

1948
NEW ZEALAND

PUBLIC SERVICE COMMISSION

(THIRTY-SIXTH REPORT OF THE)

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

To His Excellency Lieutenant-General Sir Bernard Cyril Freyberg, Victoria Cross, Knight Grand Cross of the Most Distinguished Order of St. Michael and St. George, Knight Commander of the Most Honourable Order of the Bath, Knight Commander of the Most Excellent Order of the British Empire, Companion of the Distinguished Service 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,—

We have the honour to submit the following report on the Public Service.

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REPORT

INTRODUCTION

ESPECIALLY in Wellington, the staffing of Government Departments continues to be difficult. It is true that many more people are employed than formerly, and true too that criticism is directed at the increase in numbers. But in fact, having regard to the demands on Departments, many of them are demonstrably understaffed. Over a thousand vacancies have remained unfilled for the greater part of the past year, most of them in Wellington. Office accommodation is also a serious problem in many centres, some Departments being scattered amongst several different buildings. Likewise housing is a particularly acute problem for public servants as for others, a result being that many officers decline, or do not apply for, promotion that would require their moving, particularly to Wellington.

These difficulties of staffing and accommodation are, of course, not peculiar to the Public Service. It is well known that they beset the whole country. In March, 1948, the Department of Labour and Employment had on its registers 25,900 vacancies (13,684 for males, 12,216 for females), while only 26 males and 5 females were registered as unemployed. This is a remarkable contrast with the state of affairs not only in the early 1930's, but also with the period after the end of the previous war and contrary to the general expectations of a few years ago. How long the condition of "over-full employment" will continue is a question that the Commission, in common with other employers and with citizens generally, is concerned to ponder.

STAFF EMPLOYED AND RECRUITMENT

As at 1st April, 1948, the provisional figures of staff employed in Departments under Public Service Commission control were 25,297 permanent officers and 3,398 temporary employees, a total of 28,695.

The following table shows the main increases in the past ten years, with the summarized reasons as given by the Departments:—

Department.	Increase in Staff, 1938 to 1948.	Staff Employed.		Reasons for Increase.
		1st April, 1938.	1st April, 1948.	
Works, including Housing	1,633	1,789	3,422	Expansion of hydro-electric construction schemes and mechanization of Department. Establishment of Ministry of Works, Soil Conservation and Rivers Control Councils, aerodromes activities in Pacific, and appointment of apprentices to Public Service staff.
Health	1,202	695	1,897	Increase in District Health Nurse activities and development of school dental scheme. Introduction of health and pharmaceutical benefits under social security scheme.
Social Security ..	1,146	277	1,423	Government's expanding social legislation and increase in war pensions.
Rehabilitation ..	950	..	950	New Department.
State Hydro-electric ..	904	769	1,673	Opening of new hydro station and general expansion of hydro-electric scheme. (Department established 7th December, 1945, previously with Public Works Department.)
Land and Income Tax ..	722	476	1,198	Decentralization of Department, increased taxation, and collection of social security charge.

Department.	Increase in Staff, 1938 to 1948.	Staff Employed.		Reasons for Increase.
		1st April, 1938.	1st April, 1948.	
Air	683	33	716	War and post-war activities in connection with the development of the Air Force, civil aviation, and Meteorological Branch taken over from Scientific and Industrial Research Department in 1939.
Agriculture	611	922	1,533	(1) The continual drive for increased production has demanded an extension of instructional and advisory services. It is in these staff groups that greatest increases have occurred— <i>e.g.</i> , Field Instructors, Farm Dairy Instructors, and Orchard Instructors. (2) Increase in meat inspection staff consequent on introduction of forty-hour, five-day week. (3) Setting-up of two new divisions—Animal Research and Rural Development.
State Advances ..	447	680	1,127	Establishment of branch offices and decentralization, increase in loans for farms, houses, furniture, tools of trade, and business loans under rehabilitation; increase in number of State house applications, &c.
Navy	441	51	492	Expansion of Navy and dockyard establishment and appointment of trades apprentices to Public Service staff.
Education	429	473	902	Introduction of extended activities and new services in education field. Additional staff for child-welfare and opening up departmental office in Auckland. Resumption of control of vocational guidance officers and extension in that field.
Internal Affairs ..	415	954	1,369	Creation of War History and Physical Welfare Branches. Extra cleaners required for buildings taken over by Government Departments. (Figures include Electoral Office.)
Broadcasting	278	441	719	Expansion of service, both national and commercial.
	9,861	7,560	17,421	

The Commission continues to be concerned about the loss of staff, largely through officers being attracted by more immediately remunerative employment elsewhere. A recent analysis of resignations shows that the loss is greatest in the higher-paid levels. It has indeed appeared, comparing the figures for the first part of 1948 with the latest month for which figures are available, that the total of resignations has been stabilized or reduced; yet in the group with salaries about or above £500 a year, within this short period the rate of loss increased to more than double the rate at the earlier date. Clearly the earnings in outside employment, whether local bodies, private businesses, or professions, have an important bearing on the retention of good officers in Government employment. We feel that a sound principle in paying Government employees is to take full account of earnings in the outside community, leaving it to taxation, which falls impartially on all—if it does not fall with special completeness on salaried classes—to make adjustments between one income group and another. The Commission is convinced of the need for improving the salary scales in the higher and middle levels if it

is to retain the officers with best brains, and there is a need in the Public Service for the most able men available. The Superannuation Act, 1946, will be a factor in retaining officers in the Service in that it provides for widows to receive half of their late husbands' superannuation allowance (or, where an officer dies, half of the allowance he would have received if he had retired instead of dying).

Beyond doubt, the best way to staff the Public Service is to appoint young men and women of good character and education who wish to make a career in the Service. There will, of course, always be a number of important positions that can be filled only by adults with professional and technical qualifications; and, in the interests both of the Public Service and of the community it serves, we are eager to keep the way of entry open to talent at all stages; yet the broad generalization in favour of recruiting young persons is surely valid. That is why the Commission has paid particular attention to the recruiting and training of juniors.

For the past thirty years the Clerical Division of the Public Service was closed to females, a discrimination which, with the approval of the Government, has this year been ended.

A special representative of the Commission has travelled throughout New Zealand and has done good work in making known the possibilities of careers in the Public Service.

The main "recruiting season" for juniors follows the November examinations and the close of the school year. The total clerical Cadets appointed in the period January, 1948, to May, 1948, was 428, including 133 girls; the total for the year 1947 was 244, all boys. This is a satisfactory increase, though it still is far short of requirements. The effect of the depression drop in the birth-rate seventeen years ago is still shown in the total of young persons in New Zealand, and this will not be corrected until the early "fifties." The needs of the teaching service, and the attractions of other relatively well-paid jobs, will still limit what can be done for the Public Service.

