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SELECTIVE SERVICE SYSTEM

RECONCILIATION SERVICE



MANUAL





OFFICE OF THE DIRECTOR

NATIONAL HEADQUARTERS
SELECTIVE SERVICE SYSTEM
1724 F STREET NW.
WASHINGTON, D. C. 20435



ADDRESS REPLY TO
THE DIRECTOR OF SELECTIVE SERVICE

October 21, 1975

RECONCILIATION SERVICE MANUAL

CHANGE NOTICE 10

1. Sections 2205, 2209 and 2209.1 have been significantly changed to provide current instructions for processing enrollees to assist them in fulfilling their alternate service obligations.

2. Remove all sections and insert new sections with attachments as indicated below:

Remove Sections

2205

2209

2209.1 With Attachment

Insert Sections

2205 (OCT 1975)

2209 With Attachments 1 - 4
(OCT 1975)

3. File this change in front of the Reconciliation Service Manual for reference purposes.

Byron V. Pepitone
Byron V. Pepitone
Director

Attachments

DISTRIBUTION:
all holders of the complete RSh



Section 2205

CRITERIA FOR JOBS FOR ENROLLEES

Four elements will be considered by the State Director as a basis for determining whether a specific job offered by an eligible employer is acceptable as service for an enrollee.

1. National Health, Safety or Interest.

The job must promote the national health, safety or interest.

2. Noninterference With the Competitive Labor Market.

The enrollee cannot be assigned to a job for which there are more numerous qualified applicants who are not enrollees than there are spaces available. This restriction does not prohibit the approval of special programs established by the Director of Selective Service. The job must be either full-time employment or full-time equivalent employment as provided in Section 2209. An equivalent-time assignment or work performed on a volunteer basis is not considered to be in the competitive labor market.

3. Compensation

The compensation will provide a standard of living to the enrollee reasonably comparable to the standard of living the same person would have enjoyed had he gone into military service. The rate of pay should be the same as would be received by another employee utilizing the same skills and occupying the same position. This criterion may be waived by the State Director when such action is determined to be in the

national interest and would speed the placement of the enrollee in Reconciliation Service. An enrollee may complete his obligation by performing approvable volunteer work without regard to compensation if he so desires.

4. Skill and Talent Utilization.

Whenever possible, an enrollee will be permitted to utilize his special skills. Each enrollee will be requested to complete SSS Form 152 (Skills Questionnaire) to permit, where possible, the utilization of any special skills or talents in job assignment.

ADMINISTRATION OF RECONCILIATION SERVICE

1. Approvable Reconciliation Service

a. Based on the criteria set forth in Section 2205, approvable jobs with eligible employers may be compensated or volunteer, full-time or full-time equivalent as follows:

(1) An enrollee, who at the time of enrollment is working on an approvable job, will be encouraged to retain the job and will be entitled to receive credit for reconciliation service from the date of enrollment.

(2) An enrollee who is available for full-time assignment will be encouraged to seek an approvable job with an eligible employer. When the enrollee has not located or proposed a full-time approvable job within 20 days after enrollment, the State Director will assign him to a full-time compensated job. In practice the State Director and the enrollee will work together on his assignment to an approvable job from the date of his enrollment.

(3) An enrollee who agrees to perform approvable work on a full-time volunteer basis shall be permitted to do so. The enrollee shall not be considered uncooperative if he does not agree to accept a full-time volunteer job.

(4) An enrollee with a short-term alternate service obligation of six months or less who does not or can not accept a full-time assignment to an alternate service job because for such a limited period of time he cannot afford to jeopardize his regular non-approvable job or because of other circumstances which are acceptable to the State Director shall be assigned to perform reconciliation service on an equivalent-time

schedule on an approvable compensated or voluntary job. He will have his creditable time stopped when he refuses the full-time job and he will be considered uncooperative if he does not arrange for or accept an equivalent-time assignment.

b. An approvable equivalent-time schedule must provide for a minimum of 20 hours of volunteer or compensated work to be performed per week.

