

MAINE STATE LEGISLATURE

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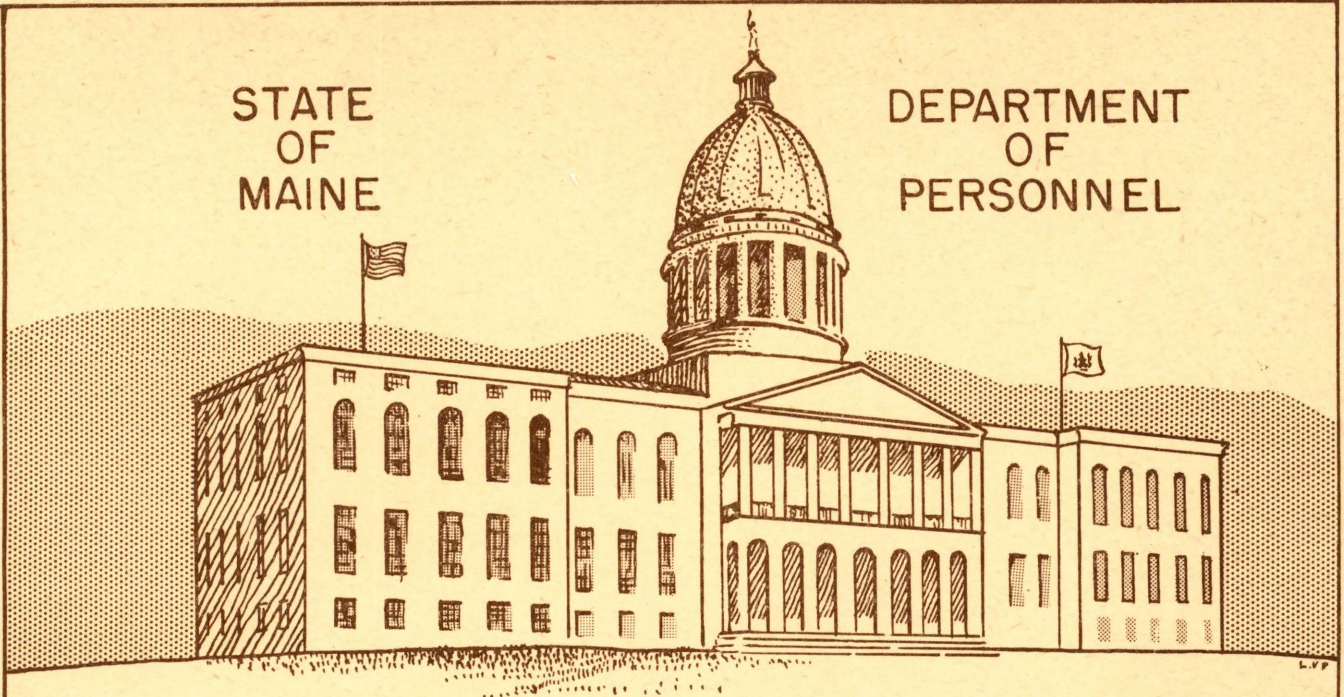
1950- 52

IN THREE VOLUMES

Volume III

STATE
OF
MAINE

DEPARTMENT
OF
PERSONNEL



Report
For the Fiscal Biennium

Ended June 30, 1952

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, 1952

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

Robert L. Getchell, Portland - Chairman (Appointed October, 1948)

Franklin H. Prescott, Auburn - Member (Appointed November 15, 1949)

Robert M. Pennell, Portland - Member (Appointed January 4, 1949)
(Reappointed December 5, 1951)

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
Vickory and Hill Building
Augusta, Maine

STATE PERSONNEL BOARD

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



OBER C. VAUGHAN
DIRECTOR

STATE OF MAINE
DEPARTMENT OF PERSONNEL
AUGUSTA

December 31, 1952

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, 1952.

State
Personnel
Board

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

December 31, 1952

State Personnel Board
State House
Augusta, Maine

Honorable Members:

Persuant to the requirement of Section 15, Chapter 38 of the revised statutes, the report of the Director of Personnel covering the two fiscal years immediately prior to the 1953 session of legislature are herewith submitted to you for review and transmittal to the Governor.

INTRODUCTION

A merit system is a comprehensive program in personnel management, designed to promote efficiency and economy in government through recruitment and selection of the best qualified workers, and the establishment of adequate working conditions.

The personnel management system has been developed not only for efficiency and economy in the State Government but to give service to the employer and protect the worker through application of the fundamental principals of a merit system to recruitment, selection, and working conditions.

A Cooperative Enterprise

A merit system is a cooperative enterprise. In order to succeed in its functions, it must have proper legal background through legislation and the establishment of administrative rules, an experienced and adequately trained staff with sufficient funds to operate adequately; cooperation by operating officials using the service and active support of merit principals by employers, employees and citizens.

Government Depends Upon its Workers

Proper and efficient administration of state government functions depends to a

marked degree upon its workers. The securing and retaining of these workers is directly dependent on provision for; clear definition of function, employment of the most competent available personnel and the development of worker moral and individual efficiency. Toward the achievement of these ends the efforts of the Personnel Department is directed.

The Merit Principle

Basic legislative and administrative rules and regulations to affectuate the merit principle should include provision for the following:

- A Classification Plan
- A Pay Plan
- A Recruiting, Examining and Certification Program
- An Appointment Program
 - Probationary
 - Permanent
 - Provisional
 - Temporary
 - Emergency
 - Project

A program for Promotion, Transfer, Re-employment, Demotion, Leave of Absence, Resignation, Discharge and Disciplinary Measures.

The right to Appeal; Examinations, Classification and Pay, Discharge and other personnel actions.

A work performance evaluation.

The prohibition of discrimination.

The limitation of political activity.

The Maintenance of records

- Appointment
- Leave Control
- Payroll Certification
- Research

Adequate Personnel Management

No period during the Personnel Departments' 15 years existence has been so marked with advances toward the ultimate goal of adequate personnel management.

Prior to the convening of the 95th legislature in January 1951, the Legislative

Research Committee engaged in a study of the scope of the personnel law including the administration thereof. Their conclusions supported the departments contention that legal authority was sufficient and that lack of adequate funds was responsible for the Personnel Department's malfunctioning.

To quote from the Committee's report, "So far as the personnel law is concerned, the committee is convinced that the statute is a good law and we note no substantial amendment." and further, "The committee, in summarizing their conclusion that there is nothing to be gained by Personnel Law amendment, repeats the statement of Chairman Getchell of the Board when he said that legislature should soon either abandon the Personnel Law or give it sufficient appropriation support to permit reasonable operations. Abandonment of civil service provisions in favor of political favoritism in state employment would be unthinkable and thus, the committee hopes for legislative support for more nearly adequate support for this important phase of state government responsibility. "

Administrative Rules

The fact that the department was not so fortunate in its rules and regulations, was readily recognized by the department, thus a program of revision was entered into during the period covered by this report. With the assistance of the Public Administrative Service of Chicago and after a series of revisions, conferences with department heads and employees, and public hearings a complete revision was prepared and approved by the Governor to be effective July 1, 1952. This, it is believed, will provide all the legal and administrative provisions for adequate and complete merit system functioning.

