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P U R S U A N T T O

M. S. A. 1953, SECTION 43.06 AS AMENDED BY
LAWS OF 1955, CHAPTER 847.

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BIENNIAL REPORT

Period July 1, 1954 through June 30, 1956

Introduction

In Minnesota as in many states, the state government is one of the largest employers. With about 13,000 full time employees in the classified service and an annual payroll of over fifty million dollars, it faces a gigantic problem in personnel administration. This problem becomes more intense not only because of numbers, and the variety of occupations involved, but also because of the unusual nature of public employment. The public service by definition must be responsive to the public which it serves. Major changes must be advanced through duly constituted processes and approved by the representatives of the public. Its personnel program cannot be adjusted to meet changing conditions as rapidly as that of private industry. Day to day salary and wage negotiation through the device of collective bargaining is not the rule. Instead, a longer range program must be planned for consideration during the legislative session, resulting in a more static condition during the interim period. Coupled with this is the necessity for a more formalized recruiting procedure, based on competitive examinations, which requires a larger number of applicants than can expect to be employed.

Completely aside from these considerations, there is another unique problem which the public personnel agency must face. It must represent the employee and guarantee the rights that the laws and regulations give him. In addition to being an arm of management, it must also be a representative of the working force.

It is altogether proper that these restrictions be placed upon the operation of the public's business. Those who accept the public career do so fully recognizing that there can be no direct comparison with other businesses. However, it should be kept in mind that the State Civil Service Department has much the same function as the personnel department of any large business. The efficient and economical use of personal services with due regard for the rights and dignity of the individual is the main concern of each.

DEPARTMENT OBJECTIVES

The department, under the policy direction of the Civil Service Board, set for itself four major goals during this reporting period. They were:

1. Establishing a sound working relationship with operating officials, employees, legislators and the general public. This aim involved, among other things, a willingness to listen to management and employee problems, courteous treatment, and a positive public relations program with the press, educational institutions, business men and labor organizations. It need hardly be added that since the interests of these groups are not always identical, this becomes a most difficult task. Despite this difficulty, in the interests of operating a sound merit system, it is necessary that the law and rules be administered in a completely impartial manner.
2. Developing and promoting the acceptance of a pay plan which would place the state service in a reasonably competitive position in recruiting and retaining competent employees. A related salary objective was the development of a standard overtime plan to be used by all departments throughout the state service.
3. Several goals relating to the administration of the Civil Service Act grew out of a study by a legislative Interim Committee on Civil Service. In each of these areas the department as well as the committee recognized the need for improvement and took steps toward its realization. Specifically these goals were improving the administration of sick leave in accordance with the recommendations of the legislative Interim Committee on Civil Service, establishing a system of performance standards and statewide service ratings to insure a more competent working force and to make possible better utilization of personnel, and revising the Civil Service Rules to bring them into conformity with 1955 legislative changes.
4. Improving internal operations in order to provide better service at a lower cost.

A review of the activities of the department during this period will show, we believe, a steady progress toward the realization of these goals. The accomplishments in connection with the goals other than the first are outlined in the divisional sections of this report. Whether the first aim listed above has been attained is difficult to determine. Certainly it can be said that the Board and staff have made every effort to assist operating departments in the solution of their personnel problems, meanwhile keeping in mind our responsibilities to the public which all of us serve. Much remains to be done in improving the quality of personnel administration in the state service. During the next biennium even greater efforts will be made to consolidate and improve the gains already made.

RECRUITING AND EXAMINING

The major emphasis on the part of the Recruiting and Examining Division in reaching the stated goals of the department during the reporting period emphasized improvements in our internal operations for the purpose of bettering service to the state and to the public at reduced costs.

Two main factors necessitated extra efforts to improve internal operating procedures in recruiting and examining. First, the department has had to face keener competition for available applicants in nearly all types of work. Secondly, recruiting and examining expenses also had to be reduced to stay within the department's curtailed appropriation. To meet these conditions meant that there was not only a bigger job to do but that it would have to be done on a smaller budget.

One of the ways in which this objective was approached was a major change in the job announcement procedure. Announcements have been the main tool for telling prospective applicants about career opportunities in the Minnesota State Service. But the standard method of announcing each class separately on an individual format had grown somewhat unwieldy, and more costly than could be justified within the department's appropriation. A new method had to be devised.

Since early this year, the department has issued what is called the "Current Examination Listing" on a regular basis once every two weeks. This listing combines as many as a dozen classes to be announced on a single format. Not only has this new listing proved more attractive but it has also cut announcement production costs by more than half. The biggest saving is in staff time and effort. However, paper and postage costs have been pruned by a significant proportion.

The "College Senior Entrance Examination" was another important innovation during this reporting period. In the past, efforts were made to attract college graduates to state jobs but one of the major difficulties arose from the fact that graduates who did apply were processed through regular examining channels. Those interested in two or more types of positions faced the additional obstacles of having to make separate application and take a separate examination for each.

The new "Entrance Examination" proved successful on two counts. First, it considerably enhanced our recruiting efforts and enabled us to meet more effectively the stepped up competition from private industry and other public agencies. This was accomplished by the distribution of attractive new recruiting materials aimed directly at graduating seniors in every college in the state. These were followed by recruiting visits to the campuses.

Secondly, the new procedure facilitated the examining and placement process for both the applicants and the department. One uniform examination replaced the separate examinations previously used for each of the 24 classes included in the program. As a result, the time involved in examining and referring applicants to vacancies was significantly reduced. While these results justify making this program an annual affair, we are presently working to make it even more effective in coming years.

