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MERIT

*A magazine devoted to the civil service merit system
in New York State*

Fall
Issue



October-December 1947

Vol. 16 - No. 7

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MERIT

Official Publication of
The Civil Service Employees Association, Inc.

Vol. 16, Number 7

October-December, 1947

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THE ASSOCIATION

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1st Vice-President	-	Jesse B. McFarland
2nd Vice-President	- -	John F. Powers
3rd Vice-President	-	Frederick J. Walters
Treasurer	- - - -	Harry G. Fox
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Exec. Secretary	- -	Joseph D. Lochner
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THE MAGAZINE

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Our Cover

This is a very special num-
ber of MERIT. Please read the
Editorial, "Fall Issue," on
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YOUR OFFICERS - 1947-8

The Board of Canvassers of the Association, after practically two days and evenings of continuous work counting, checking and tabulating the thousands of ballots received from members, announced the election re-

sults through its Chairman to the delegates at the Tuesday evening business session of the Annual Meeting on October 7th. A rising vote of thanks was extended to the Board of Canvassers and its clerks. Here they are at work:



The Board was composed of Leonard F. Requa, Department of Social Welfare, Chairman; Isabelle O'Hagan, State; George Hayes, Tax, and Walter Conway, Law.

The following officers and members of the state executive committee were chosen, via the ballot, for the ensuing year (asterisks indicate new officers):

President.....	Dr. Frank L. Tolman, Education
First Vice-President.....	Jesse B. McFarland, Social Welfare
Second Vice-President.....	John F. Powers, Labor
Third Vice-President.....	Frederick J. Walters*, Mental Hygiene
Fourth Vice-President.....	J. Allyn Stearns*, Westchester County
Fifth Vice-President.....	Wayne W. Soper*, Education
Secretary.....	Janet Macfarlane, Mental Hygiene
Treasurer.....	Harry G. Fox*, Civil Service

MEMBERS OF STATE EXECUTIVE COMMITTEE

Agriculture and Markets.....	William F. Kuehn	Labor.....	Christopher J. Fee
Audit and Control.....	Francis A. Fearon*	Law.....	Francis C. Maher
Banking.....	Victor J. Paltsits	Mental Hygiene.....	William J. Farrell*
Civil Service.....	Theodore Becker	Public Service.....	Kenneth A. Valentine
Commerce.....	Joseph J. Horan	Public Works.....	Edward J. Ramer
Conservation.....	Angelo J. Donato*	Social Welfare.....	Francis A. MacDonald*
Correction.....	Leo M. Britt	State.....	Isabelle M. O'Hagan
Education.....	Wayne W. Soper	Taxation and Finance.....	John J. Denn
Executive.....	Charles H. Foster	Judiciary.....	Walter J. Nolan*
Health.....	Charlotte M. Clapper	Legislature.....	Fred Forbe*
Insurance.....	Solomon Bendet		



Left to right: Dr. Tolman, Messrs. MacDonald, Farrell, McFarland, Miss Macfarlane, Messrs. Fox, Soper and Stearns

HISTORIC ANNUAL MEETING

☪ The pages immediately following contain the story in prose and pictures of the vitally important 37th Annual Meeting of The Civil Service Association, Inc., Monday and Tuesday, Oct. 6 and 7, 1947.

Study these pages carefully. Know what your Association is doing, planning - and thinking.

ASS'N PROGRAM SET IN

Your Association's Policies

The Resolutions Committee of the Association is a year 'round committee. Its members are in constant touch throughout the year with the thinking of their fellow workers.

Prior to the Annual Meeting and at its sessions, this thinking of workers is translated into words and crystallized into resolutions. When adopted, these resolutions become the policy of the Association and directives to the Officers and Board of Directors. When adopted, all of the resolutions become also the responsibility of the entire membership — not only the responsibility of those directly affected by a resolution — but every resolution is every member's concern.

The Chairman of the Resolutions Committee, in presenting the proposed resolutions to the delegates for final action at the Annual Meeting October 7, stated that they represented many proposals by Chapters and individuals and established a general policy for the Association for the coming year. He stated that some of the proposals received had been referred to the Board of Directors for action through regular channels.

All of the resolutions adopted at the Annual Meeting are printed herewith.

READ THESE RESOLUTIONS AGAIN AND AGAIN—UNDERSTAND THEM—TALK ABOUT THEM IN FORMAL AND INFORMAL DISCUSSIONS—CARRY THEIR SIGNIFICANCE AND PURPOSE TO YOUR NEIGHBORS AND LEGISLATIVE REPRESENTATIVES—THESE RESOLUTIONS REPRESENT YOUR NEEDS AND RESPONSIBILITY!

EMERGENCY SALARY ADJUSTMENT

Whereas, The hard facts of everyday life demonstrate that the value of the dollar is now about 60 cents and that the level of prices on necessities of life is now 61 per cent above the level of 1939, as shown in official records, and,

Whereas, The maximum salary adjustments of State employees to meet such increase in the cost of living are only from 14 to 30%, and,

Whereas, State salaries still lag far behind the price in living costs and the real value or purchasing power of present salaries is far below the salaries paid by the State in 1939, and

Whereas, There is every prospect that the value of the dollar will continue to fall and that prices will continue to advance, and,

Whereas, The Salary Standardization Board has completed its study and adjustment of so-called inequities in some 1800 titles in State service without affording any real relief,

Therefore, Be It Resolved, That this Association request a general adjustment of all State salaries as now allocated to place wages in line with living costs and the real value of the dollar, such adjustment to include an adjustment of at least 25 per cent in the form of an emergency cost-of-living bonus, a change in basic wage scales, or a combination of such changes, to be effective at the earliest possible date and retroactive to October 1, 1947.

SPECIAL SESSION OF LEGISLATURE

Whereas, The financial plight of State employees generally is most serious and difficult, and,

Whereas, Immediate relief is necessary to enable present trained State employees to remain in the public service, and,

Whereas, Immediate relief is essential to revive the morale of State employees generally and thus to raise the

quality and quantity of production of employees in the conduct of the State's business,

Now, Therefore Be It Resolved, That the Civil Service Employees Association, Inc., by its delegates assembled this 7th day of October, 1947, respectfully requests Governor Thomas E. Dewey to call a special session of the Legislature immediately for the purpose of considering and relieving the needs of State employees, and

Be It Further Resolved, That the President of the Association be and he hereby is authorized, empowered and directed to wait upon the Governor, his government associates and department heads, the Legislators throughout the State for the purpose of obtaining favorable consideration of the plea for a special legislative session, and also, to present pertinent facts substantiating the need and desirability for alleviating the dire circumstances surrounding the financial plight of State employees.

INCORPORATION OF EMERGENCY BONUS INTO BASIC SALARY

Resolved, That the Association urge that the emergency bonus now paid to certain employees on a temporary basis be forthwith incorporated into the basic scales.

ADEQUATE SALARY SCHEDULE

Resolved, That the Association urge upon the State Civil Service Commission and the local Civil Service Commissions, personnel officers and proper departmental authorities of political sub-divisions, the adoption of adequate salary schedules in accordance with established personnel practice.

LIKE PAY FOR LIKE WORK

Resolved, That the Association continue its policy of seeking salary increases for positions wherever essential to effectuate the policy of like pay for like work.

RESOLUTIONS APPROVED

Resolutions Committee At Work



Headed by Jesse B. McFarland, the Committee was given a rising vote of thanks by the Delegates at the Annual Meeting

GUARD PAY FOR MATTEAWAN AND DANNEMORA EMPLOYEES

Whereas, The Matteawan and Dannemora State Hospital Attendants are performing services similar to those performed by the Guards in the penal institutions of the State, and,

Whereas, Attendants of these institutions have been discriminated against in the matter of appropriate salary allocations, and

Whereas, The Association is seeking to abolish such discrimination,

Therefore, Be It Resolved, That the Civil Service Employees Association, Inc., continue making determined efforts to secure for the Attendants of Matteawan and Dannemora State Hospitals, the Prison Guards scale of pay.

EQUAL PAY FOR WOMEN

Resolved, That the Association urge upon the Governor and the Legislature to act to follow out the generally accepted principle of like pay for women with men when both perform the same duties, and urges the establishment of prison guard pay scales for women guards at Albion and Westfield Institutions for women.

SALARY INCREMENT AFTER FIVE YEARS

Resolved, That the Association urge upon the Governor and the Legislature amendment to the Civil Service Law to provide for payment of a single increment in the case of each employee who has served at the present maximum rate without salary promotion for five years and that similar increase be granted at each future five year period of like service up to twenty years.

SALARY INCREMENTS FOR CIVIL EMPLOYEES OF LOCALITIES

Resolved, That the Association urge upon the State

Civil Service Commission and the local Civil Service Commissions, personnel officers and proper departmental authorities of political subdivisions the adoption, as a spur to the career system, of Tenure Increment Plans to provide that an employee of a political subdivision who has remained at or above the maximum of his pay scale for a period of five years shall be entitled to an additional salary increment.

TIME AND A HALF FOR OVERTIME

Resolved, That a bill be presented to the State Legislature providing that overtime be paid for at time and one half to employees of the state and local subdivisions thereof.

ANNUAL SALARIES

Resolved, That the Association urge upon the Department of Public Works officials and appropriating authorities that all employees of the Department of Public Works now on a per diem basis be placed upon a basis of annual salary commensurate with their titles and be accorded all rights applying to other state employees.

L. I. PARK COMMISSION WORKING CONDITIONS

Resolved, That the Association request the proper authorities to reexamine the salaries, hours and employment conditions affecting the State Park Patrolmen of Long Island Inter-County Park and urge that the salaries, hours and working conditions be revised to conform to the salaries, hours and general employment conditions obtaining in police positions in the Metropolitan area.

PROMPT SALARY PAYMENT

Resolved, Whereas good business practice calls for the payment of all financial obligations when due, the Association urge upon all State agencies concerned that adequate procedures be established whereby all salaries,

overtime, hazardous and arduous pay, and reimbursement of expenses will be promptly paid.

CORNELL AND OTHER STATE COLLEGE EMPLOYEES

Resolved, That the Association urge upon the Governor and the Legislature that action be taken immediately to recognize the employees of State Colleges and Schools and Experiment Stations wherever located throughout the State, when such Colleges, Schools or Experiment Stations are aided by money appropriated from State funds, as being entitled to the same salary scales as Civil Service employees of the State of New York and that such employees be accorded all rights and privileges of State Civil Service employees in departments and institutions of State government as to workmen's compensation, retirement, vacations, holidays, hours of work and sick leave.

INSTITUTION TEACHERS

Resolved, That this Association urges adoption of salary scales, hours of work, holidays and vacations for teachers in state institutions comparable with salaries and leaves common in the public school system of the State.

CHAPLAIN'S SALARIES

Whereas, The present status of salaries of Chaplains in the New York State Departments is considerably lower than salaries of any comparable group of Professional men in our State, and is considerably lower than Clergymen's salaries in Parish work demanding comparable training, experience, and responsibility, and

Whereas, All leaders in the religious field today are increasingly recognizing the value and position of institutional Chaplains in the field of religious social work, and are constantly raising the standards of this service through Seminary and Clinical Training.

Therefore, this Association recommends that in establishing salaries of State Chaplains, the goal of more effective Chaplaincy work should be considered, rather than the notoriously low salary standards of Clergymen in general, and

Further Recommends, That the salaries of State Chaplains should be increased so that the Chaplain shall be more adequately reimbursed, in order to encourage other clergymen to consider this Service and prepare themselves for it through extra training, and experience now required.

MORE PAY FOR LEGISLATORS

Resolved, That the Association favor the constitutional amendment to increase the pay of our legislators this coming year.

IMMEDIATE AND COMPLETE HAZARDOUS AND ARDUOUS PAY

Resolved, That the Association deplors the continued delay in according additional pay, as provided in Chapter 302 of the laws of 1945, to all State employees engaged in hazardous or arduous duties and the inadequacy of allowances in many cases, and urges upon the Director of the Budget immediate and complete action to approve for hazardous or arduous pay all positions which fall within this category and the payment to all employees affected of ten per cent additional pay.

HAZARDOUS PAY FOR ALL T. B. HOSPITAL EMPLOYEES

Whereas, All employees of State T. B. wards and State T.B. institutions are in virtually constant contact with a contagious disease and

Whereas, Even a momentary intense exposure to the tubercle bacillus can cause tuberculosis of the lungs, and

Whereas, The provisions of the Hazardous Employment Compensation as interpreted by the Director of the Budget has allowed the Hazardous Employment Compensation to only a partial number of these employees, therefore

Be It Resolved, That the Association urge prompt action by the Director of the Budget in allowing all the employees of said State T. B. wards and State T. B. institutions to receive the 10% Hazardous Compensation for the risk involved when employed at said T. B. wards and hospitals.

HAZARDOUS-ARDUOUS PAY IN REGULAR MONTHLY CHECKS

Resolved, That the Association urge upon all departments involved that they perfect payroll procedure which will result in the inclusion in the regular semi-monthly pay checks, any additional pay for hazardous or arduous work performed.

HAZARDOUS PAY FOR MOTOR VEHICLE LICENSE EXAMINER

Whereas, The "hazardous pay law" was passed by the legislature and signed by the Governor of the State of New York in order to properly compensate those employees of the State of New York whose work places life and limb in continuous jeopardy and,

Whereas, All employees whose work exposes them to risk and danger are therefore entitled to receive this additional compensation and,

Whereas, The Motor Vehicle License Examiners of the Bureau of Motor Vehicles of the State of New York in pursuance of their duties continually place their persons in danger for various reasons not attributable to any actions of such examiners and,

Whereas, During the year 1946, with an average force of 110 examiners, there were 543 accidents during road tests (an average of about five accidents a year for each examiner) and during the period of from January through July, 1947 with an average force of 120 examiners, there were 363 accidents during road tests (an average of more than five accidents per year for each examiner) and during the year 1946, there were 19,639 applicants failed for "dangerous action," and 7,059 such failures for the period from January through July 1947, exhibiting without room for doubt that the Motor Vehicle License Examiners are truly engaged in hazardous employment,

Now Therefore, Be It Resolved, That the Motor Vehicle Chapter of the Civil Service Employees Association of the State of New York, Incorporated, strongly urge the Civil Service Employees Association of the State of New York, Inc., through its officers to recommend to the Governor of the State of New York and the Director of the Budget, that immediate recognition of this condition of hazardous employment be had and that the pay of Motor Vehicle License Examiners be adjusted as provided in the "hazardous pay law."

REPRESENTATION ON SALARY BOARD

Whereas, It is generally considered sound practice to have employees participate in any wage administration plan, and

Whereas, The Feld-Hamilton Law provides that the Civil Service employee members of the Salary Board shall be appointed by the Governor and

Whereas, The democratic procedure would be for employees to select their own representatives, be it

Resolved, That this Association urge amendment of the law to permit the employees of the State to elect the employee members to serve on the Salary Board.

REAFFIRM ASSOCIATION SALARY STAND

Whereas, The careful technical analysis by the Association of the Survey Report of the Salary Standardization Board shows:

1. failure in general to compare jobs in the public service with like jobs in industry;
2. that the samples used were not properly representative of positions in the state service;
3. that the data collected was not properly analyzed or interpreted;
4. that there was and, since the report was issued, there has been no general recognition of the rapid changes in wage rates in the postwar period, particularly in the last eighteen months; and

Whereas, The general conclusion was that the Report would not stand up to critical analysis, that it fails to compare like jobs, that its samples are frequently inadequate, and that its statistical methods are unsound; and that in view of its defects no member of the Legislature, no state employee and no responsible citizen who examines the Report can safely put any faith in its findings.

Therefore, Be It Resolved, That the Civil Service Employees Association, through its duly elected delegates from all parts of the state, reaffirms the action taken by the delegates assembled in convention on February 8, 1947 in adopting a resolution similar to the above, and further, again charges the officers of the Association with the responsibility of publicizing the truth about the Survey and to bring its fallacies and failures to the attention of the Governor, the Legislature and its committees, to the Press, and to the people of the state, and to do everything in their power to cause to bring about the necessary changes in the viewpoint, methods and operations of the Salary Board in order that a fair Salary Standard may be established in this state.

SPECIAL COMMITTEE ON SALARY PUBLICITY

Whereas, Employees of the state are suffering seriously from the sharp rises in costs of living during the Post War period, and

Whereas, There appears to be no evidence or indication that prices will decline materially, and

Whereas, The Administration and the Legislature have not been convinced of the dire need of state employees for substantial increases in salaries, and

Whereas, The public press and radio gave the public the erroneous impression that state employees are now adequately compensated, and

Now, Therefore Be It Resolved, That the President of the Association be, and he hereby is charged with the personal responsibility of seeing to it that unusual and

extraordinary activity and action be taken to inform the Public of the dire financial status of state employees, and

Be It Further Resolved, That the President of the Association be and he hereby is authorized, empowered and directed to appoint a Special Committee on Salary Publicity which shall be charged with the responsibility of carrying to the Public, through the Radio, the Press and otherwise, full facts and figures to show the inequities in state salaries, to prove the need for immediate salary increases commensurate with current living costs, and

Be It Further Resolved, That the President of the Civil Service Employees Association be, and he hereby is empowered to expend a sum not exceeding \$10,000 to carry out the intent of this resolution and the purposes of this Special Committee.

