

MAINE STATE LEGISLATURE

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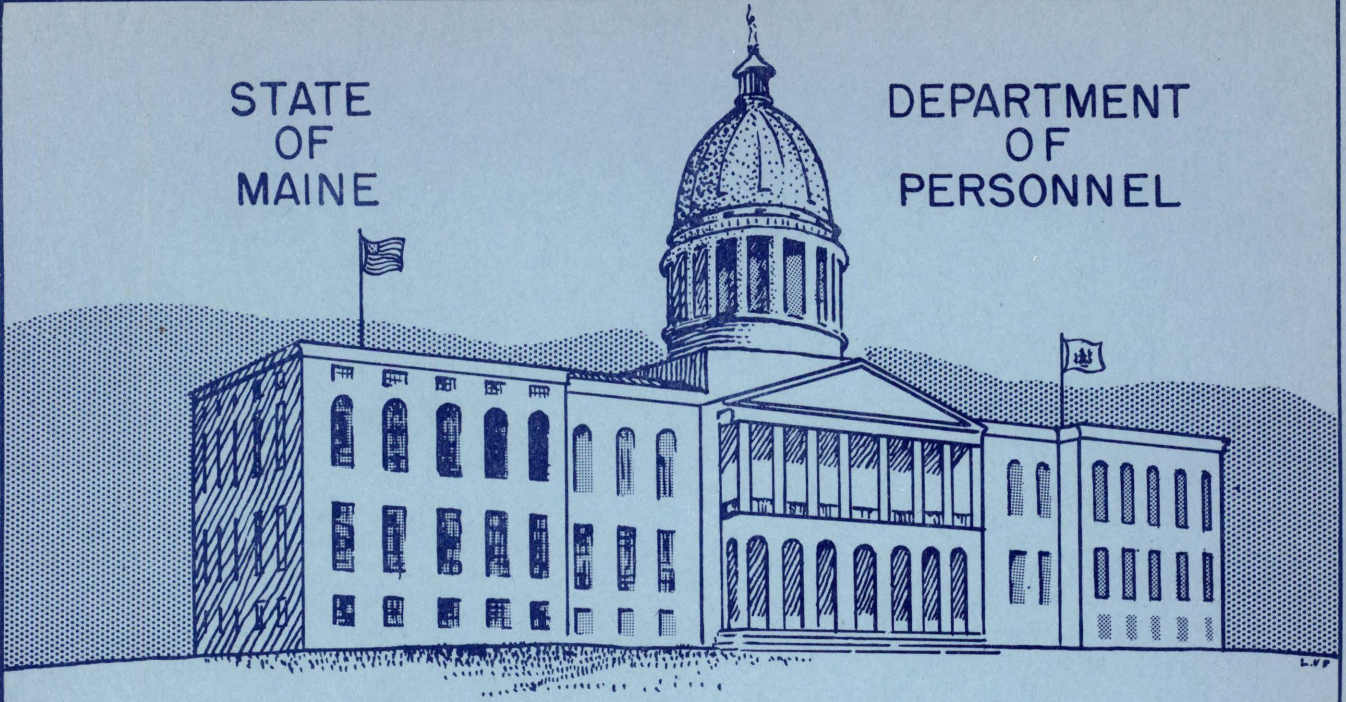
1948-1950

(in three volumes)

