

A PROJECT ORIENTED INTERNSHIP
IN MUNICIPAL PUBLIC PERSONNEL ADMINISTRATION
PERSONNEL DEPARTMENT, NEW CITY HALL
TUCSON, ARIZONA
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by
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PREFACE

The purpose of this Diary is to record on-the-job experiences of the Intern while serving in the City of Tucson Personnel Department. Material, data and all information contained herein was gathered through research on three major projects and numerous minor projects undertaken throughout the internship period.

This Diary has seven chapters. Chapter one introduces the three principal projects during the five-month program: the 1964 Laborer's Test, industrial accident rate for Tucson city employees and the development of a new merit rating form with an accompanying Supervisor's Manual. The chronological arrangement of projects is also outlined in the first chapter.

The Intern compares the three basic forms of municipal government most common throughout the United States today in Chapter two. An organizational chart is given which shows the lines of authority for Tucson's general government and a second chart is given which shows how the City of Tucson Personnel Department is organized.

Chapter three describes the entire processing procedure associated with the organization, administration, tabulation, scoring, and analyzation of the

consequent data of the 1964 Laborer's test. A comparison was made between veterans and non-veterans taking this test to determine if one group received a significantly higher total number of points than the second group.

Chapter four is a factual compilation of all reported industrial accidents sustained by Tucson city employees from January 1958 to April 1964. Particular attention was focused on the number and frequency of accidents per individual employee, time lost and cost of time lost due to accidents.

Chapter five develops research work material accumulated in devising a new Tucson city employee merit rating form and Manual. This chapter includes an introduction to the Civil Service System, a review of the current and previous merit rating forms for city employees, the new form itself, and the full text of the Rater's guide for the new merit rating form.

Chapter six discusses other projects carried on throughout the internship period: evaluation of Tucson Recreation Superintendent applications, Monthly Reports to the City Manager, testing procedures, item analysis, determination of seniority and service rating percentage points, and miscellaneous personnel office duties.

Chapter seven is the concluding chapter in the Diary and summarizes the entire Personnel Department

internship. The Intern states the personal benefits of the program, the project that was the most challenging, and possible Internship projects for future students.

ACKNOWLEDGMENTS

Appreciation is extended to those persons primarily responsible for providing the Intern with the opportunity to serve an internship in the City of Tucson Personnel Department: Doctor David Bingham and Doctor Raymond A. Mulligan, Assistant City Manager John Urie and Personnel Director David Fitzgerald.

Included within this section of acknowledgments are all members of the Personnel Department who gave so generously of their time and patience in assisting the Intern with the research projects. Sincere thanks are extended to Assistant Personnel Director Albert Hesselberg; Personnel Technicians: Paul Miner, Leland Hays and Frank Cardenas; Safety and Training Coordinator Robert Brown; Insurance Clerk Melvin Hamby; Personnel Clerk Louise Nivison; Clerk Stenographer Josephine Cholpowics; and Clerk Typists Gloria Hanson and Nana Gaille Kirchner.

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CHAPTER I

INTRODUCTION TO THE INTERNSHIP PROGRAM

Serving an internship in the City of Tucson Personnel Department required an initial period of orientation to the functions performed by the department, learning office procedures, meeting individuals with whom the Intern would be working, and becoming familiar with specific records and files located within the Personnel Department.

Personnel Technician Paul Miner directed the day-to-day project work throughout the internship period. Assistant City Manager and Director of Finance and Administration John Urie, Personnel Director David Fitzgerald, Assistant Personnel Director Albert Hesselberg and the Intern decided three major projects should be adopted for the internship interval: processing the 1964 Laborer's test, investigating city employee industrial accident frequency rates and developing a new merit rating form with an accompanying Supervisor's Manual.

Research was carried out on these projects by the Intern at 109 North Meyer, in the basement of the New City Hall in the City of Tucson Personnel Department

from February 3, 1964 through June 30, 1964, five days per week, Monday through Friday.

During the period of orientation, a time check audit was conducted by the Intern on sick leaves and vacation leaves accumulated by city employees. This relatively minor, but nonetheless important and necessary, assignment required the checking of each individual employee's sick leave and vacation leave index file card. All irregularities were recorded so that immediate official changes could be made.

An introduction to employee service ratings began on Thursday, February 13, 1964. A discussion of service ratings in general, and Tucson's system in particular, was held with Personnel Technician Paul Miner. Following this discussion, the Intern reviewed city employee merit ratings and separated recent ratings according to both department and division. While reviewing the ratings, the Intern discovered how difficult it was for some supervisors to write a narrative description of employee performance, work problems, and other areas needing improvement.

On Tuesday, February 25, 1964, applications for the nationally advertised position of Tucson Recreation Superintendent began to filter into the Personnel Department for initial screening. The Intern was assigned to help other Personnel Department members evaluate the applications according to a predetermined weight scale point system.

Investigating the frequency rate of industrial accidents committed by City of Tucson employees began on April 10, 1964. The Intern uncovered some valuable information while constructing graphs and records of city employee industrial accidents. Clues coming from this investigation helped to pinpoint problem safety areas to the new Safety and Training Coordinator, Mr. Robert Brown. However, other insights into the cause of industrial accidents came to light only when Mr. Brown started riding with Sanitation Department crew members and while observing the operations of several city departments in the field.

A form letter was sent to thirty-eight cities in the United States on April 10, 1964, requesting information from Personnel Directors of these cities concerning their merit rating system and Supervisor's Manual. A surprising number of replies were received by the Intern from this one letter of inquiry. All material received was carefully studied when the Intern began devising a new City of Tucson merit rating form and Supervisor's Manual. Many cities had excellent rating systems; although there were some that appeared to be weak in the How To Rate area.

The merit rating project began on May 12, 1964, and was not concluded until June 15, 1964. The Intern first reviewed the historical background of Civil Service and then began drafting a merit rating form, or forms, plus a guide

for Supervisors to use when filling out an employee's rating form.

The Intern devoted the remaining period of time to the final evaluation and selection process of Tucson's Recreation Superintendent, submitting current Monthly Reports to the City Manager, conducting test analysis and other general office duties.

CHAPTER II

AN INTRODUCTION TO MUNICIPAL GOVERNMENT

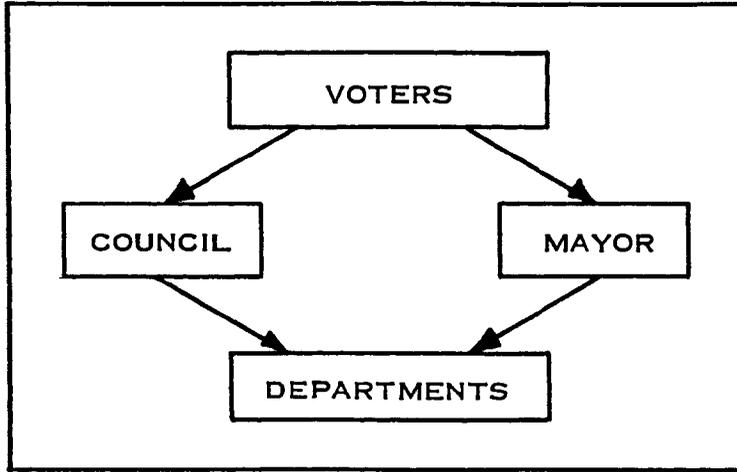
Comparative Municipal Government

Tucson's Council-Manager system of municipal government is one of the most common forms of city government in the United States today. The Mayor-Council (Fig. 1) and the Commission (Fig. 2) are the two other basic local government systems used throughout this country.

Under the Council-Manager form of government (Fig. 2), the voters elect a City Council and a Mayor. Their job is to make policy and select the City Manager. The City Manager is held accountable for all administrative functions of the city and for carrying out basic policies decided upon by the Council. The Mayor serves as the presiding member of the City Council and is the ceremonial head of the city; the City Manager is the administrative head of the city. There are occasions when friction develops between the Mayor and the City Manager, or the City Manager and the City Council. It is wise for the City Manager to remember he is retained by the City Council.

There are several disadvantages to the Mayor-Council type government. One of the most serious shortcomings under the weak Mayor-Council arrangement is that most

MAYOR-COUNCIL (WEAK) GOVERNMENT



MAYOR-COUNCIL (STRONG) GOVERNMENT

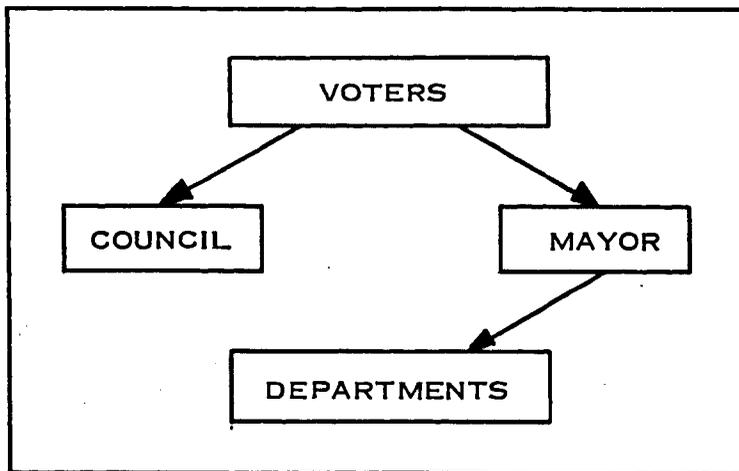


Figure 1. Forms of Municipal Government: Mayor-Council

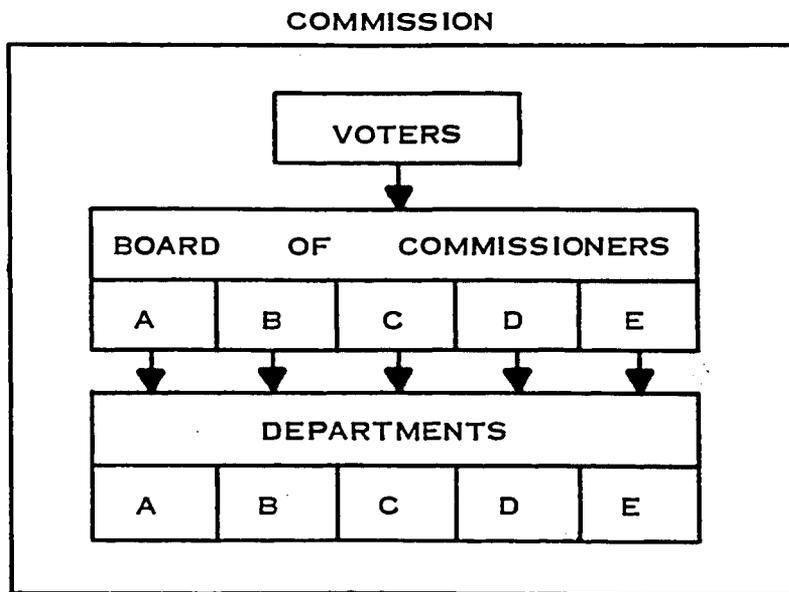
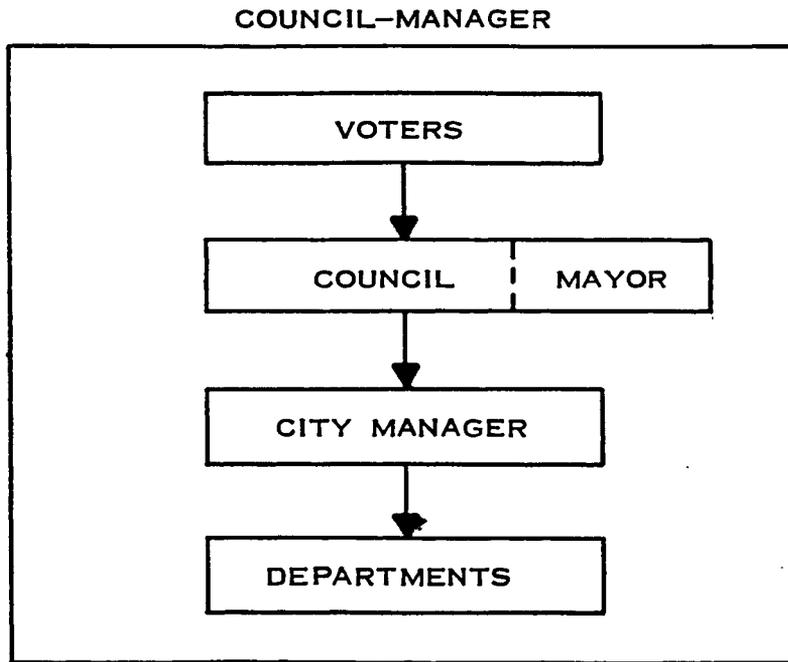


Figure 2. Forms of Municipal Government: Council-Manager
Commission

administrative officers of the city are either elective or filled by City Council appointments. This results in decentralized government and leaves the Mayor with minimal administrative authority over the administrative agencies of his government. However, under the strong Mayor-Council, the Mayor has complete control over all administrative affairs through the use of his appointive and removal powers of department heads.

The least popular of the three basic forms of municipal government in the United States is the Commission. This system allows the voters to elect five to nine Commissioners who form the City Council. They are collectively held responsible for making general policy and are individually responsible for administering the city department they have been elected to head. A Mayor is selected from the Commission to serve on ceremonial occasions. No single administrative head exists under the Commission form of government and the number of departments is dependent on the number of elected commissioners.

Tucson Municipal Government

Tucson has been a home rule charter government with a Council-Manager form of government since 1929 when the City Charter was adopted. Because every municipality in the United States is a product of the state in which it is

located, all authority the municipality may have, and any rights of home rule it may possess, has been granted to it by the state (Arizona) legislature. The City Charter of Tucson has been amended from time to time since 1929.

Mayor and Council -

According to the Charter, the governing body of the City of Tucson will be composed of six Councilmen and a Mayor; Councilmen are to be elected for four-year overlapping terms. Provision is made for a Vice-Mayor who is to be elected by the Council from their own body. The Mayor and Council of Tucson have direct appointive powers over the City Manager, certain department heads, members of boards and commissions: the City Magistrate, City Attorney, City Clerk, Post Auditor, Civil Service Commission, Planning and Zoning Commission, Library Board and several Citizen boards. Additional duties of the Mayor and Council include determining general policy and adopting ordinances. They have no appointive powers in the Personnel Department, although many persons believe they should. (See Fig. 3 for organizational structure.)

City Manager -

The City Manager is hired and fired by the Mayor and Council of Tucson. The Manager is responsible to the Mayor and Council for all he does or fails to do. The City

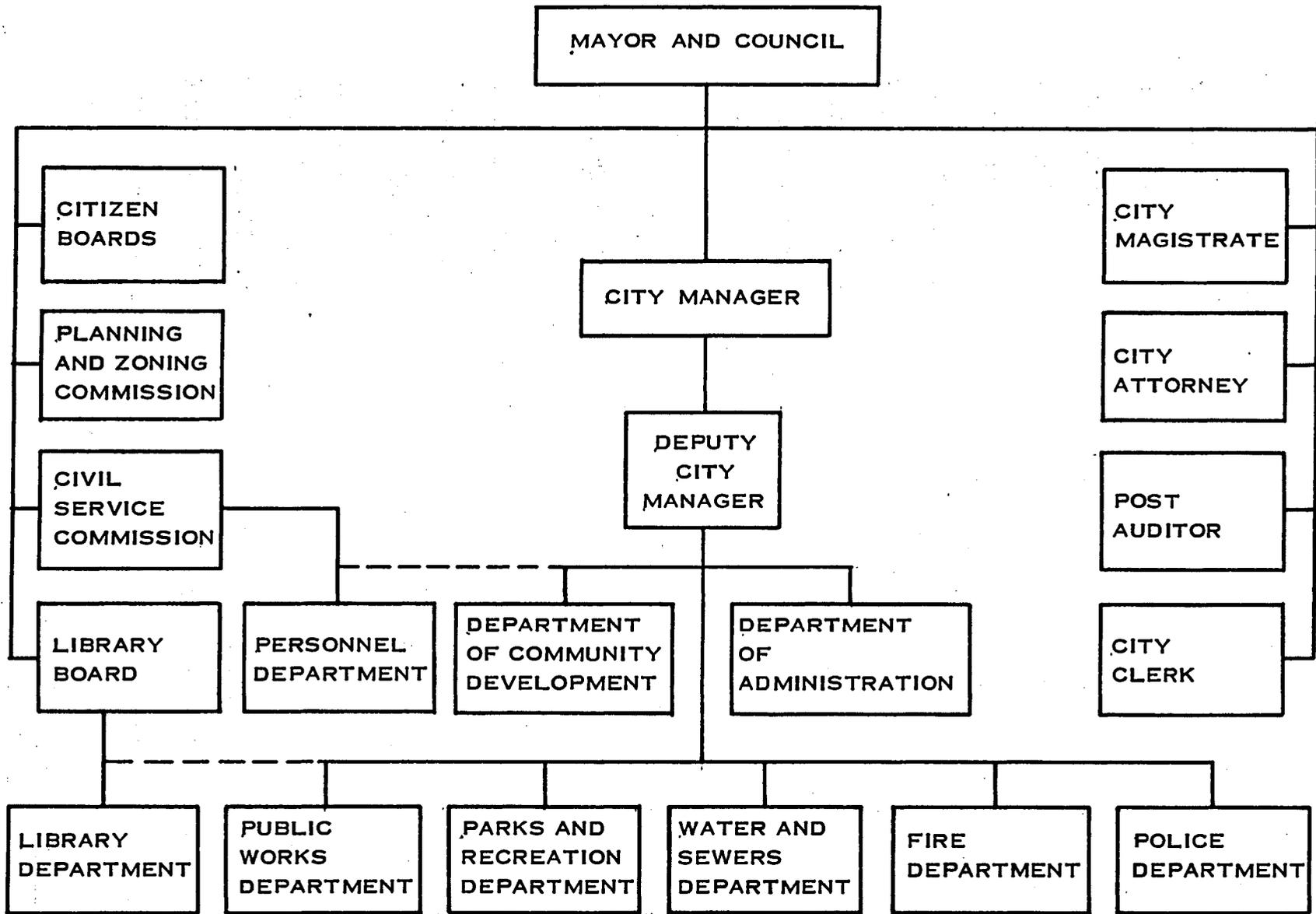


Figure 3. City of Tucson Organizational Structure.

