

stepping-stone to a higher one instead of one demanding a contribution by way of service before the question of moving on is even considered. A formula to apply the corrective is not easy to find, but the facts point to the necessity for at least some reasonable minimum period in a new position before an officer should be considered for further advancement.

#### EFFICIENCY OF THE SERVICE.

The inspections made in connection with the general regrading by the Commissioners and by the Inspectors attached to this Office afforded an excellent opportunity of ascertaining whether the efficiency of the Service was being maintained to the extent claimed in former reports. We are pleased to be able to report that the efficiency of the Service, in our opinion, has never been higher than at the present time.

The sudden and abnormal expansion of many Departments following upon the lifting of the depression placed an extraordinarily heavy strain on the personnel, administrative, executive, and rank and file alike. In many instances Departments were confronted with new and enlarged activities involving problems of a complexity never previously experienced. The difficulties would have been of considerable magnitude with an adequate supply of fully-trained officers, but with staffs at an irreducible minimum it was necessary to face the new tasks with a large proportion of young and untried officers, with the result that the experienced officers were compelled to carry unduly heavy burdens. The manner in which the Service has risen to the occasion speaks volumes for the efficiency, resourcefulness, and self-sacrifice of the officers concerned. The new staffs have now become fairly well versed in their duties and the strain on the older officers has consequently eased to some extent. It is pleasing to be able to record, however, that the Service has proved its ability to cope with difficult and unusual situations and to administer the policy of Government in an earnest and impartial frame of mind.

#### ADMINISTRATIVE CHANGES.

Since the issue of the last report the following changes in administrative officers have taken place :—

*Agriculture Department* : Mr. E. J. Fawcett, M.A., was appointed on 1st February, 1938, to the position of Assistant Director-General.

*External Affairs and Cook Islands Department* : Mr. C. A. Berendsen, C.M.G., LL.M., Secretary for External Affairs, and Permanent Head, Prime Minister's Department, was, in addition, appointed on 1st January, 1938, to the position of Secretary for the Cook Islands.

*Land and Income Tax Department* : Mr. C. E. J. Dowland, Commissioner of Taxes, retired on 30th November, 1937. Mr. J. M. Park, Deputy Commissioner of Taxes, was appointed to succeed Mr. Dowland.

*National Provident and Friendly Societies Department* : Mr. R. Sinel's appointment as Registrar of Friendly Societies and Superintendent of the National Provident Fund was confirmed as from 1st April, 1937.

#### DEPARTMENTAL OFFICERS ABROAD ON DUTY.

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

Andrews, Miss L. M., Shorthand-typist, Internal Affairs Department, Wellington : To Australia with Minister of Internal Affairs.

Banwell, E. J., Technical Assistant, Scientific and Industrial Research Department, Christchurch : To Australia to purchase equipment.

Boyes, J. H., Public Service Commissioner : To Rarotonga on inspection visit.

Bridgeman, G. F. T., Artist, Motion-picture Studios, Miramar : To Australia to attend to exhibits at Sydney Exhibition.

Cockayne, A. H., Director-General of Agriculture, Wellington : To Australia to attend meeting of Australian Agricultural Council at Canberra ; thereafter to Canada and England on various matters affecting the Department.