

COMPUTERIZATION OF  
BOSTON CITY HALL'S PERSONNEL SYSTEM

BY

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## INTRODUCTION

## PROBLEM AND INVOLVEMENT

The increasing complexity of city government has created demands for information which cannot be met readily by existing data processing systems. The City of Boston's personnel processing system is a case in point. The bulk of personnel actions within the City are performed with an almost countless variety of forms flowing through a maze of paper networks.

The Office of Management and Budget (OMB) of the City of Boston has recognized the need for a computer to help with the processing of this information. OMB has recognized that people can no longer process personnel information and use it for evaluation purposes within an acceptable period of time. An example is the Personnel and Payroll Divisions of City Hall. The City's payroll constitutes over 70% of its operating budget; yet the Personnel Division requires days to answer relatively simple management questions. Questions such as the number of employees terminated or hired each month are not easily answered. The reason for this is understandable since the personnel data for the 13,000 city employees is kept in paper files which have to be searched by hand.

The Personnel Division has been chosen to be computerized first. The attack will be one of consolidating as many individual forms as possible onto a single form. The contents of this form could then be placed in a computer's database to be accessed and manipulated at high speed. The computer could develop reports on the data in minutes, where days normally would have been required.

The Office of Management and Budget has extended an offer to software houses in the hope of receiving a bid for a packaged software system. The decision has been made to purchase a "canned" package since the City has neither the time nor the resources to properly develop its own set of computer programs.

Before a proper system can be designed and implemented, the current personnel system must be understood. Until now, however, no written documentation explaining the flow of the personnel system had existed. Each person within the system had to be told what the proper procedure is for each particular process. Fortunately, the personnel assistants in the Personnel Division have been doing the job for so long, that they can cope with any unusual situation.



An invitation was extended, upon request from MIT, to several students to work with the City. The fruits of each of the student's efforts would be a thesis for the completion of their Master in Management degree. This particular thesis will explore the pre-computer personnel system, explain the job functions of the individuals within the Personnel Division, and explain the network of forms processing. It will also make recommendations as to the ideal computer system which technically could be implemented, and its operation.

## ACKNOWLEDGEMENTS

This document could never have been completed without the assistance of the people at Boston City Hall. Through their views and understandings of the system, it became possible for me to detail accurately the City's personnel procedures.

John DiMiceli of the Office of Management and Budget and Robert Freeley, the Supervisor of Personnel, are two of the individuals responsible for the project to computerize the City's personnel system. It was they who offered me the opportunity to learn and to help in the tasks which they have undertaken.

John Boyle, Senior Personnel Officer, and Patricia Murphy, Head Clerk, worked along side me every step of the way. They each contributed more time and effort than anyone could ever have asked. In the painstaking compilation of the processes in the pre-computer system, they were always present to offer not only their personnel knowledge, but also to refer to other people when they could not supply the answers themselves. Pat and John also helped considerably in the development of the flow charts, flow chart narratives and background narrative in this document. They cannot be thanked enough.

I would also like to thank the following City personnel for much of the detail on the City's personnel/ payroll procedures:

Stephen Barry	Principal Clerk
Geraldine Bryan	Personnel Assistant
Thomas Francis	Principal Personnel Analyst
Mary Lou Gens	Employment Development Assistant
Elaine Jones	Principal Clerk
Marguerite Mahoney	Personnel Assistant
Fred Marshall	Principal Accountant
Margaret McCarthy	Personnel Assistant
Kathleen Moylan	Special Assistant to the Commissioner
Marguerite Newcomb	Personnel Assistant
Linda Peterson	Personnel Assistant
Walter Porter	Affirmative Action Specialist
Paul Rendini	Principal Budget Analyst
Richard Willis	Affirmative Action Director

Charlene Doyle and LouAnne Cappiello are the individuals who typed the final form of this document and should be properly thanked. Without their cooperation and hard work, I could never have finished on time.

Stuart Madnick, Thesis Advisor, is the last, but not least person I would like to mention. Other than the usual thanks for guidance and such, thanks for signing my thesis.

*RS*

BACKGROUND

## BOSTON CITY HALL AND SUFFOLK COUNTY

Boston City Hall is headed up by the Mayor and a nine member Council. The Mayor's position is full time while each of the Council's positions are only part time. The Mayor has almost complete control over the personnel of the City, however, (s)he has little control over the County's personnel. Most of the County is dictated by statutes and controlled by the courts, making its structure rather inflexible.

There are approximately fifty departments and offices to perform all the tasks required of City Hall. Approximately 23,000 people work in these offices and departments, representing the City of Boston's personnel. City Hall, however, does not process the personnel requirements of all its employees. The Personnel Division within City Hall only handles about 13,300 City employees. The other 9,700 people are in the School Department, and the like, which has its own independent personnel sector. There is little if any communication between the two personnel sectors.

Within the personnel structure of the City there are two subdivisions of structure. They are civil service and non-civil service. Of the 13,300 or so employees handled by the Personnel Division within the City,

about 12,000 are civil service employees and about 1,300 are non-civil service employees. Civil service can be imagined as a labor union, but it is run by the State of Massachusetts. Civil service has standard procedures and practices which the employer, in this case the City, must follow. All the practices and procedures are dictated by statute and therefore cannot be compromised. Civil service requires its own forms to be used and returned to keep checks on the following of proper procedures.

The non-civil service employees are those individuals who are appointed by the Mayor. They are employed by the City at the sole discretion of the Mayor and so can be terminated at any time, for any reason, by the Mayor. About 1,300 employees are in the City's non-civil service category.

The County has about 1,600 employees who are paid by the City. In this document, the County will be broken down into two subsections, penal and non-penal. The non-penal part of the County would include the courts and the like. The penal sector operates much like the civil service of the City, while the non-penal operates like the non-civil service of the City; where the appointing responsibilities rest with the court judges.

Several of the City's departments are rather large

and therefore, contain several internal divisions. The Administrative Services Department is one such example. Within this department is the Budgeting Division, the Purchasing Division, the Personnel Division, and so forth. The Personnel Division is of importance here since it processes the personnel forms.

## PERSONNEL DIVISION

The Personnel Division, within the Administrative Service Department, is the entity charged with the personnel responsibility of City Hall. It has the task of communicating with civil service and with the personnel groups of each operating department in order to process the numerous actions required on past, current, and future employees.

Every department has their own personnel group. The size of the group depends on the size of the department. The groups have the duties of filling out the appropriate forms for the origination of the actions to be performed and to keep track of the employees within their department. No action ever originates outside of the personnel group level within the department. The group is the sole sources generating forms to process an action on an individual.

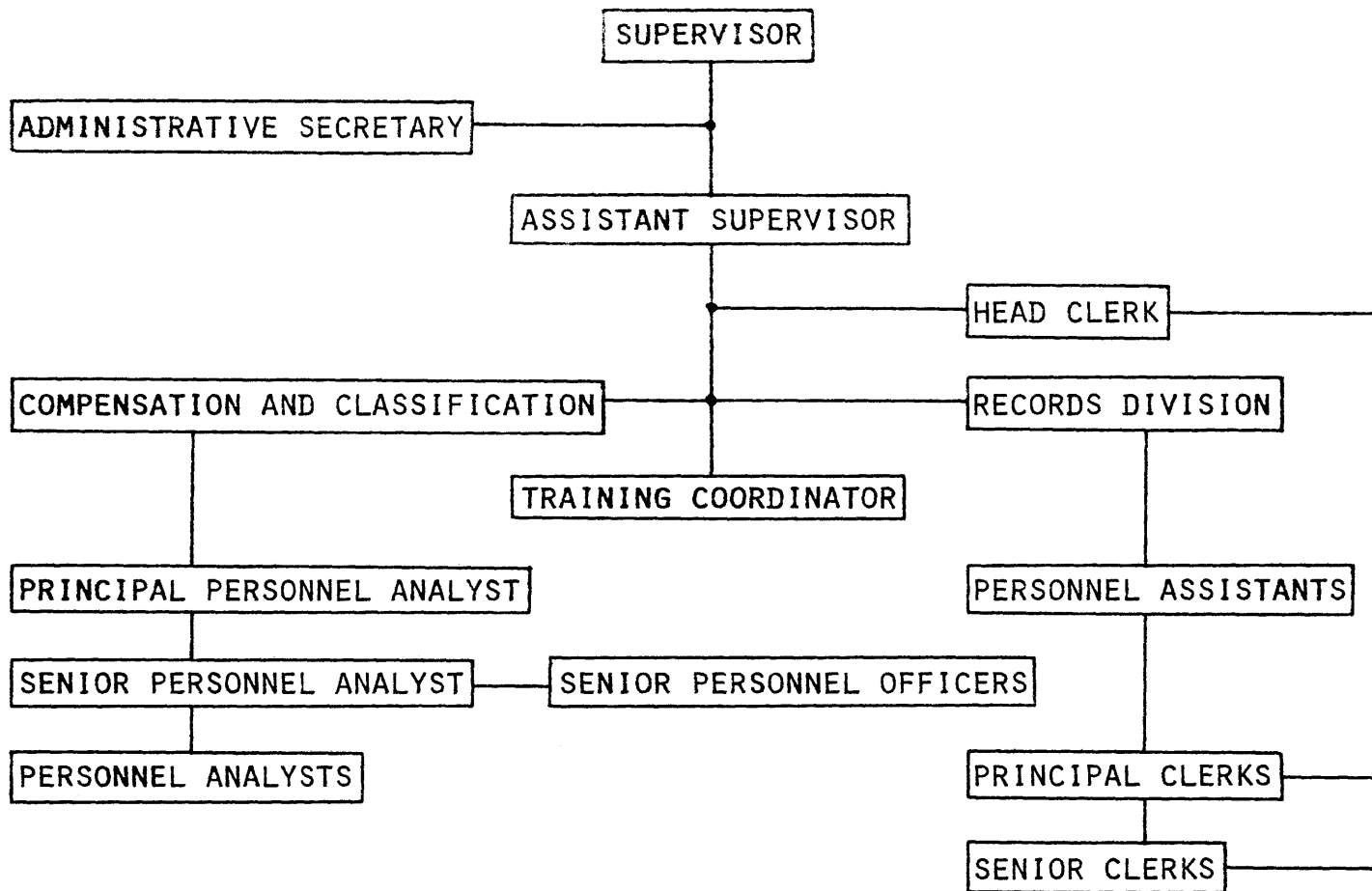
Each of the departments' personnel groups are under the control of the department they operate in. The salaries of the individuals of a personnel group in a department are budgeted by the department, not the Personnel Division. The Personnel Division, in fact, has little direct authoritative control over any of the personnel groups, except their own.



In a department such as Health and Hospitals where many divisions exist due to its large size, 3,000 employees, the personnel group is large and has a structure of its own. Along with their own structure, they have many of their own internal forms for the processing of internal actions. These departments may present problems to the computerization effort because of the necessary tailoring they will require.

The internal structure of the Personnel Division is shown in the following exhibit. The principal clerks receive the forms from the operating department's personnel groups. The principal clerks must affix the time stamp and ensure the proper personnel assistant is handed the forms for processing.

The personnel assistants not only process the wide variety of forms, but also they maintain a master index of all employees, maintain a complete service record of each employee by the employee's assigned department, furnish verification of employment and other personnel information to credit house, banks, Internal Revenue Service and the like, confer with division heads or assigned employees relating to personnel matters within that department, assist in compiling statistical data for reports and in preparing personnel material for



budget estimates, compile monthly status reports on personnel matters, and periodically types personnel bulletins. Each of the personnel assistants handle about 50 to 100 actions per day, where an action is considered to be a process on a person.

The head clerk maintains the official personnel quota list for the City of Boston and the County of Suffolk, compiles and distributes the monthly tally sheets for all City and County Departments, maintains files of Labor Relation Agreements for use by the Personnel Division, maintains coordinated and current copies of all personnel Classification and Compensation Plans for City and County employees, maintains the list of positions by grade of all City positions and a similar list for all County positions, provides assistance to the personnel assistants, maintains records of employees in temporary operations, provides clerical and secretarial assistance to the Assistant Supervisor of Personnel, maintains a list of management employees of the City, under supervision of the Administrative Secretary, assists in maintaining the division's personnel fiscal and time records, and performs duties in the absence of the Administrative Secretary.

The principal clerks receive and distribute all forms to be processed or forms already processed by the Personnel Division, affix the time stamp to all forms and letters entering the Personnel Division, duplicates the top copy signatures of the Director of Administrative Services and the Supervisor of Personnel onto the other copies of the processed forms, and check the personnel assistant's initials.

The personnel analysts collect and analyze substantiating data relative to position classifications, review and revise position specifications in accordance with changes in duties and responsibilities of the position, perform job audits to accurately write position specifications, check requests for establishment of positions to determine the need and check such requests for conformance to personnel policies and procedures, prepare periodic reports of existing personnel conditions in the various departments, maintain an up-to-date file of job specifications, prepare replies to wage and fringe benefit surveys submitted by federal, state, municipal and private agencies, make recommendations for appropriate departmental staffing requirements, assist in conversion of city classifications to the Municipal Classification Plan, recommend appropriate classifications for City

positions, and may evaluate job content points of positions to allow commensurate salary grades.

The Supervisor of Personnel is the head of the Personnel Division and as the head, (s)he must sign all the forms before they can be considered as final. The other positions, which have not been mentioned, will not really be referred to in this document and so will not be detailed.

## PRE-COMPUTER PERSONNEL SYSTEM

## INTRODUCTION

The most difficult aspect of the pre-computer personnel system is the understanding of how information is transferred. The knowledge of a certain event may be conveyed with a phone call, a letter, one or more of many forms, or even a shout across a room. There is no written manual explaining what the prescribed action or form of action is for any event. Therefore, before any analysis can be made into the context of use of a computer in the personnel system, the personnel system must be clearly and completely described. It is hoped that with an understanding of current practices and procedures, a computer system could be fashioned and implemented with a minimum amount of discomfort.

The personnel system is divided into two major sections, city employees and county employees. Within the city employees structure there are still two further divisions, civil service and non-civil service. The county structure, however, contains mostly non-civil service personnel. The two structures are described in a greater amount of conceptual detail in the BACKGROUND section of this document. Therefore, this section will only present the specific details within each structure. The reader then should be somewhat familiar with the

overall structure of the system and the role of the characters within it.

The method of presentation of the existing system will be conducted along the path of what happens when a particular action is to be taken. For instance, what happens when a person is fired, terminated, promoted, and transferred are just four possible actions. A flow chart will be presented for each action, as well as a written description and the accompanying forms and/or letters which are used. Almost all the forms and letters will be present the first time they are mentioned. Also, they have all be optically reduced by a factor of 1.5, except for the payroll sheet which has been reduced by a factor of 2.1.

It should be noted that in the city cases of civil service and non-civil service procedures for the same event, two flow charts will be presented, one for each. All subroutines are only lightly mentioned in the text of each procedure, however, they are completely discussed with the subroutines' flow chart and associated forms at the end of the city section.

Although only flow charts for the city are presented, the county can be directly adapted to them. The Penal sector within the county operates exactly like



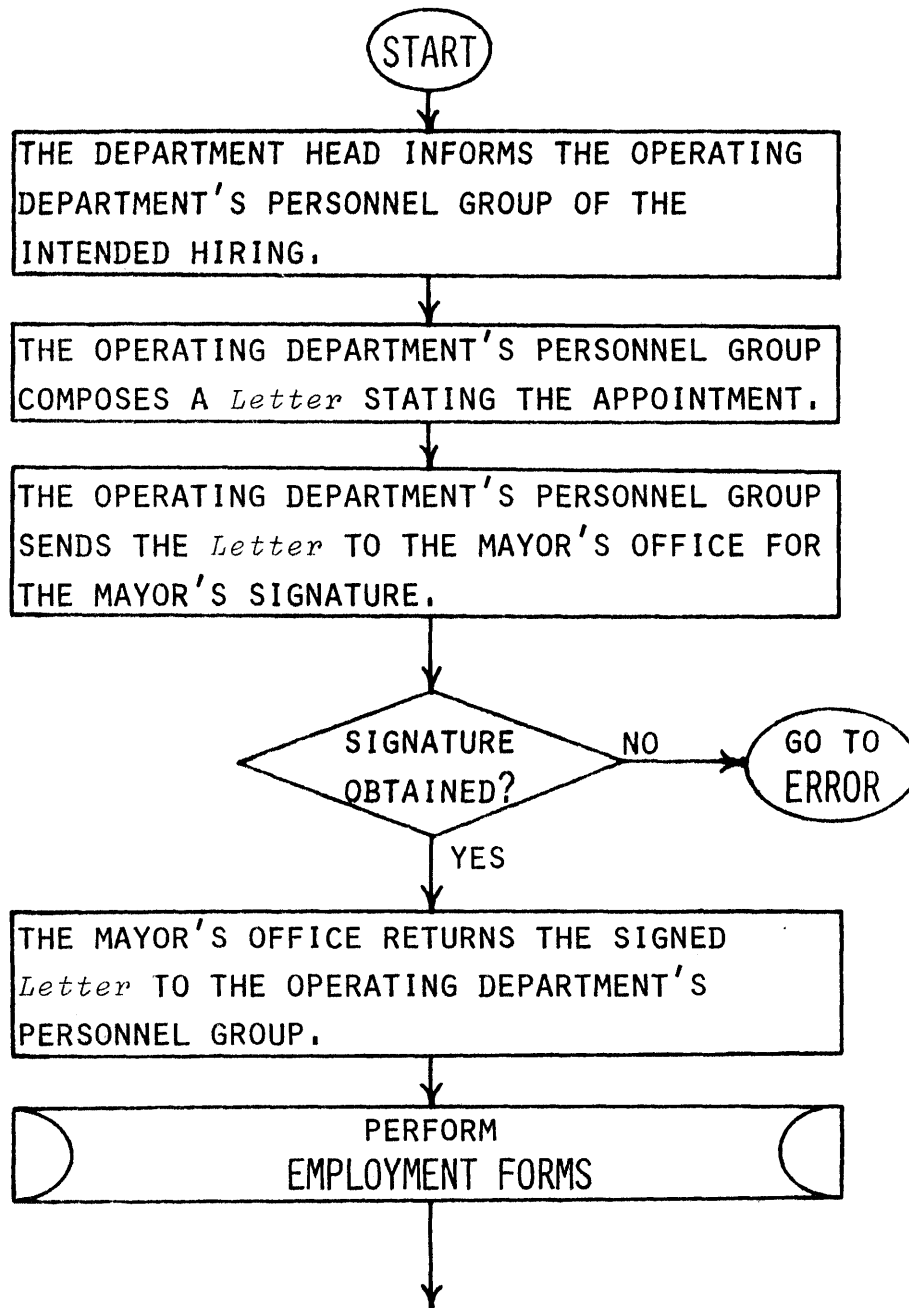
the City's civil service procedures except for two changes. First, all the city forms are replaced with a letter, but the civil service forms are still used. Second, the Director of Administrative Services does not sign any of the paperwork.

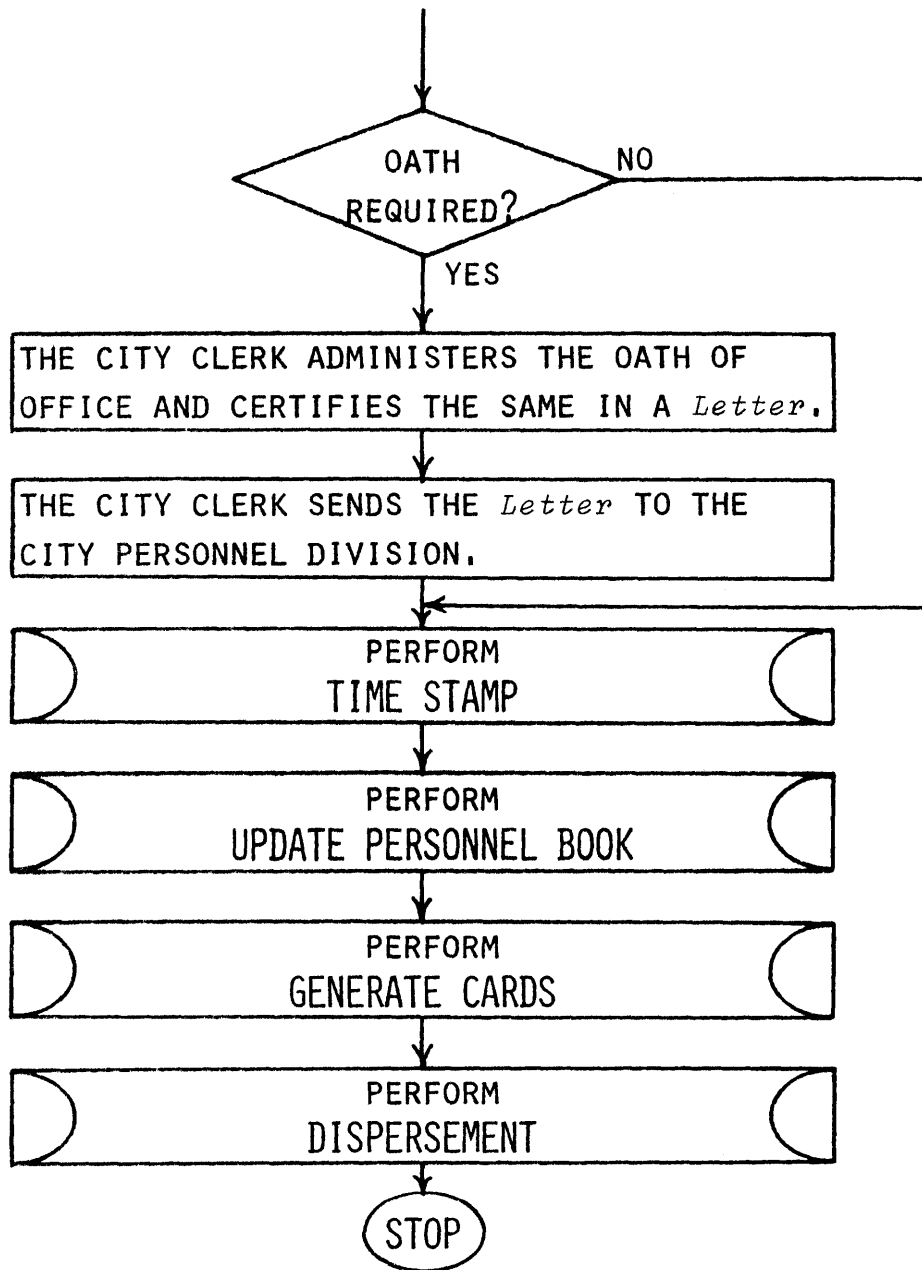
The rest of the county operates exactly like the City's non-civil service procedure, except for the following changes. The Director of Administrative Services signs none of the paperwork. The Mayor has to sign all pay increases, but (s)he does not sign any promotion or hirings, even though it may involve more money. This part of the county does its own vacancy notifications and recruitments, therefore CASE 11 and CASE 12 do not exist in the non-penal county.

NON-CIVIL SERVICE HIRING (MAYOR'S APPOINTMENT)

---

CASE 1A: Pat Smith is to be hired for a non-civil service position in a city operating department.





CASE 1A

All non-civil service hirings are performed with a letter from the mayor's office, or a letter from the department and signed by the Mayor. Therefore, this type of hiring usually is referred to as a mayor's appointment.

The procedure starts with the department head informing his/her operating department's personnel group of the intent to fill the position with a particular individual. The individual has already been chosen by some means and so is not of concern here. The information is typically conveyed by work of mouth. The operating department's personnel group was probably involved with the selection of the person, and so is familiar with who the person is. The group composes a letter stating the appointment of the person, in this case Pat Smith, and sends it along to the mayor's office. The mayor will then sign the letter of appointment or have the department notified of the disapproval. Usually this is done by a phone call and the return of the letter.

If the appointment requires an oath of office, the City Clerk has the responsibility of not only administering it, but also the writing of a letter stating its completion. The following generalized positions require

an oath of office:

COMMISSIONERS  
ASSISTANT COMMISSIONERS  
DEPARTMENT HEADS

The letter of oath, if applicable, and the letter of appointment are sent to the operating department's personnel group. The group then sees to it that Pat Smith completes the employment forms and the medical examination. Next, all the forms and the mayor's letter of appointment are sent to the city personnel division where they are time stamped. The Personnel Book is adjusted, Employee and Personnel Cards are generated and the forms and letters are dispersed to their proper places. Pat Smith and the department head are notified of the completion of the hiring procedure and the job starts.



KEVIN H. WHITE  
MAYOR

CITY OF BOSTON  
OFFICE OF THE MAYOR  
CITY HALL BOSTON

February 31, 1977

Mr. Walter Merrill  
City Auditor  
Boston City Hall  
One City Hall Plaza  
Boston, MA 02201

Dear Mr. Merrill,

Beginning February 31, 1977 and continuing until further notice, I desire to provide compensation for Pat Smith, One City Hall Plaza, Boston, Massachusetts, as a Recreation Instructor, Parks & Recreation, payroll number 123 at the rate of \$200.00 weekly.

Sincerely,

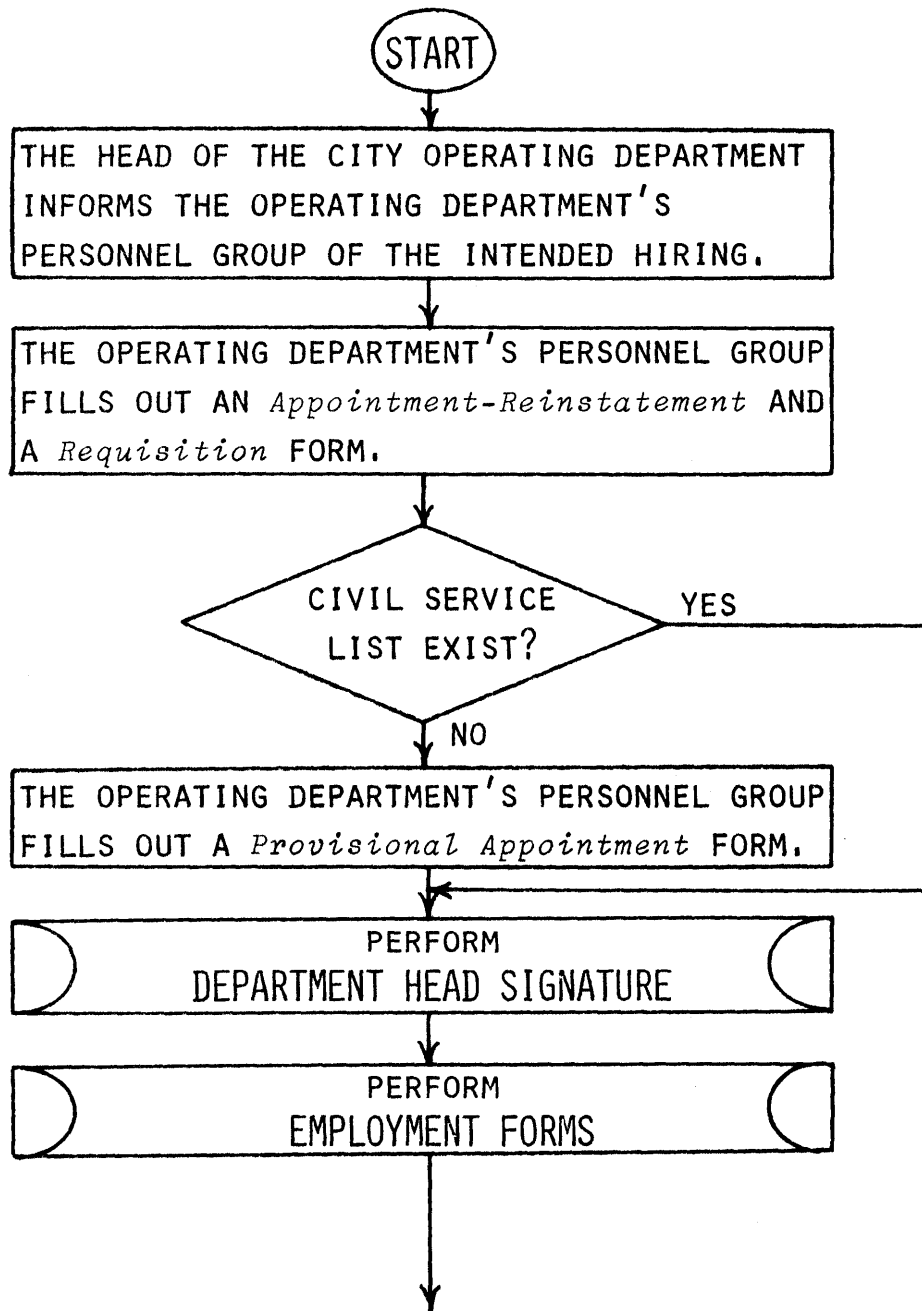
Kevin H. White  
Mayor

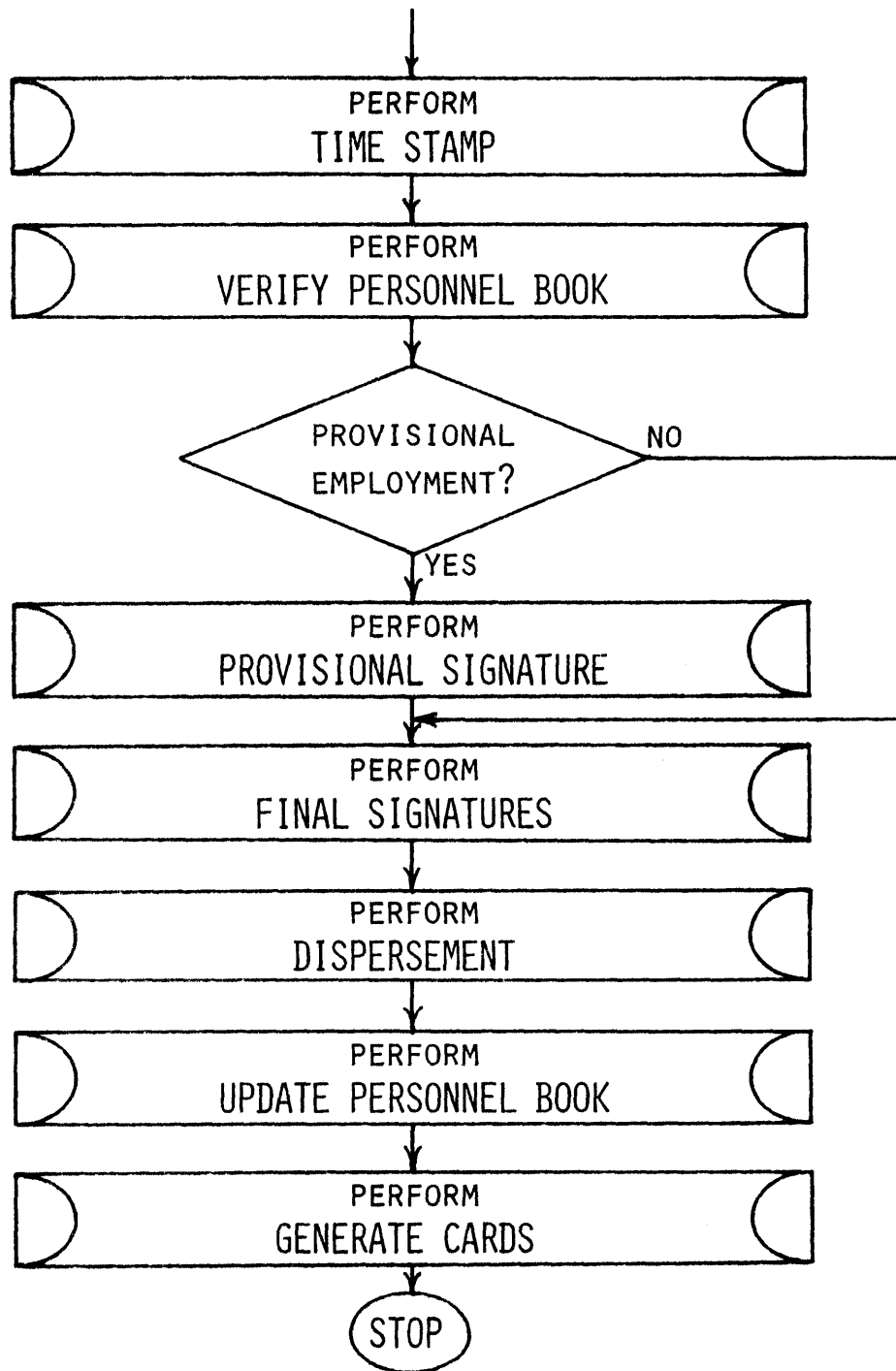
KHW/sb

CIVIL SERVICE HIRING

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CASE 1B: Pat Smith is to be hired for a civil service position in a city operating department.







CASE 1B

The department head informs his/her operating department's personnel group of the person chosen to fill the civil service position. The group then fills out an Appointment-Reinstatement form and a Requisition form. Plus, if the person, Pat Smith in this case, is to be a provisional employee in that position, a Provisional Appointment form must be filled out.

For almost every civil service position, there is a test. When an individual takes the test, (s)he is graded and put on a list where position on the list depends on the grade. There are rules, to be discussed later, as to how a person is hired off the list. However, if no list exists, as in the case of a new position where there is no test, a person can only be placed in that position provisionally. The employee cannot become a permanent person in that position until the test is taken and the hiring rules for the civil service list are followed.

When all the forms are completed, the department head is asked to sign them. Pat Smith is then given the proper employment forms, by the operating department's personnel group, which (s)he is to complete. Also the group arranges the necessary physical examination. When all the forms are returned to the group in the

proper order, they are sent to the personnel department where they are time stamped. The operating department's personnel group does, however, retain one of the two yellow department copies from the Appointment-Reinstatement form. This is used to keep track of pending processes. The personnel book is verified and if the employment is provisional, the Deputy Director of Personnel is asked to initial the forms. The forms are then sent to the Supervisor of Personnel and the Director of Administrative Services for their signatures. The forms are then dispersed to their proper places.

When the personnel assistant receives her/his copy of the Appointment-Reinstatement form, (s)he updates the personnel book and generates the employee and personnel cards.



# MASSACHUSETTS CIVIL SERVICE REQUISITION BLANK

(FILE SINGLE COPY)

City or Town .....  
Department .....  
Division .....  
Post Office Address .....  
Date .....

To the DIRECTOR OF CIVIL SERVICE  
294 Washington St., Boston, Massachusetts 02108

I hereby certify that I have the power of appointment and that there are no employees entitled to reinstatement in this position (see General Laws, Chapter 31, Section 46G) and therefore make requisition as follows:

Title of Position ..... Number of Vacancies .....  
Salary Rate: \$..... per ..... Temporary increase or bonus: \$..... per .....  
If room or board furnished, to what extent: ..... Meals ..... Rooms  
Permanent ..... Temporary ..... Military Substitute .....  
Full-time ..... Part-time ..... Intermittent .....  
Services to begin ..... If temporary, to end .....  
If part-time or intermittent state to what extent .....  
If hours of employment are unusual state in detail .....  
Is position newly created? ..... If not, state name and title of previous incumbent .....

Reason for and date of termination .....  
Duties of position (state in detail) .....

Qualifications required: .....

Sex ..... (If a particular sex is required a Division of Civil Service — Massachusetts Commission Against Discrimination questionnaire must be filed.)

If license is required by State Department of Public Safety or by law, state kind and class .....

For Labor Service Position: 1. If heavy work indicate here   
2. If position is in Class II or III-see reverse side.

Signed .....

Title .....

FILL IN APPROPRIATE PARAGRAPHS REVERSE SIDE.

Requisition form not necessary for transfer (use form 9) or for reinstatement (use form 10).

To the DIRECTOR OF CIVIL SERVICE

294 Washington St., Boston, Massachusetts 02108

Department heads may recommend any method proposed in the Civil Service Laws to fill a position, the more common of which are listed below. The method you propose should be checked. Request is made to fill vacancy on this requisition as follows:—

OFFICIAL SERVICE

APPOINTMENT

- A. By holding an open competitive examination .....   
(If you select this method, you must state under remarks (paragraph H) or by separate letter your reason for not filling the position by promotion within the department.) A detailed statement of duties must be attached. Please use Form 30.
- B. By certification from an existing list established as a result of open competitive examination .....

