

The marks obtained by those who passed in several of the "optional" subjects afforded some test of the general attainments of the candidates.

It was not found, however, that the character of the examination passed affected the candidates chances of appointment; a man who had barely scraped through the examination being as likely to be appointed as one who had passed a very creditable examination.

The only useful end which the present examination serves, in my opinion, is that of excluding from the Service those who are utterly ignorant and incompetent.

The present Civil Service Act applies in terms to both the Outside and Inside Service, but as regards the Outside Service its provisions have never been carried out.

The Act also provides that persons whom it is proposed to appoint on the ground of *special attainments* may be subjected to a special examination in that respect.

Very few persons have been examined under this provision of the Act, and the only subjects on which such special examination has been held are: 1. Shorthand writing; 2. Higher Arithmetic; 3. Book-keeping.

In my evidence I have stated my views on the subject of examinations for promotion. Such examinations in most Departments would, it seems to me, be utterly useless. The Deputy Head of a Department and the heads of branches should, without any special examination, know thoroughly whether the men under them are or are not eligible for promotion. In the ordinary transaction of the business of the Department, the efficiency and ability of every man is being tested in the best possible way. He is in fact undergoing a daily examination of the most practical kind.

I have also stated that I think the frequent introduction of men from outside to fill vacancies in the higher grades of the Service is a grievous evil, injurious to the public interest, and fatal to the *morale* of the Service.

The prizes, such as they are, in the Service, should, I think, be reserved for those who having made the Service their profession, have regularly served their apprenticeship in it, and performed their work faithfully and well. Persons from outside should only be brought into the Service on those rare occasions, where very special attainments are required, or when professional or technical knowledge is necessary, and when there is not any available person in the Service possessing such attainments or such professional or technical knowledge.

In conclusion, I would respectfully submit the following suggestions with a view to increasing the efficiency and economy of the Public Service.

1. No person should be appointed either to the inside or outside service who had not passed an examination, showing that he was possessed of, at least, a fair English education.

2. The examination should be conducted by a Board of Examiners, composed generally of persons unconnected with the Service. One member of the Civil Service Board being, however, associated with them for the purpose of consultation.

3. The Board should hold its sittings at the Seat of Government, but examinations might be held at other places by means of sealed printed papers sent to persons appointed by the Board to superintend the examinations in accordance with its regulations.

4. Appointments should be made irrespective of political considerations; those being selected who had passed a creditable examination, and who, so far as could be ascertained, appeared to be *in other respects* best qualified for the service.

5. All appointments to the junior grades, at least, should be *strictly probationary* for the first year or six months, and should then only be made permanent by Order of Council passed on the recommendation of the head of the Department or his deputy.

6. Certain classes of persons might possibly be exempted from examination, *i.e.*, University graduates, professional men, or members of the English Civil Service, who have passed the Civil Service examination in that country.

7. Promotions should be made on the recommendation of the Head of the