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involved, so that an undesirable proposal will not find its way into law or directive which he must comply. This may mean, perhaps unfortunately, that he will have to spend more of his time than he believes he can afford on such public appearances, but under prevailing procedures such activities are inevitable. A clean record in regard to respect for the fundamental rights of the employees will permit him to take a more effective and determined stand on policies and practices in which employee organizations are in error.

The relations of government units with employee associations involve some of the most difficult and delicate problems of democracy. The development of appropriate and effective procedures requires from all the parties concerned an open-minded, experimental and forward-looking attitude.

The administrator, on his part, must recognize his paramount obligation of democratic leadership of his unit and at the same time his responsibility to the public at large. Associations of employees must likewise integrate their desires for better conditions for their members with the interests of public administration as a whole. Citizens generally, as well as the representatives who exercise legislative and other authority in their behalf, must do their part in

providing the conditions which preserve these interests and obligations and promote the development of the government service toward a model democratic institution.

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#### *Report Outlines Federal Personnel Program*

In its annual report for 1945, the United States Civil Service Commission projects a long-range program of personnel administration for the federal service and enumerates a score of points on which it believes that action by Congress is desirable. The Commission's list of needed legislation includes a 20 per cent increase in the base pay of salaried federal workers; extension of the salary ceiling for classified employees from \$9800 to \$15,000 per year; and a \$10,000 increase in the salaries of Congressmen, judges, and department heads. The Commission also urges that government corporations that are now exempt from federal classification act pay schedules should be required to conform to the pay schedules in that act. Other recommendations regarding legislation include the authorization of employee health and medical programs, on-the-job training programs, and unemployment compensation for federal employees.

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