

# MAINE STATE LEGISLATURE

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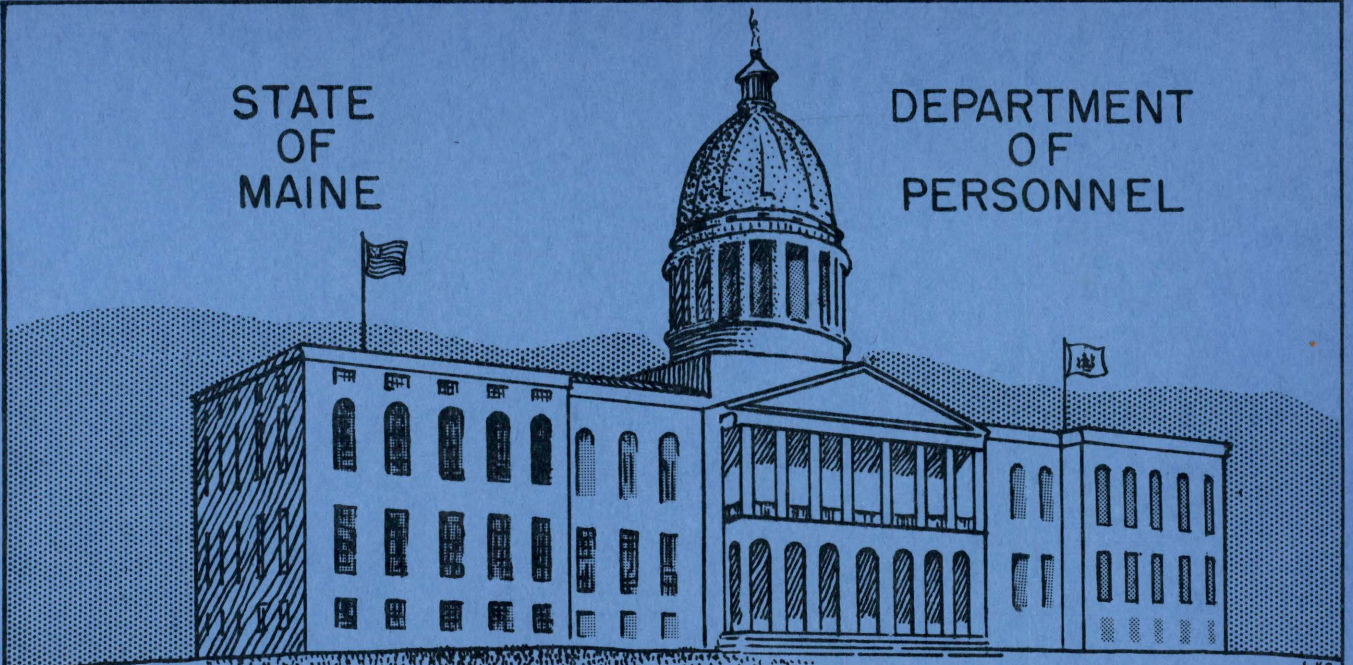
1952 - 1954

(in four volumes)

