

AN INTERNSHIP IN PUBLIC ADMINISTRATION PERFORMED AT
THE CITY OF TUCSON PERSONNEL DEPARTMENT IN CITY HALL
TUCSON, ARIZONA: JUNE 2, 1969 - SEPTEMBER 30, 1969

by

Raymond Matthew Osif

A Diary Submitted to the Faculty of the
DEPARTMENT OF PUBLIC ADMINISTRATION
In Partial Fulfillment of the Requirements
For the Degree of
MASTER OF PUBLIC ADMINISTRATION
In the Graduate College
THE UNIVERSITY OF ARIZONA

1970

STATEMENT BY AUTHOR

This diary has been submitted in partial fulfillment of requirements for an advanced degree at the University of Arizona and is deposited with the Department of Public Administration under rules of the faculty.

Authorization for the use of the material appearing herein has been granted to the intern, Raymond Matthew Osif, solely for the purpose of presentation to the Department of Public Administration in the College of Business and Public Administration, The University of Arizona, as a requirement of a graduate study program. The opinions and judgments appearing in this diary are entirely those of the intern.

SIGNED: Raymond M. Osif

APPROVAL BY DIARY DIRECTOR

This diary has been approved on the date shown below:

R. A. Mulligan
Head, Department of Public
Administration

DATE

PREFACE AND ACKNOWLEDGMENTS

The purpose of this diary and of the internship experience with the City of Tucson Personnel Department were to provide the author with an increased understanding of public administration within the specialized field of public personnel administration. This diary is the result of a summer internship of intensive study and observation. The diary can be viewed as having three distinct parts.

The first part, chapters 1-3, explains the operation of the Personnel Department and the environment by which it is defined and influenced.

The second part, chapter 4, reports the author's experiences during the internship. The experiences are presented in daily accounts except for the Police Records Clerk I project which appears at the end of the daily accounts. This project was requested as a research project and was presented to the Personnel Director in its entirety.

The third part, chapters 5 and 6, present a comparison of public administration textbook theory and actual practice within the City of Tucson Personnel Department. They also provide a summary and conclusion.

An attempt to name all persons who aided and assisted the author during the internship would be impossible. Special thanks must be given to Dr. Raymond Mulligan of

the University of Arizona. To Mr. Paul D. Miner, Director of Personnel, City of Tucson, sincere thanks are offered for the many hours of personal attention given this author. His expert knowledge and wide-ranging experience added immeasurably to the author's knowledge of Public Personnel Administration.

TABLE OF CONTENTS

Page

LIST OF ILLUSTRATIONS

ABSTRACT

1 BACKGROUND INFORMATION AND SETTING 1

 The Community 1

 City Administration and Organization 2

 Description of the Civil Service
 Commission and the City Personnel
 Department 3

 A Definition of Terms and a Brief
 History of the Personnel Movement
 in the United States 7

2 PERSONNEL DEPARTMENT PROGRAMS AND SERVICES12

 Basic Responsibilities and Duties12

 Requisition15

 Announcement15

 Applications16

 Examinations16

 Eligible Lists17

 Certification17

 Position Classification18

 Leaves19

 Disciplinary Action20

 Retirement21

 Wage and Salary Survey22

 Salary Plan23

 Community Service Activities23

3 FINANCIAL ADMINISTRATION25

 City of Tucson Annual Budget25

 Personnel Department Budget26

TABLE OF CONTENTS - Continued

	Page
4 THE INTERNSHIP EXPERIENCES	30
The Daily Diary	30
Police Records Clerk I	98
5 INTEGRATION OF CLASSWORK AND PRACTICE	106
6 SUMMARY AND CONCLUSION	113
 BIBLIOGRAPHY	 117
 APPENDIX	 119

LIST OF ILLUSTRATIONS

	Page
Organization of the City of Tucson	4
Organization of the Personnel Department City of Tucson, Arizona	6

ABSTRACT

The internship experience with the City of Tucson Personnel Department provided the opportunity to observe and participate in the basic functions and social service activities of public personnel administration. Portions of the internship were spent working on various projects under the direction of the Director of Personnel. Several weeks were spent in a leadership role in compiling and analyzing data for a wage and salary survey. Supervisory and administrative techniques practiced by the Personnel Department were observed at meetings held by the department and in the day-to-day functions of the department.

The Personnel Director was interviewed concerning his views on various techniques and concepts. Throughout the internship, records, files, and publications of the Civil Service Commission and Personnel Department were examined. Special attention was paid to the financial operation of the department and to the established Civil Service rules which govern the actions of the Personnel Department.

At the end of the internship and when the material for the diary was compiled, class work and internship experience were compared to show their inter-related natures. From

the entire internship experience a general conclusion showing the necessity for professionalism in public personnel administration was drawn.

CHAPTER 1

BACKGROUND INFORMATION AND SETTING

The Community

The City of Tucson is located in south-central Arizona in the middle of the Santa Cruz Valley. Tucson, only a cluster of adobe houses within a walled village, was founded in 1776. The city and surrounding territory were acquired by the United States from Mexico in the Gadsden Purchase of 1853.¹ The growth of the city was stimulated by the arrival of the Southern Pacific Railroad in 1880 and the discovery of gold, silver, and copper in that area. The continued growth of the city is reflected in the area growth as well as population. In January, 1958, Tucson had an area of 23.86 square miles. By January, 1969, the city's area was 76.57 square miles.² This means that the city has tripled its land area in eleven years. Population figures for the city are even more impressive. From approximately 45,000

¹Thomas A. Bailey, The American Pageant (Boston: D.C. Heath and Company, 1961), p. 389.

²1969-1970 Annual Budget, Tucson, Arizona (Tucson: Submitted to the Mayor and Council by the City Manager, May 26, 1969).

persons in 1950, the population has increased to approximately 246,000 as of January, 1969.³ This represents a 447 percent increase in population in less than twenty years.

The industrial and economic base of the city depends upon large tourist industry and on the manufacture of electronic equipment, precision machine-shop products, and food processing.

City Administration and Organization

The City of Tucson was incorporated in 1871 and presently operates under a Council-Manager charter adopted by the people in 1929. The charter provides for a governing body composed of a Mayor and six Councilmen elected for four year overlapping terms by the people of Tucson. The Mayor is elected at large and Councilmen are nominated by wards and then elected at large in a general election. The basic functions of the Mayor and Council are legislative in nature. They control the appropriation of money, adopt ordinances, appoint members of various boards and commissions, and determine general policies of the city.

Policies and guidelines established by the Mayor and Council are carried out by the City Manager who is the administrative head of the city. The Manager's job is provided for by the city charter and he is elected by a majority vote of the Council for an indefinite term.

³Ibid., p. 1-1.

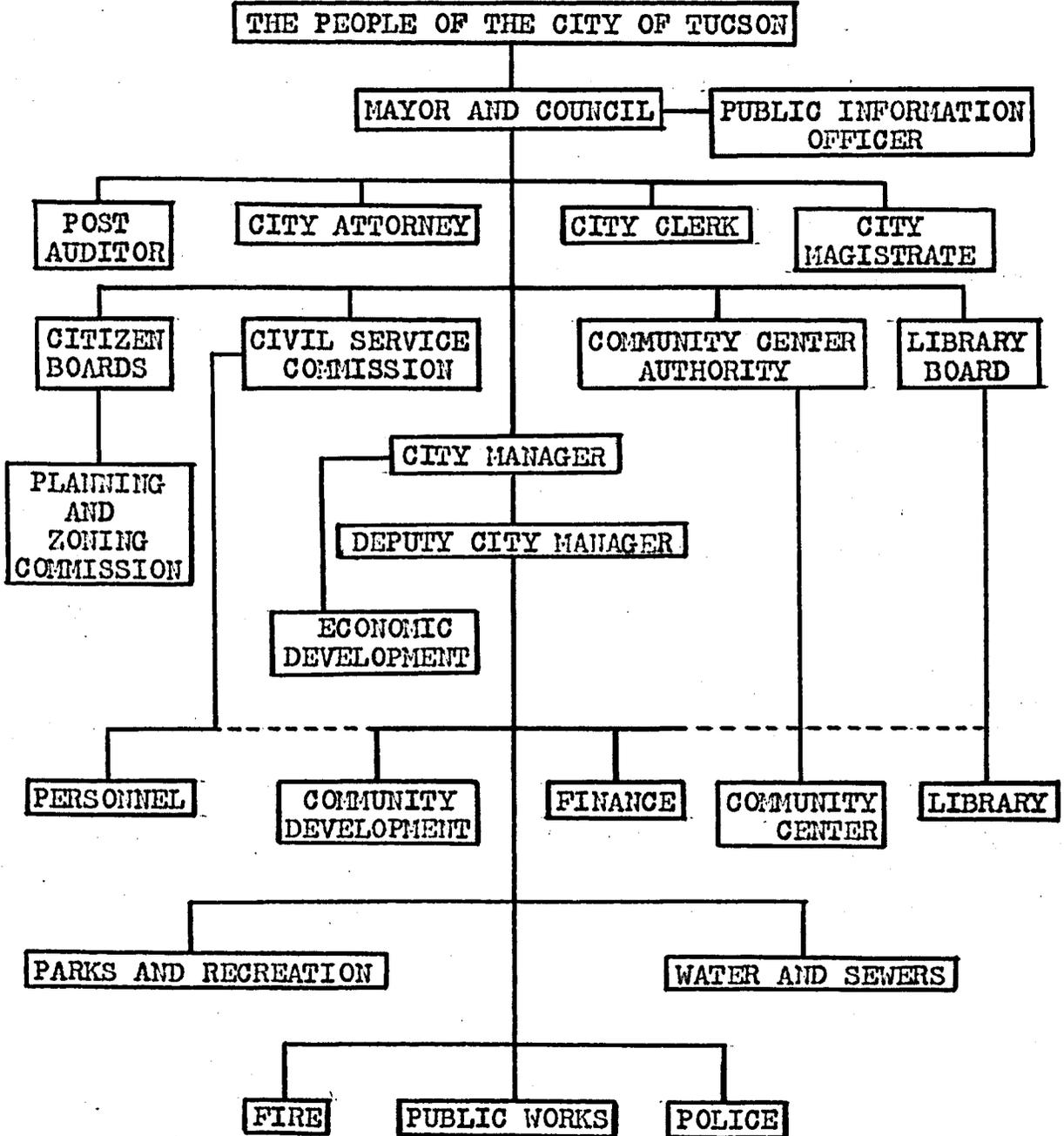
The above paragraphs attempt to show the administrative process of the city. The next logical element is some means of carrying out the policies emanating from the administrative process. Organization is the means and implies a structured system of roles and functional relationships designed to carry out the policies of the administrators. Organization seeks a pattern of skills, responsibilities, and authority that will coordinate individual and group effort to carry out public policy.⁴ For this reason, the city is divided into departments in which similar municipal functions are grouped together. The chart on the next page illustrates the City of Tucson's organizational structure.

Description of the Civil Service Commission
and the City Personnel Department

The Director of Personnel of the City of Tucson is directly responsible to the Civil Service Commission. The Commission's existence is provided for in the city charter. The Commission is composed of five members who are appointed by the Mayor and City Council for six year overlapping terms. The Commission has legislative, judicial, and administrative functions. It establishes uniform rules, standards of service and conduct, and rules on appeals by employees from all

⁴John M. Pfiffner and Robert Presthus, Public Administration (New York City: The Ronald Press Company, 1967), p. 7.

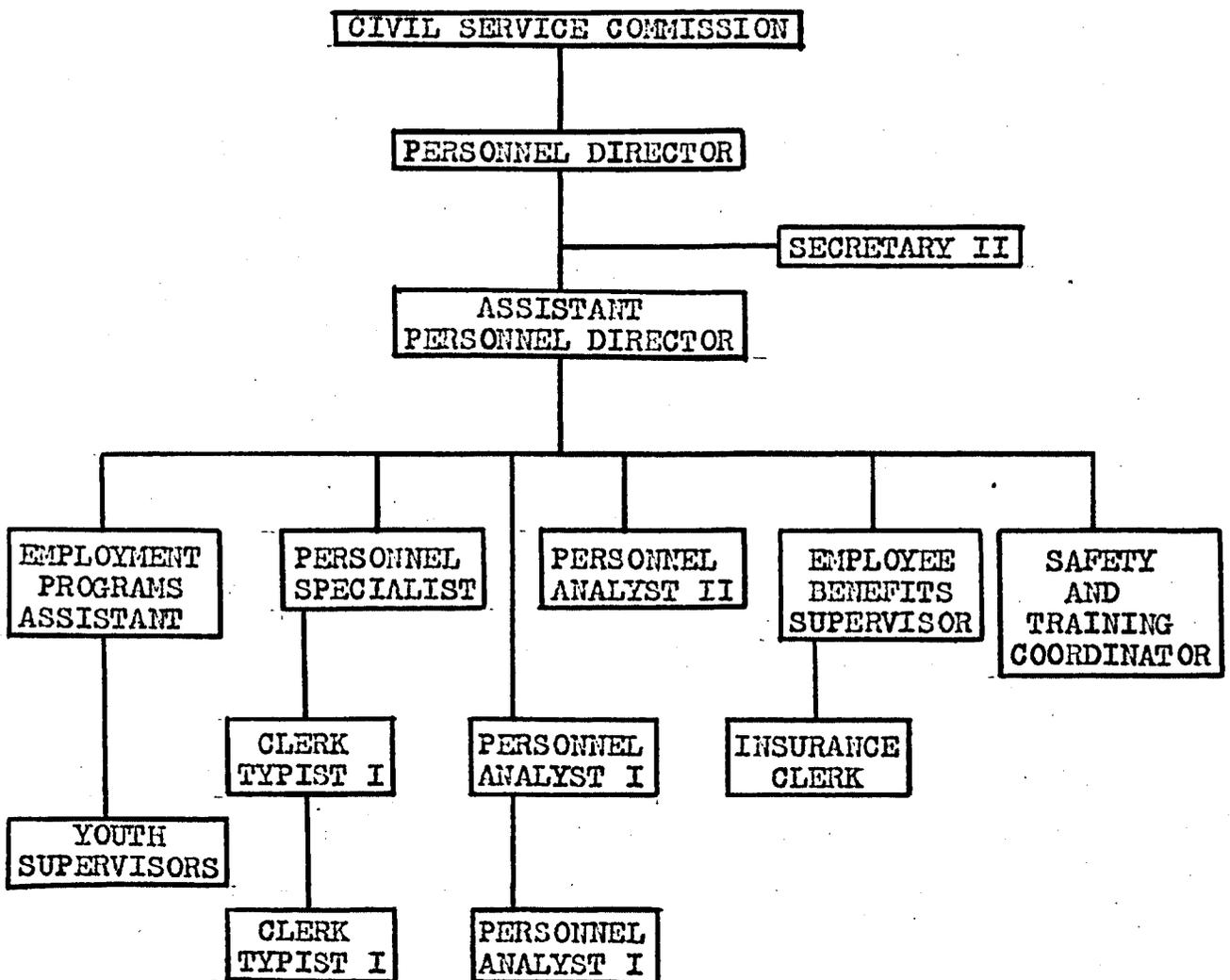
ORGANIZATION OF THE CITY OF TUCSON



departments of the city organization. The Commission is semi-autonomous but must establish and maintain a balanced and favorable working relationship with the chief administrator, the City Manager. Most of the day-to-day administrative functions of the Civil Service Commission are carried out by the Personnel Director and his staff.

The physical facilities of the Personnel Department are located on the second floor, East Wing, of the new City Hall Tower. The department utilizes the entire East Wing. An open area provides a reception counter and working areas for two typists, a Secretary II, the Personnel Specialist, and Safety Coordinator. Seven separate offices border the open area. Three of the offices are occupied by Personnel Analysts and are utilized for interviewing. The Personnel Director, Assistant Personnel Director, Employee Benefits Supervisor, and Employment Programs Assistant occupy the other four offices. A conference room and storage area are also included in the area. The Personnel Director's staff is normally twelve, however, it goes up to fifteen when Summer Youth Program Supervisors are hired. (See chart on the following page).

ORGANIZATION OF THE PERSONNEL DEPARTMENT
CITY OF TUCSON, ARIZONA



A Definition of Terms
and a Brief History of the Personnel Movement
in the United States

The term "merit system" seems to connote a rather flexible method of personnel administration which centers around the so-called "merit principle." Under the merit principle, initial employment and promotion within the organization is based entirely on demonstrated merit. In short, a merit system is defined as a system in which people are hired by demonstrating their ability to do the work or their ability to learn to do the work. Under a strong merit system, jobs cannot be obtained on the basis of political influence or "spoilsmanship."

A Civil Service System is often thought of as a formalized, structured, and all inclusive method of personnel administration governed by an independent commission. Such a system embodies the merit principle. From this, the term Civil Service has come to be used to refer to those public employees hired in accordance with a personnel system administered by a Civil Service Commission or Board.

Another term which seems to be variously defined is "classified service." Normally when people speak of classified service they are speaking of a jurisdiction in which a formal position classification plan is in effect. A position classification plan is based on facts. The kinds of work in an organization are identified and described, then similar positions are grouped in classes under common job titles. The purpose

is to bring out the important similarities and contrasts among positions so that proper decisions may be made in all personnel processes. The position classification plan forms the basis of modern personnel administration operating within the environment of a civil service system with a merit principle. The classification plan helps to insure that people performing similar work are paid similar wages and by the definition of the job, it insures that suitable people are found to fill it.

Using the development of federal personnel policy as the base, it can be generalized from various sources that the development of public personnel administration in the United States can be divided into five broad periods.

The first period, dating from approximately 1780 to 1829, can be considered a developmental era. This period is considered the developmental period because it was concerned with staffing the new government. George Washington quickly realized that appointments would constitute a very difficult and delicate task. He did show preference for members of his own party but made fitness of character and qualifications for the job very essential for appointment. Washington was careful to see that every region of the new country was represented among his principle appointments. In the very first year of the United States, a struggle, still continuing, began over appointment and removal, in a word, patronage. Presidents

Adams and Jefferson continued to appoint along partisan lines, but continued Washington's precedent of appointing men of integrity.⁵

The patronage era, 1829-1865, met its peak under the administration of Andrew Jackson. Jackson gathered his political strength from the common man and therefore pursued an equalitarian philosophy covering the appointment of officials.⁶ He would view the duties of public officials as being so simple that anyone could perform them. Jackson is credited with introducing the patronage system as an openly stated and practiced policy. Unlike the developmental era, the patronage era was not mindful of ability.

The reform era, 1865-1883, grew out of the extremes of Jacksonian democracy. By 1865, the disadvantages of patronage, such as unnecessary jobs, high turnover, unqualified employees, and the deluge of job seekers, were so great that change was inevitable. The reformers, a group of people in and out of government who recognized the dangers of patronage, failed in many attempts to get meaningful and lasting legislation on the books that would curtail patronage.

⁵The International City Managers' Association, Municipal Personnel Administration (Chicago: The International City Managers' Association, 1960), p. 4.

⁶Priffner and Presthus, Public Administration, p. 163

Finally, in 1883, the reformers succeeded in passing the Pendleton Act of 1883 which ushered in the Civil Service era. In sum, the law provided that fitness, as evaluated by open competitive practical examination, was the selection criteria. A three member commission was established to administer the program and employees were freed from the need to make contributions to a political party.

From 1935 to the present is considered the professional era. In 1935 the Commission of Inquiry on Public Service Personnel issued reports that stressed the need for a career service that would attract the best talent to government, state, local, as well as federal.⁷ The career service refers to a system of employment of talented young people at beginning level jobs and a planned progression to positions of greater responsibility. The goals of a career system of public employment have been widely accepted in the United States.

The development of public personnel administration in state and local government has not been uniform through the five periods. There are presently some state and local governments at all stages of the periods from the most acute patronage to the most advanced professional organizations. The establishment of a career service has not been widely implemented especially in municipal government. Obstacles

⁷The International City Managers' Association, Municipal Personnel Administration, p. 11.

such as small size, local residence requirements, and higher compensation in private industry combine to make establishing a career service difficult for many municipalities.

The City of Tucson can be considered in the professional era. The strong merit principle espoused by the Civil Service Commission plus the background of the Personnel Director point to a strong emphasis on professionalism. Recruiting of college graduates and higher advanced degrees is actively pursued. Positions have been designed to provide college graduates with an opportunity to gain experience and to progress to positions of greater responsibility.

CHAPTER 2

PERSONNEL DEPARTMENT PROGRAMS AND SERVICES

Basic Responsibilities and Duties

The basic responsibility of the Personnel Department is to execute employment policies established by the Civil Service Commission covering the city's 2504 employees. Broadly stated, this responsibility is divided into three areas: to stimulate public interest in the city service, to assist supervisors in obtaining maximum efficiency of employees, and to offer individuals the opportunity for useful employment.

A summary of main duties of the Personnel Department in supporting the city's Civil Service System is as follows:

1. In the area of recruitment, the department must be cognizant of sources of manpower and must establish qualifications and requirements so that recruiting efforts are aimed at the proper segment of the total work force. The ideal is to attract able candidates to the service whose qualifications match those sought.
2. The department examines applicants and develops lists of eligible candidates. The list must be

constantly updated showing those available and those not available.