VOLUME III

STATE
OF
MAINE

DEPARTMENT
OF
PERSONNEL



*Report
For the Fiscal Biennium*

Ended June 30, 1950

Submitted By

Ober C. Vaughan, Director

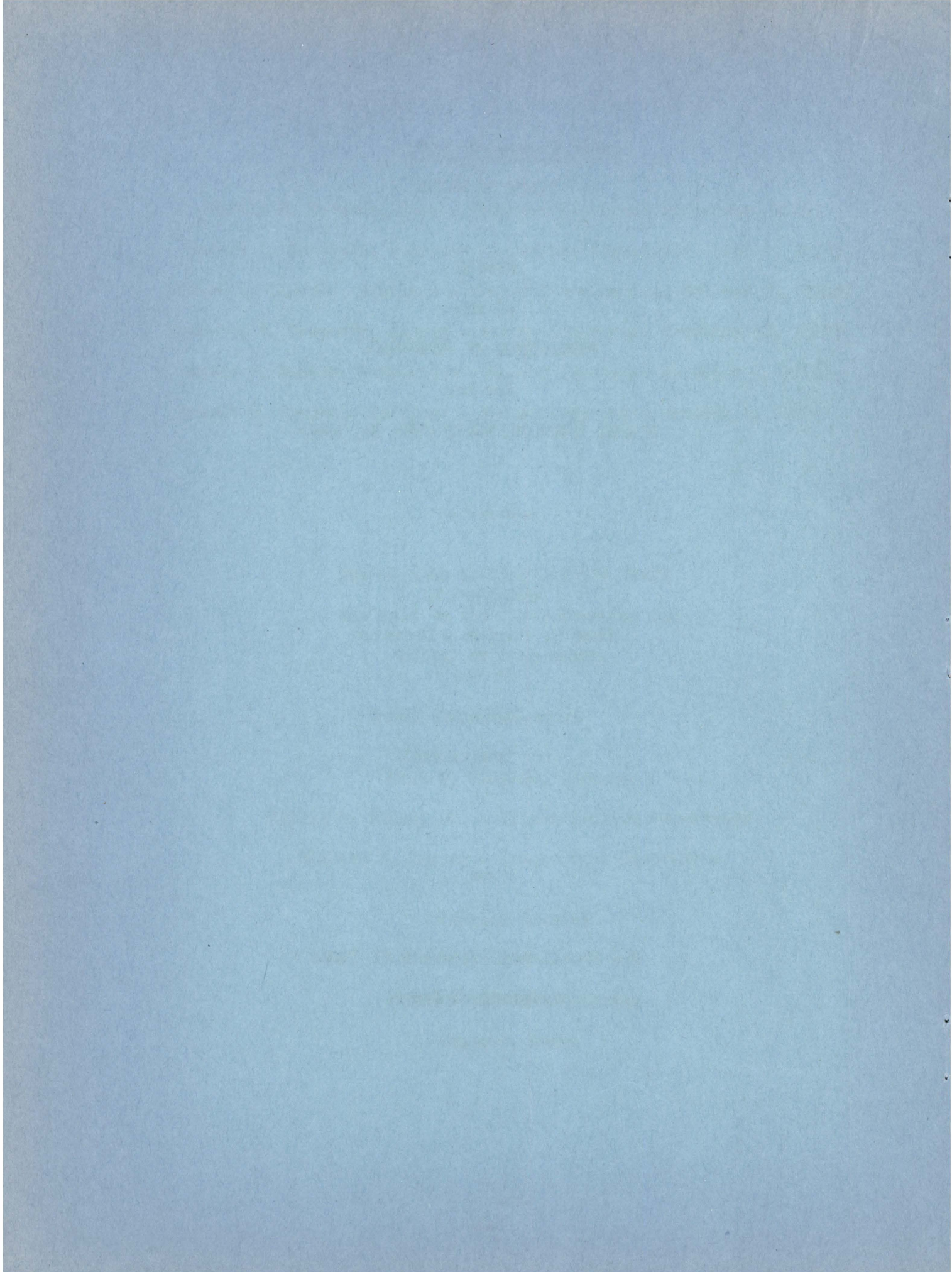
To The

State Personnel Board

For Transmittal To

His Excellency, Frederick G. Payne

Governor of Maine



STATE OF MAINE
REPORT
of the
DEPARTMENT OF PERSONNEL
for the
FISCAL BIENNIUM ENDED JUNE 30, 1950

submitted by
Ober C. Vaughan - Director
to the
State Personnel Board
for Transmittal

to

His Excellency Frederick G. Payne
Governor of Maine

State Personnel Board

Harold E. Rodgers, Saco - Chairman (Resigned September, 1948)
Robert L. Getchell, Portland - Chairman (Appointed October, 1948)
Edward L. Lincoln, Portland - Member (Term expired October 24, 1949)
Franklin H. Prescott, Auburn - Member (Appointed November 15, 1949)
Agnes P. Mantor, Farmington - Member (Resigned November 5, 1948)
Robert M. Pennell, Portland - Member (Appointed January 4, 1949)

The regular meetings of the Board
are held on the first Thursday and
Friday of each month.

Ober C. Vaughan, Director
Willis H. Allen, Jr. - Classification Supervisor
William H. Hughes - Examination Supervisor

Offices located
in
Vickery and Hill Building
Augusta, Maine

STATE PERSONNEL BOARD

ROBERT L. GETCHELL, CHAIRMAN
ROBERT M. PENNELL
FRANKLIN H. PRESCOTT



OSBER C. VAUGHAN
DIRECTOR

STATE OF MAINE
DEPARTMENT OF PERSONNEL
AUGUSTA

December 31, 1950

To Governor Frederick G. Payne

and

Members of the Executive Council

Gentlemen:

We submit herewith the report of the Director of
Personnel, for two years ended June 30, 1950.

State
Personnel
Board

(Robert L. Getchell, Chairman
{
(Robert M. Pennell
{
(Franklin H. Prescott

December 31, 1950

State Personnel Board
State House
Augusta, Maine

Honorable Members:

Pursuant to the requirements of Section 15 of Chapter 38 of the Revised Statutes, the report of the Director of Personnel, covering the two fiscal years immediately prior to the 1951 session of the Legislature, is hereby submitted to you for review and transmittal to the Governor.

INTRODUCTION.

During the thirteen years of the Personnel Department's existence, it has been experiencing more and more, the ready acceptance of the basic principle that the economic and moral success or failure of State government is based upon the success or failure of the employees who constitute it. It is recognized that it is no longer possible in such a large jurisdiction to employ and retain persons without a system of examinations and pay equalization. Some growth has been realized during the period in extending the Merit System principles, but, we are still far from complete in our coverage of all positions. The classification and pay survey, authorized by the 94th Legislature, which is now in process will provide the basic foundation on which to build a practical and scientific examination and pay equalization program.

The economic justification for a civil service department lies in its effect on turnover among employees. In a jurisdiction as large as the State's Service, the dollar loss, experienced as a result of high percentage of turnover, may amount to many thousands of tax dollars per year. It is obvious that a system which holds this loss to a minimum is far to be desired

over one which, with every change in administration, disposes of employees, and hires new ones in their place.

State departments and agencies are engaged in administering for the people of the State of Maine, programs of great social and economic import. Their successful administration demands that they be entrusted to employees who are well qualified for their jobs, by practical and scientific experience and training. It is the responsibility of the Personnel Department to insure that this type of personnel is secured and retained on the job. To do this, we must adhere strictly to the recognized sound principles set forth in the Law and Rules. These principles are enumerated as follows:

1. Equal opportunity for all citizens to compete for positions in the State's service.
2. Practical and scientific methods of selection, which insure the employment of only the best qualified.
3. Classification and evaluation of positions according to duties and responsibilities.
4. Equal pay for equal work responsibility.
5. Promotion and salary advance within the service, based on merit.
6. Security in the position so long as the individual efficiently performs his duties.
7. The right to appeal to an impartial board if the employee feels discriminated against.

I. Equal Opportunity For All Citizens To Compete For Positions In The State's Service.

Through the establishment of 16 major examination centers in the various areas of the State, maximum opportunity has been provided for all citizens of the State to apply and compete for positions in the State's service. 166 separate examinations have been announced during the period on which were received 5630 applications. Examinations have been announced to the public through the medium of press, radio, service clubs, post offices, town clerks, Employment Security offices, and by direct mailing to interested persons.

II. Practical And Scientific Methods of Selection Which Insure The Employment of Only The Best Qualified.

Examinations used have been constructed to test the knowledge and abilities needed to perform the duties of specific positions. Consulting service on examinations has been used whenever such consultants were available. Examination questions have been analyzed with the specific duties of positions in mind. Proven examination material has been loaned by the Civil Service Assembly, Testing Service Division of the Social Security Administration, and many other state jurisdictions.

III. Classification And Evaluation Of Positions According To Duties And Responsibilities.

The current classification and compensation plan has been maintained during the period. 325 positions have been analyzed and allocated to pay ranges. Very little attention has been paid to the evaluation of institutional positions, due to lack of staff to perform the work. Through action by the Legislature, a complete classification and compensation survey was authorized. The Public Administration Service of Chicago has been awarded a contract to perform the work. This is now in progress,

and a complete report will be presented to the Legislature at the regular session in 1951.

