

ment which must depend upon legislative appropriations from the general fund for its monies. The Civil Service Commission has in the past and will continue to do its utmost to secure satisfactory salary rates for all state employees while realizing that the financial condition of the state establishes a limiting factor.

Wages and Salaries Actions

Through increases in salary ranges and the normal meritorious increases within ranges, the average state salary has been increasing since the establishment of the Civil Service program. As a measure of this, the average state salary, as computed by the State Budget Office, has increased 22.15% from January 1, 1947, to October 1, 1948. During the year since November 1, 1947, the Civil Service Commission has revised upward salary ranges for 91 classifications and has adopted salary ranges for 45 new classifications.

In the summer of 1947 it was becoming evident that the recently adopted pay plan was becoming inadequate because of the continuing increase in the cost of living. When the problem arose the Civil Service Commission conducted a survey to determine the degree to which state salaries were falling behind. As a result of this survey, the Commission met with the Governor in the fall of 1947 and recommended that the increase in cost of living be recognized by granting a special salary adjustment to employees. Because of the death of leading state officials, the matter was delayed and no immediate action was taken. Further recommendations were submitted in writing to the new Governor in January, 1948. The Oregon State Employees Association and other groups kept the problem constantly before the administration and as a result the \$20 cost of living increase was adopted effective June 1, 1948. Here again, there now exists for the first time an agency which can conduct the necessary research and make recommendations to state administrative officials on such problems.

The Civil Service Commission has of course conducted an extensive salary survey during the past summer and will recommend to the Governor and next legislative session a revised pay plan which will do much to improve the relationship of state salaries with salaries being paid in private industry. Whereas salaries were formerly established by appointing authorities with little or no reference to the employees, the employees have taken a definite part in the development of the Civil Service Compensation Plans through exercising their right of making recommendations to the Commission and appearing at public hearings conducted by the Commission prior to the adoption of any salary range. An avenue has been established for a democratic means of development of pay schedules through the cooperation of employees concerned.

In the development of the Pay Plan the Civil Service Commission, because of its neutral position and attempt at objective evaluation of the value of various state positions, has discovered various classifications of work which, in comparison with salaries of other positions within the state service, were underpaid under the earlier system. As a result of Commission action, these classifications are now receiving salaries which are equitable with other classifications. Without this type of pay determination, such positions would undoubtedly have continued for an indefinite period to receive inequitable pay.

Examinations and Promotions

Through its examination program the Civil Service Commission is now opening channels of promotion which were never before available to the employee. Whereas in many cases promotions across departmental lines had been taboo, it will now become common in the advancement of qualified employees. Prior to the establishment of examinations the individual had no way of securing information as to the vacancies in higher categories that were open-