MAXIMUM 40-HOUR, 5-DAY WEEK WITH OVERTIME PAY

Resolved, That the Association urge upon the Legislature the adoption by law at the earliest possible time of a maximum forty-hour, five-day week, with additional pay for all time worked beyond forty hours per week, for all employees of the State.

PAY FOR WORK BEYOND 40 HOURS PER WEEK

Whereas, Under the operation of Chapter 270 of the Laws of 1947 amending the civil service law in relation to overtime compensation of State employees, many employees who work periods of 44 or 48 hours per week have not been accorded overtime pay, and

Whereas, This constitutes unfortunate and inexplainable injustice and discrimination among civil service employees, therefore be it

Resolved, That the Association call upon the Budget Directors to act immediately to review the various positions not now accorded overtime pay and to issue necessary rules providing for overtime pay beyond forty hours per week in all cases where employment exceeds such number of hours.

MAXIMUM FORTY HOURS FOR LOCAL PUBLIC EMPLOYEES

Resolved, That the Association take all proper means to procure the passage by the Legislature and approval by the Governor of legislation establishing a maximum forty-hour week for employees of political subdivisions of the State, as has already been accomplished for employees in private industry and for employees of New York State.

SATURDAY CLOSING

Resolved, That the Association take all proper means to secure the passage by the Legislature and approval by the Governor of legislation to allow offices of political subdivisions to legally close on Saturdays, in the same manner as may now be done in the County of Westchester.

MAXIMUM 40-HOUR WEEK FOR PARK EMPLOYEES

Resolved, That the Association urge upon the Executive, Administrative and/or Park Commissions and The State Council of Parks that a 40-hour, 5-day work-week be allowed to Park Patrolmen, Park Rangers and other groups of Titles in State Work service who are now working a 48-hour week — where similar titles in other State Departments are enjoying a 40-hour week.

Be It Further Resolved, That, if necessary, the Association urge every means where a six-day work-week is required in above mentioned titles — that overtime compensation beyond 40 hours be granted to these employees in accordance with provisions of the 40-hour law enacted April 1, 1947.

COMPENSATING TIME OFF FOR GAME PROTECTORS

Resolved, That the Association urge upon the Governor and the Legislature and/or the Commission of Conservation, that Game Protectors and Assistant Game Protectors, who now work all holidays, be granted compensatory time off in lieu of time worked.

ANNUAL LEAVES

Resolved, That the Association urge upon the State Civil Service Commission and the local Civil Service Commissions, personnel officers and proper departmental authorities of political subdivisions, the adoption of fair and uniform annual leave provisions in accordance with established personnel practice.

LEAVES — SICKNESS, RELIGIOUS OBSERVANCE

Resolved, That the Association urge upon the State Civil Service Commission and the local Civil Service Commissions, personnel officers and proper departmental authorities of political subdivisions, the adoption of fair and uniform provisions for sick leave and leave for religious observance, in accordance with established personnel practice.

SICK LEAVE AND VACATION CREDITS BEFORE RETIREMENT

Resolved, That legislation be enacted providing that a lump sum in lieu of any accrued sick leave or unused vacation credits be paid to a member upon retirement.

TRAVEL TIME ALLOWANCES

Resolved, That the Association appeal to the proper authorities to secure for all persons required to travel in the performance of duty beyond the regular tour of duty compensating time off or overtime pay for all time spent in traveling.

LIBERALIZE PENSIONS

Resolved, That this Association urges early action by the Governor and the legislature to liberalize the State Retirement Law to

1. establish a minimum retirement allowance of \$1,200 per annum for members who have been employees of the State on a full time permanent basis for thirty years,
2. permit optional retirement at age 55 with the State bearing half of costs,
3. that the death benefit be increased to an amount equal to 1/12th of the member's annual salary for each year of service to 12 years and an additional amount for each 2 years of service thereafter,
4. that the law provide vesting of employee's retirement allowance after 5 years of service when state service is discontinued on the same basis as provided in the Federal Retirement,
5. that optional retirement after 25 years of service at one-half pay be provided,
6. that members be granted the option of purchasing additional annuity.

INCREASED ALLOWANCES FOR RETIRED EMPLOYEES

Resolved, That in view of the increase in the cost of living, that this Association urge upon the Governor and the Legislature that prompt action be taken to provide increased retirement allowances for retired State employees.

EXEMPTION OF PENSIONS FROM FEDERAL INCOME TAX

Resolved, That the Association appeal to Congress to act promptly to relieve public employees receiving pensions from the State Retirement or other public pension systems from Federal Income Tax on such pensions to at least the extent of \$2,000.

STATE RETIREMENT SYSTEM MEMBERSHIP

Resolved, That the Association use all proper means to effect the entrance of all employees of political subdivisions into the State Retirement System.

LIBERALIZE CORRECTION RETIREMENT SYSTEMS

Resolved, That the Association urge upon the Governor and the Legislature the enactment of a measure to grant to beneficiaries of members of the Correction Department Retirement System options and death benefits like to those provided for members of the State Retirement System at no additional cost.

PENSION CREDIT FOR PRIOR SERVICE FOR STATE COLLEGE EMPLOYEES

Resolved, That the State Retirement Law be amended to permit the employees of the state colleges at Cornell University who are now members of the Retirement System to pay for and receive credit for prior service.

PENSION CREDIT FOR MILITARY SERVICE FOR LOCAL EMPLOYEES

Resolved, That the Association study the introduction of legislation to extend to former military personnel below the rank of commissioned officer the same right as is now available to former commissioned officers who entered public service in New York State during their terminal leave, of obtaining credit in the State Retirement System for their period of military service; providing that the political entity of such persons is or becomes enrolled in the State Retirement System.

MERIT SYSTEM REPORT

Resolved, That the Association initiate a broad campaign to promote public and official respect for the merit system, and,

Be It Further Resolved, That the President is hereby directed to appoint a Committee to develop promptly a definite and complete plan to effectuate the purpose heretofore stated.

CALLS FOR ACCELERATION OF COMPLETION OF EXAMINATIONS AND ESTABLISHMENT OF LISTS — ESPECIALLY IN THE CASE OF PROMOTION EXAMINATIONS

Whereas, During the war and post-war periods the establishment of certified lists in regards to promotion examinations has in many instances taken unreasonably long, to the undermining of the interest and morale of the participants, and,

Whereas, The delay in establishing such lists causes unnecessary loss of the use of increased income for the

current needs of those eventually certified when the lists finally are issued,

Now Therefore Be It Resolved, That The Civil Service Employees Association, Inc. condemns the present manner of procedure that permits of such delays, and directs its President to present a petition to the Governor respectfully requesting him to recommend adequate appropriation of funds in the next Budget to provide sufficient personnel in the Civil Service Department to correct the present intolerable condition.

RIGHT TO COUNSEL AT HEARINGS

Resolved, That this Association urge amendment to the Civil Service Law to extend to all civil service employees the right to counsel at any formal hearing before any appointing officer.

HEARING AND COURT REVIEW ON DISMISSAL

Resolved, That a bill be introduced into the State Legislature which provides for hearing and court review when removal proceedings are instituted against an employee in the competitive class.

EXTENSION OF FULL FELD-HAMILTON COVERAGE TO PARKS

Resolved, That the Association urge the immediate placing under Feld-Hamilton services and grades all employees of State Parks, Authorities and Commissions throughout the State not now so covered.

EXTENSION OF FELD-HAMILTON TO PUBLIC SERVICE REVOLVING FUND

Resolved, That the Association urge approval of inclusion in the Career Service Law and salary scales of the revolving fund employees of the Department of Public Service.

PUBLICITY OF EXAMINATION NOTICES

Resolved, That the Association urge the State Civil Service Commission to make more readily available information and reports regarding examinations held or to be held for political subdivisions and to release within a reasonable time copies of past examinations.

NO PROMOTION EXAM FEE

Resolved, That the Association urge that the Civil Service Law be amended to provide that all persons entitled to compete in promotion examinations in State service may do so without payment of an examination fee.

EMPLOYEE REPRESENTATIVE

Resolved, That the Association urge upon the State Civil Service Commission and the local Civil Service Commissions, personnel officers and proper departmental authorities of political subdivisions, that in accordance with modern personnel procedure, employees, selected by the majority of other employees in a democratic manner, should be included on all boards, committees and similar bodies established to consider personnel matters, or provision should be made for responsible consultation with such employees before decisions are made on matters of such nature.

CHANGE IN RATING SYSTEM

Whereas, The present system of rating state employees for services rendered is unscientific, inadequate,

unfair, unrealistic, not conducive to equality between grades, classes, departments and individuals throughout the state, and

Whereas, A uniform and modern system is desirable that considers human equations and limitations, and

Whereas, The present system of rating work done is a cause for lowering morale in the state service, and

Whereas, It is in the public weal to encourage rather than to discourage public servants in their daily work,

Therefore Be It Resolved, That the Civil Service Employees Association, Inc. by its delegates assembled condemns the present system of rating work done and calls upon the state administration to revise the process presently used to bring about a fairer and more equitable practice, and

Be It Further Resolved, That the President be and he hereby is authorized, empowered and directed to appoint a Special Committee on Service Ratings and to charge said Committee to study the various methods and systems of work valuation and to report its findings with recommendations for a new system for sponsorship by the Association, these recommendations to be submitted not later than at the winter meeting of delegates of the Association.

PROMPT CLASSIFICATION

Whereas, Appeals for reclassification are often times help up many months, and

Whereas, Legitimate requests for reclassification should be granted a quick hearing, and

Whereas, Efficiency of service is often times impaired by uncertainty,

Therefore Be It Resolved, That The Association of Civil Service Employees of New York State in the interest of increased efficiency of state service and increased security on the part of workers, urges that reclassification procedures should be accelerated.

INVESTIGATION OF DIVISION OF STATE POLICE

Whereas, It appears that inequities exist in the Division of State Police with respect to working conditions, hours of work, opportunities for promotion, punitive transfers and other matters in connection with employment in the said Division,

Be It Resolved, That the Association urge upon the Governor and the Legislature to institute an investigation of the Division of State Police and,

Be It Further Resolved, That Legislation be enacted to bring employment in the Division of State Police under the provisions of the Civil Service Law.

INCREMENT CREDIT FOR TEMPORARY AND PROVISIONAL SERVICE

Whereas, The Department of Civil Service now has a back-log of promotion and open competitive examinations,

Be It Resolved, That the Civil Service Employees Association, Inc., urge that the provisions of Chapter 494 of the Laws of 1947 be made permanent, or at least extended until April 1st., 1950.

SICK LEAVE CREDIT FOR MILITARY SERVICE

Resolved, That the State Association request the Commission of Civil Service to allow sick time credit for men who were in the Armed Services during any war.

LABOR RELATIONS IN GOVERNMENT

Whereas, This Association is dedicated to the principle that the Government is the servant and not the master of the People and that its objectives are to be attained by truly democratic methods, and its constitution further provides that the Association, with the conviction that the People are entitled to uninterrupted governmental service, renounces the use of the strike by public employees; and

Whereas, The arbitrary, restrictive and undemocratic provisions of the Condon-Wadlin Act deny to public employees many of the fundamental rights and privileges of citizens and have focused attention upon the fact that public employees do not possess full freedom of association or full liberty to discuss grievances or problems with their superiors; and

Whereas, It is necessary to establish appropriate machinery for consultation, negotiation and discussion of working conditions and other personnel matters affecting public employment;

Now Therefore, Be It Resolved: That the Association bend its efforts to bring about the adoption of the bill prepared by the Association providing for a Public Employment Labor Relations Act which will lay down the principle that it shall be the public policy of the State to encourage the practice and procedure of joint, orderly and regular discussion and negotiation for the settlement of differences between public employees and the State, and its local political subdivisions, and to protect public employees in the exercise of full freedom of association, self-organization and discussion by representatives of their own choosing for the purpose of regular discussion and negotiation of terms and conditions of employment or other mutual aid and protection, free from restraint, interference or coercion.

ARMORY EMPLOYEES BILL

Resolved, That the Association endorse fully the bill as prepared by the Association in cooperation with the Adjutant General and the Armory Chapters and urge its adoption in its entirety by the Legislature and the Governor.

EXTEND UNEMPLOYMENT INSURANCE

Resolved, That legislation be proposed to amend the present law relating to unemployment insurance to extend its coverage to all employees of the State and the local political subdivisions thereof.

HOSPITAL, MEDICAL AND SURGICAL PLAN

Resolved, That the Association urge that the State and political subdivisions thereof adopt a plan for hospitalization, surgical and medical benefits for public employees.

MERIT BOARD PROGRAM SUPPORTED

Be It Resolved, That the present program of the New York State Employees' Merit Award Board be retained on a permanent basis.

COOPERATIVE BUYING

Resolved, That in the event State appropriations are not promptly provided for salary relief for State employees that the Association take action to establish cooperative buying of food stuffs and other important necessities for State employees.

SUBSISTENT ALLOWANCES

Resolved, That action be taken to provide an adequate subsistent allowance for employees required to travel in the performance of their duties to meet the increase in living costs.

INCREASED MILEAGE ALLOWANCE

Whereas, It appears that the continual increase in cost of operating personally owned automobiles on public business constitutes a serious hardship on public employees, the Association urges upon the Comptroller that the allowance for mileage be increased to ten cents per mile.

REIMBURSEMENT FOR PERSONAL LOSSES

Resolved, That the Association urge the adoption of a statute to provide for reimbursement of employees of State institutions for loss of personal effects due to fire or other causes while on duty.

PATROLMEN — PEACE OFFICERS

Resolved, That the Association urge legislative action to create peace officers of all patrolmen in the Department of Mental Hygiene under Section 154 of the Penal Code.

MEAL CHARGE ARRANGEMENT FOR INSTITUTIONS

Resolved, That the Association recommends that a cafeteria system be established and meal cards made available to employees in institutions wherever meals are served to employees, such cards to be furnished at present meal rates, and that such cards be punched by the person in charge of the dining room only for such meals as are actually taken by each employee and that the employee be charged only for the meals taken.

FREEDOM AS TO MEALS AND ROOMS — INSTITUTIONAL WORKERS

Resolved, That the Association again urge upon the Executive and Administrative authorities, that employees of the State wherever located be allowed the full cash salary attached to their positions and that they be allowed to live and to take their meals where they wish subject to reasonable time schedule within the institutions or schools.

CHARGES FOR MEALS AND ROOMS — INSTITUTIONAL EMPLOYEES

Resolved, That employees of the State wherever located be allowed the full cash salary attached to their positions and that they be free to take their meals and to live where they wish subject to reasonable time schedule within the institution, and be it further

Resolved, That employees who take their meals in the institution and who are now called upon to work five days instead of six, and who take their meals only five days, shall have the cost of their meals reduced accordingly.

ENABLE ALL WORKERS TO PURCHASE AT HOSPITAL STORES

Resolved, That this Association urge such action as is required to allow all employees in State institutions to purchase foods and supplies at institution stores.

NON-PROFIT CLUB STORES AND EXCHANGES

Whereas, Prices in club stores and employee exchanges could be greatly reduced for the benefit of the employees and patients in institutions, be it

Resolved, That purchases for the hospital club stores and employee exchanges be made with the intent of making all sundry articles available to employees and patients at lowered prices.

NON-TEACHING SCHOOL EMPLOYEES

Whereas, The matter of wages and hours of non-teaching employees of city, union free school districts and central school districts results in wide variance as to the number of hours actually worked and wide discrepancy in the pay received by non-teaching employees of school system to the State of New York, and

Whereas, The Legislature of the State of New York has considered and enacted legislation tending to fix the hours of employment and minimum wages in diverse fields of institutional employment and particularly State Hospitals and Prisons and also, at its last session fixed a minimum wage for school teachers,

Now, Therefore, Be It Resolved, That the Association consider the problem of wages and hours of non-teaching school employees towards the end that the legislative committee introduce and work for the enactment of laws to effectuate a standard program of wages and hours of employment for such non-teaching school employees.

TRANSPORTATION AT ITHACA

Resolved, That the Association urge upon the Health Department the supplying of transportation during evening hours between the Herman Biggs Memorial Hospital and Ithaca.

ASSOCIATION DUES

Whereas, The Association cannot, with its present dues of \$3.00 per annum, maintain the services and high standards expected and required by its members

Now, Therefore Be It Resolved, That the Executive Committee be directed to prepare an amendment to the By-Laws increasing the dues in the State Division to \$5.00 per annum, with a \$1.00 refund to Chapters, and,

Be It Further Resolved, That such amendment be drafted to be effective on October 1, 1948 and that it be submitted to the delegates at the meeting of the Association in March 1948.

COUNTY DIVISION DUES

Resolved, That the County Division delegates are opposed to action with respect to changing the present rate of Annual Dues for Counties and political Subdivisions per member for membership in The Civil Service Employees Association, Inc.

