

marked lack of enthusiasm or aggressive support from any reform movement, the press, civic groups, or state administrators. The general attitude was: "What will civil service contribute to the betterment or efficiency of the state service? Political interference and patronage abuses are negligible; our budgetary and financial system is efficient, and employees already enjoy security of tenure." It was against this background, both favorable and unfavorable in nature, that the Civil Service Commission embarked on its task.

Initial Approach and Development

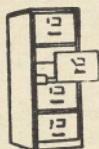
Shortly after passage of the act, the governor appointed a civil service commission of three members, all of whom were outstanding and respected citizens in their communities. Two had previously served on state commissions. Consequently, a somewhat greater than average familiarity with state operating problems was existent within the commission membership. This factor did much to allay initial misgivings of departmental administrators who feared an impractical approach to their problems by the central civil service agency. A director was selected in the usual manner by a nation-wide open com-

petitive examination. Under the foregoing conditions, the commission and director approached their task with the general attitude of giving administrative views of operating officials full recognition. The commission believed its principal potential contribution to be one of improvement, standardization and simplification of personnel processes, rather than the installation of a reform program which would "keep the rascals out" and go to extreme lengths to protect the so-called merit principle.

Recognizing the prevailing conservative philosophy with respect to state

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