Hand Book

It has long been known that there existed a need for a brief readily

understandable publication which would inform employees, particularly new appointees, of their rights and benefits under the personnel law and rules. Such a publication entitled State Employees "Your Career" has been prepared and distributed to each employee. Arrangements have been made so that each new employee receives a copy directly upon appointment. This booklet has been received with enthusiasm by both the employees and operating officials and will help fill a long time desire for better personnel relations in the states service.

Staff

During the first half of the biennium, the department was greatly handicapped by limited funds. This however, has been recognized by the 95th legislature and adequate staffing was provided for. During the first period above mentioned, the organization consisted of a Director, an Examination Supervisor, a Classification Supervisor, one Classification Technician and nine clerical employees. During the fiscal year ending June, 1952, through adequate budgeting it has been possible to secure additional personnel to expand all divisions of the department, creating proper balance between division functions. The staff now consists of a Director, one Examination Supervisor, three Examination Technicians, one Classification Supervisor, one Classification Technician, one Certification Technician and ten clerical employees.

At my request, Mr. Willis H. Allen, Jr., Classification Supervisor and Mr. William Hughes, Examination Supervisor, have prepared the following sections pertaining to their particular fields and I present them herewith.

CLASSIFICATION AND COMPENSATION

During the early part of the biennium a great deal of time was spent while assisting the Public Administration Service staff in making the state-wide classification and pay survey.

Upon approval of the new plan, by the legislature, many administrative details were worked out by this division. Position control devices were instituted and position description files established in order that the new plan might be maintained on a sound and equitable basis.

The Public Administration Service survey staff made additional recommendations which they felt should be effected as soon as possible after the plan was accepted. These recommendations were as follows:

1. The early completion by the Personnel Board of its review of those cases in which the proposed assignments of positions were still unresolved.
2. The adjustment of all salaries by one step, to compensate for the increased cost of living.
3. The strengthening of the Department of Personnel, through increased appropriations and improved staffing, so that the classification and pay plans might be kept current and the State might benefit from a sounder foundation for personnel management.

Points one and two have been carried out as recommended but the addition of staff, for the classification and pay division, has been only partially completed.

During the last half of the biennium the classification and pay division was very active in studying and evaluating classification and pay problems which were resolved as follows:

New full-time regular positions established-----	203
New part-time, seasonal and temporary positions-----	303
Positions reallocated-----	91
Requests for reallocations not approved-----	102
New Classes established-----	15
Salary ranges changed-----	21
Requests for salary range changes not approved-----	11

In reviewing the classification and pay program during the past biennium, many difficult problems were recalled. Because many of these problems were far-reaching in their effect on the employees and employers and because there seems to be considerable misunderstanding regarding classification and pay policies and practices, it seemed advisable to present the following brief summarization:

Classification --

Classification of positions is the technical process used to evaluate and assign jobs into various special categories or groups. The process of classification is certainly not new as all materials to be marketed must be classified into grades, price levels and etc., according to the presence or absence of certain known factors. In position classification there are four well-known methods. These are the point system, factor-comparison method, ranking system and the comparison method. Each one has its strong and weak points but as our system was set-up by the comparison method, it should be sufficient to explain only this method.

The comparison method is practically self-explanatory and the basis for the system is a collection of written statements describing, in detail, the work being performed in every position in the service. These descriptions are then reviewed, by the classification agency, and sorted into groups according

to occupations. No attempt is made to determine the level, at this time, but only to sort according to occupations such as stenographer, stores clerk, biologist, engineer and etc. After the occupational sorting has been accomplished the position descriptions are again reviewed and several notations are made which when answered will show what is involved in this phase of the work. Then the descriptions, which are not clear, are taken by the classification staff and are reviewed with the persons who have written them. After these reviews or desk audits, the positions are again sorted according to occupations. At this time the information is available to enable trained analysts to make comparisons and to determine the levels that exist in any one occupational breakdown. The number of classifications needed in the service is determined from this final breakdown or sorting process.

The above information is a very brief outline of what is involved in classifying positions in our state service. It does not attempt to show detailed methods used and does not indicate the long hours spent in comparing descriptions with each other, with departmental organizational charts, talking with employees and supervisors and etc. What it does attempt to show is that the classification method is not a hit or miss proposition based on subject judgment alone, but that it is a highly technical, satisfactory and consistent means for classifying jobs on the basis of duties performed and responsibilities accepted. It also attempts to show that any agency legislated with the responsibility for classifying positions must have a thorough knowledge of the jobs in all state departments and must compare all similar jobs before a new classification, or a change in an old classification, is made.

Compensation --

The salary paid to employees is one of the primary means for determining what amount of satisfaction or dissatisfaction will exist in the jurisdiction.

Other factors influence employee moral, but many employees tend to overlook

the extra fringe benefits and magnify the salary situation. This fact has much to do with employee turnover and turnover is a costly item to any large business or governmental function.

The current pay plan was also established as a result of the Public Administration Service survey. It is a sound plan and if properly administered, it will prove advantageous to all the employees, employers and taxpayers of the State of Maine.

The basis for assigning the approximately 500 classes of positions to the pay plan was to contact public and private industries, businesses and other sources of employment to find out what they paid for jobs similar to ours. From these returns, plus the returns from neighboring New England States, the classes were assigned to definite ranges in the pay plan. As might be expected, not all classes could be sampled and these were assigned to the pay plan on the basis of comparison with jobs of a similar nature or a similarly responsible position in the state's overall organizational structure.

Some changes in individual pay ranges have been made and other changes will need to be made, but the basis for such changes must be the presence of difficult recruiting conditions, addition of new duties and responsibilities, or obvious errors in original assignment. To prove this the pay data furnished by Public Administration Service must be reviewed. If there was no Public Administration Service salary data available and it has since been proven that the classification involved was wrongly assigned, or if after considerable time has elapsed comparative pay data is available, then it might be logical to consider changing these individual pay ranges.

It must be cautioned, however, that these individual range changes should be kept to a minimum and when changes are made they should be established as nearly as possible on the basis and cost-of-living period as that for the

original pay plan.

The State pay plan is so integrated (see copy at end of this section) that if the cost-of-living indicates an upward or downward revision of wages, the change can be effected by raising or lowering the classes assigned and at the same time not changing the relationship between classes. (There is approximately a $4\frac{1}{2}\%$ spread between each pay range and also the same approximate $4\frac{1}{2}\%$ spread between steps in each range). We, who are responsible for administering the classification and pay plans, are well aware of the dangers involved in recommending pay range changes. Excluding the few individual range changes, the reasons for which have been fully explained, we believe that no range changes should be made unless all the jobs or classes assigned to the pay plan are measured or reviewed and likewise considered for change.

It is a well-known fact that recruitment conditions, and cost-of-living-changes affect the salaries in any given jurisdiction. In order to determine just how much this change has been, our division makes periodic wage surveys and compares the pay of our classified jobs with the industries, firms and agencies with whom we are in direct competition.

The personnel responsible for administering the state pay plan must know the close relationship that exists among the various state jobs and must exercise extreme good judgment when considering pay range changes. Even one wrong pay range change could result in serious damage to the over-all state pay structure. Centralized control of the pay plan is an absolute must and it is only through this control that the merit principle of "equal pay for equal work" can be assured.