TO PROVIDE AN ASSOCIATION BUILDING FUND

Resolved, That the Association dedicate itself to an intensive effort during the coming year to provide a suitable building for its headquarters in the City of Albany, and be it further,

Resolved, That the President appoint, immediately following this Annual Meeting a special Building Fund Committee whose duty it shall be to study and arrange plans for raising the money for such a building, and be it further,

Resolved, That the delegates pledge their full support and assistance in carrying out any and all plans of the Building Fund Committee to the end that a building suited to the traditions and prestige of the Association may be provided at the earliest possible time.

PUBLICITY PROGRAM

Resolved, That the President be directed to appoint a special committee to survey completely the situation as to publicity facilities of the Association including the magazine "Merit," the weekly Civil Service Leader and the possibilities of the use of radio, the greater use of the press from the standpoint of the efficiency of present educational and informational services to members, the public and officers of government, and

Be It Further Resolved, That the special committee so appointed report to the Board of Directors their findings and recommendations.

RECOVERY WISHES TO VICE-PRESIDENT POWERS

Resolved, That the delegates here assembled extend to our friend and Vice-President, John Powers, our most sincere wishes for his speedy recovery.

RESOLUTIONS CHAIRMAN THANKED

A rising vote of thanks was given to Chairman Jesse B. McFarland of the Resolutions Committee for his arduous work.

HEADQUARTERS STAFF THANKED

Resolved, That the delegates hereby express thanks and appreciation for the efficiency and industry of the Association headquarters staff in caring for all arrangements of the annual meeting and for their courteous and understanding cooperation in all matters having to do with the convenience and pleasure of the delegates and all others attending the meeting.

**Keep these Resolutions
handy for frequent
consultation during the
present Association
year of
1947-48**

"THE CRISIS IN CIVIL SERVICE"

ADDRESSES

MONDAY NIGHT

Dr. Frank S. Tolman Presiding

Our subject tonight is, "The Crisis in Civil Service." The title has perplexed and perhaps confused some people. Is there a crisis in Civil Service today? Is the Association turning political? Whom are we hitting at, and why?

Several State officials whom we invited to talk thought we were trying to put them "on the spot." May I say, therefore, as forcefully as I can that there is no hidden motive, political or personal, back of this program. We shall fairly consider facts and tendencies. We shall not impugn leaders of either party. We speak in the name of patriotism and good government.

There is always a crisis in Civil Service. There was a crisis in 1938, when a candidate for Governor delivered a ringing address on Civil Service. This candidate did not hold his punches. He made a highly controversial political speech, but he made clear that there was a crisis in Civil Service, and I can think of no better way to open this discussion than to quote from the non-political part of that speech.

The first point made by the candidate was that the people served by Government do not realize the importance of Civil Service and do not insist on honest non-political administration, of the peoples business. He referred to "that vital and almost forgotten portion of our State government, the Civil Service Commission."

"The very life of private business," he continues, "demands that employees be chosen on merit. No Government can survive unless the personnel is efficient and competent. The most important services of the State are bound to break down when Civil Service men and women are ignored."

Again I quote—"The most difficult problems of life are the concern of Government. They demand the services of the best and ablest of our people. Who," asks the candidate, "determines the Government of the State? Is it the Legislature? Cer-

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William F. McDonough
Executive Representative
(The viewpoint of a veteran Civil Service employee)

I daresay that no group of people anywhere in the world has ever gathered in more sincerity of purpose than this group of delegates. This opening session is devoted, as are all other sessions, to upholding and extending the principle of merit and fitness in public employment.

Even the most casual review of history indicates the vital role of personnel in government. In the United States, from Washington's term to the year 1883, without legislative guidance, there was a constant conflict between those who believed that civil employees should serve the whole people and those who believed they should serve a political party machine. The assassination of President Garfield on July 2, 1881, by a disappointed office seeker, lent dramatic aid to the long-time efforts of good and wise men like Jenckes, Eaton, Schurz and Curtis and a host of other statesmen, to establish the merit system. And if anyone thinks the struggle for power and position through use of political patronage has ended, let him read a recent statement by one Congressman to another in which it is pointed out: "When you were in power you passed out civil service jobs to members of your party, and we intend to do the same." No secret about it. No state and few lesser units of government are free from the baleful efforts of spoilsmen. The title has been changed but the specifications are the same.

Lincoln described the spoils system as as dangerous to the Republic as the rebellion itself. Carl Russell Fish years ago in his book "The Civil Service and Patronage" referred to the terrific waste in failing to retain the most efficient men in public service and wrote: "Only a country with the immense resources of the United States could have borne the expense of the spoils system."

Theodore Roosevelt and Grover Cleveland, also in 1883, collaborated to bring the merit system to New York State, the one declaring that the plan was as democratic and American as the common school system itself, and the other that it was

amply justified because it led in the direction of good government.

Consider the splendid men led by Elihu Root who wrote the constitutional provision of 1894 making certain as they thought that a real merit system would always flourish thereafter in our civil government on all levels as a means of constantly improving public service.

Consider the words of Charles Evans Hughes declaring that that provision of our Constitution is the greatest in our State Bill of Rights.

And remember that the Constitution begins with these words: "WE THE PEOPLE OF THE STATE OF NEW YORK GRATEFUL TO ALMIGHTY GOD FOR OUR FREEDOM IN ORDER TO SECURE ITS BLESSINGS DO ESTABLISH THIS CONSTITUTION."

Of course, our freedom depends upon our Constitutional mandates. Of course, we must have the ablest among our citizenry for governmental tasks. Of course, we must re-establish respect for the merit system of the Constitution or pay the frightful bill of wastefulness and corruption, and in the end sacrifice freedom itself.

The subject this evening indicates that the Association is concerned with the present attention given to the application of the merit system. Obviously the dread experiences of democratic government when the spoils system of appointment and promotion prevail or what is equally important when accumulated experience and research in personnel administration and human engineering are not applied in our civil government, arouses the Association which for 37 years, together with progressive civic groups, has sought to safe-

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MRS. ROBERT WINTERNITZ
Civil Service Reform Ass'n
(The viewpoint of a citizen and
Civil Service reform advocator)

Although I have been interested in civil service for more than 15 years, this is the first opportunity that I have had to speak to a group of civil service employees. I know that I cannot possibly tell you anything new on the subject of civil service. But I believe that sometimes good results can be obtained by restating and reemphasizing the same problems.

You know as well as I that New York was the first state to recognize the practical value of establishing a merit system for the selection of its public employees. For years it was the State which set the example for other states to follow, not only in the form of its civil service law, but also in the application and enforcement of the law and the extension of the competitive system. Speaking in a general way, the development of the civil service system in New York State follows a consistent and progressive pattern, a pattern which has led to modernized techniques and concepts of public administration. If it had not been for the career system in the state government based on the merit system, much of the progress made in modernizing governmental machinery would have been considerably retarded, if achieved at all.

In spite of these encouraging aspects, there have been some disappointments in our efforts to keep New York State a leader in personnel administration. As a matter of fact, our state has not made the progress in this field that it has made in other phases of government administration. Public confidence in the efficacy of the merit system as adminis-

tered in the State of New York has been impaired. Operating departments within the government have become doubtful of the ability of the civil service commissions to meet their personnel needs and lastly (and of immediate concern to you) public employees have become restless and uneasy at the apparent failure of the state to rehabilitate its personnel program and practices.

The truth is that the state has fallen far short of its full responsibilities. It has not extended sufficiently its career service or developed its administrative machinery to bring personnel practices up to date. It has been losing ground during the last decade, when it should have been moving forward. Let us stop and think. What are some of the causes of this lack of progress, and what can be done to improve the service? You must appreciate the fact that as an outsider, I cannot be familiar with the details of the civil service machinery or its many technical problems, so my remarks must necessarily be limited to generalities. Nevertheless, I make these observations of the state civil service as it appears to some of us who have given attention

and thought to it over the last ten years, at least.

We have long realized that the multiple civil service commission under which we operate has not measured up to the hopes of civil service advocates in at least two ways. It has not brought about non-partisanship in the civil service, nor has it succeeded in separating the administration of civil service from partisan politics. Without reflecting on individual members of the civil service commissions, we must nevertheless concede that every executive administration has, unfortunately, considered the civil service commission as under its political direction, if indeed not under its complete control. We have had, fortunately, our share of good, honest, competent commissioners.

There has never existed, however, at any time of which we are aware the happy combination of an able, competent commission, backed up by the courageous political support of the executive and legislative branches of the government, that happy combination which would give us the kind of personnel administration we all want.

Somewhere in the recesses of the Civil Service Department there has been invariably the tacit understanding that the civil service commission is virtually a part of the political administration in power. The commission has often regarded its function to be that of administering a competitive merit system with the one hand while with the other it was aiding the dispensation of controlled patronage in support of the political machine. We are afraid that until the civil service department is headed by a commission whose functions and responsibilities are confined to determining personnel policies and overall supervision, transferring the actual administration to a subordinate group, we shall not have a truly non-partisan administration of the state personnel agency.

There are some who attempt to over-simplify the difficulties we face by placing the blame on the inadequate

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"THE PUBLIC EMPLOYEE-TODAY AND THE FUTURE"

ADDRESSES



Joe R. Hanley, Lieut.-Governor,
State of New York

LIEUT.-GOVERNOR HANLEY:

Mr. Toastmaster and ladies and gentlemen. Up until this time I have had a very lovely evening. I have been sitting by a delightful lady discussing everything from world affairs to the length of skirts.

So I am not going to talk to you tonight as civil service employees; I would like to talk to you for just a little while as American citizens. This is, as far as I am concerned, the greatest country and state—whether a man works for the state, whether he works for the municipality, community, or as a private citizen—you still count as an individual and should maintain and have your individual rights. I would just like to talk to you for a few minutes about the privilege of being in a State like this.

I came to this State voluntarily 27 years ago. I am here tonight as an individual who believes in this State and I believe in its future, as I believe in this country. And there are some things today, in our jobs, we ought to remember: the privilege to think for ourselves and speak for ourselves and to act for ourselves. Not that I have any objection to organizations. They are essential, but I am talking to you because you are an essential part of that organization, and I trust you will never surrender your individuality. It is a great thing to feel your importance. In order to act intelligently in this organization

as well as anywhere else, you have to have the proper kind of information. I think that one of the dangerous things, and I say this to you seriously, is that we are too prone to shirk our own individual or our organization's responsibility, and you try to solve a lot of things—too many things—by resolutions. You have a problem, you pass a resolution about it. You get in trouble, and you ask us to pass laws; you have so many you break them all the while. We get an idea somehow that somebody can do these things for us. By and large I still believe that the finest government in the world is the least government. The less you have of centralized power the happier and freer you are going to be. We may not face that, but it is true.

I hope, as citizens, you will not only be independent in your freedom of speech and your thinking but that you will get the correct information. Only then will you know what you are talking about. In my life I have discovered that a lot of our problems disappear when you understand each other. I have been up on this hill for a long time, both in the Legislature and as Lieutenant-Governor, and many, many times I have listened to delegates from this organization. I have always discovered that if you had a difference of opinion and if there was something that seemed insurmountable, it could be solved and it always could be gotten over if you sit down at a table and in fairness and honesty on both sides discuss it and try to work it out. It can be done. I have never found your organization unreasonable; I have found them stubborn once in awhile—that's because they probably were right.

I know you have problems. I am not going to discuss them tonight but I am keenly aware of them. I know you folks have to live, you have families to support and the price of meat and the price of eggs, and the price of sugar, the price of groceries is just as vital to you as to everybody else. I realize all of this situation, and I say to you tonight and I am saying this for the record,

that I do not believe there is a single, solitary problem facing the civil service organization and the employees of this state that couldn't be settled in conference if you all were fair on both sides of the proposition.

Let us look at this great nation as a whole today. We have just gone through a terrific conflict. You can't weigh that kind of sacrifice and you can't measure it. After all, it isn't what you get out of your life, it's what you put into it; it isn't what you get out of your job, it's what you put into it.

I just hope when you go from this convention that you will do what you can to obtain the rights you think you are entitled to, but I hope also that you will be thinking about what you can put in your job, what you can do for it, and not what it can do for you. There was a "Veterans' March" on the State Capitol a year ago. They walked into my office without any introduction whatsoever and the speaker said: "We are not here asking for anything; we are telling you. From now on we're running the State. We are taking over."

After they left I felt chilled. Some of those men were wearing medals on their breasts; all of the men had seen service, and they were all citizens. Then I thought of another occasion, another viewpoint, and I felt better. There was a terribly wounded veteran with a horribly scarred countenance, his left arm amputated at the elbow, totally blind for the rest of his life, sitting in a hotel lobby, who said to me: "I am not asking you for any bonus; I am not seeking any pensions. All I want is to be given a chance to start in school again. I will take care of everything myself." Then he said: "I thank God I could do a little something for my country." When I think of him I am ashamed that I haven't done more.

When you go back to your jobs, your occupations, your careers, go back with the determination that you will get all the happiness, all the best, and all the service out of it.

TUESDAY NIGHT



John E. Holt-Harris, Assistant Counsel of
the Association, toastmaster, introduced
the guests of the evening.

MR. HOLT-HARRIS:

I thank the Lieutenant-Governor for the fine things he said and the way he said them. He has certainly shown you why he is one of the most popular figures ever to hold office in this State.

It occurred to me, while I was considering the events of yesterday and today, that there is a lot of thinking and a lot of talking at one of our meetings. I want to thank the Lieutenant-Governor, on behalf of all of you, for what he said here tonight. I am sure if you analyzed it, you will see a very basic and fundamental theme running through the address: devotion to duty, and the admonition to meet and negotiate differences, and it is a heartening thing to hear him say that he is confident as we are that a system can be arranged whereby these differences can be fairly and squarely faced around a conference table.

I think that is a fitting introduction to the next speaker because he is a student of the problems which beset the public administrator, and the problems which beset the public employee. Dr. Sayre has enjoyed a distinguished career in public service. He is a graduate of New York University and, after student work there, he was asked to stay on and become a professor of government at that institution.

PROFESSOR SAYRE:

The fortunes of the public employee have had an uneven history during the last 25 years. The net result has been great improvement, but it is doubtful if the progress exceeds that of private employment. Let us look at the individual gains:

1. Emancipation from subordination to the party machine—not complete, but impressive and growing. Let us for the moment, look at where we stood on that question 25 years ago and where we stand now. No one would say that the emancipation is even yet complete, but our progress is nevertheless very impressive and it is still growing. All of us recognize, when we stop to think about it, how indispensable that step was.

2. Systematic compensation, advancement, promotion, vacation, sick leave, retirement—not perfect, but much more than a beginning—these constitute the second major advance in the field that deserves emphasis; the growth of what might be called systematic personnel administration. In that area, we now have what we almost completely lacked 25 years ago. I emphasize here not the adequacies of these plans, but the importance of the fact that we do now have plans where we once had chaos; that we do now have system, where once everything depended upon negotiation or even upon chance. Advances in this field are, I think, second only in importance to the first point of advance I mentioned, namely, emancipation from the party organization. It is important to know that we could not have had the second without having had the first, that the first is indispensable to the second. Seen in the perspective of the early 20's, the stage at which we have now arrived is truly impressive.

3. Protection against arbitrary dismissal and other forms of unfair treatment.

Those who have devised and administered personnel systems have been more interested in uniformity than in protection of employee rights. Progress here must be cred-



Dr. Walter S. Sayre, School of Business and
Public Administration, Cornell University

ited to the public employees themselves, particularly to the activities of their organized associations. It seems to me that the progress we have made in the past 25 years in this field is less satisfactory than the advancement made in the other two fields I have mentioned. Nevertheless we have made real advances, particularly in the federal and state civil services.

4. Slow but steady growth in prestige and near-professional status. This fourth factor is in a way a net result of the other three. There has been during the last 25 years a slow but steady growth in the prestige of public service in the eyes of the general public. There has been a growth among the public employees of self-respect, of confidence, of an awareness of the importance of their own work and their own strength. It seems to me, however, that this advance is still markedly incomplete. We have not yet won a satisfactory prestige status for public employment in the eyes of the general public, nor have we yet been able to raise general public employment to the status where it ought to be raised because, as we will later see, there are powerful counter-trends slowing down progress.

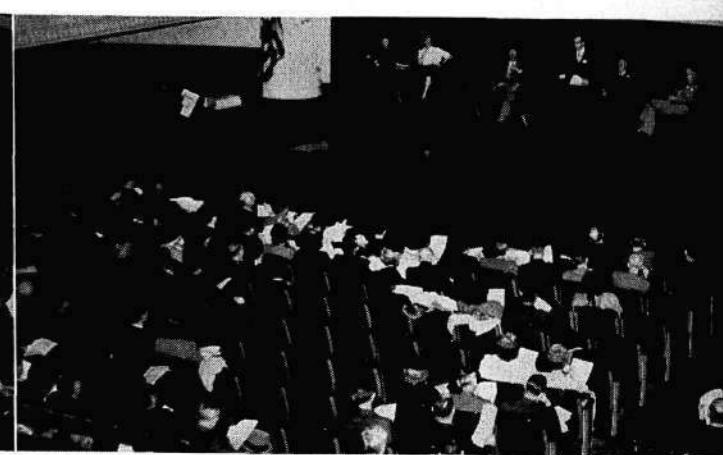
These four points summarize the major advances we have made in the past 25 years, and I think the four add up to a very important, a very
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Committees and

Officers Report, Panels Meet

Something of an innovation was open meetings of the Association's Salary Committee and Committee on Labor Relations in Government Monday afternoon. Delegates from practically every Chapter attended to secure first-hand information as to the present salary plight of public workers and the plans of the Salary Committee and the Committee on Labor Relations in Government.