Another change instituted during the past year was the cooperative program worked out with the Department of Employment Security for administering clerical lists to graduating seniors in St. Paul high schools. In the past, our department has held its clerical examinations for state jobs while Employment Security gave similar tests prior to referring graduates to local business concerns. In order to eliminate this duplication of effort, the department now uses the Employment Security tests in lieu of its own separate examination. Nearly a hundred clerk, typist and stenographer positions were filled as a result of this program.

A continuing effort has been made to simplify and expedite our examination procedures whenever possible. Examinations formerly involving several different steps were analyzed and the least necessary parts eliminated. Improvements were also made in the various examination parts themselves. Written tests, for example, were reviewed and shortened in length in a number of instances. Examining schedules were consolidated in order to lower rental costs for examining facilities, particularly in St. Paul high schools where the fees had been increased significantly.

Although the number of job applications dropped from 22,203 in the first year to 18,714 in the second year of the reporting period, our efforts to attract and screen applicants had to be intensified in order to compete more favorably with other employers. Shortages in professional, technical and clerical classes have increased. New ways to meet these growing needs will continue during the coming biennium. It should also be reported that the new provision governing certification of eligibles which was enacted by the 1955 Legislature was installed by the department. This provision requires that the department refer the top three names on the list plus any other names within three points of the highest score.

Within the past year a number of top level administrative positions were filled through the competitive civil service processes. Some of these positions were, Associate Wardens for the St. Cloud Reformatory and Stillwater Prison, Chief Librarian for the Department of Education, Drivers License Director and Chief Engineer for the Highway Department, Assistant Superintendents for the Willmar and Faribault State Hospitals, Assistant Director of Rehabilitation, Highway Public Relations Consultant, Assistant F.E.P.C. Director, and Assistant Purchasing Director.

An expanding service of the department is the conducting of police examinations for municipalities. These examinations are now given for most cities in the state except St. Paul, Minneapolis, and Duluth. The program has met with considerable approval from local officials and has aided in improving the selection of local police officials.

Another service which the department has given during the past year is the administration of examinations in our own office for positions for which there is a critical shortage. These examinations are scored immediately and candidates referred to appointing authorities for placement. Over 3,000 candidates were examined in our office last year.

The Department has received excellent cooperation from labor, industry and educational institutions in the area. Their top level personnel have served without compensation on interview boards and have given generously of their time and counsel in the development and administration of the examining program.

Statistics covering this division's activities appear in the appendix to this report.

CLASSIFICATION AND PAY DIVISION

One of the primary goals of the Civil Service Department during this biennium has been to develop and promote acceptance of a more adequate pay plan. This project has required a great deal of staff work by the Classification and Pay Division.

A fundamental step in such a program is to make surveys of the rates being paid in the competitive labor market, be it local, statewide, or national. During the biennium, four separate salary surveys were conducted by the staff. In December, 1954, and again in June, 1956, salary surveys were made among Minnesota employers and also among civil service agencies on a nation-wide basis.

In the 1954 Minnesota survey, questionnaires were prepared listing 58 "key" or representative classes of work with brief descriptions of each. The questionnaire requested actual rates being paid to employees in these key jobs, as well as requesting information on a number of fringe benefit practices. Questionnaires were sent to 2,192 employers, employing a total of 454,402 employees. Follow-up contacts were made by personal visits and by telephone in order to achieve as balanced a return as possible. Returns were received from 845 employers, employing 283,280 workers. This represented returns by 39% of the employers contacted, employing 62% of the number of workers employed by all employers contacted. Approximately 15,000 IBM cards were punched containing the data reported, and tabulation and analysis of the data was made by machine.

There are a number of classes of work which have no counterpart in private industry. For these classes a similar type of questionnaire was constructed and sent to representative merit systems throughout the country. Returns were received from 43 of these merit systems. The results of these surveys showed quite conclusively that in almost all cases the state pay rates were below the median rates reported by other employers, both in the state labor market and also by comparison with other comparable civil service agencies in the country.

Similar surveys were conducted in June, 1956. The Minnesota survey covered 70 "key" classes as well as the fringe benefit categories. Using a slightly different sample of employers, returns were received from 671 employers, or 36% of the total number of employers contacted. These employers employ a total of 229,287 workers, or 53% of the total number of workers represented in the sample. The salary data included rates actually paid to 54,431 workers performing duties similar to those described for the key classes. Comparison of the results with those of the 1954 survey showed an average increase of 5.3% in the median salaries, among the 41 key classes which were common to both surveys. The 1956 survey was made jointly with 5 other public personnel agencies in this area. Returns were received from 39 public personnel agencies in the 1956 survey, including 34 outside the State of Minnesota. This survey covered the same 28 classes as the comparable 1954 survey. While changes in methods made direct comparisons of the two surveys difficult, the 1956 survey pointed up a number of remaining unsolved problems in state salary assignments.

Salary Plan

At the beginning of the reporting period, state employee salary rates were embodied in a salary plan which was originated in 1945, to which several minor modifications had been made throughout the intervening years. During this period several serious defects had developed which placed severe limitations on equitable salary assignment. The staff developed a new salary plan which eliminated these defects. While retaining the 38 salary ranges of the former plan, the new plan embodies an integrated system whereby each rate is 4% higher than the last previous rate, and the minimum of each succeeding range 4% higher than the minimum of the last preceding range. The new plan retains the cost of living adjustment feature, but provides that an increase of 4% in the cost of living will produce a comparable increase in salary rates. The new plan also establishes longevity increases for long-time employees.

