

Citizen Control of the Citizen's Business

Page 1, par. 2, line 2, should read:
"....and the Toronto Transportation
Commission"

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SS.

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THE CITY AS AN EMPLOYER

Including the expenditure of the Board of Education and Public Utilities directly under the Civic Government, but excluding outside Boards not supported by taxation, the City of Toronto has paid out of current funds during the last eight years, salaries and wages, including small amounts paid for other personal services, approximately as follows:

Year	Population	Amount of Salaries, Wages, etc. (Est.)*
1916	460,526	\$ 6,506,810
1917	473,829	6,852,536
1918	489,691	7,905,786
1919	499,295	9,102,397
1920	512,822	12,988,777
1921	522,942	14,501,204
1922	529,083	14,305,616
1923	535,000	\$15,245,947
Total - - - -		\$87,409,073

In addition to these sums, large amounts are annually expended by the Hydro Electric Commission, the Harbor Board and the Toronto Transportation for salaries and wages. Directly or indirectly, every resident of Toronto helps to foot these huge bills. It makes a difference, therefore, to 535,000 people and some 107,000 families how the City's Civil service is administered and what results in community service are obtained.

* From the Bureau's annual analyses of the estimates, based on the best available information.

Every citizen of Toronto is an employer although in private life he or she may be an employee. The table below indicates (1) the extent to which each individual and family on the average is a civic employer, and (2) the growing importance of the civic employer as shown by increased costs absolutely and relatively.

Year	Expenditure on Salaries and Wages		Per cent. of total expenditure which goes to salaries and wages	Increase per cent. in per cap. expenditure on salaries and wages of each year over the 1916 figure
	Per Capita	Per Average Family of 5		
1916	\$14.13	\$ 70.65	37.90
1917	14.46	72.30	35.61	2
1918	16.14	80.70	32.70	14
1919	18.23	91.15	36.21	29
1920	25.33	126.65	44.01	79
1921	27.73	138.65	45.56	96
1922	27.02	135.10	45.28	91
1923	28.50	142.50	45.96	102

It will be noted (1) that salaries and wages consume a proportion of the total expenditure larger by about 20% in 1923 than in 1916, and (2) that the per capita and per family expenditure on salaries and wages is about 102% greater in 1923 than in 1916.

The per capita increase may be due

- (1) To a more rapid increase in the number of civic employees than in the number of citizens.
- (2) To increase in rates of salaries and wages, necessitated by increase in living costs.
- (3) To increase in rates of salaries and wages over and above increase in living costs, or,
- (4) To all three causes.

Has the citizens' ability to pay civic salaries and wages kept pace with the increase in the civic wage and salary bill since 1916? If not, do the citizens receive as an offset more service for the salaries and wages paid than they did in 1916?

QUERIES

Are employees invariably taken on the various staffs after a careful inquiry as to their training and fitness for the positions to be occupied?

Are all promotions made according to merit and all increases given after a careful inquiry into service records, or are increases sometimes given to groups whose claims are strenuously pressed and at times in the year when a careful consideration of the needs of all departments is out of the question?

Are transfers from one department to another customary and easy, either temporarily to help out one department when it is working under pressure, while another is not, or permanently to better paying positions as a reward for service, and a stimulus to ambition?

Is adequate attention given to placing misfits in one department in positions in another department for which they are better fitted?

Is any one person or body responsible for devising means for the best use of the civic personnel as a whole and for continuous study connected therewith, and, if so, is the work actually being done?

Possibly "yes" is the correct answer to all these questions, but—

Is it not possible that a study of the City's civil service (including that of the Board of Education which consumes about 40% of the total paid for salaries and wages,) might disclose opportunities for cutting down the number of employees while increasing the average payments to those remaining, recognizing financially especially meritorious services, increasing service and cutting down total costs?

Is it not in the interests alike of employer and employee that such a study should be made and followed up by a continuing organization to the end that

1. Standardization of work and pay be brought about, so that work of equal amount and value should, as far as possible, receive equal pay, and
2. Adequate centralized service records be set up for all departments, thus making promotion by merit easier, and making it more worth while for all employees to work for good records?