

come eligible by length of service, but it does permit advancement of a considerable proportion (from 40 to 80 per cent, depending on turnover). The departmental administrator thereby must decide which employees are to receive step increases at each pay adjustment date. When faced with this problem, most administrators will conscientiously try to select the most satisfactory employees for advancement. Under this plan salary increments are not complacently awaited, but most employees are motivated to more energetic efforts in the hopes of qualifying for advancement.

An important result of the pay plan was a subsequent legislative review of unclassified salary rates and upward revision of such rates for all state officials, including the governor. The civil service commission was also directed by the legislature to make a thorough study of all state salary problems and bring in its recommendations prior to the next legislative session. This action expanded the civil service commission's activities in this regard to include all unclassified as well as classified positions in pay plan consideration.

Employee Evaluation and Training

The development of a service rating program was approached with a lack of enthusiasm. This attitude was motivated by the lack of real effectiveness observed in service rating systems of other jurisdictions. This observation has as a corollary that despite wide var-

iations in rating forms and techniques, service rating programs are always limited in their effectiveness by the attitudes and skills of higher level administrative and supervisory personnel. Effectiveness of such systems also varies in a single jurisdiction between departments.

Largely as a result of this thinking the commission attempted to develop a brief and simple form which would serve as a standard for all departments. This form was printed on one side of an 8 1/2 x 11 inch sheet. The commission

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