IV. Equal Pay For Equal Work Responsibility.

In allocating positions to salary brackets, particular attention has been paid to the comparison of positions already established in the State's service. Through information on salaries paid in the United States, maintained currently by Civil Service Assembly, and private surveys, it has been possible to compare Maine State's Service salaries with those paid by other public jurisdictions. During the period covered by the report, salaries paid have been maintained reasonably consistent with pay being received in other comparable locations. It should be pointed out, however, that cost of living bonuses paid on an across-the-board-basis, have tended to throw position evaluation out of proper balance. In other words, so called low salaried employees have received increases in far greater percentage proportion than have the higher salaried employees.

V. Promotion And Salary Advance Within The Service, Based On Merit.

All of the 166 examinations given during the biennium have been open to present employees on a promotional basis. 27 of these examinations were restricted to departmental employees only. A great many promotions within the service were authorized. Merit increases in pay within salary ranges have been contingent' on meritorious service, and are authorized only on recommendation of the department head.

VI. Security In The Position As Long As The Individual Performs His Duties Efficiently.

There have been 70 discharges in the State's service during the biennium ending June, 1950. Considering the some 7000 positions involved, this

small a percentage in a two-year period would seem to indicate that removal for cause had been considered very carefully by supervisors. Of these 70 separations for cause, only 6 appeals have been received from the employees affected. This in itself seems to indicate that the great majority of employees so dismissed accepted the decision as reasonable.

VII. The Right Of Appeal To An Impartial Board If The Employee Feels Discriminated Against.

The Personnel Law provides that "at the written request of a dismissed, suspended or demoted employee, provided such request is filed within 30 days of the effective date of such dismissal, suspension or demotion, the Board will make an investigation. Following such investigation, if conditions warrant it, the Board may, at its own discretion, conduct a hearing with reference to the charges involved". Under the above legal right, 3 public hearings have been held.

CLASSIFICATION AND PAY DIVISION

Past Activities: The division has labored under extremely difficult conditions during most of the biennium period. It not only has had the usual difficult problems, but has also been faced with a period of increased living costs, followed by a leveling-off period and now, once again, is confronted with advancing prices.

Any normal period produces a certain number of requests for reclassification and salary studies, but during this biennium period of fluctuating trends, these requests have more than doubled. It not only has been increasingly difficult to keep positions properly classified, but great difficulty has been experienced in keeping salaries for positions established during the periods of changing costs consistent with positions established during the more normal periods.

Inadequacies and inconsistencies in our classification and pay plans were pointed out in the Department's 1948 biennium report (Pages 15 - 18), and subsequently a state-wide reclassification and pay survey was granted by the 94th Legislature, but nothing of a constructive nature could be undertaken until early in 1950.

Statistical analysis of the work accomplished in a classification and pay division is always difficult to present, but it is hoped that the following statements and figures will clearly show the volume of work, as well as the variety of activities carried on during the biennium by this division:

Position Control: Duties of positions never remain fixed, but are in a constant state of change. This is due mainly to administrative changes, new functions assigned to departments, abilities and inabilities of personnel

assigned, and insufficient moneys to adequately staff and administer departmental activities. In order to make certain that equal pay is granted for equal work, it is necessary to make continuous field audits or studies of positions established. This is particularly necessary where requests are made to have positions reclassified or adjusted in salary. During the biennium period this division has made approximately 325 such field studies in answer to requested classification and salary changes.

Salary Data: Considerable time has been spent in gathering and compiling salary data of sufficient variety and scope to be used as the basis for making recommended wage adjustments.

This division has initiated and entered into over 75 state-wide, New England, and nation-wide salary surveys, during the biennium period. Material tabulated was used as the basis for obtaining the so-called 3-4-5-dollar cost of living increase, and other data was furnished to Legislative and Employee Association groups to show current wage comparisons between Maine employees and those of other jurisdictions.

Since the Personnel Department was established, and more recently in 1945 when an attempt was made to establish uniform and consistent classification and pay plans, there has been increasing dissatisfaction with the methods used in classifying and paying State employees.

In early 1949, the Personnel Board was instrumental in getting a bill before the Legislature to make a complete, state-wide reclassification and pay survey of all State employees. This bill was passed by the 94th Legislature, and in early 1950, Public Administration Service was hired to make the much needed survey.

Public Administration Service was chosen because of its fine record achieved in establishing similar programs for a large number of state governments throughout the United States. In the past 9 or 10 months of 1950 this firm assisted by the members of the State Personnel Department has done a magnificent job in gathering position data, salary information, allocating positions to class, writing class specifications, and performing the hundred and one duties necessary in establishing and recommending sound classification and pay plans for the 6800 or more employees of the State.

Although it has been very discouraging for the classification and pay division to be forced to maintain classification and pay plans which we recognized as being inadequate and unsound, we have been fully compensated by having the opportunity to assist the Public Administration Service's staff in establishing modern, consistent and workable classification and pay plans.

EXAMINATION AND RECRUITMENT

It has been clearly established that the strength of our state government is determined by the personnel who perform its functions. Qualified workers are necessary for efficient service, and should be employed without regard to their political or religious opinions or any other standard except the business efficiency of the state's service.

A sound and fairly administered examination and recruitment program can attract and place into the state's service, qualified employees who will contribute to a decreasing cost of state government.

Men and women in the State of Maine who are interested in good government realize, that to obtain maximum efficiency, it is necessary to have a department with strength to attract and examine qualified workers to staff our 37 state departments employing some 7000 classified employees.