Manager is one of the most important administrators and policy makers in municipal government. His duty is to keep the Mayor and Council informed on all policy matters and supply continuous reports to that body so all decisions they make will be sound and based on facts. The Manager must coordinate all city administrative activities and administratively control all city departments according to Personnel and Civilian Service rules and regulations. The City Manager has the authority to appoint, supervise and remove department heads and subordinate city employees with the exception of the Personnel and Library Departments.

Assistant City Manager -

Tucson has two Assistant City Managers; one is in charge of Community Development and one is in charge of Finance and Administration. Both Assistant City Managers work closely together to coordinate their activities with the City Manager and the Mayor and Council. The Assistant City Manager in charge of Community Development has the responsibility of the Planning Division, the Building Inspection Division and the expanding Urban Renewal Division. An important function of the Community Development program is to gain public approval and understanding of

what the City is really trying to do in the area of Urban Renewal. Some Tucson residents view Urban Renewal with suspicion. Individuals affected directly by proposed Urban Renewal projects sometimes become hostile to community development, especially if they feel they are being threatened by the program. In proposed Urban Renewal projects, some individuals may have to move their homes and/or businesses out of the renewal area and relocate somewhere else in the city. Businessmen generally feel they have established their trade in one location and do not want to move. The Assistant City Manager in charge of Urban Renewal projects must convince the people in the affected area that the project is for the betterment of themselves and the City of Tucson.

The Assistant City Manager for Finance and Administration controls the Accounts Division, Budget and Research, Data Processing, Licenses, Purchasing and Treasury. He also plans long range finance programs, conducts various analysis of city wide operations, directs the Administrative Internship program and constantly adjusts the city finance structure to balance changing city revenue with city expenditures.

Tucson Service Departments

Tucson's general government formation includes six additional departments that provide important services to the residents of this municipality. The service departments

include: Police, Public Works, Water and Sewage, Parks and Recreation, and the Library. Too often citizens of the community, any community, take these services for granted. They are seldom appreciated until an emergency arises.

Police Department -

The Police Department's specific responsibilities are to protect life and property, maintain law and order, prevent crimes and apprehend law breakers. There are five subdivisions within the Police Department: (1) the Intelligence unit -- charged with investigating narcotic, vice and organized criminal activity; (2) the Administrative unit ---concerned with inter-departmental budgeting, planning, research, and training programs; (3) the Uniform unit -- responsible for patrol duty, accident investigation, serving warrants, extraditing prisoners, traffic control and preliminary criminal investigation; and (5) the Service unit -- operates the crime lab, assists with blood alcohol tests in drunken driving cases and is available to examine evidence in the crime lab for any criminal investigation matter.

Fire Department -

The Fire Department is concerned with preventing fires, preventing loss of life and property, and fighting fires wherever they occur in the city. Tucson's Fire Department has three internal divisions: (1) the Administrative

unit -- like the Police Department, administers inter-departmental budgeting, personnel and training; (2) the Combat unit -- the operational unit concerned with actual fire fighting; and (3) the Fire Prevention and Inspection unit. This is the most important unit to the Fire Department. If this unit does its job well, through such programs as the Department's safety and education program, many potential fires are discovered before they can develop into an actual blaze with consequent loss of either life or property. However, when there is a fire, the Combat unit is the most important operating unit at that time. For any efficiently run department, whether it is the Fire Department, Police Department, or an Administrative Department, all divisions within the department must be working together. The Intern believes that much cooperation exists within and between each of the city departments, and especially the service departments.

Public Works Department -

Public Works is one of the largest departments providing basic services to the City of Tucson. Within this department are six main divisions: Building and Maintenance, Automotive Shop, Communications, Engineering, Traffic Engineering, and Streets. Three of these divisions (Communications, Building and Maintenance, and Automotive Shop) lend support to other departments in the city. The

Engineering division maintains streets, highways, bridges and street lights besides planning, mapping and preparing for the expansion of future streets. The Traffic Engineering division works hand-in-hand with the Engineering division in determining where to place signal lights, deciding what traffic flow studies are needed and maintaining one hundred percent operational working order of all traffic control devices.

Water and Sewage Department -

The Water and Sewage Department is the largest department in the city. Water production and sewage treatment are broad department-wide functions. At the present time water production-distribution is provided for on an utility basis while the general revenue fund takes care of sewage treatment. There are four divisions within this department: the Commercial division, the Engineer division, the Water Production division, and the Water Distribution division. The Commercial division controls all water customer service functions. The Water Production division deserves special attention for the role it plays. This division is charged with finding water reserves and bringing the water to the customer. Long range planning and coordination with other city departments is essential if Tucson residents of the future will have all the water they require. However, several water conservation experts have stated that

water shortage is not, and will not be, a problem in the United States provided the cities like Tucson will invest in water conservation programs. Water can be used over and over again if it is treated properly; catch basins can be constructed in and around Tucson to hold run-off water from rains. Not enough has been done to conserve the water we have available around Tucson.

Parks and Recreation Department -

More than fifty municipal parks are currently maintained by the Parks and Recreation Department. The size of such an operation requires continuous checking and maintenance of numerous swimming pools, tennis, basketball and shuffleboard courts. In addition, the department is responsible for a thirty-six hole golf course, a baseball stadium and various recreational programs. In the City of Tucson there is much demand for recreational programs to fit the interests of all ages: the very young, adults, and the senior citizens. A good recreation department is worth the effort and expense it requires. This is especially true in a resort and winter vacation area like Tucson.

Library Department --

The Library Department, like the Personnel Department, is structurally different from other city departments. According to the City Charter of Tucson, the Library Department is to be directed by a Library Board and not by the City Manager. The Library Director is responsible only to the Library Board. This board is appointed by the Mayor and Council. The City Manager has no control over the Library Director, Library Department, or Library employees. However, the City Manager is held responsible by the Mayor and Council for the Library budget. This means that the Manager is placed in a difficult position whenever he desires to make changes in the Library system. Tucson has one main city library, several branch libraries, book mobile trailers and a branch library in Ajo (Pima County), Arizona.

Civil Service Commission

The Civil Service Commission of the City of Tucson plays an important role in city government. The Commission is a three-man board that is appointed by the Mayor and Council for six years overlapping terms. Each of the major political parties must be represented by the commission membership. All city employees are governed by a Civil Service merit system with accompanying personnel rules and regulations. Through the Civil Service Commission, and the city merit system, all applicants are guaranteed they will have an equal chance for any city position -- provided they have the basic qualifications for the job. Standard objective examinations are administered to all qualified applicants. This is an additional safeguard that no one will be discriminated against because of race, creed, or political affiliations.

Civil Service activities for any given year generally cover the same broad areas. From July 1, 1964 to June 30, 1965, the Civil Service Commission was responsible for: eight classifications, including: Real Estate Appraiser, Administrative Analyst, Assessment Supervisor, Chief Accountant, Business License Inspector II, Sanitation Inspector II, Personnel Technician II, and Sanitary Engineer. The Commission undertook six special study actions:

- (1) made 134 position classification surveys, (2) processed

2229 performance ratings, (3) prepared ten classification specifications, (4) reviewed 385 work injury studies, (5) conducted 89 compensation studies, and (6) completed 17 special project studies.

City of Tucson Personnel Department

Contrary to the ideal construct of Council-Manager government, the City Manager has no direct control over the Personnel Department or the Personnel Director. The Personnel Director is responsible only to the Civil Service Commission Board. The Personnel Department itself is a staff agency which is responsible for developing personnel policies for city employees and for administering the Civil Service System.

The City of Phoenix, Arizona, differs from Tucson in its general governmental structure. Figure No. 4 is an illustration of the position of the Personnel Department in both Tucson city government and Phoenix city government. The Phoenix City Council and City Manager have better executive control over both the Personnel Director and Personnel Department than the Tucson City Council or City Manager. However, the reason Tucson's system was organized in this manner was to separate administration from politics; that is, to take politics out of personnel. The Intern feels there is much merit in Tucson's current organizational structure with regards to the Personnel Department; however,

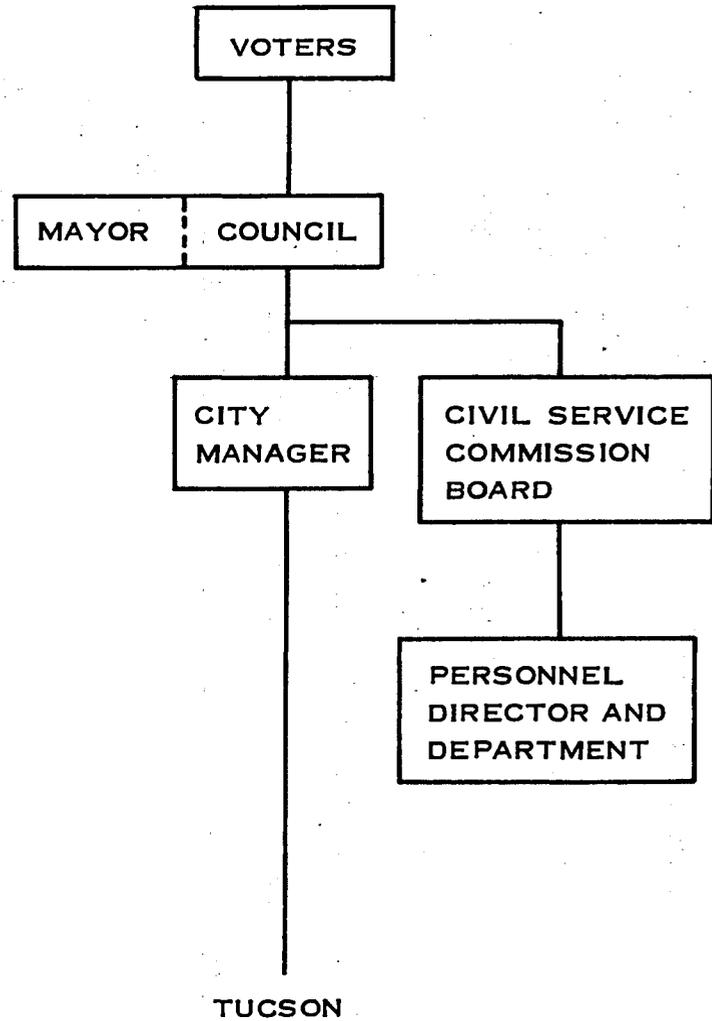
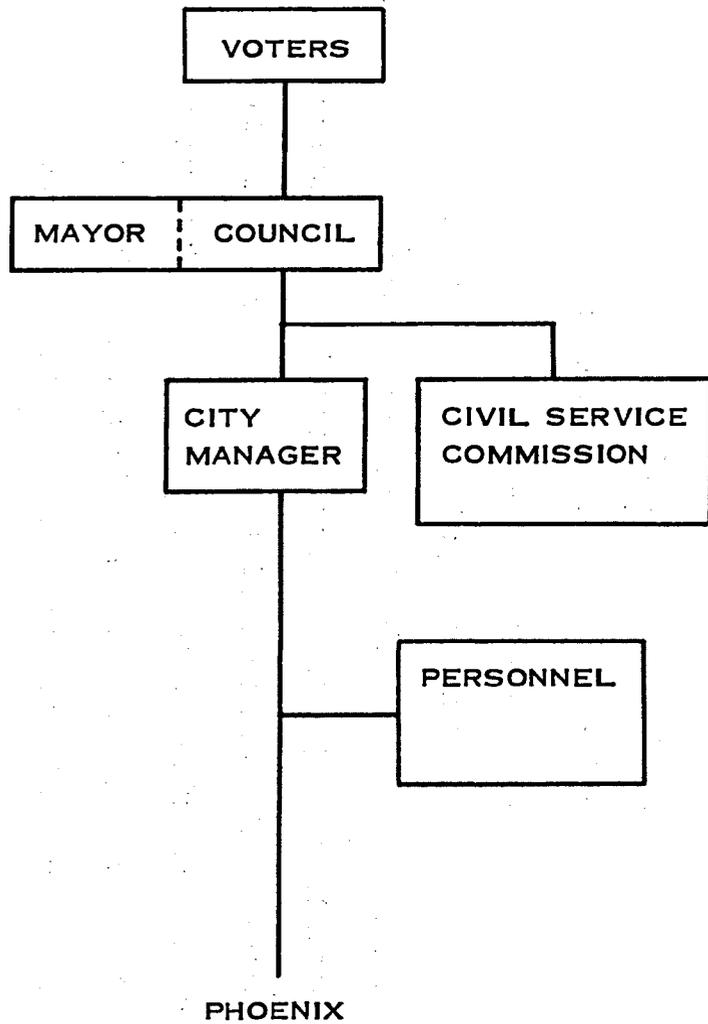


Figure 4. Comparison between Phoenix and Tucson: Civil Service Commission

the City of Phoenix has more direct executive control over its government.

Tucson's Personnel Director divides his time among many activities. He administers and works with persons in Federal government employment programs that are designed to improve the entire Tucson area work force. The Assistant Personnel Director (Administrative Assistant) assists the Personnel Director in supervising and coordinating personnel action affecting city employees. Both men work closely with the Civil Service Commission, the Mayor and Council, the City Manager, and each city department head.

There are thirteen members, six female and seven male, in the Personnel Department (Fig. 5). Included in this number are: the Personnel Director, Assistant Personnel Director, a Steno II, a Personnel Clerk, an Insurance Clerk, one full-time and one part-time Clerk Typist, four Personnel Technician I's, one Personnel Technician II, and a Safety and Training Coordinator.

Three of the four Personnel Technician I's are assigned to interview prospective job applicants in the City of Tucson Personnel Department. The Technicians carefully explain the specific qualifications that are needed for a particular position and then they determine whether or not the person to whom they are talking is qualified to take the scheduled examination. If the Technician

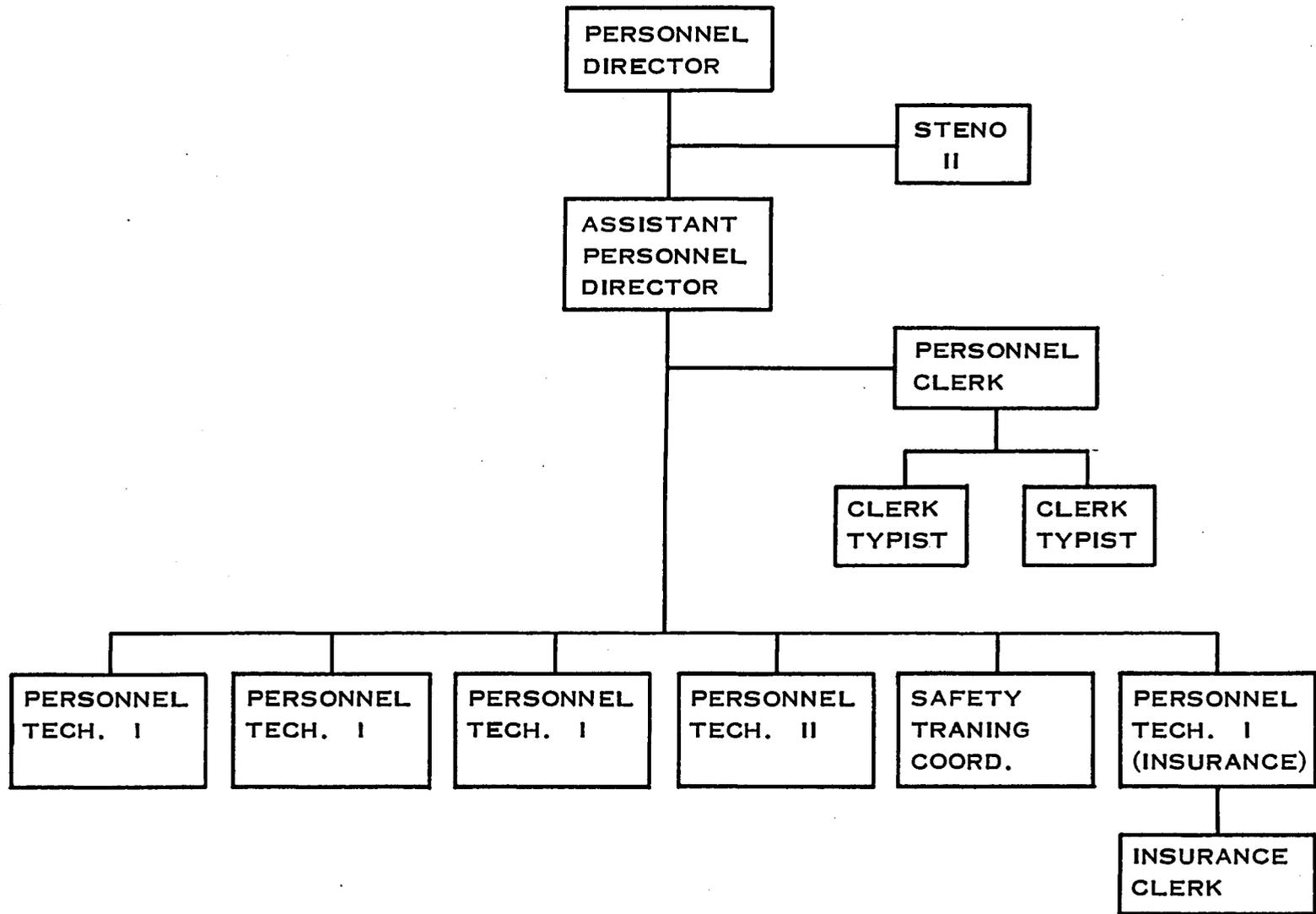


Figure 5. City of Tucson Personnel Department.

believes the applicant does meet the established standards that have been set for the job, the interviewee is told where to report to take the test, the date, and the time. Often the Personnel Technician discovers the applicant is not qualified for one position but is qualified for another. In such cases the Technician informs the job seeker about the second position and suggests to the person he take that examination. All the Technicians can and do give briefings to all new city employees to inform them about city government, their particular place in the general government system, how they will receive automatic pay and merit increases, sick leave and vacation leave time, their periodic merit ratings on performance, what their supervisor will be looking for on the job, and general information about the pension and insurance plans.