The data from the two salary surveys conducted in December, 1954, was used during the 1955 legislative session to demonstrate the need for salary adjustment in key critical areas of state employment. The salary proposal was enacted, although the legislature did not provide specific appropriations to finance the anticipated changes. Following the session, the Director proposed new assignments for all classes to ranges of the new pay plan. The Board conducted two days of public hearings and submitted its actions to the Commissioner of Administration. These assignments constituted sizable increases in rates in only a few most critical areas. After reviewing the budgets of all departments, the Commissioner of Administration determined that sufficient funds were not available to enable installation of the new pay plan on July 1, 1955.

When the Commissioner later announced that funds would not be available for a possible October 1 installation of the pay plan, state pay problems had reached such a critical stage that the Civil Service Board, acting on the Director's recommendations, made interim adjustments for 50 critical classes. Later the Commissioner certified that funds were available to finance adoption of the new pay plan effective January 1, 1956 and this was done.

Functional Task Force on Classification and Pay

When it became apparent that the new pay plan could not be put into effect on July 1, 1955, Governor Freeman instituted a series of studies conducted by task forces made up of legislators, department heads, and state employees. These task forces studied the operations of the individual departments in an effort to increase the efficiency of state government operations. The Governor also appointed a number of functional task forces to review certain problems affecting many or all state departments. From the department's standpoint, the most important task force of several on which staff members of this department served was the one on state employee classification and pay problems. This task force was composed of 10 representatives of industry, labor and the public, 5 department heads including the Business Vice President of the University, and 3 legislators. Mr. Philip Pillsbury, Chairman of the Board of Pillsbury Mills, served as Chairman, and the Director of Civil Service as Secretary.

The Director and the staff prepared considerable material for the task force, much of it at the request of the members. Although the task force presented its final report on July 10, 1956, its work is included in this biennial report. The task force performed outstanding service to the state on the part of members who are leading authorities in this field. It was, indeed, as the newspaper report characterized it, a "blue ribbon" group. The task force concentrated on pay problems, and recommended that the state should adopt a policy of paying total compensation including both basic pay and fringe benefits which would be comparable to that of the labor market. It recommended that comparable rates be established and continued through periodic re-appraisals of salary data within the appropriate labor market, with salary comparisons being made by specific occupations or occupational groupings rather than general "across the board" increases. The task force also recommended that the present pay plan be continued but that additions should be made at the upper end of the pay plan.

During the course of the operations of the functional task force, the Governor and the Commissioner of Administration were continuously informed of the proceedings. Consequently, the Governor through the Commissioner announced his intention to compute the various state department budgets for the 1957-59 biennium on the basis of competitive salaries for state employees. To achieve this goal our staff in June, 1956 conducted salary surveys among private employers in the State of Minnesota and among civil service agencies throughout the nation, as described above in the discussion of salary surveys. The data from these surveys was to be used at the beginning of the next reporting period in proposing new assignments to the pay plan where the necessity was indicated. As of June 30, 1956, the goal of a more realistic pay plan is much closer to realization.

Classification Surveys

Another essential element of an adequate compensation plan is its foundation upon a sound and equitable system of position classification. Classification of positions must be done on a continuing basis to reflect the changes in functions performed by the departments of state government.

At the beginning of the reporting period plans had been developed for a state-wide classification and salary survey to be conducted by a consulting organization. Fiscal limitations forced the dropping of these plans. A legislative interim committee studying civil service problems recommended to the 1955 legislature that classification reviews of individual positions should be made on a regular basis, with all positions in each department being studied. In anticipation of this recommendation, the staff began such department-wide surveys in October, 1954. During this reporting period, all positions were studied in the central office and outpatient clinics in the Department of Public Welfare, in all except one small division in the Department of Conservation and in all except one small division in the Department of Highways. These studies involved 341 position audits in the Department of Public Welfare, 1102 audits in the Department of Conservation and 3097 audits in the Department of Highways. Detailed breakdowns of results of these audits are included in the accompanying tables.

In addition to the department surveys, the staff conducted 370 individual job audits and reviewed 1,149 new positions. (Many of the new positions were not permanent positions.) The staff also reallocated 521 positions through office analysis of information supplied by operating departments describing changes in duties.

The department was instrumental during the last year in developing a standard overtime plan for statewide application. The cooperative assistance of the Personnel Council, a group of personnel officers representing the largest state departments with which the department meets regularly on a number of matters, was enlisted in perfecting the plan. The final standard overtime plan to which the Personnel Council agreed was submitted to the Commissioner of Administration for his consideration for the plan's statewide installation. On June 30, 1956, the plan was still under consideration because financial problems prevented its installation earlier.

TRANSACTIONS AND OFFICE MANAGEMENT

The Interim Committee which studied Civil Service and reported to the 1955 Legislature influenced a number of the activities of the Transactions and Office Management Division during the reporting period. Although the Committee's recommendations were not adopted in their entirety by the legislature, some of them were incorporated into law and others were acted upon administratively. The Committee pointed up the lack of consistency from department to department in a number of areas of state personnel administration. These included the administration of sick leave policies.

Sick leave was the subject of legislation which evolved from the Committee's report. Laws 1955, Chapter 744, required a change in Civil Service Rule 13.8 as it referred to illness in the immediate family. The Rule was changed in accordance with the law. In addition, the transactions section instigated a reporting system for sick leave, about which the departments were advised. A standard sick leave policy statement was issued and a sick leave audit will be completed before January 1, 1957, so that a report on sick leave administration can be made to the next legislature. (Laws 1955, Chapter 744).