VOLUME IV

STATE  
OF  
MAINE

DEPARTMENT  
OF  
PERSONNEL



*Report*  
*For the Fiscal Biennium*

Ended June 30, 1954

Submitted By

*Ober C. Vaughan, Director*

To The

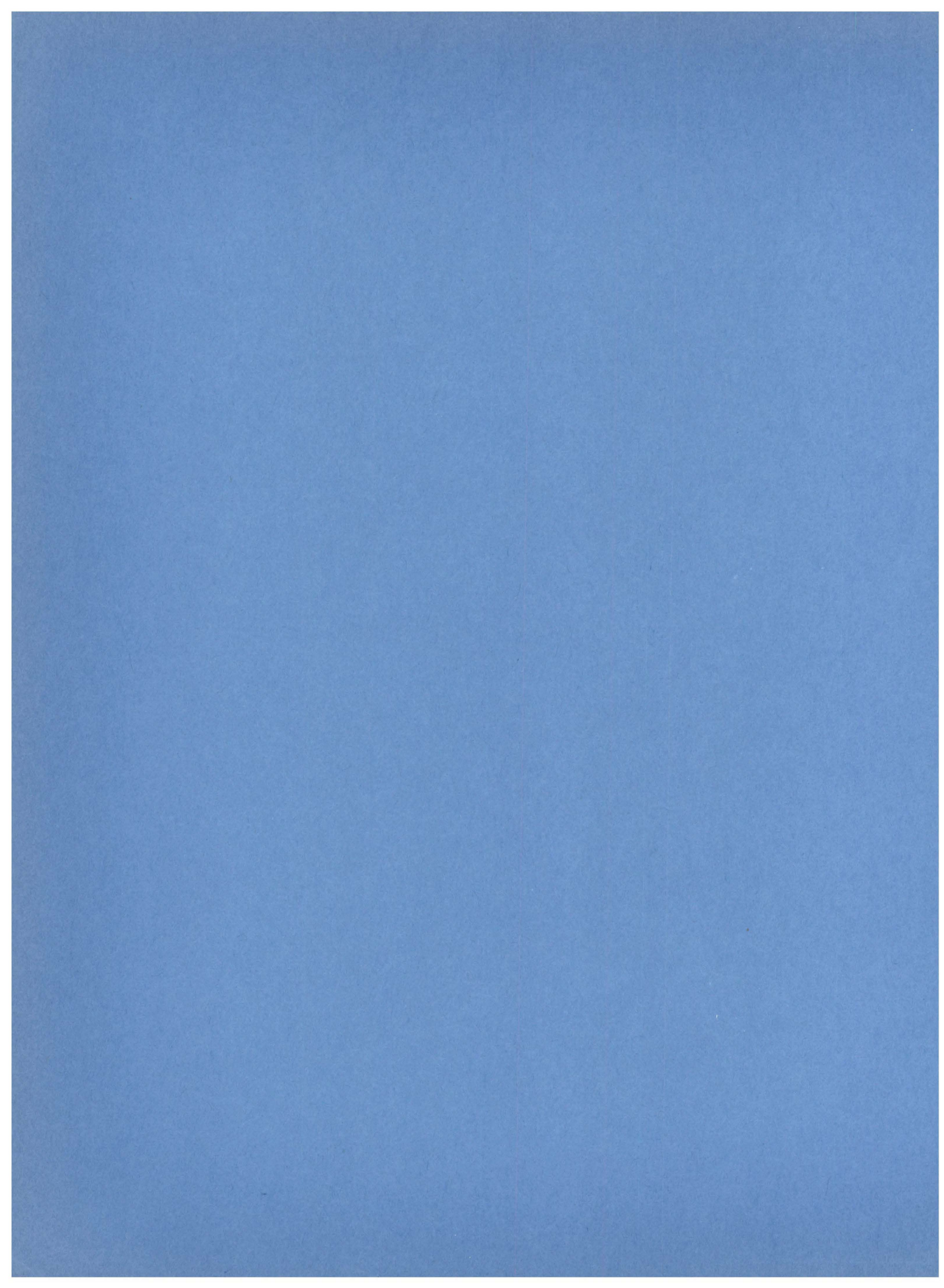
*State Personnel Board*

For Transmittal To

*His Excellency, Burton M. Cross*

Governor of Maine





STATE OF MAINE

REPORT

of the

DEPARTMENT OF PERSONNEL

for the

FISCAL BIENNIUM ENDED JUNE 30, 1954

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submitted by

Ober C. Vaughan - Director

to the

State Personnel Board

for Transmittal

to

His Excellency Burton M. Cross

Governor of Maine

State Personnel Board

Robert L. Getchell, Portland - Chairman (Appointed October, 1948)  
(Expired October, 1952 )

Franklin H. Prescott, Auburn - Member (Appointed November 15, 1949 )  
Franklin H. Prescott, Auburn - Chairman (Appointed November 7, 1952)  
(Expired November 7, 1953 )

Robert M. Pennell, Portland - Member (Reappointed December 5, 1951)  
(Resigned June 1, 1954 )

Eva Mason Ross, Dover-Foxcroft - Member (Appointed November 5, 1952)

Richard G. Kendall, Lewiston - Chairman (Appointed December 3, 1953)

Richard P. Webster, Augusta, - Member (Appointed August 8, 1953)

Raymond C. Mudge, Augusta - Member (Appointed August 20, 1953)

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

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Ober C. Vaughan, Director

Willis H. Allen, Jr. - Administrative Services Supervisor

Willard R. Harris - Classification and Pay Supervisor

William H. Hughes - Examination Supervisor

Offices located

in

Vickery and Hill Building

Augusta, Maine

STATE PERSONNEL BOARD  
RICHARD G. KENDALL, CHAIRMAN  
EVA MASON ROSS  
WILFRED PATENAUDE  
RAYMOND C. MUDGE  
RICHARD P. WEBSTER



OBER C. VAUGHAN, DIRECTOR

WILLIS ALLEN, ADM. SERVICES  
WILLARD HARRIS, CLASSIFICATION  
WILLIAM HUGHES, EXAMINATION

STATE OF MAINE  
DEPARTMENT OF PERSONNEL  
AUGUSTA

December 31, 1954

To Governor Burton M. Cross

and

Members of the Executive Council

Gentlemen:

We submit herewith the report of the Director of  
Personnel, for two years ended June 30, 1954.