The final few pages of this section carry a complete alphabetical listing of the classes of positions established in the classified service of the State. The listings also show what ranges these classes have been assigned in the

pay plan, and this, in turn, is followed by a listing of the complete State pay plan.

STATE OF MAINE
CLASS TITLES
BY RANGES

Range No.	Class Title	Range No.	Class Title
	-A-		-B-
22	Accountant I		(Game)
26	Accountant II	27	Biologist II (Inland Fish)
30	Accountant III		(Marine)
18	Account Clerk	30	Biologist III (Game)
30	Administrative Assistant		(Marine)
24	Administrative Secretary	21	Biology Aide
27	Aeronautics Inspector	21	Blacksmith
30	Agricultural Marketing Assistant Director	24	Boat Captain
35	Agricultural Marketing Director	21	Body and Fender Mechanic
24	Aircraft Pilot	28	Boiler and Elevator Inspector
35	Animal Industry Director	11	Bookkeeping Machine Operator I
23	Animal Industry Specialist I	15	Bookkeeping Machine Operator II
28	Animal Industry Specialist II	23	Bridge Foreman
28	Appeals Referee I	15	Bridge Operator
31	Appeals Referee II	27	Bridge Supervisor I
23	Architectural Aide	30	Bridge Supervisor II
37	Assistant Budget Officer	28	Budget Examiner I
34	Assistant Controller	32	Budget Examiner II
27	Assistant Director of State Fire Prevention	18	Building Custodian
28	Assistant Highway Equipment Director	25	Building Maintenance Supervisor
25	Assistant Superintendent, Training School	28	Business Manager I
13	Attendant I	32	Business Manager II
15	Attendant II	23	Buyer I
17	Attendant Supervisor I	28	Buyer II
20	Attendant Supervisor II		-C-
23	Attendant Supervisor III	22	Cannery Manager
14	Attendant I (Max. Sec.)	21	Carpenter
16	Attendant II (Max. Sec.)	24	Carpenter Foreman
19	Attendant Supervisor (Max. Sec.)	22	Case Reviewer
30	Attorney-Examiner	20	Caseworker
29	Attorney-Investigator	23	Casework Supervisor I
21	Automotive Electrician	26	Casework Supervisor II
21	Automotive Mechanic	28	Casework Supervisor III
24	Automotive Mechanic Foreman	19	Cashier
	-B-	20	Chemist I
19	Baker I	26	Chemist II
21	Baker II	29	Chemist III
22	Bank Examiner I	33	Chief Accountant, Education
28	Bank Examiner II	35	Chief Accountant, Highways
14	Barber	46	Chief Highway Engineer
14	Beautician	32	Child Welfare Director
	(Game)	22	Child Welfare Services Assistant
24	Biologist I (Inland Fish)	26	Child Welfare Supervisor
	(Marine)	20	Child Welfare Worker

Range No.	Class Title
	-C-
30	Civil Engineer I (Bridge) (General) (Highway)
34	Civil Engineer II (Bridge) (Highway) (Bridge)
38	Civil Engineer III (General) (Highway)
42	Civil Engineer IV
23	Claims Deputy I
26	Claims Deputy II
30	Claims Deputy III
23	Claims Investigator
26	Classification Officer
7	Clerical Aide
11	Clerk I
15	Clerk II
19	Clerk III
24	Clerk IV
11	Clerk Stenographer I
15	Clerk Stenographer II
19	Clerk Stenographer III
11	Clerk Typist I
15	Clerk Typist II
19	Clerk Typist III
22	Clothing Shop Manager
17	Cobbler
23	Communicable Disease Reporting Supervisor
16	Cook I
19	Cook II
22	Cook III
18	Corrections Officer I
21	Corrections Officer II
28	Corrections Officer III
24	Cost Analyst
24	Crusher Foreman
11	Custodial Worker I
13	Custodial Worker II

-D-

23	Dairy Inspector
28	Dairy Inspection Supervisor
17	Dairyman I
20	Dairyman II
15	Deckhand
17	Dental Hygienist I
22	Dental Hygienist II
32	Dentist
34	Deputy Bank Commissioner
35	Deputy Forest Commissioner
34	Deputy Insurance Commissioner
32	Deputy Prison Warden
34	Deputy State Auditor
30	Deputy State Purchasing Agent

Range No.	Class Title
	-D-
32	Deputy State Treasurer
14	Dining Room Supervisor
34	Director, Excise Tax
34	Director, Property Tax
34	Director, Sales Tax
30	Director, Services for the Blind
32	Director of State Fire Prevention
12	Dishwasher
9	Domestic Worker I
13	Domestic Worker II
17	Duplicating Equipment Operator
	-E-
26	Education Specialist I (Sec. Ed., El. Ed., Home Ec., Agri.)
32	Education Specialist II (Guidance, Phy. Ed., Agri., Home Ec., Trade & Industrial)
21	Electrician
18	Electroencephalograph Technician
35	Elementary Education Director
12	Elevator Operator
21	Employment Counselor for the Blind
21	Employment Interviewer
23	Employment Security Supervisor I
26	Employment Security Supervisor II
29	Employment Security Supervisor III
27	Employment Security Training Officer
34	Employment Service Director
23	Employment Specialist I
27	Employment Specialist II
13	Engineering Aide I
17	Engineering Aide II
26	Engineering Aide III
22	Entomologist I
28	Entomologist II
26	Equipment Superintendent
28	Executive Secretary, Milk Commission
19	Exhibit Technician I
27	Exhibit Technician II
	-F-
19	Farm Placement Representative
14	Farm Worker
22	Field Examiner I
26	Field Examiner II
30	Field Examiner III
19	Field Inspector
20	Field Investigator
23	Field Representative
27	Financial Responsibility Supervisor
20	Fingerprint Classification Supervisor
12	Fingerprint Classifier I
16	Fingerprint Classifier II

Range No.	Class Title
-F-	
24	Fire Inspection Supervisor
19	Fire Inspector
15	Fish Culture Assistant
30	Fish Culture Superintendent
23	Fish Culture Supervisor
18	Fish Culturist I
21	Fish Culturist II
25	Food Inspection Supervisor
17	Food Inspector I
21	Food Inspector II
20	Food Service Manager I
23	Food Service Manager II
12	Food Service Worker
22	Forester I
29	Forester II
16	Forest Insect Ranger
18	Forest Warden I
24	Forest Warden III
29	Forest Warden IV
21	Forest Warden-Mechanic
16	Forest Watchman
24	Foundation Survey Foreman
18	Furniture Repairman
22	Furniture Shop Manager

-G-

22	Game Farm Superintendent
17	Gamekeeper
17	Garden Farmer
17	General Farmer I
22	General Farmer II
27	General Farmer III
28	General Relief Director
30	Geologist
13	Groundskeeper I
18	Groundskeeper II
18	Guard
21	Guard Officer I
25	Guard Officer II

-H-

14	Handicrafts Instructor
22	Harness Shop Manager
37	Health and Welfare Administrative Services Director
25	Health Services Supervisor I
28	Health Services Supervisor II
22	Hearings Reporter
18	Heavy Equipment Operator I
22	Heavy Equipment Operator II
25	Highway District Supervisor
34	Highway Equipment Director

