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Department of Civil Service

BIENNIAL REPORT

From July 1, 1960 through June 30, 1962

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FOREWORD

The Department of Civil Service was designed by the legislature as the central personnel agency for the State of Minnesota, and in this capacity it supplies operating departments with services similar to those provided by the personnel department of any large corporation. The department's activities in many areas are set out by statutory expressions which reflect the desires of the legislature and of the people of Minnesota for an objective and systematic employment program that will assure the public's being served by "the best man for the job." That the state service should be staffed with qualified competent civil servants without regard to political, religious or racial interests is clear from the dictates of law. Basically, the law prescribes:

- (1) a system of examinations and a method of referral of successful candidates to state jobs,
- (2) the establishment of a classification system which permits uniform treatment of recognizable job categories of employment with respect to examinations and salary,
- (3) an equitable pay plan and a competitive wage, and
- (4) an employment climate which attracts qualified employees and encourages continuity of employment.

The Civil Service Department's workload is consistent and heavy as the detail of this report will show. Over the years it has shown a steady increase occasioned by the installation of new state functions and by changes in the employment market. The public's demand for new services or intensification or expansion of those already in existence obviously requires a greater number of employees, and often more highly specialized ones, with a resultant increase in expenditures for personal services. The tendency to demand greater public service and at the same time decreased taxes, a peculiar in-

consistency in the American people, places a considerable burden on the state's personnel department in its efforts to reach to a degree two essentially conflicting public goals. It is doubtful that the number and scope of the functions the state performs will decline. More likely, the state service will continue to expand as demands upon it increase, and without a change in the dual attitude of the public, the problems of today can be expected to multiply.

Some of the most difficult problems of personnel administration arise out of salary questions within the state service and those reflecting its relationship to other economic activities. As the state is the third largest employer in Minnesota, its personnel policies, particularly in the area of wage administration, are of concern to the business community. Conversely, salary policies in industry have a direct impact on competitive wages which the state must meet if the quality of its services is not to decline. Our society conceives of an individual's services as a commodity he may offer to the highest bidder. Although this idea is modified in practice, it is clear that the "price" of the qualified must be met to attract them to the state service or to retain them. Salary is not the only nor necessarily the greatest consideration influencing persons' decisions to work for the state, but it is a very significant factor. The recruitment and retention of trained personnel, particularly at the higher levels, has become the most pressing problem of all public agencies and it seems to worsen with each succeeding year. The competition from industry, colleges and universities, other government jurisdictions and a host of private agencies requires constant attention to recruiting techniques, salary levels and job classification, the difficulties of which are discussed in this report.

The most complicated questions and decisions in personnel administration in Minnesota are those of public policy. How much service can we offer? How

much can we afford? How effective and proficient should the service be?

The public through its elected representatives provides the framework within which the department operates. This report presents the end results of activities of the department for the biennium ended June 30, 1962, and summarizes its attempts to fulfill its many and varied responsibilities within statutory limitations and financial means.

HIGHLIGHTS OF THE BIENNIUM

For ease of comprehension of pertinent facts contained in the tables of the Appendix, the following statistics have been summarized:

The department operated on an appropriation of \$311,823.00 for the first year of the biennium and \$341,599.00 for the second year. The department's actual expenditures were \$301,983.14 for the fiscal year ended June 30, 1961 and \$327,528.12 for the year ended June 30, 1962. The increase in the appropriation for the second year reflected the upward reassignment of salaries in the majority of classes of employment on July 1, 1961.

At the beginning of the reporting period, the total number of full-time classified employees was 14,888. As of June 30, 1961, there were 15,491 employees in this category. A year later, at the end of the reporting period, the total number of employees had increased to 16,054. The greatest increases in numbers of employees occurred in the departments of Public Welfare, Highways and Corrections.

Of the total number of full-time classified employees, 87.2% had permanent status and 12.1% were on probation at the end of the reporting period. The remaining .7% were serving on a provisional basis with no status.

The average monthly salary of state employees at the end of the biennium was approximately \$400.00. The distribution of employees' salaries at the end of the reporting period showed that 83% of the full-time employees in the classified service earn between \$250.00 and \$550.00 per month.

During 1960, the average number of days of sick leave used by state employees was 6.4. The average dropped in 1961 to 6.1 days per year.

Of the 16,054 full-time employees in the classified service, 48% work in the twenty largest classes. These include positions involving engineering

and technical work for the Highway Department, patient care in the state's mental hospitals, and a variety of clerical activities in all state departments.

Resignation or "quit" rates for full-time classified employees increased slightly from 10.45% in the first year to 11.15% in the second year of the reporting period. The rates in the Appendix are shown by months, quarters, six month periods, and the fiscal years covered in the report.

A total of 28,692 applications were received during the fiscal year ended June 30, 1961, and 31,928 were received during the second year of the reporting period, an increase of 3,236.

During the entire reporting period, a total of 36,569 persons actually took examinations, and 17,758 persons failed to appear for examinations for which they had applied.

A total of 2,629 appointments were made from competitive lists and 690 from promotional lists during the first year of the reporting period, a total of 3,319. During the second year of the reporting period, a total of 3,177 appointments were made, 2,312 from competitive lists and 865 appointments from promotional lists. Total appointments made from competitive and promotional lists for the entire reporting period were 6,496.

THE CIVIL SERVICE BOARD

As in previous years, the Civil Service Board has maintained its active interest and participation in the affairs of the department during this biennium. It has considered many policy matters, some of which were referred to it by the Director and others initiated by the Board, and has acted on revisions or exceptions to policies and rules within the limitations established by law.

The Board held 43 meetings during this biennium, 23 in the first year and 20 in the second. At the beginning of the reporting period, Mr. Charles E. Bannister of Duluth was Chairman. Mr. Francis W. Russell of Cold Spring, who has served on the Board since its inception, was elected Chairman at the first meeting in February of 1961 for a one year period and was re-elected February 21, 1962 to serve as Chairman for an additional year. Mr. Bannister's term expired during the biennium, but upon being offered reappointment by the Governor, he declined to accept because of the press of other duties. Mr. Daniel J. Slater of St. Paul was appointed on April 14, 1961 to succeed him. Mr. Slater resigned in a letter to Governor Andersen dated June 5, 1961, because he felt that participation in the Board's activities would unduly conflict with his other commitments. Shortly thereafter, on July 18, 1961, Mrs. Reuel D. Harmon was appointed as a Board member and has served since that date. Mr. Raymond D. Black of Minneapolis, who was originally appointed in 1955 for a four year term and reappointed in 1959 for six years, served as a Board member throughout the period.

Tables in the final section of this report show in detail a number of activities of the Board which will be explained briefly in this section. At each meeting, the Board acts on a number of matters on which the statutes require its consideration or it may make general policy decisions. Certain actions on which the law or the Civil Service Rules require specific approval by the

Board or reports of decisions made by the Director are brought to the Board at each meeting. Examples of this type of activity are summarized here.

In the first year of the biennium, 654 appointments of trainees in 24 different training programs were reported to the Board under provisions of Civil Service Rule 8.9, which provides that the Board be advised of all such appointments. The trainee appointments in the second year totaled 809 in 25 different programs. Section 32 of the Civil Service Law provides that the Civil Service Department shall aid and encourage operating departments in establishing training programs.