State	{ Richard G. Kendall, Chairman
Personnel	{ Eva Mason Ross
Board	{ Raymond C. Mudge
	{ Richard P. Webster
	{ Wilfred Patnaude

December 31, 1954

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 1955 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 morale 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

### Personnel Management

Seventeen years have been completed since the Personnel Law was passed by the Maine Legislature and signed into statute by the then Governor Louis O. Barrows. Gradual progress toward adequate personnel management has been made until now the State may point with pride to a reasonably well rounded and well accepted

program of salary administration and recruitment of well qualified employees for the state's civil service.

### Administrative Rules

During the biennium covered by this report, a completely revised set of administrative rules were installed with the assistance of Public Administration Service. The actual effect of these rules has been carefully reviewed as they effected departmental operations and employees with an eye to amendment wherever difficulties were encountered. Only very minor changes were recommended. Therefore, we believe that this phase of our operation has been a highly successful one and has met the test of use over a two-year period.

### Handbook

Employees have had available at all times a readily understandable publication with information as to the benefits and obligations of state employees. This publication entitled "Your Career" has proven its worth many times, particularly in the orientation of new employees. It is impossible to estimate the amount of supervisory time saved. We are however, convinced that knowledge and understanding by employees of their position in the state government pays great dividends in employee morale and employee -- employer relationships. Equity and fairness, always basic principles of good personnel management, as they relate to pay, promotions, and other personnel transactions have been greatly strengthened and preserved by this understandable booklet. State employment is now properly regarded as career service, thereby, giving the state more for its payroll dollar in stable well trained employees.

### Examinations

The examination program has received particular emphasis during the biennium. A steadily increasing number of applicants has necessitated many more examinations administered in some 135 centers throughout the state. Special effort has been concentrated on perfection of examination techniques. Oral examinations, especially

in positions where public contact is evident, have been utilized to a much greater extent than in the past. Through statistical analysis of examination results and a higher degree of attention to position audit, examinations are now being developed, which more nearly test for the particular position involved. In some thirty classes where recruitment is difficult, continuous open examinations have been utilized to the end that provisional appointments have been reduced to a minimum and at the same time many difficulties in recruiting have been eased.

At my request, Mr. William H. Hughes, Examination Supervisor; Willard R. Harris, Classification Supervisor, and Willis H. Allen, Jr., Supervisor of Administrative Services, have prepared the following sections pertaining to their particular field, and I present them herewith.

## CLASSIFICATION AND PAY DIVISION

### Classification:

A systematic classification of all positions covered by the Personnel Law is a base on which other elements of the personnel structure can rest. It provides a uniform terminology, simplifies and facilitates the recruitment, selection, transfer and promotion of employees, improves departmental organization and management and facilitates financial and budgetary control.

There being at the end of the biennium some 6,000 positions under the jurisdiction of the Personnel Department it is essential that some logical grouping of these positions into classes be soundly and equitably maintained. These positions are allocated to a class on the basis of sufficiently similar duties and level of responsibility so that each one may be treated on a like basis regarding recruitment, examination, promotion, budget, and pay. In some instances within classes, certain positions require additional and increasingly difficult duties with greater responsibility necessitating different levels of the class, i.e. Clerk I, II, etc. At the close of the biennium there were 521 classes in the plan.

As no efficient or equitable classification plan can remain permanent or static there is the necessity for continuous analyses of the duties and responsibilities of positions. These range from individual positions to divisional or departmental reorganization. The past biennium represents the second and third full years that the classification and pay plan as developed by the Public Administration Service has been in operation. A constant effort has been made to maintain the consistency of the plan on a statewide basis. This has necessitated the establishment of new classes, abolishing of classes which no longer exist, and the allocation and reallocation of positions to classes already established. During the biennium there were 226 requests for reallocation of positions, 46 new classes established, 12 classes abolished, and requests for 446 positions in all categories to be allocated to classes.

Job specifications are written for each classification containing distinguishing



features of work, examples of work, necessary knowledges, skills, and abilities, and qualification requirements. Careful analyses of the duties and the responsibilities of the positions are necessary not only in making proper allocations but also to determine the necessary requirements for the class to be incorporated in the specification. These specifications are constantly reviewed and revised as necessary to keep the plan correct. During the biennium there were 89 either new or revised specifications written.

#### Compensation:

The compensation plan for those positions in the classified service is directly related to the classification plan and is based on the premise that equal work should be rewarded by equal pay. This eliminates inequitable salaries paid to employees holding jobs which require similar training, experience, and ability thus being an incentive to employee morale.

In the maintenance of the compensation plan it is essential that comparative studies be made so that the plan may be comparable to those established in organizations outside the jurisdiction. A compensation plan that is not in relative conformance with the level of other organizations will drain off the efficient employees of the state service, lower its standards and cripple its recruitment program. To be realistic the compensation plan must also consider such factors as supply and demand, cost of living, ability of the state to pay and other economic factors.

