

# MAINE STATE LEGISLATURE

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**STATE OF MAINE**  
**LEGISLATIVE RESEARCH COMMITTEE**

**REPORT  
TO  
103rd LEGISLATURE**

**A PROPOSED CLASSIFICATION PLAN**

**Pub. No. 103-5**

**January 1967**

# CRESAP, McCORMICK and PAGET

*Management Consultants*

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342 MADISON AVENUE, NEW YORK, NEW YORK 10017

MURRAY HILL 7-5450

CABLE ADDRESS: CONSULTANT-NEWYORK

NEW YORK-CHICAGO-SAN FRANCISCO-LOS ANGELES-MUNICH

September 14, 1966

The Honorable Louis Jalbert  
Chairman  
Legislative Research Committee  
State Capitol  
Augusta, Maine 04330

Dear Mr. Jalbert:

We are pleased to present herewith the report on the reclassification phase of the total personnel administration study being conducted for the Legislative Research Committee.

Under separate cover, we are also forwarding a series of volumes containing material developed in the course of this phase of the study. These volumes are entitled as follows:

- State Of Maine Class Specifications - Volume I
- State Of Maine Class Specifications - Volume II
- State Of Maine Allocation Of Positions To Proposed Classifications
- State Of Maine, Proposed Titles Compared With Present Titles.

We wish to express our appreciation to you and the members of your Committee for the cooperation extended to us. We would also like to bring to your attention the fact that this project could not have been completed without the excellent cooperation received from all State of Maine employees at all levels.

Very truly yours,



CRESAP, McCORMICK and PAGET

STATE OF MAINE  
A PROPOSED  
CLASSIFICATION PLAN

September 1966

This report is confidential and intended solely for the information and benefit of the immediate recipient hereof.

STATE OF MAINE  
A PROPOSED  
CLASSIFICATION PLAN

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## I - INTRODUCTION

## I - INTRODUCTION

This report presents a description of the procedures used in the reclassification study for the State of Maine and summarizes the results. The report represents the findings of one part of a total study being carried out by the firm of Cresap, McCormick and Paget under contract with the Legislative Research Committee of the State.

### OBJECTIVES AND SCOPE OF THE STUDY

The basic objectives of the overall study were to develop for the State of Maine a more effective system of personnel administration in order to obtain maximum benefits from the use of personnel resources for the State government. The overall study was divided into the following three major projects:

- Reclassification. A complete reclassification of all positions in the State government was performed, the results of which are reported in this volume of the report.
- Salaries. A study of the present salary structure for State employees and the development of a proposed salary plan for both the classified service and a large number of unclassified positions is now under way and will be reported at a later date.
- Policies and practices. A review of the present practices in personnel administration for State government is now under way, and a proposed plan for personnel administration is being developed. This plan will include an organization structure for personnel administration, as well as a staffing pattern for the central State personnel department. This phase of study will be reported at a later date.



This present volume discusses the reclassification plan for the State of Maine. The separation of the reclassification plan from the presentation of salary data and the placing of classes of positions into a grade structure for salary administration have been deliberate. Experience has shown that this type of separation permits logical and unbiased consideration of the proper class title for positions in departmental organizations that would not be possible if salary levels are attached to these deliberations.

During this study, every attempt has been made to ensure understanding of the organizational structure, and therefore the personnel needs, of every department of the State government. As will be seen later in this report, the consultants used every opportunity to talk with department heads, supervisory personnel, and individual employees, not only in the major offices of Augusta but also in offices and work areas throughout the State.

## ORGANIZATION OF THIS REPORT

This report is organized into the following chapters.

- I - Introduction (this chapter)
- II - Methods Of Study - discusses the methods and procedures used in carrying out the reclassification of approximately 10, 000 State of Maine employees.
- III - Position Classification Concept - presents a description of the basic concepts behind the recommended classification structure for the State of Maine, and discusses the similarities to, and differences from, the present system.
- IV - Results Of The Reclassification - summarizes the effect of the reclassification study on numbers of class titles and on the placement of different kinds of positions into single-class titles as a means of improving the consistency within the classification system.
- V - Recommended Plan Of Action - presents a detailed plan for implementing the recommendations within this report, including the establishment of an appeals procedure within the State.

## II - METHODS OF STUDY

## II - METHODS OF STUDY

This chapter describes in detail the steps taken in reclassifying all of the positions in the State of Maine classified and unclassified services.

### DEPARTMENT ORIENTATION SESSIONS

As the initial step of the study, Cresap, McCormick and Paget requested the Legislative Research Committee to arrange a group meeting of all department heads. At this meeting, CMP presented a detailed outline of the steps that would be taken in conducting the entire study in order that the department heads have a clear concept of the scope and methodology of the study and that they understand that the final outcome of the study would depend to a large extent on the cooperation and assistance received by the consultants from the departments. In addition to the formal presentation, opportunity was granted to the department heads to raise questions on matters which they felt needed clarification.

A further series of six meetings was conducted by CMP with the personnel representatives of all departments. At these meetings, the consultants detailed the role which the personnel representatives would perform at the very outset of the study - the distribution, completion and control of the review of the position classification questionnaires - and the absolute necessity of keeping to a very demanding time schedule to ensure that the study would be completed within the time allotted. Supplies of questionnaires were given to the personnel representatives at these meetings.

At this point, a decision was made by the Legislative Research Committee to expand the scope of the study to include approximately 400 positions in the unclassified service of the State of Maine in order to include these positions in the salary portion of the overall study. Since these 400 positions are highly specialized, they were handled separately during the course of the study. The statistics which follow in this volume have been prepared excluding these 400 positions because it was felt that they would only distort the final results. Throughout this report, reference is made only to the 10,052 positions in the classified service.

## POSITION CLASSIFICATION QUESTIONNAIRES

Through arrangements made by the department heads and personnel representatives, each of the incumbents in 10,052 positions in the State of Maine classified service was given a specially designed questionnaire and asked to describe his position in his own words, in detail, according to instructions which accompanied the questionnaire. In addition, the employees were supplied with a completed sample questionnaire to use as a guide. If a position was vacant, the immediate supervisor was asked to complete the questionnaire. The position classification questionnaire is shown in Exhibit II-A, on the following page.

The employee's immediate supervisor was then asked to review the questionnaire and to comment on the completeness and accuracy of the employee's statements. Instructions from Cresap, McCormick and Paget, supplemented by instructions from the Legislative Research Committee, directed that the original statement of the employee was not to be changed in any manner without his consent.

Supervisors were also asked to state the type of training, experience and physical requirements believed essential for proper performance of the work involved and to indicate the position's most important duties. Department heads or their designated representatives then reviewed the questionnaires and made appropriate supplementary comments.

After the questionnaires were completely processed in the departments, they were returned to Cresap, McCormick and Paget for review and further processing by the survey staff. The survey staff in this initial stage was augmented by two Personnel Technicians I who were hired by the Personnel Department for the express purpose of working full time on the study and a Personnel Technician III who worked part time on the study. These State of Maine employees worked exclusively under the direction and guidance of staff members of CMP. When the questionnaires were received from the departments by the survey staff, they were checked against a master file of position control numbers maintained by the Personnel Department to ensure that a questionnaire was completed for each position. The survey team also reviewed each questionnaire for completeness, since the information was to be used as one of the two bases for classifying the positions. The other basis was individual position audits and/or discussions with line supervisors, as discussed later.

<p><b>STATE OF MAINE</b></p> <p><b>POSITION CLASSIFICATION QUESTIONNAIRE</b></p>	<p>DO NOT WRITE IN THIS SPACE <input type="checkbox"/></p> <p>TENTATIVE CLASS TITLE _____</p> <p>PROPOSED CLASS TITLE _____</p> <p>PROPOSED TITLE CODE NO. _____ PROPOSED GRADE _____ PROPOSED SALARY _____</p>
--	---

The instructions which accompany this form should be read carefully before this form is filled out.

<p>1. NAME OF EMPLOYEE, LAST NAME FIRST (IF UNFILLED, WRITE VACANT)</p> <p>LAST NAME _____ FIRST NAME _____</p> <p>SOCIAL SECURITY NUMBER _____</p>	<p>2. TYPE OF POSITION</p> <p><input type="checkbox"/> COMPETITIVE      <input type="checkbox"/> LABOR</p> <p><input type="checkbox"/> NONCOMPETITIVE</p>	<p>3. PRESENT WEEKLY SALARY</p> <p>A. PAY GRADE NO. _____ B. OTHER AMOUNT _____</p> <p>STEP _____ <input type="checkbox"/> HOURLY</p> <p>AMOUNT _____ <input type="checkbox"/> DAILY</p>
<p>4. DEPARTMENT _____ DIVISION _____ SECTION _____ OTHER _____</p>		
<p>5A. PRESENT PAYROLL TITLE _____</p>		<p>5B. POSITION CONTROL NUMBER</p> <p>CLASS CODE NO. _____ DEPARTMENT NO. _____ POSITION NO. _____</p>
<p>6. WORK IS (CHECK APPROPRIATE BOXES)</p> <p><input type="checkbox"/> FULL TIME (1)      <input type="checkbox"/> TEMPORARY (6)</p> <p><input type="checkbox"/> PART TIME (2)      <input type="checkbox"/> SEASONAL (7)</p> <p><input type="checkbox"/> PERMANENT (3)      <input type="checkbox"/> PROJECT (8)</p> <p><input type="checkbox"/> LIMITED (4)      <input type="checkbox"/> PROVISIONAL (9)</p> <p><input type="checkbox"/> INTERMITTENT (5)</p>	<p>7. HOURS WORKED PER DAY _____</p> <p>8. LENGTH OF LUNCH PERIOD _____ MINUTES</p> <p>9. TOTAL HOURS PER WEEK _____ HOURS</p>	<p>10. EXPLAIN ROTATION OF SHIFTS, IF ANY.</p>

11. PLACE OF WORK OR HEADQUARTERS \_\_\_\_\_

12. DESCRIBE BELOW IN DETAIL THE WORK YOU DO. USE YOUR OWN WORDS, AND MAKE YOUR DESCRIPTION SO CLEAR THAT PERSONS UNFAMILIAR WITH YOUR WORK CAN UNDERSTAND EXACTLY WHAT YOU DO.

PER CENT OF TOTAL TIME	DESCRIPTION OF DUTIES	DO NOT WRITE IN SPACE BELOW

13. NAME AND PAYROLL TITLE OF YOUR IMMEDIATE SUPERVISOR \_\_\_\_\_

After all questionnaires had been reviewed completely for a department, an organization chart or a series of charts was prepared for the department which showed each authorized position. The charts were prepared in order to assist the survey team in the audit procedure by detailing the existing organization structure and reporting relationships for the entire department.

In a project of this size and diversity, it might be expected that a large number of questionnaires would be late in being forwarded to the consultants. The actual number of questionnaires arriving after the deadline was surprisingly small, however, amounting to only a small fraction of one per cent of the 10,052 positions included in the study. This fact is an indicator of the conscientious manner in which the questionnaires were distributed, completed and reviewed by employees, supervisors, department heads and personnel representatives.

#### POSITION AUDITS

Supplementing the information provided on the position classification questionnaire, extensive visits were made by members of the survey team to State offices and installations in the Augusta area and throughout the entire State of Maine in order to conduct personal interviews with employees, supervisors and other key personnel.

These supplementary reviews were conducted for the following purposes:

- To observe first hand the kind of work being performed
- To check statements on the questionnaire which were not clear
- To study several positions which were typical of a group of similar positions in which duties and responsibilities needed to be clarified
- To broaden the knowledge of the members of the survey team as to department functions and to the duties, responsibilities, qualification requirements and organization relationships of thousands of positions.

Prior to conducting any position audits, the State of Maine employees on the survey team were thoroughly trained in the procedure to be followed and the concepts which would be employed in the audit phase of the classification program. As a part of this training, they worked on a team with the consultants for a number of the audits. It should be noted that while survey team members conducted audits on an individual basis, any decisions or conclusions arrived at were subject to 100 per cent review and approval by CMP. It should also be pointed out that the two newly appointed personnel technicians were the only State of Maine employees to take part actively in the audit and classification process.