3. The department administers a system of certification for eligible lists based on the "rule of three." This "rule of three" implies that the top three eligible names for any one position are sent to the requesting department. The system also provides for removal and reinstatement procedures concerning the eligible lists.
4. The department is responsible for establishing and defining standards of duties for positions that will place the position in its appropriate area of the overall classification plan.
5. The department is responsible for administering pay scales established by City Ordinance and recommends new pay scales.
6. The department maintains all necessary procedures affecting transfers, promotion, attendance and leave, conduct and discipline, separation, and appeals and grievances.
7. The department is responsible for developing information on and stimulation of the best practice in supervision, health, and safety. It is also responsible for performance evaluation, working environment, and in-service training.

8. The department is responsible for conducting basic personnel research such as examination, validity and reliability studies, determining turnover rates and areas of high turnover, and wage and salary surveys. Concurrently, based on the research, the department must recommend personnel management policy improvements to the Civil Service Commission.
9. The department is responsible for maintaining and administering information pertinent to employee benefits such as retirement programs, group life and health insurance, and industrial injury benefits.
10. The department is responsible for providing counseling services to all employees. Counseling must be available in all areas that affect job performance including personal and financial problems. Counseling must also show employees how they can acquire skills and knowledge needed for advancement.

An elaboration of some of the procedures that the Personnel Department uses to fulfill its ten main duties are mentioned below. The term procedure, as used in this paper, is defined as a planned sequence of operations for

handling repetitive activities uniformly and consistently.⁸
The following procedures form the basis of a comprehensive personnel program from recruitment to retirement.

Requisition

A department with an opening notifies the Personnel Department by means of a Personnel Requisition Form. If more than one vacancy exists, it is indicated on the form. The department also indicates the class title of the vacancy and the salary range. (See the Personnel Requisition Form in the Appendix).

Announcement

When a vacancy occurs in the classified service, recruitment is assisted by announcements describing the position and announcing that applications are being accepted at the Personnel Office in City Hall for the position. The announcement specifies minimum requirements, examples of work performed, and the final date that applications can be filed. The announcements are placed on the Personnel Department bulletin board and the City Hall bulletin board. To facilitate recruitment, the announcements are selectively mailed to educational institutions and to professional societies and openings are advertised in the newspaper. The

⁸John J.W. Neuner and B. Lewis Keeling, Administrative Office Management (Cincinnati: South-Western Publishing Company, 1966), p. 274.

announcements must allow fifteen days prior to the date that the Personnel Department stops accepting applications. Various other devices have been devised to assist in announcing positions such as posters and stamping the payroll checks of current city employees.

Applications

An application for a Civil Service position is made on a standard Civil Service form. Before any applicant is given an application he is given a preliminary interview conducted in the Personnel Department by a Personnel Analyst. The objective of this screening process is to verify that the applicant meets the minimum qualifications of the position. (See Appendix).

Examinations

Examinations are held for the purpose of establishing eligible lists for all positions in the classified service. Examinations can be composed of written sections, oral tests, proof of physical agilities, ratings of experience and education, or any combination of these factors. A Personnel Analyst is assigned the responsibility of administering the exam, scoring the responses, and establishing the list of eligibles. If the position calls for an oral examination, the Analyst must locate competent people to sit on the oral board. If the examination requires a physical agility test,

such as with the Police and Fire Departments, the Analyst must coordinate with the particular department so that applicants are notified as soon as possible. After all phases of the exam are completed, each applicant must be notified by letter as to his final score and its relation to the other applicants.

Eligible Lists

People who pass an examination are called eligibles. Their names are placed on a list of eligibles in a position determined by their final examination scores. In short, an eligible's chances of getting a job depend on how high he stands on the list and how fast the city departments are filling positions from the list. The Personnel Department must maintain all the eligible lists for the classified service. People indicating that they are not available or wish to be removed from the list must be indicated. An eligible list normally remains active for two years unless it is exhausted sooner. If the list is exhausted or expires, announcements are sent out and an examination is given again to replenish the list.

Certification

When a requisition form is received at the Personnel Department from a department with a vacancy, the eligible list for that particular class is consulted. If the list is current,

the top three names of available people are certified to the appointing officer within the requesting department. If the list is exhausted or has expired, an examination will be announced. Those people who are certified to a department are sent a Notification of Certification letter. The certified person is advised to contact the concerned department as soon as possible for an interview by the appointing officer. The appointing officer interviews the top three people and selects one. Those persons not selected are returned to the lists in their original order. They will be certified for the next opening that occurs.

Position Classification

The Personnel Department is responsible for maintaining the City of Tucson position classification plan. It is recognized that position content and duties change over a period of time and that, in fact, some jobs are no longer necessary. At the request of a department head, the Personnel Department will have a job studied by a Personnel Analyst. The Analyst, utilizing a classification survey form, will make a detailed study of the job responsibilities and will interview all people concerned. The Analyst will then write a report indicating his recommendation as to whether the job should be reclassified in the overall classification plan. The Personnel Director reviews the Analyst's recommendations and makes the final determination as to whether or not the

position is reclassified. In addition to studying the existing positions for changes that require reclassification, the Personnel Department is responsible for classifying new positions into the overall city classification plan. An example of this occurred when the city began the installation of electronic data processing equipment. No existing positions within the city were applicable. The Personnel Department studies the new positions and writes new job descriptions. The Personnel Director refers the suggested new positions to the Civil Service Commission for acceptance and integration into the City Classification Plan. (See Appendix for the Classification Survey Form).

Leaves

The Personnel Department maintains the records concerning each employee's accumulated vacation and sick leave. Vacation leave is accumulated by permanent city employees at the rate of a half day every two weeks. Requests for vacation leave are made on a Request for Leave of Absence form, submitted to the employee's department head. (See Appendix). If approved by the department head, the request is sent to the Personnel Department for verification of accumulated leave.

Sick leave is accumulated at the rate of a half day every two weeks. Up to 120 days of sick leave may be accumulated. The first five days of unused annual sick

leave may be added to vacation leave. If an employee used no vacation time or sick leave, he could accumulate, at the end of one year, up to eighteen vacation days.

Disciplinary Action

All city employees are subject to disciplinary action for violation of Civil Service rules or when their conduct is detrimental to the city. The forms of action taken vary but generally consist of a reprimand, reduction in pay, suspension, demotion, or discharge. In all cases, the Personnel Department maintains the necessary records and makes the appropriate entry in the employee's file. All classified employees have the right to appeal to the Civil Service Commission through the Personnel Director in the case of reduction of pay, suspension, or demotion for more than ten days or in the case of discharge. The written appeal specifying the grounds on which it is based must be filed no later than ten days after the disciplinary action. The Personnel Director then sets the time for a hearing before the Civil Service Commission. Both the officer administering the disciplinary action and the employee can present evidence and witnesses. If either party fails to appear at the hearing, the Commission decides in favor of the opposing party.

Retirement

In addition to the benefits derived from Federal Old Age and Survivors Insurance, the City of Tucson maintains a supplemental retirement system. The system is administered by a Board of Trustees of five members consisting of a chairman appointed by the Mayor and Council, the Personnel Director, the City Treasurer, and two members of the system elected by employees. Permanent full-time employees, except for Policemen and Firemen who have their own retirement funds, who have completed at least one year of service and are thirty years of age automatically become members of the supplemental retirement system. Retirement fund contributions are deducted from each pay check. The average employee's deduction amounts to four percent, two percent of this is for social security and two percent is paid to the Supplemental Retirement Fund. The fund has various options open to the people who leave the city employment before the normal retirement age of sixty-two years. For example, an employee who works five years then terminates, may exercise one of two options. He may leave what he contributed through pay check deductions with the fund and at the age of sixty-two he will receive a partial retirement benefit, or he may withdraw his contributions to the fund when he terminates his employment. The Employment Benefits Supervisor in the Personnel Department advises each individual on the best of the possible options open to him.

Wage and Salary Survey

The objective of a wage and salary survey is to determine how the existing salary structure of the city compares to the wages and salaries paid for similar work in the locality. Normally, to be most accurate, data should be compiled on a local, regional, and supplemental basis. A wage and salary survey is a delicate task. Various controls must be followed to be certain that the information obtained is valid. First, the selection of benchmark classes must be done with care. The classes chosen must be good references for each level of difficulty and responsibility. In addition, they should cover the full range of positions, lower, middle, and top salary brackets. They must also be well known classes and easy to define. Secondly, the survey method must be adequate. Usually on the local level, interviews can be arranged with cooperating organizations and comparisons of job classifications and definitions verbally reasoned out. On the regional and supplemental data basis, the survey is handled by correspondence. Normally, detailed descriptions of the positions being surveyed are sent along with the request for comparison. When data is received, it must be compiled and analyzed. The proposals of the Civil Service Commission to the City Council are based on the facts as presented by the survey. The Council can either accept or reject the proposals but cannot change them in any way.

Salary Plan

The salary plan of the City of Tucson is composed of forty-five basic ranges numbered ten through fifty-four. Each range is divided into five steps. Since the city operates on a merit principle, employees normally are granted raises, the first three steps are granted automatically. The fourth and fifth steps are merit increases that must be earned. The salary plan of the city is based on position classification and wage and salary surveys. The salary plan essentially provides for consistent internal salary relations. For example, a class such as Clerk Typist I is established in the city plan and all Clerk Typists are paid in the same range regardless of departmental assignment. If a wage and salary survey shows this range to be unrealistic, then the class Clerk Typist I can be adjusted accordingly in the salary plan. (See Appendix, Pay Recommendations of the Civil Service Commission for Salary Plan by Range).

Community Service Activities

The Personnel Department has been becoming increasingly involved in community services. This increasing concern in community service activities is evidenced by the fact that an Employee Programs Assistant of the Personnel Department is involved on a full-time basis with the various programs associated with community service. The Personnel Department, acting under general guidelines from the Mayor and Council,

organized and directed a Summer Youth Employment Program. The objective of the program was to provide meaningful work experiences to economically disadvantaged youths. Another objective was to provide money that would enable the youths to return to school in the fall. The department performed the necessary coordination tasks with the Neighborhood Youth Corps, the Youth Opportunity Center, and the Arizona State Employment Service. The Personnel Department was responsible for making basic changes in the program. In 1968 the program was designed primarily to provide summer work. As a result, three hundred youths were hired and performed very menial tasks such as chopping trees and pulling weeds. The experience proved unsatisfactory for the youths and for the city from a supervisory point of view. In 1969, fewer youths were hired and they were carefully placed in jobs that would provide some opportunity to gain a meaningful job skill.

In addition to the Summer Youth Program, the Personnel Department has been involved in the operational and planning phases of programs such as Operation Mainstream, the Work Incentive Program, Vocational Rehabilitation, and others.

CHAPTER 3

FINANCIAL ADMINISTRATION

City of Tucson Annual Budget

The appropriation of money in the City of Tucson is done by the Mayor and City Council and in this sense they control the overall policies of the city. The total budget for the City of Tucson for the fiscal year 1969-1970 is \$33,723,936.00. The city has eight principle sources of revenue. The water revenue, property tax, and sales tax account for 26.8 percent, 12.4 percent, and 32.0 percent respectively or 67.0 percent of the total city revenues. The other 33 percent of the city revenues comes from various sources.

The anticipated revenue for the fiscal year 1969-1970 is \$33,723,936.00. The anticipated expenditures for the fiscal year 1969-1970 are \$33,723,936.00.

The City of Tucson faces the same problem as other local governments. Local jurisdictions are not sovereign in the area of taxation such as the federal government and the state governments. Local jurisdictions can expend their revenue base through increased taxes only through a referendum put to the voters. The prepared budget for the 1969-1970 fiscal year balances expenditures and revenues. At

present, the city is faced with the fact that its salaries are quite low. The pay increases recommended by the Civil Service Commission will cost the city an additional four million dollars. The city appears to have no choice but to attempt to expand its revenue base.

Personnel Department Budget

The Personnel Department obtains its annual budget appropriation through the general fund which is the basic operating fund of the City of Tucson. The basic items in the Personnel Department's budget are listed under account number 1610. Most of the cost incurred in community services, such as the Summer Youth Program, is budgeted separately under the account number 1620.

The Personnel Department prepares its proposed expenditures in February for the coming fiscal year. For the fiscal year 1969-1970 the budget request was \$156,472.00. For the fiscal year 1968-1969, the department's appropriation was \$133,198.00 and the estimated expenses for the year were \$131,746.00. In February, 1969, the department submitted its budget request for the 1969-1970 fiscal year which was, as mentioned above, \$156,472.00. This figure was broken down into various areas. Payroll charges plus fringe benefits for fourteen employees totaled \$119,572.00. This request was broken down as follows: two Clerk Typist I's at salary range

17; one Secretary II at range 23; one Personnel Specialist at range 25; one Employee Benefits Supervisor at range 32; one Insurance Clerk at range 22; three Personnel Analyst I's at range 31; one Personnel Analyst II at range 33; the Assistant Personnel Director at range 38; and the Personnel Director at range 45. (See Appendix for salary ranges).

Included in this package was a request for a new position, a Training Supervisor. The City of Tucson has had no organized training function. Training efforts have been left to individual division heads and supervisors and have amounted to only occasional courses given by various city employees on an irregular basis. Because of the need for a comprehensive training effort for all levels from department heads to laborers, the new position was recommended. The request amount for 1969-1970 for the second area of services, which includes such topics as transportation and maintenance, was \$33,198.00. For supplies, the third area, the 1969-1970 request was \$2,320.00. The fourth area of capital outlay requested \$1,382.00.

After review by the Budget Office, the Personnel Department's allowance for 1969-1970 salaries and fringe benefits of \$111,297.00 was adjusted down \$8,275.00. The Training Officer position was not accepted. For services the allowance was \$26,958.00, adjusted down \$1,500.00; for supplies the allowance was \$2,270.00 adjusted down \$50.00;

and for capital outlay the allowance was \$995.00 adjusted down \$387.00. The total final allowance was \$141,520.00 or \$14,952.00 less than requested.

The budget requests for account number 1620 are made by the Employment Programs Assistant who makes up and controls his own budget. The Summer Youth Program and other community service activities are budgeted under this account. For the fiscal year 1968-1969 the total budget estimate for this activity number was \$188,500.00. At the end of June 30, 1969 the fiscal year expenditures were \$116,295.00. Encumbrances totaled \$7,570.00 leaving an unencumbered balance of \$64,634.00. In the 1969-1970 budget request, the amount requested for payroll charges was \$114,276.00. This reflects a basic change in the program made in June 1969 when fewer youths were hired in order to provide them with a more meaningful job experience. In 1968, nearly three hundred youths had been on the city payroll compared to approximately one hundred in 1969. Only a total of \$1,000.00 was requested for supplies in 1969-1970. No requests were made for services or capital outlay as it was determined that these activities could draw most of their support from existing facilities in the Personnel Department. The total request for 1969-1970 for activity number 1620 totaled \$114,776.00. It appears from reviewing the budget of this activity, that substantial savings have accrued to the city from allowing

this activity to function in the Personnel Department as well as reducing the number of youths employed in the Summer Youth Program.

Each fiscal year the Civil Service Commission submits an annual report outlining the costs of the personnel function to the city as well as supplemental information. Over the eight year period between 1960 and 1968, the total expended budget of the personnel function rose 227 percent. The average number of employees rose from 1440 to 2389 or a sixty percent increase. The cost per city employee of the personnel function has risen from \$24.54 to \$48.43 or just under fifty-one percent for the eight year period. This indicates greatly extended services to a larger number of employees while the cost of these services per employee rose least of all. In fact, the personnel services cost per employee declined 1.4 percent in the fiscal year.

Additional information provided in the annual report includes turnover rates which for 1968 were approximately 13 percent. The cost of sick leaves used in 1968 was \$278,508.57. Figures shown in this section are from the Civil Service Commission Annual Report for the year ending June 30, 1968.

CHAPTER 4

THE INTERNSHIP EXPERIENCES

The Daily Diary

Monday, June 2:

The intern reported to the City of Tucson Personnel Department to begin an internship. The Personnel Director gave the intern an orientation to the Personnel Department. The Director acquainted the intern with the department's current staff and basic functions and he explained its relationship to the rest of the city government. The Director suggested that the intern begin by becoming familiar with two books: The Personnel Policies of the City of Tucson and Rules and Regulations of the Civil Service Commission. The Director suggested that the intern continue to orient himself with the many functions of the Personnel Office throughout the internship. Much of the information in chapters 1-3 was gathered in this manner. The intern was introduced to the staff and was given a working area.

The Director assigned the intern to work with a Personnel Analyst II who was involved in preliminary screening of applicants for positions for which examinations had been announced. If a person was interested in a position

with the city, he could obtain an application only at the Personnel Department. Each prospective employee had to be interviewed by a Personnel Analyst before he was allowed to submit an application for a particular examination. This interview was required so that people who did not meet the minimum requirements for the job would not be admitted to the examination. A secondary purpose of the interview was to help the applicant understand the Civil Service process and to make it understood that admission to the exam did not mean automatic appointment.

Four individuals were interviewed by the Analyst and intern. Two of the persons were interested in Clerk Typist I positions. Both persons met the minimum requirements for the position and were allowed to file applications. They would be notified of the time and place of the examination. The other two individuals were interested in applying for the Accountant I examination. The Personnel Analyst informed the intern that the Accountant I position was an entry-level professional accounting position. The position required a Bachelor's Degree in Accounting. The Analyst stated that due to the low starting salary, the city was having trouble recruiting for this position. As a result of this, a decision was made to accept years of relevant experience in lieu of college years on a one-to-one basis. The first of the interested had experience in bookkeeping with a local bank, however, he did not have any responsibility commensurate with

an accountant. This individual had taken two correspondence courses in accounting and felt this qualified him as an accountant. He was informed that he did not meet the basic minimum requirements for Accountant I and would not be admitted to the examination.

The second person interested in the Accountant I position was interviewed. He had two years of undergraduate work in accounting. His experience included three years experience as a junior accountant with a local firm. This person was given an application and would be allowed to take the Accountant I examination.

Tuesday, June 3:

On the second day the Personnel Director assigned the intern to work on two projects. The first project was to prepare an orientation for firefighter applicants. The orientation was to give the firefighter applicants an idea of the type of written examination questions that made up the admission test. The firefighter exam is composed of two parts: a written exam administered by the Personnel Department and a physical test administered by the Fire Department. This entire orientation project was prompted by criticisms from several minority groups. The criticisms centered around the fact that the test was not related to the job and was so structured that only middle class persons could pass it. The Civil Service Commission had authorized the use of the

official Firefighter Exam with three forms. To counter some of the criticisms, the Personnel Director decided to have an orientation open to all who intended to take the Firefighter Examination. The orientation was to include examples and explanations of the type of questions that would appear on the written examination. The intern obtained two forms of the exam that would not be used. Questions were selected which seemed most typical of each section of the test. The most serious objections had been to the verbal portion of the test and to the reasoning section. The minority groups felt that many of the words used in the test were not in common usage and many of the words had several connotations. The reasoning portion favored many visualization questions which were made up of stacked blocks in various arrangements. The object was to estimate the number of blocks in each picture. The main objection to this type of question was that there was no relationship with firefighting. Special care was taken in selecting verbal and reasoning questions for the orientation. The intern presented the sample questions to the Personnel Director.

The second project assigned to the intern was to assist a Personnel Analyst in the investigation of alleged racial discrimination in the Refuse Section of the Public Works Department.

Wednesday, June 4:

The orientation for the firefighter applicants was held in the morning. The Personnel Director, assisted by the intern, conducted the meeting. Twenty-eight of the thirty-five men who had filed applications were present. The Personnel Director utilized the questions and explanations provided by the intern. All of the men attending the orientation participated and seemed anxious to understand the material presented.

In the latter part of the day the intern attended a Personnel Department staff meeting. All Personnel employees were present except for one clerk who was left to answer the telephone. The meeting began with a discussion of the composition of oral board members. The Personnel Director stressed the fact that in examinations requiring oral interviews, no one except the Personnel Analyst controlling the test should know the people sitting on the board. The members must be protected from coercion. An applicant is told who is on the board just before meeting the members. In addition, the scores given an applicant by oral board members should be confidential. An applicant may know his overall score only.

The meeting then turned to a discussion of the Firefighter and Police recruiting efforts. The Personnel Analyst in charge reported that he found a coordination problem with

the Police and Fire Departments. This problem resulted because the Fire and Police Departments administered physical proficiency tests to applicants. Finding times convenient to both the department and the applicant was difficult. The intern asked about the approach to recruitment currently found on recruiting posters and on the radio with emphasis on the "are you man enough" approach. The intern wondered if a slant toward "a career for you in law enforcement or firefighting" would not be beneficial. This would emphasize the career or long term outlook of the job with the department involved. The suggestion was well received and was marked for consideration in the future.

Thursday, June 5:

The intern began work on the alleged racial discrimination. A Negro man, classified as an Equipment Operator II, came to the Personnel Director and stated he was consistently asked to perform work that was outside of his job description. In addition, the man complained that he had been placed on weekend shifts more often than other men in his division. The man concluded that these tasks were assigned to him because he was a Negro. The Personnel Director was well aware of the seriousness of a discrimination charge and assured the man that his complaint would be investigated. The complainant had a right to take his grievance before the Civil Service Commission if the evidence supported his charges. For this reason, gathering all the facts was very important.

