

MAINE STATE LEGISLATURE

The following document is provided by the
LAW AND LEGISLATIVE DIGITAL LIBRARY
at the Maine State Law and Legislative Reference Library
<http://legislature.maine.gov/lawlib>



Reproduced from scanned originals with text recognition applied
(searchable text may contain some errors and/or omissions)

STATE OF MAINE
LEGISLATIVE RESEARCH COMMITTEE

**REPORT
TO
103rd LEGISLATURE**

**A PROPOSED SALARY PLAN FOR
STATE EMPLOYEES**

Pub. No. 103-6

January 1967

CRESAP, McCORMICK and PAGET

Management Consultants

New York • Chicago • San Francisco • Los Angeles • Munich

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

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

Dear Mr. Jalbert:

We are transmitting herewith the second volume of the overall study of personnel administration for the State of Maine.

This volume deals with the proposed salary plan, the suggested method for putting the plan into operation, and the procedures which we recommend be adopted in order that the proposed plan be properly administered using modern principles of salary administration.

It is recommended that the Legislative Research Committee review the proposals contained in this report, approve them in principle and in detail, and recommend to the 103rd Legislature their adoption and implementation.

It has been a pleasure to serve the Legislative Research Committee on this phase of the overall study. While this has been a long undertaking, we believe that the plan of compensation and administration which is presented herein will enable the State of Maine to attract and retain the qualified employees it needs.

Very truly yours,



CRESAP, McCORMICK and PAGET

STATE OF MAINE
A PROPOSED SALARY PLAN FOR
STATE EMPLOYEES

January 1967

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

STATE OF MAINE
A PROPOSED SALARY PLAN FOR
STATE EMPLOYEES

TABLE OF CONTENTS

<u>Chapter</u>		<u>Page</u>
I	INTRODUCTION	
	Objectives And Scope Of This Phase Of The Study	2
	Methods Of Study	3
	Organization Of This Report	3
II	DEVELOPMENT OF THE SALARY PLAN	
	Major Considerations In Developing The Plan	1
	Grading Of Classifications	2
	Proposed Salary Structure	3
	Physicians And Dentists	10
	Teaching Positions	11
	Unclassified Service	11
III	SALARY ADMINISTRATION POLICIES AND PROCEDURES	
	Placement Into The Proposed Plan	1
	Administration Of The Proposed Plan	5
	Special Salary Administration Provisions	13
IV	SUMMARY	
	Summary Of Recommendations	1
	APPENDIXES	

TABLE OF EXHIBITS

<u>Exhibit</u>		<u>Following Page</u>
II-A	State Of Maine Compared With United States Government, New York State And Average Of Other Five New England States	II-6
II-B	Proposed Salary Plan, Schedule A - Classified Service	II-8
II-C	Present, Survey And Proposed Salary Trend Lines	II-9
II-D	Proposed Salary Plan, Schedule B - Physicians And Dentists	II-11
II-E	Proposed Salary Plan, Schedule C - Teaching Positions	II-11
II-F	Proposed Salary Grades For Unclassified Positions To Be Placed In The Classified Service	II-12
II-G	Proposed Salary Plan, Schedule D - Unclassified Service	II-13

I - INTRODUCTION

I - INTRODUCTION

This report presents the findings and recommendations of the second part of an overall study of personnel administration, position classification and a grade and salary plan for the State of Maine. As was reported in Volume I of this total report, the report is issued in three separate volumes and a number of Appendixes.

<u>Volume</u>	<u>Report Title</u>
I	State of Maine - A proposed classification plan
II	State of Maine - A proposed salary plan
III	State of Maine - Proposed organization and policies for personnel administration.

In Volume I of this report, the basic objectives and scope of the overall study were described and the detailed methods of study for the reclassification phase of the study were presented. Volume III describes the problems in the present organization and policies for State personnel administration and proposes a new plan for the State.

In addition, in December 1965, at the specific request of the Legislative Research Committee, a preliminary comparison of the salary plan of the State of Maine was made with the plans of other governmental jurisdictions. This study was conducted because of the concern of Committee members over numerous reports from department heads about difficulties encountered in hiring and retaining qualified personnel due largely to low salaries paid by the State of Maine. This preliminary report resulted in a two-stage additional increase effective December 25, 1965, and June 25, 1966, being passed by the special session of the 102nd Legislature. This report is contained in Appendix A.

OBJECTIVES AND SCOPE OF THIS PHASE OF THE STUDY

This report, Volume II, presents 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. The original study contract provided that all members of the classified system in the State of Maine were to be included. In addition, the subsequent contract was intended to include all of the unclassified employees of the State with specific exclusions as follows:

- Farmington State College
- Gorham State College
- Washington State College
- Fort Kent State College
- Aroostook State College
- University of Maine
- Officers and employees of the House of Representatives and the Senate
- Part time Commissioners and Board Members of State Commissions and Boards
- Employees chosen by popular election or appointed to fill an elective office
- Officers and employees in the judicial service of the State
- Officers and enlisted men in the National Guard and Naval Militia of the State
- Governor's staff.

In total, the study covered approximately 10,500 positions or about 90 per cent of all State government positions.

METHODS OF STUDY

The specific steps taken to carry out the salary study for the State of Maine were as follows:

- A salary survey was conducted in industry and government to secure salary data on positions comparable to those existing in the classified and unclassified service of the State.
- The proposed classifications for all positions in the State of Maine were reviewed and separated into their major occupational groupings such as clerical, administrative and fiscal, legal, health, social welfare and corrections and so forth.
- The classifications were then slotted into grades according to their occupational groupings, which compared favorably with the job requirements of classes in other occupational groupings assigned to the same grade level.
- Salary ranges were assigned to the grades and final positioning of the classes was accomplished to meet the monetary demands of the labor market.
- The positions in the unclassified service were slotted into similar pay levels assigned to the classified service.

ORGANIZATION OF THIS REPORT

Following this introduction, this report is organized into the following chapters:

- II - Development Of The Salary Plan - discusses the background information that was necessary for developing the grade structure and the salary ranges for the proposed salary plan for the State Of Maine.
- III - Salary Administration Policies And Procedures - recommends the procedures to be used in implementing the proposed salary plan and the policies and procedures recommended for administering the salary plan in its entirety.
- IV - Summary - summarizes the basic concepts of the proposed grade and salary structure and recommends the course of action to be taken by the Legislative Research Committee.

II - DEVELOPMENT OF THE SALARY PLAN

II - DEVELOPMENT OF THE SALARY PLAN

This chapter describes in detail the process used in the development of a proposed salary structure for all positions in the State service.

MAJOR CONSIDERATIONS IN DEVELOPING THE PLAN

Many complex factors and influences have a bearing on the development of a salary plan for a jurisdiction of the size, diversity and complexity of the State of Maine. All of the following factors were taken into consideration in developing the proposed salary plan:

- The need for a consistent relationship with the pay levels of other public and private employers with whom the State of Maine competes for employees.
- The need for sound and consistent relationships within the departments themselves.
- The need for reasonable consistency across department lines for similar or relevant types of work.

It was also recognized that a number of salaries are fixed by one of the following methods:

- Salaries fixed by law
- Salaries fixed by Governor and Council and/or by Department Head (subject to approval of the Governor and Council)
- Salaries fixed by Commissioner of Finance and Administration - subject to approval of Governor
- Salaries fixed by miscellaneous boards, commissions, committees and other authorities.

It was decided that if the present salaries of such higher-level positions were allowed to control the salaries proposed for subordinate positions, the effect would be to establish an artificial and unrealistic ceiling on the proposed salary structure. It was concluded that the recommendations made for these higher-level positions would have to be dealt with by appropriate changes to existing legislation.

GRADING OF
CLASSIFICATIONS

The initial step in the development of the overall salary plan was to assign each classification in the classified service to a grade level which would properly represent its relative position in the total class hierarchy. All classifications within a broad occupational grouping such as clerical, administrative and fiscal were ranked into a sufficient number of grades to reflect properly the differences between classes in duties and responsibilities, qualification requirements, organizational relationships and other relevant factors. All of the classes in a single occupational grouping were assigned to grades in this manner so that comparisons could be made readily among classifications most closely related to each other.

Classifications in other groups then were similarly ranked and graded, first by comparison with other classifications within their respective occupational groups, then with those in other groups which had been graded previously. The ranking and grading were done on the basis of the duties and responsibilities assigned and the qualifications required, without regard to the personal qualities and characteristics of the incumbents. As the grading process progressed, adjustments were made in the number of tentative grades established to provide adequate recognition of the relative values represented among the approximately 850 classifications included and to establish a pattern of grades which would satisfactorily accommodate all of the differences in value that could be identified.

As a result, each of the approximately 850 proposed classifications was assigned to one of 27 grades, a number regarded as adequate to recognize all of the significant differences in the relative values of the work represented and to provide a satisfactory basis for the development of the proposed salary structure. A decision, which will be explained later in this chapter, was made to establish a separate salary plan for Physicians and Dentists. Thus, Grades 25, 26 and 27 were vacated of positions, leaving a resultant structure of 24 pay grades to cover the regular classified service.

The present grade structure of the State of Maine consists of 47 grades. However, some of these grades are sparsely populated, as seen by the following example:

<u>Present</u> <u>Pay Grade</u>	<u>Classes Allocated</u>
41	Physician IV
42	Pathologist
43	Superintendent, Hospital for Mentally Ill
47	Director, Bureau of Mental Health

Thus, there are only four classes allocated to eight pay grades above Grade 39 in the present structure. It should be noted that Director, Bureau of Mental Health was only recently upgraded from Grade 45 to 47.

Under the proposed plan the same classes would have been allocated as follows:

<u>Proposed Pay Grade</u>	<u>Classes Allocated</u>
25	Pathologist Physician IV
26	Superintendent, Hospital for Mentally Ill
27	Director - Mental Health

Following the ranking of the classified service, all positions in the unclassified service, including department heads, were similarly ranked in the same grade structure to fully establish the relative rank of all positions in any organizational unit.

As a final step in the ranking process, the relative placement of positions throughout the grade structure was checked against the labor market values after a salary structure had been developed from all survey data.

Appendix B, Proposed Grade Levels, showing the class code number and the proposed grade level, presents in alphabetical order a listing of all titles in the classified service with the exception of those classes which have as a basic requirement the possession of a medical or dental degree. The latter are listed in another section of this chapter. Appendix C is a listing of all class titles in each proposed grade.

PROPOSED
SALARY STRUCTURE

Upon completion of the grading of all positions, salary ranges were developed for each pay grade.

Background Information

A number of elements have come to be accepted as standard characteristics of any systematically developed salary range structure.

- Each range in the structure should be of sufficient breadth to allow reasonable salary increases to be granted as employees develop proficiency in performing their assigned duties and thereby increase the value of their services to their employer.

- The breadth of all ranges should be established on a logical and consistent basis to afford all employees approximately equal opportunities to increase their earnings in relation to their individual contributions to the successful operation of the organization of which they are a part.
- The differences in value from one range to another should be sufficient to recognize significant differences in the value of work performed at each successive level and to provide adequate rewards to employees promoted from one grade to another.

Each range, of course, has a minimum and a maximum rate. The minimum rate is intended to be the hiring rate, subject to certain latitude provided in the policies proposed for the administration of the plan. The maximum rate is intended to be the highest amount paid for any position in the grade to which it applies.

Salary Survey

An extensive survey was conducted among the following private employers, public jurisdictions and other sources to collect data upon which to base the proposed salary structure for the State of Maine:

- States of Connecticut, Massachusetts, New Hampshire, Vermont, Rhode Island and New York
- United States Government
- Maine Hospital Association Survey
- Maine State Teachers Association Survey
- Knapp Brothers
- Kennebec Journal
- Keyes Fibre Company
- Hathaway Shift Company
- B & M Company
- Bliss Electronic Company
- Hudson Pulp and Paper Company

- Scott Paper Company
- Central Maine Power
- S. D. Warren Company
- Radio Corporation of America
- National Survey of Professional, Administrative, Technical and Clerical Pay
- Pay Rates In The Public Service, Public Personnel Association, July 1966
- A survey of salaries in higher education for the 1965-66 school year published by the National Education Association
- Survey of Teachers' Salaries, American Federation of Teachers, AFL-CIO
- A survey of starting salaries offered to college graduates in the 1965-66 school year published by the College Placement Council
- Data available from the files of Cresap, McCormick and Paget.

The survey, which was conducted among the leading private employers in the State of Maine, was of less value than expected since many of these employers lacked established salary plans normally encountered in a survey of this nature. In addition it was very difficult to establish true comparability between the classes in the State of Maine and the jobs existing in private employment except at the lower levels. With few exceptions the classes in public jurisdictions above the lower levels are unique to government and are not to be found in business and industry. Nevertheless, the results of this survey were analyzed and proved most useful in establishing the salary trend line at the lower end of the salary plan.

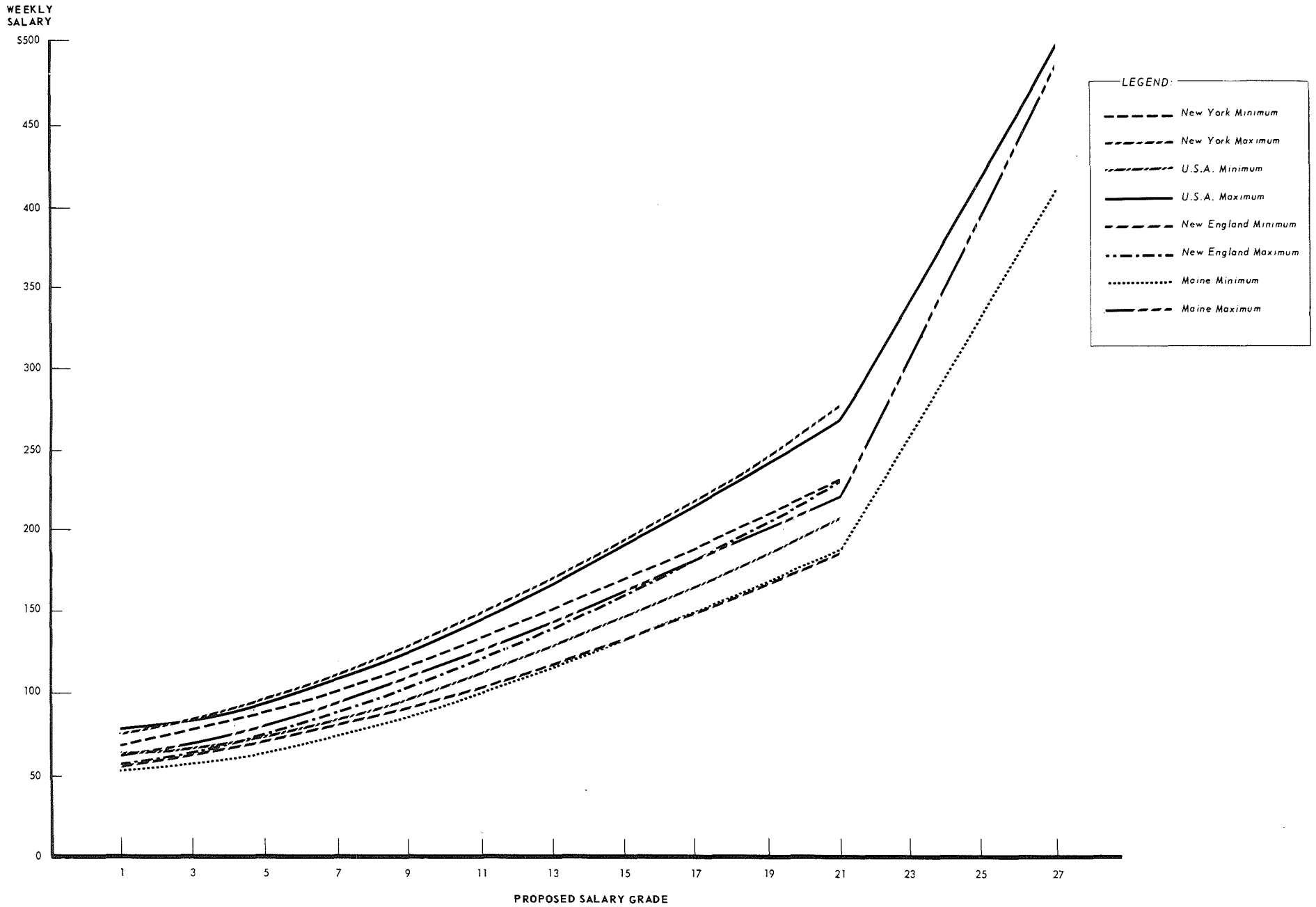
The salary data from the 11 participating firms which proved most acceptable was averaged and is reported in the following tabulation:

<u>Class Title</u>	<u>Maine Industrial Salary Data</u>		
	<u>Average Minimum</u>	<u>Average Single Rate</u>	<u>Average Maximum</u>
Clerk I	62	51	76
Clerk Stenographer I	67	70	85
Clerk Typist I	66	52	83
Administrative Secretary	90	110	119
Keypunch Operator	65	-	85
Draftsman	85	-	112
Custodial Worker	70	74	81
Plumber	85	-	103
Storekeeper I	-	93	-
Switchboard Operator I	69	76	86
Warehouseman	-	78	-
Machinist	89	-	108
Electrician	89	90	102
Bookkeeping Machine Operator I	74	65	86
Civil Engineer I	-	142	-
Account Clerk I	73	88	106
Laborer I	-	75	-
Accountant I	128	96	157

Exhibit II-A, on the following page, presents a series of salary trend lines for the public jurisdictions surveyed which were developed by using the formula of least squares. Since there was a scarcity of data available above proposed Grades 21, the salary trend lines for New York State, the United States Government and the average of the other five New England states have only been extended through Grade 21. For comparison purposes, however, the existing Maine salary trend line was extended through proposed Grade 27 (present Grade 45) which has a minimum salary of \$409 per week, a maximum of \$497 and a "Y" longevity of \$548. Also, the maximum United States Government salary trend line was extended through the equivalent of Maine's proposed Grade 27 to a salary of \$498 per week which is the single rate paid in Grade GS-18, the highest grade in the federal classified service.

This representation of the various salary trend lines shows that the State of Maine at present is consistently below both the minimum and maximum salary trend lines of all other jurisdictions through proposed Grade 21, except between Grades 16 to 21 where it is slightly above the minimum line of the average of the five New England states.

STATE OF MAINE COMPARED WITH UNITED STATES GOVERNMENT,
 NEW YORK STATE AND AVERAGE OF OTHER
 FIVE NEW ENGLAND STATES



It should be noted that Rhode Island and Vermont are expected to implement a significant increase in their salary plans in the near future. It is also expected that New Hampshire will increase salaries soon and the State of Connecticut is presently undergoing a salary study which could result in an increase in its salary plan. All of the foregoing point to the fact that Maine will fall even further behind the other states if positive action is not taken.

Development Of The Salary Ranges

Digressing from the usual method of establishing a proposed salary plan - that is, using the grade midpoint as a starting point and developing a minimum and maximum salary from that grade midpoint - the proposed salary trend was developed by using the minimum salary as the starting point. The salary study performed in the State showed that the salaries of employees at the lower and middle levels of State employment were farthest from comparability than were the salaries at the upper grade levels. For this reason, the minimum salaries at the lower and middle levels were increased more as a proportion of the salary amounts than was the minimum salary at the upper levels.

All of the data that had been accumulated in various surveys were taken into account in the process of developing the proposed salary plan. At the lower end of the scale the main emphasis was placed on the data that had been accumulated from industrial and business firms within the State of Maine. Since the State of Maine recruits employees in the lower salary grades locally, little concern was paid to rates paid for these positions in other States.

For many other types of positions, particularly at responsible technical, professional and administrative levels, the State of Maine draws employees from a much broader area, making both the local and the national pay levels significant; data was evaluated both from local employers and from other states in such cases.

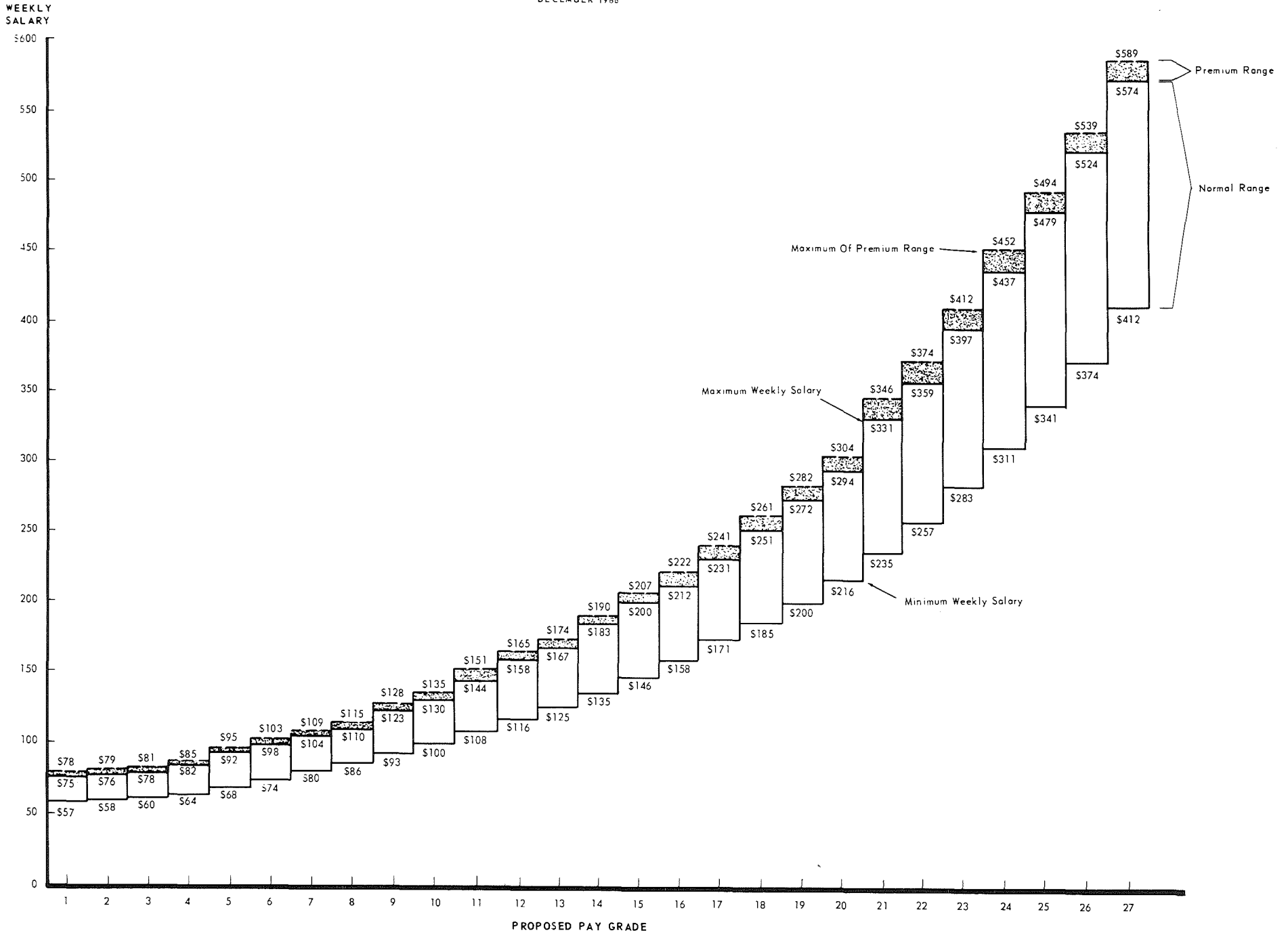
Exhibit II-B, on the following two pages, presents Schedule A, the proposed grade and salary structure for the regular classified service.

The present plan consists of 47 pay grades consisting of five steps to the maximum plus two longevity steps. The normal spread in the range is approximately 22 per cent to the maximum and 34 per cent to the final longevity step which is reached after 15 years.

