

MAINE STATE LEGISLATURE

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STATE OF MAINE
LEGISLATIVE RESEARCH SUB-COMMITTEE

Re: State Personnel Laws and Administration

LOUIS JALBERT, Chairman

Hearing held in Room 228, State House,
Augusta, Maine, on October 6, 1965, at
10:00 A.M.

Stenographic Reporter
Greta Merrill

LEGISLATIVE RESEARCH COMMITTEE

Representative Louis Jalbert, Chairman Lewiston

Senator Floyd L. Harding, Vice Chairman Presque Isle

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Carlton Day Reed, Jr., Ex Officio Woolwich

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Dwight A. Brown Ellsworth

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Rodney L. Scribner, Assistant Finance Officer Augusta

COMMITTEE PRESENT:

Louis Jalbert, Chairman

William S. Beane
Joseph E. Binnette
Romeo T. Boisvert
Catherine H. Carswell
Dana W. Childs
Albert E. Cote
Armand Duquette
Kenneth R. Gifford
Floyd L. Harding
Carlton Day Reed, Jr.
Rodney W. Ross

APPEARANCES

Governor John H. Reed
Peter Damborg, Executive Director Employees Association
Walter Ulmer, Commissioner of Mental Health & Corrections
William E. Schumacher, M.D., Director Bur. Mental Health
Peter W. Bowman, M.D., Supt. Pineland Hospital
John C. Patterson, M.D., Supt. Augusta State Hospital
Minnie E. C. Knapp, former legislator and pharmacist
Dean Fisher, M.D., Commissioner of Health & Welfare Dept.
William T. Logan, Jr., Commissioner of Education
Richard A. Luetlich, Director of Planning and Traffic Div.
David Garceau, Banking Commissioner
Christine L. Ruby, Representative from Bangor
Francis G. Buzzell, Director of Div. of Animal Industry
Leslie H. Stanley, Director of Civil Defense
Armand G. Sansoucy, State Auditor
Standish K. Bachman, Commissioner of Economic Development
Fred E. Holt, Deputy Commissioner of Forest Service
Paul Perez, Ph.D., Maine Psychological Association
Mary Worthley, Maine Mental Health Advisory Com.
Lawrence Stuart, Director of State Park & Recreation Com.
Rev. William B. Panton

CHAIRMAN JALBERT: I would like to call this meeting to order. Your Excellency Governor Reed, Senator Reed, Speaker Childs, and Members of the Research Committee, Mr. Vaughan, Department Heads, Mr. Damborg, Mr. Russell, and Representatives of Departments and the public.

First, let me thank all of you for taking time from your busy schedules to appear before us this morning. We appreciate it, and I know that everyone will benefit from your contributions.

I think I should clarify the purpose of today's hearing. While I have been familiar with employment conditions within our state government for many years, last week I became painfully aware of what I have come to describe as an "alarming situation." Those responsible for carrying out programs approved by the Legislature are being seriously hampered in recruiting many classes of employees, deeply worried over a rising turnover and desperately concerned over the effects of both.

It goes without saying that it costs each and every Department both time and money to train new personnel, and that when trained workers leave after their training to accept employment elsewhere, a never-ending cycle sets in. This, in substance, is what state government faces today.

I won't take valuable time now to recite some of the facts that I have learned from several major department

heads, facts showing an alarming turnover rate, facts showing that we are serving as a training ground for industry within our State and for other state government throughout New England. Others, I am sure, will graphically point these factors out to all of us.

I do want to make this point very clear. After conferring with several of the larger department officials, I felt that I could not accept the responsibility as one Legislator for what I learned. I felt that the Legislative leadership of both political parties, included in the membership of the Research Committee, should be apprized of the whole problem, and therefore issued the call for today's extraordinary meeting, the first of its kind in my memories of state government.

I know that our Committee wants to afford every opportunity to all department heads to present their personnel problems to us, and to this end we are prepared to stay here all day, and go into tomorrow, if necessary. So far as I know, all departments were informed of today's hearing and requested to appear, if each had employee facts of immediate concern. I'd simply like to state that this is their "day in court," and I, for one, don't want to hear any complaints from those who are not here during the hearing.

Finally, I think that my colleagues will agree with me that this hearing is to ascertain the facts, from which we can intelligently consider what course of action should

be taken as we look ahead to both the immediate and long-range futures.

None of us on the Research Committee can make any commitments today. All of us, however, desire and need all the facts to make decisions to improve the efficiency and quality of career state employment. We want the best in state government, we want the people of Maine to have the best in state services and programs, and certainly we want our state employees to be compensated fairly, adequately and on the same levels as all workers in our state.

That is the end of my prepared statement. I note that the Governor is here. I know that he has a pretty busy schedule. Governor, we would like very much if you could address us. Governor John H. Reed. (Applause)

GOVERNOR JOHN H. REED: Thank you very much, Chairman Jalbert, distinguished members of the Legislative Research Committee, Department Heads, and others in attendance at this important session today. First I would like to thank you, Mr. Chairman, for offering me the invitation to be here today at this particular meeting. I have of course served in the past on this panel and I know that there is a real opportunity to be of service to the people of Maine through the medium of this particular organization. And I would like to compliment you, Mr. Chairman, for your able leadership and to the other members who are this year giving, I think, exceptionally fine service toward various problems that affect the State. I feel that a group of

this kind can be as effective as they have time and the desire to move ahead in different areas, and certainly under your leadership and the efforts of the members it would appear to me that a lot is being done by the committee this year, moving into areas of concern to the people of Maine, and I think this is a fine thing to do and I am sure much good will come of it.

I appreciate the chance to come in and to appear before you for a few moments. I think that my appearance today to me is quite appropriate, from my standpoint, since you are taking up a problem that I have had a long standing interest in, namely the matter of personnel and manpower for our state operation. You will recall that I recommended to the regular session of the Legislature that a complete study be made of all facets of our personnel problem. This is not a new one of course; it is one that has been before us many times in the past. But as times change, we have to periodically examine our situation in reference to our personnel who operate state government, to see if the adjustments are being properly made. And as you mentioned in your statement, conditions have arisen and times have changed to the point where it appears more critical than ever that specific attention be given to this particular area.

Certainly the areas of recruitment of satisfactory personnel for our various departments, the matter of salaries.

Are they proper, are they at a reasonable level? And then the matter of classifications, when you have so many people to deal with this of course becomes a very serious factor. And I would concur with you, with the committee, in that you have made the judgment that specific attention and priority should be assigned to certain areas in state government. As I understand it, you are going to recommend to the professional organization that you have hired that they look probably first at the matters concerned with personnel or institutions, the rapid turnover or what other problems, to pinpoint them and then to make recommendations to solve them.

I am aware that particularly in the field of our institutions we have had a rising accelerated critical problem in reference to this matter. I am cognizant about this and I am delighted that you are giving a real attention to it. I will be most anxious to find out your thinking and the results of the professional organization you have to serve us.

I am sure the appearance today of a number of my department heads will indicate their real interest and I am sure they will very graphically and realistically explain to you the problems that they have, so that you will be completely conversant with the situation exactly as it exists. And so, with these words, I commend you for the work you are doing and I will be looking forward very

eagerly to your results and to your recommendations. I am sure that you will have a very fruitful session and I wish you well in this particular assignment that you have and all the others that you are undertaking during your tenure in office here. Thank you very much, Mr. Chairman.

(Applause)

CHAIRMAN JALBERT: Thank you very much, Governor, and I am sure that we will keep you informed as to what our proceedings are.

Now there are somewhere near 8,000 employees in state government. The spokesman for almost 7,500 of these people is here and I am going to call on him first, and then the Director of the State Personnel Department and the department heads. I will ask the major department heads to make their presentations first, so as to allow them to return to their offices and their responsibilities. So that all of you may plan your time profitably, I then will call on the Commissioner of Mental Health and Corrections, Health and Welfare, Education and Highway, in that order. If we have not completed by noon, we will return this afternoon.

I want to also assure the department heads or those representing department heads, to feel free to talk. We must know the facts, I mean we have already been told that there might be reprisals if one would talk out of line, I mean this is your day and this is the day that we have got to have the facts, no matter how gruesome the facts are.

I bring that to you at the suggestion of fourteen members of the committee.

So in view of the fact that we will hear Mental Health and Corrections, Health and Welfare, Education, and Highway, I am only saying because we plan to meet until twelve-thirty, adjourn for one hour for lunch, then come back at one-thirty. It certainly is very possible that the four major departments will eat up the whole morning. We are certainly not trying to ask any of you to leave, but any of you who have to leave, we would like the smaller departments, we would like very much to have you leave if you want to leave, but make sure that you return here this afternoon; and also to guide your time I have got the telephone directory to plan it, afterwards this afternoon after we get through the four major departments I thought I would take up all departments alphabetically.

I would like to call upon Mr. Peter Damborg, the Executive Director of the Maine State Employees Association.

Mr. PETER DAMBORG: Thank you, Mr. Chairman, and members of the Research Committee. First let me compliment you and your committee for the unusual attention you are giving to a situation which we agree is an alarming one. The role of career state employees in state government is one directly related to U. S. legislators. Obviously the programs which you consider as each legislative session meets and adjourns affects the work and the programming, the benefits of all state employees. Those department heads who administer

these programs, who formulate the policies that you have requested and carried them out, are here today to give you their factual presentation concerning what they too I am sure will agree is a very serious situation.

Many times during legislative sessions and afterwards, comparisons are made, particularly in other New England areas. Having come recently from a New England conference of state employee associations, I would just like to point out to you just what we start in with in the area of work scheduling alone. The State of Maine has the longest work schedule for its employees of any one state in New England. For example, the State of Maine is the only one where the office staff works forty hours a week. I give you this not in a form of complaint but rather for your background and information, and I will leave this material with you afterwards.

Connecticut, Massachusetts, New Hampshire, Rhode Island and Vermont, all work either thirty-five or thirty-seven and a half hours in their offices. Now let's go over into the institutional area. The Governor has mentioned this particular section as being one of immediate concern to everyone. All other states in New England base their work week on a forty hour week for their institutional people. I point out to you that in our state forty hours in an institution is a figure that the employees dream of and hope for at some point. They do not have it today.

I might also add that in those institutions, and all other departments in state government where they do work more than forty hours, there is no such a thing currently as time and a half overtime payment. Now I say this because this now is an accepted practice throughout industry, throughout our state. You don't have to compare this with any other New England state or area of our country. In the State of Maine time and a half payment is an accepted factor of laboring life. We do not have this in our state government today. What we do normally offer is compensatory time. I will give you a couple of examples in just a moment of how this works out.

In fact I will give you an example right now to show you what new policy is going into effect very shortly in an area where compensatory time has not been for the good of the employees. Any winter that you drive the roads of the State of Maine you are assured of the best cleared highways, I submit, in the whole United States. Our crews work whenever there is a likelihood of a storm, either plowing or sanding or scraping, and these men have worked continuously now with no overtime payment^e of any kind, not even straight overtime payment. These men have been required to work, for example, Christmas Eve and Christmas Day, and then only to be offered a day off the following week provided there were no storms.

Well, thanks to a number of conferences with the Highway Commission, our Highway Commission recently has put into

effect, or they will shortly, the first overtime payment for our highway employees, so far as I know, in many, many years, if possibly forever. This is an area where it is, certainly if the intent is to be carried out it ought to be considered elsewhere.

One other little factor, just to point out to you that as these gentlemen and ladies present you their problems there are other factors involved. If we are talking about turnover in state government, if we are talking about people leaving under one condition or another, you ought to also just stick in the back of your notes that Maine is one of the few states in the country that doesn't offer unemployment compensation for its career state employees.

I mentioned to you that Maine is the one state offering or requiring the longest working hours. Let me give you a couple of examples. At Pineland Hospital they recently have gone on a forty-eight hour week because the previous forty-four was not sufficient enough to take care of patients. To be sure, the eight hours over forty are paid on a straight cash payment overtime, but it requires forty-eight hours of work. This same thing is true at Bangor State Hospital, it is true at the State Prison. It is also true at the Men's Reformatory where the men work twelve days straight before they get two days off. And I submit to you ladies and gentlemen that you are going to look long and hard elsewhere in the State of Maine to find anybody who works for twelve days before they get two days off.

Let's shift to another area, and I am sure the details of this will come out very dramatically to you. Across the river from us is the Augusta State Hospital, recently accredited for another three years. It is my understanding that as of today, with 1800 patients requiring the best of care, there isn't a single psychologist on the state payroll. As to the reasons for this I am sure the proper authorities will present them.

Let's leave this field into another field and to give you an example, a specific example, using names, of the kind of thing that many of these department heads face. Each department has its own responsibilities and its programming. The DED, for example, is no more less responsible for its programming by statute than are the state institutions. And within the DED in its many divisions is the Division of Public Relations. Now you can't compare patient care obviously with promoting the State of Maine, and yet this department is charged with the responsibility of promoting our state. In order to do this they have got to have professionals, if you would call them, in the field of promotion and public relations, and yet even in this kind of field it is impossible to keep a steady staff going.

A former newspaper man by the name of Milton Huntington, for example, was retained and the Department felt fortunate in having a man of his educational experience background. The State Highway Safety Committee came along and lured him

away. So the DED then turned to another experienced newsman by the name of John McCatherin and was most pleased to have John work for them; and what happened? The Associated Press came along and stole him away. And to replace John McCatherin they went to newspapers again and they found a young man by the name of Paul McCann, who has received all kinds of awards over the years for his excellence of performance and ability. And as of this week Mr. McCann left the DED to go with the Keep Maine Scenic Committee.

Every one of these men had served long enough time to be trained in state government and its operations, coming from outside as they did. And yet as soon as they were trained in the field of government, along comes someone else that offers them something more attractive. I give you this as a graphic example in just one single area, in one division and one department; and this goes on, gentlemen and Mrs. Carswell, consistently month in month out.

I won't take the time to talk to you about the public statement issued by the Director of our Dental Program of the state, Dr. Alonzo Garcelon, who this last week issued a statement publicly, a man not inclined to view with alarm, over the fact that dental hygienists not only can't be retained in state government, they can't even be recruited. And the major cause of this is the fact that there isn't sufficient job classification and pay to get dental hygienists.

To sum up, you gentlemen very kindly and I think very wisely, obviously, approved a pay increase for state employees to go into effect next January. This was approved at the very end of the legislative session after much consideration by you, your Appropriations Committee, your leadership, and with the Governor's office. What has happened since then? Since then the federal government has come along and offered additional pay for their employees. The State of Vermont has increased their employees. The State of New Hampshire increased theirs twenty percent on the average. Additional federal programs in the area of re-training, in the area of the so-called Poverty Program, have now swung into effect and they are directly relating themselves to our state government operation and our employee turnover.

This has been, without a doubt, the best year, the best summer at least of the first quarter of this year, in the state's entire economy, except for those who work for the state. I would be willing to make you a very flat prediction, that as a result of the study by Cresap, McCormick & Paget, the firm that you now have retained, as a result of their thorough analysis of the entire base structure, it will show that the average state employee is at least fifteen if not twenty percent below the amounts paid by their counterparts in industry and commerce in Maine, and I won't even ask for a comparison outside of our state.

We think that immediate attention is needed now to certain classes of state employees. The Governor has persistently mentioned that of institutions, and certainly where the patient care is involved of so many hundreds and hundreds of people, I know that you will look at this immediately. I would also submit that there are other areas, and I would take the plight of just the little clerk-typist, God bless her, who carries on the day by day activity for her bosses. You know if you start to work in Maine as a clerk-typist, you start at \$45 a week. If you happen to be a youngster out of high school, by the time you even get through your deductions you have got about \$36 to take home. I will say no more on that score.

The state employees want to give a day's work for a day's pay, and I am very proud of the caliber of state employees who we have and I have now had sufficient time to work with them, to understand their problems, to honestly believe that this is exactly what they do, they give you a day's work for a day's pay. But I only would add, however, that they can't be expected to give you a day's work for less than a day's pay; in hundreds of categories in our state government this is exactly what is happening.

To summarize, thank you again for your attention. You will hear expert testimony from people who find this a day by day problem. I don't have to add that our Association stands ready at any and all times to be of assistance to

this committee, to the professional firm of Cresap, McCormick & Paget, to any area of state government in the executive and legislative sides. We will be here throughout your hearing today and be at your call throughout this coming term in your office. If you have any questions I would be glad to try to answer them. Thank you very much.