Provisions of law require that provisional and temporary appointments in the classified service be limited to six months, except in those instances where the Board takes action to authorize extension of these types of employment. The Board authorized extension of provisional employment in 32 different classes during the first year of the reporting period and in 37 different classes in the second year. Extensions of temporary appointments were approved for individuals in 9 classes in the first year and in 11 in the second.

Normally, examinations are open only to United States citizens who have had two years of residence in Minnesota. The Board may broaden eligibility where the needs of the service will be better served thereby. The Board took action during the reporting period to permit the admittance of qualified candidates who did not meet the two year Minnesota residence requirement to examinations in classes of a technical, scientific or administrative nature or in other instances where recruiting experience indicated that an adequate supply of personnel in a given category could not be secured in Minnesota. During the first year, the Board granted authority for nationwide examination in 24 classes and in the year ended June 30, 1962, this authority for examination on a nationwide basis was granted in 38 classes. In even rarer circumstances, the Board may authorize the admission of non-citizens to examinations. This

authority was not exercised in the year ended June 30, 1961, but the Board used this authority in the second year in three instances, specifically for examinations for the classes Occupational Therapist I and II and Bacteriologist I.

The Director, according to Civil Service Rule 8.2, must report all occasions on which he has approved the use of a list other than an agency promotional list while a promotional list is in existence. There were no instances of this type of action in the first year of the reporting period. Toward the end of the second year of the reporting period, the Director reported that the Department of Conservation had appointed a Game Research Biologist from the competitive list while a promotional list existed. This appointment, however, did not take effect until July 11, 1962.

The Board has promulgated 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 given for positions they are to fill with the state. A number of transfers were effected from the County Welfare Merit System to the Department of Public Welfare and a lesser number from the state to the counties. Because of the close relationship between these organizations, transfers of this kind are almost routine and are not reported individually to the Board. In addition, under provisions of Minnesota Statutes, 43.31 and of Civil Service Rule 8.10e, the Board has authorized transfers to state departments from other merit system jurisdictions. Each case is considered on its merits. During the first year of the reporting period, the Board approved 7 of these more unusual types of transfers, and in the second year, 3 of them. The circumstances of these transfers are explained in more detail in Appendix XVIII of this report.

An important part of the Board's activities includes its review of disciplinary actions which are appealed by employees. The following cases were heard during the first year period.

A Janitor at Brainerd State Hospital was dismissed during a probationary period following his transfer from the Department of Highways. A hearing as provided by Civil Service Rule 8.10 (d) was held on September 14 and on September 28, 1960, to determine his right to a similar position in the Highway Department where he held permanent status prior to transfer. The Board found that evidence of misconduct precluded the employee's returning to the Highway Department.

A Game Warden in the Conservation Department was heard January 11, 1961, relative to his dismissal November 25, 1960 for his physical inability to perform his duties. The Board felt that the evidence and testimony established beyond a reasonable doubt that the employee was not able to perform his Game Warden duties by reason of inadequate vision and sustained the department head's action.

The Board heard a Clerk I in the Department of Taxation on January 11, 1961 relative to her dismissal November 16, 1960 for unsatisfactory performance of her duties. The Board concluded that inefficiency was shown by the fact that the employee did not meet established work standards required of employees in the positions to which she was assigned, and upheld the department head's action.

A hearing for an Employment Counselor I, dismissed December 2, 1960 from the Department of Employment Security for unsatisfactory performance, was held on February 8 and continued on February 16, 1961. The hearing resulted in the proceedings being declared a nullity and of no force and effect because evidence and testimony showed that at the time of the hearing the

employee was incompetent to understand the nature of the charges and to defend himself against them. He was subsequently placed on an indefinite leave of absence for illness.

A Clerk II dismissed January 20, 1961 by the Highway Department, was heard on February 16, 1961. The Board reached the conclusion that although some of the employee's absences may have been justifiable, other instances represented abuse of privileges. The employee had been warned but continued to be absent without leave. The department head's dismissal was upheld for these reasons.

A Custodial Worker I, Department of Administration, protested her automatic resignation effective September 28, 1960 at the Board meeting of December 7, 1960. The Board indicated that although the automatic resignation was permitted by the Rules and was within the department's discretion, it felt that under the circumstances the department's action was harsh. This individual was reemployed February 13, 1961, by the Department of Administration.

Dismissal hearings held during the second year of the reporting period included those covering the following situations:

A Game Warden was heard July 19 and 20, 1962. The Board found that the Department of Conservation's charges involving misappropriation of state funds and failure to cooperate with the Public Examiner were supported by the evidence and sustained the department head's action. In a Ramsey County District Court Order dated April 13, 1962, the Board's action was upheld.

The Department of Administration dismissed a Custodial Worker I December 12, 1961 for being on the job under the influence of liquor. He was heard on January 10, 1962 and the department's action was sustained.

A dismissal hearing was scheduled for a Corrections Agent, Department of Corrections, for April 25, 1962, but was postponed at the request of the

employee's attorney. At the end of the reporting period, this matter had not been settled.

A Clerk Typist I, who had been dismissed by the Department of Agriculture for excessive absenteeism, was to be heard on May 16, 1962. The employee asked for a postponement to June 14, 1962, which was granted. The hearing was cancelled when she failed to appear on the second date.

A Houseparent I at the Owatonna State School, who was dismissed for slapping a child under her care, was heard on May 23, 1962. The dismissal action effective April 18, 1962 was upheld, but because of extenuating circumstances in this case the Board recommended that the department head consider reinstatement of the employee without back pay to a future vacancy.

The Board held public hearings during the first year of the reporting period on two different occasions relative to revisions in the Civil Service Rules. Rule hearings were held on March 1, 1961 and June 7, 1961 on proposed amendments to the following Civil Service Rules which became effective during the first year: 5.2a, 10.5, 3.3, 5.2, 13.3, 13.7 and 13.8. Changes in rules 13.1, 13.6, 13.7 and 13.8 were approved and became effective during the second year following a Board hearing held November 8, 1961.

During the first year of the reporting period, at its June 21, 1961 meeting, the Board reappointed the incumbent Director, John W. Jackson, for a second six year term and submitted his appointment to the legislature for confirmation by the Senate.

RECRUITING AND EXAMINING

The prime objectives of the Recruiting and Examining Division are to attract and examine quality personnel for state government positions. Attainment of these goals rests with a technical staff and a clerical section. The technicians construct and revise written tests, experience and training scales, and forms and procedures. In addition, they conduct oral examinations and recruiting activities. The clerical section under the direction of the technical staff reviews applications for conformance with law and Civil Service Rules, schedules applicants for written tests, scores examinations, establishes eligible lists, and refers eligibles on lists to vacancies.

Recruitment

The perplexing problem of attracting competent personnel for administrative, professional, and technical positions continues. The state's problem is symptomatic of a national shortage in these employment areas. Expansion in the health, education, and welfare fields and a general trend toward raising standards accentuates the problem of recruiting professional and technical personnel.

In the unskilled areas of employment where the demand is small, an abundant supply of applicants is available. This situation parallels that which exists in industry and reflects the socio-economic difficulties caused by technological displacements and the need for retraining which face the entire economy.

To alleviate the problem of shortages in certain areas of state employment, the division modified and expanded its various recruitment programs. The College Senior Placement Examination, since its inception in 1956, has become increasingly well-known, resulting in additional applications and placements. In 1960, there were 40 placements. In 1961, the placements increased to 125.