A serious defect in the state's administration has been the lack of a system for evaluation of work accomplishments. The Interim Committee pointed out that a system of performance standards and measurement of performance is necessary. Although performance standards and rating have been a legal requirement since the passage of the Civil Service Law in 1939, the department's appropriations have not permitted the installation of these programs. During this reporting period the Transactions Division has completed a study of the practicability of establishing these programs which will be reflected in the department's next biennial budget request. Pilot studies on performance standards were conducted in six departments by the Division and a supervisors' manual prepared. The department is now prepared to proceed with these programs if money for their installation is made available. (Minnesota Statutes 1953, 43.18, Subdivision 3).

During the last two years the Division has assisted a number of departments in the establishment of training programs in which 1,940 trainees have been appointed. Because of the difficult recruiting situation and high turnover in certain classes, the state is coming more and more to the realization that training is essential if a competent staff is to be maintained.

Revisions of the holiday rule (13.3) and the sick leave rule (13.8) were prepared for the Civil Service Board's action in accordance with 1955 legislation. In addition, a change in rule 3.3 on the labor service was proposed for administrative reasons. The specific actions of the 1955 Legislature (Chapter 495 on holidays and Chapter 774 as it related to sick leave) have been reflected in rule changes. The Interim Committee made recommendations for extensive revisions in the Civil Service Rules on which preliminary work has been done. The 1955 Legislature also established a publications board (Laws 1955, Chapter 603) with responsibility for prescribing regulations for uniform preparation and publication of administrative rules. The resulting changes in the Rules will be subject to the time schedule and the form specified by the publications board.

In line with objective four of the department, that is, modernizing internal procedures, an improved departmental payroll procedure was adopted effective January 1, 1956. The department's payroll is now printed by IBM equipment in the interest of greater efficiency. In this respect, the Transactions Division has cooperated with other departments in working out a uniform payroll system on IMB equipment for all state departments which should be installed next year. Preliminary plans are in progress for the mechanization of the department's regular payroll review procedure which will go into effect with the adoption of the uniform payroll system.

The continuing responsibility of the Transactions Division is to interpret and apply the Civil Service Rules consistently throughout the state service, to process all payrolls and personnel transactions, and to keep a central record of all personnel actions. In addition to its statewide functions, the Transactions Division operates in a line capacity in providing essential services for the Civil Service Department.

THE CIVIL SERVICE BOARD

The Civil Service Board has taken a very active part in many activities of the department during the reporting period, particularly in salary administration. The Board has received many individuals and groups at its meetings and is well informed about the problems of state personnel administration. One of the most serious state personnel problems arises from the state's depressed salary scale. Relatively low salaries result in magnification of other problems such as recruiting and training of replacements.

During the biennium ended June 30, 1956, the Civil Service Board held forty-seven meetings, twenty-six during the first year and twenty-one during the second. Several of the meetings were continued for two or three days. The Board members at the beginning of the period were Mrs. Harington Beard, Minneapolis, Mr. Francis W. Russell, Cold Spring, and Mr. George Ziesmer of Mankato. From the beginning of the reporting period until February 2, 1955, Mrs. Beard served as Chairman of the Board. On that date Mr. Russell was elected Chairman for the period ending with the first meeting in February, 1956. On March 9, 1955, Mr. Raymond Black of Minneapolis and Mr. Charles Bannister of Duluth replaced Mrs. Beard and Mr. Ziesmer. At the first meeting in February, 1956, Mr. Francis Russell was again elected to serve as Chairman of the Board for a period ending in February, 1957.

During the first year of the biennium the Board held a nationwide examination as required by law to fill the vacancy in the office of the Director of the Civil Service Department. It appointed a special examining committee consisting of a chairman, Dr. Lloyd Short, chairman of the Political Science Department of the University of Minnesota, Mr. Lawrence Binger, Personnel Director of the Minnesota Mining and Manufacturing Company, and Colonel A. E. Garey, Civil Service Counsel of the American Federation of State, County and Municipal Employees to conduct the examination. The committee certified to the Board on June 29, 1955, the top three names on the list established as a result of examination. The Board appointed Mr. John W. Jackson of St. Paul, Minnesota, the highest ranking candidate, as Director effective July 13, 1955.

During the reporting period, the Board conducted six hearings regarding the dismissal of employees. During the first year the Board issued orders and recommendations in the matter of the dismissal of Lillian R. Carlson from the Department of Employment Security, Anna Condon from the Minnesota School and Colony at Faribault, Leslie Herrick from the Willmar State Hospital, and Harris G. Murk from the State Prison.

During the second year there were two dismissal hearings, for Gerhard Kaske of the State Prison, and James Pofert of the Hastings State Hospital.

The Civil Service Law and Rules require the approval of the Board or a report to the Board on a number of matters that might be considered unusual. In line with these statutory and regulatory provisions, the Director referred these matters to the Board for its action or information. The Director reported three appointments made under provisions of Civil Service Rule 8.2, which permits the use of a list other than an existing departmental promotional list. One was the

appointment by the Department of Education of an Industrial Education Consultant II during the first year. The other two, during the second year, were appointments made by the Department of Highways of two Civil Engineers II with special qualifications for specialized positions.

