure was adopted in connection with the recent regrading of the Service. It was assumed that the persons who should know most about a given position would be—(a) The officer filling the position; (b) the immediate controlling officer; (c) the departmental head. Consequently a questionnaire was sent out to each officer, calling for a statement of his duties and particulars of service and qualifications. This was required to be endorsed and commented on by the controlling officer, who was also required to mark down the various personal qualities of the officer concerned. The report was further supplemented by the remarks of the Permanent Head of the Department.

In order to gain a more intimate knowledge of the duties and responsibilities involved, and also to afford officers an opportunity of making any representations they might wish, the Commissioner made a personal visit to nearly every office in New Zealand. Although the inspection occasioned a certain amount of delay, and was undertaken at great personal inconvenience, there is no doubt that the closer insight into the workings of the Departments and the better appreciation gained of the difficulties and conditions of district officers amply justified the extra time taken.

The ascertainment of all possible facts and data relating to positions was only one phase of the procedure incidental to the regrading of the Service. Before proceeding to classify the Service it was necessary to determine the appropriate scales of salaries. This matter is dealt with under a separate heading.

It may be said that, as the regrading is a quinquennial event, it is not practicable to take full cognisance of cost-of-living variations—to do so would be to found a salary revision on what may be temporary conditions. However, it is not possible to disregard this factor, and, in so far as the salaries have been adjusted to bring them into relation with payments made by private employers, particularly where those payments are subject to Arbitration Court awards, it is patent that current economic conditions have had full consideration in the revised gradings of positions.

NEW SCHEDULE OF SALARIES.

Special provision was made by legislation in 1918 for all scales of salaries and increments to be approved by the Governor-General in Council.

Concurrent with the regrading of the Service, opportunity was taken to revise the scales of salaries operating as from the 1st April, 1924. An endeavour has been made to provide scales of salaries that would provide an equitable basis of compensation both from the view-point of the taxpayer and also of the individual member of the Service. On the one hand, it was necessary to fix rates of remuneration sufficiently attractive to obtain entrants, and also to retain the services of efficient members; on the other hand, it would be unreasonable for employees of the State to be in a favoured position as compared with the rest of the community in the matter of remuneration.

The State, as such, is presumed to be a model employer. The State, however, should not set a standard in the way of liberality, although, where comparable, rates of pay should conform closely to those paid by outside employers for similar service.

In the lower grades it is considered the salaries bear close relation to the value of service. It is frequently asserted by ill-informed critics that in the Public Service the tendency is to pay relatively high salaries for the performance of routine duties. This is not so.

The fixing of a minimum wage for a married man is a matter of difficulty: the difficulty arising not so much from value of service rendered, but from the fact that social conventions must be considered, such as the maintenance of a family or the preserving of a certain standard of living.

A comparison of salaries for executive and professional work would in most cases be in favour of outside avocations.

The schedule of salaries has already been made available, but a comparison of the movement in the lowest grade of the clerical scale is of interest :—

1914.	1919.	1920.	1922.*	1924.
£	£	£	£	£
50	65	85	70	80
65	80	100	85	95
80	95	115	100	115
95	120	140	125	135
110	140	160	145	155
120	165	215	165	190
135	180	230	180	210
150	200	250	190	230
165	220	270	205	250
180	240	290	225	275
190	260	310	245	295
200	270	320	265	..
210	..	..	285	..
220	..	..	295	..

* NOTE.—Scale of salaries reduced by operation of Public Expenditure Adjustment Act.

In the case of specially efficient officers provision is made for officers to receive special grade increases in excess of the amount shown in the scale.

FILLING OF VACANCIES.

It is generally recognized that in order to organize an efficient, loyal, and contented staff it is desirable, as far as practicable, to make all appointments from within the Service.

Whilst this principle is embodied in the Public Service Act and is adopted in filling vacancies, it does not follow that efficiency is subordinated to "vested interest." The Public Service Regulations provide for special consideration being given in regard to appointments to holders of University degrees or of approved certificates from any University College that the candidate has attained special knowledge in any scientific subject.

Exceptions to the principle in the Act referred to above must of course be made in respect of expert positions, the qualifications for which require a training which can only be obtained outside the Service.

Notifications of vacancies are carefully investigated, and inspections of the work made where considered necessary, in order to ensure that no rearrangement or reorganization is possible that would obviate the necessity for increasing staff. Having been satisfied on the last-mentioned point, a notification is issued of the vacancy existing and an appointment of the officer best fitted for the position made.

A notification of the decision is conveyed to the unsuccessful applicants who then have a right of appeal within thirty days against non-appointment.

This practice has promoted a maximum of interest by officers in the work of Departments, and is calculated to reward those mostly entitled when vacancies arise. As indicative of the extent to which it was necessary last year to look outside the Service for suitable appointees, it is of interest to note that, excluding new entrants for training purposes, 91 persons were appointed from outside the Public Service.

PROMOTION BY MERIT.

It is desired again to emphasize the point that the most important factor in giving effect to promotions is that of merit. As stated in last's year report, it is not enough to consider whether a senior officer is capable of performing the duties of the position concerned, but cognisance must be taken of the question whether a junior can perform them better. Seniority is given the least weight: that is to say, length of service will not outweigh evident superiority in efficiency and fitness; while at the same time, other things being equal, length of service will have sufficient weight to turn the scale. The adoption of the principle has ensured a healthy rivalry, and enabled able juniors to rise over mediocre seniors.

As showing that "efficiency" as opposed to mere "seniority" has been regarded as the determining factor in the matter of promotion, it is of interest

to record that, out of one hundred positions in which promotion was involved immediately subsequent to the 1st April, 1923, in only thirty-nine cases was the senior officer appointed, and in those cases promotion was granted because seniority carried with it the necessary efficiency.

EFFICIENCY OF THE SERVICE.

It is satisfactory to record that, as the result of the system of departmental inspection recently instituted, a decided improvement in the efficiency of the staffs is evident. As these inspectional reports are made by officers who are thoroughly conversant with the detail workings of their Departments, and who can make more than a superficial review of the Department's methods, the reports form a useful basis for the purpose of estimating the general efficiency of the staffs concerned. On the other hand, there should, however, be closer co-operation so far as the Permanent Heads are concerned; and there is room for a little more courage and frankness in regard to the furnishing of reports on officers under their control.