The intern and Personnel Analyst decided first to interview the Refuse Section Head because the charge was directed primarily at him. On the way to the interview the Analyst gave the intern some background information. The essential job of the complainant as an Equipment Operator II was to drive a four-wheel drive vehicle as it pulled several trailers full of garbage. The men in the Refuse Section referred to the pulling vehicle as the "mother-hen" and to the trailers as "chicks." The Equipment Operator II was accompanied by three other men called "swampers" who rode standing on the trailers or "chicks." The job of these individuals was to empty garbage cans into the trailers. The Personnel Analyst further stated that the Section Head was a respected man in the city. The men in his employ were considered "hard-nosed" and many had police records. The work done by the men in this section was disagreeable, physically exhausting, and among the most dangerous in the city. The intern later verified through the City Safety Director that the Refuse Section had one of the highest rates of industrial injury in the city. In spite of the inherently distasteful aspect of the job and the difficulty of the work, the Refuse Section Head had managed to instill a sense of pride, accomplishment, and teamwork in his section.

The Refuse Section Head related the story surrounding the alleged discrimination. On Saturday, May 10th, the complainant reported for work in an intoxicated state. He was

unable to operate machinery and was sent home by the foreman. Monday, May 12th, the complainant was called in and told he could take the previous Saturday off without pay or he could make it up on his normal day off which was Wednesday. The complainant agreed to work Wednesday. Since the complainant did not normally work on Wednesdays he had no "mother-hen" to operate. He was asked to unload fence posts and this he refused to do saying he was an Equipment Operator not a laborer and that he was being discriminated against. The complainant again went home. The Refuse Section Head said it was his policy that if a man, regardless of his job classification, missed his normal assignment and chose to make up the day, he would work at the job available. As of this point, the subject had been paid for the Saturday he did not work. The Refuse Section Head went on to say that his Equipment Operator II's assisted the "swampers" in loading the trailers at times. This was accepted by the men because of the increased work load. The Section Head stated that several "swampers" had refused to work on the complainant's crew because he would not assist the "swampers" even if they were behind schedule. When asked about the complaint of working more Saturdays than other men, the Refuse Section Head produced a master shift schedule for a ninety day period. The schedule was divided equally among crews as to the weekends worked.

The Personnel Analyst decided to speak with some of the men employed in the Refuse Section. It was near the end of the day so many of the men were present. The intern was impressed with the ease at which the Personnel Analyst was able to talk to the workmen. Apparently, the Analyst had established a reputation of being fair and reasonable and in a few moments the men had confirmed most of what the Section Head had said concerning the complainant. Many stated that they would not work with the man in question and had requested transfers when placed on his crew because he limited himself to his own job definition and refused to assist his crew. The other men also pointed out that reporting for work in an intoxicated state was grounds for dismissal and that the complainant had been given the opportunity to make up the day with no marks on his record. Several seemed annoyed that the man would act in such a way when he could have been fired. One expressed the feeling that the Section Head had always been lenient in allowing schedule changes for personal problems and that this type of behavior would hurt all employees. The intern left the section with the impression that the flexibility of the Section Head had avoided serious difficulties on many occasions.

Friday, June 6:

The intern checked with the Personnel Analyst in charge of the Firefighter examination. The Analyst had

scored the examinations and stated that a higher percentage of those taking the written test passed than had previously passed. The Analyst attributed this rise to the orientation session.

The intern was assigned to assist in handling the City of Tucson Youth Program. The Youth Program involves administration of a special employment program that will provide jobs for economically disadvantaged youths between the ages of sixteen and twenty-one years. The goals of the Youth Program were:

1. to assist in development of employment programs designed to improve deficiencies in vocational skill.
2. to add to young people's qualifications, meaningful job experience that will enhance their career opportunities.
3. to enable ambitious youths to earn enough money to remain in school.

The Youth Program did not begin simply with picking up youths and giving them jobs. Of prime importance was coordination of the City Personnel Department and the Youth Opportunity Center. The Youth Opportunity Center is part of the Arizona State Employment Service and was responsible for the preliminary screening of youths. If a youth's family

income was less than \$4,000 per year for a family of four, he was eligible for referral to the Neighborhood Youth Corps which is a federally funded agency affiliated with the President's Council on Youth Opportunity. The Neighborhood Youth Corps was to place young adults with various cooperating firms and organizations in line with the young person's interests and education. The Neighborhood Youth Corps would pay the salary of the youth and the cooperating organization would provide the experience. It was the Neighborhood Youth Corps' responsibility to determine where a youth's interest lie and to determine, at least to a small extent, the best user agency to which to refer the youth. In sum, by the time a youth reached the Personnel Department he had been screened by the Youth Opportunity Center for economic criteria and by the Neighborhood Youth Corps for interest in and compatibility with summer positions available in the city. The Neighborhood Youth Corps Program was funded to pay the salaries of one hundred youths if the city would find meaningful jobs for them. The City of Tucson agreed to accept another one hundred youths from the Neighborhood Youth Corps and would pay their salaries with city funds. The youths were to work thirty-two hours per week at \$1.45 an hour.

At the time the intern was assigned to the program, the Employment Program Coordinator had been in touch with all twenty-six city departments to determine if meaningful work

could be found within the department. A list of available positions by type of work was established.

The list of youths with their interests and qualifications was compared to the list of available positions gathered by the Program Coordinator and intern. Tentative placements were made for approximately the first one hundred referees that were to be put on the city payroll on June 9. An orientation program to be held in the City Council Chambers was designed to help the youths understand the program's main objectives from the city's point of view, to give a brief discussion of job responsibilities such as calling in for absences and reporting on time, and to get tax withholding statements for payroll. A letter was sent to each of the one hundred youths informing him of his job assignment and of the time, 10:00 A.M., and date, June 9, 1969, of the orientation.

A meeting was held with the Program Coordinator, the intern, and three Summer Youth Supervisors. These three Youth Supervisors were University of Arizona undergraduates and their responsibilities were to visit the sites that would employ summer youths such as parks and recreation centers, the Water Department, the Library, etc.; to provide counseling; to insure that the youths are at the correct work sites; and to see that the youths assigned to a position stayed at the job they were intended to fill. This latter responsibility was the most important, not only to the three supervisors but to the intern and Program Coordinator. The City of Tucson

had instituted a summer program in 1968 in which three hundred youths were hired. By weight of numbers, many of the 1968 youths were assigned to work gangs chopping wood, pulling weeds, or doing other menial work. Some of the youths resented this type of work and there was concern that this simple laborer work was not helping the youths gain a meaningful job experience.

It is around defining the term "meaningful work" that discussion is now centered. Since a good deal of effort had gone into the screening of youths as well as locating jobs that provided the opportunity to work along with skilled city employees, it was generally felt that assigning the youths to essentially menial jobs would inhibit the achievement of the program's goal of adding job experiences that would enhance the youth's career. The intern held a discussion with the Personnel Analyst in charge of the Summer Youth Program in 1968. The intern learned that as the program progressed through the summer, there was some tendency for the youths to be given only the same responsibilities over and over. For example: a youth assigned to the City Auto Shop to work with a mechanic would be shown how to change oil and would be expected to repeat this all summer. This type of task would keep the youth busy but would hardly give meaningful experience. The Analyst commented also that this situation would have evolved even though the Department Head had the best

intentions because of the increased demand upon services from all departments that summertime brings.

The June 6th meeting progressed with each of the participants trying to anticipate questions the youths would have whether they verbalized them or not. It was decided to ask the Safety Director to say a few words at the orientation since many of the youths would be employed in the trades. The meeting terminated on the suggestion that the supervisors, in the company of the intern and Program Coordinator, visit some of the sites at which several youths would be working. The Parks and Recreational Department, the Water Department, and Model Cities were the first visited as they would employ a great many youths. The department heads were briefed in detail on the program's objectives, the need for meaningful job experience, and the relationship of the three supervisors to the youths.

Monday, June 9:

The orientation for the first one hundred youths was held in the Council Chambers of City Hall. The Neighborhood Youth Corps office provided the racial or ethnic breakdown of the youths as sixty percent Mexican-American, three percent Anglo, and thirty-six percent Negro. Eighty-seven of the one hundred youths chosen to begin on the city payroll attended the meeting. The youths were extremely cooperative and seemed anxious to work. Questions concerning the tax

withholding forms were answered by the intern and the supervisors. The City Safety Director gave a brief address and informed the youths that they would have the same coverage for injuries sustained on the job as regular city employees. The orientation meeting lasted less than an hour. Those who were to work in City Hall were told to report at eleven o'clock and those who were to work at sites away from City Hall had until one o'clock to report.

In the afternoon, the intern was asked to visit job sites within City Hall, the Police Department, and the Main City Library. The visit was primarily to determine if the youths had located their proper job sites and to brief the immediate supervisors who would be in contact with the youths on a day-to-day basis. The briefing of immediate supervisors was much the same as given the department heads earlier. Particular emphasis was directed toward wanting the youths to gain meaningful work experience at the site.

The intern found all youths present at the jobs sites checked. Upon returning to the Personnel Department, the Program Coordinator indicated he had found three youths who were at the wrong sites. It was particularly important to know who the day-to-day supervisor of the youths would be. This person would schedule hours and sign time cards. It was decided to try and contact the thirteen youths who did not come to the orientation as well as the three who did not show up at their job sites. The intern took the first eight names

and began telephoning them. Three had found other jobs and two simply were not interested in working for the city in any capacity. The three others stated they wanted the job but forgot to show up. The Program Coordinator had similar luck with the eight names he had to call and two of these stated they would come the following day. The total was then eighty-four youths actually on the city payroll of the first one hundred chosen. It was decided to allow a few days for the five who indicated they wanted the jobs.

Tuesday, June 10 and Wednesday, June 11:

Various administrative problems began to appear in the Summer Youth Program. Approximately three of the problems dealt with youths who did not like their jobs and wanted to transfer. These cases presented an interesting problem. Through the preliminary screening process, attention had been paid to the interests and aptitudes of the youths. If the numbers of dissatisfied youths continued to grow it could point out weaknesses in the screening process.

The Personnel Department decided to call the three or four youths requesting transfers into the Personnel Office for interviews and to keep a careful record of all further requests for job transfers. The Program Coordinator was concerned with establishing a precedent of allowing job transfers without substantial cause. The Program Coordinator requested the intern to assist in the interviews of the four

youths. The youths were interviewed individually. Three of the youths were assigned to the Model Cities Project and the fourth was a recreation aide at a swimming pool. After interviewing the three from Model Cities, it appeared that reasons for desiring transfer were not valid. Model Cities work required surveys in the Model Cities area of Tucson, passing out literature, and explaining the Model Cities program to area residents. After the interviews it was apparent that the three had discussed their jobs among themselves. They apparently assumed that since the Model Cities office was in City Hall they should not be asked to work in the heat of the streets. They were not permitted transfers as the regular employees of Model Cities often take to the streets to perform their various surveys. The fourth transfer was a girl whose reason for requesting the transfer was transportation. Through some error, she was assigned to a recreation area nowhere near her residence. Bus service was not available to her without transferring buses. She was allowed to transfer to another recreational area where her mother would be able to take her to work.

A request for transfer came from a parent with a daughter employed by the program in Model Cities. The Director of Model Cities had to gather data for various information surveys. Some of the information was gathered in the evening when it was felt that a higher percentage of families would be home. The parent felt the Model Cities area was a high

crime rate area. She was concerned for the safety of her daughter. The intern informed her that the information was gathered in groups that were always accompanied by an adult. The woman seemed to accept this reassurance and agreed to allow her daughter to continue working there.

Thursday, June 12:

The representatives from the Neighborhood Youth Corps held an orientation for the second one hundred youths that were to work for the city. This group would have jobs provided by the city of Tucson but would be paid by federal funds. Much the same format as the earlier city orientation was followed. Forms were filled out, questions answered, and job assignments were distributed. The Neighborhood Youth Corps Director gave a brief speech and emphasized the point of coordination between the city and his organization. The youths were advised to report to their job sites at eight o'clock on the morning of June 16th.

The intern returned to the grievance investigation of the Refuse Division. The Personnel Analyst stated the complainant should be interviewed. This would serve two purposes: the complainants side of the story could be further investigated and it would satisfy the complainant that his grievance was receiving attention. The intern suggested that the complainant not be notified before the interview. This suggestion was based on the intern's experience in

the military. In the military, interviews concerning highly emotion-laden topics had to be conducted in as much composure as possible. One of the ways to establish this was not to allow a long time for the one being interviewed to think about the interview. This suggestion was accepted by the Personnel Analyst. The intern called the Refuse Division and obtained the route of the complainant's crew. It was hoped to interview him on his lunch hour.

The complainant was interviewed on the job. He maintained that he was being discriminated against because of his race. When confronted by evidence that other men performed available work when making up time and the fact that the scheduling of work was worked out on a ninety day basis, the man began to change his story somewhat. He now maintained that he did not refuse to do the job on Wednesday but rather had changed his mind and had decided to take the day off without pay. When asked if he desired to carry the investigation any further, the complainant declined. He felt as though his case had been fairly treated by the Personnel Department and that he had made it known how he felt. The intern and Personnel Analyst summed up the investigation as follows: the complainant had no substantial grounds for racial discrimination accusations, the work he was asked to perform was not unusual, and he did not enjoy a good reputation on the job mainly because of his own narrow

definition of his job. The results of the investigation were typed and presented to the Personnel Director.

Friday, June 13:

Several calls were received from parents of youths who did not meet the income criteria and were not referred to the city for summer employment. It was suspected that some of these responses resulted from an information broadcast by the City Information Officer on local television. The broadcast included a dialogue by the Information Officer and a video tape of the youths at work in Data Processing. The intern handled one such call. The parent apparently had seen the information program on television and had told her son to go to the Youth Opportunity Center and advise them that he too wanted to be employed in the summer program. The Youth Opportunity Center told the youth that his family did not meet the income criteria and that the city was attempting to help economically disadvantaged youths. The parent continued saying that they were a middle class family and the youth needed a summer job to help with school expenses. The parent further stated that this was favoritism for one group at the expense of others. If there were a certain number of jobs available they should be open to all. It was explained to the parent that this was not a question of prejudice for or against any particular group but rather a question of need. The Mayor and City Council, based on the information available to them when they appropriated the funds

for the Youth Program, felt that the youths from underprivileged backgrounds needed meaningful work experience more than others. The youths need the program to supply money, to help them remain in school, to obtain meaningful work experience, and to obtain a better job upon graduation. The Mayor and City Council, as the policy-making body of the city government, laid the outline that the program should follow stating that it be aimed at people with lower incomes. The parent seemed to understand and accepted this explanation.

Monday, June 16:

The Neighborhood Youth Corps youths reported to work. The Neighborhood Youth Corps officers requested assistance in determining that the youths had arrived at the correct job sites and asked to be informed who the various supervisors were so that the payroll function could be established. Much of this verification was conducted by phone as most departments had been visited and given briefings the week before. The intern visited the Parks and Recreation Department as this was one of the largest work sites for youths. Two youths asked for transfers. One was in the paint shop and had requested and was promised work as a welder's aide. The Recreation Supervisor was contacted and he stated that in the 1968 summer program, a welder's aide had not been careful and did several hundred dollars damage to welding equipment. This experience had made the regular welders

uneasy about taking a youth as an aide. The Supervisor did indicate that if the youth agreed to follow standard safety procedures he would be given the opportunity. The second youth was interested in electronics and the Parks and Recreation Department, to which he was assigned, offered nothing in this line. Arrangements were made to transfer this youth to the traffic division of the Streets Department. There the youth would be working in wiring and repair of traffic signals and other street devices.

One of the Youth Supervisors reported what he felt was the beginning of serious morale problems at the Tucson Housing Authority. The Housing Authority had requested summer youth employees to assist in organizing and participating in recreational activities for children at the housing project. The project was assigned ten youths who reported for work on June 9th. Since that date, according to the Youth Supervisor, the youths had not been given any guidance about their jobs and many were simply sitting around doing nothing. Some were becoming restless and many were disillusioned with the Youth Program. When the Project Director was approached he would evade the question. The Youth Supervisor felt the city funds were being wasted and the youths were not gaining meaningful work experience. The Coordinator and intern visited the project without announcing the visit. Many of the youths were sitting around the administration building with nothing to do. When asked about this, the Director of

the project stated he did not have time to outline a program of activities for the summer. He further stated that the project did not receive recreational equipment from the Parks and Recreation Department. The Director was informed that the idleness of the youths was costing the City of Tucson money as well as not being of any benefit. The Director replied he would have the youths busy in the next few days. After this visit, the Program Coordinator and intern decided that periodic visits would be in order for this facility and all other job sites. If the youths were not utilized in some way, they would be reassigned to other jobs.

Tuesday, June 17:

A meeting was held to discuss the feasibility of designing a questionnaire that would give the city some idea of the effectiveness of the summer program. The Assistant Personnel Director of Tucson, the Summer Youth Program Coordinator, the intern, and two of the three Youth Supervisors were present. The discussion seemed to center on determining if the youths thought they were gaining meaningful work experience. It was generally agreed that the only "feedback," that is what the youths themselves thought of the program, was gained through informal means. These informal means were rumor and comments made to the Youth Supervisors or other people involved with the program. A questionnaire would provide the opportunity for the youths to express their thoughts on the City Youth Program.

One of the Youth Supervisors, a Negro, had been strangely silent up to this point. When asked his opinion of the Summer Youth Program he said simply, "it stinks." From here on, he launched into a speech about how the program was conceived in a time of stress in the lower class neighborhoods and was nothing more than a bribe to keep people from rioting. Employing youths was a cheaper alternative than building swimming pools or other recreational facilities, he went on. The fact that the city had built five new recreational areas within the last few years seemed to have no effect upon him. The intern asked if the Youth Supervisor thought that all programs of this nature, even those of the federal government, were nothing more than bribes. The Youth Supervisor said "yes" to this. At this pointed statement, the second Youth Supervisor, also a Negro, asked what the value of more recreational facilities seemed to be to the youths. Was it that a youth from a disadvantaged home has a nice place to "hang around" for the summer? At the end of the summer the youth still has no money or work experience. This Supervisor further stated "what does it matter what it was that brought the program about, the justification was that youths have more to gain from the Summer Program than from wasting a summer being idle." The intern asked the doubting supervisor if he did not, in fact, have this opinion of the program before he came here? Was it a fact that he

was not interested in evaluating the program but was using the given opportunity to expound his theories on society. The first Youth Supervisor admitted that he did have a basic prejudice against this type of program but would attempt to evaluate the program in a more objective manner. The meeting was closed on the suggestion that the intern and one of the Supervisors would make up a list of tentative questions that would help measure the effectiveness of the Summer Youth Program.

Wednesday, June 18:

Probably one of the most difficult areas in Personnel Administration is the handling of disciplinary problems. It was in this area, on June 18th, that the next problem arose in the Summer Youth Program. Since the Mayor and Council set up only the general principles and purposes of the program, much administrative policy had to be developed. This was true in the area of employee discipline. One of the youths claimed he hurt his back on the job. He was referred to the City Doctor who examined and gave an X ray of his back. The examination and X ray showed no injury and the youth was released as fit for work. The youth refused to go back to the job complaining his back was indeed hurt on the job. The City Safety Director made an appointment with a specialist for the young man. The youth was also informed of the forms that were necessary in all on-the-job injuries. He was informed of the city procedure to utilize doctors designated

by the City of Tucson. The youth did not keep the appointment made for him with the specialist and went to a doctor of his own choice. He did not notify his supervisor of the outcome of the examination nor did he return the required medical examination forms to the Personnel Office. The youth had been advised of the procedures to follow. At this point, the Supervisor for the youth visited the Personnel Office. It seems that this youth employee had been performing very poorly on the job. He had consistently failed to show up for work and report in. He often was found wasting time rather than performing his assigned duties. After considering these facts, it was decided to call the youth in for an interview. It was apparent that the youth did have no concern for his job. When asked, he admitted he had needlessly disregarded the city procedures even though he was informed of the examination procedures and of his job responsibilities. In the absence of a specific policy of discipline concerning the handling of youths, it was decided to release this youth from the Summer Youth Program. He had been given detailed instructions and did not seem concerned enough to follow them through.

Thursday, June 19:

The intern, with the assistance of a Personnel Analyst, screened an applicant for the position of Police Patrolman. After showing the applicant in, the first step was to make sure the man met the basic minimum requirements which were: must be between the ages of twenty-one and thirty-two years,

be five feet eight inches in height in stocking feet, be at least 150 pounds in weight plus five pounds for each additional inch in height, have a high school diploma or certificate of equivalence, be of excellent character, be in excellent physical condition, have 20/40 uncorrected vision although contact lenses are acceptable, and have United States citizenship. Since the Police Department has minimum height and weight requirements, the applicant was measured and weighed in the Personnel Office. The next step of the procedure differed from normal Civil Service procedure. In most instances, after an interview and a verification of basic minimum requirements, an applicant is allowed to fill out an application and may leave. He would be notified when to report for the written test. In Police screening, the basic minimum requirements are verified, height and weight are determined, and, if he meets these, the applicant is given the Otis Employment Test, Form A or B. The applicant met all requirements to this point and was placed in a room and told he would have thirty minutes to complete the seventy-five question exam. In this interim, the Personnel Analyst informed the intern of two important points that must be discussed: first, why the applicant wants to apply to be a Policeman, and second, the attitude of the applicant's wife toward his being a Policeman. Both of these points would be looked into very closely by the Internal Affairs Division

of the Police Department. Indications of extremist views of the police function or a wife opposing police work must be detected as soon as possible in the screening process.