During the biennium there was only one exceptional appointment made under provisions of Civil Service Rule 8.8 (M.S. 43.20) that of the Assistant Commissioner of Highways. There were no non-competitive promotional examinations during the period as provided for in Civil Service Rule 8.8. The Board received no requests in the first year for authority to accept applications from non-citizens in accordance with Laws 1953, Chapter 516. During the year ending June 30, 1956, however, this authority was granted for examinations in the following classes:

- Tabulating Machine Operator II
- All Psychiatric Social Worker classes
- Civil Engineer I
- Graduate Engineer
- Chemist I
- Geologist
- Engineering Aide I (Drafting)
- Engineering Aide II (Drafting)

As in previous reporting periods the Board authorized nationwide examinations for certain classes in accordance with provisions of Civil Service Rule 6.2a, extensions of provisional appointments in other classes as provided for in Laws 1955, Chapter 654, and reviewed reports of trainee appointments made under provisions of Civil Service Rule 8.9. The specific classes involved in these Board actions are shown in detail in the Appendix.

Francis W. Russell
Chairman, Civil Service Board

Date

John W. Jackson
Director and Secretary to the Board

Date

A P P E N D I X

Table I

EXAMINATION SUMMARY

<u>Examinations</u>	<u>Open Competitive</u>		<u>Promotional</u>		<u>Total</u>	
	<u>1954-55</u>	<u>1955-56</u>	<u>1954-55</u>	<u>1955-56</u>	<u>1954-55</u>	<u>1955-56</u>
Classes Examined For	246	243	74	85	320	312
Times Administered	808	807	111	115	919	922

* * * * *

Table II

RECRUITING AND EXAMINING RESULTS

<u>Candidates</u>	<u>Open-Competitive</u>		<u>Promotional</u>		<u>Total</u>		<u>Per Cent</u>	
	<u>1954-55</u>	<u>1955-56</u>	<u>1954-55</u>	<u>1955-56</u>	<u>1954-55</u>	<u>1955-56</u>	<u>1954-55</u>	<u>1955-56</u>
Applying	18,821	15,829	3,382	2,885	22,203	18,714	100.	100
Accepted	18,008	15,336	3,262	2,850	21,270	18,186	95.80	97.18
Examined	14,584	12,340	3,129	2,651	17,713	14,991	79.80	80.11
Placed On Lists	7,930	6,750	2,188	1,888	10,118	8,638	45.57	46.16
Appointed	1,717	2,782	446	973	2,163	3,755	9.74	20.07

* * * * *

Table III

ANALYSIS OF APPLICATIONS

<u>Applicants</u>	<u>Open-Competitive</u>		<u>Promotional</u>		<u>Total</u>		<u>Per Cent</u>	
	<u>1954-55</u>	<u>1955-56</u>	<u>1954-55</u>	<u>1955-56</u>	<u>1954-55</u>	<u>1955-56</u>	<u>1954-55</u>	<u>1955-56</u>
Rejected	813	493	120	35	933	528	4.20	3.10
Failed to Appear	3,424	2,996	133	199	3,557	3,195	16.02	17.07
Actually Competing	14,584	12,340	3,129	2,651	17,713	14,991	79.78	80.11
Total Received	18,821	15,829	3,382	2,885	22,203	18,714	100	100

* * * * *

Table IV

NAMES PLACED ON ELIGIBLE LISTS

	<u>Open Competitive</u>		<u>Promotional</u>		<u>Total</u>		<u>Per Cent</u>	
	<u>1954-55</u>	<u>1955-56</u>	<u>1954-55</u>	<u>1955-56</u>	<u>1954-55</u>	<u>1955-56</u>	<u>1954-55</u>	<u>1955-56</u>
Disabled Veterans	363	258	296	132	659	390	6.51	4.51
Non-disabled Veterans	1,514	1,150	766	521	2,280	1,671	22.54	19.35
Non-Veterans	6,053	5,342	1,126	1,235	7,179	6,577	70.95	76.14
Total On Lists	7,930	6,750	2,188	1,888	10,118	8,638	100	100

* * * * *

Table IV-A

NAMES ON OPEN-COMPETITIVE LISTS

	<u>Men</u>		<u>Women</u>		<u>Total</u>		<u>Per Cent</u>	
	<u>1954-55</u>	<u>1955-56</u>	<u>1954-55</u>	<u>1955-56</u>	<u>1954-55</u>	<u>1955-56</u>	<u>1954-55</u>	<u>1955-56</u>
Disabled Veterans	344	255	19	3	363	258	4.58	3.82
Non-disabled Veterans	1,470	1,124	44	26	1,514	1,150	19.09	17.04
Non-Veterans	2,684	2,273	3,369	3,069	6,053	5,342	76.33	79.14
Total On Lists	4,498	3,652	3,432	3,098	7,930	6,750	100	100

* * * * *

Table IV-B

NAMES ON PROMOTIONAL LISTS

	<u>Men</u>		<u>Women</u>		<u>Total</u>		<u>Per Cent</u>	
	<u>1954-55</u>	<u>1955-56</u>	<u>1954-55</u>	<u>1955-56</u>	<u>1954-55</u>	<u>1955-56</u>	<u>1954-55</u>	<u>1955-56</u>
Disabled Veterans	295	128	1	4	296	132	13.53	6.99
Non-disabled Veterans	754	502	12	19	766	521	35.01	27.60
Non-Veterans	640	584	486	651	1,126	1,235	51.46	65.41
Total On Lists	1,689	1,214	499	674	2,188	1,888	100	100

* * * * *

Table V

RESULTS OF 4,910 POSITION AUDITS, JULY 1, 1954 THROUGH JUNE 30, 1956

	<u>Conservation Dept.</u>	<u>Welfare Dept.</u>	<u>Highway Dept.</u>	<u>Other Depts.</u>	<u>Total</u>
Positions reallocated to higher classes	124	17	56	138	335
Positions reallocated to lower classes	34	1	98	8	141
Positions reallocated to different classes in the same pay range	16	5	60	36	117
Positions not changed in class or pay range	<u>928</u>	<u>318</u>	<u>2883</u>	<u>188</u>	<u>4,317</u>
Total number of positions audited	1,102	341	3,097	370	4,910