CHAIRMAN JALBERT: Speaker Childs?

Mr. CHILDS: I have two questions of Pete. You say that the men cannot work on a time and a half basis, in lieu of that we have what is known as compensatory time. For the benefit of the committee and those here, won't you give us the definition of compensatory time. What does that mean?

Mr. DAMBORG: Well, compensatory time is what is held out as a day off, or the number of hours off, for the time that you worked overtime. If you work eight hours overtime for example, then you supposedly take a day off at the convenience of the employee and the convenience of the department head. This is carried out in many many instances. Under emergency situations a department head can request the personnel department to give cash payment, and this is done under some emergency conditions. But I would submit to you that the use of compensatory time not only is not fair in this day and age but certainly it is not even complied with because it is impossible to operate in many instances.

I hesitate to use the DED again as an example, but I

listened to commissioners come in before the Legislature, long before I got this job, and recite the number of overtime put in by the industrial agents and by the public relations agents, a matter of hundreds of hours every year, and they are written off December thirty-first. They never get paid for it and they don't get the time off, because they can't take it off, they are too busy. Well I guess that--I hope that answers it.

Mr. CHILDS: I want to ask just one more question. Do you have an analysis here of the comparison of wages between the states such as Maine, New Hampshire and Vermont, and I consider those states of an average per capita basis. How do we stand in comparison with New Hampshire and Vermont as far as state employees in the same job and so forth?

Mr. DAMBORG: It would be my pleasure to submit to you the pay plan of all three New England states, to refresh your memory on hours and also to give you the facts in the other states. Let me give you one example, because you are going to be talking a lot about psychiatric aides. We start psychiatric aides in state government in Maine at \$50 a week. You go over the border to New Hampshire, they start them at \$67.50 a week, and I submit that simple subtraction shows that they pay \$17.50 more a week than we do for the exact same job.

CHAIRMAN JALBERT: Representative Binnette?

Mr. BINNETTE: Mr. Damborg, in speaking of the importance of

compensatory time, doesn't the federal government employ that method?

Mr. DAMBORG: I can't answer that, sir, I don't know. If you want to make a comparison with the federal government, Representative Binnette, I would be very happy if you would compare federal payrolls with ours, and if they offer only compensatory time but yet you will put us on their pay scale we will take compensatory time, I think. (Laughter)

CHAIRMAN JALBERT: Representative Gifford.

Mr. GIFFORD: Mr. Chairman and Mr. Damborg: Aren't most of the conditions which you describe ones which have existed over a long period of time?

Mr. DAMBORG: To a large degree this is true, Representative Gifford. There will be statistics given to you today to show how this has changed, particularly in August and September, to the point where at least in some institutions it is a drastic situation. I can't give you the answer except I know that in some institutions people can go out picking apples, and if you remember out in Manchester your orchards out there advertise for apple pickers. They can go picking apples and make a lot more money than they can as a psychiatric aide in a hospital. I think that this has been a factor, I think that the potato crop has lured a lot of people away. This has boosted, as I understand it, the turnover at places like Pineland from about thirty-five percent up to as high as seventy percent. This is the

unusual feature that already has developed, coupled with the fact that our pay scale has now gone out of whack, even considering the increase that you gave us starting next January.

Mr. GIFFORD: Is it logical to conclude that conditions that exist over a long period of time are responsible for what has been described as a sharp increase in turnover in state personnel in recent months?

Mr. DAMBORG: Basically I think this is true. The people who will talk to you later will point out the need for better quality people in some areas who want to buy additional training in this type of thing, which would show that the pattern of the past is now catching up with us.

CHAIRMAN JALBERT: Following Ken's comment, isn't it a fact that the sharp turnover of the last recent month has brought this situation to a head, which has been long boiling on top of now for many many years.

I have got a couple of points that I would like to bring out. You mentioned that we are one of the few states whose employees do not enjoy the unemployment benefits. What is the situation in other states wherein it concerns state employees and social security?

Mr. DAMBORG: Well, I can give you New England states immediately. Social security is now provided in Connecticut, New Hampshire, Rhode Island, and Vermont.

CHAIRMAN JALBERT: Well, isn't it so that many people who would be good state employees will not come to work for the state because they don't have all the quarters enough for social security? Is that one of the reasons for it?

Mr. DAMBORG: Well, there is this factor. I can't tell you to the degree in which that prevents people from joining state service, Mr. Jalbert, I know that it is a factor, but I also am aware of the fact that you and your committee are going to study comparisons between our retirement system and social security and possible integration, and possibly this will come up with some answers between now and 1967.

CHAIRMAN JALBERT: If there are no further questions we would like to thank you and I hope that you will stay with us and submit to us also the comparison of the two states that we feel we can be compared with.

Mr. DAMBORG: Yes sir, I will leave this with your clerk.

CHAIRMAN JALBERT: Mr. Vaughan, do you have any comments to make? Ober Vaughan, Director of Personnel.

Mr. VAUGHAN: Thanks, Mr. Chairman. I am not prepared to speak, but I do want to express the regrets of the Chairman in not being able to appear before you this morning

CHAIRMAN JALBERT: Then you will plan to stay with us.

Now we will go right into the departments. As I stated previously, we will go into the bigger departments first, and I am happy to see so many of the department heads stand because we might need your help and you might even

learn something from some of your colleagues in other departments. We will hear, first, Mental Health and Corrections, then Health and Welfare, then Education and Highway, and hope we can do that this morning. We want to be detailed, but also if there is any opportunity to be brief we would appreciate that also.

So now we will call first on you, Commissioner Walter Ulmer, of the Mental Health and Corrections.

Mr. WALTER ULMER: Mr. President, Mr. Speaker, the Honorable Louis Jalbert, and Members of the Research Committee: I think it appropriate first, sir, to you and to the committee, that I express our most sincere thanks and appreciation for such a prompt recognition of this situation. I think you will recall, Mr. Chairman, that with several other members who are in this room, we had an opportunity to pursue this matter and found that it was indeed a state-wide proposition. We had thought, perhaps, that it was centered in one department, and find that it actually encompasses the whole state service. Nor do I need to emphasize to this committee or to anyone present the need, certainly it is a vital need, for qualified people.

We have heard Mr. Damborg mention the shortages in various departments, particularly with regard to public relations, but I would submit to you and to members of this committee, sir, that we in this department are concerned with hospitals and operation of twenty-four hour a day, three hundred and

sixty-five days a year institutional operations. Of the 2100 employees in this department, I would think that probably forty or forty-five percent of these employees are directly concerned with patient care, and that means that they are right with these patients all the time. And hence I think that we can see that any shortage of personnel in our department, of the 2100 people, would directly affect the care of the people. The urgency of course in this case is recognizing that our children and adults who are ill are the first to receive this impact on any shortage or any lack of proper supervision by employees.

I would point out, too, that we could go short in our office and perhaps some other departments could go short on clerical help, much as we don't want to, or even publicity people, much as we may need this service, but we cannot close the doors of our institutions. We must operate twenty-four hours and we must accept all comers. In this case, of course, manpower is the most essential ingredient which we are concerned with.

Now, Mr. Chairman, you recall that for more than several months we surveyed with a deep concern the indications which seemed to indicate a serious problem in recruitment for our psychiatric aide and other similar direct patient care employees. Now recruitment for our professional services has not been what we would like. It has been a very serious problem getting doctors and psychologists, and this problem is not solved.

We recognize the factors but we don't know the solution. Now the factors, and some of them have been indicated--as far as we can determine the fact that the federal government has raised wages, neighboring states are paying higher than we are, and as you have all noticed by reading any of the advertising pages of any of our daily papers they are completely filled with ads, for all sorts of male employees particularly. We recall the serious shortage in labor for apple picking, for wood cutting, and for potato harvesting.

And of course I think all of us are or must recognize the serious situation regarding manpower which we are faced with now and which we will be faced with in this very critical and very awesome Vietnamese situation. We can just hope for the best. So the future does not look promising. And of course to be successful in recruiting we must be able to compete in this very scarce labor market which we have indicated.

You might ask, what is the present status in your particular institutional area or in your department regarding the urgency of your particular needs right now? We have submitted to your committee a booklet which embodies the thinking of every superintendent in the department and also some statistics regarding personnel turnover, which you may want to pursue at your convenience. I must apologize for perhaps the manner in which they are submitted

and some of them may even be ambiguous because we had just yesterday to get this affair together.

Now, I have indicated that possibly we do have an immediate problem and I know that is what we are concerned with here today. We have felt a definite slowdown in the number of applicants. We have experienced a high turnover rate in many of our institutions. We have not, and I stand qualified on this by superintendents remarks, we have not as yet reached an extreme emergency except in possibly one institution or possibly two. It is felt that we must take positive steps, however, before this surge reaches all our institutions. We realize with you too here today, and everyone is interested in this problem, that it can't be quickly or easily solved. Wage adjustments commensurate with those in other states and by the federal government will be a major instructive force.

I strongly suggest that the consulting firm which you have employed give careful study to the very real need for salary adjustments and particular emphasis on those concerned with direct patient care, the correctional odds through the psychiatric aide,^o the house parent and those related, not to say that the others may not need to be surveyed also. And I would think that this should be added as a matter of common sense and interest, that we stress pay but if some of you people have visited our institutions I am sure that you would agree with me that regardless of

pay some people certainly have to be dedicated to do the type of work which we find at Pineland and at our mental hospitals, as well as our correctional institutions. Some people would not perform these duties whatever the wages, and we indeed are thankful that we have a hard core of solid dedicated state employees in our employ.

I think that I should not close without saying that I am not unmindful of the fact that through your efforts and those of the Chief Executive, recognition was given to the need for increased services to the mentally ill and to our correctional facilities by you people in the last session, and we were authorized eighty-four new positions. Now six of those were doctors. We have not been able as yet to fill any of those doctor positions. Also I certainly want to commend for the department and myself your consideration by giving a raise in January, which certainly will be of great assistance in attempting to solve this problem.

Now what are we doing in the meantime to try to tide over this situation? As has been mentioned we are extending the overtime with prompt payment due to the cooperation of the personnel department and the payroll division. We are intensifying recruitment. We are continually evaluating these statistics to see what conclusions we can come up with prior to the recommendations of this professional committee. We are trying to use manpower to its maximum, but as someone

has said and Dr. Schumacher mentioned just before I came up, that after a man works forty hours with disturbed children at Pineland--and I could make that word disturbed a little more meaningful but I will not, then he is not in a mood to work eight more hours even though he gets paid.

I think the spirit of cooperation here has been the most heartening thing as far as we're concerned because all along the line, from the MSEA, the Personnel Department, from this committee, from the Chief Executive's office and others, we have had nothing but hopeful cooperation. We are optimistic that a satisfactory solution will be forthcoming, but certainly a realistic pay scale in my judgment is one of the major ingredients for success. Manpower needs are great in Maine and the supply as you people know is very limited. And I suppose we could ask some of the people from Arcostook County or some of those trying to gather their apple crop if they didn't believe this statement. We hopefully and must be in a position to compete successfully for this limited supply of manpower.

Now as I said, to save time for the committee, I have compiled and handed to each member certain facts about each institution. However, Mr. Chairman, at the proper time we also have our Director of Mental Health, Dr. Schumacher; we have our Superintendent of Pineland, Dr. Bowman, and we have Dr. Patterson of the Augusta State Hospital. I would hasten to say, sir, that the other superintendents are interested. They were not required to be here and they did

submit statements; and I am sure they would be glad to answer any questions, if we need them, by phone or otherwise. I am not sure whether we have any more from our department, I guess that is it. And I again want to thank you, Mr. Chairman, and this is not often said and I have not had an opportunity to say it, and if I may take the liberty, you have been acclaimed sir by your colleagues and the Legislature through the years, we department heads seldom get an opportunity publicly to say things which we perhaps would have said to you personally, but I as one simply want to say that not only this session but other sessions you have given of your time and your labors to helping us, and I for one want to express to you personally at this time, because we don't have other opportunities publicly, the esteem in which you are held by many if not all of our department heads.

CHAIRMAN JALBERT: Thank you very kindly. I would like to ask you a question, Commissioner. The statement was made by you and Peter Damborg that you have no psychologists now at the Augusta State Hospital. Now my question is this, with a serious situation such as this could it not possibly be harmful to your accreditation?

Mr. ULMER: As you know why I'm just a layman, and we do have a professional here, but I would vouch an answer and later if you would care to ask Dr. Patterson and Dr.

Schumacher--I would like to correct an impression, or a general impression, that we have lost all our psychologists

It is true that we have lost them at one institution, but we have gained them pretty much in state service, two I believe at Pineland and one is with the Clinic and so forth. So we are sorry to lose them at Augusta but we do retain I think all but one in state service. So we haven't lost actually our psychologists to our overall--

CHAIRMAN JALBERT: We do not have them at Augusta?

Mr. ULMER: We do not have them at Augusta. We have one-- is there, John, one left? No left? Two are there today and we may have none tomorrow. I think they are all going actually.

I must rise to say here that there are many factors on this thing, salary may be important and probably is, there are other ramifications that can and will be explained if necessary on this particular aspect of this problem.

CHAIRMAN JALBERT: Are there any other questions of Mr. Ulmer?

SENATOR REED: Mr. Chairman, I was wondering, this time and a half and so forth, it seems so that everyone else pays it. I think we are all agreed that money has something to do with this turnover. Would you feel that it would be better, more beneficial, to increase the pay under the present system with no time and a half, or to put the time and a half provision in? It seems so most people are willing to work if they get a little something extra, after forty hours.

Mr. ULMER: Well, Mr. President, as you--this question, at first I haven't had the time to really think, but I would

hope that a realistic salary scale would in many instances avoid an excessive amount of overtime. So I think that if we actually could--sure I am only one department of many I guess, but from my own personal viewpoint I would rather see a realistic salary schedule than time and a half for overtime, because it would benefit many more people I think actually.

CHAIRMAN JALBERT: Any other questions?

SENATOR HARDING: Commissioner, in which area do you feel that your need is most critical, that is you might say in your general overall pay scale or is it most critical in those professional categories of psychologists and other categories where you have to have a Bachelor's degree or over, where your pay scale doesn't seem to be up to the going rate that attracts people to that category?

Mr. ULMER: Senator Harding, of course I would like to say that we feel that all of them should be carefully evaluated, but from my own standpoint I would feel that the people who are taking care of patients directly with their hands and helping them and taking care of them and feeding them, which group comprises I think about forty odd percent of our total 2100 people, are actually the people we need most, not forgetting we do need the psychologists and the doctors. But we must care for them before we can treat them, and if we can't take care of them no number of doctors is going to help us, so they are of course very important. I feel

that we must consider these people who are actually concerned with the care of these patients.

CHAIRMAN JALBERT: Speaker Childs.

Mr. CHILDS: Mr. Commissioner, as I understand it, one of the basic reasons you are unable to fill these vacancies in the professional capacities is because of insufficient salaries. That is correct, isn't it? It may not be the only reason, but that's one of the basic.

Mr. ULMER: That's one of the reasons, yes sir.

Mr. CHILDS: What interpretation have you people found on that last act that we passed in the legislature, in Chapter 382, which deals with "the Personnel Board may authorize rates above the established maximum compensation in specific advanced technical and professional classifications for employees whose technical or professional education, training or credentials exceed the established qualification requirements for those classifications." What interpretation could we put on that--

Mr. ULMER: Mr. Speaker, we are attempting to use this, which we think is an excellent bill--an excellent statute. We have not as yet received, and I think this is a fair statement, from the Department of Personnel an interpretation to implement this sort of a thing. We have several acts that are pending, but we have not as yet got together on actual implementation of it. If I can be--

Mr. CHILDS: This is such a serious matter, unable to fill these vacancies, why hasn't there been something done this

year, as this could be the answer to your problem in your professional areas?

Mr. ULMER: It might very well be one of the major answers, yes sir.

CHAIRMAN JALBERT: Are there any other questions? Representative Binnette.

Mr. BINNETTE: Mr. Ulmer, who sets up the pay scales, the department, the , or the Personnel Department?

