

whenever a vacancy occurs in that grade. Such vacancies should be filled by the promotion of the best man in the upper section of the grade, thus making provision whereby a person of exceptional ability could, through a period of years, advance at a rate greater than is shown by the individual grade scale. The practical application of this schedule will, of course, require an adequate personnel classification and a carefully worked out plan of rating the relative efficiency of individual employees.

Table 3 shows the proposed schedule in tabular form. Table 4 is a summary of the recommendations made in connection with the questionnaires submitted by the several bureaus. This table also shows the ratio of the recommended schedule to the existing schedules in civilian establishments and in the Navy Department.

The committee is collecting and studying additional data, particularly with respect to salaries paid in engineering positions in private employment, and will submit such data with its conclusions in its final report.

TABLE 4.—Average of salary schedule recommended by bureau chiefs.

Grade. (1)	No. of persons. (2)	Recommended pay per annum.			Present average 4 Engineering Bureaus in Navy Department. (6)	Present average 16 Engineering Bureaus in Civil Establishments. (7)	Ratio* of Column 6 to Column 5. (8)	Ratio of Column 7 to Column 5. (9)
		*Maximum. (3)	*Minimum. (4)	Average. (5)				
1	15	\$9,750	\$8,600	\$9,175	\$9,450	\$5,867	103.0	63.9
2	83	6,780	5,610	6,040	6,381	3,801	113.9	67.9
3	209	5,280	3,980	4,600	4,312	3,104	93.7	67.5
4	846	3,820	3,040	3,400	3,600	2,222	105.9	65.4
5	1,353	3,240	2,260	2,720	2,818	1,719	103.6	63.2
6	1,092	2,750	1,620	2,060	1,954	1,293	94.8	62.7
7	169	1,500	900	1,340	1,379	975	102.6	72.5
8	189	7,140	3,000	4,220	2,717	1,812	64.4	42.9

\* Average of amounts recommended by individual bureaus.