Appointments were made in twenty classes covering a variety of entry level professional occupations. Close contact is maintained with college placement officers through personal visits, telephone, and correspondence. On-campus college recruitment has been conducted on twenty-three college sites for classes for which there is a dearth of applicants. An adjunct of this program is participation by the department in the career programs sponsored by colleges. The department operated booths staffed by its employees at the St. Thomas Career Day Festival, at the University of Minnesota Government Days, and at Duluth Branch, University of Minnesota.

The High School Senior Placement Program was broadened in scope to attract male high school graduates who did not plan to attend college, in addition to girls seeking clerical employment upon graduation from high school. In the past the emphasis of the high school program was on recruiting of typists and stenographers.

The goal of the 1962 program was to make available a pool of high school graduates who can fill beginning level jobs in many occupational fields and in geographical areas in which past experience has indicated the difficulty of making proper placements. The effectiveness of efforts in this general area cannot be evaluated until later. Experience in making placements in unusual and hard to fill vacancies in the future is expected to justify the additional effort expended on the broadened high school program.

As past experience has shown that there is a continuing demand for typists and stenographers, Clerk Typist I and Clerk Stenographer I were among the 26 classes included in the high school program. The resignation rate in these classes has always been high and for this reason intensive efforts have been made to recruit high school seniors at the point of graduation. At the end of the reporting period, the department's recruiting activities in this portion of the High School Senior Placement Program showed positive results.

Contacts with the schools in the 1962 program were made primarily through the senior class guidance counselors. The commercial teachers were also contacted in some cases, especially in those schools where they had participated in the department's high school recruiting program in previous years. The counselors indicated a great deal of interest in receiving more information about state jobs and were very cooperative in the development of the program. The lesson learned from this program was that there is an apparent need for considerably more information about government activities and employment opportunities than is generally available. The department plans to improve this situation and to intensify its recruiting efforts among new entrants into the labor market.

Unceasing recruitment is necessary in certain areas of scarcity for which the department extends its efforts beyond normal recruitment channels. When practicable, use is made of newspaper space, radio spot announcements, posters and bulletin boards for publicizing vacancies. Professional associations are also contacted for referrals of qualified individuals.

Examining

The examining workload continues to rise. During the biennium ended June 30, 1962, 60,620 applications were received in comparison to 57,105 received during the previous biennium. The number of applicants who failed to appear for testing dropped from 22,000 in the preceding biennium to 17,000 in the current biennium, which is an indication of a tightening labor market. A total of 22,980 applicants received passing scores during the current reporting period and were placed on eligible lists.

Of special interest is the fact that 50% of all applications received were restricted to twenty groups of related classes of employment. Within those twenty groups, 33% of the applications were for employment in the clerical field. Listed below are the twenty groups of classes for which the greatest

number of applications were submitted:

The Twenty Groups of Classes for Which the
Greatest Number of Applications were Received
7/1/60 thru 6/30/62

<u>Class</u>	<u>Number</u>
Clericals	10,392
Highway Technician I, II and III	3,244
Highway Maintenance Man I and II	2,971
Custodial Worker I	1,848
High School Senior Placement Examination	1,600
Janitor	1,565
Highway Patrol	1,207
Civil Engineer (promotional)	984
Correctional Officer	981
Game Warden	912
Hospital Aide	753
Highway Field Assistant	745
Employment Security Interviewer I	549
College Senior Placement Examination	540
Executive I, II and III (promotional)	524
Park Ranger I and II	310
Psychiatric Aide I and II	301
Rehabilitation Counselor	301
Cook I and II	300
Forest Guard	254
	<hr/>
	30,281

The greatest number of applicants were processed in examining centers located in: the Twin Cities, 27,437; Mankato, 2,427; St. Cloud, 2,009; Duluth, 1,931; and Bemidji, 1,400. The local state employment service offices assisted the department by administering examinations to 1,333 candidates.

The department continued to enjoy the valuable assistance of recognized experts in pertinent fields during this reporting period. Many qualified people acted as consultants in examination revision and construction and as panel members on oral examination boards, all without compensation.

In addition to its regular examination program, the division continued its services to municipalities in the administration and scoring of examinations for police and firemen. During the biennium, 45 cities, towns and villages utilized this examining service. Fifteen separate municipal examinations were employed in the program for localities.

CLASSIFICATION AND SALARY ADMINISTRATION

Classification

The total volume of classification activity was somewhat lower during the biennium ended June 30, 1962 than was true in the reporting period two years earlier. The smaller grand total of positions studied can be explained in terms of two areas of activity: (1) fewer new positions; and (2) classification surveys covering smaller departments. The latter is a significant contributing factor because it is necessary to audit a larger percentage of positions individually in surveys of small departments than is required for analysis of the same number of positions in large departments where large groups of very similar positions exist.

Although difficult to establish the point in quantitative terms, it is conceivable that part of the reduction in the number of audits can be attributed to the change in the organization of the Civil Service Department. This reporting period is the first full, two-year trial of the so-called "generalist" system of departmental assignments. Under this plan a senior staff technician is assigned as the liaison between the Civil Service Department and several operating departments. All personnel actions initially are received by this representative. Closer contact with the departments resulting from this system of assignment makes it possible, at times, to anticipate problems in position classification which can be solved before formal requests for audits are made.

The fact that the emphasis of the classification program was shifted from individual audits made only on request to departmental surveys also contributed favorably to the reduction in the number of individual audits. The departmental survey not only corrects cases of faulty classification, but also provides current information on the functions and operations of the depart-

ment. These studies in depth can remove the need for detailed audits when changes are made in work assignments which require different allocations.

The classification survey program during the biennium completed June 30, 1962, included the following five departments: Taxation, Agriculture, Health, Education and the State Treasurer's Office. In all cases, these were departments in which no overall survey had been conducted since the initial allocations made when the classification plan was established. The changes resulting from these surveys are summarized in Appendix IV. As mentioned above, the surveys also will be of definite value as a source of information when questions arise in the future.

The largest single group of new positions established during the biennium came as a result of the induction of the employees of Glen Lake Sanatorium into the state service. This facility was transferred to the state from Hennepin County on January 1, 1962, requiring the allocation of almost 250 new positions in accordance with the state classification plan. General difficulty was occasioned by the fact that the salary structure under county administration differed substantially in several aspects from the state pay plan. The entire transfer, however, was completed with a minimum of disruption of personnel.

Another area which has come into prominence during the biennium is that of civil defense. The expansion of civil defense activity in many departments in the state service as well as the growth of the State Department of Civil Defense itself, required the allocation of many new positions and the establishment of several new classes.

Classification problems are not limited to those related to the establishment of new positions. Some of the more persistent classification problems experienced during this reporting period were found within well established

state operations. One example occurred in the Division of Forestry, Department of Conservation, where structural changes in its organization occurring over a period of several years had led to changes in work assignments, particularly in the field. The problem seemed to be most acute with respect to the district rangers, because salaries for these employees suffered in comparison with those paid by other employers of this kind of personnel. After numerous meetings with the department, changes in the Forestry Division's organizational hierarchy were accomplished which made possible the reallocation of the district ranger to a higher class. It is expected that this change will result in greater employment stability among forestry field men.

