

ROYAL COMMISSION ON THE CIVIL SERVICE

---

FIRST REPORT  
OF  
THE COMMISSIONERS.

(Appendix to First Report of the Commissioners, 1 Vol., is printed separately as [Cd. 6210]):

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Presented to both Houses of Parliament by Command of His Majesty.

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T. FISHER UNWIN, LONDON, W.C.

1913.

[Cd. 6209.] Price  $\frac{1}{2}$ d.

## THE ROYAL COMMISSION.

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GEORGE R.I.

GEORGE THE FIFTH, by the Grace of God, of the United Kingdom of Great Britain and Ireland and of the British Dominions beyond the Seas King, Defender of the Faith, to

Our right trusty and well-beloved Counsellor Antony Patrick, Baron MacDonnell, Knight Grand Commander of Our Most Exalted Order of the Star of India, Knight Commander of Our Royal Victorian Order ;

Our right trusty and right entirely beloved cousin and Counsellor Victor Christian William, Duke of Devonshire ;

The Right Reverend Father in God Hubert Murray, Bishop of Southwark ; and

Our trusty and well-beloved :—

SIR KENNETH AUGUSTUS MUIR MACKENZIE, Knight Grand Cross of Our Most Honourable Order of the Bath, one of Our Counsel learned in the Law, Permanent Secretary to the Lord Chancellor, Clerk of the Crown in Chancery ;

SIR HENRY PRIMROSE, Knight Commander of Our Most Honourable Order of the Bath, Companion of Our Most Exalted Order of the Star of India ;

SIR DONALD MACALISTER, Knight Commander of Our Most Honourable Order of the Bath ;

SIR WILLIAM GUY GRANET, Knight ;

HAROLD TREVOR BAKER, Esquire ;

ALFRED ALLEN BOOTH, Esquire ;

ARTHUR BOUTWOOD, Esquire ;

JOHN ROBERT CLYNES, Esquire ;

SAMUEL JOHN GURNEY HOARE, Esquire ;

RICHARD DURNING HOLT, Esquire ;

PERCY EWING MATHESON, Esquire ;

ARTHUR EVERETT SHIPLEY, Esquire, Fellow of the Royal Society ;

PHILIP SNOWDEN, Esquire ;

GRAHAM WALLAS, Esquire ;

ELIZABETH SANDERSON HALDANE, Spinster ; and

LUCY ANNE EVELYN, Wife of Granville Edward Stewart Streatfeild, Esquire,  
Greeting !

Whereas We have deemed it expedient that a Commission should forthwith issue

To inquire into and report on the methods of making appointments to and promotions in the Civil Service, including the Diplomatic and Consular Services, and the legal departments ;

To investigate the working and efficiency of the system of competitive examination for such appointments, and to make recommendations for any alterations or improvements in that system which may appear to be advisable ; and

To consider whether the existing scheme of organization meets the requirements of the Public Service, and to suggest any modifications which may be needed therein :

Now know ye that We, reposing great trust and confidence in your knowledge and ability, have authorized and appointed, and do by these Presents authorize and appoint you the said Antony Patrick, Baron MacDonnell (Chairman) ; Victor Christian William, Duke of Devonshire ; Hubert Murray, Bishop of Southwark ; Sir Kenneth Augustus Muir Mackenzie, Sir Henry Primrose, Sir Donald MacAlister, Sir William Guy Granet, Harold Trevor Baker, Alfred Allen Booth, Arthur Boutwood, John Robert Clynes, Samuel John Gurney Hoare, Richard Durning Holt, Percy Ewing Matheson, Arthur Everett Shipley, Philip Snowden, Graham Wallas, Elizabeth Sanderson Haldane, and Lucy Anne Evelyn Streatfeild to be Our Commissioners for the purposes of the said inquiry.

And for the better effecting the purposes of this Our Commission, We do by these Presents give and grant unto you, or any three or more of you, full power to call before you such persons as you shall judge likely to afford you any information upon the subject of this Our Commission ; and also to call for, have access to and examine all such books, documents, registers and records as may afford you the fullest information of the subject, and to inquire of and concerning the premises by all other lawful way and means whatsoever :

And We do by these Presents authorize and empower you, or any three or more of you, to visit and personally inspect such places as you may deem it expedient so to inspect for the more effectual carrying out of the purposes aforesaid :

And We do by these Presents will and ordain that this Our Commission shall continue in full force and virtue, and that you, Our said Commissioners, or any three or more of you, may from time to time proceed in the execution thereof, and of every matter and thing therein contained, although the same be not continued from time to time by adjournment :

And We do further ordain that you, or any three or more of you, have liberty to report your proceedings under this Our Commission from time to time if you shall judge it expedient so to do :

And Our further will and pleasure is that you do, with as little delay as possible, report to Us, under your hands and seals, or under the hands and seals of any three or more of you, your opinion upon the matters herein submitted for your consideration.

