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Department of Civil Service

BIENNIAL REPORT

From July 1, 1958 through June 30, 1960

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PREFACE

The basic functions of a central personnel agency are: (1) to recruit, examine and refer applicants to the operating departments; (2) to reduce the total number of positions to a manageable number of classes which can be treated uniformly for purposes of examining and salary assignment; (3) to assign these classes to pay ranges which are equitable with each other and competitive with the general pattern of wages and salaries being paid on the outside; and (4) to provide a wholesome climate of working conditions with respect to such matters as lines of promotion, disciplinary action, and fringe benefits. Expressed another way, this function might be summarized as getting the state's work done as efficiently and economically as possible with due respect to the rights of employees and with due regard to the state's financial resources.

This report summarizes the activities of the department during the past two years in terms of the criteria set forth above.

Various critics of public personnel programs have commented, from time to time, that the effectiveness of the central personnel agency is not demonstrated by the number of examinations given, the number of positions audited or by the volume of paper work processed. Like many other generalizations, this statement is partly true and partly false, for the statistics shown in this report do tell a story. It is impossible to make any general assessment of any public personnel program unless one knows something about the application load, the number of examinations given, the activity of the classification staff, the rate of turnover, the average salary, the relative number of men and women employed, and many others. Much of the material in this report is devoted to these matters. It is only after a careful analysis

of the facts and figures that one is in a position to draw certain conclusions about the current problems of personnel administration in the Minnesota state service and to suggest those remedial measures which would be expected to improve the quality of personnel services.

The report will show that a substantial number of Minnesota's citizens seek employment with the state, but it will also show that a large number of these applicants are interested in and qualified for a relatively limited number of classes. It will show that the state service and the personnel department have a difficult time in keeping a number of technical, professional and administrative positions filled, particularly in those fields in which there is nationwide competition for the relatively small number of people available. It will show that salaries have kept pace fairly well with industry and public organizations with which the state competes for employees, but that it is in no sense in a position of leadership. It will show that the state service has grown in the number and extent of services performed as evidenced by the increasing number of employees in certain departments.

The report will further show that while the resignation rate dipped after the 1957 salary increases from 15.85% for 1956-57 to 10.11% for the year ending June 30, 1958, it rose again from this low point to well over 12% and remained at a fairly constant level throughout this biennium.

These facts would indicate beyond any question that personnel costs in the state service will continue to rise so long as public services continue to expand and the demand for skilled personnel continues to increase in the general economy and the financial inducements offered by industry continue to rise. The past biennium was

a period during which the personnel agency gave continuing consideration to the performance of its regular functions as efficiently and economically as possible; to the installation of a program of retirement counseling; and to the continuance of its efforts to install some form of performance standards, but gave the major portion of its attention to its "bread and butter" activities of examining, job classification and salary analysis.

HIGHLIGHTS OF THE BIENNIUM

The following personnel statistics for the two year reporting period reveal in capsule form the activities of the department.

The department operated on an appropriation of \$272,722.47 for the first year of the biennium and \$310,069.00 for the second year. Its actual expenditures were \$269,933.00 for the year 1958-1959, and \$299,818.19 for the fiscal year ended June 30, 1960.

At the beginning of the reporting period, the total number of full time classified employees was 14,387. As of June 30, 1959, there were 14,664 employees; a year later, at the end of the reporting period, the total number was 14,888.

Of the total number of full time classified employees, 88.8% had permanent status and 10.8% were on probation at the end of the reporting period. The remaining percentage of .4% were serving on a provisional basis with no status.

The average age of state employees is 45, the same as it was at the end of the last reporting period.

The average monthly salary of state employees at the end of the biennium was \$392.30. The distribution of their salaries within the range structure is shown below:

<u>Step</u>	<u>Number of Employees</u>
1 (minimum)	1,459
2	1,937
3	1,754
4	2,706
5	1,420
6	5,591
Above maximum	20
Set by law	1
	<hr/>
	14,888

The average use of sick leave by state employees was 5.76 in 1958. The average increased to 6.01 days in 1959.

Forty-nine per cent of the full-time employees in the classified service work in the twenty largest classes. These include positions involving patient care in mental hospitals, technical and engineering work for the Department of Highways, and a variety of clerical activities.

"Quit" rates for full-time classified employees decreased slightly from 12.87% in the first year to 12.77% in the second year of the reporting period. The rates are shown by month, quarter, six month periods and for each fiscal year in the last section of this report.

A total number of 27,492 applications was received in the year ended June 30, 1959 and 29,613 were received in the following year, an increase of 2,121 over the previous year.

The number of persons who actually took examinations during the entire reporting period was 33,873.

There were 2,689 appointments made in the year 1958-59 from competitive lists and 806 from promotional lists, a total of 3,495. In the second year, there were 2,730 appointments made from competitive lists and 558 from promotional lists, totaling 3,288.

THE CIVIL SERVICE BOARD

During the biennium, the Civil Service Board has continued its intensive interest and participation in the affairs of the department. The Board has interested itself in policy matters, some referred to it by the Director and others initiated by the Board, has acted on revisions or exceptions to certain policies, and has held hearings on rule changes and on disciplinary matters.

The Board held 42 meetings during the biennium, 22 in the first year and 20 in the second. Mr. Raymond D. Black of Minneapolis was Chairman at the beginning of the reporting period and was reelected on February 11, 1959. He remained in that capacity until March 23, 1960 when Mr. Charles E. Bannister of Duluth was elected Chairman. The third member of the Board is Mr. Francis W. Russell of Cold Spring. Mr. Black, whose term expired during the biennium, was reappointed in 1959 by the Governor for a six year term ending February 1, 1965 and received confirmation by the Senate.

A high point of the Board's activity was the observance in April of 1959 of the 20th anniversary of the Civil Service Department. The legislation establishing the department was passed April 22, 1939, and in honor of the occasion the department arranged a reception for state officials, employees and friends of the department to highlight the occasion. As Mr. Russell was one of the original members of the Civil Service Board, he was presented by the Governor with a 20-year pin and a plaque citing him for exceptional service to the state.

The Board continued to act at its regular meetings on a number of matters that require its action by statute or on policy decisions. The tables in the final section of this report show in more detail a number of activities of the Board which are mentioned only briefly

in this section. In the first year of the biennium, there were 1645 trainee appointments made under provisions of Civil Service Rule 8.9. The trainee appointments in the second year totaled 1,000. The law provides that the Civil Service Department shall aid and encourage operating departments in establishing training programs, and that the appointments of trainees be reported to the board.

The department continued to operate under provisions of law which require that provisional and temporary appointments be limited to six months unless the board takes action to extend these types of employment. During the reporting period, the board authorized extension of provisional employment in 35 different classes in the first year, and 16 in the second. Extensions of temporary appointments were made for individuals in 14 classes in the first year and in 6 in the year ended June 30, 1960.

The board also may take action to permit the extension of eligibility in competitive examinations to United States citizens who are not residents of Minnesota in classes of a technical, scientific or administrative nature where recruiting is difficult. During the first year of the biennium, the board granted authority for nationwide examination in 38 classes and in the second year this authority was granted for examinations for 27 classes. In more unusual circumstances, the board may authorize the admission of non-citizens to examinations. This authority was granted in the following classes during the first year of the biennium: Dietitian I, Public Health Nurse III (Advisory), Nurse Instructor (Psychiatric) and Clinical Psychologist IV. During the second year examinations were opened to non-citizens for Electronic Data Processing Programmer, Penal Classification Officer, Community Planner I, II, and III.

The Law requires that the Director report to the board all occasions on which he has approved the use of the open-competitive list while a departmental promotional list was in existence. This approval was given twice in June of 1960, the only two instances of this type of action during the reporting period. The Public Examiner was given authority to appoint two Auditors III from the competitive list while there was a departmental promotional list for the class. The law also permits exceptional appointments to fill certain vacancies. However, this authority is used very rarely. There were no instances of it in the biennium ended June 30, 1960.

The board has in effect a policy whereby employees of the County Welfare Merit System may transfer to comparable classes in the state Department of Public Welfare if they have qualified by examinations comparable to those they will fill with the state. There were a number of transfers from the County Welfare Merit System to the Department of Public Welfare and a lesser number of transfers from the state to the county. Because of the close relationship between these organizations, these transfers are almost routine. In addition, under the law and provisions of Civil Service Rule 8.10e, the board may authorize transfers from other merit system jurisdictions to different state departments on an individual basis. The board approved four of these more unusual types of transfers during the biennium, the circumstances of which are explained in more detail in the last section of this report.

On January 14, 1960 the board granted the Director a leave of absence for a period not to exceed six weeks so that he might conduct a survey and make recommendations for the installation of a recruiting and examining program for the Province of Alberta. The board

felt that the State Public Administrations Service's request for the Director's services was a tribute to Minnesota's Civil Service program. During the two year period the following disciplinary actions were reviewed by the board:

On June 30, 1958, the board held a hearing in the matter of the dismissal of Mr. Donald B. Dalsen of the Hastings State Hospital who was discharged for reasons involving violation of hospital rules and repeated failure to report for work. The Board sustained the action against Mr. Dalsen.

