

RETYPED FROM ORIGINAL
Quarterly Conference Meeting February 7, 1905

Comments on plan for rewarding employees of state institutions for long efficient service
- A.C. Rogers

Supt. Rogers: There are some matters of fact that have been brought out in the discussion that were, of course, in the minds of the committee and some facts that have been discussed previously and perhaps not brought out clearly in the report. The whole effort of the committee has been to devise or agree upon some general proposition rather than rules, and it has been kept uppermost in our minds the necessity of increased efficiency. Any system would imply the power of reducing as well as advancing in grade, so that a reward for or some designation for long service will imply, if properly applied, continued efficiency, otherwise the employee would be reduced in grade or discharged, so that the stripe must indicate, if the principles we have been discussing are applied, efficient service, though, as the warden has said, every institution has old employees who are very inefficient. This brings us back to the point made by Dr. Tomlinson that sometimes in our institutions the difficulty in obtaining help makes it necessary for us to keep those who are inefficient. The point I wished to make was that any system would involve reduction in grade as well as advance in grade.

Supt. Dow: Mr. Chairman; I think Mr. Randall must have been smoking one of those bad cigars when he was taking notes at the School for Feeble Minded, that is, he must have been if he got the idea that I would have anything more to say than I said there.

However, I will say about what I said there and I made a few notes that bear on it. On the two points of insignia and compensation I will speak first. I said then that I didn't think that any such insignia as were referred to, -badges or stripes- would have any value or would be acceptable at all among the employees with whom I have to do. These things are matters of convention. Now, as has been said, in the army those things are satisfactory and desired because it is the general arrangement. It extends over a large area and it is understood among a large class of people that those things stand for something and when you get them it is recognized. I presume some of you know that sometimes a man who has these service stripes stays in the army because he isn't fit to do anything else and generally speaking those things are recognized as being desirable in some lines of the service. Now, to take the most important branch of our service, the teachers, no insignia is generally recognized among the teaching force of any community or state as being desirable. There are classes of teachers, - teachers with life certificates, teachers with five year certificates, there are teachers with first grade and second grade certificates, but teachers don't tag themselves to indicate that.

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