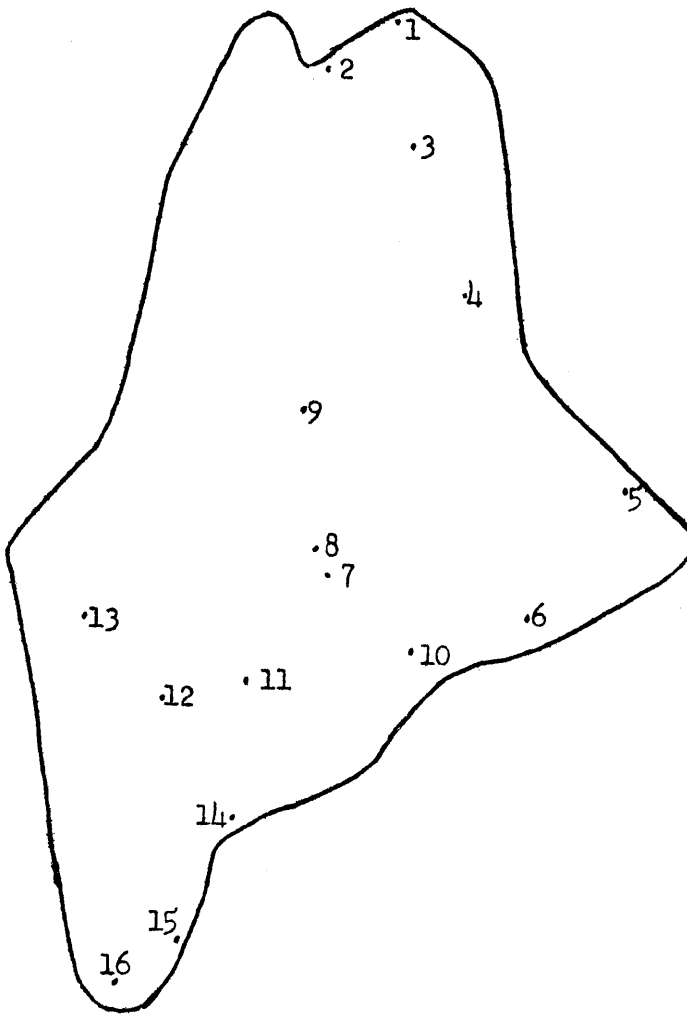
Recruitment

In an attempt to render maximum service, examination centers have been established throughout the state. With the cooperation of the Maine Employment Security Commission, staff members of the Employment Offices now serve as chief monitors; high school principals and commercial teachers have also been selected to serve as state monitors. The establishment of examination centers has gone a long ways to assure the citizens of Maine that the administration of examinations is standardized, fair and impartial.

A state-wide examination program enables interested and qualified applicants to take examinations in or near their home community. More examinations have been held at the same time, larger employment registers have been established, turnover in employees has been reduced; all resulting in a direct reduction in the cost of state government.

Following we have listed the sixteen (16) major examination centers in the state, and monitors by area.

Examination Centers



1. Madawaska
2. Fort Kent
3. Caribou
4. Houlton
5. Calais
6. Machias
7. Bangor
8. University of Maine
9. Millinocket
10. Ellsworth
11. Augusta
12. Lewiston
13. Rumford
14. Portland
15. Biddeford
16. Sanford

Examination Monitors

Augusta

Russell Q. Judkins, Manager
Maine Employment Security Comm.
W. Lloyd Dixon, Claims Deputy
Maine Employment Security Comm.
Floyd Smiley, Jr., Instructor
Cony High School
Nora Jackson, Head of Commercial
Department, Cony High School
Robert Kimball, Principal
Gates Business College

Bangor

Janice Burton, Head of Business
Education Dept., Bangor High
School
Emmons E. Kingsbury, Interviewer
Maine Employment Security Comm.
Marshall C. Garland, Interviewer
Maine Employment Security Comm.

Bath

Seth W. Thornton, Manager
Maine Employment Security Comm.

Biddeford

Francis M. Coughlin, Manager
Maine Employment Security Comm.
Eleanor B. Cheney, Interviewer
Maine Employment Security Comm.

Calais

Jack W. Townsend, Manager
Maine Employment Security Comm.
Mary Fleming, Head of Commercial
Department, Calais High School
Gerald E. Hill, Interviewer
Maine Employment Security Comm.

Caribou

Elliott E. Barker, Manager
Maine Employment Security Comm.

Ellsworth

Oliver L. Tapley, Manager
Maine Employment Security Comm.

Houlton

Roy L. Sinclair, Sr., Manager
Maine Employment Security Comm.

Jackman Station

Maxwell M. Erskine, Principal
Jackman High School

Lewiston

Carl R. Young, Interviewer
Maine Employment Security Comm.
J. B. Ehrenfried, Manager
Maine Employment Security Comm.
Margaret LaMontagne
Lewiston High School

Machias

Nelson D. Spurling, Manager
Maine Employment Security Comm.
Kendall H. Dunbar, Sr., Interviewer
Maine Employment Security Comm.

Madawaska

Eloi R. Daigle, Principal
Madawaska High School

Millinocket

Roy M. Hayes, Principal
Stearns High School

Rockland

John Coughlin, Manager
Maine Employment Security Comm.

North Bridgton

Richard L. Goldsmith, Principal
Bridgton Academy

Rumford

Ernest F. Lever, Jr., Manager
Maine Employment Security Comm.

Orono

Philip J. Brockway, Placement
Director, University of Maine

Sanford

Paul F. Webber, Manager
Maine Employment Security Comm.

Portland

Fred A. Herron, Manager
Maine Employment Security Comm.
Edgar B. Saunders
Maine Employment Security Comm.
Harry B. Lagdon, Claims Deputy
Maine Employment Security Comm.
D. James Farr, Assistant Manager
Maine Employment Security Comm.
Esther Johnson, Portland High
School

Skowhegan

Munroe P. Rinfret, Manager
Maine Employment Security Comm.
Gail N. Chapman, Interviewer
Maine Employment Security Comm.

Out of State Monitors

Wallace Whitney Director of Admissions
Becker Junior College
Worcester, Massachusetts

Benjamin E. Youngdahl Dean
Washington School of Social Work
St. Louis, Missouri

Thelma Hunt Director
Center for Psychological Services
George Washington University
Washington, D. C.

Brydon H. Lidle Administration Officer
State Civil Service Commission
Harrisburg, Pennsylvania

High School and College Examination Program. In March of 1949 the Personnel Department contacted all high school principals and commercial teachers in the state, offering an examination program for typists and stenographers. Sixty-seven high schools cooperated and the program resulted in an eligible register of 423 stenographers and 389 typists. The state was compensated by receiving excellent junior grade clerical workers, and only a few provisional appointments in outlying areas were made during the year.

Although called upon by the schools to repeat the program in the spring of 1950, the Personnel Department was financially unable to comply. A general spring examination program was completed and only 44 junior stenographers and 125 junior typists were placed on the eligible registers. The two registers are not adequate; they will not meet the long term needs of the state departments, and will result in the employment of provisional workers. The provisional appointments will result in an early fall examination program for clerical workers.

The Personnel Department prepared beginning grade, professional, technical, and administrative examinations suitable to meet the needs of many college graduates. The results were gratifying and although only a few of the many position classes in the state were covered, the program was effective, and if enlarged could meet the needs of college graduates in the State of Maine and the state departments.