Range No.	Class Title
-H-	
23	Highway Foreman
29	Highway Maintenance Superintendent
17	Highway Patrolman
17	Highway Sign Man
22	Home Industries Supervisor
21	Home Teacher of the Blind
22	Horticulture Inspector
19	Housekeeper
14	Housemother
14	Houseparent I
17	Houseparent II
22	Houseparent Supervisor
-I-	
15	Illustrator I
20	Illustrator II
25	Illustrator III
15	Indian Relief Worker
31	Industrial Development Representative
30	Industrial Hygiene Engineer
26	Industrial Safety Inspector
28	Informational Representative
26	Informational Writer
22	Inheritance Tax Examiner
24	Inheritance Tax Supervisor
22	Insect Control Supervisor
16	Institution Clothing Supervisor
15	Institution Fire Marshall
19	Institution School Principal I
24	Institution School Principal II
24	Insurance Examiner I
30	Insurance Examiner II
30	Insurance Rate Analyst

-K-

12	Key Punch Operator I
16	Key Punch Operator II

-L-

12	Laboratory Assistant
17	Laboratory Technician I
22	Laboratory Technician II
25	Laboratory Technician III
14	Laborer I
17	Laborer II
19	Labor Investigator
19	Laundry Supervisor
15	Laundry Washman
10	Laundry Worker I
15	Laundry Worker II
19	Law Clerk

Range No.	Class Title
-L-	
24	Law Librarian
18	Librarian I
22	Librarian II
27	Librarian III
14	Library Assistant
13	Life Guard
15	Light Equipment Operator
32	Liquor Enforcement Director
19	Liquor Inspector I
23	Liquor Inspector II
28	Loan Agency Examiner

-M-

21	Machinist
24	Machinist Foreman
12	Maid
19	Maintenance Mechanic
18	Manual Training Teacher
26	Marine Research Station Supervisor
19	Marketing Specialist I
24	Marketing Specialist II
28	Marketing Specialist III
21	Mason
17	Meat Cutter
16	Mechanical Stores Clerk I
18	Mechanical Stores Clerk II
24	Mechanical Stores Supervisor
25	Medical Social Work Consultant I
28	Medical Social Work Consultant II
26	Merit Award Board Secretary
19	Metal Shop Foreman
22	Metal Shop Manager
34	Methods and Training Director
21	Military Property Auditor
16	Military Property Clerk
30	Military Property Officer
25	Military Training Officer
23	Mobile X-Ray Supervisor
33	Motor Vehicle Director
19	Motor Vehicle Examiner I
22	Motor Vehicle Examiner II
25	Motor Vehicle Examiner III

-N-

17	Nurse I
20	Nurse II
22	Nurse III
26	Nurse IV
31	Nurse V
14	Nursing Assistant I
16	Nursing Assistant II
23	Nutritionist
28	Nutrition Consultant

Range No.	Class Title
-O-	
18	Occupational Therapist I
23	Occupational Therapist II
13	Occupational Therapy Aide
25	Orthopedic Nursing Consultant
-P-	
21	Painter
24	Painter Foreman
22	Pari Mutuel Assistant Supervisor
26	Pari Mutuel Supervisor
18	Park Custodian I
22	Park Custodian II
25	Park Custodian III
28	Park Operations Supervisor
29	Park Planner
14	Park Ranger I
17	Park Ranger II
35	Parks Director
40	Pathologist
21	Personnel Technician I
26	Personnel Technician II
31	Personnel Technician III
19	Pharmacist
17	Photocopy Machine Operator I
19	Photocopy Machine Operator II
25	Photographer
36	Physician (Civil Defense)
36	Physician I (Psychiatry)
39	Physician II (Psychiatry)
41	Physician III (Psychiatry)
34	Physician I (Tuberculosis)
38	Physician II (Tuberculosis)
13	Planning Aide
17	Planning Assistant I
23	Planning Assistant II
34	Planning Survey Manager
26	Planning Survey Supervisor
28	Plant Industry Assistant Director
35	Plant Industry Director
25	Plant Maintenance Engineer I
29	Plant Maintenance Engineer II
30	Plant Maintenance Engineer III
21	Plumber
21	Plumbing Inspector
13	Post Office Clerk I
17	Post Office Clerk II
17	Poultryman
23	Poultry Test Manager
19	Printing Instructor
30	Printing Supervisor
27	Prison Industries Manager
23	Prison Steward
25	Produce Inspection Supervisor I
27	Produce Inspection Supervisor II

Range No.	Class Title	Range No.	Class Title
-P-		-S-	
30	Produce Inspection Supervisor III	11	Seamstress I
18	Produce Inspector I	15	Seamstress II
21	Produce Inspector II	35	Secondary Education Director
23	Property Accountant	28	Securities Examiner
24	Property Assessment Advisor	27	Seed Potato Assistant Director
29	Property Assessment Supervisor	31	Seed Potato Director
30	Property Control Supervisor	27	Seed Potato Inspection Supervisor
21	Psychiatric Nursing Instructor I	22	Seed Potato Inspector
26	Psychiatric Nursing Instructor II	21	Sign Painter
23	Psychiatric Social Worker	23	Sign Shop Foreman
28	Psychiatric Social Work Supervisor	27	Soils Technologist I
26	Psychologist	33	Soils Technologist II
19	Psychology Assistant	28	Special Education Supervisor
	Psychology Intern	26	Speech Consultant
32	Public Assistance Director	35	State Development Director
37	Public Health Dentist	32	State Entomologist
28	Public Health Education Consultant	28	State Horticulturist
39	Public Health Engineering Director	21	Stationary Engineer
20	Public Health Nurse	17	Stationary Fireman
30	Public Health Nursing Director	21	Statistician I
26	Public Health Nursing Instructor	25	Statistician II
25	Public Health Nursing Supervisor	31	Statistician III
38	Public Health Physician I (Gen., Mat. & Ch. Heal., Psy., Ven. Dis.)	17	Storekeeper I
41	Public Health Physician II (Mat. & Ch. Heal., Psy.)	20	Storekeeper II
32	Publicity Director	13	Stores Clerk
28	Publicity Representative	11	Switchboard Operator
-R-		-T-	
26	Radio Communications Supervisor	13	Tabulating Equipment Operator I
16	Radio Operator	18	Tabulating Equipment Operator II
20	Radio Technician	21	Tabulating Equipment Supervisor I
17	Recreation Supervisor	29	Tabulating Equipment Supervisor II
14	Reformatory Matron I	17	Talking Book Repairman
17	Reformatory Matron II	17	Teacher
15	Retail Store Clerk	25	Teacher of the Deaf
20	Retail Store Manager	36	Teaching Services Director
22	Retail Store Supervisor I	27	Tobacco Tax Supervisor
26	Retail Store Supervisor II	18	Toll Bridge Manager I
23	Right of Way Agent I	20	Toll Bridge Manager II
28	Right of Way Agent II	16	Toll Collector
-S-		16	Tool Room Clerk
19	Sanitarian I	38	Traffic Engineer
23	Sanitarian II	22	Training School Counselor
30	Sanitation Engineer I	13	Trapper
34	Sanitation Engineer II	-U-	
24	Sawmill Foreman	34	Unemployment Compensation Director
36	School Development Director	33	Unorganized Territory Education Dir.
32	School Development Ass't Director	18	Upholsterer
27	School Lunch Director	31	Utility Engineer I
24	School Lunch Supervisor	35	Utility Engineer II
		24	Utility Accountant I
		30	Utility Accountant II

Range

No.