STATE OF MAINE
 PROPOSED SALARY PLAN
 SCHEDULE A - CLASSIFIED SERVICE

Grade	Annual Salaries		Increment	Weekly Salaries		Weekly Salaries At The:							Premium Range		
	Range			Range	Increment	Minimum	Sixth Month	1-1/2 Years	2-1/2 Years	3-1/2 Years	Fifth Year	Seventh Year	Weekly	Annual	
						Step	A	B	C	D	E	F	G		
1	\$ 2,964-	\$ 3,900	\$ 156	\$ 57-	\$ 75	\$ 3	\$ 57	\$ 60	\$ 63	\$ 66	\$ 69	\$ 72	\$ 75	\$ 78	\$ 4,056
2	3,016-	3,952	156	58-	76	3	58	61	64	67	70	73	76	79	4,108
3	3,120-	4,056	156	60-	78	3	60	63	66	69	72	75	78	81	4,212
4	3,328-	4,264	156	64-	82	3	64	67	70	73	76	79	82	85	4,420
5	3,536-	4,784	208	68-	92	4	68	72	76	80	84	88	92	95	4,940
6	3,848-	5,096	208	74-	98	4	74	78	82	86	90	94	98	103	5,356
7	4,160-	5,408	208	80-	104	4	80	84	88	92	96	100	104	109	5,668
8	4,472-	5,720	208	86-	110	4	86	90	94	98	102	106	110	115	5,980
9	4,836-	6,396	260	93-	123	5	93	98	103	108	113	118	123	128	6,656
10	5,200-	6,760	260	100-	130	5	100	105	110	115	120	125	130	135	7,020
11	5,616-	7,488	312	108-	144	6	108	114	120	126	132	138	144	151	7,852
12	6,032-	8,216	364	116-	158	7	116	123	130	137	144	151	158	165	8,580
13	6,500-	8,684	364	125-	167	7	125	132	139	146	153	160	167	174	9,048
14	7,020-	9,516	416	135-	183	8	135	143	151	159	167	175	183	190	9,880
15	7,592-	10,400	468	146-	200	9	146	155	164	173	182	191	200	207	10,764
16	8,216-	11,024	468	158-	212	9	158	167	176	185	194	203	212	222	11,544
17	8,892-	12,012	520	171-	231	10	171	181	191	201	211	221	231	241	12,532
18	9,620-	13,052	572	185-	251	11	185	196	207	218	229	240	251	261	13,572
19	10,400-	14,144	624	200-	272	12	200	212	224	236	248	260	272	282	14,664
20	11,232-	15,288	676	216-	294	13	216	229	242	255	268	281	294	304	15,808
21	12,220-	17,212	832	235-	331	16	235	251	267	283	299	315	331	346	17,992
22	13,364-	18,668	884	257-	359	17	257	274	291	308	325	342	359	374	19,448
23	14,716-	20,644	988	283-	397	19	283	302	321	340	359	378	397	412	21,424
24	16,172-	22,724	1,092	311-	437	21	311	332	353	374	395	416	437	452	23,504
25	17,732-	24,908	1,196	341-	479	23	341	364	387	410	433	456	479	494	25,688
26	19,448-	27,248	1,300	374-	524	25	374	399	424	449	474	499	524	539	28,028
27	21,424-	29,848	1,404	412-	574	27	412	439	466	493	520	547	574	589	30,628

STATE OF MARYLAND
 PROPOSED SALARY PLAN
 DECEMBER 1966



The proposed plan, as shown in Schedule A, is composed of 27 pay grades, each comprised of seven steps with a spread ranging from minimum to maximum of between 30 and 40 per cent. The increment between steps ranges from \$3 per week in the lowest pay grades or approximately 4.0 to 5.3 per cent to \$27 or 4.7 to 6.6 per cent in Grade 27. The final step 6, considering normal performance, would be reached seven years after employment.

In addition, the proposed salary range has a premium range which will be explained later in Chapter III of this report volume.

The breadth of the ranges, from the minimum to the maximum, begins at 30 per cent in Grades 1 through 10, increases to 35 per cent in Grades 11 through 20 and 40 per cent above Grade 20. This increase in breadth in the higher grades is provided to recognize the wider latitude for improved performance generally possible in positions at the more responsible management levels and the greater impact that effective performance at such levels has on successful operations. In contrast, the difference between satisfactory and outstanding performance at the lower organization levels does not influence the success or failure of the total organization in any way approaching a similar difference at the responsible management level, although such differences in performance even at the lower levels do have a clear difference in value. Moreover, as employees move to higher organization levels, their opportunities for promotion become less and less frequent and some greater latitude for salary increases within their respective ranges must be provided to retain them and to motivate them to continue to perform effectively on a career basis.

A decision to propose a minimum salary of \$57 a week was on the basis of past salaries in State service. This salary would place the minimum salary for Maine above the minimum salary of \$1.40 per hour (\$56 per week) proposed by the Federal Fair Labor Standards Act to go into effect in February 1967. By February 1968 the hourly minimum is to be increased to \$1.60 (\$64 per week); the State of Maine, which is not officially included, may have to reevaluate its minimum salary ranges or consider hiring employees in the lowest three ranges above the salary minimum shown.

Once the minimum rate of \$57 was established as the minimum salary of the lowest range, the successive ranges were tentatively established in a consistent pattern at appropriate higher levels to conform to survey data. The step-up from the minimum of one range to the minimum of the next higher range begins at 7 per cent in Grades 1 through 10, 8 per cent in Grades 11 through 20 and 9 per cent in the remaining grades.

Alternative Handling Of Grades 1, 2 And 3

In their evaluation of this proposed salary plan, should the Legislative Research Committee and the 103rd Legislature feel that the minimum salary of \$57 per week for Grade 1 would be impracticable when compared to the proposed plans of neighboring states, such as Vermont, the following alternative action could be recommended.

- Positions in proposed Grades 1 and 2 could be reallocated to Grade 3 in the proposed plan; these include:

<u>Title</u>	<u>Proposed Grade</u>
Dishwasher	1
Domestic Worker I	1
Laundry Worker I	1
Seamstress I	1
Food Service Worker I	1
Maid	1
Clerical Aide	2

- Employees classified as Clerk I which is proposed for Grade 3 could be reallocated to Grade 4.

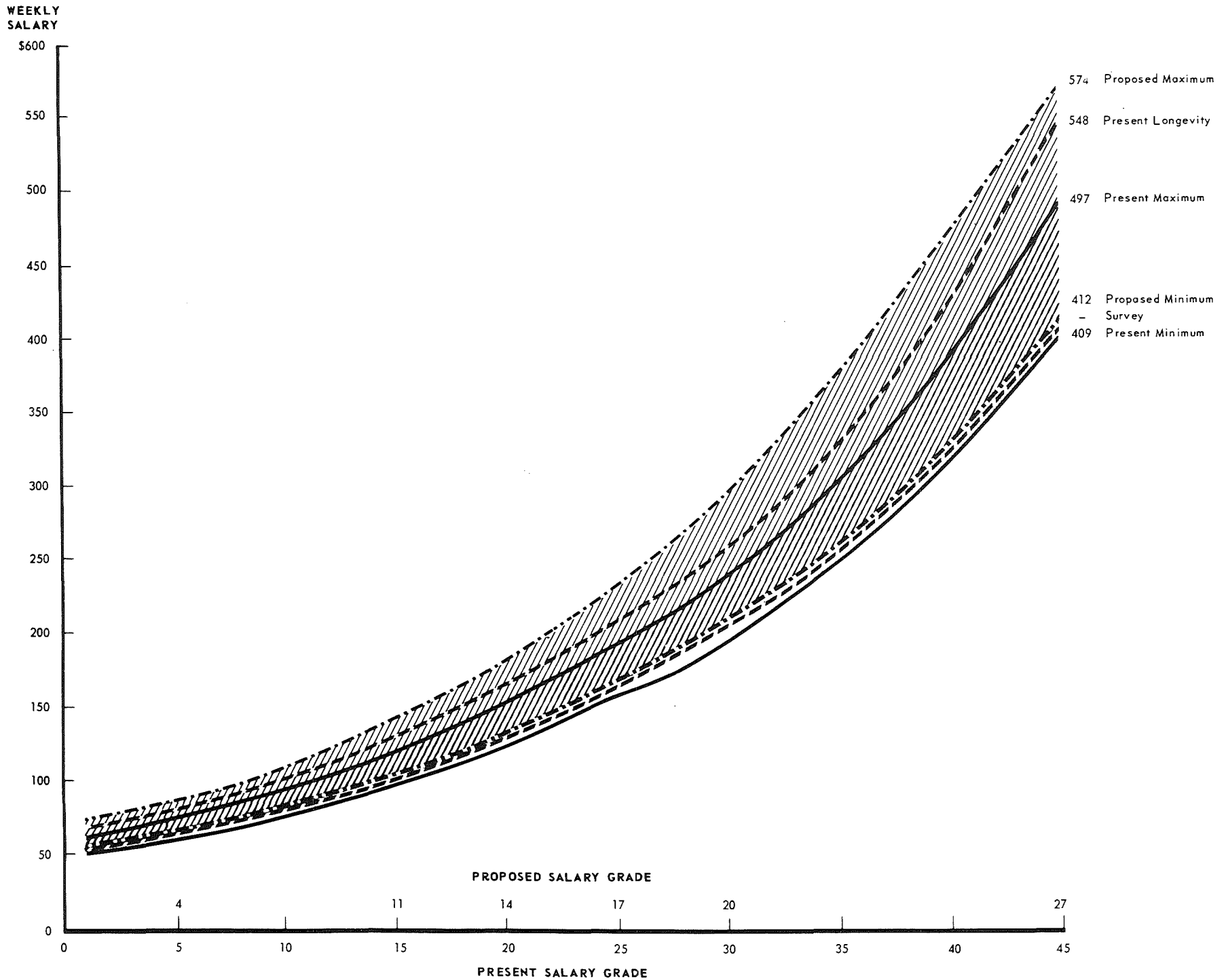
In this way, the proposed minimum salary for the State of Maine employees would be \$60 per week, which is more competitive with the neighboring states, although it would be higher than the minimum salary of private business and industry within Maine.

Salary Trend Lines

Exhibit II-C, on the following page, presents a graph showing the present and proposed salary trend lines and a salary trend line representing the minimum salary of the organizations included in the salary survey. This exhibit shows two different groups of salary ranges and they are identified in the right-hand margin.

The present salary ranges are shown between the two solid lines and the proposed salary ranges are represented by the broken line. This salary plan also includes 45 grades for salary levels and is the plan under which the State of Maine employees are presently operating. The position of Director, Bureau of Mental Health was left in Grade 45 in order to be

PRESENT, SURVEY AND PROPOSED SALARY TREND LINES



consistent throughout. As noted above, this position was just reclassified from Grade 45 to 47. This salary range includes the two salary increases provided for the State employees, the second as a result of a special session of the Legislature in January 1966. The dotted line starting at a level of about \$67 and extending at Grade 45 to \$548 represents the highest salary level for each grade for employees in the "Y" longevity step.

Proposed Salary Ranges

All of the proposed ranges are intended to represent full cash pay for 40 hours of work per week.

- An employee working less than full time is intended to be paid a salary within the range applicable to his position, but reduced to equal the percentage of full time worked.
- An employee working more than 40 hours per week, except for those on nonstandard work schedules, is intended to be paid for the hours over 40 according to a formula detailed in Chapter III.
- Where any portion of an employee's total compensation is paid in the form of housing, meals or similar allowances, it is intended that his salary be established within the applicable salary range and a deduction made for the fair value of such allowances.

In addition, each range has an additional premium range, above the maximum, access to which is intended to be limited to those employees whose performance is judged to be outstanding over an extended period of time. This premium range would be a step forward in the development of an advanced concept in salary administration for state service employees.

The completed plan is believed to be sound and equitable from the standpoint of the employees affected and to be workable as a useful management tool from the standpoint of the agencies. It is believed to provide a compensation structure and a plan for its administration which will aid significantly in improving the State's ability to attract and retain high-caliber employees, well qualified to render important public service.

PHYSICIANS AND DENTISTS

It is recommended that due to the uniqueness of positions which have as a basic requirement possession of a medical degree or dental degree, that a separate grade and salary structure consisting solely of these classes

should be established within the classified service. Since the incumbents of positions such as these are regarded as being professionals to an extent unmatched by the incumbents of other positions, a more sophisticated salary structure and plan for administration were evolved. In addition, isolating this highly professional group of positions in an extremely tight labor market allows adjustments to be made in this special structure which might very well be greater than that needed to keep the remainder of the classified service in a competitive position in the labor market.

Exhibit II-D, on the following page, presents Schedule B, the proposed salary structure for physicians and dentists.

TEACHING POSITIONS

It is recommended that all employees whether now in the classified or unclassified service, who are assigned to classroom instruction or administration, be assigned to a separate salary plan. Exhibit II-E, on the second following page, presents Schedule C, the proposed salary structure for teaching positions.

Teachers and teaching administrators have traditionally both nationally and locally been compensated on a salary plan which has the following unique features:

- Varying salary ranges depending on the level of education. For example, a teacher or administrator with a Master's degree plus 30 credits is in a higher salary range than one with only a Master's degree who in turn is in a higher range than one with only a Bachelor's degree
- A progression throughout these salary ranges of equal increments over a period of ten years.

It was felt that the schedule for the State of Maine teaching positions in the unclassified service should be structured with identical features since it is so widely used in the teaching profession.

UNCLASSIFIED SERVICE

Further analysis made of the remaining positions in the unclassified service of the State of Maine indicated that these positions could best be considered in two separate groups, those very similar to positions in the classified service and those whose nature prescribes a single salary rate.

STATE OF MAINE
 PROPOSED SALARY PLAN
SCHEDULE B - PHYSICIANS AND DENTISTS

<u>Grade</u>	<u>Title</u>	<u>Annual Salary Ranges</u>				
		<u>Minimum</u>	<u>First Quartile</u>	<u>Midpoint</u>	<u>Third Quartile</u>	<u>Maximum</u>
A.	Director, Mental Health	\$22,000	\$24,000	\$26,000	\$28,000	\$30,000
B.	Superintendent, Hospital for Mentally Ill	20,000	22,000	24,000	26,000	28,000
C.	None	18,000	19,750	21,500	23,250	25,000
D.	Physician IV Pathologist	16,000	17,750	19,500	21,250	23,000
E.	Physician III Superintendent, Tuberculosis Hospital Obstetrician Consultant X-ray Consultant	15,000	16,500	18,000	19,500	21,000
F.	Physician II Public Health Physician II	13,500	14,875	16,250	17,625	19,000
G.	Physician I Public Health Physician I	12,500	13,750	15,000	16,250	17,500
H.	Resident Public Health Dentist	11,500	12,500	13,500	14,500	15,500
I.	Dentist	10,500	11,375	12,250	13,125	14,000

STATE OF MAINE
 PROPOSED SALARY PLAN
SCHEDULE C - TEACHING POSITIONS

<u>Grade</u>		<u>No Degree</u>			<u>Bachelor</u>	<u>Master</u>	<u>Master + 30</u>	<u>Doctorate</u>	
		<u>60 CR.</u>	<u>90 CR.</u>	<u>120 CR.</u>					
I	Teachers (without degrees)	min. \$	90	\$100	\$110	-	-	-	
	Vocational Trades Instructors	max.	130	150	160	-	-	-	
II	Teachers D. C. (with degree and with certification)	min.	-	-	-	\$120	\$130	\$135	\$145
	Teacher Exceptional Children Instructor	max.	-	-	-	180	190	195	210
	Special Education Teacher								
	Vocational Trades Instructor D. C. Teacher of the Deaf								
III	Principal-Teacher	min.	-	-	-	140	150	155	165
	Assistant Principal	max.				200	210	215	225
	Institutional School Principal I								
	Curriculum Coordinator								
	Department Chairman Assistant Director								
IV	Principal	min.	-	-	-	150	160	165	175
	Director	max.	-	-	-	210	220	225	235
	Assistant Superintendent								
	Institutional School Principal II								

Note: This schedule would be used for all personnel who are in classroom instruction or administration.

- It does not include the educational specialists of the Department of Education.

Positions Similar To Classified Service

There are a number of positions in the unclassified service which in all respects resemble positions found in the classified service. Therefore, in the course of the study, these positions were reallocated to classes which already exist in the classified service. For example, there are several positions which could be classified as Clerk Stenographer II, Clerk Stenographer III, Clerk III, Administrative Secretary and Informational Representative, but which are presently called a number of different titles such as Exhibit Program Expediter, Informational Specialist and Executive Assistant. In addition, there are a number of positions in the unclassified service which do not presently exist in the classified service but which are very closely related to existing classes. Examples of this type of position are Publications Supervisor, Practical Nursing Instructor I, II and III and Cook's Helper.

Therefore, it is recommended that all of the positions which can be categorized in one of the two examples shown above should be retitled according to the concept used in the classified service and assigned a corresponding salary grade.

Exhibit II-F, on the following page, presents a listing of all of these titles and grades presently in the unclassified service which we recommend be included in the classified service in the future. The salary ranges indicated refer to the ranges shown in Exhibit II-B.

A section of the end of a computer print-out entitled State of Maine Allocation of Positions to Proposed Classifications, which was submitted with Volume I of the overall report in September 1966, lists the individual positions which have been classified in this manner.

Single Salary Rate Positions

In the classified service, there are also a number of positions with salaries fixed by the following:

- Law
- Governor and Council and/or Department Head (subject to approval of the Governor and Council)
- Commissioner of Finance and Administration (subject to approval of Governor)
- Miscellaneous Boards, Commissions and Committees.

STATE OF MAINE

PROPOSED SALARY GRADES FOR
UNCLASSIFIED POSITIONS TO BE PLACED
IN THE CLASSIFIED SERVICE

<u>Title</u>	<u>Grade</u>
Administrative Secretary	11
Aircraft Pilot I	13
Aircraft Pilot II	14
Assistant Director Information and Education	15
Assistant Supervisor	14
Bus Driver	3
Bus Driver-Custodian	2
Campsite Coordinator	14
Clerk III	8
Clerk Stenographer II	7
Clerk Stenographer III	9
Clerk-Typist I	4
Cook I	4
Cook's Helper	3
Forest Ranger I	8
Forest Ranger III	11
Forest Ranger V	17
Forest Towerman	6
House Mother	4
Informational Representative	13
Janitor-Bus Driver	2
Photography Laboratory Assistant	6
Planner I	14
Practical Nursing Instructor I	9
Practical Nursing Instructor II	10
Practical Nursing Instructor III	11
Publications Supervisor	14
Publicity Representative II	16
Publicity Writer	12
Radio Technician	10
Secretary - Public Utilities Commission	13

All of these positions were included in the overall ranking of all positions in the State service with the exception of part-time positions. Recognizing that it would be more practical to continue the practice of assigning a single rate to these positions, a rate for each position was developed which approximates the midpoint of the range in which the position was slotted. The exception to this proposal is in the case of the Assistant Attorney General positions. Here it is felt that two levels of Assistant Attorney Generals should be recognized. Level I would be less experienced and would be assigned to cases of a more routine nature. Level II would be for a more experienced individual who would be assigned more difficult and complex cases.

Exhibit II-G, on the following pages, presents Schedule D, a proposed salary plan for these single salary rate positions in the unclassified service.

In order to ensure that movement into the proposed salary plan be within reasonable limits, it is suggested that increases be limited to no more than \$2,000 per year.

STATE OF MAINE
PROPOSED SALARY PLAN
SCHEDULE D - UNCLASSIFIED SERVICE

<u>Annual Salary</u>	<u>Title</u>
\$21,000	Chairman - Highway Commission Commissioner - Economic Development Commissioner - Education Commissioner - Finance and Administration Commissioner - Health and Welfare Commissioner - Mental Health and Corrections
\$17,500	Attorney General Chairman - Employment Security Commission Chairman - Public Utilities Commission Commissioner - Banking Commissioner - Forestry Commissioner - Inland Fisheries and Game Commissioner - Sea and Shore Fisheries Legislative Research Director Personnel Director Public Improvements Director State Budget Officer State Controller State Police Chief State Tax Assessor
\$15,000	Adjutant General Assistant Director - Legislative Research Business Administrator - Liquor Commission Chairman - Industrial Accident Commission Commissioner - Agriculture Commissioner - Insurance Deputy Attorney General Director - Aeronautics Commission Director Transportation - Public Utilities Commission Director - State Parks and Recreation Employment Security Commission Member (2) Executive Secretary - Sardine Tax Committee Legislative Finance Officer Manager - Industrial Building Authority Public Utilities Commission Member (2) Purchasing Agent Secretary - Retirement Board Secretary of State State Auditor Treasurer of State

<u>Annual Salary</u>	<u>Title</u>
\$12,000	Assistant Legislative Finance Officer Chairman, Liquor Commission Civil Defense Director Commissioner - Indian Affairs Commissioner - Labor and Industry Commissioner - Veterans Services Examiner - Chief Accountant - Public Utilities Commission Commission General Counsel - Public Utilities Commission Industrial Accident Commission Member (2) State Librarian State Police - Deputy Chief
\$10,000	Deputy Adjutant General Executive Director - Board of Registry of Nurses Executive Secretary - Committee on Problems of Mentally Retarded Executive Secretary - Highway Safety Committee Liquor Commission Member (2) Manager - Maine State Ferry Service
\$9,000	Chief Inspector of Boilers and Deputy Inspector of Elevators Supervising Elevator Inspector and Deputy Boiler Inspector
\$9,500 - \$13,000	Assistant Attorney General II
\$7,500 - \$10,500	Assistant Attorney General I
\$6,000	Highway Commissioner (2)

III - SALARY ADMINISTRATION
POLICIES AND PROCEDURES

III - SALARY ADMINISTRATION POLICIES AND PROCEDURES

This chapter discusses the various procedures to be followed by the State of Maine to implement the proposed salary structures and the policies and procedures recommended for the most effective use of the plan in the future.

PLACEMENT INTO THE PROPOSED PLAN

As previously noted, the classification and grading process for the State of Maine resulted in the development of four different salary schedules covering:

- Regular classified service and certain unclassified positions which very closely resemble the classified service
- Physicians and dentists
- Teachers
- Single rate unclassified positions.

Since the groups of positions allocated to these schedules are essentially different from the others, it was deemed desirable to develop separate proposed plans for repositioning the employees in each schedule from their position in the current salary plan into a new position in the proposed salary plan.

Classified Service - Schedule A

Positions in the regular classified service allocated to Schedule A should be placed at the lowest salary step in the proposed pay grade which is greater than their current salary. If the new salary step should result in a salary increase which is less than the regular step-to-step increment for that pay grade, the position would be moved to the next highest step in the proposed pay grade. No position at the C, D or E steps of the present plan would be repositioned lower than the B step of the proposed plan. No position at either the X or Y steps of the present plan would be repositioned lower than the C step of the proposed plan.

For example, a Clerk-Stenographer II at Step C of Grade 8 presently earns \$77.50. According to the above formula, the incumbent would move to the next higher rate in proposed Grade 7 which is Step A, \$80. However, this is only an increase of \$2.50, which is less than the normal step-to-step increase of \$4 for Grade 7. Therefore, the move is made to Step B, \$84. Also, this incumbent would be positioned no lower than Step B since she is presently in Step C of the present plan.

An Informational Writer presently in Grade 17, Step A at \$109 would move to Step A in proposed Grade 12 or \$116. Since this increase equals the normal step-to-step increase of \$7 for Grade 12, this is the final placement in the new structure.

Highway Maintenance Personnel

Highway Maintenance personnel are presently paid on a special system which includes only three salary steps; a starting salary Step A; a salary increase after eight years (Step B) and a salary increase after seven additional years (Step C). It is proposed that these personnel be included in the regular classified service salary plan.

Positions presently assigned to the classes of Highway Maintenance Man I, II, IIA, III and IV and Highway Foreman I and II which have been reallocated to the classes of Highway Maintenance Man I, II, III, IV, and V and Highway Foreman I and II should be repositioned in the proposed salary plan according to the following procedure:

<u>Proposed</u> <u>Class Title</u>	<u>Present</u>		<u>Proposed</u>	
	<u>Grade</u>	<u>Step</u>	<u>Grade</u>	<u>Step</u>
Highway Maintenance Man I	5	A	4	A
Highway Maintenance Man I	5	B	4	B
Highway Maintenance Man I	5	C	4	C
Highway Maintenance Man II	7	A	5	B
Highway Maintenance Man II	7	B	5	C
Highway Maintenance Man II	7	C	5	D
Highway Maintenance Man III	8	A	6	A
Highway Maintenance Man III	8	B	6	B
Highway Maintenance Man III	8	C	6	C
Highway Maintenance Man IV	10	A	7	B
Highway Maintenance Man IV	10	B	7	C
Highway Maintenance Man IV	10	C	7	D
Highway Maintenance Man V	14	A	9	C
Highway Maintenance Man V	14	B	9	D
Highway Maintenance Man V	14	C	9	E
Highway Foreman I	14	A	10	B
Highway Foreman I	14	B	10	C
Highway Foreman I	14	C	10	D
Highway Foreman II	19	A	11	D
Highway Foreman II	19	B	11	E
Highway Foreman II	19	C	11	F

For purposes of repositioning and for future use in computing earnings of Highway Maintenance personnel, the weekly salaries shown in Schedule A should be divided by 40 and rounded to the nearest cent to arrive at the equivalent hourly rate. There is no intent to imply here that Highway Maintenance personnel who normally work in excess of 40 hours per week be changed to a 40-hour schedule.

