

budgetary amounts for salaries and wages should not be pared at the sacrifice of the state service; (4) the state must attain parity pay for state employees. To achieve these ends the Ore-

gon State Employees Association earnestly solicits your support.

Yours truly,
FORREST V. STEWART
Executive Secretary

ACTUAL LIVING COSTS AS SUBMITTED BY STATE EMPLOYEES,
JULY 1946

	Portland	Eugene	The Dalles	Klamath Falls	La Grande	Salem Office	Salem Field	Astoria
Rent	\$ 30.00	\$ 30.00	\$ 33.00	\$ 43.00	\$ 27.00	\$ 39.63	\$ 37.40	\$ 40.75
Groceries-Meat	73.34	60.00	72.00	64.29	63.00	52.43	52.40	68.00
Lights & Water	6.34	4.25	7.30	5.15	6.00	5.62	6.74	5.25
Garbage	1.00	.75	.75	.80	1.10	.83	.85	.75
Fuel	8.67	5.00	9.00	7.57	7.80	8.03	8.60	8.00
Milk	9.34	9.00	10.00	8.78	9.94	4.92	4.76	8.40
Clothing	13.34	10.00	19.00	12.86	14.00	18.02	13.60	12.00
Doctor-Dentist	10.00	10.00	14.00	10.30	13.50	9.48	7.20	12.50
Furniture	11.67	5.00	8.00	10.80	7.80	12.46	13.50	5.00
Entertainment		10.00	8.00	9.41	4.80	13.20	12.00	10.00
Barber-Beauty Shop		3.00	5.00	5.00	5.35	4.23	6.00	4.00
Car Operation	8.34	10.00	14.00	11.07	7.60	14.83	20.00	10.00
Car Depreciation	6.67	10.00	11.00	10.75	6.00	9.31	9.00	10.00
Insurance	7.00	7.00	9.25	10.72	12.71	9.76	12.40	7.00
Incidentals	10.00	8.00	11.00	18.69	8.07	23.45	14.50	8.00
	\$195.71	\$182.00	\$231.30	\$229.19	\$194.67	\$226.20	\$218.95	\$209.65
	174.00*	172.00*			187.00*		191.00*	178.22*

*Gross average earnings without deductions for taxes, etc.

PERSONNEL MANAGEMENT

The purpose of personnel management in any agency, governmental, or private, is to secure, develop and retain employees who are qualified to achieve standards of competence as high as available human resources will permit. Good personnel management involves among other things, job classification and the establishment and maintenance of equitable wage and salary scales; positive policies and practices in the recruitment, selection, training, promotion, demotion, transfer, discipline, and retirement of personnel; provisions for the hearing of grievances and appeals from administrative decisions; evaluation of employee efficiency in terms of future potentialities as well as in terms of past work; and the stimulation of employee morale.

—Floyd W. Reeves

In Tacoma, Washington all administrative and clerical employees have been put on a 5-day week.

SUCCESS HINTS

Live where you can find neighbors who get things done, who don't waste their time trying to keep up with the Joneses.

Work with a company where you will have big men to understudy.

Join a club or organization that is doing things in the community, whose members are at the front of the procession.

Work actively, too, in your trade or professional association.

Keep your old friends; don't go high hat. But add new ones—steadily—from the ranks of the doers.—Donald A. Laird in *Your Life*.