

shows for the year 1939 the total expenditures for civil service systems in 18 different jurisdictions together with the number of employees covered. The average cost of civil service in the various jurisdictions ranges from \$1.49 per employee in Maine to \$11.28 in Jefferson County, Alabama. The average cost per employee for the entire 18 systems is \$5.03.

From this same book we quote the following:

"Some twelve years ago Fred Telford of the former Bureau of Personnel Administration suggested that an independent personnel agency should have at least \$5.00 per position over which the agency had jurisdiction."

The California State Personnel Board operates under a 1941-43 Biennial Budget of \$664,882 and has jurisdiction over approximately 32,000 employees, an average of \$10.39 per employee per year.

The State Highway Department merit system expenditures during 1941 covering the operation of three full time employees amounted to \$5,366.23, an average of \$1.93 for the 2,777 department employees of that year.

The expenditures by the other state departments and institutions in performing personnel work for their approximately 4,000 employees is difficult to estimate inasmuch as all such work is performed as a part of their general administration. There is a certain unavoidable minimum of personnel work which must be performed in each department. Some of this work would be taken over by a personnel department and the present administrative expenditures would be reduced an equivalent amount.

Three state departments in Oregon

partly financed by federal funds are now operating under civil service systems, each department maintaining an independent system. The following data as to their merit system costs was furnished by the Budget Division in a letter dated September 3, 1943.

Name of Dept.	Budget for Bien.	No. of Emp.	Annual Cost per Emp.
U. C. Comm.	\$24,537	180	\$68.16
Pub. Wel. Com.	18,405	425	21.65
Board of Health	6,000	90	33.33
	\$48,942	695	\$35.21

No doubt there are explanations for the apparently large per capita expense of these three independent systems. No inquiry has been made on our part and we assume the explanation is the maintenance of independent systems for such numerically small departments and the duplication incidental to the maintenance of three complete organizations. P.S. The U.C.C. Civil Service System serves the U. S. Employment Service with an additional 320 employees.

Summarizing the above, it appears that the state is now spending approximately \$25,000 each year for the three independent civil service systems plus an additional \$5,000 by the Highway Department plus such expenditures as the other departments are making and absorbing in their administration expense. The total, if known, would probably lie somewhere between \$30,000 and \$35,000 per annum.

The Budget Division advises that there are approximately 7,000 state employees. Those employees ordinarily not included in the classified service consisting of elected officials, members of Boards and Commissions, Judges, part time employees, etc., would probably equal 20 per cent of this total,