During the weeks of February 21, February 28 and March 7, 1966, audits were conducted in the Augusta and Lewiston areas. Many State of Maine departments are located wholly in the Augusta area, and all departments have at least the headquarters operation in Augusta. With this approach all members of the survey team were generally oriented to the overall functions of the departments which had multiple locations throughout the State.

The following steps are an example of the technique employed in the audit process. Three CMP staff members and the two personnel technicians met with the Commissioner of Education. The discussion with the Commissioner was devoted to an explanation of the audit process which would be followed in his department and a review with him of any outstanding classification problems from his viewpoint. The survey team then separated and worked independently in various units of the department conducting interviews with employees and supervisors. Upon completion of the audits a review session was usually held, when possible, with all members of the survey team, to resolve problems and arrive at satisfactory conclusions.

During the week of March 14, 1966, the survey team moved into the general Portland area and audited positions in such installations as:

- Pineland Hospital and Training Center
- Reformatory for Men
- Boys' Training Center
- Kittery State Police Troop
- Southern Maine Vocational Training Institute
- Highway District #6
- State School for the Deaf.

The survey team split during the following two weeks. During the week of March 21, 1966, a two-man unit covered the Bangor area, auditing the following principal installations in addition to many small operations:

- Bangor State Hospital
- Health and Welfare District Office

- Employment Security Office
- State Liquor Store
- State Police Troop.

Another two-man unit in the Waterville-Rumford sector conducted audits principally at:

- Central Maine Sanitarium
- Highway District #4
- Highway District #7.

During the final concentrated week of audits, single members of the survey team branched out to cover the more remote areas of the State of Maine in the eastern and northern sectors. With the assistance of a Forestry Department plane and pilot, positions were audited at Baxter State Park, Greenville, and in the unorganized territory in the vicinity of Clayton Lake. Another man conducted additional audits from Fort Kent, through Caribou and Presque Isle to Houlton.

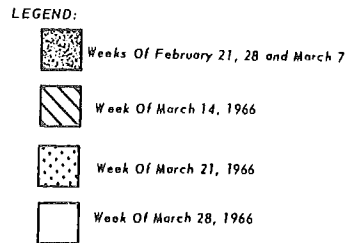
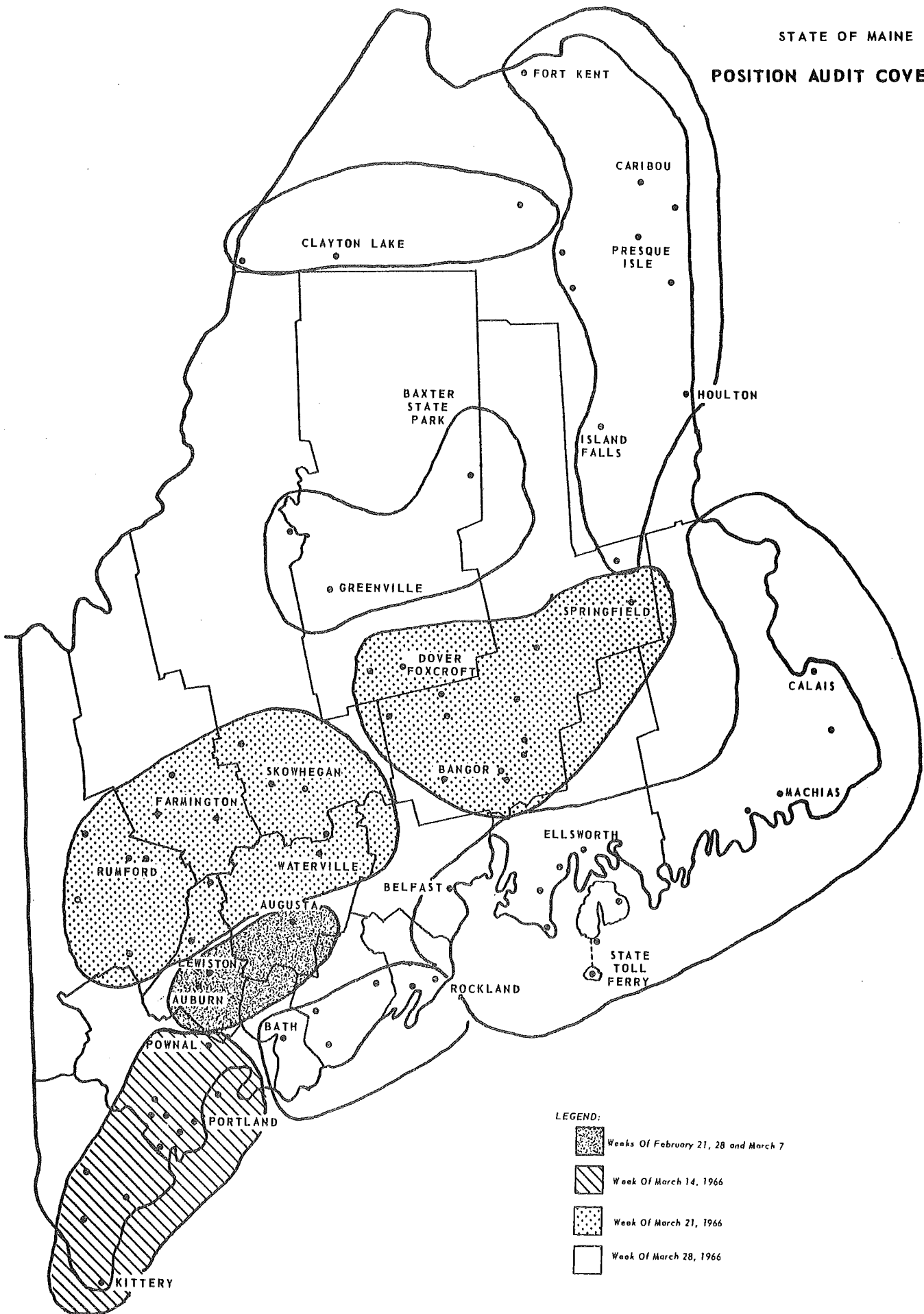
To the South, the State Military and Naval Children's Home was audited in Bath, the State Prison in Thomaston, and Highway Districts #2 and #5 in Ellsworth and Rockland, respectively. Further audits were conducted in such towns as Calais, Machias, Belfast, Jonesport, West Pembroke, Bar Harbor and McKinley, as well as many others.

In the following three-week period, miscellaneous units which had not previously been audited for a variety of reasons - such as illness, vacation or inability to schedule a mutually satisfactory time - were recontacted and the audits completed.

Exhibit II-B, on the following page, has been prepared to show the geographic extent to which the positions in the State of Maine were audited. It was only by such a comprehensive investigation of the content and requirements of the thousands of positions in the classified service that an initial tentative classification could be made. Almost all positions were discussed individually with respective supervisory personnel. In addition, 2,264 positions, or 22.6 per cent of the total, were audited personally by members of the survey team.



STATE OF MAINE  
POSITION AUDIT COVERAGE



POSITION  
CLASSIFICATION

As members of the survey staff reviewed the questionnaires with the incumbents and their supervisors, a tentative classification was assigned to each position on the basis of the actual duties being performed.

It should be noted at this point that the basic classification system used by the State of Maine since its development in 1951 is essentially a sound one. It is a numeric system of classification wherein positions are arranged initially into broad occupational groups (clerical, administrative, fiscal), then into finer groups on the basis of the kind of work performed (clerk-typist), and finally into the proper level (clerk-typist II) of the work being performed. This system is widely used in public jurisdictions and large industrial and institutional organizations in the United States and Canada. For example, such public jurisdictions as Philadelphia, Los Angeles County, and San Francisco City and County, among others, use this concept, as do the states of Florida and Pennsylvania. It was the recommendation of CMP to retain the basic system now in use. The entire classification concept will be explained in Chapter III of this report.

Notwithstanding the fact that the existing classification system for the State of Maine is basically sound, the questionnaire audits revealed many instances where positions have been classified in a manner inconsistent with the total system. Therefore, in the initial tentative classification immediately following the audits, a concerted effort was made to classify, within the basic framework of the existing Maine classification system, all positions on the sole basis of the actual duties being performed. The present salary and pay grade of the position were not allowed to influence the decision in arriving at this classification. It was a basic aim to reconstruct the original integrity of the Maine classification system.

Following the completion of all tentative classifications, a series of reviews was conducted by the survey team to ensure consistency in classification between departments. For example, it would be incorrect and unfair to classify a position in the Forestry Department as a Clerk-Typist I and to classify an essentially identical position in the Highway Department as a Clerk-Stenographer II. It is worth noting again that still no consideration was given to the identity of the incumbent in the position, his length of service, or his salary. Nothing was considered except position content. Therefore, in order to ensure this consistency, all positions tentatively classified under one title were reviewed. Any inconsistencies noted were immediately corrected by placing the positions in a more appropriate classification.

To further ensure consistency in classification, after individual classes were examined, series of classes were reviewed together. For example, all Clerk-Stenographers I, II, III and IV were reviewed consecutively to reveal any possible misclassifications. Finally, all classes within a broad occupational group, such as Engineering and Applied Science, were reviewed together, again to bring out any inconsistencies which could then be corrected.

While many of the reviews were carried out by individual members of the survey team, all reviews were conducted under the guidance and direction of CMP. The final tentative classification of each position in the study was the result of a decision by CMP.

## CLASS SPECIFICATIONS

Class specifications, which are written descriptions of the essential characteristics of a class and the factors and conditions which separate it from other classes, were prepared for all proposed classes of positions. Each class specification has been prepared in the style and format which have been used in the State of Maine for many years. This style is widely used in public jurisdictions and is completely satisfactory from all aspects. Many specifications required little or no change, some required major revisions, and many others were originally prepared for this study to describe newly created classes or existing classes for which no specification had ever been prepared.

Each specification consists of written information in standard format covering four major areas:

- Definition, which is a general summary of the type of work covered by the class with additional information on the depth of the responsibilities and an indication of the extent to which the incumbent is required to plan, organize and direct or supervise the work of others.
- Examples of Work Performed, which consists of statements outlining the kinds of duties which the incumbent may perform himself and those which he supervises. This list of statements is not intended to be all-inclusive but is intended to show representative examples of duties only.
- Required Knowledges, Skills and Abilities, which are necessary for successful performance of the work.

- Desirable Experience and Training, which are in all likelihood useful but not required for successful performance of the work. A Necessary Special Requirement is also listed when there is a mandatory licensing, registration or certification demanded.

Exhibit II-C, on the following page, is an example of a standard class specification.

A two-volume set containing all class specifications, entitled State Of Maine Class Specifications, Volume I and Volume II, has been prepared and is presented separately.

During the course of the study, it was learned that a significant number of class specifications had never been written to cover existing position classes. Class specifications should always be prepared and kept up to date for every position class in the classified service. It is suggested that, upon completion of this study, all class specifications be retyped in the form shown in Exhibit II-D, on the second following page.

#### DEPARTMENTAL REVIEW OF ALLOCATIONS

Following the final tentative classification of all positions by CMP, a preliminary allocation listing was prepared for each department by the Bureau of Accounts and Control on electronic data processing equipment, containing the following information:

- The name of the incumbent (or vacancy) of the position at the time the questionnaires were prepared
- The incumbent's social security number
- The position control number applicable to the position
- The present class title of each position
- The pay grade assigned to the present position class
- The proposed class title
- The proposed class title code number.

## STATE OF MAINE

EXAMPLE OF STANDARD CLASS SPECIFICATIONSOCIAL WORKER I

5011

DEFINITION

This is beginning level social work in the field of social welfare services, providing programs of Child Welfare, Family Services, General Assistance, Special Services for the Blind, state institutional social services and others.

An employee in this class is assigned a limited number of cases with gradually increasing responsibility for providing for all services. Work is performed under close supervision and supervisory approval is required for all divisions affecting individuals and families.

EXAMPLES OF WORK PERFORMED (Any one position may not include all of the duties listed, nor do the listed examples include all tasks which may be found in positions of this class.)

Provides social work services to individuals and families under the various social service programs.

Conducts interviews needed by clients and determines initial and continuing eligibility for services.

Refers individuals and families to other community agencies in order to carry out the casework treatment needed and recommended, and utilizes community resources in assisting clients.

Develops plans for continuing help to individuals and families and prepares correspondence for supervisory review.

Prepares forms, statistical data on individuals and families, and participates in agency research surveys.