SHORTHAND-TYPISTS, TYPISTS, AND MACHINISTS

The number of applicants for these positions in towns other than Wellington is reasonably satisfactory, but the shortage in Wellington is still acute. An improved salary scale has assisted recruitment, and some relief has followed the appointment of qualified women from the United Kingdom. Frequently competent shorthand-typists, capable of holding responsible positions, are unwilling to apply for promotion to Wellington, even when hostel accommodation can be provided.

Tedious repetitive work should be done by machines if they can be used economically, and Departments are encouraged to use them, but they are an embarrassment if machinists are not available for their operation. Recently a training school for machinists was set up, and there has been a good response from young women.

TEMPORARY EMPLOYEES

The task of appointing suitable temporary employees to the permanent staff in terms of the Public Service Amendment Act, 1946, is almost finished. The work was done in three stages:—

- (a) First, attention was paid to the positions above the "basic grade." After the Commission was satisfied that they were permanent, and had fixed the appropriate salary, nearly 2,000 were advertised within the Public Service. Approximately 6,000 employees submitted applications. Decisions were announced in December, 1947, and January, 1948.
- (b) Early in March, 1948, the Commission notified the permanent appointment of approximately 700 shorthand-typists, typists, and machinists.
- (c) By the end of March, 1948, nearly all Departments had been notified of the permanent appointment of temporary employees in "basic grade" positions, and employees generally were notified by a special *Official Circular* dated 10th May, 1948, which contained approximately 7,200 names.

Thus some 9,900 positions previously held on a temporary basis have been filled by permanent appointments.

All positions still occupied by temporary employees as at 31st March, 1948, are being reviewed. Suitable employees will be permanently appointed, and only the following will remain on the temporary staff:—

- (a) Those whose positions are clearly temporary.
- (b) Those who, although doing useful work, are unsuitable for permanent appointment. This is a small class.
- (c) Those who are over sixty years of age and who are therefore by statute not eligible for permanent appointment.
- (d) Those who are working part-time.

There is a large number of temporary employees under the control of the Commission who are not referred to as such, but who are termed "Regulation 150 employees." They are discussed under the heading of "Employment of Workmen." Some of the positions occupied by these employees will also be filled on a permanent basis.

The appointment of the bulk of the temporary employees to the permanent staff will improve the efficiency of the Public Service. To fill positions temporarily causes dissatisfaction among permanent officers because they have no right of appeal against temporary appointments. Temporary employees become dissatisfied because they have no right of appeal against permanent officers and do not have opportunities for promotion. The uncertainty which temporary employees felt about their future, and the concern of permanent officers at the increasing number of temporary employees, did not make for efficiency. The change to permanence should have a stimulating effect in the Service, especially as former temporary employees and permanent officers will compete for positions knowing that the Commission desires to appoint the most suitable and efficient officer available.

DECENTRALIZATION AND DELEGATION OF AUTHORITY

As for some years it may not be possible to recruit sufficient staff, work of lesser importance will fall into arrears, and otherwise desirable proposals must remain in abeyance. Frequently relief can be obtained by sending typing and routine work to branch offices. For its part the Commission attempts to place staff where the need is greatest. Not only because of the staff shortage, but also because it is administratively sound, much more work should be sent to offices outside Wellington. There seems to be a universal tendency to concentrate work in one centre, a stubborn if understandable reluctance to delegate authority. "A democratic people," it has been said, "tends towards centralization, as it were, by instinct"; and "Centralization is the natural condition. The administrator, when found in the wild state, and especially when caught young, will exhibit the characteristic marks of the centralizer, while those of the decentralizer must be sought amongst the older individuals, and, may we perhaps say, the more cultivated strains." It is encouraging at least to note that disbelievers are often converted by experience. Decentralization, opposed at the outset, is, we find, welcomed once it has been achieved. The procedure, if carried out to its fullest extent, would relieve the office and housing accommodation problem in Wellington, would allow officers to be transferred away from Wellington, and should result in more efficient administration.

Frequently because everything has to be submitted to Head Office, Controlling Officers become unwilling to accept responsibility, and decentralization, to be really effective, must be accompanied by delegation of authority. Officers authorized to make decisions on the spot develop responsibility, and often their judgment is sounder than when they can merely recommend. Prompt decisions should be given to the public, and the larger the Department the greater will be the delay if everything has to be referred to the Head Office. An objection is that delegation of authority means lack

of uniformity, but even with centralization there is not complete uniformity. In practice complete uniformity is probably not desirable as the circumstances differ so much in individual cases.

But delegation of authority does not mean complete lack of control by the Head Office. This is taken care of by instructions setting out policy and stating rules by which district officers are to be guided. Difficult cases are referred to Head Office, but in most instances decisions can be given locally, there being nothing useful that the Head Office can add. From the national viewpoint it is better to have public servants spread throughout the community rather than to have them concentrated in Wellington. The Commission is constantly encouraging Permanent Heads to delegate authority to their branch officers.

DELEGATION OF FUNCTIONS OF PUBLIC SERVICE COMMISSION

The Commission has felt the benefit of delegation of authority to officers who act as its representatives in all the main towns. Following a conference of these representatives in June, 1947, their functions were more clearly defined, and their authority to appoint staff at once, within certain limits, has resulted in the Commission gaining employees who would otherwise have been lost to the Public Service. In particular, these representatives take an active part in recruiting Cadets.

The Commission's representatives have also assisted in inspecting local offices. Their reports have given a comprehensive outline of the work done in branch offices, and in particular their recommendations have confirmed the Commission's views on the advantages of decentralization and delegation of authority. The assistance of these officers is greatly appreciated.

The opening of a branch office in Auckland under the control of an Assistant Commissioner, Mr. C. G. S. Ellis, has yielded good results. To meet the same need for a full-time representative, an office was opened in Christchurch in April, 1948, with a Senior Inspector, Mr. D. A. Hunn, in charge.

Soon after its appointment the Commission delegated a number of its powers to selected Permanent Heads. So successful was the experiment in speeding up the routine work that not only was the authority extended with success to all Permanent Heads, but other powers were also delegated to them.

NUMBER OF DEPARTMENTS

The Commission sees merit in the possibility of reducing the total number of State Departments. Over forty separate Departments should not be necessary in New Zealand, and increased efficiency would probably follow from judicious amalgamations. Already some progress has been made towards this end. It is felt that some form of amalgamation would be particularly beneficial in smaller towns, where there often exist branch offices consisting of only a few personnel. The Commission is examining the functions of each Department with a view to carrying out amalgamations in the most suitable way and as opportunity offers.

