

ity pay" for which the Oregon State Employees Association has unceasingly labored for the past 6 years.

The Association reaffirmed its policy to continuously work for parity pay (pay for State service comparable industrial and other employer pay or like work), to study wage and salary schedules of other employing agencies and to work for the adjustment of inequities and discriminations as they become evident in the wage plan of State service.

Efficiency of Public Service Stressed

The retiring president of the Association, Loren R. White of Salem, sounded the keynote of the convention in stating that "the public has a right to expect and demand efficiency, loyalty and courtesy from all employees in public service; and the employee has a right to demand that such effi-

ciency, loyalty and courtesy receive the public's respect, a tenure in his job and adequate compensation for his services." Continuing, Mr. White said, "All Association members should by their acts establish in the minds of the citizens of this State a greater confidence in State government. We will prove that administrative inefficiency, as mentioned by some members of the legislature, is NOT condoned by the Oregon State Employees Association, and we shall not permit any such remarks to go unchallenged. Our words must be convincing and our deeds will prove our sincerity."

Mr. White has served the past two years as the Association's president and under his leadership membership has increased by over 3,000 and has developed to a force of considerable influence in the improvement of public service to the benefit of the State.

The Trend in Personnel Relationships; Industrial Leaders Awake to Responsibilities

By Virgil G. O'Neil

There has been a slow, gradual improvement in labor-management relations in this country which is resulting in larger profit to industry, a higher standard of living, the creation of self-confidence, initiative and independence of working men and women and an increase in overall efficiency. The era of dictatorial controls over the laboring class has passed; the newer concept of mutual friendliness and interest between the director and his helper is with us to stay.

Cooperation or Conflict

Shall we "hang together, or hang separately?" Is it to be the Golden Rule or an "eye for an eye, a tooth for a tooth?" Are those who supervise and direct the activities of other fellow-beings dealing with people or with "cogs" in a machine? Can it not be demonstrated that the attitude of an employer towards his employees will be reflected in the employee's attitude towards his services to the employer? When employers, administra-

tors and supervisors cry out in alarm about the inefficiencies of their helpers, perchance they thus publicly admit their own shortcomings and failures in the discharge of their own duties!

Getting a little closer to home, there is much ado in Oregon's state government administrative circles about the efficiency of state employees. Some queer attempts to engender the necessary friendliness and cooperation have come to light. The attitudes of some of our public administrators are now becoming public and thereby subject to the searchlight of open discussion. Let us proceed to a comparative analysis of industrial and state-level thinking on personnel relationships!

Industrial Personnel Policies

Nearly 80 per cent of Armco Steel Corporation's top 60 departmental supervisors favor having their employees call them by their first names. They find that kindness and friendliness are the No. 1 personality secret and that such relationships between employee and supervisor foster a spirit of equal-