Performs related work as required.

REQUIRED KNOWLEDGES, SKILLS AND ABILITIES

Working knowledge of the various social, psychological, cultural, emotional, economic and governmental factors influencing the behavior and attitudes of individuals and families.

Some knowledge of individual and group behavior and effective ways of working with people.

Ability to work helpfully and constructively with individuals and families.

Ability to collect pertinent and relevant facts and to plan and organize work.

Ability to make effective contacts with clients, relatives, public officials, allied agencies, and to elicit all information necessary to determine eligibility.

DESIRABLE EXPERIENCE AND TRAINING

Graduation from an accredited four-year college or university.



The preliminary allocation listing (an example is shown in Exhibit II-E, on the following page) and draft copies of the appropriate class specifications were submitted to the department heads for their review with the cover letter shown in Exhibit II-F, also following. The department heads were requested to:

- Review the proposed classifications and specifications, and note any questions that they might care to raise with CMP.
- Update the allocation list to reflect employees and vacancies as of the close of the first pay period of July.
- Indicate July 1966 salary data for all incumbents and vacancies.

During the first two weeks in August, CMP staff members reviewed the allocation lists with each department head or his designated representative. Differences in opinion regarding proposed classifications were discussed at this time. After the review by CMP with the department heads, a final decision was made, based on all the facts available, to arrive at the final proposed classifications. In all cases, the final decision on each proposed classification represented the opinion of CMP.

#### PROPOSED CLASSIFICATIONS

After all final decisions were made regarding the classification of State of Maine employees by CMP, all changes and updating information were submitted to the Bureau of Accounts and Control where they were incorporated into the existing master computer file of classification data. Appendix A, at the end of this report, is a complete alphabetical listing of the 829 proposed class titles and title codes which were developed to cover the 10,052 positions included in the study. A complete listing of the final allocation of positions to the proposed classifications has been prepared by electronic data processing equipment and is presented under separate cover in a volume entitled State Of Maine, Allocation Of Positions To Proposed Classifications. This listing shows each department separately and contains the following information for each position:

- Employee name (or "vacant" when the position is unoccupied)
- Employee social security number
- Position control number

## STATE OF MAINE

EXAMPLE OF PRELIMINARY ALLOCATION LISTING

DEPARTMENT 7600 TREASURY									
SOC SEC NUMBER	EMPLOYEE NAME	POSITION CONTROL NO.	PRESENT TITLE	GRADE	PRESENT STEP SALARY	PROPOSED TITLE CODE	PROPOSED TITLE	AUDIT	
005 22 9876	C ANDREWS	0012 7600 0111	CLERK TYPIST II	07		0012	CLERK TYPIST II		
007 38 1082	C BECKIM	0012 7600 0051	CLERK TYPIST II	07		0022	CLERK STENO II	Y	
006 12 6905	D BRADFORD	0391 7600 0011	DEP STATE TREAS	23		0391	DEPUTY STATE TREAS		
007 44 3547	L B CHASE	0003 7600 0021	CLERK III	10		0003	CLERK III	Y	
005 18 2978	M FLAGG	0022 7600 0091	CLK STENO II	08		0022	CLERK STENO II	Y	
007 09 6073	F HANNON	0012 7600 0101	CLERK TYPIST II	07		0012	CLERK TYPIST II	Y	
004 12 6191	M KOSKI	0003 7600 0071	CLERK III	10		0003	CLERK III		
004 22 5514	U W LAWLER	0012 7600 0061	CLERK TYPIST II	07		0012	CLERK TYPIST II		
004 26 8313	E SCRIBNER	0012 7600 0111	CLERK TYPIST II	07		0012	CLERK TYPIST II	Y	
	VACANT	0012 7600 2121	CLERK TYPIST II	07		0012	CLERK TYPIST II		
	VACANT	0012 7600 1241	CLERK TYPIST II	07		0012	CLERK TYPIST II		
004 24 8033	S P WASHBURN	0003 7600 0031	CLERK III	10		0003	CLERK III	Y	
006 07 4301	E S WIESENDANGER	0013 7600 0061	CLERK TYPIST III	10		0013	CLERK TYPIST III	Y	



COVER LETTER SENT WITH ALLOCATION LIST  
AND CLASS SPECIFICATIONS

CRESAP, MCCORMICK and PAGET

*Management Consultants*

342 MADISON AVENUE, NEW YORK, NEW YORK 10017

MURRAY HILL 7-5450

CABLE ADDRESS: CONSULTANT-NEWYORK

NEW YORK-CHICAGO-SAN FRANCISCO-LOS ANGELES-MUNICH

July 21, 1966

To: Department Heads, State of Maine

From: E. J. Bofferding

Dear Sir:

We are forwarding herewith the following:

1. Copies of the Allocation List showing the class titles which we propose for each classified position in your agency. (Unclassified positions will be reviewed at a later date.)
2. Sets of draft Class Specifications for all of the proposed class titles for your agency.

We ask that you and appropriate officials within your agency review these Lists and Descriptions between now and the end of July. During the two-week period between July 25 and August 5, a member of the study team would like to meet with each Department Head to review questions about the proposed reclassification and to collect the updated Allocation List.

The primary purpose of your review at this time is to determine if the positions in each proposed classification are, in your opinion, essentially the same. If, in your judgment, any position has been placed in the wrong classification, please so indicate by an appropriate notation on the List.

Please remember that classification specifications must necessarily be fairly general in character and cannot reflect the many differences in the detailed duties of individual jobs. The important thing is to make sure that all positions included under a particular class title are sufficiently comparable to justify the use of the same class title, training and experience requirements and the same pay range.

Department Heads

- 2 -

July 21, 1966

Please resolve any differences of opinion within your agency and give us the benefit of your consolidated agency opinion. All communications between your agency and our firm should be through your office or your designated agency representative.

The proposed classification titles are designed for personnel administration purposes and are not necessarily the same as "working titles" used in everyday business. The present position descriptions are in draft form only and are subject to final editing. We would welcome any comments or suggestions regarding the content of the descriptions.

The data on the Allocation Lists were keypunched from the original questionnaire forms filled out by all employees prior to the salary changes recently put into effect. In addition, there have been a number of employee changes since the questionnaires were filled out. Therefore, in order to furnish the State with a list as up to date as possible, it would be helpful if you would correct the enclosed List as of the close of the first-pay period of July.

Please make all corrections to the List on the space beneath the printed line for each employee prior to the meeting with the study team, including the following:

1. The name and social security number of the present incumbent of each position, if different from the name shown on the List. Vacant positions should be so indicated.
2. The present step and salary of the incumbent of each position. In the case of a vacant position, show the salary which would be paid a new employee in this position.

All of the above data should be as of July, 1966.

Thank you for your continued cooperation in this important project for the State of Maine.

Sincerely,



E. J. Bofferding  
Partner

cc: Representative Louis Jalbert, Chairman  
Legislative Research Committee

- Present title

- Proposed title.

At the beginning of each department listing in this volume, there appear as a group all the positions in the unclassified service in that department which were added to the study. There were a number of instances in which it was felt that a more appropriate title should be used to describe a particular position. In addition, there were a number of positions in the unclassified service which closely resembled positions in the classified service. These positions were assigned the titles proposed for the classified service, such as Clerk-Stenographer being changed to Clerk-Stenographer II.

### III - POSITION CLASSIFICATION CONCEPT

### III - POSITION CLASSIFICATION CONCEPT

This chapter is devoted to an explanation of the conceptual basis of the classification system developed for the State of Maine.

#### PRESENT CLASSIFICATION SYSTEM

As noted previously, the basic classification system which has been in use in the State of Maine since 1951 is a sound system which is widely used for classification of positions in the public service. Many major industries, such as Monsanto, use this technique. The American Management Association uses the numeric series as the basis for its annual national salary comparison study for technical and management positions. Therefore, the close resemblance in outward appearance between the proposed classification system and the previous classification is not significant. It is in the allocation of specific positions to classes that the proposed system varies from the present.

#### PROPOSED CLASSIFICATION SYSTEM

The process of position classification is essentially one of division and subdivision, beginning with the general and working toward the more specific. In classifying the positions included in this study, the process of division and subdivision consisted of dividing the heterogeneous mass of approximately 10,000 positions first into broad categories of generally related types of positions (called occupational groups), then into finer groups (families) and finally into still finer groups (series), until the practical limit of such subdivision was reached and homogeneous classifications of positions were established.

The first step in this process resulted in the positions being divided into 10 broad occupational groups, each of which contained a relatively large number of positions that were generally related to each other and that provided a basis for further division into still finer groups. The 10 occupational groups established are the following:

##### I - Clerical, Administrative and Fiscal

- II - Custodial, Laundry and Food Service
- III - Legal
- IV - Education and Library
- V - Health
- VI - Social Welfare and Corrections
- VII - Engineering, Scientific and Technical
- VIII - Public Safety and Inspection
- IX - Labor, Maintenance and Trades
- X - Agriculture and Conservation.

Within each occupational group, the positions were next divided into finer groups on the basis of the kind of work performed in each case and with no attempt being made to recognize the relative level of difficulty and complexity of the duties assigned. Thus, in the Clerical, Administrative and Fiscal group, positions were divided into such broad categories as clerk, accounting, and data processing. In the Health group, positions were divided into such categories as nursing, medical laboratory and therapy. In the Engineering, Scientific and Technical group, positions were divided into such categories as engineering and drafting. In other broad groups, positions were similarly divided according to the general nature of the duties assigned.

Finally, the positions in each such homogeneous category were examined carefully and divided into specific classifications on the basis of both the type and level of work being performed. Thus, positions in the clerk category were divided into such individual classifications as:

- Clerk-Typist I
- Clerk-Typist II
- Clerk-Typist III.

Positions in the medical laboratory category were divided into such individual classifications as:

- Laboratory Assistant
- Laboratory Technician I
- Laboratory Technician II
- Laboratory Technician III
- X-Ray Technician.

Positions in the Engineering category were divided into such individual classifications as:

- Civil Engineer I
- Civil Engineer II
- Civil Engineer III
- Civil Engineer IV
- Civil Engineer V.

Each classification so established is considered to represent the smallest grouping of positions that can be recognized as a practical matter in the development of a workable position classification plan. Each contains a number of positions that are sufficiently alike in the type and level of duties assigned as to be considered of one kind, for all practical purposes of personnel administration, beyond which no further subdivision need be carried.

In some classifications, such as Clerk-Typist II, Psychiatric Aide I and Custodial Worker I, the numbers of positions included within a single classification should be expected to be very high.

With the wide variety of functions performed and services provided by a state government, it should also be expected that there would be many classifications which include only a relatively small number of positions (such as Institutional Business Manager III and Department Personnel Officer II), and some (such as Deputy Secretary of State, and Superintendent, School for the Deaf) which are so unique in character as to apply only to single positions.

It should be emphasized that all of the classification work was done on an objective basis. In every case, it was the duties and responsibilities of the position which were considered and not the personal qualifications or capabilities of the incumbent. This approach lends itself strongly to the development of a classification plan which shows consistency between departments. The only distinctions shown are those inherent in the job itself with no consideration being given to money or incumbent.



IV - RESULTS OF THE RECLASSIFICATION

#### IV - RESULTS OF THE RECLASSIFICATION

This chapter presents an analysis of the results of the reclassification process and identifies the changes produced.

##### CLASS TITLE TOTALS

Under the present State of Maine classification system there are in existence over 900 class titles. It should be noted that some of these titles are currently inactive and some apply only to vacant positions. Nevertheless, there are 936 class titles listed on the official records of the Personnel Department.

In the proposed classification plan there are 829 class titles, a reduction of 107 titles, or 11.4 per cent. This would indicate that under the present classification system, the process of subdivision of positions was carried further than required. For example, under the present system the three following titles exist:

- Librarian III
- Extension Librarian
- Law Librarian.

Under the proposed plan, all three have been classified as Librarian III, since it is felt that all three of these positions are sufficiently similar in level and type of duties to be considered of one kind. It was felt that no gain would be realized by further subdivision, as had been done under the present system.