Class Title

-U-

34 Utility Rate Examiner

-V-

17 Vari Typist
23 Veterans Representative I
27 Veterans Representative II
29 Veterinarian I
32 Veterinarian II
30 Vital Statistics Registrar
36 Vocational Education Director
24 Vocational Rehabilitation Couns.
32 Vocational Rehabilitation Dir.
28 Vocational Rehabilitation Super.
24 Vocational School Instructor
30 Vocational School Principal
24 Vocational Trades Instructor

-W-

15 Warehouseman
24 Warehouse Superintendent
13 Watchman
26 Weights and Measures Supervisor
21 Welder
25 Welfare Services Supervisor
13 Window Washer
22 Wood Shop Manager
21 Woods Foreman

-X-

13 X-Ray Assistant
38 X-Ray Consultant
17 X-Ray Technician

-Y-

20 Yard Foreman

STATE OF MAINE

SALARY RANGES IN WEEKLY AMOUNTS

Range No.	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Annual Rate of Maximum
1	\$ 20.00	\$ 21.00	\$ 22.00	\$ 23.00	\$ 24.50	\$ 26.00	\$ 1,352
2	21.00	22.00	23.00	24.50	26.00	27.50	1,430
3	22.00	23.00	24.50	26.00	27.50	29.00	1,508
4	23.00	24.50	26.00	27.50	29.00	30.50	1,586
5	24.50	26.00	27.50	29.00	30.50	32.00	1,664
6	26.00	27.50	29.00	30.50	32.00	34.00	1,768
7	27.50	29.00	30.50	32.00	34.00	36.00	1,872
8	29.00	30.50	32.00	34.00	36.00	38.00	1,976
9	30.50	32.00	34.00	36.00	38.00	40.00	2,080
10	32.00	34.00	36.00	38.00	40.00	42.00	2,184
11	34.00	36.00	38.00	40.00	42.00	44.00	2,288
12	36.00	38.00	40.00	42.00	44.00	46.00	2,392
13	38.00	40.00	42.00	44.00	46.00	48.00	2,496
14	40.00	42.00	44.00	46.00	48.00	50.00	2,600
15	42.00	44.00	46.00	48.00	50.00	52.50	2,730
16	44.00	46.00	48.00	50.00	52.50	55.00	2,860
17	46.00	48.00	50.00	52.50	55.00	57.50	2,990
18	48.00	50.00	52.50	55.00	57.50	60.00	3,120
19	50.00	52.50	55.00	57.50	60.00	63.00	3,276
20	52.50	55.00	57.50	60.00	63.00	66.00	3,432
21	55.00	57.50	60.00	63.00	66.00	69.00	3,588
22	57.50	60.00	63.00	66.00	69.00	72.00	3,744
23	60.00	63.00	66.00	69.00	72.00	75.00	3,900
24	63.00	66.00	69.00	72.00	75.00	78.00	4,056
25	66.00	69.00	72.00	75.00	78.00	82.00	4,264
26	69.00	72.00	75.00	78.00	82.00	86.00	4,472
27	72.00	75.00	78.00	82.00	86.00	90.00	4,680
28	75.00	78.00	82.00	86.00	90.00	94.00	4,888
29	78.00	82.00	86.00	90.00	94.00	98.00	5,096
30	82.00	86.00	90.00	94.00	98.00	102.00	5,304
31	86.00	90.00	94.00	98.00	102.00	107.00	5,564
32	90.00	94.00	98.00	102.00	107.00	112.00	5,824
33	94.00	98.00	102.00	107.00	112.00	117.00	6,084
34	98.00	102.00	107.00	112.00	117.00	122.00	6,344
35	102.00	107.00	112.00	117.00	122.00	127.00	6,604
36	107.00	112.00	117.00	122.00	127.00	133.00	6,916
37	112.00	117.00	122.00	127.00	133.00	139.00	7,228
38	117.00	122.00	127.00	133.00	139.00	146.00	7,592
39	122.00	127.00	133.00	139.00	146.00	152.00	7,904
40	127.00	133.00	139.00	146.00	152.00	158.00	8,216
41	133.00	139.00	146.00	152.00	158.00	165.00	8,580
42	139.00	146.00	152.00	158.00	165.00	172.00	8,944
43	146.00	152.00	158.00	165.00	172.00	180.00	9,360
44	152.00	158.00	165.00	172.00	180.00	188.00	9,776
45	158.00	165.00	172.00	180.00	188.00	196.00	10,192
46	165.00	172.00	180.00	188.00	196.00	204.00	10,608
47	172.00	180.00	188.00	196.00	204.00	212.00	11,024
48	180.00	188.00	196.00	204.00	212.00	220.00	11,440
49	188.00	196.00	204.00	212.00	220.00	228.00	11,856
50	196.00	204.00	212.00	220.00	228.00	236.00	12,272

EXAMINATION AND RECRUITMENT

The examination and recruitment division is responsible for carrying on a varied and complex program involving: planned and coordinated recruitment procedures to meet the needs of State Departments, Agencies and Institutions; examination procedures encompassing test item and examination construction, administration, analysis and research; all resulting in the establishment of eligible registers on an open competitive and promotional basis.

In July, 1950, Mr. Hughes, head of the division was called to active duty with the Marine Corps and Mr. Allen, head of the classification division assumed the duties until Mr. Hughes returned in March of 1952.

The increase in our technical and clerical staff, effective during the fall of 1951, has already resulted in the realization of many of our recommendations as submitted in our Biennium Reports of 1948 and 1950, and the start of a comprehensively planned examination and recruitment program.

Recruitment

The present staff has undertaken an examination and recruitment program which should by the end of the fiscal year 1953, assure considerable coverage of classified positions in the State's service.

Our program has been strengthened by the cooperation of the Maine Employment Security Commission. Their offices located strategically throughout the State are offering continuous recruitment for labor, food service, and domestic workers in our institutions. This has resulted in lowering the number of provisional employees in our institutions, and in obtaining more qualified applicants. The Commission has also assisted in our over-all recruitment program by allowing us radio and newspaper advertisements, as well as general office coverage for all announcements released.

A program has been established whereby college seniors desiring a career in our State's service and students seeking seasonal employment will be recruited, examined, and placed on employment registers prior to June, 1953. This program has been realized by close cooperation with our department heads. Selected employees from various departments and members of the examination and recruitment division will enter the colleges as a team during the months of January and February, enabling the State to recruit from the colleges on a personal basis. This program has already been tried in part and it is anticipated that all state departments will benefit.

The recruitment program for high school seniors has commenced in all secondary schools in the State. Interested seniors who are qualified typists and stenographers will be examined at their desks by their own commercial teachers, all examination material to be supplied by the division. When this program was initiated in 1949, we recruited 653 qualified students from 73 secondary schools. It is anticipated that our Spring program for 1953 will be even more successful.