Mr. ULMER: No sir, the Personnel Department and the Personnel Board are separate classification steps and rates. We wish we did set some of them because I should add that I think they have been very cooperative in attempting to understand our problems in that area, and most definitely so.

CHAIRMAN JALBERT: Representative Gifford has a question.

Mr. GIFFORD: Mr. Chairman, Commissioner, do I understand that the majority--your principal problem is turnover in certain scarce classes of personnel, not in general?

Mr. ULMER: I don't think we can say in general, I think it's a case of our biggest category is the aides and they are the ones who come and go the most. And I have statistics here showing each category but I think that you would find that aides far exceed any of the others, as far as coming and going is concerned.

Mr. GIFFORD: I was particularly interested in knowing, I haven't had an opportunity to study would infer that your turnover in certain institutions

as a total has not increased?

Mr. ULMER: That's right.

Mr. GIFFORD, continuing: although I can well see the likelihood that it is in certain classifications.

Mr. ULMER: That's true and some institutions, some categories, are stable for years on end, except when somebody retires or dies, but our psychiatric aide and a large classification such as the correctional officer or the house parent, the ones which we feel are perhaps paid more than they should be, are the ones where we get a major turnover. And of course our professional help, as the Speaker has indicated, it's a matter of availability on a national scale of psychiatrists and doctors and psychologists; and Dr. Schumacher later may be--I have asked him if he would have specifics on the professional attitude if he wants--I would appreciate it.

CHAIRMAN JALBERT: If there are no further questions, before you leave the stand Walter, I would like to thank you for the nice remarks you had to make, and I think that you and in fact all the department heads and state employees are aware of the fact that this is my second home, I love it, and I have the respect for all department heads and state employees.

We will take now Dr. Schumacher, Dr. Bowman, and Dr. Patterson, in that order.

Dr. SCHUMACHER: Mr. Chairman, Members of the Committee: We are dealing with two groups of employees, the first is

the unskilled and the semi-skilled, and I would simply like to say that we feel that it is necessary that our pay scales and working conditions places in a competitive field with industry to obtain the services of good quality employees. I would like to point out that on the eight lowest pay scales the starting salary is at the poverty level as defined by the Economic Opportunity Program. This is under \$3,000 a year, and if this is a single breadwinner we are paying these wage earners at below the poverty level.

The second group that we are concerned with of course is the professional group and I would like to point out that we are not in competition with local industry and local private agencies. We are in competition on a national level. And I would also like to say that in addition to pay, vacations, other conditions of employment, we have to look at certain community factors which play a very strong role in procuring employees. Maine, because of its distance from urban centers, doesn't provide available graduate level education in any of the professional and technical fields. In other words, people can't continue their education here.

Many communities in Maine offer poor quality public education, and higher education in this state is an expensive proposition when you compare it to states like California. Out there it is virtually possible for someone without financial means to go through college, university and graduate school without any substantial financial assistance other than summer employment themselves.

Many communities offer few cultural advantages and living costs in Maine tend to be higher than elsewhere. This is a fact. It costs you more to live here than it does to live elsewhere. Finally, in professional areas we are faced with one of the most frustrating problems in that good quality programs attract good quality employees. And in the absence of good quality programs it is difficult to employ good quality people. So we have the problem of a vicious circle, if we can't get good people we don't have good programs, and we don't have the attraction of other good people to these good programs. As soon as we lose some employees, then we are in the face of having to present an employee an excessively long work schedule or positions work every third night, they work every fourth weekend, and this is difficult.

I would like to say, Mr. Childs, in relation to your question, that this act provides for the specially qualified person above the minimum standards for a job. In other words, this act applies to an individual who is not required to have a certain special qualification which he has, in order to be employed. So that the act gives us the opportunity of asking the Personnel Board to give an incentive pay raise for this special qualification. I would like to point out that perhaps this might be in the area of social work, where we require a Master's degree in social work. If somebody shows up with a Doctorate degree in social work,

then we could ask for this special kind of increased pay. Our problem is finding anybody with a Master's degree and if we do find them, in retaining them.

I think that the goal of classified service is something that I happen to like classified service and believe in it. I think that the basic goal of this should be to present to us from the Personnel Department a group of candidates for any position that we would like to fill and from this group we would then select the best person qualified for the job. If we start comparing our pay scales with other states, we are lost, because other states don't provide adequate employees. What we have to do is to find out what level of pay and what level of other kinds of benefits of employment will attract to our state, Maine specifically, the number of candidates of quality so that they can choose.

Now the Personnel Department sets our pay scales and when we have a pay scale of say \$15,000 for a position with training and experience, and we go to them and we simply say, "this is too low, we need this doubled, we need to pay \$30,000 a year," this makes people flip right over backwards. Yet this may be the fact in some of our classifications. The State of California, for instance, pays up to \$18,000 for a psychologist. Our highest pay for psychologists is \$10,600. The middle west will pay up to \$30,000 a year for state hospital superintendents. We pay \$20,100 without the pay

increase. We do have these problems. One of our senior and valuable social workers at the present time is being paid \$7,900. He has just been offered a position as an assistant to one of his former workers who worked under him, his job as an assistant to one of his former lower level workers would be \$10,500.

We have difficulty in holding somebody with this attractiveness elsewhere. I think that we have to offer the pay at a level which will provide us with applicants for position that we may pick and choose from. In business you know that it is terrible to have an open job and only one candidate, because either you take him regardless of what this candidate is like and hope that he works out, because if you don't take him you can't get the job done. This is true on all levels of employment. We are employing people who we do not think can do the job, but we cross our fingers and hope they will be able to.

Unemployment is falling, industry seems to be increasing its demand for labor, and Maine has been fortunate in reducing its own unemployment. Because of this we are in a tremendous bind on the group of semi-skilled and unskilled workers. We just can't get quality people to apply. And when they do apply and we check up on their backgrounds, we find that these are not the kind of people that we wish to employ. They are sick, they have prison records, they are unstable. We need the good quality employee just as you need in your

business, somebody who could do a good day's work, learn, benefit from experience, and carry the ball that we want them to carry. Thank you.

SENATOR HARDING: Are there any questions of the committee?

Mr. ROSS of Brownville: One question, I have had this in the back of my mind. I hold no brief with the State of Connecticut, but I have heard it said that it costs more to live in Maine. I would repeat that, that we have had employees where I live go to Connecticut and they come back because they said they couldn't afford to live there.

Dr. SCHUMACHER: Well, I can say that I have lived in Connecticut. It cost me more the day I moved here, for one telephone, than it did for two telephones in my house there. My taxes on the house that we sold in Connecticut was \$605 a year. The house we sold we sold for \$30,000. We bought a house in Augusta for \$19,000 and we paid \$454 for taxes on this house in Augusta. And this proportionally means that our tax rate is higher. Incidentally we had a four and a half million dollar high school in the town I moved from in Connecticut and the town also owned a country club that all residents could use, at low fees. We had a lot of advantages there and it cost us less for the advantages we had there in our tax dollars than it did us here in Maine. Food costs are higher, clothing costs are higher because you cannot pick and choose where you are going to buy your clothes. There aren't enough sales going on or discount houses or things like this, and generally I think the costs may be lower.

After all, you can't go to concerts and theatres in the winter in Maine but you can if you live in an urban area, and of course it costs you money to do these things. So if you don't spend this money you have actually reduced your standard of living. You are not enjoying the goods and services that you enjoy in another place. This is a reduction in standard of living. I think we actually have to pay attention to these things, that there are certain costs of living in Maine which are definitely higher than elsewhere. If I want to have my wife go shopping in Filene's basement she has got to drive to Boston; if I lived in Boston she could take a bus. I think you have to recognize these things.

CHAIRMAN JALBERT: Dr. Schumacher, in this area is there any problem of hospitals harming our program of accreditation ?

Dr. SCHUMACHER: I am sure that if we do not recruit some psychologists here there will be serious jeopardy which-- incidentally we have just been accredited for three years which means we won't be inspected for about another two and a half. Isn't that right, John? I hope that you will keep it quiet that we are getting kind of low on psychologists because they won't be around to check on this. I am sure that we will fill these positions, I hope we can fill them with people of quality. I know that we will probably hire most anyone who walked up the Pike who

didn't have two heads, but we have a problem. But this is a problem and Dr. Bowman has dropped from fifteen positions to Dr. Patterson, incidentally, had seven positions about a year ago, presently is in a better position with thirteen; so we had crisis by crisis in different institutions. Dr. Pooler was without the services of a dentist for almost a year and he noted these conditions exist. The deputy warden at the Prison position hasn't been filled for two years. We cannot attract people of quality to come. It's better to have the job unfilled than by somebody that's no good at all.

CHAIRMAN JALBERT: If there are no further questions of Dr. Schumacher--

Mr. GIFFORD: Mr. Chairman.

CHAIRMAN JALBERT: Representative Gifford.

Mr. GIFFORD: plus for another project. Would a medical school in Maine be of good

Dr. SCHUMACHER: I think that there is no question about the fact that the opportunity of teaching affiliations is professionally stimulating and attractive, and I think that this would be of tremendous help to us in attracting quality highly trained people if they could have affiliated clinical appointments. There is no question about this. This is a prestige thing in professional categories also, and this would be helpful to us. In producing physicians I can't say that this would answer our problems because

the medical school couldn't be anticipated to produce psychiatrists, but we would produce physicians for the state who would then go on--residents of the state who would then go on to specialty training and would have ties in Maine that they would return to I am sure.

It would depend on a lot of factors I think, it is much too soon to say anything about this. Dr. Truslow is doing the study presently.

CHAIRMAN JALBERT: If there are no further questions, thank you very much Dr. Schumacher. Dr. Bowman.

Dr. BOWMAN: Mr. President, Mr. Speaker of the House, Mr. Chairman; Ladies and Gentlemen: I would like first to address myself to Representative Ross. I am foolish enough to moonlight in beef cattle and the grain prices in Maine are higher and the fuel prices are higher. I am sure you know this too.

Mr. ROSS: Haircuts are cheaper.

Dr. BOWMAN: It depends where you go.

It is with distress that I have to present to you a grave problem because you have treated the hospital that I represent with consideration and you were equally considerate in voting a pay increase to most state employees. It is disturbing to me to report to you today, a deterioration in patient care and treatment, and of morale, that neither you nor I could anticipate this past winter when I was able to report to you recognition, progress, and accomplishments at Pineland Hospital and Training Center.

It is a vast change that has taken place within the past few months or even weeks, unpredictably to most, including myself, and unexpectedly to all of us.

In order to save time, I wish to state briefly the following: Pineland Hospital and Training Center has not had the services of a clinical director in the Mental Retardation Section, covering 1100 patients, since June 10, 1964. Dr. Edward Blumberg, at age seventy, assumed the duties of acting director. He retired this past month, at the age of seventy-one, and has left the State of Maine, an old man, tired. My doctors--I was unable to persuade two of my senior doctors, who have been at the hospital for at least ten years, to act in his stead and I have therefore assumed the clinical directorship, myself, as of September 27. At this point, there existed five vacancies on the medical staff besides the one of clinical director.

On my third day as acting clinical director, I was confronted with information indicating that one recently employed member of the remaining medical staff had conducted his practice in a manner that had become offensive to the nursing service and the medical staff, and embarrassing to all. Based on the evidence, I discharged this man immediately with the full support of the remaining medical staff, whose workload increased even more. And since I wrote this the fifth man has laid off for five weeks, he has discovered he has a severe case of diabetes and he just took a leave of absence for five weeks to get

his metabolism into order. Whether he will return or not I do not know.

I am not qualified nor able to carry out the duties of Medical Superintendent and of Clinical Director simultaneously and in neither case can I do justice to your expectations.

Pineland Hospital and Training Center, for the past six weeks and today, is operating a pharmacy, including narcotics, without the service of a registered, qualified pharmacist. The State Personnel Department has informed me that they do not know of any qualified pharmacist that we could employ. The State Personnel Department has consistently refused to reclassify the salary of the pharmacist to keep us in competition. Drugs are being dispensed by a registered nurse. I am not certain who will be liable for any error of judgment, lack of skill or knowledge, that can easily occur. In my opinion, this situation is intolerable.

Mr. Chairman, I would like to tell you that a former member of the House of Representatives and House Chairman of the Public Health Committee, Mrs. Knapp, is here to speak on this particular item, but I am sure that former Speaker Kennedy could do just as well.

We have not had a Director of Occupational Therapy Services since 1963. Our Director of Physical Therapy Services resigned in June of 1965, and this position is vacant also. In the Psychology Department, we have two vacancies and have had these vacancies for many months.

A third psychologist has been notified by the Armed Forces to appear for active duty within the next few days or weeks. The one psychologist that we inherited from the Augusta State Hospital actually took Dr. Pappanikou's place, and he is not functioning now as a psychologist but as Director of our Medical Services. And if I had not hired him I think we would have lost him in the State of Maine.

In the first three months of the fiscal year, from July 1 through September 30, we lost fifty-four employees in the Nursing Service, including registered nurses, nursing assistants, and psychiatric aides. If one projects this figure on a twelve months' basis, this reflects a turnover of seventy-six percent.

The corresponding figures prorated on a twelve months' basis--that means if the turnover rate would continue in the next nine months as it has taken place in the first three months, because it will not because we can't even fill the positions to create a turnover:

Administration	68%
Medical	160%
Physical Therapy	132%
Dental - X-ray - Pharmacy -	
Medical Photography Serv.	100%
Psychology Service	200%
Education	124%
Occupational Therapy	80%
Medical Records	88%
Clerical Pool	56%
Housekeeping	72%
All Others	52%

Our pathologist, Dr. Jose Galindo, certified in his specialty, competent and well-liked, the only man in the

State of Maine who has profound experience in neuropathology as sub-specialty, has now three job offers from New York State under consideration, offering a starting salary of \$10,000 higher than we are paying him at peak level.

You will understand that this profound instability has created grave problems that I am unable to control. I cannot even convince myself that my morale should be better than it is. However, I seem to be working in two jobs against the odds and have been unable to take a long needed vacation for over a year.

These, then, are the sad facts. When one attempts to analyze the situation, one is tempted to single Pineland out--and some officials have done this originally, blame the type of work and the location of the hospital as the two major factors.

It is true that the patient population--and this is very important, during the last eleven years has gone through a profound change and practically all patients now at Pineland Hospital and Training Center require either this hospital and its facilities or other modified facilities that are not yet available in the State of Maine--and I am referring to chronic care centers. Most patients are severely and profoundly retarded, a majority suffering from additional impairments such as cerebral palsy, paralysis, visual and auditory defects, and others.

I must, therefore, state candidly that the work requirements of every individual member of the non-professional and professional staffs serving patients directly or even directly have substantially increased without corresponding recognition in payment or fringe benefits. Only recently the differential pay proposal for night employees, whose lot is one of lonesome and awesome responsibility, has been turned down.

The other factor that I have alluded to in my early years at Pineland, namely location, isolation, this is not true in the sense that it was ten years ago. The Maine Turnpike on one side, three and a half miles away, and Interstate Highway 95 on the east side, eight miles away, have brought Pineland Hospital and Training Center into much easier commuting distance to Portland, Lewiston and Brunswick, than a traveler would encounter commuting between Queens and Brooklyn. Pineland can be reached from the Portland Municipal and the Lewiston-Auburn Airports in half the time that it takes a resident of White Plains, New York, to reach LaGuardia. Even the Orono campus has become accessible. The remaining factors of isolation, however, are available housing--which is not available, and adequate schools--which are not as yet as adequate as we wish them, for the people in the low income group as well as all others. I am confident that this problem will be solved, also, within the next few years, I have no doubt.

What, then, is the real problem? First, I would like to make reference to the figures distributed by the Maine Employment Security Commission and also a publication from the New Hampshire Employment Security Commission, printed recently in daily newspapers. The unemployment rate in the Greater Portland Area has been around 3.6 percent. The unemployment rate in New Hampshire in some locations, I think among them Manchester, an industrial center, is placed at 1.5 percent. The increase in population in New Hampshire, in the last five years, is given as 10.7 percent.

Representatives of business and industry will confirm the difficulties that they encounter in trying to fill available positions. A business man in Lewiston has come to me to take some of my patients to do the work because they couldn't find employees to do the work, and I don't have the patience to help them with either.