The unpleasant task of "culling out" the redundant and inefficient members of the Service during the retrenchment period in 1921 was carried out so effectively that the number of cases for dispensing with the services of officers under this head during the year under review has considerably diminished. There are, however, in every large organization a number of officers who fail to reach the required standard of efficiency, and it is usually only on personal inspection that such cases come under notice. Controlling officers, in some cases actuated by feelings of sympathy and in others by a reluctance to being placed in the position of having to face an inquiry, generally are loath to take the initiative in connection with the retirement of any members of their staff, and frequently resort, wherever possible, to the palliative measure of suggesting a transfer to another Department, thereby endeavouring to shift the responsibility.

The retention of inefficient employees has many undesirable elements. The economic waste is not to be measured only in the actual salary paid, but in the loss of the services of an efficient substitute, and also the lowering of the morale of the office. There is probably no more pernicious influence on junior officers than the presence of what, in colloquial parlance, may be called a "dud passenger" in their midst. It is settled as a matter of policy that any employee who does not render a fair standard of service should be retired; and due notice is being taken of inaction of controlling officers in such cases.

EXAMINATIONS.

A feature that augurs well for the future efficiency of the Service is the large number of officers who pursue their studies in an endeavour to qualify themselves for advancement to the higher executive positions. Although it is not conceded that examinations in themselves are an absolute indication of fitness, they are, to say the least, an outward evidence of an officer's industry and application.

The following table is indicative of the improved educational standard of the Service. When considering this schedule it should also be borne in mind that, for admission to the Service, the Public Service Act stipulates that entrants to the Clerical Division shall be required to have passed the Public Service Junior Examination or its equivalent:—

NUMBER OF OFFICERS WHO HAVE PASSED EXAMINATIONS AT THE 31ST MARCH, 1924, AS COMPARED WITH THE 31ST MARCH, 1914.

Examination.	1914.	1924.	Increase.
Senior Civil Service; Matriculation; Accountants' Preliminary ..	702	1,550	848
Accountants' Professional; Master of Commerce; Bachelor of Commerce ..	26	160	134
Law Professional; Barristers and Solicitors; Solicitors ..	55	88	33
Engineering degrees or diplomas	146	175	29
Other University degrees	47	163	116
Shorthand Reporters' Examination	..	14	14

TRAINING OF UNDERSTUDIES.

The Public Service Regulations require that Heads of Departments shall make provision for understudies for each position.

Instances have come under notice where this practice has not been fully given effect to. The result of the failure to observe this regulation is that changes and promotions occasion temporary inconvenience and loss of efficiency to the Department concerned.

From the point of view of junior officers the practice is distinctly advantageous, as it facilitates the application of the principle of "promotion from within."

It is sometimes suggested that progression is dependent on the occasional infusion of new blood and new ideas from outside the Service, on the assumption that cadets who graduate through a stereotyped official channel tend to have a restricted outlook. This should not be so when one considers the many educational facilities now afforded, as well as the opportunities that exist to gain experience as the result of the varied nature of State enterprise under present-day conditions.

Controlling officers are urged to keep up to date with modern methods, and to realize that on the improved efficiency of juniors depends the ultimate efficiency of the Service. The greatest usefulness to a Department results from the training of a junior not only in his immediate duties, but also in enabling him to obtain a wider perspective of the organization of the Department as a whole by instructing him in the relation of his own functions to that of the Department generally.

CO-ORDINATION OF DEPARTMENTS.

The principle underlying the Public Service Act is that in the matter of personnel departmental barriers have little significance. Each Department is regarded merely as an integral part of a whole Service, and officers are transferable from one Department to another as opportunity for advancement offers, or to enable an officer whose qualifications may be more suited to one Department than to another to be placed where he can be utilized to most advantage. The application of this principle makes for closer co-ordination between Departments, as the information gained by competent officers who have had experience in other Departments should result in a better understanding of the relationship of one Department to another. The ideal should be the subordination of the Department's aims as a distinct unit to the general welfare of the State administration as a whole.

It is pleasing to record that in many Departments officers already have this higher conception of their functions, and several interesting examples have come under notice.

DEPARTMENTAL ACCOUNTS.

The control of departmental accounts, though primarily one of concern for Treasury and Audit, is nevertheless linked up with staff control from the point of view of efficiency. Close co-ordination in this matter has been established with Treasury, Audit, and this office, and much good is resulting therefrom.

Treasury inspection of departmental accounts has been more active than has been the case for some time. Greater co-ordination between Audit and departmental Inspectors has been established with the approval of the Controller and Auditor-General. The possible further extension of this principle so as to secure a maximum of efficiency in the scrutiny of financial transactions is receiving careful attention.

A new provision has been made in the current grading-list that Audit officers will be required to qualify as professional accountants to secure promotion to the senior grades.

District Treasury Offices and local Audit Examiners are now established in the four main centres in order to facilitate prompt settlement of local accounts.

Various loan activities previously conducted under several Departments are now absorbed in the State Advances Department. A slight legislative amendment is yet required to completely adjust repatriation loan work.

The compilation by Departments of annual accounts and balance-sheets for publication is being steadily improved. The inauguration of this reform has stressed the necessity for officers holding the positions of accountants being qualified by examination. The reflection of departmental activities from the point of view of finance is revealed only by properly constructed accounts, and proper organization must go hand-in-hand with expansion of activities. There is always a danger of accounts—Government or otherwise—being framed so as to conceal rather than reveal cost of administration, and this aspect must be carefully guarded against.

Complementary to Trading, Profit and Loss, and Revenue Accounts and balance-sheets is the principle of unit costing. Different characters of work are performed by the majority of Departments, and it is desirable that systems of costing for the more important activities be introduced where these do not now exist. There is no reason why this principle should not be developed in respect of commercial, industrial, manufacturing, and farming activities.

Since the war the desirability of adopting a better form of accounts for State enterprises is becoming more recognized by leading authorities on national finance. I would mention that those who have opposed any change in the system in the past appear to have done so largely because of an impression that a necessary concomitant to placing the Department's accounts on a commercial basis is that the undertaking, like a private concern, should be run solely with the idea for profit. It should be stressed that, however desirable such a feature may be, it is a secondary object to that of ascertaining the true results of the undertaking, whether such be a profit or a loss.

During the past year a system of costing was introduced into one Department—a reform which had been resisted by responsible officers for some considerable time—and in a few months it revealed important weaknesses that were not previously known to the administration.

