

revenue and fiscal policies, and not overlooking the fact that a large proportion of state appropriations go into salaries and wages, the commission took early steps to integrate the personnel system with that of budget administration. Likewise, the commission decided to encourage as well as rely upon the continuing advice and recommendations of department heads, not only in the installation of the system but in its administration. Provision was made in the rules for the appointment by the commission of a personnel advisory committee consisting of three departmental administrators. The members of this committee serve staggered terms extending up to six months. The functions of the committee were outlined by the commission and consisted principally of serving as an advisory group to the commission and director in the formulation and administration of major state personnel policies.

It may be said that the type of approach outlined above has a certain element of danger for the future of a new personnel agency. Such an approach allegedly might place the personnel agency in the position of bending over backwards to concede to and compromise with operating officials, thereby lessening its dignity and weakening its stature in the official family of the jurisdiction. Up to this point such has not proven to be true. The reader may undoubtedly recall, however, civil service

commissions which became either personnel agencies in name only or suffered undying and repressive criticism for initially approaching their mission with an overly idealistic attitude, a multiplicity of forms, procedures and controls, and a startling array of "technicians."

Classification and Pay Plans

"... There was initially a fear on the part of budget and administrative authorities that the civil service program, representing essentially an employee viewpoint, would carry on its activities without reference to administrative requirements or the state's financial condition. The contemplated classification and pay processes were therefore discussed thoroughly both as

When in Maupin Stay and Eat at

Maupin Hotel & Cafe

Comfortable Rooms, Excellent Food

Open 24 Hours

BUILDERS' SUPPLY CO.

Concrete Pipe and
Products

Ready-Mix Concrete

CORVALLIS, OREGON

611 S. Second St.

Cannon Beach Junction Tavern

4 Miles South of Seaside
On Sunset Highway

Mr. and Mrs. L. W. MacCurdy
Proprietors

Nagle Lumber Co.

1845 Franklin Boulevard
Eugene, Oregon