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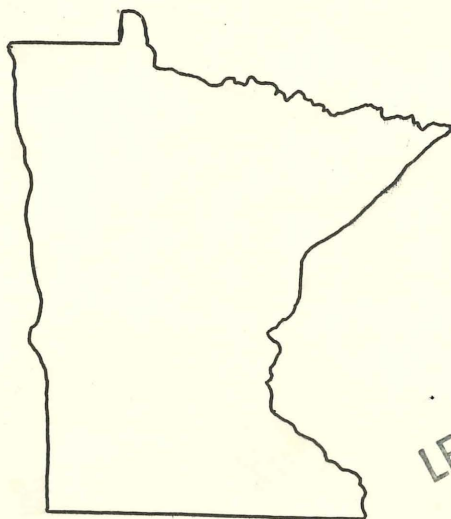
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BIENNIAL REPORT

MINNESOTA DEPARTMENT OF CIVIL SERVICE

for the period

July 1, 1966 through June 30, 1968



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MINNESOTA CIVIL SERVICE DEPARTMENT
215 State Administration Building
St. Paul, Minnesota

STATE OF MINNESOTA

Department of Civil Service

BIENNIAL REPORT

July 1, 1966 through June 30, 1968

Pursuant to

MSA 1967, Section 43.06 (5)

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FOREWORD

The Department of Civil Service is the central personnel agency for the State of Minnesota. Its activities parallel those of the personnel department of a large company in private industry. It is a staff agency responsible for the maintenance of an examining program, a classification and pay plan, and for the development and maintenance of personnel policy applied consistently in all state departments. The department's activities are dictated, in some instances, by legislative action, and in other cases by the continuing effort necessary to keep abreast of new developments in the private sector of the economy.

The Civil Service Law establishes an examining program to assure the public that qualified persons selected according to merit and ability are available for employment in the state service and to ensure continuity of personnel from one administration to another. The classification and pay sections of the law provide machinery for an orderly arrangement of the many jobs in the state service, according to duties and responsibilities, and permit a uniform wage and classification structure among the state departments. The pay plan is periodically updated in order to place the state in a competitive position in salaries. Rules insuring similar treatment for all employees in various personnel actions are established and administered uniformly. The civil service program prohibits discrimination on the basis of political, religious or racial interests.

For more than a decade, the state service has grown in the number of employees as state functions increase. The workload of the Civil Service Department increases in all phases of its operation with the growth in the number of employees. The Civil Service Department staff has not increased in relative size over the years. In fact, there has been a reduction in the total number

of Civil Service Department employees since the 1950's. The complement of the department is presently 61 employees. This report will outline the activities carried on by the department throughout the period July 1, 1966 through June 30, 1968.

THE REPORT AT A GLANCE

Full-time Classified Employees

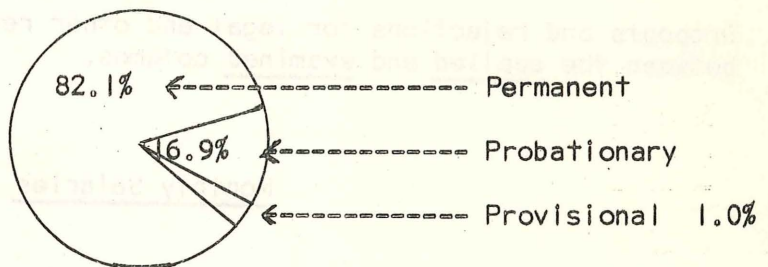
19,783
June 30, 1967

977
Increase over
June 30, 1966

21,116
June 30, 1968

2,310
Increase over
end of last
report period

Employees With Civil Service Status - 6/30/68

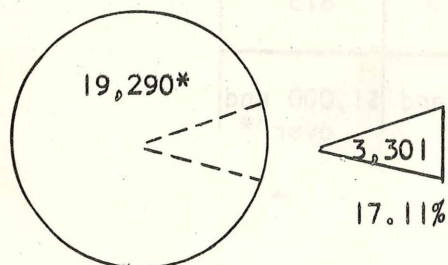


Average Days Sick Leave Used By State Employees

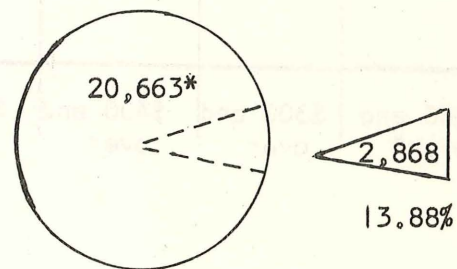
FISCAL
1967
6.6 days

FISCAL
1968
6.5 days

Resignation Rate Per 100 Employees



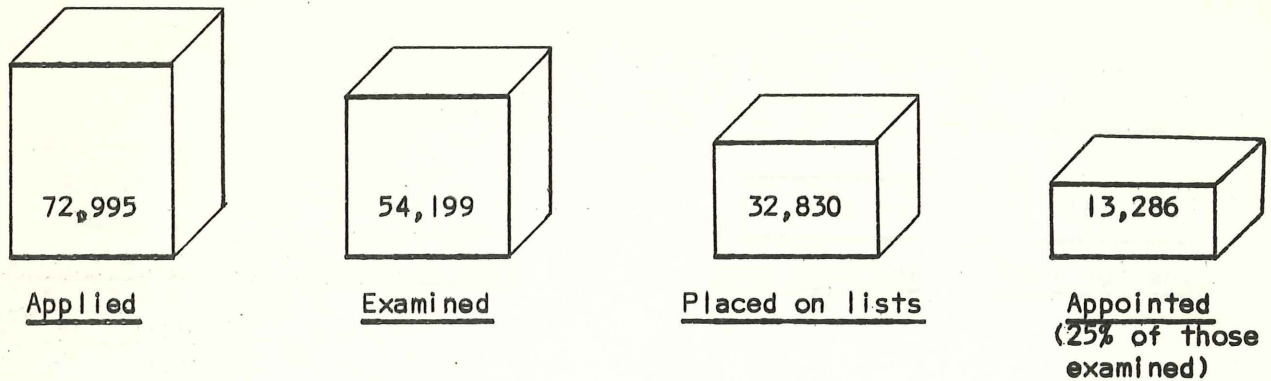
Years
Ended: June 30, 1967



June 30, 1968

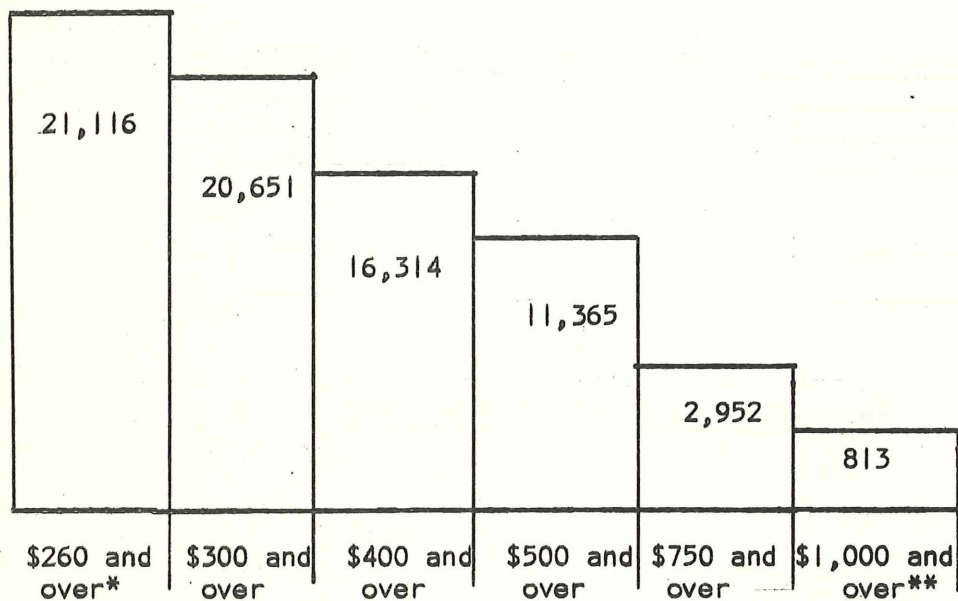
*Average working force.

Examinations



Dropouts and rejections for legal and other reasons account for the difference between the applied and examined columns.

Monthly Salaries



As of June 30, 1968

*Lowest classified salary - \$260.

**Top salary paid within salary plan, \$1,849.

THE CIVIL SERVICE BOARD

The Civil Service Board sets general policy for the Department of Civil Service which is carried out by its one appointee, the Director, who is the administrative head of the agency. The three Board members, non-partisan appointees of the Governor, serve six year overlapping terms. They are charged with a number of specific responsibilities and obligations delineated in the 1939 statute* which established a merit system for Minnesota state employees, and its subsequent amendments.

Among its most notable duties, in addition to its executive act of appointment of the department head, the Civil Service Board serves in a quasi-legislative capacity in two major areas. It establishes and revises rules which, when approved by the Attorney General, have the force and effect of law and it exercises a salary setting function in making adjustments in the pay plan between legislative sessions. The Board also has a quasi-judicial role in matters concerning improper administration of the civil service program as contemplated by the law and rules and is the official body designated by law to hear appeals of employees in disciplinary cases.

This citizen member Board meets periodically for consideration of a variety of questions on an average of twice each month. During the first year of the biennium the Board held twenty-one official meetings and nineteen during the second year. Mr. Samuel S. Dikel, a businessman from Minneapolis, originally appointed to the Board in August of 1963, was serving as Chairman at the beginning of the reporting period, and was reelected as Chairman on February 1, 1967 for a one year period. In addition to the Chairman, the composition of the Board on July 1, 1966, included Miss Edna L. Schwartz, a business women from St. Paul, appointed in December, 1965, and Mr. William D. Watters, an attorney

*Laws of Minnesota 1939, Chapter 441.

from Duluth who had served since July of 1965. Mr. Watters resigned in January of 1967. Mr. Dikel's term expired February 1, 1967, and he was not re-appointed. Miss Schwartz's appointment for a term ending in February, 1969, was not confirmed by the 1967 Senate. Both Mr. Dikel and Miss Schwartz continued to serve until their successors were appointed.

