

SUGGESTIONS OF THE COMMISSIONERS.

Special Salary Increases.—Under Article 33 of the Civil Service Amendment Act, where the qualifications required for the performance of the duties of the position are of an exceptional character, on the original appointment of a clerk provision is made for adding a certain amount, not to exceed five hundred dollars, to the minimum salary of the grade to which he may be appointed. In the case, however, of appointments to the Third and Second Divisions, in a number of cases it may not be possible to determine, at the time of appointment, whether the successful candidates have the exceptional qualifications required for the positions in question. In many cases this can be adequately determined only after a year or two of experience. Yet, under the law as it stands, it is then too late to increase or diminish the initial salary, according to the practical capacity shown by those appointed.

Again, in a still larger number of cases, the duties of a clerk who shows exceptional ability, particularly in B of the Second Division, may be enlarged in range and quality within a comparatively few years after his appointment. This may be due either to the development of new functions in connection with the work assigned to him, or he may be entrusted with a higher grade of work than that assigned to him on entering the service. In such cases, after a clerk has once entered the service, the only method provided for in the Act by which he can be adequately remunerated for the increased importance and responsibility of his work, is by promoting him to the next higher grade in the service. In the case, however, of the majority of such clerks who enter the service in Subdivision B of the Second Division at eight hundred dollars, this would mean an increase, within a few years, to double that salary, \$1,600 being the minimum salary of Subdivision A of the Second Division. The present alternative, therefore, is to permit such a clerk to remain in the service for say eight years before he can rise to a salary of \$1,200, or to promote him at one stroke to a salary of \$1,600. Some departments inclined to the first horn of the dilemma, others to the second. In the first case, substantial expenditure is entailed on the department. It would appear advisable, therefore, by a suitable amendment of section 33, to provide that some intermediate salary, say \$1,200, should be introduced in at least Subdivision B of the Second Division, to meet the requirements of such cases as those referred to. This would also enable the very reasonable purpose of Article 33, as at present framed, to be secured in a more equitable manner and in the best interests of the service.

Salary Anomalies on Changing Grades.—Another difficulty in connection with the operation of the new Act has been brought to the attention of the Commission during the past year. The salaries of lower grade employees are the same, and subject to the same annual increases as those of clerks in Subdivision B of the Third Division. When, therefore, a messenger or porter has entered the service at \$500 and has been three years in it, he will receive a salary of \$600, but, should he possess sufficient ambition and industry to prepare himself for the Third Division examination and should he prove a successful candidate, instead of entering the Third Division at a salary of \$600, he must enter at the minimum of the Division, which is \$500. Thus, the net reward of his industry and ambition in preparing himself to become a more efficient civil servant is a reduction of \$100 in his salary. In other words, he will require two years additional time in the higher grade of the ser-