(1) When arrangements have been made for an enrollee to perform alternate service on an equivalent-time schedule the months of alternate service that he was assigned by the referring authority shall be converted to hours of obligated service. Each month of the enrollee's obligation shall be converted to 160 hours to be performed on an equivalent-time schedule. (i.e. a 3 month obligation would convert to 480 hours.) The enrollee must understand fully that an equivalent-time assignment will extend the number of months he will be required to perform reconciliation service. Before approving an equivalent-time job the State Director will insure that the enrollee reads and completes a Statement of Understanding, SSS Form RS-6, (Attachment 1 - 2209). The enrollee must sign the completed Statement of Understanding. The original statement will be placed in the enrollee's assignment file and the enrollee will be provided a copy. An enrollee referred by the Department of Justice may be assigned to perform alternate service on an equivalent-time schedule and in such instances the appropriate United States Attorney will be furnished a completed copy of the Statement of Understanding establishing the schedule.

(2) A monthly Certification of Service Performed, SSS Form RS-7, (Attachment 2 - 2209), will be completed for each enrollee performing service on an equivalent-time job. The original of the

Certificate of Service Performed will be filed in the enrollee's assignment file folder.

(3) Every month the State Director will verify from an enrollee's Certification of Service Performed that he has performed the number of hours specified for each week on his Statement of Understanding. If the enrollee fails to perform the number of hours required, the State Director will inform the enrollee by certified letter, deliver to addressee only, that creditable time has not been given for the hours performed which were less than those required on the Statement of Understanding. He will also be advised that he must perform the required number of hours each week in the subsequent month or approval of the job will be discontinued.

2. Employers Supervisory Responsibilities

a. The employer should maintain time and attendance records on enrollees assigned to Reconciliation Service in the same fashion he would for any other employee. The records should be sufficient to establish that the man is reporting regularly to his job and working on a full-time schedule or in accordance with the approved schedule if the job is on an equivalent-time basis. The records should be available for review by Selective Service personnel.

b. An enrollee assigned to a full-time alternate service job will be scheduled for 40 hours of work per week or its full-time equivalent.

c. An enrollee assigned to an alternate service job with an approved equivalent-time schedule will be scheduled for at least 20 hours of work per week.

d. The enrollee must be assigned to work specific days and shift hours in advance at the location or locations where the employer normally conducts his operations. The enrollee is not permitted to work on an "on-call" or "personal convenience" basis.

e. When an enrollee is assigned on an equivalent-time basis the employer will be requested to furnish a monthly Certification of Service Performed referred to in Section 2209 1 (b)(2) (Attachment 2 - 2209). The number of hours performed will be entered on the back of the enrollee's Control Card, SSS Form 398 under the remarks area to provide a cumulative record of reconciliation service performed. The certificate from the employer will then be filed in the enrollee's assignment file.

f. The employer will be expected to provide supervision over the enrollee in the same fashion as any other employee of his staff is supervised.

g. The employer should be requested to notify the State Director within five days if an assigned enrollee leaves his job or is terminated for any reason. The notification should state the last date that the enrollee was on the job and when applicable, the reason that he was dismissed.

3. Monitoring Performance of Alternate Service

a. An on-the-job supervisory review should be scheduled with the employer soon after an enrollee commences work on an approved job. This initial supervisory review should be documented by utilizing the Reconciliation Service Management Form (SSS Form RS-3).

b. A quarterly monitoring schedule will be established by the State Director to provide for followup reviews at frequent intervals to verify the requirements of the program are being fulfilled by each enrollee who is performing alternate service. A review will be scheduled during the first 60 days for an enrollee with an obligation of 5 months or less.

c. The staff member conducting the on-the-job reviews should be prepared to assist the employer in resolving any problems which may have been encountered concerning the enrollee's performance

and to provide answers to questions the employer or the enrollee may have.

d. A record of the reviews will be maintained on an Employer Development Contact Record (SSS Form 394.)

4. Investigation/Determination Procedures

An investigation and determination of responsibility will be conducted by the State Director whenever the possibility exists that an enrollee was responsible for his failure to commence or complete an acceptable alternate service assignment.

a. Situations requiring an investigation.

(1) An enrollee fails to report for a scheduled job interview or job assignment.

(2) An enrollee reports for a scheduled job interview or job assignment and refuses to accept the employment which is offered him.

(3) The enrollee reports for a scheduled job assignment and the employer withdraws the offered employment.

(4) The enrollee leaves his approved job without obtaining permission from the State Director.

(5) The enrollee is dismissed from his approved job by his employer.

b. Investigation procedures.

