

then encouraged and stimulated departments individually to develop more detailed and specific rating traits or procedures which would satisfy their particular needs. A more detailed rating form could be printed on the back of the original standard form or used as a supplementary form by departments.

By taking this approach the civil service commission placed itself in a research and advisory capacity, rather than a controlling one. The result of this approach to the problem has been a greater acceptance of procedures and objectives on the part of department heads. Many departments have wholeheartedly entered into the problem of service ratings within their own units and have evolved individual programs which will be much more useful than would have been the case had a "cut and dried" system been imposed upon them. In addition, the civil service department will have an opportunity to review the effect of different departmental methods, still retaining a basic standard form and procedure. For example, one large state department plans to include self-rating as well as supervisory rating for all employees; another department plans to establish a rating committee for the rating of each employee's performance.

The true worth of any such plan lies in its use by departments to commend meritorious service and to point out weaknesses in order that employee efficiency may be improved and employee morale bolstered. The civil service commission in its service rating program is attempting to achieve this objective. Unlike many plans, the Oregon system will not provide for salary adjustments on the basis of individual ratings.

The civil service program, up to the

present time, has only scratched the surface insofar as training activities are concerned. Under the civil service law, a fairly rigid in-service promotional program is set forth. With such a policy, added responsibility is placed on the central personnel agency and the various departments in the development of departmental staffs. Only by such measures can stagnation on the part of employees be obviated. The civil service commission again views its part in this activity as being principally one of stimulating departments in developing their own training programs and assist-

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