After thirty minutes, the applicant's test was taken and scored immediately. This applicant obtained a score of forty-eight and passed. He was allowed to take a few minutes to relax. The intern kept the tone of the interview to a more informal basis. When asked about his reasons for having an interest in police work, the applicant stated he had been assigned to the Military Police when drafted. He enjoyed the work and hoped to make it a career. He stated he had been married while in the military and his wife did not object to police work and even supported and encouraged his interest in it. The applicant was then given a referral to the Internal Affairs Division of the Police Department. The Internal Affairs Division would schedule the applicant for the physical portion of the exam and carry out most of the remaining processing.

Friday, June 20:

The Personnel Director asked the intern to write an information pamphlet for mass distribution in the lobby of City Hall. The objective of the pamphlet was to give a basic knowledge of the process of getting a job with the City of Tucson. The Director produced the pamphlet that had been used in previous years and stated he did not like the format

and felt the pamphlet was too involved with details. The intern was left to his own devices to design something suitable. The old pamphlet began with "Congratulations! You have just passed a Tucson City Civil Service open competitive examination." The second sentence was then written negatively explaining "This does not mean that you will be offered a job right away -- although it sometimes does happen that way. In fact, it may be a while before you hear anything further." The pamphlet stretched on for approximately six hundred words going into quite a bit of detail on the eligibility lists, certification, appointive power, and also included a substantial measure of Personnel Department "modus operandi." After this review of the old pamphlet, the intern felt this pamphlet could be simplified and made substantially easier to read and understand.

Monday, June 23:

The Personnel Director had few appointments on his schedule so the intern took the opportunity to query the Director on a concept that had been mentioned in several of the intern's classes. The concept was sensitivity training. The intern was interested in determining if the Director had ever participated in this program or if he would recommend other city supervisors to undertake it. Sensitivity training is a technique of group supervisory training. Essentially it places the supervisor in a controlled environment with a

group of men and women much like himself. The people are strangers to one another. A psychologist is present and sets the group for an unstructured discussion. The people talk about the behavior of the group and the behavior of individuals as they relate to the group.⁹ The total objective is for each participant to gain a more realistic concept of himself.

The Director stated he recently went for three days of sensitivity training. He had mixed feelings about its worth as a supervisory technique. The Director recalled his session. One of the members of his group was a woman. During the course of the session it became apparent that the woman was a domineering personality type. When this was verbalized, the woman became visibly shaken and stated she had never thought of herself in those terms. The point of the Personnel Director's narrative was that sensitivity training can be dangerous. In the frankness of the discussion, something may be brought out that could be a traumatic experience for a participant.

Tuesday, June 24;

The intern continued working on the information pamphlet. Similar information pamphlets put out by the federal government and other municipalities were gathered and read.

⁹Ibid., p. 545.

After reading the other pamphlets, the intern decided to change the format of the Tucson pamphlet. It would have a straight factual approach rather than a congratulatory mood.

Wednesday, June 25:

The Summer Youth Program Coordinator decided to visit several of the outlying work sites for summer youths. The idea of the visit was to talk to the various full time city employees who had supervisory responsibility over summer youths. The supervisor was to be reminded of the need to try and provide meaningful work for the youths and to avoid "work gang" situations of placing large groups of the youths at menial tasks. The intern spoke with supervisors at the Parks and Recreation Department and most seemed to be going along with the objectives of the program. On the return trip to City Hall, the Central City Library and the Tucson Housing Authority were visited. The Library was experiencing no problems as the youths had quickly established good working reputations. The Tucson Housing Authority had most of the summer youths involved in recreational activities with the seven to twelve year old groups.

Thursday, June 26:

The morning was spent with a Personnel Specialist in the Personnel Office. This position is occupied by a woman. She is responsible for assigning work to the Clerk Typists and much of the routine responsibility in the office. The

Personnel Specialist explained what happens after a requisition is received from a department indicating a job opening. The Specialist checks to see if a list of eligibles is established. If such a list is active, the top three people are certified to the department. These people are notified by mail. If no list is established, an examination must be announced. First, the exam is scheduled and assigned to a Personnel Analyst. The administration of tests in the office is a rotating duty. The exam is then announced by placing job descriptions on bulletin boards and by mailing these descriptions to persons on the Personnel Department's mailing list. The city positions are advertised in the newspaper every Saturday morning. With the description is published the closing application date. Civil Service Commission rules require that the application period be fifteen days in length. Those persons who have applied for the position must be notified of the time and place of the examination. The Personnel Specialist assists in scoring test papers and in computing final grades. She then sees to it that the requisition has three names placed on it and that it is referred to the appointing authority in the department.

In the late afternoon the intern was asked to review a requisition from the Parks and Recreation Department showing the persons appointed as lifeguards for the summer. The point of the review was to determine if all those appointed had established eligibility by passing the Civil Service test

for lifeguard. After passing the test, an applicant is placed on an eligibility list that was valid for two years. The intern obtained all lists established by competitive examination for the last two years. The names of those hired on the requisition were checked against the eligible lists. One person was hired who did not have eligibility. This person would be asked to leave because his employment was violating Civil Service rules.

Friday, June 27:

Another function of Personnel Administration, that of keeping the payroll, was handled by the intern. Due to the coming holiday on July 4th, the payroll for the Summer Youth Program had to be written early. Normal procedure was for the job site supervisor to send the time cards to the Accounting Office showing hours worked. The intern and Program Coordinator called all departments and obtained the hours worked by each youth. The hours were posted on a master list and forwarded to the Accounting Office so checks could be issued.

Monday, June 30:

The intern spent the day working on the Police Records Clerk Project.

Tuesday, July 1:

A Personnel Office staff meeting was held. Most of the meeting was spent discussing the job of the Personnel

Specialist. She explained the various processes of her job, much of which she had shown the intern earlier. One additional aspect of this meeting which the intern considered noteworthy was that the Personnel Specialist indicated that performance evaluations are to be rendered every six months for all permanent city employees. The City of Tucson has the salary ranges divided into five steps. Normally an employee is advanced through the first three steps automatically based on satisfactory performance ratings as indicated on the Evaluation and Counseling Report. (See Appendix for an Evaluation and Counseling form.). Often supervisory personnel do not submit evaluations as requested. Up to this point, the Personnel Department has sent memoes and expended many hours chasing evaluations. After this discussion it was decided to go on the assumption that if a supervisor did not submit an evaluation, he did not wish advancement for the employee.

Wednesday, July 2:

The intern asked the Personnel Director to explain why members of the Personnel Department go over their job content at staff meetings. The Director stated he believed this was an aid to communication. People gain an appreciation of other jobs in the office. It also gives a sense of identity by allowing individuals to see how their effort fits into the

larger functions of the office. Finally, this technique helps people learn other jobs in the office, therefore, giving more flexibility to the office. The intern was impressed with this technique.

Thursday, July 3:

The intern and one of the Summer Youth Program

Supervisors began again the task of writing a questionnaire that would help measure the effectiveness of the Summer Youth Program. The discussion soon became divided on the type of questions that were most appropriate for the youths in the program. The intern felt a fixed alternative questionnaire was most appropriate. This reasoning was based on the fact that the Neighborhood Youth Corps gave out a minimum of one questionnaire a week during the course of the summer. Since this questionnaire was to be given out in the last week or so of the program, the intern felt that the youths would not take it seriously, particularly if narrative responses were sought. The Youth Supervisor favored the narrative question. He reasoned that the youths would be more willing to write narrative responses because at the end of the program their opinion of it would be crystallized. Finally a compromise was worked out. Fixed alternative questions were designed with provisions for comments or other answers. A list of eleven questions was finally printed. (See Appendix for a copy of the questionnaire). The Personnel Department was

primarily interested in questions numbered 4, 7, and 8 as they were directly related to the goals of the program. The other questions were for informational purposes and would be analyzed as time allowed.

Monday, July 7 and Tuesday, July 8:

Each day was spent compiling information for the Police Records Clerk I Project.

Wednesday, July 9:

The intern completed and submitted the final draft of the Public Information pamphlet to the Personnel Director. The original six hundred word pamphlet was reduced to four hundred words. The content was simplified and less emphasis was placed on technicalities within the Personnel Department. The Director accepted the pamphlet and is considering it for publication.

Thursday, July 10:

The intern worked with a Personnel Analyst on a request to reclassify a position of employment. A woman employed as a Clerk Stenographer I felt that she had assumed added responsibilities to the extent that her job should be classified as Secretary I. Through her supervisor, she requested a reclassification survey by the Personnel Department. The intern first read both job descriptions and then accompanied the Analyst to the woman's work site. The work

supervisor and three other persons working in the office along with the woman requesting the reclassification were interviewed by the intern and Analyst. After the interviews it was apparent that the added responsibilities of the Clerk Stenographer I had been exaggerated. The major discrepancy was that a Secretary's job description involved working primarily for a Section Head or a Department Head. The opinion of the Analyst was that the Clerk Stenographer was not working out of classification. The request for reclassification was denied.

Friday, July 11; Monday, July 14; and Tuesday, July 15:

These days were spent on the Police Records Clerk study.

Wednesday, July 16:

The intern was asked to write an announcement for the position of Recreation Specialist (Driving Range). The city employs people in various capacities under the general title of Recreation Specialist. For this reason, when the job is classified as a Recreation Specialist, the actual job details must be placed in the bulletin. From the other announcements for Recreation Specialist, the basic requirements were determined. They included some experience in public contact work and some experience in handling money, making change, etc. To provide the examples on the "work performed"

portion of the bulletin, the intern contacted the Recreation Department. The work to be performed by a Recreation Specialist (Driving Range) included issuing baskets of golf balls, accepting money, and making change. The employee would also be responsible for operating whatever machinery was used to retrieve the golf balls. The Personnel Director informed the intern that the examination for this position would be oral if fewer than twenty people applied and a combination of oral and written if more than twenty persons applied. The intern now had all the information necessary for the announcement. The information was arranged in its proper sequence and given to the Personnel Specialist. She would see that the announcements were posted in the proper places and that the position was advertised in compliance with the Civil Service rules. (See Appendix for the Recreation Specialist (Driving Range) announcement).

Thursday, July 17:

The intern assisted the Personnel Specialist with mailing of announcements for job openings. The Personnel Department maintains a mailing list of two hundred and eighty-five persons, organizations, and employment agencies. The city was interested in recruiting applicants for a Civil Engineer II position. This job called for a Bachelor of Science Degree in Civil Engineering plus experience in supervising beginning engineers. The intern reviewed the entire

mailing list and compiled a specialized list of engineering societies, professional employment agencies, and staffs of engineering departments. Letters and bulletins describing the position were sent to these organizations.

Friday, July 18 and Monday, July 28:

The intern worked on the Police Records Clerk I study.

Tuesday, July 29:

The intern attended a Personnel Department staff meeting. The City Safety Coordinator was the principal speaker at this meeting. He explained that part of his function was to investigate payment to city employees of medical and hospital benefits by the State Industrial Commission. Recently the city had been billed for medical expenses on individuals who had previous medical conditions. Normal city procedure called for all employees to undergo a physical examination before employment. Due to pressures and a need for people on the job, many people were going to work before the physical examination was given. As a result, several people, particularly men with hernia conditions, were getting on the city payroll. From these facts a policy decision was made to hold up employment processing until the physical exam was completed.

Wednesday, July 30:

This day was devoted to the Police Records Clerk study.

Thursday, July 31 and Friday, August 1:

A request for a survey to reclassify three positions was received from the Supply Supervisor of the Stores Section. The three positions in question were Supply Supervisor, Supply Clerk II, and Supply Clerk I. The Personnel Director informed the intern that jobs do change over a period of time and a certain number of reclassifications are necessary. On other occasions the reclassification request is simply a means to benefit a friend by upgrading his position. For these positions it was the intern's job to determine if the request for reclassification was valid.

The Supply Supervisor had submitted suggested forms of the new job descriptions of Supply Supervisor, Supply Clerk II, and Supply Clerk I. In addition, it was requested a new position of Assistant Supply Supervisor be created. The intern took these suggested job descriptions and compared them line by line to the existing approved job descriptions. After study, it became apparent that the Assistant Supply Supervisor position had been created by taking a little responsibility from each of the other three positions. In short, it appeared as though they had rewritten the functions and divided them among the three previous positions to cover a

fourth position. In addition, the Supply Supervisor had failed to indicate any additional responsibilities and/or demands that had been placed on him that would justify an assistant. With this analysis complete, the intern recommended the reclassification be denied. The Supply Section was not responding to any change in its essential activity or increased responsibility or work load. The reclassification did not appear necessary.

Monday, August 4:

The City Clerk of Tucson requested an intern from the Personnel Office. The intern was needed to perform some preliminary work for the primary election of September 16, 1969 and the general election to be held on November 4, 1969. Upon arriving at the Clerk's Office, the intern was given a briefing concerning the job. In the primary election, city councilmen were to be nominated from Ward Three, Ward Five, and Ward Six. In the general election nominees will be voted upon at large in all city wards.

The responsibilities of the intern were as follows: to contact the people who owned or were responsible for the buildings normally used as polling places and to determine if the facilities would be available for the up-coming elections. If the facilities would be available it was the intern's responsibility to visit the building owner or manager and the city, by means of the intern, would negotiate a "Use of

Promises" agreement. The agreement is simply a signed agreement between the building owner and the city which guarantees availability of the facilities on the requested dates. The terms are a part of the agreement. The intern was to negotiate the terms of the agreement. In two precincts there were no polling places and it was up to the intern to locate another suitable place in each. Finally, it was the intern's responsibility to coordinate with the Parks and Recreation Department so that needed materials for the election -- tables, chairs, water, etc. -- would be available for the election board workers at each of the sixty-four polling places in the three wards.

Tuesday, August 5:

The first step of the project was to search the files in the City Clerk's Office to compile a list of the persons to be contacted for the use of polling places. This information was compiled from the folder on the 1967 city elections. A form letter requesting availability of the facility was designed. The letter gave the necessary information concerning the election and requested a return. The letter design was accepted by the City Clerk and mailing to all people concerned in the sixty-four precincts for the elections was accomplished.

Wednesday, August 6:

After the mailing of the initial contact letters, it was advisable to allow one or two days for the letters to reach the responsible people. In this period the intern decided to visit the City Attorney's office for a briefing on the legal aspects of the "Use of Premises" agreement. A city attorney is normally assigned as a contact for the City Clerk's office to help in defining the legal aspects of questions that arise during the period prior to elections. One of the primary questions on the intern's mind was whether the "Use of Premises" agreement was, in fact, a contract and as enforceable as such. The attorney explained that the agreement was in fact a contract, however, contracts are defined as agreements legally enforceable between two or more persons to do or forbear something. In the "Use of Premises" agreement, if a polling place was not provided as agreed, the city would not expend its resources in some of the legal action against the signer of the agreement. The city's responsibility was first to provide a suitable polling place for the voter and it is to this that all energies would be turned. This is, in brief, why the "Use of Premises" agreement was not labeled the "Use of Premises" contract.

The intern inquired as to liability coverage for the board workers that staffed each polling place as well as the public at large while at the polling place. It seemed reasonable that building owners would have questions of liability

before signing the agreement. The attorney stated that board workers, as temporary employees of the city, would be covered by the city's regular industrial insurance. If they were injured while working at the polling place, the city would pay for medical care. The attorney was not sure about liability for the public at large. He suggested the intern contact the City Contract Administrator to determine if the city had entered into agreement with an insurance company to provide such coverage. The attorney advised the intern that in either case, the city could not be held responsible for the negligence of the building owners. If someone was injured due to the owner's carelessness, they were vulnerable to suit by the injured party.

Acting on the advice of the attorney, the intern visited the City Contract Administrator. The Contract Administrator advised the intern that the city had a current agreement with an insurance company to provide liability coverage for the public. He further stated that any requests from parties to the "Use of Premises" agreement for proof of coverage would have to be channeled through his office.

After these preliminary steps had been investigated, the first responses to the initial contact letters began to arrive. Some responses were by telephone and some were by mail. In this first group of responses was a letter from a church normally used as a polling place that requested proof

of liability insurance. This was somewhat gratifying for the intern since he had anticipated such inquiries. The request was forwarded to the Contract Administrator's Office.

Thursday, August 7:

As the responses accumulated, the intern made appointments with the responsible persons to negotiate the terms of and to sign the "Use of Premises" agreement. The clause dealing with terms was open to negotiation. The intern had been instructed by the City Clerk to keep the terms in the area of \$20.00 per election. Many of the polling places were public schools, therefore, there was no charge for their use. Those in private schools, clubs, or other business establishments required a fee. The fact that it was an off-year election and that a light voter turnout was anticipated aided in the negotiation of terms. In the visit to the proposed polling places, the intern examined the designated area to determine facilities such as drinking fountains, tables and chairs, flags, etc. If any of these items of importance were deficient, the intern made contact with the Parks and Recreation Department to provide them. It was quite a responsibility to secure suitable polling places in the 114th and 98th precincts. In the 114th usually one of the city's fire stations had been used as a polling place. The Fire Chief had reservations about continuing the practice of using fire stations. The safety of the public was a concern as

was the inconvenience of the fire department staff. The City of Tucson, having a professional Fire Department, had firemen on duty twenty-four hours a day. Since there were only bathroom facilities for the men and most election workers were women, some accommodation would have to be worked out. The City Clerk preferred to attempt to locate another suitable polling place in the 114th precinct. The 114th precinct was defined by Speedway Blvd. on the North, Broadway on the South, North Country Club on the West, and Palo Verde Avenue on the East. The intern studied the precinct first for schools, public or private, then for civic organizations or churches. The search provided no leads in the precinct. The area of the precinct bordered by Speedway is mostly a strip of small to medium sized businesses. The business establishments that occupied space large enough to suffice as a polling place were canvassed. Many sympathized with the problem but were not very helpful. The types of businesses contacted included appliance and furniture stores, auto dealers, printers, variety stores, and drug stores. Most business concerns were not interested in providing space due to the cost of moving their inventory. Arguments that a certain amount of advertising would be gained as the city publicizes the list of polling places did not seem to help.

Friday, August 8:

The intern located a convent along North Country Club that had a social room facility in the basement. The Superior of the Convent was not in and the intern was asked to return. The City Clerk was advised of the possibility. She cautioned that access to the polling place must be considered carefully. Strict attention had to be paid to stairs as a consideration for elderly voters. On the return visit to the convent it was noted that the social room could only be reached by going up stairs into the church then down inside stairs to the social room. This facility was dropped from further consideration. The intern reported the negative results of the canvassing of the 114th precinct. The City Clerk was convinced that a reasonable effort was made to locate an alternate polling place in the precinct. The date of publicizing the polling places was rapidly approaching so the City Clerk advised notifying the Fire Chief of the effort and that the fire station would have to be used. This was done by the intern. The Chief remained reluctant to allow the city to make use of Fire Department facilities and requested the matter called to the attention of the City Manager. In the company of the City Clerk, the intern summarized his efforts to locate a polling place in the 114th precinct. The City Manager heard the arguments and decided that it was not unreasonable for Fire Department facilities to be utilized.

Monday, August 11:

The 98th precinct faced much the same problem as the 114th due to the fact that the previously used polling place had been located in a building that was being demolished. The 98th precinct was defined by East Broadway on the North, Camino Campestre on the South, South Tucson Blvd. on the West, and Randolph Way on the East. No schools, public or private, nor churches were within the confines of the precinct. A canvass was begun in the precinct to locate a suitable facility. The 98th precinct was bordered on the North by East Broadway. This section of Broadway provided a group of small businesses. Much the same problems were encountered here as those in the 114th precinct. Many business owners sympathized with the need for adequate facilities but could offer no real assistance. The intern was particularly interested in an ideally located building. In size, the building was barely adequate but its central location, parking facilities, and easy access made it desirable. The owner was contacted and interviewed. The intern explained the need for a polling place and the terms the city could offer. The owner was not at all sympathetic with the purpose of the interview. He requested \$110.00 per election or \$220.00 for use of a building approximately twenty feet by thirty feet. The intern was not empowered to discuss this amount of money. It was pointed out to the owner that it was an off-year election and

the voter turnout would be small. These points had no effect on the owner and he maintained his unrealistic figure. The interview was terminated when it was obvious the owner was not going to become more reasonable.

Further canvassing revealed a facility in Broadway Village leased by the Junior League of Tucson. From neighboring businessmen it was learned the Junior League was an organization of civic-minded women. The President of the League was contacted. She was entirely sympathetic to the need and agreed that Junior League facilities would be available. At this point, polling places were available in all sixty-four precincts.

Tuesday, August 12:

The intern returned to the Personnel Department and met with the Personnel Director. The Director informed the intern that a Wage and Salary Survey had been requested of the Civil Service Commission by the Mayor and City Council. A Wage and Salary Survey is conducted periodically by the Personnel Department, however, the survey at the present time was in response to pressures exerted on the city government by employees. The Police Department was particularly distressed with the current city salary structure. The Policemen's wives began to picket City Hall and the police force threatened a walkout if they were not given higher salaries.

With the situation at crisis proportions, the Personnel Department was allowed six weeks to submit a final report and recommendations for a general salary increase. The Director explained that the survey would be conducted on a local, regional, and supplemental data basis. The overall objective of the survey was to compare the city government's wages and salary structure to prevailing rates paid by other organizations. The Director concluded the discussion by telling the intern that his first responsibility would be to work as part of a three man team gathering local wage and salary data.

Wednesday, August 13:

The intern attended a Personnel Department staff meeting. The Safety Coordinator spoke about a budget problem. Giving all new employees medical examinations was running the department's cost of medical expense over its budgetary allotment. The suggestion was made that physicals would only be given to persons over thirty-five years of age who had indicated a medical problem on the Medical History Section of the Pre-Employment Physical Examination Form. (See Appendix for Pre-Employment Physical Examination Form).