←Salary Committee members (l. to r.) Charles H. Foster, Chairman; Davis L. Shultes, Mildred Lauder, Charles M. Armstrong. Below—general view of open Salary Committee meeting.



One of the most interesting features of the Annual Meeting program of The Civil Service Employees Association on October 7th was a Panel Discussion held in Chancellors Hall in the State Education Building. Association Counsel John T. DeGraff presided and the discussion was really led by two panels, one composed of representatives of state agencies closely related to personnel problems. On this panel (above left) was (l. to r.) Lawrence MacArthur, Classification Board; Mary Goode Krone, Personnel Council; William K. Dougherty, State Retirement Fund; Philip Hagerty, Salary Standardization Board (next to Dr. Tolman, just visiting); Joseph Schechter, Civil Service Commission; Mary E. O'Connor, Division of Standards and Purchase (next to Mr. DeGraff); Frederick H. Crannage, Public Works Department;

Dr. David M. Schneider, Department of Social Welfare; Guy deCordova, Hudson River State Hospital; Lawrence R. Law, Attica State Prison. The other panel was composed of employees well versed in the activities of the state agencies involved.

This discussion was attended by practically all delegates from Chapters of the State Division of the Association, numbering well over 200. Many interesting questions concerning the work and policy of the state agencies represented were presented and discussed, and the delegates could not help but leave the meeting better informed as to the state agencies represented both as to the policy and activity accomplished and as to the thoughts of employees relative thereto.

Salary Committee

The Salary Committee has had a discouraging year. The year began with high optimism. The Salary Standardization Board was making an elaborate study of State salaries in comparison to salaries in private industry. The study was expected to point the way toward equitable salary treatment to State employees.

The disappointment of the committee began when release of the report was delayed until mid-winter. Disappointment shifted to disillusionment when the report was released. You all remember the review of the report released by the Association, the conclusion read as follows:

"The Survey Report of the Salary Standardization Board does not bear critical analysis. It frequently fails to compare like jobs, its samples are frequently inadequate, its statistical methods are unsound and it is out-of-date. The State workers cannot safely put any faith either in the gen-

eral conclusions or the detailed findings."

Further study of the report by the salary committee and other officials of the Association has demonstrated beyond doubt that the crucial table on page 17 of the report, on which the assertion that State salaries had increased by 61 per cent rests, is faulty. This invalidates the main argument used last winter for the justice of the existing salary levels in the State service.

The State salary schedule was too low last year. The situation is worse this year. The cost of living is mounting rapidly and is now apparently above 160 per cent of prewar. State salaries have only been increased by 14 to 30 per cent to meet this increase. The income of the people of New York State is almost double the prewar level. The tax income of the State of New York is about double prewar levels. Is there a just reason why employees' salaries should not be raised to match the 60 per cent increase in the cost of living?

The salary committee in the light of this evidence recommends a modest increase of 25 per cent over existing salaries. This would raise experienced lower grade clerks about 60 per cent above prewar salary rates. Higher paid employees would earn a little more than 40 per cent more than prewar. The committee recommendations can be criticized as too low but not as too high.

CHARLES M. ARMSTRONG,
Chairman.

Committee On Labor Relations In Government

The first meeting of this fourteen-member Committee was conducted by its able Chairman, John F. Powers, on July 7, 1947. Mr. Powers outlined the purpose of the Committee and stated that he felt the object

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President's Report

FRANK L. TOLMAN

It is the privilege of the President to report on the happenings of the last year to the Association.

This is the first opportunity I have had to look back on 12 eventful months. These months have been so full of a number of things, that I have seemed to live them over again in recollecting them. I will not report in detail as that would tax your patience. I will recall some of the dramatic and (to me significant) high lights of the Association year.

You remember that special meeting of Delegates in the State Office Building on February 8th. You remember I attempted then to bring you up to date on what appeared to me to be a well conceived attempt to put the Association into a straight jacket, or as you M.H. people might prefer to phrase it a camisole. (M.H.

people know far more about the art of official restraint than do I.)

As our good counsel J. T. DeGraff, Jack Holt-Harris and I reported somewhat fully to you then, and as our remarks were printed in the State Employee, I shall hasten over those months.

At the time of the last annual meeting of the Association matters of internal policy were the chief questions at issue. Should we adopt a new forward-looking policy of expansion and growth, revise our Constitution, and extend membership to civil service employees of cities, counties and other local subdivisions of the State, (except New York City).

Your decision was to go forward. A field representative was appointed for the County Division, and we

have with us today, delegates from many County Chapters the first fruits of your decision.

The order of Association business after the Annual Meeting is preparation of bills to be introduced in the legislature to carry out the resolutions adopted at the Annual Meeting. Our counsel attempted first to get the widest possible agreement from the various departments concerned as their official opposition would generally be fatal.

A very large variety of important bills were prepared and introduced early in the Legislative session. The control of legal action by the Legislative leaders was tight, and the passing of bills was unusually difficult. In view of the situation, our record was good—far better than that of any other employee Association.

The Governor in his Annual Message and in his Budget Message indicated that his salary policy for the

year would be one of salary adjustments rather than of general salary increases. He relied on the Salary Survey together with subsequent action by the Salary Board to correct inequities in the salary structure. He agreed that the War Bonus should be incorporated in the basic salaries, and that necessary overtime over 40 hours should be paid for at straight time rates. Thirty million dollars and certain unexpended balances were appropriated or authorized for this purpose.

The Governor stated that if the cost of living continued to climb, he would be constrained to recommend general adjustments to the next Legislature.

In the conferences with the Director of the Budget, the Governor's Counsel and the Governor, your officers and counsel made the strongest possible argument and appeal for a temporary bonus in addition to what the Governor offered.

In particular, attention was given to the Budget Bill which in its original form would have substituted the so-called Burton plan for the Feld-Hamilton career plan.

Here again the Association put its full strength behind an effort to write into the Administration Bill the most essential principle of Feld-Hamilton establishment and protection of the minimums for skilled positions, salary increases in proportion to advancement in promotional series, limitation of possible salary decreases.

The Budget Director arranged a conference with representatives of the Civil Service Commission, Salary Standardization Board and Attorney General at which many of our proposed safe-guarding amendments were accepted. Before this discussion, a special meeting of the delegates was called February 8th to consider the dangerous situation confronting the employees.

The delegates stood firmly as one man behind the officers in their major objectives:

A Salary Bonus.

A Real 40-Hour Week.

Safeguards in the new Salary Law.

Following the special meeting of delegates came the campaign for the

cost of living bonus. Time was very short, but the members rallied to support our bill. The bill never came to a vote in the Legislature. Had we had a bit more time, the story might have been different.

The Conlon-Wadlin Bill was amended, supplied with a set of formidable teeth and rushed through the Legislature as an administration bill. The bill prohibited strikes in public employment. The Association has always pledged its members not to strike. The bill, however, also carried provisions which would have made the lockout and discharge of employees very easy and which could be used to nullify much of the essential features of the Civil Service Law.

The Association proposed to the Governor, a bill modeled on the Fair Employment Practice Act, to safeguard the Civil Service rights of employees. We were told that nothing could be accomplished in the dying days of the Legislature but that the matter would have the attention of the Governor. The Governor has asked the Personnel Council to study the problem and to report to him.

A special committee of the Association has been very active and has drafted, with the assistance of our Counsel, a proposed bill to establish a Public Employment Labor Relations Board with Employer-Employee committees in all levels of State Government. The services of the Board are made available to local subdivisions of the State.

You have received a copy of the bill and heard the committee on its objectives and its importance. To me it represents the embodiment into law of the essential methods and ideals of our Association, namely: the reaching of decision through full and fair conference between the parties involved.

Next came the sequence of events that lead to the famous law case, of the employees of the State vs. the State of New York, or the DeMarco suit.

When I first heard by the grapevine that the State would not pay all increments this year on positions re-allocated by the Salary Board, I just couldn't believe it. Here were salary adjustments long overdue and made effective as of April 1, 1947. To my mind made effective means what

these words have always meant in the Feld-Hamilton Law—it means they are paid on or as of that date.

This question is a question of good faith on the part of the State. Suppose you tell your kid you will increase his allowance beginning April 1st but that you have to make up your accounts first and some bills will not be in until October, so on October 1st you will give him the extra allowance he would have received if he had been paid the increased allowance regularly each week since April 1st. This is good for him because Xmas is coming. Then you tell him a bit later that as he has been paid an allowance each month he hasn't anything coming to him and besides that as the extra allowance becomes effective April 1st, it can't begin until next April comes around, for that is the earliest April there is. If he lives long enough he will receive the same total allowance because you will never pay him more than a certain maximum amount. Could you put that over on your kid? We think the Courts should decide the issue.

The Association was active and successful in obtaining pay for authorized and required overtime over 40 hours weekly. There have been unconscionable delays in paper work and in pay checks. The Association is active in securing prompt action and the widest inclusion of eligibles.

The Association was active and successful in establishing longer vacations for institutional workers, shorter work hours for employees not regularly required to work and paid for overtime in extending the 5-day week and in revising attendance rules to fit new conditions.

The Association has been successful in protecting promotion rights and promotion lists. The Civil Service Commission recently amended the regulations to reduce the term of eligibility of promotion lists from four to two years. This seriously reduced the present promotion opportunity of thousands of State employees and would adversely affect all employees in the future.

The Association appeared before the Civil Service Commission to request that all cancelled promotion lists be reinstated, and the term of eligibility be restored to four years.

The Commission has amended the regulation as requested by the Association. Thanks are due the Commission for promptly changing its collective mind.

Since the enactment of the Feld-Hamilton Law, the Association has never asked for a general salary increase, properly so-called.

We have asked for many reallocations of underpaid positions. We have asked for emergency bonuses.

To keep your house at an even temperature, you need more heat in the cold winter days. To keep even in salary, you need more and more dollars as the dollar buys less and less. We have asked for enough dollars in salary to buy what our fewer dollars bought in pre-war years. We have not asked for any increase in real dollars or purchasing power.

We believed that, if fairly and properly administered the Feld-Hamilton Law would act as a thermostat to fairly adjust salaries to changing conditions. The Salary Board decreed otherwise. They openly ignored economic and wage changes until compelled to make one long overdue salary study. They went outside the State service hurriedly and briefly to spy out the land and feel the temperature in private industry, and hurried back and made a report so contrary to fact and so lacking in sound statistical method that we were compelled to demonstrate the fundamental fallacies.

It is silly for anyone to suppose they can convince the thousands of State employees that they, by some magic of statistics have received far more than appears on their paychecks. We know better. We refused to be fooled. We will not let the public be fooled if we can help it. No monkey business for us.

You decide today on the future policy and program of the Association. You elect your new officers. In my opinion the Association is stronger and closer-knit than at any time in the past. It will not be easy to win all the benefits you want, but I believe the Association has demonstrated that it is not afraid to fight in a just cause. Together we can win—not everything, but much. Together let us go forward.

LABOR RELATIONS

(Continued from page 218)

tive sought, with reference to the establishment of sound labor relations in public employment, ranked among the most important ever attempted by the Association.

Unfortunately, illness prevented Mr. Powers from continuing, after presiding at a second meeting on July 24. Numerous lengthy meetings followed, which were conducted by the writer in the absence of Mr. Powers. On September 18, the Committee finally reached unanimous agreement on a proposed Public Employment Labor Relations Act.

The proposal amends the Civil Service Law in relation to personnel problems of state employees, whereby a Public Employment Labor Relations Board is created in the Department of Civil Service.

In many respects, the proposal parallels the present State Labor Relations Act, which covers employees in private industry. Among other things, it attempts to provide for orderly discussion, negotiation and adjustment of employee personnel problems under procedures to be established by this new Board.

The proposed Board is to consist of three full-time members, appointed by the Governor at a salary of \$10,000 per year. Specific provisions have been stipulated in the proposal requiring one of the three appointees to be an employee in the competitive civil service of the State, and a second member to be a representative of the public.

The Board is required to determine, through appropriate procedures, duly authorized representatives of employees on all levels of state government. It is also required to promulgate rules and regulations establishing such joint employer-employee committees on all levels of state government as it deems necessary to carry out the intent and purpose of the Act. Another chief duty of the Board is to hear appeals and render determinations on matters affecting demotion, dismissal or suspension of state workers.

Provision is also made in the proposal for the Board to hear appeals on personnel matters unresolved by employer-employee committees. The Board would not have directive au-

thority in such matters, which might involve wages, hours and other conditions of employment, but it would be required to make recommendations for proper disposition to the Governor, Legislature or other appropriate authority.

The Board is further required to render advice and assistance to any city, county or other unit of local government which may desire to adopt the principles, policies and procedures embodied in the proposal. It is also required to report to the Governor, for transmission to the Legislature, its recommendations for proposed legislation whereby these principles, policies and procedures may be extended to cities, counties and other units of local government throughout the State.

The Committee fully realizes that this proposed law is extremely limited when compared with existing similar statutes covering workers in private industry. However, it does embody the basic elements of such statutes by the establishment of orderly procedures for discussion, negotiation and adjustment of employee problems and working conditions. Consequently, it is the Committee's firm belief that the proposal is just, reasonable and workable. The Committee also feels that its passage by the Legislature would be another outstanding landmark in the long history of progressive legislation by New York State.

In conclusion, I feel that particular mention is in order for the untiring efforts and special contributions made toward the drafting of this proposal by Committee Members, Stephen Davis, Victor Paltsits, Dr. A. Thibadeau, Angelo Donato, Theodore Becker and Frank Newman. I also want to express the gratitude of the Committee for the invaluable advice and assistance given by the President, the Counsel and the Executive Representative.

ANDREW C. DOYLE,
Vice-Chairman.

(For other Committee Reports, turn to page 241).

Representatives Present From

Every Chapter In the State



At the Registration Desk

Delegates representing every Chapter in the State and County Divisions of the Association attended the two days of practically continuous sessions that constituted the program of the Association's Thirty-Seventh Annual Meeting. During the business sessions, panel discussions, open committee meetings and departmental conferences, every problem confronting the employees of the State and its political subdivisions was carefully considered and adequate remedies planned.

The resolutions adopted at the Annual Meeting are printed elsewhere in this issue. They represent the best employee thoughts on the matters involved and constitute the plans and program of the Association for the ensuing year. Also printed herein are reports of Officers and Committees as well as important speeches made by guests at the dinner meetings.

Delegates who attended include:

CITY CHAPTERS

Binghamton: Ernest L. Conlon, President; C. W. F. Stott, Edward Brown, Florence Drew and Frances

Reilly. **Buffalo:** Norman Schlant, President; Joseph T. Waters, Agnes R. Kinney and Robert Hopkins. **Hornell:** H. B. Arnold.

New York City: Michael L. Porta, President; William J. Hopkins, Joseph J. Brynes, Eva Heller, Edith Fruchthendler, William Teitelbaum, Marie S. Lauro, Edwin C. Hart, Albert Corum and Joseph Pittari. **Oneonta:** Gladys Butts, President; and Ruth Howland. **Rochester:** Raymond L. Munroe, President; and John D. Smith. **Syracuse:** Doris LeFever, President; Etola Muckey, Katherine Powers, Augustus J. Carroll, and Nora Ciolek.

ALBANY CHAPTERS

Agriculture & Markets: Christopher B. Degenaar, Katherine M. Cosgrave and William F. Kuehn. **Audit & Control:** Joseph Carroll and Robert McGuire. **Retirement:** Kenneth Stahl, Eileen Dailey and Joseph Graham. **Civil Service:** Harry G. Fox and Garson Zausmer. **Conservation:** Earl J. McGuirk, President; Rosine Mullarkey, John Thompson and William Mulholland.

Correction: H. Agnes Maloney and Werner A. Kusters. **Education:** Albert B. Corey, President; Charles F. Probes, Paul T. Williams, Agnes A. Wall, Janet A. Campbell, Regina Reilly, Theodore C. Wenzel, Francis E. Griffin, Edward S. Mooney and Laura Greene. **Armory Employees:** William S. Fredenrich, President; Randall W. Vaughn and John J. Sleasman.

Parole: Harry J. Haines, President; Clarence Packman and John P. Haligan. **James E. Christian Memorial Health:** Helen V. McGraw, Ellen McManus, Marie Nagle and Carl A. Berger. **Health Laboratory:** Philip Murdick, President; Alton Zimmerman, Dorothy Metzger and M. Frances Crouse. **Labor:** John F. Miller, President; and Marge Farley.

