

ployees fairly than it made in 20 years prior to that time.

Let us consider here how Oregon compares with successful industry in dealing with its employees at the present time. The test is made on the basis of the thinking and attitudes of the state's administrative and supervisory staffs.

Recently a proposed new state office building, at Salem, designed by a reputable firm of architects, was changed by an appointive commission from its original design "to save money." The "saving" was reported to have been made at the sacrifice of controlled fresh air and ventilation to its working areas and by eliminating other features that were designed to contribute to the health and comfort of those who are to work in the building. Concerning proper ventilation and air condition, it was noted in the Wall Street Journal of October 3, 1949, that "baby swine will be born in a deluxe hog hatchery equipped—whether he appreciates it or not—with air conditioning in summer and radiant heating in winter." This is proven to cut cost of producing pork by 30 per cent and to provide more meat and less fat. Recent ads, in the same paper, to interest renters of office space, stressed the existence of air conditioning in their building as increasing worker efficiency and decreasing absenteeism due to sickness. It is also reported that Oregon's new cell blocks at the penitentiary are provided with year-round air conditioning. Many employees sense that **their** employer is less interested in them as people than are other employers in pigs and convicts!

Vacation leaves for state employees are set out under Civil Service rules on a peculiar policy that a vacation of five work days is to cost the employee six days of credit earned by him at one day per month of service. Many departments set up their own rulings about the employee's vacation periods to such extent that many employees aren't sure whether they will get a vacation and if so, when. They can be spared when sick, but vacations seem to come begrudgingly.

The state has a policy regarding working hours and compensation for

overtime. Several departments arbitrarily set their own differing policies which engender dissatisfactions and misunderstandings between departments and their employees. Many employees are forced to take compensatory time off in unseasonal weather for overtime work required during better weather; others are lucky to get what is their due at any time. Some employees wonder if **their** interests are even considered under such policies.

Personnel officers are appointed by many department administrators to handle their personnel relations and to correlate activities under Civil Service. Cases have arisen where some, by their actions, show no concern for the employees and have been actually detrimental to the state's interests in improving public service. I know of but few instances where an employee would go to his personnel officer for help or advice; yet industry relies on their personnel men to really know the employee and to be helpful to him.

The state offices provided for employees are notorious for their lack of proper light, for their poor air, heat in summer, cold in winter, drafty ventilation and crowded conditions. These conditions do not improve the workers' attitudes, but they do result in colds, ill health, poor eyesight, strain and loss of time and efficiency. In some buildings the administrators enjoy the better offices and special comforts.

The above are just a few highlights of state level matters that bear on personnel relations. The employees see weaknesses of administration on all sides; use of state cars on private business, favoritism in appointments and promotions, discouragement of initiative, lack of organization, hesitancy to delegate authority but eagerness to demand responsibility, quick criticism and slow praise, lack of interest on a personal basis, whip-cracking, pressure-tactics, et cetera.

On the credit side of the ledger, the state can point with pride to its retirement act, its Civil Service act and its reasonably good wage scale. These matters, worthy of pride, are the direct result of employee-sponsored changes wrought, in large measure, by their