**SPRAGUE** (from Page 1)

Equity in compensation is hard to pin down. Within each class there are individual variations of performance. But the grades have to be maintained; otherwise favoritism will emerge (or be charged) and personnel relations be damaged.

The report of the Barrington Associates should not be thrown away. The Civil Service Commission should take it, revise it in the light of its knowledge of local conditions and after consideration of protests that are presented. Clearly the pleas of individuals will have to be subordinated to the good of the whole. The Commission will have to strike a balance between an iron rigidity in its classification system and a flexibility which would rob it of any efficacy.

There may be categories such as in professional workers in the state system of higher education where classifications should be left largely to the governing board; but in general the principle of uniformity should be followed.

Once the system is established it should be guarded against the nibbling which would eat it away. But it would be proper to announce that at stated intervals of five or ten years the classification system will be restudied. Within that interval wage adjustments should be made on uniform terms.

No master plan will be perfect, but one which is fairly and conscientiously drawn up will be far superior to no plan at all. Within a department schedules are inevitable. What remains to be done is to draw the various schedules into a broad, practical master plan for the state. That task should be left with the civil service commission.

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An excellent response has been made by the 3705 O.S.E.A. members whose dues became payable on March 1, 1955.

If, however, the March payday "skipped by" and you missed taking care of this important piece of business, it is now suggested that you post a notice for yourself and place it in a very conspicuous place to remind you to pay your dues on the April payday.

IMPORTANT DEADLINE: Members whose dues are not received in Headquarters office on or before April 30, 1955, become delinquent and as required by the O.S.E.A. Constitution and By-Laws their names will be immediately removed from the active membership rolls. LOSS OF MEMBERSHIP AUTOMATICALLY REQUIRES IMMEDIATE CANCELLATION OF O.S.E.A. LIFE INSURANCE and/or O.S.E.A.-O.P.S. HOSPITAL AND MEDICAL BENEFITS.

NOTE TO CHAPTER TREASURERS. It is recommended, if you have not already done so, that you set up the chapter copies (pink) of the dues receipts so that they will be available to check against the "follow-up" letter, which will reach you in the next few days, listing the names of the members whose dues were payable March 1. One copy of this "follow-up" letter should be returned with your April report to Headquarters along with proper notations indicating any discrepancies.

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The creative thinker, not the imitator, is the one who gets ahead.

**TERRY** (from page 1)

hired to do a classification and pay survey. They have done this and have written the customary report. This report contains some recommendations. For the most part, they concern classifications and pay ranges that they believe should be assigned to various types of work. No final action has been taken on any of their recommendations.

It is the opinion of quite a few people that the survey team tried to cover too much territory in too short a period of time. Obviously, this is true. The frantic, around-the-clock work schedules that were followed during the last few weeks before the report was published is proof of this fact. Further proof is to be found in errors that surely would have been avoided if there had been more extensive checking and re-checking of job information with officials and employees. Much of the adverse criticism of the report has been centered on these errors. However, even without so many errors, there still would have been protests. Any suggestions that tend to disturb existing job relationship engenders a certain amount of natural resistance. Always, this to be expected.

The Civil Service Commission has been asked to review recommendations contained in the Barrington Report that apply to classified positions. Another review board, made up of the Finance Director, Chancellor-elect of the Board of Higher Education and myself, has been asked to perform the same service for unclassified positions. These reviews are already under way. The procedure that is being followed is to first discuss with department heads the effect adoption of Barrington recommendations would have on their organizations. From these hearings recommended changes in pay ranges and job structures are being recorded and reviewed. Concurrent with these reviews, another study is being conducted. The Finance Department, with the assistance of fiscal officers in each agency, is making a detailed study of increased biennium costs that will result if recommended increases in salary ranges are approved. All of these operations are being conducted for the Subcommittee on Salaries of the Legislature's Joint Ways and Means Committee. Within a few weeks reports will be made to this Subcommittee. The purpose of these reports will be to give members of the Legislature information they must have in determining whether the increased costs, or any portion thereof, can be provided in salary budgets for the next biennium.

Appeals that are being received from employees are being reviewed, and given consideration in this part of the review. However, it is not possible to take final action on these appeals until a determination has been made with reference to overall salary policy for the forthcoming biennium. This is why hearings on employee appeals have been scheduled to follow administrative reviews.

Reviews that are now being conducted would be difficult under most favorable conditions. They are made more difficult because inadequate checking by the survey team has produced errors in their recommendations that should have been eliminated. Overshadowing all of these problems is the question of money. Members of the legislature are faced with the difficult problem of raising taxes to balance the State's budget. Expenditure proposals in