Immediately the whole of the departmental balance-sheets are organized on a reasonably efficient basis it is hoped that the compilation of a Dominion balance-sheet will be put in hand by the Treasury.

Before departing from this subject it is desired to emphasize the fact that a departmental accountant should not be satisfied with the mere tabulation in prescribed form of accounts of certain figures. It should be his aim to analyse step by step the figures for the various processes leading up to the final result. Comparisons of the cost of processes should be made wherever possible, and attention called to whatever appear, from the financial standpoint, weak links in the chain.

Consideration is being given to the advisability of each departmental accountant being a Treasury official.

WAR ACCOUNTS AND RECORDS.

The closing-down of this office has been delayed principally by the difficulties met with in the finalizing of the Transport Accounts Section. A considerable amount of negotiation with the Imperial authorities was involved. This work is now practically completed, and the remaining work is in course of transfer to the Treasury and Defence Headquarters respectively. The disposition of the staff is also in course of settlement.

MARINE DEPARTMENT.

During the past two years special attention has been publicly directed to the reorganization of the Marine Department and to improvement of its financial position. In the latter connection the following figures, supplied by the Department, will no doubt be of interest as evidencing the consolidation of the Department's finances, and reduction of the deficiency in the Revenue Account, during the past three years:—

Financial Year.	Debit Balance in Revenue Account.				
	£				
1921-22	..	..	..	..	74,146
1922-23	..	..	..	..	53,456
1923-24	..	..	..	..	9,759

NOTE.—Interest not included.

STORES.

Considerable progress has been made in the matter of reorganization throughout the Service in connection with stores and departmental property.

The system of centralized purchasing, which was adopted and put into operation some two years ago, is making steady progress, and the machinery regulations relating to the Stores Control Board and the purchasing Departments are now in good working-order.

A Stores Audit Section has been established in the Audit Department, and Inspectors have been appointed to various districts throughout the Dominion. This long-needed reform is now taking definite shape, and good results are looked for.

Departmental instructions for the guidance of officers handling stores have been approved, under the provisions of the Public Service Act, for the majority of Departments. The regulations governing this aspect of stores administration are now duplicated under separate statutes. The Stores Control Board's organization provides for an Advisory Committee consisting of the Stores Managers of Railways, Post and Telegraph, and Public Works Departments. By regulation this Board is empowered to issue to Departments, and to require compliance therewith, any directions it may deem necessary in furtherance of its function and authority to control and direct the purchase, custody, use, distribution, and disposal of Government stores. This provision would appear sufficient to enable the Board to deal with the question of departmental instructions, and the necessary repeal of earlier regulations, to avoid duplication, is now being dealt with.

Some difficulty has been experienced in obtaining suitable officers for stores work, but efforts are being made concurrent with the adoption of proper stores organization to train juniors with aptitude for the duties involved.

THE SERVICE AS A TRAINING-GROUND.

Circumstances have pointed to the fact that the Service is to some extent used as a training-ground by parents who desire their lads to follow careers outside the Service, while others avail themselves of the opportunity of obtaining employment in the larger centres to embark on a course of study afforded by the University colleges. These practices are more or less common to all large organizations where similar opportunities are offering, but there is another aspect for consideration. Whilst some officers do well after leaving the Service, others find the field not so green as it looked from within the Service, and of late there has been an increased tendency on the part of the latter to seek to rejoin their original fellow-workers and attain a status somewhat akin to that they would have had had they remained in the Service. This principle, of course, cannot be considered, and it is desired to sound a note of warning that once an officer resigns from the Service to follow an avocation outside there is no undertaking whatever that he will be re-employed. The general practice followed is not to consider an officer for reappointment who has left for the purpose of bettering himself.

DEPARTMENTAL OFFICERS ON LOAN TO OTHER ADMINISTRATIONS.

The following officers were, on the 31st March, 1923, on leave of absence from the New Zealand Public Service to enable them to take up duty with the Administrations named :—

Administration.	Name.	Department from which loaned.
Samoa	Stevens, O. A. ; Halliday, H. L. ; Matthews, F. G.	Customs.
	Ritchie, Dr. T. R.	Health.
	McKay, C. G. R.	Internal Affairs.
	Crawford, J. ; Lofley, W. G.	Public Works.
Cook Islands	Reid, E. A.	Agriculture.
	McMahon-Box, J. P.	Customs.
	Sleight, K. M.	Internal Affairs.
	Morris, G. N.	Justice.
	Luckman, A. A.	Prisons.
High Commissioner's Office	Granger, P. ; Wright, W.	Agriculture.
	Steere, H. C.	Audit.
	Jervis, D. M. ; Black, J. W.	Internal Affairs.
	Sandford, F. T.	Immigration.
Falkland Islands	Carter, R. W. ; Munro, H.	Agriculture.
Fijian Government	Marker, Miss D. A.	Public Works.
Secretariat of League of Nations	Chapman, J. H.	Customs.

DEPARTMENTAL CONFERENCES OF OFFICERS.

The following conferences of departmental officers were held during the year :—

Department.	Nature of Conference.
Agriculture	Director Live-stock Division, District Superintendents, and Principal Veterinary Officers : To discuss meat-inspection and some of the more important diseases affecting live-stock.
"	Director and Assistant Director Horticulture Division and Orchard Instructors : To co-ordinate the work of orchard instruction and methods of dealing with orchard and garden pests.
"	Director Fields Division and Instructors in Agriculture : To co-ordinate the work of general instruction in agriculture, and to deal with some of the problems of farming practice.
Education	Senior Inspectors : To consider question of grading, efficiency of instruction, &c.
"	Senior Inspectors : To discuss the advantages and the experience gained through the exchange of Inspectors with officers abroad.
Health	Medical Officers of Health in the four chief districts : (1) In connection with the re-organization of the health districts and necessary adjustment of duties of staff ; (2) regrading of Inspectors ; and (3) procedure <i>re</i> prosecutions under the Sale of Food and Drugs Act.
Labour	Inspectors of Footwear : In connection with new Act.
Lands and Survey ..	Departmental officers : In connection with Land Bill.
Mines	Inspection staff : To discuss matters relating to administration and legislation (presided over by Under-Secretary).
"	Inspection staff and Superintendent of State Collieries : To deal with draft of Coal-mines Consolidation Bill and draft of proposed consolidated regulations based upon the Bill (presided over by Under-Secretary).
Public Trust	District Public Trustees and District Managers : Held at Dunedin, and presided over by Public Trustee.
"	District Public Trustees and District Managers : Held at Christchurch, and presided over by Assistant Public Trustee.
"	Public Trust Office Agents : Held at Hamilton, and presided over by Assistant Public Trustee.
"	District Public Trustees and District Managers : Held at Auckland, and presided over by Assistant Public Trustee.
"	Public Trust Office Agents : Held at Dunedin, and presided over by Assistant Public Trustee.
"	Office Rangers : Held at Head Office.
"	Reviewing Inspectors : Held at Head Office.
State Forest Service ..	Departmental officers : Held at Hanmer.