The senior Personnel Technician I checks and reviews all written applications, evaluates past employment records of job applicants and determines which applications will be accepted. He is responsible for obtaining course information and material that is used for in-service employee education. All Personnel Technicians are subject to monitor Civil Service examinations, grade tests, establish curves and cut-off points, and interpret examination results.

Salary and wage scale classification studies are the main duties of the Personnel Technician II. He must plan and organize assignments to maintain Personnel Department

objectives and time schedules. This individual is charged with developing phases of new federal employment programs besides assisting other persons in the Personnel Department in explaining personnel rules and regulations, transactions and procedures to department heads. The Personnel Technician II assists supervisors in counseling employees with problems affecting work performance. He counsels job applicants and unsuccessful examinees. Some of his additional duties are: giving exit interviews to departing city employees, assisting the Personnel Director in making personnel operation studies and drafting questions for various city position examinations.

The Insurance Clerk, and one of the four Personnel Technician I's, handle all group insurance policies and the pension plan. All city employees who are thirty years or older and who have completed one-year service with the city, must join the pension plan program. Group insurance is mandatory for all employees after their six-month probationary period is over.

One Steno II is employed in the Personnel Department. Her duties are to type letters for the Personnel Director, receive and sort all incoming mail, take the training committee minutes, handle all office requisitions, make up folders on new employees and their personnel employment cards, and check the IBM payroll sheet each month to see that all pay increases have been added.

The Personnel Clerk takes the minutes for the Civil Service Commission meetings, makes out industrial accident records, flags employee automatic pay and merit increase cards, sends out notices for Civil Service Commission examinations and types up the bulletin for the examinations, files various personnel records, types up purchase orders, sends out Civil Service Commission agenda minutes and notices, checks mid-probation and final probation papers, records employee performance ratings, and compiles both the monthly and quarterly reports to the Civil Service Commission and the City Manager.

There are part-time Youth Corps workers under the Personnel Clerk and two Clerk-Typists, although only one Clerk-Typist works full-time. The Clerk-Typists assist the Personnel Clerk whenever necessary. They type letters, make all tabulations from other material and drafts, cut stencils, post routine figures and information to existing records, file papers, give out general information to persons at the front desk and maintain employee vacation and sick leave records.

The remaining member of the Personnel Department is the Safety and Training Coordinator who assists all city employees and the various city departments in achieving a decreasing accident frequency rate. He investigates the cause of certain accidents and tries to determine how such

accidents can be prevented in the future. The Safety and Training Coordinator gives special training classes to employees periodically to further their knowledge of safety practices.

CHAPTER III

LABORER TEST PROJECT

Organizing and Administering the 1964 Laborer Test

One of the first major projects undertaken as an Intern in the City of Tucson's Personnel Department was processing the February 26, 1964 Laborer Test results.

This project began when the Civil Service Commission authorized the Personnel Department to administer a laborer examination to renew the current, but expiring, two-year old laborer list.

On January 30, 1964 the official laborer test announcement was printed and distributed for public posting. Additional announcements of the forthcoming test were published in both major Tucson newspapers: The Arizona Daily Star and the Tucson Daily Citizen.

Information contained on the official Civil Service announcement sheet for laborer included: salary range, place of application, and examination, purpose of the test, description of the performance test, residence requirements, veteran's preference provision and the closing date to apply for the examination.

Throughout the entire month of February and up to the day of examination on February 26, 1964, men from all work fields, including college graduates, came into the

Personnel Office to discuss the laborer position and test with the three Personnel Technicians. The Technicians carefully outlined various aspects of the positions and answered all of the applicants' questions. Although the Personnel Technicians emphasized the ability to read and write as a qualifying requirement for the laborer position, twenty-seven men attempted to take the test who could not read. Two of these men were veterans and twenty-five were non-veterans.

The Intern's working area in the Personnel Department was first located behind one of the offices of a Personnel Technician. This location was desirable because no individual being interviewed for a city position knew the Intern could hear their remarks. A good insight as to what were some problems in the Tucson employment market was gathered by just listening to applicants who applied for the laborer examination. It was astonishing to hear that men with college degrees were willing to begin work with the city at the laborer level; yet, they did apply.

There are four valid reasons why laborers must be able to read and write. One important reason is to improve the general level of men accepted for city employment. Efforts are constantly being made to employ the better qualified person in all city positions. The Intern would like to see a requirement that all city employees must have a high school or equivalent education. The

City encourages all of its employees that do not have a high school diploma to study for and take the GED (General Education Development) test. It is not an unrealistic requirement to set a minimum education standard; it would upgrade many city positions. This cannot be done all at one time. The first step to be taken would be to require at least two years high school education for such positions as laborer or Sanitation Department worker. The next step would be to require the GED or high school diploma as the minimum education level for any city position.

A second reason laborers need to know how to read is that orders are not always given orally; sometimes they are in written form. Thirdly, men first appointed as laborers may move up the ranks to laborer foreman or supervisors. In these positions individuals are periodically required to issue work orders and fill out numerous reports. Finally, promotion to higher level work positions is heavily dependent on the basic requirement of being able to write effectively.

Preparations were made well in advance to process the large number of men expected to turn out for the laborer examination. The Personnel Department was able to estimate there would be a large number of testees after the first week of pre-examination interviews was

over. Various city department members assisted the Personnel Department Personnel Technicians with administering the test.

Eleven hundred and two persons appeared at the City Water Yard on Wednesday, February 26, 1964 between 9:00 A.M. and 1:00 P.M. to be tested on six separate sections of the laborer examination: reading ability, writing ability, agility (jump), back strength, hand strength, and carrying ability.

The applicants were first required to fill out an application card for employment as laborers. This helped to determine if the individual could read, write, and understand simple instructions. Each person was required to print his name and address, place of birth, marriage status, arrest record, number of dependents, educational achievements, employment data, date, and his written signature. To obtain the five percent veteran's preference points, the applicant had to show his discharge papers to a test administrator. The examinees were required to address their own test result cards provided by the Tucson Civil Service Commission. These cards were returned to the applicants later with their final test score.

The application card was designed so it could be separated into two cards. This guaranteed complete fairness and impartiality in the testing and grading process. No names were ever associated with any person taking the

test. Each card asked for personal information, as stated above. The second part of the card had blanks for the examination scores for each part of the laborer test, total percentage score, and veteran's preference points.

A test administrator carefully separated the card into its two parts as soon as the applicant filled in the required personal information section. The examination record card was then given to the applicant, while the personal information card was left with the administrator. Raw score grades were marked on the examination card as each part of the test was completed.

The arrest record section on the personal information card is important. Employees are fingerprinted within the first few days after begin of work for the city and are checked out by the Federal Bureau of Investigation. If an arrest record reported by the Federal Bureau of Investigation is NOT on the applicant's card, the employee is dismissed from city service.

A special test was designed to measure how well a prospective laborer could lift and carry a one hundred pound sack. This was a necessary test situation since laborers carry heavy items every day on the job. This same test measured how the applicant picked up the sack and how well he followed instructions in placing the sack where the administration directed. There were always two

persons evaluating the performance of each candidate on the carrying test. The support given to the Personnel Department by cooperating city employees from other departments cannot be stressed enough.

Eleven hundred and two persons were tested for the laborer examination in approximately six hours. This was a monumental assignment for the administrators. High unemployment in Tucson at the time of the test partially accounted for the large turnout of applicants.

If this situation should occur again, minimum standards for application could be raised and cut-off points for the various parts of the test could be established at a higher point. Those individuals passing the examination would then have a better chance of being employed by the city before the two-year time limit of the list elapsed. Because seven hundred and thirty-four persons passed the 1964 laborer test, it is extremely unlikely an individual ranked number six hundred would be hired within the two-year period. The Intern believes it is unfair to give false hope to men waiting to be employed by the city. Individuals were happy to find out they had passed the test, but they were discouraged to learn they might have many months to wait before the city might hire them.

Conversion of Raw Scores

In order to convert raw scores received by applicants at the examination period into real scores, conversion tables had to be constructed for each of the five tests given. The same conversion tables used for the 1962 Laborer Test were used in 1964 for the reading, jumping, and carrying tests. However, new conversion tables were constructed for the back and hand test in order to upgrade the cut-off point for these two tests.

The following conversion tables were used for determining the 1964 Laborer Test results:

CONVERSION TABLE 1

Reading													
Raw Score	1	1-	2-	2	2-	3-	3	3-	4-	4	4-	5-	5
Converted Percentage	100	95	90	85	80	75	70	65	60	55	50	45	40

CONVERSION TABLE 2

Carrying									
Raw Score	1	1-	2	2-	3	3-	4	4-	5
Converted Percentage	90	85	80	75	70	65	60	55	50

CONVERSION TABLE 3

Agility (Jump)										
Raw Score	8½	8	7½	7	6½	6	5½	5	4½	4
Converted Percentage	95	90	85	80	75	70	65	60	55	50

CONVERSION TABLE 4

HAND

<u>RAW SCORE</u>	<u>PERCENTAGE</u>	<u>RAW SCORE</u>	<u>PERCENTAGE</u>
74	99.00	49	68.75
73	98.75	48	67.50
72	97.50	47	66.25
71	96.25	46	65.00
70	95.00	45	63.75
69	93.75	44	62.50
68	92.50	43	61.25
67	91.25	42	60.00
66	90.00	41	58.75
65	88.75	40	57.50
64	87.50	39	56.25
63	86.25	38	55.00
62	85.00	37	53.75
61	83.75	36	52.50
60	82.50	35	51.25
59	81.25	34	50.00
58	80.00	33	48.75
57	78.75	32	47.50
56	77.50	31	46.25
55	76.25	30	45.00
54	75.00	29	43.75
53	73.75	28	42.50
52	72.50	27	41.25
51	71.25	26	40.00
50*	70.00	25	38.75

*Passing grade cut-off point

CONVERSION TABLE 5

BACK

1st Raw Score	2nd Raw Score	%	1st Raw Score	2nd Raw Score	%
95	300	95	44-43	160	66
94-93	300	94	42-41	155	65
92-91	295	93	40	150	64
90-89	290	92	39	145	63
88-87	285	91	38-37	140	62
86-85	280	90	36	135	61
84-83	275	89	35	130	60
82-81	270	88	34	125	59
80	265	87	33-32	120	58
79-78	260	86	31	115	57
77-76	255	85	30-29	110	56
75	250	84	28-27	105	55
74-73	245	83	26-25	100	54
72-71	240	82	24	95	53
70	235	81	23	90	52
69-68-67	230	80	22-21	85	51
66-65	225	79	20	80	50
64-63	220	78			
62-61	215	77			
60	210	76			
59-58	205	75			
57-56	200	74			
55	195	73			
54-53	190	72			
52-51	185	71			
50*	180	70			
49-48	175	69			
47	170	68			
46-45	165	67			

*Passing grade cut-off point

Scoring the 1964 Laborer Test

The Intern tabulated all test scores and percentages by using Conversion Tables one through five. A calculating machine was used first to add each individual's six test scores; then an average percentage was determined by dividing the sum obtained by six and, where applicable, veteran's preference points were added to this averaged percentage.

For example, a person who had a total of 480 percentage points would have an average of 80.00. If the individual were a veteran, he would receive an additional five percent of his averaged score of 80.00 or 4.00 points. This would raise his final percentage score to 84.00.

When all test cards for the examinees had been completely scored as outlined above, a numerical ordered list was compiled from the highest score (95.00) to the lowest score (24.16).

Civil Service rules stipulate that in a case of tied scores, the person or persons who applied first are to be ranked ahead of those applying later for the same position. In the case of the laborer examination, test card identification numbers served to determine who applied first in all instances of tied scores (there were many such cases). The following shows how rank order was determined;

<u>SCORE</u>	<u>IDENTIFICATION NUMBER</u>	<u>RANK</u>
87.33	609	38
87.33	1386	39
87.33	1394	40

Those Passing the Laborer Test

A numerical list was made of all those passing the Laborer Test to obtain a list that contained rank, name, score, address, and phone number of each applicant passing the test. Table 6 represents the type list that was prepared.

Twenty-two persons had indicated on their test application a desire for veteran's preference points, but they had neglected to bring their papers to the examination for verification. As soon as identification cards were matched up and it was discovered who these persons were, a letter was sent to them requesting they bring their papers in to the Personnel Department if they still wanted to receive the additional five percentage points.

Cross checking of individual score and rank is possible by using Table 6 and Table 7. A discrepancy exists between the two lists because some individuals brought their veteran's papers in after the rank order list was made, but before the alphabetical list was typed. Only the first page of these two lists are given to show how both were constructed.

TABLE 6

THOSE PASSING THE 1964 CITY OF TUCSON LABORER TEST

BY RANK ORDER

<u>RANK</u>	<u>NAME</u>	<u>SCORE</u>	<u>ADDRESS</u>	<u>PHONE</u>
1	Price, M.T.	95.00	833 Belfour	296-4881
2	Cisneros, D.	94.02	2025 March Place	326-5787
3	Mandros, F.M.	93.19	336 S. Scott	MA3-6076
4	Urias, T.C.	92.67	349 S. Vine	None
5	Paz, M.V.	91.65	4946 E. 23rd	EA6-7273
6	Henry, H.	90.96	717 N. 11th Ave.	MA3-0159
7	Bernal, R.B.	90.95	1216 E. Manlove St.	MA4-0860
8	Duran, L.R.	90.82	547 Shibell St.	MA3-9269
9	Bracamante, M.	90.74	526 W. 41st St.	None
10	Price, A.	90.42	5101 E. 26th St.	EA5-2129
11	Dobson, F.R.	89.96	876 W. Green St.	None
12	Foley, V.	89.54	2140 San Jose	None
13	Joe, G.L.	89.21	1618 Via Honda	MA2-2032
14	Reyes, R.	89.12	1218 E. Ohio	None
15	Davidson, J.J.	89.03	4373 E. 3rd	793-0767
16	Vidal, A.T.	88.96	228 N. Grande	None
17	Hernandez, R.	88.87	150 W. Pennsyl- vania	294-9086
18	Castro, L.G.	88.85	261 Melrose Ave.	MA2-6926
19	Carpio, J.M.	88.85	703 W. Nebraska	MA4-1579
20	Shaw, L.E.	88.77	7225 Calle Cuerna- vaca	298-3767
21	Reynaga, G.	88.59	1709 S. Rosemont	327-1379
22	Herber, A.	88.46	P.O. 7374, 85713	None
23	Sharnetsky, J.	88.42	1918 S. Amalia Av.	MA4-3517
24	Haldonade, J.V.	88.38	1831 Astolat Rd.	624-2084
25	Miranda, G.	88.29	1233 S. Santa Cruz	None
26	Diaz, J.	88.21	614 N. Anita	None
27	Olivas, R.	88.17	1114 N. 11th	None
28	Free, J.C.	88.12	5922 E. Lester	298-7679
29	Anaya, E.L.	88.08	1517 W. Niagara	MA2-1565
30	Silvas, R.O.	88.00	221 E. Linda	None
31	Amador, M.	87.94	1776 E. Palo Verde-N-103	326-2190
32	Mason, G.	87.92	2342 Parkway Ter.	MA4-5480
33	Cotton, J.D.	87.83	1942 S. San Antonio Dr.	None
34	Smith, T.	87.76	1607 S. Vine	None
35	Urbina, F.L.	87.67	762 E. 37th St.	None
36	Bacon, J.	87.54	509 E. Waverly	Ma4-5715

