

Increase in individual salaries and wages may result in increases in efficiency and decreases in actual cost.

Particularly when accompanied by:

- (1) Adequate service records and promotions by merit, which make it worth while for an employee to work for a good record.
- (2) The standardization of work and wages, so that work of an equal amount and value receives equal pay, whether in the same department or in different departments.

If an Administrative Board, made up of department heads, were appointed, as the Bureau has frequently suggested, it could be given the powers of a Civil Service Board, which would, among other duties, keep service records, authorize promotions, arrange for inter-departmental transfers, classify personal services according to work to be done, and establish grades of pay corresponding thereto.

The establishment of such a Board would not mean that the hands of administrators would be tied as to control of individuals through salary reductions or discharges. The charge that is frequently brought against Civil Service Commissions that they limit the power of choice of department heads and interfere with promotions, would not hold under an Administrative Board, as it would be made up of Department Heads.

EFFECTIVE CITIZEN CO-OPERATION

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

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CITY BUDGET STORY No. 1

THE CITY OF TORONTO AS AN EMPLOYER

Approximate Number of Employees
for year 1921—10,000

Estimated Salary and Wage Bill
for the year 1921—\$14,501,204

THE CITY OF TORONTO

for its citizen shareholders, expects to pay out about \$14,500,000 for salaries and wages in 1921, and approximately 10,000 people will be employed by the various Civic Departments, the Board of Education and the Separate School Board.

This Means

FIRST—That one person in every tenth family in Toronto is in the employ of the city.

SECOND—That the average family in Toronto, through the agency of the city employs one man for about 28 days in each year, in order to obtain the various civic services demanded.

Every citizen is, therefore, an employer, although in private life he or she may be an employee.

Are you, as a citizen, sufficiently interested in your employees?

Are your employees sufficiently interested in you?

THAT

Toronto's Annual Bill for Personal Services is a constantly increasing one is illustrated by the following table:

Year	Total Amount* of Personal Services (Salaries and Wages)	Expenditure for Personal Services Per Head of Population	
		Amount	Increase over 1916
1916	\$ 6,506,801	\$14.12
1917	6,852,536	14.46	2%
1918	7,905,786	16.14	14%
1919	9,102,396	18.22	29%
1920	12,988,777	25.33	79%
1921	14,501,204	27.62	95%

* These figures are based on official estimates.

The amount spent by the city on salaries and wages per head of population has increased from \$14.12 in 1916 to \$27.62 in 1921, or 95%. During the same period, according to the Canadian Labor Gazette, the index number of wholesale prices of 262 commodities has increased about 64%.

Increased expenditures for salaries and wages does not necessarily mean that employees are being overpaid, or that too many men are employed.