A well organized and realistic salary plan gives a definite expression of the fiscal policy of the state with regard to employment, provides a guide for the personnel agency in its recruitment process, enables state departments to translate their personnel needs in terms of dollars, and provides a sound means for controlling salary adjustments as needs arise.

During the biennium this division has made several salary surveys both for individual classes and representative classes of the plan as a whole. These have

included private businesses in Maine, public jurisdictions in New England and some nationwide. On the basis of this data the Personnel Board recommended an approximate 9% increase to the 96th legislature which granted part of that amount.

Difficulty in recruiting and retaining employees in certain classes, particularly some of the professional groups, has forced the department to increase the salary ranges for these particular classes. It is hoped that when conditions warrant these classes can be restored, salarywise, to the internal consistency of the original plan. At the close of the biennium 31% of all classified employees were at the top of their salary range. This leads to numerous requests for upward revisions of these salary ranges. Under the present plan the fact that employees have reached the maximum of their salary range is in itself not enough basis to warrant changing the range.

In summation it is believed that during the past biennium the classification and pay plan as set up by Public Administration Service has been adhered to and that it is workable and realistic. Any adjustments which have been made have come through necessity and the plan as a whole is equitable to employees and operating departments alike, as well as being economical to the taxpayers of the state.

## EXAMINATIONS AND RECRUITMENT

The Examinations and Recruitment Division was established to:

1. provide examinations and recruitment service to all State departments and institutions;
2. develop and promote a positive program to attract the most able and best qualified potential applicants;
3. schedule examinations, accept, and reject applications;
4. construct, administer, score, evaluate, and analyze examination material;
5. establish eligible registers of applicants qualified for State employment and promotion within the State's Service.

### RECRUITMENT

During the biennium under consideration a vigorous program of recruitment was developed to promote a positive means of attracting the most able and best qualified potential applicants for State employment.

Division staff worked closely with department heads to determine needs, with considerable attention being given to institutions. Teams composed of department heads and members of the division visited all the Maine Colleges and University resulting in classroom career discussions on an informal basis for the following positions:

Accountant I	Food Inspector II
Architectural Aide III	Forester I
Bank Examiner I	Geology Aide
Biology Aide	Horticulture Inspector
Caseworker	Librarian I
Chemist I	Produce Inspector I
Child Welfare Worker	Produce Inspector II
Dairy Inspector	Psychology Assistant
Engineering Aide III	Seed Potato Inspector
Field Examiner I	Statistician I
Food Inspector I	

Response was good and more Maine college graduates were placed on registers than during any other biennium, even though obligations to the armed forces existed.

All high schools in the State were informed of civil service recruitment procedures and opportunities for employment.

State residence requirements were waived for many positions requiring professional, semi-professional, and technical background and experience.

To accomplish the accelerated program, the Division utilized all proven recruitment media available, as well as continuous recruitment techniques due to a substantial and continuing need for employees.

Recruitment bulletins applicable were forwarded to:

American Legion	Newspapers
Business Colleges	Post Offices
City Clerks	Principals, High Schools and Academies
College Registrars	Radio and TV Stations
Department Heads	Rotary
Health and Welfare Department	Superintendent of Schools
Institution Heads	Town Clerks
Kiwanis	
Lions	
Maine Employment Security Commission	

It was found that we were attracting a limited number of applicants qualified and interested in State employment.

A small amount of funds were made available for paid newspaper advertisements. Classified displays were placed in daily newspapers immediately following the close of announcements which had netted negative results. Results from paid newspaper advertising were gratifying; and in all cases qualified applicants were recruited, showing again that the best recruitment media utilized is the newspaper, and has often resulted in the only means of recruiting qualified applicants on a state-wide basis.

Television, successfully utilized by other states and by federal authorities, is a potential recruitment media to Maine and should be utilized.

Fairs throughout the State will be visited during the summer and fall of 1954. Booth space in exhibition halls have been requested. Members of the examinations and recruitment staff will afford the patrons of fairs an opportunity to gain a better insight into their State Civil Service and of employment opportunities in State departments and institutions. In that funds were not made



available, it was necessary to devise a special home-made kit that could be transported from fair to fair. The kit will contain posters, sample tests, pictures of employees at work, examination announcements and a pamphlet on "Your Career." It is anticipated that booths at the fair will prove to be an excellent recruitment instrument.

Professional organizations, approved technical schools, colleges and universities with professionally approved curricula have been contacted for recruiting purposes in the fields of occupational therapy, nursing, library science, medical technology, psychology, home economics, dietetics, social work. Bulletins were sent to these and publicity was requested, which resulted in a fair number of applicants for these hard to fill positions.