It is my considered opinion that the unemployment figure of 3.6 percent contains a great number of people, possibly a majority of the unemployed listed, who are actually unemployable for reasons of poor health, motivation, or skills, and that, therefore, these people are not available for employment. I have read in a daily newspaper that the State of New Hampshire has, for some time, advertised in other states, job opportunities urging people, now residents of other states, to come and live in New Hampshire.

It is my opinion that a similar process fanned by stimulated production and business activities nationwide and

also by the unfortunate war in Viet Nam is now taking place in Maine. In southern Maine it does take place. If my interpretation is correct, then, ladies and gentlemen, we are facing the beginnings of an evolution in Maine that will require your most serious and continued attention. The only fortunate factor in this momentarily grim picture is the report from the Office of the Director of Taxation that revenues have gone up substantially and it must be assumed that income, also, has gone up.

I sincerely hope that all people who share in the responsibilities of planning and administration will join together to structure our and our children's future with thought and consideration. This will require vision, creativeness, courage, and good will by all. And I would like to add to this that I explained to my psychiatric aides the situation last Friday and I told them that you people were listening and that you wanted to collect the facts; and I was asked, well, how about if they don't do anything about it. And I said, for twelve and a half years I have worked for you people and I have faith in you, and if I didn't have I would look for another job. And they smiled and went back to their work. Thank you very much.

CHAIRMAN JALBERT: Thank you very much. Are there any questions of Dr. Bowman? Representative Binnette.

Mr. BINNETTE: Dr. Bowman, it is my understanding that you have had somewhat of a difficulty in order to obtain a pharmacist there, through the Personnel Board?

Dr. BOWMAN: Well, I think Mrs. Knapp will talk to you about it later. We appeared several times over the last couple of years to have the salary adjusted so it would keep things in competition. I think the maximum salary when she retired was \$125 and in Yarmouth next door, two minutes from her house, she gets a 160, and if she went to Lisbon Falls she could get a 175. And these facts have been presented and I cannot interpret for the Personnel Department, the Personnel Board, why they decided not to do this. But our accreditation is in serious jeopardy and I am not going to keep this secret because I don't want to preside over a hospital that is accredited and stinks--pardon my English.

CHAIRMAN JALBERT: Speaker Childs has a question.

Mr. CHILDS: Dr. Bowman, I think one of your biggest problems is general psychiatric aides. Now how did Maine compare in the year 1964, as far as the turnover in psychiatric aides, with other states?

Dr. BOWMAN: I cannot give you this information. I have been so preoccupied with my problems. I would think that Staten Island, Willowbrook State School, and Metropolitan State Hospital in Boston would have a turnover of over one hundred percent. They take the alcoholics from Route 128 to fill the job for one day or two days only, and they don't seem to give a hoot. Then there are other hospitals who have a very low turnover, but their employment conditions

they have adequate wages, but the competition along Route 128 is wicked. And that goes for every job.

Mr. CHILDS: Do you think that additional money for your psychiatric aides or better working conditions in the hospitals would be the answer?

Dr. BOWMAN: Sir, I think that the fact we work them forty-four hours is detrimental, that we pay them less than a stationary fireman is detrimental, the fact that you people and all the governors I have had the pleasure to work under, went through Bliss and Kupelian and they all said about the same, namely, that if you gave me a million dollars I wouldn't work here. And I said, sir, give me a million dollars and stay home and I will hire the psychiatric aides. And I have always got a polite answer to this. But the point is, is that the psychiatric aide is touching feces and urine with their hands every day, they are being drooled upon, they are being attacked sometimes. And these people are getting a lousy salary and always have been. This is a chronic problem from way back and I have fought for this on the national level at the American Psychiatric Association and people shrug their shoulders because it is said that politicians won't listen. Now I am confident that you will listen, maybe I'm wrong but I hope not.

Mr. CHILDS: It was my understanding, Dr. Bowman, that psychiatric aides more or less move around, they may be in Maine one year and the next year in another state, but psychiatric

aides are all over the country, they go from one place to another.

Dr. BOWMAN: Well, there is a percentage that I cannot pinpoint, it may be five percent, it may be eight percent, they are drifters. They are psycho-alcoholics, they get kicked out, and usually we pick them up because the superintendents nationwide have established the fact that if they lie to each other they get cheated. So we tell them the truth, we tell each other the truth, but we always pick someone up again. And an institution is almost a natural habitat for these people to drift into and get to rest. I once found a guy at midnight with six empty beer cans around himself with a hundred patients sleeping. It is this sort of thing that you have to cope with, but I think if you want efficiency in state government you have to consider that efficiency is based on integrity, competence, and diligence, and that is a self-respect underlying and you have to pay for that self-respect, because if the person has self-respect for what he is doing and is capable of doing he wouldn't do this at this level, unless the person was forced by other factors, family factors or social factors.

Mr. CHILDS: Will you tell me approximately right now what percent of your psychiatric aides are Maine residents?

Dr. BOWMAN: I can't tell you, I'm sorry. I couldn't tell you, no I could not.

CHAIRMAN JALBERT: Any further questions from Dr. Bowman?

If not, thank you very kindly, Dr. Bowman. Dr. Patterson, have you anything that you might want to say?

Dr. PATTERSON: Thank you, Mr. Chairman, for the opportunity to make some comments. I very heartily endorse this concept of the psychiatric aide being underrated. They do have a very important, a very responsible job, and this has been an area that I think we definitely need to push in order to retain competent people, and increasingly competent people is what I think we need in this area in order to make our current programs work. Mr. Ulmer, I believe, has distributed some of the material that I have prepared on this to you. I would like to mention that in relation to the recruiting that we have done in this we have hit into a particular area problem at the Augusta State Hospital that is similar to that at Pineland and that is in the recruitment primarily of the male aide, and other areas of personnel employment also but particularly it is the male that we are unable to get at the moment. And this reflects all these issues that Dr. Bowman mentioned and probably many that I am unaware of, but at least it is hitting us and it's--I don't think it's hit us quite as hard at Augusta as it has at Pineland at this point but nevertheless it is there.

There were several suggestions made in previous comments in terms of recruitment. I know that we have exhausted many areas of recruitment in professional personnel, we have sent out fishing circulars and everything else so that I am

sure that professional people will all over the country know of some of the advantages of living in Maine, and we haven't been doing that part of it. We have worn out our copies of immigration laws in attempts to--it is some people in that respect, as you know there are many laws that pertain to people moving around--particularly find people with foreign backgrounds who come to this country for training, they have some little hope perhaps that new immigration laws might give us a little more leeway in this respect.

The question was brought out about specific professional training. One of the areas I think we should endorse and develop--and this needs legislative support, is in the specialty training programs in medicine as well as the basic medical program that was brought up for discussion. There are many specialty--not too many but there are some specialty residency programs for some other areas of medicine in Maine, and I think in psychiatry this could be developed and would have us an impact that would be helpful. This would also hold true for the other professional groups that work in our institutions; again this needs further support for this development.

One of the basic things that we have a problem with, that enters very much into the problem of the employment and continuing reemployment, or further employment, further recruiting of the psychiatric aide, is the overall number of employees that we have. This enters very much into the

question of overtime, of compensatory time, and of these long weeks that were mentioned at some of the other institutions. We have the same problem, people having to work for long periods of days before they can get any time off.

And this again is a restriction due to a restriction in part of the number of employees that we have as well as the pay that they get or the number of hours that they must work. This has been presented by us as an institution in various ways and we will keep re-presenting it to all of our legislative contacts, but it enters very much into this picture. Different institutions of course have different problems. Each institution has its own problem in certain ways depending on their variations in program that develops for many reasons as to whether one group has a particular recruiting problem more than another at the moment.

The control over funds that we have, as far as an institution, enters very much into the retention of our employees also, in the question of hours, the question of whether we can use funds for such things as personnel housing. All of these things were incidentally touched on pretty well by Dr. Minchner in his pre-legislative conference address last December, a lot of these things that are pertinent not only to the medical recruitment but to the other professional and hard area groups. These are the main comments I would like to add at this

point. I would be glad to express myself further if you have any specific questions.

CHAIRMAN JALBERT: Any questions of Dr. Patterson? If not, thank you very kindly, Dr. Patterson.

We have gone an hour and fifteen minutes on Mental Health and Corrections, but I note that in the audience a former legislator and former employee of the Pineland Training Center is here. Certainly out of courtesy and it would be my personal feeling, I would like to ask Representative Knapp if she has a comment to make. Then we will go on to our Health and Welfare.

Mrs. KNAPP: Mr. Chairman, Members of your Committee: I thank you very much for the opportunity to speak. I am here as a three-time ex-legislator and a registered pharmacist. I am here to speak in behalf of the pharmacy profession. There is a scarcity of pharmacists as you know. They have advertised repeatedly for a pharmacist at Pineland Hospital and Training Center, with no results. I stayed there waiting for the legislative decision after trying myself to get the wages equal to those paid by store owners. After the Legislature adjourned, Dr. Pappanikou wrote the Personnel Board and according to their understanding I could not get more pay as it was for those who wished to further their education, a degree and so forth.

I have been in pharmacy fifty years in February and I decided it was too late for me to try to get a degree.

However, I contacted Honorable Dana Childs, Speaker of the House, and he understood like we did, it was to recruit and hold needed employees. After staying four months more I retired October 4. In my home town alone a pharmacist is getting four dollars an hour. I could have had that position but would not leave, thinking the Board would find a way out. One in Lisbon Falls at 175 and also in Belfast.

In the regular pharmacy, as my brother the Honorable Mr. Kennedy will tell you, you are hired to do the prescription work, watch the stock, wait on the trade, and be courteous to the customers. You walk out with your pay check and leave the boss with the headaches, the taxes, the restocking, and hiring help. At Pineland I had all the responsibility. ordering the drugs, receiving them, dispensing twenty-six drug baskets a week, keeping the doctors informed of the new drugs, watching the drugs outdated returned to the wholesalers for credit, and filling on an average of eighty-five prescriptions a month, going out to our nursing homes. The full responsibility for the alcohol and the narcotics. Many preparations I compounded, such as hand cream, eye and ear ointments, lotions and so forth, at a considerable saving to the state.

Four times a year I spent all day with Mr. Lacombe of Augusta State, in the purchasing agent's department, screening the quarterlies for the nine institutions so as to obtain the best quality drugs for our unfortunates. Besides the drugs, all hospital supplies are handled in the

Pineland pharmacy, received and requisitioned as needed. I drove twenty miles a day to do this and was at Pineland nearly ten years. Who can hope to hire at wages \$50 less than they can obtain elsewhere and live in a radius of one or two miles from their work? The pharmacist position is a very responsible one and I am sure and hope that after you have considered these few points you will make the necessary adjustment, so that Pineland Hospital and Training Center can hire a registered pharmacist and keep their accreditation we worked nearly ten years to obtain. Thank you very much.

SENATOR HARDING: Are there any questions from any members of the Committee? If not, thank you very much Mrs. Knapp.

At this time, the hour is moving along, and we have heard from a number of the members of the Department of Mental Health and Corrections, so perhaps now we can move on to the Department of Health and Welfare. Is there someone here--Commissioner, would you like to lead off for that department?

Dr. DEAN FISHER: Mr. Chairman and Members of the Committee: First I should like to thank you very much for the consideration which you are giving to this problem, which to us is a very important one. I have with me today Mr. Simonds, the Director of our Bureau of Social Welfare; Mr. Taylor, our Personnel Officer; and Mr. Merrill, the Director of our Division of Child Welfare. They are here to answer any questions which you may wish to direct to them specifically

or to help me answer a question which I may not be able to answer. They do not plan to make statements unless you would like to have them do so specifically.

We in the Department of Health and Welfare are having difficulties in maintaining and recruiting in all clerical and stenographic classes, and even when we are able to recruit, the quality of people available to us is low. And I think that in this group the pay plan is a fundamental problem. I would simply like to point out and emphasize that to us this is an extremely important segment of our staff and much of the quality of the work which we do is dependent upon them, and the extent to which our professional peoples' times may be spared again is dependent upon the adequacy and quality of our clerical staff because we have a continuous policy of delegating to our clerical and stenographic staff all of the work which can be delegated in such a way as to spare the time of the professional people.

Therefore, as I said before, to us this is an extremely important group of people and to us high quality is unusually important in this group of people.

Clerk-Stenographers are not available at either I or II levels. Clerk-typists at a II level are almost unobtainable. Even clerk-typists I are difficult to recruit if quality is insisted upon. They are being employed, for example at the present time, with examination grades at the level of 73 to 75 percent. In district offices one

usually must employ any quality that happens to be available locally, for wage rates simply will not induce people to move from the urban centers. Pay ranges, hours of employment, and fringe benefits are all factors which make state employment non-competitive with industry or other governmental agencies, perhaps most particularly in this group of people.

We are interested in additional recruiting in what we call our case-technician positions. For this, we require basic intelligence, and a minimum of formal training, hopefully beyond a high school level. We have used this type of position as a means of advancing some of our best clerical staff. However, we cannot compete in the clerical field for such unusually capable people.

We are having difficulties in recruiting and retaining through the entire social work series. The problem here is a combination of competition with other types of employment, in the teaching field particularly, where starting salaries are higher than those that we can offer. The entire problem in this group may not be related to salary scales but may be partially a matter of competition for people who simply do not exist in sufficient numbers to meet the demands. I might say that parenthetically here that our pay ranges in these general categories or positions are at the level of between about thirty-five and forty from the top in the states, and in general the only states who are paying lower ranges are the southern states, Mississippi, Alabama,

Puerto Rico, and areas such as this. I think also I might remind you that in this particular area, as Dr. Schumacher pointed out, we are in fact competing in the national market.

Our social work series (I) begins at \$77.00 per week, at the present time, for the college graduate who is required to have a car. Traditionally, we and school systems have competed for this type of person, this is the new graduate. Schools now compete with us successfully not only for the new graduate, but schools are actually able to recruit directly from our staff. Private agencies, and other governmental agencies are also able to raid our staff which is an attractive source of such recruits for our staff in general is well selected, able, and well trained. We find ourselves again--parenthetically, we find ourselves staffing almost every new program, almost every new activity in the state, that requires this particular type of person.

The next group in which we are having recruitment and retention problems is in the entire public health nursing series. Here, again, we are competing for relatively scarce people and the rates of payment for nurses by hospitals now place the hospitals in an advantageous position.

In the public health nursing series, we are usually limited to recruiting people without either specific training or experience in public health. Therefore, we must assume the costly and time consuming process of training.

At any one time in large classes such as clerical, social worker, and public Health nurse, there may be on our staff anywhere from twenty-five to thirty percent of the total group who have been with us for less than one year, and who are still in the process of learning their jobs. The requirements which this situation imposes in terms of needs for training and additional supervision are obviously expensive, and inefficient results of the inherent inadequacies in the circumstances of recruiting. Our ability as a department to adapt, re-direct, or re-shape programs in relation to changes in circumstances is sometimes limited by the abilities of current staff, and thus we may be restricted in the choices or decisions we may be able to make.

In addition to these three major groups, we have problems with specific positions and classes involving smaller numbers of people. For example, I have a consultant level vacancy in health education, and I am sure that replacement at the present salary will be an impossibility. We have been trying to recruit chemists for well over a year, and this, too, has proved to be impossible with our present pay schedule. It is almost impossible under present circumstances to recruit specialized professional or semi-professional consultants. The medical social worker and nutrition consultants are examples.

We have other classes in which recruitment would be difficult, I am certain, under present circumstances if

we needed to make replacements, but, fortunately, we have not had this need recently. I am referring to people at middle and upper administrative levels, business managers, accountants, etc.

This is a particularly important group of people to us, and included in this group are the kinds of people who are absolutely essential. These are the capable, intelligent, imaginative people with good general educational backgrounds, a variety of experiences, and the willingness to take on almost any kind of a problem or duty and to change their duties as circumstances require. These kinds of people are difficult to define for recruitment purposes, but they are the kinds of people that every agency is looking for. Their jobs may be difficult to define at any one moment, but they cannot be recruited without adequate, and fairly high salaries in relationship to their formal qualifications. The kinds of people we shall need to administer the medical care programs that are now before us are examples.

