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Practical Assistance on the Organization Problem — How Charts may be used.

On the next following page will be seen a sample result of an interesting experiment in analyzing a public service and charting its organization.

The service in question is one branch of the department of the city engineer of Chicago, and the chart shows in a pictorial way the result of a careful overhauling and analysis of the functions of the branch. There are no fewer than eight such branches under this one officer and all have been subjected to a similar process, as in fact has been the entire municipal service of Chicago.

The local Civil Service Commission which completed the work has recently illustrated the final result in a most interesting volume or "chart book"—free to all applying for it (such at least has been *The Civilian's* experience) — containing in all some forty charts like that quoted, some being, however, of a much more complicated and elaborate character.

According to the theory of civil service administration as it is understood by the Chicago Commission, standards of employment, fixed responsibility, and direct line of authority are necessary to obtain a basis upon which to ascertain departmental and individual efficiency. To obtain these fundamentals the Commission has classified the service as provided by law, defined the classification and duties of positions, graded and ranked the service upon the basis of duties performed, established uniform salaries for uniform services performed, and charted the

organization of the various departments of the municipal government.

This has been accomplished since 1907. Up to that time unsolved problems confronting the development of civil service administration had made it impossible. The detailed work involved will be understood when it is known that previously no successful attempt had ever been made to analyze the public service of this or any other city with a view to attaining the objects indicated. The Commissioners add:

"Application of the principles thus established in installing a new service would not have been difficult. To adapt them to a service of years' standing meant to replace a complicated and confused structure developed without standards and complicated by more or less technical or legal obstructions.

"By reason of these conditions there are inconsistencies apparent in the present service. Many employees are out of grade; in numerous cases salaries do not represent the real value of services performed; there are "hold-overs" in the service dating back to 1895, when the law took effect; there are employees holding positions under titles of positions for which they did not take civil service examination. These conditions will disappear in time by process of elimination if not corrected from time to time by direct action of the Commission in adjusting the service to the new conditions.

"The fact remains that the technical procedure of civil service as indicated above is now established. All future methods and action of the