Classified Service - Schedule B

Positions in the classified service allocated to Schedule B should be repositioned in the proposed salary plan according to the following procedure:

- Employees whose present salaries are below the minimum of the proposed pay scale would move to the minimum of the proposed pay scale.
- Employees whose salaries are between the minimum and the first quarter point of the proposed pay scale would move to the first-quarter point.

- Employees whose salaries are between the first-quarter point and the midpoint would move to the midpoint.
- Employees whose salaries are between the midpoint and the third-quarter point would move to the third-quarter point.
- Employees whose salaries are between the third-quarter point and the maximum would move to the maximum.
- Employees whose salaries are above the proposed maximum would remain at their present salaries.
- Any employee being moved from the present to the proposed structure should receive no less than a 5 per cent increase.
- No increase should result in a salary beyond the maximum of the pay scale.

For example, a Physician III presently in Grade 37, Step C at \$305 would move to the first-quarter point or approximately \$317. Since this does not represent a 5 per cent increase, his new salary would be increased to 5 per cent above \$305 or approximately \$320.

Unclassified Service, Teaching Positions - Schedule C

Teaching and administrative positions in the unclassified service which have been allocated to Schedule C should be repositioned in the proposed Schedule C in exactly the same relative position as they hold in the present plan. For example an individual on the eighth step of the present plan would be repositioned to the eighth step of the proposed plan.

Teachers whose positions are presently in the classified service should be placed into the proposed Schedule C at the next highest salary level. If, as for the other classified service positions, the salary increase which results is less than the regular annual increment for that teacher's salary category, the position should be moved to the next higher step on Schedule C.

Unclassified Service - Positions Similar To Classified Service

It has been noted already in this report that there are a number of positions presently in the unclassified service which are notably similar to a number of positions in the classified service. It is felt that some of these positions were originally placed in the unclassified service in order to circumvent the salary restrictions which would be imposed had the position been properly allocated to the classified service. Since the proposed salary structure for

the classified service should place the State of Maine in a competitive position in the labor market, it is recommended that these positions (listed in Exhibit II-F) be reallocated into the classified service. There is no apparent reason for having them included in the unclassified service when considered from the standpoint of position content.

Repositioning the incumbents of these positions into the new structure should be accomplished by the procedure described for positions in the regular classified service - Schedule A.

If a decision is made to retain these positions in the unclassified service, repositioning should be done by the procedure recommended for the Physicians and Dentists in Schedule B.

Unclassified Service - Schedule D

It is recommended that those positions in the unclassified service whose salaries are fixed by various laws, committees, boards, etc. mentioned in Chapter II be the subject of proper administrative and legislative action to bring these salaries into line with the proposals made in this report. In many cases, a statutory change will be required to effect the proposed salary.

ADMINISTRATION OF THE PROPOSED PLAN

The orderly administration and continued maintenance of the proposed salary plan requires the establishment of specific policies and procedures designed to accomplish these purposes. The recommendations proposed for the administration of the salary plan have been formulated with the basic premise that the monetary values assigned in the various salary schedules make them extremely competitive and so the policies and procedures by which the salaries are administered must also be modern and less restrictive than the old policies.

In the following section of the chapter are recommendations concerning the administration of positions assigned to the various schedules.

Hiring Rates

The minimum salary of the range assigned to a class in Schedule A should normally be a satisfactory rate at which to recruit and hire new employees in the class. Most hiring at present is done at the minimum, although the mechanics exist in the rules for hiring at a higher step. However, to adjust to economic changes in the labor market, it is recommended that the appointing authorities be permitted to hire at Step B or C, if necessary, to secure

qualified employees. The prior approval of the Personnel Director should be required to hire an individual above Step C. Similarly, appointing authorities should be permitted to hire up to the midpoint of Schedule B to secure qualified physicians and dentists with the Personnel Director's approval required above the midpoint.

In hiring for teaching positions on Schedule C, the appointing authority should give credit on the pay scale for the number of years of valid teaching experience the new employee brings to State service.

Similar authority should be granted the appointing authorities to compensate for valid prior experience. Thus, the Commissioner of Health and Welfare would be permitted to hire a Social Worker I with several years of equivalent experience as a Social Worker in another public jurisdiction at a rate higher than that offered to individuals with only a bachelor's degree and no experience.

New employees with marginal qualifications, or new employees engaged as trainees, should be hired at rates up to 10 per cent below the minimum; however, their salaries should be increased to the minimum by the end of their probationary period, or they should be demoted or dismissed.

Economics or competitive conditions in specific local areas should be compensated for by hiring at above the minimum salary when necessary. This procedure eliminates the need for so-called area differentials where it is suspected that the labor market is higher than in the rest of the State. For example, a Clerk-Stenographer II could be hired in the Portland area, if necessary, at Step B, while the hiring rate remained at Step A for the rest of the State.

Performance Appraisal And Salary Increases

It is essential that an employee evaluation system be made an integral part of the salary administration program. Presently, salary increases are awarded on an automatic basis in the following manner.

- Step A - Hiring Rate
- Step B - Six months after employment
- Step C - One and one-half years after employment
- Step D - Two and one-half years after employment
- Step E - Three and one-half years after employment

- Step X - Eight years after employment
- Step Y - Fifteen years after employment.

Salary increases are seldom, if ever, either withheld or denied. All employees receive the same increases with no consideration given to individual levels of performance on the job. Since there is no formal system to appraise the performance of employees in conjunction with their salary increases, the employees are not motivated to strive for higher levels of performance. This becomes a more critical problem in the higher levels of the classified service where employees are regularly required to exercise independent judgment, make decisions and accept greater responsibilities in the management of State government. It is in these levels, particularly, that higher performance is desired to achieve the greatest possible efficiency in government administration.

It is recommended that performance be appraised and salary reviewed according to the following schedule in the proposed plan.

- Step A - Normal hiring rate
- Step B - Six months after employment
- Step C - One and one-half years after employment
- Step D - Two and one-half years after employment
- Step E - Three and one-half years after employment
- Step F - Five years after employment
- Step G - Seven years after employment

When an individual is hired at a rate above the minimum, it should be assumed for review purposes that he has had the amount of employment represented by that step. Thus, if a person was hired at Step C, his next review would come in one year.

Salary increases should only be granted to those employees whose performance meets standards of satisfaction which have been established by the departments. It should not be an extremely rare and unusual occurrence for increases to be denied because a supervisor is dissatisfied with an employee's level of performance. Similarly, salary increases should be denied to supervisors who, in the opinion of their supervisors, have not properly appraised their subordinates and practiced a system of true merit increases.

Each employee's performance should be appraised by his immediate supervisor and reviewed by at least the next highest supervisor. However, a minimum organization level such as division head should be established for making and reviewing appraisals and salary increase recommendations.

In those instances when an increase has been denied or delayed because of an unsatisfactory level of performance, the employee should only be granted the privilege of requesting a review of the decision at the next higher supervisory level than those already involved in the decision.

Exceptional performance within the salary range could be recognized by granting a two-step increase or by shortening the review period at the recommendation of the department head with the approval of the Personnel Director.

In the future, when all levels of supervision have become effective in the use of the personnel evaluation system, and gain experience in making sound administrative judgments (such as withholding or doubling increases), it is hoped that the State could consider changing its entire salary plan to one with no specific steps based on length of service, but rather one in which various per cent salary increases are awarded based solely on the employee's level of performance and the position of his salary in the range. In a plan such as this, an employee might be rewarded with salary increases as shown in the following guidelines:

Where The Employee's Performance Is Rated:	Salary Increases Should Be Granted In Approximately The Following Amounts, Depending On Whether The Employee's Salary Is In:		
	The Lower Half Of The Range	The Third Quartile Of The Range	The Fourth Quartile Of The Range
Outstanding	Up to 8%	Up to 6%	Up to 5%, not to exceed the maximum
Fully Adequate	Up to 6%	Up to 4%	Up to 3%, not to exceed the maximum
Acceptable	Up to 3%	Up to 2%, not to exceed the maximum of the third quartile	No increase
Unsatisfactory	No increase, or discretionary up to 2%	No increase	No increase

The Premium Range

In Chapter II, reference was made to the introduction of a significantly new concept in public salary administration known as the premium range. This is a special kind of salary added to the maximum of the range, which only a very limited number of employees will attain because of the strict standards imposed, i. e. , performance judged to be outstanding over an extended period of time.

The premium range would be placed into effect only after a personnel evaluation system is well developed in Maine. Then, supervisors and department heads would be responsible for doing a special evaluation on employees who have reached the maximum of their salary range. After being at the maximum of their salary range for three years, employees would be eligible for a salary increase to somewhere within the premium range. However, only up to 50 per cent of the employees in any department who are at the maximum would be eligible for advancement into the premium range at any given time. In addition, no more than 5 per cent of the total number of employees in the department could ever be in the premium range at one time. Those employees who are recommended by their supervisor as providing superior service over an extended period, as documented by performance appraisal records in their personnel files, and approved by the department head could be advanced into the premium range. The increase into the premium range should normally only be a partial move and not to the upper limit of the premium range.

Promotional Increases

Under the present system, when an employee is promoted to a class in a higher pay grade, his new salary is the step in the new pay grade which is just higher than his present salary or the minimum of new grade, whichever is greater. Due to the different number system of the proposed salary plan, it would mean that an employee could receive an extremely small increase, even as low as 2 or 3 per cent. Promotional increases are normally awarded to recognize an increase in responsibility being placed on an individual moving into a new position. Therefore, it is recommended that an employee receiving a promotional increase be moved to the next higher salary in the new pay grade. However, should this movement result in an increase of less than 5 per cent, he should be moved to the next higher step thereby assuring the individual that he will be properly rewarded for his increased responsibilities.

Reclassification Of Positions

There are occasions when it is decided to reallocate a position to another pay grade based on a reanalysis of the duties and responsibilities of the position. In the cases when a position is reallocated to a higher pay grade, the employee should be repositioned in the new grade at the salary step just higher to his present salary. Upon the recommendation of the appointing authority and the approval of the Personnel Director, additional credit for years of service might be recognized. Thus, if a position with an employee at Step C, Grade 3, \$66 per week, was reallocated to Grade 4, the employee would normally move to Step B, Grade 4, or \$67 per week. With proper recommendation and approval, the employee could be repositioned in the same Step C he occupied in the lower grade. In no case should he be repositioned at a higher step.

In the unlikely or rare event that a position is reallocated to a lower pay grade, the employee should be repositioned in the lower grade at his present salary, even though this is not one of the steps of the new grade. If the salary was raised to the next higher step in the lower grade, it would in reality cause the employee to receive a salary increase when in effect he is involved in a demotion.

Pay Differential

Under the present compensation plan in the State of Maine, there is no provision for the payment of any extra compensation for working during hours designated as "second shift" or "third shift." Since no employees receive this extra compensation, there is, of course, complete equity at this time. It is further recommended that this concept of equity be retained in the future. Therefore, should any employees who work a second or third shift be considered for a differential, all employees (with the exception of law enforcement officers) who work such a schedule should be granted the differential. Inequities in this area occur when nurses and psychiatric aides are granted extra compensation for the inconvenience experienced by working other than the normal "first shift" but data processing personnel who regularly work from 5:00 p.m. to 1:00 a.m. are completely ignored.

In lieu of all getting the differential, none should be so compensated.

Hours Of Work

It should be noted that there is no intent in this study, by design or by implication, to convey the impression that a total 40 hour week should be worked by all employees. It is realized that many institutions and departments require extended work weeks due to a number of factors such as

inability to hire sufficient numbers of people to properly staff the institution. Any reference made to a salary or work week, however, is on the basis of 40 hours for the sake of consistency. Therefore, if it is necessary to have employees work 48 hours per week to staff a hospital at present or to work a nonstandard work week, it can only be assumed that it will be necessary to continue to work 48 hours or a nonstandard work week in the future. It may very well be that the improved salary plan will be sufficiently attractive to prospective employees that an increased staff may result in a reduction in the hours worked each week sometime in the future.

Appointing authorities should be continually studying the need for increased or decreased hours of work. It was not within the scope of this present study, however, to report on this aspect of personnel management.

Special arrangements are recommended for administration of the hours of work for the Highway Department personnel.

- For Highway Maintenance men I - V the employees would continue to be paid on an hourly basis. If the Department wishes to continue the standard work week as 45 hours they should do so, calculating the salary on the basis of the hourly rate. However, employees should receive time-and-one-half salary for all time over 40 hours.
- The salary administration for employees in the classification of Highway Foreman I and II, who are now on a weekly salary for any hours worked as necessary, should be placed into a revised system. These employees should be expected to work a five-day week. During some times of the year it is understood that the work day may extend to 10 or 12 hours, but is considered as a single working day. This concept of a day should continue. However, if a foreman works an extra half day or full day, he should be paid for this time on a straight time basis, in the same manner as Engineers. If, because of rain or other weather reasons, the employee does not work on a regular week day, and a Saturday becomes his fifth day, he would be paid his basic five-day weekly salary. If he works the full five days plus added time, he would be paid on the basis of a full day or half day for overtime.
- The work day and plan for pay for the Civil Engineer classes would be the same as at present, using the standard work day and extra half day or full day as the basis for paying overtime for them.

Overtime

Approved overtime is ordinarily liquidated under the present rules by compensatory time off, or, when this proves to be impossible, by a cash

payment at a straight time rate. There are, however, a large number of employees in classes such as Highway Maintenance Man I and Psychiatric Aid I whose ordinary work week exceeds 40 hours on a regular basis. Employees on an hourly rate are presently compensated on a straight time basis for hours worked in excess of 40. Those employees on a weekly salary rate are advanced one pay grade for each two hours of overtime worked, or just slightly in excess of straight time for hours worked in excess of 40.

It is recommended that the rule be changed to provide cash payment for all properly approved overtime worked according to the following schedule:

- Employees whose base salaries are less than \$150 per week should receive time and one-half for all overtime which has been approved in advance by two immediate levels of supervision.
- Employees whose salaries range from \$150 to \$225 per week should receive straight time for all overtime which has been planned and approved in advance by the appointing authority. No cash payment should ever be made for casual overtime but compensatory time off for casual overtime could be granted at the discretion of the appointing authority. Compensatory time off on an hour-for-hour basis should not be practiced.
- Employees whose salaries exceed \$225 per week should not receive cash payment for overtime. Compensatory time off should be granted at the discretion of the appointing authority for extended overtime of a tedious nature.
- Seasonal or part-time employees should be paid on the basis of straight time for overtime.

Employees who use earned sick leave for part of the work week and work overtime in another part of the work week should receive overtime payment for the overtime worked. Employees should not be required to substitute any or all overtime for sick leave. Thus, an employee who worked eight hours on Monday, was ill on Tuesday and used eight hours of sick leave to cover Tuesday and then worked eight hours on Wednesday, Thursday, Friday and Saturday would have a basic 40-hour work week plus eight hours of overtime on Saturday for which he should be compensated at the full overtime rate for his salary level.

It should be realized that as employees rise in the job hierarchy of the State of Maine, they assume duties and responsibilities of a management nature not all of which may be fulfilled in exactly 40 hours. These employees should be made to realize that it becomes their responsibility to see that these duties are performed in an expeditious manner even though it means extending the work day when required. It should not be expected that this overtime would be compensated for on an hour-for-hour basis.

On the lower end of the hierarchy, however, it is reasonable for employees to expect to be compensated for overtime on a cash basis. All modern trends, including public administration, point toward compensation on the basis of time and one-half, after 40 hours.

Payment For Work Performed

There are occasions when an employee is required to work temporarily in a classification which is higher than the one at which he is normally paid. As an example, a Highway Maintenance Man II may be required to perform the duties of a Highway Maintenance Man IV.

It is recommended that, in any pay period, an employee should be paid at the rate at which 50 per cent or more of the work was performed. Thus, if the Highway Maintenance Man II worked 23 or more hours as a Highway Maintenance Man IV in a week in which he worked a total of 45 hours, he would be paid the Highway Maintenance Man IV rate. If he worked less than 23 hours as a Highway Maintenance Man IV, he would be paid the Highway Maintenance Man II rate.

It should be noted that this situation refers only to the labor and trade classes. It does not mean that a Clerk II who performs as a Clerk III will be paid at the Clerk III rate. It also refers only to situations in which an employee performs work at a level higher than his normal rate. In no case should the Highway Maintenance Man IV be dropped to the Highway Maintenance Man II rate unless it is a permanent demotion.

Anniversary Date

Because of the changes in the proposed plan, it is suggested that all employees already employed when the plan is put into effect, have their employment anniversary date for pay purposes changed to the date of implementation of this plan. New employees would use their employment date for this purpose.

SPECIAL SALARY ADMINISTRATION PROVISIONS

In the review of the varying classes comprising service for the State of Maine, there are several areas wherein it is proposed that special administrative techniques be instituted which vary somewhat from the normal for all State employees. The specialized nature of these areas makes the proposed recommendations a more logical manner in which to attain a high level of modern administration in these areas.

Education Specialists

In the reclassification part of this study, it was suggested that the positions of Educational Specialist I and II be combined, as there has been no real difference in the work of each. However, for salary purposes, it is suggested that Education Specialists, who deal on a daily basis with academic administrators and teachers in the local school districts, many of whom hold advanced degrees and are paid on a salary scale according to the degree held, be paid in a similar manner. Although it is suggested that these personnel continued to be paid as classified personnel, i. e. , on the basis of Schedule A, it is recommended that they be paid at higher rates for attaining advanced degrees, as follows:

- Four per cent additional compensation for the earned Master's degree
- Ten per cent additional compensation for the earned Doctorate degree.

In this way, the State Department of Education may be able to attract and keep personnel in the Education Specialist positions, who have completed advanced education, a recognized achievement in the education field.

Although advanced education does not automatically mean that one employee is better than another who does not have it, advanced degrees are an accepted achievement in the education field and should be so recognized.

Physicians' And Dentists' Salary Plan - Schedule B

As mentioned in Chapter II, the professional standing of physicians and dentists is such that a completely different salary plan was developed which consists solely of a minimum rate and a maximum rate. A first and third quarter point and a midpoint are useful as guidemarks for salary administration.

It is recommended that all physicians and dentists whose positions are assigned to Schedule B have further salary considerations conducted on a purely merit basis with per cent increases being awarded solely related to the level of performance on the job and the present position in the salary range. Guidelines for this procedure have been presented in the section above wherein performance appraisals and salary increases were described.

As an incentive to attain higher professional standing, it is recommended that any physicians below the level of Physician IV who are certified by the American Board of Psychiatry and Neurology should receive an additional \$1,000 per annum above and beyond the proposed salary range.

Teaching Positions

The salary ranges proposed in Exhibit II-E for the teaching positions consist of a minimum and a maximum salary. It is proposed that progress from the minimum to the maximum proceed in 10 equal increments which would be awarded in 10 consecutive years based on normal satisfactory performance. As with the classified service, it is recommended that these increments not be awarded solely on the basis of tenure but on the basis of performance on the job. Therefore, normal performance should result in the normal increment. Outstanding performance might result in a double increment being awarded. Less than satisfactory performance might result in an increment being withheld for a certain period of time or until performance reaches a satisfactory level.

IV - SUMMARY

IV - SUMMARY

This chapter summarizes the proposed salary structures of the State of Maine and the basic policies and procedures which have been proposed for salary administration.

SUMMARY OF RECOMMENDATIONS

The following conclusions and recommendations emerged from this study.

Salary Structures

As a result of the detailed study of all classified and most unclassified positions in the State of Maine, separate salary structures were developed for the following groups of positions:

<u>Salary Plan</u>	<u>Type Of Positions</u>
Schedule A	All regular classified positions including positions currently unclassified but which should be classified.
Schedule B	All physician and dental positions in the classified service.
Schedule C	All teaching and education administrative positions in the unclassified service.
Schedule D	Top-level, single rate positions in the unclassified service.

As shown, a number of positions in the unclassified service were found to be directly related to the classified service and so were proposed for Schedule A salary ranges.

Salary Administration Policies And Procedures

Specific recommendations on policies and procedures were proposed in the area of salary administration and covered the following:

- The repositioning of all positions in State service from their present salary plan to the proposed plan
- Hiring new employees
- Performance appraisal and its relationship to salary increases
- The premium range which has been added to the maximum of the normal range
- Promotional increases
- Reclassification of positions
- Differentials for working second or third shifts
- Hours of work
- Overtime payment
- Pay for work actually performed in certain classes
- Anniversary Date
- Special salary administration provisions for Education Specialists, physicians, dentists and teaching positions in the unclassified service.

It is believed that the proposals contained in this report constitute a total pay plan which is equitable at all pay levels, competitive in the labor markets in which the State competes, and enables the State to attract, retain, motivate and reward a competent work force.

* * * * *

It is recommended that the Legislative Research Committee approve the recommendations contained in this report in principle and in detail and recommend to the Legislature their immediate adoption.

APPENDIX A

INTERIM REPORT OF SALARY PLAN - DECEMBER 1965

STATE OF MAINE
PRELIMINARY COMPARISON OF
SALARY PLAN WITH
OTHER GOVERNMENTAL JURISDICTIONS

STATE OF MAINE

PRELIMINARY COMPARISON OF
SALARY PLAN WITH
OTHER GOVERNMENTAL JURISDICTIONS

December 1965

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

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

December 29, 1965

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

Dear Mr. Jalbert:

We are pleased to forward herewith the report of our preliminary comparison of the salary plan of the State of Maine with the plans of other governmental jurisdictions.

This project was conducted at the beginning of the overall study of personnel administration at the specific request of the Legislative Research Committee because of the concern of the Committee members over reports from various agency heads of their inability to hire and retain qualified personnel. This inability was attributed, in large measure, to the low salaries paid by the State of Maine as compared with those paid by other governmental jurisdictions and private business.

The Committee wanted to have a preliminary salary study conducted in order to have some facts available for possible use during the special session of the Legislature called for January 1966.

We have enjoyed serving the Legislative Research Committee in this initial phase of the study and wish to express our appreciation for the cooperation extended to us.

Very truly yours,



CRESAP, McCORMICK and PAGET

INTRODUCTION

INTRODUCTION

This chapter states the objectives of this preliminary phase of the overall study of personnel administration for the Legislative Research Committee of the State of Maine, the approach employed, and the organization of this report.

OBJECTIVES OF THE STUDY

- The basic objectives of the study included the following:
 - To conduct a preliminary survey of neighboring governmental jurisdictions to determine the salaries paid to the employees in the classified service of these jurisdictions
 - To compare these data with the salary plan of the State of Maine implemented on December 25, 1965, and to determine the extent of the deviations, if any, in general salary levels
 - To recommend an immediate plan of action for possible use by the Legislative Research Committee during the special session of the Legislature called for January 1966
 - To estimate the approximate cost of any recommendation.

APPROACH

- The following approach to the study was employed.
 - Salary data for all New England States, the United States Government and three other states were extracted from the annual survey conducted by the Public Personnel Association entitled Pay Rates In The Public Service - Survey Of 78 Common Job Classes In A Selected Group Of Governmental Jurisdiction In The United States And Canada.
- A personal survey was conducted by members of the Personnel Department, under the direction of the consultants, in the states of Connecticut, New Hampshire, Rhode Island and Vermont.

INTRODUCTION (Cont'd)

- All of the salary data thus collected were analyzed by the consultants.
- Comparative data were also collected for these states on 1964 per capita personal income from the Survey Of Current Business, United States Department of Commerce, Office of Business Economics, to determine if other factors were important to consider in appraising salary comparisons.

ORGANIZATION OF THIS REPORT

- Following this introduction, the balance of this report is organized into the following sections:
 - Analysis Of Salary Survey Data
 - Recommended Plan Of Interim Action.

ANALYSIS OF SALARY SURVEY DATA

ANALYSIS OF SALARY SURVEY DATA

This chapter presents the results of the analysis of the data collected from the Public Personnel Association Survey and the personal survey conducted in Connecticut, New Hampshire, Rhode Island and Vermont.