PROMOTION

- C. By certification from an existing list established by a competitive promotional examination .....
- D. By holding a competitive promotional examination open to the grade below in the Official Service, or to successive grades below until a sufficient number to hold a competitive examination is obtained .....
- E. By holding a departmental promotional examination to fill a position which must be in the lowest grade in the official service, as determined by the Director. Please refer to G. L. C. 31, S. 15B for the options provided for; set forth under REMARKS which option you have selected .....
- F. By promotion, subject to a qualifying examination of the following named person who is the (FIRST, SECOND, THIRD) ..... oldest employee in length of service and has been employed for at least three years in the next lowest grade .....   
Name ..... Title of present position .....  
Present salary rate: \$..... per ..... Temporary increase or bonus: \$..... per .....  
If room or board furnished, to what extent: ..... meals ..... rooms

Note: If it is desired to fill vacancy on the requisition by a TEMPORARY TRANSFER pending a permanent promotion, transfer forms should accompany this request. (This does not apply in the case of Labor Service promotions.)

LABOR SERVICE

- G. This requisition should include under Title of Position any present rating or ratings that are retained. The duties set forth must cover all ratings. If any rating or ratings are to be discontinued, please set forth this fact under remarks (paragraph H).  
I hereby certify that I have posted a PROMOTIONAL BULLETIN for five working days prior to filing this requisition. (G.L.C. 31, S. 8) Date of posting .....  
Exact place of posting .....

CHECK WHICH ONE OF THE FOLLOWING APPLIES.

- 1. As a result of said posting I request the promotion of the following named person who is one of the three oldest employees in the lower grade, in point of seniority in the labor service, having the required qualifications and willing to accept such position. Name .....   
Title of present position .....
- 2. As a result of said posting there is no employee in a lower grade qualified and willing to accept the position, and I request certification from the eligible list .....

REMARKS

II. Other request or remarks .....  
.....  
.....  
.....  
.....

Signed .....

Title .....

ANSWER QUESTIONS ON REVERSE SIDE



NON-CIVIL SERVICE PROMOTION

-----

CASE 2A: Pat Smith of the operating department is to be promoted within that department. (S)he is a non-civil service employee.

IN THIS CASE, PAT SMITH MUST BE APPOINTED TO THE NEW POSITION. A TERMINATION FROM THE OLD POSITION IS PERFORMED AUTOMATICALLY WHEN THE APPOINTMENT PROCEDURE IS COMPLETED. SHOULD AN ERROR OCCUR DURING THE NEW APPOINTMENT, PAT SMITH'S OLD POSITION IS NOT AUTOMATICALLY TERMINATED.

CASE 2A

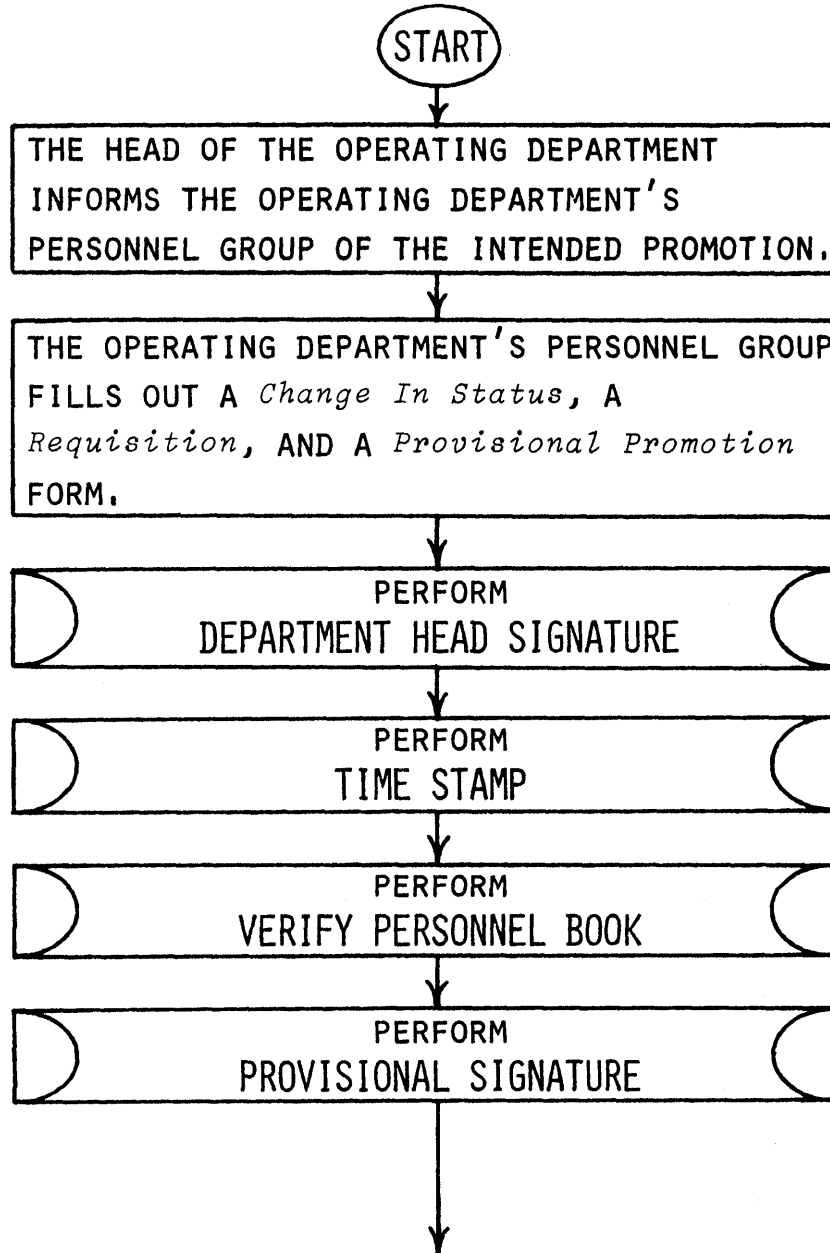
Non-civil service employees are never promoted in the sense that the word promotion implies. The word suggests that the employee remains an employee and merely assumes the duties of a higher position. In affect, non-civil service promotions are accomplished by a new mayor's appointment to the position and a termination of employment from the old position. Generally speaking, the termination is performed automatically when the new appointment is made.

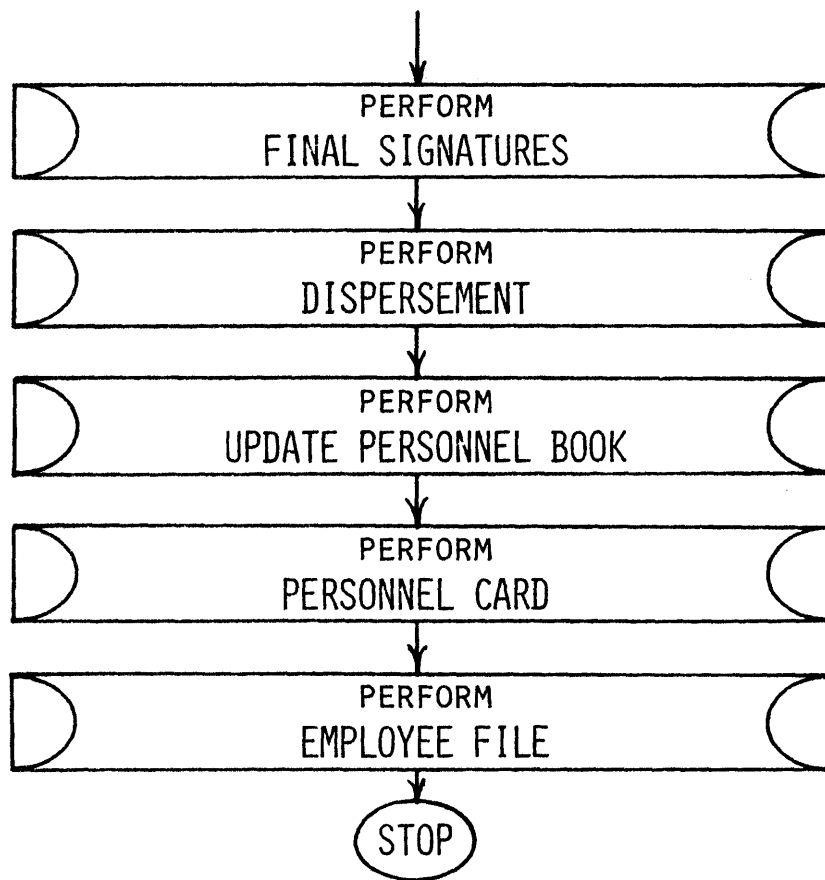


CIVIL SERVICE PROMOTION (PROVISIONAL)

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CASE 2B1: Pat Smith of the operating department is to be provisionally promoted within that department. (S)he is a civil service employee.





CASE 2B1

If an employee, Pat Smith in this case, is to be promoted into a civil service position for which there is not a list, the promotion must be provisional. This is in keeping with the fact that there are specific civil service rules which must be followed in order to place someone in a permanent civil service position.

The head of the operating department starts the process moving by telling the operating department's personnel group of the intended promotion. The group then fills out a Change In Status form, a Requisition form, and a Provisional Promotion form. The department head is then asked to sign the forms. When signed, the operating department's personnel group forwards the forms, except for one of the two yellow Change in Status form copies, to the personnel department where they are time stamped. After the time stamp, the Personnel Book is verified. The forms are submitted for the provisional signature, which is actually just initials, for the final signatures, and then dispersed to those appropriate places.

When the personnel assistant received her/his green copy of the Change in Status form, (s)he updates the Personnel Book, the Personnel Card, and the Employee Card.

When the operating department's personnel group receives their second yellow copy of the Change in Status form, the department head and employee are notified of the completed promotion.



CITY OF BOSTON  
CHANGE IN STATUS

ADDRESSEE'S COPY

DEPARTMENT ..... DIVISION ..... DATE .....

TO: DIRECTOR OF ADMINISTRATIVE SERVICES:

Subject to your approval (under the provisions of Chapter 3, Section 12, of the Revised Ordinances of 1947, as amended) I hereby recommend the following change in status.

NAME .....

ADDRESS .....

PRESENT POSITION TITLE .....

PROPOSED POSITION TITLE .....

PRESENT COMPENSATION -- GRADE ..... COLUMN ..... SALARY \$ .....

PROPOSED COMPENSATION -- GRADE ..... COLUMN ..... SALARY \$ .....

Is position newly created? ..... If not, state name and title of previous incumbent including date and reason of his termination .....

Why is it necessary to fill position?

.....  
*Officer in Charge of Department*

Approved:

Reviewed:

To be effective .....

Approval Recommended

.....  
*Director of Administrative Services*

.....  
*Supervisor of Personnel*

All Forms Must Be Transmitted to the Supervisor of Personnel, Room 610, City Hall

GEN. 18

MASSACHUSETTS CIVIL SERVICE

Provisional Promotion Form

(G.L. Ch. 31, Sec. 15F, as amended by Ch. 652 of the Acts of 1968)

City .....

Department .....

Division .....

Date .....

Social Security  
Number

Name of Employee .....

Effective

Position to which provisional promotion is requested: - Date .....

Salary

Title .....

Title of permanent position from which promoted:

One of the following paragraphs must be completed including signature. If an appointing authority is not certain that a position is or is not in the next higher grade, in order to prevent any delay in processing the request, he should complete paragraph 2.

- 1. Provisional Promotion is requested of the above employee. The position to which promotion is requested is in the next higher grade.

Signature of Appointing Authority .....

- 2. Provisional Promotion is requested of the above employee. The position to which promotion is requested is not in the next higher grade.

(a) Statement of sound and sufficient reason why provisional promotion will be for public good:

.....

.....

(b) I hereby certify there is no employee in next lower grade qualified and willing to accept.

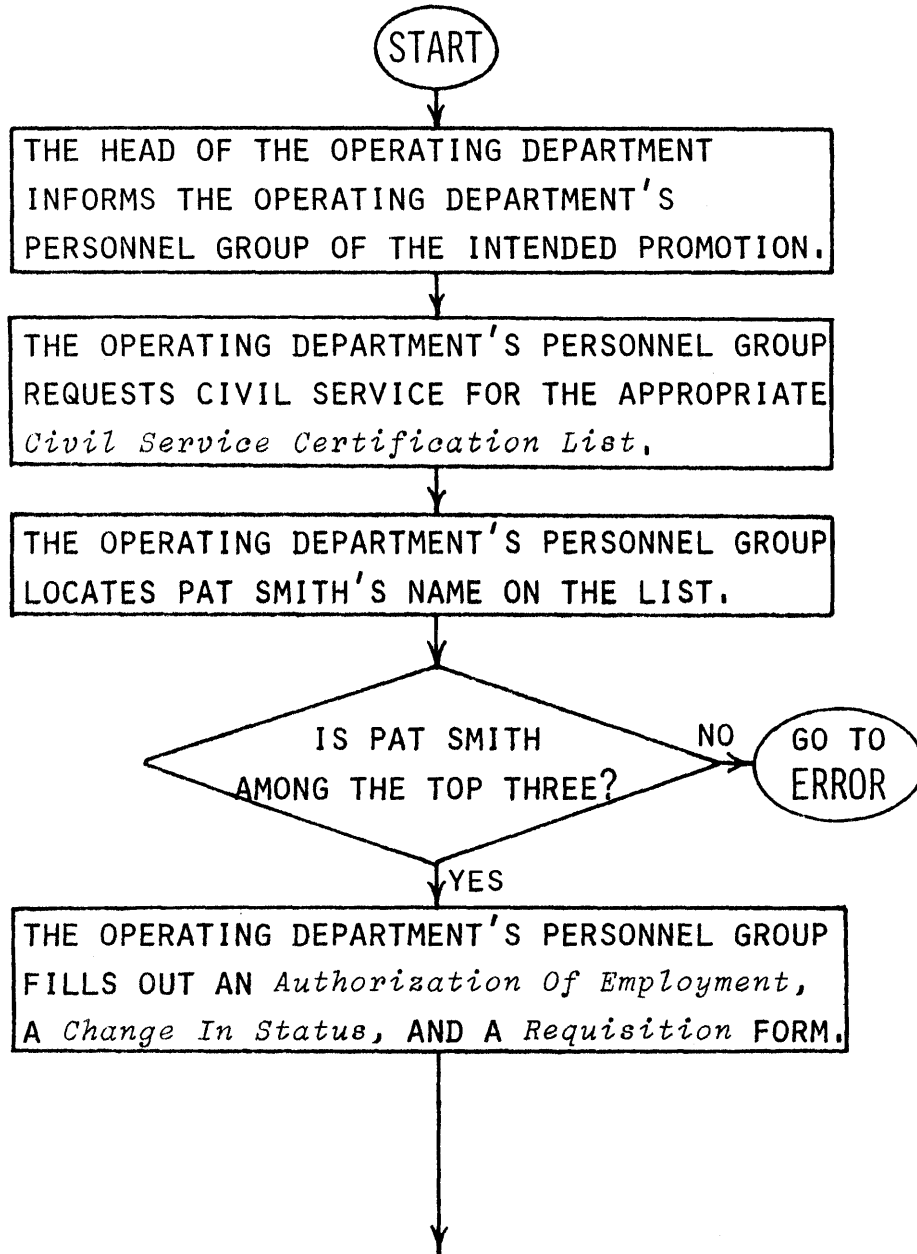
Signature of Appointing Authority .....

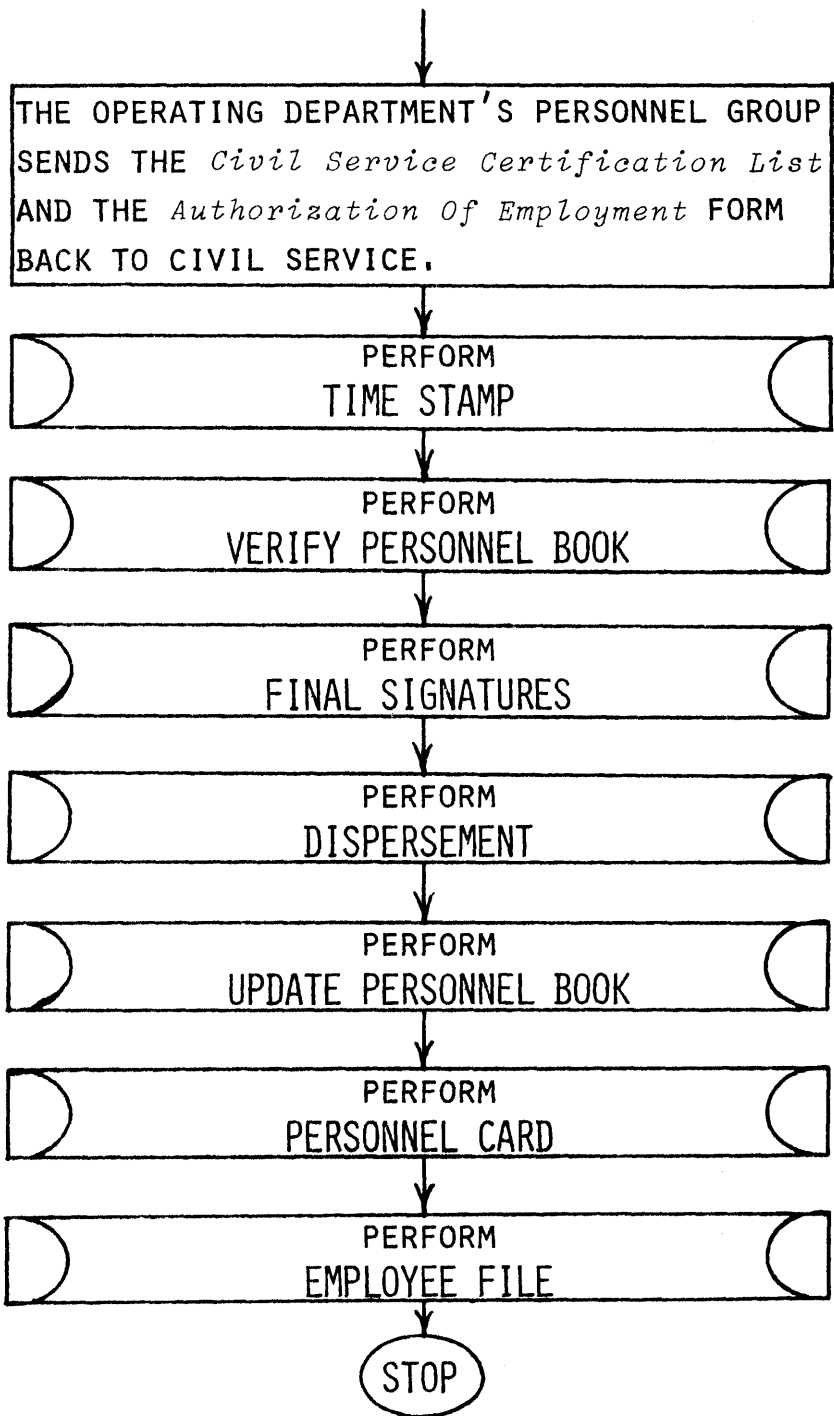
Corresponding Number:

CIVIL SERVICE PROMOTION (PERMANENT)

---

CASE 2B2: Pat Smith of the operating department is to be permanently promoted within that department. (S)he is a civil service employee.







CASE 2B2

In the case of a permanent civil service promotion, the employee must be among the top three accepting candidates on the appropriate civil service list. Therefore, after the department head informs the operating department's personnel group of the intended promotion, the group must ask civil service for the Civil Service Certificate List. Once the group has the list, the employee, in this case Pat Smith, can be located and her/his list location evaluated. If Pat Smith is not "reachable", another person has to be chosen.

If Pat Smith is eligible for selection, the operating department's personnel group fills out an authorization of employment form, a Change In Status form, and a Requisition form. The group sends the civil service list back to civil service with the authorization of employment after the department head has signed all the forms. The other forms, except for one of the two yellow Change in Status copies, are sent to the Personnel Division where they are time stamped. After the time stamp, the Personnel Book is verified, the final signatures obtained, and then dispersed to their proper places.

When the personnel assistant receives her/his green copy of the Change in Status form, (s)he updates the Personnel Book, Personnel Card, and Employee Card. The operating department's personnel group notifies Pat Smith and the department head when they receive their second yellow copy.

TITLE CODE  
REQUISITE MEMBER

DATE

PAGE

LOCATION

Application No.	Name and Address of Eligible Applicants Notified to Report for Interview	Eligibility Expires	Per Cent	Report on Certificate					
				REPORTED	APPLICANTS	REPORTED	APPLICANTS	REPORTED	
<input type="checkbox"/> I WILL accept the appointment	<input type="checkbox"/> I WILL NOT accept the appointment	Applicant's Signature							
<input type="checkbox"/> I WILL accept the appointment	<input type="checkbox"/> I WILL NOT accept the appointment	Applicant's Signature							
<input type="checkbox"/> I WILL accept the appointment	<input type="checkbox"/> I WILL NOT accept the appointment	Applicant's Signature							
<input type="checkbox"/> I WILL accept the appointment	<input type="checkbox"/> I WILL NOT accept the appointment	Applicant's Signature							
<input type="checkbox"/> I WILL accept the appointment	<input type="checkbox"/> I WILL NOT accept the appointment	Applicant's Signature							
<input type="checkbox"/> I WILL accept the appointment	<input type="checkbox"/> I WILL NOT accept the appointment	Applicant's Signature							
<input type="checkbox"/> I WILL accept the appointment	<input type="checkbox"/> I WILL NOT accept the appointment	Applicant's Signature							
<input type="checkbox"/> I WILL accept the appointment	<input type="checkbox"/> I WILL NOT accept the appointment	Applicant's Signature							
<input type="checkbox"/> I WILL accept the appointment	<input type="checkbox"/> I WILL NOT accept the appointment	Applicant's Signature							
<input type="checkbox"/> I WILL accept the appointment	<input type="checkbox"/> I WILL NOT accept the appointment	Applicant's Signature							
<input type="checkbox"/> I WILL accept the appointment	<input type="checkbox"/> I WILL NOT accept the appointment	Applicant's Signature							
<input type="checkbox"/> I WILL accept the appointment	<input type="checkbox"/> I WILL NOT accept the appointment	Applicant's Signature							
<input type="checkbox"/> I WILL accept the appointment	<input type="checkbox"/> I WILL NOT accept the appointment	Applicant's Signature							

1034-1074-13057

SEE REVERSE SIDE FOR FURTHER INSTRUCTIONS AND APPOINTING AUTHORITY'S SIGNATURE

STANDARDIZED FOOTNOTES

- Veterans, G.L. Ch. 31, Section 21
- Disabled Veterans, G.L. Ch. 31, Section 23A
- Widows and Widowers, G.L. Ch. 31, Section 24 (Labor Service) Section 25B (Official Service)
- 9a. Certified for light labor only

\* Certified subject to passing a physical examination. You will note that where the designation "9a" appears after an eligible name on such candidates are certified subject to passing a physical examination. If any of these persons are selected by you for appointment, they may not start work before they pass the required physical examination. No approval for their employment will be given by the Division of Civil Service prior to their passing the examination. Therefore, kindly return to this office, immediately after the interview date, one copy of the Certification and Report Form (Form 216) indicating beside the name of each candidate whether he failed to respond, declined, would accept the work or was selected for appointment. Upon receipt of this, arrangements will be made as a matter of priority for the proposed appointee to appear for physical examination. This applies to permanent certifications only. Appointees to temporary positions may be employed subject to passing physical examination, and they will be notified to appear for physical examination on a later date.

#B Subject to check of Court Record at Office of the Commissioner of Probation

INSTRUCTIONS FOR THE APPOINTING AUTHORITY

**THE MARKS** -- Persons having the marks are listed alphabetically and all have equal eligibility. The order of listing gives no priority in any way.

An appointing authority may examine, if still on file applications, certificates, examination papers, and employment records of persons certified, and interview them thereon.

Report of those certified and the action of the appointing officer should be made forthwith in the space provided. This report is not an appointment form. A set of appointment forms must be submitted for approval to the DIRECTOR OF CIVIL SERVICE.

If there is an insufficient number of applicants willing to accept return this certification and check this block  for additional names.

This certification is void if not acted upon within three weeks from its date unless an extension is requested in writing and approved.

The following excerpts from the General Laws which are pertinent to selection for appointment are shown below for your information:

Chapter 26B, Section 8B. Any appointing authority or appointing officer, both as defined in chapter thirty-one, who, by himself or by some other person acting on his behalf, compels, or induces by the use of threats or other form of coercion, any person on an eligible list, as defined in chapter thirty-one, to refuse an appointment or promotion by such authority or officer to any position in the classified civil service shall be punished by a fine of not less than fifty nor more than two hundred dollars or by imprisonment in a jail or house of correction for not more than two months, or by both such fine and imprisonment.

OFFICIAL SERVICE

Chapter 31, Section 15, Paragraph C. In each instance when the appointing authority appoints or promotes, as the case may be, any person other than the person whose name appears highest on a list certified by the director for a position and such person is willing to accept such appointment or promotion, the appointing authority shall forthwith deliver to the director a written statement of his or its reason for so appointing or promoting the person so appointed or promoted, and no appointment or promotion of any person other than the person whose name appears highest on such list shall become effective until such statement has been received by the director. Every such statement shall be filed in the office of the division and shall be open to public inspection.

Chapter 31, Section 15G. Whenever a certification of names of persons eligible for appointment or promotion is made by the director and the eligible list contains the names of three persons willing to accept, selection and appointment shall be made by the appointing authority from the eligible list in accordance with the law and rules. The appointing authority may make a selection and appointment from a certification of less than three names, at his own discretion. If the appointing authority does not make an appointment from a certification of less than three names, he shall notify the director that it is his intention to leave the position unfilled until such time as an eligible list of at least three persons willing to accept is established, or, if the appointing authority wishes to fill the position by a person whose name does not appear on said eligible list, he shall certify to the director that each person on the list who reported for an employment interview as directed by the director was interviewed and considered for the position. In such case the appointing authority shall state sound and sufficient reasons, satisfactory to the director, why the certification of less than three names was not adequate to make a proper selection. No provisional appointment, provisional promotion or temporary transfer shall be approved or continued following a certification by the director if the list contains the names of three persons eligible and willing to accept. Nothing herein contained shall affect the rights of disabled veterans as provided in section twenty three.

CERTIFICATION AND SIGNATURE OF APPOINTING AUTHORITY

I hereby certify that I complied with all the provisions of Chapter 31 of the General Laws (the Civil Service law) governing certifications and appointments.

APPOINTING AUTHORITY Signature \_\_\_\_\_

PLEASE TYPE OR PRINT

{ \_\_\_\_\_  
NAME  
\_\_\_\_\_  
TITLE



GENERAL LAWS, Chapter 31, Section 15, Paragraph C. In each instance when the appointing authority appoints or promotes, as the case may be, any person other than the person whose name appears highest on a list certified by the director for a position and such person is willing to accept such appointment or promotion, the appointing authority shall forthwith deliver to the director a written statement of his or its reason for so appointing or promoting the person so appointed or promoted, and no appointment or promotion of any person other than the person whose name appears highest on such list shall become effective until such statement has been received by the director. Every such statement shall be filed in the office of the division and shall be open to public inspection.

STATEMENT REQUIRED BY LAW IF THE PERSON APPOINTED OR PROMOTED IS OTHER THAN THE PERSON WHOSE NAME APPEARS HIGHEST ON THE LIST WHO IS WILLING TO ACCEPT. DO NOT USE THE NAME OF ANY PERSON OTHER THAN THE ONE SELECTED FOR APPOINTMENT.

NAME OF PERSON SELECTED FOR APPOINTMENT WHO IS NOT HIGHEST ON THE LIST	REASON FOR APPOINTING OR PROMOTING SUCH PERSON (If space insufficient, use additional sheets)

(Signed) \_\_\_\_\_  
(Officer authorized by law to make appointments)

(Title)

NON-CIVIL SERVICE TRANSFER

---

CASE 3A: Pat Smith of the first operating department is to be transferred to the second operating department. (S)he is a non-civil service employee.

IN THIS CASE, PAT SMITH MUST BE APPOINTED TO THE NEW POSITION BY THE SECOND OPERATING DEPARTMENT'S PERSONNEL GROUP. THE APPOINTMENT MUST BE OBTAINED FROM THE MAYOR. A TERMINATION IS PERFORMED AUTOMATICALLY WHEN THE APPOINTMENT PROCEDURE IS COMPLETED. SHOULD AN ERROR OCCUR DURING THE NEW APPOINTMENT, PAT SMITH'S OLD POSITION IS NOT AUTOMATICALLY TERMINATED.

CASE 3A

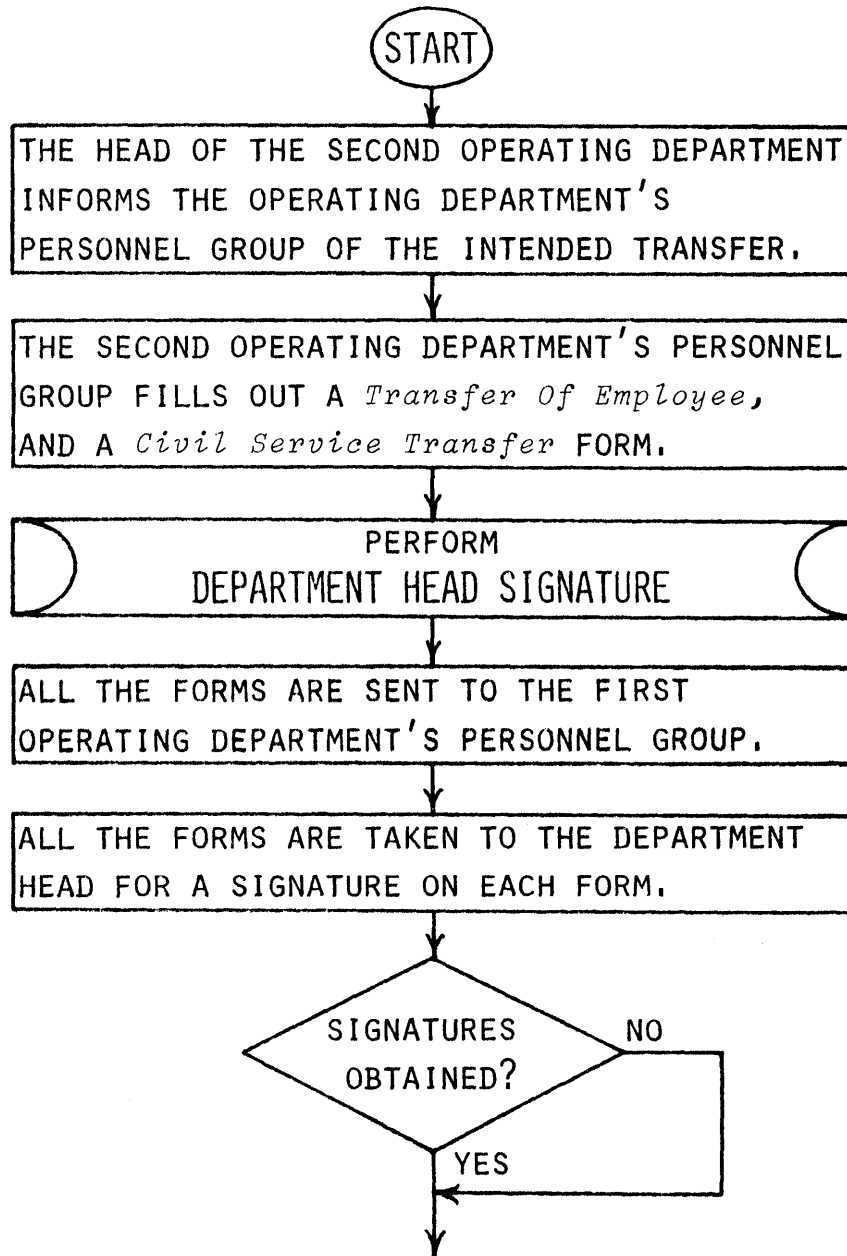
Just like in the case of a promotion, non-civil service employees are not directly transferred. They must be appointed by the Mayor to their new position and terminated from their old department.

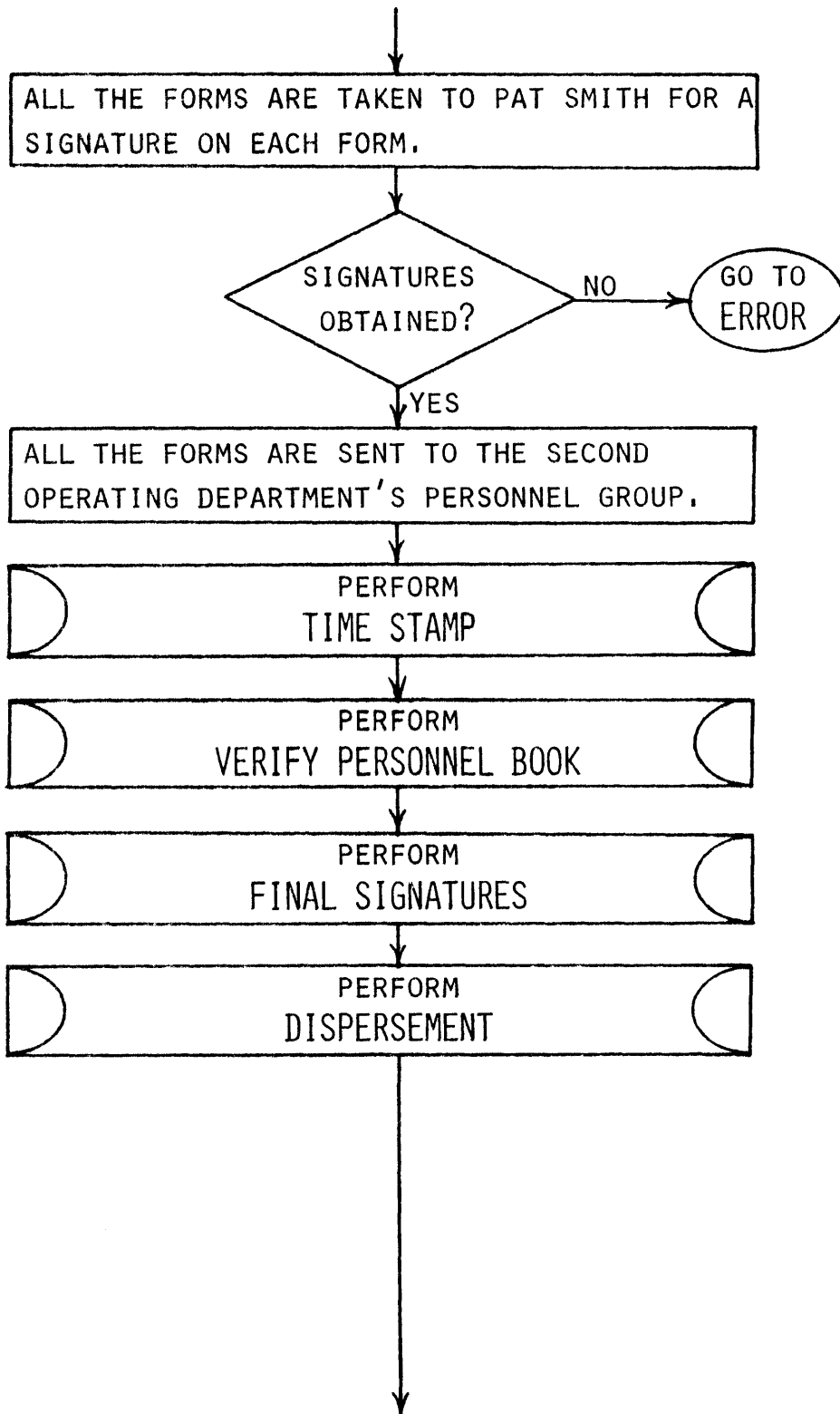


CIVIL SERVICE TRANSFER

---

CASE 3B: Pat Smith of the first operating department is to be transferred to the second operating department. (S)he is a civil service employee.





NOTE: THE *Personnel Card* AND OTHER MATERIAL HAS THE CHANCE OF BEING IN TWO PERSONNEL ASSISTANTS' HANDS. THIS WILL HAPPEN WHEN THE TRANSFER INVOLVES TWO DEPARTMENTS NOT HANDLED BY THE SAME PERSONNEL ASSISTANT. THEREFORE, WHEN THIS OCCURS, THE TWO PERSONNEL ASSISTANTS TALK TO EACH OTHER AND PASS OVER THE PROPER DOCUMENTS. THIS IS NOT DIFFICULT DUE TO THE VERY CLOSE PROXIMITY OF ONE ANOTHER.

PERFORM  
UPDATE PERSONNEL BOOK

PERFORM  
PERSONNEL CARD

PERFORM  
EMPLOYEE FILE

STOP

CASE 3B

In the case of a civil service transfer, it is assumed that the employee, in this case Pat Smith, will be occupying the same type job as before, but in a different department. If a transfer is desired, but to a different position as well, a civil service promotion must also be performed with the rules of the civil service list adhered to.