DEPARTMENTAL INSTRUCTION-BOOKS.

Several Departments have completed comprehensive compendiums of departmental instructions for the guidance of officers in the matter of office routine and practice.

The issue of such instructions in all Departments is a matter of importance. A recent inquiry, where the loss of cash was involved, emphasized their necessity. Steps were taken immediately to remedy the defect in this case, but much remains to be done before it can be said that a proper detail guide in the way of instructions is available for every new appointee. Departments have been urged to give this matter attention.

BOARD OF APPEAL.

There were three sittings of the Board of Appeal for the year ended 31st March, 1924. 121 appeals were heard, of which 70 were promotion appeals, 1 was against dismissal, the remainder, 50, being classification appeals. The result of the appeals was as follows : Allowed, 3 ; not allowed, 54 ; allowed by consent, 8 ; did not lie, 46 ; withdrawn, 10.

The present constitution of the Board of Appeal provides for—

- (a.) The appointment of two persons, one of whom shall be a member of the Public Service : to be appointed by the Governor-General.
- (b.) Two representatives to be elected by the officers of the Public Service, one of whom shall act as a member of the Board of Appeal.

It is considered that the constitution would be improved if provision were made for the appointment of a deputy to the Government representative, who is appointed from within the Service, and also for one representative and one deputy to act as "officers' representatives. The deputies would act in the absence of representa-

tives, and also in cases where the appeals related to Departments of which the representatives are members.

DEPARTMENTAL OFFICERS ON DUTY ABROAD.

During the year the following officers proceeded abroad for the purposes stated :—

Reakes, Dr. C. J., Director-General, Agriculture Department, Wellington : To attend to departmental business in Australia.

Cockayne, A. H., Director Fields Division, Agriculture Department, Wellington : To attend Pan-Pacific Congress in Australia.

Traversi, A. T., Commissioner, Government Insurance Department, Wellington : For the purposes of selecting an Actuary in Australia.

Makgill, Dr. R. H., Medical Officer of Health, Health Department, Auckland : Attended several Conferences of Medical Officers on behalf of the Department while on visit to England.

Matthews, C. E., Under-Secretary for Justice and Controller-General of Prisons, Wellington : To make inquiries in connection with matters affecting prison service while on visit to Australia.

Hay, Dr. F., Inspector-General, Mental Hospitals Department, Wellington : To make inquiries in connection with the different systems of treatment of the mentally afflicted in England.

Morgan, P. G., Director of Geological Survey, Mines Department, Wellington : To attend Pan-Pacific Congress in Australia.

Turner, E. P., Secretary, State Forest Department, Wellington : To attend Australian Forestry Conference.

Henderson, Dr. A., School Medical Officer, Health Department, Te Awamutu : To increase knowledge of matters relating to school medical work as carried on abroad.

Buck, Dr. P. H., Director Division of Maori Hygiene, Health Department, Auckland : To attend Pan-Pacific Congress in Australia.

Gunn, Dr. E. C., School Medical Officer, Health Department, Wanganui : To attend Conferences of School Medical Officers in Melbourne.

Baker, Miss E. S., Medical Inspector of Schools, Health Department, Christchurch : To increase knowledge of matters relating to school medical work as carried on abroad.

Fraser, M., Government Statistician, Wellington : To attend Conference of Statisticians in Australia.

Waldie, P. S., Chief Clerk, Public Works Department, Wellington : To inquire into matters affecting Department while on visit to England.

Cunningham, G. H., Mycologist, Agriculture Department, Wellington : To attend Imperial Mycological Conference held in England.

O'Shea, Miss E. A., Manager Industrial School, Education Department, Caversham : To make inquiries regarding the systems adopted in dealing with destitute and delinquent children in England and America.

LEAVE OF ABSENCE FOR EDUCATIONAL AND TRAINING PURPOSES.

During the year the following officers were granted leave of absence for the following purposes :—

Myers, J. G., Assistant in Entomology, Biological Laboratory, Agriculture Department, Wellington : To further studies, and while abroad to act as entomological correspondent for the Department in America.

Gillies, A., Clerk, Agriculture Department, Dunedin : To attend University of Edinburgh, Scotland.

Greenwood, Miss I., Instructress and Teacher of Physical Training, Education Department, Christchurch : To undergo course in physical training in England.

Wise, Miss W. D. E., School Nurse, Health Department, Wanganui : To obtain diploma in public nursing.

Naumann, Mrs. I., District Midwife, Health Department, Rotorua : To undergo training at Karitane Hospital.

Gudgeon, Miss E. M. E., Staff Nurse, Health Department, Dunedin : To undergo training at Karitane Hospital.

Cartwright, Miss J., District Health Nurse, Health Department, Rawene : To undergo training at St. Helens Hospital.

Paterson, A. S., Clerk, Lands and Survey Department, Wellington : To undergo course of study in England.

Tregurtha, F. C. P., Engineering Cadet, Shannon : To undergo workshops training in England.

Tyndall, A., Assistant Engineer, Public Works Department, Whangarei : To study engineering abroad.

In addition to the foregoing, under reciprocal arrangement with the Education Department, the following officers were granted leave of absence to enable them to temporarily exchange with officers abroad :—

McKenzie, N. R., Inspector of Schools, Wellington : With Canadian Inspector.

McIlraith, J. W., Inspector of Schools, Auckland : With London Inspector.

Muir, Miss D. M. K., Special School, Otekaike : With specialist teacher in Mental Defective School in London.

OFFENCES COMMITTED BY OFFICERS.