On November 12, 1958, the Board heard the case of Mr. Gordon R. Gunderson, an employee of the State Prison, who was dismissed for failure to re-locate in the territory assigned him as a Prison Products Salesman. In sustaining the department head's action, the Board recommended that because of extenuating circumstances making it difficult for Mr. Gunderson to move on the date ordered, that the Warden give consideration to allowing Mr. Gunderson additional time to make this adjustment. The Warden of the State Prison accepted the Board's suggestion and extended the time during which Mr. Gunderson was asked to move, but he declined the opportunity. This case was taken to District Court on a Writ of Certiorari and the Court's order dated September 30, 1959 affirmed the findings and order of the State Civil Service Board.

On June 10, 1959, the matter of the dismissal of Gloria C. Herbst, Key-punch Operator with the Department of Employment Security, came before the Board. The charges against Miss Herbst were that she created disturbances in her working unit and maintained a hostile and disrespectful attitude towards her supervisors resulting in loss of work time, reduced production, lowered morale and personal embarrassment to other employees. The Board concluded that the charges made in substantiation

of Miss Herbst's dismissal were sustained by the evidence and that the charges constituted reasonable grounds. In making its recommendation, the Board instructed the Director to place Miss Herbst's name on the Key punch Operator reemployment list for certification along with other eligibles for Key punch Operator vacancies. Although Miss Herbst's name was referred to six different departments with Key punch Operator vacancies, she had not been appointed as of the end of the reporting period.

A dismissal hearing was scheduled for Frances B. Seward for August 5, 1959 but Mrs. Seward withdrew her request for hearing when the Highway Department reconsidered her case and substituted a resignation for her dismissal.

Mr. Richard E. Bailey, Rehabilitation Counselor I with the Department of Education, was dismissed for failure to observe office hours, policies and procedures, and defiant refusal to comply with instructions. As the hearing progressed on December 3, 1959, the Department of Education indicated that it would drop charges against Mr. Bailey and following discussion between the parties, the request for a hearing was withdrawn and Mr. Bailey was allowed to resign.

Mr. John F. Whalen, Law Enforcement Inspector II, Liquor Control, was heard on December 18, 1959, relative to dismissal charges against him to the effect that while employed as a Law Enforcement Inspector he borrowed money from individuals whose businesses it was his duty to inspect. The Board sustained the charges against Mr. Whalen, concluding that such practice was unethical and violated the instructions which the inspectors had received relative to their relationships with licensees. Because of Mr. Whalen's length of service, however, the Board recommended that the Liquor Control Commissioner give considera-

tion to placement of Mr. Whalen in a position not involving inspection, if he produced satisfactory evidence that all loans made to him had been repaid. As of the end of the reporting period Mr. Whalen had not been offered any other employment by the Commissioner.

In addition to the dismissal hearings conducted by the Board, a number of other complaints or investigations were reviewed on an informal basis. On three occasions the Board investigated the circumstances of automatic resignations in which the former employees alleged dismissal.

These were the cases of Mable Lindemoen, who was separated from employment at the State Sanatorium, Rose Samayoa from the Department of Public Welfare, and Lucille Yost from the Department of Highways. In each case, the Board allowed the individuals to appear and present the facts as they saw them, explained the law and rules to the persons involved, and declined to take further action.

In keeping with its policy of conducting periodic reappraisals of the entire salary plan, the Board held a public hearing on salaries on September 9, 1958. Department heads and other interested parties spoke concerning those classes in their departments in which problems of recruiting and retention were being encountered because of low salaries. After thoroughly reviewing the entire salary situation the Board acted on October 8, 1958 to reassign 25 classes to higher ranges in the pay plan.

The Board held public hearings on Civil Service Rule changes on three separate occasions during the biennium. After public notice as required by law, the Board adopted changes in the following rules which became effective after approval by the Attorney General and filing with the Secretary of State. On January 28, 1959 it con-

sidered and approved proposed changes in Rule 2.4, which recognized an employee's right to union or other representation in grievance procedures, in Rule 5.2 which was changed to require that an employee be notified in writing of the reasons for denial of a merit increase if he does not receive one each year, and in Rules 10.3 and 13.7 which were revised to allow adjustment in the accumulation of vacation time to compensate for loss of pay resulting from a suspension which is subsequently determined to be unjustified.

A rule hearing was held June 25, 1959, which resulted in a revision in Rule 5.3, the purpose of which was to aid the administration of the new payroll system. The board also heard discussion on a proposal for Rules of Conduct for classified employees which were later incorporated in the Civil Service Rule book.

On August 5, 1959, the board held a hearing on proposed changes in Civil Service Rules 1.3, 2.5, 5.8, 8.2, 8.3, 8.5, 8.7, 8.9, 10.3, 10.5 and 10.6. The purpose of the revision to Rule 1.3 was to allow editing of the rules in the future to bring them into conformity with changes in the Civil Service Law as they occur. The purpose of other revisions was to incorporate past changes in the Law into the Rules.

RECRUITING AND EXAMINING DIVISION

The function of the Recruiting and Examining Division is to attract and examine qualified personnel for the state service. To accomplish its work, the division is divided into two sections. The responsibilities of the technical staff involve all phases of recruitment and the determination of the type and plan of examination to be used. Specific assignments may include composition of examination announcements, construction or revision of written tests, the evaluation of education and experience qualifications, conducting oral examinations and the preparation of forms and procedures in the administration of examinations.

The clerical section performs necessary work in reviewing applications for conformance with Minnesota law and Civil Service rules, scheduling applicants for examination, scoring written tests, recording oral examination results and promotional ratings and establishing eligible lists in rank order. Another function of the clerical section is to certify the required number of eligibles to vacancies and maintain the necessary statistical data reflecting the operations of the division.

Recruitment

While improvements have been made in the program of the Examining and Recruiting Division in the past two years, the continuing problem of attracting qualified personnel in the administrative, technical and professional areas remains. Information from industrial sources indicates this problem is not restricted to governmental agencies alone but is a common personnel problem. The success of many state programs in the fields of health, welfare, education and other equally important state services is contingent upon the ade-

quate placement of qualified personnel in these positions. Intensive recruitment efforts in these areas have met with some success. Continuing appraisal of the salaries attached to these positions must be made to remain in a competitive position. Almost the opposite situation exists with respect to the over-supply of applicants for jobs requiring less specialized skills. Again, this condition is similar to that found in industry.

The increased adaptation of office procedures to machines has demanded special training and skills in some jobs for which examinations are given. Jobs such as Key punch Operators, Tabulating Machine Operators, Duplicating Machine Operators, typists and stenographers continue in short supply while clerks and bookkeepers are abundant. Retraining of existing personnel and greater emphasis in teaching these skills at the secondary and vocational educational levels offers a partial solution.

In the past biennium, the division has continued its specialized recruitment for college seniors to the point where it is felt that increasing numbers are giving more serious consideration to establishing a career in governmental service. Difficulties in recruitment in the fields of taxation, banking and vocational rehabilitation have been met through this program of recruiting and examining college seniors.

A program to attract high school seniors also has been an integral part of the division's activity. Examinations in the clerical and allied fields are given each spring in many of the Twin Cities and out-state high schools. While the personnel turnover in the clerical classes remains high, due to some extent to the relatively short time that girls remain in the labor market, this program has

enabled us to fill most vacancies promptly. The placement of dual placement

and recruitment efforts in these areas have met with some success.
Examining

Continuing appraisal of the salaries attached to these positions. Considerable review and reappraisal of examining techniques has been accomplished. Assistance from recognized experts in appropriate fields has been secured in the construction of new examinations and revisions of existing tests. The test item bank has been completely reviewed and condensed and now contains over 25,000 up

The increased adaptation of office procedures. The increased adaptation of office procedures.

Many of the examinations administered by the department are restricted to employees (promotional examinations). Usually thirty to forty percent of the total score in the examination consists of a promotional rating submitted by the department head. Intensive effort must be maintained to secure from the operating departments objective ratings so that the most competent employees will be referred for promotions.

In the past biennium, the division has continued its specialized During the past two years the department received 57,105 applications for open-competitive and promotional examinations. Of this group, 710 applicants were rejected for failure to meet established requirements. Of the remaining 56,395 applicants, 22,522 failed to appear for examinations. A total of 33,873 were examined, of which 19,767 received a passing score and were placed on eligible lists.