Of the total 829 proposed class titles, 354, or 42.7 per cent, are single-position class titles. In other words, 354 of the proposed class titles are extremely specialized and apply only to one position. It was believed that these positions were sufficiently unique to preclude their being grouped with even one other position. This is not an unusually high number of single-position titles. It should be remembered that the State of Maine is a complex public jurisdiction providing an extremely wide variety of services to the public.

Also, since the State of Maine has a relatively small number of employees in the classified service as compared with larger states, it is bound to happen that many highly specialized individual positions will have to be created to perform these services.

CLASSIFICATION  
INCONSISTENCIES

An analysis was conducted to point out inconsistencies in classification which exist under the present system. The tabulation which follows shows the number of instances in which one proposed class title has been composed of more than one title under the present system.

Changes In Titles

<u>Number Of Titles</u>		<u>Frequency</u>
<u>Present</u>	<u>Proposed</u>	
1	1	640
2	1	102
3	1	47
4	1	13
5	1	11
6	1	5
7	1	4
8	1	1
9	1	2
10	1	-
11	1	<u>1</u>
Total		826(a)

(a) There are, in addition, three class titles (Entomologist I, Geologist I and Nutritionist I) to which no positions have been allocated but which will probably become active in the future.

For example, there are 11 proposed class titles, each of which covers positions which under the present system were allocated to five different class titles. Positions allocated to the proposed class title of Clerk I are presently allocated to the following classes:

- Clerk I
- Clerk-Typist I
- Switchboard Operator I
- Laborer I
- Park Receptionist.

This means that a group of people who are doing essentially the same kind of work are now classified under five different titles and being paid at four different pay grades. Under the proposed classification plan, inequities such as the one outlined above - which exist in 186, or 22.5 per cent, of the proposed class titles - would be eliminated.

TITLE  
CHANGES

In a large number of cases, there were changes made only in the class title itself for the sake of clarity, conformance with generally accepted public jurisdiction and industrial practices, or consistency in a series of positions. The following table illustrates some of these changes:

<u>Previous Title</u>	<u>Proposed Title</u>
Retail Store Manager	Liquor Store Manager I
Store Manager	Liquor Store Manager II
Teletype Information Clerk	Teletype Operator
Supervisor of Recreation	Supervisor, Institutional Recreation
Casework Supervisor	Social Work Supervisor I
Casework District Supervisor	Social Work Supervisor II
Casework Field Supervisor	Social Work Supervisor III

The result of changes of this kind is a body of class titles which are more nearly accurate and meaningful according to the level and type of duties required by a position and in relation to other classes of generally similar work.

#### SUMMARY OF RESULTS

The information detailed above can be summarized to show the most important results of the reclassification process.

- All 10,052 positions in the classified service of the State of Maine have been properly classified under 829 class titles.
- There has been a reduction of 107 class titles needed to classify all positions properly.
- Inconsistencies in classifications, among and within departments, have been eliminated.
- A more nearly accurate set of class titles has been developed to cover the State of Maine positions.

A listing has been prepared on electronic data processing equipment that shows the present class titles of all positions allocated to the proposed class titles. This volume is entitled State Of Maine, Proposed Titles Compared With Present Titles.

V - RECOMMENDED PLAN OF ACTION

## V - RECOMMENDED PLAN OF ACTION

This chapter presents a recommended plan of action to the Legislative Research Committee for use in implementing the reclassification study.

### REVIEWING THE REPORT

The Legislative Research Committee should review this report and accept in principle the recommendations of Cresap, McCormick and Paget in the following specific areas:

- The overall classification concept developed in the study and detailed in Chapter III
- The reallocation of all State of Maine positions to the proposed classes as reported in the volume entitled State Of Maine, Allocation Of Positions To Proposed Classifications
- The revised and newly written class specifications submitted in a two-volume set entitled State Of Maine Class Specifications, Volume I and Volume II.

### ESTABLISHING THE APPEALS PROCEDURE

An appeals board should be established by the Legislative Research Committee, working with the Personnel Board, to hear all appeals from employees which may result from the suggested reallocation of many positions to new classes. The details concerning the establishment of such an appeals board have been the subject of two previous reports from Cresap, McCormick and Paget to the Chairman, Legislative Research Committee. These reports, dated June 28, 1966, and July 6, 1966, are presented as Appendixes B and C, respectively, at the end of this report.

EMPLOYEE  
NOTIFICATION

All employees in the classified service must be notified of the new class to which it is proposed their positions be allocated as a result of the study. A notification such as the one shown in Exhibit V-A, on the following page, should be prepared for each of the 10,052 positions. This notification can be produced as a result of the running by the Bureau of Accounts and Control of an individual sheet for each employee on the data processing equipment, showing:

- Employee name
- Position control number
- Present title
- Proposed class title.

Sheets containing only this information should then be taken to a local printer, where the remainder of the letter can be superimposed around the information printed by the computer.

These individual notices should then be sent to the department heads, who would be charged with the responsibility to ensure that each employee is notified of the proposed new class title to which the position he fills has been allocated. There would be no other notification sent to the employee by either the Legislative Research Committee or the Personnel Board. Copies of class specifications for employees to review should be requested as needed by the departments from the Personnel Department. Employees should be allowed to review as many specifications as they desire, but should not be permitted to retain copies of the specifications. Adherence to this last recommendation will tend to be an economy factor in the actual production of a large number of specifications.

Proposed changes in class titles for positions in the unclassified service should be presented to the respective department heads, for their review, on a separate listing prepared by the data processing unit. In most cases, the title remains unchanged because of the unique characteristics of a position, such as Teacher of the Deaf. There are a number of instances in which a change is recommended for the sake of clarity, such as Forester III being changed to Assistant Director of Information and Education. There are other instances where it is felt that a title widely used in the classified service would be more appropriate, such as Clerk-Typist I instead of Clerk-Typist.



## STATE OF MAINE

EXAMPLE OF NOTIFICATION OF A CLASS TITLE CHANGE

STATE OF MAINE  
 LEGISLATIVE RESEARCH COMMITTEE  
 AUGUSTA, MAINE 04330

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 CHAIRMAN

SENATOR FLOYD L. HARDING,  
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 FINANCE OFFICER

RODNEY L. SCRIBNER,  
 ASST. FINANCE OFFICER

October 1, 1966

To: R J Hawkins

0123 4567 8901

During the past year, the management consulting firm of Cresap, McCormick and Paget has been conducting a personnel study for the Legislative Research Committee. The initial phase of this study was concerned with the reclassification of all positions in the classified service of the State of Maine. This project included the use of a questionnaire which was completed by all classified employees and a large number of personal interviews which were held with employees at all levels of responsibility.

As a result of the classification study, it is recommended that your class title be change from

Clerk Typist II

to

Clerk Stenographer II

Class specifications for the proposed class titles are available through your supervisor. If you have any questions or comments regarding your new classification, please contact your supervisor or department personnel officer.

An appeals period has been established by the Legislative Research Committee, during which employees may appeal this new title. All appeals must be submitted to the Chairman, Legislative Research Committee, on forms available from your supervisor or department personnel officer by October 15, 1966.

LOUIS JALBERT, Chairman  
 Legislative Research Committee

After reviewing the proposed titles, department heads should give serious consideration to changing some of the positions over to the classified service. Upon implementation of the proposed classification and salary plan, it would appear to be illogical to continue in the unclassified service a number of positions which can easily be accommodated in the classified service.

## APPEALS

At the time of the notification to employees they should be informed of their right to appeal any change if they disagree and the time limit for doing so. A letter should be sent to all department heads by the Legislative Research Committee with all details of the appeals procedure, with instructions to have the letter prominently displayed on all employee bulletin boards.

Employees who disagree with the proposed reallocation of their position to a certain class title are entitled, according to the Personnel Law, to file an appeal. Those employees who disagree should state the reasons for their appeal on copies of the Appeal Form, shown in Exhibit V-B, following. Copies of this form should be printed and made available to the employees through their immediate supervisors.

Appeals should be directed by the employees to the Chairman, Legislative Research Committee. Arrangements should be made by the Legislative Research Committee to avail itself of the services of the Personnel Technician from the Personnel Department who worked on the survey to examine the facts concerning each employee appeal. The Personnel Technician should investigate each appeal, record his findings on a cover sheet, shown in Exhibit V-C, also following, and forward to the Appeals Board with a recommendation to grant or deny the appeal. After the Appeals Board has reviewed all the appeals, each appellant should be notified of the outcome by the Legislative Research Committee.

## FINAL

### PROPOSED TITLES

When the appeals process has been completed and all appeals have been adjudicated, the changes developed should be forwarded to the Bureau of Accounts and Control for updating the master computer file of classification data. A complete listing of present and proposed class titles for each position in the State should then be produced by the data processing unit.



STATE OF MAINE  
APPEAL FORM

NAME		POSITION CONTROL NUMBER
DEPARTMENT	DIVISION	SECTION
PLACE OF WORK		
PRESENT TITLE	PROPOSED TITLE	
I THINK MY TITLE SHOULD BE:		
PLEASE STATE PRECISELY <u>WHY</u> YOU THINK YOUR TITLE SHOULD BE OTHER THAN THE PROPOSED TITLE.		
_____ SIGNATURE		
USE REVERSE SIDE IF NECESSARY		



STATE OF MAINE  
EMPLOYEE APPEAL REVIEW

TECHNICIAN REVIEW OF EMPLOYEE APPEAL

COMMENTS:

RECOMMENDATION:

GRANT

DENY

\_\_\_\_\_  
TECHNICIAN

APPEALS BOARD ACTION

COMMENTS:

PROPOSED  
TITLE \_\_\_\_\_

\_\_\_\_\_  
FOR THE BOARD

This listing should be presented to the Personnel Board by the joint subcommittee of the Legislative Research Committee and the Personnel Board, with a recommendation that all of the proposed reclassifications be approved by the Personnel Board.

The joint implementation of the proposed position classes and the proposed salary plan will be discussed in detail in another volume of this study.

APPENDIX A  
PROPOSED CLASS CODES AND TITLES

## CODE

## PROPOSED CLASS TITLES

0311	ACCOUNT CLERK I
0312	ACCOUNT CLERK II
0321	ACCOUNTANT I
0322	ACCOUNTANT II
0323	ACCOUNTANT III
0325	ACCOUNTING SYSTEMS ANALYST
0305	ACTUARIAL CLERK
0259	ADMINISTRATOR SURPLUS FOODS AND PROPERTY
1272	ADMINISTRATOR, SCHOOL LUNCH PROGRAM
3069	ADULT EDUCATION SPECIALIST, VISUALLY IMPAIRED
7201	AERONAUTICS INSPECTOR
9171	AGRICULTURAL PRODUCTS INSPECTOR I
9172	AGRICULTURAL PRODUCTS INSPECTOR II
9173	AGRICULTURAL INSPECTION SUPERVISOR I
9174	AGRICULTURAL INSPECTION SUPERVISOR II
9175	AGRICULTURAL INSPECTION SUPERVISOR III
8580	AIRCRAFT MECHANIC
8581	AIRCRAFT PILOT I
8584	AIRCRAFT PILOT II
5273	ALCOHOLISM REHABILITATION COUNSELOR
9153	ANIMAL INDUSTRY SPECIALIST I
9154	ANIMAL INDUSTRY SPECT II
2001	APPEALS REFEREE
9318	AQUARIUM ATTENDENT
6434	ARCHITECTURAL AIDE
6436	ARCHITECT
5056	AREA DIRECTOR WORK EXPERIENCE TRAINING PROGRAM
5060	ARMED FORCES REJECTEEES COUNSELOR II
5061	ARMED FORCES REJECTEEES COUNSELOR I
0047	ASSISTANT DIRECTOR ADMINISTRATIVE SERVICES
0242	ASSISTANT MANAGER, LIQUOR STORE I
0243	ASSISTANT MANAGER LIQUOR STORE II
0384	ASSISTANT BUDGET OFFICER
0395	ASSISTANT CONTROLLER
0727	ASSISTANT DIRECTOR EMPLOYMENT SERVICES
4236	ASSISTANT DIRECTOR HOSPITAL SERVICES
0610	ASSISTANT DIRECTOR, MOTOR VEHICLES
0749	ASSISTANT SUPERVISOR OF BENEFITS
0961	ASSISTANT EXECUTIVE SECRETARY, MSRS
0985	ASSISTANT PLANS AND TRAINING OFFICER CD COUNTY
4061	ASSISTANT TO NURSING INSTRUCTOR
5212	ASSISTANT DEPUTY WARDEN
5235	ASSISTANT SUPERINTENDENT, MENS REFORMATORY
5243	ASSISTANT SUPERINTENDENT WOMENS REFORMATORY
5256	ASSISTANT SUPERINTENDENT TRAINING SCHOOL
5265	ASSISTANT DIRECTOR PROBATION AND PAROLE
5271	ASSISTANT DIRECTOR, ALCOHOL REHABILITATION
7234	ASSISTANT DIRECTOR FIRE PREVENTION
8132	ASSISTANT DIRECTOR, HIGHWAY EQUIPMENT
8253	ASSISTANT MILITARY PROPERTY OFFICER
8255	ASSISTANT SUPERINTENDENT BUILDINGS
8463	ASSISTANT MANAGER, PRISON RETAIL STORE
9137	ASSISTANT DIRECTOR, PLANT INDUSTRY
9155	ASSISTANT DIRECTOR ANIMAL INDUSTRY