Full investigation has been made in all cases of offences committed by officers, and inquiries have been held where necessary. The principal classes of cases dealt with during the year, and the decisions arrived at, are as follow :—

- (a.) Neglect of duty : Resignation enforced.
- (b.) Improper conduct : Resignation enforced.
- (c.) Loss of cash : Disrated.
- (d.) Insurbordination : Services terminated.
- (e.) Neglect of duty : Resignation enforced.
- (f.) Negligence and carelessness due to intoxicating liquor : Disrated.
- (g.) Defalcation by forging voucher : Forfeited office.
- (h.) Misappropriation : Forfeited office.
- (i.) Misappropriation : Forfeited office.
- (j.) Dereliction of duty : Fined.
- (k.) Conviction for crime committed outside Service : Forfeited office.
- (l.) Defalcation : Forfeited office.
- (m.) Assault : Services terminated.

The four cases of misappropriation and defalcation referred to above were dealt with by the Courts in accordance with the provisions of the Public Revenues Act.

AMENDMENTS TO GENERAL REGULATIONS.

During the year the principal amendments were as follows :—

Regulation 49 : Providing the amount of deduction to be made from annual leave on account of sick-leave taken on full, half, and without pay. A similar alteration was also made in connection with the special regulations relating to the Prisons, Printing and Stationery, and Public Works Departments (workmen).

Regulation 150 : Authorizing the officers in charge of operations in the State Forest Service to engage or discharge temporary workmen. The regulation was further amended in the case of the Marine Department to include each local officer in charge.

It was also decided to accept the examination of the Institute of Actuaries as an equivalent examination for the purposes of Regulation 205 (d).

Clause 7 of the regulations relating to the training of electrical engineering cadets was revoked.

PERIOD OF PROBATION.

The probationary period to be served by new appointees is two years. Consideration is being given to the advisability of a further extension of this term. Experience has proved that a percentage of appointees, either through want of capacity or because the work of the Public Service is not congenial to them, do not turn out a success. This applies principally to juniors, with some of whom it is found that two years is insufficient to gauge accurately their ultimate capacity. It is desirable, both from the point of view of the State and the lad himself, that if it is clear he has chosen a wrong career by joining the Service a break should be made before he becomes a permanent official. If he remains there is a chance of his becoming a failure for all time, whereas by exploring other avenues at as early an age as possible he is more likely to find a vocation more in keeping with his ambition.

For this reason it may be necessary to extend the period of probation in the case of junior appointments to three years.

DIVISIONS OF OFFICERS.

Reference has been made in a previous report to the desirability of an alteration in the grouping and designation of the principal divisions of the Service, viz.: Administrative, Professional, Clerical, Educational, General. As, however, legislative authority would be necessary to effect the alteration suggested, the matter has been deferred. With a view, however, to adjusting the relative salaries in the Professional and Clerical Divisions, advantage was taken of the alteration in the scales to make the salary steps similar in both divisions.

CONCLUSION.

The last annual report was purposely brief, but this year, on account of the regrading, it is considered opportune, for the information of those interested in Public Service administration, to outline the main principles underlying the system of Commissioner control, and the method adopted in classifying the Service.

In an administration including within its ambit the control of some forty Departments, embracing approximately fifteen thousand permanent and temporary employees, certain individual cases of dissatisfaction are bound to arise. Speaking in general terms, however, it can be safely asserted that the bulk of the Service is satisfied that the present system is an improvement on the old order of things. That certain anomalies will crop up is inevitable, but so long as there is honesty of purpose in the administration of the Act the machinery is sufficiently elastic to enable any wrongs to be righted. The main redeeming feature of the present system is that it contemplates the abolition of all patronage with regard to appointments, promotions, and privileges in the Public Service, and at the same time affords statutory safeguards to the rights and interests of officers by providing a legally constituted channel for the redress of any grievances.

After a long association with the Service it can be definitely stated that the Public Service in recent years has shown marked improvement in efficiency. There is an impression that there is a wide dissimilarity between the conduct of Government affairs and private business. This idea is usually founded upon premises only partially true. It is assumed that private business is invariably efficiently managed, free from interference and changes of policy, but that Government Departments are overstaffed with incompetent officers, are subject to continual political interference, and that, if only a business man had charge of affairs, many savings could be effected. While it is obvious that in any large organization there is always scope for economical readjustment, what critics overlook is that, in the nature of things, there is a wide distinction in principle between State enterprise and private business, in that the main purpose of the one is public well-being, and the other individual gain. It is a fallacy to believe that because a man has been successful in amassing a great personal fortune he is therefore best qualified to lay down principles of public administration or finance. The chief function of profit-making in the world of business is astute competition, whereas the chief function of public administration is wise co-ordination. Although there is a wide distinction in principle, in method the difference is not so evident. In this respect critics fail to take into consideration the magnitude of the organization. A comparison of the methods adopted would disclose that there is a greater dissimilarity between a large business and a small one than between the organization of a large Government Department and a private concern of comparable size. Indeed, it can be claimed that in many Departments modern methods are in vogue which compare favourably with outside business firms. It can safely be asserted that of the faults which are ascribed at times to the administration of Government Departments, all of them, and in some cases worse, could be found in the administration of many successful business concerns. The fact that public activities are more open to public review tends to magnify any deficiency in public administration, thereby making it appear to contrast unfavourably with the conduct of private enterprise.

It is desired to place on record appreciation of the consideration and hearty co-operation which have been extended by controlling officers and others during the past year.

P. VERSCHAFFELT, }
A. D. PARK, } Commissioners.

B. L. DALLARD, Inspector.

TABLES.

TABLE I.—PUBLIC SERVICE LIST, 31/3/24.—GENERAL SUMMARY OF CLASSIFICATION BY DEPARTMENTS
(EXCLUDING OFFICERS IN ADMINISTRATIVE DIVISION).