The process starts with the head of the department, which Pat Smith is transferring into, informing his/her operating department's personnel group of the intended transfer. The group fills out a Transfer of Employee form and a Civil Service Transfer form. The department head is asked to sign the forms and then they are sent to the operating department's personnel group of the department which Pat Smith currently works in. That group first asks their department head to sign them. Whether or not the department head's signature is obtained makes no matter in the transfer process. It is done more out of courtesy than any other reason. Next, the group asks Pat Smith for her/his signature on the forms. After the signature is obtained, the forms, except for one of the yellow copies of the Transfer of Employee form, are returned to the original operating

department's personnel group who passes them on to the personnel division where they are time stamped. The Personnel Book is then verified, final signatures obtained, and the forms are dispersed to their proper places.

When the personnel assistant receives her/his green copy of the Transfer of Employee form, (s)he updates the Personnel Book, Personnel Card, and Employee Card. The Personnel Card and other material has the chance of being in another personnel assistant's care because each assistant handles certain departments. If this is the case, the cards and such are just passed from one assistant to the other. When the operating department's personnel group of the department Pat Smith is being transferred to, receives their second yellow copy of the Transfer of Employee form, they notify Pat Smith and the department head of the completed transfer.



AUDITOR'S COPY

# CITY OF BOSTON TRANSFER OF EMPLOYEE

(To be filled out by department to which employee is being transferred)

DEPARTMENT.....DATE.....

DEPARTMENT ADDRESS.....

To:

DIRECTOR OF ADMINISTRATIVE SERVICES:

Subject to your approval (under the provisions of Chapter 3, Section 12, of the Revised Ordinances of 1947 as amended) I hereby recommend the following transfer.

NAME OF EMPLOYEE.....

ADDRESS.....

FROM

TO

DEPARTMENT..... DEPARTMENT.....

POSITION TITLE..... POSITION TITLE.....

COMPENSATION --- GRADE..... SALARY..... COMPENSATION --- GRADE..... SALARY.....

There must be given below a complete statement of the reason or conditions warranting the proposed transfer.

.....  
*Officer in Charge of Department*

Approved:

Reviewed:

To be effective.....

Approval Recommended

.....  
*Director of Administrative Services*

.....  
*Supervisor of Personnel*

All Forms Must Be Transmitted to the Supervisor of Personnel, Room 60, City Hall

OSW. 18

City (and Town) Service: To be filled out in quadruplicate and all forms sent to Division of Civil Service. If local officials require a copy, one extra copy should be forwarded to this office.  
State Service: Fill out one copy only and attach to Civil Service copy of forms sent to Commission on Administration and Finance. Do not use this form for change in classification to a position in a higher grade or for a position having substantially dissimilar requirements for appointment in the Labor Service, whether of a permanent or temporary nature, inasmuch as the prescribed promotional procedure must be followed in such instances.

MASSACHUSETTS CIVIL SERVICE  
REQUEST FOR TRANSFER

Administration and Finance.

Req'n No. \_\_\_\_\_ City or Town \_\_\_\_\_  
To the DIRECTOR OF CIVIL SERVICE State House, Boston, Massachusetts Date \_\_\_\_\_  
Request is made for approval of the permanent or temporary transfer of  
Name \_\_\_\_\_ Effective \_\_\_\_\_

PRESENT PERMANENT POSITION

POSITION TO WHICH TRANSFER IS PROPOSED

Department \_\_\_\_\_  
Division \_\_\_\_\_  
Title: \_\_\_\_\_  
Salary: \$ \_\_\_\_\_ per \_\_\_\_\_  
Temporary increase or bonus \$ \_\_\_\_\_ per \_\_\_\_\_  
If room or board furnished meals \_\_\_\_\_ rooms \_\_\_\_\_  
Full Time \_\_\_\_\_ Part Time \_\_\_\_\_ Intermittent \_\_\_\_\_ Recurrent \_\_\_\_\_  
Duties (Actual duties must be stated in detail. Cont. on other side of form if necessary.)

Department \_\_\_\_\_  
Division \_\_\_\_\_  
Title: \_\_\_\_\_  
Salary: \$ \_\_\_\_\_ per \_\_\_\_\_  
Temporary increase or bonus \$ \_\_\_\_\_ per \_\_\_\_\_  
If room or board furnished meals \_\_\_\_\_ rooms \_\_\_\_\_  
Services: Permanent \_\_\_\_\_ Temporary \_\_\_\_\_ If temporary, state period for which transfer is requested \_\_\_\_\_  
Full Time \_\_\_\_\_ Part Time \_\_\_\_\_ Intermittent \_\_\_\_\_ Recurrent \_\_\_\_\_  
Mil. sub \_\_\_\_\_  
Duties (Actual duties must be stated in detail. Cont. on other side of form if necessary.)



Is position newly created? \_\_\_\_\_ If not, state the name of previous incumbent \_\_\_\_\_  
Date of termination of service \_\_\_\_\_ and reason for same \_\_\_\_\_

Reason why this transfer is for the public good \_\_\_\_\_

Signature of officer authorized by law to make appointments (in department requesting transfer)

Title \_\_\_\_\_

I hereby consent to the transfer of \_\_\_\_\_  
Signature of officer authorized by law to make appointments (in department in which employee has permanent status)

Title \_\_\_\_\_

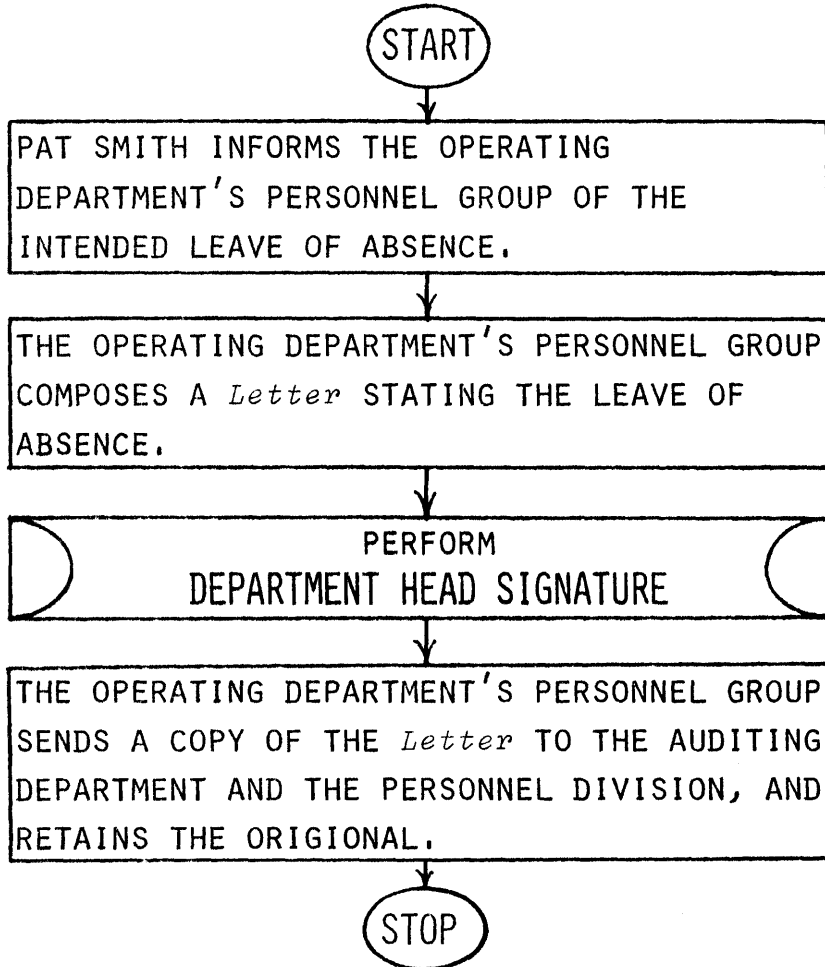
I consent to this transfer. I understand that my seniority is not affected by a temporary transfer but is affected by a permanent transfer from a position in one department or division to a position in another department or division.

Signature of Employee: \_\_\_\_\_

NON-CIVIL SERVICE LEAVE OF ABSENCE

---

CASE 4A: Pat Smith of the operating department is going to take a leave of absence. (S)he is a non-civil service employee.





CASE 4A

Except in the case of a maternity leave, a leave of absence does not have to be granted for non-civil service employees. The leave of absences are at the discretion of the department head. Any and almost all non-civil service leaves are accomplished by a letter to the Auditing Department and the Personnel Division stating that a leave of absence is going to take place and so the person's pay check should be stopped. Extended leave of absences are infrequent.



PETER G. MEADE  
Commissioner

CITY OF BOSTON  
PARKS AND RECREATION DEPARTMENT  
ONE CITY HALL SQUARE  
BOSTON, MASS. 02201

KEVIN H. WHITE  
Mayor

April 15, 1977

To: Auditing Department  
City Hall, Room M-4

Pat Smith, 1234 South Court, Allston has  
been granted Leave of Absence Without Pay starting  
May 1, 1977.

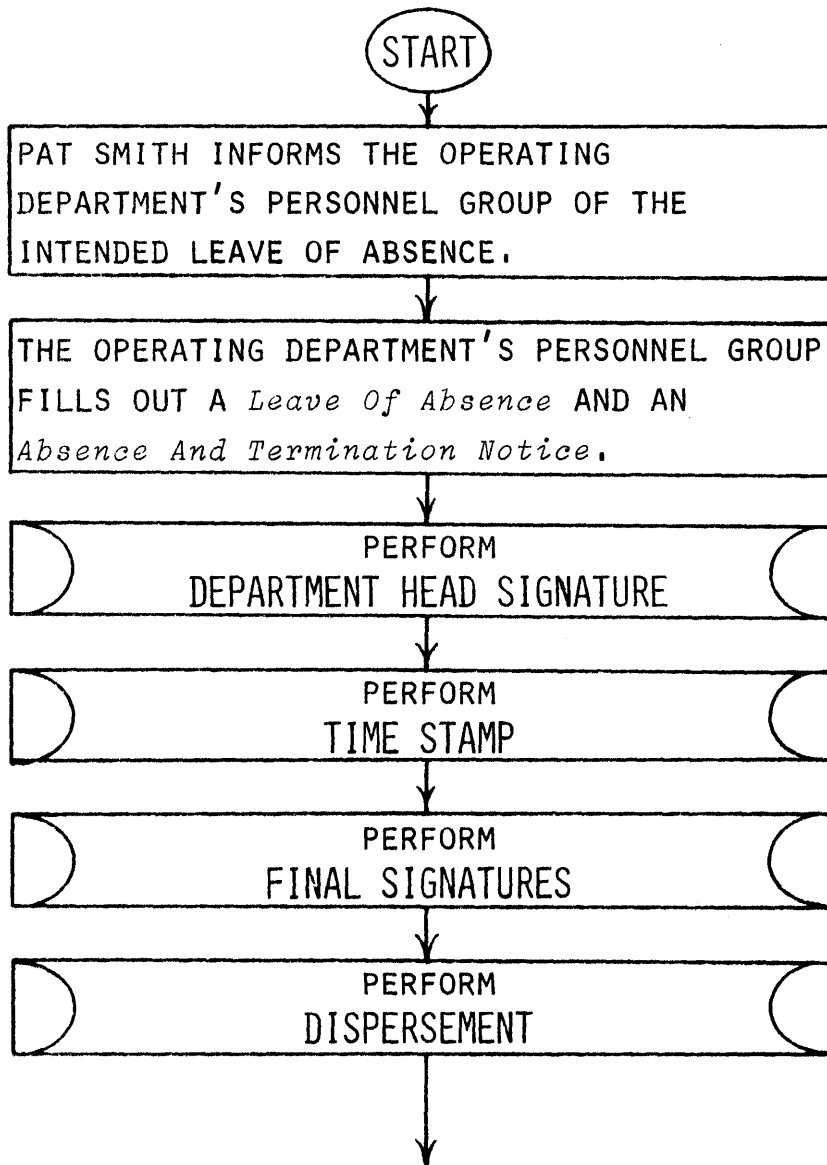
Sincerely,

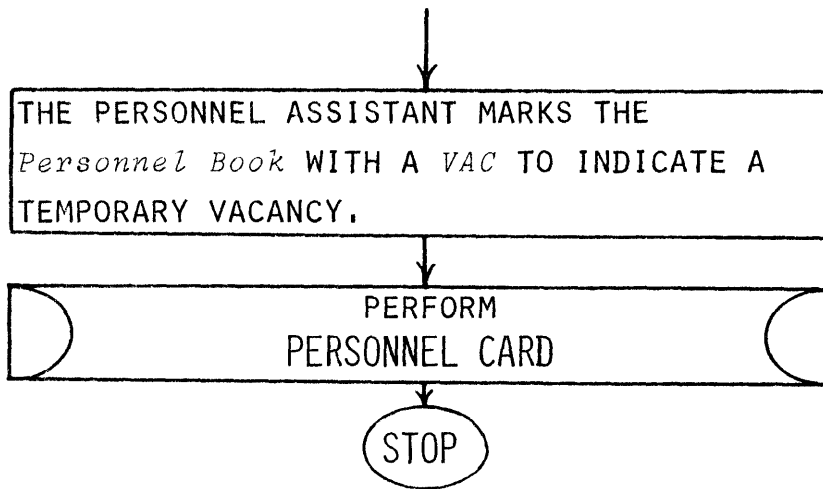
Jerry Brown  
Commissioner

CIVIL SERVICE LEAVE OF ABSENCE

---

CASE 4B: Pat Smith of the operating department is going to take a leave of absence. (S)he is a civil service employee with a permanent title. A leave of absence can only be given on a permanent title, not a provisional one.





CASE 4B

Only a maternity leave has to be granted. Requests by an employee for a leave of absence for any other reason could be turned down. If a leave is granted, it must be renewed every year or the individual is terminated. Also, a civil service employee can only take a leave of absence on their permanent title. If they are a provisional employee, a leave cannot be granted, except for maternity. If, however, they were provisionally promoted to their current position a leave can be granted on the permanent title they hold.

The process starts with the employee, Pat Smith in this case, asking the operating department's personnel group for a leave of absence. The group would normally talk with their department head first, seeking approval or disapproval. If the department head is in favor of the leave, the operating department's personnel group fills out a leave of Absence form and an Absence and Termination Notice. The department head then signs the forms. The forms, except for one of the two yellow copies of the Leave of Absence form which is retained, are passed to the personnel division where they are time stamped. The final signatures are then obtained and the forms are dispersed.

When the personnel assistant receives the green copy of the Leave of Absence form (s)he marks the Personnel Book with a VAC to indicate the temporary vacancy in the department. Pat Smith's vacancy can only be filled on a temporary basis. The personnel assistant marks the Personnel Card with the leave information, but does not touch the Employee Card. When the operating department's personnel group receives their approved yellow copy of the Leave of Absence form they inform the department head and Pat Smith of the process completion.



DEPARTMENT COPY

# CITY OF BOSTON LEAVE OF ABSENCE

DEPARTMENT..... DIVISION..... DATE.....

To:

DIRECTOR OF ADMINISTRATIVE SERVICES.

Subject to your approval (under the provisions of chapter 3 section 12 of the revised ordinances of 1947, as amended) I hereby recommend the following leave of absence to be effective..... (Date)

Expiring..... (Date)

NAME OF EMPLOYEE.....

ADDRESS.....

POSITION TITLE.....

COMPENSATION --- GRADE..... SALARY.....

LEAVE OF ABSENCE WITHOUT PAY

LEAVE OF ABSENCE WITH PAY

There must be given below a complete statement of the reason or conditions warranting the proposed leave of absence.

.....  
*Officer in Charge of Department.*

Approved:  
To be effective.....

Reviewed:  
Approval Recommended

.....  
*Director of Administrative Services*

.....  
*Supervisor of Personnel*

All Form. Must Be Transmitted to the Supervisor of Personnel, Room 610, City Hall

GEN. 17

**MASSACHUSETTS -- DIVISION OF CIVIL SERVICE**

**APPOINTMENT AND TERMINATION NOTICE**

CITY (TOWN) OF \_\_\_\_\_ DATE \_\_\_\_\_

Name \_\_\_\_\_ Social Security Number \_\_\_\_\_  
 List state of \_\_\_\_\_ PAID employment \_\_\_\_\_

Department \_\_\_\_\_  
 Civil Service \_\_\_\_\_

Title \_\_\_\_\_ # Copies number \_\_\_\_\_

Be sure complete information is given and instructions followed (SEE REVERSE SIDE); authorize form will be returned. Indicate absence or termination of employment by checking one of the following terms:

<input type="checkbox"/> Leave of Absence (Only duration & reason)	<input type="checkbox"/> *Discharge - State Reentry S. 43	<input type="checkbox"/> Resigned
<input type="checkbox"/> *Termed Probationary Service	<input type="checkbox"/> *Suspended for Civil Status Duration and Term in Default S. 43	<input type="checkbox"/> (If number of file or other department, state, which is not closed were pending)
<input type="checkbox"/> *Expiration of Temporary or Provisional Employment or Temporary Transfer	<input type="checkbox"/> *Position Abandoned S. 43 S. 46 G S. 43 S. 46 C	<input type="checkbox"/> *Retired - Illness
<input type="checkbox"/> *Illness (Personal)	<input type="checkbox"/> *Discharged - Probationary period S. 200	<input type="checkbox"/> *Retired
<input type="checkbox"/> *Illness (Family)	<input type="checkbox"/> *Discharged - Did not return to work following approved leave of absence S. 46E	<input type="checkbox"/> *Pensioned
<input type="checkbox"/> Injury	<input type="checkbox"/> *Permanent Separation - Unauthorized Absence S. 16	<input type="checkbox"/> *Died
REMARKS _____		
(Over)		

The Auditor (Accountant) and Inspector have been notified of this absence or termination.  
 \* Legally notify that the provisions of G. L. C. 31A, 44 have been complied with in the case of this employee.  
 This notice is in accordance with authority in several. Employee's address should be noted under Remarks.  
 # Over \_\_\_\_\_  
 Signature of Appointing Authority \_\_\_\_\_

**INSTRUCTIONS**

It is not necessary to notify this office or to file one of these forms in the case of illness, injury or leave of absence, if the employee has been absent without pay for over one month. Leave of absence can be granted only to a permanent employee who has served his probationary period of six months. All other absences and terminations must be reported immediately on this form.

Absence and Termination Notices are not necessary for emergency employees, if an emergency employee works less than the period originally approved. A letter stating the number of days employed under this appointment will be sufficient.

# When reporting a termination under this form, note beside Copies Number the correspondence reference number on which the employee was appointed. DO NOT USE THIS FORM in the case of a permanent employee who is terminating temporary or provisional employment to a temporary transfer in the same unit in which he is employed on a permanent basis and who is resuming his permanent status. Municipalities should report this action by letter (in quadruplicate - quintuplicate if local official requires a copy) listing his permanent Civil Service title, salary and date he resumed permanent status.

DATE RECEIVED BY DIVISION OF CIVIL SERVICE	REMARKS (Continued from other side, if necessary)
--	---

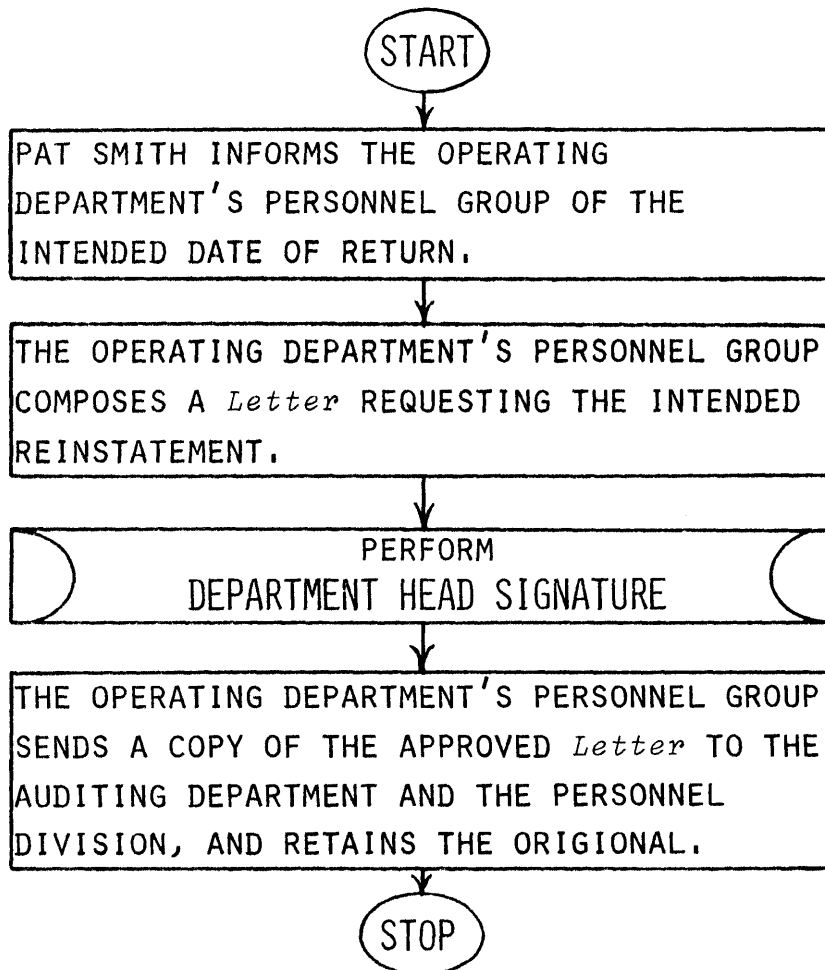
Form 56. 50M 9-74-10598



NON-CIVIL SERVICE REINSTATEMENT

---

CASE 5A: Pat Smith took a leave of absence from the operating department and would now like to be reinstated. (S)he was a non-civil service employee.



CASE 5A

If a non-civil service employee, in this case Pat Smith, was granted a leave of absence, then all that is required to reinstate her/him is a letter to the Auditing Department and the Personnel Division stating the continuation and signed by the department head. Since the Personnel Book and other items have not been affected, they do not have to be re-worked. Any person who is temporarily filling the vacancy should be terminated.



FEITH G. MEADE  
Commissioner

CITY OF BOSTON  
PARKS AND RECREATION DEPARTMENT  
ONE CITY HALL SQUARE  
BOSTON, MASS. 02201

KEVIN H. WHITE  
Mayor

May 20, 1977

To: Auditing Department  
City Hall, Room M-4

Pat Smith, 1234 South Court, Allston has  
terminated her Leave of Absence Without Pay and will  
return to work on May 23, 1977.

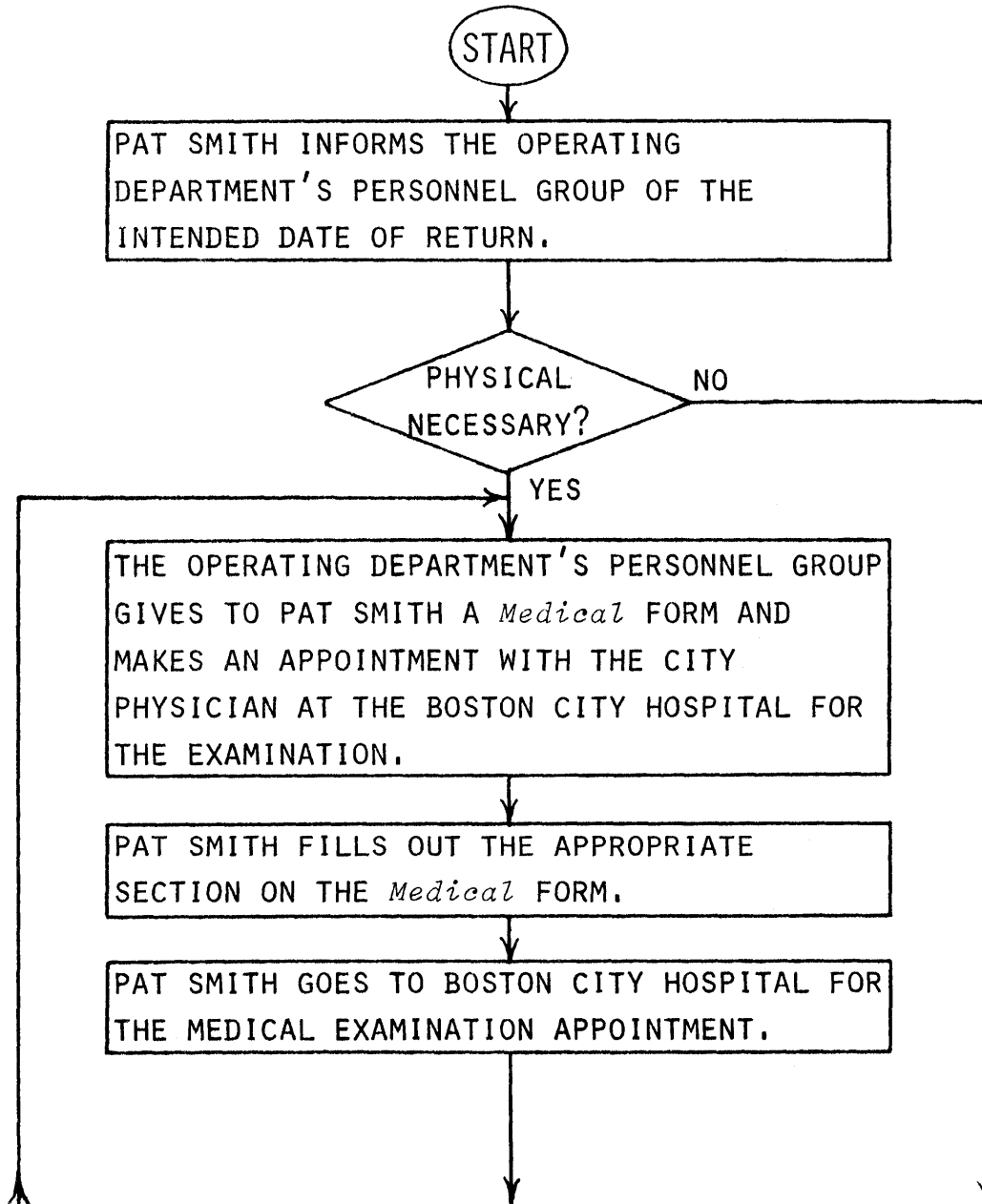
Sincerely,

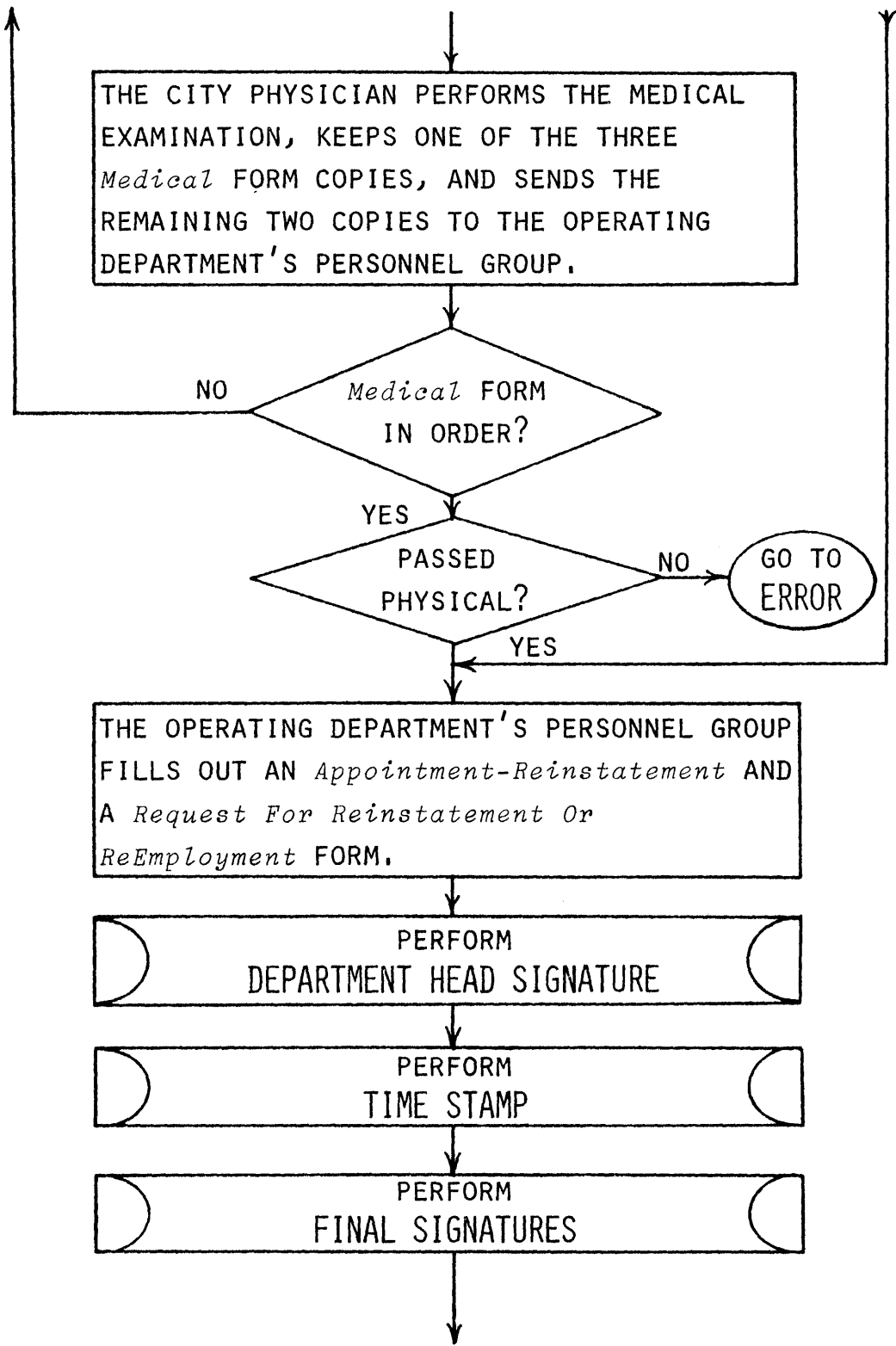
Jerry Brown  
Commissioner

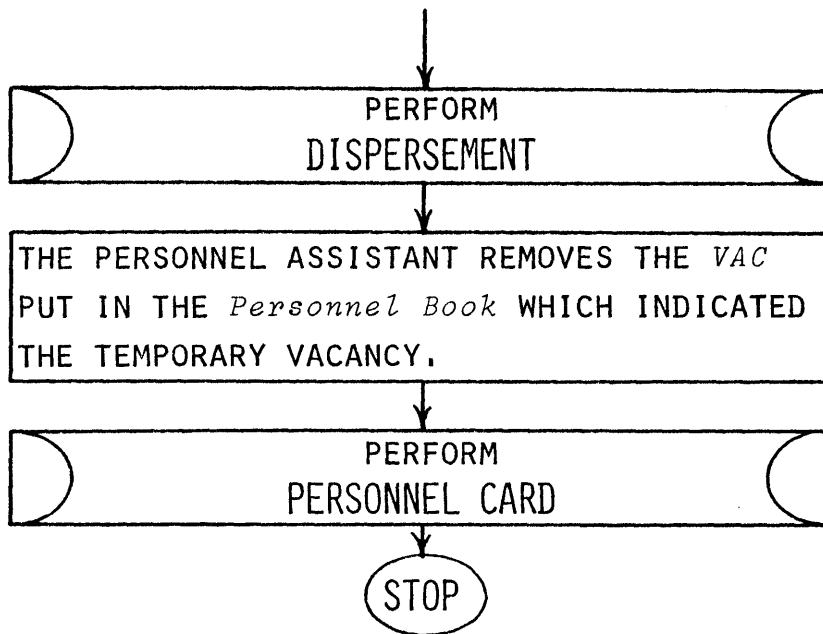
CIVIL SERVICE REINSTATEMENT

---

CASE 5B: Pat Smith took a leave of absence with the operating department and would now like to be reinstated. (S)he was a civil service employee.







CASE 5B

The civil service reinstatement procedure starts off with the employee on leave, in this case Pat Smith, telling the operating department's personnel group of her/his intended date of return to work. The operating department's personnel group determines if a medical examination is necessary. Reasons for requiring an examination are sketchy, but do include:

- 1) returning from a maternity leave,
- 2) returning for a medical disability leave,
- 3) returning from a long leave of absence.

If the examination is required, the operating department's personnel group makes an appointment for Pat Smith with the City Physician at the Boston City Hospital. Pat Smith is given a Medical form and sent off to the examination. After the examination, the City Physician returns two of the three form copies to the operating department's personnel group. The operating department's personnel group fills out an Appointment-Reinstatement form and a Request For Reinstatement or Re-Employment form. The forms are then taken to the department head for a signature on each. The department head signs the reinstatement forms since Pat Smith is on a civil service leave of absence. Once the Medical form is in order,

Pat Smith is either medically accepted or rejected. In other words, Pat Smith must pass the medical examination to be reinstated to her/his previous position. The forms are then sent off for the final two signatures, and then dispersed to their proper places. The operating department's personnel group, however, retains one of the two yellow Appointment-Reinstatement form copies.

When the personnel assistant receives her/his green copy of the Appointment-Reinstatement form, (s)he removes the VAC which was placed in the Personnel Book when Pat Smith left. When the operating department's personnel group receives their second yellow copy, it notifies the department head and Pat Smith of the completed reinstatement.



To be filled out in quadruplicate and all forms sent to Division of Civil Service. If local officials require a copy, one extra copy should be forwarded to this office.

MASSACHUSETTS CIVIL SERVICE

REQUEST FOR REINSTATEMENT OR RE-EMPLOYMENT

State Service ..... City or Town .....  
Department ..... Department .....  
Division ..... Division .....  
Date ..... Date .....

To the DIRECTOR OF CIVIL SERVICE  
State House, Boston, Massachusetts

Request is made to reinstate or re-employ:

Name ..... IF MALE .....  
Address .....

Mother's  
Maiden  
Name .....  
Father's  
Name .....

POSITION TO WHICH REINSTATEMENT IS PROPOSED

Title: .....  
Salary: \$ ..... per ..... Temporary increase or bonus \$ ..... per .....  
If room or board furnished to what extent: ..... Meals ..... Rooms .....  
Permanent ..... Temporary ..... Military Substitute .....  
Full-time ..... Part-time ..... Intermittent ..... Recurrent .....  
Duties of Position .....

Is position newly created? ..... If not, state name of previous incumbent .....  
Name ..... Last date of PAID employment .....

POSITION FORMERLY OCCUPIED BY EMPLOYEE WHOSE REINSTATEMENT IS PROPOSED

Title: .....  
Salary: \$ ..... per ..... Temporary increase or bonus \$ ..... per .....  
If room or board furnished to what extent: ..... Meals ..... Rooms .....  
Last date of PAID employment .....  
Reason for termination of service .....

Reason for requested reinstatement: .....

If reinstatement is after .....  
separation from service, .....  
should state reasons why it .....  
would be in public interest: .....

Effective date of reinstatement: .....  
If reinstatement is temporary, to end: .....



Signed .....