The Civil Service Board as newly constituted April 25, 1967, included Mr. Sidney S. Feinberg, Chairman, an attorney from Minneapolis; Mrs. Catharine B. Harmon, community leader from St. Paul; and Mr. William W. Holes, businessman from St. Cloud. Mr. Feinberg subsequently was re-elected Chairman, in February of 1968, for an additional year. Mr. Holes' appointment by the Governor was confirmed by the Senate May 5, 1967, and Mr. Feinberg and Mrs. Harmon received Senate confirmation on May 10, 1967. The composition of the Board remained unchanged to the end of the reporting period.

A typical Board meeting agenda covers many items such as proposals for changes in the classification and pay plans, special requests for consideration of extension of the normal limits of provisional employment and for enlarging the usual scope of eligibility in examinations and discussion of miscellaneous matters of concern to departments, groups or individuals. Many items require the Board's approval. Other matters, according to law, must be reported to the Board for its information. Still others are discussed with the Board because of their bearing on policy decisions. The following paragraphs summarize the Board's activities in those areas in which the statute requires its expression of authority. The final actions are tabulated in detail in the appendices of this report.

When there is a scarcity of individuals in Minnesota with qualifications necessary for certain jobs, the director or department heads may request that

the statutory two-year Minnesota residence requirement for examination be waived and eligibility extended to U. S. citizens on a nationwide basis. After consideration of the facts, the Board may grant this authority. In even more extreme circumstances, the Board may extend eligibility to compete in examinations for professional, technical and administrative positions to persons with the required qualifications who are not citizens of the United States. Each deviation from the normal two-year residence requirement requires Board approval.

During the reporting period, the Board, on a number of occasions, authorized for classes in which experience showed that recruitment within Minnesota would not fill all existing vacancies adequately the participation in examinations of qualified applicants who did not meet the two-year residence requirements. The Board approved extension of eligibility in examinations without regard to Minnesota residence for forty-one classes during the first year of the reporting period and for thirty-five classes during the second year. During both years this authority also was granted to non-resident participants in the College Placement Examination. Many graduating students, residents of all fifty states, who have attended college in the locality are attracted by employment possibilities in Minnesota state government. The Board seldom uses its authority to extend eligibility in examinations to non-citizens; however, it approved their participation in examinations for Patient Activities Leader and Toxicologist during the first year of the biennium. There were no instances of the Board's use of this authority during the second year.

Statutory provisions state that a provisional appointment shall not exceed six months and prohibit a second provisional appointment within a year to the same individual. The Civil Service Board may, under special circumstances, however, extend the original six months' authority and may permit an individual's being appointed more than once within a twelve month period for the good of the service. Temporary appointments, like provisional appointments, normally are

limited by law to six months and to one per individual per year, but the Board may extend temporary appointments to the maximum of one year. The Board acted under Minnesota Statutes 1967, 43.20, Subd. 2, to extend provisional appointments in fifty-one classes during the first year and in forty-two classes in the second year of the reporting period. The Board, in addition, approved under this provision the second provisional appointment of Dr. Domingo Rodriguez who had served provisionally as a Senior Staff Physician at Rochester State Hospital and was appointed March 1, 1967 as Chief of Service at the same institution. The Board extended temporary appointments not to exceed the statutory maximum period in fifteen classes during the first year and in two classes in the year ended June 30, 1968.

Since its inception, the Civil Service Department has had a supportive role with reference to operating departments in the encouragement of training throughout the state service. Within this reporting period it began to assume a position of leadership, and for this reason, training activities are discussed in a separate section of this report. All appointments of trainees in pre-service training programs approved by the Director must be reported to the Board under provisions of Civil Service Rule 8.9. During the first year of the reporting period, 679 trainees were appointed in twenty-nine different programs. Between July 1, 1967 and June 30, 1968, 1,085 trainee appointments were made in thirty-four different approved programs.

The Board has authority under provisions of Minnesota Statutes 1967, Sec. 43.31, to approve transfers of individuals from other merit system jurisdictions and exercises that authority, upon request, when standards are equivalent to those in the Minnesota state service. Transfers are considered by the Board on an individual basis except in those cases where the Board has given blanket approval to transfers from specific classes in certain jurisdictions. A general Board policy was established for the Department of Public Welfare on

May 19, 1948, and for the Department of Corrections on May 22, 1963, whereby transfers may be approved from the Minnesota County Welfare Merit System to positions in those state departments without individual action. The Board approved two additional general policies regarding transfer during the reporting period as follows:

1. On October 31, 1967, the Board authorized the transfer of rural County Probation Officers to Corrections Agent positions in the Department of Corrections. The policy applies only to persons certified by the Civil Service Department to appointing judges or to those who were originally transferred from Corrections Agent positions in the state service to the county.
2. Blanket approval was given March 21, 1968, to transfer of qualified Employment Guidance Counselors from the Hennepin County Personnel System and from the Minnesota County Welfare Merit System to appropriate Employment Counseling classes, as shown on an approved class comparability table, in the Department of Employment Security.

Other than those transfers made under approved general policies explained above, the Board authorized no transfers from other governmental jurisdictions during the first year, and two in the second year. The facts involved in the two individual transfer actions are shown in the Appendix.

Agency promotional lists are to be used, according to Civil Service Rule 8.2, before certification is made from all lists other than the layoff list. The purpose of this provision is to encourage promotion from within a department before resorting to other available lists. The Director has authority, however, to authorize use of other eligible lists when sufficient justification for such action is submitted by the appointing authority. He is required to report to the Board, under provisions of Civil Service Rule 8.2, all instances in which he has authorized the use of a list other than the agency promotional list while such list is in existence. The Director's authority in this regard was used only once in each of the years of the reporting period. On March 1, 1967, a Welfare Executive II was appointed from the competitive list and on August 16, 1967, a Senior Highway Technician (Instrumentman) was appointed

from the reemployment list while agency promotional lists were in existence for these classes.

Under Civil Service Rule 8.8, requirements of competition may be suspended in filling vacancies in which peculiar and exceptional qualifications of a scientific, professional or expert character are required and individuals qualified for such positions may be given exceptional appointments. Authority for such special consideration was not requested during the reporting period.

The Board is called upon at intervals to designate certain positions in the unclassified service under provisions of Minnesota Statutes 1967, 43.09, Subd. 2 (11). The majority of unclassified positions are established by law. The Board's authority in this regard extends only to temporary positions involving a special inquiry, investigation or installation. Its concern in these areas is to allow the unclassified designation only for limited periods and to see that they are brought into the classified service if the positions involved in special projects develop into unlimited positions.

Certain disciplinary actions initiated by department heads against employees with permanent status, specifically demotions for cause, reductions in pay or position, suspensions of over thirty days and dismissals, are subject to review by the Civil Service Board. Section 24 of the Civil Service Law requires the Board to determine the reasonableness of an appointing authority's charges against the employee and to judge the extent to which they are supported by evidence and testimony. The law provides for a pre-hearing conference at which the facts and issues may be agreed upon and stipulated to, including settlement, and for formal hearing before the Board on the matters that remain in controversy. The following disciplinary hearings concerned the Board during the first year of this reporting period.

At the beginning of the first year, the case of the dismissal March 4, 1966, of a Laundry Worker from Gillette State Hospital was pending. The employee had been dismissed for his involvement with the police and the Board postponed its hearing until the criminal matter had been settled in court. The hearing was held February 27, 1968, but the legal procedures had not been completed and the Board had made no decision prior to June 30, 1968 when the reporting period closed.

On August 10, 1966, the Board heard the case of a Clerk II in the Motor Vehicle Division, Secretary of State, who was demoted to a Clerk I. Findings and Recommendation of the Board issued August 17, 1966, sustained the department head's charge of excessive absenteeism.

An employee of the Secretary of State, Motor Vehicle Division, who filed for public office and refused to resign was dismissed August 2, 1966 for this reason. At the hearing September 7, 1966, the parties stipulated as to the facts and the Board issued its decision September 26, 1966, finding the employee in direct violation of Section 28 of the Civil Service Law. The case was taken to the District and Supreme Courts as a test of the constitutionality of the political activity provisions of the law. The Supreme Court order of March 29, 1968 declared that the purpose of the law is to make merit, rather than political influence, the primary consideration of employment and that this principle is sufficiently important to justify minor infringement of employees' constitutional rights.

A Clerk II in the Department of Highways who was dismissed for excessive absenteeism on July 29, 1966, was heard on October 5, 1966. The charge was considered reasonable and substantiated by the evidence. The Board's decision of October 25, 1966, upheld the department head's action but recommended that thirty-four hours of earned sick leave withheld from the employee be paid.

Anoka State Hospital dismissed a Psychiatric Technician II (TB) for sleeping on duty. Upon the employee's appeal, the Board held a hearing on January 11, 1967 and decided the case on January 27, 1967, sustaining the department head's dismissal action. This case was appealed to the District Court on certiorari and no order had been issued prior to the close of the reporting period.

Following a hearing on March 8, 1967, the Board issued its Findings and Recommendation March 22, 1967, sustaining the action of the Commissioner of Highways in dismissing a Bridge Worker on December 23, 1966 for unjustified claims against the department, insubordination and declining performance on the job.

A dismissal case involving a Psychiatric Technician II from the Faribault State School and Hospital in which the Board had sustained the department head during the last reporting period was pending in District Court on July 1, 1966. The appeal to court was withdrawn and the writ of certiorari discharged by court order dated October 14, 1966.

The Board also was called upon during the first year to determine a question of status when a Special Schools Counselor I at Cambridge State Hospital was dismissed for unsatisfactory service on October 20, 1966. The employee was considered a probationer by the hospital, whereas the employee contended he had permanent status and a right to a hearing. The factual question was settled by an Attorney General's opinion of January 12, 1967 declaring the employee a probationer and the Board denied him a hearing. On March 8, 1967, in a similar case, the Board determined that an Excise Tax Examiner in the Department of Taxation had probationary status and had no right to a hearing on his appeal from dismissal. The Board also granted an appearance during the first year of the reporting period to an Account Clerk in the Department of Economic Development regarding the employee's allegations of discrimination

on the basis of religion and sex and concluded the employee's charges were without foundation.