Examinations

Examinations have been constructed to test the knowledges and abilities required to satisfactorily perform specific positions in the state's service. To determine what knowledges and abilities are required, it is necessary to review position specifications, study actual positions and further review qualifications with state supervisors and consultants in respective fields.

Examination Consultants. The Department of Personnel expresses its sincere appreciation to those men and women in the state who have so willingly given of their time and effort as consultants on state examinations. We feel the following named should be publicized so that their services may be acknowledged; for without their cooperation our examination and recruitment program would have suffered:

Fred Berry
State Auditor
State of Maine

Timothy J. Murphy
Enforcement Director
Liquor Commission

Frank Carpenter
State Treasurer
State of Maine

E. L. Newdick, Chief
Division Plant Industry
Department of Agriculture

Vaughan Dagget
Assistant Chief Engineer
Highway Department

Albert Noyes
Deputy Commissioner
Banking Department

Dr. Evans
Head of the Engineering Department
University of Maine

Stanley G. Perkins
Supervisor Machine Accountant
Accounts and Control

J. A. P. Flynn
Director, State Fire Prevention
Insurance Department

John Singer
Municipal Auditor
State of Maine

Dr. Donald F. Foulson
Plant Pathologist
University of Maine

Professor F. H. Stienmetz
Head of Department of Botony and
Entomology
University of Maine

Paul E. Jones
Director
Employment Service

Stanton Weed, Director
Motor Vehicle Division
State of Maine

Dr. Winthrop C. Libby
Head of Agronomy and Agri. Engineering
University of Maine

H. S. Weymouth
Engineer of Secondary Highways
Highway Department

Raymond Mudge
Finance Commission
State of Maine

C. A. Whitten
Bridge Construction Engineer
Highway Department

Max L. Wilder
Bridge Engineer
Highway Department

Professor Oscar L. Wyman
Crop Specialist
University of Maine

Oral Boards

Arthur Marshall
Ernst & Ernst Accountant
Portland

Elizabeth Thorndike
Ex-Chairman of State Park
Commission

Richard M. Millett
Secretary
Maine Board of Accountants

John F. Dyer
Former County Park Director

William Kimball
Comptroller
Central Maine Power and Light

Harold E. Kimball
Former Secretary of State Park
Commission

Number of Applications Received, Examinations Announced
and Persons Placed on Eligible Registers for
Bienniums 1946-1948 1948-1950

	Number of Examinations Announced	Number of Applications Received	Number Placed on Registers
1946 - 1948	101	3265	1837
1948 - 1950	166	5930	3146

Obtaining Qualified Personnel Not a Problem. Securing qualified personnel to fill vacancies would not be a problem if the Department were able to institute a sound recruitment program utilizing the press, radio and examination processes, eligible registers to meet the needs of appointing authorities would be established resulting in reducing turnover, and a decrease in the cost of state government.

The 166 examinations announced established 154 different eligible registers with 3146 qualified applicants seeking employment with the state.

Examination Program. During the biennium in review the Department announced 166 examinations; 128 written, 37 unassembled and 1 oral were conducted. Of the 128 written examinations, 29 included performance tests. 5930 applicants applied and were examined. 960 did not report for examination.

139 of the total examinations were open competitive to all qualified state citizens and to state employees on a promotional basis. 27 of the examinations were promotional examinations open to departmental employees only.

Of the 166 examinations conducted during the biennium, 44 examinations were for accountants, clerks or bookkeepers, positions common to all 37 state departments. The remaining 122 examinations were specific to only 18 departments.

73 of the 166 examinations conducted, examined 235 provisional employees.

As of June 30, 1950 there were 84 classified positions in the state's service employing 226 workers provisionally, subject to future examinations.

The above provisional workers and positions do not include institutions where approximately 773 workers are employed without benefit of an examination.

Veterans Preference. Legislative action awards veterans who served in the Armed Forces during a period of war, a 5 point preference to earned qualified ratings, and a 10 point preference to veterans who have established the present existence of a service-connected disability.

During the biennium in question, 720 veterans were placed on eligible registers and 120 disabled veterans, or 26.7% of the individuals placed on eligible registers were war veterans.

Examinations Conducted July, 1948 - June, 1950

Department	Total Examinations	%
Common to All Departments		
Accountant, Clerical, Bookkeeping	44	26.51
Liquor	6	3.61
Agriculture	6	3.61
Adjutant General	2	1.2
Health and Welfare	62	37.35
Finance	2	1.2
Treasury Department	1	.6
Education	6	3.61
Insurance	2	1.2
Maine Employment Security Commission	11	6.63
Highway	9	5.42
Banking	3	1.81
Secretary of State	1	.6
Labor and Industry	2	1.2
Audit	4	2.41
Personnel	2	1.2
Library	1	.6
State Parks	1	.6
State Police	1	.6
<hr/>	<hr/>	<hr/>
18	166	100%

If the Personnel Department had sufficient operational funds there would be relatively few employees hired into the state's service in a non-competitive manner, and all qualified and interested state citizens would be afforded an opportunity to compete for state employment.

At the present time examination requests and commitments have accumulated far in excess of the present division staff facilities.

Recommendations

The first year of the 1950-1952 Biennium will see a decrease in the number of examinations announced in that the division will not be allocated sufficient funds during 1950-1951 to carry on the concentrated examination program it accomplished last year.

Effect of the Classification Survey on Examination and Recruitment. Upon completion of the classification survey, the division will be called upon to enter into an accelerated examination program. Our source material supply has been nearly exhausted. To replenish will entail the construction of new items in specific areas, obtaining material from the Civil Service Assembly, State Technical Advisory Service, other states and from American Public Health Association.

Every attempt will be made, however, to meet the needs of appointing authorities, and still build up our examination item supply.

The classification survey in progress will be valuable to the Examination and Recruitment Division, in that it will among many other things:

1. Clearly establish duties involved on specific positions.
2. Establish job families, knowledges and duties involved and required to perform the positions on a difficulty level.

3. Reduce the number of job classifications.

The above will produce simplification of examination construction and tend toward more practicability in that positions, duties and titles will be related.

The above will result in the announcement of job family examination series, (i.e.) from Conservation Inspector I through Conservation Inspector Supervisor II; whereby the same subject matter material (knowledges and abilities) may be utilized on a progressively difficult level. The announcement of examinations for job families has been accomplished in past years, however, this examination procedure has not been fully utilized in that job titles and job duties do not necessarily follow a job family series.

