

entire organization were analyzed and similar positions were put in a common "class." A specification for each class was then written, indicating the common duties and setting standards of experience, training, and education required to do the job efficiently.

Examinations were then formulated on the basis of these duties and qualifications. Those employees already on the staff of the Public Welfare Commission at the inception of the merit system were "covered in," i.e., allowed to keep their positions, if they could attain a passing grade in an appropriate examination. Those incumbent employees who did not attain this minimum grade were separated from the service.

The rules of the council require that the examinations "shall be practical in nature, shall be constructed to reveal the capacity of the applicant for the particular position for which he is competing and shall be rated objectively. A practical written test shall be included, except that where peculiar and exceptional qualifications of a scientific or professional nature are required, and competition through an assembled examination is impracticable, an unassembled examination may be held." An unassembled examination is one in which the qualifications of the candidate are ascertained by the critical evaluation of documentary evidence of education and experience. Such evaluation is usually the responsibility of experts in the field, retained for such service. In the case of clerical and stenographic examinations, performance tests evidencing the mechanical skills needed in the position are standard.

For those in the service competitive examinations have been given. Lists or registers of persons eligible for appointment have been established for all

classes of positions. Names of eligibles were arranged in the order of their final grades on the examinations.

When a vacancy occurs in any class of positions, the commission requests a certificate of eligibles from the office of the Merit System Council which, under Federal regulations, is located separately from the commission office. The merit system supervisor then submits the three highest names on the register, and the commission is permitted to make its selection from these three.

If a person on the eligible register is offered employment three times without acceptance, his name is taken from the register. If a person on the eligible register is considered for employment three times without being appointed, his name is taken from the eligible register. These practices are for the purpose of keeping the current registers filled with eligible and employable persons. When a register of eligibles no longer has three persons available for employment, the register may be declared exhausted by the merit system supervisor. A register may be declared lapsed at the end of two years although it has several eligible names on it. This is, of course, to permit new persons in the labor market to establish eligibility for public employment.

If a register of eligibles for a class of position has been exhausted and a new one has not been set up as the result of an examination, provisional appointments to positions of this class may be made. Such appointees must be persons who meet the minimum qualifications as to training and experience for the position. Such provisional appointments cannot be for more than six months' duration. Provisional appointees must take the first announced examination for their posi-