It was found desirable during this biennium to reconstruct some of the class series in an effort to facilitate personnel administration. One of these changes was made with respect to the Chief Power Plant Engineer classes. The new system permits allocation of these positions in accordance with the size and complexity of the plant. Changes in the registration law for the nursing profession were reflected in the establishment of a new Registered Nurse series. Thirty-one classes in the Department of Education were combined into six classes based on a class concept of greater scope.

Salary Administration

The salary structure in a large organization is a significant factor in the recruitment and retention of competent employees. Salary administration, therefore, is greatly dependent upon information concerning the organization's position in the labor market in which it competes for personnel. In order to keep informed of the State's relative position, a number of salary surveys are conducted of both government and private industry. In addition, the department participates in other salary surveys and is provided with reports which reveal salary information on a large number of classes in the state service. The combined total of this data provides information both on general trends in salaries and on specific occupational areas.

The biennial salary survey of private firms as well as other government agencies conducted by the Civil Service Department in alternate years has become the major device relied upon to keep the department informed of the current salary situation in the labor market. This survey is conducted in the last several months of each biennium so that information resulting from it, which forms the basis for salary proposals to the next legislature, may be as current as possible. In the past, the department has surveyed all private employers in Minnesota with 50 or more employees, which meant securing information from approximately 2,000 firms in the State of Minnesota. The 1962 salary survey included employers with 25 or more employees, but the size of the total sample was cut in half by statistical techniques by which a sample was taken of employers in the various areas of the state. Data covering 54 key classes was obtained and this information was used to re-examine the assignment of all classes in the salary plan.

In conjunction with the general salary survey of private and government employers in the state, a separate survey was conducted covering all 183 general hospitals in Minnesota. The resulting data was applied to the assignment of salaries in state hospitals and related institutions. A much smaller but worthwhile survey of private social agencies in the state covering salaries in the field of social work and rehabilitation also was made by the department during the reporting period. In addition, nationwide surveys were conducted on salaries paid to Drivers License Examiners, Highway Patrol Officers and state hospital nurses. The salary survey on nursing positions also included a review of fringe benefits granted by other public and private agencies.

Results of salary surveys of other agencies are available to the department because of its participation in them. Local survey results are available from the National Office Management Association on clerical positions in the Twin Cities and from the Bureau of Labor Statistics which provides the depart-

ment with area data on salaries for a variety of positions. A large number of nationwide surveys are conducted by special groups, government agencies and private firms. Among them are the semi-annual surveys of the Public Personnel Association and of the U. S. Department of Health, Education and Welfare, and the annual surveys of the states of Michigan and Washington. As a result of special surveys conducted by a variety of agencies, the department receives data on salaries of personnel engaged in electronic data processing, conservation personnel and persons employed in other specialties.

The surveys conducted by public agencies are particularly helpful in that they provide data concerning classes unique to the public service. Nationwide surveys are of interest as indicators of Minnesota's standing in relation to other states on specific occupational groups.

TRANSACTIONS AND OFFICE MANAGEMENT

As the public continues to place new demands on government in terms of new functions and expanded services, the accelerated activity in state agencies is reflected in a growth in the state service.

The state classified service has expanded in the number of full-time employees from 14,888 at the end of the last reporting period to 16,054 as of June 30, 1962. 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. As there is a greater number of personnel actions to scrutinize for conformity with law and rules, more records to post, more punched cards to keep up to date and more documents to file when the state service increases in size, the activity of the Transactions Division shows a corresponding increase. One of the division's primary responsibilities includes the maintenance of personnel records on all state employees and for processing forms which indicate appointments, changes in status, class, and salary, and separations. Throughout this biennium, speedier and more streamlined methods have been sought and put into operation to keep pace with the workload.

Bi-weekly payrolls are processed and payroll certifications made by the Transactions Division by a machine process. 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. Departments' payrolls are processed in the majority of cases by this modern method although a few which have not yet been incorporated into the system are checked manually. The Railroad and Warehouse Commission, the Adjutant General's Office and the Secretary of State's Office are the only agencies of any size that are not included in the machine processing payroll system.

Only two employees are directly engaged in the technical aspects of transactions, but their activities are fundamental to the clerical processing stage. The Civil Service Law, Rules and policies are interpreted by Transactions technicians to department heads, other staff members, individual employees or employee groups, and the public. The subject matter covers appointments, probationary periods, merit increases, economic adjustment increases, leaves of absence, transfers, separations, disciplinary actions, grievance procedures, political activity, fringe benefits, overtime, maintenance and training. The division is also responsible for preparing the materials necessary for meetings of the Civil Service Board, the Personnel Council and the Training Council which are discussed in other sections of this report.

The Transactions Division performs the "housekeeping" activities of the Civil Service Department. In addition to the clerical work involved in processing forms, in certifying the payroll for all state departments, and in 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 Division often is occupied with special assignments or pilot programs which represent innovations for the department and the state. The most significant assignment of this kind carried on during this biennium was the establishment of a performance standards program.

Performance Standards

The 1961 Legislature gave effect, by appropriation for that purpose, to the department's statutory responsibility for installation of a performance standards program.

The performance standards program is concerned with pinpointing the major responsibilities and functions of positions in the state service and setting acceptable levels of performance for them. It involves reducing to writing what management expects employees to contribute to the accomplishment of its goals. To be successful, the standards must be a combined expression of operating departments' performance requirements, not the central personnel agency's. The performance standards program is designed to facilitate employee development and management planning and to improve supervision. It is essentially an orderly approach to the common problems of management.

The program of establishing standards of job performance was well under way at the end of the reporting period. A series of committees of operating department employees and supervisors, organized to work out actual lists of tasks and to recommend standards for each of the classes selected for study, were meeting regularly. The Transactions staff meets with these committees to make suggestions and to answer questions. It will continue to deal with newly formed committees in this advisory role. The committees worked on establishing standards during this period for the 43 most populous classes of positions in which there are over 9,500 state employees. This approach permits coverage of the greatest number of employees in the shortest possible time. As of June 30, 1962, about one-fourth of the task statements and standards for the original 43 selected classes were complete and many others were nearing completion.

The Transactions Division prepared a 25 page manual to explain the purposes of performance standards and the techniques involved in establishing them. The manual was in the process of revision at the end of the reporting period to incorporate improvements indicated by professional literature, experience gained in committee meetings and suggestions of employees and supervisors using it.

The program is gaining acceptance as it progresses and as both employees and management realize its possibilities. Members of the Personnel and Training Councils and labor representatives offered their support and assistance to the program following discussion of the preliminary plan. Many Personnel Council members have served as chairmen of standards-writing committees. The eventual goal is to develop and maintain performance standards on which a performance evaluation system can be based for all classes of positions in the state service.

Training Council

A second innovation sponsored by the department as an outgrowth of its work with the Personnel Council was the establishment of a Training Council during the reporting period. The Civil Service Department acts as the secretariat for the Training Council which is made up of the five full-time training officers in the largest state departments: Public Welfare, Highways, Corrections, Conservation and Employment Security. A Transactions technician is a permanent member and secretary of the organization.

The Training Council began its activities at its first meeting December 8, 1960, by distributing a questionnaire to all state departments to determine training needs and to offer to smaller departments assistance, training materials and facilities available within the state. On occasion, state administrators with training problems met with the Council for discussion and advice.