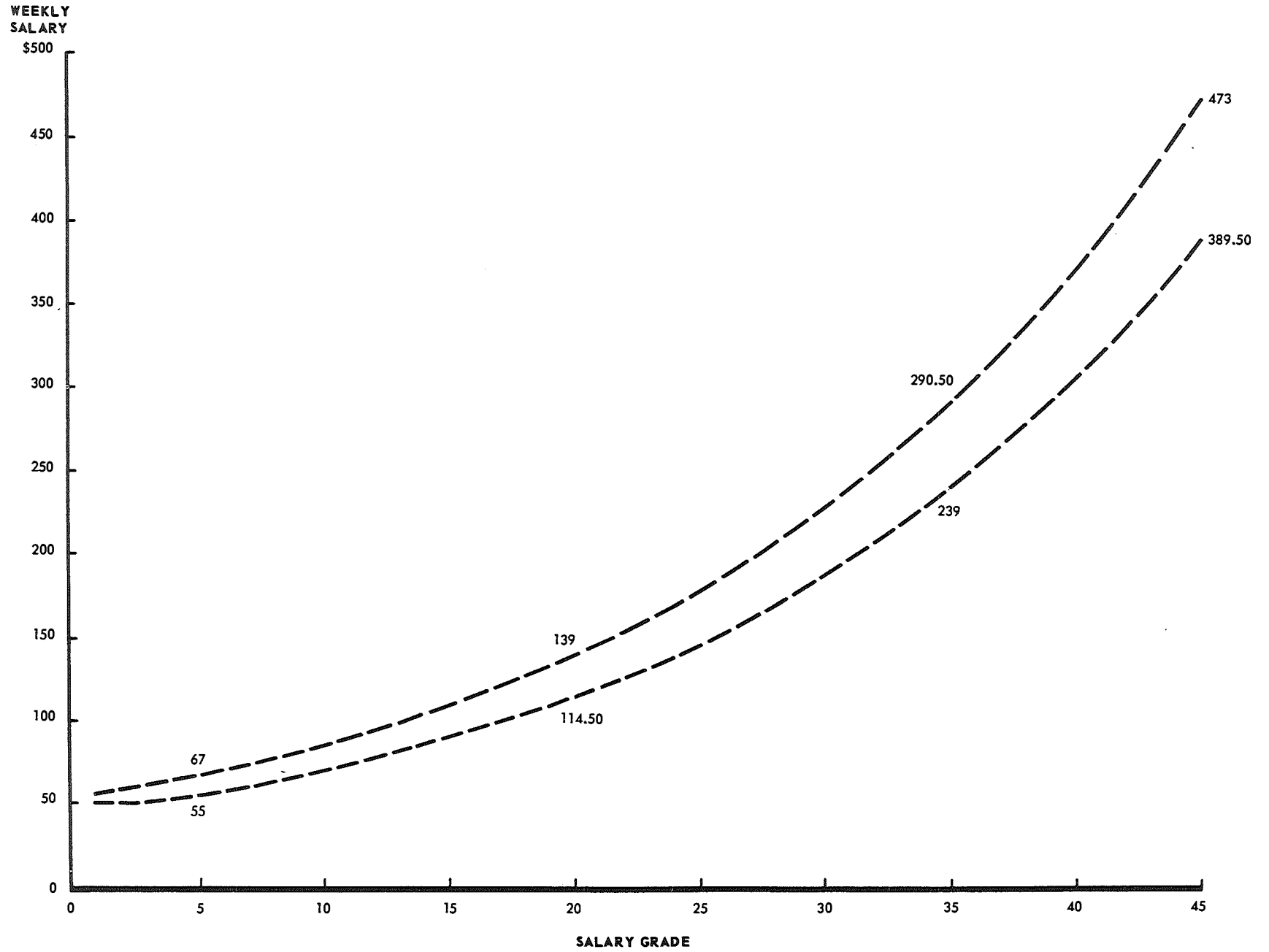
SALARY TREND LINES

A series of salary trend line exhibits has been calculated, using the formula of least squares, to illustrate the mathematical variance between the State of Maine salary plan approved by the 102nd Legislature, effective December 25, 1965, and the salary plans of the other governmental jurisdictions.

- Exhibit 1, on the following page, shows the State of Maine salary plan effective December 25, 1965, showing the minimum and maximum rates at Salary Grades 5, 20, 35 and 45.
- Exhibit 2 compares the same salary trend lines for the State of Maine with the salary trend lines representing the average of the New Hampshire and Vermont salary plans.
 - o Minimum and maximum rates have been shown at Grades 5, 20, 35 and 45 also.
 - o Overall, the combined New Hampshire and Vermont salary structure is somewhat higher than Maine, particularly at the lower grades.
 - o At Grade 5, the New Hampshire and Vermont levels are about 15 per cent higher than Maine levels, while at Grade 35, the other two states are only about 2 per cent above Maine.
 - o Of the two states, the New Hampshire salaries are higher than Vermont.

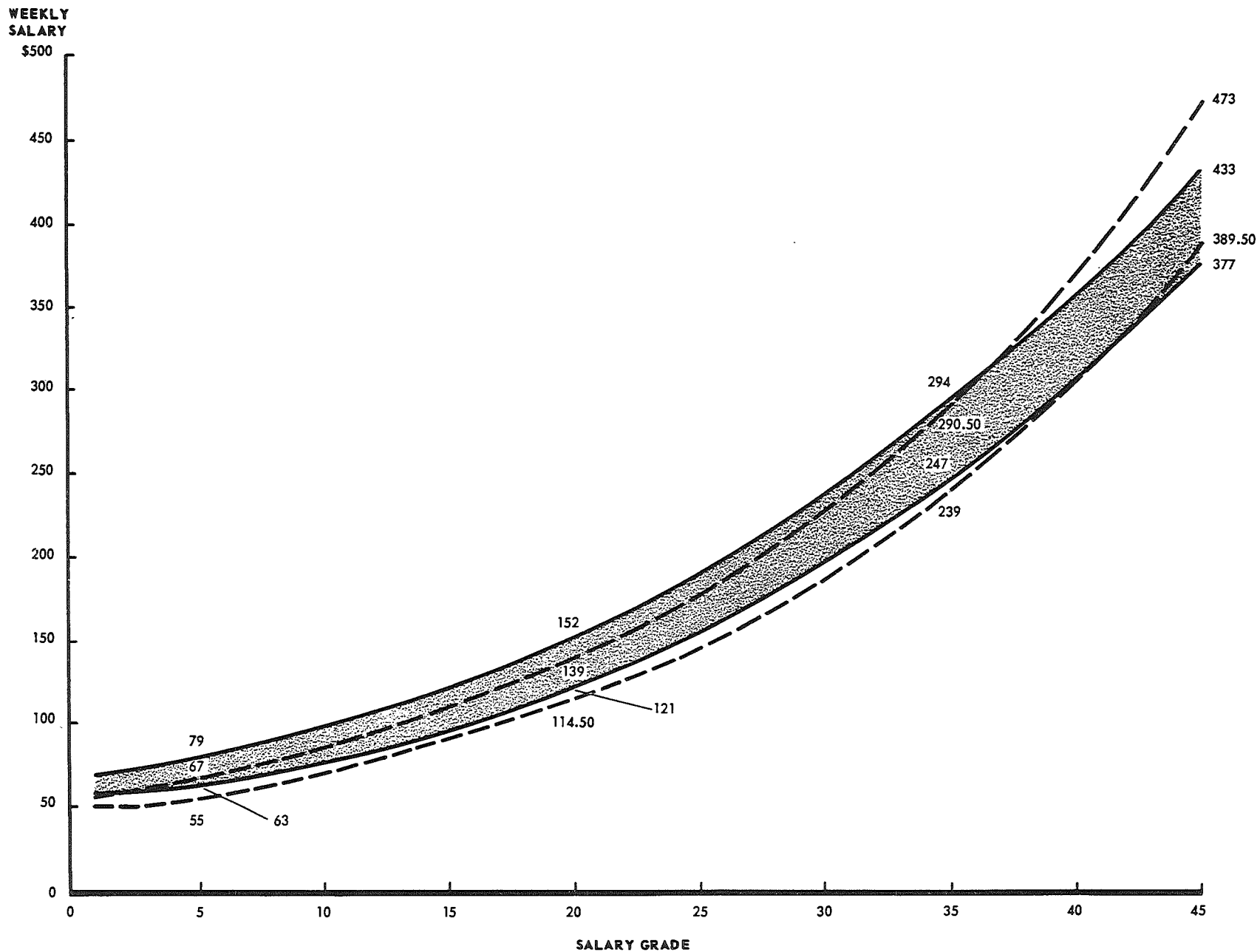
STATE OF MAINE
SALARY TREND LINES

DECEMBER 25, 1965



**SALARY TREND LINES
STATE OF MAINE COMPARED WITH
NEW HAMPSHIRE AND VERMONT (AVERAGE)**

DECEMBER 25, 1965



ANALYSIS OF SALARY SURVEY DATA (Cont'd)

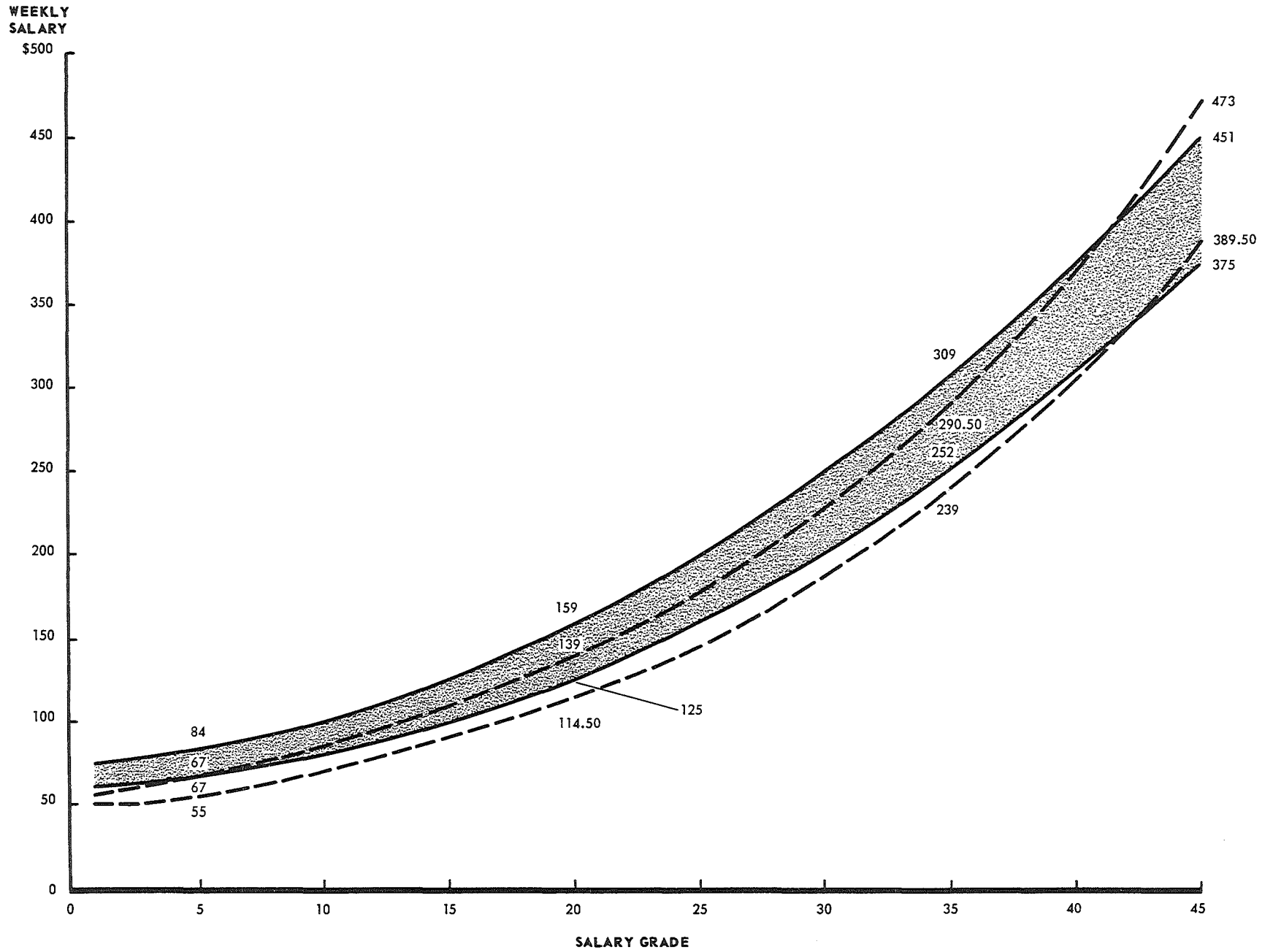
- Exhibit 3 compares the State of Maine salary plan with the salary trend lines representing the average of the salary plans of the other five New England States.
 - o Massachusetts and Connecticut are considerably higher than New Hampshire and Vermont, with Connecticut the highest.
 - o Rhode Island is lower than New Hampshire and Vermont.
 - o It is interesting, however, that Rhode Island is higher than Maine at the lower grades, but lower from Grade 20 and up.
- Exhibit 4 compares the State of Maine salary plan with the salary trend lines representing the United States Government, which, as expected, is significantly higher than Maine.

OBSERVATIONS

- Without exception, the salary trend lines cited above, depicted in Exhibits 2, 3 and 4, appear to fall above the salary trend lines for the State of Maine through Salary Grade 35.
 - Only 30 of the 7,822 Maine employees in the classified service, as reported by the Personnel Department on December 15, 1965, are classified above Salary Grade 35, or less than 0.5 per cent of the total.
 - Where the Maine trend lines appear to rise above the other lines, it should be noted that a minimal amount of data was collected in this survey on these higher-level job classes above Salary Grade 35.

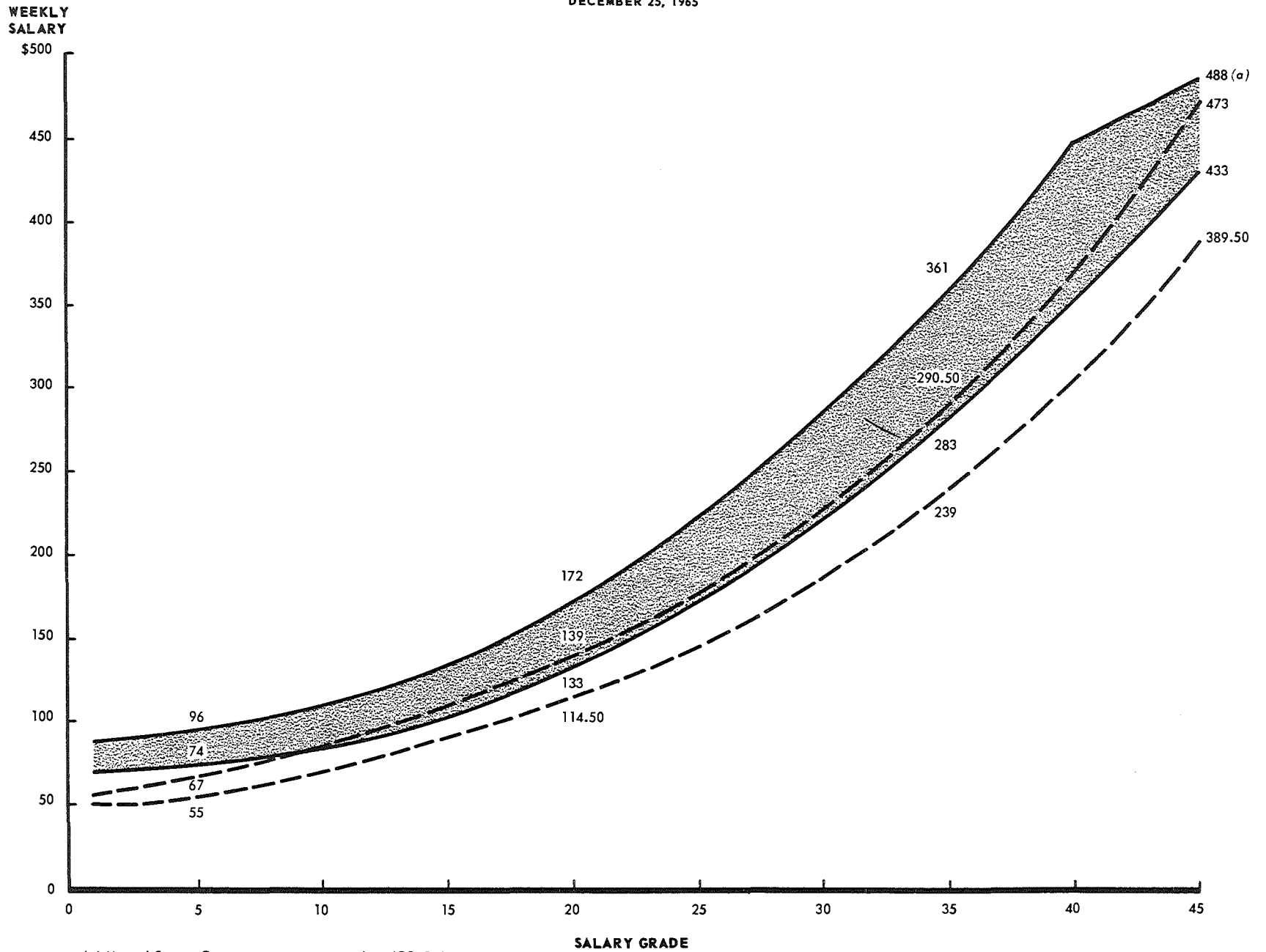
**SALARY TREND LINES
STATE OF MAINE COMPARED WITH
FIVE NEW ENGLAND STATES (AVERAGE)**

DECEMBER 25, 1965



SALARY TREND LINES
 STATE OF MAINE COMPARED WITH
 UNITED STATES GOVERNMENT

DECEMBER 25, 1965



(a) United States Government maximum salary (GS-18)

ANALYSIS OF SALARY SURVEY DATA (Cont'd)

- The deviation between the Maine trend lines and the other trend lines at various salary grade levels is as follows:

Salary Grade	Per Cent Higher Or (Lower) Than Maine					
	New Hampshire - Vermont		New England		United States Government	
	Average		Average			
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
5	14.5%	17.9%	21.8%	25.4%	34.5%	43.3%
10	7.8	14.6	12.1	17.0	19.1	27.5
15	5.6	10.1	8.9	14.7	14.4	22.9
20	5.7	9.4	9.2	14.4	16.2	23.7
25	6.2	7.6	9.6	12.7	18.5	25.6
30	5.6	4.6	7.8	9.9	19.0	25.7
35	3.3	1.2	5.4	6.4	18.4	24.3
40	1.0	(3.5)	1.0	1.3	15.7	21.3
45	(3.2)	(9.5)	(3.7)	(4.7)	11.2	3.2

- The comparison above shows that Maine is generally lower in each case, with the largest difference at the lower grades.
- At the upper grades (35 to 45), Maine is competitive with both the New Hampshire-Vermont and the New England averages.
- In a more detailed and extensive salary survey, this pattern would, in all probability, continue.
- A further analysis of salary data from New York, Colorado and Iowa, three extremely different states, showed Maine to be far below their salary levels.

RECOMMENDED PLAN OF INTERIM ACTION

RECOMMENDED PLAN OF INTERIM ACTION

This section contains a recommended plan of interim action for the State of Maine. The increased salary levels included below are presented for consideration by the Legislative Research Committee for use for the special session of the Maine Legislature that has been called for January 1966.

- The Legislature Should Consider An Immediate Increase In The Salary Plan Covering The Classified Service Of The State Of Maine

- Since the overall study of personnel administration for Maine has just been initiated, and will cover the salary area in much more detail, the increase recommended at this time should be considered an interim and partial step toward correcting the wide difference between the salary plan of Maine with those found in other New England States and the United States Government.
- The 1964 per capita income figure for Maine was \$2,130, Vermont \$2,144, New Hampshire \$2,343 and the other New England States even higher.
 - o Therefore, Maine salaries are most comparable with the two states of New Hampshire and Vermont.
- Exhibit 5 shows the present and recommended salary plans for Maine, including the Highway Commission.
 - o For Grades 1 through 25, the minimum and maximum salaries should be increased by two steps.
 - o This increase would result in a 10 per cent increase in salary for employees in these grades.
 - o For Grades 26* through 45, the minimum and maximum salaries would be increased by one step of the salary plan.

*For Grade 26, an increase of one-and-one-half steps would be required to differentiate this salary level from Grade 25.

STATE OF MAINE
PRESENT AND RECOMMENDED SALARY PLAN

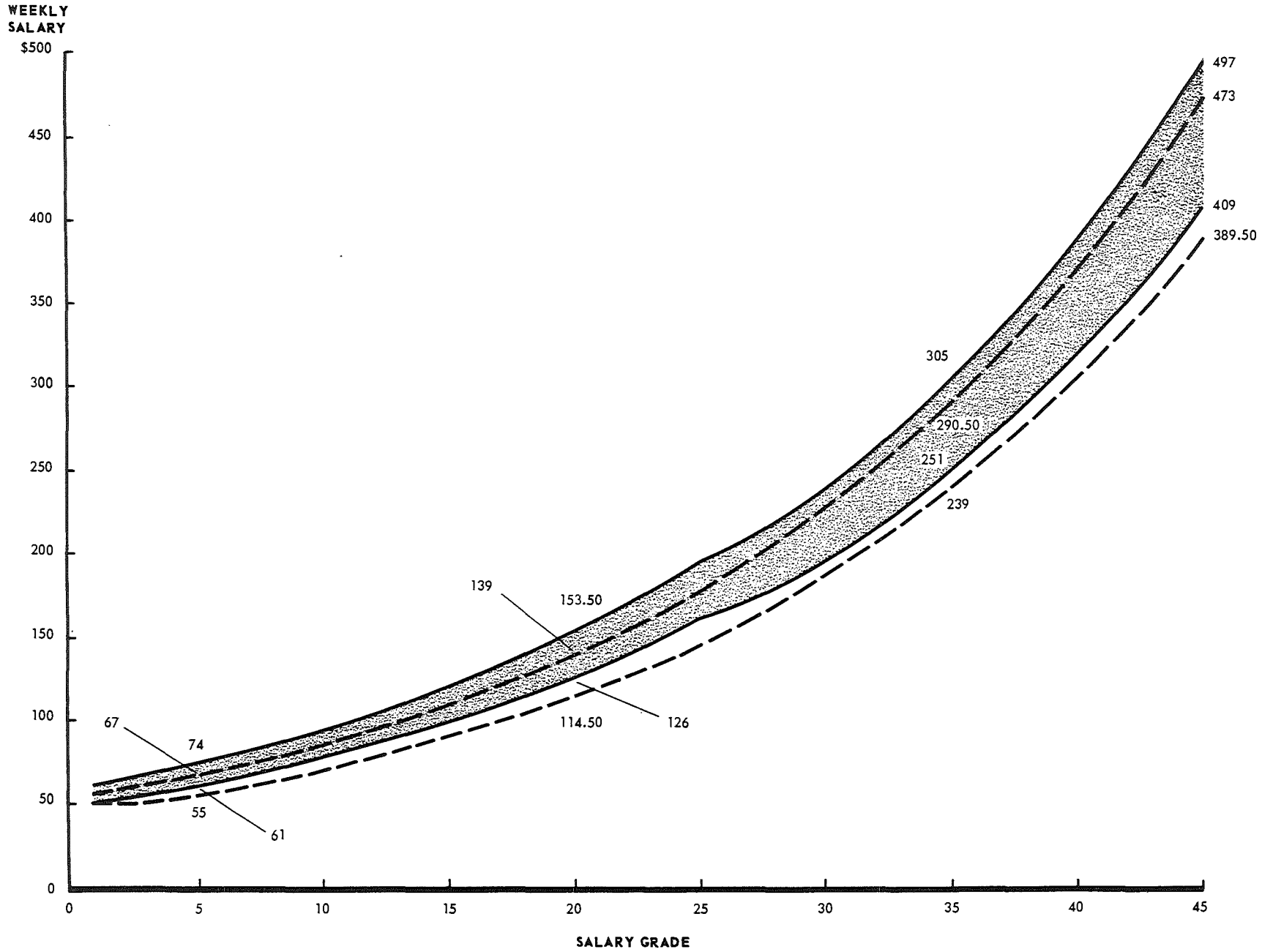
Salary Grade	Salary Plan As Of 12/25/65			Proposed Salary Plan					Increase	Employees	Cost Per Week
	Minimum	Midpoint	Maximum	Step A	Step B	Step C	Step D	Step E			
	Classified Service										
1	\$ 50	\$ 52.50	\$ 55	-	-	\$ 55	\$ 58	\$ 61	\$ 6.50	28	\$ 182
2	50	54	58	-	\$ 55	58	61	64	5.50	202	1,111
3	50	55	61	\$ 55	58	61	64	67	6	373	2,238
4	52.50	58	64	58	61	64	67	70.50	6	77	462
5	55	61	67	61	64	67	70.50	74	6	874	5,244
6	58	64	70.50	64	67	70.50	74	77.50	6.50	267	1,735.50
7	61	67	74	67	70.50	74	77.50	81.50	7	928	6,496
8	64	70.50	77.50	70.50	74	77.50	81.50	85.50	7	494	3,458
9	67	74	81.50	74	77.50	81.50	85.50	90	7.50	557	4,177.50
10	70.50	77.50	85.50	77.50	81.50	85.50	90	94.50	8	279	2,232
11	74	81.50	90	81.50	85.50	90	94.50	99	8.50	454	3,859
12	77.50	85.50	94.50	85.50	90	94.50	99	104	9	213	1,917
13	81.50	90	99	90	94.50	99	104	109	9	117	1,053
14	85.50	94.50	104	94.50	99	104	109	114.50	9.50	304	2,888
15	90	98	109	99	104	109	114.50	120	10	731	7,310
16	94.50	104	114.50	104	109	114.50	120	126	10.50	364	3,822
17	99	109	120	109	114.50	120	126	132.50	11	230	2,530
18	104	114.50	126	114.50	120	126	132.50	139	11.50	160	1,840
19	109	120	132.50	120	126	132.50	139	146	12.50	136	1,700
20	114.50	126	139	126	132.50	139	146	153.50	13	227	2,951
21	120	132.50	146	132.50	139	146	153.50	161	13.50	128	1,728
22	126	139	153.50	139	146	153.50	161	169	14.50	120	1,740
23	132.50	146	161	146	153.50	161	169	177.50	15	94	1,410
24	139	153.50	169	153.50	161	169	177.50	186.50	15.50	76	1,178
25	146	161	177.50	161	169	177.50	186.50	196	16.50	85	1,402.50
26	153.50	169	186.50	165	174	183	192	201	14	133	1,862
27	161	177.50	196	169	177.50	186.50	196	206	9	22	198
28	169	186.50	206	177.50	186.50	196	206	216.50	9.50	18	171
29	177.50	196	216.50	186.50	196	206	216.50	227.50	10	3	30
30	186.50	206	227.50	196	206	216.50	227.50	239	10.50	47	493.50
31	196	216.50	239	206	216.50	227.50	239	251	11	3	33
32	206	227.50	251	216.50	227.50	239	251	263.50	11.50	18	207
33	216.50	239	263.50	227.50	239	251	263.50	276.50	12	13	156
34	227.50	251	276.50	239	251	263.50	276.50	290.50	12.50	7	87.50
35	239	263.50	290.50	251	263.50	276.50	290.50	305	13	10	130
36	251	276.50	305	263.50	276.50	290.50	305	320.50	14	1	14
37	263.50	290.50	320.50	276.50	290.50	305	320.50	336.50	14.50	22	319
38	276.50	305	336.50	290.50	305	320.50	336.50	353.50	15.50	-	-
39	290.50	320.50	353.50	305	320.50	336.50	353.50	371	16	-	-
40	305	336.50	371	320.50	336.50	353.50	371	389.50	17	-	-
41	320.50	353.50	389.50	336.50	353.50	371	389.50	409	17.50	-	-
42	336.50	371	409	353.50	371	389.50	409	429.50	18.50	3	55.50
43	353.50	389.50	429.50	371	389.50	409	429.50	450.50	19.50	3	58.50
44	371	409	450.50	389.50	409	429.50	450.50	473	20.50	-	-
45	389.50	429.50	473	409	429.50	450.50	473	497	21	1	21
Total										7,822	\$68,500.50

