CONDENTS.

Eritish Civil Service Commission, 1914.

(Chairman: Antony Patrick, Baron MacDonald)

- 1: 4th Report. 1914. (Cd.7338). pp.157.
- 2. 1st Appendix to 4th Report. 1914. (Cd.7339) pp.195.
- 3. 2nd Appendix to 4th Report. (Cd. 7340). pp. 733. Minutes of Evidence.
- 4. 5th Report. (Cd. 7748). pp.84.
- 5 6th report (cd 7832) pp-04

FOURTH REPORT

OF

THE COMMISSIONERS.

St Report of the Commissioners is printed separately as [Cd. 6209]; Appendix to Eigst 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]; Third Report of the Commissioners is printed separately as [Cd. 6739]; Appendix to Third Report of the Commissioners, 1 Vol., is printed separately as [Cd. 6740]; First Appindix to Fourth Report of the Commissioners, 1 Vol., is printed separately as [Cd. 7339]; Second Appendix to Fourth Report of the Commissioners, 1 Vol., is printed separately as [Cd. 7340].)

Presented to Parliament by Command of His Majesty.





· LONDON;

RINTED UNDER THE AUTHORITY OF HIS MAJESTY'S STATIONERY OFFICE BY EYRE AND SPOTTISWOODE, Ltd., East Harding Street, E.C., PRINTERS TO THE KING'S MOST EXCELLENT MAJESTY.

To be purchased, either directly or through any Bookseller, from
WYMAN AND SONS, LTD., 29, BREAMS BUILDINGS, FETTER LANE, E.C., and
28, ABINGDON STREET, S.W., and 54, St. MARY STREET, CARDIFF; or
H.M. STATIONERY OFFICE (SCOTTISH BRANCH), 23, FORTH STREET, EDINBURGH; or
E. PONSONBY, LTD., 116, GRAFTON STREET, DUBLIN;
or from the Agencies in the British Colonies and Dependencies,
the United States of America, the Continent of Europe and Abroad of
T. FISHER UNWIN, LONDON, W.C.

1914.

THE ROYAL COMMISSION.

GEORGE R.I.

George the Fifth, by the Grace of God, of the United Kingdom of Great Brita and Ireland and of the British Dominions beyond the Seas King, Defender the Faith, to

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

Our right trusty and right entirely beloved cousin and Counsellor Victor Chris 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 Mos 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.

REPORT.

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.

CONTENTS.

			•											PAGE
THE ROYAL	Commission	-		- ' //		-	٠.	-	-	-	-	•	•	ii
			MAJ	ORIT	Y R	EP	ORT							
Introducti	юх			-		-	•	_	_	_		-	_	1
CHAPTER	I.—Historica	l Sketch	of the C	i vil Serv	ice, 1	853-	1912 :-	_						•
	(i)	Introduct	tion -	-	-	-	-	-	-	_	_	-	_	5
	(ii)	The Rep	ort of t	the Join	t Con	nmitte	ee (Sir	Staff	ford 1	Vort	hcote	and a	Sir	٠ _
	(;;;)	Charles The Orde		yan), 18 <i>5</i>		- [ov]:	- 855	-	-	-	-	-	-	6 7
	(iv)	The Firs	t Five Y	ears of t	he Ci	vil S	ervice	Com	nissio	1, 1 8	35 5 –1	860	-	8
	(v)	The Sele	et Com	nittee of	1860	-	-	-	-	-	-	•	-	9
		The Orde						-	-,	-	-	-		10
÷		The Play						76	-	-	-	-	-	11 14
		The Ridl						•	-	-	-	-	-	15
		The Ord						-	-	-	-	, -	-	18
	(x1)	Recent I	Jevelopn	nents of	the C	IVII S	ervice	-	-	-	-	-	-	19
CHAPTER	II.—Descript	ion of the	Method	is of $\mathbf{A}_{\mathbf{p}_{\mathbf{j}}}$	pointn	nent (to the	Civil	Servi	ce :-				
		Open Co			ination	n.	-	-	-	-	-	-	-	24
		Limited (- }al:f:	eive l	- Frant	- notice	-	-	-	-	-	25 25
	• •	Nominati		-		_				- 41.	- - (!	-	-	25 25
		Situation Situation											in	20
	• • •	Counci	il -	-	-	-	-	-	-	-	-	-	-	26
	(vi)	Situation									the	Treas	ury	00
	(vii)	Situation		IV. of the							the	Order	in	26
	()	Counci		-	-	-	-	-	-	_	-	·-	-	26
CHAPTER	III.—The Gen	eral Civil	l Service	. Admin	istrati	iva ar	id Cle	rical :						
OHAF I BIG		General			_	-	_	_	_	_	_	_	_	28
		Boy Cler			Clerl	ks	_	_	_	_	 -	_	•	31
	(ìií)	Proposed	d "Junic	or Cleric	al Cla	ss "	-	-	-	-	-	-	-	33
•		Proposal			sting A	Assist	tant C	lerks	-	-	-	-	-	34 3 4
		The Sec			- ISS	-	-		-	-	-	-	-	3 4 36
	(vii)	Proposed	d "Senic	or Cleric	al Cla		-	-	- •	-	-	-	_	36
	(viii)	Hours of	Attend	ance, &c.	, of th	e Cle	rical C	lasses	exis	ting	and [propos	ed)	37
•	(1X) (x)	Proposal The Ad	IS respec ministra	ting the	existi 8	ing S	econd	Divis	ion Ci	erks	· -	-	-	37 38
<u>.</u>	` ′													
CHAPTER	IV.—Situation				OW11	-	-	-	-	-		-	-	44
CHAPTER	V.—The Dep	=			• ••••••••••••••••••••••••••••••••••••		-	-	-	-	-	-	-	45
CHAPTER	VI.—The Pro	ofessional	and Te	chnical (ivil S	ervic	в	-	-	-	-	•	-	46
CHAPTER	VII.—Tempor	ary or U1	nestablis	hed Emp	ployme	ent :-	-							
	(i)	General (Consider	ations	•		-		_ T S	-			-	49
		The Unea The Offic					citors	to Pu	pric T	epa	rtmei	1ts - -	-	51 53
	(iv)	Some oth	er cases	of Temp	orary	Emp	loyme	nt	-		_	-	-	54
	(v)	Pensioner	r Messer	ıg e rs -	-		-	-	•	-	-	-	-	55
CHAPTER V	VIII.—Promotic	on -		-	-	-	-	-	-	-		-	-	57
CHAPTER	IX.—Organisa Part I. I		ntal Orm	anisation										
	1810 1. 1		oduction		-		.=	_	_	-	-	-	-	62
		(i) The					 	-	-	-	-	-	-	63
		(ii) The	Board of	of Agricu	ilture :	und F	'isheri -	es -	_	-	-	-	-	64 65
		(ìii) The (iv) The				-	_	_	-	_	Ī	-	_	67
		(v) The	Local G	overnme	nt Bo		Engla	nd)	-	-	-	-	-	69
		(vi) The	Lunacy	Departn	nents	- 11 2	- - T::	<u> </u>	-	-	-	-	-	70 70
		(vii) The viii) The					US, Lili	oranie:	-, a:c:.	-	-	-	-	72
	,	(ix) The	Board o	of Trade		-	-	-	-	-	-	-	-	73
		(x) The	Road B	oard	-	-	-	-	-	-	-	-	-	76 77
		(xi) The (xii) The					-	-	-	-	-	-	_	77
		(x11) Ine xiii) The				, - -	-	-	-		_	-	-	79
	•	,		•										