The first disciplinary action appealed by an employee during the second year was that of a Clerk Typist with the Bureau of Criminal Apprehension who was dismissed July 14, 1967 for incidents indicating insubordination and lack of courtesy and consideration for other employees. Following a pre-hearing conference, the Board opened the hearing on this matter on August 30, 1967 and continued it on September 26, 1967. The Board's decision in this regard dated November 9, 1967, sustained the department head's action in dismissing the employee. The District Court upon appeal affirmed the Board's decision on April 23, 1968. At the end of the reporting period, this matter was pending in the Supreme Court.

A Psychiatric Technician was dismissed from Rochester State Hospital July 28, 1967 for striking and abusing patients. Upon stipulation of the parties, the employee was returned to the institution to a position not involving patient care. The Board approved this agreement effecting a voluntary demotion in its order of November 9, 1967.

A Crime Laboratory Analyst II with the Bureau of Criminal Apprehension was dismissed August 5, 1967 for attitude and behavior detrimental to the proper conduct of crime laboratory activities and to the prestige and reputation of the department. On September 12, 1967, at the pre-hearing conference conducted in this matter, the parties mutually agreed to settlement which involved vacating the dismissal action and retroactive reinstatement of the employee without loss of pay benefits or privileges. The employee agreed to perform as a consultant for approximately four months until an agreed-upon date when his resignation would become effective. The employee resigned January 31, 1968.

An Accountant in the Department of Education was dismissed August 29, 1967 for excessive absenteeism. Following a hearing on September 26, 1967, the Board sustained the department head in its Findings and Recommendation issued October 19, 1967.

An appeal from dismissal for excessive absenteeism of a Highway District Clerk II was withdrawn by the employee when the dismissal was converted to a demotion effective September 27, 1967, to an Executive I position located in a different Highway district. This matter was settled to the satisfaction of both parties before the Board had scheduled a hearing.

The Board held a hearing October 19, 1967 in the matter of a sixty-day suspension of a Special Schools Counselor at the Minnesota Residential Treatment Center at Lino Lakes. The department head's action was sustained in the Board's decision issued October 19, 1967.

A Clerk Stenographer with the Department of Public Welfare was dismissed October 19, 1967 for excessive tardiness and absenteeism, violation of departmental rules, alleged abuse of sick leave and an uncooperative attitude. The case was settled by stipulation, the conditions of which were arrived at in pre-hearing conference. The Board approved placement of the employee's name on the reemployment list upon substitution of resignation for dismissal and the department's agreement to seal the employee's file to prevent the circulation of references which might minimize future employment opportunities.

An Engineer-in-Training was dismissed from the Department of Highways September 26, 1967 for insubordination and for unreasonable verbal attacks against public officials. Following a pre-hearing conference November 20, 1967, the Board approved a stipulation between the parties dismissing the employee's appeal and substituting a resignation effective October 25, 1967 for the dismissal action.

On January 26, 1968, the Board took testimony and evidence in the matter of the dismissal of the Special Schools Counselor, previously suspended for sixty days, from the Minnesota Residential Treatment Center. He was charged with inability to function properly under the type of responsibility involved in his position. The case was decided February 28, 1968 in favor of the dismissing authority.

A Highway Technician II was suspended by the Highway Department for more than thirty days pending the outcome of his trial in connection with an arrest. Following a pre-hearing conference, the Board held a formal hearing March 21, 1968, and permitted attorneys to submit briefs citing court actions in cases of this kind. A decision in this matter had not been reached by the end of the reporting period.

On March 21, 1968, the Board heard the matter of the dismissal January 19, 1968 of a Radio Dispatcher from the Department of Highways. The charges against the employee included excessive unauthorized absences and tardiness and disregard of his obligations to his employer. The Board sustained the department head's action on May 3, 1968.

A Psychiatric Technician at Hastings State Hospital was scheduled to appear on June 11, 1968 in the matter of his dismissal effective February 22, 1968. The employee had been charged with improper care and abuse of patients and converting patients' funds to his own use. The Board on June 11, 1968 agreed upon motion of the State's counsel to dismiss the employee's appeal, thereby sustaining the dismissal when he did not present himself either for pre-hearing conference or before the Board. When it became evident that the employee had not received notice of the hearing, the matter was rescheduled before the Board for July 25, 1968, subsequent to the end of the reporting period.

In the second year, a Guard Instructor at the Men's Reformatory at St. Cloud, whose duties were reassigned, alleged racial discrimination in his employment. Upon review, the Board found the allegation unfounded.

The Board scheduled and held a number of hearings on proposed changes in the Civil Service Rules during the reporting period. In accordance with the requirements of Minnesota Statutes 1967, Section 15.0412, Subdivision 4, thirty days prior notice of public hearing must be given and the changes as adopted by the Board must be approved by the Attorney General as to form and legality. The revised rules become effective upon filing with the Secretary of State.

The Board held a hearing September 21, 1966, on the repeal of Civil Service Rule 5.5 and on a revision of Rule 13.2, to effect a change in overtime policy on July 1, 1967. The proposals as adopted by the Board were approved by the Attorney General and were filed November 16, 1966 to become effective at the beginning of the next fiscal year. A subsequent hearing was held on June 14, 1967 with reference to the same two rules, the purpose being only to change the effective date of the repeal of Rule 5.5 and the change in Rule 13.2, providing for time and one half for overtime, from July 1, 1967 to the date beginning the first payroll period following July 1, 1967. This change was approved and duly effected according to statutory procedure.

At the hearing on June 14, 1967, the Board also approved a substantial change in Civil Service Rule 14.1 setting out in detail policy and procedure relative to performance evaluation. Following approval by the Attorney General, this rule change became effective upon filing on June 28, 1967.

During the second year of the reporting period, Civil Service Rules 13.7, 13.8 and 13.14 were revised. Following proper notice and a hearing on November 9, 1967, which was continued on November 29, 1967, the Board approved revision of Civil Service Rule 13.7 to provide under certain conditions of

reemployment for accrual of vacation at the same rate and with the same accredited length of service that existed at the time of resignation for employees who resigned because of pregnancy or to pursue education directly related to the employee's state position. Civil Service Rule 13.14 was revised to add the statement that leave of absence may be granted for an employee's pregnancy. The changes in these rules became effective December 18, 1967.

Following a hearing on April 25, 1968, Civil Service Rule 13.8 was amended to add a provision to permit, in cases of employee transfer from a Minnesota merit system jurisdiction or from the federal competitive service, crediting an employee with a limited amount of unused sick leave, which is reduced as sick leave is accumulated in the state service subsequent to transfer. The new provision became effective May 20, 1968.

Civil Service Rule 13.14 was revised a second time within the second year of the reporting period. After public hearing on June 11, 1968, the Board approved a proposal to liberalize the provisions for leave of absence for probationary employees who are entering military service or are completing an educational program. The change adopted was approved as to form and legality and filed with the Secretary of State on June 19, 1968.

The Board throughout the period was concerned with various policy matters which required its deliberation, particularly in matters involving salary administration and labor relations. It continues to provide positive leadership for a progressive personnel program within the state service.

RECRUITING AND EXAMINING

There was a time when "recruiting" for the public service consisted of posting an announcement to the effect that applications would be accepted for a particular class of work and then standing back while the applications piled up during the brief time that the examination was open. There was a time, too, when "examining" meant a multi-screen process by means of which all but the most highly qualified job seekers were kept out of the public service.

The field of public personnel administration began evolving away from this "buyer's market" scarcely two decades ago. In the period covered by this report, this process which had been one of gradual change had to be accelerated rapidly by all employers if they were to maintain a viable organization in the face of ever-increasing competition. As with other employers in both the public and private sectors, it was necessary for the Minnesota Civil Service Department to shift from passively announcing employment opportunities to actively searching for potential employees wherever they might be found. In like manner, selection procedures had to be redesigned to determine quickly if a candidate met an acceptable standard upon which success on the job could be predicted. Marathon testing designed to eliminate all but the few who were most able among a multitude of applicants no longer had relevance in the tight labor market of the late '60s.

Recruitment

The gross statistics conceal the real recruiting problem. On the face of it, 73,000 applications during the biennium would seem to afford a generous number from which to select the 13,286 employees who were appointed in the same period. Analysis of the applications indicates that there were two problems associated with this heavy application count. First, there were not enough qualified candidates for the professional and technical classes to fill completely all

vacancies in these categories. Second, the greatest numbers of applicants were relatively unskilled or skilled in areas such as farming in which the state service had few positions. The disappointment of those who failed tests and the frustrations of those who passed but never received opportunities for appointment produced a continuing workload in the public relations area. Dealing with disenchanted examination candidates demanded much staff time which might have been directed more productively to recruiting for the hard-to-fill vacancies.

The most concentrated recruiting effort put forth by the department was for those classes requiring college graduates. Recruiters visited twenty-five campuses in Minnesota and seven neighboring states. As a result, applications were received from 3,672 individuals interested in taking the College Placement Examination. This is a single testing procedure which is used to establish eligible lists of graduates for forty different classes.

A similar program was conducted in order to obtain the services of newly graduated high school students. Twenty different classes were covered under a single testing procedure. During the biennium, approximately 3,000 graduating seniors were tested and of these 2,533 were added to eligible lists.

Special attention was given to recruiting for those classes in which a large number of vacancies persisted despite all ordinary efforts to fill them. In the case of beginning level clerical classes, display ads were placed periodically in the metropolitan newspapers inviting all interested candidates to come in at any time on a particular day to take the test and to be interviewed immediately by personnel officers from the major departments. Another example of specialized recruiting and examining took place at Faribault State Hospital where a large number of new Psychiatric Technician positions were being filled at too slow a rate. An all-day "job festival" was set up and advertised in

area newspapers and radio announcements, in window posters, and in a feature story in the news columns of the local newspaper. Again, testing and immediate placement resulted in filling almost all existing vacancies at the hospital.