With the current emphasis on the problems of the senior citizen in today's labor market it is interesting to note that 1857 persons age 40 and over were appointed from eligible lists to positions in the state service during the reporting period. Of the total, 937 were appointed during the first year and 920 in the second.

short time that girls remain in the labor market, this program has

Of interest is the fact that 30% of all applications accepted were restricted to twenty classes of employment. Within these twenty classes, 26% of the applications were for employment in the clerical field. As mentioned earlier, the bulk of our application load is in those classes at the entrance level or in those requiring less specialized skills. Listed below are the twenty classes for which the most applications were received:

Clerk I	4,462
Highway Technician I	1,732
Highway Patrol Officer	1,608
Custodial Worker I	1,447
Highway Maintenance Man I	1,399
Janitor	1,090
College Senior	579
Laborer II	486
Employment Security Interviewer I	412
Psychiatric Aide I	371
Tabulating Machine Operator I & II	367
Rehabilitation Counselor I	363
Hospital Aide	348
Law Enforcement Inspector I	339
Laundry Worker	337
Auditor I	333
Keypunch Operator	332
Cook I	332
Automotive Mechanic	319
Food Service Supervisor	<u>319</u>

TOTAL

16,975

Municipal Examinations

In addition to its regular examination program, the division continues its services to municipalities in the administration and scoring of examinations for police and firemen. During the past biennium, the division conducted 69 examinations in 39 towns and cities in the state.

This program has grown in scope to the extent that the majority of the municipalities except in St. Paul, Minneapolis and Duluth now use this service.

It is hoped that the services offered to state municipalities will aid them in raising the standards of selection for their law enforcement personnel.

County Probation Agent Program

The 1959 session of the Legislature enacted a statute which provided that probation agents employed by a county or a group of counties must be selected from an eligible list established by the State Civil Service Department.

Since the passage of this law, the examination has been administered on 67 occasions and 8 appointments have been made.

Some clarification of this law is needed to eliminate a number of administrative problems regarding retention of records, reporting of appointments and the number of referrals to be made.

Because of increased costs of the materials and supplies used by the division during the past two years and the increasing demand by operating departments for more prompt service, serious consideration is being given to greater mechanization of the clerical procedures in the division.

Forecast

Personnel recruitment expectations in classes related to medical care and treatment, such as, nurses, occupational and physical therapists, medical technologists, physicians and psychiatrists, will continue to be difficult.

In some state departments a number of higher level technical, professional and administrative positions will become vacant during the next two years, through retirement. While some of these positions can be filled through promotional examinations, it will be necessary to intensify recruitment efforts for others which, because of their nature, must be filled from outside the state service.

The general labor market situation will probably not experience any significant change within the next two years. To maintain the classified service at its authorized complement the recruitment and examination programs of the department must be continued at their present level.

The existing classification plan plus consideration of the labor market data must both be applied to determine where the class should be assigned. Just as the classification plan must be continually reviewed even in well established occupational groups, so also must the salary assignments of existing classes be reviewed in the light of comparisons between occupations, modifications in the classification plan, and salary data from the labor market.

CLASSIFICATION AND PAY DIVISION

The department's classification activities during the past biennium have been directed toward the accomplishment of two primary goals:

1. To fit positions resulting from new activities or major expansion into the classification and compensation plans; and
2. To maintain a continuing review of established positions in order to keep a consistent level for all occupational series.

During the biennium, 1,964 new positions were allocated. These new positions became necessary due to technological changes, the addition of new functions, or significant expansion of existing services. The work with respect to maintaining the classification plan in the case of on-going programs took the form of department-wide reviews to maintain consistency in classification within a given agency as well as audits of individual positions where concern had been expressed regarding the accuracy of the allocations.

The allocation of positions to the classification plan must be accompanied by simultaneous consideration of the assignment of the class to its proper range in the salary plan. In those areas where newly established positions require new classes, the proper salary for the class must be established. Problems of consistency within the existing classification plan plus consideration of the labor market data must both be applied to determine where the class should be assigned. Just as the classification plan must be continually reviewed even in well established occupational groups, so also must the salary assignments of existing classes be reviewed in the light of comparisons between occupations, modifications in the classification plan, and salary data from the labor market.

CLASSIFICATION SERVICE TO NEW OR EXPANDING OPERATIONS

The rapid expansion of the Vocational Rehabilitation Division of the Department of Education is illustrative of one area in which problems of staffing required a considerable amount of study into several aspects including the classification of the positions. High turnover, difficulty in recruiting and internal management stresses combined to create a definite threat to the agency's ability to conduct an adequate program. In this biennium, the staff of the Vocational Rehabilitation Division has increased by 24 new positions. Five classes have been established or redefined as necessary to reflect changes in organization and the concepts of existing classes have been re-examined to assure their correctness in the light of these changes.

During the biennium, the Highway Department appears to have reached the full measure of the growth necessary to shoulder the construction programs planned for the immediate future. Most of the 503 new positions allocated during the biennium were created in the earlier part of the period. As the department reached full size, however, it also matured in the sense that internal organizational changes were made with a view to a more adequate and efficient performance of the larger tasks ahead. Electronic data processing has become an established section made up of 57 positions, 21 of which were allocated during the past biennium. Systematic programming of highway construction has become a reality in the form of a major division of the department which will reach an eventual 207 positions. During the period of this report, all of the major positions in the upper three levels of the division were established and allocated. Other sections of the department were reorganized extensively including the Road Plans section (the reorganization com-

menced prior to the biennium, but specific units were studied in this period including a new photogrammetry unit, all clerical positions in the section (39) and the photographic services unit); the Materials and Research section which added a separate research unit (18 new positions) and a foundations studies unit (27 new positions); and additional changes in the construction district brought about by decentralizing certain functions performed previously in St. Paul. Resulting classification changes in the districts included the reallocation of the district engineers to a higher class, the establishment of a higher level Highway District Clerk class to carry out all administrative functions for a consolidated district, and the allocation of new positions to head district design, traffic engineering and materials inspection sections.

The impact of mechanization made itself felt on other positions, particularly those positions which previously had been assigned the functions taken over by the machines. One instance of this occurred in the Motor Vehicle Division of the Secretary of State's Department where it was necessary to audit 43 clerical positions, all of which had been converted to distinctly different tasks in connection with the handling of registrations by tabulating equipment.

CLASSIFICATION REVIEW OF STABILIZED ACTIVITIES

In the latter part of the biennium, the department resumed its program of department-wide classification audits. Surveys of this nature were completed a few years ago in three departments with the help of technicians loaned to us from other agencies. Although assistance of this kind has not been available to us in the current surveys, we have been able to complete a review of the entire complement of 888 positions in the Department of Employment Security and to begin a similar study in the Department of Taxation.

The Employment Security survey included on-the-job interviews with 383 employees occupying positions representative of all classes of work found in the department as well as all of the various types of assignment making up the broader classes. All of the central office sections were reviewed in detail and, of the 33 local offices, audit teams visited 12. As a result of the survey, four new classes were established and 101 changes in individual allocations were made.

As the reporting period closed, the survey of a second major department, the Department of Taxation, had been in progress for one month. At this writing, the results of the survey are undetermined, but it has been possible to direct immediate attention to one or two areas where the department has been experiencing difficulty and to provide immediate answers to at least parts of the problems that had existed.

A major reorganization of the section of Fisheries in the Division of Game and Fish, Department of Conservation, required a considerable amount of staff time during the past two years. The changes affected work assignments from the assistant section head down to the first supervisory level in the field districts. The regions were reduced in number from 7 to 5 and the regional managers were given authority for action in areas that had previously been reserved for the St. Paul office. Four field trips were made by members of the staff in order to better understand both the previous organization and the future. Six new classes were established and 40 positions were re-allocated to the appropriate class in the new series.

The positions of park managers in the Division of State Parks, Department of Conservation, are allocated on the basis of a factor comparison system which takes into consideration six variables that affect the difficulty and responsibility of the park manager's job.

During the biennium, data with respect to each factor was collected again and the factors themselves were re-examined. As a result of this study, 10 positions were marked for replacement in lower classes. Also, the titles of the classes in the series originally had been "Park Superintendent." These titles were changed to Park Ranger I and II for the first two levels and Park Manager I through IV for the remaining four levels.

In recent years, the power plants in a number of the state institutions have undergone appreciable technological changes. From a classification point of view, the positions of the Chief Engineers of these plants had been allocated for many years to classes at two levels with the differentiation based upon whether or not a particular plant generated electrical power. The same distinction was made at the shift engineer level. As a result of the modernization of some plants and the discontinuance of electrical generation at several plants, the real distinction between the positions in this category is more directly related to the size of the plant and the extent of the services provided than it is to any consideration of whether electricity is generated. In order to classify these positions in a more realistic manner, our department worked with the office of the State Architectural Engineer, the chief engineers' association, and the Department of Public Welfare to develop a set of factors which would array these jobs in relation to the extent of the services provided by each plant. At the close of the biennium, a proposal establishing three levels of Chief Power Plant Engineer and combining the two shift engineer classes into a single class was put forward by our department for discussion among the interested parties.

Illustrations of problems in recruiting and examining that were resolved by means of changes in the classification of these positions

were found in two sections of the Railroad and Warehouse Commission. The railroad valuation section has several positions that had been included in the general Engineering Aide series, but persons on the eligible lists for these classes were not available for this work and, conversely, persons interested and qualified for the work were not trained as engineering technicians and could not pass the examination. The reallocation of these positions to a reestablished series of Railroad Valuation Aide classes made it possible to examine more directly in accordance with the particular needs of this activity. A similar situation existed with respect to the positions of helpers in the grain laboratories. These positions were reallocated from the general class Laboratory Technician II to a separate class, Grain Laboratory Aide, established specifically for these positions.