A considerable number of individuals seeking State employment request interviews. This service, though limited, has been performed. The services should be extended to itinerant parts of the State as a positive recruitment policy. Should funds and personnel be made available, this service could become an integrated recruitment function to the State of Maine incorporating counseling techniques whereby the State may utilize more fully available talents.

Recruitment results bear out the fact that we are no longer in competition with just New England States, we are competing for trained personnel with states and organizations out of New England. Competition among the forty-eight states, the federal government, and private industry for qualified applicants is keen. Recruitment results have shown that few qualified applicants are obtained from out-of-state. This in effect is a serious problem in that Maine does not offer academic undergraduate and graduate facilities to educate applicants for many existing professional, semi-professional and technical positions in the State's service. Those who leave the State of Maine for specialized undergraduate and graduate training, not available in Maine, seem reluctant to return. Waiving resident requirements attracted few qualified applicants from out-of-state colleges, universities, technical and medical associations.

During the biennium it was found that conventional recruitment periods did not meet the needs of departments and institutions. In view of this more than one tenth of the classified positions have been announced on a continuous recruitment basis.

Recruitment to fill vacancies occurring in beginning grade positions requiring employees to provide their own transportation became increasingly difficult. Considerable interest was shown at the various colleges and universities during career discussions, and good registers were established. However, further discussion revealed reluctance to accept employment when students actually figured a personal budget to include a vehicle.

#### EXAMINATIONS

Accelerated recruitment necessitated a more comprehensive examination program requiring greater emphasis on examination construction, statistical research and analysis. The establishment of permanent examination centers was accomplished, and extended from Caribou south to Sanford, and Rumford east to Calais; and was instrumental in obtaining more qualified employees on a state-wide basis. Examinations were further conducted in nineteen states and territories.

The following chart reflects in a small part the final work accomplished on a fiscal year basis. Test construction, research, analysis and recruitment procedures necessary to establish eligible registers of qualified employees under civil service processes are not shown.

Fiscal Year		Number of Examinations Conducted	Number of Applicants	Number of Examination Centers	Number of Monitors and Oral Board Members
June	July				
*1947	1948	43	1395	4	10
1948	1949	78	2599	15	31
1949	1950	88	3354	24	36
1950	1951	34	1032	14	20
1951	1952	69	2787	19	33
1952	1953	321	5691	70	130
1953	1954	447	6733	135	212

\*September

During the biennium, seventeen(17) non-competitive promotional examinations were conducted due to reclassification resulting from a gradual change in duties.

Many of the applicants during biennium applied for positions requiring limited knowledges, skills and abilities rather than for positions requiring specific administrative, technical and professional experience and training. Although State Service has need of employees with specific and specialized education and training, economic changes have not made available large numbers of qualified employees.

Oral examinations were used more extensively as a supplement to the written examination to determine general fitness of personality attributes, especially for positions where duties were administrative, supervisory or entailed public contact. Department heads indicated that they were pleased with the use of the oral board as a screening and selective device.

The following chart reflects the use of the oral board examination.

Fiscal Year		Number of Oral Examinations Conducted
June	July	
* 1947	1948	4
1948	1949	4
1949	1950	6
1950	1951	3
1951	1952	5
1952	1953	18
1953	1954	37
*September		

Examination services were again offered to all high schools in the State.

Following is a chart showing participation.

Year	Number of Schools Participating	Number of Students Examined		
		Steno.	Typist	Clerk
1949	67	460	452	91
1953	66	377	407	85
1954	94	503	699	119

Stenographic transcription tests are constructed to measure ability to take and transcribe dictation. In 1952 a series of objective type examinations were constructed to replace the high school transcription test and used in the spring of 1953 and 1954. Correlation between transcription tests and the objective tests were significantly high indicating that they can be successfully used to measure stenographic ability, and resulted in the establishment of eligible registers with less delay and lower cost.

Transcription tests will continue to be utilized for those positions beyond Clerk Stenographic I level.

During the biennium, stenographers and typists have been allowed to use their old performance test scores for a period of three years. This has resulted in the issuance of Certificates of Proficiency.

Continuous examinations, on a monthly basis, for all clerical I and II grades met State immediate needs for all but several geographical areas.

General clerical lay-offs by industrial organizations from January to June 1954 made available clerk typists and stenographers; however, examination results indicated that industry laid off many of their least desirable in that few qualified by examination for State employment.



## Statistical Research and Analysis

The foundation of good examination work in public personnel testing is a continuing program of statistical analysis. The approach of the personnel examiner to test construction is in terms of knowledges, skills, and information pertinent to satisfactory performance on the job. However, the assumption that judgments as to suitability and relevancy of test material have been correct must answer to the empirical validation of results.

