

PERSONAL FITNESS . . .

Positive recruitment and modern job classification and testing enable a central agency to furnish employees who possess not only technical skill and knowledge but also desired personal traits, aptitudes and capacities.

Method: For many years oral or interview tests, if given to applicants at all, were rated on a fleeting impression of the examiners as to the candidates' appearance, manner and bearing. They were largely subjective, often unfair, and of little use in evaluating candidates. Modern practice calls for verifiable evidence of past demonstration of capacities. Where such qualities as initiative or ability to carry through a program are important, only those applicants can qualify today who have actually demonstrated in action, in past experience, the possession of the needed capacity.

TRAINING AND MORALE . . .

Well-developed in-service training techniques, performance rating, supervisory conferences, and employee relations practice are part of accepted modern merit system procedure. Affirmative *practice of personnel management* constantly maintains and improves the morale of employees on the job.

Method: Progressive jurisdictions today require periodic group conferences of employees and supervisors at various levels. Cooperatively they analyze the quantity and quality of production and the flow of work at each level of responsibility. In this way the activity and the strength or weakness of each employee, in the organizational effort, is periodically reviewed, and the interest of supervisors and employees is kept alive through joint effort to improve service.

ADVANCEMENT BY MERIT . . .

Complaint that civil service employees have no incentive to do more

than "warm their chairs" in order to hold their jobs applies to the negative civil service process which is now outmoded. Competitive promotion, under modern merit system practice, places a premium on continuing employee initiative and outstanding service. In many of the more progressive jurisdictions promotion examinations are being held to fill the most responsible administrative and technical positions, positions which have in the past been open only to patronage. So long as top positions are filled by political appointees, political considerations affect the work and progress of the lesser employees in an organization; ambition is killed and stagnation is inevitable. Modern practice in progressive jurisdictions proves that the career system is practicable.

Method: Top management posts have been filled through competitive examination in New York, California, Wisconsin, etc. Posts such as Director of Unemployment Insurance, and City Treasurer are examples.

PRESTIGE OF MERIT EMPLOYEES

The prestige of merit system employees in progressive communities has increased tremendously in recent years. They are recognized leaders in the civic life of their communities. They enjoy the highest credit ratings, and are making outstanding contributions to the social and economic life of America.

Method: The record of Sanford Bates, or of Mark Graves, illustrates the opportunity for distinction and service open to merit system employees. Sanford Bates, through years of faithful service in various ranks with the Federal Bureau of Prisons, helped to revolutionize the practice of penology. He has also served as a trustee of the National Probation Association, a Director of Prison Industries, Inc., Director of the Boys' Clubs of America, the Citizenship

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