In addition to the major departmental surveys referred to above, there was a day to day classification load made up of requests for studies of individual positions that for one reason or another were thought to be improperly allocated. During the biennium, studies made on this basis caused the upward reallocation of 170 positions, the downward reallocation of 31 positions and the reallocation to classes at the same salary level in 14 cases. In the cases of 219 audits, no changes were made in the allocations of the positions. An office review of written materials describing 384 positions led to their reallocation without detailed audit interviews.

The classes making up the classification plan are themselves defined by the class specifications. A basic task in the maintenance of the classification plan must be a program of systematic revision of the class specifications. During the biennium, 307 specifications, many of which had not been reviewed since some time prior

to 1950, were examined and revised as necessary to reflect the concept of the class as it now exists.

A total of 208 individual changes in the classification or salary plans were presented to the Civil Service Board for their action. This included the establishment or reestablishment of 72 classes, the combining of 8 classes, and the abolition of 28 classes. The titles of 40 classes were changed without change in salary and the salaries of 60 classes were assigned to different ranges.

SALARY ADMINISTRATION IN AREAS OF NEW ACTIVITY

As the state moves into new employment areas, the immediate problem of classifying the work is closely followed by the necessity of obtaining some perspective as to where this type of work fits in the salary plan. One such occupational study was conducted when electronic data processing first became a possibility for the state service. The original survey was conducted in 1958 and enabled us to make the initial assignment of the classes when they were established. However, in this rapidly changing field, we had reason to believe that our original salary assignments had become obsolete as changes occurred both in the jobs themselves and in the degree of competition for trained workers in the field. Consequently, a second salary survey was conducted in January, 1960, which included 17 firms in the Twin Cities utilizing the services of high speed computers. Four classes of work associated with electronic data processing were surveyed.

Another new venture in the state service was the addition of an industrial nurse to the central office staff of the Highway Department. In this instance, salary data was immediately available from another Twin Cities organization which had recently investigated sa-

laries paid by local industries employing nurses in comparable jobs.

The establishment of a series of classes in the field of community planning required data representative of a labor market embracing the entire United States. The Public Personnel Association in their semi-annual salary survey cited rates paid by 66 jurisdictions for a class readily comparable to one level in the series to be established by Minnesota.

MAINTENANCE OF THE SALARY PLAN

Salary administration in any large organization is highly dependent upon information concerning the organization's position in the labor markets in which it competes for personnel. The salary survey has become a tool which is relied upon to provide information regarding general trends in salaries as well as specific data about particular occupational areas. The biennial salary survey conducted by this department has become the single most important device used by us to keep informed of the current situation in the labor market. The survey completed at the end of this biennium resulted in a sample including 1,951 employers employing 480,660 workers. These employers were Minnesota industrial and business firms employing 50 or more persons. Data was obtained covering 53 key classes. This information was applied to a reexamination of the assignments of classes to the salary plan. The changes made necessary by these findings have since been made available for use in preparing the departmental budget for the next biennium.

In conjunction with the survey of private employers in Minnesota, a separate survey was conducted covering various public and private welfare organizations. The data obtained in this survey was applied to the assignment of salaries in the field of social work, including probation and parole work. Also in conjunction with the general survey, a nationwide study was conducted of salaries paid to various

classes typically found in state departments of education. The department obtained salary data concerning classes of work peculiar to hospitals from a survey conducted by the Minnesota Hospital Association.

Earlier in the reporting period the problem of recruiting and retaining medical technologists led to a study of salaries paid to both registered and non-registered technologists and to their supervisors. In this survey, we contacted 88 hospitals covering a total of 823 employees engaged in this profession.

Five classes of engineering occupations were examined salary-wise by means of personal visits to the major employers of this category of worker in the Twin Cities. The teacher schedules prevailing in the 11 institutional towns in the state were obtained each year for purposes of determining the adequacy of the salaries paid to the teachers employed in the state institutions. Hospitals and hotels were surveyed with respect to the salaries paid to executive housekeepers. Eleven major employers in the Twin Cities were contacted regarding Switchboard Operator salaries.

Other states were contacted concerning the salaries paid to the various classes of work found in vocational rehabilitation. Another line of work perhaps even more uniquely limited to the public service is that of volunteer services coordination. Salary data in this area was collected from nine states known to have special classes covering this work.

Another source of salary information is that provided by surveys conducted by other agencies. In the case of such local studies as that conducted by the National Office Manager's Association con-

cerning clerical jobs in the Twin Cities area, we are able to obtain direct market information capable of immediate application to our own salary situation. In the case of such nationwide surveys as those conducted by the Public Personnel Association, the State of Michigan, and the State of Washington, we obtain data concerning classes that are unique to the public service. Nationwide surveys are of further interest to us in that they provide an indication of Minnesota's relative standing in the various occupations covered by the survey.

LABOR SERVICE

The Civil Service law provides that there shall be a labor service to include "all positions involving unskilled labor." Although the labor service is part of the classified service, the statute provides for considerably more flexibility in hiring and dismissing than is true for the remainder of the classified service. It became apparent about midway in the biennium that the labor service had come to include an undetermined number of positions that should be allocated to other classes and administered in the manner established by law for positions that involved duties other than those of common labor. In order to determine the actual facts in the situation, labor service payrolls were analyzed and the names of those appearing on more than one payroll were noted. Classification technicians then visited all institutions, Conservation Department field installations, and Highway Department district headquarters to which these laborers were assigned to discuss with supervisors the nature of the work performed by each Laborer I whose name appeared on the list mentioned previously. Over 900 positions were studied in this fashion with the conclusion that 381 positions belonged in other classes.

OBSERVATION AND FORECAST

The present practice of conducting the major salary survey of Minnesota employers on a two year cycle is open to some criticism in that this period of time is excessive in the present economy when salaries change as rapidly as they do. Although there is no real quarrel with the desirability of maintaining a salary system capable of rapid response to changes in the salary picture, certain administrative problems offer themselves as counter arguments to more frequent general surveys. In the first place, there is a genuine danger that too frequent contacts with private employers will have an adverse effect on the percentage of return. Secondly, ample salary data is available from surveys conducted by other organizations to provide a continuing picture of the general salary situation.

Observation of salary trends in the past decade leaves little doubt that there has been a continual climb upward which is presently proceeding at about 5% per year. Further analysis of this wage climb reveals two primary causes: (1) the less significant element in the over-all wage situation is an improvement factor by means of which certain occupations have advanced proportionately more rapidly than others due to various conditions, such as high demand for the services provided or a strong collective bargaining position; and (2) the increase in the cost of living itself has accounted for an almost general salary increase brought about initially by large employers who have entered contracts with escalator clauses and by the secondary response to the increase in the cost of living granted by the majority of remaining employers on a less formal basis.

The present structure for salary administration in the state service is attuned perhaps better to this pattern of wage increase than is

generally recognized. The cost of living feature of the pay plan has enabled state salaries to follow the course of wages in general to the extent that wages in general are pushed up by the influence of living costs. The biennial review of the salary plan in the light of survey data has provided the more selective recognition of those occupational areas which have proceeded beyond the more general increase attributable to the cost of living. The continuation of these two complementary techniques gives promise of maintaining the state's salary situation in a reasonable competitive position in future years as it has during the past biennium.

FUTURE OBJECTIVES

The classification and pay plans in their present form provides a framework which is generally quite adequate to serve the normal needs of the personnel program. There are problem areas, however, that require somewhat different approaches than can now be obtained in the existing plans.

One of the foremost problems is that of adequately compensating the employee who becomes expert in the practice of a particular profession. Too often in the present system salary recognition can be obtained only by promoting this employee to a supervisory or administrative post. This situation is not unique to the public service but actually can be observed in many situations such as nursing and school teaching. The various possible solutions must be closely examined in the immediate future.

The difficulty encountered in confining labor service appointees to the type of assignment for which the labor service was established suggests the need for some more definite limitations particu-

larly with respect to the duration of the appointment. If the labor service is limited to seasonal or temporary employment, classification and examination processes must be developed to administer the permanent common labor positions in a manner more in keeping with the conventional requirements of the merit system.

The area of fringe benefits constitutes an important part of total compensation. In past years, the state service has enjoyed a good position with respect to most of the benefits commonly found in industry. One marked exception to this general situation has come to exist in recent years in the matter of hospitalization and medical care insurance to which the employer contributed part of the premium. The desirability of adding some form of this particular feature to the state fringe benefit package is under discussion in several quarters now and will continue to be an important question in coming months.

The single certainty in the administration of the classification and pay plans is that there can be no resting on today's accomplishments. The need for continual improvement of the plans to keep abreast of the current thinking in the field must be met if the state service is to acquire and maintain a competent work force capable of giving the highest possible service to the citizens of the state.

DIVISION OF TRANSACTIONS AND OFFICE MANAGEMENT

The state classified service has grown in the number of full-time employees since the last reporting period from just under 14,400 to 14,888 as of June 30, 1960. In addition, several thousand other employees including those in the unclassified service, the labor service, and those in the classified service who work temporarily or intermittently appear on the state's payroll. With each increase in the total number of employees, the workload of the Transactions Division is increased.

