

was again asked to show what he was doing, followed shortly after.

"Then a separate investigation was made to ascertain exactly just what work the employee actually did.

"These reports were not little two or three line memoranda, but were full and comprehensive, telling in detail all about the subject. The result of this investigation has been compiled in book form and is now in the hands of the finance committee of the county board.

"The department heads have been called on one after another to explain to the committee their understanding of the work done in each individual position. The commission is not dealing with persons, but with positions.

#### BIG PAY, SMALL WORK, SALARY CUT.

"Where we have found a man with a high-sounding title drawing \$200 a month for doing the work which is usually done by a junior clerk or even an office boy, we have classified the title to suit the work done in the position, and the finance committee has been asked to appropriate for the position on the basis of duties performed in it.

#### LIBERAL PAY IS ALLOWED.

"A very liberal allowance has been made for the difference in salary to be allowed an employee in public service as distinguished from one doing the same kind of work done for a private concern or commercial enterprise. We have allowed 25 per cent. more for every position than would be paid by a business man for the same work.

"The salaries paid in the leading banks, mercantile houses and public service corporations have been taken as a basis for this figure.

#### THREE GRADES FOR TYPISTS.

"In the position of stenographers for instance, two general grades and one special grade have been made. Stenographers who are able to take ordinary dictation and do it ordinari-

ly well will be classed as 'junior.' Stenographers who are able to take every difficult dictation, rapidly and accurately, have been classed as 'senior.' They are supposed to have had considerable experience and to be able to take any dictation offered them.

"To meet the requirements of such offices as the coroner's office, the state's attorney's office and other places where the character of the person employed, as well as the ability to take and transcribe notes is concerned, we have made a special classification known as 'secret' stenographers.

"Those in this grade will be paid a higher salary than senior stenographers, because they have larger responsibilities and can be chosen only when known to be absolutely trustworthy and reliable.

#### TITLES MUST FIT DUTIES.

"Where we have found men classified as plumbers and running elevators, or doing other work than that which their title would imply, we have given the position the proper title and the salary has been graded accordingly.

"This, of course, will cause many changes in the service, and in making them some persons will have to go back on the reinstatement list, but no one who has taken a civil service examination for his position will be deprived of work for which he is qualified as long as there is a position of that sort vacant in the country service.

#### CHANGES WILL BE RADICAL.

"The changes will be radical in some instances but they mean better protection and more security for the efficient, conscientious merit employees, and the elimination of the drone and loafer. When the system is understood and a standard established, I am firmly convinced the rule of the commission will be strongly supported by the employees, the department heads and the tax payers generally."—*Chicago C. S. News.*