Department.	Number of Officers.	Salary, Year ending 31/3/24.	Salary, Year ending 31/3/25.	Scale Increase.
		£	£	£
Agriculture	479	150,798	157,320	6,522
(On loan)	5	..	..	..
(On leave without pay)	2	..	..	..
Audit	110	31,896	34,790	2,894
Crown Law	8	4,467	4,837	369
Customs	290	81,058	86,675	5,617
(On loan)	3	..	..	..
(On leave without pay)	1	..	..	..
Defence	51	11,752	12,460	708
Education	268	86,913	92,202	5,289
(Appointed 1/4/24)	1	..	215	..
(On leave without pay)	3	..	..	..
External Affairs	5	1,365	1,425	60
Government Insurance—				
Life and Accident	127	32,430	35,262	2,831
National Provident	39	8,264	9,080	816
Public Service Superannuation	9	2,646	2,750	104
Health	314	85,351	89,696	4,344
(Appointed 1/4/24)	1	..	195	..
(On loan)	2	..	..	..
Immigration	12	2,825	3,080	255
(On loan)	1	..	..	..
Industries and Commerce	10	3,334	3,610	276
Inland Revenue—				
Land and Deeds	121	29,957	32,842	2,884
Land and Income Tax	141	28,353	32,000	3,647
Stamp Duties	77	16,508	18,480	1,972
Internal Affairs	374	91,284	96,243	4,959
(Appointed 1/4/24)	1	..	80	..
(On loan)	9	..	..	..
Justices (includes Patents)	231	56,930	62,040	5,110
(On loan)	1	..	..	..
Labour	91	23,525	25,160	1,635
Land for Settlements	2	1,187	1,192	5
Lands and Survey	595	154,292	165,625	11,333
(On leave without pay)	1	..	..	..
Marine	194	58,796	61,564	2,768
(Appointed 1/4/24)	1	..	150	..
Mental Hospitals	722	158,108	163,491	5,383
(Appointed 1/4/24)	8	..	1,304	..
Mines	69	22,690	24,105	1,415
Native	63	16,283	17,675	1,392
Native Trust	16	4,045	4,465	420
Pensions	97	19,243	21,460	2,217
Police	5	1,500	1,585	85
Printing and Stationery	326	81,196	82,953	1,757
Prisons	189	51,246	53,006	1,759
(On loan)	1	..	..	..
Public Service Commissioner's Office	15	4,804	5,060	256
Public Trust	501	128,400	140,734	12,334
Public Works	617	180,188	190,485	10,297
(On loan)	2	..	..	..
(On leave without pay)	1	..	..	..
State Advances	72	15,914	17,470	1,556
(Appointed 1/4/24)	1	..	80	..
State Fire Insurance	99	21,075	23,750	2,675
(Appointed 1/4/24)	1	..	80	..
State Forest	91	28,570	29,297	727
(Appointed 1/4/24)	1	..	295	..
Tourist	103	24,048	25,202	1,153
(Appointed 1/4/24)	1	..	230	..
Treasury	83	18,543	20,615	2,072
Valuation	84	28,356	29,560	1,204
Totals*	6,700	1,768,145	1,879,249	111,104
Appointed 1/4/24*	16	..	2,629	..
Totals, 1/4/24*	6,716	..	1,881,878	..
Native Schools	271	..	52,737	..
Vacant, 1/4/24	18	..	..	..

* Twenty-four officers on loan and eight on leave without pay not included.

NOTE.—Fractions of £1 are not taken into consideration in totals.

TABLE II.—PUBLIC SERVICE LIST, 31/3/24.—GENERAL SUMMARY OF CLASSIFICATION BY CLASSES
(EXCLUDING OFFICERS IN ADMINISTRATIVE DIVISION).

Class (excluding Administrative).							Number of Officers.	Total Salary, 31/3/24.	Classification Salary, 31/3/25.	Scale Increase.
Professional—								£	£	£
Over scale	..	..	..	..	..	..	67	53,683	56,476	2,793
Over scale (on loan)	..	..	..	..	..	..	1	..	..	..
A	..	..	..	..	..	..	90	56,350	60,075	3,725
B	..	..	..	..	..	..	89	46,800	48,960	2,160
C	..	..	..	..	..	..	124	55,758	58,025	2,267
D	..	..	..	..	..	..	113	42,260	43,910	1,650
E	..	..	..	..	..	..	48	12,915	13,825	910
F	..	..	..	..	..	..	38	5,610	6,430	820
Clerical—										
Special	..	..	..	..	..	..	45	30,049	31,549	1,500
I	..	..	..	..	..	..	76	41,965	44,490	2,525
I (on loan)	..	..	..	..	..	..	1	..	..	..
II	..	..	..	..	..	..	59	28,650	29,660	1,010
II (on loan)	..	..	..	..	..	..	2	..	..	..
III	..	..	..	..	..	..	86	37,070	39,145	2,075
III (on loan)	..	..	..	..	..	..	1	..	..	..
IV	..	..	..	..	..	..	149	58,930	61,905	2,975
IV (on leave without pay)	..	..	..	..	..	..	1	..	..	..
V	..	..	..	..	..	..	243	85,780	90,620	4,840
V (on loan)	..	..	..	..	..	..	2	..	..	..
VI	..	..	..	..	..	..	453	138,620	147,570	8,950
VI (on loan)	..	..	..	..	..	..	2	..	..	..
VI (on leave without pay)	..	..	..	..	..	..	1	..	..	..
VII (£275-£295)	..	..	..	..	..	..	450	122,852	130,520	7,667
VII (on loan)	..	..	..	..	..	..	4	..	..	..
VII (on leave without pay)	..	..	..	..	..	..	1	..	..	..
VII (£210-£250)	..	..	..	..	..	..	358	71,245	81,625	10,380
VII (on loan)	..	..	..	..	..	..	2	..	..	..
VII (£80-£190)	..	..	..	..	..	..	1,013	107,075	135,260	28,185
VII (appointed 1/4/24)	..	..	..	..	..	..	4	..	320	..
General—										
I (£320 and over)	..	..	..	..	..	..	527	193,402	200,143	6,741
I (on loan)	..	..	..	..	..	..	3	..	..	..
I (on leave without pay)	..	..	..	..	..	..	1	..	..	..
II (£191-£319)	..	..	..	..	..	..	1,833	454,571	465,573	11,002
II (on loan)	..	..	..	..	..	..	6	..	..	..
II (on leave without pay)	..	..	..	..	..	..	2	..	..	..
II (appointed 1/4/24)	..	..	..	..	..	..	8	..	1,799	..
III (£190 and under)	..	..	..	..	..	..	805	113,558	122,196	8,638
III (appointed 1/4/24)	..	..	..	..	..	..	2	..	510	..
Educational—										
I (£320 and over)	..	..	..	..	..	..	21	7,485	7,640	155
II (£191-£319)	..	..	..	..	..	..	14	3,360	3,475	115
II (on leave without pay)	..	..	..	..	..	..	2	..	..	..
III (£190 and under)	..	..	..	..	..	..	1	155	175	20
Totals*							6,700	1,768,145	1,879,249	111,104
Appointed 1/4/24*							16	..	2,629	..
Totals, 1/4/24*							6,716	..	1,881,878	..
Native Schools							271	..	52,737	..
Vacant, 1/4/24							18	..	..	..