Examination announcements have been given a wide circulation via institutions of learning, post offices, newspapers, radios, town and city clerks, American Legion Posts, Lions, Kiwanis, Rotary Clubs and members of Legislature; however, the most effective recruitment device has been the paid advertisement to newspapers. Free radio announcements and newspaper articles, except those issued through the Maine Employment Security Commission, were not effective and obtained few qualified applicants. In view of this the division has eliminated its general mailing list and is concentrating on those few outlets which have already been proven to be effective sources of recruitment.

Experimental announcements have been released in an attempt to secure one that will catch the eye. It has been found that there is no substitute for

the commercially printed recruitment bulletin.

Examinations

The examination construction and analysis program has been strengthened by placing more emphasis on test item construction, the test item library file and analysis of test items and examination results.

During the biennium under consideration, 107 examinations were conducted, 3,819 applicants were examined and 2,263 were placed on eligible registers. Of the total number who applied and were qualified, 700 did not report to take the offered examinations.

We are still experiencing some difficulty in obtaining clerical workers for the more rural areas in the State. This is not serious, however, and we should realize complete coverage after our state-wide clerical examination has been completed.

Technical personnel in a few isolated positions have been scarce, however, this has been cared for in part by lifting the State residence requirement. Although not all the technical and professional needs have been satisfied this is not peculiar to the State of Maine, and has a definite relation to a shortage within the United States.

Institutions have felt the shortage in technical and professional employees, as well as in domestic and food service workers and attendants; and although we have not successfully filled their needs we have been of some assistance and feel that although institutional employee turnover has been chronic in nature due in part to location and to the labor market that we may by continuous recruitment and greater emphasis be able to establish eligible registers to meet most of the institutional needs.

From March 1, 1952 to September 30, 1952 our accelerated program completed

103 examinations and examined 3,254 applicants, 210 of which were provisional appointments. The examination program is near the completion of the known needs of the State for the Spring of 1953, The majority of the classified positions in the State's service have been analyzed in terms of knowledges, skills, and abilities required and test items are being prepared in the specific subject matter fields. The planned program of examination construction by job families has been coordinated to meet the needs of the State's service, and has afforded technical research and analysis of test item results and assured the technical staff of the statistical data necessary to maintain high examination standards.

Our test item file utilizes an abridged Dewey Decimal System and has been constructed in a manner to include all subject matter areas encountered in any examination program. Test item cards filed include all information pertinent to the item such as when administered, what examination, coefficient of correlation, and the difficulty level of the item.

Promotional examinations in the State's service utilize written, oral board and performance examinations, and take into consideration the quality of work performed by each applicant. When employees apply, and are qualified for a promotional examination, their department heads are mailed a rating sheet and are requested to evaluate the following factors in terms of performance: skill, acceptability of work produced, effectiveness in meeting and dealing with others, cooperativeness, initiative, resourcefulness, dependability, effectiveness in planning, and effectiveness of supervision.

Clerical Promotional Examinations

In June 1952, all typists and stenographers in the states service were informed that:

"As of January 1, 1952, the typing and stenographic scores attained as

a result of the Department of Personnel examinations for typing and stenographic positions, may, if it is your desire, be combined with future written test scores. The referred to performance scores will remain active for a period of three years from the examination date.

Example:

D. Jones takes the Clerk Typist I examination on May 17, 1952, and attains 80% on the written part, 89% on the typing part, and becomes a Clerk Typist I in the state service. In December, 1954, D. Jones takes the Clerk Typist II examination. The typing score of 89% received in 1952 will be combined with the written score attained in 1954. If D. Jones desires to take the typing test to better her 1952 score, she must so indicate on her application for examination.

This policy will apply only to state employees who, as stenographers, have utilized their dictation skills on a continuous basis; or as typists, have utilized their typing skills on a continuous basis.

The above policy has been established to eliminate repetitional performance examinations for state employees who are continually utilizing typing and stenographic skills."

It is early to draw conclusions, however, it is felt that the plan will eliminate duplication of effort and still maintain the level of quality required for promoting in the state service.

Examination centers have been permanently established in 12 localities to meet the needs of applicants who apply for State examinations. Other examination centers throughout the State are utilized according to the needs. Applicants are also examined throughout the United States by utilizing monitors

of other state and federal agencies. We are physically prepared to examine interested and qualified applicants any place in the United States.

Examination Centers and Monitors

Augusta

Nora Jackson, Head of Commercial
Department, Cony High School

Russell Q. Judkins, Manager
Maine Employment Security Comm.

Bangor

Janice Burton, Head of Business
Educ. Dept., Bangor High School

Emmons E. Kingsbury, Interviewer
Maine Employment Security Comm.

Calais

Mary Fleming, Head of Commercial
Department, Calais High School

Jack W. Townsend, Manager
Maine Employment Security Comm.

Caribou

Arlene Buck, Commercial Instructor
Caribou High School

Patricia DeMaria, Commercial Instr.
Caribou High School

Elliott E. Barker, Manager
Maine Employment Security Comm.

Edgar L. Lauritsen, Claims Deputy
Maine Employment Security Comm.

Hodgdon

Cecil E. Garcelon, Jr., Commercial
Instructor, Hodgdon High School

Houlton

Alice J. Black, Head of Commercial
Department, Houlton High School

Houlton (cont'd)

Jean W. Grant, Manager
Maine Employment Security Comm.

John Robinson, Head of Commercial
Department, Houlton High School

Roy L. Sinclair, Manager
Maine Employment Security Comm.

Lewiston

Margaret LaMontagne, Head of Commercial
Department, Lewiston High School

J. B. Ehrenfried, Manager
Maine Employment Security Comm.

Leslie E. Gibson, Manager
Maine Employment Security Comm.

Arthur L. Nason, Acting Manager
Maine Employment Security Comm.

Machias

Evelyn Carroll, Commercial Teacher
Machias High School

Kendall Dunbar, Interviewer
Maine Employment Security Comm.

Nelson Spurling, Manager
Maine Employment Security Comm.

Millinocket

LaRoy A. Derby, Head of Commercial
Department, Stearns High School

Portland

D. James Farr, Assistant Manager
Maine Employment Security Comm.

Fred A. Heron, Manager
Maine Employment Security Comm.

Portland (cont'd)

University of Maine

Eather E. Johnson, Head of Commercial
Department, Portland High School

Philip J. Brockway, Placement Director

Presque Isle

Vella Meisner, Head of Commercial
Department, Presque Isle High Sch.

Out of State Monitors

Maude Myers

President
State Civil Service Commission
Armory Building
Springfield, Illinois

Angus Laird

Merit System Supervisor
307 Administration Building
Capital Center
Tallahassee, Florida

William J. Murray

Administration Director
Alfred E. Smith State Office Building
Department of Civil Service
Albany 1, New York

May LaLonde

Arrangements Section
State Personnel Board
1015 L. Street
Sacramento, California

Pauline A. Schalk

Head Examiner
Division of Civil Service
State House
Boston 33, Massachusetts

Examination Consultants

The following have served as subject matter consultants of test items and examinations. Their services have been very valuable to the construction of examinations, and have in part assured the citizens of the State of Maine that the subject matter content of the examinations measure the essential knowledges and skills required to perform the duties of various positions.