D.P.U.I.: Merton E. Nettleton, President; Sam Frone, Genevieve Murphy, May Van Order, Emma Lou Comstock, May Crowe and Emilie Smith. **Public Service:** Chas. Kunz, President and Margaret A. Mahoney. **Gilleran Memorial Public**
(Continued on page 239)

Merit



Chapter Delegates and Presiding Officers

Conservation — Wm. M. Foss
Social Welfare — Jesse B. McFarland
Health — Charlotte M. Clapper
County — J. Leslie Winnie
Mental Hygiene — Arthur J. Gifford

Correction — Leo M. Britt
Education — Wayne W. Soper
Public Works — Edward J. Ramer
Armory — James A. Deuchar
D.P.U.I. — Robert R. Hopkins

Fall Issue, 1947

Honor for the President; Songs by the Members

Tolman Given Bound Scroll

Tuesday evening Dr. Tolman was presented with a beautiful scroll, hand-lettered in gold and black, signed by his fellow officers and members of the Association's Board of Directors, and bound in gray suede leather. The scroll contained a resolution adopted unanimously by the Board of Directors at its meeting on April 10, 1947, and the presentation was by First Vice-President McFarland. The text of the resolution follows:

"Resolution presented by Victor J. Paltsits and seconded by Arthur J. Gifford.

"Whereas, Our distinguished President, Dr. Frank L. Tolman, has doggedly and persistently applied his talents and sagacity to the defense of State employees during the current period when it appeared that their rights and very futures were being threatened, and,

"Whereas, he has fearlessly pursued a course both firm and gentlemanly, thereby gaining the approbation, honor and respect of the members of The Civil Service Employees Association, Inc., and,

"Whereas, he has, since his retirement from State service, contributed his full time and energies to the duties of his office, and,

"Whereas, his leadership and deportment, at a time when the exigencies of the moment may have

discouraged a less courageous leader, have inspired the fullest confidence and support of Association members and officers everywhere, and,

"Whereas, The prestige and position of The Civil Service Employees Association, Inc., has been greatly enhanced by reason of his leadership, and,

"Whereas, This Board of Directors, on behalf of the members, desires to express grateful appreciation and regard to Dr. Tolman for his strenuous and tenacious efforts for their personal benefit and that of their Association, and,

"Whereas, The office of President of The Civil Service Employees Association, Inc., is without salary or honorarium,

"Now, Therefore Be It Resolved, That this Board of Directors hereby authorizes and empowers the Treasurer of The Civil Service Employees Association, Inc., to pay over to Dr. Frank L. Tolman the token honorarium in the sum of One Thousand Dollars, and,

"Be It Further Resolved, That a scroll be made of this resolution, bearing the signatures of the members of this Board of Directors, and that said scroll be duly and properly presented to Dr. Tolman at the next annual meeting of the Association."

It might be added that Dr. Tolman tore up the check.

Moore Wins Song Contest

Robert G. Moore, an employee of the State Insurance Fund and a member of the Association for many years, won the First Prize of a \$25 War Bond in the Song Contest held in conjunction with the Thirty-Seventh Annual Meeting of the Association.

Over 300 delegates of the Association from throughout the State sang about 20 of the best songs submitted in the contest. Song Leader was Robert J. Shillinglaw, Public Works Department. Quartette and judges were Leonard Requa, Social Wel-

fare, Larry Hollister, Association Headquarters; Kenneth E. Sullivan, State, and William K. Wilson, Education. Piano accompanist was Theodore C. Wenzl, Education. Here they are:



(Right to Left — Sullivan, Wilson, Stonehouse, Shillinglaw, Requa and Wenzl.)

Those who received honorable mention for their song entries were: George W. Hayes, Tax, who submitted "Reuben, Reuben"; Helen G. Sutin, Social Welfare, Albany, who submitted "There's a Long, Long Trail"; and Stuart H. Anderson, Public Works, Binghamton, whose song was "When Johnny Comes Marching Home"; and Peg O'Connor, Social Welfare, Albany, who entered "Stardust."

The War Bond prize was donated and presented by Association President Dr. Frank L. Tolman. The songs submitted were parodies based on some personage or happening in state service or association work set to some popular or old-time tune.

The winning entry was set to the tune: "If I Had My Way" and follows:

If I had my way dear, forever
there'd be
An increase or two in each one's
salary.
A thousand and one things I
would do
Just for you, just for you, just for
you.
If I had my way dear, I'd make
you feel proud
To be state employees each day,
You'd retire without fears
After twenty-five years
If I had my way.

(Continued on page 240)



Consolidated Financial Report

Cash Balance, October 1, 1946.....\$ 38,475.77

INCOME — STATE DIVISION:

1946 Dues	87.00
1947 Dues (An additional \$3,248.26 of '47 dues received in prior fiscal year)	
Total 36,043 members	103,661.07
1948 Dues	5,048.29
Advertising	1,469.20
A & S Insurance Expense credit.....	2,451.05
Group Life Insurance expense credit.....	21,319.48
Special Insurance Expense credit.....	509.30
Group Life T-Rate Prem. differential.....	13,684.41
Examination books sold	1,344.80
Annual Meeting tickets sold (639.00)	
Annual Dinner tickets sold (1,135.00)	1,774.00
Medical Waiver Expense credit.....	604.83
Interest on Savings Accounts and Defense Bonds	454.06
Pins and emblems sold	64.75
Books sold to members	537.13
Life Insurance Premiums	22,936.29
A & S Insurance Premiums	424.65
Miscellaneous Income	127.46

TOTAL INCOME — STATE DIVISION \$176,497.77

EXPENDITURES — STATE DIVISION:

Salaries: Office Employees	25,141.12
Association Counsel	7,686.93
Exec. Secretary	5,996.94
Exec. Representative	4,578.00
Field Representative	3,576.30
Expense credit to Chapters	33,611.00
Production Expense—Merit Magazine.....	24,673.35
Other printing—general	3,454.54
Net Expense—Civil Service Leader.....	25,897.51
Postage	4,832.45
Telephone, Telegraph and Express.....	2,508.54
General Office Supplies	4,064.65
Books purchased for resale	519.78
State and federal taxes	1,244.32
Insurance premium adjustments	834.92
Travel Expense—Staff	2,223.12
Expenses all committees and officers (Including travel)	6,270.03
New Office Equipment	646.85
Annual Meeting Expense	1,113.09
Annual Dinner Expense	2,892.78
Salary Adjustment Campaign Expense.....	1,586.69
Special Insurance Expense	509.30
Miscellaneous Expense	169.23
Refund of dues overpaid	333.00
Life Insurance premiums paid over to insurance company	22,936.29
Accident-Sickness insurance premiums paid over to insurance company.....	424.65

TOTAL EXPENDITURES — STATE DIVISION \$187,724.38

THIS REPORT COVERS THE ASSOCIATION'S FISCAL YEAR, OCTOBER 1, 1946, TO SEPTEMBER 30, 1947.

INCOME — COUNTY DIVISION:

1947 Dues (Total Membership 2,650).....	7,114.88
1948 Dues	390.00

TOTAL INCOME — COUNTY DIVISION 7,504.88

EXPENDITURES — COUNTY DIVISION:

Salary—Field Representative	4,382.66
Travel expense—Field Representative.....	1,590.91
Supplies, Printing, etc.	1,179.20
Dues refund for overpayments	65.00
Expense credit to Chapters	2,001.00

TOTAL EXPENDITURES — COUNTY DIVISION

9,218.77

RECAPITULATION

Cash Balance 10/1/46	\$ 38,475.77
Income, State Division	176,497.77
Income, County Division	7,504.88
TOTAL TO ACCOUNT FOR.....	\$222,478.42
Expenditures, State Division	187,724.38
Expenditures, County Division	9,218.77
Cash Balance, 9/30/47	25,535.27

TOTAL ACCOUNTED FOR 222,478.42

CASH BALANCE DEPOSITED AS FOLLOWS:

National Commercial Bank and Trust Co.	\$8,943.71
First Trust Company	1,290.53
Albany Savings Bank	2,551.03
Albany Exchange Savings	7,525.00
U. S. Defense Bonds, Series G, Nos. M476,695-6-7-8-9, held in Safe Deposit Box, National Commercial Bank & Trust Co.	5,000.00
Imprest Fund in Office	125.00
Travel Expense Advanced	100.00

TOTAL CASH BALANCE 9/30/47 \$ 25,535.27

EARL P. PFANNEBECKER,
Treasurer.

Salary Adjustment Problem Presented to Legislators

The Civil Service Employees Association on November 24 made public a letter sent to each member of the Legislature:

"This letter is to call your attention to the distressing plight of the State employee. This is your responsibility. Your employees look to you and to the Governor for fair treatment.

"The problem of the State employee is crystal clear. The cost of living has risen 66% since 1939. The State, to meet this 66% increase in living costs, has granted a salary adjustment limited to 30% in the lower brackets and 14% in the higher ranges. While workers in industry have received wage increases sufficient to meet the rising cost of living, the State Employee has taken a reduction in real salary of up to 50%.

"Let us look at a specific case. A job which in 1939 paid \$1800, was paid, on April 1, 1946, a 27% adjustment, which brought the salary to \$2,280. His present salary, however, buys no more than did \$1373 in 1939. This reduction increases in the higher salary levels.

"The Legislature did not grant any cost of living bonus last year. Since April 1, 1946, while State salaries have remained stationary, the cost of living has already increased over 25%. The past year was a critical year in public service. Thousands of the best fitted employees left the public service. It is difficult, and often impossible, to recruit qualified employees on present salary levels. Not only are faithful workers being treated shabbily by the State, but the quality of State service is seriously threatened.

"We invite your attention to the fact that California recognized the needs of her workers by a \$10,000,000.00 cost of living adjustment in August, 1947. Michigan has approved an \$8,500,000.00 cost of living salary adjustment now. Pennsylvania has accorded similar increases.

"The 67,000 state workers and the 400,000 public workers within the State of New York and their fam-

ilies are united in their concern as to what the Legislature plans to do to meet this critical situation. Public employees, your constituents in every Senate and Assembly District, met last month and by unanimous resolution asked that you grant a salary adjustment of at least 25%. They also asked for a special session of the Legislature. The hard facts of life in an inflationary period compelled their action.

"What each member of the Legislature thinks and does about fair treatment to State employees, and public employees elsewhere, is now of vital importance. On behalf of State workers, I respectfully request an expression of your views on the subject of adequate pay for State employees."

Dr. Frank L. Tolman, president of the Association, stated that the Association predicted last year further increases in the cost of living were certain which would be disastrous to employees unless provision was made in the budget adopted for the fiscal year 1947-48. Despite these pleas, said Dr. Tolman, no increase was granted although the Governor stated that if the cost of living remained at the then levels he would be constrained to recommend increases for State employees.

"Our worst fears have been realized," said Dr. Tolman. "It is not longer a case of dispute or argument. The Governor's hopes for a decline in living costs proved visionary. Prices generally have risen over 25 per cent since the last budget salaries were fixed. Food prices have risen much more. Rent increases have occurred. Recent Community Chest reports showing serious deficits reflect the economic plight of public workers so far as meeting community responsibilities go. Any small war time savings have been wiped out and debt burdens are common. Only work after regular hours keeps many families going. The State employees feel confident that the Governor will keep his word in view of the present emergency.

"We have asked the Governor to call a special session of the Legislature. We are now asking the members of the Legislature what they are going to do about the matter of saving State service from serious and progressive deterioration from losing its experienced civil service workers in the professional and non-professional skilled groups because of inadequate pay and whether or not they wish the State to disregard the moral responsibility of an employer to pay its workers a fair living wage."

RESPONSE I

On Nov. 30 Dr. Tolman said:

"The replies thus far received indicate a real understanding of the very real and very acute present needs of public employees who have had only slight adjustment of their incomes since pre-war while the cost of nearly everything has sky-rocketed."

On Dec. 2, Dr. Tolman said:

"The state employees are pleased that the Governor recognizes the need for a cost of living adjustment and proposes to recommend an emergency increase to the next session of the Legislature. The Association has felt confident that the Governor would live up to promise in his last Budget Message when he said 'Should the general cost-of-living continue to be maintained over a period of time at the present levels, I shall be constrained to recommend further rises in the future.'"

PERSONNEL COUNCIL

Tips to Supervisors



DON'T GROWL!

It isn't the worker's fault that you had to walk the floor with the baby at 3 A. M. It isn't your worker's fault that your best girl went out with your best friend. Even your indigestion is outside of their control. Don't lose your temper and blame your staff; they have problems, too.

Part of the job of being a good supervisor is being cheerful, patient and friendly. If the workers have to worry about "how the boss is going to take it" they lose a lot of time that should be devoted to thinking how the job is going to get done.

Being cheerful, patient and friendly isn't a one-day proposition. It is a day by day proposition, week after week. If your workers don't think as fast as you do, you can afford to wait while they catch up with you.

Don't enforce the rules strictly one day and laugh at infractions the next. Nothing is so defeating as not knowing what to expect. At work keep your disposition on an even keel. Be cheerful and predictable.



Inflation and the State Employee

Governor Dewey, in his statement of November 18th, on the effect of inflation on State finances, said: "The cost of food, fuel, medical supplies and household supplies in the State institutions will be \$7,800,000 more in this fiscal year than the \$26,900,000 provided for these items in the current budget." This means that these costs have increased almost 29 per cent over the estimate in the budget. The budget item was larger than the cost for the year before so that the total increase in costs is probably larger than that indicated by the Governor.

It cost the State at least 29% more to support an average inmate in an institution this year. How much more it cost a State employee to live every State employee knows. The State has obvious advantages in mass wholesale purchases, contracts, laboratory tests and the like. It operates many large farms to produce needed food. The employee can merely shop around.

The State employee received no salary increase last year to offset sky-rocketing living costs. He lived on his fat or he found a second job.

Why should the State not treat its employees as fairly as it treats its wards? As MERIT has frequently stated, the State employee has not and does not ask for real salary increases. It asks only for the amount in 1948 that will purchase what his 1939 salary bought. We ask for a 25% adjustment which is less than the increased cost this year for maintaining patients in hospitals.

The request is very modest.

INDEXES OF COST OF LIVING IN THE UNITED STATES

Large Cities Combined, New York City and Buffalo
(Average .935-39—100)
(From U. S. Bureau of Labor Statistics)

	U. S. Large Cities Combined	N.Y. City	Buffalo
July	157.1	156.9	157.7
1940	100.2	100.8	101.0
1941	105.2	104.7	107.5
1942	116.5	114.7	120.0
1943	123.6	123.1	126.3
1944	125.5	126.2	126.1
1945	128.4	129.1	128.5
1946 December	153.3	155.2	151.7
1947 January	153.3	154.6	152.7
February	153.2	154.2	152.4
March	156.3	157.4	155.3
April	156.2	156.8	155.3
May	156.0	155.6	156.2
June	157.1	156.9	157.7

"Fall Issue"

Yes, this is a very special issue of our magazine. It is a number which we suggest you keep for handy and frequent reference.

Our Association is at an important crisis. Never have there been more fundamental problems to be resolved. Our Association faced these problems squarely at its Annual Meeting. Every resolution, every speech, every report was pregnant with potentialities for every Civil Service employee in the Empire State.

Merit, your magazine, presents them all — completely — for your information, study — and for your action!

O(pposite) E(ditorial) Page

In the newspaper and magazine world, "opposite the editorial page" has come to have a very special meaning. That's where the newspaper columnists hold forth, sometimes Advice to the Lovelorn is found there, and all sorts of material which is not strictly news and yet not quite so personal as the Editorials themselves. Beginning with this issue, we shall have an occasional—perhaps regular O E Page—O(pposite) E(ditorial) PAGE—Editor.

Group Life Feature

In view of the very low interest rate on deposits allowed by savings banks, holders of our Association Group Life insurance should not overlook a valuable right which they have of electing that the face amount of the insurance, otherwise payable in a single sum, be paid in a series of monthly or annual instalments over whatever period is agreed upon and with interest allowed by the company on the unpaid insurance proceeds of 3½ per cent.

The following illustrates the amount of the annual or monthly instalments, per \$1,000 of insurance, first payment to be made immediately upon proof of death and to continue over the periods shown.

Number of Years during which Instalments are to be Paid	Amount of Each Instalment per \$1,000 of Insurance Proceeds	
	Annual	Monthly
2	\$509	\$43.27
3	345	29.33
4	263	22.36
5	214	18.19
10	116	9.86
15	84	7.14
20	68	5.78

The election of an instalment option may be made by the insured or beneficiary by a written request to the Association office in Albany or by written notification to the insurance company.

One advantage of an instalment option is that the beneficiary is relieved of having to handle or invest the insurance proceeds, which avoids the risk of the money being invested unwisely. The options are very attractive as compared with the present interest rates of savings banks. However, a word of caution should be given that before the insured elects an option binding the beneficiary he should consider whether the option chosen will provide a periodical instalment sufficient to support the beneficiary during the period.

One Association member, rather than deciding upon any instalment period at this time, has attached this notation to his policy for the information of his wife after his death: "Don't forget that you may have this insurance paid in instalments with 3½ per cent interest."