The past Biennium has seen an increase in the number of examinations conducted, but not a complete and adequate coverage of the state's classified service.

As previously stated, there were 226 provisional workers employed on 84 different classified positions, as of June 30, 1950, not including the 773 workers in our institutions. Although the number of provisionals is not alarmingly large, provisional appointments do not contribute to a sound civil service program.

Our employment application has been revised to further investigative techniques, and investigative forms have been prepared. No attempt has been made to actually investigate an applicant's background, nor the validity of statements made. A sound examination and recruitment program should encompass investigative procedures as an integral part of the program.

Although we have increased our use of consultant service for examination

materials, we have not utilized many of our outstanding authorities in the state.

Oral board examinations should be an integral part of every examination offered to applicants who wish to be employed in the administrative, scientific, professional or social services. We have not utilized it fully.

Medical and physical examinations have not been utilized. Original appointments into the state's service and promotions should be allowed only after the satisfactory completion of a physical and medical examination, especially in institution positions and for positions where applicants might be acting in supervisory capacities or dealing with the public.

In one year a state smaller than the State of Maine rejected 45 applicants for physical and mental reasons; some of which were mental disease, tuberculosis, emotional instability, schizophrenia, hypertension and psychoneurosis. The State of Maine should be assured that they are not burdened with state employees who are not physically and mentally capable to perform the duties required.

Although a great deal of work has been done to improve our examination processes and techniques, item analysis and examination research should be furthered. More time should be spent in examination development.

The Personnel Department has made almost exclusive use of machine scored examination, thereby reducing both the time and cost in correcting examinations and still retaining accuracy, enabling the Department to establish registers several weeks after examinations have been administered.

CONCLUSION

In order to have a successful operating merit system the people must want it to work. The Maine Department of Personnel has never had, since its inception in 1937, sufficient funds with which to carry out completely the basic functions which are provided for in the Law. These basic functions of Recruitment, Examination, Classification, Position evaluation, Authorization and Record keeping have been performed only up to the extent of available funds with which to do the job.

If equal opportunity to serve in state positions is to be offered all citizens and if we are to select only the best qualified, the examination phase of the civil service program must be strengthened immediately so that instead of doing only one quarter of the needed job, we will be able to carry on a fair and equitable program covering the some 475 different position classifications in the state's service.

With the acceptance of the classification and compensation plan recommended by Public Administration Service a solid foundation must be laid on which pay equity and more efficient recruitment and examinations may be based.

In providing for a strong merit system of personnel administration, we are providing for long-term economies in state government. The over-all success of state government depends upon the success or failure of employees as individuals. It seems reasonable to assume that in the employing and separating of these employees, there is ample opportunity to either save or waste many tax dollars. In the hiring and discharging of these employees, discrimination and favoritism inevitably result in inferior or even complete loss of service to the public. This is one of the hidden costs of government, and is a drain on the taxpayer. If such wastes can be eliminated, more and better services

can be rendered with less personnel. A merit system which helps to eliminate such losses must necessarily be justified.

The successful administration of state departments depends on acquiring employees who know their jobs. This knowledge or ability must be determined in advance. Otherwise, many inferior employees will be hired only to find that they cannot be held on the job because of insufficient knowledge and ability to perform the work. This costs money. It is generally agreed that on the average it takes one third of the first year's salary to train a new employee-- average pay per employee is in the vicinity of \$50.00 per week. For each time this happens, we stand to lose roughly \$850.00. It is easy to see what the total cost may be on a payroll of some \$12,000,000, involving some 6500-7000 regular and seasonal positions. Several things can be done to hold this dollar loss to a minimum.

1. Provide equal opportunity for all citizens of the State to compete for state positions, thus providing for a wide area of recruitment, giving all well qualified persons knowledge of vacancies.
2. Provide for practical and scientific methods of selection that will see to it that only the best qualified find their way to the payrolls of the State.
3. Provide adequate on-the-job training programs which will stimulate employees to higher standards of performance.
4. Provide adequate pay for a given unit of work.
5. Provide for promotion and salary advance based on merit.
6. Provide security on the job only so long as the employee adequately performs the duties of the position.

Labor management relations have become far more complicated in the past few years. Progressive private industry is fast realizing that in order to deal with well informed groups it is absolutely necessary to set aside large sums to provide scientifically trained employees to man personnel management departments. The average provision in private industry is for one employee in the Personnel Department for each 200 employees on the payroll. Governmental agencies adhere to a rule-of-thumb figure in the neighborhood of 1% of total payroll.

The basic reason for maintaining a merit system is because of its effect on general governmental economy. It eliminates waste in government by limiting appointments to those of demonstrated fitness, and by eliminating wasteful turnover in public positions every few years. Employee morale is stimulated and production in work rises as employees see promotions and transfers made on the basis of merit and reward for good service. A career service attracts to public employment, young people of promise and capacity. The State must utilize all the human resources at hand in the form of educated youth to obtain the uttermost from the money spent for their education. Many governmental positions involve the employment of persons entrusted with the economic security, treatment of patients and inmates of State institutions, welfare and public health activities, and law enforcement, affecting the very lives and well-being of thousands of persons. These must be selected strictly on the basis of their qualifications for such work. Carelessness or ignorance in such types of work may be disastrous and even fatal.

It cannot be emphasized too strongly that the Personnel Department is operating ineffectively within its present appropriation. Ever since the Department was set up in Maine, it has had only a fraction of the money it needed to operate

effectively. Sufficient money has been provided for a complete classification and pay survey. With our present appropriation for examinations, we have been able to carry out about one fourth of the needed examinations. This results in a great many provisional appointments, and inadequate determination of employee status. We have been unable to provide adequate referral of workers to positions in departments, and keep current with the necessary statistical records on which administrative judgments should be based.

With the acceptance of the new classification and compensation plan recommended by Public Administration Service, a solid foundation will be laid on which pay equity and more efficient recruitment and examination may be based. It is our sincere belief that additional support for the Personnel Department will in the long run prove to be a sound investment in better government for the people of Maine.

