

management methods in all operating agencies.

The probationary period is actually a part of the examination process and should be so used. During the probationary period, be it three months, six months or a year, the employee should be closely supervised, trained and evaluated; and if his value to the department is in doubt, he should be dropped when that fact becomes apparent. During this period the department head has responsibility as well as opportunity to weed out the misfit and substandard.

The need for training and supervision continues when employment becomes permanent. The supervisor is responsible for attention to inefficiency or delinquency in their earliest manifestations and for prompt action to correct them. Practical in-service training should be provided to let the employee develop his maximum skills. Performance should be appraised periodically and the employee should be kept informed of such appraisals. Standards of performance should be fixed and the employee should know what the standards are and why he falls short. Grievance machinery which will stop small "gripes" from becoming big ones should be established. The employee who is found to be a square peg in a round hole should be tried out in other jobs before he is separated from the service.

The responsibility rests on top management, on the supervisor, and on the employee jointly to cooperate in making the best use of manpower and in making manpower so efficient that the causes for removal will be minimized.

GOOD GOVERNMENT
Sept.-Oct. 1950 Issue

Laziness is usually deep-seated—in a chair.

Oregon's first railroad connection with eastern states, via the scenic Columbia river gorge, was completed in 1883.

Cabrillo and Ferrela, two Spanish mariners, are believed the first write men to see Oregon. They sailed along the coast in 1543.

Contractor Jones, a good family man, had been inveigled into a poker game, and experienced growing apprehension as the hands of the clock moved relentlessly on toward morning. Finally, at 3 A.M., he had a sudden inspiration. He called his home, and when his wife answered the phone, he shouted, "Don't pay the ransom; I'm back!"

Now concerning the baby stare, if it's real, she doesn't know enough; if it's not, she knows too much.

—F. M. Knowles.

A thing of beauty is not always "a joy forever." Otherwise the milliners would have to go out of business.

—Frank Pixley.

Lane Gravel Company

Mabel W. Hillstrom

Sand, Gravel and Crushed Rock
Office Phone 1276 P. O. Box 375
Eugene, Oregon

Nagle Lumber Co.

1845 Franklin Boulevard
Eugene, Oregon

Vulcanizing and Recapping

Standard Oil Products
RPM Motor Oils

WALTER H.  OSEL COMPANY

Use Your State Employee Credit Card - Complete Automotive Service
Chemeketa and High Street - Opposite City Hall - Phone 2-3645