I should perhaps like to emphasize that the whole success, or at least a real large proportion of the success, of the administration of the provisions in the so-called Medicare Act, will become responsibilities of ours, or higher, to the next regular session of legislature, and we shall have to do a tremendous amount of development in this area in order to make these kinds of services, these kinds of funds, and the advantages of this particular Act

available to the people of the State of Maine.

I think that in addition to the problems created by our existing pay scales that the relationship of social security to our employment situation should be mentioned. We very frequently have an opportunity to employ a highly desirable person who is more than willing to come to us but who needs some limited number of quarters to complete social security coverage. Such a person simply will not accept employment in a situation which does not provide for social security coverage. We also see the situation where highly desirable members of our staff leave the department, as soon as this is possible under our retirement system to seek employment elsewhere and gain social security coverage in this way.

There are also younger people who may wish to acquire a variety of experience and who, therefore, may not intend to remain in a department such as ours for more than four or five years before moving elsewhere. Many of these kinds of people are very capable and would be extremely useful to us for a period of several years. However, these people, too, are not likely to accept employment under a retirement system such as ours with its lack of transferability as the individual's employment is changed. These factors relating to social security have been made even more important by the Medicare legislation for, obviously, this is an extremely important aspect of anyone's plans for retirement and individuals, whose employment history has been in a state retire-

ment system such as ours, will be among the very few people in this country who will not have the protection of a Medicare program upon retirement.

I have furnished you, separately, with some statistical material which I do not think that I will try to go through in great detail. I think there are perhaps one or two other points which I should like to point out and perhaps emphasize as examples. In our department as in others there are perhaps a limited number of people upon whom we depend a great deal. These are the kinds of people, such as I mentioned before, to whom a great variety of duties may be assigned. They are extremely capable, extremely adaptable people. And the loss of one of these people may well mean more to us than the loss of several people in other categories. And it is these individual people who are very likely to be pirated, by one means or another or by other agencies, including other state programs, and particularly perhaps private agencies of one kind or another who may offer whatever they need to offer to employ the kind of person that they want.

I think perhaps there is one other thing I should also like to mention, specifically, and that is that in this whole recruitment process our summer employment program for college students has been one of our most fertile sources of recruitment. And I should like to, perhaps, bring this specifically to your attention because it is entirely possible that an expansion of this program on

our part might be beneficial, both to us in terms of providing a pool of people from which we might recruit and perhaps more particularly in terms of its value to the college students themselves.

Now, as I said before, I do not intend to review the statistical material with you in detail. One of the groups of sheets that you have is entitled "Vacancies" and on here we have set forth the vacancies as they exist in their various categories, in both the Welfare Bureau and the Health Bureau in the Department. A second addendum to my statement is entitled "Additional Comments on Problems of Turnover Among Social Work Staff in Bureau of Social Welfare." And here we have tried to assemble for you some of the information which we have on current turnover and reasons for termination of employment in the Department, and from these figures I think it is readily apparent to you that a rather considerable proportion of the people who have left the Department in the past year have left ordinarily for reasons of finance.

I have mentioned on one or two occasions, in my comments here, the matter of transfer of people from our agency to other state agencies, and I think that the matter of equity in payment, equity in working circumstances, within various state agencies that are employing comparable people for relatively comparable jobs, is also an area which needs some consideration.

I think perhaps this is all of the formal statement which I should like to make, but if there are any questions

I should be glad to answer them for you.

CHAIRMAN JALBERT: Thank you very much, Dr. Fisher. Are there any questions of Dr. Fisher?

Dr. Fisher, I would like to comment. I am a frequent visitor in your office, you are one of the departments that almost could be tied in the same category as Walter Ulmer's in the seriousness of the plight that you are in.

Dr. FISHER: Well, as a matter of fact, our Department is a department which has nothing to sell, you might say, except the services of people; and to this extent I think our situations are comparable. And unless we are in a position to extend these kinds of services and extend them consistently and maintain quality in the services extended, we can find ourselves in great difficult situations and these are the kinds of situations that can result in a great deal of turmoil on the part of many people, local people, the individuals to whom the services should be extended.

It is easy, with turnover of staff, to have long waiting periods in the processes of application, long waiting periods in the processes of extending services, and in many of the instances the services which we extend should truly be extended on an emergency basis. There are many, many, many situations in which we should be able to extend a service within minutes or hours almost, rather than days or weeks; and perhaps if they go days or weeks by this time it may be too late.

CHAIRMAN JALBERT: Thank you very kindly, Dr. Fisher. We will now take up the Department of Education, Mr. William Logan.

Mr. WILLIAM T. LOGAN, Jr.: Thank you, Mr. Jalbert, President Reed, Speaker Childs, and Members of the Sub-Committee: Whereas we in our Department share the concern of all other departments in terms of the personnel below the professional level, we feel that Mr. Damborg will adequately provide you with data to support this. We see our role in the Department as threefold. We have three duties to perform for the state. One is, and the lowest of all our duties, is playing policeman. This is to see that the laws are carried out at schools, operates required number of days and so forth. This is probably the duty that we like the least. The second duty that we have is one of service to the schools of the state, and this takes the great majority of our time. And our third responsibility is leadership. We find ourselves so busy doing the first two that we have had little opportunity to carry out our really major responsibility, leadership.

I prepared for you a statement regarding our problems in recruiting and retaining personnel in our Department. This is mainly in the area of professional personnel. The professional personnel employed by the State Department of Education have been recruited almost entirely from the public school system of our state. Throughout this report you will note that we discuss mostly Maine, and the only

contrast would be in the area of our Vocational Counselors, because we don't feel that we should even talk about our neighboring states.

Almost all of our professionals have the type of academic training for their special field that has included administrative courses, and each employee has evidenced excellence in his public school or college teaching experience and/or administrative experience that indicates his ability to work on a broad state-wide service and leadership level. In other words, the State Department is interested in employing persons of sound academic training who have evidenced by concrete experience that they are master teachers or administrators.

There are two major problems facing our Department in its operation under current personnel policies. Number 1, and we share this with all the other departments, the salary scales for our professional personnel are not currently realistic. They were at one time, as short time ago as five years. But at this time they are not currently realistic in the sense that both the starting and the maximum level are below those paid in the larger school districts from whence most of our prospective state employees come. The average public school superintendent's salary this year is over \$10,000. This is in your small rural districts through your large urban centers. And the maximum salary for our Bureau Chiefs, most of whom hold superintendents' certificates, will be--and we have used January 1 figures

rather than current ones, will be \$10,192 on January 1, 1966.

Two public school superintendents earn more than our Deputy Commissioner at the present time. The average salary of a department head in a school system where the cost of living is comparable to the Augusta area is considerably higher than our subject matter specialists (Educational Specialists II). Our Rehabilitation Counselors are notoriously underpaid and we have had to employ persons with less than four years of college training in this vital division. We have been able--and I want to stress that, we have been able to attract young people to the state service because of the prestige that such employment offers and, more recently, because of the hope that Federal programs to strengthen our State Department of Education may provide financial aid for advanced training. But the rising costs of college education for our employees' children has forced one man, and will force others, to leave state service for public school work where salaries are higher.

Our second concern is in the area of--in administration policies is the one concerned with the extreme inflexibility of current policies. Changes in responsibilities are not readily recognized. Mr. Jalbert, you for one have visited our Department over a period of years. In 1954 there were nineteen employees in the Division of Instruction; as of January 1 there will be forty-five employees.

The great majority of these have come because of federal programs, assistance to us to provide supervisors.

The top salary for the Hot Lunch Supervisor is the beginning salary for the Home Economics Supervisor, and yet each position requires the same college training, a Bachelor of Science Degree in Home Economics. This has been pointed out repeatedly and two positions in our hot lunch program have been vacant for two or more years, and as you know the hot lunch programs in our schools have broadened and expanded probably double what they were five years ago.

In an attempt to rectify the situation, the State Board of Education requested that a bill be introduced in the 102nd Legislature to remove all of its professional employees from classified service. The personnel at our state colleges and vocational-technical institutes are under State Board control and in unclassified service. The matter came to a head when an employee transferred from the State Department office here as an Educational Specialist II to one of our state colleges as a full professor with an increase in basic salary, plus the opportunity for additional income through summer session work. Many of us felt that he was of greater service to the children of Maine as a State Science Supervisor than as a college instructor.

The bill was withdrawn when the so-called Carter bill-- the one to which you referred, Mr. Childs, earlier, was

introduced to recognize training beyond that regularly required for the position. To date no department is known to have benefited from this act although the State Board of Education recently approved for submission to the Personnel Board a salary schedule increase based on 18 and 30 hours of approved training above the master's degree, as well as an earned doctor's degree.

Because of the short notice given concerning this meeting and other commitments that had to be met by members of our staff, it has not been possible to document with statistics a complete comparison of the salary schedule of all state employees and their public school counterparts in communities of similar cost of living indices. Such data is being tabulated and we would welcome the opportunity to present a more complete list at this time. However, this morning between opening hours at eight o'clock and this meeting a page was included, and not to go through the whole statistics but to point out that the only data we have on hand is that regarding superintendents' salaries, because as superintendents are elected the state is notified as we participate to the amount of \$1350 a year. So we know superintendents' salaries. And this is probably the easiest group to compare.

If you will look at the Deputy Commissioner's salary we would probably have to hire somebody at the minimum salary. This would mean that twenty-three public school superintendents would earn more than Dr. Nickerson. As far as our Executive Directors are concerned you can

see here that if we use the minimum salary, even under the January 1 pay scale, we will have some eighty-nine superintendents of schools who will earn more than our Bureau Chiefs, who are supposedly their leaders. And this continues right down through. As far as our Rehabilitation Counselors are concerned, as of July 1 we ranked fifty-first in the country, behind the fifty states and the Virgin Islands. As of January 1, and if there were no changes in the other states, Maine could possibly rank forty-eight. As I said at the beginning, the salary this year for our superintendent of schools in Maine, and these salaries are subsidized by state aid, is \$10,245.

We thank you very much for this opportunity to present these facts before you. As all other departments we will face the problem of recruiting and retaining as these very very valuable people near retirement. Probably a third of our employees in key categories will be retiring within the next five years and probably more than this within the next ten years. And our problem will be, how shall we attract qualified men from the field, not just from our own field in the State of Maine, but from other states. Thank you, Mr. Chairman.

SENATOR HARDING: Commissioner, I am interested in your comments here on the Carter bill. Would I be correct in assuming that you submitted these requests only recently to the Personnel Board and they have not had time as yet to act on them?

Mr. LOGAN: This is correct. At the last meeting of the State Board of Education this salary schedule recognizing 18-30 hours of approved work was approved by the State Board for submission. Now it is very very important that the State Board felt that those should be approved courses, that this was not our people be required to have Master's degrees, and if they went beyond the Master's degrees that we should only recognize those that applied to the job that they are doing. And this is the situation. Now we are submitting this, and I will assure you that Mr. Vaughan worked with our so-called ad hoc committee in preparing this so that the recommendation that we presented to the Personnel Board would have been screened by him beforehand. We presented something that Mr. Vaughan has known. This has not been acted upon by the Personnel Board because this is to be submitted, it should be submitted within the next few days.

CHAIRMAN JALBERT: Any other questions of Mr. Logan? And if not we would like to thank you and also thank you for the substantiating data.

We will now go into the Highway Department. Will you please state your name, sir.

Mr. RICHARD A. LUETTICH: Mr. Chairman and Members of the Legislative Research Committee: I am Richard Luetlich, the Director of the Planning and Traffic Division of the Maine State Highway Commission. Mr. David H. Stevens, Chairman

of the State Highway Commission, was unable to be present here today because of prior commitments. He is attending the annual meeting of the American Association of State Highway Officials in New York City. He asked me to read this preliminary statement and he, together with Mr. Carl M. Stilphen and Mr. Bertrand A. Lacharite, the other members of the Commission, would like to meet with this Committee at a later date to discuss with you in greater detail the personnel problems.

The State Highway Department is responsible for planning construction and maintenance of roads and giving advice and assistance to local communities with respect to road and traffic problems. Since the road network in Maine consists of over 20,000 miles, the State Highway Department is a large department employing from 2400 employees in the winter to 3400 employees in the height of the summer construction season. Expenditures from the Highway Fund for fiscal year ended June 30, 1965 amounted to almost 70 million dollars including the expenditures made by other agencies financed from the Highway Fund such as State Police and Motor Vehicles.

The Highway Department utilizes approximately 125 different personnel classifications of the State Personnel Board, ranging from unskilled classifications such as laborers to highly technical classifications in the fields of engineering, planning, accounting and management.

We have problems in recruiting skilled and technical personnel in sufficient numbers to fill all positions. For

example, in the entrance level engineer classification (Engineering Aide III) our operating divisions have functioned with 39 less engineers than requested. The fact that we have not been able to recruit graduate engineers in sufficient quantities compounds our personnel problems since it is from this group that personnel are promoted to classifications requiring special skills obtained through experience and additional study. We have not been able to recruit engineers with special skills and training such as design, traffic, and urban engineers.

Whenever an experienced technical employee employed in classifications such as engineers, appraisers, geologists, landscape architects and draftsmen leaves the Department we very rarely are able to replace him with an employee with equal skills.

We have also experienced difficulty in recruiting skilled personnel in planning, statistics, accounting and data processing classifications. All operating and staff divisions of the Highway Department are handicapped by a lack of a sufficient number of this type of personnel. We have also recently been made aware of the difficulty in obtaining supervisory personnel in the construction and maintenance activities.

In summary, the Highway Department finds that it is difficult to recruit and replace experienced skilled personnel. It is only through the conscientious and additional effort of our loyal and capable employees that the

Department has been able to accomplish its duties and fulfill its responsibilities to the public.

I do regret that I myself am unable to answer specifically questions as to number of personnel and recruitment and job turnover for the entire Highway Department. As I stated in my opening remarks the Commission would like to meet with your Committee at a later date and provide anything specific as related to the entire department you may request.

CHAIRMAN JALBERT: I would like to state that Chairman Stevens--for the Committee, that Chairman Stevens called me and these arrangements have already been made. Thank you very kindly. I said that we would keep going until 12:30 so I see that the Controller is here, and Mr. Washburn and some department heads have stayed, so Henry, could we ask you to state your position.

Mr. HENRY CRANSHAW: Well, Mr. Chairman, I have no prepared talk, I had no idea of talking today. It appears to me that we are all running the most important show in the world and we need the best possible people to run it, and I am in no different situation.

CHAIRMAN JALBERT: What we would like to ask you, we would like to ask you to submit something to us in writing, and I presume at least in talking with you that you also have a problem.

Mr. CRANSHAW: I would be very happy to do that, sir.

CHAIRMAN JALBERT: Thank you very kindly. Mr. Washburn?

That was Henry Cranshaw, incidentally, the State Controller--
I am sorry.

Mr. ROBERT R. WASHBURN: Mr. Chairman, I am Robert R. Washburn, Commissioner of the Department of Veterans Services. I would direct just a word to you. We are a small department (letter submitted)

CHAIRMAN JALBERT: Thank you very kindly. Are there any other departments? I see the Banking Commissioner is here. We could hear you now. I am going at it this way so that we might be able to conclude this in one day.

Mr. DAVID GARCEAU: Mr. Chairman and all the Members of the Committee: I think I could say with honesty that this is one of the most delightful times since I have been here in Augusta. There are a few things that I want to mention here. I have given you some sheets showing the size of the banking industry in Maine. This does not include the national bank system in Maine. I would like to go over these with you just briefly.

The Banking Department here is asked to supervise twenty trust companies with assets now in excess of 473 million dollars, savings banks thirty-two of them with 12 branches--I neglected to say 101 branches of the trust companies, savings banks with 12 branches with assets in excess of 600 millions, six industrial banks with 5 branches with assets of a little in excess of 5 millions, twenty-six loan and building associations with assets in excess of 114 million dollars, twenty-five credit unions

with 2 branches with assets in excess of 13 millions, totalling 1 billion 276 million dollars. The Banking Department is asked to supervise this billion dollar industry.

In addition to this, I have not put on paper here that the directors of the small loan companies are required to examine 118 small loan companies. The Director of Securities, who is not here and for whom I have not put down some information, is required to register some 600 people and companies who deal in securities. We are not allowed to allow any firm in this country to put out initial securities in Maine without first clearing with this department. He is the Director of Securities.

