

## EFFECTIVE CITIZEN CO-OPERATION

WHAT IS EVERYBODY'S BUSINESS SHOULD  
BE EACH BODY'S BUSINESS

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Issued by the  
BUREAU OF MUNICIPAL RESEARCH  
LUMSDEN BUILDING, TORONTO

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Bulletin No. 20

June 24, 1914

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*Toronto Press quoting Mayor Hocken*

"I have felt all along that the increasing of salaries of civil servants should be dealt with by an independent body that is not amenable to influences. Under such a system we would not be confronted with such a trouble as under the existing system, and we would have the assurance that we are going to get good service."

**If Civil Service will**

**Place a premium on ability**

**Eliminate pull**

**Reward merit**

**In the Architect's Department**

**Why not in all City  
Departments**

**?**

*The Report of the Civic Survey Committee recommended the establishment of city wide civil service on the following lines :*

1. "The examination of all candidates for municipal positions along practical lines."
2. "The placing of most municipal positions within restricted eligible lists, whereby only those persons whose names appear upon such lists are eligible for appointment."
3. "The establishment of proper service and efficiency records."
4. "A thorough and accurate classification of positions of service into class, rank and grade, as a basis for the standardization of work and salaries."

"Civil service does not mean that the hands of the administrator shall be tied as to control of subordinates through salary reductions or discharges."

**"If such a civil service could be established in Toronto there is no doubt that the quality of personal service would be raised materially, and that the criticisms so often directed against city authorities on the ground of political appointment or favoritism could be entirely eliminated."**