Given at Our Court at Saint James's, the eighteenth day of March, one thousand nine hundred and twelve, in the second year of Our Reign.

By His Majesty's Command.

R. McKENNA.

Civil Service.

Royal Commission of Inquiry.

## FIRST REPORT.

---

TO THE KING'S MOST EXCELLENT MAJESTY.

MAY IT PLEASE YOUR MAJESTY,

We, the Commissioners appointed to inquire into and report on the methods of making appointments to and promotions in the Civil Service, including the Diplomatic and Consular Services, and the legal departments; to investigate the working and efficiency of the system of competitive examination for such appointments, and to make recommendations for any alterations or improvements in that system which may appear to be advisable, and to consider whether the existing scheme of organization meets the requirements of the Public Service, and to suggest any modifications which may be needed therein; availing ourselves of Your Majesty's permission to report our proceedings from time to time, desire to submit to Your Majesty the minutes of the evidence which we have taken up to this date on the subject of our Inquiry.

Subject to Your Majesty's approval, we propose to issue from time to time, in advance of our Report, further instalments of the evidence taken.

All of which we most humbly submit for Your Majesty's most gracious consideration.

MACDONNELL (Chairman).  
DEVONSHIRE.  
HUBERT M. SOUTHWARK.  
KENNETH MUIR MACKENZIE.  
DONALD MACALISTER.  
HAROLD BAKER.  
J. R. CLYNES.  
RICHARD D. HOLT.  
PERCY E. MATHESON.  
A. E. SHIPLEY.  
PHILIP SNOWDEN.  
GRAHAM WALLAS.  
E. S. HALDANE.

SYDNEY ARMITAGE-SMITH,  
*Secretary.*

DATED THE 2ND DAY OF MAY, 1912.

Royal Commissions House,  
Old Palace Yard,  
Westminster, S.W.

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ROYAL COMMISSION ON THE CIVIL SERVICE.

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SECOND REPORT  
OF  
THE COMMISSIONERS.

First Report of the Commissioners is printed separately as [Cd. 6209];  
(Appendix to First Report of the Commissioners, 1 Vol., is printed separately as [Cd. 6210]);  
Appendix to Second Report of the Commissioners, 1 Vol., is printed separately as [Cd. 6535].

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PRINTERS TO THE KING'S MOST EXCELLENT MAJESTY.

1912.

[Cd. 6534.]

Price  $\frac{1}{2}$ d.

## THE ROYAL COMMISSION.

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GEORGE R.I.

GEORGE THE FIFTH, by the Grace of God, of the United Kingdom of Great Britain and Ireland and of the British Dominions beyond the Seas King, Defender of the Faith, to

Our right trusty and well-beloved Counsellor Antony Patrick, Baron MacDonnell, Knight Grand Commander of Our Most Exalted Order of the Star of India, Knight Commander of Our Royal Victorian Order ;

Our right trusty and right entirely beloved cousin and Counsellor Victor Christian William, Duke of Devonshire ;

The Right Reverend Father in God Hubert Murray, Bishop of Southwark ; and

Our trusty and well-beloved :—

Sir KENNETH AUGUSTUS MUIR MACKENZIE, Knight Grand Cross of Our Most Honourable Order of the Bath, one of Our Counsel learned in the Law, Permanent Secretary to the Lord Chancellor, Clerk of the Crown in Chancery ;

Sir HENRY PRIMROSE, Knight Commander of Our Most Honourable Order of the Bath, Companion of Our Most Exalted Order of the Star of India ;

Sir DONALD MACALISTER, Knight Commander of Our Most Honourable Order of the Bath ;

Sir WILLIAM GUY GRANET, Knight ;

HAROLD TREVOR BAKER, Esquire ;

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RICHARD DURNING HOLT, Esquire ;

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ARTHUR EVERETT SHIPLEY, Esquire, Fellow of the Royal Society ;

PHILIP SNOWDEN, Esquire ;

GRAHAM WALLAS, Esquire ;

ELIZABETH SANDERSON HALDANE, Spinster ; and

LUCY ANNE EVELYN, wife of Granville Edward Stewart Streatfeild, Esquire,  
Greeting !