By way of comparison on the next sheet, we have New Hampshire. New Hampshire has about the same number of offices as we do, to examine, but smaller assets. They have 17 employees, regular examiners; I have 10 regular examiners. They have more credit unions than we do, 33 of them. So out of 111 offices to examine in New Hampshire 33 of these are credit unions. We cannot make a good comparison with Vermont for the simple reason that Vermont has among other things, they have a big bulk of, their banks are national banks and they have a great, great many credit unions. And so they don't have the big bank job that is required of our department.

The Maine banks, as you see here--the Maine law rather, requires that we go into a bank and when we walk in we take

practically full possession of the bank. The examiners walk in at a time that is not known to the banks and we take possession first of the cash, we seal all drawers, we seal the vaults, we seal all ledgers that have to do with bookkeeping, and we take full possession. None of this is released until we feel that we can properly release it.

On the next page I have put down some figures to show about what kind of budget we operate with as far as the banks are concerned. The banking budget for the last year was 184 thousand dollars, we spent approximately 174. We project next year a larger budget and we will spend just a trifle more. The banks pay all the bills. We do not turn to the taxpayers of this state to pay any part of the expense of the Banking Department. And I think you know that a few years ago there was a strong effort on the part of the banks to ask that the Banking Department be pulled out of personnel entirely. I have discouraged this, I would discourage it today. I was with a bank president Monday who represents one of the largest banks in this state, and an influential bank. He said, I think the only remedy for this is to ask to get the Banking Department, where we pay the bill, and we're not kicking right out of personnel. I have actually discouraged this.

On the next page, we have here a list of our examiners, the range, their classification, and the salary schedule. You will note that in this salary schedule here \$186 a

week for some of our top examiners, and a bunch of them have reached the top. And when you say to a man, as far as the Banking Department is concerned you've had it, this is the top. And what bothers me here is that we examine banks and go into a bank where you will find the treasurer of a bank getting ever so much more money than our examiners do, and yet they are asked to go into this bank and make a thorough examination, and what do they examine for? They are asked to make a judgment as to the quality of the assets, the quality of those liabilities, whether or not the bank has taken any illegal action, and they appraise the management.

We are compared I think much too much with auditors who are not asked to make this serious judgment, and when we go into a bank we try to determine whether or not a bank is a safe sound place for the people to put their deposit money. This is not required of auditors. They are fact finders. And so I think that this ought to be looked over because I don't like the idea that we are compared with another group of people whose work is not at all the same.

Another area, I think if I was going to make a comment, I find it very difficult in recruiting men, I want only college men, and we have had to start them, not just recently, at \$81.50 a week. One of the most difficult things that I have had to do since I have been Banking Commissioner is to have an interview with a college man and say, the best I can do for you is \$81.50 a week and you

have got to be here a certain period of time before you are going to be up here--a period of time before you can get up here, and the highest you can go is so far is this. My, this is difficult. I had a man sometime ago--and I want to speak with kindness about this thing. My Director of Securities retired. I picked out the man whom I thought was the finest among the examiners as far as his culture, his refinement, his good background, and his ability to deal with people dealing in securities. I brought him in. I couldn't have a training period so to speak, with a good salary range. I couldn't have brought him in from Portland or Bangor. I had to take him here in Augusta. Why? Because I had no money with which to pay him if he was going to be in Augusta training. I picked out an Augusta man, fortunately we picked out a top quality man.

I have been before Personnel twice about this thing and some others, and I think they are going to work with me but I am having a hard time, to be honest about it. Now here is a man that it was suggested at one time that perhaps you better let him go. He will be asking for more pay right along. I didn't let him go because I know something of the quality of this man and I have no other man that I would like to give this job to. If I were to reach outside and pick out a man who knows securities, who can do the kind of job that this young man is doing, I would probably have to pay a 175 to 200 dollars a week. I sent him to the University, Northwestern University, July 1. He took

three semesters of work, he did it in five weeks, and he came up with an A minus total rating.

So this is the type of individual that I don't want to lose, I don't want to lose my III's and II's. The Legislature was kind enough to give some consideration for an increase to come the first part of the year. The II's and III's are not included in this. So these men have reached the top position as far as their ranges are concerned. And I believe that this thing ought to be looked over very seriously. I have some very very competent men. A few years ago there were twenty men, examiners in the Banking Department; we have ten today. We are doing a tremendous job. I think why? Because they are dedicated and I have made it a point to send these men to school regularly so that they will be so well informed that they will become thoroughly attached to the job, and I think that is the only reason why we are holding on.

I have compared some of the salary schedules with some of the other states; actually I have just come back from the Commissioners conference in Detroit. The papers in Detroit, as they are in the American Bankers Association, have come out with a high headline and saying, that unless the states get off the chair so to speak and get going, salary-wise, education-wise, quality and the like, you're not going to get anywhere and you're going to find yourselves not with a dual banking system, we

will find ourselves with a single banking system. We are fighting this continually, and I want Maine to do its share. I don't think you want a Commissioner who will do any less.

Now I have put down here some of the salary schedules of some of these others. In New Hampshire, I believe, you will find in one of the larger pages, the salary ranges for the Deputy Commissioner in my department here is seventy-two hundred and something and up to eighty-seven. The longevity gives it ninety-two-ninety-six. New Hampshire, 12,000 to 13,500. That is more than your present Commissioner's getting. The other ones, the Assistant Banking Commissioner, 10,500 in New Hampshire; 12,000 is the top of that range. Now my III's and my Deputy Commissioner are getting the same salary. My director of small loan companies, and Lord knows he took a tremendous beating from the court last winter, should be getting as good pay as the Examiner III's. The man who is Director of Securities should be getting as good a pay as my Examiner III's.

But the problem is always this, they haven't been here long enough. And I would like to know what difference it makes, when you get a man of great quality who has the ability to produce, who is productive all the time, why should he be held down and say well this guy hasn't been here long enough. He's doing a good job, but he hasn't been here long enough. And I think that that ought to

be looked into. I have another sheet but it is full of figures and I am leaving it with you. Would you like to ask some questions?

CHAIRMAN JALBERT: Are there any questions of the Banking Commissioner?

SENATOR REED: I think that what you say, sir, is that you are not particularly pleased with the idea of longevity?

Mr. GARCEAU: I think that longevity is fine, of course I do. We have to wait for it. I have men who have got to wait five or six years. Well I am not fighting that particularly really, and I am not fighting with Personnel. I think that they have done reasonably well with me, but what I am saying is this. I have Examiners III and II whom I can't push any farther, they have gone the limit. And I have some special qualified man probably that I just can't move because he's not been here long enough. These are problems, these are difficult problems. And I am not saying look into Personnel, I am saying look into that part of the law that says you can't do this sort of thing. This is my problem. It is not the department, it is the law that I think you should take a sharp look at.

CHAIRMAN JALBERT: I think that in answer to the comment about not looking into Personnel, look into that part of the law. We have been looking into both.

Mr. GARCEAU: All right, thank you. Any other questions?

SENATOR HARDING: Mr. Chairman, one item that interested me some, if I understood you correctly, Commissioner,

I think you said that you used to have or there used to be in your department twenty examiners and there are now ten, and the banking industry in the State of Maine I believe has grown tremendously.

Mr. GARCEAU: That's right.

SENATOR HARDING: And the thought occurred to me, how can these ten be doing the work of twenty with---

Mr. GARCEAU: Oh, this is a good question and you know I have the real answer to it, and it's this. When we had fifteen---sixteen a short time ago these were more or less recruits, they were high school people that we had taken in. And when they went into a bank one of the first things they did in a bank they said, may we see your last statement with the Chase Manhattan, the First National Bank of Boston, the Chicago Bank and the like, and we want to reconcile these statements. And you know this fellow would tackle this thing and he would be hours and hours and sometimes days, trying to get the reconciliation and find a balance and show that the amount of deposit that the general ledger says is on deposit at the First National Bank of Boston is really there. You give this to a man whom we have trained, whom we have schooled, he will do that in two hours. I want to hold on to our men, that's the thing.

CHAIRMAN JALBERT: Representative Binnette.

Mr. BINNETTE: Commissioner, do I understand correctly that the banks finance these salaries?

Mr. GARCEAU: The banks pay the entire bill.

Mr. BINNETTE: Well then, if that is the case why couldn't we just settle with them?

Mr. GARCEAU: The banks have told me, they said what we do with you, Commissioner, we blame you for not giving them adequate salaries. You are asking an examiner to come into my bank and work along side and examine with the Federal Deposit Insurance Corporation or a federal examiner of the Federal Reserve Bank of Boston, to whom they pay twelve thousand and you're asking for my eighty-five hundred dollar man to do the same thing exactly and produce a report and tell the board that this bank is sound. You are asking them to make that kind of judgment.

Mr. BINNETTE: Well then, aren't you the one responsible for setting salaries?

Mr. GARCEAU: No, sir.

Mr. BINNETTE: Who is?

Mr. GARCEAU: Personnel.

CHAIRMAN JALBERT: Any other questions? Representative Beane.

Mr. BEANE: (inaudible)

Mr. GARCEAU: Yes, more money in a higher range, a higher range. Take off that top of it and give me a chance to compete with the people with whom we work. They will move something from the top. And you see there is another area to this. In the area of the small loan companies and the securities division which is out from the bank, but they are in my department out from the bank, we take in

approximately \$66,000 in fees and we turn back into the General Fund about a half of this.

Now one of the bankers said Monday, he said don't you think that if we could bait them up a bit--speaking of Personnel, if we could say well look, we will access ourselves more and give you the difference and let you handle it. You see I have got to raise these ranges to keep my men. I have an excellent team. One-half of these men are college graduates and the other half have all had schooling in banking and elsewhere and they are being schooled all the time. This is a competent team. And when you said a man in a bank--only once have I had to discharge a man and that was because he went outside and he talked and he made some implication. We cannot keep that type of man. And in this respect I got tremendous cooperation from Personnel. Oh, they were excellent to this area.

So the problem is this. Should we continue to do what we are doing, take the raps that we do from the federal authorities and say unless you people get off your chairs you're not going to get anywhere and you will find yourself with a single system. The principal system in Maine here is the state chartered system, and right from my deputy down--I am not speaking for myself at the moment, from my deputy down we are all lower than they are in New Hampshire. The deputy in New Hampshire gets higher pay than I do.

CHAIRMAN JALBERT: If there are no further questions.

Thank you very kindly.

Mr. GARCEAU: Thank you, sir, very much. I have enjoyed doing this.

CHAIRMAN JALBERT: I note that Representative Ruby is in the audience and she has a statement that she would give to the Committee. Representative Christine Ruby of Bangor.

Mrs. RUBY: Mr. Chairman and Members of the Legislative Research Committee: I am here not only as a legislator but as a private citizen with a sincere and genuine interest in my community. I am here because I feel that this committee should, and I know will, make a sincere and honest attempt to aid and correct many problems that exist at the Bangor State Hospital.

A few weeks ago, two men attacked an attendant and forced him to give them the keys that would set them free in the community. These two men were admitted to the hospital for psychiatric treatment. Both men were classified as criminals, one for forging checks, the other for breaking and entering. The Bangor State Hospital is not adequately staffed to handle this type of patient. The hospital does not have the facilities to keep these patients secure.

There is minimum security but this is not enough. It presents a problem to the Administrator, Dr. Pooler, who is a sincere and straightforward person and he does the best he can with what he has available to work with. He is

lacking in highly trained specialists to take care of patients. Since the escape of the above two mentioned men, a woman has jumped from a window and broken either her pelvis or vertebra, because of the lack of security and need of attendants and supervision.

There are many more such instances that we, the general public, are not aware of and thank the good Lord we do not, as many of us would live in fear. Of the two men mentioned above, one was captured early after escaping but the other one caused a great deal of trouble to innocent people before being apprehended, thus causing more serious charges to be brought against him. A single attendant sometimes has more than one ward to supervise and because of this, some wards are left unattended often for as long as two hours at a time.

Schizophrenics, people who withdraw easily, if left alone often prefer to remain in bed. They are routed out of bed early which is for their own good, but what is in the offing for them? A hard bench to sit on to while away the hours. Why cannot they have durable, comfortable chairs to sit on if they must be confined to their rooms until recreation time? No wonder they might prefer to remain in bed, just because it is more comfortable, even as you and I would.

I telephoned Dr. Pooler, who is a modest unassuming man, who asks only for the bare necessities, hoping to get

them. He tells me the Legislature has been fair but he could use so much more. He feels that if he asks for a little and gets it and uses it to its fullest he can always hope for more another year. Dr. Pooler operates on a shoestring budget, yet, when anything goes wrong he has to shoulder the responsibility. When I asked him what he really needed as far as security was concerned, he said, and I quote--"We need people more than bars and if we had enough money to employ qualified people, we could throw away the bars."

The attendants are working a 48 hour week and he feels that this is too many hours for the type of work that is involved. He needs enough qualified help to put all attendants on a 40 hour week. He needs attendants who are better trained and more qualified and he requires enough money to attract these type of people. He is hoping the next Legislature will provide this but ladies and gentlemen of this committee, the need is there now. It is our responsibility to take care of the situation now and to protect our community now, and it is our responsibility to prevent any future accidents and to prevent any patients to escape in the future.

Dr. Pooler now needs thirty-five more people to put in progress a 40 hour week. He needs these same people to insure better patient care. He needs money enough to pay the salaries of this type of people. We need to correct the situation now because it is not going to improve.

Time does not permit me to go to great length about conditions. I have talked both with patients and attendants. They have confidence in my interest but fear of losing a job sometimes makes many tied tongues. This should not be. I therefore ask you to consider the need and provide for it now. Thank you very much.

CHAIRMAN JALBERT: Thank you very kindly, Representative Ruby. Now at 12:30 we will declare this hearing recessed until 1:30 sharp.

After Recess
1:30 P. M.

Called to order by Chairman Jalbert.

CHAIRMAN JALBERT: I thought we would start the afternoon-- as I stated we would go in alphabetically although I note that several department heads are here. I am happy, however, to say that all the departments have either appeared or filed a statement with the Committee and we are very appreciative of it because I know that it will be very helpful to Mr. McGrath of the firm of Cresap, McCormick & Paget. I would like to ask you to rise, Mr. McGrath. I know you will be seeing the gentleman. He is the man in charge of this study for his firm.

Now the Adjutant General will file a statement later on unless there is somebody here, because the Adjutant General is away. The Aeronautics Commission is not here, the Committee on Aging, the Agriculture Department

has filed a statement, the Attorney General--I am sorry?

Mr. FRANCIS G. BUZZELL: I have a statement

CHAIRMAN JALBERT: I might suggest that if you have a statement that you would--if you don't want to read it you could make comments from it, but whatever your wish is.

Mr. BUZZELL: My name is Francis Buzzell, Director of the Division of Animal Industry, and our situation is primarily in the veterinary field. We have tried to maintain a force of from two or three to six veterinarians over the past twenty years and during that time we have had three veterinarians that have worked more than five years. Only one has reached retirement age, and we are really just a training ground at the present time for young veterinarians because they come in and work a short time, get a little money and experience, and then they go into industry or somewhere else where there is better opportunities.

I have, in the sheet that has been passed out, made some notes on various salaries in the New England area amongst practicing veterinarians, which is the highest area in the United States according to the American Veterinary Medical Association, also noted the lowest area which is the southwestern states. In a survey that was made by the Department of Agriculture in Oregon in 1962 we were third from the bottom on state veterinarians and many of those low states allowed extensive outside practice; in fact I am friendly with several of those men and

they only work one day a week or two days a week, just in an advisory capacity.

I summarized the men who have been with us for the past twenty years. At the present time we have five. One of them has just recently gone on the force from--he came from middle Europe. We are having our difficulties with him because he doesn't understand our way here in this country, he belonged to a military state and he takes that attitude which makes it doubtful whether he will be able to fill the bill or not. We have got two other young ones whose feet are itching, one of them the Army is after at the present time and the other one is just marking time to go into practice for himself. So that is our situation.

CHAIRMAN JALBERT: I might observe, sir, that according to this there is such a high rate of turnover that it is possible also that some veterinarians might be taking advantage of our good training program and are deliberately doing this--

Mr. BUZZELL: We have had a very good--

CHAIRMAN JALBERT: (continuing) for one year and one year and eleven months and seven months. It all seems that generally it's all about the same time, all about the same period of time.

