

as first-grade clerk at regular dates; thus the public will grow accustomed to looking for certain examinations at regular stated intervals.

The Commission is endeavouring to re-classify duties in co-operation with the bureau of standards by establishing titles which are based upon the duties of the position. This will form the basis of rules to govern transfers, reinstatements and promotions. The Commission, through its President, is co-operating with the Mayor's committee on employees' relationship to establish a conference for the consideration of such problems of civil service administration as—

- Classification of duties,
- Pension and retirement,
- Adjustment of grievances,
- Employees' welfare,
- Recreation suggestions,
- Advice on work methods,
- Employees' responsibility to the city.

Soon after the Commission took office it ascertained that efficiency records in some departments were kept in a perfunctory manner, and that their form should be changed. As a result of a conference of the promotion boards of various city departments, a change in the rules was established, which provides for a board of review, to consist of a civil service commissioner, a civil service examiner and a representative of the department under review. It is hoped that a uniform efficiency record system can be established which will result in a more careful and scientific record and estimate of the work done by city employees. The Commission is establishing an efficiency division, which will be responsible for the creation of a sound efficiency record system, and which will make a careful study of actual work performed under existing titles. The report says in this regard:—

“In this way, the Commission has stimulated interest in the keeping of these records and will communicate to the various departments any experiments made by other departments directed toward their improvement. It is hoped that a uniform efficiency record system can be established which will result in a more careful and a more scientific record and estimate of the work done by city employees. With a

fundamental reclassification of the duties and in analysis of the factors of work involved in the various positions, it will be possible to devise a system of recording the efficiency of employees which will be kept upon a fact basis rather than upon the present impressionistic records of the various promotion boards. A reclassification of the titles based upon actual duties will facilitate the establishment of such an efficiency record system and will constitute a sound criterion for promotions. Promotions in the service should be based upon a fair estimate of the employee's efficiency and seniority. Where there are no actual changes in the duties, promotions should be automatic in the form of advancement in salary, and should be determined by efficiency and seniority. Where duties change, in addition to record and seniority, promotion examinations should be given. It is evident that such a fundamental reclassification of duties is one of the most important requisites for an efficient administration of the civil service law. Its necessity is evident in every department of the Commission's work, and, if your Commission succeeds in establishing such a classification of duties, it will mark an epoch in the administration of the civil service law in the City of New York. The Commission is establishing an efficiency division, which will be responsible for the creation of a sound efficiency record system, and which will make a careful study of actual work performed under existing titles. Its investigation will enable the board of review effectively to criticise the efficiency records of the various departments and suggest improvements in their contents and form. This division will constitute one of the most important departments in the Civil Service Commission, and its fundamental work will contribute to the efficient administration of other divisions in the Commission. A record of the duties involved under various titles will enable the examination division to prepare examinations relating to the duties of positions and prevent examiners from preparing questions which are too theoretical and academic. It will supply to the Commission records which will be available to succeeding commissions, and will enable them to continue and further any progress which a previous commission has made.”

It is proposed to extend the advertising system of the Commission and to have special bulletin boards bearing the device “Civil Service Bulletin” posted in prominent places in such buildings as school buildings, night schools, public reading rooms, libraries, settlements, Y. M. C. A. buildings, Y. W. C. A. buildings and Y. M.