It is gratifying to report that in the year and a half since the Commission took office four major amalgamations have been effected—viz., Labour and National Employment; Health and Mental Hospitals; the Internal Marketing, the Milk Marketing, and the Export Marketing Divisions; the Ministry of Works and the Department of Public Works.

In two of these Departments and in one other the Commission has appointed a senior officer of proven ability, ranking next to the Permanent Head and charged with the responsibility for recasting the administrative machinery of the department. Mr. J. A. E. Engel was appointed Deputy Director-General of Health (Administrative); Mr. S. T. Barnett, Assistant Director of Education (Administrative); and Mr. S. Roberts, Chief Administrative Officer, Ministry of Works. Experience to date has fully justified these appointments.

ORGANIZATION AND METHODS

The increasing volume of work in all Government Departments and the need to use staff economically emphasize the importance of efficient methods and organization. Methods which were effective twenty years ago may be entirely unsuitable to-day. Returns which were obtained ten years ago may have completely lost their significance now. The volume of business transacted and the small number of errors may make a detailed check of less importance than it was previously. The amalgamation and redesigning of forms will often speed up work. Machines may sometimes be used for work that could be better done manually. More often improved methods will mean that work can be done better by machines. The need for a constant review of organization and methods in the Public Service led to the calling of a conference of departmental Inspectors in February, 1948. They were told of the achievements (some of them spectacular) of the Organization and Methods Division of the British Treasury. Following the conference, the Commission decided to publish quarterly an *O and M Review* to show what was being achieved by the examination of organization and methods within Departments. All Departments are urged to review their organization and methods so as to improve efficiency and obtain maximum output from minimum staffs. The Commission encourages officers to suggest improvements, and, where warranted, will grant monetary rewards.

PERSONAL REPORTS ON OFFICERS

Personal reports on officers and the performance of their duties as at 31st January, 1948, are being completed. The last reports were obtained as at 31st December, 1945. In view of the recent appointment of so many temporary employees to the permanent staff, and of the limited experience as at the end of 1945 of so many servicemen since returning to their Departments, up-to-date reports were necessary to assist the Commission in its policy of making promotions by merit.

The form of the report has been kept substantially the same as in 1945, so that the two reports could be compared. Although it is difficult to devise a system by which all officers will be marked on a comparable basis, certain safeguards are provided. Despite this, the reports are not so useful as the Commission could desire where officers in separate Departments are to be compared, but where officers in a Department are carrying out the same sort of duties the reports are of particular value. The Commission does not claim that the report form is perfect, and welcomes suggestions for its improvement. It feels that the reporting system in New Zealand compares favourably with that used by overseas administrations. This year the reports are to be examined by a Research Officer, who will investigate further improvements in the report form and the best method of securing uniformity.

Although these reports are valuable, they are only a link in the chain which leads the Commission to decide whether an officer should be promoted. Other factors taken into account are the Permanent Head's recommendations, the Commission's own knowledge of the officers, and the reports of the Commission's Inspectors. Frequently a committee of departmental officers, with an Inspector from the staff of the Commission, interviews applicants. For the more important positions the most suitable applicants are interviewed by the Commission. By these methods the Commission seeks to make the best choice.

REHABILITATION, EDUCATION, AND TRAINING

Most ex-servicemen have settled down rapidly in their Departments, so that mainly Personnel Officers are free to concentrate on long-term training plans, but they are constantly available for ex-servicemen, especially those who find difficulty in adjusting themselves to civilian life. All ex-servicemen are encouraged to take their problems to the Personnel Officer.

The machinery for organized training in the Public Service has been placed on a sound basis by the appointment of a full-time Personnel Officer, or Staff Training Assistant in the larger Departments. There are now 24 officers engaged full time on staff-training duties—16 Personnel Officers and 8 Staff Training Assistants who are attached to part-time Personnel Officers. Where there is an officer engaged full time on staff-training duties the gains are obvious. Not only can a more effective scheme be prepared, but greater attention can be given to its administration throughout the Department. Guidance and suitable training material can also be given to Controlling Officers. The good progress made in recent months has been largely due to these full-time appointments.

In addition to systematic job rotation, not less than one hour a week from March to October is devoted to general instruction on the functions and work of the Departments. Short courses have been an effective method of training in some of the larger Departments. A Staff Training Bulletin, published regularly by the Commission, serves not only as an open forum for Personnel Officers, but also as a means of securing the co-operation of Controlling Officers.

Training is a continuous process with concentration on officers' early years of service, but by no means confined to that period. The training of officers for controlling and administrative positions, the development of the concept of "public service," giving the new Cadet an insight into the machinery of the Public Service as a unit—these are some of the common Service needs which most effectively can be met by the Commission.

Central courses for Controlling Officers were held in July and October, 1947, with a third in February, 1948, for selected senior officers from all Departments and various centres. They were drawn from the Clerical, Professional, and General Divisions. In addition to further courses for Controlling Officers, proposals for 1948 include short courses for officers recently appointed to supervisory duties, for full-time Personnel Officers and Staff Training Assistants, and for newly appointed Cadets.

Despite the demands on man-power, the Commission has continued actively to encourage officers to equip themselves educationally. It is believed that time thus spent is a sound investment. The special study concessions for ex-servicemen are being continued.

To provide good field officers in the future for half a dozen Departments we have continued the recruiting and training of Rural Field Cadets. These are chosen at the age of seventeen or eighteen, on their examination record, school and other reports, and personal interview; they have six years of varied education and practical training at Lincoln and Massey Agricultural Colleges, on selected farms in the North and South Islands, and with fat-stock buyers. At the end of their course they are assigned to one or other of the Departments, having regard to the Service requirements and to their own aptitudes and preferences.

At the beginning of 1948, 16 Cadets started their course. During the year, 19 Cadets have been assigned to Departments as follows: Agriculture Department, 6; Lands Department, 4; State Advances Corporation, 4; Maori Affairs Department, 3; Valuation Department, 2. The Commission is indebted to Mr. H. M. Caselberg and Mr. S. T. Barnett for their helpful and enthusiastic interest in supervising this scheme.

Applications were again invited in 1947 for bursaries enabling selected officers to study at Victoria University College—with leave on full pay—for the Diploma of Public Administration. No bursaries were, however, awarded to start the course in 1948. It is hoped that a good class will be provided for the year starting in March, 1949, when the newly-appointed Professor of Political Science and Public Administration, Mr. R. S. Parker, will take the Chair.

To encourage higher University study by persons who have done well in the work of the Public Service and in their part-time studies at the University, the Commission has granted a year's leave on full pay for selected officers taking their Master's or honours course.