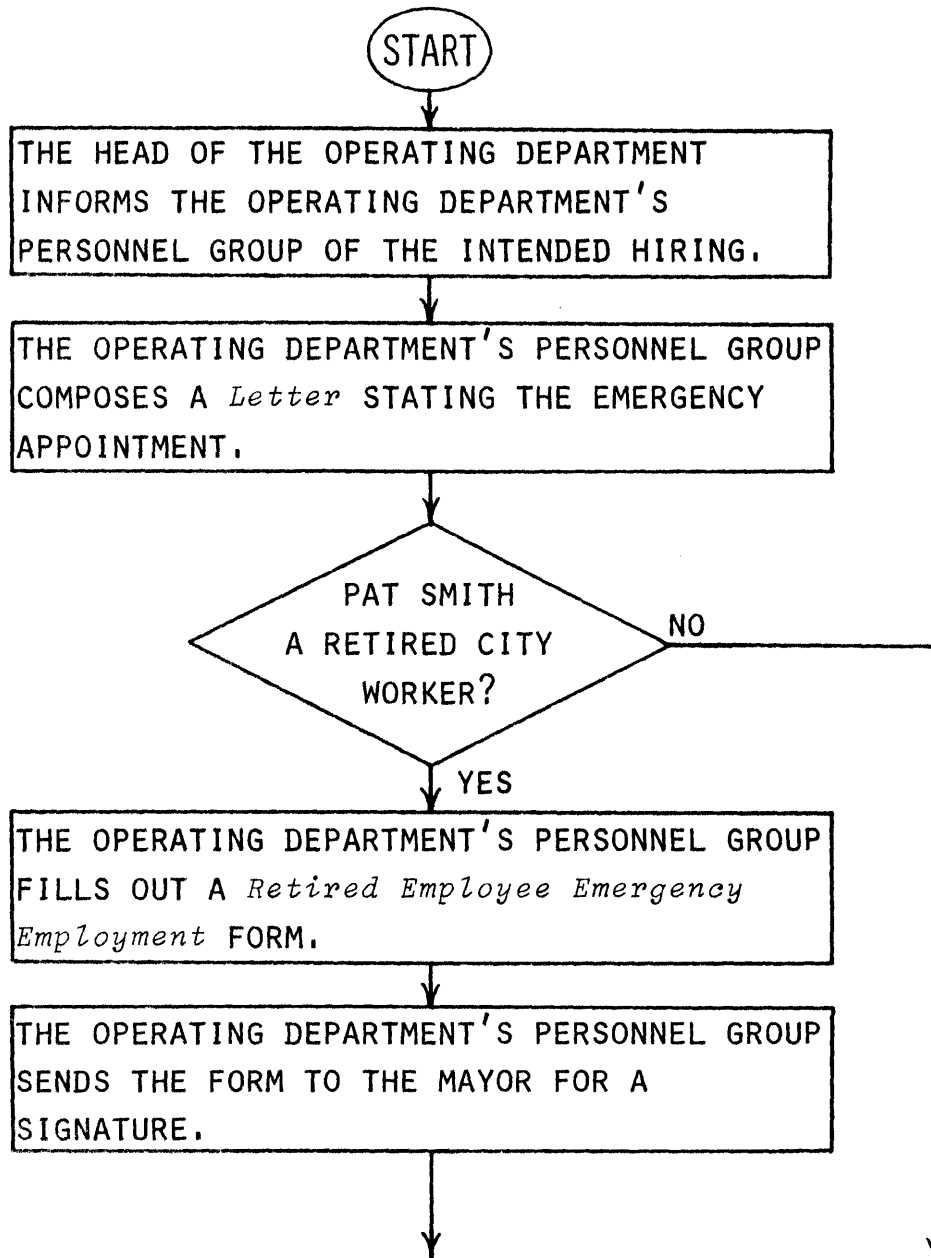
(Officer authorized by law to make appointments)

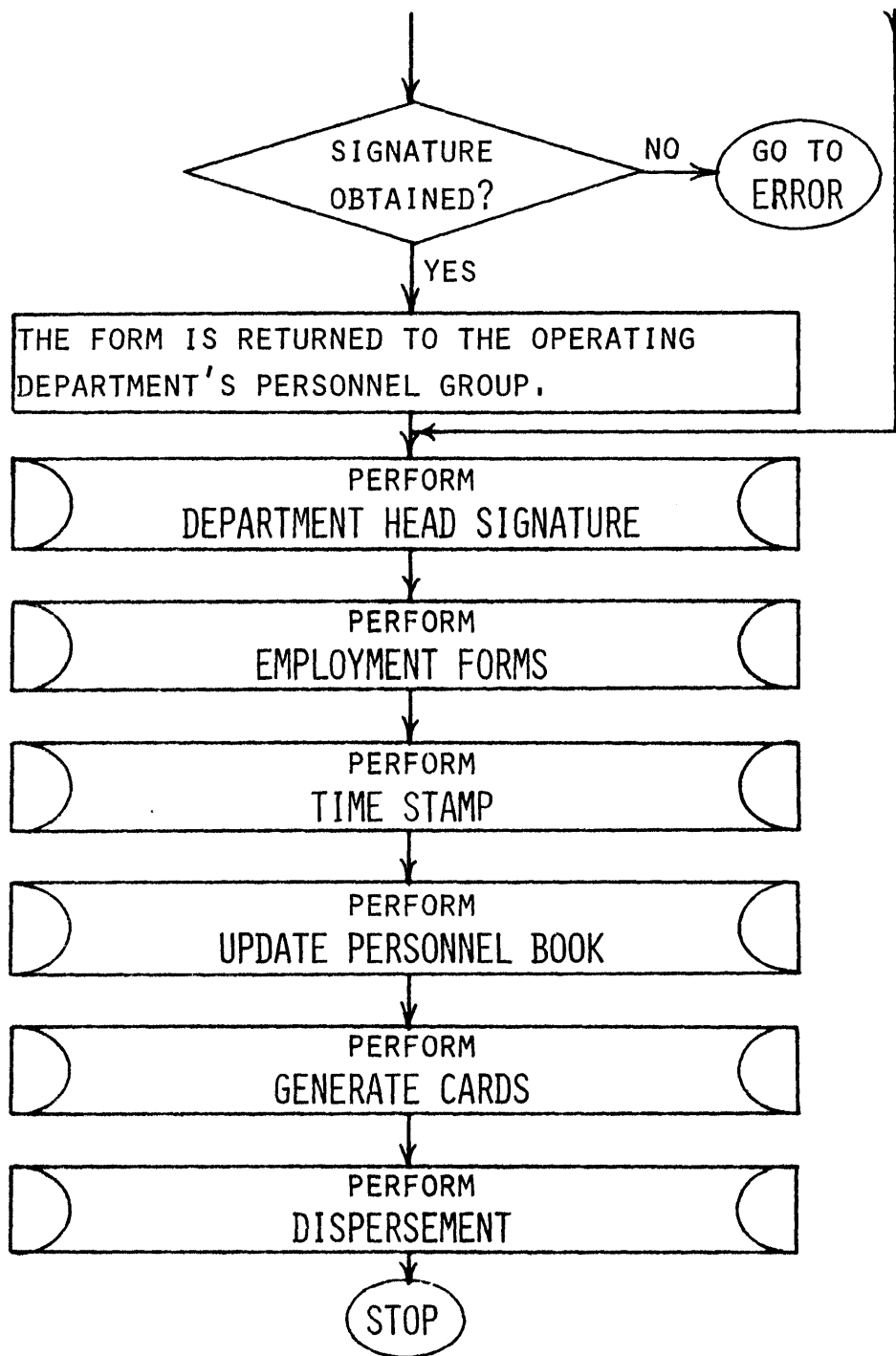
Title .....

NON-CIVIL SERVICE EMERGENCY HIRING

---

CASE 6A: Pat Smith is to be hired into the operating department on an emergency basis. (S)he will be a temporary non-civil service employee.

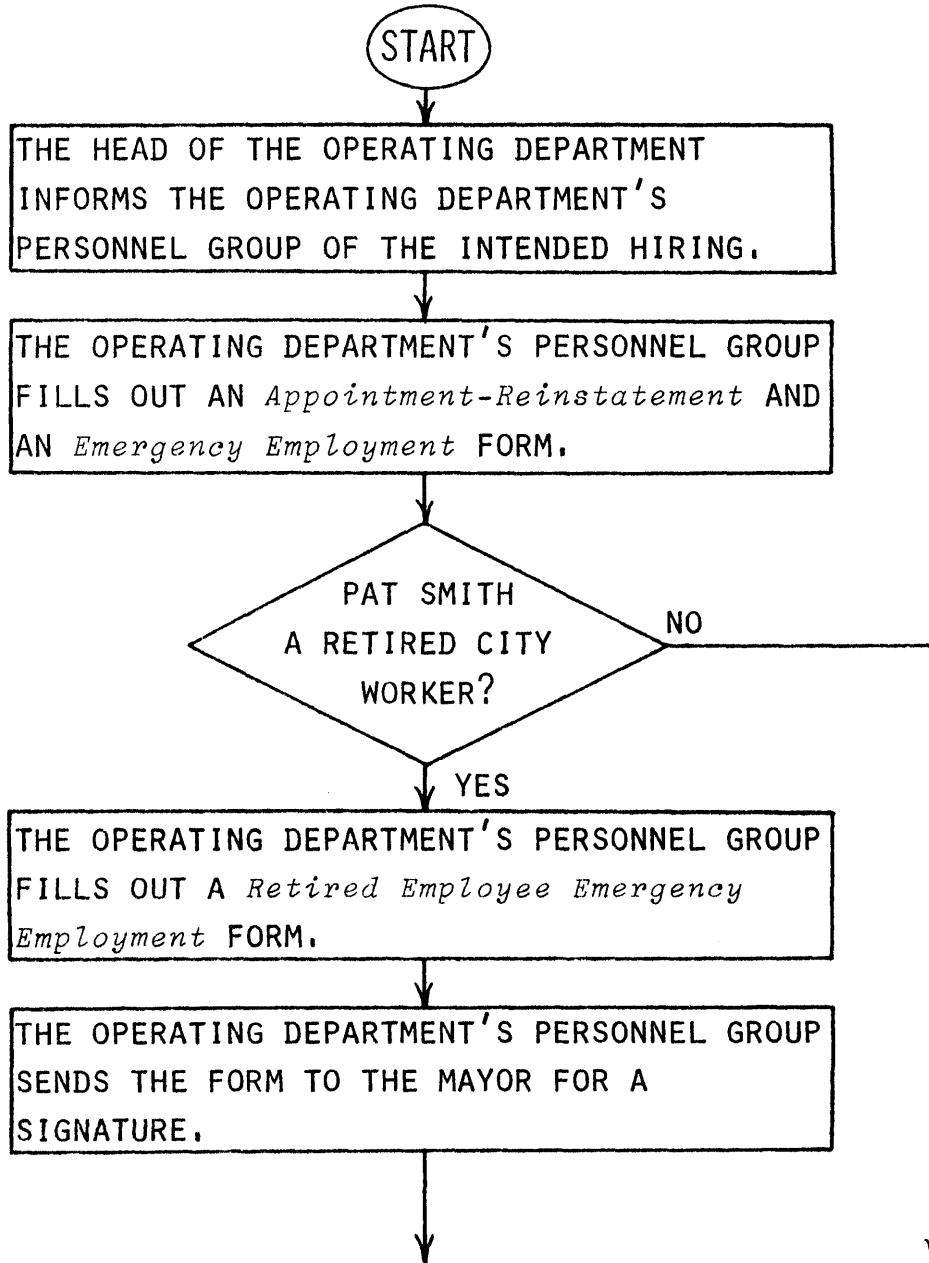


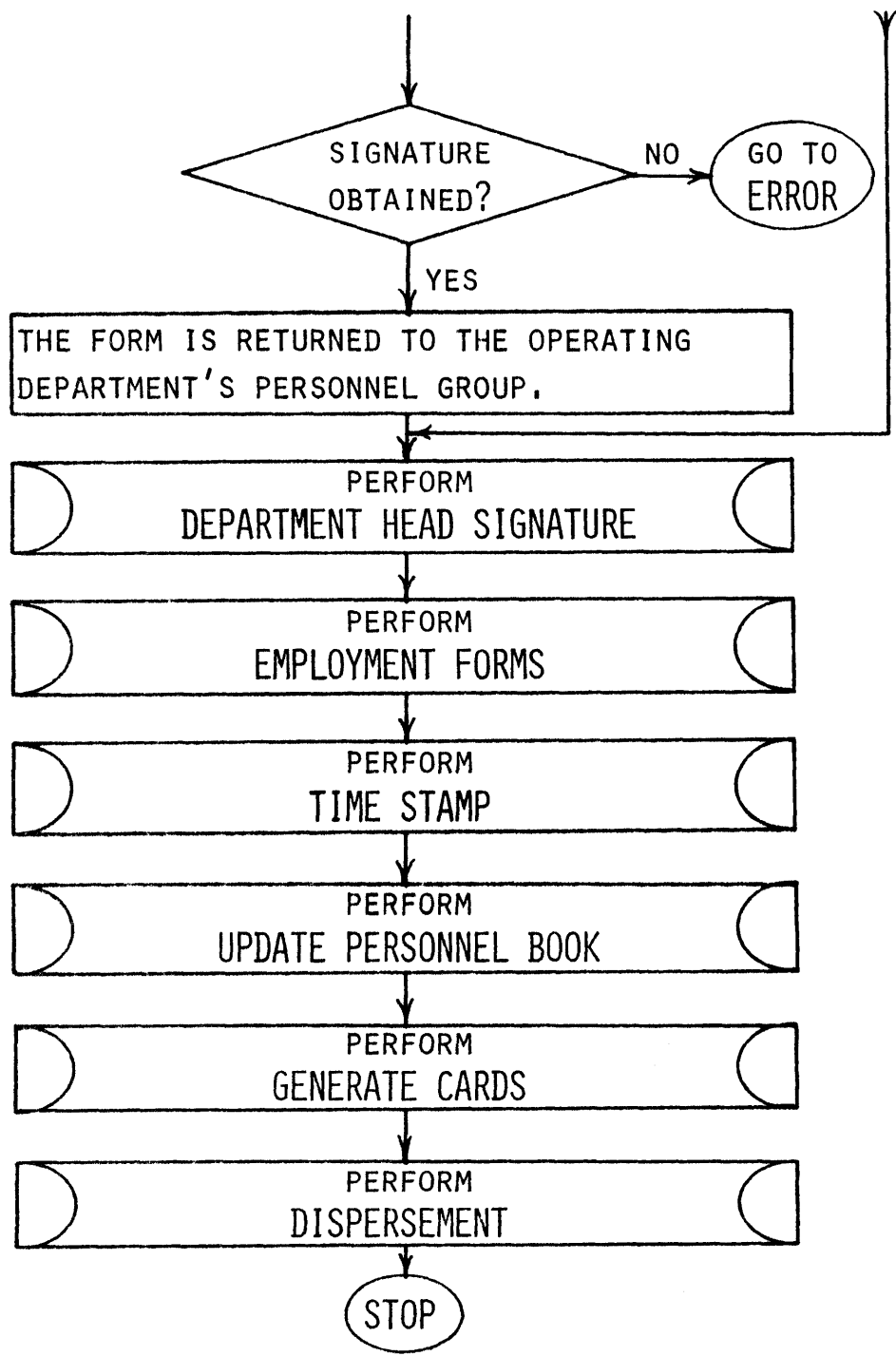


CIVIL SERVICE EMERGENCY HIRING

---

CASE 6B: Pat Smith is to be hired into the operating department on an emergency basis. (S)he will be a temporary civil service employee.





CASE 6A and 6B

If a temporary vacancy occurs, such as in the case of a leave of absence, or if a department needs extra help for a short period of time, an emergency hiring procedure is performed. A person hired as an emergency employee, in this case Pat Smith, can only be employed for thirty working days. At the end of that period, the emergency procedure must be re-performed if the person is to remain. Summer jobs for, normally speaking, students are set up through the emergency hiring guidelines. Sometimes the students are emergency hired only once, and thereby work for six weeks. Or sometimes they are emergency hired twice during the summer so they can work the full period. Funds for emergency employment are generally set aside as a separate budget item. This budget is sometimes supplemented with state and federal monies.

The procedure for civil service and non-civil service hiring is exactly the same, except that the initial forms are different. Once the head of the operating department informs the operating department's personnel group of who to hire on emergency, the group will compose an emergency appointment letter in the case of non-civil service, and

an Appointment-Reinstatement form and Emergency Employment form in the case of civil service. A Retired Employee Emergency Employment form is also filled out if the person is a retired city worker. Once the letter or forms are completed, the department head signs them. The potential emergency employee, Pat Smith in this case, is then handed the employment forms which (s)he is to fill out. If Pat Smith is under the age of twenty-five, the medical examination is not required. After Pat Smith completes all the employment forms, and the medical examination if it is applicable, all the forms and letters, except for one of the two yellow copies of the Appointment-Reinstatement form, are sent to the personnel division where they are time stamped. The Personnel Book is then updated, Personnel and Employee Cards are generated, and the forms and letter dispersed.

If Pat Smith is emergency hired the following month, the same process is performed except for a couple of small parts. The employment forms do not have to be regenerated, the Personnel Book does not have to be re-updated, the Employee Card does not have to be re-generated, but the Personnel Card does have to be updated. If Pat Smith is not emergency hired again, (s)he is automatically terminated without any further paperwork.



**MASSACHUSETTS CIVIL SERVICE**  
**EMERGENCY EMPLOYMENT NOTIFICATION FORM**  
**FOR APPOINTMENTS IN CITIES AND TOWNS**

To be filled out in quadruplicate and all Forms to be sent to Division of Civil Service, 294 Washington St., Boston, Mass. 02108. If local officials require a copy, one extra copy should be forwarded to this office.

**THESE FORMS ARE TO BE USED FOR EMERGENCY APPOINTMENTS ONLY.**

CITY (OR TOWN) OF .....

DEPARTMENT OF .....

DIVISION OF .....

DATE .....

To the Director of Civil Service:

report the emergency employment\*

Under the Civil Service Law, I hereby

request permission to renew the emergency employment\*\*

of .....  
(Name) (Date of Birth) Social Security Number

Address .....

Position ..... at the rate of ..... per hour  
 ..... per day .....

From ..... for ..... hours  
(If actually employed for less time, notify Division of Civil Service) days

Reason .....  
(Definite reasons must be stated in order to have emergency approved)

\*Original emergency employment may not exceed a period of 30 days within 60 consecutive days following the date of appointment.  
 \*\*Emergency employment may be renewed for one additional period in the same twelve month period, only after the expiration of the original 60-day period.

In departments, institutions and hospitals the functions of which are connected with the public safety or public health, emergency employment may be renewed for a second period in the same twelve month period.

Emergency employment only in the position of LABORER may be renewed immediately after the original emergency employment for a period not to exceed 15 days, in which event emergency employment may not be further renewed in the same twelve month period.

Intermittent or part-time employment should be reported on an hourly basis but in no case shall such employment exceed 240 hours in the 60-day period immediately following the date of the original appointment, renewal or renewals as the case may be.

N.B. If more than one appointment has been made to the positions, the names of the appointees should be listed in alphabetical order - double space - on the reverse side of form together with address, dates of birth and Social Security Number.

If all appointees are not to be employed for the same length of time, the date of appointment of each and the number of days should be listed.

I hereby certify that the employment reported above was to meet an emergency which could not have been foreseen and that the public business would be seriously impeded by delay in filling this position in the manner provided by the Civil Service Laws and Rules.

Title .....  
Officer authorized to make appointments

**APPROVED**  
 Div. of Civil Service  
 By

Upon receipt of this report or request for renewal of employment properly filled out, if approved by the Director of Civil Service, copies will be forwarded to the proper officials in order that the employee may receive the compensation due him.



Certificate to be used in connection with request for  
Emergency Service of retired persons under the  
Provisions of Chapter 749, Acts of 1963

(This form is to be filled out and returned to the Division of  
Civil Service)

City \_\_\_\_\_

Department \_\_\_\_\_

Division \_\_\_\_\_

Date \_\_\_\_\_

Name of retired person \_\_\_\_\_

Title of position \_\_\_\_\_

We hereby certify under the penalties of perjury that:

a. an emergency exists

b. a vacancy exists

There is no permanent employee who has the same or similar skill as  
the person for whom request is made who is available for promotion,  
either on a provisional promotional basis, or a temporary transfer  
basis, or who is eligible for a promotional qualifying examination

Signed \_\_\_\_\_  
(Appointing Authority)

Title \_\_\_\_\_

The Law also requires the certification under the penalties of perjury  
of one of the following officials:

Director of Personnel and Standardi-  
zation (State Service)

Mayor or City Manager  
(Plan D or Plan E Charter)

Board of Selectmen

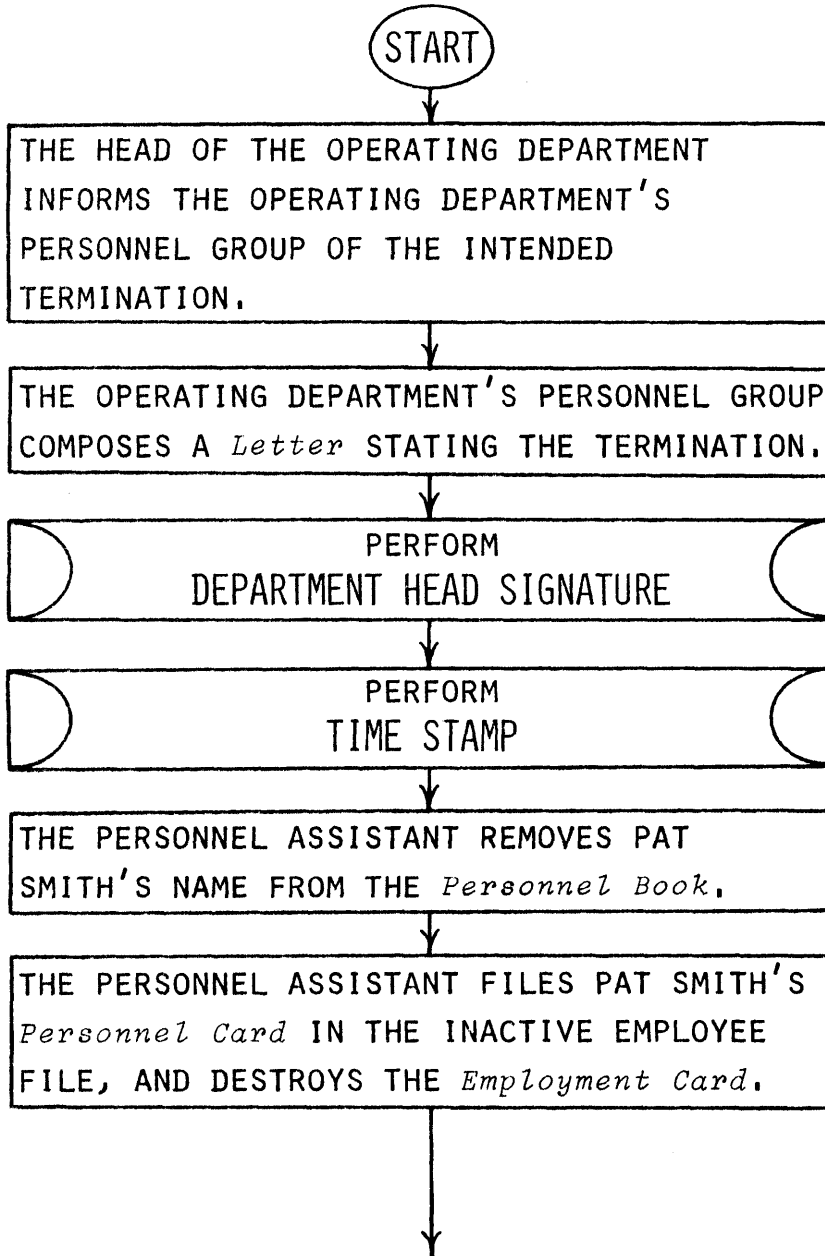
Signed \_\_\_\_\_  
(Name)

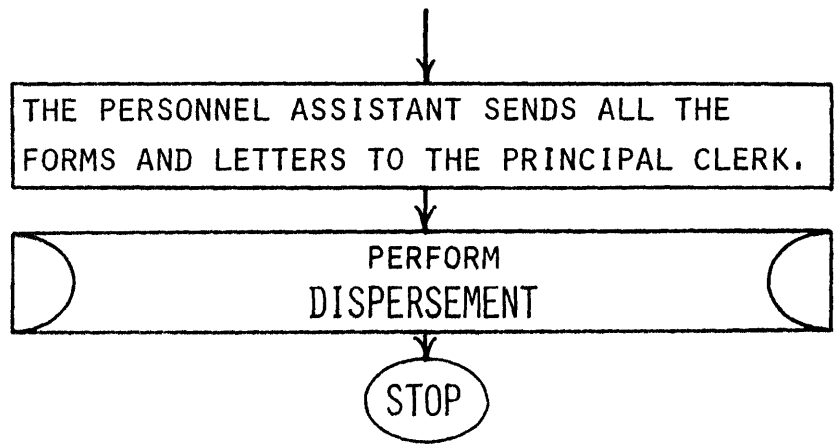
Title Mayor

NON-CIVIL SERVICE TERMINATION

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CASE 7A: Pat Smith of the operating department is to be terminated from employment. (S)he is a non-civil service employee.

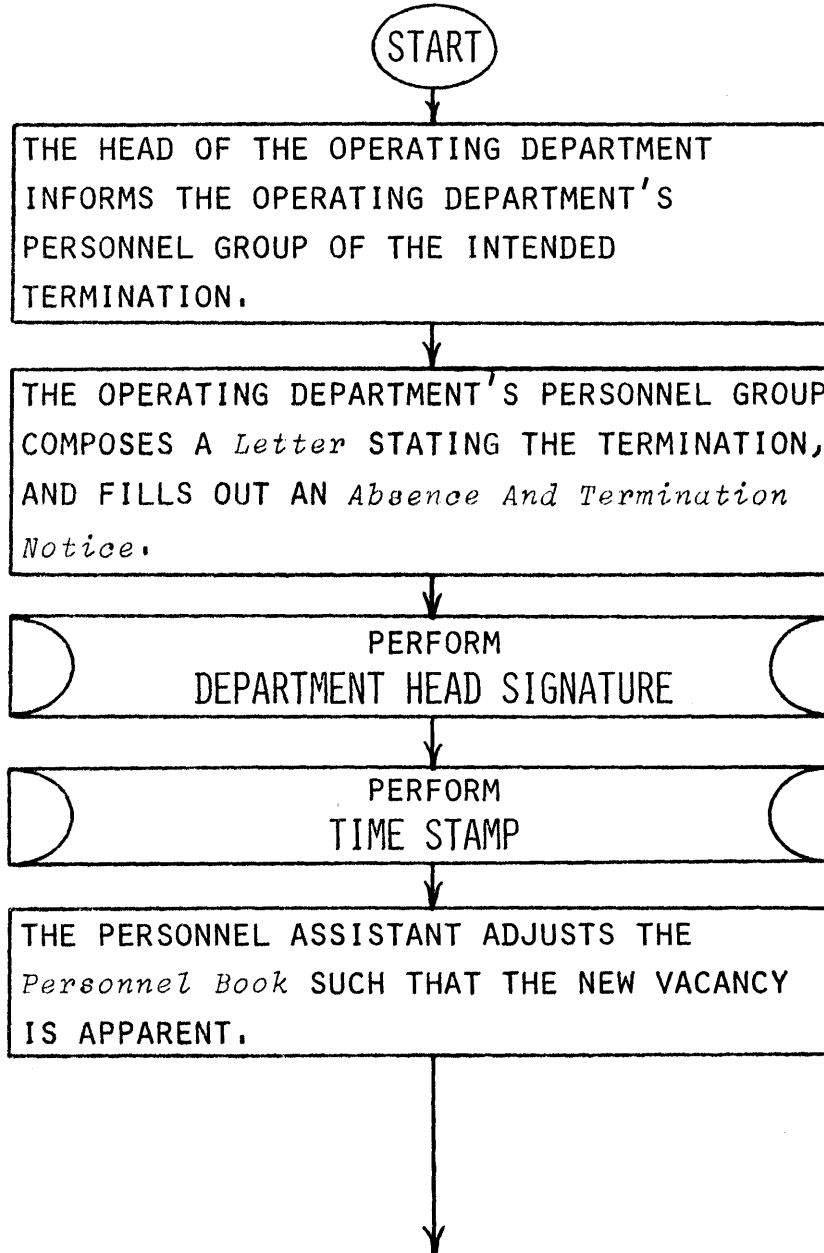


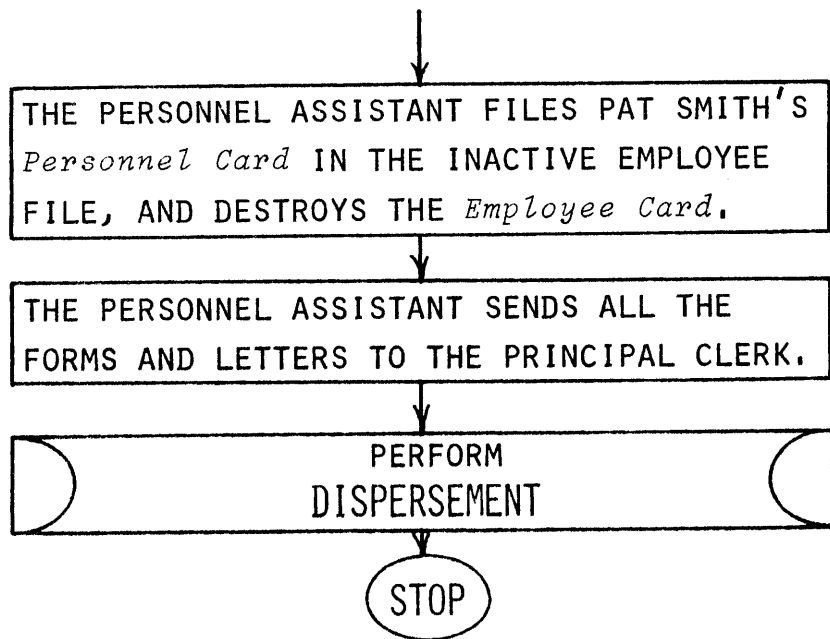


CIVIL SERVICE TERMINATION

---

CASE 7B: Pat Smith of the operating department is to be terminated from employment. (S)he is a civil service employee.





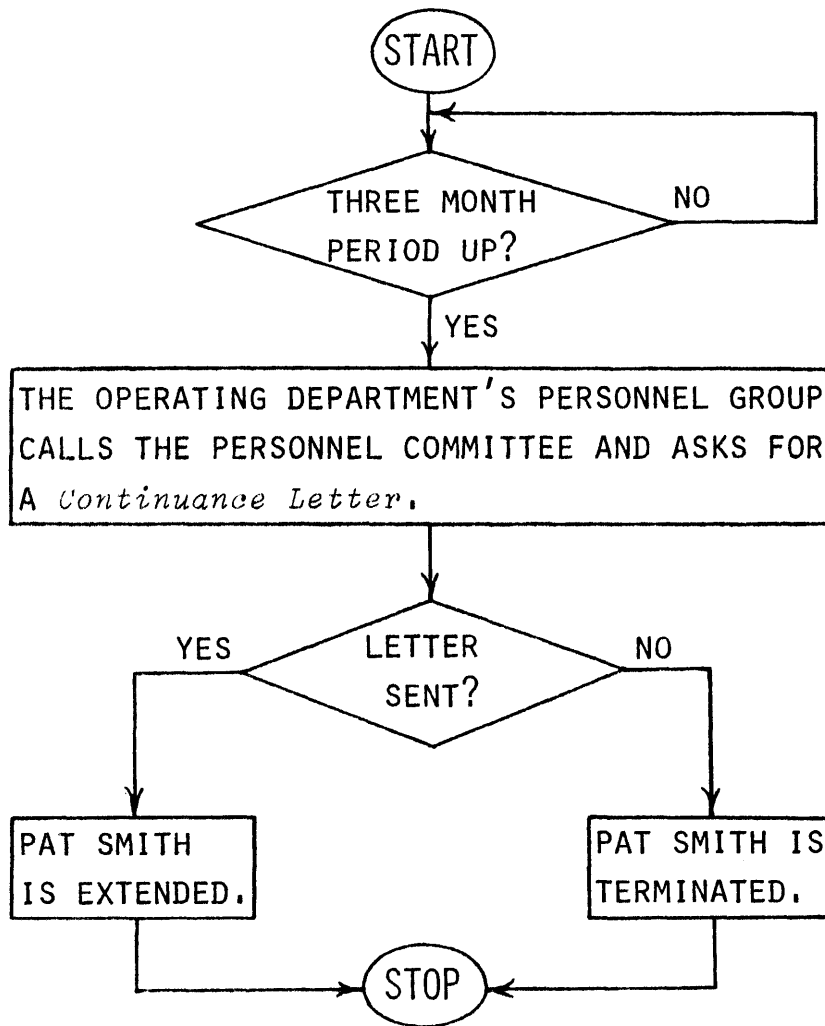
CASE 7A and 7B

The procedure for a non-civil service termination is identical to a civil service termination, except for the lack of one form. The department head initiates the procedure by informing the operating department's personnel group of the intended termination. The group in turn composes a letter stating the termination and, in the case of a civil service employee, also fills out an Absence and Termination Notice. The letter and form are then signed by the department head and passed on to the personnel division where it is time stamped. The Personnel Book is then adjusted to show the permanent vacancy. The Personnel Card is put in an inactive employee file, and the Employee Card is thrown away. The letter and form are then dispersed to their proper places.

THREE MONTH UPDATE (ONLY FOR PROVISIONAL CIVIL SERVICE)

---

CASE 8: Pat Smith of the operating department was hired as a provisional civil service employee.



CASE 8

A provisional employee has to be reinstated every three months. There are provisional employees only within the civil service structure, not the non-civil service structure. Therefore, this case only concerns itself with the civil service procedure.

Once a week or so, each operating department's personnel group determines which provisional employees are in need of an extension, namely which of the provisional employees are completing their latest three month period. The operating department's personnel group will then call up the personnel committee and ask for a Continuance Letter for the employees involved. If the letter does not include a particular person, that person is terminated using CASE 7B. If the person is listed on the letter, that person is reinstated using CASE 5B, however, the medical examination and Personnel Book markings are not performed in the reinstatement procedure.





KEVIN H. WHITE  
MAYOR

CITY OF BOSTON  
OFFICE OF THE MAYOR  
CITY HALL, BOSTON

Date \_\_\_\_\_

To:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Dear \_\_\_\_\_:

This will introduce \_\_\_\_\_  
of \_\_\_\_\_ who is desirous of  
obtaining employment in your department as

\_\_\_\_\_

Please make a special effort to assist the above named person.

Thank you.

