

efforts over the last few years. Many fine, conscientious and able administrators are happy to work with their employees in the interest of better organization and efficiency. Political chicanery has always been in but minor evidence in state administrative functions and can be kept from spreading its poison into state personnel relationships. Employees are a long-suffering, patient and conscientious group of people, on the whole. Personnel turnover is on the decrease, a higher quality of new employee is being obtained, the morale of the employees is better. Hope springs eternal!

**Employees Recommendations**

The balance between employer and employee must be one of mutual respect and interests. Labor-management problems in private industry were created by selfish, capitalistic abuses of labor and are being corrected in part by selfish, laboristic abuses of capital; tit-for-tat. Such a struggle has resulted in great losses to both parties, and especially to the people of the nation. Management in industry is learning the hard way that proper personal consideration of its workers is necessary and that operation under the Golden Rule is profitable. Labor is learning that there must be a balance of power, and that cooperation is essential to its livelihood.

At the state level there has been no criminal abuse of the employees' rights and no unreasoning, revengeful action against his employer. This may explain the present tendency of a "do little" state policy in regards to personnel policies. Our state policies have been confined to a small swing of the pendulum. To maintain a desirable status of employer-employee relationships at the state level, some winding of the clock is now required, if we are to improve the efficiency of public service.

By recourse to the activities of the Oregon State Employees Association, one becomes fairly well acquainted with personnel conditions. This Association is made up of employees from all departments and all classifications in state service. The members are informed about their work and their working conditions. The gist of their

thinking is aimed to improve public service, and embodies the following main points where betterment of existing conditions may be made:

1. A strong Civil Service administration.
2. Public recognition of the worth of the state employee and the services he renders.
3. Improved administrative and organizational functions.
4. A new conception of employer-employee relations whereby recognition of the employee as a person becomes apparent.
5. A touch of human understanding and personal interest in dealing with employees.
6. Square dealing at all levels and straight forward approaches to problems.

The outstanding stumbling block to all real progress is selfishness and greed. Employees are not more immune to this disease than others, but are the examples set for them by their bosses and supervisors such as to lead them right? The employees have initiated many a reform pointed to improved public service. They feel as though their bosses as appointing authorities might, for once, initiate a few such improvements voluntarily. The employees are watching their employers for signs of human and sympathetic attitude! How long will they be kept waiting?

Before the coming of white men, historians say what is now the state of Oregon was the home of more than 60 tribes of Indians. Most of them were west of the Cascade mountains. Today most Oregon Indians are contained within the Umatilla, Klamath and Warm Springs reservations, east of the Cascades.

Clerk: "These are exceptionally strong shirts, sir. They simply laugh at the laundry."

Customer: "Yes, I know that kind. I had some come back with their sides split."

An executive is a man who wears a frown on his assistant's face.

—Harvey Campbell.