

efficiency through experts on its own force. An experiment in this direction is now being made by the Chicago civil service commission, which has established an efficiency bureau in its own office to carry out these purposes. Precisely this kind of work is now being done in the government service by administrative experts employed from the outside; but spasmodic investigation is not sufficient, and the government service is large enough to justify the permanent employment of skilled experts to act under the direction of a non-political board, which already has jurisdiction over appointments and promotions.

The forms of efficiency records now in use in various departments and in certain cities under civil service rules are fairly satisfactory, and their improvement is only a matter of detail. To secure the best results we believe that these records should be marked monthly under each heading by the chiefs of divisions. In order to secure a uniform standard of marking so that employees in one bureau will not find themselves discriminated against when they come into competition with employees of another bureau, and also in order to minimize the influence of personal favoritism or prejudice, boards of promotion should be established in each department and office to revise and equalize the ratings of division chiefs. Each division chief should be required to maintain a blotter upon which he shall make from time to time entries of any significant facts in relation to the efficiency of his employees. The ratings should be based, so far as practicable, on these entries and the blotter should be brought before the board of promotion as evidence in any cause of controversy. The employees should have access to the ratings made by the board of promotion and should have a right of appeal to the civil service commission, which can, if necessary, investigate through its own force. The boards of promotion

should meet semi-annually and make their reports to the civil service commission.

It is scarcely necessary to point out the value to the department of these records, for purposes of discipline, reduction, transfer, and weeding out incompetents, as well as for creating a spirit of emulation and subordination. If properly kept and consistently carried out, they would prove invaluable.

(d) **Competitive Examination.** The main advantages of promotion by competitive examination over promotion on a basis of efficiency records are:

- (1) That all employees submit themselves to the same tests of capacity.
- (2) That these tests have relation to the ability to perform the duty of the higher position.
- (3) That the examination can be made to cover more than ability to perform duty in a particular division or section, which is all that is covered by the record and, to a certain degree, can test the candidate's general ability and capacity to make progress. Combined with a system of marking on efficiency records, it tends to correct the inequalities in rating and the favoritism possible under that system. Just so far as the examination is complete, it submits all candidates to absolute tests of ability to perform the work required, as compared with tests which depend in a considerable degree upon an examiner's individual judgment.

The examination must be competitive if the best results are to be obtained. If the head of the department is allowed to select any of those on the eligible list, on the theory that they are all qualified, political pressure and favoritism are not eliminated, but may be brought to bear in favor of particular candi-