The department also explored new sources of personnel which had not previously been sought through any concentrated program. Efforts were made to interest the operating departments in redesigning professional positions in order to remove those tasks which could be performed by personnel without full professional training. Several "para-professional" classes of work were established to cover newly developed positions in several fields including accounting, social casework, teaching, rehabilitation counseling and hospital therapy. Recruiting for personnel to fill positions in these categories was initiated in the junior colleges and in the area vocational-technical schools throughout the state. An expansion of this program is planned based on the experience gained in this initial approach.

Another source of potential recruits for the state service is to be found among the members of minority groups, particularly in the metropolitan area. A summer project, still in progress at the close of the biennium, employing minority group members from Macalester College in St. Paul, was designed. The project objective involved exploring means whereby the gap between the job needs of the unemployed or under-employed of the minority community and the personnel needs of the state service might be better bridged. Preliminary results of this project indicate new approaches to establishing better communications with these groups.

Examining

Revisions in the examining program intended to keep pace with changes in the labor market proceeded generally along two avenues. First, the nature of the total examination was reviewed to select the methods of testing most appropriate

to measuring the suitability of candidates for each class. In some cases the question was whether the tradition of a written test should be continued. In other cases, the validity of the written test which was being used had to be re-evaluated in terms of the actual requirements of the position.

The second area of revision in the examining program consisted of facilitating the administration of tests in order to shorten the time between application and referral. In the previous biennium, the entire testing and certification procedure for filling Psychiatric Technician positions had been delegated to the hospitals. This delegation was continued with support from the department when needed. The success of this procedure encouraged the extension of local examination administration to other classes in which the institutions were experiencing more or less continuing needs for new personnel. Although the scoring and certification was still done centrally, the ability to give tests immediately when candidates inquired about positions helped appreciably to reduce the time the position remained vacant. During the reporting period, the Minnesota Employment Service was called upon to give 3,250 examinations, over twice the number given at local offices in the previous biennium. The Civil Service Department's examining facilities also have been used to a much greater extent during the work week than was previously true. Part of this increase has been possible due to the improved facilities available in the new office building to which the department moved in October, 1967.

The 1967 Legislature made substantial changes in the veterans preference law as it affects state civil service examinations. The definition of a veteran was extended to include all those who had military service for purposes other than training since December 7, 1941. A second significant change related to the preference given to disabled veterans. Under the previous law, a disabled veteran was given 10 additional points and his name was placed at the

head of the list if his augmented score was passing. Under the new law, this same provision continues relative to competitive examinations. In the case of promotional examinations, however, the disabled veteran receives the 10 points but does not go to the head of the list.

The department's program of assistance to local jurisdictions which have a need for competitive examinations has continued at a vigorous pace. Most of the examinations called for are in the police and fire fields. Tests also are available covering a wide range of other kinds of work found in county and municipal government. During the past biennium, 70 jurisdictions participated in the examining program and a total of 199 examinations were given.

CLASSIFICATION AND SALARY ADMINISTRATION

In the last reporting period, concern was expressed over the rising competition for personnel that neighboring states and local private firms were placing upon the state service. State services to the general public were being severely threatened due to employee turnover and the state's inability to recruit personnel within the available salary structure. The crisis was deepening even though many approaches to the problem were developed to retard it.

With the approach of the 1967 legislative session, a unified effort was made by the Civil Service Department, the Administration, operating departments and employee organizations to develop a compensation plan that was fair, equitable and competitive. The result of this effort was most gratifying. The Legislature enacted a pay bill that met the personnel crisis head-on and provided state employees with the largest pay package in the history of the state.

Classification

As a result of efforts to increase flexibility within the framework of the compensation plan in effect prior to July, 1967, "junior-senior" levels of practitioner classes in a variety of occupational fields were established. While this approach served a utilitarian purpose during the last months of the previous reporting period, the decision was made to abandon this approach in favor of a classification and compensation plan with fewer classes applied to fewer salary ranges of greater breadth. Consequently, some 317 separate job classifications were combined into approximately 128 new classifications. The resultant effect of this action was to reduce the number of job audit requests and to give the appointing authority the opportunity to recognize deserving employees through salary adjustments within the extended salary ranges.

During the present reporting period a new approach to alleviating personnel shortages in critical occupational fields was instituted. In cooperation with professional organizations, junior colleges, vocational-technical schools and business colleges, para-professional job classifications were established. Due to the nationwide shortage of professional and technical personnel, this approach provides a useful tool for making available additional "hands" under the direct supervision of the fully trained professional or technical employee. Examples of this effort include such new job classifications as Medical Records Technician, Medical Laboratory Assistant, General Library Assistant, Accounting Technician, Tax Representative, Social Rehabilitation Services Technician, Conservation Aide II and Pollution Control Specialist II.

Federal programs continued to place a demand upon the staff in terms of organizational studies and allocation of new state positions. The departments of Education, Corrections and Employment Security commanded most of the attention in this regard. Examples of such programs include MDTA funds for vocational training in correctional institutions, the Cooperative Vocational Rehabilitation Program in the Department of Education, and the Pilot Center and Model City programs in the Department of Employment Security.

In addition to the large number of individual audits made during the past two years, several large studies were conducted. A complete audit of all the technical positions in the reorganized Computer Services Division of the Department of Administration was one of the most sizeable studies made. As a result of this study, several new data processing and computer systems classifications were established. With the opening of a sixth state college at Marshall, Minnesota, a complete study of the organizational structure and initial job allocations were accomplished. On a smaller scale, similar studies and initial job allocations were made in connection with the establishment of several additional junior colleges during this period.

Organizational studies were made for the departments of Administration and Education, Vocational Rehabilitation Division, by management consulting firms during the reporting period. In addition to these management studies, the Department of Conservation was reorganized by the state legislature. The legislature also established the Pollution Control Agency, Human Rights Department and a Sales and Use Tax Division within the Taxation Department. The effort to reflect the management study recommendations and the functions and activities of newly created and reorganized state departments and divisions through the classification process involved many hours of staff discussion and analysis.

Salary Administration

At the close of the previous reporting period, the staff was in the process of developing an entirely new salary plan. The new plan featured two separate salary schedules. One provided for fifteen ranges consisting of ten salary rates at 4% intervals for use in the professional and general services areas. The trades classes and classes of work in which salary data indicated a shorter range were assigned to the second schedule with four salary rates, 8% apart, in each of thirteen ranges. In late August, 1966, the Civil Service Board held public hearings and adopted the revised pay schedules and class assignments. By the first of the year, the new administration had also endorsed the plan and agreed to make the salary measures part of its legislative program. Following its adoption by the legislature, state employees, on July 5, 1967, realized salary advances ranging from 8% to 32% with an over-all average of 12%.

In the early months of the operation of the new pay plan, turnover slowed and state salaries for the first time in several years were comfortably competitive. During late winter 1967-1968, however, the combination of higher wage settlements, higher prices, higher taxes and inflation began to have a serious effect upon the state's ability to hire and also to retain relatively new employees.

The department made several telephone wage surveys and assembled all available salary data. As a result, several in-range hiring rates for certain critical classes of work were adopted. Inasmuch as turnover was occurring mostly at the first four salary rates of certain classes, economic salary adjustments were effected to hold these employees. Adjustments were not made beyond the midpoint of the ranges because turnover was minimal and state salaries were still competitive in the upper half of the ranges.

By the spring of 1968, the department again cooperated with the Department of Employment Security in conducting the biennial salary survey. In addition, for the first time, the state was invited by the Metropolitan Unit of the League of Minnesota Municipalities to be a participant in its salary survey being conducted by Stanton & Associates. This survey made available the wage patterns in a variety of occupational fields in the seven-county metropolitan area. Wage rates for both public jurisdictions and private firms were reported.

At the close of this reporting period, the salary data from these two surveys as well as from several other sources had been compiled and analyzed. The department was in the process of making salary assignments and developing its legislative program. In general, it appeared that hiring rates had increased substantially since the present plan was put into effect but the increases have varied by occupational field in a less than uniform manner. It appears at this time that another substantial wage adjustment will be necessary for the next biennium.

TRANSACTIONS AND OFFICE MANAGEMENT

With the increased size, complexity and cost of Minnesota state government have come demands for expanded and additional services. As has been the case in previous years, the state service has continued to grow in numbers of full-time classified employees. The total showed an increase of 2,310 full-time classified employees from 18,806 at the end of the last reporting period to 21,116 at the end of the current reporting period. The unclassified service, labor service, temporary and intermittent employees which are not included in these totals comprise several thousand additional employees. The one classified department head whose position and salary are specifically set by law is also excluded from this total.

The activities of the Transactions Division have increased as the state government has continued to grow. The division is responsible for maintaining records on all state employees in addition to processing all necessary forms for personnel actions. These include appointments, separations and changes in salary, class and status. Each employee's record maintained by the division requires attention periodically as various in-service adjustments occur. All documents supporting these adjustments must be reviewed by the division for conformity with the law and rules. Resulting records must be current and accurate at all times. To accomplish the required increased effort throughout the reporting period, certain procedures were analyzed and modified and department personnel re-trained in order to keep abreast of the workload and to utilize employees' time most effectively.

Bi-weekly payrolls for the entire state service are checked and their accuracy is certified by the Payroll Section of this division. Tabulating cards from which the payroll abstracts are prepared are matched against the master tabulating cards maintained in the department. Any discrepancies are analyzed

and corrected on a continuing basis. Most state department payrolls are processed mechanically using tabulating equipment. Payrolls for a few boards and commissions and the State College dormitory accounts are processed manually.

During most of the reporting period, the division has been participating in a program to place the entire state payroll system on a computer, and to build a comprehensive central employee information system utilizing the capabilities of the computer. This has been necessitated by the increased size and complexity of state government and the need to store, retrieve and use more information with greater efficiency.