Extended Insurance Benefits

Your Association has been successful in arranging with the Commercial Casualty Insurance Company to get more benefits for All Policyholders in the Group Plan of Accident and Sickness Insurance.

EXTENDED ACCIDENT BENEFITS

During the calendar year of 1948, any Policyholder who is a member of the Association and had a Non-Occupational Accident claim, where the total disability actually commences during the calendar year of 1948, shall be entitled to draw up to the new maximum limit of 10 years indemnity (instead of 5 years) for such continuous total disability.

A Non-Occupational Accident is defined as an accidental Bodily Injury WHICH IS NOT CAUSED BY AND DOES NOT ARISE OUT OF, NOR IN THE COURSE OF ANY EMPLOYMENT FOR COMPENSATION, WAGE, PROFIT OR GAIN. Such accidents as occur AWAY FROM WORK, whether it be away from your State job or away from any other part or full time job, are Non-Occupational accidents.

Thus, for these accidents, any insured association member will now have a maximum limit of indemnity of 10 years, (instead of 5 years) if the total disability actually commences during 1948.

EXTENDED SICKNESS BENEFITS

During the calendar year of 1948, any policy-holder who is a member of the association and whose total disability due to sickness actually commences within the calendar year of 1948, shall receive additional monthly indemnity of 2% for the duration of the continuous total disability not to exceed 12 months. So, if your policy calls for \$100.00 Sickness Benefits, you will actually get \$102.00 per month.

These extended benefits are automatic and printed riders will not be mailed out to policy holders. However, this is a temporary arrangement, offered only during the year 1948, and does not in any way change any other conditions of your policy. It is hoped that these extended benefits can be made permanent.

If you have friends who are in public service in New York State and are members of the Association, why not tell them about this very broad coverage, low cost plan of insurance? It is still available to all members of the Association or persons who desire to become members, providing they are in good health and under 59 years of age. Send in now to the Association or Ter Bush & Powell, Inc., 423 State Street, Schenectady, for application blanks and full data on the plan.



The Letter Box



(In our July-August issue we solicited expressions of opinion from our readers as to the selection of MERIT as the new name for our magazine. Responses follow.)

Buffalo, N. Y.
September 2, 1947

Dear Sir:

How do I like it? Very much indeed. It's far ahead of anything I could have dreamed up. It has individuality, it's brief and easy to remember, and it may remind those who care to think, that a good State Employee strives to merit reward.

A. S. MacGREGOR

Albany, N. Y.
September 3, 1947

Dear Sir:

MERIT merits merit.

Sincerely yours,
I. MARIE GUSTAFSON,
Library Extension Division,
State Education Department

Buffalo, N. Y.
September 3, 1947

Dear Sir:

An orchid to the Editorial Board for the name "Merit" of the Civil Service Employees Ass'n magazine.

The name "Merit" answers all the answers and questions and to sum them all up we gain the solution in just one word, "Merit."

Cordially yours,
ARTHUR F. BOYCE

Buffalo, N. Y.
September 3, 1947

Dear Sir:

An orchid to Merit and one to the Civil Service Reform Ass'n's report on page 152.

A powerful and forceful weapon for a fair and just merit system in our Civil Service system.

Good luck!

Cordially yours,
ARTHUR F. BOYCE

Syracuse, N. Y.
September 4, 1947

Dear Sir:

Going back in review over past years and speaking in generalized terms, there is ample proof to believe that an altogether too large a percentage of public employees were assigned to jobs on the basis of "who" they knew, rather than on "what" they knew.

The State Civil Service Employees Association and its affiliates have been instrumental in the elimination of

such favoritism through the establishment of qualifications under Civil Service examinations.

Having largely eliminated "favoritism" in appointments to positions of public trust, you have turned attention to the recognition of the justness of an orderly advancement of public employees through a "merit system."

In view of the past performances of the State Civil Service Employees Association and its published aims for continued and even greater accomplishments in the future as indicated in your new magazine, "Merit," I honestly believe that a more appropriate name could not be chosen.

It is especially pleasing to note that this new magazine will be devoted to the Civil Service Merit System in New York State. I congratulate you on this fine piece of workmanship and through you, wish to express my individual appreciation for the untiring efforts of your entire official staff to better the working condition of all public employees and at the same time, build up public esteem and respect for those who faithfully serve the public from even the humblest job to the highest key positions.

Sincerely yours,
RICHARD HALL,
Resource Assistant,
Onondaga County Dept.
of Public Welfare

Poughkeepsie, N. Y.
October 26, 1947

Dear Sir:

The word merit in my mind means reward for work well done. The suggestions of honor, trust and truthfulness of the work or issues behind this word "Merit" is like your magazine should be.

Each article should be duty bound to carry the truth. The whole magazine should live up to its title and everyone reading it will say it really "merits" their attention now and each future publication.

Very truly yours,
WILLIAM J. BURKE

(President Tolman has received the following letter from the winner of the prize contest for a new name for the Association's magazine.)

Albany, N. Y.
September 3, 1947

Dear Doctor Tolman:

Please accept my belated thanks for your kind letter and enclosed check, as an award for renaming the Civil Service magazine.

With all good wishes to you and your very efficient staff, (and here's to a prosperous life to "Merit," my brain child) I am

Very truly yours,
WALTER E. COYLE

James G. Tebbutt

Marshall W. Tebbutt, Jr.

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DR. TOLMAN

(Continued from page 214)

tainly not. Is it the Governor? Certainly not." And he gives the answer as follows:

"The conduct of the business of the State is in the hands of 46,500 employees—servants of the State." (We will have to revise the figures and read 67,000 to be about right today.)

There is no question but that the speaker believed that a Civil Service crisis existed in 1938. He said, "The breakdown of Civil Service is a blow at the heart of government. Its restoration will bring back confidence in the government. It will help to check the influence of unworthy elements in our political life. It will preserve in State affairs the loyalty and devotion of the great body of public servants."

The candidate was specific about the evils that in his opinion corrupted the Civil Service. He was specific about the methods used to circumvent the Civil Service Law and the Constitution. He shall not quote the candidate here, except to point out that he considered the multitude of provisional and temporary employees as showing "something rotten in Denmark." "The most flagrant inroads into the Merit System," he stated, "are in provisional appointments."

Finally, I wish to call attention to his question and answer—"Who shall lead the fight for Civil Service? Who will lead the fight for the Merit System? No one so strongly as the Civil Service Commission itself."

I venture to suggest that the candidate asks too much of the Civil Service Commission. They have other things to do. They are at the center of all kinds of pressures. If we wait for their leadership I fear there will be no fight for Civil Service, there will be no fight for the Merit System.

I suggest that the Civil Service employees themselves lead a fight for the Merit System for Civil Service, and that they appeal to the public for wide active support.

Form 3308—54, 1942
STATEMENT OF THE OWNERSHIP, MANAGEMENT, CIRCULATION, ETC., REQUIRED BY THE ACTS OF CONGRESS OF AUGUST 24, 1912, AND MARCH 3, 1933

Of MERIT published Quarterly
(Insert title of publication.) (State frequency of issue.)
at Albany, NY for October 1 19 47
(Name of post office and State where publication is received.)
STATE OF New York
COUNTY OF Albany

Before me, a Notary Public in and for the State and county aforesaid, personally appeared JOSEPH D. LOCHNER, who, having been duly sworn according to law, deposes and says that he is the Managing Editor of the MERIT (Insert title of publication.) and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management (and if a daily paper, the circulation), etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, as amended by the Act of March 3, 1933, embodied in section 537, Postal Laws and Regulations, printed on the reverse of this form, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are:
Name of— Post office address—
Publisher Civil Service Employees Association 156 State Capitol, Albany, N.Y.
Editor Thomas C. Stowell 18 Dove St., Albany, N.Y.
Managing Editor Joseph D. Lochner 97 Van Schoick Avenue, Albany, N.Y.
Business Managers

2. That the owner is: (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding one per cent or more of total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a firm, company, or other unincorporated concern, its name and address, as well as those of each individual member, must be given.)
The Civil Service Employees Association, Inc.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: (If there are none, so state.)
None

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

5. That the average number of copies of each issue of this publication sold or distributed, through the mails or otherwise, to paid subscribers during the twelve months preceding the date shown above is 38,195
(This information is required from daily publications only.)

(sgd) JOSEPH D. LOCHNER
(Signature of editor, publisher, business manager, or owner.)

Sworn to and subscribed before me this 1st day of October 19 47

(REAL) (sgd) Winna F. Goldberg, Notary Public.
(My commission expires March 30 19 49)

NOTE—This statement must be made in duplicate and both copies delivered by the publisher to the postmaster, who shall send one copy to the Third Assistant Postmaster General (Division of Classification), Washington, D. C., and retain the other in the file of the post office. The publisher must publish a copy of this statement in the second issue printed next after its filing. 16-1870

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W. F. McDONOUGH

(Continued from page 214)

guard the peoples' right to efficiency in government.

In medicine, a crisis is recognized when the doctor is puzzled as to whether the patient will recover or die. In business, a crisis is frequently referred to as a period in expansion and growth which gives way to violent liquidation or reaction.

When government is threatened it is much more serious than a passing threat to economic well being or physical health. It is a threat to civilization. And even if a threat to sound civil government may not forecast complete destruction of a desirable form of government, it is serious because of the waste involved and the delay to human progress which is also involved. We cannot afford at any time to waste a single spiritual or material resource. Throughout American history the people who have contributed most to material, cultural and spiritual progress—the good people—have witnessed almost continual pillaging and filching of the peoples' public resources through open or secret political piracy on the negative side, or failure to adopt the highest standards of personnel administration on the positive side. As is well known, those who are responsible for what we consider the present crises in civil service have been of no single political party. In the tales of the adventures of that famous buccaneer, Sir Henry Morgan, it is written that two of his companions in piracy were known only as "the Burgundian" and "the other Burgundian." The overall, long time attitude toward the merit system of the political guides of our two great political parties have shown no major difference.

We may dread a crisis. But a crisis may make for opportunity on the credit side by arousing alarm in time to save our cause.

We speak tonight wholly for the purpose and in the hope that we may bring improvement to civil administration on all levels in our State. There is an old copybook saying that our best friends are those who tell us our faults and show us how to overcome them. If we criticize, our purpose is to help. And, for every evil we point out we are ready to offer a practical, straightforward remedy. Truth is the elixir of freedom. There

is no safety in a silent Maginot defense. There is no real progress in compromising with evil or error. The willingness of advocates of the merit system to compromise with political expediency has brought no substantial or lasting good and is largely responsible for the present weakness in merit plan administration. This is the history of many a noble human adventure.

The reinvigoration of the merit system is vital to the maintenance of the efficiency of civil government in New York State. This is the outstanding challenge to the Civil Service Employees Association and to every other civic conscious group in the State. It is the common conclusion among all groups of public employees that application of the merit system principles is at a low ebb. Whether this stems from the difficulties of recruiting personnel under war time conditions, the failure of appropriating authorities to approve adequate salaries, or a wave of political reaction toward the distribution of jobs on a political basis, is not entirely clear. The truth seems to be that all three factors are responsible.

The following are the specific ways in which we believe that those directly responsible in the executive, legislative and administrative branches of government may meet the crisis in civil service, and thus promote the highest type of service to the people of the State:

1. Reanalyze each position in the civil service of the State and of the civil divisions of the State to assure that the constitutional mandate which provides that appointments and promotions shall be made upon the basis of merit and fitness ascertained by competitive examination is now being done so far as it is practicable to do, to arrange and hold

promptly proper open competitive tests for each position for which examination is practicable, and to pledge to the people that each position will be filled strictly on the basis of the results of the open competitive tests.

The information which we have indicates that despite advances in examination technique and the known ability to apply competitive tests for practically every job, the number of positions now exempt from examination and the number of employees in such positions are greater than ever before. Unfortunately, we do not have any figures later than 1943 from the Civil Service Department to cite officially the number of exempt or non-competitive or provisional employees in service.

We suggest that the resurvey of positions as to their jurisdictional classification should be accompanied by public hearings designed to permit citizens and employees to express themselves as to any exemptions of positions from examination. Such democratic procedure is vital to full confidence in civil service administration.

There is every reason also to propose and urge that the meetings of the Civil Service Commission should be noticed and calendars of proposals affecting rules and regulations and all other pertinent features of public personnel administration made known to citizens and to citizens who are public employees, and that representatives of both be welcomed at Commission hearings. Americans believe that the open door is preferred to the iron curtain.

We suggest also thought be given promptly to such changes as may be necessary in the civil service and other laws, as will extend true competitive examinations and all of the rights of civil service employment to employees paid in whole or in part from tax revenues of the State and therefore who are in a real sense carrying on civil employment—such as the State Police, employees at the various State colleges, schools or experiment stations, those performing civilian services in the armories, and all other like civil employees. It is the purest chicanery, or shall we say slothfulness, to so sanctimoniously dismiss responsibility for such civil employees on the basis of the language of laws which can and should be realistic. This is a matter for real

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cooperation between the executive, administrative and legislative statesmen. It is essential to overcome that rank discrimination which now prevails in rules and regulations governing many groups of workers.

In view of the immense growth of personnel in public service, modern methods of administration must be established by those responsible for personnel. A few professional organizations realize this but the civil service operating departments seem not to show a practical interest in modernization of their methods and techniques. They must modernize or fail.

2. With scores of positions closed to competitive test by reason of classification in the exempt or non-competitive classes, promotion opportunities are limited and again the value of the constitutional mandate which applies to promotions is lost to personnel administrative procedures.

Past and present delays in holding promotion examinations and in the maintenance at all times of eligible lists which delays invite appointment of provisionals for long periods dulls initiative and ambition and violates every sound principle of career service.

3. The establishment of a complete plan of classification of positions on the basis of duties and responsibilities was a major part of the reform gained by employees with the Feld-Hamilton Law. The delays in classification and particularly the apparent inability of the present limited staff to cope with desirable desk audits and close study of jobs, have interfered with full benefits of sound classification in all departments and services. More serious, however, has been a plain tendency in new organization and in reorganization to conform position classification to allowable budget appropriations rather than to the actual duties and responsibilities and qualifications involved in the positions. There is a very definite need for current printing of job specifications and a greater cooperation between the classification, examination, salary standardization the legislature and the public, in classification matters, since sound classification is the foundation of both adequacy of salary and of true economy in personnel administration.

4. The examination division of the Department of Civil Service is in need of expansion to the end that it

may maintain high standards of examination performance and prompt service in supplying eligible lists to the operating officials.

5. Dissatisfaction with attention to efficiency ratings is expressed in many quarters. Obviously if this factor is to work fairly and helpfully both to the state and to the employee it must have very direct and effective attention.

6. Perhaps the most conspicuous and outstanding need of our personnel administration is the placing in each department and institution and agency of government of an efficient personnel officer who would serve the appointing officers and effect a needed liaison between the operating department and the civil service department, the budget, the salary board and the personnel council. No other reform would do more to advance good personnel administration. Of course, the personnel officer should be trained and experienced in personnel administration and should be a competitive employee. In discussing this matter with personnel administrators and with heads of operating departments the need for the local personnel officer has been unanimously approved. It is plain that personnel administration in an institution or a department where large numbers of workers are found and where the application and promotion of good labor relations are important, should not be left to an administrative officer engaged in and required to give his major time and thought to other duties. Personnel and labor relations are not secondary matters in any enterprise.

7. As the present direct action with reference to recruitment and promotion are not as efficient as we feel they should be, so there is lack of protection of employees in cases involving labor relations such as have to do with dismissals or demotions; lack of encouragement of better work and advancement through comprehensive in-service programs, and lack of an organized plan covering transfers helpful to employees.

In-service programs have been talked of for years, are wholly possible, are invariably helpful to a service. They go hand in hand with complete career service programs. Their use generally, not haphazardly, is imperative.

8. It is important to note in connection with recruitment and pro-

motion in the interest of better service to the people, that adequate salaries are essential to attract and to retain men and women of high ability. The present State policy does not take cognizance of this need. A fully independent salary board and a fully independent classification board or a single board composed of full time members to deal with both problems, must be depended upon to maintain an equilibrium between prices and salaries in public service and salaries in industry and business on a plane that will assure recruitment and retention of able public workers. The present limitation through budget veto upon classification and salary allocation determinations based upon their studies of the needs of the service is destructive of progress in the upbuilding of merit and fitness. Under the present policy personnel administration is tending to become more and more submissive to budgetary considerations and less and less to the constitutional call to recognition of the dignity of the human element in civil government and the placing of proper premium upon merit and fitness. It is all too clear that to bid for low or mediocre ability for public positions is wasteful economy. And it is equally plain that if a low value is to be set upon public service as compared with private service that career service is at an end.

It is impossible to overlook the gross failure to follow the principle of like pay for like work which is a part of the civil service law. An outstanding example of this is the case of the prison guards at Matteawan and Dannemora institutions for insane prisoners.

It is likewise necessary to call attention to the failure of the State to practice in its own household the principle laid down for industry that men and women should receive like pay for like work. The women guards at Albion and Westfield are examples of this neglect.