The application of tests of experience to an examination is to determine that the examination is reliable, or has internal consistency. A reliability coefficient may be obtained from the test by use of either the split-half or odds versus evens method. To obtain a reliability coefficient from an examination of 120 items taken by 130 people would require approximately 6 - 8 hours. An analysis of a test in relation to the population which is examined, with especial reference to minimum qualifications established for the class and the types of experience and the educational attainments of the applicants, provides useful clues as to dependability, relevancy, and applicability of examination material.

A study which is being carried on at the present time is an indication of the value of statistical research in terms of economy of materials, labor, and administration. In the spring of 1953, in conjunction with the clerical, typing, and stenographic tests annually given in Maine high schools, a clerical written test of 60 items was constructed. Normally, a test of about 120 or more items is considered necessary in order to more thoroughly sample pertinent skills and knowledges. There were practical difficulties involved in the administration of the longer examination, however, in that the necessary two or more hours required to take it would interfere seriously with the high school period system of 50 minutes and would handicap administrators, teachers, and pupils in cooperating with this state-wide program. The 60-item test, lasting one school period seemed a more feasible instrument if it could be certain that the test would not suffer too greatly by diminishing its length. The 60-item test, given in the spring of 1953 involved some 600 papers. This test yielded a reliability coefficient of  $.62$ .

Also, all entry level clerical examinations for the past five years, 8 - 10, were similarly studied and Pearson r's obtained. These of course varied with the length of the particular test, but all showing good reliability indices.

A 60-item test was again constructed for the spring 1954 high school program in which 783 students participated. Only material of demonstrated validity was utilized. Statistical analysis of the data established a Pearson Product Moment reliability coefficient of  $\sqrt{.95}$ . Correlation of the integral parts of the examinations were correspondingly high. Intercorrelation of the fields covered in the examination were significantly high, to the extent of establishing a desired low correlation between the verbal and quantitative items.

Statistical studies were conducted to determine what relationship or correlation exists between written examination scores and job performance ratings made out by department heads on employees at the end of their probationary period. Three classes of State employees were utilized; a fiscal group (A) included accountants, examiners and similar positions; a professional, semi-professional and technical group (B) included social service, public health and technical positions; and the clerical group (C). Results of the study indicated the following relationships: Group A,  $\sqrt{.94}$ ; group B,  $\sqrt{.90}$ ; group C,  $\sqrt{.54}$ . In that a relationship of 1.0 is a perfect correlation and .3 or better is considered to be significant, our findings were most gratifying and indicated department heads and appointing authorities are obtaining employees from eligible registers who meet the needs of the State's service.

It is generally agreed that correlation of a test with an independent criterion is highly desirable but also extremely difficult. Research thus far indicates that effort along these lines is desirable and necessary. It remains a problem in research to develop some means of follow-up and verifications of our selection processes. Such efforts would appear to have some promise of revealing ways and means of improving our selection methods. Consideration is being given at this time to the development of ways and means by which job performance can be reported

and evaluated in terms of relationships to other criteria such as education, personality attributes, oral board ratings in more workable and usable forms than exists at present.

Statistical analysis of the typing and stenographic performance examinations were conducted to further determine the effectiveness of the examining program. Typing tests showed a remarkable degree of accuracy both at the entrance level and for those experienced workers, with speed standards maintained well up to the needs of the average office. The average typing speed was approximately 50 words a minute. More than 50% of the beginning grade typists completed the examination with no errors, indicating good employee material at the entrance level. Development in capacity to assume greater responsibility remains a supervisory and inservice training problem.

The stenographic tests produced similar results with both entrance level and experienced workers maintaining speed and accuracy standards necessary for the average office. Entrance level employees showed slightly higher speed than the experienced worker. Both the stenographic performance test and the written test showed a high percentage of failures due to careless use of English, including grammar and spelling.

Given a relatively proficient stenographer at the entrance level, the value of the employee increases as he becomes familiar with the material and routine of the office. Selection, consequently, resolves itself into establishing eligible registers of potentially good employees and eliminating those whose scores do not indicate ability to grow under competent supervision and training.

#### Physical and Medical Standards

Physical and medical standards are highly desirable as a means of accepting, rejecting, and conditionally accepting employees for classified positions. The lack of such standards results in an increasing number of leaves of absence, mortality and sick risks. The distinction between medical and physical being the

the former relates to organic and health traits, the latter to agility and ability to use physical equipment, withstand unusual strains and demonstrate unusual strength. It has been highly recommended in our Biennium Reports of 1948 and 1950, that the State of Maine should institute a comprehensive physical and medical examination program. The comprehensive physical and medical examination and tests should be conducted prior to appointment, upon certification and acceptance. If time does not permit, the examination should be conducted prior to permanent appointment.

The physical examinations could be conducted by a professional staff of State employees so designated. If this is not feasible; by an established board.

Thirdly, by the candidate's own physician.