The objectives of the program include centralizing comprehensive employee personnel information, improving the payroll certification process, updating and retrieving employee records, developing statistical information on state employment, and standardizing and centralizing payroll operations. It is planned that the program will be completely implemented and in operation by the end of the next reporting period. Full implementation of the program will result in more efficient certification of payrolls within shorter time periods and will make more immediately available a greater store of information about state employees.

During the reporting period the one professional staff member in the division has been responsible for interpretation of the Civil Service Law, Rules and policies to operating departments, other Civil Service Department staff members, individual employees, employee groups and the public. Appointments, separations, leaves of absence, transfers, probationary periods, merit increases, disciplinary actions, grievance procedures, fringe benefits, overtime and political activity are included in the subject matter covered.

The division is responsible for the office management function of the department. In addition to tasks involving processing of forms, certifying the

payrolls of all state departments and maintenance of personal files and personnel records, the division's activities include providing stenographic, typing and duplicating services, mail distribution, correspondence control and preparation of statistics for the department.

EMPLOYEE DEVELOPMENT

In recognition of the necessity for the state government to keep abreast of changing conditions and times, both the legislative and executive branches lent their support during the reporting period to the initiation of a state-wide program in employee development and training. Although the Director of Civil Service was given responsibility in the original Civil Service Law for devising plans for and cooperating with department heads in the conduct of employee training programs, the 1967 Legislature for the first time appropriated funds to make possible reasonable advancement within the state service toward the training goal expressed in law. Chapter 193 of 1967 legislation included a positive expression of legislative intent in the area of training as follows:

"It is the public policy of the state of Minnesota that an efficient and well trained work force be maintained to carry out the work ordained by the legislature. It is further directed that modern methods of selection, training and salary administration be established and maintained. . . To this end, training by way of in-service programs and stipend allowances shall be encouraged. . ."

The Governor through vigorous support of the salary legislation in which the quotation above appears and by his stated objective to revitalize the state government by various means, among them to "upgrade the capacity, performance and image of state service", advanced the cause of employee development. In May of 1967, he endorsed, as did the Director, the joint request of the University of Minnesota's General Extension Division and the Public Administration Center for a \$40,000 federal grant for creation of a Minnesota Management Development Program which subsequently was granted. The Management Development Program highlighted the Civil Service Department's first year of concentrated training effort beginning in the fall of 1967.

The impression should not be left that no training activity existed in the state service during the first year of the reporting period. Four large departments, Corrections, Employment Security, Highways and Public Welfare, have had full time training officers on their staffs for years. The Civil Service Department cooperated with these line departments and others in developing training where needs were felt and referred students to operating departments for service as interns. An administrative internship program for graduate students, developed in cooperation with the Public Administration Center at the University of Minnesota, has existed for some years. Students are assigned to state agencies on a half time basis for practical experience in administration, while carrying at least a nine credit academic load. Many special well-structured subject matter programs have been in operation within departments on either a pre-service or an in-service basis. All appointments of trainees made under pre-service programs approved by the Director were reported to the Board in accordance with provisions of Civil Service Rule 8.9. A Training Council consisting of the four full time training officers and a representative of the Civil Service Department met periodically in past years, including the first year of the biennium under discussion. The Council was informally organized by the Director in an effort to pool expertise, facilities and equipment in the state service for their most effective utilization and to provide assistance to smaller departments in the area of training.

The pace of training activities accelerated markedly during the second year of the reporting period. Early in the fiscal year the Civil Service Department filled the position of State Training Supervisor authorized by the 1967 Legislature. In September of 1967, the Governor appointed his Advisory Committee on Management Training consisting of six state department heads and a representative from the Governor's office, University and Federal personnel, and three representatives from the private sector. This committee, subsequently

enlarged, has supplied the guidelines for development of top management personnel and made suggestions for application in other training programs. These appointments coincided closely in time with the appointment by the University of a Director of the State Management Development Program to coordinate state training activities carried out under the federal grant.

In cooperation with the University, arrangements were made by the Civil Service Department to offer General Extension courses taught by regular instructors at the University during office hours in state buildings in the Capitol complex. PA 55, Human Relations in Administration, a supervisory course, and PA 105, Executive Management, were held in state buildings one afternoon each week during the fall, winter and spring quarters of the school year 1967-68. Seventy-five employees successfully completed the beginning course in supervision and seventy-seven state employees and one from the Ramsey County Welfare Department, the beginning course in management. During the winter quarter an additional course, PA 106, Presentational Speaking and Conference Leadership was offered and completed successfully by twenty-six state employees. All successful participants in courses were sent certificates of completion by the Civil Service Department and their department heads were advised of their achievement. Additional University courses on state premises, all of which will carry credit toward a Public Administration certificate, are planned for the future, to meet the needs of departments and to encourage employee self-development.

The supervision and management courses discussed above represent two of three distinct parts to the management development program launched for the state service in 1967. The Department Head Seminar Program is considered to be the key element of the entire management development effort. Understanding of new trends, new concepts and new techniques necessary to the exercise of modern management have been and will be considered at the department head seminars.

Eminent lecturers chosen for their expertise in particular fields of management participated in the programs.

The first of the quarterly management seminars was held at the Lowell Inn, Stillwater, Minnesota on February 16-17, 1968. The Governor and thirty of his department heads attended. The program consisted of four separate seminar sessions of about three hours duration. The second seminar was held at the same location on May 10 and 11, 1968, with approximately the same number in attendance. Plans were underway at the end of the reporting period for a third seminar to be held in the fall of 1968.

The Governor's Committee on Management Training has been active since its appointment. It held four meetings through the year ended June 30, 1968, at which it considered items, such as immediate and long range goals and objectives of management and related training, planning studies related to training and the roles of the State and Junior colleges and Area Vocational-Technical schools, in addition to the University, in training of state employees. At the close of the reporting period, the Committee had prepared a training policy statement for submission to the Governor for release in the form of an Executive Order.

The original five-member Training Council was expanded to a membership of thirty during the second year of the reporting period to serve as a working committee representative of operating departments to carry out the training demands of the state. Department heads without full time training officers were asked to designate an employee to work on the Council as a Training Coordinator and to assist in improving communications on the subject of training. Direction for the activities of the Training Council was provided by the State Training Supervisor. The first assignment given the Council members was the preparation of an inventory of training activities currently being conducted in the state

service. Secondly, a survey of training needs of the departments was initiated. The results of both of these efforts, although the responses were informative, indicated that considerably more work must be devoted to manpower research and planning in this area. Evaluation of currently existing programs is an essential need of the future. Plans were made toward the end of the reporting period to engage the services of qualified individuals to conduct systems analyses of manpower needs of the state service and scientific studies concerning the evaluation of training results. A sophisticated, coordinated statewide employee development program will require the assistance of additional staff.

A one day seminar on Employee-Management Relations sponsored by the Civil Service Department for state personnel officers and administrators with responsibility for personnel was held on June 30, 1968. Dr. Cyrus Smythe of the Industrial Relations Center at the University of Minnesota served as a lecturer-consultant for the morning session. Mr. Kenneth Sovereign, Industrial Relations Director of Hoerner-Waldorf in St. Paul, and Mr. Robert Garnier, Civil Service Director of the Milwaukee Civil Service Department appeared on the afternoon program. At the end of the reporting period, plans were completed for a Communications-Public Relations Institute for employees of the major staff departments scheduled for July, 1968. Dr. John Geier, Director of Communications and Behavioral Sciences at the University had contracted to conduct three morning sessions on the subject on three consecutive Tuesdays to be followed by afternoon discussion periods during which the topics of the day would be related to problems existing within state departments.

Cooperative efforts with the State Junior Colleges in training of state employees ^{were} ~~was~~ initiated early in 1968. Visits to seven junior colleges were made to discuss the possibility of making supervision and middle management training available at various locations where state employees are concentrated.

The establishment of special subject matter courses when needs are determined also was discussed. The Junior College Board has encouraged the junior colleges to establish a curriculum in public service leading to an Associate of Arts degree. The first year public service program has been announced in ten out of seventeen of the junior college bulletins. Continued effort toward building a cooperative relationship for training and recruiting purposes with the junior colleges and with state colleges and vocational schools is part of the long range training goal. Considerable progress in this direction was made at a workshop sponsored by the Junior College Board in which the department participated on June 13, 1968.

Training activities have encompassed development and maintenance of training programs within the state service in cooperation with New Careers personnel of the federal Office of Economic Opportunity. Notable in this area are the programs in existence at the end of the reporting period in the Department of Corrections and at Anoka State Hospital. Discussions with personnel of the State Human Rights Commission and of other public jurisdictions were underway at the end of the year relative to sensitivity training of supervisory and administrative personnel in the problems of minority group employees. The possibility of the state's conducting sensitivity training cooperatively with federal and local agencies located in the metropolitan area was being explored as the reporting period ended. The department has also concentrated on building relationships with other organizations interested in education of mature individuals, such as the Minnesota Adult Education Association.

The Public Administration Internship program for graduate students was enlarged beginning in the fall of 1967 to include students of schools and institutes of the University of Minnesota other than the Public Administration Center. Graduate students in the School of Business Administration at the University, particularly in accounting, statistics and industrial relations,

were recruited for the Internship program in the hope that some of these primarily business-oriented young people might be attracted by their internship experiences to careers in government. The state's needs may dictate internship training of students in other areas of competence as well as in general administration.

The internship program was extended to undergraduates at the University and other colleges who have completed at least the sophomore, preferably the junior, year. The state participated for the first time during the summer of 1967 and again in 1968 in a formal Public Administration Internship program for which the undergraduate receives three credits for each of the two summer sessions. In the summer of 1967, 23 undergraduates from sixteen Minnesota colleges served on a half-time basis as interns in six state departments. At the end of the reporting period, 21 undergraduate interns from fifteen different colleges had been assigned to nine different state departments in the 1968 program. Beginning in May and June, 1968, students from St. Olaf College served as full time summer interns in a special program. Macalester College students served full time in both the 1967 and the 1968 summer internship program. In addition, summer internships were arranged in May, 1968 for five accounting students at the Willmar Area Vocational-Technical School.