Mr. BUZZELL: We have had a very good poultry disease program and we have lost our better young poultry men to industry particularly and vaccine manufacturers and things like that. As I said, we are just a training ground because

we haven't anything to offer--I mean our salary range is stopped so low that they haven't anything to look forward to.

CHAIRMAN JALBERT: Any questions?

SENATOR REED: Mr. Chairman. Sir, have you noticed that during the last say several months that your problem has become somewhat more aggravated, or is this a situation which has been going on for very many years?

Mr. BUZZELL: It has been going on for twenty years. On the sheet is listed the personnel for the last twenty years in the divisions, and I think it speaks for itself. And, on top of that, I might say that there hasn't a man left us because he was dissatisfied with the job or the personnel; it has been a chance for advancement or better pay somewhere else.

CHAIRMAN JALBERT: If there are no further questions, thank you very much. I notice that Mr. West is here from the-- Deputy Attorney General George West, we are taking these departments alphabetically, and if you have any comment for the department--

Mr. WEST: No I haven't, Mr. Chairman.

CHAIRMAN JALBERT: So everything is all right in your department then. Next going along in line, Roland Berry is not here, Civil Defense? Mr. Leslie H. Stanley, Director.

Mr. STANLEY: Mr. Chairman, Members of the Committee: Thank you very much for this opportunity to mention some of the experience I have had in recruiting personnel in

my office. Mine is a small department, thirty-four employees. We do run into the very similar proposition as the others who have spoken here before you, and that is particularly in our girls in that we need the number I Typist. We have now three girls working with us, whom we had to wait until they graduated from high school to get them, so you can see that there isn't any great field of these, and these girls are doing a wonderful job. I don't mean to belittle them, the fact that we had to wait for them, but it is just the situation that there isn't any extras there on which you can call, and we are very glad to have them for what they are doing.

I might mention also that the compensatory time which in my field--this is as you realize an emergency organization. We are called out at various times at all hours, so that the personnel even though they may have worked their full eight hours have to come out some times at nights, sometimes Saturdays and sometimes Sundays. And this compensatory time instead of being paid for has to be taken at some time at their leisure or whenever it is possible for us to let them go. This oftentimes leaves us short for personnel to carry on day to day when these people are taking up their time which is rightfully theirs.

And oftentimes these employees, they are very loyal to their work and will come in at some times--some of them have given up as much as one hundred hours of time when the time would lapse in which they could take up this

time. This I would like to see corrected, I would like to see in such a way that they could be paid for this time and we could continue on with them if they want to put in these hours anyway.

I think in some special categories, which again in my department there are certain ones that are not similar throughout the state. For instance I am thinking of protective services. There we require a man who is capable of dealing with fire chiefs, chiefs of police, and with the safety people in industry. Oftentimes a retired policeman, chief of police, may fit this category if he has had some experience in fire fighting. This is true the other way around. We can sometimes get a retired fire chief who can work in, but it has to be a person that is capable of going into any of these offices throughout the state, and he will be recognized and accepted rather than somebody who doesn't know what he is talking about when he goes in. We have waited as much as a year at times to get people. As a general rule we have to get somebody who is retired because there again the salary is not sufficient for them to take it on as a--for their livelihood.

We are presently setting up a new program which is financed one hundred percent by the federal government, the Radiological Maintenance, and we are having considerable difficulty in recruiting employees eligible for this job. I think probably you would realize that in the radiological maintenance field this is a new field practically, there is

very little of it here in Maine, and in order to attract people who would seek this type of work we have almost got to go outside. And salaries at \$67 a week do not attract anybody coming in. The exams were held, one person applied. So you can see the choice I had. It happens that I knew this fellow personally, I know he had the ability to do the repair and maintenance work, and we have hired him. And I have just talked with the Personnel Department just now as to how many they had in the radio-logical field, an officer who would oversee the whole thing, and this requires a great deal of knowledge, he has to be capable of receiving an ADC license, and they have told me today that they have had three apply and they don't know whether any of these three will qualify, first, even to take the exam.

So these are some of the little problems we have. If you don't mind, I know this has been a very serious discussion so far. A little humor, I have heard this morning one of the fellows remarking about the plowing of roads, some of the men have to work right around the clock. In my former position I had people who did, for big storms sometime and they would start out and they would work completely around the clock, likely twenty-five to twenty-seven hours. So one day the payrolls came in and I noticed on the payroll twenty-five hours for Wednesday. So of course we couldn't get by an auditor with that, so I said to the fellow, how

come you got twenty-five hours last Wednesday? And he said, don't you remember that that was the day of the big storm? And I said, yes, but twenty-five hours on Wednesday? And he thought a moment--well, I worked my noon hour!

So thank you for this opportunity and I want to congratulate you for taking on what I consider is a real service to the state.

CHAIRMAN JALBERT: Thank you very kindly. I forgot a very important person who is here, the Auditing Department, Mr. Armand G. Sansoucy, State Auditor.

Mr. SANSOUCY: Mr. Chairman and Members of the Committee: Your invitation to appear here today comes at a very opportune time as I find myself with a personnel problem which has now reached the position of an emergency.

Early in January, 1965, I was elected State Auditor of the State of Maine. Upon assuming that office I found a staff of capable men and women performing their duties as prescribed by law in a highly professional manner.

Because of retirements, deaths, and resignations, I was confronted with six vacancies which represent 33% of an authorized staff of nineteen. Through my efforts and that of the staff, three new employees were obtained. However, shortly thereafter one member of the staff requested a transfer to another state department for financial reasons. It might be well at this time to point out that the entrance wage in the Department of Audit is \$81.50

per week. Requirements include a B.S. Degree in Accounting and Business Administration and/or equivalent experience.

Within the last month the department has lost three members of the staff for financial reasons. Two to other state departments and one left state service for a better paying position.

As of this date I now have seven vacancies and in cooperation with the Department of Personnel we are endeavoring, by application of an accelerated merit increase program and a promotion, to halt the transfers to other state departments for financial reasons.

I have just returned from the annual convention of State Auditors, Comptrollers and State Treasurers in North Carolina. It was my opportunity to confer with State Auditors of other states on the problems of recruiting qualified personnel and although their entrance pay scale exceeds \$6,000 per year they too are having difficulty in obtaining qualified accountants and auditors.

In addition, and to illustrate the level which must be maintained in the Department of Audit, several members of the staff are associate members of the Maine Society of Public Accountants.

In closing I must admit I do not know the answer to our problem but we must face the fact that the law has placed specific requirements on the office of State Auditor that must be carried out and only through the joint effort

of this committee, the Department of Personnel and myself can we meet the problem of bringing the Department of Audit staff up to the authorized number of employees necessary to fulfill the requirements of the law.

I hope I have assisted you in your study of personnel problems confronting us and please feel free to call on me or members of my staff at any time to further assist you.

CHAIRMAN JALBERT: Any questions of Mr. Sansoucy? If not, thank you very much. Next is the Department of Economic Development, Commissioner Bachman.

Mr. BACHMAN: Mr. Chairman, and Ladies and Gentlemen of the Research Committee: I have no statement as such. Mr. Chairman, you have the informational memorandum I believe that I provided to give you a little historical background on what has occurred in my department in the two years that I have been Commissioner. It took us one year approximately to fill the eight staff vacancies that existed when I became Commissioner just two years ago. The reason, frankly, that it took this long was number one, that the pay that was available for the various positions, and secondly qualified persons as far as their background experience to fill these key positions.

We have experienced recently several people who have left the department to go to private industry for substantially more money, one case in point the individual actually doubled his income. Two others have left to go with other state departments, because while the initial increase

in pay was not substantial they put them in another range so that their opportunities were that much greater. It has been a problem and it's a part of life that we department heads have to live with and I think a lot of it is recognized, but it puts us at a disadvantage whether it's competing with other governmental agencies, whether it's state, municipal or federal, or with private industry.

I have no further remarks, Mr. Chairman. If there would be any questions I would be happy to attempt to answer them.

CHAIRMAN JALBERT: Commissioner Bachman, how do you work out your program for these people who are travelling out of state? Do they get any compensation at all for the time they travel and the working hours they put in?

Mr. BACHMAN: Do you mean compensatory time, Mr. Chairman? No, the people at that level within the department, and I understand this is true of all departments, are not eligible by law for compensatory time. In other words, they are at either Assistant Director or Director level and by law, as I understand it, they do not get any compensatory time whatever and they are not paid overtime either. I might add at this point that it is these people who are dedicated state employees that put in hours, that frankly amaze me after twenty-five years of private industry, without any compensation whatsoever except the satisfaction that they gain from doing an outstanding job.

CHAIRMAN JALBERT: I was smiling because I spend a great deal of time with Peter Damborg and I assure you that I oftentimes hear these dedicated state employees rave, which is true.

Mr. BACHMAN: Well, I am very serious about that.

CHAIRMAN JALBERT: I know you are. Now how many people are you--how many help are you out of kilter on now?

Mr. BACHMAN: We have at the moment, in middle management jobs if you will, five openings plus a clerical opening.

CHAIRMAN JALBERT: Any other questions from any members of the Committee? If not, thank you very kindly.

Mr. BACHMAN: Thank you.

CHAIRMAN JALBERT: We have heard the Employment Security Commission who have submitted a statement, the Finance Office we have heard from, the Forestry Service we had a statement, but is there anyone here?

Mr. FRED E. HOLT: Mr. Chairman and Members of the Committee: I am Fred Holt, Deputy Commissioner, reporting for Mr. Wilkins who is at the National Association of State Foresters meeting in Texas. The positions posing the greatest recruitment problem to the Forestry Department are those of forester and entomologist, both requiring a B.S. degree in Forestry.

To give you an idea, you have asked several questions as to whether this is a recent problem or not, in 1962 four foresters out of forty seniors from the University of Maine took the forester's examination. All four ranked in the

lower third of their class at Maine and all indicated no interest in the opening because of the pay scale. During 1964 we had thirty applications by letter for work. After learning of the salary the majority did not apply to take the examination and the remainder refused the jobs when offered. Nine University of Maine seniors took the exam in December 1964. Five said they would be interested in a position the following May but refused to accept the job when it was offered to them. In 1965 twelve applications were received for the exam and none of them took the exam following receipt of salary information.

Obviously we cannot recruit high-ranking students nor do those who apply actually plan to take the job except as a last resort. The majority of those who do accept employment here have strong home ties here or other very definite preferences for living in Maine outside of the salary consideration. Forester positions have remained vacant for over a year in a number of cases.

A recent survey by the Professional Society of American Foresters indicates that the median salary level of foresters the country wide, our starting foresters, is \$5980. Now this isn't the average but the median, meaning that half of the people are above this and half below it. Our starting salary is exactly a thousand dollars less. Also in the northeast as a whole indications are that the lower decibel, which means that the ten percent is the lowest

bracket across the board, are receiving \$5960 which is a thousand dollars more than the starting salary for Maine foresters.

A survey by the U.S. Forest Service in the fourteen northeastern states shows Maine having the lowest forester salary scale of all. It should be noted that the survey states included all of New England south to Virginia, West Virginia, Kentucky and Pennsylvania, and you will also note that these states are all in the Appalachia area commonly referred to as the greatest "poverty pocket" in the Nation. So we have got many states that supposedly are in worse shape than we are that are paying much more.

With respect to entomologists, we have a similar situation but with fewer numbers of positions involved. Present personnel have remained with the department almost entirely for reasons other than salary as mentioned before. A current shortage of entomologists is being aggravated by federal expansion in demands for such scientists. Many are going into research work requiring advanced degrees. As a matter of fact any entomologist that goes through the mill today if he doesn't get his Master's degree there is something wrong with him. This is being reflected in the availability of those with undergraduate degrees. There is also need for entomologists with advanced degrees in our own department. Until the salary structure is revised, however, we can hardly expect to hold a person with a Doctor's degree at \$139.00 a week.

We believe Maine educated students from the higher ranks of their classes should be given an opportunity to serve their state without having to make the financial sacrifice such as is presently required. Maine people are highly dependent on our renewable forest resource to keep our foremost industries supplied with raw materials. In this setting it is inconceivable that those responsible for providing leadership in forest production programs should be treated more poorly than in states with a very minor forest resource.

We are hopeful your committee will give your most diligent attention to these inequities which reflect directly on the quality of programs offered to local and statewide constituents. The Forestry Department will be glad to furnish additional information and if anyone wishes information regarding the national survey which has been just completed by the Professional Society we would be glad to make copies of it available to you.

CHAIRMAN JALBERT: Thank you very kindly. Will you file your letter. Next, Inland Fisheries and Game, they do have a statement. The Insurance Department, we have a statement but Commissioner Mahoney is away. Now I note the next is Labor and Industry, Miss Marion Martin.

Miss MARION E. MARTIN: Mr. Chairman and Members of the Committee: I am Marion Martin, the Commissioner of Labor and Industry. I imagine I am repeating what everyone else has been telling you and that is that our salaries are so

out of line that we have difficulty in recruitment.

In July, I hired two men for Industrial Safety Inspectors. They were well qualified and they had to have a two weeks' notice to get ready to come to the department on July 5. One of them went back and gave his notice and he was immediately increased by \$40 a week, because the insurance company wanted to keep him. He had originally planned to take the job at \$50 less than he was receiving because he wanted to stay in the State of Maine, and if he stayed with the job that he was in he was to be transferred. But when the \$40 was added to what he was already getting, making it exactly twice what he would receive if he came to work for us at \$90 a week, he couldn't out of clearconscience make his family sacrifice to that extent. So he called up that he would not be reporting for work.

The other one was an Air Force captain, a major, who had retired, a young retirement. He was well qualified, and between the time he had accepted employment and the time he was to report for duty he ran into a friend of his who is one of the big industrialists in the State. He was offered a job with promise of advancement. That meant that we couldn't meet his requirements either in initial pay or future prospects.

That I think is typical of what we run into during the many years that I have been in the job. As far as secretarial

help is concerned, the problem is a bit different in that the turnover is a statistical turnover, as far as our department is concerned, because we have had fully qualified people referred to us, that they come in one door and out the other. We keep them two days, a week, two weeks. We are considered a tough department as far as recruiting secretarial help is concerned. And every time that they are in and out it makes another turnover. Once they have gotten permanent status, been with us six months, they stay with us and retire or leave us only for the usual reasons of advancement. That is our problem, we get girls in as I, they take a II exam, and the job is a I job, so we lose them. The second reason is that they retire for age. We keep them long enough in our department for that. They retire for marriage because we have got some young ones, or they retire because their husbands are changing jobs.

So we have the two problems, one initial recruitment of secretaries and clerks, and the other our professional men. There are only two jobs in our department that we consider are competitive as far as their wage rates are concerned.

CHAIRMAN JALBERT: Any questions from any member? If not, thank you very kindly, Miss Martin. We have the statement from the Library unless there is someone here.

Miss VIRGINIA HILL: I am Virginia Hill, representing Miss Hazelton who is on vacation. I believe that you all have

copies of this report that she has given, and would you like me to read any of that?

CHAIRMAN JALBERT: Not necessarily, unless there are questions from any member of the Committee.

Miss HILL: Do you have any questions that you would like to ask about that? It is the same problem that all departments have with our professional people.

(Statement of Ruth A. Hazelton, State Librarian, inserted here)

To the Legislative Research Committee: These remarks concerning recruitment for the staff of the Maine State Library will be confined to the recruitment of professional personnel. While we have had difficulty in securing good typists and other clerical workers, this is a problem common to all departments, I would expect.

During the past fifteen or twenty years the salaries of professionally trained librarians have been steadily improving as the profession has gained stature and the value of professional training has become recognized. Salaries of the professional staff of the Maine State Library have improved considerably but have not kept pace with library salaries in other states. Due to our inability to attract qualified professional staff, we have experienced difficulty in maintaining the services of the Library.

One of our cataloging positions has just been filled after being vacant for almost two years. During this time

we tried constantly to fill it by advertising in professional journals and by writing to library schools. A second cataloging position was vacant for a year and was finally filled with a recent library school graduate having no experience.

