

ing them in an advisory capacity in every way possible. There are inter-departmental training activities where the commission participation becomes more direct. The existence of other training agencies available to the state will undoubtedly be relied upon heavily. The State Department of Vocational Education is equipped and financed in such a way as to prove of great value in preparing and stimulating necessary training activities. Except for special situations, it is unlikely that the civil service commission will ever become the supervising or training agency for staff development programs.

Employee Relations

From the outset, it has been the consensus of those administering the Oregon civil service program that the highly formalized type of employee relations was to be avoided in every way possible. The official policies of the civil service commission in terms of classification, salaries, working hours, and general working conditions are made clear through written and verbal media. These are subject to question or review at any time by supervisors or employees. Every question is weighed as conscientiously as possible but with full consideration given to all relative values for the best interests of the state as a whole. It is believed that acceptance of employee relations determinations are conditioned largely on the mutual trust and respect which exists between the participants in any question. To date this approach has been successful. Under the stress of unusual economic conditions or other special situations, a long-term test of the effectiveness of such policy remains to be seen.

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