

dealing with employee suggestions, criticisms, or grievances, maintains and will continue to maintain as long as it can, an open-door policy to any employee whether he is a member of an affiliated group or not, or with any representatives of employees who are speaking for their respective groups. This viewpoint again is one which is not shared by those who believe that dealings are more effective when only one or a few bargaining units are involved. The Civil Service Commission is convinced that a major step toward suitable relations with employees is gained if all concerned are honestly informed of the personnel policies to be followed and the reasons for such policies.

Concluding Observations

In closing this discussion the writers take license to make a few general observations. One is that civil service or "modern" personnel administration is

not yet generally accepted by political, budgetary, and administrative officials in the same light that the personnel administrator views the problem. A great deal of give and take is necessary in bringing such officials to a greater appreciation of the values of more objective methods in personnel practice. Personnel people sometimes overlook this, particularly under the stress of establishing a new program. The resulting unfavorable effect oftentimes requires prolonged effort by the personnel agency to achieve a practicable program. We in Oregon, as well as

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