During this biennium the Council discussed and worked on a policy statement, an orientation program and a supervisory training program. As supervisory training was felt to be the greatest need of the state service, emphasis was placed on this area of training. At the end of the reporting period, supervisory training had not yet been installed but the interest in this program holds promise for the future.

* * * * *

A P P E N D I X

APPENDIX I

RECRUITING AND EXAMINING RESULTS

<u>1960-1961</u> <u>(7/1/60-6/30/61)</u>	<u>Open Comp.</u>	<u>Prom.</u>	<u>Total</u>	<u>Per Cent</u>
Candidates				
Applying	24,133	4,559	28,692	100%
Accepted	21,827	4,487	26,314	91.7%
Examined	13,762	4,050	17,812	62.1%
Placed on lists	8,831	2,954	11,785	41.1%
Appointed	2,629	690	3,319	11.6%

<u>1961-1962</u> <u>(7/1/61-6/30/62)</u>	<u>Open Comp.</u>	<u>Prom.</u>	<u>Total</u>	<u>Per Cent</u>
Candidates				
Applying	28,569	3,359	31,928	100%
Accepted	25,714	3,299	28,013	87.7%
Examined	15,549	3,208	18,757	58.7%
Placed on lists	8,072	3,123	11,195	35.1%
Appointed	2,312	865	3,177	10%

<u>1960 - 1961</u>	<u>No. of Exams</u>	<u>Comp.</u>	<u>Prom.</u>	<u>No. Different Classes</u>
	1,283	1,100	183	398
<u>1961 - 1962</u>	1,455	1,301	154	489

APPENDIX II

NAMES PLACED ON ELIGIBLE LISTS

<u>1960-1961</u> <u>(7/1/60-6/30/61)</u>	<u>Non-Veterans</u>		<u>Non-Disabled Veterans</u>		<u>Disabled Veterans</u>		<u>Total</u>
	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	
Competitive	2,843	3,954	1,038	28	265	7	8,135
Promotional	<u>1,269</u> <u>4,112</u>	<u>1,004</u> <u>4,958</u>	<u>1,064</u> <u>2,102</u>	<u>22</u> <u>50</u>	<u>285</u> <u>550</u>	<u>6</u> <u>13</u>	<u>3,650</u> <u>11,785</u>

<u>1961-1962</u> <u>(7/1/61-6/30/62)</u>	<u>Non-Veterans</u>		<u>Non-Disabled Veterans</u>		<u>Disabled Veterans</u>		<u>Total</u>
	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	
Competitive	3,824	3,091	1,428	38	341	5	8,727
Promotional	<u>905</u> <u>4,729</u>	<u>412</u> <u>3,503</u>	<u>805</u> <u>2,233</u>	<u>11</u> <u>49</u>	<u>331</u> <u>672</u>	<u>4</u> <u>9</u>	<u>2,468</u> <u>11,195</u>

APPENDIX III

ANALYSIS OF APPLICATIONS RECEIVED

	<u>7/1/60*</u> <u>6/30/61</u>	<u>7/1/61*</u> <u>6/30/62</u>	<u>Increase or de-</u> <u>crease over pre-</u> <u>vious year</u>
No. of applications received	28,692	31,928	+3,236
No. of applicants examined	17,812	18,757	+ 945
No. of names placed on eligi- ble lists	11,785	11,195	- 785
No. of applicants who failed	6,027	7,562	+1,535
No. of applicants who failed to appear	8,502	9,256	+ 654
No. of applicants rejected	457	1,027	+ 570

* Fiscal years ended June 30 each year

APPENDIX IV

CLASSIFICATION STATISTICS 7- 1-60 through 6-30-62

Total Number of Positions Studied

Individual Audits

No change in allocation	143	
Reallocation to a higher class	123	
Reallocation to a lower class	20	
Reallocation to a class at same salary	4	290

Positions reallocated following a review
of written materials (no audit interview) 579

Initial allocation of new positions 1,577

Department Surveys

	<u>No Change in Allocation</u>	<u>Reallocation to:</u>			
		<u>Higher Class</u>	<u>Lower Class</u>	<u>Class at Same Salary</u>	
Agriculture	216	19	22	6	263
Education	282	8	5	-	295
Health	271	16	49	5	341
Taxation	396	43	17	14	470
Treasurer	12	4	1	-	17
					<u>1,386</u>

TOTAL 3,832

APPENDIX VI

TWENTY LARGEST CLASSES IN NUMBER OF FULL-TIME EMPLOYEES

June 30, 1962

Psychiatric Aide I	1,458
Highway Technician II	490
Clerk Stenographer II	469
Highway Maintenance Man I	463
Psychiatric Aide II	453
Clerk Typist II	447
Highway Maintenance Man II	443
Clerk II	431
Clerk Typist I	423
Custodial Worker I	370
Clerk I	327
Highway Technician III	310
Janitor	309
Highway Technician I	308
Correctional Officer I	237
Clerk Stenographer I	193
Registered Nurse II	162
Civil Engineer II	158
Clerk III	152
Account Clerk	<u>150</u>

Total 7,753

All Others 8,301

Total Number Full-time Employees... . 16,054

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APPENDIX V
CLASSIFICATION AND COMPENSATION CHANGES ENACTED
by the
CIVIL SERVICE BOARD
7- 1-60 through 6-30-62

New classes established	80
Classes re-established	2
Classes combined without salary reassignment	2
Classes combined and assigned to higher salary ranges	6
Class title changes without change in salary range	39
Classes abolished	76
Classes reassigned to higher salary ranges	840
Classes reassigned to lower salary ranges	1

APPENDIX VII

SALARIES OF FULL-TIME EMPLOYEES IN THE CLASSIFIED SERVICE June 30, 1962

<u>Monthly Salaries</u>	<u>Number of Employees</u>
\$200-249	758
250-299	2,918
300-349	3,275
350-399	1,728
400-449	2,203
450-499	1,804
500-549	1,400
550-599	659
600-649	362
650-699	252
700-749	139
750-799	151
800-849	164
850-899	64
900-949	70
950-999	33
1000-1049	25
1050-1099	11
1100-1149	15
1150-1199	7
1200-1249	6
1250 and over	10
	<u>16,054</u>

APPENDIX VIII

FULL-TIME EMPLOYEES IN THE CLASSIFIED SERVICE BY DEPARTMENT June 30, 1962

<u>Department</u>	<u>Number of Full-Time Classified Employees</u>
Public Welfare	5,332
Highways	4,238
Conservation	927
Corrections	906
Employment Security	816
Administration	486
Taxation	484
State Colleges	453
Railroad and Warehouse	422
Health	306
Education	284
Secretary of State	248
Agriculture	189
Labor and Industry	122
Soldiers Home and Board	91
Public Examiner	84
Civil Service	58
Banking	50
Insurance	49
Livestock Sanitary Board	45
All others	<u>464</u>
	16,054

These figures may be below the complements allowed by the legislature because some positions were unfilled as of June 30, 1962.