* Twenty-four officers on loan and eight on leave without pay not included.
NOTE.—Fractions of £1 are not taken into consideration in totals.

TABLE III.—SHOWING ALTERATIONS IN STAFFS AND SALARIES OF DEPARTMENTS BETWEEN CLASSIFIED LIST FOR 1923-24 AND 31ST MARCH, 1924.

Departments.	Classified List, 1923-24.		Increase.														Decrease.														Net Increase or Decrease.		At 31st March, 1924.		Departments.		
	Number of Officers.	Total Classified Salaries.	Additions to Salary on Promotion, &c. (within Department).		By Transfer from other Departments or from Unclassified Positions.		By New Entrants.				Total Increase.		By Reduction in Salary.		By Transfer to other Departments or to Unclassified Positions.		By Death.		By Retirement on Superannuation or Pension.		By Resignation.		By Dismissal (including Cases where Services dispensed with).		Total Decrease.												
							Appointments from Outside the Service.																														
			Number.	Amount.	Number.	Amount.	Number.	Amount.	Number.	Amount.	Number.	Amount.	Number.	Amount.	Number.	Amount.	Number.	Amount.	Number.	Amount.	Number.	Amount.	Number.	Amount.	Number.	Amount.	Number.	Amount.	Number.	Amount.	Number of Officers.	Total Classified Salaries.					
Agriculture ..	464	£ 149,123	21	£ 730	1	£ 220	2	£ 715	36	£ 7,750	8	£ 1,425	6	£ 1,915	..	£ ..	53	£ 12,755	2	£ 60	7	£ 1,905	2	£ 575	10	£ 3,207	16	£ 4,693	3	£ 640	38	£ 11,080	+15	£ + 1,675	479	£ 150,798	Agriculture.
Audit ..	102	30,191	5	115	..	..	10	2,960	4	280	2	140	..	..	..	..	16	3,495	..	..	..	..	..	..	1	615	6	1,030	1	145	8	1,790	+ 8	+ 1,705	110	31,896	Audit.
Crown Law ..	7	3,735	..	..	2	305	..	..	1	837	..	..	..	..	..	..	3	1,142	..	..	..	..	..	..	2	410	..	..	2	410	+ 1	+ 732	8	4,467	Crown Law.		
Customs ..	279	82,092	13	827	5	1,245	..	..	14	1,049	6	450	..	..	..	..	25	3,571	..	..	2	805	1	420	6	2,475	5	905	..	..	14	4,605	+11	+ 1,034	290	81,058	Customs.
Defence ..	61	13,864	4	72	1	169	..	..	..	..	..	..	..	..	..	..	1	241	1	12	7	1,401	..	..	..	..	4	940	..	..	11	2,353	-10	- 2,112	51	11,752	Defence.
Education ..	277	87,416	24	557	1	615	1	295	12	3,180	4	1,235	1	225	..	..	19	6,107	2	15	7	1,625	..	..	3	1,085	18	3,885	..	..	28	6,610	- 9	- 503	268	86,913	Education.
External Affairs ..	5	1,389	..	..	..	..	1	181	..	..	..	..	..	..	..	..	1	181	..	..	1	205	..	..	..	..	..	..	..	..	1	205	..	- 24	5	1,365	External Affairs.
Government Insurance—	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	
Life and Accident ..	131	36,693	15	636	..	..	1	180	15	1,065	..	..	..	..	..	..	16	1,881	..	..	6	1,810	1	295	5	2,535	7	1,379	1	125	20	6,144	- 4	- 4,263	127	32,430	Life and Accident.
National Provident and Friendly Societies ..	36	8,419	1	20	1	190	..	..	3	210	2	140	..	..	..	..	6	560	..	..	2	395	..	..	..	..	1	320	..	..	3	715	+ 3	- 155	39	8,264	National Provident & Friendly Societies.
Public Service Superannuation ..	8	2,465	..	..	1	181	..	..	..	..	..	..	..	..	..	..	1	181	..	..	..	..	..	..	..	..	..	..	..	..	..	..	+ 1	+ 181	9	2,646	Public Service Superannuation.
Health ..	323	91,560	17	658	5	1,279	1	365	9	1,495	25	2,390	2	445	..	..	42	6,632	..	..	7	1,201	3	670	3	895	33	8,990	5	1,085	51	12,841	- 9	- 6,209	314	85,351	Health.
Immigration ..	9	2,146	1	24	..	..	1	320	1	70	..	..	..	..	1	265	3	679	..	..	..	..	..	..	..	..	..	..	..	..	..	..	+ 3	+ 679	12	2,825	Immigration.
Industries and Commerce ..	13	4,235	..	..	1	420	..	..	..	..	..	..	..	..	..	..	1	420	..	..	3	901	..	..	..	..	1	420	..	..	4	1,321	- 3	- 901	10	3,334	Industries and Commerce.
Internal Affairs ..	349	89,159	7	131	5	1,046	1	240	9	835	4	485	1	137	..	..	20	2,874	1	50	7	1,896	3	691	7	1,641	22	5,152	3	900	42	10,330	-22	- 7,456	327	81,703	Internal Affairs.
Relieving Staff ..	47	9,935	..	..	4	651	11	2,694	2	140	..	..	..	..	..	..	17	3,485	..	..	10	2,293	..	..	..	..	7	1,546	..	..	17	3,839	..	- 354	47	9,581	Relieving Staff.
Justice (includ. Patents) ..	228	59,139	10	175	2	345	..	..	12	840	8	560	..	..	..	..	22	1,920	..	..	1	190	..	..	3	1,205	13	2,224	2	510	19	4,129	+ 3	- 2,209	231	56,930	Justice (includ. Patents).
Labour ..	90	24,191	4	72	..	..	..	..	10	1,485	5	1,195	..	..	..	..	15	2,752	..	..	9	1,878	..	..	1	420	3	895	1	225	14	3,418	+ 1	- 666	91	23,525	Labour.
Inland Revenue—	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	
Land and Deeds ..	131	32,292	4	59	2	254	2	185	6	420	..	..	..	..	..	..	10	918	..	..	4	660	..	..	1	225	12	2,113	3	255	20	3,253	-10	- 2,335	121	29,957	Land and Deeds.
Land and Income Tax ..	145	30,028	1	20	..	..	..	..	17	1,220	..	..	2	490	..	..	19	1,730	..	..	7	785	..	..	..	..	15	2,535	1	85	23	3,405	- 4	- 1,675	141	28,353	Land and Income Tax.
Stamp Duties ..	74	16,737	5	180	3	390	1	265	8	575	..	..	..	..	..	..	12	1,410	..	..	1	169	..	..	1	210	7	1,260	..	..	9	1,639	+ 3	- 229	77	16,508	Stamp Duties.
Land for Settlements ..	2	1,187	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	
Lands and Survey ..	615	167,195	22	710	4	749	1	181	37	3,235	8	760	1	300	1	265	52	6,200	1	20	7	1,201	6	2,140	19	8,840	38	6,427	2	475	72	19,103	-20	-12,903	595	154,292	Lands and Survey.
Marine ..	196	61,378	22	513	2	334	..	..	20	3,460	..	..	..	..	..	..	22	4,307	..	..	3	595	2	360	6	3,005	12	2,390	1	540	24	6,890	- 2	- 2,582	194	58,796	Marine.
Mental Hospitals ..	671	152,089	161	1,955	2	930	1	100	170	27,650	12	1,810	1	230	3	488	189	33,163	1	20	2	475	4	1,050	9	3,077	108	19,428	15	3,094	138	27,144	+51	+ 6,019	722	158,108	Mental Hospitals.
Mines ..	75	24,756	3	50	..	..	..	..	3	210	..	..	..	..	..	..	3	260	..	..	2	200	1	370	..	..	6	1,756	..	..	9	2,326	- 6	- 2,066	69	22,690	Mines.
Native ..	67	17,639	1	25	..	..	..	..	4	295	..	..	..	..	..	..	4	320	..	..	2	282	..	..	1	320	5	1,074	..	..	8	1,676	- 4	- 1,356	63	16,283	Native.
Native Trust ..	15	3,970	1	20	..	..	2	430	1	70	1	70	..	..	..	..	4	590	..	..	..	..	..	..	3	515	..	..	3	515	+ 1	+ 75	16	4,045	Native Trust.		
Pensions ..	97	19,951	5	75	1	70	3	519	9	630	1	70	..	..	..	..	14	1,364	..	..	2	290	1	190	..	..	10	1,492	1	100	14	2,072	..	- 708	97	19,243	Pensions.
Police ..	5	1,440	..	..	1	145	..	..	..	..	..	..	..	..	..	..	1	145	..	..	..	..	..	..	..	..											