## CODE

## PROPOSED CLASS TITLES

CODE	PROPOSED CLASS TITLES
9181	ASSISTANT DIRECTOR AGRICULTURAL MARKETING
9183	ASSISTANT DIRECTOR INSPECTION
9226	ASSISTANT SUPERVISOR, OUTDOOR RECREATION
9232	ASSISTANT SUPERVISOR STATE PARKS
9333	ASSISTANT SUPERINTENDENT GAME FARM
9514	ASSISTANT CHIEF GAME WARDEN
2022	ATTORNEY EXAMINER
0616	AUDITOR I
0617	AUDITOR II
0618	AUDITOR III
8131	AUTOMOTIVE EQUIPMENT SUPERINTENDENT,
8302	AUTOMOTIVE MECHANIC
8304	AUTOMOTIVE REPAIRMAN
8306	AUTOMOTIVE MECHANIC FOREMAN
1241	BAKER I
1242	BAKER II
0341	BANK EXAMINER I
0342	BANK EXAMINER II
0343	BANK EXAMINER III
8502	BARBER
8501	BEAUTICIAN
6404	BIO CHEMIST
9341	BIOLOGY AIDE
9351	BIOLOGIST I
9352	BIOLOGIST II
9353	BIOLOGIST III
8311	BLACKSMITH
5052	BLIND CHILDREN COUNSELOR
9402	BLISTER RUST FIELD ASSISTANT
9405	BLISTER RUST DISTRICT LEADER
9322	BOAT CAPTAIN I
9323	BOAT CAPTAIN II
0111	BOOKKEEPING MACHINE OPERATOR I
0112	BOOKKEEPING MACHINE OPERATOR II
0113	BOOKKEEPING MACHINE OPERATOR III
8141	BRIDGE OPERATOR I
8142	BRIDGE OPERATOR II
8152	BRIDGE SUPERVISOR
0381	BUDGET EXAMINER I
0382	BUDGET EXAMINER II
1013	BUILDING CUSTODIAN
8251	BUILDING MAINTENANCE SUPERVISOR
0041	BUSINESS MANAGER I
0042	BUSINESS MANAGER II
0050	BUSINESS MANAGER III
9017	BUTCHER
0251	BUYER I
0252	BUYER II
7315	CAPITOL BUILDING AND GROUNDS OFFICER
8201	CARPENTER
8202	CARPENTER FOREMAN
6004	CARTOGRAPHER
5132	CHAPLAIN
6405	CHEMIST AIDE



## CODE

## PROPOSED CLASS TITLES

6401	CHEMIST I
6402	CHEMIST II
6403	CHEMIST III
0338	CHIEF ACCOUNTANT
0390	CHIEF DATA PROCESSING AND SYSTEMS
0941	CHIEF CBR SERVICES, CIVIL DEFENSE
4123	CHIEF OCCUPATIONAL THERAPIST
0943	CHIEF SUPPLY SERVICES, CIVIL DEFENSE
0944	CHIEF PLANS AND TRAINING, CIVIL DEFENSE
6313	CHIEF ENGINEER PUBLIC UTILITIES
0946	CHIEF COMMUNITY SERVICES, CIVIL DEFENSE
0947	CHIEF COMMUNICATIONS, CIVIL DEFENSE
0949	CHIEF HEALTH MOBILIZATION SERVICES CD
0956	CHIEF PROTECTIVE SERVICES CD
0404	CHIEF PERSONNEL TECHNICIAN
0959	CHIEF RESOURCES MANAGEMENT, CD
2053	CHIEF COUNSEL LAND DAMAGE BOARD
2056	CHIEF COUNSEL, HIGHWAY
4129	CHIEF PHYSICAL THERAPIST
5024	CHIEF OF VOLUNTEER SERVICES
6348	CHIEF HIGHWAY ENGINEER
7016	CHIEF CRIMINAL INSPECTOR
7304	CHIEF, DRIVER LICENSE EXAMINER
7307	CHIEF MOTOR VEHICLE INVESTIGATOR
9139	CHIEF FOREIGN TRADE DEVELOPMENT
9504	CHIEF COASTAL WARDEN
9515	CHIEF GAME WARDEN
0942	CIVIL DEFENSE AGENT
0945	CIVIL DEFENSE ADMINISTRATIVE OFFICER
0953	CIVIL DEFENSE OPERATIONS OFFICER
0954	CIVIL DEFENSE PUBLIC AFFAIRS OFFICER
0986	CIVIL DEFENSE AGENT COUNTY
6341	CIVIL ENGINEER I
6342	CIVIL ENGINEER II
6343	CIVIL ENGINEER III
6344	CIVIL ENGINEER IV
6346	CIVIL ENGINEER V
8611	CIVIL DEFENSE COMMUNICATIONS TECHNICIAN
8622	CIVIL DEFENSE INSTRUMENT REPAIRMAN
0737	CLAIMS INTERVIEWER I
0738	CLAIMS INTERVIEWER II
0739	CLAIMS INTERVIEWER III
5221	CLASSIFICATION SPECIALIST
5222	CLASSIFICATION AND REHABILITATION OFFICER II
5223	CLASSIFICATION AND REHABILITATION OFFICER I
	CLERICAL AIDE
0001	CLERK I
0002	CLERK II
0003	CLERK III
0004	CLERK IV
0011	CLERK TYPIST I
0012	CLERK TYPIST II
0013	CLERK TYPIST III
0021	CLERK STENOGRAPHER I

## CODE

## PROPOSED CLASS TITLES

0022	CLERK STENOGRAPHER II
0023	CLERK STENOGRAPHER III
0024	CLERK STENOGRAPHER IV
9501	COASTAL WARDEN I
9502	COASTAL WARDEN II
8521	COBBLER
9366	COMMERCIAL MARINE FISHERY EXTENSION AGENT ASST
0191	COMPUTER OPERATOR I
0192	COMPUTER OPERATOR II
0982	CONSERVATION EDUCATION SPECIALIST
6061	CONSTRUCTION INSPECTOR I
6062	CONSTRUCTION INSPECTOR II
8591	CONSTRUCTION FOREMAN
3054	CONSULTANT, FEDERAL GRANTS FOR EDUCATION
0345	CONSUMER CREDIT EXAMINER
1231	COOK I
1232	COOK II
1233	COOK III
3038	COORDINATOR, EDUCATIONAL RESEARCH AND EVALUATION
3039	COORDINATOR, FEDERAL STATE RELATIONS
5204	CORRECTIONS INFIRMARY ATTENDENT
5231	CORRECTIONS OFFICER I
5232	CORRECTIONS OFFICER II
5233	CORRECTIONS OFFICER III
5245	CORRECTIONS PROGRAM OFFICER
7015	CRIMINAL INSPECTOR
1010	CUSTODIAL WORKER III
1011	CUSTODIAL WORKER I
1012	CUSTODIAL WORKER II
9026	DAIRY PLANT OPERATOR
9101	DAIRY INSPECTOR
9102	DAIRY INSPECTION SUPERVISOR
9021	DAIRYMAN I
9022	DAIRYMAN II
4340	DENTAL HYGIENIST ASSISTANT
4341	DENTAL HYGIENIST I
4342	DENTAL HYGIENIST II
4350	DENTAL ASSISTANT
4351	DENTIST
0405	DEPARTMENTAL PERSONNEL OFFICER I
0406	DEPARTMENTAL PERSONNEL OFFICER II
3068	DEPARTMENT TRAINING OFFICER
0038	DEPUTY SECRETARY OF STATE
0335	DEPUTY STATE AUDITOR
0348	DEPUTY BANK COMMISSIONER
0354	DEPUTY INSURANCE COMMISSIONER
0391	DEPUTY STATE TREASURER
0829	DEPUTY COMMISSIONER, ECONOMIC DEVELOPMENT
0948	DEPUTY DIRECTOR, CIVIL DEFENSE
0971	DEPUTY COMM LABOR AND INDUSTRY
3058	DEPUTY COMMISSIONER, EDUCATION
5224	DEPUTY PRISON WARDEN
9461	DEPUTY FOREST COMMISSIONER
9516	DEPUTY COMMISSIONER, INLAND FISH AND GAME

## CODE

## PROPOSED CLASS TITLES

1263	DIETARY CONSULTANT
9381	DIR PUBLIC RELATIONS AND MARKETING SEA AND SHORE
0043	DIRECTOR ADMINISTRATIVE SERVICES I
0045	DIRECTOR ADMINISTRATIVE SERVICES II
4425	DIRECTOR CHILDRENS PSYCHIATRIC HOSPITAL
0049	DIRECTOR MALT LIQUOR
0261	DIRECTOR PUBLIC PRINTING
0337	DIRECTOR AUDITS
0344	DIRECTOR, CONSUMER CREDIT
0346	DIRECTOR, SECURITIES DIVISION
5030	DIRECTOR SOCIAL SERVICES
0374	DIRECTOR, TRANSPORTATION ENFORCEMENT
0414	DIRECTOR STATISTICS
0513	DIRECTOR INHERITANCE TAX
0531	DIRECTOR SALES TAX
0541	DIRECTOR EXCISE TAX
0551	DIRECTOR PROPERTY TAX
0611	DIRECTOR MOTOR VEHICLES
0726	DIRECTOR, EMPLOYMENT SERVICE
0746	DIRECTOR, UNEMPLOYMENT COMPENSATION
0801	DIRECTOR, INDUSTRIAL DEVELOPMENT
0816	DIRECTOR, RECREATION
0826	DIRECTOR, PUBLIC RELATIONS
0983	DIRECTOR INFORMATION AND EDUCATION
3028	DIRECTOR VOCATIONAL EDUCATION
3043	DIRECTOR, ELEMENTARY EDUCATION
3044	DIRECTOR, SCHOOL ADMINISTRATIVE SERVICES
3046	DIRECTOR SPECIAL EDUCATION AND GUIDANCE
3047	DIRECTOR, EDUCATION FIELD SERVICES
3052	DIRECTOR SECONDARY EDUCATION
3053	ASSISTANT COMMISSIONER INSTRUCTION
3056	ASSISTANT COMMISSIONER PROFESSIONAL SERVICES
3064	ASSISTANT COMMISSIONER VOCATIONAL REHABILITATION
4056	DIRECTOR, PUBLIC HEALTH NURSING
4318	DIRECTOR, MENTAL HEALTH
4323	DIRECTOR, PUBLIC HEALTH LABORATORY
4415	DIRECTOR, PARA MEDICAL SERVICES
5018	DIRECTOR, FAMILY SERVICES
5019	DIRECTOR SOCIAL WELFARE
5026	DIRECTOR, CHILD WELFARE
5042	DIRECTOR, GENERAL ASSISTANCE
5054	DIRECTOR SPECIAL SERVICES
5255	DIRECTOR COTTAGE PROGRAM
5264	DIRECTOR, PROBATION AND PAROLE
5268	DIRECTOR, AFTERCARE PROGRAM
5269	DIRECTOR, CORRECTIONS
5272	DIRECTOR, ALCOHOLIC REHABILITATION
6214	DIRECTOR, PUBLIC HEALTH ENGINEERING
6482	DIRECTOR ECONOMIC DEVELOPMENT PLANNING
7101	DIRECTOR, WATERCRAFT REGISTRATION AND SAFETY
7233	DIRECTOR, STATE FIRE PREVENTION
7253	DIRECTOR, INDUSTRIAL SAFETY
7263	DIRECTOR, LIQUOR ENFORCEMENT
7292	DIRECTOR, LABOR AND SAFETY