Positions	Bul. No.	Number of Applications		Written Examination		Oral or Performance Test			Total Number put on Register	Provisional Employees		
		Received	Accepted	No. Appearing	No. Passed	No. Asked to Appear	No. Appearing	No. Passed		No. on Pay Roll	No. Passing	No. Failing
Sanitary Engineer	157	0	--	--	--	--	--	--	--	--	--	--
Dist. Supervisor (Highway)	156	26	23	22	14	--	--	--	14	0	0	0
Pub. Health Nurse Supervisor	157	1	1	1	1	--	--	--	1	1	1	0
Laboratory Technician	157	0	--	--	--	--	--	--	--	--	--	--
Sanitary Inspector	157	56	43	43	29	--	--	--	29	0	0	0
Senior Sanitary Engineer	157	2	2	2	2	--	--	--	2	0	0	0
Public Health Nurse	157	8	8	7	7	--	--	--	7	7	7	0
Laboratory Aide	157	0	--	--	--	--	--	--	--	--	--	--
X-Ray Aide	157	2	2	--	--	--	--	--	2	1	1	0
Jr. X-Ray Technician	157	1	0	--	--	--	--	--	0	--	--	--
Welfare Worker (PA)	159	47	34	31	25	--	--	--	25	4	3	1
Welfare Worker (CW)	159	60	52	44	33	--	--	--	33	4	3	1
Asst. Chief-Plant Industry	160	7	2	--	--	--	--	--	2	0	0	0
Instructor-Combustion Eng. Sect. Director-Handicapped Children	162	5	3	--	--	--	--	--	3	0	0	0
Marketing Specialist	163	4	2	--	--	--	--	--	2	0	0	0
Sales Clerk - Liquor	164	5	2	--	--	--	--	--	2	0	0	0
Manager - Liquor Store	165	283	277	240	189	--	--	--	189	13	11	2
Engineering Assistant	166	21	19	--	--	--	--	--	19	3	3	0
Clerk	167	80	53	43	32	--	--	--	32	8	6	2
Senior Clerk	161	8	8	7	7	--	--	--	7	0	0	0
Junior Clerk Typist	161	12	11	9	8	--	--	--	8	0	0	0
Junior Clerk Stenographer	161	438	438	423	405	438	423	373	373	1	1	0
Principal Clerk	161	389	389	373	360	389	373	242	240	0	0	0
Clerk Secretary	171	26	24	22	16	--	--	--	16	0	0	0
Welfare Worker (PA)	171	15	14	13	10	14	13	10	10	0	0	0
Welfare Worker (CW)	168	42	21	16	10	--	--	--	10	0	0	0
Dental Clinician	168	57	34	23	14	--	--	--	14	0	0	0
Junior Illustrator	170	1	1	--	--	--	--	--	1	0	0	0
Tab. Equip. Supervisor	172	1	1	--	--	--	--	--	1	0	0	0
Machine Operator	172	1	1	--	--	--	--	--	1	0	0	0
Jr. Public Health Nurse	179	6	6	6	6	6	6	6	6	6	6	0
		1	1	1	1	--	--	--	1	1	1	0

Positions	Bul. No.	Number of Applications		Written Examination		Oral or Performance Test			Total Number put on Register	Provisional Employees		
		Received	Accepted	No. Appearing	No. Passed	No. Asked to Appear	No. Appearing	No. Passed		No. on Pay Roll	No. Passing	No. Failing
Sanitary Engineering Asst.	179	7	5	5	4	--	--	--	4	0	0	0
Junior Clerk Typist	161	75	75	49	46	75	49	37	36	14	12	2
Junior Clerk Stenographer	161	40	40	18	18	40	18	14	14	2	1	1
Clerk Typist	161	80	73	56	52	73	56	50	48	17	17	0
Clerk Stenographer	161	59	48	39	35	48	39	29	29	8	8	0
Senior Clerk Typist	161	55	54	37	29	54	37	34	29	2	2	0
Senior Clerk Stenographer	161	49	48	31	29	48	31	26	24	1	1	0
Psychiatric Social Worker	175	3	2	--	--	--	--	--	2	0	0	0
Nutrition Consultant	175	0	--	--	--	--	--	--	--	0	0	0
Budget Analyst	169	6	3	--	--	--	--	--	3	0	0	0
Manager - Liquor Store	166	69	66	--	--	--	--	--	66	0	0	0
Bank Examiner	177	7	7	--	--	--	--	--	7	0	0	0
Examiner - Motor Vehicle	176	108	106	95	50	--	--	--	50	0	0	0
Factory Inspector (Woman)	178	9	7	6	6	--	--	--	6	0	0	0
Jr. Public Health Nurse	157	1	1	1	1	--	--	--	1	1	1	0
Public Health Nurse	157	9	9	9	9	--	--	--	9	8	8	0
Sanitary Engineer	157	0	0	--	--	--	--	--	--	0	0	0
San. Engineering Asst. 159 &	179	9	6	5	4	--	--	--	4	0	0	0
Jr. Accountant-Auditor	174	77	77	61	38	--	--	--	38	0	0	0
Accountant-Auditor	174	21	21	18	7	--	--	--	7	0	0	0
Nutrition Consultant	179	3	2	2	2	--	--	--	2	1	1	0
Public Health Nurse	179	3	3	3	3	--	--	--	3	0	0	0
Junior Public Health Nurse	179	0	--	--	--	--	--	--	--	0	0	0
Sanitary Engineer	179	1	0	--	--	--	--	--	--	0	0	0
Dental Hygienist	179	6	2	2	2	--	--	--	2	1	1	0
Senior Statistician	180	2	1	1	1	--	--	--	1	0	0	0
Plumbing Inspector	180	3	3	3	3	--	--	--	3	1	1	0
Dental Clinician	180	5	5	5	5	--	--	--	5	0	0	0
Statistician	180	1	1	1	1	--	--	--	1	0	0	0
Classification & Comp. Examination & Recruitment	181	30	11	8	4	--	--	--	4	0	0	0
Senior Sanitary Inspector	182	2	1	1	1	--	--	--	1	1	1	0
Asst. State Horticulturist	183	1	1	--	--	--	--	--	1	0	0	0
Toll Collector	188	197	197	159	115	--	--	--	115	0	0	0

