

dustrial, governmental and labor organizations and included in agreements between employers and workers of many industries, and the labor policies established by a number of governmental agencies, are good examples of the steps already taken to develop more equitable and uniform methods of compensating employees for services rendered.

Essential Principles

Essential features and underlying principles for sound classification and salary standardization have been developed as a result of intensive studies, experiences and observations of employment situations in many services. Professional engineers and employers would do well to adopt the constructive method and principles that have been evolved in various industrial and governmental services and are considered by many to be the most significant development of the method to improve industrial and economic conditions. These essentials and principles are set out as measuring standards for the classification and standardization of the railroad professional engineering positions as well as for other professional engineering groups.

As the plan proposed for the railroad professional engineers measures up to these standards, so will the broad purposes be attained. The programme of service and standardization of all the professional engineers should be the programme of the railroad professional engineering group and that programme should include the following fourteen essentials:—

Fourteen Points in Programme

(1)—Equitable and logical basis for fixing and adjusting salaries in relation to duties and qualification requirements and cost and standard of living.

(2)—Definite wage differentials for different positions based on special work and qualification requirements, location and other special employment conditions.

(3)—Classification of positions into functional classes, all positions being placed into classes according to general character of duties and into grades according to responsibility and difficulty of work.

(4)—Standard and distinctive titles for all positions having similar duties and work requirements.

(5)—Definitions of duties and responsibilities for each position.

(6)—Definitions of qualification requirements for each position.

(7)—Definite and equitable plan for recognition of efficient service and seniority through periodic advancement,—particularly applicable to the lower grade positions.

(8)—Definite lines of promotion for employees in the various groups and grades.

(9)—Definite regulations for the determination, adjustment and control of salaries and working conditions.

(10)—Standards of service for use as a basis of advancement, transfer and increases based on efficient service and seniority.

(11)—Basis for the establishment of co-operative relations and measures between employees and management to improve social, economic and industrial conditions.

(12)—Definite plan of administrative machinery for insuring equitable and orderly handling of problems of classification, salaries, working conditions and other matters of mutual interest.

(13)—Definite formation of effective and fully representative associations for studying, developing and advising on the industrial, economic and public matters which are of common interest to all and for mutual support.

(14)—Definite proposals for the next steps in the improvement of the status of professional engineering and the development of positive methods and ideals for service and employment.

General Procedure

The following general procedure could be successfully applied in connection with the broad program of classification and salary standardization for railroad professional en-

gineering positions as well as for the other professional engineering groups:—

(a)—Establish co-operative relations with representatives of professional engineering groups and associations, employers, and governmental agencies with a view of obtaining common understanding, full-hearted consideration and support in the development and establishment of the standardization programme.

(b)—Determine the divisions of professional engineering groups and the order in which classification and salary standardization for the same are to be developed.

(c)—Collect for analysis, information and data from reports and documents containing laws, rules and regulations and descriptions of the organization, work and qualification requirements of the positions under consideration.

(d)—Collect for analysis, information and data on cost and standard of living, hours of work, and other working conditions for the respective positions by districts and for the country as a whole.

(e)—Develop groups of occupations setting forth standard and distinct title designations, definition of duties and qualification requirements; character of occupations; and lines of advancement and promotion.

(f)—Establish factors and standards for the determination of basic salaries and differentials dependent on educational requirements, cost and standards of living, working conditions, and special qualifications.

(g)—Develop standards of service as a basis for selection, assignment, transfer and advancement according to service and seniority.

(h)—Prepare code of regulations and conditions as part of the general standardization plan.

(i)—Hold conferences with representative of engineering groups and employers with a view of obtaining suggestions as to changes in classification, standards and factors, and approval of the general plan.

(j)—Prepare regulations and procedure on the manner and method of applying and administering the standardization programme.

QUEBEC'S ROAD PROGRAMME

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AS a result of the announcement that the Federal government will appropriate money to aid in the construction of good roads, the Quebec government has been asked to help finance a number of new highway activities. Hon. J. A. Tessier, Minister of Highways for Quebec, has received requests for roads from every part of the province. To satisfy all the demands would require the expenditure of \$100,000,000. However, the most urgent will be constructed immediately.

Mr. Tessier announced recently that this summer work will be done on the following roads:—

Hull to Montreal, Sherbrooke to Montreal, Sherbrooke to Three Rivers and Levis to Sherbrooke. At the same time, work will be actively resumed on the Grand 'Mere to Three Rivers and Sherbrooke to St. Lambert roads. The total expenditure to be involved will be \$2,000,000 for 1919.

A request has been submitted to Mr. Tessier by a delegation from the northern section of the county of Champlain, to continue the Grand 'Mere to Three Rivers highway so as to pass through the parishes of St. Theophile, Ste. Tite and Ste. Thecle, to Harvey Junction. A gravel road has been suggested. The minister has promised to consider the question seriously and the department's engineers will be asked to report on the extension.

Mayor Desaulniers, of Shawinigan Falls, and A. J. Meunier, have asked Mr. Tessier for aid in the construction of a concrete road on Melleville Island.

Representatives of Shawinigan Falls were also in Quebec last week to arrange for the floating of a loan to cover the construction of a new section of the local aqueduct, new sewers and other public works.