## CODE

## PROPOSED CLASS TITLES

9138	DIRECTOR, PLANT INDUSTRY
9156	DIRECTOR, ANIMAL INDUSTRY
9182	DIRECTOR, AGRICULTURAL MARKETING
9184	DIRECTOR, INSPECTION
9191	DIRECTOR MAINE MILK PROGRAM
9231	DIRECTOR STATE PARKS AND RECREATION
9357	DIRECTOR, PLANNING AND RESEARCH
9371	DIRECTOR MARINE RESEARCH
3065	DISABILITY CLAIMS ADJUDICATOR
1007	DISHWASHER
8605	DISPATCHER
9224	DISTRICT PARK SUPERVISOR I
9225	DISTRICT PARK SUPERVISOR II
1014	DOMESTIC WORKER I
1015	DOMESTIC WORKER II
6006	DRAFTSMAN I
6007	DRAFTSMAN II
6008	DRAFTSMAN III
7302	DRIVER LICENSE EXAMINER I
7303	DRIVER LICENSE EXAMINER II
7305	DRIVER LICENSE EXAMINER AIDE
0121	DUPLICATING EQUIPMENT OPERATOR I
0181	DUPLICATING EQUIPMENT OPERATOR II
3042	EDUCATION SPECIALIST
5059	EDUCATION AND TRAINING COUNSELOR
4231	ELECTROENCEPHALOGRAPH TECHNICIAN
8211	ELECTRICIAN
8212	ELECTRICIAN FOREMAN
8213	ELECTRICAL INSPECTOR
0701	EMPLOYMENT INTERVIEWER I
0702	EMPLOYMENT INTERVIEWER II
0711	EMPLOYMENT SERVICE SUPERVISOR I
0712	EMPLOYMENT SERVICE SUPERVISOR II
0713	EMPLOYMENT SERVICE SUPERVISOR III
0722	EMPLOYMENT SPECIALIST I
0723	EMPLOYMENT COUNSELOR II
0724	EMPLOYMENT SPECIALIST II
0725	EMPLOYMENT COUNSELOR I
5051	EMPLOYMENT COUNSELOR FOR THE BLIND
6331	ENGINEERING AIDE I
6332	ENGINEERING AIDE II
6333	ENGINEERING AIDE III
6334	ENGINEERING TECHNICIAN I
6335	ENGINEERING TECHNICIAN II
6451	ENGINEER, WATER IMPROVEMENT COMMISSION
9411	ENTOMOLOGIST I
9412	ENTOMOLOGIST II
0035	EXECUTIVE SECRETARY, BOARD OF HAIRDRESSERS
8593	EXECUTIVE AIRCRAFT PILOT
8594	EXECUTIVE AIRCRAFT CO PILOT
0987	EXECUTIVE SECRETARY MAINE MAILK COMM.
9186	EXECUTIVE SECRETARY ME SOIL AND WATER CONSERVATION COMM
0026	EXECUTIVE SECRETARY REAL ESTATE COMM
0981	EXHIBIT SPECIALIST

## CODE

## PROPOSED CLASS TITLES

8531	EXHIBIT TECHNICIAN I
8541	EXHIBIT TECHNICIAN II
9012	FARM MANAGER I
9013	FARM MANAGER II
0720	FARM PLACEMENT SPECIALIST
9001	FARM WORKER
8468	FERRY SERVICE ORDINARY SEAMEN
8469	FERRY SERVICE TERMINAL AGENT I
8470	FERRY SERVICE TERMINAL AGENT II
8471	FERRY SERVICE ABLE SEAMAN
8472	FERRY SERVICE ENGINEER
8473	FERRY SERVICE CAPTAIN
8474	FERRY SERVICE PORT ENGINEER
8475	FERRY SERVICE MANAGER
8476	FERRY SERVICE TERMINAL AGENT III
0331	FIELD EXAMINER I
0332	FIELD EXAMINER II
0333	FIELD EXAMINER III
5002	FIELD INVESTIGATOR II
0744	FIELD ADVISOR AND EXAMINER
5001	FIELD INVESTIGATOR I
7221	FIELD INSPECTOR I
7225	FIELD INSPECTOR II
0976	FINGERPRINT CLASSIFIER I
0977	FINGERPRINT CLASSIFIER II
7231	FIRE INSPECTOR
9301	FISH HATCHERY AIDE
9311	FISH HATCHERYMAN
9312	FISH HATCHERY FOREMAN
9313	FISH HATCHERY FOREMAN ASSISTANT
1201	FOOD SERVICE WORKER I
1202	FOOD SERVICE WORKER II
1261	FOOD SERVICE MANAGER I
1262	FOOD SERVICE MANAGER II
9401	FOREST INSECT RANGER I
9403	FOREST INSECT RANGER II
9421	FOREST WATCHMAN
9431	FOREST RANGER II
9433	FOREST RANGER IV
9434	FOREST RANGER V
9441	FOREST RANGER MECHANIC
9444	FOREST NURSERYMAN
9450	FORESTER AIDE
9451	FORESTER I
9452	FORESTER II
9453	FORESTER III
9454	FORESTER IV
8191	FOUNDATION SURVEY FOREMAN
8571	FURNITURE REPAIRMAN
9510	GAME WARDEN AIDE
9511	GAME WARDEN I
9512	GAME WARDEN IV
9517	GAME WARDEN III
9519	GAME WARDEN II

## CODE

## PROPOSED CLASS TITLES

9331	GAMEKEEPER
9031	GARDEN FARMER
9011	GENERAL FARMER
6409	GEOLOGY AIDE
6411	GEOLOGIST I
6412	GEOLOGIST II
6413	GEOLOGIST III
8256	GROUNDSKEEPER III
9041	GROUNDSKEEPER I
9042	GROUNDSKEEPER II
5201	GUARD
5213	GUARD LIEUTENANT
5214	GUARD CAPTAIN
5215	GUARD SERGEANT
3013	HANDICRAFTS INSTRUCTOR
4381	HEALTH SERVICES CONSULTANT
4391	HEALTH SERVICES SUPERVISOR
0052	HEARINGS REPORTER I
0051	HEARINGS REPORTER II
8121	HEAVY EQUIPMENT OPERATOR I
8122	HEAVY EQUIPMENT OPERATOR II
9023	HERDSMAN ASSISTANT
9024	HERDSMAN
2048	HIGHWAY ATTORNEY AIDE
2051	HIGHWAY ATTORNEY
7309	HIGHWAY EQUIPMENT SPECIALIST
8128	HIGHWAY DEPT SAFETY SUPERVISOR
8173	HIGHWAY MAINTENANCE SUPERVISOR I
8175	HIGHWAY MAINTENANCE SUPERVISOR II
9901	HIGHWAY FOREMAN I
9902	HIGHWAY FOREMAN II
5005	HOMEMAKERS AIDE
9123	HORTICULTURIST I
4235	HOSPITAL SERVICES CONSULTANT
1016	HOUSEKEEPER I
1017	HOUSEKEEPER II
1018	HOUSEKEEPER III
1020	HOUSEMOTHER
5251	HOUSEPARENT I
5252	HOUSEPARENT II
5254	HOUSEPARENT III
9903	HWY MAINT MAN I
9904	HWY MAINT MAN II
9905	HWY MAINT MAN III
9906	HWY MAINT MAN IV
9907	HWY MAINT MAN V
6001	ILLUSTRATOR I
6002	ILLUSTRATOR II
6003	ILLUSTRATOR III
5004	INDIAN DEVELOPMENT REPRESENTATIVE
0810	INDUSTRIAL DEVELOPMENT REPRESENTATIVE II
0811	INDUSTRIAL DEVELOPMENT REPRESENTATIVE I
6421	INDUSTRIAL HYGIENE ENGINEER I
6422	INDUSTRIAL HYGIENE ENGINEER II

## CODE

## PROPOSED CLASS TITLES

7251	INDUSTRIAL INSPECTOR
0820	INFORMATIONAL WRITER
0821	INFORMATIONAL REPRESENTATIVE
0958	INFORMATION OFFICER CIVIL DEFENSE
0044	INSTITUTIONAL BUSINESS MANAGER II
0046	INSTITUTIONAL BUSINESS MANAGER I
7241	INSTITUTION FIRE MARSHAL I
7242	INSTITUTION FIRE MARSHALL II
0048	INSTITUTIONAL BUSINESS MANAGER III
1120	INSTRUCTING CLOTHING ATTENDANT
0351	INSURANCE ANALYST I
0352	INSURANCE ANALYST II
4251	INTERNE
0964	INVESTMENT OFFICER
0141	KEY PUNCH OPERATOR I
0142	KEY PUNCH OPERATOR II
0143	KEY PUNCH OPERATOR III
0417	LABOR MARKET ANALYST II
0418	LABOR STATISTICAL ANALYST
0420	LABOR MARKET ANALYST III
0424	LABOR MARKET ANALYST I
4201	LABORATORY ASSISTANT
4211	LABORATORY TECHNICIAN I
4212	LABORATORY TECHNICIAN II
4213	LABORATORY TECHNICIAN III
8001	LABORER I
8002	LABORER II
0919	LAND ACQUISITION SPECIALIST
6432	LANDSCAPE ARCHITECT I
6433	LANDSCAPE ARCHITECT II
6435	LANDSCAPE ARCHITECT AIDE
6438	LANDSCAPE ARCHITECT III
1101	LAUNDRY WORKER I
1102	LAUNDRY WORKER II
1103	LAUNDRY WASHMAN
1104	LAUNDRY SUPERVISOR II
1105	LAUNDRY SUPERVISOR I
2044	LEGISLATIVE RESEARCH TECHNICIAN I
2045	LEGISLATIVE RESEARCH TECHNICIAN II
3101	LIBRARY ASSISTANT
3111	LIBRARIAN I
3112	LIBRARIAN II
3113	LIBRARIAN III
9201	LIFEGUARD
8111	LIGHT EQUIPMENT OPERATOR
0236	LIQUOR STORE MANAGER II
0241	LIQUOR STORE CLERK
0244	LIQUOR STORE MANAGER I
7261	LIQUOR INSPECTOR I
7262	LIQUOR INSPECTOR II
8205	LOCKSMITH
8321	MACHINIST
8322	MACHINIST FOREMAN
1211	MAID

## CODE

## PROPOSED CLASS TITLES

0085	MAIL CLERK
8281	MAINTENANCE MECHANIC
8282	MAINTENANCE MECHANIC FOREMAN
0392	MANAGEMENT ANALYST I
0393	MANAGEMENT ANALYST II
0819	MANAGER EXHIBITS AND DISPLAY
6328	MANAGER HIGHWAY EQUIPMENT MAINTENANCE
8411	MANAGER CLOTHING SHOP
8421	MANAGER FURNITURE SHOP
8431	MANAGER SANDING ROOM
8451	MANAGER WOOD SHOP
8461	MANAGER PRISON INDUSTRIES
8462	MANAGER PRISON RETAIL STORE
9142	MANAGER POULTRY TEST
0729	MANPOWER MOBILIZATION COORDINATOR
3014	MANUAL TRAINING TEACHER
9360	MARINE RESOURCES TECHNICIAN
9361	MARINE RESOURCES SPECIALIST
9362	MARINE RESOURCES SCIENTIST I
9363	MARINE RESOURCES SCIENTIST II
9364	MARINE RESOURCES SCIENTIST III
9161	MARKETING SPECIALIST II
9162	MARKETING SPECIALIST III
9163	MARKETING AGENT
9164	MARKETING SPECIALIST I
8221	MASON
8222	MASON FOREMAN
0255	MATERIALS TESTING ENGINEER
1251	MEAT CUTTER
0201	MECHANICAL STORES CLERK I
0202	MECHANICAL STORES CLERK II
6471	MECHANICAL ENGINEER
3221	MEDICAL RECORDS LIBRARIAN
3222	MEDICAL RECORDS TECHNICIAN
4234	MEDICAL PHOTOGRAPHER
5281	MEDICAL SOCIAL WORK CONSULTANT I
5282	MEDICAL SOCIAL WORK CONSULTANT II
4319	MENTAL RETARDATION PLANNING COORDINATOR
4320	MENTAL HEALTH PLANNER
8441	METAL SHOP FOREMAN
8442	METAL SHOP MANAGER
0732	METHODS AND TRAINING SPECIALIST
0028	MILITARY ADMINISTRATION SPECIALIST
0211	MILITARY PROPERTY CLERK
0214	MILITARY PROPERTY AUDITOR
0215	MILITARY OPERATIONS SPECIALIST I
0216	MILITARY OPERATIONS SPECIALIST II
3031	MILITARY TRAINING OFFICER II
3032	MILITARY TRAINING OFFICER I
8254	MILITARY PROPERTY OFFICER
4226	MOBILE X RAY SUPERVISOR
0137	MOTION PICTURE SPECIALIST
7301	MOTOR VEHICLE INVESTIGATOR
7306	MOTOR VEHICLE HEARINGS OFFICER



