

which necessitated the closest examination into the organization, establishment, and personnel of Departments, particularly in view of the widely diversified new activities now coming within the scope of the Public Service.

The actual process of regrading was conducted in four stages. First, an exhaustive report on the work performed, ability and efficiency, and general personality of each officer was furnished by local controlling officers. These reports were correlated by Head Offices and finally carefully examined by the Commissioners. The second step was to institute a Dominion-wide inspection by the Inspectors attached to the Commissioners' Office, when, as far as possible, every officer was interviewed and the value of his work assessed. Then the Commissioners themselves visited all main centres and all but a very few of the outlying districts, not so much to make an active inspection but rather to afford every officer who desired to do so an opportunity to make any representations he desired affecting his employment. Each interview was recorded, and either immediately or subsequently investigated. We believe that the tour was valuable in its results not only to the officers themselves, but also to the administration. The final stage of regrading was a conference between the Commissioners, and their Inspectors, and the Permanent Heads of each Department, when the Department as a whole, and officers individually, were comprehensively reviewed.

We believe that the task of regrading has never been entered into more thoroughly, and we think the results have been received with general satisfaction. Every officer has the knowledge that his case has not been superficially disposed of, but that his own claims have been heard and the comparative value of his services conscientiously estimated.

To some, regrading may have proved a disappointment because of a quite erroneous assumption that regrading was synonymous with general elevation of salary scales and salaries. That belief is, of course, quite wrong. Regrading, when it results in an increase in salary to an officer or class of officer, generally means that the Commissioners have found that the work performed by such officers has increased relatively in value. The purpose of regrading, in other words, is to allocate officers to such grades and classes as will provide salaries commensurate with the responsibility of the duties devolving upon each. A general improvement in salary scales is dependent to a large extent on improved conditions or increase in the cost of living. Take, for example, Class VII, the lowest grade of the Professional and Clerical Divisions. The maximum of that class was fixed in 1920 at £320, when, according to the figures supplied by the Government Statistician, the cost of living of all groups stood at 62·3 per cent. above the level of July, 1914. Prior to the present regrading the same class stood at £295, when the increase in the cost of living was shown at 50·2 per cent. Nevertheless, the Commissioners found themselves justified by other factors in recommending certain improvements in Class VII, by increasing the maximum from £295 to £305, and by reducing the number of steps by which this maximum may be reached. Now a cadet joining the Service may proceed from £80, his commencing salary, to £305 in nine years.

When the Commissioners were considering the matter they had before them the following table showing a comparison between the clerical scales of salaries payable in the Public Service and the average payable under the then ruling clerical awards :—

—						Public Service.	Clerical Awards.		
						£	£	s.	d.
First year	..	..	..	..	..	80	60	13	0
Second year	..	..	..	..	..	95	83	14	0
Third year	..	..	..	..	..	115	108	13	0
Fourth year	..	..	..	..	..	155	142	2	0
Fifth year	..	..	..	..	..	180	170	9	0
Sixth year	..	..	..	..	..	205	197	7	0
Seventh year	..	..	..	..	..	230	222	12	0
Eighth year	..	..	..	..	..	255	250	7	0
Ninth year	..	..	..	..	..	280	260	1	0
Tenth year	..	..	..	..	..	305	272	9	0
Eleventh year	..	..	..	..	..	305	279	5	0
Twelfth year	..	..	..	..	..	305	283	9	0
Thirteenth year	..	..	..	..	..	305	285	16	0

Average of
twenty awards.

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