The United States Civil Service Commission conducts a number of seminars for federal employees which are directly related to needs of the state service. Through a cooperative arrangement established during the second year of the reporting period with the local Branch Office of the Commission, two or three state employees are allowed to participate in each of the seminars given in the Twin Cities area without cost to the state. At least two state employees are enrolled in each of the federal seminars given locally. The Role of the Manager in Economic Employment Opportunity; Management Institutes; Group Process in Supervision and Group Process in Management are representative

titles of the federal courses. The department will continue to enroll state employees in federal and other appropriate programs of training as opportunities arise.

A keen and still-growing awareness of the need for continuation of education and training throughout an employee's lifetime is evident in industry today. In government as well as in industry, managements are awakening to the complexities of the labor market and the need for development of individuals to meet the challenges of today and tomorrow. The state's obligations to its citizens will require increased attention to employee development, encouragement of self-development and concomitant organization development if it is to maintain a competitive position in a rapidly changing world.

A P P E N D I X

APPENDIX I

RECRUITING AND EXAMINING RESULTS

<u>7-1-66 to 6-30-67</u>	<u>Open Comp.</u>	<u>Prom.</u>	<u>Total</u>	<u>Per Cent</u>
Candidates:				
Applying	26,765	8,244	34,858	100.00
Accepted	25,656	8,079	33,644	96.50
Examined	18,816	7,451	26,267	75.40
Placed on lists	10,879	5,233	16,112	46.20
Appointed	5,076	1,898	6,974	20.00

7-1-67 to 6-30-68

Candidates:				
Applying	33,004	5,133	38,137	100.00
Accepted	31,633	4,933	36,566	95.90
Examined	23,361	4,571	27,932	73.20
Placed on lists	13,361	3,357	16,718	43.80
Appointed	5,368	944	6,312	16.60

	<u>No. of Exams</u>	<u>Comp.</u>	<u>Prom.</u>	<u>No. Diff. Classes</u>
1966 to 1967	3,721	3,574	147	433
1967 to 1968	4,975	4,850	125	460

APPENDIX II

NAMES PLACED ON ELIGIBLE LISTS

	<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>	
<u>7-1-66 to 6-30-67</u>							
Competitive	4,324	5,469	919	31	123	13	10,879
Promotional	<u>2,030</u>	<u>1,390</u>	<u>1,349</u>	<u>16</u>	<u>446</u>	<u>2</u>	<u>5,233</u>
Totals	6,354	6,859	2,268	47	569	15	16,112
<u>7-1-67 to 6-30-68</u>							
Competitive	4,598	6,367	2,063	50	255	28	13,361
Promotional	<u>921</u>	<u>1,093</u>	<u>969</u>	<u>44</u>	<u>318</u>	<u>12</u>	<u>3,357</u>
Totals	5,519	7,460	3,032	94	573	40	16,718

APPENDIX III

ANALYSIS OF APPLICATIONS RECEIVED

	<u>7-1-66*</u> <u>6-30-67</u>	<u>7-1-67*</u> <u>6-30-68</u>	<u>Increase Over</u> <u>Previous Year</u>
No. of applications received	34,858	38,137	3,279
No. of applicants examined	26,267	27,932	1,665
No. of names placed on lists	16,112	16,718	606
No. of applicants who failed	10,155	11,214	1,059
No. of applicants who failed to appear	7,226	8,634	1,408
No. of applicants rejected	1,365	1,571	206

*Fiscal years ended June 30 each year.

APPENDIX IV

THE TWENTY GROUPS OF CLASSES FOR WHICH THE GREAT-
EST NUMBER OF APPLICATIONS WERE RECEIVED
July 1, 1966 through June 30, 1968

<u>Class</u>	<u>Number</u>
Clericals	11,480
College Placement Examination	3,672
Highway Technician	3,239
Highway Maintenance Man	2,630
High School Senior Placement Examination	2,394
Custodial Worker	2,004
Highway Patrol	1,440
Conservation Aide	1,405
Janitor	1,312
Food Service Worker	940
Account Clerk	875
Conservation Manager	752
Special School Counselor	720
Hospital Aide	653
Tax Representative	639
Laundry Assistant	553
Correctional Officer	509
Accounting Technician	508
Highway Field Assistant	396
Laborer II	<u>388</u>
	36,509

APPENDIX V

EXAMINING CENTERS WHERE THE GREATEST NUMBERS OF WRITTEN TESTS WERE PROCESSED

St. Paul	23,980
Mankato	2,354
St. Cloud	1,853
Owatonna	1,808
Cambridge	1,588
Bemidji	1,542
Duluth	1,310
Brainerd	1,307
Marshall	1,205
Faribault	1,178
Willmar	1,000
Fergus Falls	931
Winona	833

During this biennium 3,250 candidates were given Civil Service examinations with the help of the Employment Service local offices.

APPENDIX VI

CLASSIFICATION STATISTICS 7- 1-66 through 6-30-68

		<u>Total Number of Positions Studied</u>
<u>Individual Audits</u>		
No change in allocation	222	
Reallocation to a higher class	389	
Reallocation to a lower class	<u>25</u>	636
<u>Positions Reallocated Following a Review of Written Materials - No Audit Interview</u>		2,149
<u>Initial Allocation of New Positions</u>		<u>3,417</u>
	TOTAL	6,202

APPENDIX VII

CLASSIFICATION AND COMPENSATION CHANGES ENACTED BY THE CIVIL SERVICE BOARD

7-1-66 through 6-30-68

New classes established	108
Classes re-established	2
*Classes combined without salary reassignment	4
*Classes combined and assigned to higher salary ranges	4
Class titles changed without changes in salary range	31
*Classes abolished	35
*Classes reassigned to higher salary ranges	776

*These figures do not reflect the major revision of the classification and pay plan which took effect on July 5, 1967.

APPENDIX VIII

TWENTY LARGEST CLASSES IN NUMBER OF FULL-TIME EMPLOYEES

June 30, 1968

Psychiatric Technician	2,269
Clerk Typist	1,331
Highway Maintenance Man	1,310
Highway Technician	1,201
Clerk Stenographer	772
Senior Highway Technician	535
Janitor	518
Clerk II	511
Clerk I	399
Custodial Worker I	366
Conservation Manager I	326
Correctional Officer	319
Senior Civil Engineer	299
Special Schools Counselor	265
Registered Nurse	261
Food Service Worker	254
Auditor	201
Employment Security Interviewer	200
Senior Clerk Stenographer	198
Hospital Aide	175
Total	11,710
All Others	9,406
Total Number Full-Time Employees.	21,116*

*None of the tables showing the number of full-time classified employees include the one department head in the classified service whose position and salary are specifically established by law.

APPENDIX IX

SALARIES OF FULL-TIME EMPLOYEES IN THE CLASSIFIED SERVICE

June 30, 1968

<u>Monthly Salaries</u>	<u>Number of Employees</u>
\$ 250-299	465
300-349	2,059
350-399	2,278
400-449	2,410
450-499	2,539
500-549	2,531
550-599	1,598
600-649	1,994
650-699	1,474
700-749	816
750-799	673
800-849	786
850-899	170
900-949	195
950-999	315
1,000-1,049	147
1,050-1,099	131
1,100-1,149	84
1,150-1,199	135
1,200-1,249	60
1,250-1,299	69
1,300-1,349	54
1,350 and over	<u>133</u>
Total	21,116

APPENDIX X

FULL-TIME EMPLOYEES IN THE CLASSIFIED SERVICE BY DEPARTMENT

June 30, 1968

<u>Department</u>	<u>Number of Full-Time Classified Employees</u>
Public Welfare	6,566
Highways	5,708
Corrections	1,264
Employment Security	1,071
Conservation	1,009
State Colleges & Board	949
Taxation	823
Administration	553
Education	448
Health	363
Public Service	309
Secretary of State	292
Agriculture	211
Junior Colleges & Board	128
Labor & Industry	121
Public Examiner	87
Veterans Home & Board	83
Insurance	67
Criminal Apprehension	64
Banking	61
All Others	<u>939</u>
Total	21,116

These figures may be below the complements authorized by the legislature because some positions were unfilled as of June 30, 1968.

APPENDIX XI
STATUS OF FULL-TIME EMPLOYEES
IN THE CLASSIFIED SERVICE

June 30, 1967

Permanent	16,385	82.82%
Probationary	3,105	15.70%
Provisional Promotee	14	.07%
Provisional	<u>279</u>	<u>1.41%</u>
	19,783	100.00%

June 30, 1968

Permanent	17,328	82.06%
Probationary	3,574	16.93%
Provisional Promotee	20	.09%
Provisional	<u>194</u>	<u>.92%</u>
	21,116	100.00%

APPENDIX XII

FULL-TIME CLASSIFIED EMPLOYEES BY LENGTH OF SERVICE

June 30, 1967

<u>Years Worked</u>	<u>Men</u>	<u>Women</u>	<u>Total</u>	<u>Per Cent</u>
0 - 4	6,624	5,605	12,229	61.82
5 - 9	1,992	923	2,915	14.73
10 - 14	1,463	668	2,131	10.77
15 - 19	876	325	1,201	6.07
20 - 24	445	207	652	3.30
25 - 29	210	94	304	1.54
30 - 34	129	43	172	.87
35 years and over	<u>145</u>	<u>34</u>	<u>179</u>	<u>.90</u>
Total	11,884	7,899	19,783	100.00%
	60.07%	39.93%		

June 30, 1968

<u>Years Worked</u>	<u>Men</u>	<u>Women</u>	<u>Total</u>	<u>Per Cent</u>
0 - 4	5,389	5,152	10,541	49.92
5 - 9	2,526	1,530	4,056	19.21
10 - 14	1,914	860	2,774	13.14
15 - 19	1,253	576	1,829	8.66
20 - 24	722	249	971	4.60
25 - 29	305	161	466	2.21
30 - 34	148	62	210	.99
35 years and over	<u>212</u>	<u>57</u>	<u>269</u>	<u>1.27</u>
Total	12,469	8,647	21,116	100.00%
	59.05%	40.95%		