TABLE 6

THOSE PASSING THE 1964 CITY OF TUCSON LABORER TEST

BY RANK ORDER (Continued)

<u>RANK</u>	<u>NAME</u>	<u>SCORE</u>	<u>ADDRESS</u>	<u>PHONE</u>
37	Mendoza, B.R.	87.46	2204 S. 5th Ave.	None
38	Navarro, G.R.	87.33	631 Rubio Ave.	MA2-5564
39	Gallardo, J.M.	87.33	851 S. 3rd Ave.	MA4-1828
40	Flores, A.	87.33	438 Blenman St.	792-3518
41	Aldrete, A.	87.07	416 E. Virginia (Prescott)	None
42	Young, J.R.	86.92	1401 N. McKinley Ave.	AX8-2878
43	Howell, H.A.	86.83	5717 Calle Sil- vosa	298-3996
44	Pesqueira, A.	86.80	918 Calle Lerdo	AX8-0377

TABLE 7

THOSE PASSING THE 1964 CITY OF TUCSON LABORER TEST
BY ALPHABETICAL LISTING

<u>NAME</u>	<u>SCORE</u>	<u>POSITION</u>
<u>A</u>		
Acevedo, Raul L.	86.25	52
Acuna, Jose C.	74.73	523
Adams, Marvin J.	72.00	669
Aguayo, Jose Rafael	72.71	639
Aguayo, Lorenzo	70.33	741
Aguilar, George	82.17	141
Ahlers, Fred	76.17	441
Ahumado, Armado	77.62	372
Alcaraz, Gerado C.	80.42	224
Alcaraz, Jose J.	79.79	259
Aldrete, Amado	87.07	42
Alexander, Lyman E.	82.81	119
Allen, La Dell W.	70.71	722
Alvarado, Tannislaco	84.75	73
Alvarez, Carlos	77.62	371
Alvarez, Marcelino R.	79.66	266
Amado, Antonio C.	70.25	432
Amador, Manuel S.	83.75	91
Anaya, Eugene L.	88.08	29
Anaya, Francisco D.	79.17	282
Anaya, Robert	71.21	705
Anderson, Samuel	83.70	96
Andrade, Arsenio M.	77.70	368
Aranda, David M.	75.37	480
Arellano, Roland E.	80.96	196
Armenta, Narciso R.	77.25	392
Aros, Albert	80.00	246
Aros, Manuel Y.	73.33	615
Arrasmith, Alvin	79.96	249
Arreola, Mike V.	81.91	154
Arvayo, Edward M.	78.31	337
Arvizu, Frank M.	73.79	585
Arvizu, Paul A.	81.79	157

TABLE 7

THOSE PASSING THE 1964 CITY OF TUCSON LABORER TEST
BY ALPHABETICAL LISTING (Continued)

<u>NAME</u>	<u>SCORE</u>	<u>POSITION</u>
<u>B</u>		
Bacon, Jay	87.54	36
Bacon, Joy	80.58	212
Badilla, Jose C.	74.08	571
Bailey, H. J.	76.43	423
Balbuze, Daniel J.	80.87	202
Ballestero, Marciano	76.04	451
Ballesteris, Oscar N.	71.92	672
Baltazar, Dolores	72.42	652
Baltazar, Marcelino D.	77.29	389

Those Failing the Laborer Test

A separate numerical list was made for those persons receiving a failing final conversion percentage grade (69.99) to (24.16). Notification cards in sealed, window type envelopes, were mailed to those persons not passing the examination. Actual scores were not listed on their card. However, any person who came down to the Personnel Department was told his score and why he failed the test.

Comparison Between Veterans and Non-Veterans Taking the 1964 Laborer Test

The Intern spent a lengthy period of time organizing and comparing laborer test scores for veterans and non-veterans. The study was made to learn more about the applicants taking the test and how the two groups compared overall with each other.

Numerical rank order lists were made of all scores made by the two groups, both passing and failing. A non-veteran made the highest score: 95.00, and the lowest score: 26.14.

Table 8 is a complete tabulation of the figures contained on the numerical rank order lists explained above. This table gives the reader a fast comparison of all test scores. Two hundred and ninety veterans took the examination; 171 passed and 119 failed. Seven hundred and

sixty-four non-veterans took the laborer test; 562 passed and 202 failed. Therefore, 59 percent of the veterans passed while 73 percent of the non-veterans passed.

Figure 6 is a visual presentation of Table 8. There is a drop in frequency rate scores for veterans between 70.00 and 74.99; this occurred because veterans passing the test were given a five percent increase of their test score. Any veteran making at least 70.00 points received no less than 73.50 for a final score.

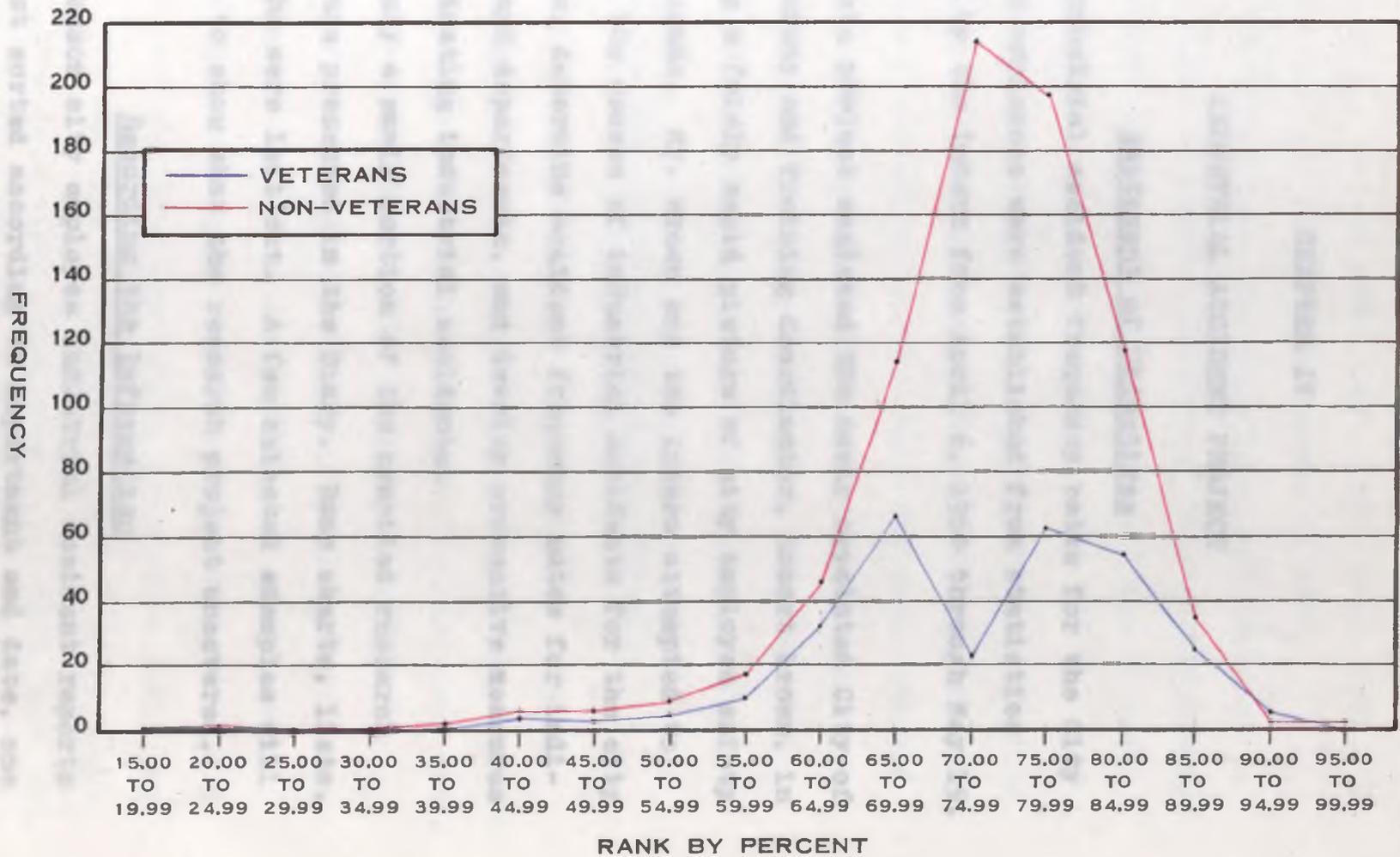
The result of this comparison showed a slight difference between the veteran score group and the non-veteran score group. Non-veterans made a better percentage score than the veteran group. The majority of non-veteran scores occurred in the 70.000 to 74.99 category, while the majority of veteran scores appeared to occur in the 75.00 to 79.99 category. However, without the extra veterans' preference points, both groups would have the majority of their scores in the same category.

TABLE 8

COMPARISON OF VETERANS AND NON-VETERANS TAKING
THE 1964 CITY OF TUCSON LABORER TEST

	90	1	2	3	4	5	6	7	8	9
Veterans	3	1	0	1	1	0	0	0	0	0
Non-Veterans	2	0	1	0	0	1	0	0	0	0
	80	1	2	3	4	5	6	7	8	9
Veterans	14	13	9	8	9	9	5	5	7	1
Non-Veterans	38	27	25	18	7	5	8	9	8	5
	70	1	2	3	4	5	6	7	8	9
Veterans	0	0	0	7	16	15	10	14	13	11
Non-Veterans	41	37	35	46	55	40	41	32	42	39
	60	1	2	3	4	5	6	7	8	9
Veterans	3	6	8	6	9	8	16	15	13	13
Non-Veterans	10	2	13	14	8	13	25	19	31	25
	50	1	2	3	4	5	6	7	8	9
Veterans	1	0	0	1	2	1	2	5	1	2
Non-Veterans	2	2	0	4	2	0	3	4	6	5
	40	1	2	3	4	5	6	7	8	9
Veterans	0	2	1	1	0	1	0	1	1	0
Non-Veterans	2	0	1	1	2	1	0	1	2	2
	30	1	2	3	4	5	6	7	8	9
Veterans	0	0	0	0	0	0	0	0	0	0
Non-Veterans	0	0	0	0	0	0	0	0	0	1
	20	1	2	3	4	5	6	7	8	9
Veterans	0	0	0	0	0	0	0	0	0	0
Non-Veterans	0	0	0	0	1	0	0	0	0	0

FIGURE 6
 COMPARISON BETWEEN VETERANS AND NON-VETERANS
 TAKING THE 1964 CITY OF TUCSON LABORER TEST



CHAPTER IV

INDUSTRIAL ACCIDENT PROJECT

Statement of Objectives

Industrial accident frequency rates for the City of Tucson employees were established from statistics gathered by the Intern from April 6, 1964 through May 19, 1964.

This project assisted the newly appointed City of Tucson Safety and Training Coordinator, Robert Brown, in obtaining a fairly rapid picture of city employee safety problem areas. Mr. Brown and the Intern attempted to pinpoint the causes of industrial accidents for the city employees, determine accident frequency rates for individuals and departments, and develop preventive measures for eliminating industrial accidents.

Only a small portion of the compiled research figures are presented in the Diary. Many charts, lists, and graphs were left out. A few selected examples will be given to show what the research project uncovered.

Recording the Information

Tucson city employee industrial accident reports were first sorted according to department and date, one

year at a time, for the years 1958, 1959, 1960, 1961, 1962, 1963, and the first three months of 1964.

A chart for each city department was designed to include: names of injured employees, date of accidents, number of work days lost, cost of time off due to accidents, and type of employee injuries.

The Intern was careful recording this information because many individuals working for the City of Tucson had similar or identical names. Many employees changed either jobs or departments, or both, during the seven-year investigation period, and numerous employees had more than one accident report in their personnel file.

Tucson City Employee Industrial Accident Frequency Rates

Table 9 is included in this chapter to show how industrial accident frequency rates were recorded for each city employee and department having one or more reportable accidents from January 1, 1958 to April 1, 1964.

Figure 7 represents the method used by the Intern to tabulate all accidents for each of the seven years investigated. This figure contains total number of accidents per year for each department, total time lost, cost for time lost and type of employee injury. Injury types were separated into eight categories: (1) HEAD (ear, eye, face, head); (2) FOOT (toe, ankle, foot); (3) LEG (hip,

TABLE 9

CITY OF TUCSON FIRE DEPARTMENT

INDIVIDUAL INDUSTRIAL ACCIDENT FREQUENCY RATE

<u>NO.</u>	<u>NAME</u>	<u>DATE</u>	<u>DAYS OFF</u>	<u>TYPE INJURY</u>
1.	M.S.	5-15-63	0	Finger
		8-8-63	0	Elbow
2.	R.R.C.	7-6-59	0	Knee
		3-12-61	0	Leg
		9-24-61	0	Spine, Rib
		6-5-63	37	Stomach, Back
3.	B.D.H.	6-6-60	0	Leg
		7-4-63	6	Back
		2-5-64	0	Nose, Throat, Nausea
		3-30-64	0	Eye, Respira- tory
4.	W.H.S.	12-22-61	0	Back
		7-24-61	0	Back
		3-29-64	6	Ankle
5.	T.P	4-16-61	0	Knee
		8-13-61	0	Knee
		1-14-62	0	Wrist
		6-12-62	0	Foot
		8-14-62	0	Eye
		10-13-62	0	Ankle
		8-19-63	0	Knee
		3-30-64	1	Respiratory
6.	R.G.W.	4-22-62	8	Back
		4-20-64	4	Finger
7.	G.R.	6-17-61	0	Leg, Hip
		12-24-61	3	Eye
		4-19-64	4	Finger
8.	C.G.B.	12-26-60	0	Hand
		1-20-64	0	Chest

FIGURE 7

1963 INDUSTRIAL ACCIDENTS BY CITY OF TUCSON EMPLOYEES

DEPARTMENT	TOTAL NUMBER OF ACC. PER YEAR	TOTAL TIME LOST		COST FOR TIME LOST DOLLARS	TYPE OF INJURY								TO- TAL	
		DAYS	HOURS		HEAD	FOOT	LEG	ARM	HAND	BACK	DOG BITE	OTHER		
Communica- tions	2	0	0	0	1	1	0	0	0	0	0	0	0	2
Automotive	16	124	0	2632.67	4	0	2	1	6	1	0	2	16	
Electric	8	103	4	2197.41	2	2	0	1	0	0	1	3	9	
Engineer	2	0	0	0	0	1	0	0	1	0	0	0	2	
Finance	1	0	0	0	0	0	0	0	1	0	0	0	1	
Fire	82	367	0	4448.88	10	6	15	8	15	23	0	13	90	
Parks	60	286	0	4356.11	14	9	8	4	15	7	0	11	68	
Police	70	395	30	7729.50	10	10	20	3	23	7	0	18	91	
Sanitation	40	292	4	4245.20	8	9	3	2	8	5	0	8	43	
Inspection	2	1	0	22.15	0	0	1	0	1	0	0	0	2	
Library	3	0	0	0	0	1	1	0	0	1	0	0	3	
Maintenance	3	0	0	0	3	0	0	1	0	0	0	0	4	
Paint	1	0	0	0	0	0	0	1	0	0	0	0	1	
Public Bldgs.	2	0	0	0	1	0	1	0	1	0	0	0	3	
Insurance	1	3	4	40.69	0	0	0	0	0	0	0	1	1	
Purchasing	1	3	0	34.89	0	0	1	0	0	0	0	0	1	
Recreation	11	0	18½	35.15	3	1	3	2	1	0	0	1	11	
Sewerage	15	56	4	860.54	5	2	2	0	2	3	0	1	15	
Stores	1	0	0	0	0	0	0	0	1	0	0	0	1	
Street	8	180	0	2741.61	0	0	2	1	2	1	0	4	10	
Water	31	154	3	2351.30	3	5	4	1	6	10	1	7	37	
Total	360	1971	4½	31696.10	64	47	63	25	83	59	2	69	411	

knee, leg); (4) ARM (elbow, arm); (5) HAND (finger, wrist, hand); (6) BACK; (7) DOG BITE, and (8) OTHER (abdomen, chest, spine, groin, ribs, side, shoulder, and stomach). In 1963, there were 360 city employee accidents resulting in 1971½ lost work days at a cost to Tucson of \$31,696.10.

Figure 8 contains industrial accidents statistics for four city departments having the highest incident record of accidents: Fire, Parks, Police, and Sanitation. Part of the reason for such high frequency rates in these four departments must be attributed to the type of work performed by the personnel.

Figure 9 emphasized changes within and between five city departments concerning accidents: Fire, Parks, Police, Sanitation, and Streets. The Fire, Parks, and Police Departments show a considerable increase in their accident frequency rates from 1958 to 1963, and especially during the first three months of 1964. There were more accidents in the Fire and Police Departments in the first three months of 1964 than for all of 1963.

