

postive measures of good personal management which command the respect of employees and minimize dissatisfaction. Instead of relying upon drastic prohibitions or mere good intentions, public administrators and commissions must be genuinely anxious to learn of grievances and to adjust them promptly. A good executive cannot afford to be ignorant of the conditions which interfere with efficiency and morale. Nor can he afford to wait until the matters involved have become public issues and of concern to the legislature. Especially important, therefore, is the establishment of adequate machinery for the prompt, sympathetic and effective handling of employee problems.

How may employee cooperation in the improvement of government operations be obtained?

Administrators and others familiar with the public service submit contrasting observations with respect to the interest shown by employee associations in improving operating efficiency. Some comments praise their work highly; others are like the report of a prominent national figure who, after long, active experience with employee association and often in their behalf, writes: "I must admit that I am disappointed because of the little interest these organizations take in improving the service rendered to the public. I

cannot help believing that they would benefit even their own interests by devoting more time to such betterment of service."

Unquestionably part of the answer is the wider development in government agencies of executive leadership capable of inducing such cooperation. But in large measure also the answer lies in the adoption of pursuance of high ideals of employee associations themselves and by their own leaders. A first need is the display of right spirit on both sides. But a second need is the development of the machinery which will most easily use the cooperative possibilities of employee groups.

Should organizations of government employees be restricted in political activities?

Aside from tangible bases for their united action they wish to exercise their privilege as citizens to influence public and legislative opinion. Therefore, even when the employee organization may take a purely partisan view no administrator should attempt to close the normal avenues of approach which citizens and employees have to their friends in the legislature or to bar them from presenting their point of view formally in hearings provided by legislative and administrative procedure. The chief remedy for the administrator is to support fully his position before the authorities

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