APPENDIX IX

STATUS OF FULL-TIME EMPLOYEES IN THE CLASSIFIED SERVICE

June 30, 1961

Permanent	13,829	89.27%
Probationary	1,563	10.10%
Provisional Promotee	2	.01%
Provisional	97	.62%
	<u>15,491</u>	<u>100.00%</u>

June 30, 1962

Permanent	14,000	87.20%
Probationary	1,941	12.09%
Provisional Promotee	4	.03%
Provisional	109	.68%
	<u>16,054</u>	<u>100.00%</u>

APPENDIX X

FULL-TIME CLASSIFIED EMPLOYEES BY AGE GROUPS

June 30, 1961

	<u>Men</u>	<u>Women</u>	<u>Total</u>	<u>Per Cent</u>
Under 20	33	274	307	1.98
20 - 29	1,591	1,192	2,783	17.96
30 - 39	2,103	671	2,774	17.91
40 - 49	2,122	1,294	3,416	22.05
50 - 59	2,267	1,601	3,868	24.97
60 - 69	1,467	754	2,221	14.34
70 and over	<u>91</u>	<u>31</u>	<u>122</u>	<u>.79</u>
Total	9,674	5,817	15,491	100%

June 30, 1962

	<u>Men</u>	<u>Women</u>	<u>Total</u>	<u>Per Cent</u>
Under 20	98	507	605	3.76
20 - 29	1,441	1,031	2,472	15.40
30 - 39	2,195	690	2,885	17.97
40 - 49	2,233	1,361	3,594	22.39
50 - 59	2,346	1,744	4,090	25.48
60 - 69	1,444	834	2,278	14.19
70 and over	<u>92</u>	<u>38</u>	<u>130</u>	<u>.81</u>
Total	9,849	6,205	16,054	100%

APPENDIX XI

FULL TIME CLASSIFIED EMPLOYEES BY LENGTH OF SERVICE

June 30, 1961

<u>Years Worked</u>	<u>Men</u>	<u>Women</u>	<u>Total</u>	<u>Per Cent</u>
0 - 4	3,763	2,914	6,677	43.10
5 - 9	2,183	1,182	3,365	21.73
10 - 14	1,775	956	2,731	17.62
15 - 19	684	371	1,055	6.82
20 - 24	464	174	638	4.12
25 - 29	302	84	386	2.49
30 - 34	225	71	296	1.91
35 and over	279	64	343	2.21
	<u>9,675</u>	<u>5,816</u>	<u>15,491</u>	<u>100%</u>
	62.46%	37.54%		

June 30, 1962

<u>Years Worked</u>	<u>Men</u>	<u>Women</u>	<u>Total</u>	<u>Per Cent</u>
0 - 4	3,763	3,289	7,052	43.93
5 - 9	2,495	1,276	3,771	23.49
10 - 14	1,683	860	2,543	15.84
15 - 19	767	378	1,145	7.13
20 - 24	465	185	650	4.04
25 - 29	270	99	369	2.30
30 - 34	170	64	234	1.46
35 and over	236	54	290	1.81
	<u>9,849</u>	<u>6,205</u>	<u>16,054</u>	<u>100%</u>
	61.35%	38.65%		

APPENDIX XII

NUMBER OF RESIGNATIONS AND RESIGNATION RATES OF FULL TIME CLASSIFIED EMPLOYEES

July 1, 1960 through June 30, 1962

<u>Month</u>	<u>1960</u>			<u>1961</u>		
	<u>Working*</u> <u>Force</u>	<u>Number of</u> <u>Resignations</u>	<u>Resignation</u> <u>Rate**</u>	<u>Working*</u> <u>Force</u>	<u>Number of</u> <u>Resignations</u>	<u>Resignation</u> <u>Rate**</u>
July	15,133	119	.79	15,833	105	.66
August		181	1.20		139	.88
September		265	1.75		235	1.48
October		107	.71		154	.97
November		89	.59		100	.63
December		101	.68		118	.75
	<u>1961</u>			<u>1962</u>		
	<u>Working*</u> <u>Force</u>	<u>Number of</u> <u>Resignations</u>	<u>Resignation</u> <u>Rate**</u>	<u>Working*</u> <u>Force</u>	<u>Number of</u> <u>Resignations</u>	<u>Resignation</u> <u>Rate**</u>
January	15,406	120	.78	16,143	138	.85
February		82	.53		104	.64
March		114	.74		161	1.00
April		128	.83		144	.89
May		152	.99		194	1.20
June		137	.89	16,054	191	1.18

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.

* Figures are the average working force for the period covered.

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

APPENDIX XII (Cont)

Quarter	1960			1961		
	Working* Force	Number of Resignations	Resignation Rate**	Working* Force	Number of Resignations	Resignation Rate**
July to September	15,133	565	3.73	15,833	479	3.03
October to December	15,133	297	1.96	15,833	372	2.35
		<u>1961</u>			<u>1962</u>	
January to March	15,406	316	2.05	16,143	403	2.50
April to June	15,406	417	2.71	16,143	529	3.28
<u>Six Months Period</u>		<u>1960</u>			<u>1961</u>	
July to December	15,133	862	5.70	15,833	851	5.37
		<u>1961</u>			<u>1962</u>	
January to June	15,406	733	4.76	16,143	932	5.77
<u>Fiscal Year</u>		<u>1960-1961</u>			<u>1961-1962</u>	
	15,270	1,595	10.45	15,988	1,783	11.15

* Figures are the average working force for the period covered.

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

APPENDIX XIII

SICK LEAVE AND VACATION LEAVE USED DURING THE CALENDAR YEARS 1960 and 1961

		1960		1961	
		All	C.S.	All	C.S.
<u>SICK LEAVE</u>					
Av. # Employees	Total	16,498	55	16,796	54
	Male	10,288	20	10,432	20
	Female	6,210	35	6,364	34
Total Days Used	Total	105,954	217	102,160	294
	Male	58,338	71	55,546	53
	Female	47,616	146	46,614	241
Av. # Days Used	Total	6.4	3.9	6.1	5.4
	Male	5.7	3.6	5.3	2.7
	Female	7.7	4.1	7.3	7.1
Total # Unused Days	Total	762,088	1,712	702,745	1,721
	Male	580,292	914	518,294	902
	Female	181,796	798	184,451	819
Av. # Unused Days	Total	46.1	31.1	41.8	31.9
	Male	56.4	45.7	49.7	45.1
	Female	29.2	22.8	29.0	24.1
Total # Lapsed Days	Total	117,284	183	110,335	230
	Male	100,904	88	92,848	115
	Female	16,380	95	17,487	115
Av. Lapsed Sick Leave	Total	7.1	3.3	6.6	4.3
	Male	9.8	4.4	8.9	5.8
	Female	2.6	2.7	2.8	3.4

APPENDIX XIII (Con't)

	<u>1960</u>		<u>1961</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	200,312.3	490.25	215,277.9	626
Average number of vacation days used per employee	12.1	8.9	12.8	11.6
Total number of unused vacation leave at end of year	207,131.5	491.75	206,643.4	468
Average number of unused vacation days per employee	12.6	8.9	12.3	8.7

Includes part time and seasonal employees in the classified service.

NOTE: Beginning with the next Biennial Report sick leave and vacation leave used will be reported on a fiscal year basis for the period beginning July 1st and ending June 30th each year of the biennium.