Department	Total Accidents 1958	Total Accidents 1963	First 3 months 1964
Fire	33	59	81
Parks	26	60	33
Police	31	70	78

The Intern decided to test whether or not there was a seasonal distribution of city employee accident frequency rates within the Fire, Parks, Police, and Sanitation

FIGURE 8

SEVEN YEAR COMPARISON OF INDUSTRIAL ACCIDENTS FOR: CITY OF TUCSON
FIRE, PARKS, POLICE, AND SANITATION DEPARTMENTS

YEAR	DEPARTMENT	TOTAL NUMBER ACCIDENTS PER YEAR	TOTAL TIME LOST		TYPE OF INJURY								TO- TAL
			DAYS	HOURS	HEAD	FOOT	LEG	ARM	HAND	BACK	DOG BITE	OTHER	
1958	Fire	33	76	0	1	5	9	1	8	5	0	4	33
	Parks	26	155	0	8	4	0	0	4	4	0	2	22
	Police	31	51	4	4	7	4	3	17	0	1	4	40
	Sanitation	30	247	0	5	6	3	4	3	4	0	6	31
1959	Fire	18	122	6	2	6	4	1	1	4	0	1	19
	Parks	19	130	0	3	0	3	1	5	3	0	5	20
	Police	25	206	0	5	1	3	3	9	1	0	6	28
	Sanitation	20	46	2 1/2	6	6	0	2	6	0	0	4	24
1960	Fire	70	249	34	14	16	20	2	5	6	3	9	75
	Parks	37	128	3	8	6	8	3	8	4	0	5	42
	Police	53	213	3	12	6	5	6	10	3	0	17	59
	Sanitation	40	304	0	4	2	5	1	7	7	1	9	36
1961	Fire	63	277	0	6	14	12	2	10	11	0	13	68
	Parks	37	93	4	3	8	4	0	13	9	0	3	40
	Police	58	215	0	14	6	16	10	14	6	0	6	72
	Sanitation	29	453	0	3	4	6	1	8	6	0	1	29
1962	Fire	76	229	0	13	13	18	4	10	13	2	14	87
	Parks	40	225	0	6	10	5	1	10	3	0	6	41
	Police	51	225	2	5	7	12	5	15	4	0	10	58
	Sanitation	34	202	0	8	5	0	2	8	6	0	6	35

FIGURE 8 (Continued)

YEAR	DEPARTMENT	TOTAL NUMBER ACCIDENTS PER YEAR	TOTAL TIME LOST		TYPE OF INJURY								TO- TAL
			DAYS	HOURS	HEAD	FOOT	LEG	ARM	HAND	BACK	DOG BITE	OTHER	
1963	Fire	59	367	0	9	6	11	7	10	15	0	9	67
	Parks	60	286	0	14	9	8	4	15	7	0	13	70
	Police	70	395	30	10	10	20	3	23	7	0	15	88
	Sanitation	40	292	4	8	9	3	2	8	5	0	8	43
1964	Fire	81	108	12	30	9	18	0	6	3	0	24	90
	Parks	33	246	6	6	6	6	0	3	9	0	6	36
	Police	78	45	0	18	12	21	6	30	3	3	24	117
	Sanitation	21	195	0	9	3	0	3	0	3	0	3	21
Total		1232	5493	4	224	196	224	77	226	149	10	225	1391

FIGURE 9

SEVEN YEAR COMPARISON OF INDUSTRIAL ACCIDENTS FOR CITY OF TUCSON:
PARKS, POLICE, SANITATION, AND STREETS DEPARTMENTS

YEAR	DEPARTMENT	TOTAL NUMBER ACCIDENTS PER YEAR	TOTAL TIME LOST		TYPE OF INJURY								TO- TAL
			DAYS	HOURS	HEAD	FOOT	LEG	ARM	HAND	BACK	DOG BITE	OTHER	
1958	FIRE	33	76	0	1	5	9	1	8	5	0	4	33
1959		18	122	6	2	6	4	1	1	4	0	1	19
1960		70	249	34	14	16	20	2	5	6	3	9	75
1961		63	277	0	6	14	12	2	10	11	0	13	68
1962		76	229	0	13	13	18	4	10	13	2	14	87
1963		59	367	0	9	6	11	7	10	15	0	9	67
1964		81	108	12	30	9	18	0	6	3	0	24	90
1958	PARKS	26	155	0	8	4	0	0	4	4	0	2	22
1959		19	130	0	3	0	3	1	5	3	0	5	20
1960		37	128	3	8	6	8	3	8	4	0	5	42
1961		37	93	4	3	8	4	0	13	9	9	0	40
1962		40	225	0	6	10	5	1	10	3	0	6	41
1963		60	286	0	14	9	8	4	15	7	0	13	70
1964		33	246	0	6	6	6	0	3	9	0	6	36
1958	POLICE	31	51	4	4	7	4	3	17	0	1	4	40
1959		25	206	0	5	1	3	3	9	1	0	6	28
1960		53	213	3	12	6	5	6	10	3	0	17	59
1961		58	215	0	14	6	16	10	14	6	0	6	72
1962		51	225	2	5	7	12	5	15	4	0	10	58
1963		70	395	30	10	10	20	3	23	7	0	15	88
1964		78	45	0	18	12	21	6	30	3	3	24	117

FIGURE 9 (Continued)

YEAR	DEPARTMENT	TOTAL NUMBER ACCIDENTS PER YEAR	TOTAL TIME LOST		TYPE OF INJURY								TO- TAL
			DAYS	HOURS	HEAD	FOOT	LEG	ARM	HAND	BACK	DOG BITE	OTHER	
1958	SANITATION	30	247	0	5	6	3	4	3	4	0	6	31
1959		20	46	2½	6	6	0	2	6	0	0	4	24
1960		40	304	0	4	2	5	1	7	7	1	9	36
1961		29	453	0	3	4	6	1	8	6	0	1	29
1962		34	202	0	8	5	0	2	8	6	0	6	35
1963		40	292	4	8	9	3	2	8	5	0	8	43
1964		21	195	0	9	3	0	3	0	3	0	3	21
1958	STREETS	5	23	4	1	1	0	1	0	1	0	0	4
1959		4	2	0	2	1	0	0	3	0	0	1	7
1960		11	44	0	0	1	1	4	3	0	0	4	13
1961		13	205	0	2	1	4	1	2	1	0	4	15
1962		2	0	0	1	1	0	1	0	0	0	1	4
1963		8	180	0	3	0	2	1	1	1	0	2	10
1964		2	3	0	2	0	0	0	0	0	0	0	2
Total		1228	6251	2½	245	201	231	85	275	154	10	245	1446

Departments. In Figure 10, accident frequency rates for these departments are broken down into seven twelve-month periods and the rates are plotted on Figure 11. The lowest number of accidents appear to occur during January, February, March, and April; while the highest number of accidents appear to occur in the summer months of May, June, July, and August.

Figure 12 depicts total City of Tucson employee industrial accidents for seven years. There is an almost continuous yearly increase in accidents from 1958 through 1963 - from 168 accidents in 1958 to 360 accidents in 1963.

Figure 13 illustrates total employee time off due to industrial accidents. In 1958, 698 days were lost; but in 1963, the figure had jumped to 1971½ work days lost because of employee injuries.

Figure 14 estimates cost of time off for industrial accidents for Tucson city employees. The cost was approximately \$10,596.00 in 1958, and over \$31,000.00 by 1963.

Table 10 was arranged according to the type work performed by city employees. The table lists a pay scale the Intern projected in determining costs of time taken off by injured employees. Either step I or step II of the city pay scale was used for each position listed on the table. The Intern made an arbitrary decision when

FIGURE 10

SEVEN YEAR MONTH BY MONTH CHART OF INDUSTRIAL ACCIDENTS FOR CITY OF
TUCSON: FIRE, PARKS, POLICE, AND SANITATION DEPARTMENTS

DEPARTMENT	YEAR	MONTH											
		J	F	M	A	M	J	J	A	S	O	N	D
	<u>1958</u>												
Fire		0	0	0	3	7	2	0	8	2	3	6	2
Parks		1	0	0	3	2	4	1	3	4	1	4	3
Police		0	0	0	7	9	3	1	2	4	0	1	4
Sanitation		0	0	0	2	2	4	4	5	4	3	0	6
	<u>1959</u>												
Fire		0	0	0	0	0	3	3	0	5	0	3	4
Parks		0	0	0	1	0	1	3	3	6	0	4	1
Police		0	0	0	1	0	6	6	3	2	4	2	1
Sanitation		0	1	0	0	0	4	5	4	3	0	3	0
	<u>1960</u>												
Fire		4	1	5	4	3	14	6	8	7	3	5	10
Parks		3	1	3	3	1	2	1	4	5	5	4	5
Police		3	5	1	3	3	4	2	3	3	5	2	19
Sanitation		2	4	4	1	5	3	5	5	4	4	3	0
	<u>1961</u>												
Fire		6	2	3	3	0	4	16	12	3	5	3	6
Parks		5	2	2	2	0	9	3	5	1	3	4	1
Police		7	6	5	7	5	2	6	1	4	2	2	11
Sanitation		4	3	5	0	1	1	3	1	1	3	2	5

FIGURE 10 (Continued)

DEPARTMENT	YEAR	MONTH											
		J	F	M	A	M	J	J	A	S	O	N	D
	<u>1962</u>	4	5	6	6	8	8	6	5	3	8	9	8
Fire		2	4	5	4	2	3	6	3	4	4	2	1
Parks		5	2	3	2	3	7	4	5	6	8	3	3
Police		2	3	4	2	2	3	5	2	4	4	2	1
Sanitation													
	<u>1963</u>	6	3	8	8	3	9	6	21	2	4	5	7
Fire		3	3	4	4	6	1	9	8	8	7	5	2
Parks		4	7	6	5	10	4	6	6	6	3	6	7
Police		6	1	4	1	4	1	3	3	2	6	5	4
Sanitation													
	<u>1964</u>	8	6	8									
Fire		4	3	3									
Parks		11	2	8									
Police		3	2	2									
Sanitation													

FIGURE 11
 SEVEN YEAR COMPARISON OF INDUSTRIAL ACCIDENTS FOR CITY OF TUCSON:
 FIRE, PARKS, POLICE AND SANITATION DEPARTMENTS