Reallocations made by office analysis of duties statements:

To higher classes	322
To lower classes	62
To different classes in same pay range:	<u>137</u>
Total:	521

Table VI

CHANGES IN THE CLASSIFICATION AND PAY PLANS
BY CIVIL SERVICE BOARD ACTION

July 1, 1954 through June 30, 1956

New classes established:	97
Classes retitled and assigned to higher salary ranges:	6
Classes reassigned to higher salary ranges with no change in title:	127
Classes reassigned to lower salary ranges with no change in title:	1
Class title changes without change in salary range:	34
Classes abolished:	28
Classes assigned to the new pay plan after public hearings:	800

Table VII

FIRST TWENTY CLASSES IN NUMBER OF FULL-TIME EMPLOYEES

June 30, 1956

Account Clerk	137
Civil Engineer I	280
Civil Engineer II	174
Clerk I	300
Clerk II	294
Clerk Stenographer I	152
Clerk Stenographer II	407
Clerk Stenographer III	139
Clerk Typist I	367
Clerk Typist II	273
Correctional Officer I	254
Custodial Worker I	376
Engineering Aide I	226
Engineering Aide II	330
Game Warden	132
Highway Maintenance Man I	396
Highway Maintenance Man II	445
Janitor	170
Psychiatric Aide I	1,488
Psychiatric Aide II	403
All Others	<u>6,465</u>
Total	13,208

Table VIII

SALARIES OF FULL-TIME EMPLOYEES IN
THE CLASSIFIED SERVICEJune 30, 1956

<u>Monthly Salaries</u>	<u>Number of Employees</u>
\$175 through \$199	1,311
\$200 through \$249	3,885
\$250 through \$299	2,505
\$300 through \$349	2,671
\$350 through \$399	1,189
\$400 through \$449	772
\$450 through \$499	330
\$500 through \$549	218
\$550 through \$599	103
\$600 through \$649	84
\$650 and over	140
Total	<u>13,208</u>

Table IX

CIVIL SERVICE BOARD AUTHORIZATION
UNDER RULE 6.2A FOR NATION-WIDE
EXAMINATIONS

July 1, 1954 through June 30, 1955

Child Welfare Director
Sanitation Inspection Supervisor
Child Welfare Worker II
Home Instructor of the Blind
Mining Engineer I
Forester I
Veterans Training Consultant
Guidance Supervisor
Clerk Typist I
Clerk Typist II
Clerk Stenographer I
Clerk Stenographer II
Practical Nurse I
Hospital Inspector
Firearms Examiner
Deaf School Academic Supervisor
Parole Agent III
Houseparent I
Dormitory and Food Service Director
Child Care Supervisor

July 1, 1955 through June 30, 1956

Prison Industrial Engineer
Librarian I
Elementary Teacher
Public Health Engineer II
Parole Agent I
Parole Agent III
Correctional Program Director
Penal Classification Officer
Speech Psychologist
Entomologist Aide
Entomologist I
Youth Camp Superintendent
Guidance Consultant
Distributive and Business Education
Consultant II
Mining Engineer I
Mining Engineer III
Youth Camp Counselor
Braille and Sight Saving School
Principal
Chemist II
Bacteriologist I
Associate Warden (Training and
Treatment)
Electroencephalograph Operator
Manager of Manufacturing
Basic Science Examiner
Institutions Social Service Consul-
tant
Ad Valorem Tax Director
Agricultural Assessment Supervisor
Engineering Aide I, II (Drafting)
Clerk Draftsman
Librarian IV
Bookkeeping Machine Clerk I, II
Research Biologist
Laboratory Technician I, II
Assistant Director of Rehabilita-
tion
College Senior
Deaf School Academic Supervisor
Geologist
Correctional Officer I
Hospital Social Service Supervisor

Table X

AUTHORITY GRANTED FOR PROVISIONAL
EXTENSION UNDER LAWS 1951, CHAPTER 685,
AS AMENDED BY LAWS 1955, CHAPTER 654.

July 1, 1954 through June 30, 1955

Patient Programs Supervisor I
Veterinarian I
Patient Activities Worker
Utilities Statistician
Houseparent II
Patient Activities Leader I
Psychiatric Social Worker II
Health Educator
Pharmacist
Industrial Arts Teacher of Deaf
Psychologist
Laundry Worker II
Aquatic Biologist Aide
Guidance Supervisor
Baker I
Clerk Typist II
Physiotherapist I

July 1, 1955 through June 30, 1956

Cook II
Graduate Nurse III (Pediatrics)
Engineering Aide II
Health Educator
Veterinarian I
Handicraft Instructor
Calculator Clerk I
Dental Health Advisor
Houseparent II
Psychologist
Patient Activities Leader I
Airplane Pilot
Assistant Commissioner of Admin-
istration
Clerk Typist II
Librarian II
Civil Service Technician III, IV
Bacteriologist I
Cook II
Highway Maintenance Man II
Key punch Operator
Plant Maintenance Engineer
Rehabilitation Worker I
Secondary Teacher
Teacher of the Deaf
Employment Security Interviewer II
Cashier I
Bookkeeping Machine Clerk I
Patient Activities Leader II
Patient Activities Worker
Heavy Equipment Operator
(intermittent)
Physician II
Graduate Nurse V (Pediatrics)
Elementary Teacher
Legal Stenographer
Volunteer Services Coordinator I
Laundry Supervisor I
Hospital Aide
Graduate Nurse II (Psychiatric)
Switchboard Operator I