## CODE

## PROPOSED CLASS TITLES

4031	NURSE I
4032	NURSE II
4033	NURSE III
4034	NURSE IV
4035	NURSE V
4021	NURSING ASSISTANT I
4022	NURSING ASSISTANT II
4054	NURSING EDUCATION CONSULTANT
4062	NURSING INSTRUCTOR I
4063	NURSING INSTRUCTOR II
4143	NUTRITIONAL AIDE
4140	NUTRITIONIST ASSISTANT
4141	NUTRITIONIST I
4142	NUTRITIONIST II
4307	OBSTETRICIAN CONSULTANT
4111	OCCUPATIONAL THERAPY AIDE I
4112	OCCUPATIONAL THERAPY AIDE II
4121	OCCUPATIONAL THERAPIST I
4122	OCCUPATIONAL THERAPIST II
0385	ORGANIZATION AND METHODS EXAMINER I
0386	ORGANIZATION AND METHODS EXAMINER II
8231	PAINTER
8232	PAINTER FOREMAN
6431	PARK PLANNER
9210	PARK RECEPTIONIST
9211	PARK RANGER
9221	PARK MANAGER I
9222	PARK MANAGER II
9223	PARK MANAGER III
9233	PARKS AND SITES HISTORIAN
4321	PATHOLOGIST
0401	PERSONNEL TECHNICIAN I
0402	PERSONNEL TECHNICIAN II
0403	PERSONNEL TECHNICIAN III
4239	PHARMACY ASSISTANT
4241	PHARMACIST I
4243	PHARMACIST II
0131	PHOTOCOPY MACHINE OPERATOR I
0132	PHOTOCOPY MACHINE OPERATOR II
0135	PHOTOGRAPHER I
0136	PHOTOGRAPHER II
4126	PHYSICAL THERAPIST II
4127	PHYSICAL THERAPIST I
4311	PHYSICIAN I
4312	PHYSICIAN II
4313	PHYSICIAN III
4314	PHYSICIAN IV
6481	PLANNER II
6483	PLANNER I
6316	PLANNING AIDE
6317	PLANNING ASSISTANT I
6318	PLANNING ASSISTANT II
0984	PLANS AND TRAINING OFFICER, CIVIL DEFENSE COUNTY
8271	PLANT MAINTENANCE ENGINEER I

## CODE

## PROPOSED CLASS TITLES

CODE	PROPOSED CLASS TITLES
8272	PLANT MAINTENANCE ENGINEER II
8241	PLUMBER
7271	PLUMBING INSPECTOR I
7272	PLUMBING INSPECTOR II
0081	POST OFFICE CLERK I
0082	POST OFFICE CLERK II
9051	POULTRYMAN
0980	PRISON STEWARD I
0979	PRISON STEWARD II
5220	PRISON MAIL CENSOR
5226	PRISON WARDEN
5261	PROBATION PAROLE OFFICER I
5262	PROBATION PAROLE OFFICER II
0388	PROGRAMMER I
0389	PROGRAMMER II
0501	PROPERTY ASSESSMENT ADVISOR I
0502	PROPERTY ASSESSMENT ADVISOR II
0503	PROPERTY ASSESSMENT ADVISOR III
0504	PROPERTY ASSESSMENT ADVISOR IV
4001	PSYCHIATRIC AIDE I
4002	PSYCHIATRIC AIDE II
4004	PSYCHIATRIC AIDE SUPERVISOR I
4005	PSYCHIATRIC AIDE SUPERVISOR II
4006	PSYCHIATRIC AIDE SUPERVISOR III
4041	PSYCHIATRIC NURSING INSTRUCTOR I
4042	PSYCHIATRIC NURSING INSTRUCTOR II
4043	PSYCHIATRIC NURSING INSTRUCTOR III
5031	PSYCHIATRIC SOCIAL WORKER I
5032	PSYCHIATRIC SOCIAL WORKER II
5033	PSYCHIATRIC SOCIAL WORK ASSISTANT
5034	PSYCHIATRIC SOCIAL WORK SUPERVISOR
5101	PSYCHOLOGY ASSISTANT
5111	PSYCHOLOGY INTERNE
5112	PSYCHOLOGY FELLOW
5121	PSYCHOLOGIST I
5122	PSYCHOLOGIST II
5123	PSYCHOLOGIST III
5124	PSYCHOLOGIST IV
0328	PUBLIC UTILITY ACCOUNTANT I
0329	PUBLIC UTILITY ACCOUNTANT II
0330	PUBLIC UTILITY ACCOUNTANT III
0372	PUBLIC UTILITY INVESTIGATOR
0824	PUBLICITY REPRESENTATIVE I
0827	PUBLICITY REPRESENTATIVE II
4051	PUBLIC HEALTH NURSE I
4053	PUBLIC HEALTH NURSING CONSULTANT
4055	PUBLIC HEALTH NURSE II
4354	PUBLIC HEALTH DENTIST
4361	PUBLIC HEALTH PHYSICIAN I
4362	PUBLIC HEALTH PHYSICIAN II
4371	PUBLIC HEALTH EDUCATOR III
4372	PUBLIC HEALTH EDUCATOR II
4373	PUBLIC HEALTH EDUCATOR I
0256	PURCHASING STANDARDS ENGINEER

## CODE

## PROPOSED CLASS TITLES

8601	RADIO OPERATOR
8602	RADIO TECHNICIAN
0950	RADIOLOGICAL MAINTENANCE OFFICER CD
0316	RATE AND TARIFF EXAMINER
4102	RECREATION AIDE
4050	REGISTERED NURSE
4317	RESIDENT
0247	RETAIL STORE SUPERVISOR
0966	RETIREMENT SEPCIALIST I
0967	RETIREMENT SPECIALIST II
0911	RIGHT OF WAY AGENT I
0912	RIGHT OF WAY AGENT II
0913	RIGHT OF WAY APPRAISER I
0914	RIGHT OF WAY APPRAISER II
0917	RIGHT OF WAY APPRAISER III
9518	SAFETY CO ORDINATOR
0521	SALES TAX EXAMINER I
0522	SALES TAX EXAMINER II
0523	SALES TAX EXAMINER III
0530	SALES TAX EXAMINER V
0533	SALES TAX EXAMINER IV
6211	SANITARY ENGINEER I
6212	SANITARY ENGINEER II
7311	SANITARIAN I
7312	SANITARIAN II
7313	SANITARIAN III
9116	SARDINE QUALITY GRADER I
9117	SARDINE QUALITY GRADER II
9118	SARDINE GRADING LABORATORY SUPERVISOR
1271	SCHOOL LUNCH ADVISOR
1111	SEAMSTRESS I
1112	SEAMTRESS II
0955	SECTOR DIRECTOR, CIVIL DEFENSE
8561	SIGN PAINTER
5038	SOCIAL RESEARCH SCIENTIST
5013	SOCIAL WORK SUPERVISOR I
5014	SOCIAL WORK SUPERVISOR II
5015	SOCIAL WORK SUPERVISOR III
8194	SOILS LAB FOREMAN
8562	SIGN SHOP FOREMAN
8563	SIGN SHOP ASSISTANT
3070	SMALL BUSINESS ENTERPRISES COUNSELOR VISUALLY IMPAIRED
5007	SOCIAL WORKER AIDE
5008	SOCIAL WORKER II
5011	SOCIAL WORKER I
5010	SOCIAL WORKER CONSULTANT I
5012	SOCIAL WORKER CONSULTANT II
5016	SOCIAL WORKER III
5020	SOCIAL WORKER TRAINEE
6415	SOILS RESEARCH SCIENTIST
4151	SPEECH CONSULTANT
4128	SPEECH THERAPIST
6414	STATE GEOLOGIST
7001	STATE POLICE TROOPER

## CODE

## PROPOSED CLASS TITLES

CODE	PROPOSED CLASS TITLES
7002	STATE POLICE SERGEANT
7003	STATE POLICE LIEUTENANT
7004	STATE POLICE CAPTAIN
7005	STATE POLICE CADET TROOPER
7012	STATE POLICE DETECTIVE
9124	STATE HORTICULTURIST
9414	STATE ENTOMOLOGIST
8261	STATIONARY FIREMAN
8262	STATIONARY ENGINEER
0411	STATISTICIAN I
0412	STATISTICIAN II
0413	STATISTICIAN III
0419	STATISTICAL CLERK
0231	STOREKEEPER I
0232	STOREKEEPER II
0221	STORES CLERK
0099	STUDENT LABORER
0233	SUPERINTENDENT WAREHOUSE
3071	SUPERINTENDENT, SCHOOL FOR THE DEAF
4305	SUPERINTENDENT TUBERCULOSIS HOSPITAL
4421	SUPERINTENDENT, HOSPITAL FOR MENTALLY ILL
5236	SUPERINTENDENT, MENS REFORMATORY
5244	SUPERINTENDENT, WOMENS REFORMATORY
5257	SUPERINTENDENT, TRAINING SCHOOL
5301	SUPERINTENDENT, CHILDRENS HOME
8133	SUPERINTENDENT, CENTRAL HIGHWAY GARAGE
8252	SUPERINTENDENT BUILDINGS
9334	SUPERINTENDENT, GAME FARM
9228	SUPERVISOR BOATING FACILITIES
0033	SUPERVISOR, CORPORATION DIVISION
0065	SUPERVISOR, FINANCIAL RESPONSIBILITY
0161	SUPERVISOR, TABULATING EQUIPMENT I
0162	SUPERVISOR, TABULATING EQUIPMENT II
0163	SUPERVISOR, DATA PROCESSING
0185	SUPERVISOR, TRAINING SHOP
0314	SUPERVISOR DELINQUENT ACCOUNTS
0324	SUPERVISOR PRE AUDIT
0327	SUPERVISOR ACCOUNTING
0334	SUPERVISOR, SALES TAX AUDIT
0364	SUPERVISOR, PROPERTY RECORDS
0423	SUPERVISOR, VITAL STATISTICS
0535	SUPERVISOR, MOTOR VEHICLES SALES TAX
0743	SUPERVISOR UNEMPLOYMENT BENEFITS
0747	SUPERVISOR CONTRIBUTIONS
0748	SUPERVISOR, FIELD ADVISORS AND EXAMINERS
0834	SUPERVISOR, VETERANS SERVICES
0916	SUPERVISOR, RIGHT OF WAY APPRAISERS
0931	SUPERVISOR, RIGHT OF WAY AGENTS
0963	SUPERVISOR RETIREMENT CLAIMS
0965	SUPERVISOR, HIGHWAY PUBLIC RELATIONS
0978	SUPERVISOR, FINGERPRINT CLASSIFICATION
1121	SUPERVISOR, INSTITUTION CLOTHING
3045	SUPERVISOR, SPECIAL EDUCATION
3066	SUPERVISOR, FIRE FIGHTING TRAINING