Positions in the Maine State's classified service could be separated into medical groups for physical examination purposes such as:

- I. Positions requiring rigid specialized physical standards of a specialized nature, e.g. Life Guard.
- II. Positions involving an appreciable amount of physical exertion or exposure to physical strain, e.g., nurse, highway workers, engineers, foresters, sea and shore custodians, trades, carpenters, electricians, public health nurses, right of way agents, welfare workers and liquor store clerks.
- III. Positions predominantly office in nature and involving no exposure to physical strain in the course of normal operation, e.g., account clerks, managerial positions, office engineers.
- IV. Positions which can be competently and adequately filled by partially disabled or industrially handicapped individuals.

Some Departments have requested that physical examination requirements be placed on examination announcements.

#### Employment Records and Educational Transcripts

Previous biennium reports indicated a need for investigating employment and educational claims submitted by applicants interested in State employment. During the biennium a limited investigative program was initiated. The results indicated that investigative processes should be an integral part of any civil service

examination program.

Investigation of employment and educational claims is an examination function, the responsibility of which should not be passed along to department heads burdened with administrative and operational problems.

#### Oral Examination Boards and Consultants

We wish to publicly acknowledge our gratitude to the below named persons who have contributed generously of their time and professional skills in our examinations program. Support of men and women of this caliber shows faith in the civil service precept of appointments and promotions according to merit and fitness.

Earl L. Bartlett  
Division Engineer  
State Highway Commission

Fred M. Berry  
State Auditor

William H. Bradford  
Right of Way Engineer  
State Highway Commission

Richard E. Brann  
Business Manager  
Maine Employment Security Comm.

Chester G. Bridge  
Bridge Construction Corporation

Celia L. Carpenter  
Regional Representative  
State Merit System Service

Honorable Paul L. Crabtree  
Representative  
Island Falls, Maine

Davilla Croteau  
Director of Personnel and Safety  
Bates Manufacturing Company

Vaughan Daggett  
Assistant Chief Engineer  
State Highway Commission

James Davidson  
Assistant Supervisor  
Hazzard Shoe Company

Benton Demers, Deputy Director  
Division of Employment Security  
Concord, New Hampshire

Earl T. Doucette  
Maine Development Commission

John Q. Douglass  
Director of Social Welfare  
State of Maine

C. Newell Dyke  
Municipal Auditor  
Audit Department

Mrs. Josephine Feeney  
Bangor, Maine

Lindo Ferrini  
Assistant Director  
Sweetser Children's Home - Saco

Leigh Gardiner  
Farm Supervisor  
Department of Institutional Services

Creighton E. Gatchell, Manager  
Radio Station WGAN  
Portland, Maine

Norman U. Greenlaw,  
Commissioner  
Department of Institutional Services

Honorable John F. Hanson  
Senator  
Machias, Maine

Oral Examination Boards and Consultants (cont'd)

Winslow T. Harris  
Chief Engineer  
Maine General Hospital, Portland

Matthew E. Highlands, Ph.D.  
Agricultural Experiment Station  
University of Maine

Rothe Hilger, Director  
Child and Family Services  
Portland, Maine

Frank S. Hoy, Manager  
Radio Station WLAM  
Lewiston, Maine

Merton R. Johnson, Deputy  
State Reformatory for Men

William T. Johnson  
Hallowell, Maine

Chastine D. Kelley  
Superintendent  
State Reformatory for Women

Mrs. Hazel C. Lord  
Portland, Maine

James L. MacLeod  
Public Works Director  
Bangor, Maine

Col. Francis J. McCabe  
Chief  
Maine State Police Department

Frank W. McDonald  
Superintendent  
Highmoor Farm, Monmouth

Edward L. McMonagle  
Executive Administrator  
Education Department

Raymond C. Mudge  
Commissioner of Finance  
State of Maine

Mrs. Mildred Myhrman  
Lewiston, Maine

Erlon L. Newdick, Chief  
Division of Plant Industry  
State of Maine

Albert S. Noyes, Deputy Commissioner  
State Banking Department  
State of Maine

Lawrence A. Peakes  
Superintendent of Schools  
Rumford, Maine

Percival C. Pierpont  
Deputy Warden  
Maine State Prison

Maurice G. Pressey  
Assistant Controller  
State of Maine

Wallace A. Price, Purchasing Agent  
Central Maine Power Company  
Augusta, Maine

Professor John Romanyshyn  
University of Maine  
Orono, Maine

Herbert Rose, Superintendent  
Burnham & Morrill Company  
Portland, Maine

Ralph Sawyer  
Traffic Engineer  
State Highway Commission

Mark R. Shibles, Dean  
School of Education  
University of Maine

Doctor Margaret Simpson  
Director of Mental Health  
State of Maine

John T. Singer, Director  
Sales Tax Division  
State of Maine

David B. Soule  
Assistant Attorney General  
Bureau of Taxation

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

Oral Examination Boards and Consultants (cont'd)