Table XI

TRAINEES APPOINTED UNDER
PROVISIONS OF CIVIL SERVICE RULE 8.9*

Appointments Were Made In The Following Employment Fields:

July 1, 1954 through June 30, 1955

Administration
Civil Engineering
Engineering Aide Work
Child Welfare Work
Affiliate Nursing
Occupational Therapy
Patient Activities Work
Surgery Residencies
Orthopedics
Bank Examining
Anesthesiology
Research
Psychiatric Social Work
Bracemaking
Secondary Teaching

*1,066 Appointments

July 1, 1955 through June 30, 1956

Affiliate Nursing
Engineering Aide Work
Civil Engineering
Surgery Residencies
Occupational Therapy
Orthopedics
Securities Examining
Bacteriology
Research
Anesthesiology
Secondary Teaching
Grain Weighing
Grain Sampling
Vocational Rehabilitation
Tabulating Machine Operation
Patient Activities Work
Psychiatric Aide

*874 Appointments

Table XII

FULL TIME EMPLOYEES IN THE CLASSIFIED SERVICE BY DEPARTMENT

<u>Department</u>	<u>Number of Classified Employees</u>
Veterans Affairs	47
Public Welfare	5,169
Highways	3,084
Conservation	888
Employment Security	663
Railroad and Warehouse Commission	485
Taxation	447
Health	259
Administration	239
Teachers Colleges	250
Secretary of State	192
Youth Conservation Commission	226
Agriculture	175
Education	166
Labor and Industry	100
Soldiers Home and Board	99
Public Examiner	66
Civil Service	50
Livestock Sanitary Board	55
All Others	548
Total	13,208

Table XIII

FULL TIME EMPLOYEES IN THE CLASSIFIED SERVICE BY AGE GROUPS

June 30, 1956

<u>Ages</u>	<u>Male</u>	<u>Female</u>	<u>Total</u>
20 and under	104	480	584
21 - 30	1,197	755	1,952
31 - 40	1,732	724	2,456
41 - 50	1,783	1,206	2,989
51 - 60	2,035	1,232	3,267
61 - 69	1,265	491	1,756
70 and over	50	13	63
No birthdate on record	<u>87</u>	<u>54</u>	<u>141</u>
Total	8,253	4,955	13,208

Table XIV

STATUS OF FULL-TIME EMPLOYEES IN THE CLASSIFIED SERVICE

June 30, 1956

Permanent	11,091
Probationary	1,714
Provisionally Promoted	120
Provisional	<u>283</u>
Total	13,208