The intern returned to work on the Wage and Salary Survey. The Civil Service Commission chose nineteen benchmark classifications ranging from Clerk Typist I to Computer Programmer. (See Appendix for list of benchmark classifications).

Benchmark classifications were used because the cost of surveying all three hundred classes of employees in the city would be enormous. The nineteen job classes would provide an indication of the relative standing of the city's wage in relation to the community. The intern obtained the detailed job descriptions for each of the nineteen benchmark classifications. These were studied closely as these city job descriptions must be compared to jobs in the local firms surveyed. Only after careful consideration of the functions of each job, both in the city and in the firm being surveyed, could the intern accept wage and salary information for that class of employee as comparable.

The Personnel Director selected thirty-one firms and organizations in the Tucson area to be surveyed. (See Appendix for a list of the firms). The intern was given responsibility for eleven firms.

Thursday, August 14 through Friday, August 22:

The intern interviewed Personnel Directors at each of the eleven local firms assigned to him. The firms visited by the intern included two engineering firms, two computer research organizations, a railroad, a public school district, two mining companies, a public transport company, a sand, cement, and gravel company, and a division of the University of Arizona. The interviews averaged approximately two hours each in length. Each classification selected for study by

the Civil Service Commission had to be discussed and compared in detail. If the Personnel Director of the firm being surveyed felt a city job description fit a position in his organization, the jobs were compared in all aspects: supervisory responsibility, technical knowledge, coordination responsibilities, educational requirements, etc. Once the intern felt a valid comparison could be drawn, wage and salary information on the position was gathered on a Salary Data Pickup Sheet. The Pickup Sheet called for the class title, the salary range, and the number of employees at each step of the range. (See Appendix for the Salary Data Pickup Sheet). The salaries had to be in monthly figures so any hourly rates were converted with a conversion table.

In the skilled trades such as Welder, Carpenter, Electrician, and Automobile Mechanic, little difficulty was encountered in comparing city job descriptions to those of the local survey firm. With positions such as Clerk Typist I, Clerk Stenographer I, and Account Clerk I, comparisons were much more difficult. For example, over a period of time, a woman originally hired as a Clerk Typist I or Clerk Stenographer would assume additional responsibilities and work. The position became more of a "gal Friday" job. Private firms could often recognize these additional responsibilities and raise salaries accordingly while keeping the job classification the same. It was difficult to compare these constantly

changing positions to the city classifications. Care had to be taken because, if an abnormally high salary was included for the position inadequately compared, it would skew the salary scale.

Another area in which determining comparability was difficult was with the Equipment Operator III classification. In the city, Equipment Operator III employees are considered heavy equipment operators. They operate diesel-powered construction machinery up to seventy-five horsepower, rollers up to eight tons, and loaders with a three-fourths yard capacity. When the mines were visited a few laughs were provided when the intern described heavy equipment operators. It seems that mine equipment is a minimum of one hundred and seventy-five horsepower, the equipment weighs up to one hundred tons, and loaders having eight and three-fourths yard capacities are used.

A third area that caused difficulty in determining comparability was with the Programmer II. This position, as written in the city, did not compare easily to the two firms with computer personnel. It appeared as though each organization followed one of two procedures in developing computer personnel. One procedure was to train present employees in computer technology and the second was to hire computer trained people. Either method resulted in varying job descriptions.

Monday, August 25 through Wednesday, August 27:

The intern posted information gathered from all Salary Pickup Sheets, including those from the other two team members collecting local data, on large accounting sheets. One sheet was used for each of the nineteen job classifications. A weighted average was desired, therefore, the number of employees at each salary was multiplied by the salary to give a community total. The monthly salaries were arranged from the lowest to the highest for each job classification. The lowest twenty-five percent and the highest twenty-five percent of the salary range was determined by taking twenty-five percent of the total number of employees surveyed for each of the job classifications. The bottom and top quartiles were eliminated. This was done because the Personnel Director and Civil Service Commission felt a more realistic average would be obtained. The community totals of the mid fifty percent were added and divided by the number of employees in the mid fifty percent to obtain a weighted average of this mid fifty percent. This procedure was done for each of the nineteen benchmark classifications in the local survey. (See Appendix for selected examples).

Thursday, August 28 and Friday, August 29:

The Personnel Director asked for a comparison of the monthly salary for each of the nineteen local benchmark job classifications for the 1968 survey, 1969 survey, and current

weighted city salary. The intern obtained a copy of the 1968 survey. To obtain the current weighted average the master payroll would have to be used. The master payroll is a three hundred page document put out each pay period by the Data Processing Department of the city. Jobs were listed by their code number, for example, Clerk Typist I is code 0021. In this job code all employees are listed with their rates of pay in the same part of the master payroll. A current city salary weighted average for each of the nineteen benchmark classes was obtained. The intern prepared a chart comparing the 1968 survey, the new 1969 survey, and the current weighted average. The city wages and salary were lower than the 1969 local survey for all nineteen job classes. (See Appendix for wage comparisons).

Tuesday, September 2:

The intern was called in by the Assistant Personnel Director for familiarization with the regional data collection effort. Letters requesting information had been sent to fifteen regional cities, twelve of which had responded. All cities contacted had between seven hundred and eight thousand city employees and they ranged in population from sixty thousand to eight hundred thousand persons. The Assistant Director stated that compilation and analysis of the regional data was the duty and responsibility of the intern alone. The nineteen job classifications used in the local portion

of the survey were not to be used in the regional survey. The Personnel Director and Civil Service Commission had chosen thirty-one job classifications for which they felt the City of Tucson was in competition on a regional basis. (See Appendix for listing of cities that participated in the regional survey). The essential difference in the data of the regional survey from that of the local survey was that the information was requested from only public jurisdictions, therefore, salary ranges could be obtained for each of the job classes and weighted data would not be used.

Wednesday, September 3 through Friday, September 5:

The intern analyzed the data in the regional survey. The salaries reported were arranged from low to high in minimum and maximum categories for each of the thirty-one job classes surveyed. The top quartile and the bottom quartile were removed and the salaries falling into the inner quartiles were averaged. By this method, a regional average minimum and maximum figure was obtained for each of the thirty-one job classes. The data was summarized and presented on a chart that showed the City of Tucson salary range for each of the thirty-one job classes surveyed to be lower than the regional average. (See Appendix for chart).

Monday, September 8 and Tuesday, September 9:

The Personnel Director asked the intern to begin supplementing the data gathered in local and regional surveys

with data from other sources. The Director indicated he first wanted supplemental data on Police Patrolman and Firefighters. The "Urban Data Service" magazine, published by the International City Management Association in July, 1969, had a national survey of Police Patrolman and Firefighter salary trends. The Director asked the intern to extract the information for the Western Region and to present it in a meaningful style. He wished the average salary of the mid fifty percent to be readily identifiable. The salaries in the "Urban Data Service" magazine were presented in annual amounts. These amounts had to be converted to monthly salary to be consistent with the rest of the survey. The salaries were arranged low to high. The salaries in the mid fifty percent were indicated by lines, repeated in the second column, and then averaged in the third column. The presentation took the form of a funnel. The Tucson salary was indicated in its appropriate place. In both positions the Tucson salary appeared in the lowest twenty-five percent. For example, the minimum salary for a Police Patrolman in Tucson was \$525.00. The average salary of the mid fifty percent was \$680.00. (Refer to Appendix for salary trends). The Personnel Director was impressed with this form of presentation and requested that subsequent salary data of the Wage and Salary Survey be presented in this manner.

Wednesday, September 10 through Friday, September 12:

The intern spent this period relating a Wage and Salary Survey compiled in July 1969 by the Public Personnel Association to the current Tucson Wage and Salary Survey. The Personnel Director chose twenty job classifications for consideration. The Public Personnel Association data was gathered for thirty cities in the Western United States. (See Appendix for cities and job classifications surveyed). The data for the twenty job classifications was compiled in the same manner as the data pertaining to the Police Patrolman and Firefighter. Salary trends on average minimum and maximum salary for each job were obtained. The Tucson salary was indicated in its appropriate place. In none of the twenty job classifications did the current City of Tucson salary fall above the lowest quartile. (See Appendix for selected examples).

Monday, September 15 and Tuesday, September 16:

The Personnel Director asked the intern to prepare compression charts for the Fire Departments and Police Departments of several western cities. The idea of a compression chart was to show the relative difference in percentage between the ranks of the departments. The Personnel Director was concerned with determining if there was any consistency among cities. With a compression chart, the lowest rank is taken as the base line. In Police Departments it is the

Police Patrolman who is the base and in the Fire Departments it is the Firefighter. Percentages are figured from entry level to entry level salaries for each rank in the department. The percent that the ascending point is greater than the one immediately below it is recorded. A compression chart was prepared showing the differences in ranks for eleven city Fire Departments and twelve city Police Departments. (See Appendix for selected examples). The charts failed to show any consistency in the breakdown between ranks. In some Fire Departments, Fire Engineers earned ten percent more than Firefighters and in others they earned thirty-two percent more. The same lack of consistency was observed between police ranks. Some Sergeants earned forty-eight percent more than Patrolman and some only sixteen percent more. These charts showed that there was no inter-city consistency between various ranks.

Wednesday, September 17 and Thursday, September 18:

The intern assisted the Personnel Director in considering each of the three hundred classifications within the city. All the collected data, local, regional, and supplementary was brought to bear. On a determination by the Director, an increase was recommended by range for each job class in the city. The amount of the recommended raise was determined by data collected in the survey. For example, if the regional data showed a Patrolman at \$758.00 maximum

per month and the current Tucson salary was at \$625.00 per month in range 29, the recommended increase move was to range 35 where a maximum of \$790.00 could be earned.

Friday, September 19:

The intern assisted in moving the parts of the completed Wage and Salary Survey plus the recommendations through the City Hall Duplicating Section. The Personnel Director hoped to have the report into the hands of the Civil Service Commission and the Mayor and City Council by Saturday morning, September 20, 1969. As the pages were reproduced by the Duplicating Section, all available help from the Personnel Office assisted in collating as many of the seventy-seven page documents as possible.

Monday, September 22 and Tuesday, September 23:

The City of Tucson Pay Plan for the month of October, 1969 had contained a tentative program for longevity or seniority pay. Longevity pay had been requested for many years by city employees. The Personnel Director requested the intern estimate the cost for one year of the proposed longevity plan. The plan was divided basically into the four following categories: those eligible for four percent of their annual salary, those eligible for six percent of their annual salary, those eligible for eight percent of their annual salary, and those eligible for ten percent of their annual salary.

Eligibility was determined by length of service: four percent for those beginning their sixth year with the city, six percent for those beginning their eleventh year with the city, eight percent for those beginning their sixteenth year, and ten percent for those beginning their twenty-first year. The intern went to the alphabetical master file for a list of current employees. Each current employee's card had to be reviewed for length of service with the city to determine if he was qualified for longevity and if so, for what percentage of his annual salary was he eligible. The Personnel Director wanted the Fire, Police, Water, and Street Departments recorded separately while other city departments could be lumped together. After going through the entire alphabetical listing of current city employees, it was calculated that 1210 employees qualified for the longevity plan. An average salary for each category was determined by the Personnel Director. The number of eligibles in each category was multiplied by percentage of annual salary. Total cost figures were thereby obtained for each category, for each department. When totaled, the longevity plan, as proposed by the Civil Service Commission, would cost in the area of \$536,836.00. (See Appendix for longevity cost table).

Wednesday, September 24:

The intern attended a Personnel Department staff meeting. The meeting was chaired by the Assistant Personnel Director. The discussion revolved around what should be covered in an exit interview. One of the most important things seldom covered is the fact that health insurance terminates midnight of the day an employee resigns. A second significant point was that it should be determined in an exit interview the reasons for termination of employment. The Assistant Personnel Director indicated that in many cases the real reasons for termination are not indicated by an employee. A suggestion was made to devise a check list of things to be covered in an exit interview.

Thursday, September 25 and Friday, September 26:

The intern assisted the Assistant Personnel Director in the preparation of a position paper to be included in an overall application by the city to the United States Department of Housing and Urban Development for a Data Processing grant. Tucson was one of a very few cities in the United States considered eligible to apply for the grant. This was primarily because the city had a computer of large capacity. The overall objective of the grant would be to perform research to set up an integrated Electronic Data Processing system available to all city departments and to agencies in the city that could make use of the information stored in the

computer. The information in the position paper was to present information routinely collected that could be placed into the computer, information currently maintained which is updated periodically, information which should be available to other city departments, and additional Electronic Data Processing applications. The Assistant Personnel Director gathered data for the first three categories of information. Other possible applications of Electronic Data Processing to the personnel function was left to the intern. The following possible applications of Electronic Data Processing to the personnel function were suggested by the intern:

1. Future manpower requirements could be forecast and more effective recruiting efforts could be made. This is particularly true if manpower forecasts could be matched with available work force data accumulated by the Department of Labor and state agencies.
2. A skills inventory of all city employees could be established. Anticipated specialized short-term manpower needs could be constantly compared to "on board" people to determine if desired skills are readily available. This leads to more complete utilization of personnel.
3. Pay survey data from other municipalities could be analyzed on a continuing basis so that the city

of Tucson pay plan could be constantly compared to regional averages and thus be kept more up to date. Also, local salary data could be constantly analyzed.

4. Examination scores could be analyzed by computer and test item analysis accomplished for each test. This would enable the city to make meaningful test revisions based on past performance. Additionally, all test items could be stored and test construction greatly simplified through data processing.

These suggestions were incorporated into the position paper and forwarded to Data Processing.

Monday, September 29:

The intern attended the Public Hearing held by the Civil Service Commission in the City Council Chambers. The hearing's objective was to allow city employees and members of the public to comment on the proposed salary increases before the Civil Service Commission's recommendations on salaries were finalized and turned over to the Mayor and City Council. Approximately forty-five people spoke before the committee. Members of the city work force spoke representing themselves or groups of employees. Several speakers pointed to the fact that with the proposed salary raises, Police

Patrolman, a position which requires only a high school graduation, would have a substantially higher salary than positions calling for a Bachelor's Degree. Other speakers, particularly for groups from the Recreation Department, complained that their jobs were not classified correctly. Some members of the public criticized the pay raise proposals and others praised them as necessary. The Civil Service Commission listened to all who wished to be heard. The intern was gratified that throughout the hearing not one person questioned the methodology of the data collected or the presentation.

Tuesday, September 30:

With the completion of the work on the Tucson Wage and Salary Survey, the intern was able to go back to the findings of the Summer Youth Program questionnaire which was distributed at the end of the program. Eighty-one questionnaires were completed at that time and a sample of the findings are as follows:

1. What is your city job? Almost every type of city summer job was mentioned here including such positions as radio technician, secretary, library aide, janitor, file-clerk, teacher's aide, Model Cities worker, and assistants in such departments or sections as Recreation, Data Processing, Police, Fire, Automotive, Payroll, Planning and Zoning, and Water.

2. What do you like about your job?
 - a. People you work with - 63 circled letter a.
 - b. Hours you work - 47 circled letter b.
 - c. Place you work - 44 circled letter c.
 - d. Type of work you are doing - 46 circled letter d.
 - e. Rate of pay - 22 circled letter e.
 - f. Other - no comment - 1.

3. What do you dislike about your job?
 - a. People you work with - 4 circled letter a.
 - b. Hours you work - 10 circled letter b.
 - c. Place you work - 16 circled letter c.
 - d. Type of work you are doing - 14 circled letter d.
 - e. Other - Here a variety on answers were received.

The most common was that everything in the program pleased the youths. Some youths mentioned the pay was too low or the working conditions were not satisfactory.

4. Do you feel you are gaining job skills that you did not have before? 65 answered yes

15 answered no

1 answered no comment

If yes, what skills? Among the most frequent responses were: math skills, filing and other office skills, working with children, working with the public, drafting and lettering, molding, welding, key punching, working with machines, and paper and map work.

If no, why not? Only 13 youths filled in this section. Here the two most used answers were "I had the skills I needed," and "an unskilled person could do my work."

5. Did the orientation session in the City Council Chambers help you to better understand the summer program?

56 answered yes

19 answered no

6 answered that they did not attend

6. What type of job did you want? Among the most frequently used responses were typist, secretary, outdoor worker, drafting, construction, art work, Model Cities aide, library aide, social worker, and camp or recreation work.

7. Did you get the type of job you wanted?

60 answered yes

18 answered no

3 answered no comment

8. Will the money you make this summer help you to return to school in the fall?

59 said yes

22 said no

9. Would you like to attend a class in order to learn how to be interviewed, how to take tests, and other related employment problems?

42 answered yes

38 answered no

1 youth said no comment

10. Did you need to see a counselor?

13 answered yes

67 answered no

1 answered no comment

11. How much of your summer earnings will go for the following: car expenses, clothing expenses, book expenses, to your family, entertainment (movies, dates, etc.), and other. The total was to be 100 percent.

The findings were evaluated and it was viewed that most youths would spend on the average 30 percent to 70 percent for clothing. In descending order of percentage the findings were:

second - to the family

third - entertainment

fourth - other (many here mentioned placing their earnings in a savings account or using it for school, travel, or food)

fifth - book expenses

sixth - car expenses.

The findings of the questionnaire were interesting, and, as mentioned previously, the Personnel Department was mostly interested in responses to questions numbered 4, 7, and 8. The results of these questions were satisfying and showed that a majority of those filling out the questionnaire found the Summer Youth Program valuable.

Police Records Clerk I

On Monday, June 30, 1969 the Personnel Director of Tucson suggested a study he would like the intern to perform. The study concerned the validity of the examination used for screening applicants for the position of Police Records Clerk I. The Personnel Director stated that he had questions about the validity of several examinations currently used by the City of Tucson but he wanted this one studied because this examination was also used for the positions of Stenographer I and Clerk Typist I. Also, the Police Records Clerk I position was a high turnover position. He was concerned about the continued use of the examination for screening Police Records Clerk I. Given this general direction, the intern was left to his own devices to design the study.

The intern began the project by familiarizing himself with the Police Records Clerk I position. The City of Tucson Position Classification Plan was consulted. The position was involved primarily with transcription and filing of specialized police records. The Police Records Clerk I receives, analyzes, and searches files for information from police incident or arrests reports. The Police Records Clerk I transcribes from audio recording equipment. The job primarily employs women and is performed on a rotating shift basis. From the current employment files the intern learned that the Police Department organizational plan called for

twenty-one persons in the position of Police Records Clerk I. A turnover rate of ninety percent for 1968 was computed. The turnover rate is computed by the number of separations divided by the number of positions and then multiplied by one hundred.¹⁰

With the above knowledge of the positions and general direction of the study from the Personnel Director, the intern sought to establish the underlying assumption in the use of written tests. This underlying assumption in the use of the written test in the City of Tucson is that those who score well on the examination are better able to do the work or to learn to do the work than those who score poorly on the exam. A logical way to proceed in this study appeared to be to examine the relationship between the written test score and the actual job performance. Thus, the hypothesis for this study is that persons scoring high on the written exam for Police Records Clerk I perform better on the job.

The first step of the methodology was to establish what data was available that appeared relevant to the study. The intern determined that the permanent employment folder of each city employee contained the written exam score for that individual. The permanent folder also contained copies of the City of Tucson "Personnel Evaluation and Counseling

¹⁰Ibid., p. 599.

Report" which would serve as an indication of job performance. In sum, the permanent employee folder was the source of information for the study.

The second step of the methodology was to establish perimeters for the study. It was decided to utilize the time period from December 3, 1966 to January 25, 1969. The study, therefore, was concerned with all persons who had been employed as Police Records Clerk I within the given time frame. This time perimeter was chosen for the following basic reasons:

1. the availability of records -- City personnel policy required that permanent employee folders be maintained for three years.
2. the January 1969 cut-off would allow for a minimum of one supervisory evaluation since the evaluations are rendered after three months and again after six months on the job for new employees.

The next step involved reviewing all the payrolls for the period December 3, 1966 to January 25, 1969 to obtain the names of all individuals who had been employed as Police Records Clerk I's during the time period. It was determined that fifty-nine people had occupied positions as Police Records

Clerk I. From the master payroll personnel card file it was determined that twenty-four of the fifty-nine were still on the city payroll and that the remaining thirty-five had terminated their employment. The current personnel files would provide the permanent employee folders for those still on the city payroll. The past employee files would provide permanent employee folders for those that had terminated their employment.

In the City of Tucson, supervisory personnel evaluate employees by means of an "Evaluation and Counseling Report." (See Appendix). On the overall performance of employee section of the report, a continuum from unsatisfactory to outstanding is printed. Guidance for the supervising personnel in using this form is provided by the "Performance Rating Manual." The manual is put out by the Personnel Department and stresses the need for a conscientious effort by the evaluator. The manual goes on to explain that the overall evaluation should reflect the supervisor's views on the employee's total job performance. The evaluator is reminded that this overall evaluation mark will be taken into consideration on promotional examinations.

In the overall performance section, the values of one through eleven were assigned to the unsatisfactory-outstanding continuum. These ratings are compiled after three months on the job and again every six months thereafter. If more than

one "Evaluation and Counseling Report" was contained in the employee's folder, the overall performance ratings were averaged to obtain one performance rating figure for each employee.

In summary, the steps of the methodology provided a raw written test score and an average overall performance rating for forty-two of the fifty-nine individuals that had held the position of Police Records Clerk I during the given time period. The seventeen individuals who were not included in the study either did not remain on the job long enough to be evaluated or their permanent employee folder could not be located.

