

against which they can exercise a right of appeal as defined by the Public Service Amendment Act, 1927. To avoid hardship to officers passed over in this manner the usual course followed is to declare the regraded positions vacant and invite applications from officers concerned. When appointments are made any unsuccessful applicant has the right of appeal. This course was followed in many instances during the last regrading.

(c) *Appeals by General Division Officers to vary the Salary or Salary Scales as determined by the Commissioners.*—Officers of the General Division have the right to appeal against their grading, but such grading must be within the limits of any scale or scales of salaries determined by the Commissioners under section 22 (2) of the Public Service Act, 1912. Although this opinion has caused some heart-burning in the ranks of General Division officers, it is only right to point out that this agrees with the position existing in both the Post and Telegraph and Railway services. Any decision of the Board of Appeal altering a scale for General Division officers beyond the limits defined above might have far-reaching results. For example, Government agreed that the correct rate of pay for a permanent staff tradesman in the State services was £275 per annum. It should not be possible for the Public Service Board of Appeal to alter this rate, representing as it does a policy decision of Government and affecting the Post and Telegraph and Railway Services where a similar right of appeal does not exist.

The Public Service Association has been advised that the Commissioners are prepared to consider representations regarding scales of salaries for General Division employees.

TEMPORARY EMPLOYEES.

At the date of last report it had not been possible to complete the review of the salaries of temporary officers. This has now been done. As far as possible all institutions have been visited and employees given an opportunity of making representations. Comparison has been made between the various districts not only within the Department, but also between different Departments. A uniform standard of payment has been instituted. It will be found that where there exists means of comparison with private and other institutions the comparison is not unfavourable to Service rates. The adoption of definite scales too should create a feeling of greater security for temporary officers.

SENIOR EXECUTIVE POSITIONS.

It becomes apparent that in several Departments there is necessity for some long-range planning in order to ensure that the best understudies are available to fill senior vacancies as they arise. Too frequently the filling of intermediate positions is made without regard for the fact that the appointee by virtue of the experience he thus obtains and the standing of the intermediate positions acquires a preference for the senior vacancies and is aggrieved if not appointed.

It is vital that relatively junior officers showing administrative promise should be educated for the senior appointments by a judicious variation of experience in those aspects of the work which are likely to prove of greatest value in the highest positions. Promotion by merit is largely nullified unless the avenues of promotion are kept open so that the brilliant juniors may be given acceleration of advancement in order to permit their reaching responsible positions while still young enough to retain their keenness and virility.

As indicated, it is only by some system of long-range planning that an adequate supply of suitable officers for senior executive positions will be maintained. The Permanent Head of a Department should be the first to recognize that if his staff lacks the promising material for senior control it is the function of the Commissioners, on request, to supply such a lack from other Departments.

LOYALTY TO A DEPARTMENT.

It is noted that with the increased number of vacancies arising for senior positions some officers expect to move from one position to another without regard for the welfare of the Department. A new position is often regarded as a mere