

and fro, coffee-drinking, incompetence, et cetera could be accepting circumstantial evidence as factual and may not have taken time to ascertain the true circumstances.

Perfection is noble; but the lack of it does not necessarily mark the scoundrel. Of the 12,000 State employees, it is probable that 90% are doing good work. If even 51% were fairly efficient, it would be better than bad.

What Contributes to Efficiency?

Quoting from a recent address made by the President of General Foods Corporation, he stated that his company believes that cooperation between management and the employees is the largest contributing factor to efficiency. The employees of this company listed the following subjects as being the factors of importance to themselves, the factors of job satisfaction: (1) interesting work; (2) job security; (3) the interest the company takes in the employee; (4) chances for advancement; (5) working conditions; (6) handling of worker's complaints; (7) pay; (8) the immediate supervisor; (9) the other people on the job; (10) vacation policy; and (11) working hours. These are listed in the order of importance to the employee.

What Pot Calls the Kettle Black?

Oregon's State workers are a cross-section of Oregon's citizens. They are fathers, mothers, brothers and sisters just like other people. The facts do not justify derisive criticism. We contend that a little more respect for state workers and the work they are doing is long overdue. Where are the volunteers to "sacrifice" themselves for those "soft" state jobs? Our employment lists do **not** bulge, and some 6,500 of these State workers moved on to greener pastures in 1948. If a state job is such a snap, one would think people would clamor for a chance to get on such a gravy train! Are the critics in Oregon willing to take on some of these "easy" State jobs? Are they willing to take time to learn what is being done for them by the agencies they have created?

State Service a Commendable Career

It seems a pity that in late years, Oregon's public services have not been more inviting to many of our young

people. The writer remembers vividly his early impressions on taking a job with the State in 1920. He was proud to be associated with the dignity of his employing agency and felt imbued with a spirit of service to the people. The pay was small, but the work was interesting and the opportunities to advance were present. After some 28 years in State service and with nearly 18 years left before retirement, the writer has no cause to question the overall excellence of the service which is today being rendered the people. I have seen laziness, misjudgment, mismanagement, lack of interest, soldiering on the job and political patronage evils in all their forms, **but always on an individual, isolated basis**, never to large degree! Likewise, off the job, I have seen these same traits on every side wherever one cares to look for them. Relatively, in my opinion, the loyalty and generally faithful application to work of the State employee has been above average. Let it be said that Oregon is fortunate in getting the services that are rendered, especially when it is realized that the pay is low, the praise is scarce and the demands and expectations are increasing.

The State needs more good employees, not so much to replace the present ones **now**, but to train for their jobs when the present employees leave. The good as well as the bad will pass from service together, and recruits should be of the best. As a career, State service can be made more promising than at present, and will need to be if it is to maintain its past record of achievement.

Since 1945 largely through the efforts of the Oregon State Employees Association, State service has been given Civil Service, the Retirement Act, and improved pay and working conditions. These are employee sponsored measures made in the public interest. These improvements and new conceptions provide the means of taking care of points numbered 1, 2, 4, 5, 6, 7, 10 and 11 of these hereinabove set forth as the most important ways to gain true efficiency. Much remains to be done to gain the full benefit of these progressive steps, but they will develop as fuller appreciation dawns