

upon the type of examination that is given. The earlier types of examination were frequently too theoretical. They were sometimes unrelated to even the expert tasks which a public servant had to perform. But civil service, like any other institution, has undergone a process of evolution, and the examinations themselves have evolved. In the administration of civil service we note a very decided change in the types of examination given for particular positions.

The civil service commission is, after all, the employment expert of the city, and it is its duty to provide such tests as will eliminate the unfit and bring forward the most fitted candidate for the position. Therefore, the examinations have been divided into the various stages. There is an experience paper, a physical test and a written paper. Moreover, it has been found practicable to give practical tests for those positions which involve motor expression. The New York Civil Service Commission has made considerable progress in this respect. Practical tests have been given for positions in the labour class. We, however, intend to extend the province of the practical test and apply it to more of the positions in the competitive class. One of the first changes which the commission instituted in connection with examinations was to introduce a practical test for playground attendant. This test was devised by some of the best recreation experts of the city. A conference was held with these representatives, and a sub-committee worked out in co-operation with the commission a very interesting test, which was given in the 69th regiment armory and which was very successful.

New York City offers a civil service commission an unusual opportunity for taking advantage of the expert. I have called conferences of philanthropic experts to consider important examinations affecting the department of charities. Commissioner

Davis, at the suggestion of the civil service commission, has invited prison experts to a conference to consider the qualifications and scope of examinations for positions in the prison service. It is our intention to consider this method of conference with these experts in various fields for the purpose of securing their co-operation in the work of devising an adequate type of examination for the positions in the city service. I believe that the examinations can be developed even further for higher positions. It is not impracticable to secure the aid of such experts in giving examinations for positions in the public service. It has been tried in cities like Philadelphia, Washington and Chicago with great success. I trust that the commission will be offered an opportunity to give these examinations and apply the civil service principle to higher positions, thus taking from the orchard of the spoilsman some of his plums.

It is important to recruit the right type of candidates. Therefore, the problem of advertising and publicity is important. The commission has engaged a publicity expert, who has been able to improve the type of advertisement and to secure better results with very much less money. In fact, it has been estimated that the City Record will save \$10,000 in the coming year owing to this sensible, businesslike policy of advertising and publicity. The commission also means to help candidates by issuing to them bulletins imparting information as to the types of books and reading they should do to equip them for positions. Such a bulletin will be issued for the position of examiner of charitable institutions.

One of the most important functions of the civil service commission is to provide opportunities for promotion to those who have already entered the service through competitive examination. The promotion system should be based upon a proper classi-