

list. (D) A central Civil Service Board becomes an auxiliary to each department and performs for each many personnel functions, thus eliminating much duplicate effort. As an example, there is the expense and loss of time incident to the interviewing of applicants by several departments. Courtesy demands that each applicant be heard, and an active applicant in Salem could by contacting various departments effectively consume the equivalent of the entire day of a department director. A single personnel department clerk could receive many such applications at a small percentage of the cost. The benefits incidental to the operation of the personnel department are difficult to evaluate, so also are the economies which result from greater efficiency, better morale, less turnover, etc. Yet there are material savings of tax moneys involved, despite the fact that the personnel department appears to require a new appropriation.

*Third.* The employees themselves benefit from civil service, due to two important assurances. (A) That interference from political influence or personal spite will not be permitted and that service will be uninterrupted as long as honesty, efficiency, courtesy, and morality are maintained. (B) That advancement by merit will not be interfered with by favoritism. These two assurances permit young employees to enter state service in their chosen field with the anticipation of making it a life career. Most employees undertake to improve themselves for advancement and continued service.

The above are generalities based on experience in other states. Let us look at some specific experience in Oregon. For the last 25 years the Oregon State Highway Department, with very minor

exception, has offered its employees continuity of tenure almost equal to that offered by civil service. The employees have had opportunity for promotion, a certain amount of in-service training and during the last six years have actually operated under a merit system equivalent to a limited form of civil service. And this has been the result.

Oregon is recognized as a leader in the entire highway field. Standards of design, location, construction, maintenance, and operation have been kept high. Oregon led the nation in the development of the oiled road and the penetration type bituminous macadam. The portable pavement patching plant developed in Oregon almost 20 years ago is now being adopted by other states and in foreign countries. Many other highway fields were pioneered by Oregon, including the field of highway bridge design and of traffic line painting. No state has yet equalled Oregon in its smooth pavements, its neat roadsides, its trim traffic line, or its uniform signing.

This outstanding reputation has been attained through the activities of a personnel with the highest morale. Every employee has felt that the highways were his highways and the motto of each has been "Traffic must go through." I have seen survey parties work through the night to complete plans urgently needed the next day. I have seen men work straight through, day and night, plowing snow to keep the highways open to traffic. I have seen bridge repair crews work day and night to replace a fallen bridge. These men were not concerned with hours or overtime, they would not let *their* highways remain plugged a moment longer than they could help.