The division is responsible for the maintenance of personnel records on all employees and for processing forms which indicate appointments, changes in status, in class, and in salary, and separations; therefore, growth in the size of the state service means a greater volume of activity. There are more actions to scrutinize for conformity with the law, more records to post, more punched cards to keep up to date, more documents to file.

Biweekly payrolls are processed by the Transactions Division. This involves a machine check of punched cards from which payrolls are prepared against a master deck maintained in the Civil Service Department. Every two weeks, discrepancies are analyzed and corrected.

The state is working toward a system whereby all payroll certifications will be made by this machine process, but at the end of this reporting period the conversion is not complete and a small number of payrolls are still processed manually.

The technical aspects of transactions involve interpretation of the Civil Service Law, Rules and policies to department heads, individual employees or employee groups, and the public. The subject matter covers appointments, probationary periods, merit increases, cost

of living increases, leaves of absence, transfers, separations, disciplinary actions, grievance procedures, political activity, fringe benefits, overtime, maintenance and training. This division is also responsible for preparing the materials necessary for meetings of the Civil Service Board and the Personnel Council which are discussed in other sections of this report.

In addition to the clerical work involved in processing forms and in certifying the payroll for all state departments and maintaining records and files, the activities of the division include preparation of statistics, mail distribution, control of correspondence, and providing stenographic, typing, duplicating and receptionist services.

The Transactions Division is often occupied with special assignments or pilot programs which represent innovations for the department and the state. The two most significant assignments of this kind carried on during this biennium were projects on retirement planning and on the emergency utilization of state employees.

Retirement Planning

In the spring of 1959, after a number of conferences with the Personnel Council, it was agreed that one area of employee relations in the state service had been neglected; that is, planning for replacement of older workers and assisting the older workers in planning for their retirement. The original program was planned and coordinated by a half-time employee of the Department of Public Welfare. Fifty employees over the age of 60 were selected on a quota basis relative to the total number of employees in their departments. Seven two-hour lecture sessions were conducted by experts on the various subjects discussed, such as understanding later

maturity, the financial aspects of retirement, health in later life, budgeting for retirement, retirement homes and safety factors, nutrition in the later years, and the legal aspects of retirement planning. The first program was so well accepted that it was repeated by the Civil Service Department in the fall of 1959. The number of sessions was cut from seven to five, and for experimental purposes 100 employees were included. The same subjects were included although some were given less attention than in the first program. The Interim Committee on Employer-Employee Relations which will report to the 1961 legislature has shown interest in this program.

Civil Defense Project

In July of 1959, the Civil Service Department cooperated with the Department of Civil Defense in a contract with the federal government to conduct a project relative to the emergency utilization of state employees in the event of national disaster. There were additional columns available on the statistical punch cards kept normally by the Transactions Divisions. A card for each employee shows his social security number, name, class, salary and other personal history data. It was agreed that the unused columns could serve a purpose, both for Civil Service and Civil Defense, by having punched in the cards information as to military status, education and secondary skills. The Transactions Division circulated a questionnaire to all state employees, coded and recorded the results, and published a report of the project that will be distributed by the Office of Civil and Defense Mobilization to all other states with the suggestion that they install a similar system. Quarterly, a complete deck of statistical cards is updated and stored in a vault outside the Twin Cities area so that in the event of demolition of the state's offices, information will be available for restaffing the state service as soon as operations can be resumed.

A P P E N D I X

APPENDIX I

NAMES PLACED ON ELIGIBLE LISTS

1958-1959

	Non-Veterans		Non-Disabled Veterans		Disabled Veterans		Total
	Male	Female	Male	Female	Male	Female	
Competitive	3,323	4,511	746	18	340	8	8,946
Promotional	165	92	233	11	197	3	701
	3,488	4,603	979	29	537	11	9,647

1959-1960

	Non-Veterans		Non-Disabled Veterans		Disabled Veterans		Total
	Male	Female	Male	Female	Male	Female	
Competitive	3,418	4,218	861	13	581	6	9,097
Promotional	262	119	246	19	367	10	1,023
	3,680	4,337	1,107	32	948	16	10,120

APPENDIX II

RECRUITING AND EXAMINING RESULTS

1958-1959

	Open Comp.	Prom.	Total	Per Cent
Candidates				
Applying	23,192	4,300	27,492	100.0%
Accepted	18,921	4,231	23,152	84.2%
Examined	12,757	3,381	16,138	58.7%
Placed on lists	8,946	701	9,647	35.0%
Appointed	2,689	806	3,495	12.7%

1959-1960

	Open Comp.	Prom.	Total	Per Cent
Candidates				
Applying	24,306	5,307	29,613	100.0%
Accepted	18,586	5,264	23,850	80.5%
Examined	12,772	4,963	17,735	59.8%
Placed on lists	9,097	1,023	10,120	34.1%
Appointed	2,730	558	3,288	11.1%

	No. of Exams	Comp.	Prom.	No. Different Classes
1957-1958	1,114	963	151	391
1959-1960	1,122	990	132	476

APPENDIX III ANALYSIS OF APPLICATIONS RECEIVED

	Non-Veterans		Non-Veterans		Increase or decrease over previous year
	Male	Female	Male	Female	
	7/1/58*	6/30/59	7/1/59*	6/30/60	
No. of applications received	27,492		29,613		2,121
No. of applicants examined	16,138		17,735		1,597
No. of names placed on eligible lists	9,647		10,120		473
No. of applicants who failed	8,775		5,331		3,444 (Decrease)
No. of applicants who failed to appear	10,748		11,774		1,026
No. of applications rejected	598		112		486 (Decrease)

* Fiscal years ended June 30 each year

	Open Comp.		Open Comp.		Candidates
	Placed on lists	Examined	Placed on lists	Examined	
	1958-1959	1959-1960	1958-1959	1959-1960	
Appointed	2,689	2,730	2,689	2,730	Appointed
Placed on lists	8,916	9,097	8,916	9,097	Placed on lists
Examined	12,757	12,775	12,757	12,775	Examined
Accepted	18,921	18,586	18,921	18,586	Accepted
Applying	23,192	24,306	23,192	24,306	Applying
Candidates	23,192	24,306	23,192	24,306	Candidates
	100.0%	100.0%	100.0%	100.0%	
	12.7%	11.1%	12.7%	11.1%	
	35.0%	34.1%	35.0%	34.1%	
	58.7%	59.8%	58.7%	59.8%	
	81.2%	80.5%	81.2%	80.5%	
	100.0%	100.0%	100.0%	100.0%	

APPENDIX IV

CLASSIFICATION STATISTICS 7- 1-58 through 6-30-60

Total Number of
Positions Studied

Individual Audits

No Change in Allocation	219	
Reallocation to a higher class	170	
Reallocation to a lower class	31	
Reallocation to a class at same salary	14	434

Positions reallocated following a review of
written materials (no audit interview) 384

Initial allocation of new positions 1,964

Labor Service

No change in allocation	618	
Reallocated to a higher class	330	
Reallocated to a lower class	5	
Reallocated to a class at same salary	9	962

Department of Employment Security

No change in allocation	787	
Reallocated to a higher class	18	
Reallocated to a lower class	47	
Reallocated to a class at same salary	36	888

4,632

APPENDIX V

CLASSIFICATION CHANGES ENACTED

by the

CIVIL SERVICE BOARD

7- 1-58 through 6-30-60

Total Number of
Positions Studied

New classes established

69

Classes reestablished

3

Classes retitled and assigned to
higher salary ranges

0

Classes combined and assigned to
higher salary ranges

8

Reassignments of classes to higher
salary ranges with no change in title

59

Class title changes without change in
salary range

40

Classes abolished

28

Classes reassigned to lower salary
range with no change in title

1

TOTAL

208

APPENDIX VI

TWENTY LARGEST CLASSES IN NUMBER OF FULL-TIME EMPLOYEES

June 30, 1960

Psychiatric Aide I	1,330
Clerk Stenographer II	466
Highway Technician II	466
Psychiatric Aide II	442
Highway Maintenance Man II	434
Clerk II	410
Clerk Typist I	409
Highway Maintenance Man I	406
Clerk Typist II	394
Highway Technician I	365
Custodial Worker I	340
Clerk I	326
Highway Technician III	279
Janitor	247
Correctional Officer I	246
Clerk Stenographer I	185
Civil Engineer II	162
Account Clerk	156
Clerk III	144
Clerk Stenographer III	<u>142</u>
Total.	7,349
All Others.	<u>7,539</u>
Total Number Full-time Employees	14,888

APPENDIX VII

SALARIES OF FULL-TIME EMPLOYEES IN THE CLASSIFIED SERVICE

June 30, 1960

<u>Monthly Salaries</u>	<u>Number of Employees</u>
\$175-199	4
200-249	1040
250-299	3059
300-349	2799
350-399	1980
400-449	1982
450-499	1729
500-549	1065
550-599	262
600-649	262
650-699	237
700-749	62
750-799	169
800-849	77
850-899	54
900-949	28
950-999	27
1000-1049	13
1050-1099	16
1100-1149	4
1150-1199	9
1200-1249	6
1250	2
1300	2
Average monthly salary as of June 30, 1960 - \$392.30.	14,888

APPENDIX VIII

FULL-TIME EMPLOYEES IN THE CLASSIFIED SERVICE BY DEPARTMENT

June 30, 1960

<u>Department</u>	<u>Number of Full-Time Classified Employees</u>
Public Welfare	4,708
Highways	4,053
Conservation	911
Employment Security	723
Railroad and Warehouse	469
Taxation	494
Health	282
Administration	374
State Colleges	367
Corrections	868
Education	270
Secretary of State	244
Agriculture	182
Labor and Industry	119
Soldiers Home and Board	93
Public Examiner	77
Livestock Sanitary Board	49
Civil Service	55
Insurance	49
Banking	49
All others	<u>452</u>
	14,888

These figures may be below the complements allowed by the legislature because some positions were unfilled as of June 30, 1960.

