

which men like Mr. Catherwood and Mr. Murray have given to this subject. The truth is that an efficiency record finally is service translated into dollars and cents. But that is increased value. Lack of efficiency means waste of money to the people. But more, it means loss of character to the employee and it means deadening and deterioration of the Service generally. Inefficient organization in commercial life is the sure way to destroy the character and ability of the men who start in it. One comment upon our system in the State of New York, and I think it applies to other cities, is that employers will not take into their service a man who loses his place in the State employ if they can possibly help it. That is an absolute fact. Employer after employer in Albany, if he knows that a man has left the State service, has regarded it as an absolute detriment to him. It has been a detriment not only in regard to the amount of salary, but the man cannot get a position at all. That is an indictment that ought not to exist. Where efficiency is not recorded it is an injustice to the employee, if it is not recorded in somebody's mind as it is in most commercial enterprises. If that is not done it is a great injustice and men do not stay long with such a corporation. Instead of developing the employee as a valuable asset you lose him to some other corporation or to himself. Over-rating of salary, the payment of big salaries for minor clerical service, I regard as one of the very serious impediments to the efficiency of the employee. A good efficiency record will show many good men underpaid, and also it will be a basis to get proper appropriations for men who are not paid enough, because there you will have to go before legislative committees and will be able to give definite and valuable data to the committees. But let us take it for granted, as many of them are not entitled to do, that the State gets for the taxes it exacts from the citizens the most efficient service from the employees, from the pieces of machinery employed to do that work we call the Civil Service. Next to the just state which we are endeavouring to be in giving to people entering the Service through these competitive methods a fair and square deal all round is the efficient state, and we have learned and are well convinced that civil efficiency is the partner of military efficiency. If we do not have in our State that civil efficiency, no sort of military preparedness will, in the long run, give us that adequate protection that we are proposing to get. State employment, according to the officials of the Bureau of Municipal Research, is more secure in its tenure than private employment. That being so, it seems to me that the time has come when our sympathies ought to go out, not to the employee but to the State; not to the individual who is getting money for his services, but to the people of the State who are paying the money for these services and who are the employers of these people. In the best managed concerns to-day the man who does not advance goes down—ultimately he goes out. There is no standing still. You do not have clerks around you who do not every year give you something more, whether their salaries are increased or not. That is what they are there for and the moment you find a man standing still he has to find out that he is not the man for you. He ceases to be a clerk, he becomes an elevator attendant, or a janitor, or else he goes out of your service. But he cannot draw salaries unless he delivers good units of service.

New York I have spoken of as a corporation. It is the biggest corporation I happen to have any knowledge of or any close connection with. Years ago I was in the Executive Chamber and our expenses then were \$14,000,000 a year. They are now about \$66,000,000, and with the new industries, the new occupations, the new phases of public life that the State is reaching out into, after a while this question of efficiency becomes of immense importance,