## CODE

## PROPOSED CLASS TITLES

CODE	PROPOSED CLASS TITLES
4052	SUPERVISOR, PUBLIC HEALTH NURSING
4101	SUPERVISOR, INSTITUTIONAL RECREATION
5017	SUPERVISOR, CASEWORK QUALITY
5041	SUPERVISOR, JEFFERSON CAMP
5253	SUPERVISOR, STUDENT LIFE SCH FOR DEAF
5263	SUPERVISOR, PROBATION AND PAROLE
5267	SUPERVISOR AFTERCARE PROGRAM
6322	SUPERVISOR, PLANNING SURVEYS
6430	SUPERVISOR PARK DESIGN AND DEVELOPMENT
7308	SUPERVISOR, DRIVER IMPROVEMENT
8192	SUPERVISOR, FOUNDATION SURVEYS
8603	SUPERVISOR, RADIO COMMUNICATIONS
9015	SUPERVISOR, INSTITUTIONAL FARMS
9044	SUPERVISOR, GROUNDS
9135	SUPERVISOR, SEED POTATO PROGRAM
9165	SUPERVISOR POTATO MARKETING
9227	SUPERVISOR, OUTDOOR RECREATION
9229	SUPERINTENDENT OF PARKS AND HISTORIC SITES
4025	SURGICAL TECHNICIAN
0257	SURPLUS PROPERTY FIELD AGENT
0101	SWITCHBOARD OPERATOR I
0102	SWITCHBOARD OPERATOR II
0103	SWITCHBOARD OPERATOR III
0387	SYSTEMS ANALYST
0151	TABULATING EQUIPMENT OPERATOR I
0152	TABULATING EQUIPMENT OPERATOR II
0554	TAX CONSULTANT
3035	TEACHER EDUCATION COORDINATOR
3036	TEACHER EDUCATION ADVISOR
3016	TEACHER MENTAL RETARDED CHILDREN
0029	TELETYPE OPERATOR
0072	TOLL BRIDGE MANAGER I
0073	TOLL BRIDGE MANAGER II
0071	TOLL COLLECTOR
6324	TRAFFIC PLANNER
8621	TRAFFIC RECORDER REPAIRMAN
5266	TRAINING CENTER CASEWORKER
5258	TRAINING SCHOOL COUNSELOR I
5259	TRAINING SCHOOL COUNSELOR II
5260	TRAINING SCHOOL COUNSELOR III
2055	TRIAL ATTORNEY
0736	UNEMPLOYMENT COMPENSATION SUPERVISOR I
0740	UNEMPLOYMENT COMPENSATION SUPERVISOR II
0741	UNEMPLOYMENT COMPENSATION EXAMINER
0745	UNEMPLOYMENT COMPENSATION SUPERVISOR III
8572	UPHOLSTERER
6311	UTILITY ENGINEER I
6312	UTILITY ENGINEER II
6309	UTILITY ENGINEERING AIDE
0125	VARI TYPIST
0831	VETERANS COUNSELOR
0833	VETERANS CLAIMS SPECIALIST
9151	VETERINARIAN I
9152	VETERINARIAN II

CODE                      PROPOSED CLASS TITLES

0422	VITAL STATISTICS FIELD AGENT
3061	VOCATIONAL REHABILITATION COUNSELOR I
3062	VOCATIONAL REHABILITATION COUNSELOR II
0234	WAREHOUSEMAN
1001	WATCHMAN
8278	WATER AND SEWAGE PLANT OPERATOR
7280	WEIGHTS AND MEASURES INSPECTOR
7281	WEIGHTS AND MEASURES INSPECTION SUPERVISOR
8314	WELDER
8291	WINDOW MAINTENANCE MECHANIC
8450	WOODSHOP ASSISTANT MANAGER
8452	WOODSHOP FOREMAN
5058	WORK EXPERIENCE SPECIALIST
5062	WORK EXPERIENCE AND TRAINING SPECIALIST I
5063	WORK EXPERIENCE AND TRAINING SPECIALIST II
0431	WORKMENS COMPENSATION SPECIALIST
4222	X RAY TECHNICIAN
4331	X RAY CONSULTANT
8126	YARD FOREMAN

APPENDIX B  
APPEALS EXPLANATION

# CRESAP, McCORMICK and PAGET

*Management Consultants*

342 MADISON AVENUE, NEW YORK, NEW YORK 10017

MURRAY HILL 7-5450

CABLE ADDRESS: CONSULTANT-NEWYORK

NEW YORK-CHICAGO-SAN FRANCISCO-LOS ANGELES-MUNICH

June 28, 1966

Representative Louis Jalbert  
Chairman  
Legislative Research Committee  
State House  
Augusta, Maine

Dear Representative Jalbert:

This letter is intended as a progress report for the classification and salary study currently under way.

Since our last progress report we have been finalizing the tentative re-classifications of all employees and are now in the process of final review of these classifications and preparation of revised class specifications for each title to continue to be used. Progress has not been as rapid as we had anticipated, and, during the summer because of vacation schedules in the State as well as on our staff, progress may continue slower than we would like. However, we will push ahead as fast as possible, and will try to complete the review of the tentative classifications with all department heads by August.

During an earlier meeting we discussed with the Legislative Research Committee the subject of the appeals process on the reclassification project now under way. At that time we said that we would provide an outline of a possible method which could be used by the State for this process. The appeals process could be the area where the whole classification and salary study could flounder if it is not handled properly, or it could tie up the whole changeover for years. Therefore, we believe the Committee should consider the following steps to handle this process most effectively:

- Study the legal steps for appeals
- Establish an appeals procedure.



## LEGAL STEPS FOR APPEALS

The Legislative Research Committee is the contracting agency for the State of Maine for this reclassification study. However, the laws of the State establish the Personnel Department and the Personnel Board as the official bodies which determine class titles for positions and hear appeals of these titles by employees. The Committee should determine (a) whether it, the State Legislature or the Personnel Board should have final approval of the reclassification plan to be proposed by Cresap, McCormick and Paget, (b) who should be the appointing agency of any appeals board which can review appeals by employees, and finally (c) which body may approve the decisions on appeals.

## ESTABLISH THE APPEALS PROCEDURE

Following are suggestions for an appeals procedure for Maine.

### Basic Procedure

The basic intent is to separate the appeal process on classifications from considerations of salary. In this way, the classification appeal would be based upon factors directly related to the level of position and title, without being confused by irrelevant and emotional factors involving salary levels. Once the classification process is final, salary levels would be assigned and a second appeal process could be established, but related only to salary appropriateness.

It is proposed that all appeals be heard by a specialized Tribunal established for this purpose. The Tribunal would consist of a skilled, professional hearings examiner as chairman, with the other two members of the Tribunal trained, classification experts (such as chief of classification for the New England region of U. S. Civil Service or the Director of Personnel of a major industry or utility in Maine).

It is contemplated that the Hearings Examiner (or the Tribunal) would dismiss a fair number of appeals for lack of specific grounds. For the remainder, the endeavor would be to join as many as possible for hearing on similar issues. Under the timetable desirable, all appeals would be heard and decided in one month.

As mentioned earlier, the question of whether the Tribunal can decide or only recommend, and to whom they would recommend, should be explored carefully.

The steps to be taken include the following:

1. Cresap, McCormick and Paget (CMP) would develop from their study classes of positions, class titles, proposed allocation of positions to classes and class specifications. CMP would discuss these proposals with department heads and then make a recommendation to the appropriate body as designated by the Legislative Research Committee.
2. The State at this stage would either adopt this structure, or adopt it "tentatively" and notify each person of the allocation of his position.
3. The first appeal would result from this notice. The personnel technicians of the Personnel Department would review the case and either make the change requested or send the case for a hearing by the Appeals Tribunal. If it is sent for a hearing, the personnel technicians should brief the issues in the case. In those cases where the change is made by the personnel technicians, these are reported to the Tribunal for review.
4. The Appeals Tribunal would either dismiss the case for lack of grounds for appeal, or set it for hearing. In setting cases for hearing, as many as possible covering the same issue should be joined.
5. The Appeals Tribunal would either decide the case and notify the appellant, or it would recommend a decision to the Personnel Board or the Legislative Research Committee, who would reach a decision and notify the appellant.
6. The period in which an employee can appeal his title and class should be set at a minimum, probably not more than 14 days after notice of allocation. Once an appeal is decided or the appeal period has expired, the determination of the title and class should be final and not subject to further appeal, unless reclassified again or a further reclassification request by an appointing officer is denied.

\* \* \* \* \*

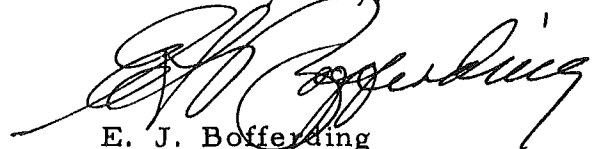
Representative Louis Jalbert

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June 28, 1966

We will continue to report to the Committee periodically as the study progresses. If there are any questions about the contents of this letter, please let us know.

Yours very truly,

A handwritten signature in cursive script, appearing to read "E. J. Boffending".

E. J. Boffending  
Partner

APPENDIX C  
APPEALS PROCESS

# CRESAP, McCORMICK and PAGET

*Management Consultants*

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342 MADISON AVENUE, NEW YORK, NEW YORK 10017

MURRAY HILL 7-5450

CABLE ADDRESS: CONSULTANT-NEWYORK

NEW YORK-CHICAGO-SAN FRANCISCO-LOS ANGELES-MUNICH

July 6, 1966

Representative Louis Jalbert  
Chairman  
Legislative Research Committee  
State House  
Augusta, Maine

Dear Representative Jalbert:

This letter is to confirm discussions held between Senator Floyd Harding of the Legislative Research Committee and Mr. Marshall Graham of our staff regarding continuing steps and the timetable for the Personnel Study for the State of Maine.

As you know, in our June 28, 1966 progress report letter, it was suggested that an appeals process be established to ensure that all employees have an opportunity to review their proposed reclassification. With this in mind and with our overall timetable in mind, the following steps and timetable have been agreed upon.

1. After review of the proposed reclassification of all employees with department heads, Cresap, McCormick and Paget would present a proposed reclassification plan for all State employees to the Legislative Research Committee by September 15-30. This would fall within the contract date originally agreed upon.

2. The State of Maine (the Legislative Research Committee and the Personnel Board operating jointly) would carry out an appeals procedure, allowing each employee an opportunity to question the proposed reclassification by Cresap, McCormick and Paget. The timing of the appeals procedure would be as follows:

Representative  
Louis Jalbert

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July 6, 1966

- The Legislative Research Committee would receive the proposed reclassification report from Cresap, McCormick and Paget by September 15-30.
- Announcements of the proposed reclassification should be delivered to each employee by October 1.
- Requests for appeal should be received by the Legislative Research Committee by October 15. (If employees have been ill or on vacation, they should be permitted a grace period of two weeks; however, no appeal should be accepted after October 30.)
- The appeals process should last between four and six weeks so that the appeals should be completed between November 15 and November 30.

If this timetable is adhered to, Cresap, McCormick and Paget would be prepared to present to the Legislative Research Committee the final report on the proposed salary plan by December 1, 1966.

#### THE APPEALS PROCESS

At the request of the Legislative Research Committee, Marshall Graham spoke with the Attorney General's Office (George C. West), the Deputy Attorney General concerning the legal aspects of the appeals process. It is understood that final approval of any reclassification for employees of the State is vested by statute in the Personnel Board. However, for this appeals process, it is suggested that the Legislative Research Committee join with the Personnel Board to form a subcommittee which would appoint the Appeals Tribunal. It should be understood, of course, that the Appeals Tribunal would hear appeals by employees without any representatives of the Legislative Research Committee or the Personnel Board being present. Assistance to the Appeals Tribunal would be provided by the two Personnel Technicians who have already been involved in the study.

Representative  
Louis Jalbert

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July 6, 1966

As mentioned by Mr. Graham during the progress report to the Legislative Research Committee, it is suggested that the Appeals Tribunal be composed of the following kinds of people. The Chairman should be a person with an understanding of hearings procedure and of labor and personnel relations. Such an individual could be a lawyer in the State with such a background. If it were not possible to find such a person, a hearings examiner from the United States Department of Labor could be selected.

The other two members of the Tribunal should be persons with an understanding of personnel administration, and particularly, job classifications, position descriptions, and worker-supervisor relationships. These individuals could be directors of personnel from major industrial firms or utilities in the State of Maine.

Above all, an attempt should be made to select individuals of high enough stature and objectivity so that their decisions would not be questioned.

If there are any questions concerning this memorandum, please contact Mr. Marshall Graham or me at any time.

Yours very truly,

E. J. Bofferding  
Partner

cc: Senator Floyd Harding