

political influences. However, in none of the departments are there present all the elements of a true merit system, i.e., appointment, promotion, and dismissal solely on the basis of merit; competitive examinations; appointment from registers of eligible persons; and permanency of tenure subject only to satisfactory service.

The only branches of the Oregon state government in which the significant elements of a merit system are approximated are those state agencies which establish and maintain merit systems as one of the conditions prerequisite to receiving Federal subventions. These are the State Public Welfare Commission, the State Unemployment Compensation Commission, the State Board of Health, and Crippled Children's Division of the University of Oregon Medical School.

Each of these administrative agencies maintains a merit-system office. The three offices operate on similar lines. The Merit System Council of the State Public Welfare Commission will be used as an example here.

The Oregon State Public Welfare Commission is composed of seven citizens appointed by the governor for overlapping terms. The commission, in turn, appoints a Merit System Council of three members for overlapping three-year terms. These citizens serve without pay. They appoint a full-time merit system supervisor who supervises the merit system of personnel administration for the approximately 600 employees of the state and county public welfare commissions.

When the merit system was established in the Public Welfare Commission in 1941, the commission and the council cooperated in the development of a classification plan. Under this plan, the duties of every position in the

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