

## If the Toronto Civic Service

were divided carefully and uniformly into corresponding grades within each main functional division of each department; if, for each grade, definite rates of pay were established allowing for a maximum and minimum for each grade to provide for promotions; and **if the City Council were to establish, once for all, or until modified by itself, a regular procedure for promotion and salary increases:**

1. Individual promotions and salary increases could no longer become the subject of long and unpleasant discussion, but would occur automatically at stated intervals to those giving good service;
2. Budget-making would be much simpler, more effective and more impersonal;
3. A basis for the discussion of a pension system would be provided.

## EFFECTIVE CITIZEN CO-OPERATION

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

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### The Estimates for the City of Toronto for 1916

provided for an expenditure on  
current account of

**\$17,168,128.65\***

divided as follows:

Salaries and Wages . . .	\$6,506,810.02
Debt Charges . . . . .	5,521,207.00
Contractual Services . . .	1,818,558.57
Materials and Supplies . .	1,351,137.93
Equipment . . . . .	205,935.50
All Other Charges . . . .	1,764,479.63

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\*The difference between this amount and that of the official estimates, \$187,080, is explained by deductions from the latter on account of certain special revenues estimated or presumptive.

## The percentages of the total expenditure are as follows:

Salaries and Wages .....	37.8%
Debt Charges .....	32.2%
Contractual Services.....	10.6%
Materials and Supplies	7.9%
Equipment.....	1.2%
All Other Charges.....	10.3%

To a business man, would a knowledge of variations in these percentages from year to year be worth while? Would he try to explain or justify variations by changes in the nature or value of the output, or by fluctuations in the markets? If he could not find such explanations or justifications, would he feel bound to institute an enquiry as to the actual causes?

If the city's reports of actual and proposed expenditures gave in clear form—by **totals, departments, and functional divisions** of the departments—the size of the following annual bills:

Salaries and Wages  
Materials and Supplies  
Equipment  
Interest and Sinking Fund, etc., etc.

this, in itself, would constitute an incentive to fact studies which might have a profound effect on administration.

## For Example, Fact Studies of the Civic Service and the City's Annual Bill for Salaries and Wages Would Show

- a—Whether or not employees of equal service and doing equivalent work always receive equal pay in different departments, or within the same department;
- b—Whether or not any grades of work are overpaid and any underpaid;
- c—Whether or not appointments and promotions are always by merit;
- d—Whether or not there exist positions necessary once, but unnecessary now;
- e—Whether or not cases exist where the same work is being done twice;
- f—Whether or not any cases exist where two positions might be combined;
- g—Whether or not service records are maintained in all departments;
- h—Whether or not the city's Salary Grading By-law (No. 5251) passed in 1909 is in full operation, revised and brought up to date, or whether any of its provisions have been set aside or modified from time to time.