

post, the nature of the duties to be attached to it, and any other matters which may seem to call for inquiry. In this way the classification of all the Departments will be kept within proper limits and uniform principles of organisation will be applied.

(118) I think that the Department of Finance, which is directly interested in the financial effect of such proposals, is naturally marked out for this duty.

(119) In one other respect the classification prescribed by the Act might, I think, be amended with advantage. It appears to me to be too rigid and wanting in flexibility.

(120) The intention seems to have been to frame a uniform classification for all Departments. Considering the great variations in the work of the Departments, I doubt if this is either possible or even desirable. Even if the clerical services could be treated in this fashion, there is a large number of professional and technical appointments the classification of which cannot be cast in the same mold.

(121) For administrative work of a clerical kind it may perhaps be reasonable that a young man entering Subdivision B of the Second Division by open competition should begin at \$800 a year and rise in the normal course through the other classes to Subdivision A of the First Division, in which the maximum salary is \$4,000. But a frame-work of this kind is not so readily adaptable to the cases of men in middle life drawn from outside professions, or to the young men whose qualifications and work are mainly technical.

(122) I suggest that for all such appointments as are sanctioned under Section 21 of the Act of 1908 special salaries, or scales of salaries, should be fixed from time to time, and that the situations in question should not be classified with the purely clerical appointments.

(123) As regards the duplication of the same or similar work in two or more Departments, I regret that the limited time at my disposal has prevented my making as complete an examination of the work of the several Departments as I could have wished. In any case, however, I should scarcely be competent to make any definite recommendations of a detailed kind. But I have noticed some branches of business the organisation of which seems susceptible of improvement in this respect.

(1) *The statistical information compiled or published by the Government Departments.*—This is a matter in which co-ordination and control are especially necessary; but a very competent Commission has been appointed, under the chairmanship of Mr. Grigg, to inquire into it, and their labours have not yet been brought to a conclusion. I therefore refrain from making any suggestions on the subject. But I may perhaps be allowed to express the opinion that, while the form and matter of the statistical information to be issued to the public may properly be prescribed by some central authority or Department, the actual compilation of the statistics should rest with the Department dealing with the subject to which they relate.

(ii) *Public health.*—This is a subject which is at present dealt with by several Departments. Having regard to the rapid growth of population and the very important interests involved, it is, I think, desirable that a strong central Department should be established with power to deal with all questions relating to public health.

(iii) *Surveying and map-making.*—Several Departments appear to be engaged in this work, and I have no doubt that advantage would result if it were more concentrated; but the subject is one which requires much detailed investigation before a scheme could be drawn up. I suggest that a Departmental Commission should be appointed to inquire into the matter.

(iv) *Steamship subsidies.*—These are dealt with by both the Post Office Department and the Department of Trade and Commerce. I think that they should all be controlled by one Department. Under present conditions it is quite possible for a steamship company to be in receipt of a subvention from both Departments without either of them being aware of the payments made by, or the services rendered to, the other.