

### Correspondence.

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#### Superannuation as a Means of Promoting Greater Efficiency in the Civil Service.

To the Editors of *The Civilian*:—

Of the many questions affecting the interests of civil servants, the one of the greatest moment is perhaps Superannuation, as it offers advantages to the individual member of the service and to the government in the dual capacity of employer of labour and representative of the people, having charge of the public revenues. Doubtless, everyone understands in a more or less general way the meaning of Superannuation, but I venture to say that few, perhaps, realize the importance of this measure as a means of promoting efficiency in the service, a feature which plays such an important part in any system of administration.

Superannuation is defined as that remuneration in the form of periodical payments, which is granted after the cessation of active duty to the functionary, who has served a determinate time and on determinate conditions or whom circumstances have prevented from accomplishing the fixed time. Superannuation constitutes a supplement of the salary, regulated and determined by the State in the same manner as the salary in the active exercise of duty.

It has been argued in times past—and perhaps even to-day—that Superannuation by whomsoever given is in the nature of deferred pay and that the holders of positions to which a pension is attached must be rewarded for their services by a remuneration less than the market value, by the difference of the value of the pension. This contention can hardly receive much support from members of either side of the question. The object of Superannuation

is threefold: (a) to reward past services; (b) to attract continuity of service; (c) to enable the employer to dispense with the services of the employee without hardship to him through old age or infirmity. When boiled down, however, the one object of Superannuation is to promote greater efficiency in the interests of the State.

Having before him the prospect of a pension, the employee puts forward his best efforts in order to retain this security for his old age; he can better devote his thoughts and talents to the performance of his work than if his mind is constantly harassed as to the future when old age or infirmity will deprive him of the means of subsistence. It also follows that a better class of men is attracted to the service and retained there at a salary less than they could obtain in a professional or other career. The principal feature of Superannuation, however, is the power it gives to the government as an employer to remove an estimable public servant at a time when he is no longer capable of performing his duties satisfactorily and at the same time preventing the younger element from enjoying the higher salaries, on whose shoulders it falls to bear the brunt of the work. Apart from the interests of the younger element, the government suffers to a very great extent in the absence of Superannuation. The impossibility of removing an old employee without making due provision for his old age is recognized, as the moral obligation is too strongly felt and calls for recognition. Therefore, the State that has no system of Superannuation in actual operation must retain men in its employ who have become incapable, and thus in reality pay them a pension equal to their full salary until death or some great disability removes them. At the same time it is necessary that the duties, which the aged employee has become incapable of performing, shall be done by someone else; this means that the