APPENDIX XIV

CLASSES IN WHICH THE CIVIL SERVICE BOARD
AUTHORIZED NATIONWIDE EXAMINATIONS UNDER
PROVISIONS OF MINNESOTA STATUTES 1961, 43.13, SUBD. 2

July 1, 1960 through June 30, 1961

Architect II
Assistant Home School Superintendent
Assistant Hospital Superintendent
Auditor I
Biostatistician
Child Care Supervisor
Civil Engineer II (Traffic)
College Senior Placement Examination
Cook I
Dictaphone Operator II
Dormitory and Food Service Director
Game Biologist I
Landscape Architect I
Medical Technologist I
Motor Pool Director
Penal Classification Officer
Pharmacist
Physical Education Consultant I
Physician III
Poultry Improvement Specialist
Practical Nursing Education Consultant
Rehabilitation Consultant
Seed Potato Certification Supervisor
Tax Research and Planning Director

July 1, 1961 through June 30, 1962

Assistant Crime Bureau Superintendent
(Laboratory)
Child Care Supervisor
Civil Engineer II (Agricultural Engineers
Clerk Typist II
College Senior Placement Exam 1962
Community Mental Health Services Ad-
ministrator
Community Planner II
Community Planner III
Community Planning Director
Correctional Officer I
Correctional Supervisor
Crime Laboratory Analyst I
Entomologist II
Geneticist
Hospital Social Worker
Human Rights Consultant
Industrial Economist
Key punch Operator
Librarian I
Medical Technologist II
Mining Engineer II
Mining Engineer III
Model Builder
Patient Activities Leader I
Penal Classification Officer
Psychologist IV
Public Health Engineer I
Public Health Engineer II
Reception and Diagnostic Center Director
Rehabilitation Consultant
Rehabilitation Counselor I
Rehabilitation District Supervisor
Research Analyst II
Research Biologist
Right of Way Agent V
Welfare Consultant
Welfare Executive I
Youth Camp Superintendent

APPENDIX XV

CLASSES IN WHICH AUTHORITY WAS GRANTED FOR PROVISIONAL APPOINTMENT EXTENSIONS UNDER MINNESOTA STATUTES 1961, 43.20, Subd. 2

July 1, 1960 through June 30, 1961

Associate Warden (Training & Treatment)
Carpenter
Cook II
Electrician
Examination Monitor
Heavy Equipment Operator
Houseparent II
Institution Nursing Consultant
Institution School Principal
Laboratory Technician I
Laboratory Technician II
Laborer II
Librarian I
Maid
Medical Specialist I
Medical Technologist I
Nurse Anesthetist
Nurse Instructor
Painter
Patient Placement Agent
Physician II
Plumber
Psychiatrist I
Psychiatrist II
Psychologist II
Public Health Nurse III (Advisory)
Research Scientist I
Research Scientist II
Surgical Nurse II
Tabulating Machine Operator II
Welfare Executive II
X-Ray Technician

July 1, 1961 through June 30, 1962

Assistant Superintendent (Home
School for Girls)
Cabinet Maker
Carpenter
Cast Room Assistant
Civil Service Technician III
Clerk III
Cook II
Custodial Worker I
Employment Security Interviewer I
Employment Security Interviewer II
Examination Supervisor
General Repairman
Heavy Equipment Operator
Houseparent I
Houseparent II
Laborer II
Librarian I
Mason
Medical Specialist I
Medical Technologist I
Orthopedic Shoemaker
Physical Therapist I
Physician II
Plumber
Practical Nurse I
Psychiatrist I
Psychiatrist III
Psychologist I
Psychologist II
Psychologist III
Registered Nurse V
Research Analyst I
Research Analyst II
Research Analyst III
Sheet Metal Worker
Special Teacher
Tax Examiner I

APPENDIX XVI

CLASSES IN WHICH AUTHORITY WAS GRANTED FOR
EXTENSION OF TEMPORARY EMPLOYMENT UNDER
MINNESOTA STATUTES 1961, 43.20, Subd. 5

July 1, 1960 through June 30, 1961

Associate Warden (Training & Treatment)
Carpenter
Clerk I
Electrician
Laboratory Technician I
Laborer II
Mason
Nurse Instructor (Psychiatric)
Plumber

July 1, 1961 through June 30, 1962

Cabinet Maker
Civil Service Technician III
Clerk III
Employment Security Interviewer I
Examination Supervisor
Psychiatrist I
Research Analyst I
Research Analyst II
Research Analyst III
Sheet Metal Worker
Social Worker I

APPENDIX XVII

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

July 1, 1960 through June 30, 1961

Auditor I
Bacteriologist
Child Care Counselor
Corrections Student
Health Educator
Keypunch Operator
Medical Student
Mennonite
Occupational Therapist
Physical Therapy
Physician Fellow
Psychological Doctoral Intern
Psychiatric Aide
Psychological Intern
Psychologist
Public Administration
Public Health Physician
Public Health Sanitarian
Social Worker I
Social Worker II
Student Civil Engineer
Teacher
Undergraduate
Worker with the Blind

July 1, 1961 through June 30, 1962

Auditor I
Assistant Hospital Superintendent
Artificial Limb Maker
Bacteriologist
Corrections Student
Child Care Counselor
Dietitian
Graduate Nurse
Health Educator
Keypunch Operator
Medical Student
Nurse Anesthetist
Occupational Therapy
Physician Fellow
Psychiatric Aide
Psychological Intern
Public Administration
Public Health Nurse
Recreation
Right of Way Agent
Social Worker II
Student Civil Engineer
Teacher
Undergraduate
Worker with the Blind

APPENDIX XVIII

TRANSFERS FROM OTHER JURISDICTIONS
AUTHORIZED BY THE BOARD

10-19-60 Mayme Stukel from County Director of Lancaster County, Nebraska, to a Welfare Field Representative position with the Minnesota Department of Public Welfare.

11- 1-60 Charles J. Jacobson from a Case Worker I position with the Ramsey County Welfare Board to a Rehabilitation Counselor I position with the Minnesota Department of Education.

11-16-60 Robert H. Korkki from a Case Worker I with the Becker County Welfare Board to a Corrections Agent position with the Department of Corrections.

12- 1-60 John P. Bailey from a Guard position with the Kansas State Penitentiary to a Correctional Officer I position at the Minnesota State Prison.

2- 6-61 Sigvald Lillehaugen from a GS-11 position with the Veterans Administration to a Rehabilitation Counselor I position with the Vocational Rehabilitation Division of the Department of Education.

3- 1-61 Lyle Pearson from a Case Worker I position with the Becker County Welfare Board to a Corrections Agent position in the Department of Corrections.

5- 1-61 Jane Schallock, Stenographer II from the Wisconsin Employment Service to a Clerk Stenographer II position in the Minnesota Department of Employment Security.

11-16-61 H. James Donahue from a Probation Officer position with Cuyahoga County, Ohio, to a Corrections Agent position with the Minnesota Department of Corrections.

1- 1-62 Robert Undlin from an Employment Security Interviewer II position with the South Dakota Department of Employment Security to an Employment Security Interviewer I position with the Minnesota Department of Employment Security.

2-14-62 John T. Navin from a Veterans Employment Representative position with the Huron Local Office of the South Dakota Department of Employment Security to an Employment Security Interviewer I position with the Minnesota Department of Employment Security.

APPENDIX XIX

THE PERSONNEL COUNCIL

The Personnel Council which meets approximately twice each month with the Director of Civil Service has been in continuous operation for over seven years. The Council's membership includes the personnel officers and administrators responsible for personnel of the largest state departments in which approximately 95 per cent of employees in the classified service work. It provides an opportunity for an exchange of ideas on personnel problems or on innovations of statewide interest between the operating departments and the central personnel agency.