During 1947 lectures in the three compulsory subjects of the new Public Service Senior Examination were provided in the three main centres. Elsewhere instruction was given by correspondence. At the examinations held in November, 1947, 205 candidates presented themselves in English and 94 in both Public Service Knowledge and Government Accountancy. The percentage of passes over the three subjects was 77. This result is a reflection of the enthusiastic and consistent work done by most candidates during the year.

The Commission welcomes the resumed offer of Commonwealth Fund Fellowships, by which selected British and Dominion students and civil servants are enabled to follow higher studies under most advantageous conditions in the United States. A number of New Zealand public servants applied for these fellowships this year, and one has been awarded to Mr. J. F. Gabites, of the Meteorological Service; he will study new developments in long-range weather forecasting.

Great importance is attached to staff training in many organizations overseas. It is often surprising how beneficial the immediate results are, but the ultimate results are at least equally important. The Commission is sure that officers who have attended courses—*e.g.*, the Controlling Officers' Course—have become more confident, have broadened their outlook, and have gained an insight into Public Service administration which has been reflected in better service to the public. Personal attendance at the courses, moreover, gives the Commission and their staff first-hand knowledge of some officers who may well be in line for advancement to more responsible positions.

COMMITTEE ON MARGINS AND ANOMALIES

Arising out of the flat-rate salary increase of £25 per annum from 1st October, 1947, the Government, at the instance of the combined State Service organizations, agreed to the setting-up of a Committee to look into anomalies and margins in the Government Service, with particular reference to the rates of pay of tradesmen, labourers, clerks, and margins for skill and responsibility generally, having regard to rates ruling in industry.

The Committee, under the chairmanship of Mr. G. T. Bolt, is representative of both the official side and the staff side of the Railways Department, the Post and Telegraph Department, and the Departments under the control of the Public Service Commission. Its inquiries have shown that the earnings of tradesmen in the printing trade outside the Government service have been higher than the earnings of comparable tradesmen in the Government Printing Office. The Committee has accordingly recommended, and the Government have approved, an increased rate of pay for Government Printing Office tradesmen. The Committee is still going on with its work at the time this report is being written.

COST OF LIVING IN SAMOA

The Public Service Act, 1912, applies to the appointment, promotion, transfer, retirement, removal, and dismissal of officers of the Samoan Public Service. As a result of representations from the Public Service Association a Committee comprising an Inspector from the Office of the Commission, an officer from the Island Territories Department, and a representative of the Public Service Association visited Samoa to inquire into rates of salary, allowances, and living conditions generally. The Committee found it difficult to reach agreement, but, after discussion with the Commission, the differences were resolved, and the joint recommendations for improved salaries and allowances were approved.

OVERTIME AND PENAL RATES

During the year the Commission recommended, and Cabinet approved, more liberal conditions in paying overtime and penal rates, so as to bring the Public Service substantially into line with outside employment. One reason for this arose from the Factories Act, 1946, which as from April, 1947, bound the Crown; hydro-electricity

stations and other concerns were thus involved, and were required to pay penal rates for work at week-ends and on statutory holidays. Again many awards and agreements conceded like conditions. These made it increasingly difficult to justify the withholding of the concessions from employees of the Public Service.

There may be room for differences of opinion, from the point of view of national policy, about the requirement to pay penal rates for work falling outside the Monday-to-Friday week. This certainly raises problems where services must be continued without regard to the day on the calendar. Yet, whatever differing opinions may be held on this issue, it seems clear beyond doubt that conditions in the Public Service must conform substantially with conditions in other employment. The policy cannot be applied partially and incompletely. It is in this spirit that the change was recently made in the Public Service.

At the same time heads of Departments and all Controlling Officers have been urged to keep overtime, and week-end work, under constant and vigilant review, to the end that it may be reduced or cut out. When overtime is worked as a regular practice the return in results achieved is doubtful. We have also emphasized the "penal" nature of payments for work on Saturday afternoons, Sundays, or statutory holidays, the objective being that work thus subject to penalty should be avoided as far as possible.

EMPLOYMENT OF WORKMEN

Approximately 21,000 temporary employees are engaged under Public Service Regulation 150. They are workmen whom certain Permanent Heads are authorized to employ for various types of work other than clerical duties. Examples are workmen on various construction jobs, in State mines, and in State forests. The conditions of employment are in most cases fixed by agreement with the union representing the particular class of worker, and a practice has grown up over many years past whereby the agreement is signed by the Minister for the Department concerned. As these workmen are employed by the Public Service Commission it would seem that legally the Commission alone, and not the Minister, should sign the agreement. An alternative would be to provide that such workers are not to be subject to the Public Service Act. Administratively this would not be good. If a salaries tribunal were established (and reference is made to this later), there would seem to be an even stronger case for leaving such employees under the control of the Commission.

STAFF OF PUBLIC SERVICE COMMISSION AND ITS ACCOMMODATION

Improved efficiency in the Public Service is assisted if the office of the Commission is adequately staffed. As at 31st March, 1948, the staff was 129, compared with 107 the previous year. The appointment of Assistant Inspectors has permitted the Senior Inspectors to commence a tour of New Zealand, and already most offices in the South Island have been visited. The Inspectors are accompanied by a Commissioner or an Assistant Commissioner. The Superintendent of Staff Training has also visited various towns to stimulate staff-training programmes. These visits are welcomed by officers, and they help the Commission to select the best officers for promotion.

The appointment of a legal officer has been fully justified. His help in daily legal problems, and in cases coming before the Board of Appeal, is valuable. An increase in the junior staff has been necessary to enable the senior officers to use their time to best advantage.

To accommodate the increased staff the Commission now has additional space in the University Senate Building previously used by the Registrar-General of Births, Deaths, and Marriages. Improved efficiency has resulted from alterations to the building and the rearrangement of the staff.

Following the appointment of Mr. J. A. E. Engel as Deputy Director-General of Health (Administrative), Mr. J. K. Hunn, formerly a Senior Inspector, was appointed an Assistant Commissioner.

OVERSEAS TRAVEL

It is common knowledge—it has sometimes been a topic of unkindly comment—that many officers of the Public Service go abroad to attend conferences and for other official purposes. We, of course, agree that such travel should properly be—and it is—subject to scrutiny to ensure that there is value for the cost in time and money; but we appreciate that the value cannot be measured precisely, and there are indirect advantages of distinct value to the administration of the Public Service. Ours is an isolated country; and all of us, public servants not the least, need to be on guard against insularity. From time to time proposals are made for the interchange of officers between Government services of different countries, or for periods of secondment to other Administrations. We are also anxious, as expressed elsewhere in this report, to encourage studies by public servants, with leave of absence if necessary, even at the cost of present inconvenience. These purposes are well served by our officers taking part in conferences concerned with problems similar to those they deal with at home, and by their contact with their “opposite numbers” in other civil services.