APPENDIX IX

STATUS OF FULL-TIME EMPLOYEES IN THE CLASSIFIED SERVICE

June 30, 1960

Number of Full-Time
Classified Employees

June 30, 1959

Permanent	12,984	88.7%
Probationary	1,556	10.6%
Provisional Promotee	17	.1%
Provisional	88	.6%
	14,645	100.0%

June 30, 1960

Permanent	13,223	88.82%
Probationary	1,604	10.77%
Provisional Promotee	2	.01%
Provisional	59	.40%
	14,888	100.00%

These figures may be below the complements
allowed by the Legislature because some posi-
tions were unfilled as of June 30, 1960.

APPENDIX X

FULL-TIME CLASSIFIED EMPLOYEES BY AGE GROUPS

June 30, 1959

	<u>Men</u>	<u>Women</u>	<u>Total</u>	<u>Per Cent</u>
Under 20	36	301	337	2.30
20 - 29	1,526	1,043	2,569	17.55
30 - 39	1,985	667	2,652	18.11
40 - 49	1,971	1,242	3,213	21.94
50 - 59	2,154	1,468	3,622	24.73
60 - 69	1,455	675	2,130	14.54
70 and over	92	29	121	.83
Total	9,219	5,425	14,644	100%

June 30, 1960

	<u>Men</u>	<u>Women</u>	<u>Total</u>	<u>Per Cent</u>
Under 20	25	305	330	2.22
20 - 29	1,560	1,108	2,668	17.92
30 - 39	2,010	643	2,653	17.82
40 - 49	2,024	1,273	3,297	22.14
50 - 59	2,218	1,498	3,716	24.96
60 - 69	1,441	678	2,119	14.23
70 and over	80	25	105	.71
Total	9,358	5,530	14,888	100%

Average Age - June 30, 1960 = 45

APPENDIX XI

FULL TIME CLASSIFIED EMPLOYEES BY LENGTH OF SERVICE

June 30, 1959

<u>Years Worked</u>	<u>Men</u>	<u>Women</u>	<u>Total</u>	<u>Per Cent</u>
0 - 4	3,685	2,709	6,394	43.67
5 - 9	2,116	1,229	3,345	22.84
10 - 14	1,491	728	2,219	15.15
15 - 19	564	381	945	6.45
20 - 24	503	159	662	4.52
25 - 29	368	89	457	3.12
30 - 34	261	78	339	2.32
35 and over	<u>223</u>	<u>60</u>	<u>283</u>	<u>1.93</u>
	9,211 62.9%	5,433 37.1%	<u>14,644</u>	<u>100%</u>

June 30, 1960

<u>Years Worked</u>	<u>Men</u>	<u>Women</u>	<u>Total</u>	<u>Per Cent</u>
0 - 4	3,780	2,844	6,624	44.49
5 - 9	2,067	1,125	3,192	21.44
10 - 14	1,625	819	2,444	16.42
15 - 19	611	387	998	6.70
20 - 24	443	150	593	3.99
25 - 29	361	74	435	2.92
30 - 34	214	66	280	1.88
35 and over	<u>254</u>	<u>68</u>	<u>322</u>	<u>2.16</u>
	9,355 62.8%	5,533 37.2%	<u>14,888</u>	<u>100%</u>

APPENDIX XII

NUMBER OF RESIGNATIONS AND RESIGNATION RATES OF FULL TIME CLASSIFIED EMPLOYEES

July 1, 1958 through June 30, 1960

Month	1958			1959		
	Working* Force	Number of Resignations	Resignation Rate **	Working* Force	Number of Resignations	Resignation Rate**
July	14,387	135	.94	14,644	153	1.04
August		166	1.15		217	1.48
September		221	1.54		264	1.80
October	14,618	134	.92	14,778	132	.89
November		128	.88		104	.70
December		136	.93		142	.96
	1959			1960		
	Working* Force	Number of Resignations	Resignation Rate **	Working* Force	Number of Resignations	Resignation Rate**
January	14,791	137	.93	14,779	117	.79
February		130	.88		110	.74
March		144	.97		125	.85
April	14,611	143	.98		169	1.14
May		185	1.27		164	1.11
June		221	1.51	14,888	189	1.27

The figures on the following page duplicate the resignation information given above except that the rates are shown by quarters, six months periods, and the fiscal years covered in the report.

Quarter	1958			1959		
	Working* Force	Number of Resignations	Resignation Rate**	Working* Force	Number of Resignations	Resignation Rate**
July to September	14,387	522	3.63	14,644	634	4.33
October to December	14,618	398	2.72	14,778	378	2.56
		<u>1959</u>			<u>1960</u>	
January to March	14,791	411	2.78	14,779	352	2.38
April to June	14,611	549	3.76	14,888	522	3.71
Six Months Period		<u>1958</u>			<u>1959</u>	
July to December	14,502	920	6.34	14,711	1,012	6.88
		<u>1959</u>			<u>1960</u>	
January to June	14,701	960	6.53	14,833	874	5.89
Fiscal Year		<u>1958-1959</u>			<u>1959-1960</u>	
	14,602	1,880	12.87	14,772	1,886	12.77

* Figures taken from end of previous quarter, except April-June, 1960 figure which represents working force at end of June.

** Rates are given in number of resignations per 100 employees.

APPENDIX XIII

SICK LEAVE AND VACATION LEAVE USED DURING THE CALENDAR YEARS 1958 and 1959

<u>SICK LEAVE</u>		<u>1958</u>		<u>1959</u>	
		<u>All</u>	<u>C.S.</u>	<u>All</u>	<u>C.S.</u>
Av. # Employees	Total	15,950.7	55.0	17,167.0	53.0
	Male	-	-	10,851.0	20.0
	Female	-	-	6,316.0	33.0
Total Days Used	Total	91,884.8	233.0	103,249.2	154.0
	Male	-	-	58,262.4	27.0
	Female	-	-	44,986.8	127.0
Av. # Days Used	Total	<u>5.76</u>	<u>4.2</u>	<u>6.01</u>	<u>2.9</u>
	Male	-	-	<u>5.37</u>	<u>1.4</u>
	Female	-	-	7.12	3.9
Total # Unused Days	Total	644,847.3	1,681.5	721,408.4	1,662.5
	Male	-	-	542,097.9	869.5
	Female	-	-	179,310.5	793.0
Av. # Unused Days	Total	40.4	30.6	44.3	31.4
	Male	-	-	50.0	43.5
	Female	-	-	28.4	24.0
Total # Lapsed Days	Total	80,285.7	108.5	97,014.7	141.3
	Male	-	-	82,859.1	71.0
	Female	-	-	14,155.6	70.3
Av. Lapsed Sick Leave	Total	5.3	1.97	5.96	2.67
	Male	-	-	7.64	3.55
	Female	-	-	2.24	2.13
		<u>1958</u>		<u>1959</u>	
		<u>All State</u>	<u>C.S.</u>	<u>All State</u>	<u>C.S.</u>
		<u>Depts.</u>	<u>Dept.</u>	<u>Depts.</u>	<u>Dept.</u>
Total vacation days used during year		186,946	573.73	201,734	356.25
Average number of vacation days used per employee		11.7	10.4	12.4	6.7
Total number of unused vacation leave at end of year		179,342	405.50	180,895	428.75
Average number of unused vacation days per employee		11.2	7.4	11.1	8.1

Includes part time and seasonal employees in the classified service.