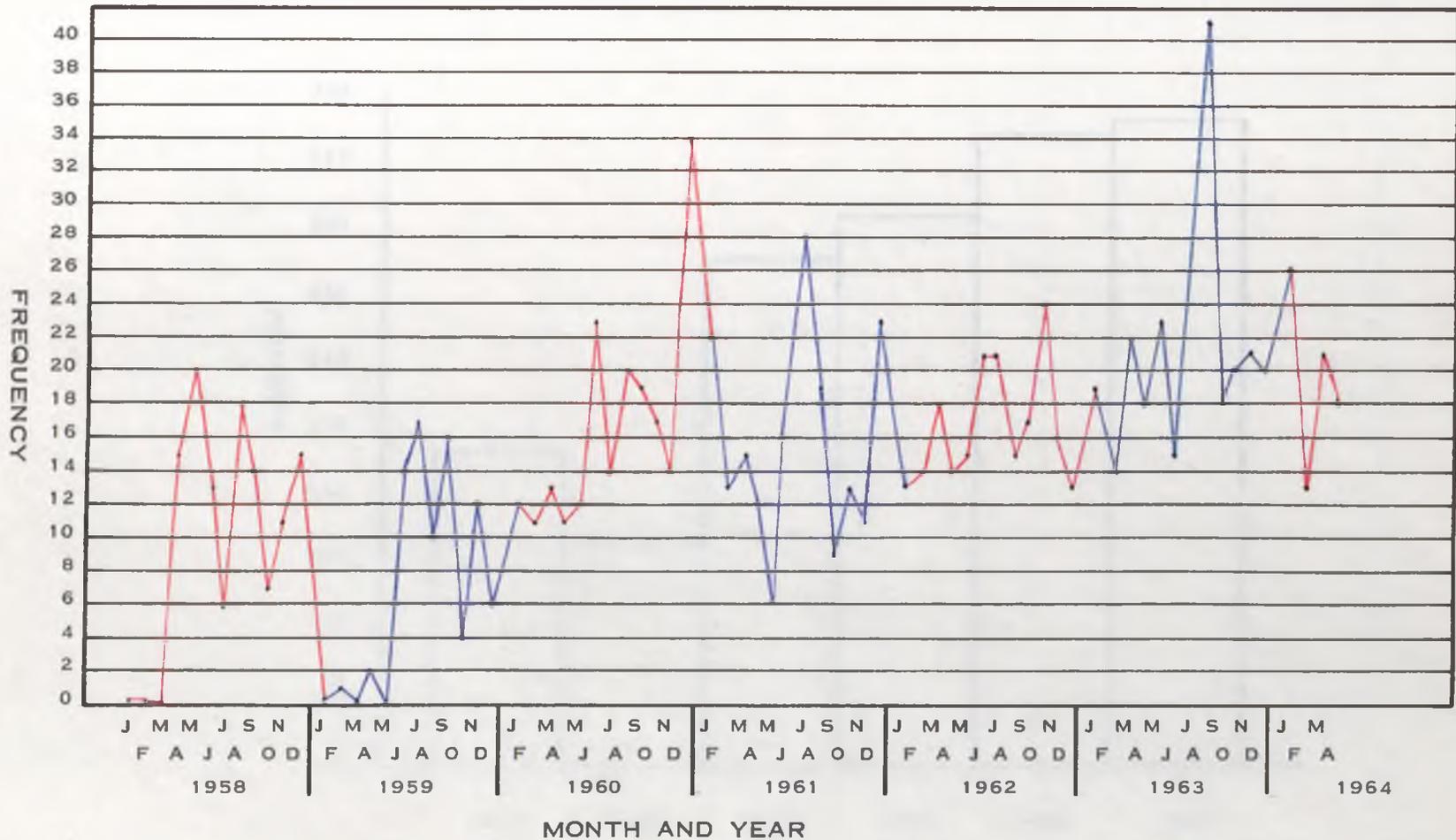


FIGURE 12
TOTAL NUMBER OF INDUSTRIAL ACCIDENTS
PER YEAR FOR
CITY OF TUCSON EMPLOYEES

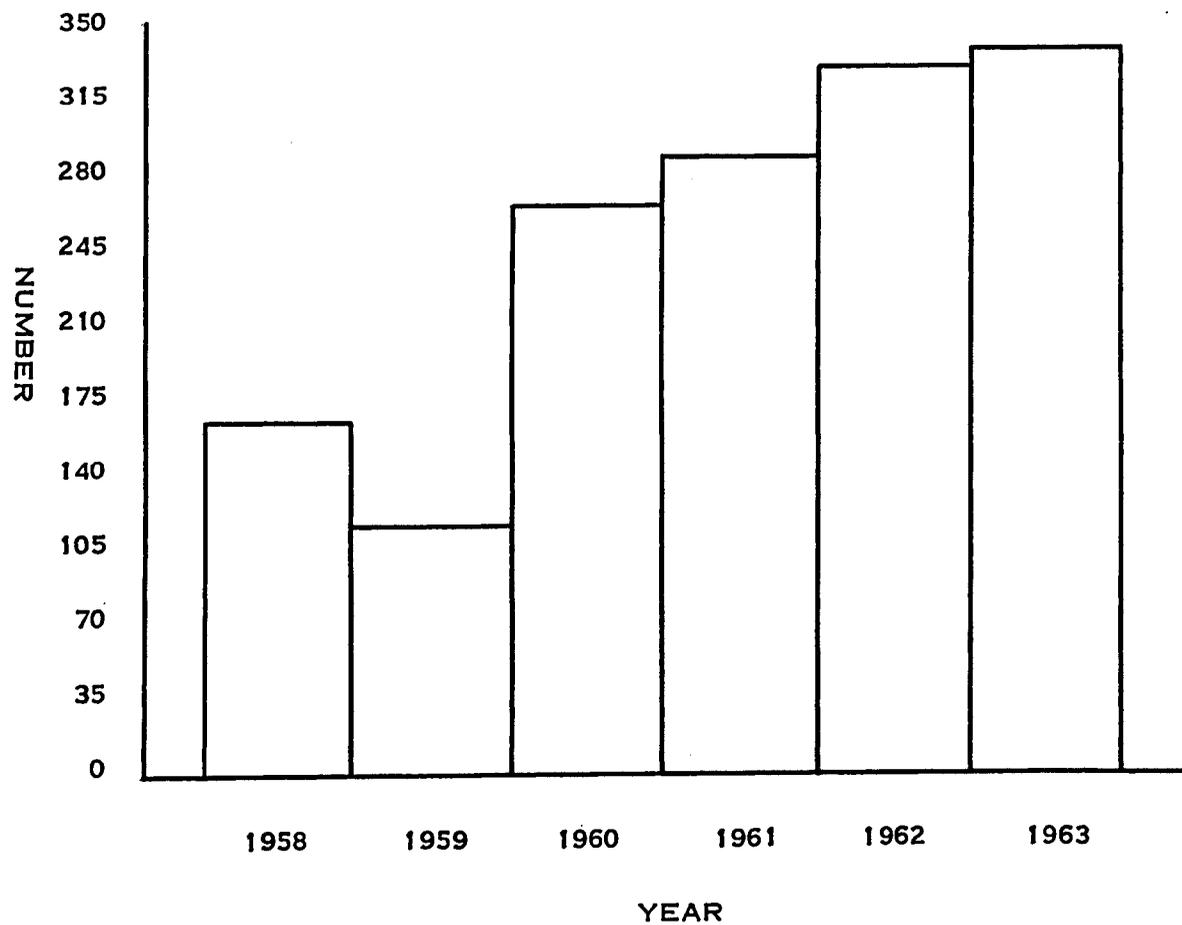


FIGURE 13
TOTAL TIME OFF DUE TO INDUSTRIAL ACCIDENTS
FOR CITY OF TUCSON EMPLOYEES

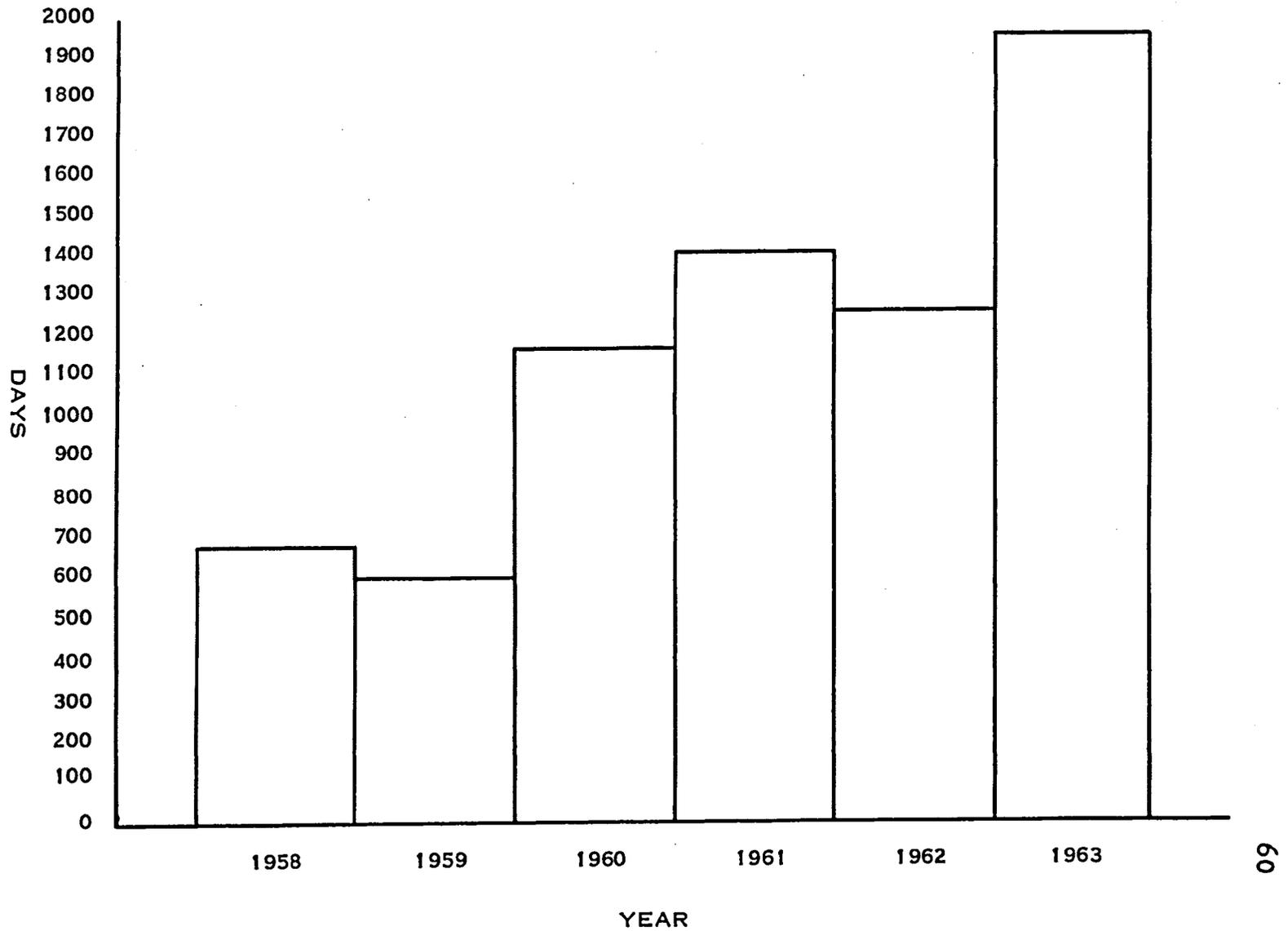


FIGURE 14
COST OF TIME OFF FOR CITY OF TUCSON EMPLOYEES
INDUSTRIAL ACCIDENTS

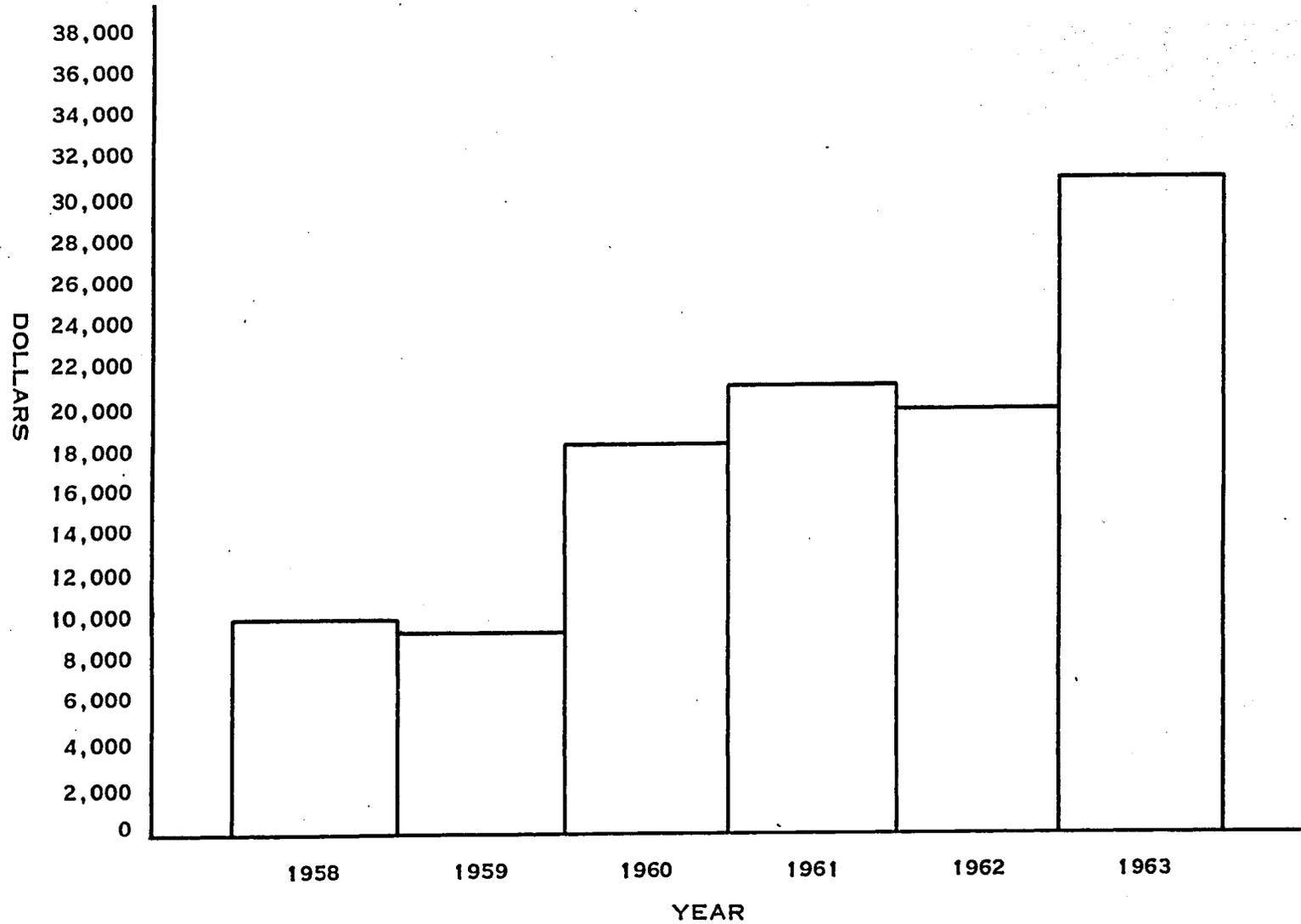


TABLE 10

ESTIMATED PAY SCALE FOR CITY OF TUCSON EMPLOYEES

TYPE WORK	MONTHLY PAY SCALE	HOURLY RATE	DAILY RATE(8HR)	25 DAY PERIOD
Automotive Mechanic	\$460.00	2.6539	21.2312	530.78
Carpenter	420.00	2.4231	19.3848	484.62
Electrician	460.00	2.6539	21.2312	530.78
Engineering Aid	345.00	1.9904	15.9232	398.08
Library Aid	380.00	2.1923	17.5384	438.46
Magistrate and Treasury (Clerk Typ. 1)	264.00	1.5231	12.1848	304.61
Fire Fighter	400.00	1.5153	12.1224	303.06
Parks Maintenance Man	330.00	1.9030	15.2312	380.78
Police Patrolman	420.00	2.4231	19.3848	484.62
Sanitation Laborer	315.00	1.8173	14.5384	363.46
Recreation Specialists	330.00	1.9039	15.2312	380.78
Sewerage	330.00	1.9039	15.2312	380.78
Streets Maintenance Man I	330.00	1.9039	15.2312	380.78
Water Service Man I	330.00	1.9039	15.2312	380.78
Painter	330.00	1.9039	15.2312	380.78
Public Buildings	420.00	2.4231	19.3848	484.62
Position not speci- fied	330.00	1.9039	15.2312	380.78
Inspection	480.00	2.7692	22.1536	553.84
Planning Analyst	480.00	2.7692	22.1536	553.84
Assessment Specified	720.00	3.0000	24.0000	600.00
Public Works Specified	252.00	1.4539	11.6312	290.78
Office Services	276.00	1.5923	12.7384	318.35
Purchasing, Proper- ty & Insurance	252.00	1.4539	11.6312	290.78

selecting which pay scale to use. The decision was based on the number of employees involved in industrial accidents who were in pay scale Step I or Step II. For example, if more injured employees were in pay scale Step I than II, then Step I was used and vice versa.

Results of the Investigation

The graphs and figures in this chapter reveal how expensive Tucson City employee industrial accidents are both in dollars and cents and in time lost from work. Yearly accident rates seem to be steadily increasing. Part of the increased rate can be attributed to the greater number of personnel working for the City. However, some departments and some individuals have high accident frequency rate records.

One cause for high accident rates is the type of job performed by the Police, Fire, and Sanitation Departments. Policemen must run down suspects, both on foot and in vehicles; be prepared to fight physically, or with weapons; bring in persons resisting arrest, and assist in capturing or rescuing animals of all kinds.

Firemen are frequently injured in their own fire house sliding down the fire pole when answering an alarm. Back injuries usually result in such cases. Firemen may also be injured when: jumping off moving vehicles, stepping on nails in fallen boards while fighting fires, and being

overcome by smoke. Both firemen and policemen are subject to dog bites in their everyday work.

Sanitation employees appear to suffer many back injuries either from lifting heavy objects or dropping them. The Intern learned that City Jail prisoners sometimes hinder rather than assist Sanitation employees. Prisoners are too old, too weak, or most importantly - don't care, and this helps to set up potential accidents. Prisoners have been known to drop heavy objects they were carrying while working with regular Sanitation Department employees. This has caused some serious injuries to city employees. Carelessness is another cause of Sanitation Department accident rates - hanging onto vehicles by one arm or one foot. Eye injuries usually occur when dumping glass from refuse cans into sanitation trucks.

Mr. Brown and the Intern believed there were certain ways to reduce the accident frequency rate of city employees besides more training or personnel transfers. One preventive measure is to concentrate on a good safety program that will make all city employees more conscious of zero accident rates. Some departments might require a higher personal physical fitness standard, closer on the job safety supervision, and either eliminate or select more carefully prisoners working with Sanitation Department employees. Equipment changes or additions that might

prevent some accidents in the Fire, Police, Parks, and Sanitation Departments are: goggles, protective (smoke) masks, helmets with visors, steelsoled shoes, and heavy gloves. The City Physician will help control employees who are injured on the job. In the past the employee chose his own doctor and may or may not have had extended time off on the job.

CHAPTER V

MERIT RATING PROJECT

Introduction to Civil Service

The Intern's third major project included personal merit rating research and development of a new City of Tucson employee rating form with an accompanying Supervisor's Manual. Personnel Director David Fitzgerald, Assistant Personnel Director Albert Hesselberg, and Personnel Technician Paul Miner discussed this project with the Intern several times prior to its undertaking as well as throughout the entire period the project was being carried out.

Merit rating is only a small part of the broad institution called Civil Service. Federal Civil Service began as a direct result of the 1883 Pendleton Act that was enacted by the United States Congress for the purpose of eliminating the spoils system from the Federal Government.

Catastrophe is a decisive motivating factor in awakening people to problems that require action. America was shocked when James A. Garfield, President of the United States, was assassinated by a disappointed office seeker in 1881. Therefore, the Pendleton Act was

negativistic in its original conception. The Act was designed to keep the unqualified out of the Federal Service rather than to recruit qualified personnel into the Service. Nonetheless, the Pendleton Act was the beginning of a basis for selecting competent employees into government service.

Federal, state, county, and municipal level governments were taxed, at times beyond their capacities, to meet the demands of the growing urbanized population in the 1880's. But through the Civil Service Commission form of administration, this country has obtained the type personnel it has needed to carry out all government functions and duties in a more efficient manner. The growth and development of Civil Service throughout all levels of government has been slow to evolve but its importance in better administration cannot be denied.

Civil Service has been an active part of Tucson's municipal management since the early 1930's. The following stated objectives have been taken from the Rules and Regulations of the Tucson Civil Service Commission, Rule I: Objectives and Scope, Section 1, page 1. This is the guide line by which Tucson city employees have been controlled:

It is the declared objective of the Commission to inspire public confidence in the City's service, to assist administrative officers of the City in the efficient performance of their tasks,

and to afford employees in the classified service an opportunity for honorable and useful employment. To these ends the Commission, its Director, and all officers and employees of the City shall work toward: the equality of opportunity for all qualified persons to compete for positions in the classified service; promotion therein on the basis of ability, loyalty and efficiency; the orderly classification of duties, standardization of salaries, and uniformity of hours and conditions of employment; and the putting into full force and effect the merit principle of personnel administration as contemplated by the Charter and Civil Service Ordinance.

Background of Tucson's Merit Rating System

An employee is evaluated whether a formalized rating system is in use or not, but there are such great differences between the formalized and non-formalized system. In the formalized situation, each and every employee is rated on the same basic criterion and according to the same specific procedures in order to maintain objectivity, standardization and fairness. In the non-formalized system, employees are still evaluated, but their evaluation may or may not be a fair one, depending upon the rater.

Often in the non-formalized system, an employee is rated on the basis of far too few records of performance, behavior and progress. Either one favorable or one unfavorable incident may have the effect of influencing the entire rating period. One incident is not an adequate reflection

of any employee's capabilities and worth. Evaluating employees by systematic arrangement is to everyone's advantage. The whole purpose of rating employees is to obtain better performance and greater development on the job.

Previous rating forms used by the City of Tucson Personnel Department were reviewed before the Intern attempted to begin devising a new form. Five different rating systems have been used by the City between 1942 and 1964.

Length of the rating form, number of factors, type of overall rating category, number of raters, review system, appeals and counseling were all common features of previous Tucson rating systems.

Tucson has changed from using a multi-page rating form to one page. This has saved time, material and administrative costs. From complicated weight and scoring procedures for sixty or seventy individual rating items, Tucson has now adopted the bare essential factors covering job performance and an overall five step employee evaluation category ranging from outstanding to unsatisfactory.

In previous years, an employee was rated on each of many items by three different individuals. Today, only one person in the department reviews an employee's rating before it is forwarded to the Personnel Department.

Employees have not always been allowed to see their ratings as they do now. Supervisors have regular counseling sessions with their employees to help increase job performance and to solve any on-the-job problems of the employee before he is rated.

Finally, an employee working for the City of Tucson does have recourse to the Civil Service Appeal Board whenever the individual believes his rating was unjustified or invalid.

Research on the New City of Tucson
Rating Form

A form letter was sent to thirty-eight cities throughout the United States requesting copies of their merit rating forms, supervisor's manuals, and related material in order to learn how other cities conduct their service ratings and employee evaluations.

The method adopted for selecting cities of inquiry was based on geographic location and population. Population figures were obtained from the 1963 edition of the Municipal Year Book.

A list of one hundred fifteen cities in thirty-nine states was compiled in the first step of selecting the cities to receive the merit rating form letter. Included in this list were:

<u>GROUP</u>	<u>CITIES</u>	<u>POPULATION</u>
A	5	Over 1,000,000
B	15	500,000 - 1,000,000
C	30	250,000 - 500,000
D	74	100,000 - 250,000

Most of the cities selected were in Groups C and D since this size city approximated that of Tucson.

Material received from cities in these two groups were checked carefully to determine if the Intern could incorporate merit rating features of other municipalities within Tucson's rating system.