During the past year, with the quickened pace in international affairs, conferences have been concerned with United Nations problems; conditions of travel by air and sea; health; scientific affairs; forestry; marketing and supplies; and, on a regional basis, South Pacific problems.

We were glad that towards the end of 1947 Mr. W. E. Dunk, Chairman of the Australian Commonwealth Public Service Board, was able to visit New Zealand. Many public servants had the advantage of discussing with him administrative problems of common interest. In 1948 our Commission was invited to take part in a conference, in Canberra, of Federal and State Public Service Commissions. Mr. Bolt and Mr. J. K. Hunn attended for New Zealand; through the courtesy of Australian colleagues they were able to learn much of interest and value.

RIGHTS OF APPEAL

At present officers of the Public Service have an unrestricted right of appeal against all promotions, provided (a) the appellant would gain promotion if appointed to the position in dispute, and (b) he was an applicant for the position if advertised. In the Post and Telegraph Department this right of appeal applies only to appointments carrying a maximum salary of £1,025 or less, and in the Railway Department to appointments with a maximum salary of £765 or under. No such limitation is imposed under legislation relating to the Public Service.

Legislation on the rights of appeal was not reviewed in 1946, when the control of the Public Service was changed from a sole Commissioner to a Commission of three. One member of the Commission is the nominee of the New Zealand Public Service Association. It is felt that the various provisions of the Act now merit review, and in particular the provisions relating to appeals.

Appointments to senior positions are not made hurriedly or without full inquiries on the merits of the officers under review. The Commission acts with the fullest and best advice it can obtain; usually it has applications reviewed, and at least a short list of possible appointees interviewed personally by a selection committee. On occasions the Commission feels that Departments, and administration generally, would benefit by appointments which the Commission hesitates to make because it must realize that it would be difficult to satisfy the Board of Appeal that the proposed appointee is at the moment of making the appointment “the most suitable and efficient officer available for the appointment.” Long experience in the work of the Department in which the vacancy arises may be given more weight than general administrative ability; in other words, the scales are heavily and perhaps unduly weighed in favour of an officer already in the Department. The Commission frequently desires to take a longer view for the ultimate benefit of a Department, and the Service; and the legislation as at present gives an undue bias towards “efficiency and suitability” at the time the appointment is made.

Again, the Commission is answerable by law for the efficiency of the Public Service generally, and it is difficult for this responsibility to be met if the right of final appointment to, at any rate, senior positions, is not vested in it.

Under existing legislation it would be possible for the members of the Public Service Commission to be unanimous in their selection of an officer for advancement, for one member of the Public Service Board of Appeal to agree with the Commission ; and yet for the decision to be upset by the two remaining members of the Board.

The Commission feels that its powers are considerably fettered and that administration suffers by this restriction. We think that a change in the present legislation is desirable in the interests of good administration, and are prepared to make recommendations.

CONDITION AND EFFICIENCY OF THE PUBLIC SERVICE

Public servants in New Zealand have always had a high sense of public duty. In New Zealand, as elsewhere, there has been an increasing tendency for citizens to expect their Governments to provide benefits and services. The functions of Government touch the lives of citizens to an increasing extent and bring additional responsibility to public servants. It is therefore all the more important that public servants should be above reproach in their official conduct. The Commission desires to maintain the high standard that has obtained in the past.

Section 15, Public Service Act, 1912, requires the Commission to report at least annually on the condition and efficiency of the Public Service. Last year it could not be claimed that the efficiency of the Service had been maintained at the pre-war standard. Preceding paragraphs in this report show what has been done to improve the efficiency of the Public Service, and, with the co-operation of Permanent Heads and officers generally, an improvement has been brought about. Increased efficiency is hampered mainly by factors beyond the immediate control of the Commission—namely, shortage of office accommodation, shortage of adequately trained staff, and the difficulty of transferring officers from one place to another because of housing and board and lodging problems. The Commission is doing its best to meet these problems, which are not peculiar to Public Service administration ; and when the situation eases there should be further improvement in departmental efficiency.

INTEGRITY AND LOYALTY OF SERVICE

Be efficiency as important as it may, we will, we are sure, be on unquestioned ground when we attach still greater importance to integrity. Nothing is to be more jealously guarded, nor the object of more unceasing vigilance, than the honesty, the trustworthiness, the incorruptibility of our Public Service. It has high traditions already ; our business is to see that they are kept up. The Commission, for their part, will spare no effort to uncover delinquencies and to correct departmental methods that allow them. They will press for appropriate criminal proceedings where breach of trust is proved—the mere termination of employment is clearly inadequate punishment.

SECURITY POSITIONS

The Commission agrees that positions involving secrecy and national security should not be held by persons who admit membership of or are reasonably believed to be in active association with organizations the objects or methods of which conflict with the national interest. This consideration is taken into account when appointments are made, and it applies also to the present holders of such positions. The Commission adheres, none the less, to the principle that, according to their fitness, all persons in New Zealand of British nationality, regardless of race, sex, or political or religious belief, should have equal opportunities for appointment to and advancement in the Public Service. This we accept as basic in our democracy and way of life ; we do not think that what has been

said earlier in this paragraph is in conflict with such a principle—it is, indeed, our concern to see that there is not a conflict, that no injustice is done to any one while the requirements of national security are safeguarded.

FEEES TO PUBLIC SERVANTS

The Commission has ruled that no public servant may receive and retain fees or other payment for services rendered by him to any corporation or other authority to which he is appointed because he is a public servant. We are under pressure to make this or that exception; but we insist that it be strictly adhered to. Apart from other considerations, no officer can give disinterested advice on the setting-up or continuing of such more or less independent authorities if his own financial position is affected. The Commission's authority is, of course, limited to positions which are under its control. But we feel it proper to say that anomalies and difficulties arise when the same rule is not applied to other positions in the Government Service which are exempt from the Public Service Act.

UNIFORMITY IN THE STATE SERVICES

Previous reports have mentioned that the usefulness of the Uniformity Committee has become seriously limited by the setting-up of the Railways Tribunal, and by the fact that the conditions of employment by other public authorities are not reviewed by the committee. Marked differences in standards have developed amongst such employing bodies as the Reserve Bank of New Zealand, the Bank of New Zealand, the Police Force, and National Airways Corporation. A suggestion, which the Commission thinks worth consideration, is that an over-all State Services Salaries Tribunal should be set up. The present system is far from satisfactory.

HOUSING OF PUBLIC SERVANTS ON TRANSFER

The Housing Bureau set up in this Office has found that the exchange of houses (including State rental tenancies arranged in collaboration with the State Advances Corporation) has been most effective in reducing the number of transferred public servants separated from their families. During a year of operations, some three hundred officers on transfer have been housed directly as a result of the Bureau's efforts. Generally where a public servant can offer a house or the option of a tenancy in his former locality, his prospects of securing accommodation in the new locality are good. The bureau also assists public servants on transfer to obtain special housing loans and encourages Departments to erect or purchase staff houses in appropriate cases. The scheme has resulted in a substantial reduction in the amount paid for accommodation allowances.