Positions	Bul. No.	Number of Applications		Written Examination		Oral or Performance Test			Total Number put on Register	Provisional Employees		
		Received	Accepted	No. Appearing	No. Passed	No. Asked to Appear	No. Appearing	No. Passed		No. on Pay Roll	No. Passing	No. Failing
Chief - Div. Inspection	191	3	3	--	--	--	--	--	3	0	0	0
Supervising Acc.-Auditor	190	19	16	16	16	16	16	16	16	0	0	0
Senior Chemist	179	1	1	1	0	--	--	--	0	0	0	0
Chemist	179	2	2	1	1	--	--	--	1	2	1	0
Junior Chemist	179	6	6	3	3	--	--	--	3	3	2	1
Senior Clerk	184	52	47	40	39	--	--	--	39	0	0	0
Senior Clerk Typist	184	42	39	32	27	39	32	27	27	0	0	0
Senior Stenographer	184	36	35	25	16	35	25	16	16	0	0	0
Clerk	184	81	70	57	54	--	--	--	54	0	0	0
Clerk Typist	184	97	78	56	39	78	56	39	39	3	3	0
Clerk Stenographer	184	49	38	26	21	38	26	21	21	8	5	3
Stock Inventory Clerk	185	66	44	36	29	--	--	--	29	1	0	1
Storekeeper	185	68	52	45	40	--	--	--	40	0	0	0
Stock Clerk	185	51	50	45	40	--	--	--	40	1	1	0
Health Educator	187	7	2	1	1	--	--	--	1	1	1	0
Welfare Worker	186	46	38	24	21	--	--	--	21	5	5	0
Departmental Bus. Manager	189	23	7	4	4	--	--	--	4	1	1	0
Rehabilitation Counselor for the Blind	192	15	8	8	8	--	--	--	8	0	0	0
Deputy State Librarian	194	1	1	--	--	--	--	--	1	0	0	0
Manager - Liquor Store	195	73	73	71	63	--	--	--	63	0	0	0
Dental Clinician	196	0	--	--	--	--	--	--	--	0	0	0
Sanitary Engineer	197	0	--	--	--	--	--	--	--	0	0	0
Jr. Public Health Nurse	179	2	2	2	2	--	--	--	2	2	2	0
Machine Operators		13	13	--	--	13	13	13	13	13	13	0
Claims Deputy	187	55	24	18	12	--	--	--	12	0	0	0
Itinerant Claims Taker	187	49	49	32	23	--	--	--	23	1	1	0
Field Examiner	187	45	21	13	8	--	--	--	8	0	0	0
Public Relations Director	198	14	13	11	11	--	--	--	11	1	1	0
Sanitary Eng. Assistant	197	6	5	5	5	--	--	--	5	1	1	0
District Supervisor (CW)	203	2	1	--	--	--	--	--	1	1	1	0
District Supervisor (PA)	203	0	--	--	--	--	--	--	--	0	0	0
Section Director - Physically Handicapped Children	207	11	0	--	--	--	--	--	0	0	0	0

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		Received	Accepted	No. appearing	No. Passed	No. Asked to Appear	No. appearing	No. Passed		No. on Pay Roll	No. Passing	No. Failing
Super. - Elementary Educ.	207	4	2	--	--	--	--	--	2	0	0	0
Military Property Officer	208	22	9	--	--	--	--	--	9	0	0	0
Engineering Asst. (Highway)	199	82	74	63	46	--	--	--	46	6	5	1
Welfare Worker	199	78	70	59	51	--	--	--	51	0	0	0
Dental Hygienist	204	1	1	--	--	--	--	--	1	0	0	0
Junior Serologist	204	1	0	--	--	--	--	--	0	0	0	0
Junior Public Health Nurse	204	0	0	--	--	--	--	--	0	0	0	0
Nutrition Consultant	204	0	0	--	--	--	--	--	0	0	0	0
Medical Social Consultant	204	0	0	--	--	--	--	--	0	0	0	0
Director - State Parks	211	26	17	--	--	17	15	15	15	0	0	0
Interviewer	200	150	121	101	78	--	--	--	78	0	0	0
Assistant Manager	200	40	29	26	14	--	--	--	14	0	0	0
Manager	200	37	24	20	17	--	--	--	17	0	0	0
Junior Chemist	204	3	3	1	1	--	--	--	1	0	0	0
X-Ray Technician	204	3	2	2	2	--	--	--	2	1	1	0
Junior X-Ray Technician	204	2	2	2	2	--	--	--	2	1	1	0
Junior Lab. Technician	204	6	6	3	3	--	--	--	3	0	0	0
Public Health Nurse	204	3	3	3	3	--	--	--	3	1	1	0
Chemist	204	1	1	1	1	--	--	--	1	0	0	0
Senior Chemist	204	1	1	0	0	--	--	--	0	0	0	0
Nutritionist	204	3	2	1	1	--	--	--	1	0	0	0
Laboratory Technician	204	2	1	1	1	--	--	--	1	1	1	0
Bank Examiner	212	6	6	6	6	--	--	--	6	0	0	0
Assistant Bank Examiner	212	24	24	18	17	--	--	--	17	1	1	0
Fire Inspector	209	42	42	34	33	--	--	--	33	2	2	0
Liquor Inspector	209	91	89	78	66	--	--	--	66	0	0	0
Division Supervisor	205	17	17	17	16	--	--	--	16	3	3	0
District Super. (Highway)	206	54	49	44	37	--	--	--	37	0	0	0
State Trooper		413	413	413	--	--	--	--	--	--	--	--
Senior Accountant Auditor	213	9	3	--	--	--	--	--	3	2	2	0
Psychiatric Social Worker	204	3	2	2	2	--	--	--	2	0	0	0
Junior Clerk	201	165	161	108	81	--	--	--	81	5	2	1
Junior Clerk Typist	201	259	254	196	142	254	199	125	105	5	2	3
Junior Clerk Stenographer	201	198	198	120	102	198	120	44	43	2	0	2

Positions	Bul. No.	Number of Applications		Written Examination		Oral or Performance Test			Total Number put on Register	Provisional Employees		
		Received	Accepted	No. Appear- ing	No. Pass- ed	No. Asked to Appear	No. Appear- ing	No. Pass- ed		No. on Pay Roll	No. Pass- ing	No. Fail- ing
Clerk	201	37	37	28	22	—	—	—	22	0	0	0
Clerk Typist	201	68	68	44	35	68	44	29	24	15	5	2
Clerk Stenographer	201	41	41	34	29	41	34	19	18	8	4	3
Senior Clerk	201	43	36	29	27	—	—	—	27	0	0	0
Senior Clerk Typist	201	56	56	45	37	56	46	30	29	1	0	0
Senior Clerk Stenographer	201	56	56	42	39	56	42	34	32	1	1	0