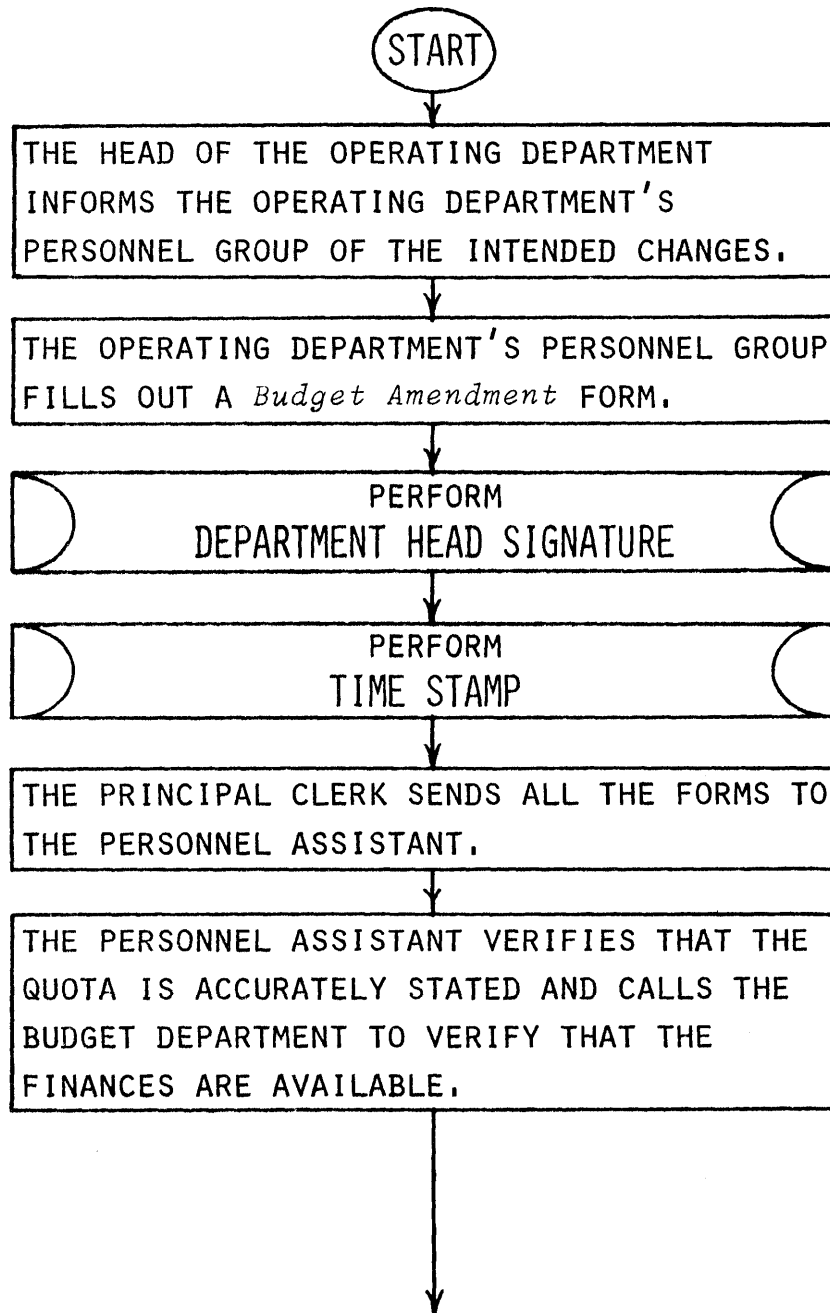
Sincerely,

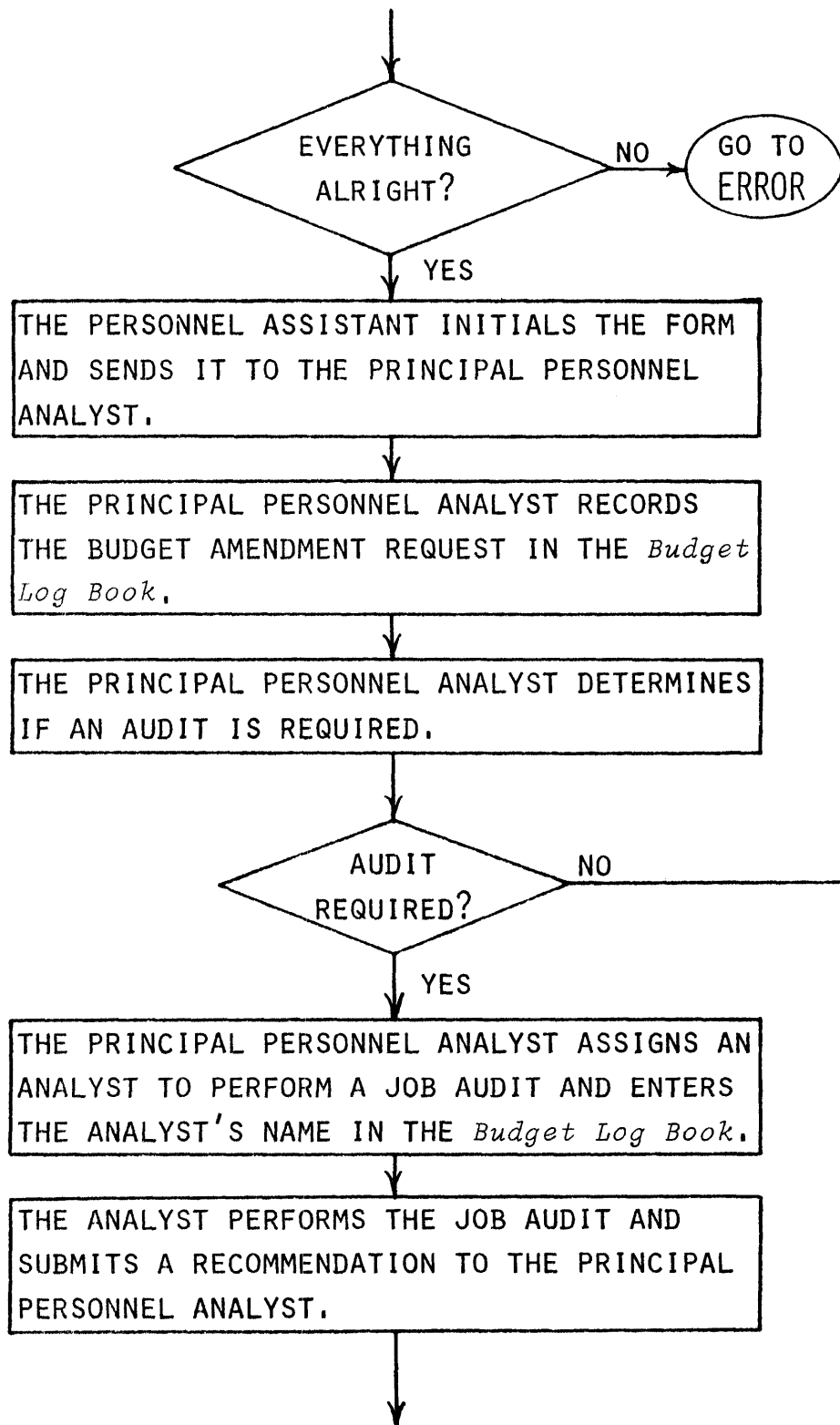
\_\_\_\_\_  
John E. Murphy  
Deputy Director  
Personnel

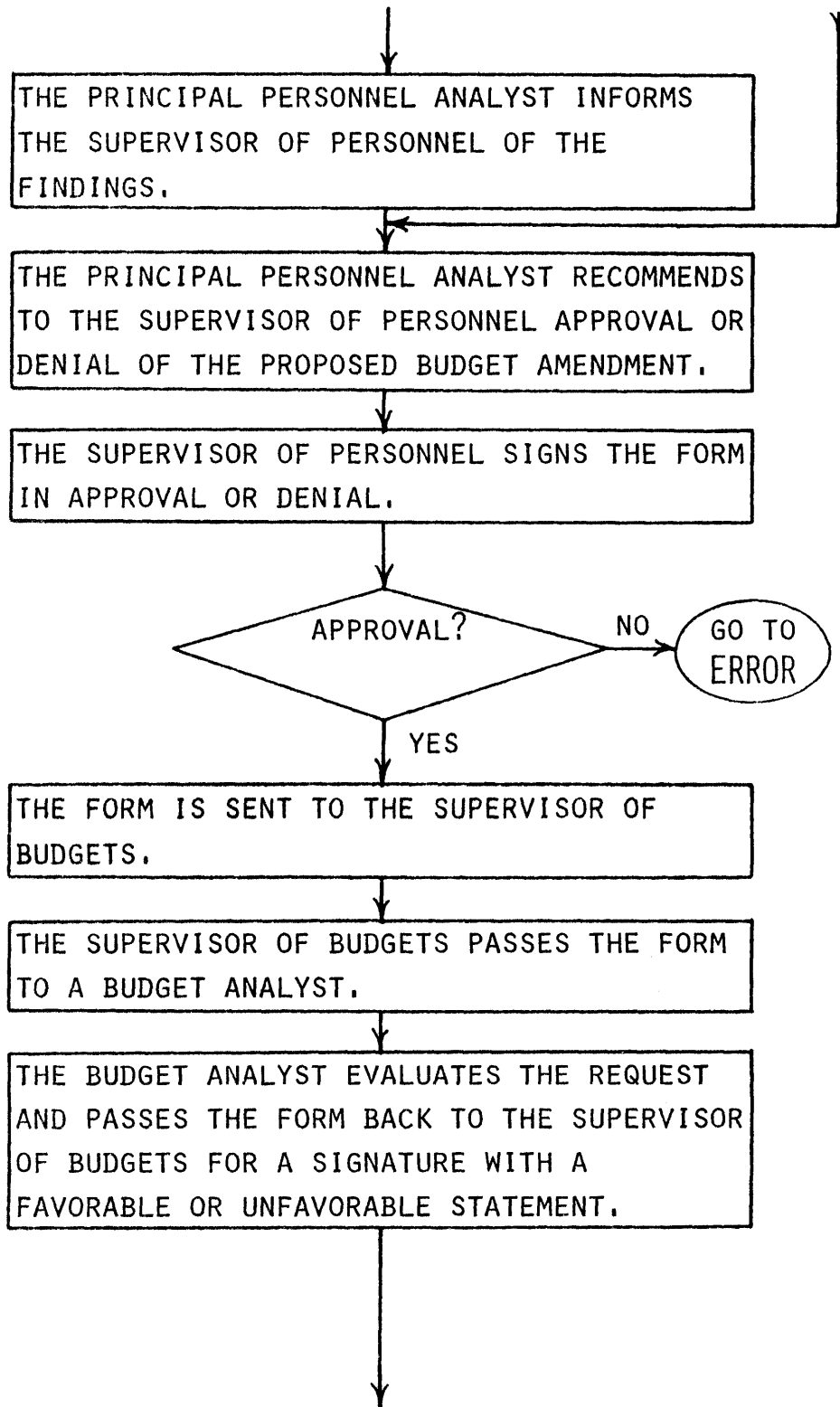
BUDGET AMENDMENTS

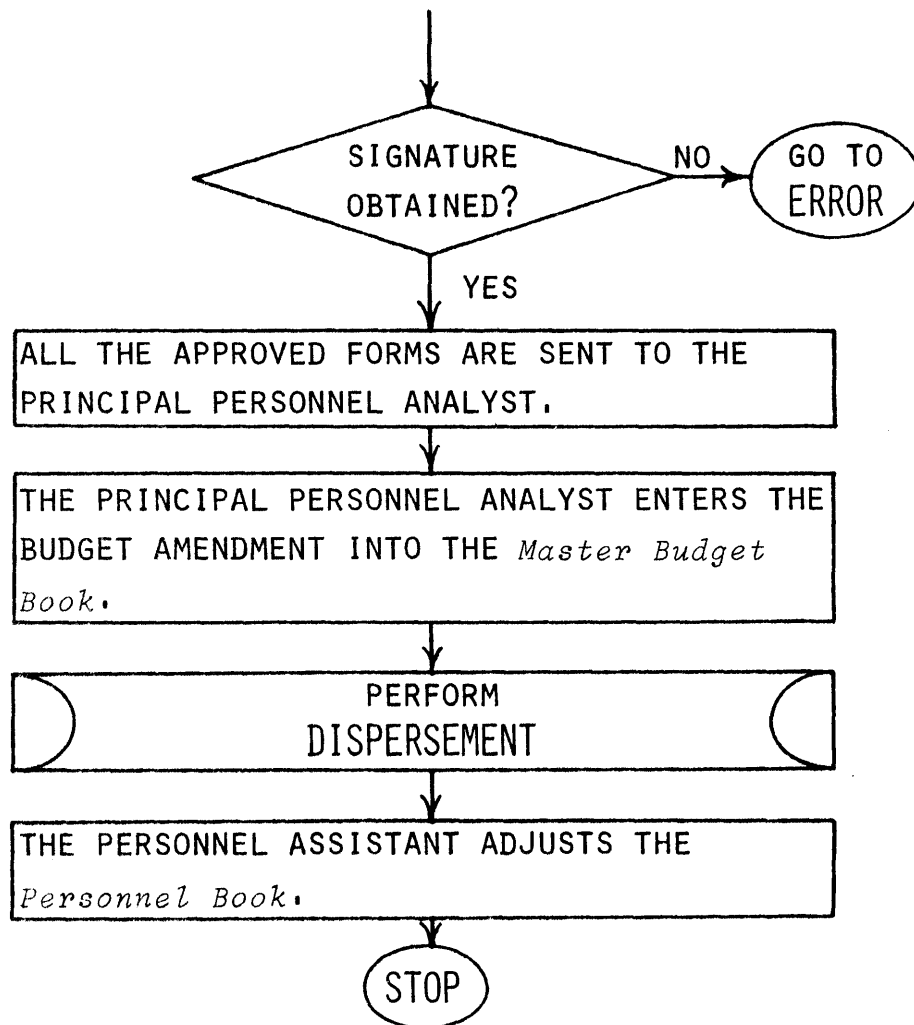
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CASE 9: The operating department has decided to amend its budget by re-allotting employment positions.









CASE 9

Whenever a department head wishes to alter the authorized budget quota for his/her department in the Personnel Book, A Budget Amendment must be submitted. The Budget Amendment states which positions are desired to be deleted and which are desired to be added.

The Department must justify the need for the proposed new position in terms of increased productivity or efficiency, cost reduction and/or cost effectiveness. For example, Park and Recreation needs position X because of technological change or increased work load, in order to reduce the cost impact of the addition, they may wish to delete Y position.

Whatever the reason, the procedure listed below is followed:

The head of the department tells the operating department's personnel group of what changes (s)he wishes to initiate and their justification. The group fills out a Budget Amendment form. The department head signs the form, and passes it on to the personnel division where it is time stamped. The personnel assistant is given the form. (S)he checks the existing quotas and job titles, and verifies their accuracy. If everything is not all right, the form is returned to the department.

Else, the personnel assistant initials the form and sends it to the principal personnel analyst. The principal analyst logs the form into the Budget Log Book and decides if an audit is needed. Sometimes the decision is done in conjunction with the Supervisor of Personnel. If an audit is to be performed, a personnel analyst performs a job audit on each of the proposed new positions. The personnel analyst's name is also recorded in the Budget Log Book by the principal personnel analyst. After the audit, the analyst either recommends or does not recommend any or all of the new positions. The Supervisor of Personnel then has to approve or deny the proposed Budget Amendment form. If the Supervisor of Personnel signs the form in approval, the form is sent to the Supervisor of Budgets who in turn gives it to a budget analyst. The budget analyst returns the papers to the Supervisor of Budgets with a favorable or unfavorable statement. The Supervisor of Budgets then has the option of signing or not signing. If (s)he signs the Budget Amendment form, all the copies are returned to the principal personnel analyst, who records the disposition in the Master Budget Book. Then, the form is given to the principal clerk for dissemination. If the Supervisor of Budget does not approve the request, the form is

returned to the operating department.



Date Received: \_\_\_\_\_  
Analyst Assigned: \_\_\_\_\_  
File #: \_\_\_\_\_  
Report Due: \_\_\_\_\_

CITY OF BOSTON  
and  
COUNTY OF SUFFOLK

ADMINISTRATIVE SERVICES DEPARTMENT

THIS FORM MUST BE SUBMITTED WITH ALL REQUESTS TO AMEND PERSONNEL QUOTAS

Please amend the \_\_\_\_\_ personnel quota as follows:  
(department)

ADDITIONS:

Title: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Salary: \_\_\_\_\_ Hrs./Wk. \_\_\_\_\_

Cost Center/Division: \_\_\_\_\_

Quota Adjustment: From: \_\_\_\_\_ To: \_\_\_\_\_

In this a promotion? \_\_\_\_\_

What is the added cost for the rest of this Fiscal Year? \_\_\_\_\_

What is the added cost for next Fiscal Year? \_\_\_\_\_

DELETIONS:

Title: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Salary: \_\_\_\_\_ Hrs./Wk. \_\_\_\_\_

Cost Center/Division: \_\_\_\_\_

Quota Adjustment: From: \_\_\_\_\_ To: \_\_\_\_\_

Is the title you are deleting vacant? \_\_\_\_\_

PLEASE STATE THE DIMENSIONS OF THE DEPARTMENT, UNIT OF COST CENTER APPLICABLE TO THIS REQUEST:

Total Operating Budget: \_\_\_\_\_ Total number of employees: \_\_\_\_\_  
Work Volume: \_\_\_\_\_ Federal Grants: \_\_\_\_\_  
Fees Collected: \_\_\_\_\_ Other: \_\_\_\_\_

DESCRIBE THE BENEFITS THIS POSITION(S) WILL HAVE TO THE OPERATION OF YOUR DEPT.:  
IN TERMS OF ECONOMY OR COST, INCREASED PRODUCTIVITY OR EFFICIENCY, TECHNOLOGICAL  
CHANGE, ETC. (in detail):

A COMPLETE AND DETAILED FORM 30 MUST BE SUBMITTED WITH ALL REQUESTS

Personnel Copy

(over)

DESCRIBE THE RELATIONSHIP BETWEEN THE PROPOSED NEW POSITION(S) AND EXISTING POSITION(S) WITHIN THE UNIT AND/OR DEPARTMENT: (in detail)

IF THIS POSITION(S) WAS NOT ALLOCATED, WHAT ARE THE DETRIMENTAL EFFECTS TO THE DEPARTMENT, UNIT OR COST CENTER?

THE ABOVE ANSWERS ARE ACCURATE AND COMPLETE:

Appointing Authority: \_\_\_\_\_ Date: \_\_\_\_\_

Title: \_\_\_\_\_

FOR PERSONNEL AND BUDGET DIVISIONS

Budget Review By: \_\_\_\_\_ Personnel Review By: \_\_\_\_\_

Comments: \_\_\_\_\_

Funding Available: \_\_\_\_\_ Personnel Approval: \_\_\_\_\_  
(authorized signature) (authorized signature)

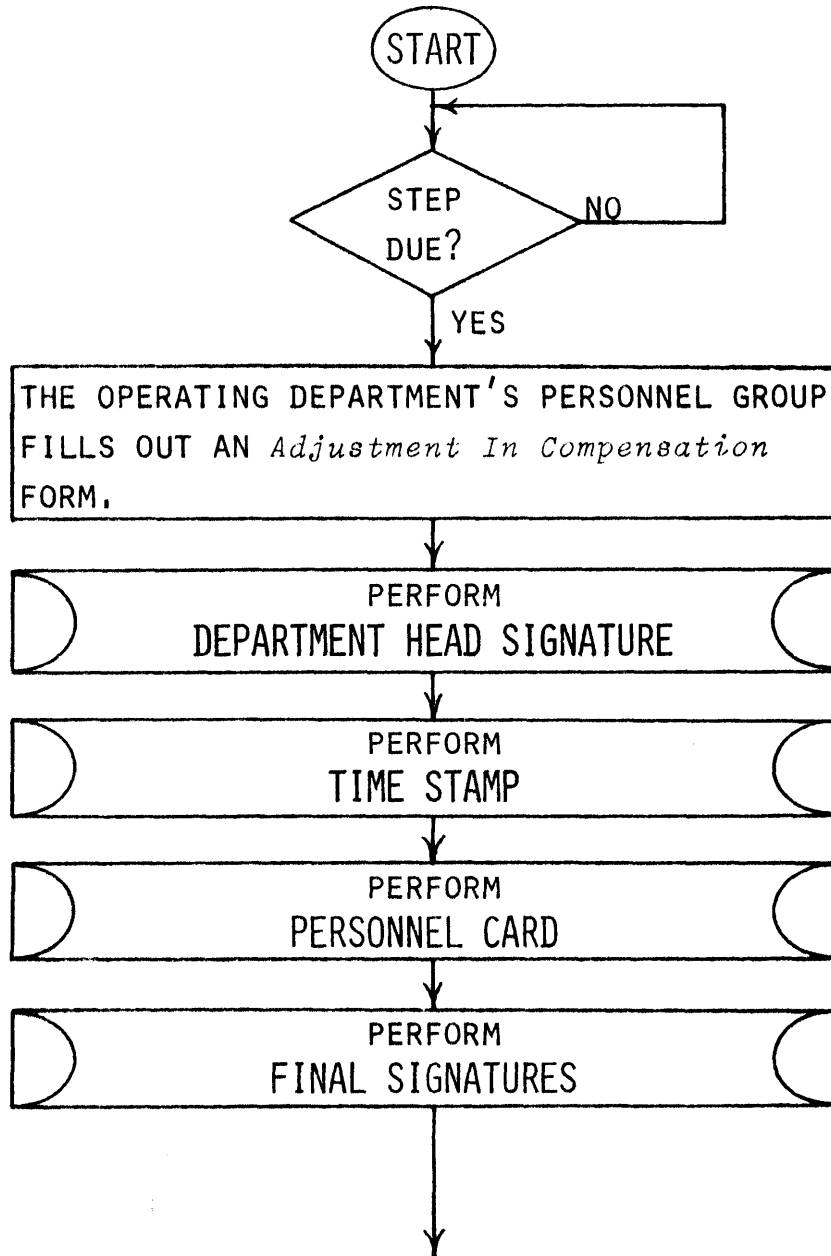
DISAPPROVED:
Supervisor of Personnel
Supervisor of Budgets

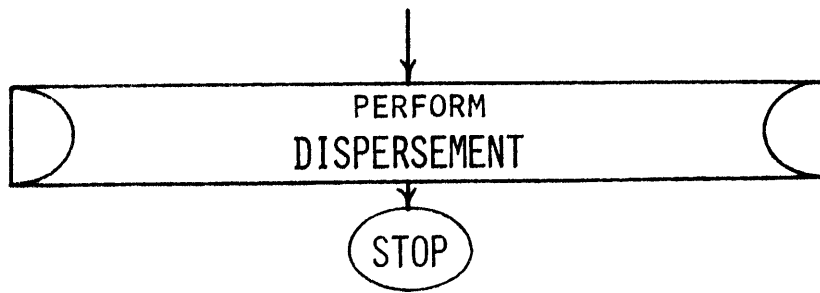
EFFECTIVE DATE: \_\_\_\_\_

STEP RATE

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CASE 10: Pat Smith of the operating department is to be granted a step rate increase in salary every year. (S)he is covered by the Compensation Plan.





## CASE 10

The Compensation Plan is a plan for the remuneration of employees working within it. It is composed of a salary schedule which shows the salary of each level employee for each of seven steps. The idea is a simple one. Each employment position has assigned to it a level. The higher the level, the more salary at a specific step. The steps are used for raises, but constructed so as to keep the employees within their level. Every year, or whenever an employee receives a raise, (s)he moves over one step and receives the prescribed salary. There are only seven steps for each level, therefore, after a raise into the seventh step, no more within level raises will occur. If an employee receives a promotion to a new position and accordingly a level change, (s)he must receive a pay raise of two steps higher than what (s)he was receiving. This is very easy to do since each step in each higher level is the same salary as one step higher than it in the level immediately lower than it. Therefore, level 3 step 3 equals level 2 step 4 which equals level 4 step 2 which equals level 5 step 1. So if Pat Smith is at level 10 step 6 and receives a promotion to level 11, she would have to go to step 7 since step 5 would equal his/her

current salary. Keep in mind though, that step 7 is the highest and cannot be exceeded.

Whenever a step rate increase is due an employee, in this case Pat Smith, the operating department's personnel group of Pat Smith's department fills out an Adjustment in Compensation form. The department head signs the form and it gets sent, except for one yellow copy, to the Personnel Division where it is time stamped. Pat Smith's personnel card is properly marked, the form receives the final signatures, and then it is dispersed to the proper places. When the operating department's personnel group receives the second yellow copy, they inform Pat Smith and the department head. Sometimes Pat Smith is not directly notified, but rather sees the additional money on his/her pay check



AUDITOR'S COPY

CITY OF BOSTON  
ADJUSTMENT IN COMPENSATION  
(for step rate and longevity increments only)

DEPARTMENT ..... DIVISION ..... DATE .....

To:

DIRECTOR OF ADMINISTRATIVE SERVICES:

Subject to your approval (under the provisions of Chapter 3, Section 12, of the Revised Ordinances of 1947 as amended) the following adjustment(s) in compensation is/are hereby recommended to become effective

NAME	TITLE	GRADE	COMPENSATION	
			PRESENT	PROPOSED

I hereby certify that the services of the above-named has/have been satisfactory.

.....  
*Officer in Charge of Department*

Approved:

Reviewed:

To be effective.....

Approval Recommended

.....  
*Director of Administrative Services*

.....  
*Supervisor of Personnel*

All Forms Must Be Transmitted to the Supervisor of Personnel, Room 610, City Hall

Gen. 17

SCHEDULE A  
 CITY OF BOSTON SALARY SCHEDULE (R-1 to R-22)  
 EFFECTIVE SEPTEMBER 3, 1975

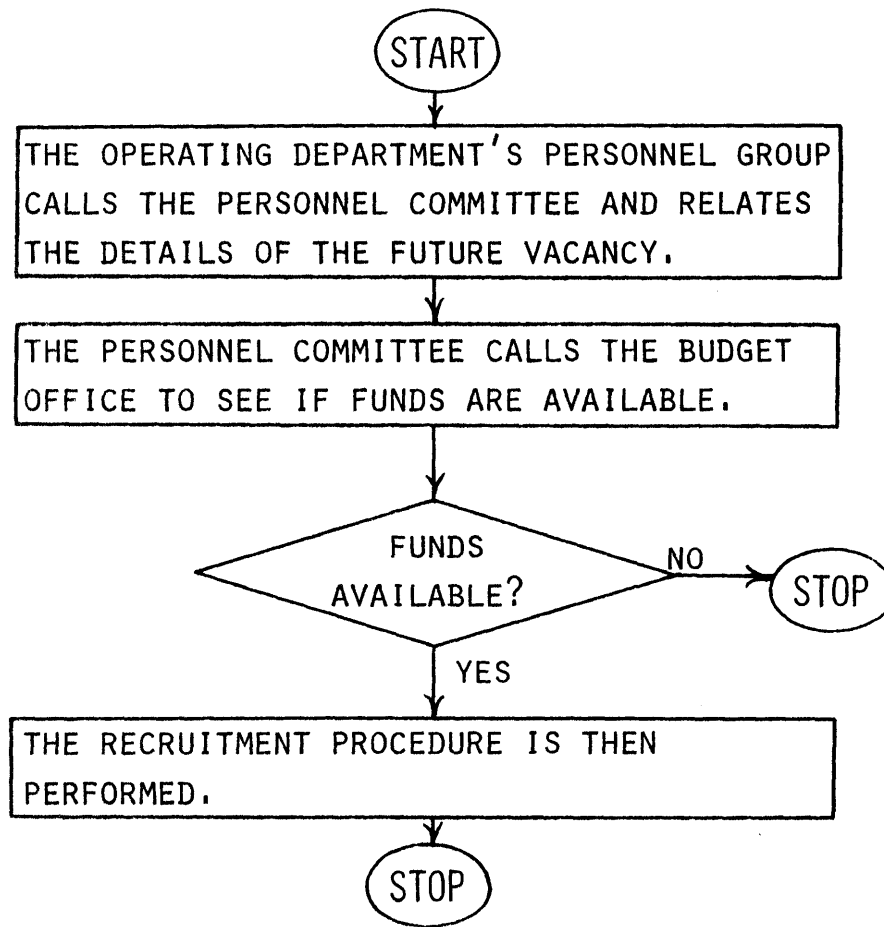
GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
R-1 R-1L	\$125.75	130.05	134.65	139.25	143.55	148.70	154.60
R-2 R-2L	130.05	134.65	139.25	143.55	148.70	154.60	160.55
R-3 R-3L	134.65	139.25	143.55	148.70	154.60	160.55	166.75
R-4 R-4L	139.25	143.55	148.70	154.60	160.55	166.75	173.25
R-5 R-5L	143.55	148.70	154.60	160.55	166.75	173.25	180.60
R-6 R-6L	148.70	154.60	160.55	166.75	173.25	180.60	189.20
R-7 R-7L	154.60	160.55	166.75	173.25	180.60	189.20	198.10
R-8 R-8L	160.55	166.75	173.25	180.60	189.20	198.10	207.35
R-9 R-9L	166.75	173.25	180.60	189.20	198.10	207.35	217.00
R-10 R-10L	173.25	180.60	189.20	198.10	207.35	217.00	228.05
R-11 R-11L	180.60	189.20	198.10	207.35	217.00	228.05	239.60
R-12 R-12L	189.20	198.10	207.35	217.00	228.05	239.60	251.95
R-13	198.10	207.35	217.00	228.05	239.60	251.95	264.75
R-14	217.00	228.05	239.60	251.95	264.75	278.30	293.00
R-15	239.60	251.95	264.75	278.30	293.00	308.70	324.70
R-16	264.75	278.30	293.00	308.70	324.70	341.40	358.10
R-17	293.00	308.70	324.70	341.40	358.10	374.35	392.60
R-18	324.70	341.40	358.10	374.35	392.60	412.35	432.15
R-19	358.10	374.35	392.60	412.35	432.15	452.25	472.40
R-20	392.60	412.35	432.15	452.25	472.40	492.45	512.55
R-21	432.15	452.25	472.40	492.45	512.55	532.60	552.70
R-22	472.40	492.45	512.55	532.60	552.70	572.85	592.95



A NON-MANAGEMENT VACANCY IS ABOUT TO OCCUR

---

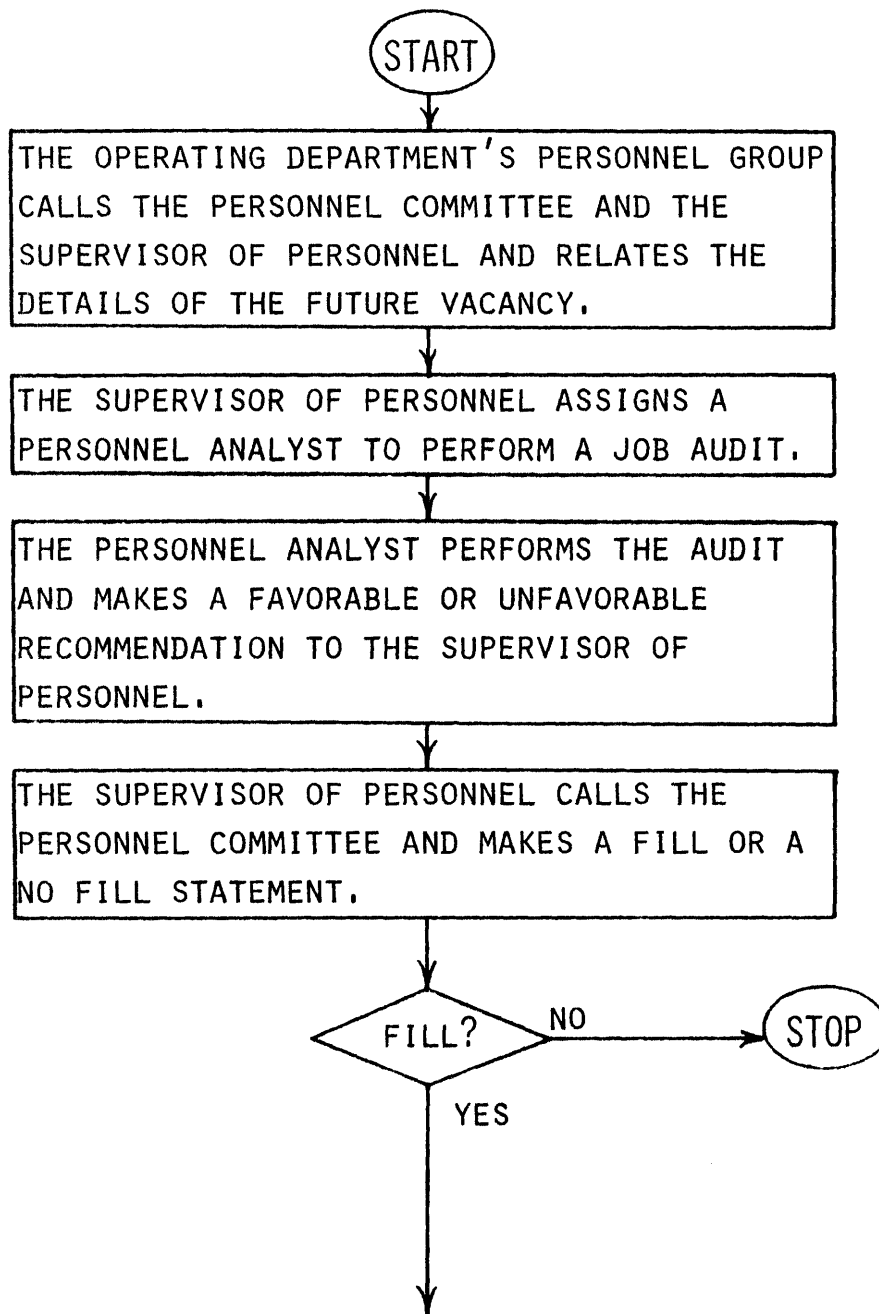
CASE 11A: The operating department is about to have a non-management vacancy occur.

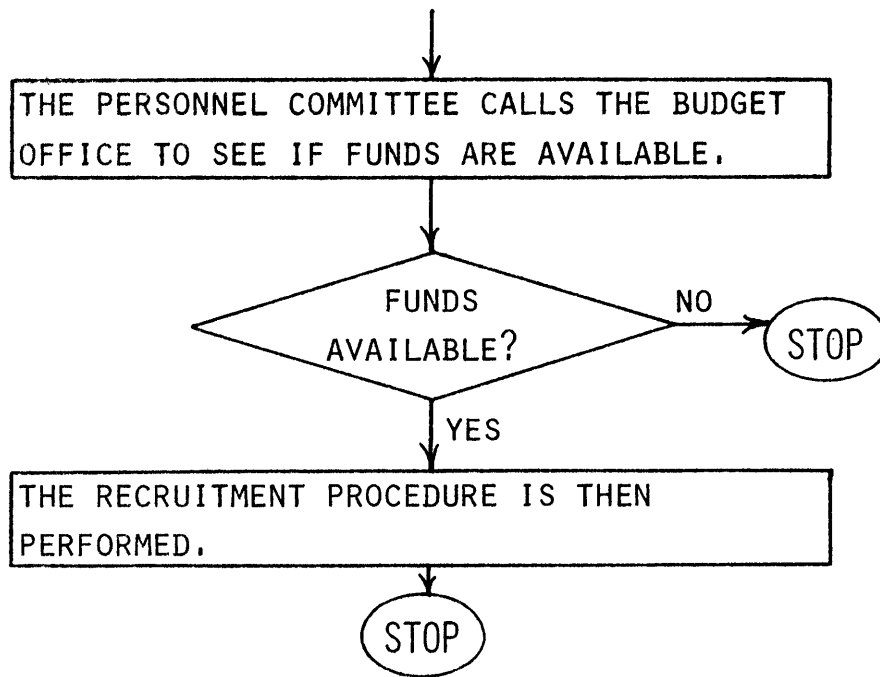


A MANAGEMENT VACANCY IS ABOUT TO OCCUR

---

CASE 11B: The operating department is about to have a management vacancy occur.





CASE 11A and 11B

When an operating department's personnel group receives knowledge that a vacancy is about to occur within its department, it must follow this procedure. If the position is going to be of a non-management variety, the group just calls the personnel committee and informs them of the future vacancy. If the position is going to be of the management variety, the group must also call the Supervisor of Personnel and tell of the future vacancy.