Examination of the data revealed that eight individuals representing nineteen percent of the people holding the position long enough to be given at least one evaluation had a raw written test score between 83 and 100. This group is referred to as Group A. Twenty-two individuals or 52.3 percent of the people holding the position had a raw written test score between 73 and 82. Twelve individuals or 28.5 percent of the people holding the job had a raw written test score between 66 and 72. This group is referred to as Group B. (See Appendix).

A scatter plot was drawn showing the correlation between test score and overall performance rating. The scatter plot showed that there was a zero correlation between test

score and overall performance of the employee. In a word, according to the scatter plot, overall performance ratings do not vary consistently in relation to the test score. (See Appendix for scatter plot).

The study was concerned with the job performance of those scoring high on the written test as opposed to those who scored low on the test. A significance of the difference between means for Group A and Group B was conducted. (See Appendix). There was no significant difference between the average job performance ratings of Group A (score 83-100) and Group B (score 66-72). This result further confirms the first indication of the scatter plot that test scores on the written examination and overall job performance as indicated on the "Evaluation and Counseling Reports" are not related. Those scoring higher on the written examinations showed no significant tendency to receive better job performance evaluations than indicated by those scoring lower on the same written test. The underlying assumption in the use of tests is not supported. In short, there appears to be a question of validity in the use of this written test for the position of Police Records Clerk I.

In a subsequent discussion with the Personnel Director of Tucson, the intern reported the results of the above research and some recommendations. From the high turnover rate of this job and the lack of relationship between test score and

achievement, it was recommended that the passing point on the written test be kept relatively low. In the past, the flexible passing point method had been utilized on this test. The flexible passing point essentially means that if a high number of openings are available the passing point is lowered and if a few positions are available, the passing point is raised. Coupled with this recommendation was the recommendation that the exam be open continuous. An open continuous exam allows each qualified person to take the exam at any time rather than only when specific openings occur. These two recommendations would provide a constant list of qualified people.

The intern further recommended that the position of Police Records Clerk I be studied in depth through observation, on the job interviews, and exit interviews to determine exactly the job pressures and required duties so that an exam could be designed that is more related to the job. The test used now is oriented to job mechanics, filing, spelling, English usage, and punctuation. It is possible the test need not emphasize these mechanics. The Personnel Director recalled that many of the special job classifications, such as the Police Records Clerk I position, had separations due to inability to adapt to the job pressures and to inability to keep privileged police information in confidence. The intern and Personnel Director of Tucson seemed to be in

agreement that some type of personality inventory could be designed to be used for this job.

In conclusion, this research by the intern pointed out areas for future research in determining the job pressures and requirements of the Police Records Clerk I. The research also suggested further study of this exam in its use for Stenographer I and Clerk Typist positions.

CHAPTER 5

INTEGRATION OF CLASSWORK AND PRACTICE

After completing the internship experience, the author is aware that theory and practice are not as far apart as it would be easy to believe. As is reflected in this diary of the author's experiences, the Personnel Director of the City of Tucson follows a generalist approach to administration. This concept was presented in Public Administration 261. The generalist is normally a man equipped with a liberal arts background, a certain flexibility of mind, and an ability to think objectively in a wide variety of problems. Administrative generalists often work for staff agencies and may spend their career in the budget and personnel fields.¹¹ The Personnel Director attempts to develop the generalist approach within the department by rotating the various day-to-day activities of the office and by assigning special projects to each member of the department. No one, particularly a Personnel Analyst, is allowed to specialize in only one area of the personnel function.

¹¹Pfiffner and Presthus, Public Administration, p. 281

A direct benefit of the generalist approach to administration is gained in the area of employee morale. This concept was presented in Public Administration 262 and Employer-Employee Relations 302. As practiced in the City of Tucson Personnel Department, the generalist approach allows the employee to assume a more active attitude toward the accomplishment of the department's functions. This approach in turn has a beneficial effect on employee morale. The employee has a stronger sense of identity with and is more aware of the overall departmental functions.

Related to the administrative approach of an organization is its flexibility. This concept was presented in various courses: Organizational Analysis 268, Social Relations and Administration 301, and Employer-Employee Relations 302. Organizational flexibility is usually measured by reaction to external stimuli or from an internal crisis. A highly structured and rigid organization in which members are held to tight specialized definitions of their functions is more likely to develop internal friction and tension when faced with an external threat or a sudden increase in the demand for its services.¹² The generalist approach allows the

¹²Class Notes, Employer-Employee Relations 302. (University of Arizona, Tucson, Arizona: 1st Summer Term 1969).

organization room to adapt. Members of the organization are familiar with its entire operation to the extent that the normal day-to-day activities can be carried on while the organization contends with the external threat or demand for its services. An example of this, observed by the author, was the Personnel Department's reaction to the wage and salary problems of the summer. The agitation reached crisis proportions rapidly and the Mayor and City Council placed an increased demand for services upon the Personnel Department in the form of a wage and salary survey to be completed in six weeks. Because of the administrative approach of the department, it was able to respond to this demand with a minimum of internal friction. Since the generalist attitude pervades in the department, all necessary routine functions were carried out smoothly by some staff members while allowing others to react to the demands of the wage and salary survey.

Another area the author experienced in the internship that had been presented in class work was that of administrative discretion in the carrying out of policy. This concept was presented in *Organizational Analysis* 268, *Public Administration* 261 and by John M. Pfiffner and Robert Presthus in *Public Administration*, pages 103-107. This area revolves around the concept that administration implies

policy making. Theoretically, the administrative organization is given the policies to be carried out by a legislative body which represents the people. Applied to the Personnel Department of the City of Tucson, this means that the Civil Service Commission, whose legal status is provided for in the city charter, is performing the legislative function. The rules adopted by the Commission limit administrative discretion because they are quite detailed. On the other hand, in a program such as the Summer Youth Program, the policy is handed down by the Mayor and City Council in rather general terms. Since the program was not under the Civil Service Commission, the Personnel Department had a large policy making function. In fact, policy was for the most part determined as the various problems appeared in the program. In sum, the administrators' discretion in policy making expands when the overall policy is stated in general terms.

Administrative Office Management 272, provided many concepts that had direct application in practical administration. The most outstanding of these concepts was the relationship among job analysis or survey, job description, and a classification plan. Job surveys and descriptions are the basis for the determination of the relative value of a particular job as well as placing the

job in its proper place in the overall classification plan. Other concepts such as work flow in an office, forms control and use, sources of personnel, drawing and use of organization charts, and cost control in the personnel function were outlined in detail in Administrative Office Management 272. These concepts support many of the functions in personnel administration with the City of Tucson.

In such areas of the internship as the Summer Youth Program, the time spent with the City Clerk, and the public hearings on the Wage and Salary Survey, the author was made aware of two primary characteristics of public administration brought out in Public Administration 262. These characteristics are that first, public administration is carried on in public subject to review and criticism, and second, public administration works for and under the direction of politicians. The Summer Youth Program drew some public criticism because it was limited to youths of economically disadvantaged backgrounds. The experience in the City Clerk's office was an experience in the fact that the political process is the basis of public administration. For example, extreme care had to be given to the choice of polling places for their accessibility and convenience. The placement of names on the ballots had to be rotated in such a way as

not to allow a distinct advantage to any one candidate. Failure in either of these areas would have resulted in public admonition for not maintaining the democratic process.

In the Police Records Clerk I project, the Wage and Salary Survey, and the questionnaire for the Summer Youth Program, the author constantly found material presented in Public Administration Research 229a and 229b as beneficial. The Police Records Clerk I project was a validity study. The author moved from the basic assumption involved in the use of that particular examination through the appropriate statistical analysis on the basis of information presented in 229a. The Summer Youth Program questionnaire was directly related to 229b. The Wage and Salary Survey involved information presented in both courses.

From the internship experience, the author is convinced that the theoretical and practical worlds of public administration are inter-related. Most information presented during the course work, the author was able to relate at one time or other to the world of practical administration. It appears that there is no neat distinction between theoretical and practical administration. The administrator must approach his job with an academic attitude. He must

be aware of the theoretical concepts presented in the classroom and have the ability to analyze and implement them. If an administrator successfully implements a new concept he must constantly review and evaluate in hope of bettering the administrative process.

CHAPTER 6

SUMMARY AND CONCLUSION

The author spent from June 2, 1969 to September 30, 1969 as an intern in the City of Tucson Personnel Department. The time period covers substantially more than the required four hundred hour internship.

In the first part of this diary the background and setting of the internship were provided. The Personnel Department's programs and services were presented and the Department's financial administration was explained.

In the second part of the diary the accountability of the hours spent in the internship was provided. The author was a participant in the day-by-day activities of the Department. A leadership role was performed by the author in the compiling and analysis of wage and salary information. Through various projects and assignments, the author was able to see the larger governmental and social context of public personnel administration.

In the third part of this diary the author showed the relationship between class work (theory) and the internship experience (practice).

Perhaps the outstanding conclusion that the author can draw from the internship experience is the need for professionalism in all members of a Personnel Department but especially in the person of the Personnel Director. It is necessary that the Director combine the attributes of management planning and policy recommendations with a professional personnel administration competence. To think of the personnel function as only a tool for administering tests, performing job classification, and maintaining various employee records, is to seriously underestimate the importance of the function. It can be safely generalized that personnel administration has always been more broadly conceived in industry. The growth of strong labor unions, widespread public education, and an economy where other jobs were plentiful, forced industry to change its methods to maintain employees. In the past two decades public jurisdictions increasingly have been forced into direct confrontation with private industry to attract and maintain the most qualified people. The public jurisdictions have had to learn techniques developed by industry. Personnel management in public jurisdictions today encompasses: aggressive recruitment to meet persistent shortages in the labor market; the broadening of selection methods to secure new employees; the recognition

of the importance of motivation and morale in employee development; the expansion of employee fringe benefits; and an increasing acceptance of labor relations as an integral part of personnel management.

To meet the expanding challenge of personnel administration an essentially academic attitude must pervade the Personnel Department. Basic methods, procedures, and policies of the personnel function must constantly be questioned, re-evaluated and improved. In sum, modern public personnel administration is a field that interacts with applied psychology, behavioral research, systems analysis, and statistical methods.

The general awareness in management of the importance of the human factor in organizational performance must begin with the personnel function. This can be considered today's challenge for personnel administration. The challenge involves showing how people can be motivated to contribute their best efforts to achieve the organization's goals and at the same time realizing some of their own personal and group goals.

In his experience with the Personnel Department in the City of Tucson, the author was given the opportunity to see the interaction within the department, among the

city departments, and between the city administrators and the general public. From the internship experience the author appreciates the truth of the following quotation: "Management is the development of people and not the direction of things... Management is personnel administration!"¹³

¹³Lawrence A. Appley. "Management the Simple Way," Personnel, Volume 19, Number 4, 1943, pp. 595-603.

SELECTED BIBLIOGRAPHY

BOOKS:

- Bailey, Thomas A., The American Pageant. Boston: D. C. Heath and Company, 1961.
- Downes, Anthony, Inside Bureaucracy. Boston: Little, Brown and Company, 1967
- Golembiewski, Robert T., Public Administration. Chicago: Rand McNally, 1966.
- Hillway, Tyrus, Introduction to Research. Boston: Houghton Mifflin Company, 1964.
- International City Managers' Association. Municipal Personnel Administration. Chicago: International City Managers' Association, 1960.
- Lyden, Fremont J. and Miller, Ernest G., ed. Planning, Programming, Budgeting: A Systems Approach to Management. Chicago: Markham, 1967.
- Neuner, John J. W. and Keeling, B. Lewis. Administrative Office Management. Cincinnati: South-Western, 1966.
- Pfiffner, John M. and Presthus, Robert. Public Administration. New York City: The Ronald Press, 1967.
- Pigors, Paul and Myers, Charles A. Personnel Administration. New York City: McGraw-Hill, 1961.
- Selltiz, Claire; Jahoda, Marie; Deutsch, Morton; and Cook, Stuart W. Research Methods in Social Relations. New York City: Holt, Rinehart and Winston, 1963.

Spence, Janet T.; Underwood, Benton J.; Duncan, Carl P.; and Cotton, John W. Elementary Statistics. New York City: Appleton-Century-Crofts, 1968.

ARTICLE IN A MAGAZINE:

Appley, Lawrence A. "Management the Simple Way." Personnel, Volume 19, Number 4, 1943, pp. 595-603.

"Police Patrolman and Firefighter Salary Trends." Urban Data Service, July, 1969.

REPORTS - PUBLISHED:

Civil Service Commission. Report of the Commission. City of Tucson Pay Plan. Tucson, Arizona: Civil Service Commission, October, 1969.

City of Tucson. Performance Rating Manual. Tucson, Arizona: 1969.

City of Tucson, City Manager. 1969-1970 Annual Budget, Tucson, Arizona. Tucson, Arizona: May 26, 1969.

City of Tucson Position Classification Plan. Updated by the Public Administration Service, Chicago, Illinois: August, 1969.

APPENDIX

INSTRUCTIONS

I. SECTION A.

Requesting agency will fill in completely and accurately.

- a. On regular requests for personnel, prepare original and four (4) carbons.

Send all but one carbon to the Budget Office. If overage personnel is requested, give detailed justification in Item 11. If request is to fill a new position, give job description on Item 11 or on a separate sheet.

- b. On transfer requests, prepare original and five (5) carbons; include "old" activity number in Item 11; send all but one carbon to the department from which the employee will be transferring. The Pre-transfer Department Head will signify approval by completing Item 14, then send all but one carbon to the Budget Office.
- c. The Budget Officer will complete Item 15 and forward all copies to the City Manager for final approval.

II. SECTION B.

- a. The Personnel Director will complete Items 16, 17b and 18, then send the original and one carbon to the appointing authority, with notification cards and envelopes attached as appropriate.
- b. The appointing authority will interview those certified and complete Items 19 and 20. For Item 19a, one of the following will be entered for each person certified:

Selected
Not Selected

Declined
No Show

When selection has been made and date to start work entered in Item 19b, the appointing authority will complete the notification cards and send them to the individuals "Selected" and "Not Selected", as appropriate (cards are not sent to those who decline or do not appear for interview). **BOTH COPIES OF THE REQUISITION WILL BE SENT TO PERSONNEL IMMEDIATELY UPON COMPLETION OF THIS ACTION.**

EMPLOYMENT RECORD—BE SURE TO GIVE ALL QUALIFYING EXPERIENCE—START WITH LATEST EMPLOYMENT

MONTH nd YEAR	Monthly Salary	TITLE AND DESCRIPTION OF WORK PERFORMED	NAME AND ADDRESS OF EMPLOYER	REASON FOR LEAVING
0M				

DO YOU OBJECT TO OUR CONTACTING YOUR CURRENT EMPLOYER? NO YES. FORMER EMPLOYER? NO YES

ADDITIONAL INFORMATION, COMMENTS, OR CONTINUATION FROM ITEM 23 ON OBVERSE:

CITY OF TUCSON

REQUEST FOR LEAVE OF ABSENCE

EMP. NO. _____

ACTIVITY NO. _____

(TYPED OR PRINTED LAST NAME)

SYMBOL CODE

- V 1 VACATION
- SL 2 SICK LEAVE WITH PAY
- L 3 LEAVE WITHOUT PAY
- AT 5 ACCUMULATED TIME
- AC 6 INJURY WITH PAY
- ML 8 MILITARY LEAVE
- JD 9 JURY DUTY
- OTHER ABSENCE WITH PAY
(SPECIFY) _____

SIGNED _____ DATE _____

DEPT. _____ DIV. _____

SYMBOL

_____	<input type="checkbox"/>	DAYS HOURS WITH PAY	FROM _____	TO _____	(INC.)
_____	<input type="checkbox"/>	DAYS HOURS WITH PAY	FROM _____	TO _____	(INC.)
_____	<input type="checkbox"/>	DAYS HOURS WITH PAY	FROM _____	TO _____	(INC.)
_____	<input type="checkbox"/>	DAYS HOURS WITH PAY	FROM _____	TO _____	(INC.)
L	<input type="checkbox"/>	DAYS HOURS WITHOUT PAY	FROM _____	TO _____	(INC.)

REASON FOR SL _____

APPROVED:

PERSONNEL DIRECTOR _____

SUPERVISOR _____

DEPARTMENT HEAD _____

CITY OF TUCSON

SALARY PLAN BY RANGE

124

NUMBER AND STEP
(Monthly Salaries Shown)

Range Number	Step 1	Step 2	Step 3	Step 4	Step 5
10	220	230	240	252	264
11	230	240	252	264	276
12	240	252	264	276	288
13	252	264	276	288	300
14	264	276	288	300	315
15	276	288	300	315	330
16	288	300	315	330	345
17	300	315	330	345	360
18	315	330	345	360	380
19	330	345	360	380	400
20	345	360	380	400	420
21	360	380	400	420	440
22	380	400	420	440	460
23	400	420	440	460	480
24	420	440	460	480	500
25	440	460	480	500	525
26	460	480	500	525	550
27	480	500	525	550	575
28	500	525	550	575	600
29	525	550	575	600	625
30	550	575	600	625	650
31	575	600	625	650	675
32	600	625	650	675	700
33	625	650	675	700	730
34	650	675	700	730	760
35	675	700	730	760	790
36	700	730	760	790	825
37	730	760	790	825	860
38	760	790	825	860	900
39	790	825	860	900	950
40	825	860	900	950	1000
41	860	900	950	1000	1050
42	900	950	1000	1050	1100
43	950	1000	1050	1100	1150
44	1000	1050	1100	1150	1200
45	1050	1100	1150	1200	1250
46	1100	1150	1200	1250	1300
47	1150	1200	1250	1300	1365
48	1200	1250	1300	1365	1430
49	1250	1300	1365	1430	1500
50	1300	1365	1430	1500	1575
51	1365	1430	1500	1575	1650
52	1430	1500	1575	1650	1730
53	1500	1575	1650	1730	1815
54	1575	1650	1730	1815	1900

**CITY OF TUCSON PERSONNEL
EVALUATION AND COUNSELING REPORT**

125

Position	Dept. or Div.	Date
----------	---------------	------

<input type="checkbox"/> MID-PROBATION EVALUATION	<input type="checkbox"/> SIX MONTH EVALUTION
<input type="checkbox"/> FINAL PROBATION EVALUATION	<input type="checkbox"/> SPECIAL EVALUATION
PROBATION ENDS _____	

Overall performance of employee is:

unsatisfactory	improvement needed	satisfactory	highly satisfactory	outstanding

COMMENTS ON EMPLOYEE PERFORMANCE

IMPROVEMENT PLAN

- RECOMMEND THE EMPLOYEE
 - ACQUIRE PERMANENT STATUS
 - BE DISMISSED
- White — Personnel
 Yellow — Department
 Pink — Employee

I HAVE READ THIS EVALUATION REPORT
 Employee _____

I HAVE DISCUSSED THIS EVALUATION
 Supervisor _____

Reviewed by _____

FORM NO. PE-11

INSTRUCTORS TO EVALUATORS

An evaluation system is valuable as a tool for guiding supervisors in decisions affecting the individual. The evaluator has an opportunity to aid in the development of an employee by showing him where improvement is needed. It also gives the evaluator an opportunity to give an employee credit for a job well done.

In making your judgements, consider all the requirements of the employee's position. Do not be influenced by one or two unusual incidents, but evaluate in terms of the employee's regular day to day performance during all the period for which he is evaluated. Be careful of the generosity error — rating whether the employee is a "good guy" or not, instead of whether he gets the job done properly.

The "comments on employee performance" section is one of the most important parts of the evaluation. As each employee's performance is different, this is where these differences can be recorded.

The "employee improvement plan" section should set forth definite goals for the employee, and inform him of the best methods for attainment of these goals.

In addition to the major purpose of evaluating how well an employee performs his assigned duties, some things to keep in mind when evaluating an employee's overall performance are:

ATTENDANCE AND WORKING HOURS

MEETING AND HANDLING THE PUBLIC

COOPERATION AND TEAMWORK

KNOWLEDGE OF HIS JOB

GENERAL ATTITUDE AND CONDUCT

CARE AND USE OF EQUIPMENT

PERSONAL APPEARANCE

OBSERVANCE OF SAFETY RULES

ENROLLEE QUESTIONNAIRE

1. What is your City job? _____

2. What do you like about your job? (circle letter or letters)
 - a. The people you work with
 - b. The hours you work
 - c. The place you work
 - d. The type of work you are doing
 - e. The rate of pay
 - f. Other _____
3. What do you dislike about your job? (circle letter or letters)
 - a. The people you work with
 - b. The hours you work
 - c. The place you work
 - d. The type of work you are doing
 - e. Other _____
4. Do you feel you are gaining job skills that you did not have before?
YES _____ NO _____
If yes, what skills _____
If no, why not _____

5. Did the orientation session in the City Council Chambers help you to better understand the summer program?
YES _____ NO _____
6. What type of job did you want? _____

7. Did you get the type of job you wanted?
YES _____ NO _____

8. Will the money you make this summer help you to return to school in the fall?

YES _____ NO _____

9. Would you like to attend a class in order to learn how to be interviewed, how to take tests, and other related employment problems?

