

waste per year, against 107,704 tons in Cincinnati. In Cincinnati the entire waste disposal personnel was in the classified civil service; in Cleveland the positions were filled politically.

Costly Turnover

Turnover of employes is expensive. The merit system reduces turnover wherever adopted.

Before the adoption of the merit system in the State of Michigan, the turnover of employes averaged 25 per cent annually over a ten-year period. In some departments it was found to be as high as 90 per cent in a single year. On industry's estimate of the cost of turnover and "breaking in" of a new employe, turnover cost to the State of Michigan amounted to \$937,000 annually. After adoption of the merit system, the average turnover was only 4.5 per cent. The saving on this score alone to the state and its taxpayers exceeded \$438,000 a year. That is the tax on the sale of *six million* packages of cigarettes.

Public Saving

When the merit system was adopted in Michigan, the first annual report of the new civil service department stated that the system had saved the taxpayers of the state at least \$1,200,000 through standardization of salaries and elimination of unnecessary positions. It added that its work had only just begun.

The Merit System Has a Dollars and Cents Value to Every American

Today, more than ever before, universal application of the merit system and its principles is needed for the businesslike administration of national de-

fense and expanding government services.

Today, legislators seek more and more ways to tax American citizens. More and more billions are poured out for national defense. More and more money is appropriated for expanding government. Business suffers from the high cost and waste of partisanship.

Americans must decide, and decide soon, whether they want their government run on a merit basis or whether they will let democracy fail.

Americans will have to unite to get a true merit system in all branches of our federal, state and local governments. They must help make known everywhere and to all the fact that whenever we buy a car, radio, suit of clothes, package of cigarettes, or go to a movie, part of each dollar we spend is being siphoned off into the pockets of political appointees in public jobs.

The merit system has a proven record of economy and efficiency that increases each year. The patronage system displays a record publicly condemned, scored and indicted hundreds of times.

Americans must publicize the Business value of the Merit System!

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