

than the objects of its predecessors. The economy of one publication instead of two will in no way detract from the main objective—the promotion of efficiency in the Service. The new publication will contain articles on organization and methods and staff training ; it will be used to acquaint public servants with the reasons for Commission's decisions which affect them generally ; and to maintain the highest standard of service to the public.

RECOGNITION OF ABILITY AND MERIT

The Commission has continued to reward merit and ability by special salary increments, and Departments have taken full advantage of this policy. This year the Commission has carried its policy further. To encourage and reward young and deserving officers it applied to the Government Service Tribunal for an order giving overlapping Class VI and Class V salary scales. The Public Service Association agreed to this claim in conciliation and it went forward to the Tribunal as an agreed item. The order increased the salary steps in Class V from two to four, the two lower steps corresponding with the two top steps in the Class VI scale. With this overlapping scale the Commission is able to promote to Class V young officers who would not otherwise qualify for promotion. In every case of promotion under the new system—and there have been many—the officer concerned receives not only accelerated promotion but special salary increments, in every case a double increment at least.

PROMOTION BY MERIT

One of the most persistent, damaging, and false misconceptions about the Public Service is the notion that advancement in it goes merely or mainly by seniority ; this in contrast (the fallacy commonly proceeds) with business, professional, and commercial life, where exceptional merit and industry are supposed to be quickly rewarded. If it were so, if the advantages for able young people were clearly in favour of a career outside the Service if promotion by seniority were in fact the distinguishing mark of the Service, the Public Service would, of course, be unattractive ; and any administration that allowed this deadening practice would rightly be criticized. But it is not so. On the contrary, while the Service has clearly defined salary scales and avenues of promotion, it allows and encourages exceptionally quick promotion, with special salary increases in advance of the usual scale, to officers of outstanding merit. Young people joining the Service are thus considered, when each year's Classification List is being prepared, for special increments. At all levels above the lowest or basic grade for first entry into the Service, vacancies are openly notified so that all persons in the Department concerned, or elsewhere in the Service, or—sometimes, and subject to restricted eligibility—persons outside the Public Service, may apply for higher positions. Their claims are thoroughly and fairly considered. As to promotion depending on the relatively unimportant factor of seniority, statistics prove that in only one-seventh of the appointments made over a typical recent period in our Public Service has the senior applicant been chosen. In these cases the senior applicant was regarded as being at least as suitable and efficient as any other applicant.

REWARDS FOR SUGGESTIONS

From time to time the Commission, by notice published in the *Public Service Official Circular*, invites suggestions from employees. This, plus the interest stimulated in O and M work, has brought forth many worthy ideas. During the year the Commission adjudicated on sixty-two suggestions, and in meritorious cases granted rewards ranging from £2 to £25.

AMALGAMATIONS

Amalgamations of Departments can only be justified to the extent that they increase the efficiency of administration. The Commission is satisfied that a number of proposed amalgamations will increase efficiency and will press for them to be brought about. The