YES _____ NO _____

10. Did you need to see a counselor?

YES _____ NO _____

11. How much of your summer earnings will go for the following:

Car expenses	_____%
Clothing expenses	_____%
Book expenses	_____%
To your family	_____%
Entertainment (movies, dates, etc.)	_____%
Other _____	_____%

TOTAL = 100%

RECREATION SPECIALIST
(DRIVING RANGE)

SALARY RANGE: \$380 - \$400 - \$420 - \$440 - \$460

THE POSITION: This is a specialized public contact position on a rotating shift basis performing cashiering duties and general care and maintenance of the public Golf Driving Range.

THE MINIMUM REQUIREMENTS: Experience in public contact work with individuals or groups; some experience or skill in the use of small tools, and some experience in the handling of money.

THE EXAMINATION:WEIGHTS

Written - candidates will be given a practical test in the abilities and aptitudes for the position of Recreation Specialist (Driving Range) 40%

Oral - successful candidates will be admitted to the Oral Interview for the purpose of appraising personal qualifications and general abilities to perform the duties and responsibilities of the position. 60%

Total 100%

NOTE: If less than 20 candidates submit applications for the position, there will be a 100% Oral only; if over 20 candidates submit applications for the position, there will be a written and an Oral examination.

Candidates must make the minimum required score in each part of the examination in order to obtain a place on the eligible list.

Applications may be filed in person at the Personnel Office, New City Hall, on or before July 21, 1969.

CIVIL SERVICE COMMISSION
CITY OF TUCSON

Dated: July 3, 1969

(SEE REVERSE)

PLY TO:

PERSONNEL OFFICE CITY HALL TUCSON

STEADY EMPLOYMENT
40-HOUR WEEK
PAID VACATION — SICK LEAVE
RETIREMENT PLAN
GROUP INSURANCE

DATE _____ TIME: _____ DATE: _____

Name _____ Age _____ Sex _____
LAST FIRST MIDDLE

Address _____ Date of Birth _____
STREET CITY STATE ZIP

Home telephone number _____ Personal Physician _____
NAME

Title of position for which you are applying _____

MEDICAL HISTORY

PLEASE NOTE: *The following is a part of your permanent record and omission or falsification of answers may result in termination of employment.*

Have you ever had:

	Yes No		Yes No		Yes No
Asthma	<input type="checkbox"/> <input type="checkbox"/>	Frequent colds or sore throat	<input type="checkbox"/> <input type="checkbox"/>	Recurrent earache or discharge from ear	<input type="checkbox"/> <input type="checkbox"/>
Back trouble or backache	<input type="checkbox"/> <input type="checkbox"/>	Hay fever	<input type="checkbox"/> <input type="checkbox"/>	Rheumatic fever	<input type="checkbox"/> <input type="checkbox"/>
Cancer	<input type="checkbox"/> <input type="checkbox"/>	Heart trouble	<input type="checkbox"/> <input type="checkbox"/>	Sinus trouble	<input type="checkbox"/> <input type="checkbox"/>
Chronic cough	<input type="checkbox"/> <input type="checkbox"/>	Hernia	<input type="checkbox"/> <input type="checkbox"/>	Skin trouble	<input type="checkbox"/> <input type="checkbox"/>
Diabetes	<input type="checkbox"/> <input type="checkbox"/>	High blood pressure	<input type="checkbox"/> <input type="checkbox"/>	Spitting of blood	<input type="checkbox"/> <input type="checkbox"/>
Epileptic attacks or convulsions	<input type="checkbox"/> <input type="checkbox"/>	Kidney trouble	<input type="checkbox"/> <input type="checkbox"/>	Stomach ulcer or duodenal ulcer	<input type="checkbox"/> <input type="checkbox"/>
Fainting or dizzy spells	<input type="checkbox"/> <input type="checkbox"/>	Malaria	<input type="checkbox"/> <input type="checkbox"/>	Tonsillitis	<input type="checkbox"/> <input type="checkbox"/>
Frequent or severe headaches	<input type="checkbox"/> <input type="checkbox"/>	Nervous trouble or mental illness	<input type="checkbox"/> <input type="checkbox"/>	Tuberculosis	<input type="checkbox"/> <input type="checkbox"/>
Frequent indigestion	<input type="checkbox"/> <input type="checkbox"/>	Pneumonia or pleurisy	<input type="checkbox"/> <input type="checkbox"/>		

	Yes No		Yes No
Have you ever been refused employment because of health or physical reasons?	<input type="checkbox"/> <input type="checkbox"/>	Do you have any physical defect or impairment of function of a part of your body? (Poor vision, deafness, loss of finger, stiff joint, paralysis?)	<input type="checkbox"/> <input type="checkbox"/>
Have you had a serious illness or injury?	<input type="checkbox"/> <input type="checkbox"/>	Are you now receiving, or have you ever received compensation for personal injury or for health reasons?	<input type="checkbox"/> <input type="checkbox"/>
Have you served in the Armed Forces?	<input type="checkbox"/> <input type="checkbox"/>		

Dates: YEAR ENTERED _____ YR. DISCHARGED _____

Was your discharge for a medical reason?

Do you now wear, or have you ever worn glasses?

Have any members of your immediate family had, or do they now have Tuberculosis? Diabetes?

What X-Rays have you had? _____ Date of last Chest X-Ray _____

What surgical operations have you had? _____

I, the undersigned, do hereby certify that the answers to the above questions are true and give permission for this medical examination.

Signed: _____

Date of hire: _____

Remarks or additional history by examining physician: _____

EXAMPLES OF WORK PERFORMED

Issue baskets of Golf balls to Driving Range customers.

Maintains Range Equipment including clubs and tees.

Maintains Driving Range in a clean and safe condition.

Retrieves golf balls.

Receives cash from the public in payment for use of Driving Range facilities

Is responsible for making change correctly and preparing a daily report.

DESIRABLE KNOWLEDGE, SKILLS, AND ABILITIES

Skill in the use of the tools and materials of Driving Range.

Ability to successfully meet the general public and to create a favorable impression.

Ability to make rapid and accurate arithmetical calculations.

**CITY of TUCSON
PRE-EMPLOYMENT PHYSICAL EXAMINATION**

129
B. T. EDWARDS, M.D. — Medical Square
1600 Block, No. Tucson Blvd. Bldg. #18

DATE _____

TIME: _____ DATE: _____

Name _____ Age _____ Sex _____
LAST FIRST MIDDLE

Address _____ Date of Birth _____
STREET CITY STATE ZIP

Home telephone number _____ Personal Physician _____
NAME

Title of position for which you are applying _____

MEDICAL HISTORY

PLEASE NOTE: *The following is a part of your permanent record and omission or falsification of answers may result in termination of employment.*

Have you ever had:

	Yes	No		Yes	No		Yes	No
Asthma	<input type="checkbox"/>	<input type="checkbox"/>	Frequent colds or sore throat	<input type="checkbox"/>	<input type="checkbox"/>	Recurrent earache or discharge from ear	<input type="checkbox"/>	<input type="checkbox"/>
Back trouble or backache	<input type="checkbox"/>	<input type="checkbox"/>	Hay fever	<input type="checkbox"/>	<input type="checkbox"/>	Rheumatic fever	<input type="checkbox"/>	<input type="checkbox"/>
Cancer	<input type="checkbox"/>	<input type="checkbox"/>	Heart trouble	<input type="checkbox"/>	<input type="checkbox"/>	Sinus trouble	<input type="checkbox"/>	<input type="checkbox"/>
Chronic cough	<input type="checkbox"/>	<input type="checkbox"/>	Hernia	<input type="checkbox"/>	<input type="checkbox"/>	Skin trouble	<input type="checkbox"/>	<input type="checkbox"/>
Diabetes	<input type="checkbox"/>	<input type="checkbox"/>	High blood pressure	<input type="checkbox"/>	<input type="checkbox"/>	Spitting of blood	<input type="checkbox"/>	<input type="checkbox"/>
Epileptic attacks or convulsions	<input type="checkbox"/>	<input type="checkbox"/>	Kidney trouble	<input type="checkbox"/>	<input type="checkbox"/>	Stomach ulcer or duodenal ulcer	<input type="checkbox"/>	<input type="checkbox"/>
Fainting or dizzy spells	<input type="checkbox"/>	<input type="checkbox"/>	Malaria	<input type="checkbox"/>	<input type="checkbox"/>	Tonsillitis	<input type="checkbox"/>	<input type="checkbox"/>
Frequent or severe headaches	<input type="checkbox"/>	<input type="checkbox"/>	Nervous trouble or mental illness	<input type="checkbox"/>	<input type="checkbox"/>	Tuberculosis	<input type="checkbox"/>	<input type="checkbox"/>
Frequent indigestion	<input type="checkbox"/>	<input type="checkbox"/>	Pneumonia or pleurisy	<input type="checkbox"/>	<input type="checkbox"/>			

Have you ever been refused employment because of health or physical reasons? Yes No

Have you had a serious illness or injury? Yes No

Have you served in the Armed Forces? Yes No

Do you have any physical defect or impairment of function of a part of your body? (Poor vision, deafness, loss of finger, stiff joint, paralysis?) Yes No

Are you now receiving, or have you ever received compensation for personal injury or for health reasons? Yes No

Dates: _____
YEAR ENTERED YR. DISCHARGED

Was your discharge for a medical reason? Yes No

Do you now wear, or have you ever worn glasses? Yes No

Have any members of your immediate family had, or do they now have Tuberculosis? Diabetes? Yes No

Women:
 Did you ever lose time from work because of menstrual periods? Yes No

What X-Rays have you had? _____ Date of last Chest X-Ray _____

What surgical operations have you had? _____

I, the undersigned, do hereby certify that the answers to the above questions are true and give permission for this medical examination.

Signed: _____

Date of hire: _____
 Remarks or additional history by examining physician: _____

LOCAL

BENCHMARK CLASSIFICATIONS

Clerk Typist I

Clerk Stenographer I

Account Clerk I

Keypunch Operator I

Storekeeper I

Janitor I

Laborer

Carpenter

Welder

Duplication Equip. Optr. II

Electrician

Auto Mechanic

Equipment Operator III

Engineering Aide II (Draftsman)

Engineering Aide III

Civil Engineer III

Accountant I

Programmer II

Civil Engineer I

EMPLOYERS PARTICIPATING

in the

LOCAL WAGE SURVEY

Davis Monthan Air Force Base

Montgomery Wards

Arizona Portland Cement

Arizona Bank

Krueger Manufacturing Co.

Tucson Medical Center

St. Joseph's Hospital

Bell Aerosystems Company

O'Reilly Chevrolet

Infilco

Tucson Transit Corporation

Blanton & Cole

American Smelting & Refining Co.

Anaconda Company

Southern Pacific Company

San Xavier Rock & Materials

Burr-Brown Research Company

Tucson Public Schools

University of Arizona - Physical Plant

Pima County

Veteran's Administration Hospital

Southern Arizona Bank & Trust Co.

Valley National Bank

Sears Roebuck & Company

Tucson Gas & Electric Co.

Sundt Construction Company

Hughes Aircraft Company

Arizona State Employment Service

Fort Huachuca

University of Arizona Computer Center

Arizona Lithographers

Isbel Printing

SELECTED EXAMPLES OF LOCAL BENCHMARK CLASSIFICATIONS.

CARPENTER

ACCOUNT-CLERK I

PROGRAMMER II

CIVIL ENGINEER I

EQUIPMENT OPERATOR III

CARPENTER

<u>MONTHLY SALARY</u>	<u>NUMBER OF EMPLOYEES</u>	<u>COMMUNITY TOTAL</u>	<u>WEIGHTED AVERAGE OF MID 50 PER CENT</u>
\$416	12	4992	
442	1	442	
477	1	477	
514	1	514	
526	5	2630	
558	4	2790	
560	1	560	
578	1	578	
<hr/>			
578	1	578)	
588	1	588)	
592	1	592)	
598	4	2990)	
620	4	2480)	
637	3	1911)	
641	3	1923)	
663	34	22542)	
<hr/>			
663	4	2652	
664	2	1328	
676	2	1352	
689	1	689	
717	3	2151	
721	4	2884	
797	10	7970	

$$\frac{33604}{51} = \$658$$

ACCOUNT-CLERK I

<u>MONTHLY SALARY</u>	<u>NUMBER OF EMPLOYEES</u>	<u>COMMUNITY TOTAL</u>	<u>WEIGHTED AVERAGE OF MID 50 PER CENT</u>
\$300	2	600	
321	1	321	
325	1	325	
330	1	330	
335	1	335	
340	2	680	
346	1	346	
355	1	355	
359	1	359	
364	1	364	
373	1	373	
378	1	378	
<hr/>			
378	1	378)	
379	1	379)	
381	1	381)	
395	1	395)	
400	4	1600)	
407	1	407)	
425	1	425)	
429	1	429)	
433	1	433)	
450	2	900)	
459	1	459)	
470	1	470)	
472	1	472)	
475	1	475)	
476	1	476)	
477	4	1908)	
495	1	495)	
497	1	497)	
506	1	506)	
510	3	1530)	
<hr/>			
510	1	510	
526	1	526	
537	1	1611	
549	1	549	
575	1	575	
585	3	1755	
600	1	600	
606	1	606	
617	1	617	
650	1	650	

<u>13015</u>	=	\$448
29		

PROGRAMMER II

<u>MONTHLY SALARY</u>	<u>NUMBER OF EMPLOYEES</u>	<u>COMMUNITY TOTAL</u>	<u>WEIGHTED AVERAGE OF MID 50 PER CENT</u>
\$563	1	563	
572	1	572	
585	1	585	
625	1	625	
650	1	650	
674	1	674	
675	1	675	
<hr/>			
675	1	675)	
700	3	2100)	
737	1	737)	
750	8	6000)	
872	1	872)	
932	1	932)	
<hr/>			
936	3	2808	
967	4	3868	
			$\frac{11316}{15} = \$754$

CIVIL ENGINEER I

<u>MONTHLY SALARY</u>	<u>NUMBER OF EMPLOYEES</u>	<u>COMMUNITY TOTAL</u>	<u>WEIGHTED AVERAGE OF MID 50 PER CENT</u>
\$550	1	550	
580	1	580	
638	3	1914	
660	1	660	
<hr/>			
693	1	693)	
700	1	700)	
718	1	718)	
775	1	775)	
800	4	3200)	
823	1	823)	
825	2	1650)	
833	1	833)	
850	1	850)	
870	1	870)	
<hr/>			
870	1	870	
857	1	857	
884	2	1768	
962	2	1924	

$$\frac{11112}{14} = \$793$$

EQUIPMENT OPERATOR III

<u>MONTHLY SALARY</u>	<u>NUMBER OF EMPLOYEES</u>	<u>COMMUNITY TOTAL</u>	<u>WEIGHTED AVERAGE OF MID 50 PER CENT</u>
\$390	1	390	
520	7	3640	
528	1	528	
533	15	7995	
558	19	10602	
<hr/>			
558	14	7812)	$\frac{52820}{87} = \$607$
584	1	584)	
617	72	44424)	
<hr/>			
617	14	8638	
620	15	9300	
625	1	625	
652	1	652	
682	7	4774	
724	2	1448	
785	1	785	
790	2	1580	

COMPARISON - WAGES AND SALARY SURVEYS 1968-1969

TO CURRENT AVERAGE CITY SALARY

<u>CLASSIFICATION</u>	<u>MONTHLY WEIGHTED AVERAGE OF MID 50% 1968 SURVEY*</u>	<u>MONTHLY WEIGHTED AVERAGE OF MID 50% 1969 SURVEY</u>	<u>CURRENT MONTHLY WEIGHTED AVERAGE CITY SALARY</u>
Account Clerk I	\$492	\$448	\$403
Accountant I	610	601	589
Auto Mechanic	594	643	631
Carpenter	587	658	600
Civil Engineer I	719	793	717
Civil Engineer III	929	1111	861
Clerk Steno I	414	436	363
Clerk Typist I	381	356	326
Computer Programmer II	757	754	693
Duplicating Eq. Op. II	566	619	460
Electrician	639	672	627
Engineering Aide II	NONE	567	530
Engineering Aide III	NONE	689	645
Equip. Operator III	592	607	572
Janitor I	369	400	393
Keypunch Operator I	405	418	396
Laborer	420	469	427
Storekeeper I	492	510	423
Welder	598	643	620

*Tucson Area Wage, Salary and Fringe Benefit Study
by Arizona State Employment Service, October 1968.

CITIES PARTICIPATING IN 1969
REGIONAL SURVEY CONDUCTED BY
CITY OF TUCSON

Albuquerque, New Mexico

Austin, Texas

Colorado Springs, Colorado

Fort Worth, Texas

Fresno, California

Las Vegas, Nevada

Salt Lake City, Utah

San Antonio, Texas

San Diego, California

San Jose, California

Stockton, California

Wichita, Kansas

AVERAGE MINIMUM-MAXIMUM REGIONAL
SALARIES COMPARED TO TUCSON

<u>JOB TITLE</u>	REGIONAL AVERAGE MID 50%		TUCSON SALARIES	
	<u>MIN.</u>	<u>MAX.</u>	<u>MIN.</u>	<u>MAX.</u>
Accountant I	\$552	\$694	\$550	\$650
Admin. Analyst	735	906	600	700
Asst. Personnel Dir.	927	1209	760	900
Auto Shop Supt.	873	1067	790	950
Building Inspector I	615	750	600	700
Buyer I	638	794	600	700
Civil Engineer I	728	899	650	760
Civil Engineer III	904	1123	760	900
Communications Oper. I	534	656	460	550
Field Auditor I	558	689	575	675
Fire Chief	1376	1627	1150	1365
Firefighter	587	744	500	600
Librarian I	579	694	575	675
Library Director	1359	1671	1150	1365
Parks & Recreation Dir.	1385	1726	1150	1365
Parks Superintendent	929	1150	790	950
Personnel Analyst I	600	751	575	675
Personnel Director	1150	1429	1050	1250
Police Chief	1427	1738	1300	1575
Police Patrolman	591	758	525	625
Public Works Director	1587	1935	1250	1500
Recreation Supervisor I	523	661	525	625
Safety & Training Coord.	698	876	625	730
Sanitation Engineer	1082	1344	825	1000
Senior Planner	786	968	730	860
Sewage Chemist II	692	858	600	700
Sewage Trt. Plt. Opt. I	527	638	420	500
Streets Maint. Supt.	849	1060	790	950
Traffic Engineer	1132	1420	900	1100
Water Plant Operator	499	603	480	575

ADDITIONAL SOURCES OF SALARY

DATA 1969 SURVEY

FIREFIGHTER-POLICE PATROLMAN SALARY TRENDS *

Albuquerque, New Mexico

Anaheim, California

Berkeley, California

Denver, Colorado

Fresno, California

Glendale, California

Honolulu, Hawaii

Long Beach, California

Oakland, California

Pasadena, California

Phoenix, Arizona

Portland, Oregon

Sacramento, California

Salt Lake City, Utah

San Diego, California

San Francisco, California

San Jose, California

Santa Ana, California

Seattle, Washington

Spokane, Washington

Tacoma, Washington

Torrance, California

Tucson, Arizona

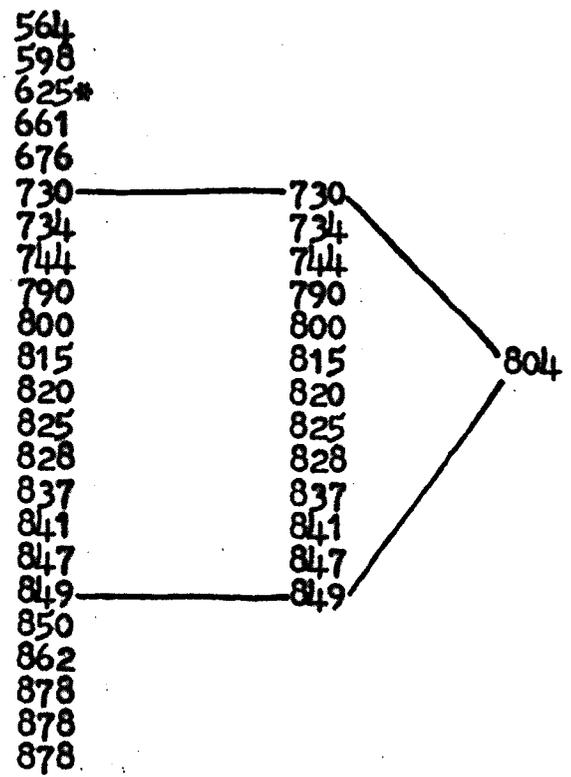
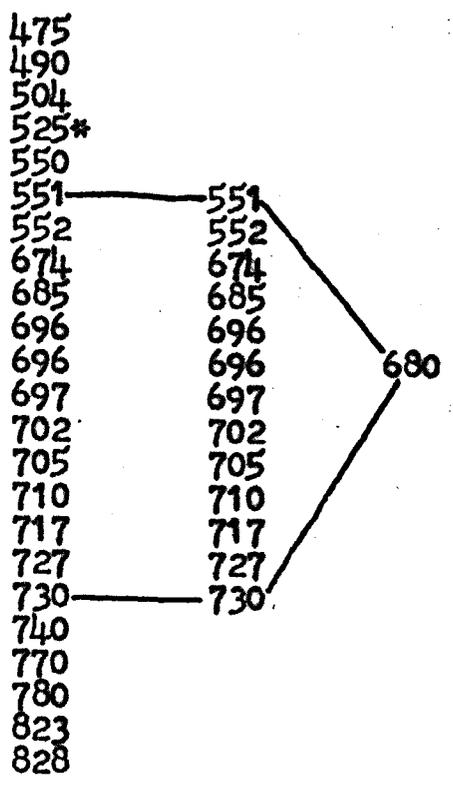
* "Fire-Police Employment and Salary Trends, 1964-1969," Urban Data Service. International City Managers' Association, July, 1969.