APPENDIX XIII

NUMBER OF RESIGNATIONS AND RESIGNATION RATES OF FULL-TIME CLASSIFIED EMPLOYEES

July 1, 1966 through June 30, 1968

Month	1966			1967		
	Working* Force	Number of Resignations	Resignation Rate**	Working* Force	Number of Resignations	Resignation Rate**
July	18,620	286	1.54	19,290	168	.87
August		405	2.18		329	1.71
September		453	2.43		401	2.08
October		227	1.22		198	1.03
November		219	1.18		140	.73
December		219	1.18		184	.95
	1967			1968		
	Working* Force	Number of Resignations	Resignation Rate**	Working* Force	Number of Resignations	Resignation Rate**
January	18,840	234	1.24	19,904	217	1.09
February		224	1.19		168	.84
March		237	1.26		228	1.15
April		249	1.32		238	1.19
May		269	1.43		294	1.48
June	19,290	279	1.48	20,663	303	1.47

The figures on the following page duplicate the resignation information given above except that the rates are shown by quarters, six month 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 XIII (cont'd)

Quarter	1966			1967		
	Working* Force	Number of Resignations	Resignation Rate**	Working* Force	Number of Resignations	Resignation Rate**
July to September	18,620	1,144	6.14	19,290	898	4.66
October to December	18,620	665	3.57	19,290	522	2.71
		<u>1967</u>			<u>1968</u>	
January to March	18,840	695	3.69	19,904	613	3.08
April to June	18,840	797	4.23	19,904	835	4.20
Six Months Period	<u>1966</u>			<u>1967</u>		
July to December	18,620	1,809	9.72	19,290	1,420	7.36
		<u>1967</u>			<u>1968</u>	
January to June	18,840	1,492	7.92	19,904	1,448	7.27
Fiscal Year	<u>1966-67</u>			<u>1967-1968</u>		
	19,290	3,301	17.11	20,663	2,868	13.88

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

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

APPENDIX XIV

SICK LEAVE AND VACATION LEAVE USED DURING THE FISCAL YEARS ENDED JUNE 30, 1967 AND JUNE 30, 1968

<u>SICK LEAVE</u>		<u>1966-67</u>		<u>1967-68</u>	
		<u>All State Depts.</u>	<u>C.S.</u>	<u>All State Depts.</u>	<u>C.S.</u>
Average Number Employees	Male	12,334	18	12,258	16
	Female	8,154	38	8,772	36
	Total	20,488	56	21,030	52
Total Days Used	Male	70,176	110	70,708	111
	Female	64,748	189	66,103	350
	Total	134,924	299	136,811	461
Average Number Days Used	Male	5.7	6.1	5.7	6.9
	Female	7.9	4.9	7.5	9.7
	Total	6.6	5.3	6.5	8.9
Total Number Unused Days	Male	616,893	1,062	613,045	1,046
	Female	226,476	1,013	222,968	1,064
	Total	843,369	2,075	836,013	2,110
Total Number Lapsed Days	Male	135,385	250	150,322	208
	Female	29,315	183	30,517	203
	Total	164,700	433	180,839	411
Average Lapsed Sick Leave Days Per Employee	Male	1.1	13.9	12.2	13.0
	Female	3.6	4.8	3.5	5.6
	Total	8.0	7.7	8.6	7.9

<u>VACATION LEAVE</u>		<u>1966-67</u>		<u>1967-68</u>	
		<u>All State Depts.</u>	<u>C.S. Dept.</u>	<u>All State Depts.</u>	<u>C.S. Dept.</u>
Total vacation days used during year		251,118	706	269,480	788
Average number of vacation days used per employee		12.2	12.6	12.8	15.1
Total number of unused vacation leave at end of year		262,945	579	260,213	537
Average number of unused vaca- tion days per employee		12.8	10.3	12.3	10.3

Includes part-time and seasonal employees in the classified service.

APPENDIX XV

CLASSES IN WHICH THE CIVIL SERVICE BOARD AUTHORIZED NATIONWIDE EXAMINATIONS UNDER PROVISIONS OF MINNESOTA STATUTES 1965, 43.13, SUBD. 2*

July 1, 1966 through June 30, 1967

Account Clerk
Assistant Commissioner of Education
(Instruction)
Assistant Director, Crippled Child-
rens Services
Assistant Medical Services Director
Bacteriologist IV (Virologist)
Bookkeeping Machine Clerk I
Bookkeeping Machine Clerk II
College Cashier
Community Mental Health Services
Administrator
Correctional Supervisor
Federal Programs Coordinator
Higher Education Finance Director
Highway Budget Officer
Highway Maintenance Man I
Highway Publicity Director
Hospital Aide
Houseparent II
Human Rights Consultant
Human Rights Field Representative
Industries Superintendent
Informational Writer I
Laboratory Technician II
Licensed Practical Nurse
Mental Health Consultant
Planner III (State)
Planner III (Transportation)
Planning Director (Community)
Planning Director (Local & Urban Affairs)
Planning Director (Recreational)
Plant Industries Director
Public Health Biologist II
Public Health Sanitarian
Radiation Technician II
Regional Coordinator for the Aging
Rehabilitation Counselor II (Deaf)
Research Director
State Economist
Stores Clerk II
Systems Director
Toxicologist
X-ray Technician

July 1, 1967 through June 30, 1968

Accounting Officer
Accounting Technician (Bank Examiner)
Administrative Public Health Engineer
Assistant Commissioner of Securities
Assistant Director of Industrial Develop-
ment
Assistant Hospital Superintendent
Associate Warden (Training and Treatment)
Chief Pollution Control Engineer
College Laboratory Assistant
Computer Services Director
Crime Investigator I
Crime Laboratory Analyst I
Dental Services Chief
Education Specialist II
Education Specialist II (Speech Cor-
rection)
Education Specialist IV
General Library Assistant
Group Supervisor
Institution Programs Coordinator
Junior College Recorder
Life Actuary
National Industrial Development
Field Representative
Planning Director (State)
Police Training Instructor
Prison Industries Director
Prison School Supervisor II
Public Health Engineering Director
Rehabilitation Therapies Director
Seed Analyst I
Seed Analyst II
Senior Chemist
Senior Health Representative
Senior Research Director (Health Plan-
ning)
Social Worker
Stationary Engineer

*Eligibility in examinations for the classes Patient Activities Leader and Toxi-
cologist was extended to non-citizens in the first year of the biennium. During
the second year the Board did not use its authority to open examinations to other
than citizens of the United States.

APPENDIX XVI

CLASSES IN WHICH CIVIL SERVICE BOARD AUTHORITY WAS GRANTED FOR PROVISIONAL EMPLOYMENT UNDER PROVISIONS OF MINNESOTA STATUTES 1965, 43.20, SUBD. 2

July 1, 1966 through June 30, 1967

Account Clerk
Auto Serviceman
Bookkeeping Machine Clerk I
Bridge Worker
Carpenter
Chief of Service
Clerk I
Clerk III
Clerk Typist II
Clerk Typist III
Dental Assistant
Dietitian I
Electrician
Electrical Technical Advisor
Examination Supervisor
Farmer I
Group Supervisor
Hearings Reporter II
Highway Technician I
Hospital Aide
Hospital Pharmacist
Houseparent I
Instructional Supervisor
Janitor
Junior Auditor
Key punch Operator I
Laborer II
Librarian III
Mining Aide
Patient Activities Leader I
Physical Therapist I
Physician
Psychologist II
Psychologist III
Public Health Physician I
Public Health Physician II
Registered Nurse III
Registered Nurse V
Residence Hall Director
Residence Hall Supervisor
School Program Supervisor
Senior Staff Physician
Special Teacher
Staff Physician
Steamfitter
Stores Clerk I
Stores Clerk II
Tabulating Machine Supervisor II
Tabulating Machine Supervisor III
Welfare Executive II
Youth Advisor

July 1, 1967 through June 30, 1968

Accounting Officer
Attendant Guard I
Business Manager II
Chief of Service
Chief Stores Clerk
Clerk I
Clerk II
Clerk Stenographer
Conservation Manager IV
Correctional Officer
EDP Operations Supervisor
Electrician
Executive I
Food Service Manager
Food Service Worker
Health Administration Supervisor
Hearing and Vision Technician I
Highway Technician I
Hospital Pharmacist
Janitor
Legal Stenographer
Mining Aide
Patient Activities Leader I
Physician
Poultry Industries Director
Public Health Physician II
Registered Nurse
Residence Hall Supervisor
Senior Librarian
Senior Registered Nurse
Senior Social Worker
Senior Staff Physician
Sheet Metal Worker
Social Worker
Special Schools Counselor
Special Teacher
Staff Physician
Stationary Engineer
Stores Clerk
Welfare Executive I
Welfare Field Representative
Youth Advisor

APPENDIX XVII

CLASSES IN WHICH THE CIVIL SERVICE BOARD GRANTED
AUTHORITY FOR EXTENSION OF TEMPORARY EMPLOYMENT
UNDER MINNESOTA STATUTES 1965, 43.20, SUBD. 5

July 1, 1966 through June 30, 1967

Accountant
Accountant II
Carpenter
Clerk II
Clerk Typist III
Clerk Stenographer II
Clerk Stenographer III
Electrician
Laborer II
School Programs Supervisor
Steamfitter
Tabulating Machine Supervisor II
Tabulating Machine Supervisor III
Welder
Youth Advisor

July 1, 1967 through June 30, 1968

Clerk II
Patient Activities Leader I

APPENDIX XVIII

APPROVED TRAINING PROGRAMS IN WHICH APPOINTMENTS WERE MADE UNDER PROVISIONS OF MINNESOTA STATUTES 1965, SECTION 43.32 AND CIVIL SERVICE RULE 8.9

