

personnel programs while others had practically none at all. Even where the programs had been developed, there was great variation between departments. Such a pattern was of course undesirable and unfair. A basic part of the Civil Service Program has been to insure equal treatment of all employees in all employment practices.

Questions Welcomed

The staff of the Civil Service Commission always welcomes questions from employees as to their rights under the Civil Service program. Care is also taken to point out to these individuals that accompanying these rights are certain responsibilities which the employee must assume in his work with the state of Oregon. The employee is no longer subject to the mere whim of departmental authorities, but rather, if he feels a practice or determination on any personnel matter is unfair he can present his opinions to a body which can investigate the facts, make a determination, and has the power to enforce any revised procedures and policies which may result. Since the Civil Service Commission has no "ax to grind" but is primarily interested in a better state service through better personnel administration, it is in a very advantageous position to develop practices which will be of the greatest overall benefit.

The Civil Service Commission has made a constant effort in all of its day to day contacts to explain personnel practices to both employees and appointing authorities. Through this program it has gradually developed that many state departments have become aware of the right of any employee to receive full and proper consideration in any contemplated personnel action. Drastic moves, such as suspension or dismissal, are consequently receiving much more thorough investigation and consideration before action is taken. It is impossible to measure the degree to which this has benefited employes, but it is evidenced daily that it is an important factor and broad step forward

in the recognition of the dignity to which each individual is entitled.

Employee Benefits Gained

Because of the gradual change it is only possible by looking back over the past two years to realize that the attitude toward and treatment of state employees has been materially improved. Although such general trends are difficult for the individual to detect, many of the specific gains made through the Civil Service program are much more easily identified. Among these are the compensation program which has been established and developed as an important part of the overall Civil Service program. Through the establishment of classifications and accompanying salary ranges for the various types of work in the state service, the employee for the first time in the history of state employment knows what he can expect in terms of present and future compensation for his position and can readily see the avenues for his own advancement and promotion. Rather than being based upon individual negotiations or demand, salary increases now come through an orderly process with the only requirement on the part of the employee being continuing efficient and meritorious service in his position. Undoubtedly, nearly every employee who has been in the state service for a year or longer has received salary increases through established procedure. Further, although many employees feel that pay ranges are inadequate, equity of pay among employees of the various departments has been established. Those who were with the service prior to the establishment of Civil Service will recall that different departments had varying salaries for similar or identical positions. Such a program, of course, meant extremely poor morale in those departments with the lower pay. Employees are now assured that they will receive comparable pay for comparable work whether working in a self-supporting department which can secure ample funds or whether working in a depart-