

themselves. There is a tendency on the part of Commissions to consider employees as parts of machinery. I would make the suggestion to the Commission that they try to consider us as human beings and give us a fair deal if possible.

Mr. FORREST WHEELER (Secretary and Chief Examiner, Civil Service Commission, Minneapolis, Minn.): We have have the city only under our jurisdiction. All of the department heads are favourably inclined towards our office and the City Engineer goes out of his way to aid the Commission. The heads of the departments are not politicians and they are so greatly relieved to have the Commission stand in between them and the alderman with "just the man for the position" that they are glad to strengthen our hands. We have tried an efficiency record with only four columns and in the case of men working in waterworks construction we have evolved an effective mathematical method of taking men on and off by which we are able to get away from the strict seniority method of placing men who have been laid off back on the works. I believe that every employee would welcome a Service record that would give him an opportunity to show his good work as well as an opportunity to be checked up for ineffective work or accidental mistakes. The city employees do serious, conscientious work. But a man wants his next superior to know of his good work. I have seen many men so anxious to have the work properly done that they have worked far into the night, but no record is made of that. But if a little girl piles one letter on top of another on a typewriter, the systems I have seen take note of it. I have no hope of a record unless the employees can feel that things are on the square and that no one is spying on them. If we tried some of the systems I have seen the first thing we would hear would be "spy system." If we did that there would be no system after the Legislature meets in 1917. Just as soon as we can see how to continue this esprit and sense of square dealing and to make the employment in the city equally as pleasant as that outside of the city service, we will have some kind of so-called efficiency system.

The remarks of Dr. Shortt and of Mr. Steele are close to my heart because they are my experience for the last three years.

Mr. JOHN C. BIRDSEYE (Secretary New York State Civil Service Commission, Albany, N.Y.): An efficiency system has now been established in the Department of Highways in the State of New York. This system was established after calling in the co-operation of an efficiency expert. They took 100 or par as the average man. The average man is a little too good to dismiss. The men that are marked above the average and men who are marked below the average are marked by their division chiefs monthly. Every three months the division chief or the Marking Board meets, go over their ratings, and at that time any or all employees may appear before that Board as an Appeal Board and appeal from the ratings, discuss them, and have the matter finally decided. Every month they have the division chief's report; every quarter the average for the quarter, and then at the end of the year the full report. The men are marked above par or below as the division chief may determine. They have, I believe, seven elements. These elements are combined so that there are not more than five for any group of employees, executive ability, initiative, quantity of work, quality of work, knowledge, punctuality and good conduct. These elements have a relative weight. Take, for example, the resident engineers. They have executive ability, initiative, quality of work, knowledge and general good conduct. Take a man who handles pitch, he has quantity, quality, punctuality and general good conduct. Executive ability and initiative do not apply in that case. Each group of employees have five of the seven elements, and the weight for the five elements