

which indicate a normal annual advancement within the sub-professional grades of \$120 a year and within the professional grades of \$240 a year, as compared with \$250 a year in the Macy scale. In general, therefore, this schedule is somewhat less than the Macy scale.

The proposed application of the schedule is as follows: An individual entering the service as junior assistant engineer would receive the entrance salary of \$1,620. Annually the individuals in the grade of junior assistant engineer would be rated either as a whole or in groups by a method which would determine the relative standing of the individuals in the grade or group. The grade or group would then be divided into three sections on the basis of the relative standing as determined—the upper section to contain, say, the top one-fourth, the second section the middle one-half, and the third section the lowest one-fourth. The middle one-half would

Grade	Titles of Positions	Minimum Years of Service in Grade	Minimum Salary of Grade	Total Promotion in Grade, Number and Amount of Standard Annual Promotions	Maximum Salary of Grade	Total Promotion between Grades
PROFESSIONAL GRADES						
1	Chief Engineer		8100	→ and up		
				← 240		2160
2	Engineer	4	5940	{ 1920 } 8 X 240 →	7860	
				← 180		1620
3	Senior Assistant Engineer	3	4320	{ 1440 } 6 X 240 →	5760	
				← 180		1620
4	Assistant Engineer	3	2700	{ 1440 } 6 X 240 →	4140	
				← 120		1080
5	Junior Assistant Engineer	2	1620	{ 960 } 4 X 240 →	2580	
SUB-PROFESSIONAL GRADES						
6	Aid	3	1680	{ 720 } 6 X 120 →	2400	
				← 120		600
7	Junior Aid	2	1080	{ 480 } 4 X 120 →	1560	

TABLE 3.—Tentative recommended salary schedule.

then be given the normal salary advance of \$240 a year, the upper one-fourth twice the normal, or \$480, and the lowest one-fourth no advance. The average advance in the entire grade would be the normal of \$240. This plan differs from the Macy scale award in that the latter grants an automatic increase of \$250 a year to all persons in the grade. It is believed, however, that the plan proposed will provide a desirable spirit of competition, by making it to the pecuniary advantage of every individual to get into or remain in the highest section in his grade.

The normal salary scale for each grade is drawn up on the basis of a period of service in the grade of approximately twice the duration prescribed as a minimum for eligibility to a higher grade. This minimum period of service having expired, a qualified individual would be eligible for advancement into the next higher grade