July 1, 1966 through June 30, 1967

Administrative Intern
Bacteriologist Trainee
Corrections Field Placement Trainee
Corrections Student Trainee
Counselor Trainee
Forester Trainee
Health Educator Trainee
Institutions Trainee I
Institutions Trainee II
Medical Student Trainee
Nurse Anesthetist Trainee
Occupational Therapy Trainee
Personnel Trainee
Psychiatric Technician Trainee
Psychology Trainee
Physician Fellow Trainee
Public Administration Intern (Grad)
Public Administration Intern (Undergrad)
Public Health Nurse Trainee
Public Health Nursing Assistant Trainee
Public Health Sanitarian Trainee
Social Worker Trainee
Senior Social Worker Trainee
Student Civil Engineer Trainee
Student Nurse Trainee
Student Teacher Trainee
Teacher Trainee
Welfare Trainee
Worker with the Blind Trainee

July 1, 1967 through June 30, 1968

Accounting Technician Trainee
Administrative Analyst Trainee
Administrative Intern
Bacteriologist Trainee
Clerk Typist Trainee
Corrections Agent Intern
Corrections Field Placement Trainee
Corrections Library Intern
Corrections Student Trainee
Health Educator Trainee
Highway Maintenance Man Trainee
Institutions Trainee I
Institutions Trainee II
Leather Worker Trainee
Licensed Practical Nurse Trainee
Medical Student Trainee
Nurse Anesthetist Trainee
Occupational Therapy Trainee
Physician Fellow
Public Administration Intern (Aging)
Public Administration Intern (Grad)
Public Administration Intern (Undergrad)
Programmer Trainee
Public Health Nurse Trainee
Public Health Nursing Asst. Trainee
Public Health Sanitarian Trainee
Right of Way Trainee
Social Worker Trainee
Senior Social Worker Trainee
Student Civil Engineer Trainee
Student Highway Technician Trainee
Student Nurse Trainee
Welfare Trainee
Worker with the Blind Trainee

APPENDIX XIX

TRANSFERS FROM OTHER JURISDICTIONS APPROVED
BY THE CIVIL SERVICE BOARD UNDER PROVISIONS
OF MINNESOTA STATUTES 1965, SECTION 43.31,
AND CIVIL SERVICE RULE 8.10e

Approval Date

3-21-68

Transfer of Mr. Thomas Smith from Deputy District Attorney (Grade III), Contra Costa County, California to an Attorney II position with the Department of Employment Security subject to his being able to perform the duties and his eligibility to practice law in Minnesota.

6-24-68

Transfer of Carol C. Bradehoff from a Clerk Typist position with the St. Paul City Health Department to a Clerk II position with the Minnesota Department of Health.

APPENDIX XX

THE PERSONNEL COUNCIL

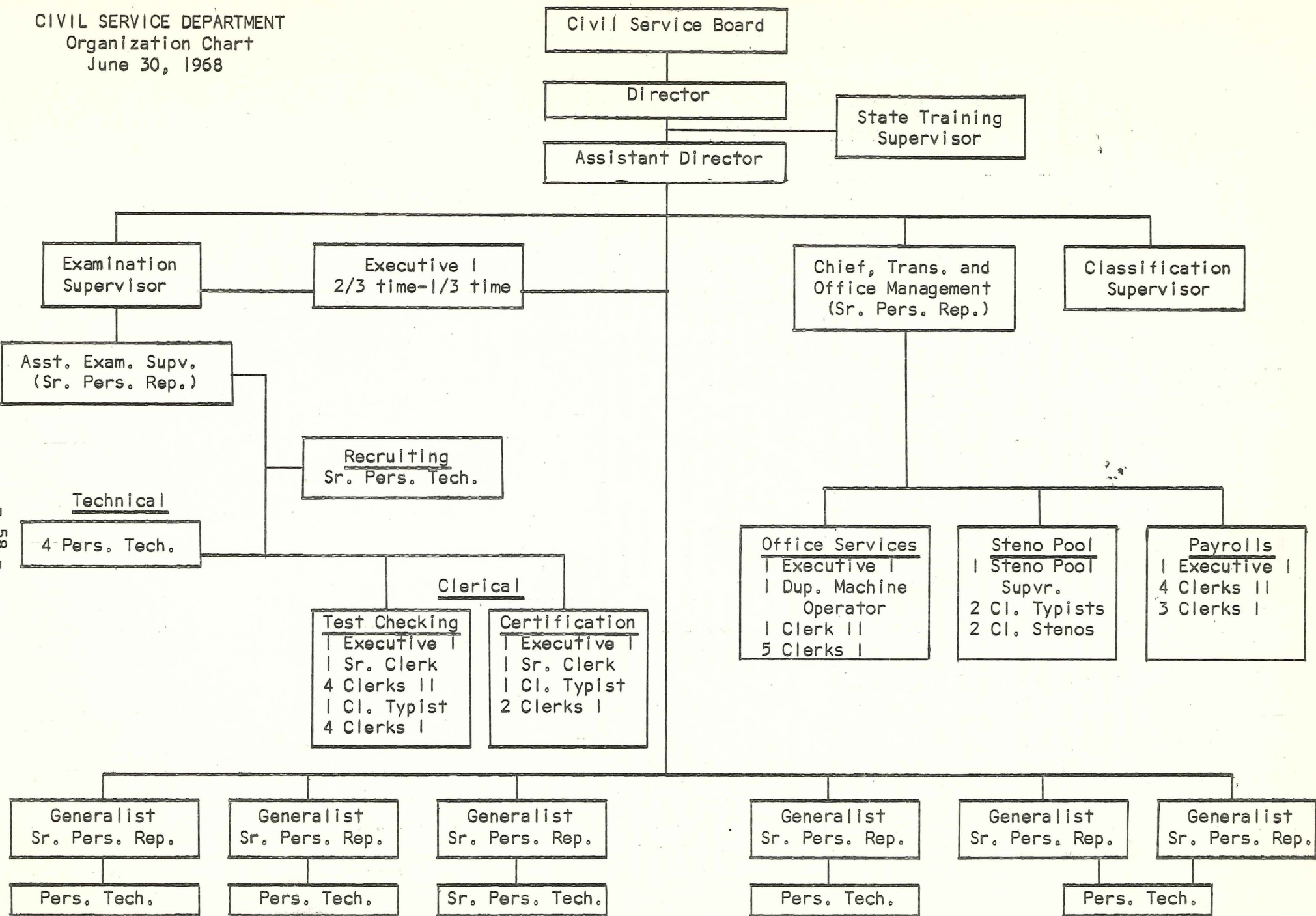
The Personnel Council, an organization of state personnel officers and administrators assigned responsibility for personnel, has been in continuous existence for some eighteen years. The purpose of the Council is to provide a forum for discussion of personnel problems and issues of statewide interest and a vehicle for communication of ideas and solutions to common problems. All executive departments of any size are represented on the Council.

Originally, the Personnel Council was sponsored and direction provided by the Department of Civil Service. During the current reporting period, beginning in January of 1967, the Personnel Council was reorganized on a more formal basis than that characterizing its previous structure. By-laws were designed and approved by the full Council and provisions were made for the election of a chairman to serve an annual calendar year term. Mr. Jack Davis, Chief Personnel Officer of the Department of Highways, was elected as the first chairman and re-elected the following January to serve a second year's term.

Although Personnel Council agendas for its regular meetings held on the first Thursday of every month are now prepared by the chairman who also attends to the administrative details involved, the subject matter of the meetings remains substantially unchanged. Consideration of these matters by operating department personnel continues to be of valuable assistance to the civil service program. The major personnel concerns of departments are continuing. During the reporting period, the following representative subjects were discussed: overtime policy, rule changes, legislative proposals, salary administration, training programs, personnel forms revision, payroll problems, employment of disadvantaged groups, inter-departmental relationships, political activity, and fringe benefits.

CIVIL SERVICE DEPARTMENT
Organization Chart
June 30, 1968

APPENDIX XXI



APPENDIX XXII

FINANCIAL REPORT OF THE CIVIL SERVICE DEPARTMENT FOR THE BIENNIUM ENDED JUNE 30, 1968

		<u>Total Appropriations</u>	<u>Reverted to General Revenue</u>	<u>Total Expenditures</u>
Personal Services	1966-1967	\$ 375,043.45	\$ 11,339.01	\$ 363,704.44
	1967-1968	<u>460,487.00</u>	<u>5,862.94</u>	<u>454,624.06</u>
Total Personal Services		\$ 835,530.45	\$ 17,201.95	\$ 818,328.50
Supplies & Expenses	1966-1967	\$ 31,160.00	\$ 324.55	\$ 30,835.45
	1967-1968	<u>42,959.00</u>	<u>805.98</u>	<u>42,153.02</u>
Total Supplies & Expenses		\$ 74,119.00	\$ 1,130.53	\$ 72,988.47
Totals		\$ 909,649.45	\$ 18,332.48	\$ 891,316.97

Distribution of Departmental Personal Services Expenditures Between Clerical and Technical Activities Estimated from Budgets for the Last Quarter of Each Fiscal Year

	<u>Number of Full- Time Employees on Payroll</u>		<u>Annual Personal Services Expenditures for Full- Time Employees Year Ended 6/30 -</u>		<u>Per Cent Tech- nical & Clerical Expenditures</u>	
	<u>6-30-67</u>	<u>6-30-68</u>	<u>1967</u>	<u>1968</u>	<u>1967</u>	<u>1968</u>
Clerical Staff	32	37	\$134,582.58	\$158,446.60	42.3	40.8
Technical Staff	<u>18</u>	<u>20</u>	<u>183,311.27</u>	<u>230,163.62</u>	<u>57.7</u>	<u>59.2</u>
Totals	50	57	\$317,893.85*	\$388,610.22*	100.0%	100.0%

*Exclusive of personal services expenditures for Civil Service Board members, part time employees, overtime and matching State Employees Retirement and Social Security funds which are included in the Total Expenditure figures above.

APPENDIX XXIII

CIVIL SERVICE DEPARTMENT EXPENDI-
TURES 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. Expenditure Per Employee</u>
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
1962-63	16,557	334,129.29	20.18
1963-64	17,206	351,575.16	20.43
1964-65	18,052	363,825.84	20.15
1965-66	18,806	383,096.85	20.37
1966-67	19,783	394,539.89	19.94
1967-68	21,116	496,777.08	23.55

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