Consultants

Fred M. Berry

State Auditor
State of Maine

John T. Singer

Director of Sales Tax
State of Maine

Maurine G. Pressey
Assistant Controller
Accounts and Control

Edith Hary
Legislative Reference Librarian
State Library

Newell Dyke
Municipal Auditor
Audit Department

Michael A. Napolitano
Deputy State Auditor
Audit Department

Kenneth Hodgdon
Chief, Wildlife Division
Inland Fish and Game Dept.

Harold J. Dyer
Director State Parks
Parks Commission

W. Harry Everhart, Ph.D.
Head, Dept. Fisheries Research
University of Maine

Austin H. Wilkins
Deputy Commissioner
Forestry Department

E. R. Hitchner, Ph.D.
Head, Dept. of Bacteriology
and Biochemistry
University of Maine

Vaughan M. Daggett
Assistant Chief Engineer
Highway Commission

Joseph A. P. Flynn
Director of State Fire Prevention
Insurance Department

William L. Otterbein
Budget Analyst
Finance Commission

Raymond C. Mudge
Commissioner of Finance
Finance Department

Harland H. Harris
State Controller
State of Maine

Marion B. Stubbs
State Librarian
State of Maine

Homer M. Orr
State Purchasing Agent
State of Maine

Professor Horace F. Quick
Ass't Prof. Of Game Management
University of Maine

Guy R. Whitten
Deputy Insurance Commissioner
Insurance Department

Hamilton Gray, Sc. D.
Professor of Civil Engineering
(re: Soils Technologist I)
University of Maine, Lord Hall

Clayton P. Osgood
Chief, Division of Inspection
Department of Agriculture

Stanton S. Weed
Director, Motor Vehicle Division
Secretary of State

Oral Boards

The division has conducted oral board examinations for positions requiring

specialized abilities. The oral board examinations have evaluated not only the applicant's general fitness for the position in question but appearance, manner self-expression, mental alertness and emotional stability.

Use of the oral board as a component part of the examination has been successful and has met with favorable response, and will continue to be utilized, in as far as possible, for all positions administrative and supervisory in nature and for those positions requiring specific personality characteristics difficult to measure with written examination.

The division is presently organizing a more permanent oral board, consisting of subject matter specialists who are conscious of the need for sound merit system policies. The members are not paid, but submit expense accounts for the day they serve as a member.

Following are the names of State citizens who have served as members of oral board examinations:

Mr. Edward Whitney
Manchester, Maine

P. R. Kendall
Motorola Communication Engineers
13 Winnipessaukee Street
Franklin, New Hampshire

Professor Harry D. Watson
Head of Dept. of Mechanical Eng.
University of Maine, Orono, Maine

Philip A. Stinchfield, Chief
Advisement & Guidance Division
Togus, Maine

Oliver T. Sanborn
Chief of Fire Department
Portland, Maine

Raymond C. Mudge
State Commissioner of Finance

T. H. Belden
Motorola Communication Engineers
13 Winnipessaukee Street
Franklin, New Hampshire

William T. Johnson
Hallowell, Maine

Examination and Recruitment Observations and Conclusions

The increase in our division staff has been reflected in both the recruitment and examination sections. Our techniques, methods and material has resulted

in an accelerated program without sacrificing quality and has successfully selected applicants in accordance with the knowledges, skills and in-service growth required.

Professional groups are becoming more interested in civil service techniques and are rendering services as subject matter consultants and members of oral examining boards. These services will be further utilized.

The number of provisional appointments in the State's service has decreased significantly and should remain at a minimum in accordance with economic conditions.

Services are being extended to meet the needs of State Departments, Institutions, and agencies.

More extensive item analysis and examination research has resulted in improved processes and techniques.

The fiscal year 1953 should see nearly complete coverage of all competitive positions in the classified service.

EXAMINATION RESULTS

1 July 1950 - 30 June 1952

Position	Examination Date	Number of Applicants Examined	Number Placed on Register
Assistant Controller	8-2-50	4	4
Itinerant Teacher Trainer	8-7-50	1	1
Supervisor - Elementary Education	8-8-50	2	2
Technical Subjects Instructor	8-9-50	4	3
Principal Clerk	9-19-50	3	3
Personnel Technician (Classification and Compensation)	1-24-51	13	5
Junior Chemist	3-30-51	1	1
Laboratory Technician	3-30-51	2	1
Laboratory Aide	3-30-51	4	3
Junior Laboratory Technician	3-30-51	1	0
Chemist	3-30-51	1	1
Junior Public Health Nurse	3-30-51	3	3
Public Health Nurse	3-30-51	6	6
Senior Sanitary Inspector	3-30-51	6	5
Departmental Business Manager	4-9-51	1	1
Junior Clerk	4-18-51	62	45
Junior Typist	4-18-51	79	39
Junior Stenographer	4-13-51	39	24
Clerk	4-23-51	37	21
Clerk Typist	4-18-51	72	28
Clerk Stenographer	4-16-51	52	30
Senior Clerk	4-23-51	46	26
Senior Clerk Typist	4-18-51	48	16
Senior Clerk Stenographer	4-16-51	48	30
Deputy State Auditor	4-27-51	6	6
Engineering Assistant (Highway)	5-15-51	38	24
District Supervisor (Child Welfare)	5-17-51	4	4
Welfare Worker (Public Assistance)	5-18-51	67	42
Welfare Worker (Child Welfare)	5-21-51	46	35
District Supervisor (Public Assistance)	---	0	0
School Survey Field Supervisor	5-28-51	24	18
Supervisor of Field Examinations	6-6-51	42	11
Junior Clerk Typist	6-28-51	171	81
Junior Clerk Stenographer	6-27-51	99	57
Field Examiner	7-6-51	110	59

EXAMINATION RESULTS (Cont'd)

Position	Examination Date	Number of Applicants Examined	Number Placed on Register
Education Specialist I (Secondary Education)	8-20-51	12	10
School Lunch Supervisor	9-4-51	4	4
Administrative Secretary	10-4-51	30	23
Retail Store Clerk	11-26-51	190	106
Account Clerk	11-20-51	111	66
Accountant I	11-19-51	102	62
Accountant II	11-21-51	32	14
Field Examiner II	11-21-51	30	12
Retail Store Manager	11-27-51	73	65
Retail Store Clerk	11-29-51	17	9
Clerk I	12-6-51	61	33
Clerk II	12-10-51	69	49
Clerk Stenographer II	12-5-51	56	38
Clerk Stenographer III	12-4-51	24	18
Clerk III	12-10-51	30	22
Clerk Typist III	12-17-51	33	19
Clerk Typist II	12-18-51	83	50
Merit Award Board Secretary	1-2-52	15	13
Field Investigator	1-24-52	35	20
Corrections Officer I	1-25-52	9	3
Switchboard Operator	1-25-52	7	4
General Relief Director	2-4-52	2	2
Buyer I	2-20-52	33	15
Houseparent I	2-25-52	3	3
Housekeeper	2-25-52	2	1
Housemother	2-25-52	4	3
Reformatory Matron I	2-25-52	1	1
Indian Relief Worker	2-25-52	2	2
Clerk IV	2-26-52	38	25
Forester I	4-8-52	10	10
Engineering Aide III	4-8-52	28	17
Caseworker	4-7-52	35	25
Child Welfare Worker	4-7-52	46	30
Casework Supervisor II	3-29-52	7	0
Child Welfare Supervisor	4-7-52	5	2
Director, Sales Tax	4-7-52	4	4
Property Assessment Advisor	4-14-52	8	6
Sanitarian I	4-16-52	10	6
Dental Hygienist I	4-16-52	3	3
Psychology Assistant	4-16-52	6	3

