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Re-organization by Commission.

In the month of June, 1913, there was held, in the city of New York, a conference of civil service commissioners of the United States. These commissioners administer civil service law to 400,000 persons in that country. A number of valuable papers were read by the delegates. In view of the failure of the civil service commissioners appointed under the act of 1908 to take action on section 8 of that act (in regard to reorganization), one of the addresses made at the conference is hereunder published. This address was made by Louis Jacobs, efficiency expert, Chicago Municipal commission:—

“Regarding the Chicago Civil Service commission, I want to talk about one particular matter that I think should be considered, which appears to be the most important from the viewpoint of actual civil service, and that is the efficiency control of the personnel. In Chicago, since 1907, the act has been interpreted to mean that the Civil Service commission had not only to do with the holding of examinations, but it had two more important duties to perform: That the employees who are taken into the service maintained a certain standard of efficiency, and that if they do maintain it they should be given every opportunity to be advanced and promoted. If they do not advance and maintain that degree of efficiency then it is the duty of the commission to see that, after they are given a full chance, they are removed from the service. It is along that line of efficiency we have been particularly working for the last five years. In the law under which we work there is a provision which provides that the commission shall not only hold examinations, but shall also look into the adequate compensation and nature of service of the employees. That section was not looked upon as being very important

for the first twelve years; in fact, no one fully realized the full meaning of it until the question arose some five years ago as to what could be done. Everything had gone pell-mell, everybody was getting wrong salaries. Some men were getting salaries of \$1,800 a year for doing \$1,200 a year work, and vice versa. There was no system. Everything was going haphazard. The city's finances were in pretty bad shape. It was necessary to see if something could not be done. Through a very fortunate coincidence the then president of the commission had gone into this efficiency matter. He thought it was possible that section 14 could be so interpreted to mean that the commission could look into the question of adequate service and compensation, etc., and, therefore, it meant that the commission should make a thorough study of the work being done by every employee, by every unit of the organization, and standardize the work and compensation of all employees. That work was started five years ago by a special commission, a municipal efficiency commission, appointed by the mayor and the city council, and that commission immediately began on the financial end of its work. That