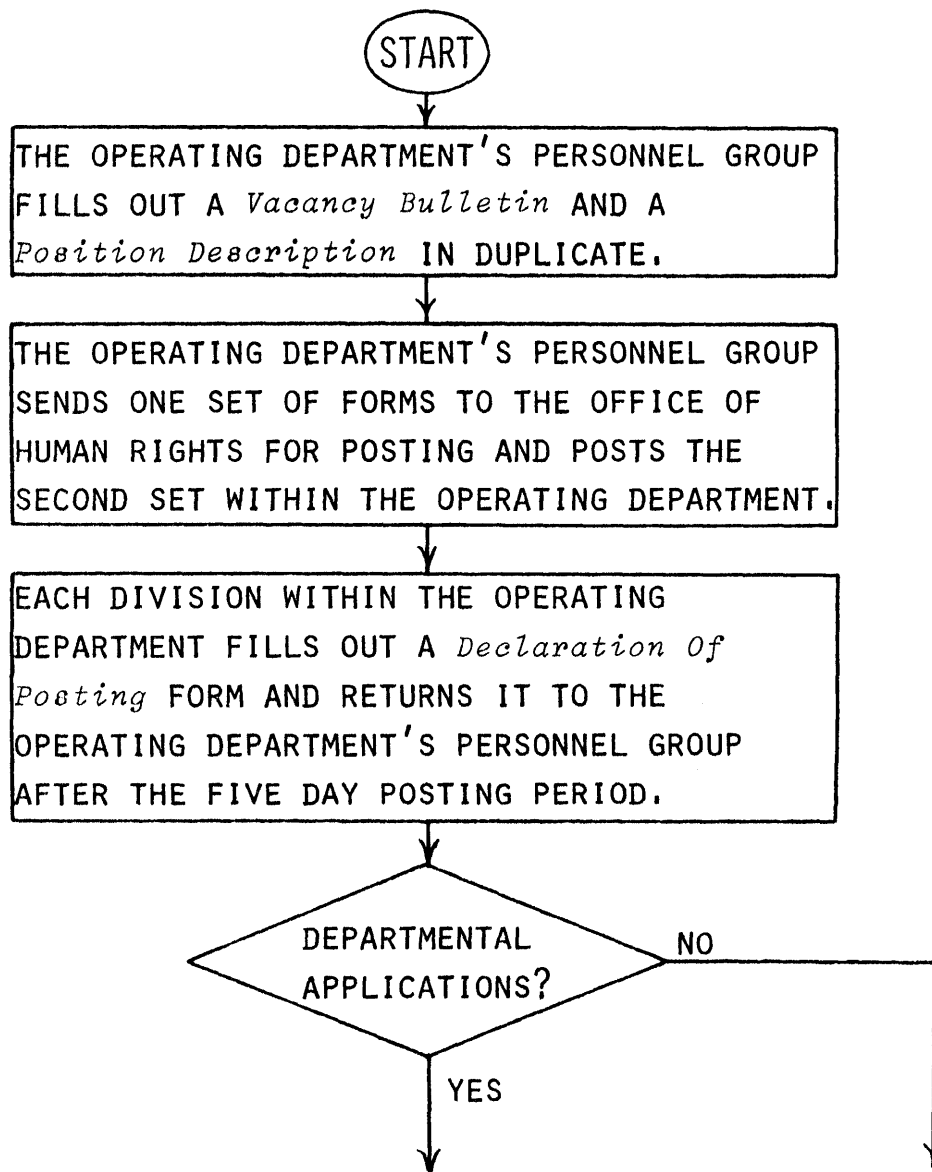
The Supervisor of Personnel, if it is a management position, will assign a personnel analyst to perform a job audit. The analyst performs the audit, and relates his/her findings to the Supervisor of Personnel. The Supervisor of Personnel will then inform the personnel committee of his/her decision to fill or not to fill the position. If the decision is not to fill, the process stops and the vacancy will not be filled. The personnel committee is responsible for contacting the budget office to see if funds are available for either the management or non-management position. If they are not available, the process stops and the position is not filled. If there are funds and if the Supervisor of Personnel decides to fill the management position, if applicable,

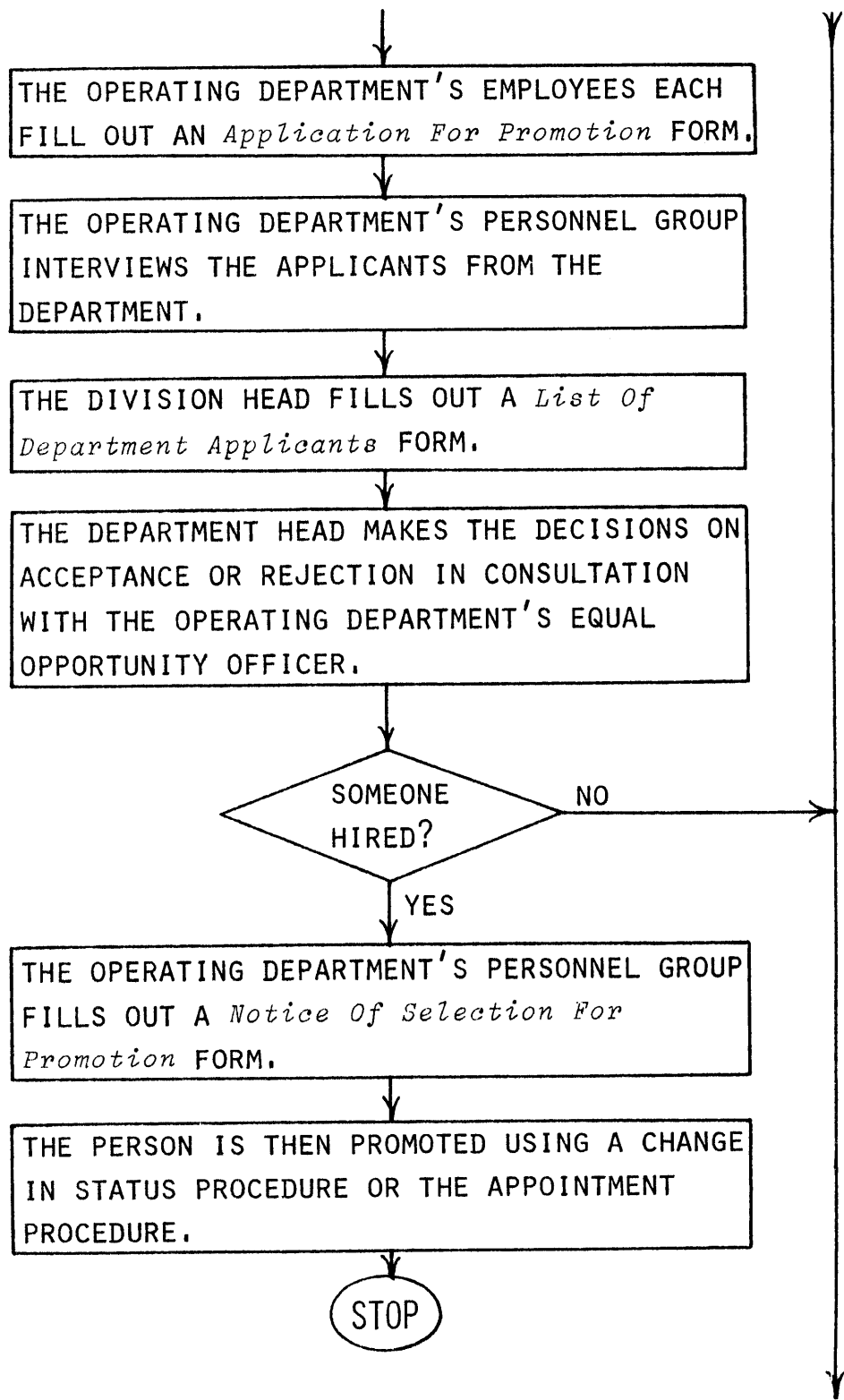
the personnel committee starts a recruitment process.

NON-CIVIL SERVICE RECRUITMENT,  
CIVIL SERVICE RECRUITMENT WITHOUT A LIST

---

CASE 12A: The operating department is intending on recruiting someone without the civil service list whether it be for a civil service or non-civil service position.





AFTER FIVE DAYS OF POSTING THE FORMS, THE OPERATING DEPARTMENT'S PERSONNEL GROUP SENDS A THIRD SET TO THE PERSONNEL COMMITTEE.

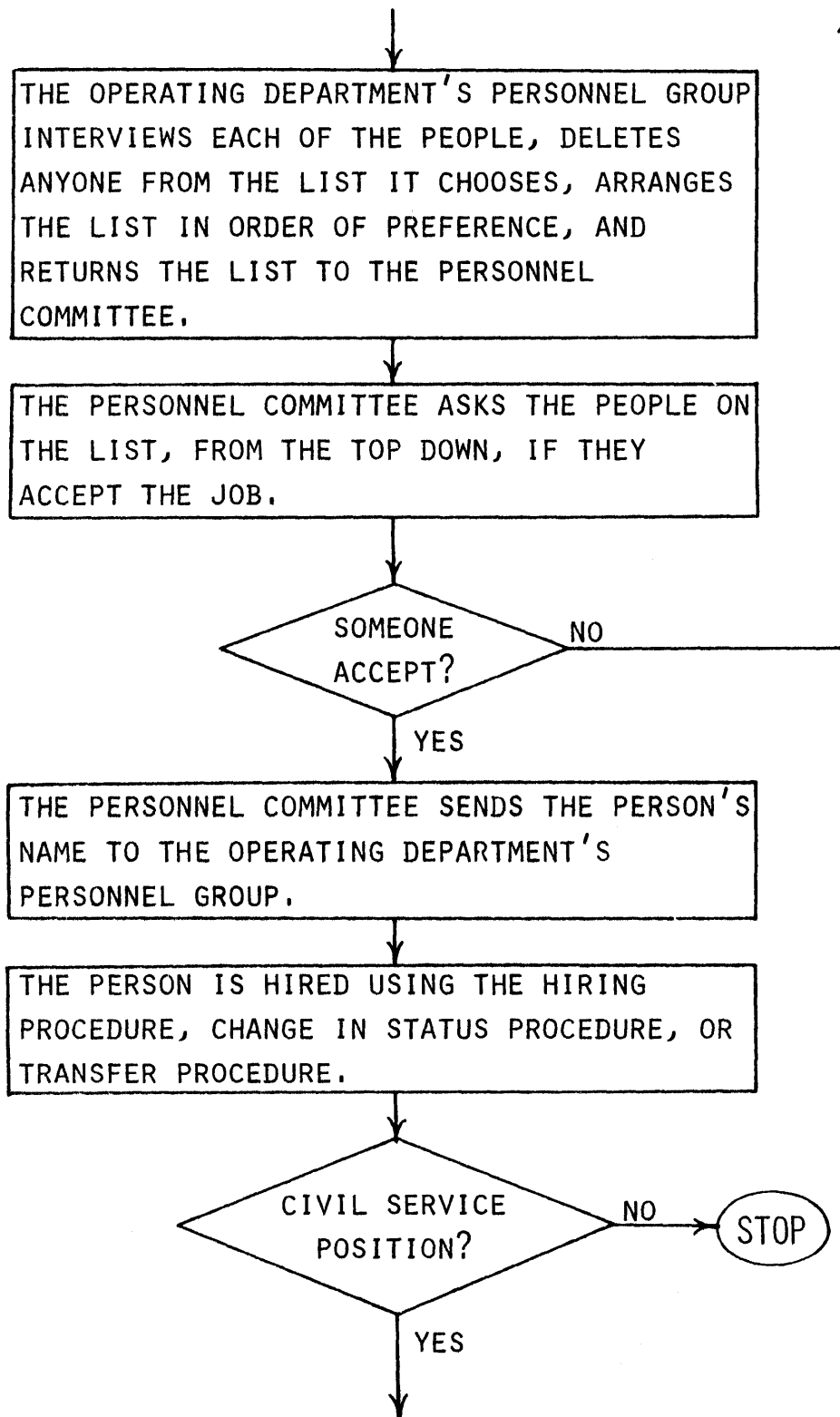
THE OFFICE OF HUMAN RIGHTS SENDS ALL THE *Application* FORMS FILLED OUT WITHIN ITS OFFICE DURING THE POSTING PERIOD TO THE PERSONNEL COMMITTEE. IT ALSO COUNSELS THE PERSONNEL COMMITTEE AS TO THE AFFIRMATIVE ACTION STATUS OF THE OPERATING DEPARTMENT. THE STATUS IS GENERALLY CONVEYED IN A *Letter* FORM.

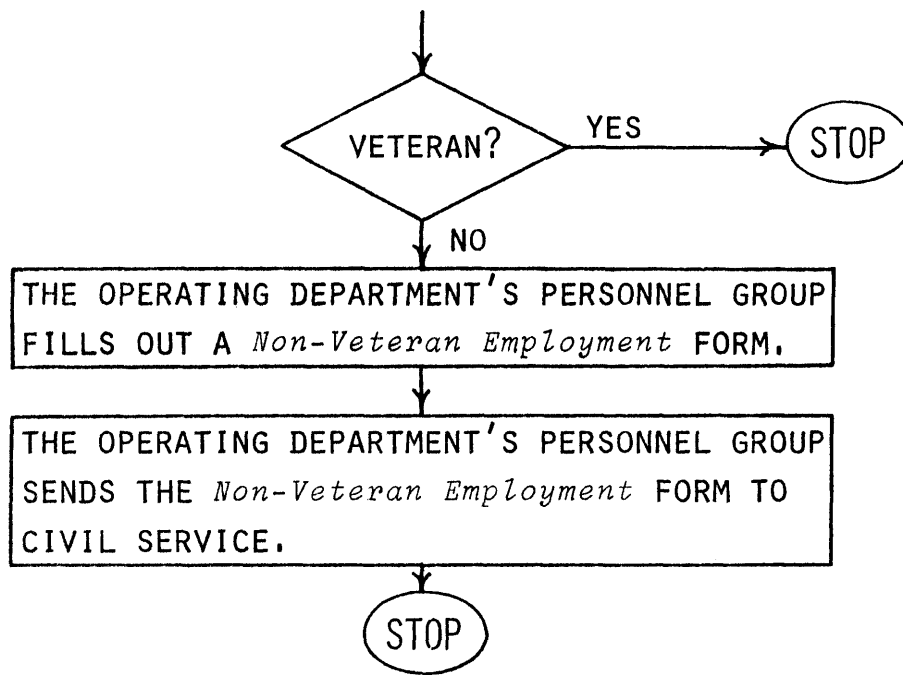
THE PERSONNEL COMMITTEE SEARCHES THE *Job Bank* AND GENERATES A LIST OF SEEMINGLY QUALIFIED INDIVIDUALS.

THE PERSONNEL COMMITTEE INTERVIEWS EACH PERSON ON THE LIST AND SELECTIVELY NARROWS THE LIST DOWN.

THE PERSONNEL COMMITTEE ARRANGES INTERVIEWS BETWEEN EACH REMAINING PERSON ON THE LIST AND THE OPERATING DEPARTMENT'S PERSONNEL GROUP. AND ALSO THE PERSONNEL COMMITTEE GIVES EACH PERSON A *Letter Of Introduction* FOR THE INTERVIEW.







CASE 12A

There are two separate instances when this case would be used. The first is when an operating department wishes to hire a non-civil service individual. The second is when a civil service position is to be filled, but no Civil Service Certification List exists for the position.

The process begins with the operating department's personnel group filling out a Vacancy Bulletin and a Position Description in duplicate. The Position Description (Form 30) is a civil service form and the Vacancy Bulletin is particular for each department. The group then posts one copy of the forms within their department and sends the other copy to the Office of Human Rights for posting. Should the department be fairly large with several divisions, a Declaration of Posting must be returned to the operating department's personnel group by each division after the five day posting period.

If an employee of the operating department desires to fill the vacant position, (s)he fills out an Application for Promotion form. This form is particular to each department. Once the forms are filled out by the department employees who wish to apply for the vacancy, the personnel group interviews them one by one.

The division head then fills out a List of Department Applicants form. The form is passed on to the department head who makes the final decision as to who, if anyone, is to be promoted to the position. If someone is chosen to fill the vacancy, the operating department's personnel group fills out a Notice of Selection For Promotion form. The group then promotes the selected individual with the Change in Status procedure or the Appointment procedure.

If the department head does not choose a department employee to fill the position and the posting has lasted five days, the following occurs. The operating department's personnel group sends a copy of the Vacancy Bulletin and Position Description forms to the personnel committee. The Office of Human Rights also sends all the Application forms it received in response to the posting in their department to the personnel committee. The office also counsels the committee as to the affirmative action status of the operating department via a letter.

The personnel committee searches the Job Bank and generates a list of people who seem to be qualified for the job. The personnel committee then interviews the list of people and the seemingly qualified applicants

from the Office of Human Rights. The list of applicants is narrowed down and the remaining people set up for interviews with the operating department's personnel group. The people are told of their interview time and given a Letter of Introduction. The group performs the interviews and composes an order of preference list. The personnel committee then proceeds down the list, starting from the first person, and finds the first person willing to accept the position. If an individual is not found, the Job Bank has to be researched.

If a person is found who desires the position, the personnel committee sends the person's name to the operating department's personnel group who performs the hiring procedures. Civil service positions being filled by non-veterans require a Non-Veteran Employment form to be filed with Civil Service by the operating department's personnel group. This is to comply with Section 25, Chapter 31, General Laws Governing Civil Service.

POST ON BULLETIN BOARD: \_\_\_\_\_

CITY OF BOSTON  
ADMINISTRATIVE SERVICES DEPARTMENT  
PROMOTIONAL BULLETIN  
ALL DIVISIONS

DATE: \_\_\_\_\_

SUBJECT: Promotion Classified (Official) Service.

\_\_\_\_\_  Permanent  Temporary SUBJECT TO CIVIL SERVICE EXAMINATION AND  
CERTIFICATION FROM ELIGIBLE LIST.

Vacancy in the \_\_\_\_\_ DIVISION to be filled.

TITLE:

GRADE AND SALARY:

LOCATION:

LAST DATE FOR APPLYING:

DUTIES OF POSITION AND QUALIFICATIONS REQUIRED:

1. See Duties of position attached hereto.
2. All applicants for position must have completed their six (6) month probationary period.
3. Only applicants who are eligible under the provisions of Chapter 31, Mass. Gen. Laws, as amended, (the Civil Service Law) will be considered for promotion.
4. Examination and Promotion eligibility is limited to the Official Service

\_\_\_\_\_  
Supervisor of Personnel

POST ON BULLETIN BOARD: \_\_\_\_\_

SUPERVISORS WILL FORWARD ALL WRITTEN APPLICATIONS TO THE ADMINISTRATIVE SERVICES,  
PERSONNEL DIVISION OFFICE WITHOUT DELAY.

**POSITION DESCRIPTION, Form 30**  
Commonwealth of Massachusetts

POSITION TITLE CODE

1. POSITION TITLE	CITY OR TOWN AND/OR AGENCY
-------------------	----------------------------

2. APPROPRIATION OR AGENCY CODE	POSITION NO.	REQUISITION NO.	SALARY	DATE PREPARED
---------------------------------	--------------	-----------------	--------	---------------

3. GENERAL STATEMENT OF DUTIES AND RESPONSIBILITIES

4. SUPERVISION RECEIVED (NAME AND TITLE OF PERSON FROM WHOM INCUMBENT RECEIVES DIRECTION)

5. SUPERVISION EXERCISED (NAMES AND TITLES OF PERSONS SUPERVISED BY INCUMBENT)

6. DUTIES AND RESPONSIBILITIES

Note: This form must be submitted to Personnel-Civil Service for every new position title in your jurisdiction, and for any substantive change in an established position.

FORM 30 (REV. 1993)

(00000)

7. QUALIFICATIONS AND ENTRANCE REQUIREMENTS  
(Include required knowledge, abilities, skills. Also specify entrance requirements such as experience and/or education.)

REMARKS

Signature of  
Appointing Authority \_\_\_\_\_

Title \_\_\_\_\_

Agency \_\_\_\_\_

Prepared by \_\_\_\_\_



I, \_\_\_\_\_, HEREBY CERTIFY THAT I HAVE  
(Supervisor)  
RECEIVED AND POSTED A BULLETIN FOR THE POSITION  
OF \_\_\_\_\_  
IN THE ADMINISTRATIVE SERVICES DEPARTMENT, \_\_\_\_\_ DIVISION,  
TO BE POSTED ON \_\_\_\_\_  
(Dates)

THIS MUST BE RETURNED DIRECTLY TO THE PERSONNEL OFFICE, ATTENTION OF THE  
SUPERVISOR OF PERSONNEL, ROOM 610, AS SOON AS POSSIBLE.  
ALL RECEIPTS MUST BE RECEIVED IN THE PERSONNEL OFFICE BEFORE ANY PROMOTIONS  
WILL BE MADE.

TO: \_\_\_\_\_

CITY OF BOSTON  
ADMINISTRATIVE SERVICES DEPARTMENT

DATE \_\_\_\_\_

TO: \_\_\_\_\_ SUPV. OF PERSONNEL \_\_\_\_\_

FROM: \_\_\_\_\_

THRU: APPLICANT'S DIVISION HEAD (If position is in another Division)

SUBJECT: APPLICATION FOR PROMOTION.

SIR:

I believe I am qualified, capable of performing, and am willing to accept the duties of

\_\_\_\_\_  
(Title of Position applying for)

in the \_\_\_\_\_

and desire to be considered for promotion.

Yours very truly,

\_\_\_\_\_  
EMPLOYEE'S SIGNATURE

\_\_\_\_\_  
SIGNATURE OF PRESENT SUPERVISOR

\_\_\_\_\_  
PRESENT TITLE OF APPLICANT

\_\_\_\_\_  
DIVISION

NOTED: \_\_\_\_\_  
INITIALS OF PRESENT DIVISION HEAD

1. Employee will retain Duplicate Copy.
2. Division Head will initial application ONLY IF POSITION IS IN ANOTHER DIVISION and will forward application to Personnel.  
Initials do not imply approval of request.

\*\*\*\*\*  
FOR PERSONNEL OFFICE USE ONLY

TITLE OF PRESENT POSITION: \_\_\_\_\_ GRADE: \_\_\_\_\_

SENIORITY DATE: \_\_\_\_\_ DIVISION: \_\_\_\_\_



CITY OF BOSTON  
ADMINISTRATIVE SERVICES DEPARTMENT

DATE: \_\_\_\_\_

SUBJECT: Notice of Selection for Promotion.

1. In accord with provisions of Article XI, Collective Bargaining Agreement, a poster was published and posted throughout this department for five working days commencing \_\_\_\_\_ announcing the following position to be filled.

TITLE: \_\_\_\_\_

GRADE: R: \_\_\_\_\_ SALARY: \_\_\_\_\_ wkly

DIVISION: \_\_\_\_\_

NUMBER OF VACANCIES AND TYPE (Perm. or Temp.) \_\_\_\_\_

2. In accord with Section 5(c), Article XI, CBA, notice is hereby made of the following selection, or selections, as the case may be, of persons applying for the aforementioned position.

NAME

SENIORITY DATE

3. This notice is to be attached to the original poster and posted on all bulletin boards throughout the department for five working days and shall constitute the notice required by said Section 5(c), Article XI, Collective Bargaining Agreement.

\_\_\_\_\_  
Division Head



KEVIN H. WHITE  
MAYOR

CITY OF BOSTON  
MAYOR'S OFFICE OF HUMAN RIGHTS  
1 City Hall Square  
Boston, Massachusetts 02201

BUFORD KAIGLER  
Administrator

TO: Personnel Committee

FROM: Affirmative Action Office

SUBJECT: Departmental affirmative action status

Position under consideration: \_\_\_\_\_  
\_\_\_\_\_

The Human Rights Office has conducted an analysis of  
employment inadequacies in the \_\_\_\_\_ De-  
partment.

The results of our study show that the following con-  
siderations should be made before this position is filled:



KEVIN H. WHITE  
MAYOR

CITY OF BOSTON  
OFFICE OF THE MAYOR  
CITY HALL BOSTON

Date \_\_\_\_\_

To:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Dear \_\_\_\_\_:

This will introduce \_\_\_\_\_

of \_\_\_\_\_ who is desirous of  
obtaining employment in your department as

\_\_\_\_\_  
Please make a special effort to assist the above named person.

Thank you.

Sincerely,

\_\_\_\_\_  
John E. Murphy  
Deputy Director  
Personnel

Dept.....  
 Division.....  
 City or town.....  
 Date.....  
 Position.....  
 Corres. No.....

I hereby certify that I cannot find a veteran qualified for the position set forth above who is available and willing to accept provisional appointment.

I hereby further state that I have complied with all the provisions of G. L. 31, Section 25, as amended by Acts of 1948, Chapter 407, before certifying as above set forth.

        
 /s/ \_\_\_\_\_  
 Appointing Officer

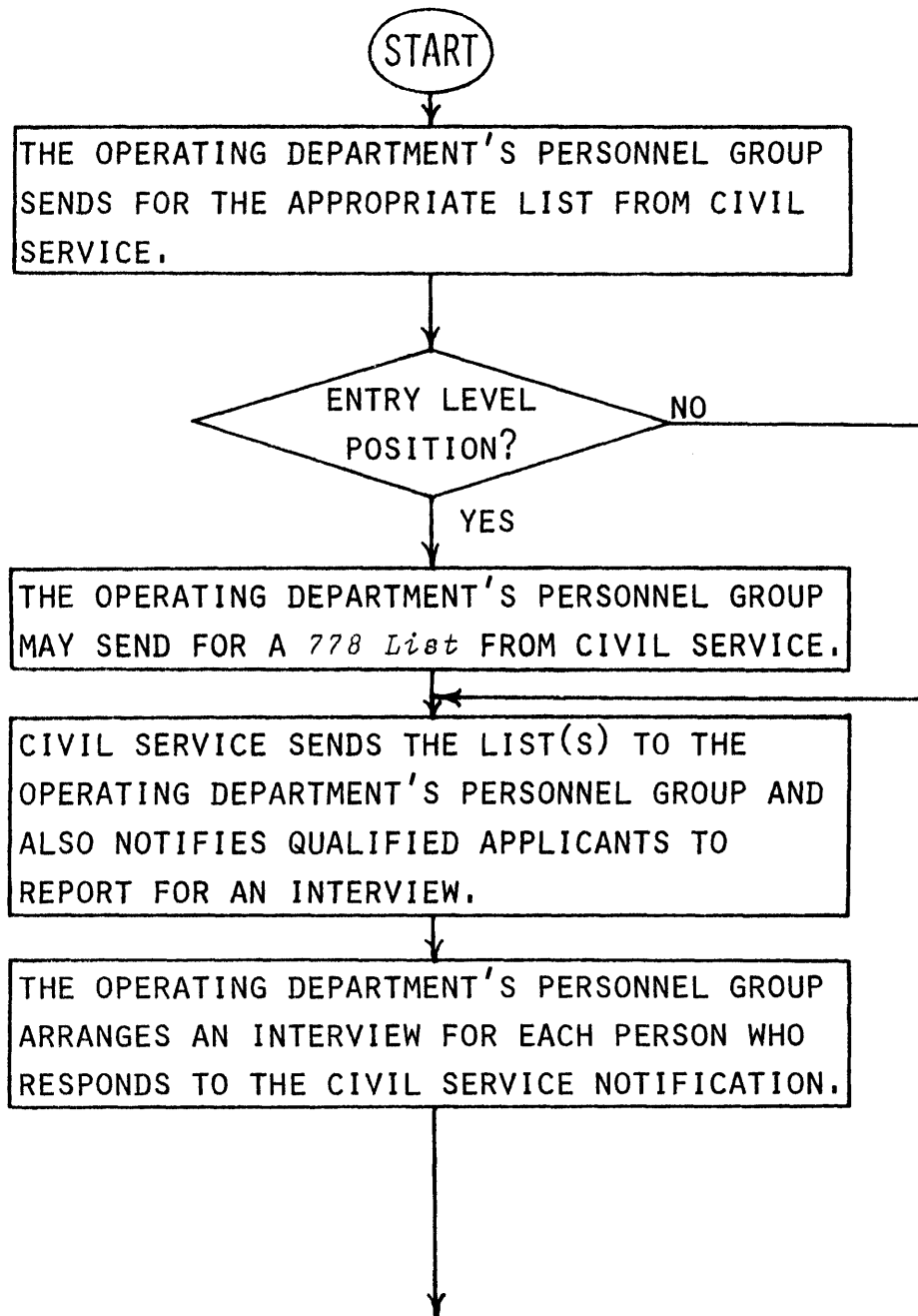
Section 25, Chapter 31, General Laws

Whenever a provisional appointment is authorized by the Director under section fifteen, no person other than a veteran shall be appointed unless the appointing officer cannot find a veteran qualified for the position who will accept and so certifies to the Director. Before certifying that he is unable to find a veteran who is qualified for, and will accept the position, the appointing officer shall obtain from the Director a list of all veterans who have filed, within the preceding year, applications for the kind of work called for by such provisional appointment, and shall notify by mail each of said veterans and the appointing officer shall also notify by mail the State Commissioner of Veterans' Services and the Director of the Division Employment Security, if the position is in the service of the Commonwealth, or the Commissioner of Veterans' services of the city or town, or officer holding a like position, and the Director of the Division of Employment Security, if the position is in the service of a city or town, for the purpose of ascertaining the names of qualified veterans who are available and willing to accept, and the certificate of the appointing officer shall so state. The Director shall not approve the provisional appointment of any person which does not conform to the provisions of this section.

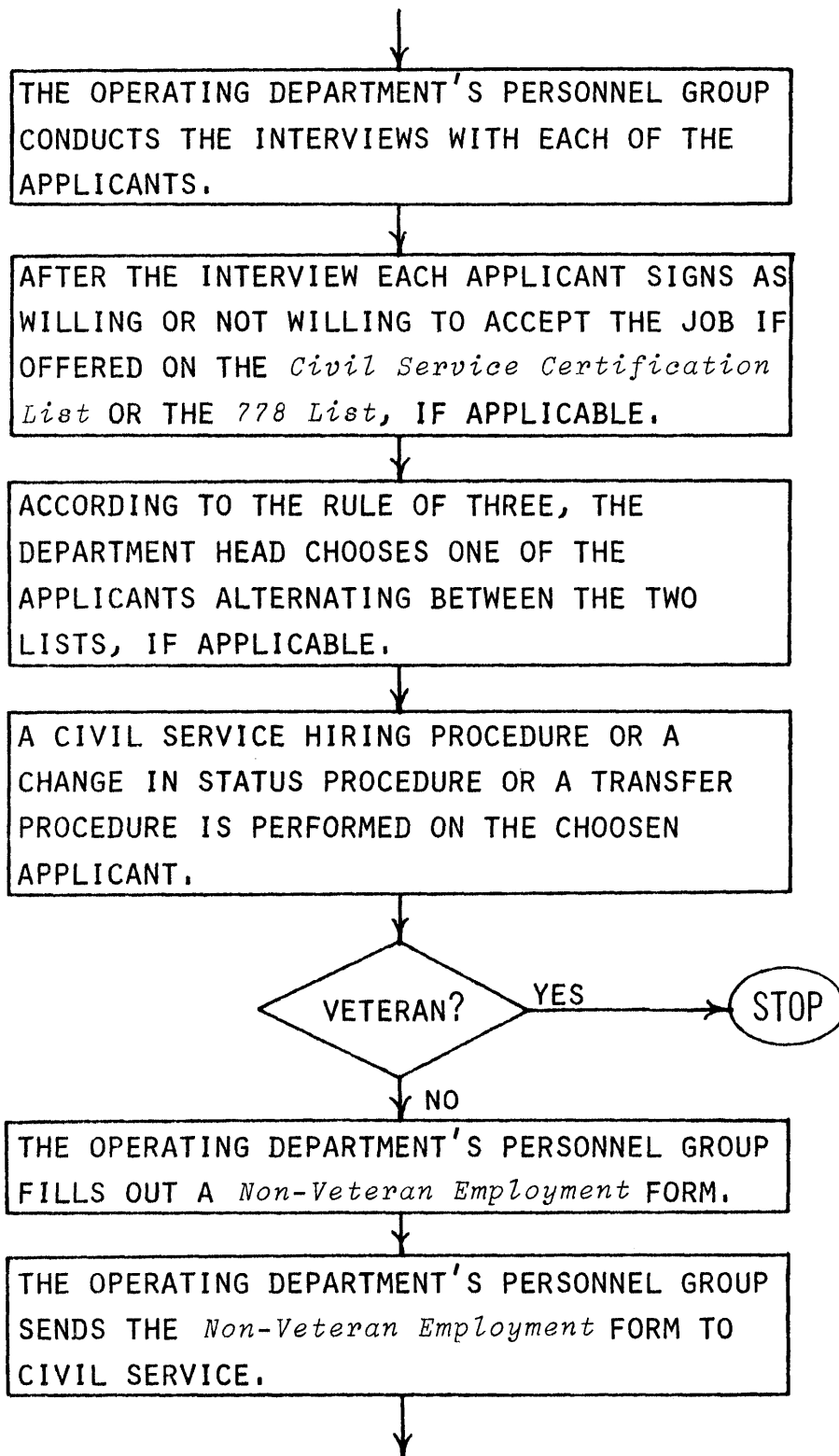
CIVIL SERVICE RECRUITMENT OFF THE LIST

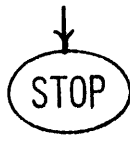
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CASE 12B: The operating department is intending on recruiting someone off the civil service list.










CASE 12B

The operating department's personnel group sends for the proper Civil Service Certification List. The list has the names of all the individuals who took that particular civil service test and passed it. The names are ranked from first to last in the order of the grades received, the highest grade being the highest name. The list can be active for a continuous period of time, however, a particular name can only be on the list for at most two years. After two years, the name is deleted. Also, if a person on the list is hired, their name is deleted.

If the vacant position is of an entry level variety, the operating department's personnel group may send for a 778 List from civil service. Several lists exist with each one being particular to a certain job category. When civil service sends the list(s) to the group, civil service also notifies the people on the list to report for an interview. The operating department's personnel group then arranges a specific interview time for each person who responds to the notice, and conducts the interviews.

After the interview of each person, the person signs the Civil Service Certification List or the 778 List and

indicates if (s)he is willing or not willing to accept the job if it is offered. The department head then chooses one of the applicants according to the rule of three. The rule of three states that if a single person is to be chosen off the list, then the person must be among the top three willing to accept. Special permission, however, can be obtained from the Director of Personnel Administration (Civil Service) in order to adhere to affirmative action policies. The person is then hired according to one of the preceding procedures. Civil Service positions being filled by non-veterans require a Non-Veteran Employment form to be filed with civil service by the operating department's personnel group. This is to comply with Section 25, Chapter 31, General Laws Governing Civil Service.

REQ ID	DATE OF CERT	NAME	DEPT	DIV	LIST CLASS	MARK	APPROVAL	VIC	ETC
THIS IS AN INTERVIEW INTERVIEW NOTE FOR			IF YOU DESIRE TO BE CONSIDERED, REPORT IN PERSON TO						
									
PERSONNEL ADMINISTRATOR									
SEE REVERSE SIDE OF THIS FORM FOR INFORMATION PERTAINING TO INTERVIEW									
WARNING: THIS FORM IS FOR OFFICIAL USE ONLY. Your name will be withheld from further certification and when you have returned this report a production of this report may be made of you from the list.									
Your name will be deleted from the list.									
FORM 101									



*The Commonwealth of Massachusetts*  
*Division of Personnel Administration*  
*1 Ashburton Place, Boston 02108*

This is an informational memorandum distributed to all Appointing Authorities. It should be retained for reference purposes by the interviewer when a certification of names has been received.

INSTRUCTIONS TO APPOINTING AUTHORITIES (OR INTERVIEWERS) ON  
SIGNING OF CERTIFICATION FORMS (FORM 16 )

The enclosed certification form is to be signed by every applicant who appears for an employment interview. Prior to signing the forms each applicant who appears must check one of the spaces indicating if he or she WILL ACCEPT or WILL NOT ACCEPT. The applicant's signature and check mark should appear on the line beneath his name and address. If you wish to have this information for your records you should require that both copies be checked and signed.

The notice to appear for the employment interview (Form 17) is to be retained by the applicant and does not have to be signed by the interviewer or returned to the Division of Personnel Administration.

We are now developing procedures for removing from the list the name of any person who does not appear for the interview as directed or who appears and states he or she is not willing to accept. However, for the time being no names are being removed for these reasons. You will be notified when we will begin enforcing such removal.

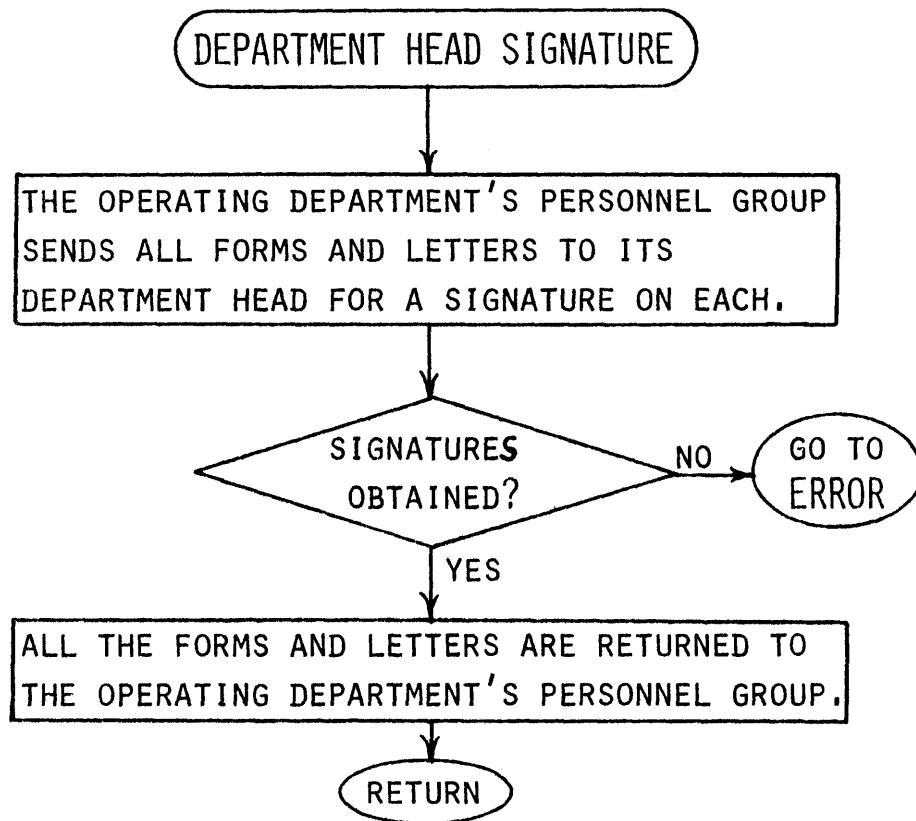
TIE MARKS

EXAMPLE # 1 One permanent position is to be filled. Selection will be 1 out of 3. Due to tie marks, five applicants were notified to appear for interview. The marks were 92, 91, 90, 90, 90. The certification is returned and all applicants were willing to accept. An applicant with a mark of 90 is appointed and sound and sufficient reasons are given for appointing the applicant with a mark of 90. The certification is in order and this appointment is approved.

EXAMPLE # 2 Seven permanent positions are to be filled. Selection will be 7 out of 11. Due to tie marks, sixteen applicants were notified to appear for interview. The marks were 93, 93, 92, 92, 92, 91, 91, 91, 91, 91, 90, 90, 90, 90, 90. The certification is returned and all applicants were willing to accept. The appointments were made as follows: two applicants with a mark of 93; two applicants with a mark of 92; and three with a mark of 90 and sound and sufficient reasons were given for appointing the applicants with the marks of 90. The certification is in order and these appointments are approved.

If you have any further questions relative to tie marks in the ranking by percentage, please contact Mr. Frank McLaughlin (727-5505). Mr. McLaughlin is in charge of the State and Municipal Certification Section of the Bureau of Examination.