RECOMMENDED PLAN OF INTERIM ACTION (Cont'd)

- o This increase would result in a 5 per cent increase in salary.
 - o Those Highway Commission personnel not included in the regular grade scale would also receive a 10 per cent increase.
 - o The cost of implementing this recommendation would be approximately \$3,562,000 annually, based upon the distribution throughout the salary plan of the 7,822 classified employees reported by the Personnel Department, and \$440,000 for the 1,350 Highway Department employees, or a total of \$4,002,000.
- The unclassified employees are not included in the above estimates.
 - o However, it would seem that an increase of 10 per cent would be appropriate at this time.
 - These data are shown graphically on Exhibit 6.
 - This increase is recommended, since it appears clear that Maine salaries are so low, even with the adjustment made effective on December 25, 1965, that a further increase should be made to ensure securing qualified employees in the nine-month time lapse before the full salary study and classification plan are available.

STATE OF MAINE
PRESENT AND PROPOSED SALARY TREND LINES

DECEMBER 25, 1965



APPENDIX B

ALPHABETIC LISTING OF CLASS TITLES AND
PROPOSED SALARY GRADE

1/3/67

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0311	ACCOUNT CLERK I	07
0312	ACCOUNT CLERK II	09
0321	ACCOUNTANT I	12
0322	ACCOUNTANT II	13
0323	ACCOUNTANT III	15
0325	ACCOUNTING SYSTEMS ANALYST	16
0305	ACTUARIAL CLERK	10
0024	ADMINISTRATIVE SECRETARY	11
0259	ADMINISTRATOR DONATED FOODS AND PROPERTY	14
3069	ADULT EDUCATION SPECIALIST, VISUALLY IMPAIRED	13
7201	AERONAUTICS INSPECTOR	15
8580	AIRCRAFT MECHANIC	11
8581	AIRCRAFT PILOT I	13
8584	AIRCRAFT PILOT II	14
8585	AIRCRAFT PILOT III	15
5273	ALCOHOLISM REHABILITATION COUNSELOR	11
9153	ANIMAL INDUSTRY SPECIALIST I	11
9154	ANIMAL INDUSTRY SPECT II	14
2001	APPEALS REFEREE	13
9318	AQUARIUM ATTENDANT	06
6436	ARCHITECT	19
6434	ARCHITECTUAL AIDE	13
5056	AREA DIRECTOR WORK EXPERIENCE TRAINING PROGRAM	15
5061	ARMED FORCES REJECTEEES SPECIALIST I	13
5060	ARMED FORCES REJECTEEES SPECIALIST II	14
0384	ASSISTANT BUDGET OFFICER	17
9514	ASSISTANT CHIEF GAME WARDEN	15
3044	ASSISTANT COMMISSIONER SCHOOL ADMINISTRATIVE SERVICES	21
3053	ASSISTANT COMMISSIONER INSTRUCTION	22
3056	ASSISTANT COMMISSIONER PROFESSIONAL SERVICES	22
3064	ASSISTANT COMMISSIONER VOCATIONAL REHABILITATION	21
0395	ASSISTANT CONTROLLER	17
5212	ASSISTANT DEPUTY WARDEN	13
0047	ASSISTANT DIRECTOR ADMINISTRATIVE SERVICES	17
9181	ASSISTANT DIRECTOR AGRICULTURAL MARKETING	16
5271	ASSISTANT DIRECTOR ALCOHOLISM SERVICES	12
9155	ASSISTANT DIRECTOR ANIMAL INDUSTRY	16
0727	ASSISTANT DIRECTOR EMPLOYMENT SERVICES	17
7234	ASSISTANT DIRECTOR FIRE PREVENTION	14
4236	ASSISTANT DIRECTOR HOSPITAL SERVICES	17
9183	ASSISTANT DIRECTOR INSPECTION	16
5265	ASSISTANT DIRECTOR PROBATION AND PAROLE	16
8132	ASSISTANT DIRECTOR, HIGHWAY EQUIPMENT	14
0610	ASSISTANT DIRECTOR, MOTOR VEHICLES	15
9137	ASSISTANT DIRECTOR, PLANT INDUSTRY	16
0961	ASSISTANT EXECUTIVE SECRETARY, MSRS	17
0243	ASSISTANT MANAGER LIQUOR STORE II	08
0242	ASSISTANT MANAGER, LIQUOR STORE I	07
8463	ASSISTANT MANAGER, PRISON RETAIL STORE	07
8253	ASSISTANT MILITARY CONSTRUCTION, MAINTENANCE AND PROPERTY	12
0985	ASSISTANT PLANS AND TRAINING OFFICER CO COUNTY	10
0025	ASSISTANT SECRETARY, PUBLIC UTILITIES COMMISSION	11
5235	ASSISTANT SUPERINTENDENT, MENS REFORMATORY	17

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
5243	ASSISTANT SUPERINTENDENT WOMENS REFORMATORY	17
5256	ASSISTANT SUPERINTENDENT TRAINING SCHOOL	17
8255	ASSISTANT SUPERINTENDENT BUILDINGS	13
9333	ASSISTANT SUPERINTENDENT GAME FARM	08
0749	ASSISTANT SUPERVISOR OF BENEFITS	14
9232	ASSISTANT SUPERVISOR STATE PARKS	15
9226	ASSISTANT SUPERVISOR, OUTDOOR RECREATION	15
4061	ASSISTANT TO NURSING INSTRUCTOR	07
2022	ATTORNEY EXAMINER	16
0616	AUDITOR I	12
0617	AUDITOR II	13
0618	AUDITOR III	15
8131	AUTOMOTIVE EQUIPMENT SUPERVISOR	11
8302	AUTOMOTIVE MECHANIC	08
8306	AUTOMOTIVE MECHANIC FOREMAN	10
8304	AUTOMOTIVE REPAIRMAN	07
1241	BAKER I	08
1242	BAKER II	10
0341	BANK EXAMINER I	12
0342	BANK EXAMINER II	13
0343	BANK EXAMINER III	15
8502	BARBER	06
8501	BEAUTICIAN	06
6404	BIO CHEMIST	20
9351	BIOLOGIST I	14
9352	BIOLOGIST II	15
9353	BIOLOGIST III	17
9341	BIOLOGY AIDE	11
8311	BLACKSMITH	08
5052	BLIND CHILDREN COUNSELOR	13
9405	BLISTER RUST DISTRICT LEADER	13
9402	BLISTER RUST FIELD ASSISTANT	07
9322	BOAT CAPTAIN I	12
9323	BOAT CAPTAIN II	14
0111	BOOKKEEPING MACHINE OPERATOR I	05
0112	BOOKKEEPING MACHINE OPERATOR II	07
0113	BOOKKEEPING MACHINE OPERATOR III	09
8141	BRIDGE OPERATOR I	04
8142	BRIDGE OPERATOR II	06
8152	BRIDGE SUPERVISOR	12
0381	BUDGET EXAMINER I	13
0382	BUDGET EXAMINER II	15
1013	BUILDING CUSTODIAN	07
8251	BUILDING MAINTENANCE SUPERVISOR	11
0041	BUSINESS MANAGER I	14
0042	BUSINESS MANAGER II	16
0050	BUSINESS MANAGER III	17
9017	BUTCHER	08
0251	BUYER I	10
0252	BUYER II	14
7315	CAPITOL BUILDING AND GROUNDS OFFICER	06

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
8201	CARPENTER	08
8202	CARPENTER FOREMAN	10
6004	CARTOGRAPHER	13
5132	CHAPLAIN	14
6405	CHEMIST AIDE	08
6401	CHEMIST I	12
6402	CHEMIST II	14
6403	CHEMIST III	16
0338	CHIEF ACCOUNTANT	17
2002	CHIEF APPEALS REFEREE	15
0941	CHIEF CBR SERVICES, CIVIL DEFENSE	13
9504	CHIEF COASTAL WARDEN	17
0947	CHIEF COMMUNICATIONS, CIVIL DEFENSE	14
0946	CHIEF COMMUNITY SERVICES, CIVIL DEFENSE	13
2053	CHIEF COUNSEL LAND DAMAGE BOARD	18
2056	CHIEF COUNSEL, HIGHWAY	20
7016	CHIEF CRIMINAL INSPECTOR	16
0390	CHIEF DATA PROCESSING AND SYSTEMS	20
6461	CHIEF ENGINEER AERONAUTICS	20
6348	CHIEF ENGINEER HIGHWAY	22
6313	CHIEF ENGINEER PUBLIC UTILITIES	21
6451	CHIEF ENGINEER, WATER IMPROVEMENT COMMISSION	21
9139	CHIEF FOREIGN TRADE DEVELOPMENT	16
9515	CHIEF GAME WARDEN	17
0949	CHIEF HEALTH MOBILIZATION SERVICES CD	12
7307	CHIEF MOTOR VEHICLE INVESTIGATOR	13
4123	CHIEF OCCUPATIONAL THERAPIST	15
5024	CHIEF OF VOLUNTEER SERVICES	13
0404	CHIEF PERSONNEL TECHNICIAN	16
4129	CHIEF PHYSICAL THERAPIST	15
0944	CHIEF PLANS AND TRAINING, CIVIL DEFENSE	13
0956	CHIEF PROTECTIVE SERVICES CD	12
0959	CHIEF RESOURCES MANAGEMENT, CD	12
0943	CHIEF SUPPLY SERVICES, CIVIL DEFENSE	13
3084	CHIEF, DETERMINATIONS UNIT	15
7304	CHIEF, DRIVER LICENSE EXAMINER	13
3085	CHIEF, REHABILITATION SERVICES	16
0945	CIVIL DEFENSE ADMINISTRATIVE OFFICER	13
0942	CIVIL DEFENSE AGENT	10
0986	CIVIL DEFENSE AGENT COUNTY	09
8611	CIVIL DEFENSE COMMUNICATIONS TECHNICIAN	12
8622	CIVIL DEFENSE INSTRUMENT REPAIRMAN	08
0953	CIVIL DEFENSE OPERATIONS OFFICER	14
0954	CIVIL DEFENSE PUBLIC AFFAIRS OFFICER	14
6341	CIVIL ENGINEER I	16
6342	CIVIL ENGINEER II	17
6343	CIVIL ENGINEER III	18
6344	CIVIL ENGINEER IV	20
6346	CIVIL ENGINEER V	21
0737	CLAIMS INTERVIEWER I	07
0738	CLAIMS INTERVIEWER II	09
0739	CLAIMS INTERVIEWER III	10
5222	CLASSIFICATION AND REHABILITATION OFFICER II	13

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
5223	CLASSIFICATION AND REHABILITATION OFFICER I	11
5221	CLASSIFICATION SPECIALIST	08
	CLERICAL AIDE	02
0001	CLERK I	03
0002	CLERK II	06
0003	CLFRK III	08
0004	CLFRK IV	11
0021	CLERK STENOGRAPHER I	05
0022	CLERK STENOGRAPHER II	07
0023	CLERK STENOGRAPHER III	09
0011	CLERK TYPIST I	04
0012	CLFRK TYPIST II	06
0013	CLERK TYPIST III	08
9501	COASTAL WARDEN	11
9502	COASTAL WARDEN SUPERVISOR	14
8521	COBBLER	06
9366	COMMERCIAL MARINE FISHERY EXTENSION AGENT ASST	13
0191	COMPUTER OPERATOR I	08
0192	COMPUTER OPERATOR II	09
0982	CONSERVATION EDUCATION SPECIALIST	15
8591	CONSTRUCTION FOREMAN	10
6061	CONSTRUCTION INSPECTOR I	14
6062	CONSTRUCTION INSPECTOR II	16
3054	CONSULTANT, FEDERAL GRANTS FOR EDUCATION	18
0345	CONSUMER CREDIT EXAMINER	12
1231	COOK I	06
1232	COOK II	08
1233	COOK III	10
9230	COORDINATOR KEEP MAINE SCENIC PROGRAM	16
3038	COORDINATOR, EDUCATIONAL RESEARCH AND EVALUATION	19
3039	COORDINATOR, FEDERAL STATE RELATIONS	19
5204	CORRECTIONAL INF ATTEND	09
5231	CORRECTIONS OFFICER I	07
5232	CORRECTIONS OFFICER II	09
5233	CORRECTIONS OFFICER III	11
5245	CORRECTIONS PROGRAM OFFICER	11
7015	CRIMINAL INSPECTOR	14
1011	CUSTODIAL WORKER I	04
1012	CUSTODIAL WORKER II	06
1010	CUSTODIAL WORKER III	08
9102	DAIRY INSPECTION SUPERVISOR	16
9101	DAIRY INSPECTOR	11
9026	DAIRY PLANT OPERATOR	08
9021	DAIRYMAN I	06
9022	DAIRYMAN II	08
4350	DENTAL ASSISTANT	07
4340	DENTAL HYGIENIST ASSISTANT	07
4341	DENTAL HYGIENIST I	10
4342	DENTAL HYGIENIST II	12
3068	DEPARTMENT TRAINING OFFICER	16
0405	DEPARTMENTAL PERSONNEL OFFICER I	13
0406	DEPARTMENTAL PERSONNEL OFFICER II	15

CODE NO	CLASS TITLE	PROPOSED SALARY
0348	DEPUTY BANK COMMISSIONER	17
0971	DEPUTY COMM LABOR AND INDUSTRY	15
0829	DEPUTY COMMISSIONER, ECONOMIC DEVELOPMENT	21
3058	DEPUTY COMMISSIONER, EDUCATION	24
9516	DEPUTY COMMISSIONER, INLAND FISH AND GAME	17
0948	DEPUTY DIRECTOR, CIVIL DEFENSE	15
9461	DEPUTY FOREST COMMISSIONER	19
0354	DEPUTY INSURANCE COMMISSIONER	17
5224	DEPUTY PRISON WARDEN	18
0038	DEPUTY SECRETARY OF STATE	19
0335	DEPUTY STATE AUDITOR	17
0391	DEPUTY STATE TREASURER	15
1263	DIETARY CONSULTANT	15
9381	DIR PUBLIC RELATIONS AND MARKETING SEA AND SHORE	16
0043	DIRECTOR ADMINISTRATIVE SERVICES I	18
0045	DIRECTOR ADMINISTRATIVE SERVICES II	21
0337	DIRECTOR AUDITS	16
4425	DIRECTOR CHILDRENS PSYCHIATRIC HOSPITAL	18
5255	DIRECTOR COTTAGE PROGRAM	17
3059	DIRECTOR DRIVER EDUCATION	17
6482	DIRECTOR ECONOMIC DEVELOPMENT PLANNING	19
0541	DIRECTOR EXCISE TAX	17
0513	DIRECTOR INHERITANCE TAX	15
9191	DIRECTOR MAINE MILK PROGRAM	16
0049	DIRECTOR MALT LIQUOR AND LICENSES	14
9371	DIRECTOR MARINE RESEARCH	17
0611	DIRECTOR MOTOR VEHICLES	18
1264	DIRECTOR NUTRITION SERVICES	15
0983	DIRECTOR OF CONSERVATION INFORMATION AND EDUCATION	17
0551	DIRECTOR PROPERTY TAX	17
0261	DIRECTOR PUBLIC PRINTING	15
0531	DIRECTOR SALES TAX	18
3052	DIRECTOR SECONDARY EDUCATION	19
5030	DIRECTOR SOCIAL SERVICES	17
5019	DIRECTOR SOCIAL WELFARE	21
3046	DIRECTOR SPECIAL EDUCATION AND GUIDANCE	19
5054	DIRECTOR SPECIAL SERVICES	17
0414	DIRECTOR STATISTICS	17
3028	DIRECTOR VOCATIONAL EDUCATION	19
5268	DIRECTOR, AFTERCARE PROGRAM	17
9182	DIRECTOR, AGRICULTURAL MARKETING	17
5272	DIRECTOR, ALCOHOLISM SERVICES	14
9156	DIRECTOR, ANIMAL INDUSTRY	17
5026	DIRECTOR, CHILD WELFARE	19
0344	DIRECTOR, CONSUMER CREDIT	15
5269	DIRECTOR, CORRECTIONS	23
0965	DIRECTOR, DIVISION OF SPECIAL SERVICES	15
3047	DIRECTOR, EDUCATION FIELD SERVICES	21
3043	DIRECTOR, ELEMENTARY EDUCATION	19
0726	DIRECTOR, EMPLOYMENT SERVICE	18
5018	DIRECTOR, FAMILY SERVICES	19
5042	DIRECTOR, GENERAL ASSISTANCE	17

CODF NO	CLASS TITLE	PROPOSED SALARY GRADE
0801	DIRECTOR, INDUSTRIAL DEVELOPMENT	19
7253	DIRECTOR, INDUSTRIAL SAFETY	15
9184	DIRECTOR, INSPECTION	17
7292	DIRECTOR, LABOR AND SAFETY	15
7263	DIRECTOR, LIQUOR ENFORCEMENT	17
4415	DIRECTOR, PARA MEDICAL SERVICES	20
9357	DIRECTOR, PLANNING AND RESEARCH	16
9138	DIRECTOR, PLANT INDUSTRY	18
5264	DIRECTOR, PROBATION AND PAROLE	18
4056	DIRECTOR, PUBLIC HEALTH NURSING	17
4323	DIRECTOR, PUBLIC HEALTH LABORATORY	21
6214	DIRECTOR, PUBLIC HEALTH ENGINEERING	21
0826	DIRECTOR, PUBLIC RELATIONS	19
0816	DIRECTOR, RECREATION	19
1272	DIRECTOR SCHOOL FOOD SERVICES	17
0346	DIRECTOR, SECURITIES DIVISION	15
7233	DIRECTOR, STATE FIRE PREVENTION	16
0374	DIRECTOR, TRANSPORTATION ENFORCEMENT	17
0746	DIRECTOR, UNEMPLOYMENT COMPENSATION	18
7101	DIRECTOR, WATERCRAFT REGISTRATION AND SAFETY	15
3065	DISABILITY CLAIMS ADJUDICATOR I	13
3067	DISABILITY CLAIMS ADJUDICATOR II	14
1007	DISHWASHER	01
8605	DISPATCHER	07
9224	DISTRICT PARK SUPERVISOR I	12
9225	DISTRICT PARK SUPERVISOR II	13
1014	DOMESTIC WORKER I	01
1015	DOMESTIC WORKER II	04
6006	DRAFTSMAN I	08
6007	DRAFTSMAN II	11
6008	DRAFTSMAN III	12
7302	DRIVER LICENSE EXAMINER I	09
7303	DRIVER LICENSE EXAMINER II	10
7305	DRIVER LICENSE EXAMINER AIDE	07
0121	DUPLICATING EQUIPMENT OPERATOR I	06
0181	DUPLICATING EQUIPMENT OPERATOR II	08
5059	EDUCATION AND TRAINING COUNSELOR	15
3042	EDUCATION SPECIALIST	17
8213	ELECTRICAL INSPECTOR	12
8211	ELECTRICIAN	08
8212	ELECTRICIAN FOREMAN	10
4231	ELECTROENCEPHALOGRAPH TECHNICIAN	08
0721	EMPLOYMENT COUNSELOR III	14
0723	EMPLOYMENT COUNSELOR II	13
0725	EMPLOYMENT COUNSELOR I	12
5051	EMPLOYMENT COUNSELOR FOR THE BLIND	13
0701	EMPLOYMENT INTERVIEWER I	12
0702	EMPLOYMENT INTERVIEWER II	13
0711	EMPLOYMENT SERVICE SUPERVISOR I	14
0712	EMPLOYMENT SERVICE SUPERVISOR II	15
0713	EMPLOYMENT SERVICE SUPERVISOR III	16
0722	EMPLOYMENT SPECIALIST I	14

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0724	EMPLOYMENT SPECIALIST II	16
6331	ENGINEERING AIDE I	05
6332	ENGINEERING AIDE II	08
6333	ENGINEERING AIDE III	14
6334	ENGINEERING TECHNICIAN I	11
6335	ENGINEERING TECHNICIAN II	12
6336	ENGINEERING TECHNICIAN III	13
9411	ENTOMOLOGIST I	12
9412	ENTOMOLOGIST II	15
8594	EXECUTIVE AIRCRAFT CO PILOT	14
8593	EXECUTIVE AIRCRAFT PILOT	16
0380	EXECUTIVE SECRETARY MAINE INSURANCE ADVISORY BOARD	18
0987	EXECUTIVE SECRETARY MAINE MILK COMM	15
9186	EXECUTIVE SECRETARY ME SOIL AND WATER CONSERVATION COMM	17
0026	EXECUTIVE SECRETARY REAL ESTATE COMM	11
0035	EXECUTIVE SECRETARY, BOARD OF HAIRDRESSERS	11
0981	EXHIBIT SPECIALIST	16
8531	EXHIBIT TECHNICIAN I	09
8541	EXHIBIT TECHNICIAN II	11
9012	FARM MANAGER I	10
9013	FARM MANAGER II	13
0720	FARM PLACEMENT SPECIALIST	08
9001	FARM WORKER	04
8471	FERRY SERVICE ABLE SEAMAN	09
8473	FERRY SERVICE CAPTAIN I	14
8477	FERRY SERVICE CAPTAIN II	15
8472	FERRY SERVICE ENGINEER	13
8475	FERRY SERVICE MANAGER	15
8468	FERRY SERVICE ORDINARY SEAMEN	08
8474	FERRY SERVICE PORT ENGINEER	14
8469	FERRY SERVICE TERMINAL AGENT I	05
8470	FERRY SERVICE TERMINAL AGENT II	08
8476	FERRY SERVICE TERMINAL AGENT III	09
0744	FIELD ADVISOR AND EXAMINER	11
0331	FIELD EXAMINER I	12
0332	FIELD EXAMINER II	13
0333	FIELD EXAMINER III	15
7221	FIELD INSPECTOR	08
7225	FIELD INSPECTOR SUPERVISOR	13
5001	FIELD INVESTIGATOR	11
5002	FIELD INVESTIGATOR SUPERVISOR	13
0976	FINGERPRINT CLASSIFIER I	05
0977	FINGERPRINT CLASSIFIER II	07
7231	FIRE INSPECTOR I	10
7232	FIRE INSPECTOR II	11
9301	FISH HATCHERY AIDE	05
9312	FISH HATCHERY FOREMAN	09
9313	FISH HATCHERY FOREMAN ASSISTANT	08
9311	FISH HATCHERYMAN	07
9114	FOOD INSPECTION SUPERVISOR I	12
9115	FOOD INSPECTION SUPERVISOR II	14
9111	FOOD INSPECTOR I	08