I think I should say that in every instance of conference and consultation with the various agencies having to do with personnel administration, as a representative of the Association for many years, I have never experienced such fine cooperation and cordiality as exists today. We have no concern about the ability of those having to do with personnel administration. We have a real concern, and this talk has I hope made it

clear, with a reinvigoration and an expansion of personnel administration to bring merit and fitness and consequent efficiency of service to the place it deserves in our State and through example in our State to every other State and to the Nation as a whole. Unless the will to deal justly and intelligently with our civil service is expressed and commanded from the top it will not become a fact.

What should be the program of the Association in the face of this crisis? I suggest that while salaries, hours, overtime, retirement, are important matters, that the creation of public and official respect for the merit system principles outlined in the constitution and in our basic laws is the paramount objective of this Association. Certainly honest opportunity for entrance into service and for promotion therein and for security of tenure and for proper economic reward are essential to career service and to the high regard for public service which must prevail in a progressive democratic government. Also, I repeat, we cannot expect to gain salary prestige unless we maintain prestige in quality of work and outstanding ability of workers.

I urge that the Association devote itself to an intensive full year campaign to bring the facts as to the needs of sound personnel administration in public service to the people and to elected and appointed officials of government. To carry on such a campaign we must draw upon the wisest and best among our membership and upon the enthusiasm of all, and we must expend our financial resources as needed in the use of modern facilities of education, namely, the press, the radio, the open forum. So important to our civilization is good civil government, that I believe we should call upon the churches of our various denominations to pray for the success of our efforts to establish a real merit system consciousness among our people, that we should bring our message to every group in every community not once but many times, and that we should rally the 500,000 State, county, city, town, village, district and Federal civil service employees in our State to intensive efforts to bring merit and fitness to civil government.

We must carry our message par-

ticularly to the high schools and colleges from which are pouring each year more than 140,000 young people eager to promote the ideals of merit and fitness in public and private service. (Moore)

Last year and for many years, there was a crisis in education very similar to that which we today point out in civil service. It was the teachers who cited this crisis and who brought about reforms which are today revitalizing educational programs throughout the Nation. Isn't it significant that it was the teachers—the organized teachers—who were the first to cite the crisis and point out what should be done about it? It was not the politicians nor the statesmen. The latter acted, to be sure, when the people responded to the teachers' efforts and pointed out that they wanted action. This Association of organized public employees has sparked every improvement in civil service procedure in the last 37 years, and we have had to contend

with official resistance on many occasions and carry our case to the people. The people want good government. Let us tell them the truth—let us not fail them.

We need not be discouraged by reason of the size of the job for our group of 40,000 in correctly informing 13 million people. There are those who are continually pointing out the potency for evil of small groups. They and others overlook the fact that the worthwhile things of life have always been defended and advanced by comparatively small groups of inspired, eager, enthusiastic men and women devoted to principles in which they believed. In the world at large with its two billion people in confusion and distress, our own 130 million people are carrying the torch of civilization and good will with a certainty of final success.

I trust this delegate body will adopt an all out plan to apply the merit system in our beloved State of New York.

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MRS. WINTERNITZ

(Continued from page 215)

quacy of the civil service law. That is apt to be more of an alibi than a plausible explanation. If that were all there were to it, our problem could be solved in one legislative session. But the fault does not lie basically in that area. The primary shortcoming is in the area of administration of the system.

We recognize that the civil service department has unusually broad authority to devise a personnel program as modern and as effective as the commission might choose to make it. Discretion vested by law in the commission is much broader than the public realizes. In fairness to the civil service department it must be recognized that no commission, however high-minded and zealous in administering its affairs, could adopt an effective and personnel program without the affirmative support of the executive. We have learned from experience in watching the operations of the civil service system in many jurisdictions throughout the country that the merit system anywhere is only as strong and efficient as the chief executive insists that it be, and in fact the chief executive is largely responsible for the kind of public service of which the jurisdiction can boast.

We recognize that there have been many improvements in the operation of the civil service department, and we recognize that the salary levels of state employees have been brought up to a higher base than ever before, nor would we begrudge credit to those who are entitled to credit for making these advances possible. But there are air pockets that have militated against establishment of a real career system in the state government.

State government is becoming more complex and will undoubtedly continue to do so for years to come. It we are to attract, and keep in its service the kind of talent needed to administer the important functions of state government, we must be willing to pay public employees salaries which compare with salary levels in private enterprise. This the public must be made to understand. We can hardly continue to render high-priced services to the people if this gener-

osity is to be at the expense of our public employees. That policy has been indulged in much too long by the state and its municipalities. We believe the taxpayers of the state want to pay their public servants adequate compensation provided that these employees render competent service and are concerned solely with serving the people. The taxpayers' objections have not been to salary increases for public employees as such. Their complaints have been against the expansion of budgets without full value for moneys paid out. It is the uneconomical expenditure of public funds that inspires their criticism, not the payment of adequate compensation to deserving faithful public servants.

Another important item is that of employee relationships. We do not feel as strongly as some of you public employees must feel regarding restrictions on strikes against the government. We can hardly recognize the right of Public employees to quit their jobs en masse under any circumstances, however desperate they might seem. We believe however that since public employees do not enjoy the same privilege in this way as private employees, it is more than ever the responsibility of government to devise adequate machinery to handle employee relations problems. A satisfied public service, confident that it is being treated fairly and sympathetically, with real understanding between management and employees, is the best assurance against strikes. It is for that reason that we have grave doubts as to the wisdom of the Condon-Wadlin law, unless it is implemented by a positive, constructive program for handling employee grievances. Perhaps

this may be the next step in the Governor's program of public employee relationships. We have recommended to the Governor that he appoint a committee of prominent citizens to study employee relationships in the state government and to make recommendations as to a policy and program to be instituted by the state.

Now for that touchy problem, veterans' preference. I believe that it is the duty of the state to give real consideration to veterans. They certainly deserve some reward for the sacrifices which they made. That is why I personally have always supported any bill to grant veterans, who were members of the state service, the rights and privileges which they would have enjoyed if they had not been absent from the state service for their war duties. As for the veteran entering the service, we were in favor of granting him a certain point advantage on his examination rather than the absolute preference which was finally awarded to him. We feel that he should have had a definite advantage in competition during the time when he was making the difficult transition from military to civilian life. We have felt also that this preference should have been confined however to the original appointment. Once in the service, the veteran should be willing and glad to take his place with the others, and advance on his own merits.

Since this plan was not accepted, we must try to make the best of what we have. You probably know far better than I what effect this absolute preference has had on the service in general, and what injustices it permits—injustices not so much to the state service as to the veterans themselves.

Another development which concerns us is the trend toward more exemptions. More and more positions in the state service heretofore filled after competitive examinations and new positions for which competitive examination has long been found practicable are being withdrawn from the competitive list. With the number of positions in the exempt class in the state service at an all-time high, one wonders where the fault lies. Has the civil service department been found incapable of determining the qualifications of candidates on a competitive basis?

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The public has confidence in the competitive merit system, but apparently the operating departments of the government doubt the ability of the civil service department to serve them to the extent that we believe possible. Otherwise, it is difficult to understand what prompted the commission to make so many exceptions from examinations in recent years. Perhaps it may be the commission's own skepticism as to the capacity of its professional and technical staff to conduct competitive examinations for these places. Of course it could not be because of a desire to extend the patronage field! There is too much lip-service given to establishing a career service and not enough action. Opportunities in the upper brackets are not made available to those aspiring to key positions in the state service solely on the basis of merit and fitness.

Another thing needed along this same line is an improvement in the system of promotions and transfers, and a real program of in-service training. The Civil Service Department has taken a step in the right direction by instituting various schools for employees in certain activities; but this program should be greatly enlarged and extended throughout the departments.

As to promotions, the present system is inadequate and restricted. Promotions should not be merely "pass" examinations, designed to cover employees into a higher grade; and they should not be confined to a few employees in a certain small unit. This failure to provide methods for promotion results in many blind-alley jobs. A system should be worked out which will make it possible for a talented and enterprising employee to advance from rung to rung of the ladder throughout the whole State service, instead of stagnating in one small division where there are no opportunities, simply because the department is divided into water-tight compartments. Similarly, transfers ought to be encouraged and aided by the Civil Service Commission and by the departments themselves, so that employees may go freely from a department where their services are less needed to one where they could give more valuable returns for the money invested in their salaries, and they themselves might find more rewarding and more congenial work.

We believe the Governor moved in the right direction in creating the State Personnel Council. Frankly, however, we had expected much more from this innovation than has thus far been realized. We doubt whether the Personnel Council will be an effective instrument to fashion a sound personnel program for the state unless there is established in each major department of the state government a personnel director whose responsibility would be to implement the program of the civil service department. Without a departmental personnel director acting as a liaison with the civil service department and performing the many personnel functions beyond those ordinarily expected of the civil service department, we will fall far short of a modern personnel program. The potentialities of the personnel council are great, but it will not become an effective instrument until it has an adequate staff, a concrete program and adequate funds to carry it out.

You can see from this that I have just restated recommendations which we have been making for years, namely: one, a commission divorced

from political influence; two, a personnel director for each major government department; three, more opportunities to make the service a real career with a fair salary basis; four, more in-service training, and five, better handling of promotions and transfers. We cannot keep repeating these obvious facts too often, but there are pitifully few of us outsiders who take a serious interest in civil service. In order to make the progress which we all desire, it is necessary that the public be informed of conditions as they are.

The public must demand that the state establish a comprehensive modern merit system with all that it implies! We are doing our best to interest the public, but we need your active support. You must let the people know of the good job that you are doing, so that you may be given the opportunity to do a better one. Then we will have what we all are working for, a state service operated on fair modern principles which will give the taxpayer what he pays for and give you employees a decent break.

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PROFESSOR SAYRE

(Continued from page 217)

impressive, and a very significant story: the emancipation of public employment from the party organizations, the growth of personnel standards, the growth of standards and methods for the determination of working conditions, the growth of standards for the protection of employee rights, and the growth toward professional status in the community, are of very great significance to any public employee group, and there is much, therefore, in the story of the last 25 years, to be proud of.

Now let us look at some of the negative trends of the past 25 years or, if not trends, at least negative facts.

1. The continued, if not the increased hostility of the legislative branch toward public service.

Anyone looking at the whole picture of public employment, whether federal, state, or local, has to take into account this continued, if not increased hostility. This is a problem of very serious proportions, it seems to me. The feeling of distrust and dislike which prevails between the administrative staff and the legislative branch of our government is found at all levels in greater or lesser degrees. It is true that the individual legislator usually tends to look with sympathy and understanding upon some particular segments of public service with which he is acquainted, with whose work he is in sympathy, and whose accomplishments he knows about. It is, therefore, not individual hostility, but the collective hostility which is directed at some general vague thing called "the bureaucrats" or "civil service." I think any serious student of the situation would have to agree that the hostility is there. This lack of sympathetic understanding between the legislative branch and the civil servants makes them in fact strangers to each other. They do not know what the other is all about. This hostility, I know of no other adequate way in which to describe it, flows from many sources: first of all, from the fact that the Legislature is the point at which all the pressure hostile to civil servants is directed. This hostility tends to come, first, from pressure groups whose main interest is in the tax situation and, second, from pressure groups who oppose some

particular form of governmental regulation. In the second situation, the civil servant is in the middle between a governmental policy which says that such and such activity shall be regulated in such and such manner, and the groups who, thus regulated, resent the form which the regulation takes.

This difficult relationship between the Legislature and Public servants also arises from the fact that the merit system isolates the civil service from the legislature. There was once a direct tie between the majority of civil service units and the legislature. The merit system has broken the bridge between the legislature and the civil service. Perhaps this is not the total explanation for the strained relationship which exists between the legislative body and the civil service staff in most governmental jurisdictions, but it is an important part of it.

2. Second, it seems to me, we have not in the last 25 years made really adequate progress in the establishment of adequate levels of compensation for public employment. Bill Brown, the Executive Secretary of the British Clerical Association, has said of the British civil service that "... the Service is a place where you rise by annual increments from an atrocious minimum to an inadequate maximum." This statement serves roughly to describe what has happened in the public service in the last 25 years in the United States.

In the last three or four years there has been a sharp improvement in the situation; however, the net improvement made has been cancelled out to a very large extent by a rise in the level of prices. If we can in the near future assume declining prices, then this point would have to be modified because the gains attained in the last few years come nearer to assuming satisfactory proportions. Generally speaking, we have failed in the last 25 years to gain as much on the salary and wage front as has been gained on other fronts. The causes of that relative failure, I think, are known to every public servant. Perhaps there is no other aspect of his life to which he gives more continued and serious consideration.

A third area in which we have failed to make adequate progress in the last 25 years is the failure to get public managers to use the principles of democratic administration; that is, to get public managers to use their

staffs as sources of ideas, as sources of evaluation of programs, as full partners in the enterprises which are being managed. On this front private enterprise has surpassed the progress of public employment. To a very real degree, private managers are more aware of the necessity for tapping the full resources and ideas of their staffs than are most public managers. There are, of course, striking exceptions in the public field, in both federal and state government. The failure to use staff consultation in the development of programs and of work methods results in very large part from the strong paternalistic tradition in public management, from the notion of the sovereign employer who cannot share his authority, but it also results from the failure of public employees as individuals and as organized groups to give adequate thought to this area of effort. We have tried less hard as public employees to secure progress in this field than we have tried in certain others.

Finally, another area in which we have failed to make progress, as a matter of fact, an area in which there has been a loss of stride, is in the field of restrictive legislation, legislation restricting the rights of public employees. Such legislation, in the last 10 years, has tended to take two forms: First, the Hatch Act and its parallels in state legislation, require the strictest political neutrality on the part of public employees; that is they forbid him to participate in the business of citizenship except to cast his vote. This legislation had, on the part of most of its supporters, a laudable purpose. It was intended to protect the employee from involuntary political activity, but the result has tended to make it difficult for the public employee to assert his rightful influence and place as a citizen. The second type of legislation, in both federal and state fields, prohibits the strike by public employees and makes certain other restrictions on the role of employee organizations. This, too, had a laudable purpose. Public organizations are almost unanimous in the rejection of the strike weapon. What has happened is that these restrictions have been imposed but no provision has been made for the loss which the public employee has suffered.

These legislative acts should have been accompanied by workable sub-

stitute methods for relationships between the public employee and his community. We have said the public servant is different; therefore he cannot engage in politics the way other citizens do. We have said he is different; therefore he cannot use the strike weapon. We have not said: "because he is different and because he is thus proscribed in these fields, these are the compensating arrangements. That is, we will substitute these methods to insure the free expression of his opinions and to insure satisfactory relationships with his employer."

These are the four areas in which we can detect negative trends, as against the four areas in which we can calculate progress.

I think on the whole it adds up to a story of great improvement, that the gains we have made outweigh the things we have lost and the areas in which we have failed. But there is a lot of work still to be done. We cannot yet rest on our laurels as having achieved all the things we want.

I would like to suggest four points of emphasis on which I think the public employee should now concentrate, whether as individuals or as organized groups:

First of all, the public servant needs to tell his story to the public. The public employee group is weakest in his failure to acquaint the community with what it does, what it accomplishes, what its importance is to the community. Too much of the public still believes that civil servants are people who do not have very much work to do, who get the longest vacations of anybody in the community, and who get unknown but undoubtedly very high salaries. I think we would have to admit, if we look at the situation realistically, that this is a widespread public opinion, if not the majority public opinion. That flows I think from the fact that the public servant has not adequately, dramatically, convincingly told the story of the important things he is doing, of the important contribution that he makes to the community. That story has to be told. It has to be told not only dramatically but convincingly. It has to be told to everyone, not merely to the Legislature or to a highly selected audience. It has to be told to the whole community, it has to be told all the time; one aspect of public employees in their public relation-

ship is that they tend to make such programs very short-lived, brief campaigns. In that way you do not instill in the minds of the community a new picture of the public employee because there are very few citizens who know how important the State government has become to them as citizens; very few of them know in a concrete way what it is that the 60,000 employees of the State do. This failure is one to which serious attention should be given. Not only must this story get across the accomplishments and the importance to the community of the civil service group, it must also get across its problems.

Secondly, I suggest that you work for administrative machinery which will permit your creative, effective participation in the improvement of the state's administrative organization—at the state level, the departmental level, the bureau level. You will not achieve satisfactory opportunities for the use of your best skills unless there exists in each of your work shops effective machinery for staff consultation and staff participation. I am glad to see that you are proposing administrative consultation in the State service, thus providing the machinery by which you can yourself participate in the improved operation of your departments, your bureaus and your workshops. I doubt if there is any civil servant in the state who is so fortunately situated in his working environment that he does not wish for more effective opportunities to improve the

way in which the work of his organization is done. The failure of public managers to use the principles of democratic participation means that it is going to be hard work to establish the machinery through which you can have this kind of participation. I stress this also because of its great importance to the public interest. No satisfactory guarantee of governmental efficiency will be found except through adequate machinery for using the ideas and the suggestions of the whole staff in the development of plans, in the execution of those plans, and in the evaluation of the work that has been done. This, therefore, is important not only to you as individuals and as a group, but of great importance to the public interest also.