EXAMINATION RESULTS (Cont'd)

Position	Examination Date	Number of Applicants Examined	Number Placed on Register
Nutritionist	4-16-52	4	3
Medical Social Work Consultant I	4-16-52	1	1
Laboratory Technician I	4-16-52	3	2
Chemist I	4-15-52	1	1
X-Ray Technician	4-15-52	3	1
Public Health Nurse	4-15-52	4	4
Psychologist	---	6	0
Psychiatric Social Worker	---	1	0
Sanitation Engineer	---	2	0
Dental Hygienist II	5-14-52	2	0
Chemist II	5-14-52	5	5
Sanitarian II	5-14-52	9	1
Laboratory Technician II	5-14-52	1	1
Public Health Nursing Supervisor	5-14-52	3	3
Nutrition Consultant	---	0	0
Property Assessment Supervisor	5-15-52	1	1
Director Property Tax	5-15-52	1	1
Radio Communications Supervisor	5-22-52	8	7
Radio Technician	5-22-52	7	3
Radio Operator	5-23-52	16	13
Bank Examiner I	5-23-52	25	15
Farm Placement Representative	5-27-52	34	21
Claims Deputy I	5-27-52	61	18
Employment Interviewer	5-28-52	86	39
Casework Supervisor I	5-23-52	8	3
Clerk I	6-5-52	89	60
Clerk Stenographer II	6-12-52	50	33
Clerk Typist I	6-6-52	485	254
Clerk Stenographer I	6-11-52	297	176
Key Punch Operator I	6-16-52	75	61
Tabulating Equipment Operator I	6-16-52	48	40
Bookkeeping Machine Operator I	6-13-52	71	63

CONCLUSION

During the second half of the biennium covered by this report, reasonably adequate financing has been responsible for marked progress toward a more nearly adequate personnel management system.

During the past year among the more important accomplishments directed at a well rounded program are:

- (1) Development and maintenance of a sound classification and compensation plan.
- (2) The development and installation of an adequate set of administrative rules and regulations.
- (3) The production and distribution of a hand book for all employees, showing their rights and benefits under the law.
- (4) The development and installation of a work performance evaluation device.
- (5) The inauguration and maintenance of a merit increase policy based on work performance.
- (6) Conversion of departmental records to a punch card system.
- (7) Expansion of examining and recruiting facilities.

The regular work program of the department is carried on in four divisions, separate in function but closely inter-related one with the other in completing the large variety of services assigned to the department. The Classification and Pay unit is basically responsible for properly assigning each position to an adequately defined classification and allocating each classification to a pay bracket which will assure recruitment of the best qualified, and at the same time be based on internal comparisons with other positions in the state's service and external comparisons with other public jurisdictions and particularly with private employers in the State of Maine. Also a sufficient amount of statistical and other information must be currently maintained in order to recommend a general pay plan level to persons responsible for determining overall state pay policy within the state's ability to pay.

The Recruitment and Examination Division is responsible for planning a program of recruitment with department heads and various education institutions which will result in securing the best available qualified applicants at the time needed by the state. It is responsible for announcing to state residents the date when an examination is to be given. This information is given as wide a coverage as possible so that all citizens will have an opportunity to compete for positions to be open in the state classified service. Facilities of newspapers, radio stations, public employment offices, schools, etc., are utilized in an attempt to reach as many qualified applicants as possible. All examinations for positions in the classified service are constructed by this unit with the exception of those supplied by the American Public Health Association. Examination items are developed from material available through cooperation with other states and federal agencies, plus the test items constructed by our own staff. In this latter connection, services of recognized consultants in the various fields are utilized. Using specifications for positions developed by the classification division, examinations are specifically directed at testing technical qualifications, knowledges and abilities recognized in the individual positions and classes of employment. In many instances actual on the job analysis of work is performed in order to determine important details of the job to be done.

State-wide coverage of examinations has been achieved through the establishment of examination centers located throughout the state, thereby eliminating unnecessary traveling on the part of candidates for positions. Facilities of the Maine Employment Security Commission are utilized to a considerable degree in conducting examinations in their offices thereby, eliminating considerable cost for rentals and services of monitors.

Applications are competitively rated for experience and training. Written examinations are usually machine scored at the University of Maine. Oral

examinations, if used, are conducted by persons recognized as authorities in the field involved. The combined scores received in the above examination phases, are used to determine the final earned rating. To these scores, veterans preference points are added if the veteran applies for them and files proof of veterans status.

At the present time, excluding non-competative and labor positions such as institution attendants, custodial workers and the like, and positions requiring special examinations only when vacant, approximately 65% of our positions are covered by eligible registers, by December, 1952, our work program contemplates 75% coverage and by July, 1953, 85% will have had examinations covering them. The remaining 15% involves such positions as carpenters, mechanics and similar positions which might only require a performance type of examination. In order to be prepared to announce examinations as necessary, it is desirable that a library of examination items be maintained. Each item contained in such a library has been tested for its validity and adequacy in connection with the field involved. Considerable time is spent after the examination is given in an analysis of such items.

The Certification and Referral Division is responsible for arranging interviews between employing officials and eligible candidates for vacant positions. In each instance the three top ranking eligibles are referred and the appointing official indicates his selection. In order to properly perform this important function it is imperative that a constant check be made of availability of applicants. Rights under the Personnel Law to re-employment, promotion, and transfer must be maintained on former and present state employees.

It is the further responsibility of this unit to maintain close cooperation with the examination division in assisting them to anticipate the need for establishment of eligible registers.

During the past year a steadily increasing number of eligible registers have covered more and more classes of employment, thereby, increasing activity in referrals. We have made a real effort to supply applicants for any type of position, whether covered by eligible registers or not. A very minimum of delay is being noted in keeping departmental requirements, as to personnel, properly filled.

The Records and Authorization unit is responsible for the maintenance of all departmental records relating to both classified and unclassified employees and the proper authorization and certification of payrolls. A complete roster of employees is maintained, containing such information as departmental location, pay, title, length of employment, leave, status, etc., for each person.

During the past year considerable additional work load has been carried by personnel in this unit necessitated by the requirement of keeping current records coupled with a complete conversion to a punch card system of record maintenance. Already we feel the effect of this change, in that statistical information is becoming readily available for our use in developing personnel policy with relation to employment conditions in the state's service.

I have attempted to present a brief review of our operations intending to acquaint you with our much expanded program of merit system services. We have attempted to expand slowly in the interest of efficiency and economy.

From a recent study prepared by Civil Service Assembly, we find that our department, at the present time, is 8th from the bottom in a list of 38 states, in percentage ratio of personnel budget to the state employee payroll. We find, on the other hand, that the two states, which we are most likely to be compared with, that is, our neighboring states of New Hampshire and Vermont,

are operating on a percentage very close to ours.

We only make the above points to indicate that money spent for personnel management functions within the State of Maine is not high in proportion to that allowed in other states.

FUNCTIONAL ORGANIZATION OF THE PERSONNEL DEPARTMENT