Whereas We have deemed it expedient that a Commission should forthwith issue

To inquire into and report on the methods of making appointments to and promotions in the Civil Service, including the Diplomatic and Consular Services, and the legal departments ;

To investigate the working and efficiency of the system of competitive examination for such appointments, and to make recommendations for any alterations or improvements in that system which may appear to be advisable ; and

To consider whether the existing scheme of organization meets the requirements of the Public Service, and to suggest any modifications which may be needed therein :

Now know ye that We, reposing great trust and confidence in your knowledge and ability, have authorized and appointed, and do by these Presents authorize and appoint you the said Antony Patrick, Baron MacDonnell (Chairman) ; Victor Christian William, Duke of Devonshire ; Hubert Murray, Bishop of Southwark ; Sir Kenneth Augustus Muir Mackenzie, Sir Henry Primrose, Sir Donald MacAlister, Sir William Guy Granet, Harold Trevor Baker, Alfred Allen Booth, Arthur Boutwood, John Robert Clynes, Samuel John Gurney Hoare, Richard Durning Holt, Percy Ewing Matheson, Arthur Everett Shipley, Philip Snowden, Graham Wallas, Elizabeth Sanderson Haldane, and Lucy Anne Evelyn Streatfeild to be Our Commissioners for the purposes of the said inquiry.

And for the better effecting the purposes of this Our Commission, We do by these Presents give and grant unto you, or any three or more of you, full power to call before you such persons as you shall judge likely to afford you any information upon the subject of this Our Commission; and also to call for, have access to and examine all such books, documents, registers and records as may afford you the fullest information on the subject, and to inquire of and concerning the premises by all other lawful ways and means whatsoever:

And We do by these Presents authorize and empower you, or any three or more of you, to visit and personally inspect such places as you may deem it expedient so to inspect for the more effectual carrying out of the purposes aforesaid:

And We do by these Presents will and ordain that this Our Commission shall continue in full force and virtue, and that you, Our said Commissioners, or any three or more of you, may from time to time proceed in the execution thereof, and of every matter and thing therein contained, although the same be not continued from time to time by adjournment:

And We do further ordain that you, or any three or more of you, have liberty to report your proceedings under this Our Commission from time to time if you shall judge it expedient so to do:

And Our further will and pleasure is that you do, with as little delay as possible, report to Us, under your hands and seals, or under the hands and seals of any three or more of you, your opinion upon the matters herein submitted for your consideration.

Given at Our Court at Saint James's, the eighteenth day of March, one thousand nine hundred and twelve, in the second year of Our Reign.

By His Majesty's Command.

R. McKENNA.

Civil Service.  
Royal Commission of Inquiry.

---

GEORGE R.I.

GEORGE THE FIFTH, by the Grace of God, of the United Kingdom of Great Britain and Ireland and of the British Dominions beyond the Seas King, Defender of the Faith, to

Our trusty and well-beloved Arthur Cecil Tyrrell Beck, Esquire,

Greeting!

Whereas by the resignation of Our trusty and well-beloved Harold Trevor Baker, Esquire, a vacancy has been caused in the body of Commissioners appointed by Warrant under the Royal Sign Manual bearing date the eighteenth day of March one thousand nine hundred and twelve, to inquire into and report on the methods of making appointments to and promotions in the Civil Service, including the Diplomatic and Consular Services, and the legal departments; to investigate the working and efficiency of the system of competitive examination for such appointments, and to make recommendations for any alterations or improvements in that system which may appear to be advisable; and to consider whether the existing scheme of organization meets the requirements of the Public Service, and to suggest any modifications which may be needed therein:

Now know ye that We, reposing great confidence in you, do by these Presents appoint you the said Arthur Cecil Tyrrell Beck to be one of Our Commissioners for the purposes aforesaid, in the room of the said Harold Trevor Baker, resigned.

Given at Our Court at Saint James's the seventeenth day of July, one thousand nine hundred and twelve, in the third year of Our Reign.

By His Majesty's Command.

CREWE.

Arthur Cecil Tyrrell Beck, Esquire,  
To be a Member of the Royal Commission  
on the Civil Service.

## SECOND REPORT.

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TO THE KING'S MOST EXCELLENT MAJESTY.

MAY IT PLEASE YOUR MAJESTY,

WE, the Commissioners appointed to inquire into and report on the methods of making appointments to and promotions in the Civil Service, including the Diplomatic and Consular Services, and the legal departments; to investigate the working and efficiency of the system of competitive examination for such appointments, and to make recommendations for any alterations or improvements in that system which may appear to be advisable, and to consider whether the existing scheme of organization meets the requirements of the Public Service, and to suggest any modifications which may be needed therein; availing ourselves of Your Majesty's permission to report our proceedings from time to time, desire to submit to Your Majesty the minutes of the evidence which we have taken from 25th April 1912 to 2nd August 1912 on the subject of our Inquiry.