An important part of our service is advisory assistance to public libraries, yet the position of Field Advisory Librarian has been vacant for a year, with no prospect at the present time of filling it. Needless to say, when positions are vacant, other staff members must do double duty in an attempt to maintain our standards of service.

Competition for professional librarians is nationwide. States which can offer the most competitive salaries have the best prospects for filling positions and filling them with effective librarians.

An annual survey of placement of professional library school graduates which appeared in the Library Journal for June 15, 1964, showed that the average salary received by 1963 library school graduates was \$5902. This is steadily increasing and 1964 library school graduates received an average beginning salary of \$6,145, (Library Journal, June 15, 1965).

Because of the similarity between the staff organization of the New Hampshire State Library and the Maine State Library, I should like to compare our salaries with theirs.

	Maine		N. H.
	Present Scale	New Scale	
Ass't State Librarian	\$5,954-\$7,228	\$6,552-\$7,982	\$9,000-\$10,500
Law Librarian	\$5,954-\$7,228	\$6,552-\$7,982	\$6,269-\$7,501
Extension Librarian	\$5,954-\$7,228	\$6,552-\$7,982	\$7,177-\$8,629
Reference Librarian	\$4,914-\$5,954	\$5,408-\$6,552	\$5,947-\$7,179
Cataloger	\$4,914-\$5,954	\$5,408-\$6,552	\$5,947-\$7,179

Vacation allowance is another factor in recruiting, for most professional librarians receive a full month's vacation and being able to offer only twelve days is a real deterrent in attracting applicants.

The Maine State Library has growing responsibilities for the development of library services statewide and it is becoming increasingly important that we be in a position to recruit well qualified librarians.

CHAIRMAN JALBERT: We appreciate the data and appreciate the information in spite of the fact that Miss Hazelton is on her vacation. Thank you very much.

The Liquor Commission is not here, they filed a statement of facts. The Park Commission, Larry Stewart has filed a statement and he was supposed to be here. Should I skip the Personnel Department and take it up in executive session? (Laughter) Bureau of Public Improvements, Niran Bates is unable to be here but I see his right hand is here, Mr. LaCasce.

Mr. RICHARD LaCASCE: Mr. Chairman, Members of the Committee: My name is Richard LaCasce, Superintendent

of Buildings. I believe we have submitted our brief on this. If there are any questions, I would be glad to answer them, but I don't want to read it again.

CHAIRMAN JALBERT: I would like to ask you one question. Are you having a more than ordinary serious problem on moonlighting?

Mr. LaCASCE: That is a perennial problem with us, that if they don't moonlight when they first come with us then they shortly thereafter take it up. I think probably it is safe to say that about eighty percent of our employees, one way or the other, either are moonlighting or the other half of their family is working.

CHAIRMAN JALBERT: Are there any questions from any member of the Committee?

SENATOR REED: Do your employees work generally more than forty hours?

Mr. LaCASCE: Not for me, no. The way it is set up the only time when we can pay overtime, which incidentally is just straight pay, is in our winter snow removal which we get advance permission through our Personnel Department for that. Otherwise it's compensatory time and we just can't afford to take it off.

SENATOR HARDING: Mr. Chairman. Sir, do you consider the fact that your employees do moonlight, do you feel that that lessens their effectiveness as far as your department is concerned?

Mr. LaCASCE: Absolutely. A man can't hold down two full time forty hour jobs day in and day out and do justice to both of them. We have two or three people who do a reasonably good job of it, but in, I would say, eighty to ninety percent of them they just can't do it for very long at a time. Some of them will take jobs such as apple picking or harvesting in season and that doesn't interfere with us too seriously because we can put up with it for a while.

CHAIRMAN JALBERT: Any other questions? If not, thank you very kindly, Mr. LaCasce.

Mr. BINNETTE: Mr. LaCasce, when you say moonlighting do you mean that some of these people will be doing janitor work and other services elsewhere?

Mr. LaCASCE: They will be doing janitor work for us in the daytime and they will be having a full time job in a local shoe factory, or they will be out doing electrical work or they will be doing landscape work or something like that, a full eight hour job before they come with us.

CHAIRMAN JALBERT: The Public Utilities has filed a statement, the Bureau of Purchases (someone made a remark), Sea and Shore Fisheries have filed a statement. Does anyone here represent them?

Mr. GEORGE TAYLOR: Mr. Chairman, Members of the Committee: I am George Taylor, the Director of Public Relations in Marketing, and I would just like to say that Commissioner Green had hoped to be here but he has to attend the annual session of the Atlantic States Marine Fisheries Commission

which he is the Chairman. He is very interested in the work of this Committee and hopes he will have an opportunity himself to be present.

CHAIRMAN JALBERT: Thank you very much, Mr. Taylor. Secretary of State's Division?

Mr. HOWARD CLARK: Mr. Chairman, I am Howard Clark, the Assistant Director of Motor Vehicles Department, substituting for Stanton Weed who is unfortunately out of town. I filed a statement with you this morning. We find ourselves up against a rather hard proposition. In the last ten years we have replaced more people than we ordinarily employ and this has been more so in the last four years. We are running nothing but a training program. It is rather discouraging trying to serve the public and have to go through this training all the time.

CHAIRMAN JALBERT: I want to thank you very much for filing your statement, sir. The Treasurer's Department has filed a statement and asks to be excused. That would leave that the departments have all been heard from. I also note that we have your statement that has been filed with the Committee and the Committee wants to thank you, Dr. Perez, for filing your statement with us.

Dr. PAUL PEREZ: I have a few comments to make.

CHAIRMAN JALBERT: You may feel free to make them, sir.

Dr. PEREZ: My name is Paul Perez. I represent the Maine Psychological Association. In the opening sentence we refer to 15-20 vacancies for clinical psychologists. This

is an underestimate of the actual need. These are positions that could be filled if psychologists were available. However, it doesn't reflect the psychologists that should be hired by the state which is quite a different proposition. For example, I am not sure of the present situation but some time ago I did some volunteer work for the forgotten stepchild of our institutions, Stevens. They had no psychologist there and they couldn't have hired one had one come knocking on the door asking to work for \$25 a week, which isn't going to happen. Now then, even if all these 15-20 positions were filled, many if not all--most of our institutions would be understaffed in terms of generally recognized standards for psychologists in these kinds of institutions.

Now the other comment I would like to make is in the business of the lack of educational institutions in Maine granting a PHD. As you know the University of Maine is about to start a program, a very good program I personally think, which will turn out PHD's, but I am afraid that at the present salary scale a similar sort of situation that you have in Forestry where the state in a sense underwrites to some extent the education of people and then other institutions benefit by it. Right now we are training, on the undergraduate level, many residents of Maine in psychology. We send them out of state to get their graduate training and I am afraid we don't see hardly any of them return. They just can't afford it.

The third comment that I would like to make is that the question was suggested if not raised, well suppose you did raise people's salaries, is this the solution? I don't think it is entirely, but I think you can get a pretty good estimate of the effect of this by noticing the fact that about five miles from the Augusta State Hospital you have the Veterans Administration at Togus. Someone asked if aides weren't just a sort of drifting population and you'd expect a certain amount of turnover from aides.

Recently I was on the Manpower Task Force for the Mental Health planning and went out and investigated the turnover of aides at Togus. Now there is a waiting list at Togus. If you want to be an aide, if you are very qualified you will wait, you will wait until somebody dies or retires for old age or something like that. There were four aides hired at Togus in the year before I inquired, three to replace retirements and one to replace someone who was discharged for cause. This is in a population of hundreds of people.

The same thing is true in psychologists. I was talking about aides you might say at the bottom of the salary scale, psychologists are some where higher, not at the top unfortunately. The last turnover in psychologists at Togus was five years ago, when I left there to go up to Colby. That was it. There has been no turnover since. There is a waiting list, if anyone knows there is a psychologist who would like to work in Togus. Unfortunately there are no qualified psychologists who would like to work at Augusta State

Hospital. Haircuts cost the same in both locations, the cost of living is similar, but the big difference of course is salary. I say the big difference because there are other differences, I don't want to go into those now. These differences incidentally, other things other than salary increases, have been spelled out rather well I think--I shouldn't say that because I haven't spelled them out, spelled out in the report of the Task Force on Psychiatric Manpower and Allied Professions of the Mental Health Planning Committee, which Mr. Leet I think has made available to some of you and will make available to the committee. If any questions other than the statement and my comments is raised, I would be happy to answer them at this time. If not, thank you.

CHAIRMAN JALBERT: Thank you very kindly, Dr. Perez. Now this will conclude the purpose for our hearing which was called to ask all the department heads to submit statements and appear before the committee. I would like to ask the representatives of Cresap, McCormick & Paget and also the representatives of the Personnel Board and the State Employees Association to stay for a brief executive session and I wish to thank all of you who have appeared before us at this time. I am sorry, first we are to hear from Mary Worthley of the Maine Mental Health Advisory Committee.

MARY WORTHLEY: My name is Mary Worthley and I represent the Maine Mental Health Advisory Committee. I have been a member of this committee since its inception in 1956.

Booklets gotten out by DED for the various counties in the state make very glowing reports of the wonderful advantages of every county, of the terrific scenery we have, of the winter sports opportunities and so on, and each county seems to be the best one. Now it is true that Maine has fine scenery, it is true that Maine has wonderful recreational opportunities, but in a light these are the fringe benefits. What benefits best to a young man to work and a chance to make a contribution and a chance to use his capacities to the full, and I have been around the Legislature for about twenty years now and it is my considered opinion that most legislators come here because they want to do something good for the state without getting for themselves, something that they can have in their hands to hand to St. Peter.

I have seen during those twenty years I have been around this department, I have seen splendid young men come into the state department, the University of Maine, and into the institutions. And the first year they have been full of enthusiasm, the second year their enthusiasm has been rather dampened, the third year they were discouraged, and the fourth year they were going elsewhere. Why? I have seen this happen again and again and again, and you know we have lost them. And what is the reason? Because Maine in many ways does not offer them what they can find in other place, to make the best of himself and his family. You have heard a good deal about salaries, the importance

to a man and his family, but there are other reasons.

They do not have a chance to learn and improve themselves specially. Our Maine schools, we have only a few first rate secondary and first rate elementary schools in Maine, and unless we are young educated people with parents of children in schools now we are not qualified to judge the modern school, it has changed so in the last ten years. I have taught in two big school systems, Hartford and the District of Columbia, and schools have changed so since I left teaching that I would not feel myself qualified to make judgments of modern day schools and how to meet modern day needs. Education is high in Maine, higher education is high in the University of Maine, it costs to send people too, and our library system is poor. They tell me in the library that it isn't equal to what it was sixty years ago because we don't have trained librarians.

These are the things that people coming into the state look for, these are the things they look for. They don't ask first how high the taxes are, they ask for these things for their families. Now I feel something should be done to attract fine people to Maine, and we need to make up for some of these things that we don't have. We need young men coming in into the upper echelons--in the upper echelons we have fine people but we need young men coming in to take over these other positions, such as psychiatric aide and these other tpositions, we need to offer them something, we need top quality men here in Maine. And we need to pay

what is essential to get them. I think that we are going to have to come to this.

We need to make it possible that their schedules are flexible enough so that they can get to Boston or wherever it is they want to go, for further professional help while they're working, and if the department sends them to work for a half year or a year off we need to replace them. As it is now they are not replaced and the rest of the department has to carry their work. It makes it hard on both sides, our state down to the schools of social work and psychology and so forth over the country and recruit who is doing this. The Committee would like to know who is doing this in Maine, and if not why not.

In any large convention you go to, of a national nature, they tell you there is a violent social revolution now and young men are eager to be in the midst of it. They say we are not aware of it, and the illustration they give everywhere is the churches in Germany during the Nazi period, wonderful church services, rich, fine church services, and a few miles away Jews were being shoveled into the extermination camps like cordwood. And they remind us again and again that we are unaware of this terrific social revolution. I think in the southern part of Maine we perhaps may be beginning to get a touch of it more than others, urbanization is coming up and hitting us, the population explosion and so forth, we are getting a little more of that. The young men want to go where there's terrific things doing and I think we have got to make a tremendous effort and to do a good deal to try to solve this long range problem. Thank you very much.

CHAIRMAN JALBERT: Thank you very kindly, Miss Worthley. I notice Director Lawrence Stuart of the Recreation Department. We have your statement on file, but if you want to add to it, Larry, why you can feel free to do so.

Mr. LAWRENCE STUART: Mr. Chairman and Members of the Committee: I won't disturb you with reading the statement, it is short and brief. I will just say that the general intent and the content of it is the point that in this very rapidly expanding field of recreation Maine is now in the wild scramble to try to hire competent people to handle our recreation program. We have a large federal aid program under way in Maine now to the towns and the cities and the counties in the state and it requires competent people at the state level, particularly in the field of planning, to keep and maintain an outdoor recreation plan which will qualify all of these towns for this federal money to which they are entitled. The last Legislature authorized five new positions in my department to carry this out. To date I have only been able to fill two of those and these were not from what you would call strictly qualified people as determined by Personnel.

Now it is rather ironical and serious that two years ago from the University of Maine three boys graduated who had training in the field of recreation, and all three of those boys left the state, one to Wisconsin, one to Utah and one to Maryland. This summer both of those boys came back--three of these boys sometime during the summer and

said, we understand you have openings, we would like to come back to Maine. And when I read them the salary schedule they seriously thought about it and they said, we really just can't afford to do it with the fringe benefits plus the salaries which are being paid in other states. So this is what we are up against and what is going to be an increasing problem.

My concluding remarks were that I hope that the study which you people are undertaking, together with your consultant, will develop a more realistic salary schedule in the sort of middle professional level of state employees in my department. Thank you very much.

CHAIRMAN JALBERT: Thank you very kindly, Mr. Stuart. I notice that there is a member of the cloth in the audience. If you would care to say anything why you are welcome to do so. Will you state your name and where you are located.

Rev. WILLIAM B. PANTON: I am the Reverend William B. Pantan and I am representing Luther Allen, the Executive Secretary of the Maine Council of Churches, and I am also the president of the Interfaith Council of Clergymen of Greater Portland, and in my own right the professional chaplain at the Maine Medical Center in the Osteopathic Hospital of Maine. I am here and as I say it is my privilege to be here on behalf of the church to testify to you on something that I feel is more relevant than Sunday drinking and Sunday liquor and that is our concern about the problem of the personnel in our state institutions and not only this, the treatment that our parishioners are receiving within these institutions.

I think that our concern is twofold at this point. We are--you will read the President's Commission on Mental Health, forty percent of the people who have problems will turn to the clergy and it is my conviction and feeling as I have talked with clergymen that they are becoming more and more discouraged in our state institutions. We feel that there is no need of referring someone to Augusta unless they are outright completely psychotic because of the treatment program which is so limited. If we refer them there, three months later they are back on our doorstep, they are our pastoral problem, we cannot turn them away. And we also have a concern concerning the personnel who work there, many of them there are our parishioners. We are concerned about the wages that they are receiving and the problems that you have been discussing here.

I also as a professional chaplain am concerned about the wages of the chaplain within our state. As you realize, perhaps you are not aware that a professional accredited chaplain spends nearly twelve years in preparing for his profession, four years of college, three years of seminary, two years of clinical training, and many of us have gone on to get advance degrees to return to the state that offers us at the most about \$7800. I do not think that having trained this long, actually long enough to be a surgeon,--this is not adequate compensation. We do not work, as you are well aware, for money. The Master said of course that man does not live by bread alone but he recognizes that bread is necessary.

And so I would encourage you to give serious consideration to this matter of upgrading the salaries of our peoples and I feel that the people of Maine, if this is interpreted to them, and I would make the offer of the Council of Churches and of the organization of which I am president, for you to interpret to the people the need. And I think that if the need is interpreted, if the people can have this type of communication, that they are willing to undertake the cost. Maybe we need an income tax, I don't know how we are going to go about it, but let's have the courage to go ahead and solve the problem and not sweep it under the carpet as we have in years gone by. I think we are at a crisis point where we do need to challenge the situation and do something about it.

Now I want to assure you that as far as the clergy is concerned, the Council of Churches, the Protestant Clergy of Portland, we will do anything that we can to support you in what we feel is a very very pressing and urgent problem. Thank you.

CHAIRMAN JALBERT: Thank you very much. I will now declare this hearing closed and we will go into executive session.
