

should demand of themselves and their fellow workers, courtesy to the public and a concerted effort to build and maintain a better, cleaner, more wholesome government.

If in this country there is to be an extension of the merit principle in government, and all of the good things that go with it, it will have to be made largely by the employees themselves. In a democracy, the leadership in this di-

rection must be developed from within, from the ranks of the employees. We feel this leadership is most effectively developed through employee organization.

Toward the achievement of these ends we direct our efforts and invite all State employees, in all State departments, to assume a rightful position and voice in the movement.

HON. EARL WARREN

Governor of California,

Addresses CSEA at Their Annual Council Meeting Held
February 19, 1944

Practically all of the employees in California receive their appointments and promotions as a result of ability demonstrated in competitive examination. Positions are classified so that employees, men and women alike, are paid equal pay for equal work and that tenure is subject to good behaviour and the efficient discharge of duty. Provisions exist for the payment of overtime pay and sick leave and for vacations and retirement. All of these provisions are essential in any good merit system. There are still problems facing the State as an employer and facing State employees as participants in the merit system.

Employment coverage has been increased during the past year, the Personnel Board has advanced in its problems of classification, its studies of salary adjustments, in the development of overtime schedules, and the promotion of in-service training programs which afford better opportunity for advancement. These, coupled with studies of the retirement system, and full consideration of employees who return from

service with the armed forces, will continue to hold our attention.

We owe it to the voters to make the system work. We must show that by creating better conditions of employment, our State is receiving better and more efficient service. We must increase the morale of the employees in the interest of greater efficiency. We must wipe out discord and get away from favoritism.

Many of our citizens hold beliefs in regard to civil service which need correcting. There exists a feeling that civil service, through its rigid rules, not only protects those who are efficient but also, harbors many who are not rendering their best or adequate service. The more we can do to raise efficiency and make the rules protect only those who are giving honest service to the State, the more favorably the public will respond to the protections which the merit system affords. I want to see State jobs filled by men and women anxious to prove through performance that they are entitled to promotion.

We want employees of State Govern-