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
9112	FOOD INSPECTOR II	10
1261	FOOD SERVICE MANAGER I	11
1262	FOOD SERVICE MANAGER II	12
1201	FOOD SERVICE WORKER I	01
1202	FOOD SERVICE WORKER II	04
9401	FOREST INSECT RANGER I	07
9403	FOREST INSECT RANGER II	09
9444	FOREST NURSERYMAN	07
9431	FOREST RANGER II	09
9433	FOREST RANGER IV	13
9441	FOREST RANGER MECHANIC	09
9434	FOREST RANGER V	17
9421	FOREST WATCHMAN	07
9450	FORESTER AIDE	09
9451	FORESTER I	11
9452	FORESTER II	14
9453	FORESTER III	16
9454	FORESTER IV	17
8191	FOUNDATION SURVEY FOREMAN	11
8571	FURNITURE REPAIRMAN	07
9510	GAME WARDEN AIDE	06
9511	GAME WARDEN I	11
9519	GAME WARDEN II	12
9517	GAME WARDEN III	13
9512	GAME WARDEN IV	14
9331	GAMEKEEPER	07
9031	GARDEN FARMER	06
9011	GENERAL FARMER	06
6411	GEOLOGIST I	13
6412	GEOLOGIST II	14
6413	GEOLOGIST III	16
6409	GEOLOGY AIDE	12
8256	GRUNDSKEEPER FOREMAN	09
9041	GRUNDSKEEPER I	04
9042	GRUNDSKEEPER II	07
5201	GUARD	07
5214	GUARD CAPTAIN	11
5213	GUARD LIEUTENANT	10
5215	GUARD SERGEANT	09
4381	HEALTH SERVICES CONSULTANT	13
4391	HEALTH SERVICES SUPERVISOR	14
0052	HEARINGS REPORTER I	09
0051	HEARINGS REPORTER II	11
8121	HEAVY EQUIPMENT OPERATOR I	07
8122	HEAVY EQUIPMENT OPERATOR II	09
9024	HERDSMAN	09
9023	HERDSMAN ASSISTANT	07
2051	HIGHWAY ATTORNEY	16
2048	HIGHWAY ATTORNEY AIDE	08
2052	HIGHWAY ATTORNEY ASSISTANT	13
8128	HIGHWAY DEPT SAFETY SUPERVISOR	14

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
8173	HIGHWAY DISTRICT SUPERVISOR	12
7309	HIGHWAY EQUIPMENT SPECIALIST	09
9901	HIGHWAY FOREMAN I	10
9902	HIGHWAY FOREMAN II	11
9903	HIGHWAY MAINTENANCE MAN I	04
8175	HIGHWAY MAINTENANCE SUPERVISOR	14
7310	HIGHWAY SAFETY EXAMINER	09
5005	HOMEMAKERS AIDF	07
9123	HORTICULTURIST I	12
4235	HOSPITAL SERVICES CONSULTANT	13
1016	HOUSEKEEPER	07
1020	HOUSEMOTHER	04
5251	HOUSEPARENT I	06
5252	HOUSEPARENT II	08
5254	HOUSEPARENT III	10
9904	HWY MAINT MAN II	05
9905	HWY MAINT MAN III	06
9906	HWY MAINT MAN IV	07
9907	HWY MAINT MAN V	09
6001	ILLUSTRATOR I	07
6002	ILLUSTRATOR II	11
6003	ILLUSTRATOR III	12
5004	INDIAN DEVELOPMENT REPRESENTATIVE	13
0810	INDUSTRIAL DEVELOPMENT REPRESENTATIVE II	17
0811	INDUSTRIAL DEVELOPMENT REPRESENTATIVE I	16
6421	INDUSTRIAL HYGIENE ENGINEER I	16
6422	INDUSTRIAL HYGIENE ENGINEER II	17
7251	INDUSTRIAL INSPECTOR	12
0958	INFORMATION OFFICER CIVIL DEFENSE	12
0821	INFORMATIONAL REPRESENTATIVE	14
0820	INFORMATIONAL WRITER	12
1120	INSTITUTION CLOTHING ATTENDANT	04
7241	INSTITUTION FIRE MARSHAL I	05
7242	INSTITUTION FIRE MARSHAL II	07
0044	INSTITUTIONAL BUSINESS MANAGER II	15
0046	INSTITUTIONAL BUSINESS MANAGER I	10
0048	INSTITUTIONAL BUSINESS MANAGER III	17
0352	INSURANCE ANALYST	14
0351	INSURANCE EXAMINER	12
4251	INTERNE	10
0964	INVESTMENT OFFICER	18
0141	KEY PUNCH OPERATOR I	05
0142	KEY PUNCH OPERATOR II	06
0143	KEY PUNCH SUPERVISOR	08
0424	LABOR MARKET ANALYST I	12
0417	LABOR MARKET ANALYST II	13
0420	LABOR MARKET ANALYST III	15
0418	LABOR STATISTICAL ANALYST	13
4201	LABORATORY ASSISTANT	05
4211	LABORATORY TECHNICIAN I	07

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
4212	LABORATORY TECHNICIAN II	10
4213	LABORATORY TECHNICIAN III	13
8001	LABORER I	04
8002	LABORER II	06
0919	LAND ACQUISITION SPECIALIST	15
6435	LANDSCAPE ARCHITECT AIDE	12
6432	LANDSCAPE ARCHITECT I	13
6433	LANDSCAPE ARCHITECT II	15
6438	LANDSCAPE ARCHITECT III	17
1105	LAUNDRY SUPERVISOR I	08
1104	LAUNDRY SUPERVISOR II	11
1103	LAUNDRY WASHMAN	05
1101	LAUNDRY WORKER I	01
1102	LAUNDRY WORKER II	05
2046	LEGAL RESEARCH TECHNICIAN	10
5003	LEGAL RESOURCES AGENT	11
2044	LEGISLATIVE RESEARCH TECHNICIAN I	09
2045	LEGISLATIVE RESEARCH TECHNICIAN II	11
3111	LIBRARIAN I	11
3112	LIBRARIAN II	13
3113	LIBRARIAN III	15
3101	LIBRARY ASSISTANT	07
9201	LIFEGUARD	06
8111	LIGHT EQUIPMENT OPERATOR	05
7261	LIQUOR INSPECTOR I	11
7262	LIQUOR INSPECTOR II	12
0241	LIQUOR STORE CLERK	06
0244	LIQUOR STORE MANAGER I	09
0236	LIQUOR STORE MANAGER II	11
0247	LIQUOR STORE SUPERVISOR	13
8205	LOCKSMITH	08
8321	MACHINIST	08
8322	MACHINIST FOREMAN	10
1211	MAID	01
0085	MAIL CLERK	06
8281	MAINTENANCE MECHANIC	08
8282	MAINTENANCE MECHANIC FOREMAN	10
0392	MANAGEMENT ANALYST I	15
0393	MANAGEMENT ANALYST II	17
8411	MANAGER CLOTHING SHOP	10
0819	MANAGER EXHIBITS AND DISPLAY	17
8421	MANAGER FURNITURE SHOP	10
6328	MANAGER HIGHWAY EQUIPMENT MAINTENANCE	17
9142	MANAGER POULTRY TEST	10
8461	MANAGER PRISON INDUSTRIES	12
8462	MANAGER PRISON RETAIL STORE	09
8431	MANAGER SANDING ROOM	10
8451	MANAGER WOOD SHOP	10
0729	MANPOWER MOBILIZATION COORDINATOR	14
3014	MANUAL TRAINING TEACHER	11
9363	MARINE RESOURCES SCIENTIST II	15
9364	MARINE RESOURCES SCIENTIST III	17

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
9361	MARINE RESOURCFS SPECIALIST	11
9360	MARINE RESOURCES TECHNICIAN	09
9362	MARINE RESOURCES SCIENTIST I	14
9163	MARKETING AGENT	11
9164	MARKETING SPECIALIST I	10
9161	MARKETING SPECIALIST II	12
9162	MARKETING SPECIALIST III	14
8221	MASON	08
8222	MASON FORFMAN	10
0255	MATERIALS TESTING ENGINEER	14
1251	MEAT CUTTER	08
6471	MECHANICAL ENGINEER	19
0201	MECHANICAL STORES CLERK I	07
0202	MECHANICAL STORES CLERK II	09
0204	MECHANICAL STORES SUPERVISOR	11
4234	MEDICAL PHOTOGRAPHER	12
3221	MEDICAL RECORDS LIBRARIAN	13
3222	MEDICAL RECORDS TECHNICIAN	09
5283	MEDICAL SERVICES SUPERVISOR	16
5281	MEDICAL SOCIAL WORK CONSULTANT I	13
5282	MEDICAL SOCIAL WORK CONSULTANT II	15
4237	MEDICARE CONSULTANT	15
4320	MENTAL HEALTH PLANNER	17
4319	MENTAL RETARDATION PLANNING COORDINATOR	17
8441	METAL SHOP FOREMAN	08
8442	METAL SHOP MANAGER	10
0732	METHODS AND TRAINING SPECIALIST	14
0028	MILITARY ADMINISTRATION SPECIALIST	08
8254	MILITARY CONSTRUCTION, MAINTENANCE AND PROPERTY OFFICER	14
0215	MILITARY OPERATIONS SPECIALIST I	06
0216	MILITARY OPERATIONS SPECIALIST II	08
0214	MILITARY PROPERTY AUDITOR	09
0211	MILITARY PROPERTY CLERK	07
3032	MILITARY TRAINING OFFICER I	13
3031	MILITARY TRAINING OFFICER II	16
4226	MOBILE X RAY SUPERVISOR	13
0137	MOTION PICTURE SPECIALIST	15
7306	MOTOR VEHICLE HEARINGS OFFICER	14
7301	MOTOR VEHICLE INVESTIGATOR	09
4031	NURSE I	09
4032	NURSE II	10
4033	NURSE III	11
4034	NURSE IV	13
4035	NURSE V	15
4021	NURSING ASSISTANT I	06
4022	NURSING ASSISTANT II	07
4054	NURSING EDUCATION CONSULTANT	16
4062	NURSING INSTRUCTOR I	10
4063	NURSING INSTRUCTOR II	11
4143	NUTRITIONAL AIDE	05
4141	NUTRITIONIST	14
4140	NUTRITIONIST ASSISTANT	11

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
4142	NUTRITIONIST SUPERVISOR	15
4121	OCCUPATIONAL THERAPIST I	12
4122	OCCUPATIONAL THERAPIST II	13
4111	OCCUPATIONAL THERAPY AIDE I	05
4112	OCCUPATIONAL THERAPY AIDE II	07
0385	ORGANIZATION AND METHODS EXAMINER	13
8231	PAINTER	08
8232	PAINTER FOREMAN	10
0952	PARI-MUTUEL SUPERVISOR	13
9221	PARK MANAGER I	08
9222	PARK MANAGER II	09
9223	PARK MANAGER III	11
6431	PARK PLANNER	16
9211	PARK RANGER	06
9210	PARK RECEPTIONIST	04
9233	PARKS AND SITES HISTORIAN	14
0401	PERSONNEL TECHNICIAN I	12
0402	PERSONNEL TECHNICIAN II	13
0403	PERSONNEL TECHNICIAN III	15
4241	PHARMACIST I	15
4243	PHARMACIST II	16
4239	PHARMACY ASSISTANT	06
0131	PHOTOCOPY MACHINE OPERATOR I	06
0132	PHOTOCOPY MACHINE OPERATOR II	08
0135	PHOTOGRAPHER I	11
0136	PHOTOGRAPHER II	13
4127	PHYSICAL THERAPIST I	12
4126	PHYSICAL THERAPIST II	13
6483	PLANNER I	14
6481	PLANNER II	16
6316	PLANNING AIDE	05
6317	PLANNING ASSISTANT I	08
6318	PLANNING ASSISTANT II	11
0984	PLANS AND TRAINING OFFICER, CIVIL DEFENSE COUNTY	11
8271	PLANT MAINTENANCE ENGINEER I	12
8272	PLANT MAINTENANCE ENGINEER II	14
8275	PLANT MAINTENANCE ENGINEER III	16
8241	PLUMBER	08
7271	PLUMBING INSPECTOR	10
0081	POST OFFICE CLERK I	05
0082	POST OFFICE CLERK II	08
9051	POULTRYMAN	06
5220	PRISON MAIL CENSOR	06
0980	PRISON STEWARD I	08
0979	PRISON STEWARD II	12
5226	PRISON WARDEN	21
5261	PROBATION PAROLE OFFICER I	11
5262	PROBATION PAROLE OFFICER II	12
9173	PRODUCE INSPECTION SUPERVISOR I	12
9174	PRODUCE INSPECTION SUPERVISOR II	14
9175	PRODUCE INSPECTION SUPERVISOR III	16

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
9171	PRODUCE INSPECTOR I	08
9172	PRODUCE INSPECTOR II	10
0388	PROGRAMMER I	12
0389	PROGRAMMER II	14
0501	PROPERTY ASSESSMENT ADVISOR I	12
0502	PROPERTY ASSESSMENT ADVISOR II	13
0503	PROPERTY ASSESSMENT ADVISOR III	15
0504	PROPERTY ASSESSMENT ADVISOR IV	16
4001	PSYCHIATRIC AIDE I	05
4002	PSYCHIATRIC AIDE II	06
4004	PSYCHIATRIC AIDE SUPERVISOR I	07
4005	PSYCHIATRIC AIDE SUPERVISOR II	09
4006	PSYCHIATRIC AIDE SUPERVISOR III	11
4041	PSYCHIATRIC NURSING INSTRUCTOR I	11
4042	PSYCHIATRIC NURSING INSTRUCTOR II	12
4043	PSYCHIATRIC NURSING INSTRUCTOR III	13
5031	PSYCHIATRIC SOCIAL WORKER I	14
5032	PSYCHIATRIC SOCIAL WORKER II	15
5033	PSYCHIATRIC SOCIAL WORK ASSISTANT	13
5034	PSYCHIATRIC SOCIAL WORK SUPERVISOR	16
5121	PSYCHOLOGIST I	15
5122	PSYCHOLOGIST II	16
5123	PSYCHOLOGIST III	17
5124	PSYCHOLOGIST IV	18
5112	PSYCHOLOGY FELLOW	09
5111	PSYCHOLOGY INTERNE	06
4373	PUBLIC HEALTH EDUCATOR I	12
4372	PUBLIC HEALTH EDUCATOR II	13
4371	PUBLIC HEALTH EDUCATOR III	15
4051	PUBLIC HEALTH NURSE I	11
4055	PUBLIC HEALTH NURSE II	12
4053	PUBLIC HEALTH NURSING CONSULTANT	16
4057	PUBLIC HEALTH NURSING EDUCATIONAL CONSULTANT	15
0328	PUBLIC UTILITY ACCOUNTANT I	13
0329	PUBLIC UTILITY ACCOUNTANT II	14
0330	PUBLIC UTILITY ACCOUNTANT III	16
0372	PUBLIC UTILITY INVESTIGATOR	12
0824	PUBLICITY REPRESENTATIVE I	14
0827	PUBLICITY REPRESENTATIVE II	16
0256	PURCHASING STANDARDS ENGINEER	14
8601	RADIO OPERATOR	06
8602	RADIO TECHNICIAN	10
0950	RADIOLOGICAL MAINTENANCE OFFICER CD	12
0316	RATE AND TARIFF EXAMINER	15
4102	RECREATION AIDE	07
4050	REGISTERED NURSE	10
0966	RETIREMENT SPECIALIST I	12
0967	RETIREMENT SPECIALIST II	13
0911	RIGHT OF WAY AGENT I	12
0912	RIGHT OF WAY AGENT II	13
0913	RIGHT OF WAY APPRAISER I	15
0914	RIGHT OF WAY APPRAISER II	17

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0917	RIGHT OF WAY APPRAISER III	18
9518	SAFETY CO ORDINATOR	12
0521	SALES TAX EXAMINER I	12
0522	SALES TAX EXAMINER II	13
0523	SALES TAX EXAMINER III	15
0533	SALES TAX EXAMINER IV	16
0530	SALES TAX EXAMINER V	17
7311	SANITARIAN I	09
7312	SANITARIAN II	10
7313	SANITARIAN SUPERVISOR	12
6211	SANITARY ENGINEER I	16
6212	SANITARY ENGINEER II	17
9118	SARDINE GRADING LABORATORY SUPERVISOR	12
9116	SARDINE QUALITY GRADER I	07
9117	SARDINE QUALITY GRADER II	11
1111	SEAMSTRESS I	01
1112	SEAMTRESS II	05
0955	SECTOR DIRECTOR, CIVIL DEFENSE	13
8561	SIGN PAINTER	08
8563	SIGN SHOP ASSISTANT	08
8562	SIGN SHOP FOREMAN	10
3070	SMALL BUSINESS ENTERPRISES COUNSELOR VISUALLY IMPAIRED	13
5038	SOCIAL RESEARCH SCIENTIST	16
5013	SOCIAL WORK SUPERVISOR I	15
5014	SOCIAL WORK SUPERVISOR II	16
5015	SOCIAL WORK SUPERVISOR III	17
5007	SOCIAL WORKER AIDE	09
5012	SOCIAL WORKER CONSULTANT	16
5011	SOCIAL WORKER I	12
5008	SOCIAL WORKER II	13
5016	SOCIAL WORKER III	14
5020	SOCIAL WORKER TRAINEE	06
8194	SOILS LAB FOREMAN	11
6415	SOILS RESEARCH SCIENTIST	17
4151	SPEECH CONSULTANT	15
4128	SPEECH THERAPIST	13
9414	STATE ENTOMOLOGIST	17
6414	STATE GEOLOGIST	18
9124	STATE HORTICULTURIST	16
1018	STATE HOUSE EXECUTIVE HOUSEKEEPER	11
1017	STATE HOUSE HOUSEKEEPING FOREMAN	09
7004	STATE POLICE CAPTAIN	16
7012	STATE POLICE DETECTIVE	13
7003	STATE POLICE LIEUTENANT	15
7002	STATE POLICE SERGEANT	13
7001	STATE POLICE TROOPER	12
8262	STATIONARY ENGINEER	09
8261	STATIONARY FIREMAN	07
0419	STATISTICAL CLERK	06
0411	STATISTICIAN I	12
0412	STATISTICIAN II	13
0413	STATISTICIAN III	15

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0231	STOREKEEPER I	08
0232	STOREKEEPER II	10
0221	STORES CLERK	06
0098	STUDENT TECHNICIAN HIGHWAY	04
8252	SUPERINTENDENT BUILDINGS	16
9229	SUPERINTENDENT OF PARKS AND HISTORIC SITES	17
0233	SUPERINTENDENT WAREHOUSE	11
8133	SUPERINTENDENT, CENTRAL HIGHWAY GARAGE	12
5301	SUPERINTENDENT, CHILDRENS HOME	14
9334	SUPERINTENDENT, GAME FARM	10
5236	SUPERINTENDENT, MENS REFORMATORY	20
3071	SUPERINTENDENT, SCHOOL FOR THE DEAF	21
5257	SUPERINTENDENT, TRAINING SCHOOL	20
5244	SUPERINTENDENT, WOMENS REFORMATORY	20
0327	SUPERVISOR ACCOUNTING	16
5267	SUPERVISOR AFTERCARE PROGRAM	16
9228	SUPERVISOR BOATING FACILITIES	16
0031	SUPERVISOR CENTRAL RECORDS	12
0747	SUPERVISOR CONTRIBUTIONS	15
0314	SUPERVISOR DELINQUENT ACCOUNTS	13
0734	SUPERVISOR METHODS AND TRAINING	15
6430	SUPERVISOR PARK DESIGN AND DEVELOPMENT	17
9165	SUPERVISOR POTATO MARKETING	15
0324	SUPERVISOR PRE AUDIT	14
0963	SUPERVISOR RETIREMENT CLAIMS	12
0258	SUPERVISOR SURPLUS FOODS	11
0743	SUPERVISOR UNEMPLOYMENT BENEFITS	16
5017	SUPERVISOR, CASEWORK QUALITY	16
0033	SUPERVISOR, CORPORATION DIVISION	11
0163	SUPERVISOR, DATA PROCESSING	15
7308	SUPERVISOR, DRIVER IMPROVEMENT	15
9119	SUPERVISOR, FEED AND FERTILIZER REGULATION	14
0748	SUPERVISOR, FIELD ADVISORS AND EXAMINERS	15
0065	SUPERVISOR, FINANCIAL RESPONSIBILITY	12
0978	SUPERVISOR, FINGERPRINT CLASSIFICATION	09
3066	SUPERVISOR, FIRE FIGHTING TRAINING	15
8192	SUPERVISOR, FOUNDATION SURVEYS	12
9044	SUPERVISOR, GROUNDS	12
1121	SUPERVISOR, INSTITUTION CLOTHING	06
4101	SUPERVISOR, INSTITUTIONAL RECREATION	12
9015	SUPERVISOR, INSTITUTIONAL FARMS	14
5041	SUPERVISOR, JEFFERSON CAMP	13
0535	SUPERVISOR, MOTOR VEHICLES SALES TAX	13
0735	SUPERVISOR, OFFICE SERVICES	11
9227	SUPERVISOR, OUTDOOR RECREATION	16
6322	SUPERVISOR, PLANNING SURVEYS	13
7272	SUPERVISOR, PLUMBING INSPECTORS	12
5263	SUPERVISOR, PROBATION AND PAROLE	14
0364	SUPERVISOR, PROPERTY RECORDS	13
4052	SUPERVISOR, PUBLIC HEALTH NURSING I	13
4058	SUPERVISOR, PUBLIC HEALTH NURSING II	14
8603	SUPERVISOR, RADIO COMMUNICATIONS	14
0916	SUPERVISOR, RIGHT OF WAY APPRAISERS	19

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0931	SUPERVISOR, RIGHT OF WAY AGENTS	16
0334	SUPERVISOR, SALES TAX AUDIT	13
1271	SUPERVISOR SCHOOL FOOD SERVICES	16
9135	SUPERVISOR, SFED POTATO PROGRAM	16
3045	SUPERVISOR, SPECIAL EDUCATION	17
5253	SUPERVISOR, STUDENT LIFE SCH FOR DEAF	11
0161	SUPERVISOR, TABULATING EQUIPMENT I	11
0162	SUPERVISOR, TABULATING EQUIPMENT II	12
0185	SUPERVISOR, TRAINING SHOP	09
0834	SUPERVISOR, VETFRANS SFRVICES	14
0423	SUPERVISOR, VITAL STATISTICS	13
3062	SUPERVISOR, VOCATIONAL REHABILITATION	15
4025	SURGICAL TECHNICIAN	07
0257	SURPLUS PROPERTY FIELD AGENT	09
0101	SWITCHBOARD OPERATOR I	04
0102	SWITCHBOARD OPERATOR II	06
0103	SWITCHBOARD OPERATOR SUPERVISOR	08
0387	SYSTEMS ANALYST	16
0151	TABULATING EQUIPMENT OPERATOR I	07
0152	TABULATING EQUIPMENT OPERATOR II	09
0554	TAX CONSULTANT	16
3036	TEACHER EDUCATION ADVISOR	16
3035	TEACHER EDUCATION COORDINATOR	17
3016	TEACHER MENTAL RETARDED CHILDREN	11
0029	TELETYPE OPERATOR	06
4130	THERAPIST ASSISTANT	03
0072	TOLL BRIDGE MANAGER I	07
0073	TOLL BRIDGE MANAGER II	08
0071	TOLL COLLECTOR	05
6324	TRAFFIC PLANNER	14
8621	TRAFFIC RECORDER TECHNICIAN	08
5266	TRAINING CENTER CASEWORKER	12
5258	TRAINING SCHOOL COUNSELOR I	07
5259	TRAINING SCHOOL COUNSELOR II	09
5260	TRAINING SCHOOL COUNSELOR III	11
2055	TRIAL ATTORNEY	18
0736	UNEMPLOYMENT COMPENSATION SUPERVISOR I	14
0740	UNEMPLOYMENT COMPENSATION SUPERVISOR II	15
0741	UNEMPLOYMENT COMPENSATION EXAMINER	11
0745	UNEMPLOYMENT COMPENSATION SUPERVISOR III	16
8572	UPHOLSTERER	07
6311	UTILITY ENGINEER I	17
6312	UTILITY ENGINEER II	19
6309	UTILITY ENGINEERING AIDE	14
0125	VARI TYPIST	07
0833	VETERANS CLAIMS SPECIALIST	13
0831	VETERANS COUNSELOR	12
9151	VETERINARIAN I	16
9152	VETERINARIAN II	17
0422	VITAL STATISTICS FIELD AGENT	08

