

personnel technician or administrator in public administration. This view may spring from the frequent occasions on which personnel policy cannot be defended in the face of honest questions except by an arbitrary "take it or leave it" statement or premise. A shift in emphasis is needed, and indeed has already begun in some jurisdictions, from the traditional protective and control features of civil service systems to a more positive approach. To relax a few controls and to substitute a series of service programs is not enough. As the cost of general government increases, the civil service administrator, like all other public officials, must critically review his operations to insure that his agency is performing at optimum effectiveness and without unnecessary or duplicating procedures. The public personnel agency should be able to show citizens and taxpayers a tangible saving in general governmental costs more than equal to the direct and indirect costs of the personnel program itself.

Applying this yardstick to two years of civil service administration in Oregon, the writers believe that the accomplishments probably outweigh the cost. The principal contribution of the Oregon agency thus far lies in establishment of a uniform system of classification and pay which has helped considerably in the processes of budget preparation, budget administration and legislative consideration of salary and wage appropriations. The personnel program has probably resulted in somewhat higher employee morale and in an increased awareness of departmental administrators of their responsibilities in the area of personnel management. Like-

wise, the commission's activities in recruiting on an informal basis under present labor market conditions are on the credit side of the ledger. With respect to service ratings and examinations, statutory provisions have been complied with, but it is doubtful whether these two phases, up to the present, at least, have improved state services or increased department efficiency and employee morale to a degree commensurate with their cost.

One indication of the personnel pro-

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