

department is impaired, because the employees feel the burden of injustice. After all, loyalty can come only where employees are justly dealt with and if they are not given an opportunity to ventilate their grievances the fullest measure of loyalty cannot be elicited from them. For this reason, we are intensely interested in the entire question of adjustment and discipline in city departments. We believe that it should be the business of the civil service commission to act as an adjuster for city departments in their employment problems. The civil service commission should have its experts study the needs of various departments and submit to them their suggestions in the improvement of the organization, not in the spirit of an outsider, but in the spirit of a co-operator. Private corporations and private businesses recognize the place of mediation in labour disputes and labour problems. There should be in the City of New York a mediator in the labour problems of city departments. The mediator does not occupy a position of external authority. Whatever authority he obtains comes from the persuasiveness of his methods and from the justice and reason in his conclusions and suggestions. If the civil service commission is the employment branch of the city government, if it is intended to strengthen the city service and co-operate with the city departments, everything that it does is done in the spirit of co-operation. I can readily conceive a civil service commission manned with examiners and experts who would make this study of employment problems in the various city departments and give to the department heads the benefit of their expert knowledge and suggestions. Such a civil service commission could also assist the heads of departments in the maintenance of that esprit de corps which makes discipline very often unnecessary and, while I am not prepared to give any half-baked conclusions concerning

this very important suggestion of a trial board for city employees, I am prepared to say that I am opposed to a trial encumbered by technical legal evidence which does not do justice to the administrative needs of the department. I think that if certiorari proceedings were applied to every city department the efficiency of the departments would be impaired. Nevertheless I am in favour of an impartial trial, and I believe that an impartial trial can be more readily given under the auspices of an outside body like the civil service commission than when it is given by a person who, if not the accuser, is very much in sympathy with his immediate subordinate acting as an accuser. The experience of Chicago with a central trial board has been very effective, I understand. I do not know whether New York could adopt the Chicago plan. I am told that the Chicago plan has resulted in more removals than under the old system, and that the trials of the civil service commission to the executive officers and to the employees have proven satisfactory both to the executive officers and to the employees. Such a method adapted to New York City conditions might prove very advisable in this city. The Mayor has appointed a committee consisting of the president of the civil service commission, the chamberlain and Commissioner Williams to consider that question. It is receiving very careful attention on the part of the city administration.

The civil service commission is eager to submit its problems to the public, for it needs, very frequently, public support. The problems which come before it are fundamental, but undramatic. They haven't headline news value, but they affect the very structure of our government. We trust that the civil service commission will help to develop some form of service schools for city employees. With our fine educational institutions, such as College of the City of New York, New York University, Columbia Uni-