_											PAGE
CHAPTER IX.—Organisation—c	ont inued.										
Part II. General	Control:-										
(i) A	Comparison	of Civil	Service	Proc	edure	with.	Busir	iess M	[ethod	s -	82
	he Civil Ser					-			-		84
	ontrol by the					ervice	-	_	-	-	84
` '	•										
CHAPTER X The Employme	ent of Women	n in the (Civil Se	ervice	:						
	ing Conditio										
	Female Cle		Gener	al Po	at Of	fice			•	_	87
	Female Cler					-	-	-	-	_	88
(iii)	Female Insp	ectors		-		-	_	_	-	-	88
(iv)	Special Situ	ations -	-	_		-	_	_	-	-	88
	Female Typ				_	-	-	-	_	_	89
· (vi)	Matrons, N	urses. Wa	rdresse	es. At	tenda	nts	_	-	_	_	89
(vii)	Domestic W	orkers	_	-	-	-	_	_	_	_	89
` *	nmendations										
	General	:-									89
	Specific	- •	•	-	_	•	-	-	•	•	92
(IX)	Specific		-	-	-	-	-	•	-	•	32
CHAPTER XI.—The Civil Servi	ice in relation	to the d	luties o	f Citi	zensh	in -	-	_	_	_	95
	ice in readile					-P					
SUMMARY OF RECOMMENDATIONS			_	-	-	-	_	_	-	-	101
,								-			
Reservation	g annand	ed to 9	Ziana	ture	a of	the	Rai	oort			
Trosol Astroll	e whheur	ou w)18HW	uur c	B OI	шо	100]	JOI 0.			
1. Reservations to Chapter III., p	aragraphs 38	and 39	-	-	-	-	-	-	-	-	109
2. Reservation to Chapter III., pa			-	-	-	-	-	-		-	112
3. Reservation to Chapter III., pa	ragraph 51		-	-	-	-	-	-	-	-	113
4. Reservation to Chapter III., pa	ragraph 52		-	-	-	-	-	-	-	-	113
5. Reservation to Chapters IV. an	d VI		•	-	-	-	-	-	-	-	114
6. Reservations to Chapter IX., ps	ragraph 101	, and Ch	apter X	., pai	agraj	ohs 19,	20,	and 3	3-36	-	114
7. Reservation to Chapter X., pare	agraph 26		• -	-			-	-	-	-	115
8. Reservations by Sir Kenneth M		ie -	-	-	_	-	-	-	-	-	116
9. Reservations by Mr. Boutwood			-	-	-	-	-	-	-	-	116
•					_						
Minority Report			-	-	-	-	-	-	-	-	121