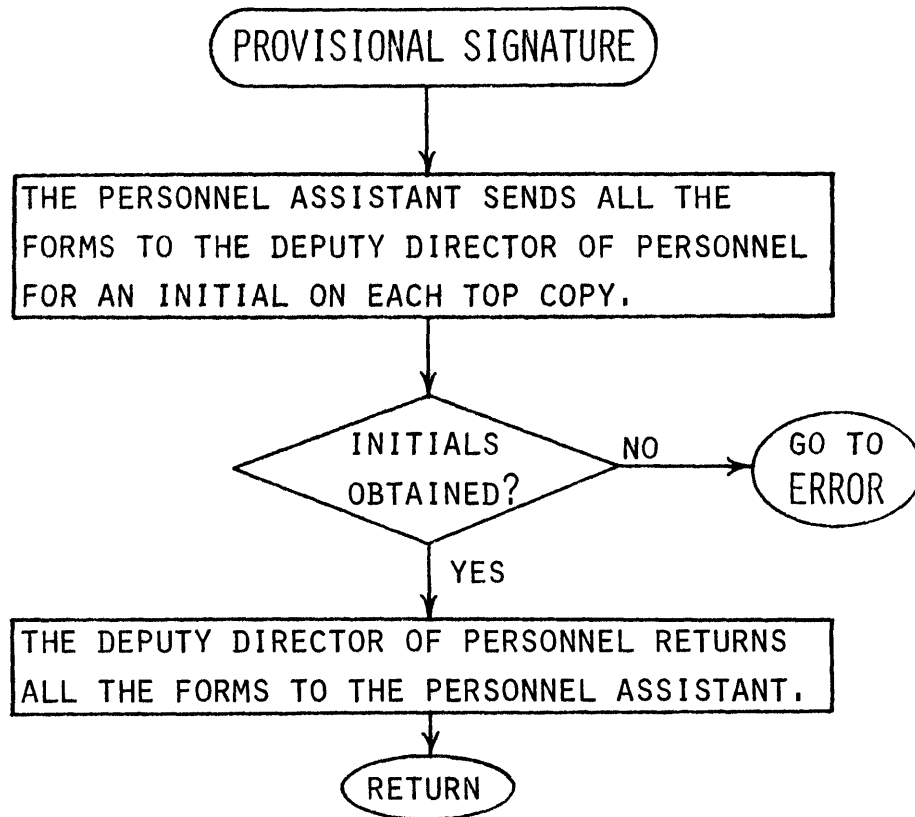
BEJ/eb



#### DEPARTMENT HEAD SIGNATURE

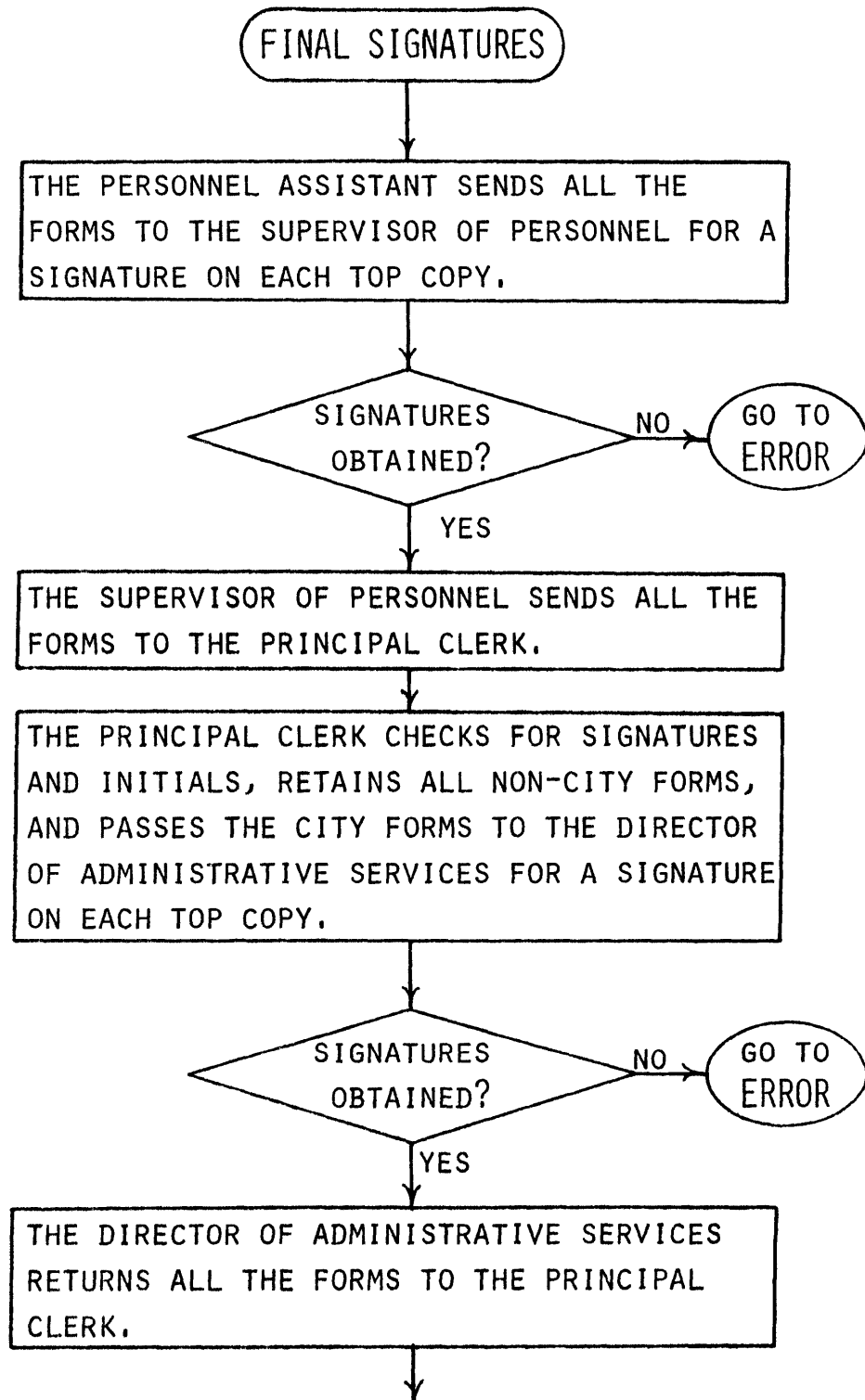
Whenever an action is to be done by a department, the paperwork for that action must be signed by the department head. In this simple subroutine, the operating department's personnel group takes the forms to their department head for his/her signature. Usually the signature is readily obtained since there has been a lot of communication between the department head and the group.

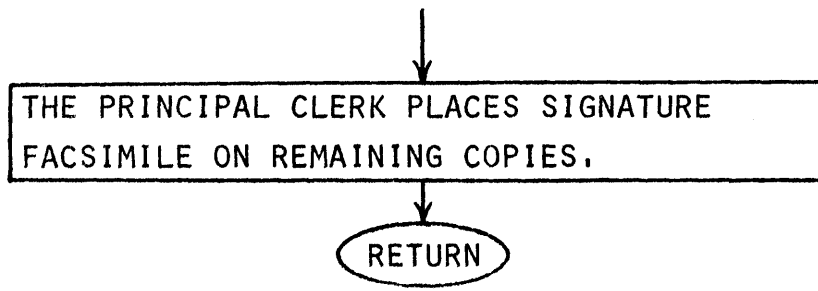




PROVISIONAL SIGNATURE

In this subroutine, the personnel assistant gives the Deputy Director of Personnel the forms for an initial on each of the top copies. Generally speaking, a stack of paperwork is given, this avoids having to continually bother the Deputy Director. If an initial is not obtained, the paperwork for the person is sent back to the operating department's personnel group. If it is, the process continues. All provisional appointments must be approved by the Deputy Director of Personnel prior to employment. Also, the provisional appointment extensions must be signed by the Deputy Director.

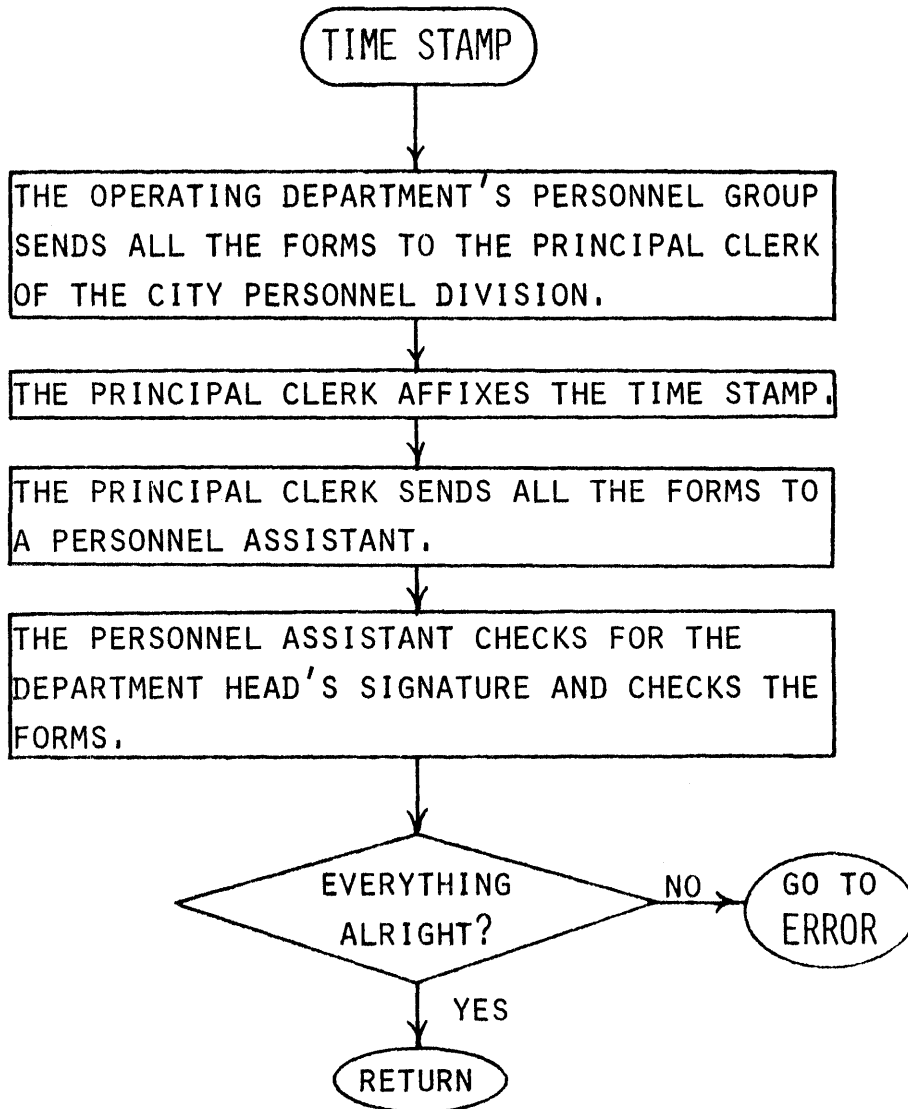




## FINAL SIGNATURES

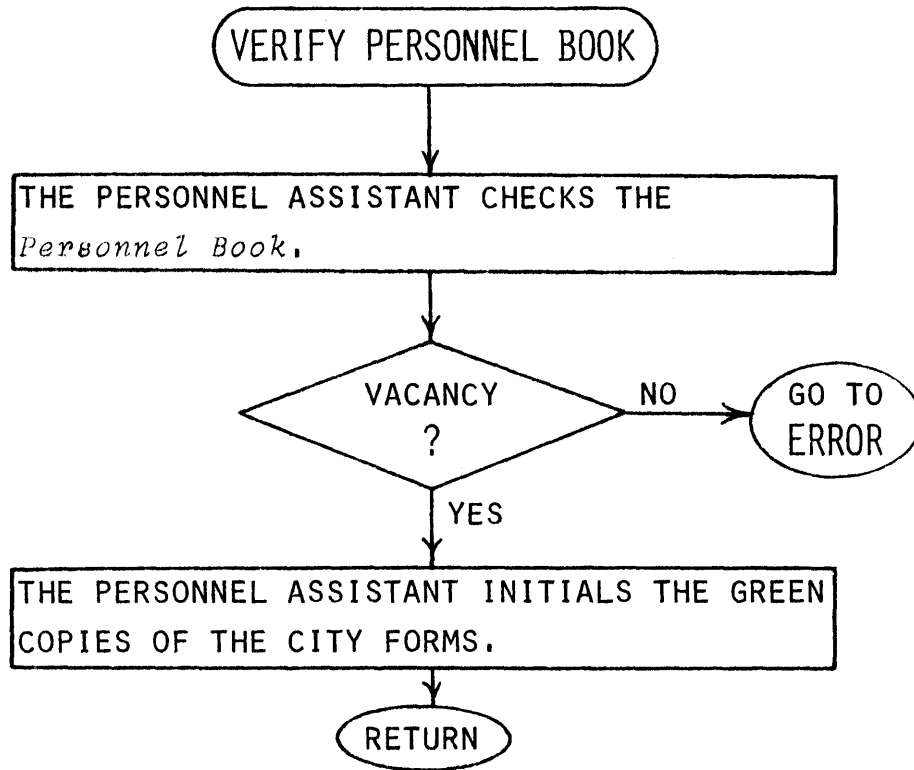
The final signatures are from the Supervisor of Personnel and the Director of Administrative Services. Each of these two people must sign the forms requiring final signatures. Normally, the principal clerk gives a pile of papers to the Supervisor of Personnel and collects it later. Then (s)he gives the pile, less the rejects, to the Director of Administrative Services and collects those papers later.

The Supervisor of Personnel is given all the forms, city and civil service, and signs just the top copy of each, if (s)he does sign. The Director of Administrative Services is given just the city forms, and signs just the top copy of each, if (s)he does sign. The principal clerk then duplicates the signatures onto the other copies if it is present on the top one.



TIME STAMP

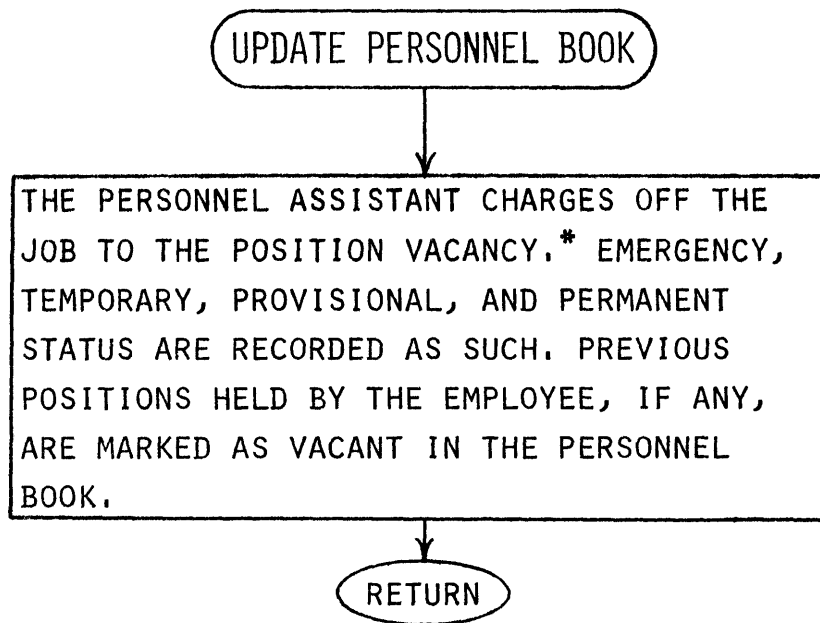
When the operating department's personnel group sends the forms to the city personnel division, the principal clerk is the one who receives them. (S)he affixes a time stamp to each of the forms. Then the forms are given to the personnel assistant who handles the department which the forms are coming from. The personnel assistant checks to see if the department head's signature is on the forms and if the rest of each of the forms are in order. If the forms are not in order, the personnel assistant returns them to the operating department's personnel group for the necessary corrections.





VERIFY PERSONNEL BOOK

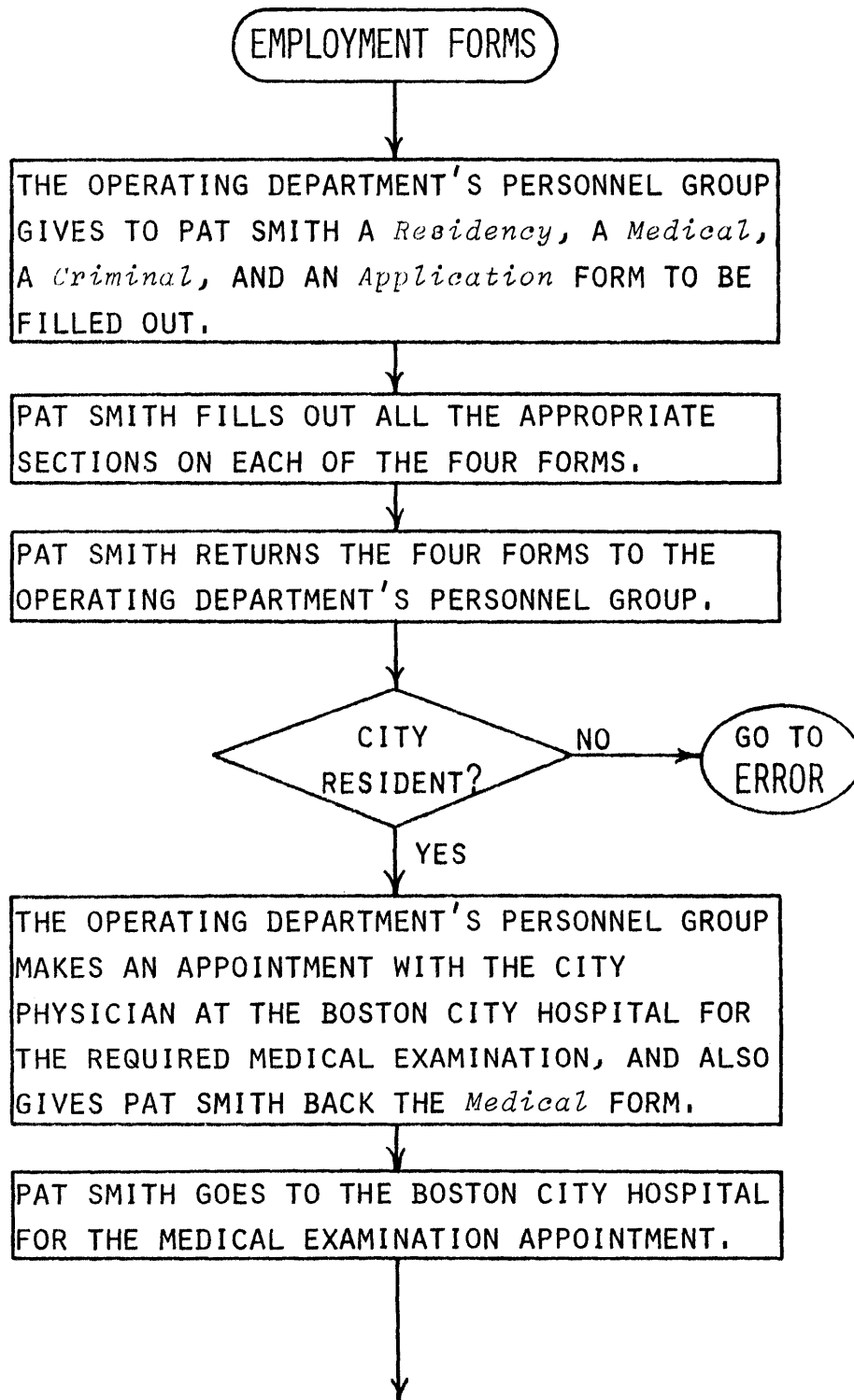
The personnel assistant checks the Personnel Book to see if a vacancy exists for the position the forms indicate the operating department desires to fill. If a vacancy exists the personnel assistant initials the green copies of the city forms. If a vacancy does not exist, the forms are returned to the operating department's personnel group with an indication of the lack of a budgeted vacancy.

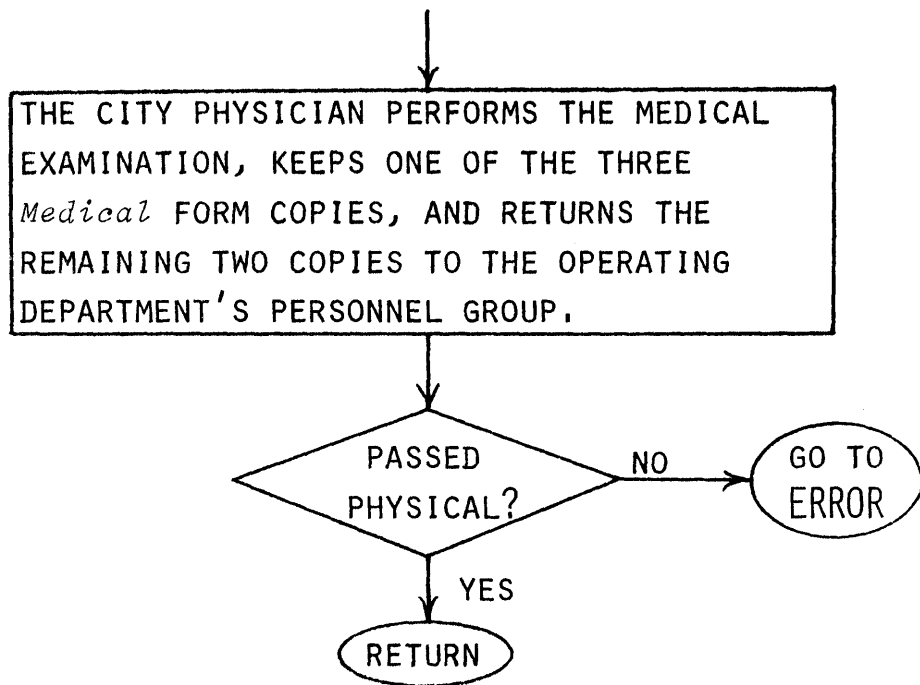


\*IN THE CASE OF AN APPOINTMENT INTO THE MAYOR'S OFFICE, THE APPOINTMENT IS RECORDED.

UPDATE PERSONNEL BOOK

The personnel assistant charges off the job in the Personnel Book to the position vacancy. The mayor's office, however, does not have a quota. Therefore, the appointment is merely recorded. Also, emergency, temporary, provisional, and permanent status are recorded as such. If the person is already employed by the city, their previous position is marked as vacant in the Personnel Book.





## EMPLOYMENT FORMS

The operating department's personnel group gives to the potential employee a Residency, a Medical, a Criminal and an Application form to be filled out. The Residency form is just to certify that the individual is a resident of the City of Boston. The Medical form has two parts. The top part is completed by the individual and the bottom part by the City Physician doing the medical examination. The Criminal form is one in which the potential employee must list all arrests and arrest/convictions for any and all crimes. This form must be completed for employment, but may not alter the employment process of the person. The Application form contains a great many personal questions as well as qualifications and references. The first three pages of the Application form were probably completed by the potential employee during the recruitment process to facilitate proper selection. In that case, the three quarters completed Application form would be handed back to the person for the last page to be filled out.

After the potential employee completes the four forms, (s)he returns them to the operating department's personnel group. The group verifies that all the forms are in order and that the person is a resident of the

City of Boston. However, if the person is not currently a resident, but will become one at the time of employment, the employment process will continue. The employment will not be finalized if the residency criteria is not met.

When all is in order, the operating department's personnel group makes an appointment for the person with the City Physician at the Boston City Hospital. The Employee's Health Clinic is the current section of the hospital where the medical examinations are performed. The potential employee is told of the appointment and given back the Medical form. The person undergoes the examination where the physician completes the second half of the Medical form. The physician then returns two of the Medical form copies to the operating department's personnel group and retains the third copy. If the potential employee passed the medical, the process continues. Else it stops here.



KEVIN H. WHITE  
MAYOR

Nº 2381

CERTIFICATE OF RESIDENCY  
FOR  
EMPLOYEES OF  
THE CITY OF BOSTON

Dept. \_\_\_\_\_  
Job Title \_\_\_\_\_  
Payroll Number \_\_\_\_\_

I, \_\_\_\_\_ hereby certify,  
according to the City of Boston Code, Ordinance 5, Section 101A, that my residence, which is  
defined in said Section 101A, to be

"... the actual principal residence of the individual, where he or she normally eats and sleeps  
and maintains his or her normal personal and household effects.", is:

(Number and Street)

(City or Town)

A copy of the aforementioned ordinance is attached and, having received it, I sign this certificate under the pains  
and penalties of perjury on this \_\_\_\_\_ day of \_\_\_\_\_ in 197\_\_\_\_  
(month)

Signed \_\_\_\_\_  
(Employee's Signature)

Witnessed by \_\_\_\_\_  
(Department Head's Signature)



REPORT OF MEDICAL EXAMINATION

City of Boston  
PERSONNEL DEPARTMENT

APPOINTMENT	
NAME	POSITION
ADDRESS	DEPARTMENT
(Month)	(Day)

Medical examination scheduled at ..... M. on ..... 19.....  
 in Room ..... Location .....

OVER FOR ADDITIONAL DETAIL

Signature.....  
*(Department Representative)*

STATEMENT BY EXAMINING PHYSICIAN

I hereby certify that I have carefully examined the above named person for the position indicated and find (him, her) to be  
 In  GOOD  POOR physical condition. I therefore  APPROVE  REJECT (his, her) appointment or  
 retention in the service, subject to satisfactory results of any medical tests pending.

The cause for rejection  IS  IS NOT a remediable medical condition that can be corrected by:

TREATMENT,  OPERATION, or  ACCEPTABLE PROSTHETIC DEVICES.

Date..... 10.....  
*(Month) (Day)*

Signature.....  
*(Examining Physician)*



QUESTIONNAIRE RE CRIMINAL OFFENSES AND CONVICTIONS

HAVE YOU EVER BEEN CONVICTED OF A CRIMINAL OFFENSE?

(Note: Under Massachusetts Law, you may answer "no record" below if any of the following circumstances are applicable:

1. You have never been arrested for violation of a criminal statute;
2. You have been arrested but have never been tried for a criminal offense;
3. You have been tried for a criminal offense but were not convicted;
4. You have a first conviction for any of the following misdemeanors: drunkenness, simple assault, speeding, minor traffic violations, affray, or disturbance of the peace;
5. You have not been convicted of a criminal offense within the five years before the date of this application and you have been convicted of misdemeanors where the date of conviction or the termination of incarceration, if any, occurred more than five years before the date of this application.
6. You have felony or misdemeanor convictions which have been sealed pursuant to Massachusetts Law;
7. You have juvenile delinquency or child in need of services complaints which were not transferred to Superior Court for prosecution.

You must answer YES below with regard to all other criminal violations.)

YES

NO RECORD

If YES, please explain \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Signature



APPLICATION FOR EMPLOYMENT

CITY OF BOSTON

COUNTY OF SUFFOLK

Position or type of work applied for \_\_\_\_\_ Do you wish to work full time  part time

Mr. \_\_\_\_\_ Ms. \_\_\_\_\_ LAST NAME FIRST NAME INITIAL OR MIDDLE NAME

Permanent Address \_\_\_\_\_ NUMBER AND STREET CITY STATE ZIP CODE TELEPHONE

Present Address \_\_\_\_\_ NUMBER AND STREET CITY STATE ZIP CODE TELEPHONE

SOCIAL SECURITY NO. \_\_\_\_\_ HEIGHT \_\_\_\_\_ IN. WEIGHT \_\_\_\_\_ LBS.

U. S. CITIZEN? YES  NO  Veteran of U. S. Armed Forces? YES  NO

Are you presently in the Military Reserve? YES  NO

Have you any physical or emotional limitations or handicaps? YES  NO

If "YES" explain \_\_\_\_\_

Have you any illness or condition for which you are now being treated? YES  NO

If "YES" explain? \_\_\_\_\_

How many days were you absent from employment during the past twelve months? \_\_\_\_\_

Referred by whom? \_\_\_\_\_

Have you ever worked for the City of Boston or County of Suffolk before? \_\_\_\_\_ DATES DEPARTMENT

Have you any relatives working for the City of Boston or County of Suffolk? \_\_\_\_\_ NAME DEPARTMENT

If you hold a Massachusetts motor vehicle operator's license please indicate:

AUTOMOBILE  OTHER \_\_\_\_\_ LICENSE NO. \_\_\_\_\_

PERSONAL REFERENCES: List at least two persons who have known you for over two years, such as landlord or family physician, who may be contacted.

1. NAME \_\_\_\_\_ OCCUPATION \_\_\_\_\_ ADDRESS \_\_\_\_\_ PHONE \_\_\_\_\_

2. NAME \_\_\_\_\_ OCCUPATION \_\_\_\_\_ ADDRESS \_\_\_\_\_ PHONE \_\_\_\_\_

At this time applicant should carefully read the instructions and answer the questions on the separate QUESTIONNAIRE RE CRIMINAL OFFENSES AND CONVICTIONS which is a part of this application.

**QUALIFICATIONS AND EXPERIENCE**

EDUCATION	Name & Location of School	Did you graduate?	Kind of course or curricula, if selective			Dates Attended	
						FROM	TO
ELEMENTARY							
JUNIOR HIGH							
SENIOR HIGH							
COLLEGE			MAJOR SUBJECT	SEMESTER (HOURS)	DEGREE RECEIVED	DATE OR EVENT	
GRADUATE SCHOOL							
OTHER TRAINING, SCHOOLS, COURSES, ETC.					CERTIFICATE OR OTHER AID TO COMPLETION		
NAME OR CLASS OF ANY CERTIFICATE, LICENSE OR RATING YOU MAY HOLD						CERTIFICATE OR LICENSE NO.	
OTHER SKILLS, TALENTS, PROFICIENCIES, ETC., WHICH MAY BE APPLICABLE TO THIS POSITION.							

**EXPERIENCE**

TITLE OF YOUR PRESENT OR MOST RECENT POSITION:		NAME AND ADDRESS OF EMPLOYER:					
KIND OF BUSINESS	PERIOD EMPLOYED FROM TO	SALARY OR WAGE STARTING PER		FINAL	<input type="checkbox"/> FULL TIME <input type="checkbox"/> PART TIME		
NUMBER AND KIND OF EMPLOYEES SUPERVISED BY YOU, IF ANY				NAME OF SUPERVISOR			
DESCRIPTION OF YOUR DUTIES				REASON FOR LEAVING			
TITLE OF NEXT PREVIOUS POSITION:		NAME AND ADDRESS OF EMPLOYER:					
KIND OF BUSINESS	PERIOD EMPLOYED FROM TO	SALARY OR WAGE STARTING PER		FINAL	<input type="checkbox"/> FULL TIME <input type="checkbox"/> PART TIME		
NUMBER AND KIND OF EMPLOYEES SUPERVISED BY YOU, IF ANY				NAME OF SUPERVISOR			
DESCRIPTION OF YOUR DUTIES				REASON FOR LEAVING			

**QUALIFICATIONS AND EXPERIENCE (CONTD)**

TITLE OF NEXT PREVIOUS POSITION		NAME & ADDRESS OF EMPLOYER			
KIND OF BUSINESS	PERIOD EMPLOYED FROM _____ TO _____	SALARY OR WAGE STARTING _____ PER _____ FINAL _____		<input type="checkbox"/> FULL TIME <input type="checkbox"/> PART TIME	
NUMBER AND KIND OF EMPLOYEES SUPERVISED BY YOU, IF ANY			NAME OF SUPERVISOR		
DESCRIPTION OF YOUR DUTIES			REASON FOR LEAVING		
TITLE OF NEXT PREVIOUS POSITION		NAME & ADDRESS OF EMPLOYER			
KIND OF BUSINESS	PERIOD EMPLOYED FROM _____ TO _____	SALARY OR WAGE STARTING _____ PER _____ FINAL _____		<input type="checkbox"/> FULL TIME <input type="checkbox"/> PART TIME	
NUMBER AND KIND OF EMPLOYEES SUPERVISED BY YOU, IF ANY			NAME OF SUPERVISOR		
DESCRIPTION OF YOUR DUTIES			REASON FOR LEAVING		
TITLE OF NEXT PREVIOUS POSITION		NAME & ADDRESS OF EMPLOYER			
KIND OF BUSINESS	PERIOD EMPLOYED FROM _____ TO _____	SALARY OR WAGE STARTING _____ PER _____ FINAL _____		<input type="checkbox"/> FULL TIME <input type="checkbox"/> PART TIME	
NUMBER AND KIND OF EMPLOYEES SUPERVISED BY YOU, IF ANY			NAME OF SUPERVISOR		
DESCRIPTION OF YOUR DUTIES			REASON FOR LEAVING		

The answers to the foregoing questions are true to the best of my knowledge.

I hereby authorize my prospective employer to verify the accuracy of all my pre-employment qualifications contained in this application.

My present employer      MAY     MAY NOT       be contacted.      (check one)

I understand employment depends on acceptable results of a physical examination.

Applicant's signature \_\_\_\_\_

Date \_\_\_\_\_

POSTEMPLOYMENT INFORMATION

(Information to be completed only AFTER decision to employ applicant.)

PERSONNEL USE ONLY:

Job title \_\_\_\_\_ Grade \_\_\_\_\_  
Starting date \_\_\_\_\_ Starting Pay \$ \_\_\_\_\_  
Organization \_\_\_\_\_ Supervisor \_\_\_\_\_  
Physical examination scheduled for \_\_\_\_\_  
Interviewer \_\_\_\_\_

TO BE COMPLETED BY NEW EMPLOYEE:

Date of birth \_\_\_\_\_ Place of birth \_\_\_\_\_  
Mother's maiden name \_\_\_\_\_  
Father's name \_\_\_\_\_

Check one: Single  Married  Widowed  Divorced

First name of husband or wife \_\_\_\_\_  
Number of dependent children \_\_\_\_\_

In case of emergency notify: Name \_\_\_\_\_  
Address \_\_\_\_\_ Telephone \_\_\_\_\_  
Relationship \_\_\_\_\_

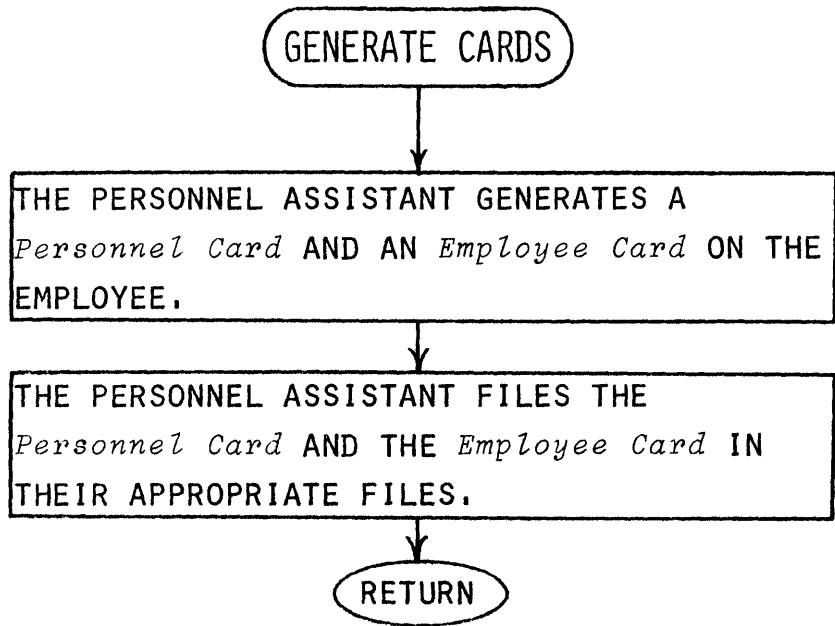
ETHNIC OR RACIAL GROUP (For Federal Equal Employment Opportunity Reports)

Check one: White  Black  Spanish Surnamed   
Oriental  American Indian  Other

**CERTIFICATION:**  
I hereby certify that in my opinion the qualifications of the above-named proposed appointee, as substantiated herein, meet the requirements for this position. I also certify that I do not have in my employ a permanent civil service employee in a lower grade who is willing and qualified to accept this appointment on a provisional promotion basis.