During the reporting period ended June 30, 1962, the Council contributed to improved inter-departmental relationships and to the implementation of personnel programs by its review and discussion of subjects such as the following:

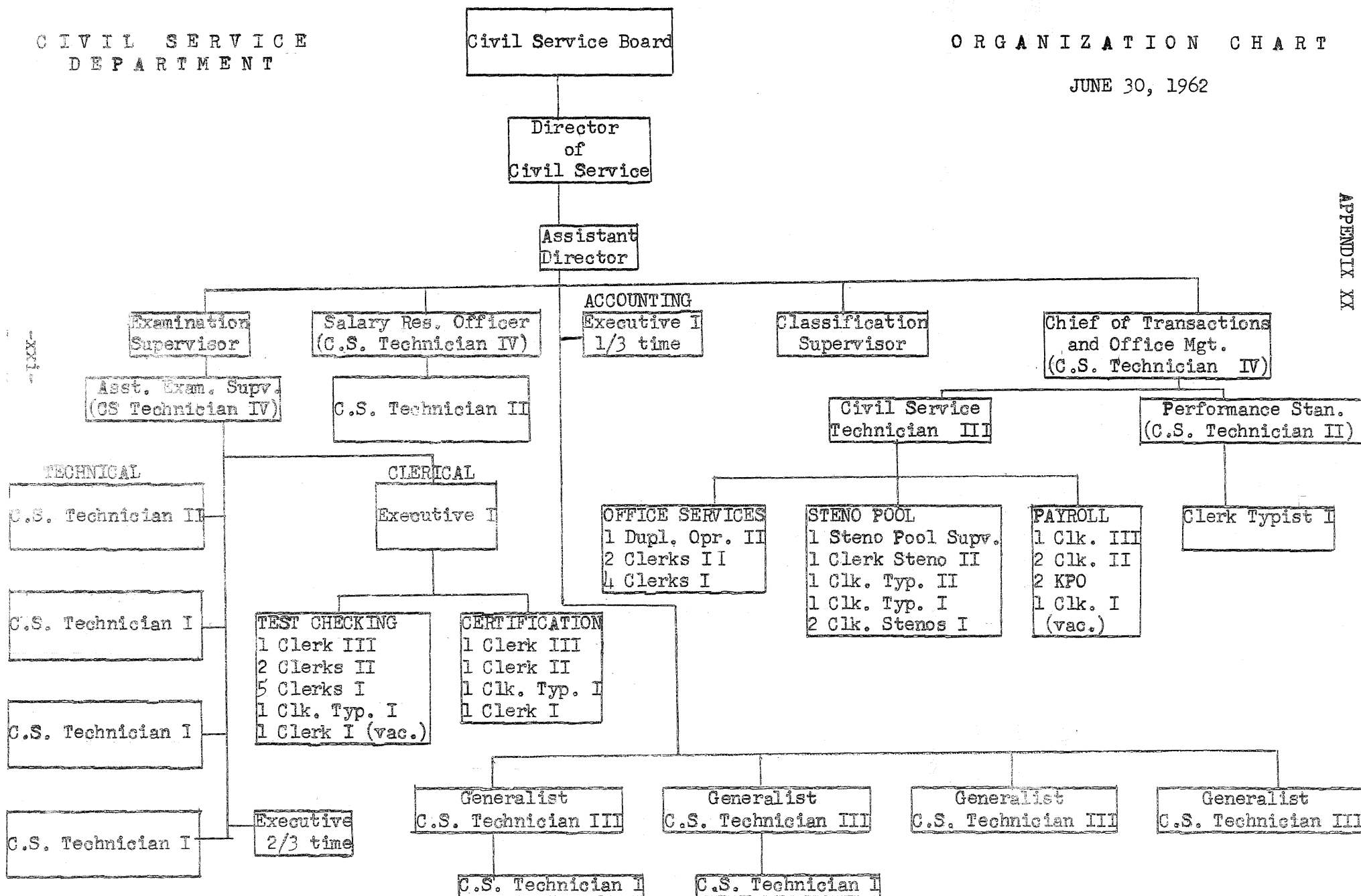
- Certification policies and procedures
- Political activity
- Salary administration
- Private industry personnel practices
- Reinstatement and reemployment
- Payroll problems and methods
- Vacation and sick leave policies
- Problem drinkers among employees
- Pertinent Attorney General's opinions
- Civil Service rule revisions
- Merit and longevity increases
- Training, including sponsorship of training council
- Procedures Manual
- Recruiting and placement of high school and college graduates
- Performance standards
- Intermittent employment policy
- Military leave of absence
- Employment of the handicapped
- Overtime
- Employee handbooks
- Organized employees
- Group insurance plans
- Retirement, retirement plans as related to the personnel function
- Transfers from other jurisdictions
- Disciplinary problems
- Personnel meetings and conferences

CIVIL SERVICE
DEPARTMENT

ORGANIZATION CHART

JUNE 30, 1962

APPENDIX XX



APPENDIX XXI

FINANCIAL REPORT OF THE CIVIL SERVICE DEPARTMENT FOR THE BIENNIUM ENDED JUNE 30, 1962

		<u>Total</u> <u>Appropriations</u>	<u>Reverted to</u> <u>General Revenue</u>	<u>Expenditures</u> <u>for the Year</u>
Personal Services	1960-1961	\$ 283,754.00	\$ 8,324.90	\$ 275,429.10
	1961-1962	\$ 310,355.00	\$ 12,086.01	\$ 298,268.99
Total Personal Services		\$ 594,109.00	\$ 20,410.91	\$ 573,698.09
Supplies & Expenses	1960-1961	\$ 28,069.00	\$ 1,514.96	\$ 26,554.04
	1961-1962	\$ 31,244.00**	\$ 1,984.87	\$ 29,259.13
Total Supplies & Expenses		\$ 59,313.00	\$ 3,499.83	\$ 55,813.17
Totals		\$ 653,422.00	\$ 23,910.74	\$ 629,511.26

** L.A.C. Transfer for Salary Survey \$2500.00. Administrative Transfer \$450.00 Business Development.

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>6-30-61</u>	<u>6-30-62</u>	<u>1961</u>	<u>1962</u>	<u>1961</u>	<u>1962</u>
Clerical Staff	35	35	\$178,478.06	\$186,418.12	64.8%	62.5%
Technical Staff	19	21	\$ 96,951.04	\$111,850.87	35.2%	37.5%
Totals	54	56	\$275,429.10	\$298,268.99	100%	100%

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>
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
1960-61	15,492	301,983.14	19.49
1961-62	16,054	327,528.12	20.40

LEGISLATIVE
STATE OF MINNESOTA

APPENDIX XXIII

SEPARATIONS FROM THE
CIVIL SERVICE DEPARTMENT
DURING THE BIENNium

July 1, 1960 through June 30, 1962

<u>Reasons</u>	<u>Number of Employees</u>
Promotions in State Service	6
Other employment	11
Family responsibility, marriage and other personal reasons	16
Dismissed during probation period	1
Transfer at same level	<u>1</u>
	TOTAL 35

Total includes 30 clerical employees and 5 technicians.