From the original list a second and final list of thirty-eight cities was selected:

<u>GROUP</u>	<u>CITIES</u>	<u>POPULATION</u>
A	3	Over 1,000,000
B	5	500,000 - 1,000,000
C	12	250,000 - 500,000
D	18	100,000 - 250,000

The Detroit Police Department and the State of Utah Personnel Department were additional sources contacted by the Intern on the suggestion of the respective Personnel Departments of Lincoln, Nebraska and Salt Lake City, Utah. Complete merit rating information had been received from San Diego and Phoenix before the list was established.

Twenty-seven of the forty sources contacted answered the merit rating letter of inquiry providing the Intern with a 68% response. Eighteen of the twenty-seven sent material; nine sent letters explaining why no materials could be sent. The reason given most often for not sending

information was that no rating system existed in their city, or no material was available at that particular time. Several cities that were contacted requested the results of the Tucson study be sent to them if possible.

The following traits or factors for rating personnel were found in more than three-fourths of the material received from responding personnel departments: temperament, dependability, punctuality, cooperation, enthusiasm, judgment, motivation and work quality, quantity and ability. This information was helpful when the Intern began designing the new City of Tucson rating form.

Most of the cities answering the letter of inquiry stated they had a three or five step gradation for all employee rating: a few had as little as two steps, either satisfactory or unsatisfactory.

The New Rating Form

Originally it was decided to develop two separate merit rating forms for Tucson employees: a modified, narrative type form for field personnel (laborer and related trades) and a completely narrative form for administrative-office personnel (clerical and professional).

The Intern designed two forms for this purpose: Form T for administrative personnel, and Form W for field

FIGURE 15

THIRTY-EIGHT SELECTED CITIES OF INQUIRY

<u>GROUP</u>	<u>CITY</u>
D	Little Rock, Arkansas
A	Los Angeles, California
B	San Francisco, California
C	Oakland, California
D	Berkeley, California
C	Denver, Colorado
D	Hartford, Connecticut
C	Tampa, Florida
D	Columbus, Georgia
C	Indianapolis, Indiana
D	Des Moines, Iowa
C	Louisville, Kentucky
C	Wichita, Kansas
B	New Orleans, Louisiana
B	Baltimore, Maryland
A	Detroit, Michigan
D	Rockford, Illinois
D	Jackson, Mississippi
C	Kansas City, Missouri
C	Saint Paul, Minnesota
D	Lincoln, Nebraska
D	Charlotte, North Carolina
D	Patterson, New Jersey
D	Albuquerque, New Mexico
A	New York City, New York
D	Yonkers, New York
B	Cincinnati, Ohio
C	Tulsa, Oklahoma
C	Portland, Oregon
D	Allentown, Pennsylvania
D	Providence, Rhode Island
D	Knoxville, Tennessee
C	Fort Worth, Texas
D	Salt Lake City, Utah
D	Newport News, Virginia
B	Spokane, Washington
D	Madison, Wisconsin
C	Peoria, Illinois

FIGURE 15 (Continued)

<u>GROUP</u>	<u>NUMBER</u>	<u>POPULATION</u>
A	3	1,000,000
B	5	500,000 - 1,000,000
C	12	250,000 - 500,000
D	18	100,000 - 250,000

personnel. There are only three subject areas for evaluation on Form W: work performance, reliability-dependability and other qualities. A fourth subject could have been added to this form - cooperation and personal attitudes. Form T is not divided into subject areas; it is up to the supervisor to write an adequate evaluation of employees in administrative positions.

A higher level city department decision was made for the Intern to devise one form for all personnel instead of two separate forms. The Intern still believes the two separate forms would be better and provide more accurate evaluations of individual workers.

Either or both forms provide greater flexibility and latitude for the rater. At the same time greater responsibility is placed on the supervisor.

A Supervisor's Manual was also written by the Intern to accompany the new rating form. The full text of the manual is given on the following pages to point out how the supervisor prepares and completes a merit rating for any employee.

FIGURE 16

FORM T

CITY OF TUCSON PERSONNEL EVALUATION AND COUNSELING FORM

ADMINISTRATIVE-OFFICE PERSONNEL

<u>Name of Employee</u>	<u>Department</u>	<u>Division</u>	<u>Date of Record</u>
-------------------------	-------------------	-----------------	-----------------------

WRITTEN EVALUATION:

<u>Unsatisfactory</u>	<u>Below Average</u>	<u>Average</u>	<u>Above Average</u>
-----------------------	----------------------	----------------	----------------------

<u>Outstanding</u>

White copy: Employee Report read: Employee Signature _____

Blue copy: Supervisor Report discussed: Supervisor
Signature _____Pink copy: Dept. Head & Personnel
Department Head Signature _____

FIGURE 17

FORM W

CITY OF TUCSON PERSONNEL EVALUATION AND COUNSELING FORM
LABORER AND RELATED PERSONNEL

Name of Employee	Department	Division	Date
------------------	------------	----------	------

Describe the work performance of the employee:

How reliable and dependable is the employee?

Describe other qualities you have noticed about the employee:

OVERALL RATING FOR THIS EVALUATION PERIOD IS: _____

Unsatisfactory Below Average Average Above Average

Outstanding

White copy to employee. I have read this counseling report.

Blue copy to supervisor. I have discussed report with employee.

Pink copy to Department Head to Personnel Department Head.

A SUPERVISOR'S MANUAL
FOR RATING CITY OF TUCSON EMPLOYEES

Introduction

Tucson may well be taking a decisive step forward in its pursuit of a more valuable merit rating and employee evaluation system with the adoption of the new merit rating form; however, the form itself is only part of the rating and evaluation system. Supervisors making the rating must shoulder the burden of responsibility for the success or failure of the system.

Deciding how well employees do their assigned work and developing personnel within the organization are considered initially when determining the purposes of rating and evaluating workers. This process has been going on for many years, not only in the City of Tucson, but throughout the country in a continuous effort to achieve the best possible performance and development of employees.

Because of the difficulties associated with the subject of rating in general, many persons throw their hands up in despair at the thought of rating employees. Others have faced the rating problem with the attitude that efficient, accurate ratings can be achieved when supervisors are properly oriented in the functions and purposes of rating and when a flexible form is available on which the evaluation is made.

As a supervisor you might ask yourself, how do personnel grow and develop in their capacity for doing a better job through the use of merit rating forms and periodic evaluations, and what are the purposes of merit rating?

One of the most significant purposes of merit rating is bringing the employee and his supervisor together in a setting that allows for a mutual exchange of ideas relevant to work performance. It is in this type of situation that the employee discovers how he is doing and what he could be doing to perform his work better. Once the employee knows what is expected of him, he can set out to accomplish definite goals. There will be occasions when the worker should have additional training in order to achieve certain levels of progress and accomplishment. This points out why conscientious rating is purposeful: real gaps in job training may first come to light in the interview session between the supervisor and his employee. A greater chance for employee development and improved work performance is created when both parties can acknowledge and appraise the employee's weak points in a mutual, cooperative frame of mind. If the supervisor's attitude toward rating is governed by serious thoughts and considerations of all elements reflecting the ability of the

employee, meaningful performance ratings will be the end product.

Every rating an employee receives is kept in his permanent record file. This is done because ratings influence such things as salary increases, promotions, transfers, discipline, demotions, discharge and reinstatement. Personnel action of this nature is a substantial reason why major emphasis is placed on careful consideration of the employee's entire record.

A supervisor has to be both subjective and objective if he wishes to be a good rater. He is subjective when he is aware of and can recall an employee's work. However, he is objective when he evaluates how the work was done. A good supervisor does not allow bias and prejudice to enter into performance evaluation and rating.

The Supervisor's Role

You must thoroughly understand the rating system in use before you prepare a rating. When problems arise concerning the use of the new form consult the Personnel Department at City Hall for assistance. They will help you with any of your needs.

Looking at the interview setting from the employee's viewpoint may help you in your position to realize how important it is for workers to feel their supervisor has set aside a period of time JUST FOR THEM in order to

discuss their ratings. Employees appreciate an uninterrupted conference. It is more conducive in accomplishing the purposes of the interview.

Remember your employees are individuals who have values and feelings which should be respected at all times. This is especially important in the interview situation.

Once the importance of the interview to the employee and the supervisor is realized, you will want to know what you, as a supervisor, can do BEFORE the interview to make that appointment a success.

One of the best methods to use in making good ratings is to keep some kind of record of individual employee performance, or where applicable, group performance throughout the rating period.

Keeping notes on employee work performance helps prevent some very common, human mistakes on the supervisor's part. One error frequently made when evaluating personnel involves the Halo-Horns phenomena or effect. This occurs more often when periodic records are not kept. For example, either one favorable or one unfavorable incident on the employee's part may unduly influence the entire rating for a particular period.

Writing an evaluation takes time and careful thought; therefore, in order not to rush yourself, try

and plan ahead so you won't have to face the prospect of rating all your employees in one or two days.

Making the Rating

Periodic reports will be made for all city employees on a semi-annual basis -- the last day of April and the last day of October for the preceding six month period. Department heads determine who the rating reviewers will be in all but the very small departments, where the department head himself does the rating. Reviewers are permitted to comment on the rating, but no reviewer can change the rating without notifying the employee and the supervisor.

There are no detailed examples on how to make a rating in the Manual since the narrative evaluation will be unique for each employee; however, a step by step thinking process approach may be used when making out evaluations.

The first step is having the right ATTITUDE toward your rating function at the time you sit down to do the rating. Part of what is meant by having the right attitude is being alert and enthusiastic about the rating before you.

Step two is deciding who will be rated and then filling out the rating form heading: name of employee, department, division, and date. You will notice the

rating form is made out in triplicate. One copy is given to the employee immediately after the interview session; the second copy is sent first to the employee's department for review, then it is filed in that department; the third copy is forwarded to the Personnel Department where it is placed in the employee's personnel file folder.

Step three is reviewing and thinking about the notes you have made throughout the rating period for the employee you are rating. Have you really been observant of the employee and his work performance? Have you jotted down both accomplishments and shortcomings? This will be a good time to find out if you have been diligent enough in your note taking and whether you should be more careful in taking notes throughout the next rating period.

Step four can be used as a dry-run evaluation of this ratee. Most persons find it easier to write a first draft when making a report to be sure everything has been included and that what is written conveys the meaning actually intended.

After you are completely satisfied with what you have done in the first four steps, you are ready to tackle step five which is rewriting the draft you prepared in step four.

Step six is making the overall rating. You must decide on both the major category and division within that category which best correlates with the evaluation you have written.

The Interview

After you have made an evaluation of the employee, you will want to have an interview with the individual to discuss the rating. This conference must be private and uninterrupted if you want to accomplish positive results. Schedule the interview at a mutually convenient time for both parties. The employee will have a chance to think over questions he may want to ask you. Any employee may be nervous at the prospect of talking about his work performance with his supervisor, and the supervisor should help relieve the person's mind about pre-interview fears. At the time of the interview, be at your best. You owe that to your personnel.

There are no examples given in the rating Manual on how to carry out an interview, but some guides are mentioned here that may help you. One of the first things to do in the interview situation is to make the employee feel at ease; conversing in a normal, pleasant tone of voice is also important.

Second, discuss the achievements, improvements, efforts, suggestions and ideas you have noticed the employee

extend throughout the rating period. Refer to specific projects and programs that reflect the employee's contribution. Don't forget to encourage the worker whenever you can. Emphasize the importance of achieving and finding better ways of performing on the job.

Third, discuss the employees' weak points and any work that has been unsatisfactory. Again, you should be able to back up your comments with factual information. Remember, the important thing is NOT to berate the worker for his errors and mistakes; strive to help the individual improve, grow and advance in the department or division. Outline specific goals to be achieved in the next rating period and then check to see the goals have been obtained.

Remember to be friendly while guiding the interview discussion. Give the interviewee an opportunity to talk and express personal views even though you are guiding the session. Make sure the employee knows what he can do to improve; check this point carefully before the person leaves.

At the end of the conference have the employee sign his name on the rating sheet indicating the report has been read and discussed. Signing the report does not necessarily mean the employee agrees with the rating he or she has received.

RATING FORM CHECK LIST

A. OVERALL RATING TERMS:

1. **OUTSTANDING:** An employee rated in this category is exceptional; consistently and distinctly achieves that which others seldom or never do.
2. **ABOVE AVERAGE:** An employee rated in this category performs his work at a higher level than what is required for acceptable performance.
3. **AVERAGE:** An employee rated in this category performs satisfactory work most of the time with occasional above and/or below average work.
4. **BELOW AVERAGE:** An employee rated in this category frequently falls below an average level of work.
5. **UNSATISFACTORY:** An employee rated in this category consistently fails to meet minimum job performance.

B. RATING GUIDE:

1. **Relationship with others:** Describes how an employee reacts with other persons.
 - a. Descriptive qualities further illustrate an employee's personality and general manner.
 - b. Teamwork or cooperation that is displayed when working with others on the job.
2. **Attitude:** The manner in which an individual approaches his everyday work situation.
 - a. General attitude characteristics illustrate the apparent outlook and feeling an employee has for his job.
 - b. Specific attitudes refer to the way in which an individual employee goes about his work.

RATING FORM CHECK LIST (Continued)

3. Appearance and habits: Are personal reflections of an individual's make-up.
 - a. General temperament and emotional condition refers to self-control exhibited by the individual.
 - b. Appearance and physical condition are important on the job factors.
 - c. Habits can be one indication of employee's sense of responsibility.

4. Job Performance: Encompasses various essential elements in how assigned tasks and every day work duties are carried out.
 - a. Quality of work: Refers to the type of work an employee produces.
 - b. Work performance describes in a comprehensive manner the way in which an employee does his job.
 - c. Potential and development denotes manner, rate, speed and possibilities of employee growth.

TERMINOLOGY

1. Ability to do job: Possessing necessary knowledge and skill to perform the job.
2. Adaptability: Willingness and ease of changing to new working conditions.
3. Appearance: Manner of dress and personal habits of neatness and cleanliness.
4. Attendance: Punctuality-on-time to work and appointments and meetings.
5. Attitude: Interest, enthusiasm, the way one approaches tasks.
6. Capability: Able to do what is expected.
7. Communication: Written and oral expression, presentation, persuasion.
8. Cooperation: The degree to which one can get along with others.
9. Conference interview: Face to face relationships between supervisor and employee.
10. Dependability: Carrying out assignments, punctual, amount of supervision needed.
11. Development: Employee growth on job under supervisor's direction.
12. Emotional stability: Self-control, calm-cool in emergency, temperament, angers easily or not, grumbles or complains.
13. Evaluation: Process of assigning values to job performance.
14. Immediate Supervisor: One who is next highest in authority to the employees.
15. Incentive: Necessary motivating force that helps individuals achieve better job-performance and is received from the supervisor and fellow employees.

TERMINOLOGY (Continued)

16. Initiative: Quality that prompts an individual to take action and develop own ideas without specific instructions.
17. Judgment: How one weighs a situation and the consequent action taken.
18. Knowledge of Job: Understanding of all phases of jobs and self-study in order to keep well informed.
19. Leadership: Ability to lead people, take responsibility and accomplish tasks.
20. Learning Ability: Capability of learning new things and profit from experience.
21. Performance rating: Numerical, adjective or narrative job-performance rating assigned to an employee for a period of time.
22. Probationary status: Trial period for new employee.
23. Reliability: Descriptive quality indicating dependability, loyalty, truthfulness of an individual.
24. Quality of work: How well work is performed.
25. Quantity of Work: The relative amount of work performed with regard to the type position rated.
26. Supervisory Skill: Those qualities necessary for one to be able to train and develop employees, accomplish tasks and leadership of command.
27. Supervisory Manual: A guide to help rating supervisors make employee evaluations.
28. Work Habits: Individual's use and care of equipment materials; productive activity, organization and coordination of actions.

CHAPTER VI

OTHER PROJECTS

Monthly Reports to the City Manager

One of the first responsibilities assigned to the Intern in February of 1964 was the compilation of past due 1963 reports to the City Manager. The Intern tabulated figures for the thirty-two different items for each month for March, April, May, June, July, August, September, October, November, and December 1963. Reports were again prepared for the months of January, February, March, April, and May 1964.

Evaluation and Selection of the New City of Tucson Recreation Superintendent

Several administrative processes are involved in selecting candidates for an important open-competitive municipal position. In the case of selecting a Recreation Superintendent for the City of Tucson the process included: nation-wide advertisement of the position, evaluation of all submitted applications, (over seventy persons did apply for the position) and certification of the top applicants selected by the Oral Board. The Director of Parks and Recreation of Tucson made the final

selection for Recreation Superintendent from the three top names on the certified list.

The Intern evaluated applications coming into the Personnel Department for the position of Recreation Superintendent according to the following scale:

<u>EDUCATION</u>	<u>WEIGHT</u>
Bachelor Degree	70 points
Each advanced degree	3 points
Recreation Superintendent	3 points for each year
Assistant Recreation Superintendent	2 points for each year
YMCA Recreation Leader	2 points for each year
Military Recreation Leader	1 point for each year
Recreation Supervisor	1 point for each year
Other	1 point for each year

Previous employment as a school recreation leader, physical education teacher, and/or private club recreation leader or director were all classified under the experience category "Other".