POLICE PATROLMAN SALARY TRENDS

MINIMUM SALARIES

MAXIMUM SALARIES

<u>Salaries</u> <u>High to Low</u>	<u>Salaries</u> <u>Mid 50%</u>	<u>Average</u> <u>Salary</u> <u>Mid 50%</u>	<u>Salaries</u> <u>High to Low</u>	<u>Salaries</u> <u>Mid 50%</u>	<u>Average</u> <u>Salary</u> <u>Mid 50%</u>
---------------------------------------	-----------------------------------	---	---------------------------------------	-----------------------------------	---



*Tucson Salaries

FIREFIGHTER SALARY TRENDS

MINIMUM SALARIES

MAXIMUM SALARIES

<u>Salaries</u> <u>Low to High</u>	<u>Salaries</u> <u>Mid 50%</u>	<u>Average</u> <u>Mid 50%</u>	<u>Salaries</u> <u>Low to High</u>	<u>Salaries</u> <u>Mid 50%</u>	<u>Average</u> <u>Mid 50%</u>
---------------------------------------	-----------------------------------	----------------------------------	---------------------------------------	-----------------------------------	----------------------------------

442			
490			
500*			
502			
504			
550	550		
552	552		
613	613		
679	679		
684	684		
685	685		
693	693	670	
696	696		
697	697		
705	705		
712	712		
717	717		
727	727		
730			
745			
770			
804			
828			

552			
564			
600*			
616			
643			
661	661		
730	730		
734	734		
790	790		
800	800		
805	805		
815	815	791	
820	820		
821	821		
821	821		
824	824		
828	828		
836	836		
837			
849			
850			
850			
878			

* Tucson Salaries

PUBLIC SERVICE PAY RATES FOR TWENTY
JOB CLASSIFICATIONS - 1969 SURVEY*

Colorado Springs, Colorado

Denver, Colorado

Pueblo, Colorado

Maricopa County, Arizona

Phoenix, Arizona

Tucson, Arizona

Ogden, Utah

Seattle, Washington

Tacoma, Washington

Multnomah County, Oregon

Portland, Oregon

Alameda County, California

Contra Costa County, California

Fresno County, California

Kern County, California

Los Angeles County, California

San Bernardino County, California

San Diego County, California

San Mateo County, California

Santa Clara County, California

Berkeley, California

Long Beach, California

Oakland, California

Sacramento, California

Pasadena, California

San Diego, California

San Francisco, California

San Jose, California

East Bay Mud, California

Honolulu, Hawaii

* "Pay Rates in the Public Service - Western District," Public Personnel Association, July, 1969.

PUBLIC SERVICE PAY RATES FOR TWENTY
JOB CLASSIFICATIONS - 1969 SURVEY

Computer Operator

Computer Programmer I

Administrative Analyst

Administrative Assistant

Administrative Intern I

Librarian I

Field Auditor II

Accountant I

Civil Engineer I

Civil Engineer III

Senior Planner

Laborer

Equipment Operator III

Plumber

Electrician

Carpenter

Policeman

Fireman

Building Inspector I

Sewage Treatment Plant Operator II

SELECTED EXAMPLES OF PUBLIC SERVICE PAY RATES
COMPILED BY THE PUBLIC PERSONNEL ASSOCIATION-JULY, 1969

COMPUTER OPERATOR

COMPUTER PROGRAMMER I

ADMINISTRATIVE INTERN I

LIBRARIAN I

FIELD AUDITOR II

ACCOUNTANT I

COMPUTER OPERATOR

Minimum Salaries

<u>Sal.</u> <u>Low</u> <u>to</u> <u>High</u>	<u>Sal.</u> <u>in</u> <u>Mid</u> <u>50%</u>	<u>Aver.</u> <u>Sal.</u> <u>Mid</u> <u>50%</u>
441		
480		
490		
543		
550*		
556		
558	558	
559	559	
565	565	
573	573	
573	573	
575	575	
575	575	573
579	579	
581	581	
583	583	
584	584	
588		
594		
601		
607		
643		
650		

Maximum Salaries

<u>Sal.</u> <u>Low</u> <u>to</u> <u>High</u>	<u>Sal.</u> <u>in</u> <u>Mid</u> <u>50%</u>	<u>Aver.</u> <u>Sal.</u> <u>Mid</u> <u>50%</u>
563		
612		
616		
644		
650*		
660		
677	677	
679	679	
679	679	
681	681	
690	690	
696	696	
696	696	693
704	704	
706	706	
710	710	
715	715	
719		
725		
734		
738		
751		
751		

* Tusson Salary

COMPUTER PROGRAMMER I

<u>Minimum Salaries</u>			<u>Maximum Salaries</u>		
<u>Sal.</u> <u>Low</u> <u>to</u> <u>High</u>	<u>Sal.</u> <u>in</u> <u>Mid</u> <u>50%</u>	<u>Aver.</u> <u>Sal.</u> <u>Mid</u> <u>50%</u>	<u>Sal.</u> <u>Low</u> <u>to</u> <u>High</u>	<u>Sal.</u> <u>in</u> <u>Mid</u> <u>50%</u>	<u>Aver.</u> <u>Sal.</u> <u>Mid</u> <u>50%</u>
525*			625*		
672			835		
690			839		
708			853		
710			858		
714	714		862	862	
714	714		870	870	
731	731		887	887	
733	733		896	896	
757	757		903	903	
758	758	765	920	920	910
786	786		922	922	
789	789		922	922	
795	795		935	935	
820	820		949	949	
823	823		954	954	
830			965		
839			986		
841			1000		
899			1022		
966			1138		

* Tucson Salary

ADMINISTRATIVE INTERN I

Minimum Salaries

<u>Sal.</u> <u>Low</u> <u>to</u> <u>High</u>	<u>Sal.</u> <u>in</u> <u>Mid</u> <u>50%</u>	<u>Aver.</u> <u>Sal.</u> <u>Mid</u> <u>50%</u>
---	--	---

420*		
588		
630		
638	638	
647	647	
647	647	
660	660	
663	663	
676	676	
676	676	
686		
693		
696		
		658

Maximum Salaries

<u>Sal.</u> <u>Low</u> <u>to</u> <u>High</u>	<u>Sal.</u> <u>in</u> <u>Mid</u> <u>50%</u>	<u>Aver.</u> <u>Sal.</u> <u>Mid</u> <u>50%</u>
---	--	---

500*		
578		
676		
735	735	
745	745	
750	750	
776	776	
786	786	
789	789	
805	805	
816		
821		
834		
843		
		769

* Tucson Salary

LIBRARIAN I

Minimum Salaries

<u>Sal. Low to High</u>	<u>Sal. in Mid 50%</u>	<u>Aver. Sal. Mid 50%</u>
575*		
588		
592		
594		
608	608	
614	614	
623	623	
631	631	
633	633	633
637	637	
644	644	
645	645	
647	647	
660		
666		
670		
755		

Maximum Salaries

<u>Sal. Low to High</u>	<u>Sal. in Mid 50%</u>	<u>Aver. Sal. Mid 50%</u>
675*		
697		
720		
734		
739	739	
744	744	
745	745	
749	749	
759	759	756
767	767	
767	767	
768	768	
771	771	
784		
801		
813		
842		

* Tucson Salary

FIELD AUDITOR II

Minimum Salaries

Maximum Salaries

<u>Sal.</u> <u>Low</u> <u>to</u> <u>High</u>	<u>Sal.</u> <u>in</u> <u>Mid</u> <u>50%</u>	<u>Aver.</u> <u>Sal.</u> <u>Mid</u> <u>50%</u>
---	--	---

<u>Sal.</u> <u>Low</u> <u>to</u> <u>High</u>	<u>Sal.</u> <u>in</u> <u>Mid</u> <u>50%</u>	<u>Aver.</u> <u>Sal.</u> <u>Mid</u> <u>50%</u>
---	--	---

526		
625*		
643		
646	646	
647	647	
647	647	
676	676	
710	710	
725	725	
728		
797		
857		

693		
730*		
744		
782	782	
786	786	
789	789	
795	795	
811	811	
821	821	
889		
1007		
1333		

* Tucson Salary

ACCOUNTANT I

Minimum Salaries

Maximum Salaries

Sal. Low to High	Sal. in Mid 50%	Aver. Sal. Mid 50%
---------------------------	--------------------------	-----------------------------

Sal. Low to High	Sal. in Mid 50%	Aver. Sal. Mid 50%
---------------------------	--------------------------	-----------------------------

457		
536		
550*		
555		
564		
588	588	
601	601	
643	643	
645	645	
647	647	
647	647	649
663	663	
670	670	
676	676	
677	677	
685	685	
728		
755		
782		
797		
805		

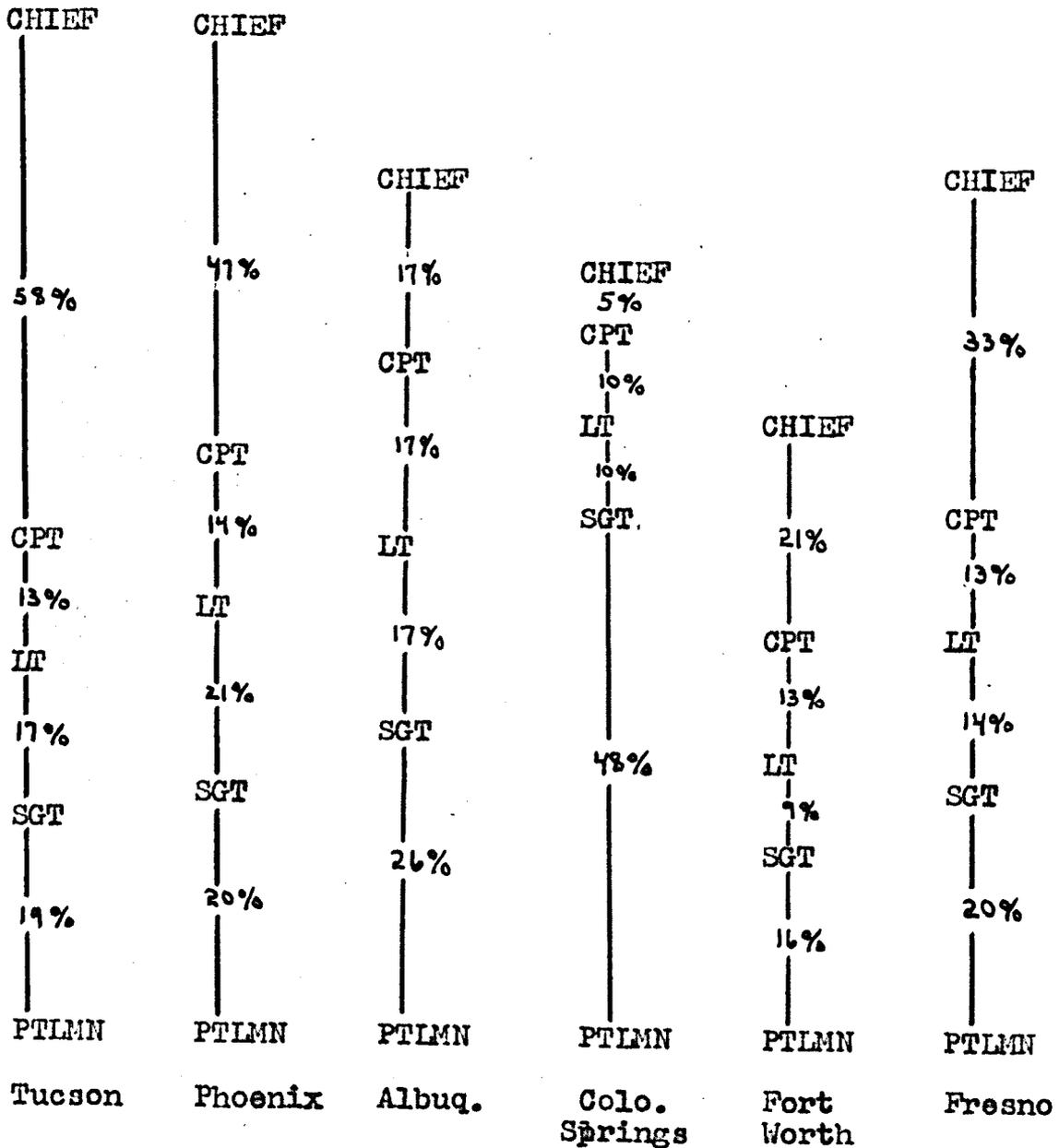
592		
650*		
685		
708		
708		
709	709	
751	751	
767	767	
786	786	
789	789	
795	795	787
804	804	
805	805	
813	813	
821	821	
823	823	
834		
839		
862		
889		
978		

* Tucson Salary

COMPRESSION CHART SHOWING DIFFERENCES IN
POLICE DEPARTMENT SALARY LEVELS IN PERCENT
FOR SELECTED WESTERN CITIES

LEGEND: CPT = Captain
SGT = Sergeant

LT = Lieutenant
PTLMN = Patrolman

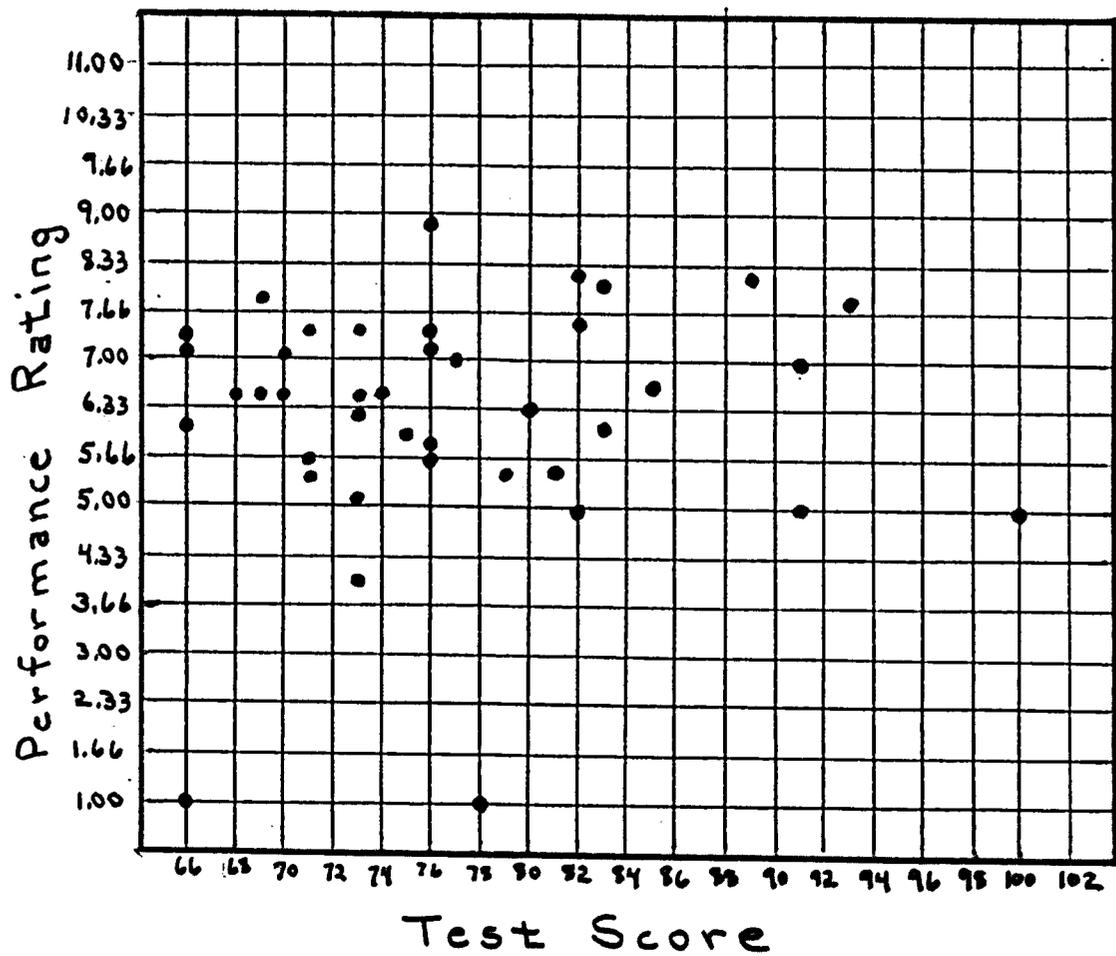


ESTIMATED LONGEVITY COST BY DEPARTMENT FOR ONE YEAR

	All Other Depts.	Fire Dept.	Police Dept.	Water Dept.	Streets Dept.	Raw Total
Aver. Yearly Sal.	\$7200	8400	8760	7200	7200	
4% of above	\$ 288	336	350	288	288	
Eligibles	329	76	95	80	34	614
TOTAL	\$94752	25535	33250	23040	9792	\$186369
Aver. Yearly Sal.	\$7200	8760	9900	7200	7200	
6% of above	\$ 432	525	594	432	432	
Eligibles	155	71	46	35	16	323
TOTAL	\$66960	37275	27324	15120	6912	\$153591
Aver. Yearly Sal.	\$7200	9480	12000	7200	7200	
8% of above	\$ 576	758	960	576	576	
Eligibles	63	26	13	23	17	142
TOTAL	\$36288	19708	12480	13248	9792	\$91516
Aver. Yearly Sal.	\$7200	11400	13800	7200	7200	
10% of above	\$ 720	1140	1380	720	720	
Eligibles	66	20	4	23	18	131
TOTAL	\$47520	22800	5520	16560	12960	\$105360
Department TOTAL COST	\$245520	105318	78574	67968	39456	
TOTALS FOR ONE YEAR:	Eligibles: 1210	Total Cost \$536,836				

POLICE RECORDS CLERK I STUDY

SCATTER PLOT SHOWING THE CORRELATION
 BETWEEN OVERALL PERFORMANCE RATING AND
 RAW WRITTEN TEST SCORE



POLICE RECORDS CLERK I STUDY

TEST SCORE AND OVERALL PERFORMANCE RATINGS

<u>Group A</u>		<u>Group B</u>	
Test Score	Performance Rating	Test Score	Performance Rating
83	6.14	66	1.00
83	8.00	66	6.25
85	6.66	66	7.12
89	8.25	66	7.33
91	5.00	68	6.58
91	7.00	69	6.50
93	7.83	69	7.72
100	5.00	70	7.16
		70	6.60
		71	5.66
		71	5.50
		71	7.40

$$\frac{8}{42} \times 100 = 19\%$$

19 % of those in the Study fall in this group.

$$\frac{12}{42} \times 100 = 28.5\%$$

28.5 % of those in the Study fall in this group.

POLICE RECORDS CLERK I STUDY

COMPUTATION OF MEAN AND STANDARD DEVIATION
FOR GROUPS A AND B

<u>Group A</u>			<u>Group B</u>		
X*	x**	x ²	x*	x**	x ²
8.25	1.52	2.31	7.72	1.49	2.22
8.00	1.27	1.61	7.40	1.17	1.36
7.83	1.10	1.21	7.33	1.10	1.21
7.00	.27	.07	7.16	.93	.86
6.66	-.07	.00	7.12	.89	.79
6.14	-.59	.34	6.60	.37	.13
5.00	-1.73	2.99	6.58	.35	.12
5.00	-1.73	2.99	6.50	.27	.07
<u>53.88</u>		<u>11.52</u>	6.25	.02	.00
			5.66	-.57	.32
			5.50	-.73	.53
			<u>1.00</u>	<u>-5.23</u>	<u>27.35</u>
			<u>74.82</u>		<u>34.96</u>

$$\text{Mean} = \frac{53.88}{8} = 6.73$$

$$\text{Mean} = \frac{74.82}{12} = 6.23$$

Standard Deviation =

Standard Deviation =

$$\sqrt{\frac{11.52}{8}} = \sqrt{1.44} = 1.19$$

$$\sqrt{\frac{34.96}{12}} = \sqrt{2.91} = 1.70$$

X* = Overall Performance Rating
x** = Overall Performance Rating minus the mean

POLICE RECORDS CLERK I STUDY

COMPUTATION OF SIGNIFICANCE OF THE DIFFERENCE
BETWEEN MEANS FOR GROUPS A AND B*

$$\sqrt{\left(\frac{8(1.19)^2 + 12(1.70)^2}{8 + 12 - 2}\right) \left(\frac{1}{8} + \frac{1}{12}\right)}$$

$$\sqrt{\left(\frac{8(1.41) + 12(2.89)}{18}\right) (.20)}$$

$$\sqrt{\left(\frac{11.28 + 34.68}{18}\right) (.20)}$$

$$\sqrt{\left(\frac{45.96}{18}\right) (.20)}$$

$$\sqrt{(2.55)(.20)}$$

$$\sqrt{.51} = .71$$

$$t = \frac{.50}{.71} = .70$$

$$\text{Degrees of freedom} = 8 + 12 - 2 = 8$$

A t-value of 2.31 is necessary to be significant at the 5% level with eight degrees of freedom.

*Formula includes modifications for small samples with unequal numbers in the groups.

UNIVERSITY OF ARIZONA LIBRARY

E9791

Univ. 4.5

P976.i

082

*Special
Collections*

BINDING BY

**ARIZONA
TRAINING
CENTER FOR THE
HANDICAPPED
TUCSON, ARIZ.**