The Commission is at present reviewing the efforts made to help house public servants on transfer with a view to devising further assistance because it realizes that until this housing problem is solved the public service cannot function with full efficiency.

OFFICE ACCOMMODATION

The Office Accommodation Board has had another difficult year in trying to meet even the most urgent needs of Departments. The best solution is, of course, the erection of new permanent buildings, but, as priority must be given to housing, schools, hospitals, and hydro-electric development for some time to come, it is likely to be several years before office accommodation difficulties are overcome by the completion of new buildings. Nevertheless, the Board has made substantial progress during the year. Many of the more urgent demands have been met by converting surplus wartime store buildings into offices, altering existing buildings, erecting temporary offices, and acquiring additional privately owned space.

As an indication of progress made, the 70,000 additional square feet acquired during the year has provided satisfactory accommodation for about 1,000 staff. This has meant appreciable relief in Wellington and Christchurch, as well as in several smaller centres. In addition, plans are well under way for a further 95,000 square feet during the next

two years (no new permanent buildings are included in this estimate). If these proposals can be achieved—there are a few difficulties yet to be solved—they should provide satisfactory solutions for some years in Auckland, Hamilton, Dunedin, and Napier, as well as further relief in Wellington.

The reconstitution of the Board referred to in last year's report continues to be a more advantageous and expeditious way of handling accommodation business. As a further step an Accommodation Officer has been appointed to the Auckland Office of the Commission, and another one is soon to be appointed at Christchurch.

HOSTEL ACCOMMODATION

The Commission, in conjunction with the National Employment Service, has done everything possible to make extended provision for hostel accommodation for Cadets and other young public servants. During the year additional hostels were opened at Tinakori Road, Wellington, for 20 girls, and at Mechanics Bay, Auckland, for 24 Cadets. The provision of more hostels for Wellington is under constant investigation. It is doubtful whether there is a demand for more hostel accommodation for Cadets in Auckland, but there is still great need for more in Wellington.

BOARD OF APPEAL

The Board of Appeal was continuously occupied for a long period in disposing of appeals arising out of the regrading in 1946. The following table shows how various appeals were dealt with:—

How Appeals disposed.	Appeals against Reclassification as at 1st April, 1946.	Appeals against Promotions arising out of Regrading as at 1st April, 1946.	Appeals against Non-promotion.	Total.
Allowed by Board	246	1	3	250
Not allowed	1,003	85	112	1,200
Withdrawn	329	143	160	632
"Do not lie"	18	7	5	30
Dismissed or lapsed	5	69	40	114
Adjourned	31	13	11	55
Total	1,632	318	331	2,281

In addition, one appeal against dismissal was not allowed.

The term of office of the Board of Appeal expired on 31st December, 1947, and appreciation is expressed to Mr. W. F. Stilwell, S.M., now a Deputy Judge of the Arbitration Court (Chairman), and Messrs. C. J. Playne, D. A. Young, and P. B. Wright for the services they have rendered. Since 31st March, 1948, a new Board has been appointed, Judge Stilwell being Chairman, with Mr. F. H. Waters as Government member and Messrs. J. W. G. Davidson and J. H. Tuohy as the elected members.

The temporary Board of Appeal which is to hear appeals arising out of the appointment of temporary employees to the permanent staff is to commence its sessions early in June, 1948. Four hundred and twenty-one appeals have been lodged against the advertised positions, but 56 of these have been withdrawn.

PLAIN WORDS

We are glad to see renewed interest in making official documents simpler and shorter—in avoiding what is called "officialese" or jargon. This interest was, as every one knows, encouraged in the war by Mr. Winston Churchill; not to mention Fowler, Quiller-Couch, Sir Arthur Herbert, Stuart Chase, and other campaigners. Recently the United Kingdom Treasury have shown their sympathy in the cause by issuing a booklet,

Plain Words. It is instructive and entertaining. Do we in New Zealand and our Public Service need to stress the good sense of the campaign? Clearly yes. As this report is being written we have a letter from a senior official who had intended to go to a conference, and, meaning to say he did not go, writes, "My attendance did not eventuate." And, beyond the Service, a daily paper, by way of saying that a nearby Borough Council has been given some land, states "The Council has been made the recipient of a hillside section" So the examples could be multiplied (and from this report, no doubt). The Commission has ordered many copies of the *Plain Words* booklet for itself, its staff, and public servants generally.

RECOMMENDED LEGISLATION

For the better administration of the Public Service we have recommended consideration of the following:—

- (1) *Procedure in Making Senior Appointments (say, over £800 Per Annum); and Appeal Rights.*—The Commission is concerned, not only that present appeal rights are detrimental to good administration, but that they are embarrassing to senior appointees displaced after their appointment has been announced, and perhaps after they have taken up the new position. They suggest (a) the Commission, as now, to advertise vacancies and normally set up a selection committee to advise on the suitability of applicants and of other available persons; (b) where the position to be filled is that of a permanent head or closely related position, the Commission to have regard to the views of Ministers on the suitability of a proposed appointee; (c) the Commission, before announcing an appointment, to advise applicants of the intended appointee, and they may make any representations to the Commission further to their application; (d) in the light of such representations and of any other facts, the Commission to make a final appointment; no appeal to lie against appointments to senior positions filled in accordance with this procedure; but otherwise appeal rights to remain as at present.
- (2) *Appointments from Outside the Service.*—In place of the "in great degree" clauses in the Public Service Amendment Act, 1946, provision to govern appointments from outside the Public Service on the lines: "The Commission shall appoint the most efficient and suitable person available: Provided that where two or more persons are equally efficient and suitable, preference amongst such persons will be given to the senior applicant already in the Public Service."
- (3) *Exempted Positions.*—That section 22 of the Public Service Amendment Act, 1946, be amended by repealing paragraphs (a), (c), (d), (e), and (f); persons now holding these positions to be deemed to be officers of the Public Service. (NOTE.—Paragraph (g) was repealed by the Finance Act (No. 2), 1947.)

CONCLUSION

We appreciate the assistance given to us by Permanent Heads and their officers. We also thank the staff of our own office and the district representatives for their loyal and efficient service.

All of which is respectfully submitted for your Excellency's consideration.

R. M. CAMPBELL, Chairman.	} Members.
G. T. BOLT	
A. H. O'KEEFE	

Public Service Commission.

Office of the Public Service Commission, Wellington, 9th August, 1948.