After the project was completed, the Intern discovered that 70 points may have been too great a weight to assign for a Bachelor degree under the education category. Many applicants had advanced degrees who applied, and many did not. Applicants could have been separated more definitely if only 50 points had been given for a Bachelor degree and 20 points for each advanced degree. The above scale had been established for this position before the Intern was given the project. However, the Assistant Personnel Director did ask the Intern for her

opinion; the Intern believed the scale was correct at that time. Two points could have been given for experience as Military recreation leader instead of the one point that was assigned. The following table might be substituted for the present one in evaluating any future Recreation Superintendent applications for the City of Tucson:

<u>EDUCATION</u>	<u>WEIGHT</u>
Bachelor Degree	50 points
Each advanced degree	20 points
Recreation Superintendent	3 points for each year
Assistant Recreation Superintendent	2 points for each year
YMCA Recreation Leader	2 points for each year
Military Recreation Leader	2 points for each year
Recreation Supervisor	1 point for each year
Other	1 point for each year

Consideration was given to the size city from where the applicant served in various work experience capacities. For example, the applicant who was employed as Recreation Superintendent for a city of 250,000 would be considered more favorably than the applicant who was employed as Recreation Superintendent for a city of only 10,000, provided all other qualities evaluated for the two prospective Recreation Superintendents were equal.

Testing Process

The Intern had a part in administering, scoring, or making item analysis for the following twelve examinations: Laborer test, Accountant I test, Auto Shop Superintendent

test, Safety and Training Coordinator Oral Board, Assistant Chief and Deputy Fire Chief tests and Oral Boards, Recreation Superintendent Oral Board, Police Service Aid test, Property and Insurance test, Clerk-typist, Clerk-steno and Police Records Clerk I tests.

To score the Interview Rating Sheet immediately after an Oral Board selection conference involves tabulating the rating of an applicant on six different qualities according to a predetermined point system. This system is broken up into five categories: (1) unacceptable (0-25 points); (2) doubtful (50-69 points); (3) acceptable (70-79 points); (4) very good (80-90 points); and (5) superior (90-100 points). The rater independently determines the number of points awarded to the candidate within each of these five categories.

There are always at least three raters for each applicant interviewed by the Oral Board. The final score an individual receives is the average of these three separate scores. Block weights of one each are assigned to the following qualities: appearance-bearing, ability to express oneself, ability to get along with others, and maturity judgment. Education and experience are assigned a weight of two, and overall evaluation receives a weight of four.

The Flexible Passing Point

It is frequently desirable to deviate from the ordinary, straight 70 percent passing raw score conversion grade in order to make allowances for tests of varying degrees of difficulty and number of applicants needed to fill certain positions in the city service.

Therefore, in certain instances, the flexible passing point is employed to convert raw scores into real score data. For example, the following formula for those passing any type of test is:

$$\frac{100}{100} \text{ --- } \frac{70}{50} = \frac{30}{50} = .6$$

This illustrates how the flexible passing point is derived.

In the above formula, the numerator 100 is the maximum possible percentage; the denominator 100 is the total number of questions on a particular test. The numerator 70 is the predetermined desired flexible percentage, and the denominator 50 is the raw score cut-off point. All figures in the formula, of course, depend on the specific test under consideration.

The resulting dividend given in the above formula is multiplied by each raw score point above the raw score cut-off point; 50 is the raw score cut-off point in the formula just presented. Therefore, a raw score of 53 can be converted by the formula to a score of 71.80. That is, 70.00 plus (.6) = 70.00 plus 1.8 or 71.80.

To further illustrate how the flexible passing point is derived, the following set of scores will be used: 24, 20, 19, 18, and 14 (passing scores); 12, 11, 10, 9 and 4 (failing). Arranged in tabular form they are:

<u>RAW SCORE</u>	<u>FORMULA</u>
24	$\frac{100}{25} \text{ --- } \frac{70}{14} = \frac{30}{11} = 2.73$
20	
19	
18	
14 <u>Passing Scores</u>	
12 <u>Failing Scores</u>	100 = maximum percentage
11	25 = total number of questions
10	70 = predetermined, desired flexible passing point
9	14 = raw score cut-off point
4	2.73 = dividend or weight assigned

The process is not finished, however, until the raw scores are converted as:

<u>RAW SCORE</u>	<u>CONVERSION PROCESS</u>	<u>FINAL SCORE</u>
24 = 70.00	10 (2.73) = 70.00 + 27.30 =	97.30
20 = 70.00	6 (2.73) = 70.00 + 16.38 =	86.38
19 = 70.00	5 (2.73) = 70.00 + 13.65 =	83.65
18 = 70.00	4 (2.73) = 70.00 + 10.92 =	80.92
14 = 70.00	0 (2.73) = 70.00 + 0.00 =	70.00

In a second formula:

$$\frac{70}{50} = 1.4$$

a method is provided for determining the score of those failing by using the same basic flexible passing point system. However, in the case of those failing the 70 in the numerator of the above formula represents the flexible passing percentage point divided by the predetermined raw score cut-off point. A raw score of 48 would equal 70.00

minus 2 (1.4) or 70.00 minus 2.8 which equals a converted score of 67.2. To continue with the list of scores given on the previous page, one can now determine the failing test scores by the following formula:

<u>RAW SCORE</u>	<u>FORMULA</u>
24	
20	$\frac{70}{14} = 5.0$
19	
18	
<u>14 Passing Scores</u>	100 = maximum percentage
<u>12 Failing Scores</u>	25 = total number of questions
11	70 = predetermined, desired flexible passing point
10	14 = raw score cut-off point
9	5 = dividend or weight assigned to each point below 14.00.
4	

Again, the raw scores must be converted, as:

<u>RAW SCORE</u>	<u>FINAL SCORE</u>
12 = 70.00 - 2 (5) =	70.00 - 10.00 = 60
11 = 70.00 - 3 (5) =	70.00 - 15.00 = 55
10 = 70.00 - 4 (5) =	70.00 - 20.00 = 50
9 = 70.00 - 5 (5) =	70.00 - 25.00 = 45
4 = 70.00 - 10 (5) =	70.00 - 50.00 = 20

The employment of the flexible passing point was utilized on numerous occasions when the Intern scored tests administered to candidates for city positions. This technique is a useful one, but it is difficult for the average work applicant to understand its operation. They seem to have some undefinable suspicion concerning its use.

Seniority and Service Rating Percentage Points

Seniority and service rating factors had to be determined on several occasions for candidates applying for an in-service promotion. In practice, City of Tucson in-service promotions are based on a written test score plus a weighted percentage factor for seniority of service and past service ratings.

First a list of all persons passing the written portion of the in-service promotional examination was set up before calculating the seniority and service rating factors according to the six step system that follows.

Date of the employee's initial probationary appointment is determined in step one. Step two is deciding upon a base date from which all candidates will be evaluated. Step three is converting the base date, when desirable, into more than a three-month period. For example, in one case the base date was January 8, 1964. Instead of figuring probationary appointment dates from the base date 1-8-64, probationary appointment dates were figured from 13-8-63. This simple procedure helped make data computation much easier and a great deal faster.

Step four is subtracting the probationary appointment date from the base date to find the gross number of months worked. Step five is subtracting a constant, six months, from the gross number of months worked. Step six

is multiplying the remaining number in step five by a constant, .08, which gives a portion of the seniority factor that is converted into real percentages after additional calculations are made.

Service ratings from the two immediately preceding rating periods prior to the in-service promotional examinations are then added together to get an average service rating total. This total is multiplied by the factor .6; this .6 factor is derived from the formula:

$$\frac{100}{100} - \frac{70}{50} = .6$$

which is used to convert service ratings into real factor data. Thus, 50 becomes the cut-off point and 70.00 is chosen as the flexible passing percentage.

Referring to the Service Rating and Seniority Conversion Tables 11 and 12, one can observe that candidate Dundy had an average service rating of 80.00. In order to obtain his service rating conversion rate, it is necessary to subtract 50.00 from 80.00 which leaves a remainder of 30.00; this 30.00 is then multiplied by .6 which gives a product of 18.00. This sum (18.00) is added to 70.00 and gives Dundy a final service rating conversion total of 88.00

After both service ratings and seniority ratings have been determined, they can be added together and then

TABLE 11

SENIORITY CONVERSION

NAME	PROBATIONARY APPOINTMENT DATE	DATE BASE	GROSS NUMBER OF MONTHS	CONVERSION GROSS NUMBER OF MONTHS	MINUS BASE CONSTANT (6 MONTHS)	MULT. 08 BY NUMBER OF MONTHS
Dundy, P. T.	7-15-62	1-8-64	13-8-63	12 months	18	12
		or	7-15-62	6 months	- 6	.08
Burnard, James	1-21-63	1-8-64	13-8-63	11 months	12	6
		or	1-21-63	1 month	- 6	.08
Dupre, Wm.	4-5-63	1-8-64	13-8-63	9 months	9	3
		or	4-5-63	9 months	- 6	.08
Wilhelm George	8-15-62	1-8-64	13-8-63	12 months	17	11
		or	8-15-62	5 months	- 6	.08
		13-8-63	4-23-1	17 months	11	.88

SENIORITY CONVERSION TABLE PART 2

MONTHS (TOTAL)	CONVERSION	5% CONVERSION	NAME
18	70.96	3.548	Dundy, P. T.
12	70.48	3.5240	Burnard, James
9	70.24	3.5120	Dupre, Wm.
17	70.88	3.5440	Wilhelm, George

TABLE 12

SERVICE RATING CONVERSION

NAME	FIRST SERVICE RATING	SECOND SERVICE RATING	AVERAGE SERVICE RATING	PLUS .6 CON- VERSION	5% CON- VERSION	5% SERVICE CONVER- SION	5% SENIORITY CONVER- SION	TOTAL CON- VERSION
Dundy, P. T.	80	80	80	88.00	4.4000	4.4000	3.5480	7.9548
Burnard, James	70	70	70	82.00	4.1000	4.1000	3.5240	7.6240
Dupre, Wm.	80	70	75	85.00	4.2500	4.2500	3.5120	7.7620
Wilhelm, George	50	80	65	79.00	3.9500	3.9500	3.5440	7.4910

ALTERNATE CONVERSION SENIORITY SERVICE RATING

NAME	SERVICE RATING .6 CONVERSION	SENIORITY CONVERSION	AVERAGE SENIORITY SERVICE CONVERSION	10% CONVERSION
Dundy, P. T.	88.00	70.96	$158.96 \div 2 = 79.48$	7.95
Burnard, James	82.00	70.48	$152.48 \div 2 = 76.24$	7.62
Dupre, Wm.	85.00	70.24	$155.24 \div 2 = 77.62$	7.76
Wilhelm, George	79.00	70.88	$149.88 \div 2 = 74.94$	7.49

divided to obtain an average of the two ratings. The final percentage depends on the weight assigned to service ratings and seniority ratings in the examination announcement.

Another method used by the Intern for the final procedure, in addition to the one just described, is to take a pre-established percentage of both service ratings and seniority ratings and add the two separate percentages together to obtain a weighted percentage of seniority-service ratings.

In the case of candidate Dundy, for example, where the pre-established percentage was ten percent (five percent for service and five percent for seniority) one can observe that five percent of his seniority conversion rate of 88.00 is 4.4000. The total of the two conversion rates is 7.9480 or 7.95. This is identical with the method that calculated ten percent of Dundy's total average seniority-service conversion.

Item Analysis

After examinations were given, and tests were scored, the Intern frequently made item analysis of answers given to questions in order to double check individual question construction. All Personnel Technicians are constantly trying to improve test questions. This is

one of the important functions of the City of Tucson Personnel Department and the Civil Service Commission.

In some cases the Intern checked each answer for every test question and tabulated the results for item analysis. In other cases, only the number of correct answers and incorrect answers were tabulated for each test question. On infrequent occasions separate item analysis were made for those passing and failing the test, question by question, answer by answer.

By dividing the number of correct answers by the total number of those answering the question and by dividing the number of incorrect answers by the total number answering the question, it was possible to find the percentage of incorrect and correct answers for each question.

A critical item analysis can spot a question missed by the majority of persons taking an examination. Because such questions do manage to become incorporated in tests and are of doubtful validity, the employment of item analysis is invaluable to the Personnel Technician in maintaining high efficiency in the testing area.

Office and Clerical Work Projects

Throughout the internship period various clerical projects were undertaken and carried out by the Intern. One assignment involved sending out Agenda notices to Tucson

Supplemental Retirement System members prior to each month's meetings. Another assignment was making requisitions from time to time for newspaper examination announcements, examination room rentals, and numerous office supplies.

During one period, the Intern was assigned to filling out Industrial Accident Reports for the City of Tucson employees. All accidents must be reported regardless of whether or not the employee is seriously hurt, requires medical attention, first aid or time off. The Intern found that administrative offices in particular would send in a report of an industrial accident when all that had happened was a drawer closing on a finger. However, if no accident report is filed with the Personnel Department, and a complication results from that accident, the individual employee is in a difficult situation as far as the State Industrial Commission is concerned. To receive compensation for time-off due to an industrial accident, the individual must have had his report sent in through his own department to the Personnel Department. The result is that everyone wants to "play safe" so all accidents are reported no matter how large or small.

The Intern filed two to three merit rating reports into the permanent record file of each of the 1900 + city employees. The ratings had to be alphabetized before this could be done and many days were spent at this task.

All vacation and sick leave cards for city employees were audited by the Intern. This assignment was one of the most exacting assignments undertaken since it required constant attention to addition and subtraction of days off for accidents, jury duty, vacation and leave-without-pay. Figures were in whole numbers and fractions.

Probationary and mid-probationary report forms were sent to departments as required for personnel working for the city. Automatic pay increase notices were also sent out to the departments whenever personnel were to receive pay increases. Several tests were proof-read for typing errors during the internship period. This was an enjoyable assignment. The Intern assisted the Personnel Department Technicians in giving the Police Records Clerk test, the Clerk-Typist and Clerk-Steno examinations in late June, 1964.

CHAPTER VII

CONCLUSION

The internship served in the City of Tucson Personnel Department provided the Intern with actual on-the-job work experience. Such experience cannot be entirely measured by the material presented in this Diary. One of the valuable aspects of the internship was being a part of the whole municipal organization with access to several city departments, not just the Personnel Department. This allowed the Intern to become better acquainted with the overall operation of city government.

All assignments and projects undertaken and completed were excellent ones for a student desiring training in a Personnel Department. Several different assignments and projects were carried on at any one particular time. This helped keep the Intern interested and active on all work areas.

One of the most interesting and challenging projects was designing a new merit rating form and Supervisor's Manual. The Intern still believes that two separate rating forms should be used when evaluating Tucson city employees; one form for Laborers and related personnel, and one form for Administrative-Office personnel. Both

forms should be narrative. This will force the rater to make a more complete and accurate evaluation of employees than is present with the current form. A check-box type of rating form is too easy for the rater to fill out. Not enough thought is put behind the rating. However, when the rater must write out in his own words how a particular employee is performing on the job, then the end result will be of value to both the employee and his supervisor. Strong resistance to the narrative type forms can be expected for the first rating period, and perhaps even longer. It is hoped that the Personnel Technician who designed the final version of the new rating form was helped in some measure by the research conducted on this project.

The Intern believes other students should be allowed to serve within the operating sphere of City Hall whenever the University of Arizona can arrange such a program with Tucson city government officials. The experience an individual gathers there is invaluable personally and professionally.

Students interested primarily in Personnel Department work might study such subject areas as: pay scale structure for all city employees, employee insurance-retirement systems, other problem areas within the Civil Service System, regulations concerned with establishing

higher educational levels for entrance into employment with the City of Tucson, and the legal validity of polygraph tests for city employees in the Police Department.

The Intern would like to see a student who is serving an internship at City Hall, and who is working primarily in the Personnel Department, make a comparison study of the governmental structure of the City of Tucson with the City of Phoenix. How much stronger is executive control throughout the Phoenix system as compared with the situation in Tucson? Should the Personnel Director and Personnel Department be brought under the control of the Tucson City Manager, or should they both be kept under the present Civil Service line of authority?

At the same time, the student should check into the same type situation that exists with the City of Tucson Library Department. Again, another city department is not under the control of the chief administrator of the city - the City Manager. However, the City Manager of Tucson is still responsible to the Mayor and Council for the Library budget.

An Intern might make a study of exit interviews with employees leaving the city service. The Intern could determine what are the real reasons for leaving employment with the city. This would be a difficult assignment since persons are not often motivated to divulge their true

reasons in this type situation. The results could be put to good use in developing better personnel policies and techniques. No system is perfect, but the City of Tucson Personnel Department tries extremely hard to assist city employees with their work. It is much more profitable to retain old, efficient employees than to recruit and develop new workers. The City of Tucson needs to retain as many proven employees as possible.

The Intern would like to conclude this Diary with a special word of thanks to all the members of the Personnel Department. There are not many departments anywhere that have as fine a working relationship as that of the Tucson Personnel Department. Every assistance possible was given to the Intern by all department members from the first to the last day of work. Future interns working in the Personnel Department will certainly find the same friendly atmosphere.

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