Thirdly, I would like to suggest, as another important assignment, work for legislation and for administrative policies which will insure the optimum conditions for a great state civil service. That means, primarily, bringing up to date and making more certain the protections against arbitrary dismissal; setting up the machinery for satisfactory handling of grievances; machinery, in short, for the removal of friction between supervisor and subordinate, and machinery for the adequate protection of minimum civil service rights.

Finally, it seems to me you will not achieve your goal unless concurrently you develop a code of ethics for the public service which is equal to the great responsibilities you carry. The public service group has given inadequate attention to the development of a code of ethics by which its membership should be governed. Failure to develop such a code of ethics amounts to selling yourselves short in the goals you set for yourselves, and selling yourself short in telling your story to the public.

These four objectives are not only important, they are goals and objectives which are possible of accomplishment by determined and intelligent and hard-working groups of civil servants. I am sure it won't take you long to get there.

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CHAP. REPRESENTATIVES

(Continued from page 222)

Works: John Cox, President; Edward Grennan, Frank Shaw, Ray Klein and Joseph O'Hare.

Public Works District No. 1: John F. Jahn and Earl A. Ingraham. **Social Welfare:** Roy Curtiss, Jr. and Rendle Fussell. **State:** Edward L. Gilchrist, President; Kenneth Sullivan, James Dwyer, Bess Horan and Bess Flanigan. **Motor Vehicle:** John C. Collins, President; Alfred Castellano, Leon Kanter and Monroe Walsh. **Tax:** Arvis Johnson, President; Joseph Kenny and Francis Kelliher.

CONSERVATION CHAPTERS

Forest Protection: Aaron VanDeBogard and Ira Thomas. **Game Protectors:** Chester Griffiths. **Southwestern:** Noel F. McDonald, President. **Long Island Interstate Park:** George H. Siems, President; Fred Pedersen, Clyde Morris, William Rowe and Mrs. Marie A. Owen. **Palisades Interstate Parks:** Angelo J. Donato, President; and George Bohlander. **Saratoga Spa:** Thompson R. Temple, President; and Adrian C. Dunckel.

CORRECTION INSTITUTION CHAPTERS

Albion: Mrs. Alice Wagner, President; and Mrs. Mary Houghton. **Attica:** Lawrence R. Law, President; and Kenyon Ticen. **Auburn:** Carmen Colella, President; and J. Louis Demont. **Clinton Prison:** Reginald L. Stark, President and William Meehan. **Coxsackie:** James J. Walsh, President and Ralph Carpenter. **Danemora State Hospital:** Albert Foster.

Elmira: E. J. Looney, President. **Great Meadows:** Frank B. Egan, President. **Matteawan:** Harry Phillips, President and William McCarroll. **Napanoch:** William R. Paterno and Harold Butler. **Sing Sing:** Fred W. Koopmann, President and Walter Smith. **Wallkill:** Edward Melville. **Westfield State Farm:** Mrs. Kate Wasserscheid, President; and Joseph Lennon. **Woodbourne:** Vincent Mancusi and Richard Corcoran.

EDUCATION CHAPTERS

Geneva: Alvin W. Hofer, President and Jeanne Smith. **State College Ithaca:** Clarence Dickens, Paul Swartwood and Helen B. Musto. **Batavia:** Ethel Hicks. **Veterans Vocational School Troy:** Joseph E. Milano, President and Alexander Ducat. **Farmingdale:** Charles Jordan.

ARMORY CHAPTERS

Hudson Valley: Charles H. Outhouse, President; Robert H. Wolters and Robert P. Minerley. **Syracuse and Vicinity:** Joseph E. Uhl. **Western New York:** M. J. Murtha and Joseph Shuart. **Metropolitan New York:** Frank Gonsalves, President; Frank E. Wallace and George J. Fisher.

HEALTH INSTITUTIONS CHAPTERS

Gratwick Health Institute: Marion Render; **Mt. Morris:** Elmer Pfeil and Cecelia O'Connor. **West Haverstraw:** Mary E. Baker, President; and Edward O'Keefe. **Ray Brook:** Emmett J. Durr, President; George R. Miller and Albert S. McClay. **Ithaca:** William Sullivan, President; Mary Anne Zmek, Veda Lawson, Ruth Burt and Eleanor Ribley.

MENTAL HYGIENE CHAPTERS

Brooklyn: William J. Farrell, President, Lida McDonald and Catherine Sullivan. **Buffalo:** Harry B. Schwartz, President. **Central Islip:** Michael J. Murphy, President and Donald Bellefueille. **Craig Colony:** J. Walter Mannix, President, Salvatore Cippola and Willard Brooks. **Creedmoor:** John L. Murphy, President; Irving H. Scott and Helen C. Peterson. **Gowanda:** Frederick J. Millman, President; Priscilla Harvey and Vito J. Ferro.

Harlem Valley State Hospital: Paul O. Becker, President; Mrs. Irene O. Mason, Willis Markel, Mrs. Anna M. Bessette, Wilford Coiteux. **Hudson River:** Guy Cordova, Arthur Marx, President; Mae McCarthy and Kermit Borst. **Kings Park:** Elwood DeGraw, President and

Walter MacNair; **Letchworth Village:** Hiram Phillips, President and John Harris. **Manhattan:** John Wallace, President; Elizabeth McSweeney, Patrick Geraghty and Thaddeus Kehoe. **Marcy:** Charles Methe, President; Glenn Brennan, Dorris Peck. **Middletown:** John O'Brien, Alfred Whitaker and Fred J. Walters.

Newark: Robert L. Soper, President; Merton Wilson and Eva Welch. **Pilgrim:** Francis H. Neitzel, President and Leo V. Donohue. **Psychiatric Institute:** Biagio Romeo, President; Sidney Alexander. **Rochester:** J. Gerald Zugelder, President; John McDonald and Joseph Scott. **Rome:** Herbert Jones, President; Ruth Stedman and Owen Jones.

Rockland: Fred Seminara, President; Kathleen L. Hennessy, Emil Bollman, Margaret James and Francis Fahey. **St. Lawrence:** Ernest Richardson, Morris Pierce, President; and Robert Kinch. **Syracuse:** F. J. Krumman, President and Chas. Ecker. **Utica:** Margaret M. Fenk, President and Vincent P. Karwacki. **Wassaic:** Nellie Innocent and Herbert J. Nelson. **Willard:** Edward N. Limner, President; Edgar E. Fritts and Lester E. Steen.

PUBLIC WORKS CHAPTERS

Bridge Authority Chapter: Aloysius H. Curran. **Chautauqua:** Robert A. Johnston. **Hamburg:** Joseph A. Crotty. **Public Works District 2:** John R. Roszykiewicz and Walker K. Hayes. **Public Works District 4:** William Bristow and Asa Leonard. **Public Works District 8:** C. L. Vogt and D. J. D'Engenis. **Public Works District 10:** William A. Greenauer, President; Carl F. Hunstein and Elmer L. Wayne.

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COUNTY CHAPTERS

Broome: Arnold E. Tyler, President. **Chemung:** Clyde E. Paul and J. Leslie Winnie. **Orange:** George L. Flach, President. **Rockland:** Edward A. Benson.

St. Lawrence: Philip L. White, President; and Welthia B. Kip. **Schenectady:** Robert K. Stilson, President; Ruth B. Browne and Clifford Irving. **Steuben:** Catherine Canney. **Ulster:** A. Foster Winfield, President and Robert Baylor. **Westchester:** Ivan S. Flood, President; J. Allyn Stearns, Marion S. Miller, Lida Mullen, Michael J. Cleary, Donald J. Barmettler, Leonard Mecca, Richard

A. Finn, Frank McGrath and Michael A. Russo.

Also attending the Annual Meeting sessions were the members of the State Executive Committee, representing employees in the various state departments not yet organized into chapters, regional conference chairmen, members of standing and special committees and observers from interested groups now in the process of forming chapters in the State and County Division of the Association.

SONGS

(Continued from page 224)

Other Association members who submitted songs for the contest were:

Fred Froelich, Division of Alcoholic Beverage Control; Melvin W. Titus, Clinton Prison; Miss Wanda D. Haesener, 25 Mitchell Place, White Plains; Ercelia M. C. Schilling, Pilgrim State Hospital; P. D. McCann, Department of Correction; Marie Murtaugh, 503 First St., Wa-

tervliet; Clayton Boyce, 324 Fitch St., Elmira; Mrs. Marjorie De S. Roberts, Social Welfare Dept; Richard Hall, 233 West Borden Ave., Syracuse; Mrs. Mary Bobell, Social Welfare Dept.; Dr. James A. Brunsell, Willard State Hospital; Ann F. Gavin, Bureau of Motor Vehicles; Helen M. Kirby, Albion State Training School; Ernest A. Frier, Education Department; Joseph Conklin, State Hospital, Middletown; Frank Rogers, Jr., Great Neck Road, Amityville; Charles M. Chase, RFD 1, Waterford; Philip A. Cooke, Kings Park State Hospital; Ida S. Brachman, Insurance Dept.; Michael T. Parren, Hudson River State Hospital; Howard Evans, Brooklyn State Hospital; Sally M. Curley, 92 Central Ave., Albany; Hattie B. Newell, Harlem Valley State Hospital; Oscar W. Oja, Huntington Forest, Newcomb; Josephina Van Galen, Motor Vehicle Bureau; Royal E. Benson, Perrysburg; Mrs. C. L'Hommedieu, Albion State School; Mrs. Idabel H.

(Continued on page 242)

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REPORTS

(Continued from page 221)

Report of Committee on Education

During the last year several important things occurred which could, to a considerable extent, be attributed to the previous efforts of your Education Committee. I am referring first of all to the recently announced Graduate Program in Public Administration which is now being offered under the joint auspices of the Graduate Division for Training in Public Service of New York University and the Maxwell Graduate School of Citizenship and Public Affairs of Syracuse University. This program is intended primarily for employees of the State and other governmental agencies in the Capital District area who are college graduates and who wish to pursue advanced academic work. An advanced step of this sort just doesn't happen. It required continuous efforts on the part of many agencies and without undue modesty, I must say in behalf of the Education Committee that quite a bit of leg work was done by us.

Your Education Committee also had something to do with the courses now being held in the hearing rooms of the State Office Building and sponsored by the Albany Chapter of the American Statistical Association. Three courses are given, upon successful completion of which a Certificate of In-Service Training will be issued by the State Education Department.

The Chairman of the Education Committee met with representatives of State College for Teachers in Albany and St. Rose College in an effort to persuade the college authorities to give certain courses which would be of immediate interest to governmental employees. The Education Committee also showed interest in the evening courses now being sponsored by the Rensselaer Polytechnic Institute, Union College, Russell Sage College and Siena College.

Upon request from the School of Labor Relations at Cornell University, suggestions as to suitable courses have been made by the Education Committee. At the present time the

Education Committee is following up the matter in connection with new courses which will be sponsored by the Labor Relations School in several communities in the State.

Numerous consultations have been held with state employees who wished advice concerning their own educational plans.

As you know, there has been a terrific influx of students in colleges and therefore it was rather difficult to persuade college authorities to give certain types of courses for which they did not see an immediate need. The Education Committee, however, is planning to pursue its aims as speedily and as efficiently as it is possible under the circumstances which exist.

DAVID M. SCHNEIDER,
Chairman.

Committee On Constitution and By-Laws

The Special Committee on Revision of the Constitution and By-Laws, through its Chairman Theodore Becker, submitted its recommendations to the Annual Meeting Tuesday relative to the proposed amendments to the Constitution and By-Laws printed in the September issue of Merit, and as to changes introduced at meetings of the Board of Directors and referred to that committee.

Headquarters' staff is arranging to have printed revised copies of the Constitution and By-Laws as amended at the annual meeting and will make such revised copies available at the request of members as soon as the printing is completed.

A brief description of the amendments adopted at the annual meeting follows:

Section 1, Article IV of the Constitution was amended to clarify the fact that retired former employees are eligible for membership.

Article I of the By-Laws was changed to correct a grammatical mistake and to provide that the Treasurer is responsible to submit, in addition to the itemized report to the annual meeting, such other reports as the President may require.

Section 1 of Article II of the By-Laws was amended to provide that

"one representative from each State Department" shall be elected by ballot, rather than "members of the State Executive Committee." This change was necessitated because there are members of the State Executive Committee, such as regional conference representatives, who are chosen at times and in a manner prescribed in their own charters.

Section 2 of Article III of the By-Laws was amended to insert the words "at the rate of" before the amount of annual dues specified for the State Division and County Division. This change enables more flexible means of prorating dues so that new members joining for the first time need not be required to pay disproportionately large dues for a few months membership.

Section 1 of Article IV of the By-Laws was amended to change from four to three the number of months a member's dues can be in arrears, after which the member is notified in writing and if he fails to remit dues within 30 days thereafter, he may be expelled from the Association upon the recommendation of the Board of Directors.

Other amendments proposed at the annual meeting were referred to the Special Committee on Revision of the Constitution and By-Laws for consideration and recommendation to the Board of Directors before publication in the Association magazine.

Auditing Committee

The Budget picture for the Association for the 1947-8 fiscal year in comparison with 1946-7 is about the same if every reasonable move of economy is made. In 1946-7 the Association's cash reserve was reduced approximately \$13,000; that is, from \$38,500 to \$25,500. Present prospects are it will be reduced another \$13,000 in 1947-8.

The income for the State Division in 1947-8 on the basis of the same membership as in 1946-7 should increase from approximately \$176,500 to \$187,500 but there is every prospect that increased costs due to higher prices, additional equipment and proper cost of living adjustments for our employees will increase the expenditures for the State Division from \$188,000 to \$198,000.

The County Division with 4,000 members would have an income of

\$24,000 and its costs would approximate \$27,000.

The major increase in income will be in the items of our insurance expense credits and the Group Life Insurance T-Rate Premium differential.

The increases in expenditures result in part from the cost of paying the slightly enlarged present staff for a full year, granting their proper annual increments and for a probable further cost of living adjustment of 10% bringing the total to 24% over base salaries equalized with State salaries and living costs as of June 1946. The total costs of our publications and other printing can be limited to a relatively small increase, if the number of issues of the Merit magazine is further reduced. The other important increases in cost will be for urgently needed equipment now on order and the increase in traveling expenses for the field staff. Higher costs are to be expected and more field activity is most desirable.

It should be noted that not over \$5,000 can be provided within this budget for any real campaigns on important elements of our program such as the 25% cost of living adjustment unless the number of issues of the Merit magazine is reduced to less than six at not over \$3,000 an issue.

Standing Committee on Publicity

The most momentous happening we have to report is the changing of the name of our magazine from "The State Employee," by which it had been known for 16 years, to "Merit." As our members know, the new name was chosen from scores of suggestions submitted in a prize contest. The reaction, so far as it has come to the knowledge of the committee is unanimously favorable to the new name.

As has often been said, this committee makes a report practically monthly—a report which reaches every Association member. It is, of course, the magazine. We have maintained the publication schedule—ten issues a year—although the publication notice, required by post-office regulation, has necessarily been changed as need arose for printing certain material at a certain time.

I would like to suggest to the consideration of the Officers and Staff that the Publicity Committee be used for advice concerning preparation of publicity material issued by the Association, and not function solely as what amounts to an "Editorial Committee."

The Association frequently has information with real news value, and consequently publicity value. The Publicity Committee has certainly had in its membership in recent years persons who are thoroughly versed in sound publicity methods, and I suggest that their experience and knowledge be used in the issuance of news releases and the planning and execution of other publicity techniques.

THOMAS C. STOWELL,
Chairman

SONGS

(Continued from page 240)

Duncan, Letchworth Village; Mrs. Cora B. Smith, Rome State School; F. E. Hollman, Auburn Prison; Rev. Asa H. Edie, Clinton Prison; D. Hennessy, 525 Norwood Ave., Buffalo; W. Brooks, Craig Colony; Florence G. Brock, Income Tax; Emma Medwig, Kings Park State Hospital; Dorothy T. Sadelmyer, D.P.U.I., Broadway Arcade, Albany; M. C. Rose, Westfield State Farm; Jane E. Harris, 5 Stewart Place, White Plains, and Morris Orenstein, Dept. Audit and Control.

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Apply for this low-cost, broad-coverage protection. Applications may be obtained from Association Headquarters, Room 156, State Capitol, Albany 1, N. Y. If you are already insured under this plan, bring it to the attention of your fellow workers, as the success of the Group Life Insurance Plan will always depend upon a large percentage of employees always being insured.

It is waiting for you -
YOUR "MEMBERSHIP" CARD
For the Association Year Beginning October 1, 1947



Membership Renewal Bills have been distributed to all present members of the Association. If you haven't received yours notify the Association. Sign up your fellow workers who are non-members — supplies of membership applications are available from your local chapter or Association Headquarters.

Paying YOUR dues promptly helps the Association to devote more time and effort to helping YOU. Protect your group insurance coverage by maintaining paid-up membership.

SUPPORT YOUR CHAPTER AND ASSOCIATION BY MEMBERSHIP AND ACTIVE PARTICIPATION IN CHAPTER AND ASSOCIATION PROGRAMS

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