Hermon D. Stover  
Business Administrator  
Maine State Liquor Commission

Albert M. Welch, Captain  
Maine State Prison

Marion B. Stubbs  
Head Librarian  
State Library

Bryan O. Whitney  
Division Engineer  
Department of Public Works - Portland

Walter F. Ulmer  
Business Manager  
Bangor State Hospital

Edward A. Whitney  
Manchester, Maine

Robert M. Vickery  
Division Engineer  
State Highway Commission - Waterville

Charles Whitten  
Bridge Engineer  
State Highway Commission

Professor Harry D. Watson, Head  
Department of Mechanical Engineering  
University of Maine

G. Seth Williams, Engineer  
Fells Company  
Portland, Maine

CONCLUSIONS

Results have proven that paid newspaper, radio and TV advertisements should be a continuing cost to recruitment and must be utilized by the State of Maine as by private enterprise.

The state-wide examining program has offered limited employment opportunities to all state citizens, and to those out of state. Requests from department heads demand a continuance and expansion of the state-wide examining program. Written examinations conducted on such a basis involve expenditures of monies for postal, monitor and janitor expenses.

Oral Board examinations have proven valuable in breeching a gap in the selection program. Department heads are requesting that more oral examinations be conducted in order to examine prospective employees, to see what they look like, what they are and how they react to given situations. In order to establish acceptable eligible registers travel is necessary, and expenses by members of the oral board must be considered.

An investigative program, whereby applicants are further processed, is necessary.

The increasing scope of the written examination program, as well as the fact that

examination material already constructed is limited in use, necessitates continual construction of new examination material and a continuing program of statistical analysis. Both the construction of new material and statistical analysis requires the skill of trained examination technicians. Requests by department heads for examination services have been significantly restricted by a limited number of technical and clerical staff. In many cases inability to render requested services has resulted in provisional appointments to the State's Service.

More than one tenth of the classified service presently requires continuous examination and recruitment. In order to provide the services requested and legislated, an increase in technical and clerical staff and operational funds is necessary for efficient and economical State operation.



## ADMINISTRATIVE DIVISION

This division includes the programs of the Certification, Authorization and Records sections. A brief summarization of the activities during the past biennium, are being presented.

### Certification:

It is the responsibility of this section to process requests from appointing authorities, to fill vacant positions and to ascertain that all vacancies are filled from eligible registers, whenever possible, and in strict accordance with current Personnel Rules and Regulations.

During the period from July 1, 1952, through June 30, 1953, a total of 342 certifications were made. During the following period from July 1, 1953, through June 30, 1954, a total of 347 certifications were made.

### Authorization:

It is the responsibility of this section to authorize such personnel transactions as original appointments; promotions; demotions, transfers; reemployments; extended employments; changes of maintenance; changes of working hours; changes in position and employee status; resignations; leaves of absence; payment of overtime, etc.

During the period from July 1, 1952, through June 30, 1953, a total of 4481 authorizations were made. During the following period from July 1, 1953, through June 30, 1954, a total of 3584 authorizations were made.

### Records:

It is the responsibility of this section to keep individual roster cards on all employees working in the various State departments and to post any and all personnel action changes to said roster cards.

During the past biennium major improvements were made in the various processes performed in each of the above mentioned sections. Work flow has been speeded up and various work simplification processes have been established.

## CONCLUSION

Two basic and fundamental purposes guide the operation of the Personnel Department: (1) Competative recruiting of qualified state employees and (2) the establishment of pay schedules which reflect equity and fairness. To what extent we have achieved these objectives is reflected in the foregoing pages.

The Personnel Department exists as a service agency for the purpose of securing the best employees available, for maintaining personnel management procedures that result in efficient government, harmonious relationships and high moral, and for constantly reevaluating present activities with the objective of maintaining the best possible program of benefit to the public, the employee and the department.

The Personnel Department cannot be effective by itself. It must exist as an integral part of efficient personnel management in the departments and agencies it serves. It must be responsible for a high degree of efficiency in the fields of position evaluation, recruitment for examinations and certification of eligible applicants, consultation on personnel practices and techniques and handling of appeals from personnel actions. The operating department must be concerned with proper selection and orientation of new employees, development of employee knowledge and skills, anticipation, prevention, and prompt settlement of employee grievances and above all provide supervision which will treat employee problems with fairness and sound judgement.

From studies conducted periodically throughout the biennium, the Department has recommended salary adjustments which more nearly reflect the current wages paid in industry and other public jurisdictions with which the state has to compete for employees.

The job of attracting and obtaining qualified applicants for state positions is a continuous challenge and directly effects every other phase of government. Good, efficient government will always depend upon the employees who constitute

it. Therefore, strong emphasis must be placed upon reaching as many recruiting sources as possible in order to secure the best workers available.