

several Departments; the amount of ordinary and sick leave to be allowed; the keeping of attendance books, &c. Some of these are now regulated by statute, but it appears to me that they are matters which could be more conveniently dealt with by administrative action, which enables such uniformity as is desirable to be more readily enforced, and at the same time permits of exceptional treatment when required.

(iii) *Salaries*.—The question of salaries has not been specifically referred to me, and even if it had been, I do not consider myself competent to make definite recommendations on the subject without more knowledge than I possess of the various conditions affecting it, such as the cost of living in this country and the effect of the competition of other forms of employment. But I may perhaps be allowed to make the following observations.

The provisions in the Civil Service Acts with regard to classification and scales of salary are, as I have suggested in paragraphs 119 to 122, wanting in flexibility. I think it would be more satisfactory if, while minima and maxima were prescribed by statute, the actual scales were left to be settled, as occasion required, by the Departments concerned, with the approval of the Finance Department. For example, it does not seem to me necessary that all officers who are placed in Subdivision A of the First Division should proceed as a matter of course to the maximum of \$4,000. Having regard to the large number of administrative officers in this subdivision the maximum appears to be unnecessarily high in many cases, if compared with the salaries of the Deputy Heads, who rank immediately above them, and with the principal technical and professional officers who are usually placed in this class. On the other hand, while the normal salary of the Deputy Heads is \$5,000, it is clear that some of these positions involve much greater responsibility than others. If \$5,000 is a suitable remuneration for the greater number of these situations, I think that in some cases this amount should be considerably increased. The same remark applies to the higher professional and technical officers, many of whom are paid on the same scale as administrative officers performing duties of much less importance. It is clear that the best professional and technical skill should be at the disposal of the Government, but this can only be attained by the payment of salaries approximating to those which are received by professional men of equal eminence in outside employment.

I desire also to offer one suggestion with respect to the scale of salary prescribed for the Third Division. If it is intended to adhere to the principle laid down in the Civil Service Act of 1908 under which there is no outlet from this division into the Second Division except by open competition or the method prescribed in section 26 (2) of the Act, I think that the maximum of Subdivision A of the Third Division might well be increased to \$1,500, and in the case of specially meritorious officers with not less than, say, twenty-five years' service, even as far as \$1,800. If the Third Division is to be kept rigidly fenced off from the Second Division as the Act contemplates, and as is, I think, desirable, it is necessary that the maximum salary attainable in that branch of the service should be fairly high, and that there should be a few prizes in it, in order to attract candidates who will be content to make their career in it. For this purpose a maximum of \$1,500, with a rise to \$1,800 in special cases, does not appear to me to be excessive.

(iv) *The Drafting of Government Bills*.—Under present conditions no single authority seems to be responsible for seeing that uniform methods, language, and principles are observed in the preparation of Government measures. I think that this is a serious defect. While there is no objection to each Department drafting its own measures, it is highly desirable that all should be subjected to examination by some co-ordinating authority with a view to the application of common principles of construction and interpretation.

(v) *Accounts*.—The forms of account kept by the various public Departments do not appear to be designed on any uniform plan. The Governor in Council, on the