

parent that *the Association has secured many tangible and intangible benefits for state employees which they would not have otherwise secured.* The accomplishments of the Association in this respect are too numerous to mention and this mention is made only for purposes of perspective, in comparing the situation now, with that of two years ago. In addition to these material and tangible benefits, state employees now enjoy a participation in state personnel matters which they never had prior to the activation of the civil service program. This participation is not limited to employees affiliated with any group or association; any employee with a grievance, or a criticism, or a recommendation, has the opportunity of bringing such questions to the attention of the Civil Service Commission. This fact in itself constitutes an adequate assurance of fair treatment to em-

ployees generally with respect to the incidents of state employment.

Concurrently with observing the benefits which employees have obtained through the efforts of the Association it should be noted, and I think this is most important, that *the Association has, in its policies, generally maintained the interests of the state as a whole rather than the employee group in particular.* Many employee groups which I have observed in other public jurisdictions have been notoriously motivated by exclusive self interest, with
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