TABLE IV.—TEMPORARY EMPLOYEES OTHER THAN WORKMEN, ETC., AS AT 1ST APRIL, 1924.

Department.	Male Clerks.	Female Clerks.	Shorthand typists, Typists, and Machineists.	Draughtsmen and Computers.	Draughtswomen.	Tracers.	Engineers.	Engineers' Assistants.	Surveyors.	Inspectors.	Instructors.	Office Assistants.	Milk-testers.	Overseers.	Medical Officers.	Sorters.	Crown Lands Rangers.	Miscellaneous.
Agriculture	3	..	3	..	..	..	..	..	..	6	16	3	20	1	..	..	..	7
Customs	..	..	2	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..
Education	4	4	4	..	..	..	..	..	..	2	..	1	..	..	..	1	..	5
Government Insurance—																		
Life and Accident ..	7	..	1	..	..	..	..	..	..	..	..	4	..	..	..	..	..	..
National Provident and Friendly Societies ..	..	10	2	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..
Health	5	..	2	..	..	..	1	..	..	5	..	..	..	1	11	..	..	12
Industries and Commerce ..	2	..	1	..	..	..	..	..	..	..	..	..	..	..	..	..	..	2
Inland Revenue—																		
Land and Deeds ..	2	..	15	..	5	..	..	..	..	..	..	..	..	..	..	..	..	..
Land and Income Tax ..	..	..	3	..	..	..	..	..	..	..	..	..	..	..	..	1	..	..
Stamp Duties ..	..	..	4	..	..	..	..	..	..	..	..	1	..	..	..	..	..	2
Internal Affairs ..	11	1	18	..	..	..	..	..	..	2	..	2	..	..	..	..	..	8
Justice (including Patents) ..	4	1	4	..	..	..	..	..	..	..	..	..	..	..	..	..	..	3
Labour	1	..	6	..	..	..	..	..	..	..	..	1	..	..	..	..	..	..
Land for Settlements ..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	1
Lands and Survey ..	1	..	21	10	1	3	..	..	1	..	..	..	..	..	..	1	11	..
Marine	3	..	4	..	..	..	1	..	..	..	..	1	..	..	..	..	..	3
Mental Hospitals ..	..	..	5	..	..	..	2	..	..	..	..	2	..	..	4	..	..	1
Mines	2	1	..	..	..	..	..	..	1	..	..	..	..	..	..	..	..	1
Native	3	..	3	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..
Native Trust	1	..	1	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..
Prisons	2	..	..	..	..	..	1	..	..	..	..	..	..	..	..	..	..	4
Public Trust	9	..	25	..	..	..	..	..	..	..	..	..	..	..	..	..	..	1
Public Works	15	1	15	24	..	3	7	12	..	..	..	1	..	24	..	1	..	29
State Advances	15	..	12	..	..	..	..	..	..	..	..	2	..	..	..	14	..	..
State Fire Insurance ..	3	..	9	..	..	..	..	..	..	..	..	8	..	..	..	..	..	..
State Forests	1	..	9	1	..	..	..	2	..	..	..	..	..	..	..	..	..	2
Tourist	2	..	1	..	..	..	..	..	..	..	..	4	..	..	1	..	..	4
Treasury	..	..	3	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..
Valuation	4	1	10	1	..	2	..	..	..	..	..	1	..	..	..	..	..	6
War Departments—																		
Audit	..	6	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..
Defence	15	4	1	..	..	..	..	..	..	..	..	2	..	..	..	..	..	..
Pensions	39	4	5	..	..	..	..	..	..	..	..	3	..	..	..	..	..	2
Totals	154	33	189	36	6	8	12	14	2	15	16	36	20	26	16	18	11	93

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