

“The radical defect of the present condition of the Civil Service is the total absence of any general rules. There is no rule as to appointments; no rule as to promotion; no rule as to dismissals; no rule as to leave of absence; no rule as to superannuation. There are few defined degrees of rank; there is no uniform correspondence between salary and duty; and there are variations of salary between officers of equal rank, who perform similar duties. Although, according to the theory of our Constitution, the Civil Service is a uniform body, under the control of the Governor, assisted by a Council composed of the political chief officers of the various Departments into which the service is divided, yet, from the absence of any formal regulations, the service has practically become fragmentary, and is split up into small departmental subdivisions, each of which regards itself as distinct from even kindred offices. We think, therefore, that the first step to remove these anomalies, and to restore to the service its natural and lawful unity, is the establishment of a proper system of classification.”

Applicability to New Zealand Civil Service.

6. These remarks accurately describe the present condition of the Civil Service of New Zealand, except only so far as superannuation is concerned, the Legislature having made liberal provision under that head. The peculiar political position of that service, the number of distinct and widely separated settlements over which it is spread, and the Native disturbances during the last five years, which have imposed on the Government military duties of no ordinary magnitude, fully account for that condition, but they have also aggravated its evils.

Results of absence of organisation.

7. This absence of systematic organisation has naturally resulted in confusion and irregularity. No fixed principles have existed to harmonise and cement the structure of the service. That twofold spirit of independence and emulation, which arises from a reasonable security of tenure, and probability of preferment, and which is so essential to the good of the public service, is feeble and languid. Appointments, pay and promotion, depend more upon fortuitous events than on settled principles. The best intentions of a Government, or of a Legislature will, under these circumstances, be practically frustrated. A settlement, however just, abstractedly considered, of individual claims, often results in reference to the service generally, in discontent, disorganization, and even in positive injustice. Protracted and fruitless discussion, in Parliament, of estimates,—private importunity,—neglect of many deserving claims, and the gradual deterioration of the service, are the consequences of this state of affairs. The defective vitality of such a Service is in vain supplemented by its numerical increase. The remedy only aggravates the disease, by creating in the lower ranks of office a disproportionate excess of under paid officers. The Civil Service of this Colony painfully illustrates this argument. The number of individuals in official capacities, paid under appropriations of the General Assembly is 1602. This number includes Country Postmasters, Native Assessors, &c., but excludes the Colonial Forces. The amount paid in salaries and fees, during the year 1865, is £193,404. The number of chief clerks of offices is thirty-five; the average rate of their annual salary is £281 8s. The number of other clerks is three hundred and eight; their average rate of salary is £175 17s. We have made careful inquiries from the Banks and principal Mercantile firms in the Colony, respecting the salaries which services of a kind similar to those rendered by officials usually command. We subjoin, although for obvious reasons without the names of our informants, the results of the information which we have obtained, from which it will be seen that the average salaries paid by Government to subordinate officers are lower than the current rates in the Colony, and a comparison with the salaries of the higher grades of officers will show that, generally speaking, those salaries are less than those paid to persons in a corresponding position in private establishments.

Numbers and salaries of the Civil Service.

Rates of salaries paid in mercantile firms and banks.

MERCANTILE FIRMS.

CHIEF MANAGER, NOT BEING A PARTNER. BRANCH MANAGERS, AND ACTING SOMETIMES AS SALESMEN OR CLERKS.	SALESMAN, SOMETIMES COMBINED WITH OTHER DUTIES.	CORRESPONDING CLERK, SOMETIMES COMBINED WITH OTHER DUTIES.	FIRST-CLASS ACCOUNTANT, GENERALLY COMBINED WITH CASHIER.	CASHIER.	CLERKS AND JUNIORS.
1.	2.	3.	4.	5.	6.
£400	£200	...	£200	...	£50 to £150
...	£500	...	£350	...	£200
...	...	...	...	...	£250 and £100
...	£200 to £250	...	£250	...	£150
...	£300	...	£300	...	£300 to £150
...	£300	£200	£200	...	£150
...	£400 to £250	£300	...	...	£200 to £250
...	£200, increasing £10 yearly	...	£300, Christmas douceur £20	...	Commence at £150, advance £10 per annum
£300	£260	...	...	£260	£150
£400	£350 and £350	...	£400	£300 and house	£350 to £50
£300 and house	...	...	...	...	...
£350 and house	£200 to £300	£250	£300 to £400	£300	£150 to £200
£500 to £1000	...	£300	£300	...	£150 to £200
£400	£300	£300	...	£240	£100
...	...	...	...	£250	£80 to £150
£300	£200	£250	...	£200	£150
£400	£200	...	£350	...	£130 to £300
...	£400	£300	£350	£300	£200 to £300
...	...	...	£300, and Cashier	...	...
...	...	...	£400 do.	...	£200, increasing £50 to £300
...	£130 with dwelling-house	...	...	...	£182
...	£300	...	£200	£150 and £200	£75 and £40