APPENDIX XIV

CLASSES IN WHICH THE CIVIL SERVICE BOARD AUTHORIZED NATIONWIDE EXAMINATIONS UNDER PROVISIONS OF MINNESOTA STATUTES 1957, 43.13, SUBD. 2

July 1, 1958 through June 30, 1959

Accounting Control Analyst
Aquatic Biologist I
Assistant Hospital Superintendent
Bacteriologist IV
Chemist II
Civil Engineer III (Hydraulics Eng.)
Clinical Psychologist IV
Correctional Officer I
CSPE
Dental Health Advisor
Dietitian I
Dormitory Director
Electronic Data Processing Program
Supervisor
Fisheries Manager II
Forester I
Game Biologist II
Highway Administrative Management
Director
Highway Programming Engineer
Highway Technician IV (Utilities)
Home Instructor of the Blind
Institutional School Principal
Institutions Soc. Services Consultant
Legal Stenographer
Mining Engineer III
Nurse Instructor (Psychiatric)
Patient Activities Leader I & II
Physician I
Project Clinical Psychologist II
Project Social Worker I & II
Public Health Biologist II
Public Health Nurse III (Advisory)
Public Health Nurse V
Radio Engineer I
Regional Fisheries Manager
Rehabilitation Consultant
Rehabilitation Counselor II
Welfare Field Representative
Welfare Training Supervisor

July 1, 1959 through June 30, 1960

Accountant I
Aquatic Biologist II
Assistant Area Game Manager
Associate Warden (Custody)
Associate Warden (Training & Treatment)
Civil Engineer II (Tellurometer Survey
Party Chief)
Civil Engineer IV (Photogrammetric Eng.)
Community Planner, I, II and III
Corrections Training Supervisor
CSPE
Electronic Data Processing Programmer
Entomologist II
Foreign Language Education Consultant
Home Economics Education Consultant
Hospital Inspector
Landscape Architect I
Maternal & Child Care Nursing Advisor
Medical Records Librarian II
Parole Agent I
Parole Agent III
Patient Programs Supervisor II
Penal Classification Officer
Plant Heating Engineer III
Social Worker I
Special Education Consultant I
Speech Pathologist
Welfare Field Representative

APPENDIX XV

CLASSES IN WHICH AUTHORITY WAS GRANTED FOR PROVISIONAL APPOINTMENT EXTENSIONS UNDER LAWS 1959, CHAPTER 5

July 1, 1958 through June 30, 1959

Attorney II
Bookkeeping Machine Clerk I
Clerk III
Clerk Stenographer II
Cook I
Cook II
EDP Assistant Programmer
EDP Programmer
Employment Security Interviewer I
Graduate Nurse III (Psych)
Graduate Nurse V
Heavy Equipment Operator
Highway Technician II (Drafting)
Keypunch Operator
Laboratory Technician II
Laborer II
Mason
Patient Activities Leader I
Patient Activities Leader II
Physical Therapist I
Physician II
Plumber
Research Analyst I
Research Analyst II
Research Analyst III
Seed Potatoe Specialist II
Sheet Metal Worker
Social Worker II
Special Teacher
Stores Clerk II
Traffic Recorder
Traffic Recorder Supervisor
Veterinarian I
Visual Aide Illustrator
X-Ray Technician

July 1, 1959 through June 30, 1960

Attendant Guard I
Auto Driver
Carpenter
Elevator Mechanic
Farmer II (Garden)
Food Service Supervisor
Hearings Reporter
Heavy Equipment Operator
Laborer II
Nurse Instructor
Painter
Plumber
Social Worker II
Stores Clerk I II
Welder
Welfare Executive II

APPENDIX XVI

CLASSES IN WHICH AUTHORITY WAS GRANTED FOR EXTENSION OF TEMPORARY EMPLOYMENT UNDER LAWS 1959, CHAPTER 5

July 1, 1958 through June 30, 1959

Attorney II
Clerk II
Clerk Stenographer II
Clerk Typist II
Employment Security Interviewer I
Entomologist III
Heavy Equipment Operator
Laborer II
Mason
Sheet Metal Worker
Steam Electric Operating Engineer
Stores Clerk II
Research Analyst I, II

July 1, 1959 through June 30, 1960

Attendant Guard I
Carpenter
Heavy Equipment Operator
Mason
Painter
Welder

APPENDIX XVII

TRAINEES APPOINTED IN SPECIFIED PROGRAMS UNDER PROVISIONS OF MINNESOTA STATUTES 43.32 AND CIVIL SERVICE RULE 8.9

July 1, 1958 through June 30, 1959

Affiliate Nurses	82
Anesthesiology Fellow	3
Bacteriologist I	2
*Chaplain	2
Child Care Counselor	7
Graduate Nurse	4
Grain Sampler I	24
Grain Weigher I	9
Health Educator	1
Highway Technician I	20
Keypunch Operator	42
Medical Fellow in Surgery	1
Medical Specialist I	1
Medical Specialist II	1
Medical Student	18
Occupational Therapist	27
Orthopedic Fellow	8
Patient Activities Worker	3
Physical Therapist	7
Physician II	1
Practical Nurse (LPN)	28
Psychiatric Aide I	549
Psychiatrist II	1
Psychological Intern	6
Psychologist	3
Public Administration	4
Public Health Sanitarian	3
Rehabilitation Counselor	2
Resident in Opthomology	2
Resident in Surgery	2
Secondary Teacher	3
Social Worker I	32
Social Worker II	1
Speech Pathologist	1
Student Civil Engineer	46
Student Civil Technician	6
Student Nurse	598
*Students (Speech Camp)	6
Undergraduate	87
Worker with the Blind	2
Total	<u>1,645</u>

July 1, 1959 through June 30, 1960

Anesthesiology Fellow	2
Auditor I	14
Bacteriologist I	3
*Chaplain	14
Child Care Counselor	17
Correctional Schools Trainee	1
Graduate Nurse	7
Graduate Students	6
Health Educator	1
Keypunch Operator	40
Medical Specialist I	1
Medical Student	33
Occupational Therapist	16
Orthopedic Fellow	6
Physician I	1
Physician II	2
Physician Fellow	2
Practical Nurse (LPN)	25
Psychiatric Aide I	511
Psychiatric Aide (Memmonites)	26
Psychiatrist II	1
Psychologist Intern	2
Public Administration	2
Public Health Physician I	1
Secondary Teacher	1
Social Worker I	26
Social Worker II	5
Special Teacher	2
Student Civil Engineer	64
Student Civil Technician	6
Student Nurses	52
Undergraduate	108
Worker with Blind	2
Total	<u>1,000</u>

* Training for unclassified positions.

TRANSFERS FROM OTHER JURISDICTIONS
AUTHORIZED BY THE BOARD

- 10- 8-58 Jane Titcomb from a Geologist position with the United States Department of the Interior to a Geologist position with the State Division of Waters, Department of Conservation.
- * 2-11-59 Herbert J. Legler, Jr. from an Engineer III position with the Wisconsin Highway Commission to a Civil Engineer II position with the Minnesota Department of Highways.
- 12-17-59 Dean Swanson from a Case Worker I position with the County Welfare Merit System to a Rehabilitation Counselor I position with the Department of Education.
- 5-11-60 Donna M. Oehrlein from a Public Health Nurse position with Ramsey County to a Graduate Nurse II (General) position with the Department of Highways.

APPENDIX XIX

THE PERSONNEL COUNCIL

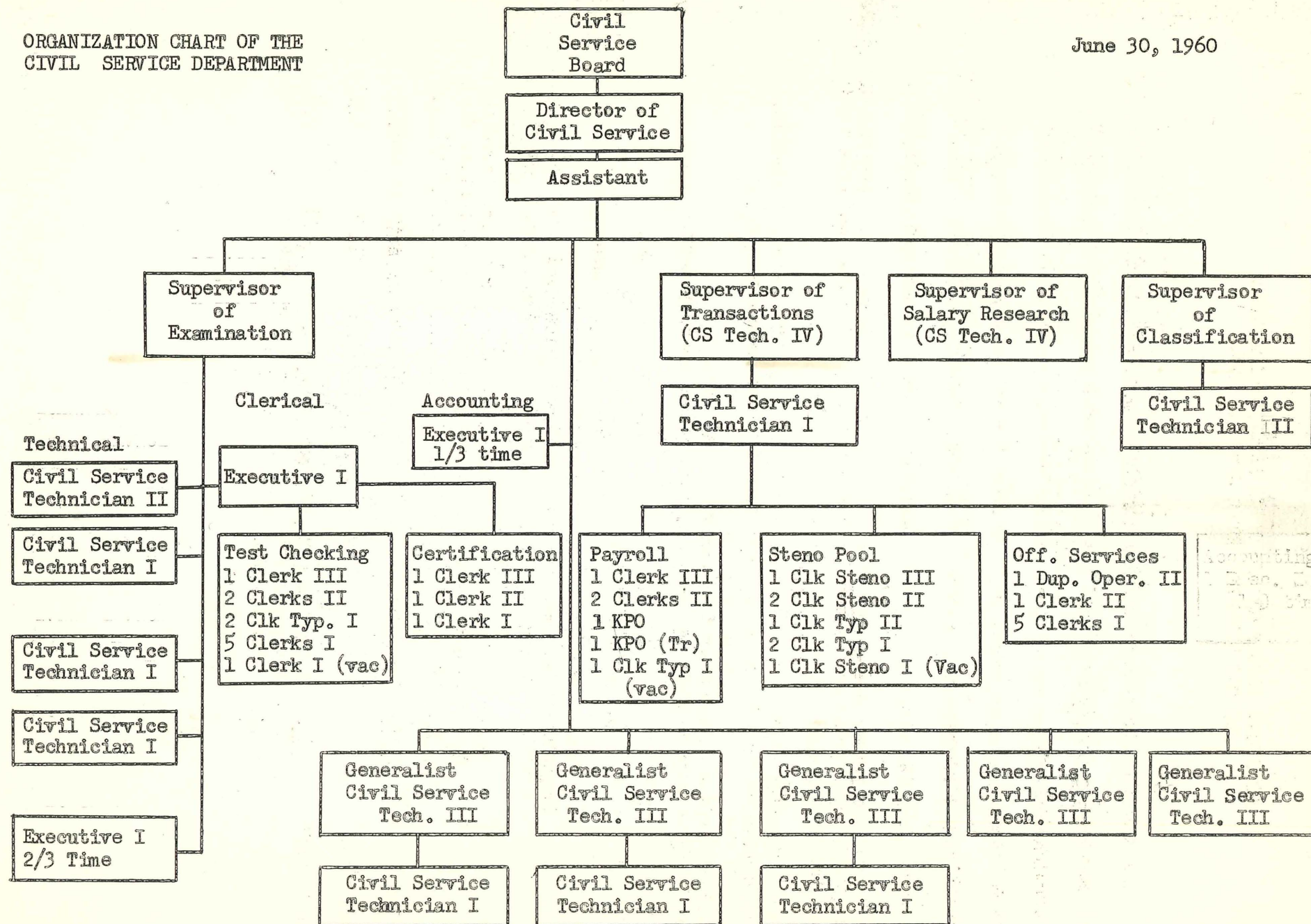
The Personnel Council is an organization of state personnel officers and administrators representing the largest state departments which employ some 95 per cent of the employees in the classified service, which meets with the Director at least once each month to discuss personnel problems of general statewide interest. The Council, which has been in continuous operation for approximately five years, considered items such as the following during the biennium ended June 30, 1960:

- Retirement problems and replacement planning.
- Attitude surveys.
- Training programs and salaries.
- Junior-senior typists and stenographers.
- Certification procedures.
- Development of a promotional rating form.
- A standard application blank.
- Unemployment compensation costs and coverage.
- Various Civil Service Rules.
- Performance development and evaluation.
- Reinstatement and reemployment privileges.
- Emotional problems of employees.
- College senior placements.
- Vacation and sick leave policies.
- Grievance procedures.
- Salary administration.
- Automatic resignations versus disciplinary actions.
- Cooperative advertising.
- Problem drinkers among employees.
- Fair employment practices.
- Payroll administration problems.
- Emergency utilization of state employees.

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ORGANIZATION CHART OF THE
CIVIL SERVICE DEPARTMENT

June 30, 1960



APPENDIX XX

APPENDIX XXI

FINANCIAL REPORT OF THE CIVIL SERVICE DEPARTMENT FOR THE BIENNIUM ENDED JUNE 30, 1960

		<u>Total</u> <u>Appropriations</u>	<u>Reverted to</u> <u>General Revenue</u>	<u>Expenditures</u> <u>for the Year</u>
Personal Services	1958-1959	\$ 251,752.41*	\$ 2,378.59	\$ 249,373.82
	1959-1960	277,712.00	9,251.15	268,460.85
Total Personal Services		\$ 529,464.41	\$ 11,629.74	\$ 517,834.67
Supplies & Expenses	1958-1959	\$ 20,970.06**	\$ 410.88	\$ 20,559.18
	1959-1960	32,357.00***	999.66	31,357.34
Total Supplies & Expenses		\$ 53,327.06	\$ 1,410.54	\$ 51,916.52
Totals		\$ 582,791.47	\$ 13,040.28	\$ 569,751.19

* \$13,376.41 appropriation - extra session - for Social Security and SERA matching funds.

** Admin. transfer of \$171.96. Legislative grant \$1,500.00 - special session. Reappropriated \$25.10 for Social Security Division services.

*** \$1,200.00 - L.A.C. transfer for salary survey.
\$1,172.00 - Reappropriated receipts from municipal examinations.

Distribution of Departmental Personal Services Expenditures Between Clerical and Technical Activities

	<u>Number of Full-</u> <u>Time Employees</u> <u>on Payroll</u>		<u>Annual Personal Services</u> <u>Expenditures for Full-</u> <u>Time Employees</u>		<u>Per Cent Technical</u> <u>and Clerical Ex-</u> <u>penditures</u>	
	<u>6-30-59</u>	<u>6-30-60</u>	<u>1959</u>	<u>1960</u>	<u>1959</u>	<u>1960</u>
Clerical Staff	35	34	\$158,080.14	\$165,229.40	64.8%	63%
Technical Staff	19	20	85,795.42	97,206.12	35.2%	37%
	54	54	\$243,875.56	\$262,435.52		

APPENDIX XXII

CIVIL SERVICE DEPARTMENT EXPENDITURES FOR A TEN YEAR PERIOD

<u>Fiscal Year</u>	<u>Number Full-Time Classified Employees</u>	<u>C.S. Dept. Expenditures</u>	<u>C.S. Dept. Expend. Per Employee</u>
1950-51	11,856	\$ 192,276.10	\$ 16.22
1951-52	12,251	226,219.25	18.46
1952-53	12,445	229,784.07	18.46
1953-54	12,802	216,312.89	16.90
1954-55	12,681	218,613.71	17.24
1955-56	13,208	215,083.09	16.28
1956-57	13,449	224,576.35	16.70
1957-58	14,387	269,646.52	18.74
1958-59	14,645	269,933.00	18.43
1959-60	14,888	299,818.19	20.14

<u>Number of Full-Time Employees on Payroll</u>	<u>Annual Personnel Services Expenditures for Full-Time Employees</u>	<u>Per Cent Technical and Clerical Expenditures</u>
6-30-59 6-30-60	1959 1960	1959 1960
35 35	\$158,080.14 \$165,229.40	64.8% 64.8%
20 19	\$5,745.45 \$7,506.12	3.7% 3.7%
51 51	\$217,334.69 \$232,735.52	

APPENDIX XXIII

SEPARATIONS FROM THE
CIVIL SERVICE DEPARTMENT
DURING THE BIENNIUM

July 1, 1958 through June 30, 1960

<u>Reasons</u>	<u>Number of Employees</u>
Promotions in State Service	8
Other employment	17
Family responsibility, marriage and other personal reasons	27
Dismissed during probation period	8
Transfer at same level	9
Death	<u>1</u>
TOTAL	70

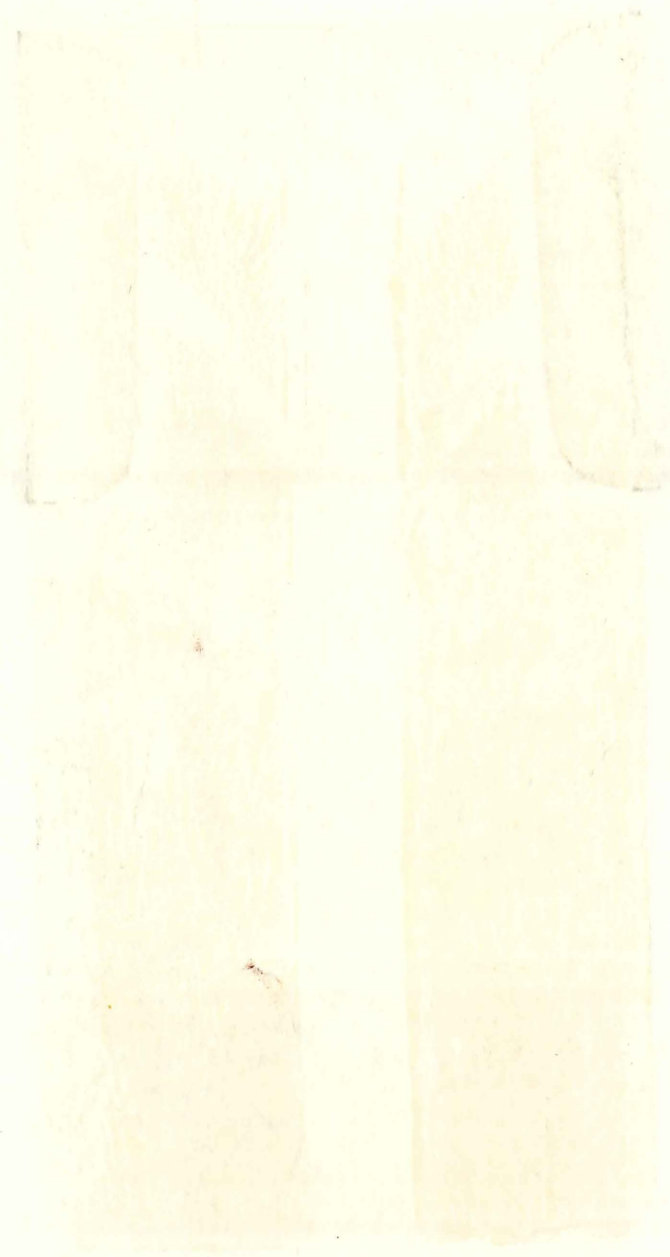
Total includes 56 clerical employees and 14 technicians.

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