Subject to Your Majesty's approval, we propose to continue to issue from time to time, in advance of our Report, further instalments of the evidence taken.

All of which we most humbly submit for Your Majesty's most gracious consideration.

MACDONNELL (Chairman).  
 HUBERT M. SOUTHWARK.  
 H. W. PRIMROSE.  
 KENNETH MUIR MACKENZIE.  
 DONALD MACALISTER.  
 ARTHUR BOUTWOOD.  
 J. R. CLYNES.  
 S. J. G. HOARE.  
 P. E. MATHESON.  
 A. E. SHIPLEY.  
 PHILIP SNOWDEN.  
 GRAHAM WALLAS.  
 LUCY A. E. DEANE STREATFEILD.

SYDNEY ARMITAGE-SMITH,  
*Secretary.*

DATED THE 21st DAY OF NOVEMBER, 1912.

Royal Commissions House,  
 Old Palace Yard,  
 Westminster, S.W.

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ROYAL COMMISSION ON THE CIVIL SERVICE.

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THIRD REPORT  
OF  
THE COMMISSIONERS.

First Report of the Commissioners is printed separately as [Cd. 6209];  
(Appendix to First Report of the Commissioners, 1 Vol., is printed separately as [Cd. 6210]);

Second Report of the Commissioners is printed separately as [Cd. 6534].

Appendix to Second Report of the Commissioners, 1 Vol., is printed separately as [Cd. 6535].

Appendix to Third Report of the Commissioners, 1 Vol., is printed separately as [Cd. 6740].

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1913.

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And We do by these Presents will and ordain that this Our Commission shall continue in full force and virtue, and that you, Our said Commissioners, or any three or more of you, may from time to time proceed in the execution thereof, and of every matter and thing therein contained, although the same be not continued from time to time by a<sup>d</sup>ournment:

And We do further ordain that you, or any three or more of you, have liberty to report your proceedings under this Our Commission from time to time if you shall judge it expedient so to do:

And Our further will and pleasure is that you do, with as little delay as possible, report to Us, under your hands and seals, or under the hands and seals of any three or more of you, your opinion upon the matters herein submitted for your consideration.

Given at Our Court at Saint James's, the eighteenth day of March, one thousand nine hundred and twelve, in the second year of Our Reign.

By His Majesty's Command.

R. McKENNA.

Civil Service.

Royal Commission of Inquiry.

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GEORGE R.I.

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Our trusty and well-beloved Arthur Cecil Tyrrell Beck, Esquire,

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Given at Our Court at Saint James's the seventeenth day of July, one thousand nine hundred and twelve, in the third year of Our Reign.

By His Majesty's Command.

CREWE.

Arthur Cecil Tyrrell Beck, Esquire,  
To be a Member of the Royal Commission  
on the Civil Service.

### THIRD REPORT.

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TO THE KING'S MOST EXCELLENT MAJESTY.

MAY IT PLEASE YOUR MAJESTY,

WE, the Commissioners appointed to inquire into and report on the methods of making appointments to and promotions in the Civil Service, including the Diplomatic and Consular Services, and the legal departments; to investigate the working and efficiency of the system of competitive examination for such appointments, and to make recommendations for any alterations or improvements in that system which may appear to be advisable, and to consider whether the existing scheme of organization meets the requirements of the Public Service, and to suggest any modifications which may be needed therein; availing ourselves of Your Majesty's permission to report our proceedings from time to time, desire to submit to Your Majesty the minutes of the evidence which we have taken from 10th October 1912 to 13th December 1912 on the subject of our Inquiry.

Subject to Your Majesty's approval, we propose to continue to issue from time to time, in advance of our Report, further instalments of the evidence taken.

All of which we most humbly submit for Your Majesty's most gracious consideration.

MACDONNELL (*Chairman*).  
 H. W. PRIMROSE.  
 KENNETH MUIR MACKENZIE.  
 DONALD MACALISTER.  
 W. GUY GRANET.  
 CECIL BECK.  
 ARTHUR BOUTWOOD.  
 S. J. G. HOARE.  
 RICHARD D. HOLT.  
 A. E. SHIPLEY.  
 GRAHAM WALLAS.  
 LUCY A. E. DEANE STREATFEILD.

SYDNEY ARMITAGE SMITH,  
*Secretary.*

DATED THE 14TH DAY OF MARCH, 1913.

Royal Commissions House,  
 Old Palace Yard,  
 Westminster, S.W.

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