Table XV

Organization Chart of
the Civil Service Department

June 30, 1956

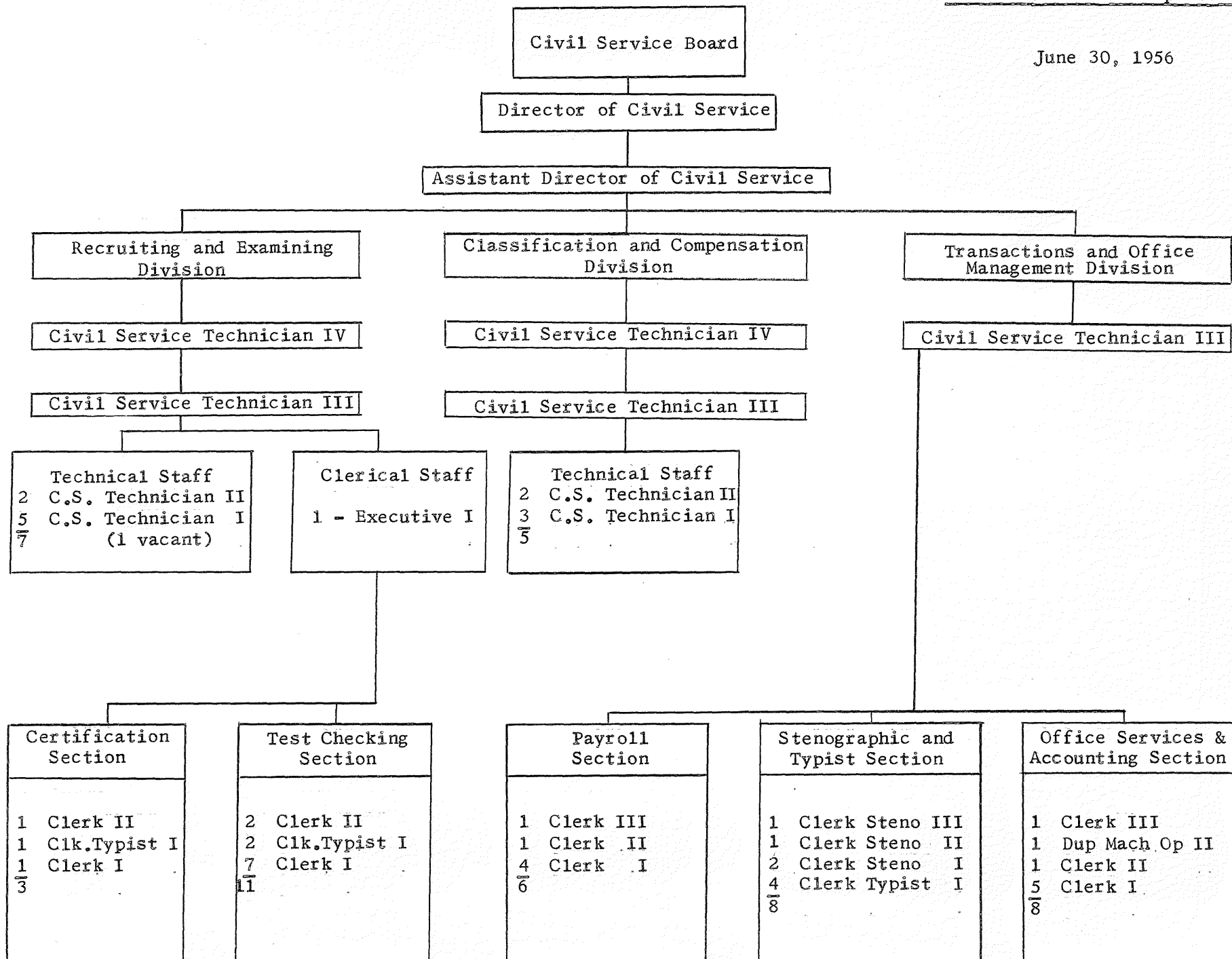


Table XVI

FINANCIAL REPORT OF THE CIVIL SERVICE DEPARTMENT
FOR THE BIENNIUM ENDED JUNE 30, 1956

		<u>Total</u> <u>Appropriations</u>	<u>Reverted to</u> <u>General Revenue</u>	<u>Expenditures</u> <u>for</u> <u>the year</u>
Personal Services	1955	\$ 211,208.00	\$ 11,826.15	\$ 199,381.85
	1956	207,404.00	11,526.48	195,877.52
Total Personal Services		\$ 418,612.00	\$ 23,352.63	\$ 395,259.37
Supplies & Expenses	1955	\$ 20,955.00	\$ 1,723.14	\$ 19,231.86
	1956	19,420.00	214.43	19,205.57
Total Supplies & Expenses		\$ 40,375.00	1,937.57	\$ 38,437.43
Total		\$ 458,987.00	\$ 25,290.20	\$ 433,696.80

Distribution of Departmental Personal Services
Expenditures for the Clerical and Technical Staffs

	<u>Number of Employees</u> <u>on Payroll</u>		<u>Annual Personal Services</u> <u>Expenditures for Fulltime</u> <u>Employees</u>		<u>Per</u> <u>Cent</u>
	6-30-55	6-30-56	1955	1956	
Clerical Staff	37	38	\$132,226.35	\$129,115.43	68
Technical Staff	17	18	62,224.16	60,760.20	32
	54*	56*	\$194,450.51	\$189,875.63	

Cost of Personal Services Per Full-Time Classified
Position in Maintaining a Central Personnel Agency

<u>Average number of full-</u> <u>time Classified Employees</u>	<u>Civil Service</u> <u>Expenditures</u>	<u>Cost Per</u> <u>Position</u>
1954 - 1955 \$ 12,748	\$199,381.85	\$15.64
1955 - 1956 \$ 12,945	\$195,877.52	\$15.13**

* There were no vacancies on June 30, 1956. The budget included 56 approved positions.

** The cost per position in 1951-52 was \$17.57 for 1952-53, \$17.00, and for 1953-54, \$17.14. The department this biennium provided services for a greater number of positions than in recent years with approximately the same expenditures.

Table XVII

CIVIL SERVICE DEPARTMENT
EXPENDITURES FOR A TEN YEAR PERIOD

<u>Fiscal Year</u>	<u>Number Full-time Classified Employees</u>	<u>Civil Service Department Expenditures</u>
1945-46	8,500*	112,697.10
1946-47	9,381	122,786.40
1947-48	9,948	154,114.24
1948-49	10,523	173,839.19
1949-50	11,496	179,924.29
1950-51	11,856	192,276.10
1951-52	12,251	226,219.25
1952-53	12,445	229,784.07
1953-54	12,802	216,312.89
1954-55	12,681	218,613.71
1955-56	13,208	215,083.09

*Estimate

Table XVIII

SEPARATIONS FROM THE CIVIL SERVICE DEPARTMENT
DURING THE PERIOD 7-1-54 THROUGH 6-30-56

<u>Reasons</u>	<u>Number of Employees</u>
Promotions in state service.	18
Other employment.	15
Family responsibility, marriage and other personal reasons.	23
Dismissed during probationary period.	4
Transfer at same level.	5
Retirement.	2
	<hr/>
Total	67*

* The total includes 55 clerical employees and 12 technicians.

Table XIX

CIVIL SERVICE DEPARTMENT SICK LEAVE REPORT
JULY 1, 1954 THRU JUNE 30, 1956

<u>Sick Leave Experience</u>	<u>1954-55</u>	<u>1955-56</u>
Total number of sick leave days used	344	249
Number of employees using sick leave	65*	64*
Average number of sick leave days used per employee using sick leave	5.2	3.9
Average number of sick leave days used per average number of employees on payroll	6.0	4.5
Duration of Periods of Sick Leave	Number of Periods of Sick Leave	
	<u>1954-55</u>	<u>1955-56</u>
$\frac{1}{2}$ to 1 Day	203	125
2 thru 5 Days	37	50
6 thru 10 Days	4	1
10 and over	2	1
Total Periods	<u>246</u>	<u>177</u>

Balance of Unused Sick Leave as of June 30, 1956 1,559 Days

No. of employees with	100 days (lapsed bank)	4
No. of employees with	75 days to 99 days	4
No. of employees with	50 days to 74 days	5
No. of employees with	25 days to 49 days	8
No. of employees with	0 days to 24 days	35
		<u>56</u>

* Includes all employees who used sick leave while employed in the department even though they might have left the department during the year. A total of 92 persons was employed by the department during the fiscal year 1954-55 and 87 persons in 1955-56.

