

## 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.

## Civil Service Reform

leads to increased freedom and moral support for responsible officials in the conduct of their departments. In cases of irreconcilable differences within city departments, it guarantees careful consideration of the representations of employees.

The establishment of an independent Civil Service Board might possibly limit somewhat the range of choice of department heads. The limitation, however, would be the result of establishing a general procedure and would neither be so great nor so objectionable as the limitation on their freedom of choice arising from outside influence which, sooner or later is bound to result where civil service procedure is not fully established. If civil service regulations were placed in the hands of an Administrative Board made up of heads of departments, probably even better results would be obtained, avoiding at the same time, the limiting of responsible officials by a new independent body.

## EFFECTIVE CITIZEN CO-OPERATION

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

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## Civil Service Reform Means

1. Appointments on the basis of capacity for rendering service to the city—not to others;
2. Dismissal for betraying the city's interests and for incompetency, but for no other reasons;
3. Reward for outstanding service to the citizens only;
4. The conducting of the city's business for the citizens only, by men responsible to the citizens only.

Would  
Civil Service Reform  
Help Toronto

?



*The following is from the Report of  
the Civic Survey Committee,  
December, 1913:*

Outside the question of whether or not the personal recommendations of controllers, aldermen, departmental chiefs and private citizens have had any effect in the appointment of men for various positions, the administrator is entitled to protection from any possible criticism on this score. To eliminate this possibility, and to secure other advantages which are not invariably obtained to-day, we would suggest the establishment of a municipal civil service by

The examination of all candidates for municipal positions along practical lines, and the determination of eligibility of such candidates examined;

The placing of most municipal positions within restricted eligible lists, whereby only those persons whose names appear upon such lists are eligible for appointment.

The establishment of proper service and efficiency records;

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 reduction 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.

**Is the proper spending of  
\$6,500,000 annually  
in Civic Salaries and Wages  
worth striving for ?**

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
Material and Supplies ...	1,351,137.93
Equipment .....	205,935.50
All Other Charges .....	1,764,479.63

The percentages 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%

\*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.

**As a basis  
for Civil Service Reform,  
Fact Studies  
of the Civic Service  
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.