TABLE I.—PUBLIC SERVICE CLASSIFICATION LIST, 31ST MARCH, 1947: GENERAL SUMMARY OF CLASSIFICATION BY DEPARTMENTS (EXCLUDING OFFICERS IN THE ADMINISTRATIVE DIVISION)

Department.	Number of Officers.	Total Salaries, at Rate as at 31st March, 1947.	Classification Salaries, Year ending 31st March, 1948.	Scale Increase.	Appointed 1st April, 1947.	
					Number of Officers.	Salaries.
		£	£	£		£
Agriculture	772	371,230	381,495	10,265
Air	303	120,285	126,090	5,805	1	435
Army	70	25,025	26,185	1,160
Audit	174	81,965	85,240	3,275
Broadcasting	322	117,495	123,220	5,725
Census and Statistics	48	20,485	21,545	1,060
Crown Law	10	8,120	8,520	400
Customs	445	190,290	196,795	6,505
Education	256	146,380	151,215	4,835
Government Insurance	108	45,165	46,785	1,620
Health	1,020	339,230	352,990	13,760	2	775
Industries and Commerce	156	64,025	67,015	2,990
Internal Affairs	225	92,330	94,885	2,555	9	4,255
Island Territories	7	3,110	3,305	195
Justice and Prisons	484	205,905	211,250	5,345
Labour and Employment	388	147,710	152,985	5,275	1	140
Land and Deeds	112	50,015	51,970	1,955
Land and Income Tax	492	197,320	205,450	8,130
Lands and Survey	708	297,905	311,170	13,265	1	150
Marine	188	88,605	90,125	1,520	2	690
Marketing	104	38,735	41,030	2,295
Mental Hospitals	1,017	385,980	388,780	2,800	7	1,745
Mines	90	46,735	48,935	2,200	2	535
Maori Affairs	239	95,330	99,840	4,510
Navy	50	17,700	18,545	845
Police	11	4,830	5,040	210
Prime Minister's	44	21,645	22,865	1,220	1	585
Printing and Stationery	330	130,510	132,010	1,500	6	2,080
Public Service Commission	57	23,955	25,350	1,395
Public Trust	928	378,300	394,625	16,325
Ministry of Works	13	7,415	7,615	200
Public Works	1,103	484,540	505,625	21,085
Rehabilitation	236	94,785	98,745	3,960
Scientific and Industrial Research	290	133,460	140,780	7,320	1	435
Social Security	644	226,940	238,045	11,105
Stamp Duties	105	42,765	44,480	1,715
State Advances Corporation of New Zealand	604	235,000	244,945	9,945
State Fire Insurance	230	86,905	91,315	4,410
State Forest Service	302	119,045	125,400	6,355	1	180
State Hydro-electric	437	199,725	209,180	9,455	1	410
Tourist and Health Resorts	145	54,375	56,900	2,525
Transport	112	46,915	49,005	2,090
Treasury	151	67,215	70,285	3,070	1	325
Valuation	99	44,320	46,230	1,910
Totals	13,629*	5,599,720	5,813,805	214,085	36	12,740
Appointed 1st April, 1947	36	..	12,740
Totals, 31st March, 1947	13,629*	5,599,720
Totals, 1st April, 1947	13,665*	..	5,826,545

* Including officers absent with the Armed Forces, but excluding officers on loan to other services, on leave without pay, and temporary employees made permanent.

The total number of permanent officers at 1st April, 1947, including temporary employees made permanent, is 23,104.

TABLE II.—PUBLIC SERVICE CLASSIFICATION LIST, 31ST MARCH, 1947: GENERAL SUMMARY OF CLASSIFICATION BY CLASSES (EXCLUDING OFFICERS IN ADMINISTRATIVE DIVISION)

Class (excluding Administrative).	Number of Officers.	Total Salaries, at Rate as at 31st March, 1947.	Classification Salaries, 31st March, 1948.	Scale Increase.	Appointed 1st April, 1947.	
					Number of Officers.	Salaries.
Professional—		£	£	£		£
Overscale	83	96,850	98,950	2,100
Special (£760—£1,000)	340	284,260	291,760	7,500
I (£660—£710)	204	136,795	140,620	3,825
II (£585—£610)	166	97,390	100,280	2,890
III (£535—£560)	81	43,260	44,775	1,515	1	535
IV (£485—£510)	65	31,590	32,690	1,100
V (£435—£460)	50	20,935	22,425	1,490
VI (£400)	29	11,225	11,600	375
VI (£375)	24	8,400	9,000	600
VI (£350)	13	4,250	4,550	300
VI (£325)	7	2,100	2,275	175
VI (£300)	12	3,270	3,600	330
VI (£290)	3	720	810	90
VI (£240)	3	630	720	90
Sub-total	1,080*	741,675	764,055	22,380	1	535
Clerical—						
Overscale	10	10,625	10,975	350
Special (£760—£1,000)	265	215,340	218,540	3,200
I (£660—£710)	323	215,680	219,030	3,350	1	710
II (£585—£610)	317	186,595	1,191,945	5,350	1	585
III (£535—£560)	572	308,445	318,370	9,925	1	535
IV (£485—£510)	644	315,590	326,290	10,700
V (£435—£460)	1,023	449,085	467,205	18,120	5	2,300
VI (£400)	1,094	428,275	437,600	9,325
VI (£375)	382	133,395	143,250	9,855
VI (£350)	361	117,250	126,150	8,900
VI (£325)	386	115,795	125,450	9,655
VI (£300)	337	91,380	101,100	9,720
VI (£270)	231	55,890	62,370	6,480
VI (£240)	208	43,860	49,920	6,060
VI (£210)	521	94,080	109,410	15,330
VI (£180)	171	26,130	30,780	4,650	1	180
VI (£150)	33	4,225	4,950	725	1	150
Sub-total	6,878*	2,811,640	2,943,335	131,695	10	4,460
General—						
£1,001 and over	1	1,000	1,050	50
£760—£1,000	43	34,145	34,680	535
£711—£759	21	15,285	15,390	105
£611—£710	159	104,015	106,480	2,465
£561—£610	142	82,255	85,055	2,800
£511—£560	258	138,855	142,080	3,225
£461—£510	382	188,880	192,255	3,375
£410—£460	742	323,030	328,985	5,955	4	1,715
£376—£400	543	210,450	212,585	2,135
£351—£375	689	249,365	253,145	3,780	2	720
£326—£350	473	159,720	164,450	4,730	7	2,415
£301—£325	380	118,930	123,425	4,495	1	325
£271—£300	758	212,055	219,490	7,435	2	550
£241—£270	222	54,215	58,610	4,395	1	260
£240 and under	834	141,870	155,890	14,020	8	1,760
Sub-tota	5,647*	2,034,070	2,093,570	59,500	25	7,745
Educational—						
£760—£1,000	2	1,500	1,600	100
£711—£759	1	680	740	60
£611—£710	2	1,270	1,335	65
£561—£610	2	1,220	1,220
£511—£560	5	2,660	2,730	70
£461—£510	1	490	500	10
£401—£460	7	3,020	3,170	150
£376—£400	4	1,495	1,550	55
Sub-total	24*	12,335	12,845	510
Totals	13,629*	5,599,720	5,813,805	214,085	36	12,740
Totals, 31st March, 1947	13,629*	5,599,720
Totals, 1st April, 1947	13,663*	..	5,826,545

* Including officers absent with the Armed Forces, but excluding officers on loan to other services, on leave without pay, and temporary employees made permanent.