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
3081	VOCATIONAL REHABILITATION COUNSELOR I	12
3082	VOCATIONAL REHABILITATION COUNSELOR II	13
3083	VOCATIONAL REHABILITATION COUNSELOR III	14
0234	WAREHOUSEMAN	06
1001	WATCHMAN	04
8278	WATER AND SEWAGE PLANT OPERATOR	09
7280	WEIGHTS AND MEASURES INSPECTOR	10
7281	WEIGHTS AND MEASURES INSPECTION SUPERVISOR	13
8314	WELDER	08
5006	WELFARE RESOURCES AGENT SUPERVISOR	13
8291	WINDOW MAINTENANCE MECHANIC	08
8450	WOODSHOP ASSISTANT MANAGER	09
8452	WOODSHOP FOREMAN	08
5062	WORK EXPERIENCE AND TRAINING SPECIALIST I	12
5063	WORK EXPERIENCE AND TRAINING SPECIALIST II	13
5058	WORK EXPERIENCE SPECIALIST	14
0431	WORKMENS COMPENSATION SPECIALIST	12
4222	X RAY TECHNICIAN	08
8126	YARD FOREMAN	09

APPENDIX C

LISTING BY GRADE OF CLASS TITLES AND
PROPOSED SALARY GRADE

APPENDIX C

1/3/67

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
1007	DISHWASHER	01
1014	DOMESTIC WORKER I	01
1101	LAUNDRY WORKER I	01
1111	SEAMSTRESS I	01
1201	FOOD SERVICE WORKER I	01
1211	MAID	01

CODE NO

CLASS TITLE

PROPOSED SALARY GRADE

CLERICAL AIDE

02

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0001	CLERK I	03
4130	THERAPIST ASSISTANT	03

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0011	CLERK TYPIST I	04
0098	STUDENT TECHNICIAN HIGHWAY	04
0101	SWITCHBOARD OPERATOR I	04
1001	WATCHMAN	04
1011	CUSTODIAL WORKER I	04
1015	DOMESTIC WORKER II	04
1020	HOUSEMOTHER	04
1120	INSTITUTION CLOTHING ATTENDANT	04
1202	FOOD SERVICE WORKER II	04
8001	LABORER I	04
8141	BRIDGE OPERATOR I	04
9001	FARM WORKER	04
9041	GROUNDSKEEPER I	04
9210	PARK RECEPTIONIST	04
9903	HIGHWAY MAINTENANCE MAN I	04

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0021	CLFRK STENOGRAPHER I	05
0071	TOLL COLLECTOR	05
0081	POST OFFICE CLERK I	05
0111	BOOKKEEPING MACHINE OPERATOR I	05
0141	KEY PUNCH OPERATOR I	05
0976	FINGERPRINT CLASSIFIER I	05
1102	LAUNDRY WORKER II	05
1103	LAUNDRY WASHMAN	05
1112	SEAMTRESS II	05
4001	PSYCHIATRIC AIDE I	05
4111	OCCUPATIONAL THERAPY AIDE I	05
4143	NUTRITIONAL AIDE	05
4201	LABORATORY ASSISTANT	05
6316	PLANNING AIDE	05
6331	ENGINEERING AIDE I	05
7241	INSTITUTION FIRE MARSHAL I	05
8111	LIGHT EQUIPMENT OPERATOR	05
8469	FERRY SERVICE TERMINAL AGENT I	05
9301	FISH HATCHERY AIDE	05
9904	HWY MAINT MAN II	05

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0002	CLFRK II	06
0012	CLFRK TYPIST II	06
0029	TELETYPE OPERATOR	06
0085	MAIL CLFRK	06
0102	SWITCHBOARD OPERATOR II	06
0121	DUPLICATING EQUIPMENT OPERATOR I	06
0131	PHOTOCOPY MACHINE OPERATOR I	06
0142	KEY PUNCH OPERATOR II	06
0215	MILITARY OPERATIONS SPECIALIST I	06
0221	STORES CLERK	06
0234	WAREHOUSEMAN	06
0241	LIQUOR STORE CLFRK	06
0419	STATISTICAL CLFRK	06
1012	CUSTODIAL WORKER II	06
1121	SUPERVISOR, INSTITUTION CLOTHING	06
1231	COOK I	06
4002	PSYCHIATRIC AIDE II	06
4021	NURSING ASSISTANT I	06
4239	PHARMACY ASSISTANT	06
5020	SOCIAL WORKER TRAINEE	06
5111	PSYCHOLOGY INTERNE	06
5220	PRISON MAIL CENSOR	06
5251	HOUSEPARENT I	06
7315	CAPITOL BUILDING AND GROUNDS OFFICER	06
8002	LABORER II	06
8142	BRIDGE OPERATOR II	06
8501	BEAUTICIAN	06
8502	BARBER	06
8521	COBBLER	06
8601	RADIO OPERATOR	06
9011	GENERAL FARMER	06
9021	DAIRYMAN I	06
9031	GARDEN FARMER	06
9051	POULTRYMAN	06
9201	LIFEGUARD	06
9211	PARK RANGER	06
9318	AQUARIUM ATTENDANT	06
9510	GAME WARDEN AIDE	06
9905	HWY MAINT MAN III	06

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0022	CLERK STENOGRAPHER II	07
0072	TOLL BRIDGE MANAGER I	07
0112	BOOKKEEPING MACHINE OPERATOR II	07
0125	VARI TYPIST	07
0151	TABULATING EQUIPMENT OPERATOR I	07
0201	MECHANICAL STORES CLERK I	07
0211	MILITARY PROPERTY CLERK	07
0242	ASSISTANT MANAGER, LIQUOR STORE I	07
0311	ACCOUNT CLERK I	07
0737	CLAIMS INTERVIEWER I	07
0977	FINGERPRINT CLASSIFIER II	07
1013	BUILDING CUSTODIAN	07
1016	HOUSEKEEPER	07
3101	LIBRARY ASSISTANT	07
4004	PSYCHIATRIC AIDE SUPERVISOR I	07
4022	NURSING ASSISTANT II	07
4025	SURGICAL TECHNICIAN	07
4061	ASSISTANT TO NURSING INSTRUCTOR	07
4102	RECREATION AIDE	07
4112	OCCUPATIONAL THERAPY AIDE II	07
4211	LABORATORY TECHNICIAN I	07
4340	DENTAL HYGIENIST ASSISTANT	07
4350	DENTAL ASSISTANT	07
5005	HOMEMAKERS AIDE	07
5201	GUARD	07
5231	CORRECTIONS OFFICER I	07
5258	TRAINING SCHOOL COUNSELOR I	07
6001	ILLUSTRATOR I	07
7242	INSTITUTION FIRE MARSHALL II	07
7305	DRIVER LICENSE EXAMINER AIDE	07
8121	HEAVY EQUIPMENT OPERATOR I	07
8261	STATIONARY FIREMAN	07
8304	AUTOMOTIVE REPAIRMAN	07
8463	ASSISTANT MANAGER, PRISON RETAIL STORE	07
8571	FURNITURE REPAIRMAN	07
8572	UPHOLSTERER	07
8605	DISPATCHER	07
9023	HERDSMAN ASSISTANT	07
9042	GRUNDSKEEPER II	07
9116	SARDINE QUALITY GRADER I	07
9311	FISH HATCHERYMAN	07
9331	GAMEKEEPER	07
9401	FOREST INSECT RANGER I	07
9402	BLISTER RUST FIELD ASSISTANT	07
9421	FOREST WATCHMAN	07
9444	FOREST NURSERYMAN	07
9906	HWY MAINT MAN IV	07

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0003	CLFRK III	08
0013	CLFRK TYPIST III	08
0028	MILITARY ADMINISTRATION SPECIALIST	08
0073	TOLL BRIDGE MANAGER II	08
0082	POST OFFICE CLERK II	08
0103	SWITCHBOARD OPERATOR SUPERVISOR	08
0132	PHOTOCOPY MACHINE OPERATOR II	08
0143	KEY PUNCH SUPERVISOR	08
0181	DUPLICATING EQUIPMENT OPERATOR II	08
0191	COMPUTER OPERATOR I	08
0216	MILITARY OPERATIONS SPECIALIST II	08
0231	STOREKEEPER I	08
0243	ASSISTANT MANAGER LIQUOR STORE II	08
0422	VITAL STATISTICS FIELD AGENT	08
0720	FARM PLACEMENT SPECIALIST	08
0980	PRISON STEWARD I	08
1010	CUSTODIAL WORKER III	08
1105	LAUNDRY SUPERVISOR I	08
1232	COOK II	08
1241	BAKER I	08
1251	MEAT CUTTER	08
2048	HIGHWAY ATTORNEY AIDE	08
4222	X RAY TECHNICIAN	08
4231	ELECTROENCEPHALOGRAPH TECHNICIAN	08
5221	CLASSIFICATION SPECIALIST	08
5252	HOUSEPARENT II	08
6006	DRAFTSMAN I	08
6317	PLANNING ASSISTANT I	08
6332	ENGINEERING AIDE II	08
6405	CHEMIST AIDE	08
7221	FIELD INSPECTOR	08
8201	CARPENTER	08
8205	LOCKSMITH	08
8211	ELECTRICIAN	08
8221	MASON	08
8231	PAINTER	08
8241	PLUMBER	08
8281	MAINTENANCE MECHANIC	08
8291	WINDOW MAINTENANCE MECHANIC	08
8302	AUTOMOTIVE MECHANIC	08
8311	BLACKSMITH	08
8314	WELDER	08
8321	MACHINIST	08
8441	METAL SHOP FOREMAN	08
8452	WOODSHOP FOREMAN	08
8468	FERRY SERVICE ORDINARY SEAMEN	08
8470	FERRY SERVICE TERMINAL AGENT II	08
8561	SIGN PAINTER	08
8563	SIGN SHOP ASSISTANT	08
8621	TRAFFIC RECORDER TECHNICIAN	08
8622	CIVIL DEFENSE INSTRUMENT REPAIRMAN	08
9017	BUTCHER	08
9022	DAIRYMAN II	08

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
9026	DAIRY PLANT OPERATOR	08
9111	FOOD INSPECTOR I	08
9171	PRODUCE INSPECTOR I	08
9221	PARK MANAGER I	08
9313	FISH HATCHERY FOREMAN ASSISTANT	08
9333	ASSISTANT SUPERINTENDENT GAME FARM	08

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0023	CLERK STENOGRAPHER III	09
0052	HEARINGS REPORTER I	09
0113	BOOKKEEPING MACHINE OPERATOR III	09
0152	TABULATING EQUIPMENT OPERATOR II	09
0185	SUPERVISOR, TRAINING SHOP	09
0192	COMPUTER OPERATOR II	09
0202	MECHANICAL STORES CLERK II	09
0214	MILITARY PROPERTY AUDITOR	09
0244	LIQUOR STORE MANAGER I	09
0257	SURPLUS PROPERTY FIELD AGENT	09
0312	ACCOUNT CLERK II	09
0738	CLAIMS INTERVIEWER II	09
0978	SUPERVISOR, FINGERPRINT CLASSIFICATION	09
0986	CIVIL DEFENSE AGENT COUNTY	09
1017	STATE HOUSE HOUSEKEEPING FOREMAN	09
2044	LEGISLATIVE RESEARCH TECHNICIAN I	09
3222	MEDICAL RECORDS TECHNICIAN	09
4005	PSYCHIATRIC AIDE SUPERVISOR II	09
4031	NURSE I	09
5007	SOCIAL WORKER AIDE	09
5112	PSYCHOLOGY FELLOW	09
5204	CORRECTIONAL INF ATTEND	09
5215	GUARD SERGEANT	09
5232	CORRECTIONS OFFICER II	09
5259	TRAINING SCHOOL COUNSELOR II	09
7301	MOTOR VEHICLE INVESTIGATOR	09
7302	DRIVER LICENSE EXAMINER I	09
7309	HIGHWAY EQUIPMENT SPECIALIST	09
7310	HIGHWAY SAFETY EXAMINER	09
7311	SANITARIAN I	09
8122	HEAVY EQUIPMENT OPERATOR II	09
8126	YARD FOREMAN	09
8256	GROUNDSKEEPER FOREMAN	09
8262	STATIONARY ENGINEER	09
8278	WATER AND SEWAGE PLANT OPERATOR	09
8450	WOODSHOP ASSISTANT MANAGER	09
8462	MANAGER PRISON RETAIL STORE	09
8471	FERRY SERVICE ABLE SEAMAN	09
8476	FERRY SERVICE TERMINAL AGENT III	09
8531	EXHIBIT TECHNICIAN I	09
9024	HERDSMAN	09
9222	PARK MANAGER II	09
9312	FISH HATCHERY FOREMAN	09
9360	MARINE RESOURCES TECHNICIAN	09
9403	FOREST INSECT RANGER II	09
9431	FOREST RANGER II	09
9441	FOREST RANGER MECHANIC	09
9450	FORESTER AIDE	09
9907	HWY MAINT MAN V	09

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0046	INSTITUTIONAL BUSINESS MANAGER I	10
0232	STOREKEEPER II	10
0251	BUYER I	10
0305	ACTUARIAL CLERK	10
0739	CLAIMS INTERVIEWER III	10
0942	CIVIL DEFENSE AGENT	10
0985	ASSISTANT PLANS AND TRAINING OFFICER CO COUNTY	10
1233	COOK III	10
1242	BAKER II	10
2046	LEGAL RESEARCH TECHNICIAN	10
4032	NURSE II	10
4050	REGISTERED NURSE	10
4062	NURSING INSTRUCTOR I	10
4212	LABORATORY TECHNICIAN II	10
4251	INTERNE	10
4341	DENTAL HYGIENIST I	10
5101	PSYCHOLOGY ASSISTANT	10
5213	GUARD LIEUTENANT	10
5254	HOUSEPARENT III	10
7231	FIRE INSPECTOR I	10
7271	PLUMBING INSPECTOR	10
7280	WEIGHTS AND MEASURES INSPECTOR	10
7303	DRIVER LICENSE EXAMINER II	10
7312	SANITARIAN II	10
8202	CARPENTER FOREMAN	10
8212	ELECTRICIAN FOREMAN	10
8222	MASON FOREMAN	10
8232	PAINTER FOREMAN	10
8282	MAINTENANCE MECHANIC FOREMAN	10
8306	AUTOMOTIVE MECHANIC FOREMAN	10
8322	MACHINIST FOREMAN	10
8411	MANAGER CLOTHING SHOP	10
8421	MANAGER FURNITURE SHOP	10
8431	MANAGER SANDING ROOM	10
8442	METAL SHOP MANAGER	10
8451	MANAGER WOOD SHOP	10
8562	SIGN SHOP FOREMAN	10
8591	CONSTRUCTION FOREMAN	10
8602	RADIO TECHNICIAN	10
9012	FARM MANAGER I	10
9112	FOOD INSPECTOR II	10
9142	MANAGER POULTRY TEST	10
9164	MARKETING SPECIALIST I	10
9172	PRODUCE INSPECTOR II	10
9334	SUPERINTENDENT, GAME FARM	10
9901	HIGHWAY FOREMAN I	10

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0004	CLERK IV	11
0024	ADMINISTRATIVE SECRETARY	11
0025	ASSISTANT SECRETARY, PUBLIC UTILITIES COMMISSION	11
0026	EXECUTIVE SECRETARY REAL ESTATE COMM	11
0033	SUPERVISOR, CORPORATION DIVISION	11
0035	EXECUTIVE SECRETARY, BOARD OF HAIRDRESSERS	11
0051	HEARINGS REPORTER II	11
0135	PHOTOGRAPHER I	11
0161	SUPERVISOR, TABULATING EQUIPMENT I	11
0204	MECHANICAL STORES SUPERVISOR	11
0233	SUPERINTENDENT WAREHOUSE	11
0236	LIQUOR STORE MANAGER II	11
0258	SUPERVISOR SURPLUS FOODS	11
0735	SUPERVISOR, OFFICE SERVICES	11
0741	UNEMPLOYMENT COMPENSATION EXAMINER	11
0744	FIELD ADVISOR AND EXAMINER	11
0984	PLANS AND TRAINING OFFICER, CIVIL DEFENSE COUNTY	11
1018	STATE HOUSE EXECUTIVE HOUSEKEEPER	11
1104	LAUNDRY SUPERVISOR II	11
1261	FOOD SERVICE MANAGER I	11
2045	LEGISLATIVE RESEARCH TECHNICIAN II	11
3014	MANUAL TRAINING TEACHER	11
3016	TEACHER MENTAL RETARDED CHILDREN	11
3111	LIBRARIAN I	11
4006	PSYCHIATRIC AIDE SUPERVISOR III	11
4033	NURSE III	11
4041	PSYCHIATRIC NURSING INSTRUCTOR I	11
4051	PUBLIC HEALTH NURSE I	11
4063	NURSING INSTRUCTOR II	11
4140	NUTRITIONIST ASSISTANT	11
5001	FIELD INVESTIGATOR	11
5003	LEGAL RESOURCES AGENT	11
5214	GUARD CAPTAIN	11
5223	CLASSIFICATION AND REHABILITATION OFFICER I	11
5233	CORRECTIONS OFFICER III	11
5245	CORRECTIONS PROGRAM OFFICER	11
5253	SUPERVISOR, STUDENT LIFE SCH FOR DEAF	11
5260	TRAINING SCHOOL COUNSELOR III	11
5261	PROBATION PAROLE OFFICER I	11
5273	ALCOHOLISM REHABILITATION COUNSELOR	11
6002	ILLUSTRATOR II	11
6007	DRAFTSMAN II	11
6318	PLANNING ASSISTANT II	11
6334	ENGINEERING TECHNICIAN I	11
7232	FIRE INSPECTOR II	11
7261	LIQUOR INSPECTOR I	11
8131	AUTOMOTIVE EQUIPMENT SUPERVISOR	11
8191	FOUNDATION SURVEY FOREMAN	11
8194	SOILS LAB FOREMAN	11
8251	BUILDING MAINTENANCE SUPERVISOR	11
8541	EXHIBIT TECHNICIAN II	11
8580	AIRCRAFT MECHANIC	11

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
9101	DAIRY INSPECTOR	11
9117	SARDINE QUALITY GRADER II	11
9153	ANIMAL INDUSTRY SPECIALIST I	11
9163	MARKETING AGENT	11
9223	PARK MANAGER III	11
9341	BIOLOGY AIDE	11
9361	MARINE RESOURCES SPECIALIST	11
9451	FORESTER I	11
9501	COASTAL WARDEN	11
9511	GAME WARDEN I	11
9902	HIGHWAY FOREMAN II	11

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0065	SUPERVISOR, FINANCIAL RESPONSIBILITY	12
0162	SUPERVISOR, TABULATING EQUIPMENT II	12
0321	ACCOUNTANT I	12
0331	FIELD EXAMINER I	12
0031	SUPERVISOR CENTRAL RECORDS	12
0341	BANK EXAMINER I	12
0345	CONSUMER CREDIT EXAMINFR	12
0351	INSURANCE EXAMINER	12
0372	PUBLIC UTILITY INVESTIGATOR	12
0388	PROGRAMMER I	12
0401	PERSONNEL TECHNICIAN I	12
0411	STATISTICIAN I	12
0424	LABOR MARKET ANALYST I	12
0431	WORKMENS COMPENSATION SPECIALIST	12
0501	PROPERTY ASSESSMENT ADVISOR I	12
0521	SALES TAX EXAMINER I	12
0616	AUDITOR I	12
0701	EMPLOYMENT INTERVIEWER I	12
0725	EMPLOYMENT COUNSELOR I	12
0820	INFORMATIONAL WRITER	12
0831	VETERANS COUNSELOR	12
0911	RIGHT OF WAY AGENT I	12
0949	CHIEF HEALTH MOBILIZATION SERVICES CD	12
0950	RADIOLOGICAL MAINTENANCE OFFICER CD	12
0956	CHIEF PROTECTIVE SERVICES CD	12
0958	INFORMATION OFFICER CIVIL DEFENSE	12
0959	CHIEF RESOURCES MANAGEMENT, CD	12
0963	SUPERVISOR RETIREMENT CLAIMS	12
0966	RETIREMENT SEPCIALIST I	12
0979	PRISON STEWARD II	12
1262	FOOD SERVICE MANAGER II	12
3081	VOCATIONAL REHABILITATION COUNSELOR I	12
4042	PSYCHIATRIC NURSING INSTRUCTOR II	12
4055	PUBLIC HEALTH NURSE II	12
4101	SUPERVISOR, INSTITUTIONAL RECREATION	12
4121	OCCUPATIONAL THERAPIST I	12
4127	PHYSICAL THERAPIST I	12
4234	MEDICAL PHOTOGRAPHER	12
4342	DENTAL HYGIENIST II	12
4373	PUBLIC HEALTH EDUCATOR I	12
5011	SOCIAL WORKER I	12
5062	WORK EXPERIENCE AND TRAINING SPECIALIST I	12
5262	PROBATION PAROLE OFFICER II	12
5266	TRAINING CENTER CASEWORKER	12
5271	ASSISTANT DIRECTOR ALCOHOLISM SERVICES	12
6003	ILLUSTRATOR III	12
6008	DRAFTSMAN III	12
6335	ENGINEERING TECHNICIAN II	12
6401	CHEMIST I	12
6409	GEOLOGY AIDE	12
6435	LANDSCAPE ARCHITECT AIDE	12
7001	STATE POLICE TROOPER	12
7251	INDUSTRIAL INSPECTOR	12

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
7262	LIQUOR INSPECTOR II	12
7272	SUPERVISOR, PLUMBING INSPECTORS	12
7313	SANITARIAN SUPERVISOR	12
8133	SUPERINTENDENT, CENTRAL HIGHWAY GARAGE	12
8152	BRIDGE SUPERVISOR	12
8173	HIGHWAY DISTRICT SUPERVISOR	12
8192	SUPERVISOR, FOUNDATION SURVEYS	12
8213	ELECTRICAL INSPECTOR	12
8253	ASSISTANT MILITARY CONSTRUCTION, MAINTENANCE AND PROPERTY	12
8271	PLANT MAINTENANCE ENGINEER I	12
8461	MANAGER PRISON INDUSTRIES	12
8611	CIVIL DEFENSE COMMUNICATIONS TECHNICIAN	12
9044	SUPERVISOR, GROUNDS	12
9114	FOOD INSPECTION SUPERVISOR I	12
9118	SARDINE GRADING LABORATORY SUPERVISOR	12
9123	HORTICULTURIST I	12
9161	MARKETING SPECIALIST II	12
9173	PRODUCE INSPECTION SUPERVISOR I	12
9224	DISTRICT PARK SUPERVISOR I	12
9322	BOAT CAPTAIN I	12
9411	ENTOMOLOGIST I	12
9518	SAFETY CO ORDINATOR	12
9519	GAME WARDEN II	12