Date \_\_\_\_\_  
Employee Signature \_\_\_\_\_

Signature and title of appointing authority \_\_\_\_\_



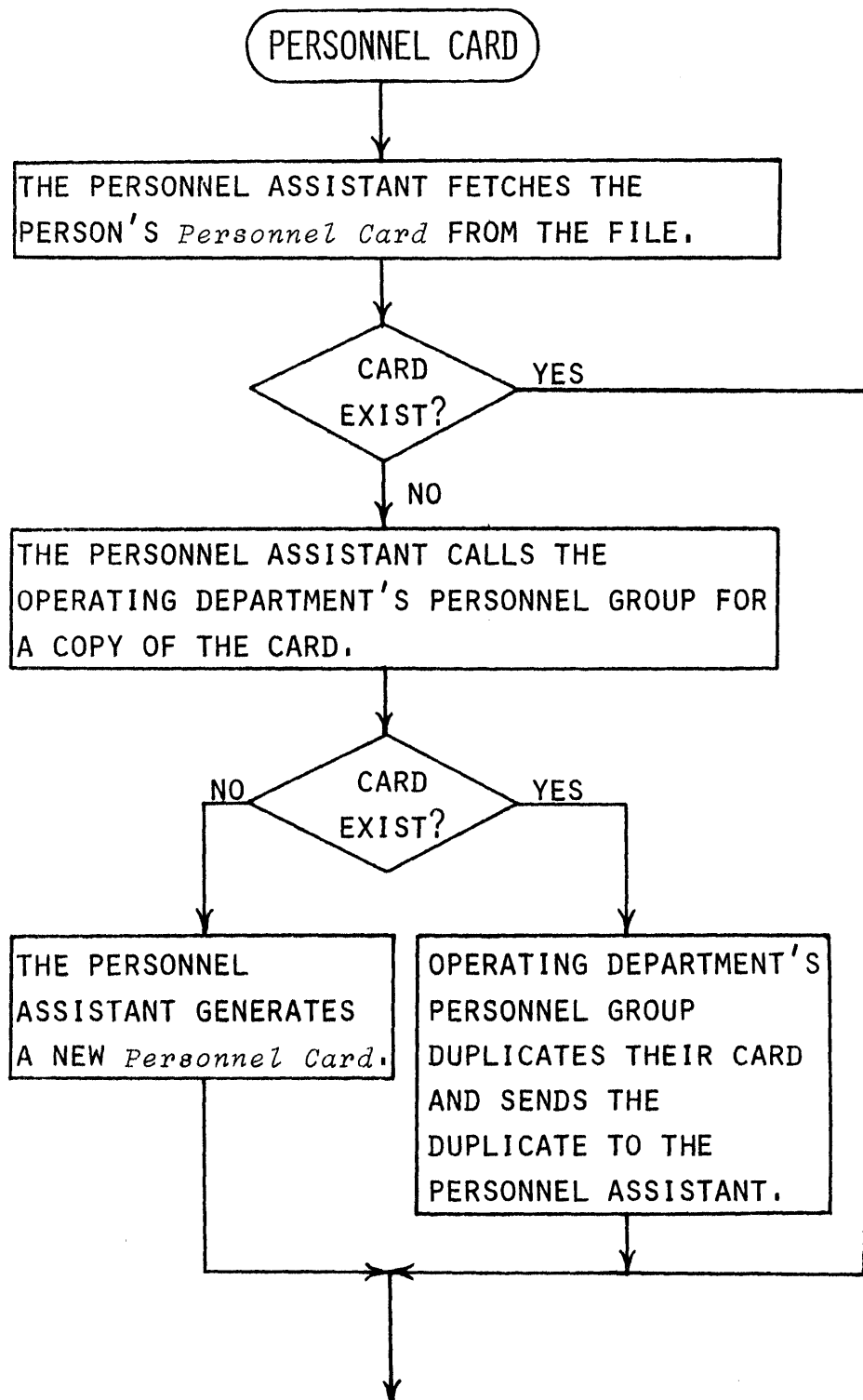
### GENERATE CARDS

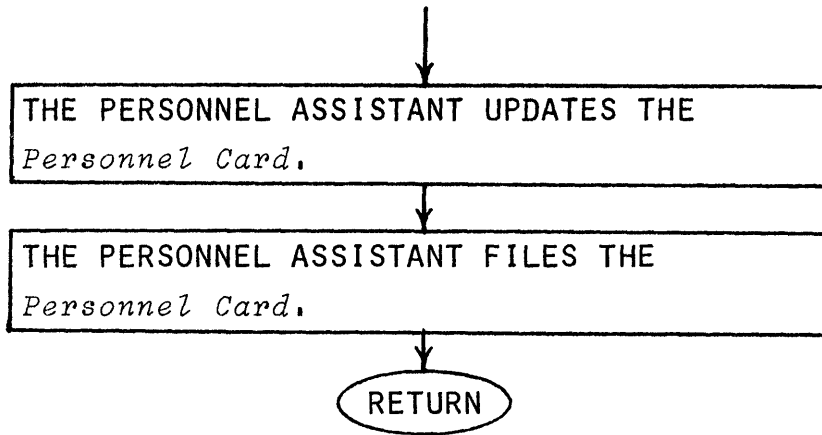
At this point in time, the personnel assistant generates a Personnel Card and an Employee Card on the employee. If the employee was employed by the city before, the Personnel Card is obtained from the Inactive Employee File and a new one is not made up. Both cards are filed in their appropriate files. The Personnel Card file being by department, by job title, by employee name in the personnel assistant's desk in charge of that department. There is just one Employee File in a self-standing filing cabinet. The Employee File is generally used just for verification of employment.





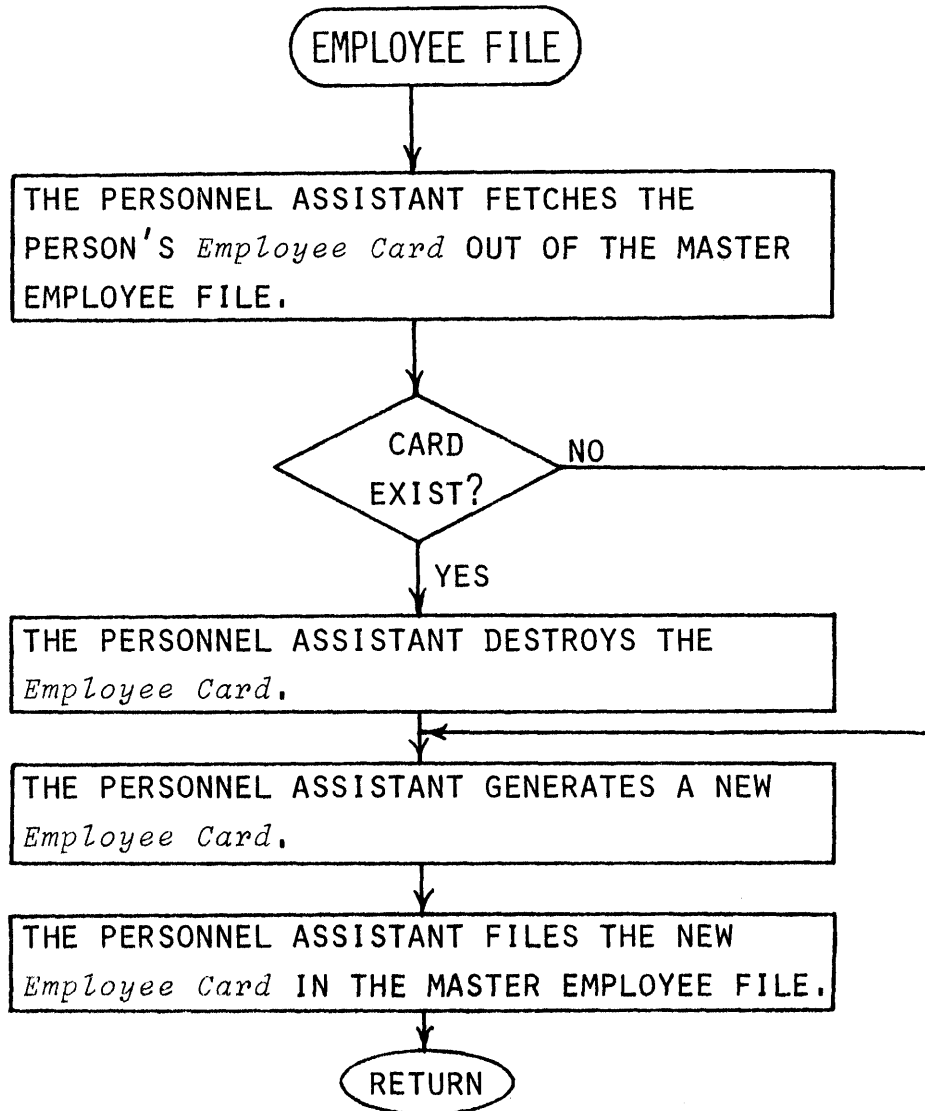
Name  
Address  
Department  
Title  
(Date of Birth)  
(Social Security Number)





## PERSONNEL CARD

The personnel assistant gets the person's Personnel Card from her/his file of that department. When the card is obtained the personnel assistant updates it and refiles it. If the card is not present, the personnel assistant calls the operating department's personnel group and asks for a copy of the card. If the group has a card on the person, they duplicate it and send it on. Else, both the personnel assistant and operating department's personnel group must generate a new card. The event of a lost card is very rare, in fact it has never yet occurred. There are two different colored personnel cards. The yellow card indicates a permanent employee while the blue one indicates a provisional, emergency or temporary employee.



### EMPLOYEE FILE

The Employee Card is just a three by five inch index card containing the employee's name, address, department, title, and sometimes date of birth and social security number. It is almost uniquely used for verification of employment.

The personnel assistant will pull the old Employment Card from the Employee File and replace it with a new one. Therefore, if an old card is not present, it makes no matter. There are two different colored employee cards. The yellow card indicates a permanent employee while the pink card indicates a provisional, emergency or temporary employee.

DISPERSEMENT

THE PRINCIPAL CLERK DISPERSES ALL FORMS AND LETTERS AS FOLLOWS:

*Adjustment In Compensation*

*Appointment-Reinstatement*

*Change In Status*

*Leave Of Absence*

*Letter*

*Transfer Of Employee*

---WHITE COPY TO THE PAYROLL CLERK OF THE AUDITING DEPARTMENT WHO FILES IT.

---GREEN COPY TO THE PERSONNEL ASSISTANT WHO ATTACHES ANY COPIES RECEIVED FROM CIVIL SERVICE FORMS AND FILES THEM LOCALLY FOR TWO YEARS. AFTER TWO YEARS ARE UP, THE FORMS ARE SENT TO A CITY HALL STORAGE AREA.

---PINK COPY TO THE MAYOR'S OFFICE WHERE IT IS FILED.

---BLUE COPY TO THE EDITOR OF THE CITY RECORD WHERE IT IS PUBLISHED AND FILED.

---YELLOW COPIES TO THE OPERATING DEPARTMENT'S PERSONNEL GROUP WHO ATTACHES ANY COPIES RECEIVED FROM CIVIL SERVICE FORMS AND FILES THEM LOCALLY. NORMALLY ONE OF THE COPIES IS RETAINED



WHEN THE INITIAL FORM IS COMPLETED  
AND PASSED ALONG FOR PROCESSING.

*Absence And Termination Notice*

*Requisition*

---ORIGINAL COPY TO CIVIL SERVICE.  
---ONE COPY TO THE PERSONNEL ASSISTANT.  
---ONE COPY TO THE OPERATING  
DEPARTMENT'S PERSONNEL GROUP.

*Civil Service Transfer*

*Emergency Employment*

*Non-Veteran Employment*

*Provisional Appointment*

*Provisional Promotion*

*Request For Reinstatement Or ReEmployment*

---ALL FOUR COPIES TO CIVIL SERVICE.

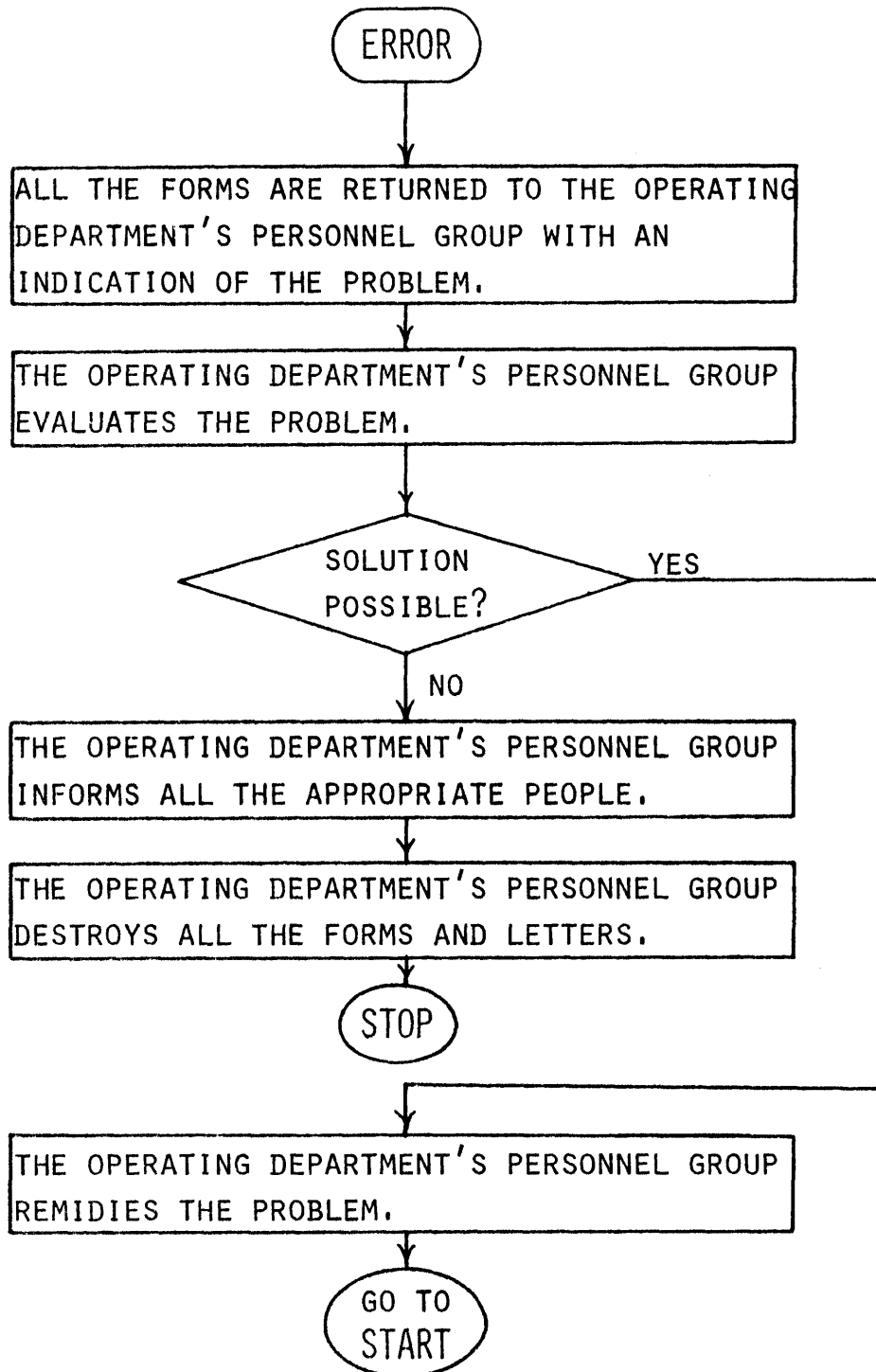
*Continuance Letter*

*Application*

*Criminal*

*Residency*

---TO THE OPERATING DEPARTMENT'S  
PERSONNEL GROUP. THE LAST THREE FORMS  
WERE RETAINED BY THE GROUP, THEY  
ARE NOT DISPERSED.



## ERROR

If an error is ever to occur during any of the processes, all the forms are returned to the operating department's personnel group with an indication of the problem. The group then evaluates the problem and determines if a solution is possible. If a solution is not possible, the appropriate people are informed of the snag and the letters and forms are torn up. If a solution is possible, the problem is remedied and the process is restarted from the beginning.

## PAYROLL

The Auditing Department is the division within City Hall charged with the payroll responsibilities. This department must remunerate the City's employees on a weekly basis, keeping track of their continuous state of flux. At a daily rate, the Personnel Division processes forms which changes the status of several hundred employees which in turn changes the payroll requirements. This duelly complicates the system.

Each day of each week, a certain number of departments are sent a Preliminary Payroll Sheet by the Auditing Department. A computer program currently exists for the processing of the Preliminary Payroll Sheet and the Payroll Checks, however, the program is very antiquated and functions on a shoe lace more than anything else. The existing program would most probably need replacement when the personnel program and payroll program are merged under a common database.

The payroll clerk(s) in each department receives the Preliminary Payroll Sheet and handwrites in any and all changes. For instance, if Pat Smith has just been fired and is now to receive a pay check, the payroll clerk writes in Pat Smith's name and all other pertinent information. Also an indication of whether this change



is to be temporary or permanent is made.

When all the additions and corrections are done, the department head has to sign it. Upon signing it, the department head takes on any and all responsibilities of an incorrect statement on the Preliminary Payroll Sheet. The sheet is then returned to the Auditing Department.

In the Auditing Department, a clerk checks over the Preliminary Payroll Sheet to further ensure its validity. Any changes are cross checked against the copy of a form which the Auditing Department should have received. This is the primary use of the Auditing Department's copy of the forms which the Personnel Division processes. Namely, to check and ensure proper payroll payments.

The Preliminary Payroll Sheet, after being checked over, is then sent to keypunching where just the changes are keypunched. The cards are then fed into the computer which generates the payroll checks. The checks are in turn sent to the departments for distribution to the employees.

Any changes indicated as temporary are only taken into account for that week and would not appear on the next week's Preliminary Payroll Sheet. All the changes marked as permanent, however, would be retained by the

computer and would automatically be printed on the Preliminary Payroll Sheet week after week until the payroll clerk crosses it out and marks the cross out as permanent.

## EVALUATION

The existing paperwork system of the Personnel Division is actually a reasonably good one. It provides very standard, proven paths for all the procedures which must be performed. It contains all the check points, communication ties, and files for complete operation. The only drawback is in its speed. It may take a week or two to process a form in its entirety.

In the near future, the Personnel Division will be consolidating many of the City's forms onto one standard form. The Department of Libraries already has such a form for their own use. The form contains several boxes to be checked to indicate the exact nature of the process which that form is to handle. Also on the form are places for all the required pieces of information which have to be filled in.

Having this one form would eliminate a lot of the unnecessary duplication of forms and thereby speed up the system. It just may also be a replacement for the many civil service forms required. If civil service could be convinced to receive just a copy of the standard City form, a further increase of forms processing speed could be realized.



**BOSTON PUBLIC LIBRARY**

**Personnel Action Report - DP 1**

(This form will be used to request, process, approve, and record all personnel actions.)

Employee \_\_\_\_\_  
Department \_\_\_\_\_  
Division \_\_\_\_\_  
Date of Filing \_\_\_\_\_

**Action Requested**

- |   |  |                                   |
|---|--|-----------------------------------|
| <input type="checkbox"/> Recruitment            | <input type="checkbox"/> Salary Increase   | <input type="checkbox"/> Transfer |
| <input type="checkbox"/> Employment             | <input type="checkbox"/> Retirement        | From: _____                       |
| <input type="checkbox"/> Permanent Appointment  | <input type="checkbox"/> Resignation       |                                   |
| <input type="checkbox"/> Promotion              | <input type="checkbox"/> Leave             | To: _____                         |
| <input type="checkbox"/> Reclassification       | <input type="checkbox"/> Termination       |                                   |
| <input type="checkbox"/> Other (describe below) | <input type="checkbox"/> Change of Address |                                   |

Description or Explanation (indicate if supporting papers are attached)

Proposed effective date \_\_\_\_\_

Signature of originator \_\_\_\_\_

Action Taken  Approved  Not Approved (give reason)  Noted \_\_\_\_\_  
Initials \_\_\_\_\_

Department Head \_\_\_\_\_

Division Head \_\_\_\_\_

**Payroll and Personnel Information (to be completed by Personnel Office)**

**Present**

**New**

Name \_\_\_\_\_ Title and Classification \_\_\_\_\_  
Address \_\_\_\_\_ Pay grade and step \_\_\_\_\_  
Salary \_\_\_\_\_  
Tel. no. \_\_\_\_\_ Effective date \_\_\_\_\_  
S.S. no. \_\_\_\_\_

Assistant to the Director \_\_\_\_\_

OFFICE RECORDS	Completed on _____	Application _____	File _____	Data Processing _____
----------------	--------------------	-------------------	------------	-----------------------

FORM NO. 1215 REV. 10/75

## RECOMMENDED COMPUTER IMPLEMENTATION

## INTRODUCTION

Before a computerized system for the Personnel Division can be devised, it must first be ascertained as to what is desired. The overall goals of the system, as stated by the Office of Management and Budget, are:

- 1) To increase management control and the effective use of personnel through the provision of timely and accurate information on positions, skills, experience, costs, and benefits.
- 2) To expand the capacity for manpower planning through the ability to forecast personnel needs and revenue requirements.
- 3) To develop the capacity for the city to assume the civil service record-keeping function.
- 4) To expand the system overtime to incorporate all departments and agencies as users of the system.

and the objectives, as stated by OMB are:

- 1) To report vacancies by department, division, unit, job classification, etc.
- 2) To project step rate increases by department, division, appropriation code, etc.
- 3) To provide immediate access to employee personnel/payroll records.

- 4) To produce payroll deduction reports.
- 5) To analyze the cost of filled and vacant positions:
  - budgeted
  - actual
  - year-to-date
  - projected estimate to year end
- 6) To analyze the types and costs of the various forms of compensation available to employees.
- 7) To analyze and monitor the amounts and use of overtime by departments.
- 8) To analyze by department and city wide, sick leave and vacation time of personnel.
- 9) To report on new employees and separations.
- 10) To produce Equal Employment Opportunity reports.
- 11) To analyze the insurance, retirement, tuition, and other benefits available to employees and their cost to the city.

As can be seen, the majority of the desired users of the system lies in the analysis of data rather than the day-to-day processing of forms. The data is just the end product of the Personnel Division, namely, a copy of the approved forms when they are filed. These forms reflect all the information on all the employees.

Information such as how many employees there are, what their positions are, what their salaries are, and so on. Goal #1 could be achieved by flipping through the final filing cabinet of the Personnel Division, however, this is not very practical. In the first place there is no one cabinet file, and in the second place it would take days to answer even the simplest question. The ideal method would be for a computer to have all the information on one of its storage devices so rapid accessing and processing could be performed.

In order to meet Goals #3 and #4 requires the streamlining of the Personnel Division. The goals necessitate the addition of either more personnel in the Personnel Division to handle an increase of work, or the implementation of a computer to ease some of the unnecessary burdens of personnel assistants and principal clerks. The Personnel Division appears perfectly capable, in its current capacity, to handle the daily flow of forms, without an unreasonable amount of delay. It cannot take on a substantial increase of work without greatly lengthening its response time.

These two computer operations, the compilation and the processing of forms, are the capabilities of a computer system which must be evaluated as to need.

Does City Hall really require the analysis of personnel data? The answer to this question is probably yes, however, it makes no matter. This is what City Hall genuinely desires and so this capability must exist.

The second part, does City Hall require the computer to process the forms, is not very easy to deal with. Within the personnel system, the flow of forms would be severely hampered if the forms required several different keypunching steps. For instance, if the form after being generated by an operating department's personnel group is sent to the personnel division and then keypunched, passed to receive final signatures, which are then keypunched, passed to the Budget Office and the results keypunched, and so forth, the keypunching time would severely slow down the process. The choice is twofold. First, do not let the computer handle any of the data processing. Just keypunch the forms after they are completely processed so the computer's files could remain correct for analysis. Second, process the forms with an on-line computer.

The on-line means the computer is connected to the users, in this case the personnel assistants and such, via a terminal. The terminal would be composed of a video screen and a keyboard. The idea is that the

computer would always contain the information, eliminating keypunching, but the processing of the information would take place under the explicit instructions of the users.

I believe the only way to fulfill all the goals and objectives is with an on-line computer system. If a batch system is used, the data analysis could be accomplished, but the forms would simply take too long. Therefore, a batch system would only be used for data analysis, not forms processing.

The recommended on-line computer system will not be presented in very much technical detail. The actual science of implementing a computer system is beyond the scope of this document, however, the general methods of the processing capabilities desired will be stated. The idea is to present a broad picture showing how the system would function and the issues involved, not the hard core engineering aspects.

The CONFIGURATION section will detail the actual computer system, while the APPLICATION section will detail the use of the system. Together they will present enough of a picture to further evaluate an on-line system, but would have to be tremendously expanded should the on-line path be chosen.

## CONFIGURATION

### Database

The essence of the recommended computer system is very fast on-line entry, retrieval, and manipulation of a huge computerized database. The database would contain all the information used or retained by the Personnel Division and would be accessible at very high speeds by operating programs within the computer. The database can be imagined as a huge filing cabinet with a folder on each employee, past, current, or potential. The order of the folders within the database is, for the point of discussion, alphabetical. However, the computer would also keep several cross reference sheets. The cross reference sheets would indicate all the employees for each department, all the current employees, all the clerical employees, all the minority employees, all the civil service employees, and so on. This may seem like a long, troublesome exercise to maintain these lists, but it must be remembered that the computer is extremely fast and has a tremendous amount of memory for purposes just like this one. The lists and actual format of the filing cabinet are transparent to the user. The user simply asks for the number of minority employees within a particular department and over a



certain age, and the computer does all the searching and cross referencing automatically to produce the answer.

Within the folder of each employee is the essence of a new form being devised by the Personnel Division. The new Application And Employment form will replace all the existing forms and letters which the city and county use on their employees and applicants for employment. The form will, therefore, contain all the elements of the old forms, presented in the pre-computer section of this document, but refined in order to avoid duplication and to allow more flexible uses. When an individual submits his/her resume or wishes to full out an application form, an operator types all the information into the computer's database with the date automatically being entered by the computer. Should the person become an employee, other parts of the form are filled out with the date automatically recorded. As the employee progresses, the form in the computer is further updated and dated. When retirement or termination occurs, the internal computer form is not erased, but simply marked and continues to remain on file for a certain period of time. It should be realized though, that no paper information on the person has been kept. Everything has been on the computer database.

It must also be realized that this database has no mystical powers whatsoever. It merely retains all the information presented to it in a manner where quick accessing is easily done. The data which is retained will follow one of the fundamental computer laws, garbage in - garbage out. If the inputted information is not accurate, the analysis and manipulation of the database is going to be inaccurate.

From the time when the first piece of information is put on the computer about an individual, it must be validated against errors. This is not an easy procedure with 25,000 plus individuals on the computer, however, it must be done. The best method is probably having each person check his/her file. Each day the computer would print up the information it has on "X" number of people. "X" is chosen such that the process completes one cycle of all people every six months to a year or so. The information on each person would then be sent to each of the particular people. Their task would be to look it over and indicate any errors or changes, like a new address.

If all goes well, the number of errors present in the reports would be minimal and few would require changes of the database. Those reports which would come

back requiring corrections would need to be entered into the computer. However, before any changing of the data would be done, the indicated errors would have to be double checked to prevent an employee from changing, say his/her salary. When the errors are corrected on the database, a new report would be immediately generated and sent out to further ensure validity. Even for those employees where no action had been performed from the last report cycle, it is still a good idea to send them a copy of the database pertaining to them.

## Hardware

The IBM 370/158, which Boston City Hall currently has, should be enough of a computer to handle the on-line entry requirements. It should be fast enough to receive the inquiries from the many remote terminals, access the database, perform the computations, and return the information to the terminal operators in a short period of time. This period of time, known as the response time of the system, cannot be properly ascertained without detailed information as to the current status of jobs running on the computer. If the computer is currently swamped with work, its response time will be slow and a larger computer or another computer may be needed. Before any system is implemented, whether it be a sophisticated on-line system or a batch system, the response time should be calculated. The calculations have not been performed here since it is not within the scope of the document. From here on, however, it will be assumed that the response time is relatively quick.

Along with the central processing unit and its associated core memory, tape and disc are needed as larger, longer term, cheaper storage. The complete file of all past employees for the last two years, current employees, and less than one year old applicants, should

easily fit on a single 200 Megabyte disc pack. This multiplatter disc would hold, by itself, all the information necessary plus all the files mentioned in the following software subsection.

The cost of the disc is relatively cheap at about \$500, however, it must be kept on a disc drive whenever it is needed. This means that throughout the day, it is tying up a disc drive. This is unavoidable for fast information retrieval. The cost of the drive being tied up, half of an IBM 3330-11, is approximately \$40,000.

For data protection against lost information due to the hardware malfunctioning, the information on the disc should be "backed-up" onto a second device every so often. The second device could be a computer tape, or it could be another disc. Whichever backup device is storing the data, makes no matter, so long as it is done at regular intervals. The recommended interval is every working day. At a specific time every working day, say 7:30 p.m., the data processing group will turn off the personnel program for thirty minutes or so. In that thirty minutes, the backup is performed. Should the data ever get destroyed on the original disc, which would be very rare, the backup disc or tape would be used to

restore it. All that would be lost is the one days work, which could be redone. This backup procedure, as you can probably well understand, is very important to the overall computer system.

The input and bulk of the output of the system is to be done with communication terminals. These terminals, or CRT's as they are called, have a very fast display time, so the operator does not have to wait while the computer is typing the results. Also, there is no physical printing, which means no great wastes of paper. If something is desired to be printed up on paper, the operator simply tells the computer. The computer prints it up on a high speed printer and informs the data processing group to send it to the operator. Generally speaking, very little should require a hardcopy, typed paper.

The major use of paper will be those divisions of City Hall which must use the database for their functions, but do not have their functions on the computer. For instance, the budgeting division will need a lot of information from the computer, but since its employees process with paper, a paper input is required. In the future, if the budget division is put on the computer, their use of paper could be greatly reduced and their

division's efficiency greatly increased.

Long term, final storage would be most economically provided by tape. When an employee has been terminated for over two years, their complete file would be filed by year of termination onto a computer tape. As the years go on and on, and the number of tapes grow, a master tape indicating who was terminated and their year of termination could be created. This tape would ease the time needed to find an employee terminated an unknown number of years ago.

City Hall has all the hardware needed for the on-line system, except for the terminals. These devices would require purchasing, installation, hookup, and instructions for use. The instructions will probably present the most difficult obstacle of all. Some users will fall right into gear with their terminals while others will be unable to cope with theirs.

Every personnel assistant would need a terminal of their own to process the information. And every operating departments' personnel group would need one or more terminals to originate the forms and track their processing path. Larger departments would require more terminals than smaller departments.

In all, the terminal problems will require the

greatest amount of concern. Their placement and operation will dictate whether the system is going to succeed or fail.



## Software

The software of the computer is a program continuously running within the system. It handles all the terminals and also manipulates the database. The program is the real intelligence of the system. It contains the knowledge of what to do, when to do it, and how to do it. For a system of greatest use to the Personnel Division, this program would probably have to be custom written. The customization would guarantee, this is of course if the project is properly managed, all the currently desired features, the continued addition of features, and the future merging of other custom packages for other divisions.

When the operating department's personnel group desires to "fill out a form," someone in the group must type in all the information on his/her terminal. The interaction between the person and the computer is supervised by the program. The program must be capable of handling any sort of situation which could crop up. For instance, it must not allow incomplete forms to make their way out of the personnel groups.

When the form on the computer is filled out by the personnel group, the computer program will automatically route it to the proper places and time stamp it as it

goes. It must also keep track of the form in case the personnel group desires to know its whereabouts. The routing of the form would be accomplished by files. The computer would know to put a termination into File A, then File C, then File B and so forth. File A might be associated with a particular personnel assistant while File C might be the Supervisor of Personnel's.

The task of each user of the system would be to go through their file. As each person completes a form in their file, say the Supervisor of Personnel checks off a form as approve or disapprove, the computer would put the form in the next file depending upon the processing. Each department's personnel group would have several files. One file would contain partially completed forms not yet sent on. Another file would contain a copy of all forms being processed by the system. And still another file would contain all the forms, approved or disapproved, coming back from being processed. The files would all be kept on the same disc pack as the database so backup could be easily handled and maintained.

## Authorization And Privacy

Of great concern with the storing of private personnel information is the retention of its privacy. What must be built into the system is an authorization routine which must be properly performed to access any part of the database. The authorization routine could be a code number uniquely assigned and changed on a monthly basis to each person requiring access to the database. Within the computer would be a list of the codes and what the code is authorized to view. Some codes would only be authorized to see if a particular person is currently an employee, other codes would be able to access all parts of an employee's file, but only for a certain department. Still other codes would only entitle the bearer to ask for statistical data, but not for any piece of specific information on a specific person. And even other codes would allow the bearer to access certain pieces of information, but not be allowed to change them.

In the case of terminal operators who use their terminal in the course of their job throughout the day, a terminal lockout key may be given to avoid having to always enter an authorization code. Or when the original authorization code is presented to the computer, it

remains in effect until the operator indicates otherwise, like when (s)he is going on a break. In any event, the authorization code must present a reasonably strong force against those who have no business with any or all parts of the database, but must also be easily used so the system is not slowed down in any great amount.

## APPLICATION

### Operating Department's Personnel Group

There would be three files associated with each of the groups, the Forms File, the Pending File, and the Return File. The Forms File is just a collection of forms which the group is filling out and have not sent on. The terminal operator types into the computer that an action is desired, such as a new hiring. The computer then asks questions, via the terminal, which the operator has to answer. Should a question not be answered, the computer will hold the form until it is answered. When everything is in order, the form is transferred to the Pending File and also sent on for processing. The Pending File will keep a copy of the form and also the form's current status as it makes its way through the system. When the form has been processed, it returns in the Return File. The terminal operator has to go through the file to determine if it was accepted or rejected. If accepted, the terminal operator instructs the computer to update the database and delete the form from the Pending and Return Files. No action is ever considered complete until the database is updated.

### Personnel Assistant

Each of the personnel assistants will have a

terminal for their work. They each will have a Work File, a Personnel Book File, and access to all the employees' database information. The personnel assistants will go through their work file and do the necessary work via the terminal. Should the Personnel Book be needed, the assistant instructs the computer which will in turn show the necessary Personnel Book section on the terminal's screen. Also, the personnel assistants would be capable of checking any piece of information in the employees' database.

The personnel assistants would not be allowed to alter anything except the Work File. Everything would be automatically updated, including the Personnel Book File, when the operating department's personnel group authorizes the update and thereby finalizing the action.

#### Personnel Committee

The Job Bank would be on the computer, but would be in the form of employee files. In this case the word employee covers past, present, and potential. Also the affirmative action standings would be accessible by the committee to better perform their job. These are only a few of the files which the committee would have.

#### Signatures

There will be a signature file for each of the

signing people. The department head, the Mayor, the Supervisor of Personnel, and the Director of Administrative Services are examples of the positions requiring a signature file. The process would be that when a signature is required, the computer would put the form in the proper signature file. The person would then either go through the file themselves or have a paper printout made and instruct someone else to go through the file and approve or disapprove according to the paper copy which (s)he has marked up.

#### Reports

Report type questions would be handled by the terminals for fast response. If the report is lengthy, or if a hand copy is desired, the terminal operator could instruct the computer to print it up and send it over. Also, the terminal operator could instruct the computer to generate and send over specific reports on a periodic basis without any further instructions.

Other terminal uses and users do exist, but explanations would not appreciably add anything to the nature of this document.

## CONCLUSION

The implementation of a computer in the Personnel Division of Boston City Hall can be accomplished with two general goals in mind. The first is one of the computer being capable of producing a tremendous cross section of reports from a comprehensive database. The second goal would be the computer being capable of speeding up the flow of work through the division, thereby enabling the division to take on more work, such as civil service.

The first goal is technically not very difficult to achieve. It requires all the final data to be entered into a somewhat large database and the creation of a report generating program to manipulate it. There would not be any realization of speed increase by the Personnel Division since the data would be entered only after the proper forms had already made their way through the network. The database would indirectly help the Personnel Division by periodically producing reports and thereby eliminating that burden from them. It would also be capable of producing updated quota books and the like, but this would only help in a marginal way since the personnel assistants keep their quota books current.



Achieving the second goal though is not as easy. Namely, throughout the maze of forms processing the computer must aid in the actual processing in order for it to have any chance of increasing efficiency. With a batch operating system, the forms processing time would probably increase due to the added keypunching time. Therefore, an on-line system is the only answer for this second goal.

The drawbacks of an on-line approach are numerous. First of all, the people who have to use the terminals have to be trained. The terminals will be many and costly. The 370/158 will probably need to be expanded to a 370/168 if the payroll and budgets programs become on-line with a shared database.

If the lowest level batch system is used, the personnel people would not have to be trained for its use because it would not affect them. The only people who would have to be trained are the ones who control the report generation. The on-line system, on the other hand, would require everyone to be trained, resulting in a greater expense.

On the batch system, a form could be used to requisition a report. The form could then be sent to a group which would process it and send the results back. Or

remote, report only terminals could be used by each department. In the first case no terminals are necessary. In the second case each department would have to have at least one terminal. The on-line system would not require many more terminals than the second case, but still the terminals are expensive.

The drawbacks stated above are just the technical ones. There are a number of political pressures on the system which will have a tendency to deflect the implementation from the best possible path. These pressures would be difficult to mention here, however, they do exist in a very strong form and will affect the computerization decisions.