The total number of permanent officers at 1st April, 1947, including temporary employees made permanent, is 23,104.

TABLE III.—TEMPORARY EMPLOYEES AS AT 1ST APRIL, 1947 (OTHER THAN WORKMEN)

Department.	Male.		Female.			Sub-total.	Draughting and Computing.	Engineers, Technicians, and Operators.	Inspectors and Instructors.	Supervisors and Overseers.		Medical Officers, Storekeepers and Storemen.	Miscellaneous.	Totals.
	Clerks.	Clerical Assistants.	Typists.	Clerical Assistants.	Clerical, Miscellaneous.					Testers.	Foremen.			
Agriculture	7	25	14	19	..	65	14	20	3	..	4	126
Air	212	..	39	1	73	6	80
Army	35	79	13	90	..	217	49	44	312
Audit	1	3	..	9	..	13	13
Broadcasting	6	..	3	..	9	42	65
Census and Statistics	14	..	4	4	22	1	22
Crown Law
Customs	8	..	14	1	18
Education	7	14	5	32	1	59	1	1	56	117
Government Insurance	2	4	11	..	17	17
Health	3	7	16	73	..	99	9	6	149
Industries and Commerce	35	11	3	28	..	77	20	2	99
Internal Affairs	12	11	8	16	..	47	1	..	69	117
Island Territories	1	1	1
Justice and Prisons	2	2	34	36
Labour and Employment	11	10	5	13	..	39	6	..	9	54
Land and Deeds	4	1	6	6
Land and Income Tax	12	61	5	68	..	146	12	158
Lands and Survey	8	15	10	16	..	49	7	..	5	..	64	..	4	129
Marine	1	4	3	5	..	13	..	1	12	..	3	..	1	26
Marketing—														
Export Division	4	4	..	9	..	17	..	1	1	1	20
Internal Marketing Division	5	8	5	13	1	32	..	1	1	..	2	48
Mental Hospitals	9	..	9	..	6	6	2	220
Mines	3	3	12	5	..	13	..	5	4	..	8	48
Maori Affairs	6	18	4	15	12	45	64	..	3	6	118
Navy	4	13	8	56	..	81	1	1	1	15	49	148
Police	3	3	3
Prime Minister's	1	12	..	1	..	4	..	1	1	17
Printing and Stationery	1	1	..	2	21	23
Public Service Commission	7	3	8	..	18	18
Public Trust	3	21	8	..	32	7	39
Public Works	35	46	26	16	1	124	50	71	1	263	..	29	193	731
Ministry of Works	1	3	1	5	2	7
Rehabilitation	27	61	36	37	..	161	1	..	187	..	1	..	2	357
Scientific and Industrial Research	3	2	9	22	..	36	5	43	5	..	3	165
Social Security	28	83	34	79	..	224	1	225
Stamp Duties	1	2	..	3	3
State Advances Corporation of New Zealand	14	40	15	47	8	124	9	..	1	..	4	138
State Fire Insurance	11	18	..	29	29
State Forest Service	14	10	6	10	1	31	1	14	10	58
State Hydro-electric	12	14	16	3	..	45	8	11	4	3	107	178
Tourist and Health Resorts	2	12	4	7	2	17	..	1	10	28
Transport	4	6	..	17	9	26
Treasury	22	18	19	33	5	97	97
Valuation	3	4	11	5	..	23	2	43	68
Totals	318	638	338	845	29	2,168	75	147	263	20	438	15	131	4,494

TABLE IV.—REPRESENTATIVES OF THE PUBLIC SERVICE COMMISSION OUTSIDE
WELLINGTON AS AT 1ST APRIL, 1948

Auckland	Ellis, C. G. S.	Assistant Public Service Commissioner Endeans Buildings, Queen Street.
Whangarei	O'Donoghue, D.	Public Trust Department.
Hamilton	Hall, R. J. W.	State Advances Corporation.
Paeroa	Thomas, M. J.	Public Works Department.
Te Kuiti	Till, N. J.	Lands and Survey Department.
Taumarunui	Caskey, F. H.	Public Trust Department.
New Plymouth—						
Representative	Bamfield, O. W.	Public Trust Department.
Assisted by	Spragg, R. F.	Rehabilitation Department.
Hawera	Barr, F. L.	Public Trust Department.
Gisborne	Leahy, P. D.	Justice Department.
Tauranga	Joyce, J. P.	Public Trust Department.
Rotorua	Frater, G. H.	Social Security Department.
Napier—						
Representative	McGhie, J. G.	Public Trust Department.
Assisted by	Cockroft, W. E.	State Advances Corporation.
Hastings	Hope, R. W.	Public Trust Department.
Dannevirke	Gillies, R. S.	Public Trust Department.
Palmerston North—						
Representative	Dwyer, P. C.	Public Trust Department.
Assisted by	Watts, A. C.	Social Security Department.
Wanganui—						
Representative	Brooker, L. J.	Maori Affairs Department.
Assisted by	Hendry, C. A.	Public Trust Department.
Masterton	Muirhead, F. H.	Public Trust Department.
Nelson—						
Representative	Williamson, A. A.	Public Works Department.
Assisted by	Gundry, F. M.	Public Trust Department.
Blenheim	Bell, L. H.	Lands and Survey Department.
Greymouth	Wylie, L. T.	Public Trust Department.
Hokitika	Wilson, N. E.	Lands and Deeds Department.
Westport	Bascard, A. C.	Marine Department.
Christchurch	Hunn, D. A.	Representative of the Commission, High Street Post-office.
Timaru	Millier, W. R.	Public Trust Department.
Oamaru	Dobson, R. C.	Justice Department.
Dunedin—						
Representative	Shaw, W. E.	Lands and Survey Department.
Assisted by	{ George, A. M.	Agriculture Department.
			{ Brown, G. C.	Land and Deeds Department.
Invercargill—						
Representative	Bell, A.	Public Trust Department.
Assisted by	Groombridge, W. M.	Lands and Survey Department.

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