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0136	PHOTOGRAPHER II	13
0247	LIQUOR STORE SUPERVISOR	13
0314	SUPERVISOR DELINQUENT ACCOUNTS	13
0322	ACCOUNTANT II	13
0328	PUBLIC UTILITY ACCOUNTANT I	13
0332	FIELD EXAMINER II	13
0334	SUPERVISOR, SALES TAX AUDIT	13
0342	BANK EXAMINER II	13
0364	SUPERVISOR, PROPERTY RECORDS	13
0381	BUDGET EXAMINER I	13
0385	ORGANIZATION AND METHODS EXAMINER	13
0402	PERSONNEL TECHNICIAN II	13
0405	DEPARTMENTAL PERSONNEL OFFICER I	13
0412	STATISTICIAN II	13
0417	LABOR MARKET ANALYST II	13
0418	LABOR STATISTICAL ANALYST	13
0423	SUPERVISOR, VITAL STATISTICS	13
0502	PROPERTY ASSESSMENT ADVISOR II	13
0522	SALES TAX EXAMINER II	13
0535	SUPERVISOR, MOTOR VEHICLES SALES TAX	13
0617	AUDITOR II	13
0702	EMPLOYMENT INTERVIEWER II	13
0723	EMPLOYMENT COUNSELOR II	13
0833	VETERANS CLAIMS SPECIALIST	13
0912	RIGHT OF WAY AGENT II	13
0941	CHIEF CBR SERVICES, CIVIL DEFENSE	13
0943	CHIEF SUPPLY SERVICES, CIVIL DEFENSE	13
0944	CHIEF PLANS AND TRAINING, CIVIL DEFENSE	13
0945	CIVIL DEFENSE ADMINISTRATIVE OFFICER	13
0946	CHIEF COMMUNITY SERVICES, CIVIL DEFENSE	13
0952	PARI-MUTUEL SUPERVISOR	13
0955	SECTOR DIRECTOR, CIVIL DEFENSE	13
0967	RETIREMENT SPECIALIST II	13
2001	APPEALS REFEREE	13
2052	HIGHWAY ATTORNEY ASSISTANT	13
3032	MILITARY TRAINING OFFICER I	13
3065	DISABILITY CLAIMS ADJUDICATOR I	13
3069	ADULT EDUCATION SPECIALIST, VISUALLY IMPAIRED	13
3070	SMALL BUSINESS ENTERPRISES COUNSELOR VISUALLY IMPAIRED	13
3082	VOCATIONAL REHABILITATION COUNSELOR II	13
3112	LIBRARIAN II	13
3221	MEDICAL RECORDS LIBRARIAN	13
4034	NURSE IV	13
4043	PSYCHIATRIC NURSING INSTRUCTOR III	13
4052	SUPERVISOR, PUBLIC HEALTH NURSING I	13
4122	OCCUPATIONAL THERAPIST II	13
4126	PHYSICAL THERAPIST II	13
4128	SPEECH THERAPIST	13
4213	LABORATORY TECHNICIAN III	13
4226	MOBILE X RAY SUPERVISOR	13
4235	HOSPITAL SERVICES CONSULTANT	13
4372	PUBLIC HEALTH EDUCATOR II	13
4381	HEALTH SERVICES CONSULTANT	13

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
5002	FIELD INVESTIGATION SUPERVISOR	13
5004	INDIAN DEVELOPMENT REPRESENTATIVE	13
5006	WELFARE RESOURCES AGENT SUPERVISOR	13
5008	SOCIAL WORKER II	13
5024	CHIEF OF VOLUNTEER SERVICES	13
5033	PSYCHIATRIC SOCIAL WORK ASSISTANT	13
5041	SUPERVISOR, JEFFERSON CAMP	13
5051	EMPLOYMENT COUNSELOR FOR THE BLIND	13
5052	BLIND CHILDREN COUNSELOR	13
5061	ARMED FORCES REJECTEES SPECIALIST I	13
5063	WORK EXPERIENCE AND TRAINING SPECIALIST II	13
5212	ASSISTANT DEPUTY WARDEN	13
5222	CLASSIFICATION AND REHABILITATION OFFICER II	13
5281	MEDICAL SOCIAL WORK CONSULTANT I	13
6004	CARTOGRAPHER	13
6322	SUPERVISOR, PLANNING SURVEYS	13
6336	ENGINEERING TECHNICIAN III	13
6411	GEOLOGIST I	13
6432	LANDSCAPE ARCHITECT I	13
6434	ARCHITECTURAL AIDE	13
7002	STATE POLICE SERGEANT	13
7012	STATE POLICE DETECTIVE	13
7225	FIELD INSPECTOR SUPERVISOR	13
7281	WEIGHTS AND MEASURES INSPECTION SUPERVISOR	13
7304	CHIEF, DRIVER LICENSE EXAMINER	13
7307	CHIEF MOTOR VEHICLE INVESTIGATOR	13
8255	ASSISTANT SUPERINTENDENT BUILDINGS	13
8472	FERRY SERVICE ENGINEER	13
8581	AIRCRAFT PILOT I	13
9013	FARM MANAGER II	13
9225	DISTRICT PARK SUPERVISOR II	13
9366	COMMERCIAL MARINE FISHERY EXTENSION AGENT ASST	13
9405	BLISTER RUST DISTRICT LEADER	13
9433	FOREST RANGER IV	13
9517	GAME WARDEN III	13

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0041	BUSINESS MANAGER I	14
0049	DIRECTOR MALT LIQUOR AND LICENSES	14
0252	BUYER II	14
0255	MATERIALS TESTING ENGINEER	14
0256	PURCHASING STANDARDS ENGINEER	14
0259	ADMINISTRATOR DONATED FOODS AND PROPERTY	14
0324	SUPERVISOR PRE AUDIT	14
0329	PUBLIC UTILITY ACCOUNTANT II	14
0352	INSURANCE ANALYST	14
0389	PROGRAMMER II	14
0711	EMPLOYMENT SERVICE SUPERVISOR I	14
0722	EMPLOYMENT SPECIALIST I	14
0729	MANPOWER MOBILIZATION COORDINATOR	14
0721	EMPLOYMENT COUNSELOR III	14
0732	METHODS AND TRAINING SPECIALIST	14
0736	UNEMPLOYMENT COMPENSATION SUPERVISOR I	14
0749	ASSISTANT SUPERVISOR OF BENEFITS	14
0821	INFORMATIONAL REPRESENTATIVE	14
0824	PUBLICITY REPRESENTATIVE I	14
0834	SUPERVISOR, VETERANS SERVICES	14
0947	CHIEF COMMUNICATIONS, CIVIL DEFENSE	14
0953	CIVIL DEFENSE OPERATIONS OFFICER	14
0954	CIVIL DEFENSE PUBLIC AFFAIRS OFFICER	14
3067	DISABILITY CLAIMS ADJUDICATOR II	14
3083	VOCATIONAL REHABILITATION COUNSELOR III	14
4058	SUPERVISOR, PUBLIC HEALTH NURSING II	14
4141	NUTRITIONIST	14
4391	HEALTH SERVICES SUPERVISOR	14
5016	SOCIAL WORKER III	14
5031	PSYCHIATRIC SOCIAL WORKER I	14
5058	WORK EXPERIENCE SPECIALIST	14
5060	ARMES FORCES REJECTEES SPECIALIST II	14
5132	CHAPLAIN	14
5263	SUPERVISOR, PROBATION AND PAROLE	14
5272	DIRECTOR, ALCOHOLISM SERVICES	14
5301	SUPERINTENDENT, CHILDRENS HOME	14
6061	CONSTRUCTION INSPECTOR I	14
6309	UTILITY ENGINEERING AIDE	14
6324	TRAFFIC PLANNER	14
6333	ENGINEERING AIDE III	14
6402	CHEMIST II	14
6412	GEOLOGIST II	14
6483	PLANNER I	14
7015	CRIMINAL INSPECTOR	14
7234	ASSISTANT DIRECTOR FIRE PREVENTION	14
7306	MOTOR VEHICLE HEARINGS OFFICER	14
8128	HIGHWAY DEPT SAFETY SUPERVISOR	14
8132	ASSISTANT DIRECTOR, HIGHWAY EQUIPMENT	14
8175	HIGHWAY MAINTENANCE SUPERVISOR	14
8254	MILITARY CONSTRUCTION, MAINTENANCE AND PROPERTY OFFICER	14
8272	PLANT MAINTENANCE ENGINEER II	14
8473	FERRY SERVICE CAPTAIN I	14
8474	FERRY SERVICE PORT ENGINEER	14

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
8584	AIRCRAFT PILOT II	14
8594	EXECUTIVE AIRCRAFT CO PILOT	14
8603	SUPERVISOR, RADIO COMMUNICATIONS	14
9015	SUPERVISOR, INSTITUTIONAL FARMS	14
9115	FOOD INSPECTION SUPERVISOR II	14
9119	SUPERVISOR, FEED AND FERTILIZER REGULATION	14
9154	ANIMAL INDUSTRY SPECT II	14
9162	MARKETING SPECIALIST III	14
9174	PRODUCE INSPECTION SUPERVISOR II	14
9233	PARKS AND SITES HISTORIAN	14
9323	BOAT CAPTAIN II	14
9351	BIOLOGIST I	14
9362	MARINE RESOURCES SCIENTIST I	14
9452	FORESTER II	14
9502	COASTAL WARDEN SUPERVISOR	14
9512	GAME WARDEN IV	14

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0044	INSTITUTIONAL BUSINESS MANAGER II	15
0137	MOTION PICTURE SPECIALIST	15
0163	SUPERVISOR, DATA PROCESSING	15
0261	DIRECTOR PUBLIC PRINTING	15
0316	RATE AND TARIFF EXAMINER	15
0323	ACCOUNTANT III	15
0333	FIELD EXAMINER III	15
0343	BANK EXAMINER III	15
0344	DIRECTOR, CONSUMER CREDIT	15
0346	DIRECTOR, SECURITIES DIVISION	15
0382	BUDGET EXAMINER II	15
0391	DEPUTY STATE TREASURER	15
0392	MANAGEMENT ANALYST I	15
4237	MEDICARE CONSULTANT	15
0403	PERSONNEL TECHNICIAN III	15
0406	DEPARTMENTAL PERSONNEL OFFICER II	15
0413	STATISTICIAN III	15
0420	LABOR MARKET ANALYST III	15
0503	PROPERTY ASSESSMENT ADVISOR III	15
0513	DIRECTOR INHERITANCE TAX	15
0523	SALES TAX EXAMINER III	15
0610	ASSISTANT DIRECTOR, MOTOR VEHICLES	15
0618	AUDITOR III	15
0712	EMPLOYMENT SERVICE SUPERVISOR II	15
0734	SUPERVISOR METHODS AND TRAINING	15
0740	UNEMPLOYMENT COMPENSATION SUPERVISOR II	15
0747	SUPERVISOR CONTRIBUTIONS	15
0748	SUPERVISOR, FIELD ADVISORS AND EXAMINERS	15
0913	RIGHT OF WAY APPRAISER I	15
0919	LAND ACQUISITION SPECIALIST	15
0948	DEPUTY DIRECTOR, CIVIL DEFENSE	15
0965	DIRECTOR, DIVISION OF SPECIAL SERVICES	15
0971	DEPUTY COMM LABOR AND INDUSTRY	15
0982	CONSERVATION EDUCATION SPECIALIST	15
0987	EXECUTIVE SECRETARY MAINE MILK COMM	15
1263	DIETARY CONSULTANT	15
1264	DIRECTOR NUTRITION SERVICES	15
1272	ADMINISTRATOR, SCHOOL LUNCH PROGRAM	15
2002	CHIEF APPEALS REFEREE	15
3062	SUPERVISOR, VOCATIONAL REHABILITATION	15
3066	SUPERVISOR, FIRE FIGHTING TRAINING	15
3084	CHIEF, DETERMINATIONS UNIT	15
3113	LIBRARIAN III	15
4035	NURSE V	15
4057	PUBLIC HEALTH NURSING EDUCATIONAL CONSULTANT	15
4123	CHIEF OCCUPATIONAL THERAPIST	15
4129	CHIEF PHYSICAL THERAPIST	15
4142	NUTRITIONIST SUPERVISOR	15
4151	SPEECH CONSULTANT	15
4241	PHARMACIST I	15
4371	PUBLIC HEALTH EDUCATOR III	15
5013	SOCIAL WORK SUPERVISOR I	15
5032	PSYCHIATRIC SOCIAL WORKER II	15

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
5056	AREA DIRECTOR WORK EXPERIENCE TRAINING PROGRAM	15
5059	EDUCATION AND TRAINING COUNSELOR	15
5121	PSYCHOLOGIST I	15
5282	MEDICAL SOCIAL WORK CONSULTANT II	15
6433	LANDSCAPE ARCHITECT II	15
7003	STATE POLICE LIEUTENANT	15
7101	DIRECTOR, WATERCRAFT REGISTRATION AND SAFETY	15
7201	AERONAUTICS INSPECTOR	15
7253	DIRECTOR, INDUSTRIAL SAFETY	15
7292	DIRECTOR, LABOR AND SAFETY	15
7308	SUPERVISOR, DRIVER IMPROVEMENT	15
8475	FERRY SERVICE MANAGER	15
8477	FERRY SERVICE CAPTAIN II	15
8585	AIRCRAFT PILOT III	15
9165	SUPERVISOR POTATO MARKETING	15
9226	ASSISTANT SUPERVISOR, OUTDOOR RECREATION	15
9232	ASSISTANT SUPERVISOR STATE PARKS	15
9352	BIOLOGIST II	15
9363	MARINE RESOURCES SCIENTIST II	15
9412	ENTOMOLOGIST II	15
9514	ASSISTANT CHIEF GAME WARDEN	15

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
5283	MEDICAL SERVICES SUPERVISOR	16
0042	BUSINESS MANAGER II	16
0325	ACCOUNTING SYSTEMS ANALYST	16
0327	SUPERVISOR ACCOUNTING	16
0330	PUBLIC UTILITY ACCOUNTANT III	16
0337	DIRECTOR AUDITS	16
0387	SYSTEMS ANALYST	16
0404	CHIEF PERSONNEL TECHNICIAN	16
0504	PROPERTY ASSESSMENT ADVISOR IV	16
0533	SALES TAX EXAMINER IV	16
0554	TAX CONSULTANT	16
0713	EMPLOYMENT SERVICE SUPERVISOR III	16
0724	EMPLOYMENT SPECIALIST II	16
0743	SUPERVISOR UNEMPLOYMENT BENEFITS	16
0745	UNEMPLOYMENT COMPENSATION SUPERVISOR III	16
0811	INDUSTRIAL DEVELOPMENT REPRESENTATIVE I	16
0827	PUBLICITY REPRESENTATIVE II	16
0931	SUPERVISOR, RIGHT OF WAY AGENTS	16
0981	EXHIBIT SPECIALIST	16
1271	SUPERVISOR SCHOOL FOOD SERVICES	16
2022	ATTORNEY EXAMINER	16
2051	HIGHWAY ATTORNEY	16
3031	MILITARY TRAINING OFFICER II	16
3036	TEACHER EDUCATION ADVISOR	16
3068	DEPARTMENT TRAINING OFFICER	16
3085	CHIEF, REHABILITATION SERVICES	16
4053	PUBLIC HEALTH NURSING CONSULTANT	16
4054	NURSING EDUCATION CONSULTANT	16
4243	PHARMACIST II	16
5012	SOCIAL WORKER CONSULTANT	16
5014	SOCIAL WORK SUPERVISOR II	16
5017	SUPERVISOR, CASEWORK QUALITY	16
5034	PSYCHIATRIC SOCIAL WORK SUPERVISOR	16
5038	SOCIAL RESEARCH SCIENTIST	16
5122	PSYCHOLOGIST II	16
5265	ASSISTANT DIRECTOR PROBATION AND PAROLE	16
5267	SUPERVISOR AFTERCARE PROGRAM	16
6062	CONSTRUCTION INSPECTOR II	16
6211	SANITARY ENGINEER I	16
6341	CIVIL ENGINEER I	16
6403	CHEMIST III	16
6413	GEOLOGIST III	16
6421	INDUSTRIAL HYGIENE ENGINEER I	16
6431	PARK PLANNER	16
6481	PLANNER II	16
7004	STATE POLICE CAPTAIN	16
7016	CHIEF CRIMINAL INSPECTOR	16
7233	DIRECTOR, STATE FIRE PREVENTION	16
8252	SUPERINTENDENT BUILDINGS	16
8275	PLANT MAINTENANCE ENGINEER III	16
8593	EXECUTIVE AIRCRAFT PILOT	16
9102	DAIRY INSPECTION SUPERVISOR	16
9124	STATE HORTICULTURIST	16

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
9135	SUPERVISOR, SEED POTATO PROGRAM	16
9137	ASSISTANT DIRECTOR, PLANT INDUSTRY	16
9139	CHIEF FOREIGN TRADE DEVELOPMENT	16
9151	VETERINARIAN I	16
9155	ASSISTANT DIRECTOR ANIMAL INDUSTRY	16
9175	PRODUCE INSPECTION SUPERVISOR III	16
9181	ASSISTANT DIRECTOR AGRICULTURAL MARKETING	16
9183	ASSISTANT DIRECTOR INSPECTION	16
9191	DIRECTOR MAINE MILK PROGRAM	16
9227	SUPERVISOR, OUTDOOR RECREATION	16
9228	SUPERVISOR BOATING FACILITIES	16
9230	COORDINATOR KEEP MAINE SCENIC PROGRAM	16
9357	DIRECTOR, PLANNING AND RESEARCH	16
9381	DIR PUBLIC RELATIONS AND MARKETING SEA AND SHORE	16
9453	FORESTER III	16

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0047	ASSISTANT DIRECTOR ADMINISTRATIVE SERVICES	17
0048	INSTITUTIONAL BUSINESS MANAGER III	17
0050	BUSINESS MANAGER III	17
0335	DEPUTY STATE AUDITOR	17
1272	DIRECTOR SCHOOL FOOD SERVICES	17
0338	CHIEF ACCOUNTANT	17
0348	DEPUTY BANK COMMISSIONER	17
0354	DEPUTY INSURANCE COMMISSIONER	17
0374	DIRECTOR, TRANSPORTATION ENFORCEMENT	17
0384	ASSISTANT BUDGET OFFICER	17
0393	MANAGEMENT ANALYST II	17
0395	ASSISTANT CONTROLLER	17
0414	DIRECTOR STATISTICS	17
0530	SALES TAX EXAMINER V	17
0541	DIRECTOR EXCISE TAX	17
0551	DIRECTOR PROPERTY TAX	17
0727	ASSISTANT DIRECTOR EMPLOYMENT SERVICES	17
0810	INDUSTRIAL DEVELOPMENT REPRESENTATIVE II	17
0819	MANAGER EXHIBITS AND DISPLAY	17
0914	RIGHT OF WAY APPRAISER II	17
0961	ASSISTANT EXECUTIVE SECRETARY, MSRS	17
0983	DIRECTOR OF CONSERVATION INFORMATION AND EDUCATION	17
1272	ADMINISTRATOR SCHOOL LUNCH	17
3035	TEACHER EDUCATION COORDINATOR	17
3042	EDUCATION SPECIALIST	17
3045	SUPERVISOR, SPECIAL EDUCATION	17
3059	DIRECTOR DRIVER EDUCATION	17
4056	DIRECTOR, PUBLIC HEALTH NURSING	17
4236	ASSISTANT DIRECTOR HOSPITAL SERVICES	17
4319	MENTAL RETARDATION PLANNING COORDINATOR	17
4320	MENTAL HEALTH PLANNER	17
5015	SOCIAL WORK SUPERVISOR III	17
5030	DIRECTOR SOCIAL SERVICES	17
5042	DIRECTOR, GENERAL ASSISTANCE	17
5054	DIRECTOR SPECIAL SERVICES	17
5123	PSYCHOLOGIST III	17
5235	ASSISTANT SUPERINTENDENT, MENS REFORMATORY	17
5243	ASSISTANT SUPERINTENDENT WOMENS REFORMATORY	17
5255	DIRECTOR COTTAGE PROGRAM	17
5256	ASSISTANT SUPERINTENDENT TRAINING SCHOOL	17
5268	DIRECTOR, AFTERCARE PROGRAM	17
6212	SANITARY ENGINEER II	17
6311	UTILITY ENGINEER I	17
6328	MANAGER HIGHWAY EQUIPMENT MAINTENANCE	17
6342	CIVIL ENGINEER II	17
6415	SOILS RESEARCH SCIENTIST	17
6422	INDUSTRIAL HYGIENE ENGINEER II	17
6430	SUPERVISOR PARK DESIGN AND DEVELOPMENT	17
6438	LANDSCAPE ARCHITECT III	17
7263	DIRECTOR, LIQUOR ENFORCEMENT	17
9152	VETERINARIAN II	17
9156	DIRECTOR, ANIMAL INDUSTRY	17
9182	DIRECTOR, AGRICULTURAL MARKETING	17

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
9184	DIRECTOR, INSPECTION	17
9186	EXECUTIVE SECRETARY ME SOIL AND WATER CONSERVATION COMM	17
9229	SUPERINTENDENT OF PARKS AND HISTORIC SITES	17
9353	BIOLOGIST III	17
9364	MARINE RESOURCES SCIENTIST III	17
9371	DIRECTOR MARINE RESEARCH	17
9414	STATE ENTOMOLOGIST	17
9434	FOREST RANGER V	17
9454	FORESTER IV	17
9504	CHIEF COASTAL WARDEN	17
9515	CHIEF GAME WARDEN	17
9516	DEPUTY COMMISSIONER, INLAND FISH AND GAME	17

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0043	DIRECTOR ADMINISTATIVE SERVICES I	18
0380	EXECUTIVE SECRETARY MAINE INSURANCE ADVISORY BOARD	18
0531	DIRECTOR SALES TAX	18
0611	DIRECTOR MOTOR VEHICLES	18
0726	DIRECTOR, EMPLOYMENT SERVICE	18
0746	DIRECTOR, UNEMPLOYMENT COMPENSATION	18
0917	RIGHT OF WAY APPRAISER III	18
0964	INVESTMENT OFFICER	18
2053	CHIEF COUNSEL LAND DAMAGE BOARD	18
2055	TRIAL ATTORNEY	18
3054	CONSULTANT, FEDERAL GRANTS FOR EDUCATION	18
4425	DIRECTOR CHILDRENS PSYCHIATRIC HOSPITAL	18
5124	PSYCHOLOGIST IV	18
5224	DEPUTY PRISON WARDEN	18
5264	DIRECTOR, PROBATION AND PAROLE	18
6343	CIVIL ENGINEER III	18
6414	STATE GEOLOGIST	18
9138	DIRECTOR, PLANT INDUSTRY	18

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0038	DEPUTY SECRETARY OF STATE	19
0801	DIRECTOR, INDUSTRIAL DEVELOPMENT	19
0816	DIRECTOR, RECREATION	19
0826	DIRECTOR, PUBLIC RELATIONS	19
0916	SUPERVISOR, RIGHT OF WAY APPRAISERS	19
3028	DIRECTOR VOCATIONAL EDUCATION	19
3038	COORDINATOR, EDUCATIONAL RESEARCH AND EVALUATION	19
3039	COORDINATOR, FEDERAL STATE RELATIONS	19
3043	DIRECTOR, ELEMENTARY EDUCATION	19
3046	DIRECTOR SPECIAL EDUCATION AND GUIDANCE	19
3052	DIRECTOR SECONDARY EDUCATION	19
5018	DIRECTOR, FAMILY SERVICES	19
5026	DIRECTOR, CHILD WELFARE	19
6312	UTILITY ENGINEER II	19
6436	ARCHITECT	19
6471	MECHANICAL ENGINEER	19
6482	DIRECTOR ECONOMIC DEVELOPMENT PLANNING	19
9461	DEPUTY FOREST COMMISSIONER	19

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0390	CHIEF DATA PROCESSING AND SYSTEMS	20
2056	CHIEF COUNSEL, HIGHWAY	20
4415	DIRECTOR, PARA MEDICAL SERVICES	20
5236	SUPERINTENDENT, MENS REFORMATORY	20
5244	SUPERINTENDENT, WOMENS REFORMATORY	20
5257	SUPERINTENDENT, TRAINING SCHOOL	20
6344	CIVIL ENGINEER IV	20
6404	RIO CHEMIST	20
6461	CHIEF ENGINEER AERONAUTICS	20

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
0045	DIRECTOR ADMINISTRATIVE SERVICES II	21
0829	DEPUTY COMMISSIONER, ECONOMIC DEVELOPMENT	21
3044	ASSISTANT COMMISSIONER SCHOOL ADMINISTRATIVE SERVICES	21
3047	DIRECTOR, EDUCATION FIELD SERVICES	21
3064	ASSISTANT COMMISSIONER VOCATIONAL REHABILITATION	21
3071	SUPERINTENDENT, SCHOOL FOR THE DEAF	21
4323	DIRECTOR, PUBLIC HEALTH LABORATORY	21
5019	DIRECTOR SOCIAL WELFARE	21
5226	PRISON WARDEN	21
6214	DIRECTOR, PUBLIC HEALTH ENGINEERING	21
6313	CHIEF ENGINEER PUBLIC UTILITIES	21
6346	CIVIL ENGINEER V	21
6451	CHIEF ENGINEER, WATER IMPROVEMENT COMMISSION	21

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
3053	ASSISTANT COMMISSIONER INSTRUCTION	22
3056	ASSISTANT COMMISSIONER PROFESSIONAL SERVICES	22
6348	CHIEF ENGINEER HIGHWAY	22

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
5269	DIRECTOR, CORRECTIONS	23

CODE NO	CLASS TITLE	PROPOSED SALARY GRADE
3058	DEPUTY COMMISSIONER, EDUCATION	24