(1) Written or oral statements shall be obtained from the enrollee, the employer, and where appropriate, from Reconciliation Service personnel.

(2) The investigator will summarize all oral statements in writing.

(3) Reasons for failure to obtain a statement from the enrollee or his employer shall be made a part of the record of investigation.

c. Determination of Responsibility.

(1) When it has been determined that there was no fault or failure on the part of the enrollee, the State Director will continue to assist the enrollee in locating an acceptable alternate service assignment. Creditable time, if accruing shall not be stopped by any event in which there is no fault nor failure on the part of the enrollee.

(2) When it has been determined that the enrollee was at fault, but there are mitigating circumstances, the State Director will make a determination either to continue to assist the enrollee in locating an acceptable alternate service assignment, or to recommend that the enrollee be terminated from active enrollment. Creditable time, if accruing, shall be stopped whenever there is fault or failure on the part of the enrollee, even though there may be mitigating circumstances.

(3) The record of investigation, consisting of a summary of material received, an evaluation of extenuating circumstances, and the determination of responsibility by the State Director, shall be made a part of the Reconciliation Service Assignment file of the enrollee.

(4) When the State Director determines the enrollee was at fault and that he should be terminated from the Reconciliation Service Program the enrollee's complete assignment file folder, with contents, will be forwarded to the Director of Selective Service for a termination review.

5. Reassignment Actions

a. The State Director will reassign an enrollee when his current assignment ceases to meet the criteria for acceptable employment or there is a good reason for the reassignment action. The reassignment

should be accomplished by a letter from the State Director or by utilizing the "Referral for Reconciliation Service Employment," SSS Form RS-1.

b. An enrollee may request a reassignment but the State Director is not required to approve the proposed reassignment. An enrollee performing Reconciliation Service does not have the right to demand a transfer of job assignment. The State Director must take into consideration the burden a reassignment may cause the current employer who has been cooperative in providing employment to the enrollee. Participating employers are entitled to expect a reasonable degree of stability in retention of assigned enrollees after investing time and money in their processing, indoctrination, and training.

(1) The following information should be submitted in writing by the enrollee when he requests a reassignment:

(a) Reason or justification for the proposed reassignment.

(b) Statement from the proposed employer which confirms a job offer, describes the job, and details the terms of employment (hours, place of employment, salary, etc.)

(2) If the State Director approves the request, a letter explaining the reason the enrollee is being reassigned should be furnished to the current employer and, when possible, efforts should be initiated to arrange for another enrollee to be considered for the position being vacated.

(3) If the request for reassignment is disapproved, the enrollee must be notified in writing. Also, the proposed employer should be informed that the enrollee's request for reassignment was disapproved.

6. Creditable Time

a. The initial 30-day period following an individual's enrollment in the Reconciliation Service Program does not count as creditable time.

b. Creditable time will not be granted for any work performed by an individual prior to his enrollment in the Reconciliation Service Program.

c. An enrollee's creditable time towards his Reconciliation Service obligation will start on the day when he begins work on an alternate service job approved by the State Director or, with the exception of an enrollee whose job assignment has been postponed for the convenience of the enrollee, creditable time will start on the 31st day following his enrollment if through no fault of the enrollee he has not been assigned to a job where he could be employed.

(1) An enrollee earns full creditable time towards completion of his months of alternate service obligation when he is satisfactorily performing on a full-time job, either compensated or volunteer, which has been approved by the State Director.

(2) An enrollee earns equivalent creditable time towards completion of his months of alternate service obligation when he is satisfactorily performing on an equivalent-time schedule on a compensated or volunteer job approved by the State Director.

(a) 160 hours performed on an equivalent-time schedule equals one month of obligation.

(3) The State Director will determine if an enrollee who is not satisfactorily performing alternate service after he has been enrolled for 30 days should have his creditable time stopped because he has been found to be at fault for not starting or continuing approved employment. The following are some examples of an enrollee's actions, or failure to act, which would be evidence of fault and would be sufficient to stop his creditable time.

(a) Enrollee failed to report for a job interview arranged by the State Director during the first 20 days.

(b) Enrollee failed to comply with a request to report to an activity to submit an application for employment consideration (i.e. State Employment Office, CETA Prime Sponsor, State or local government personnel office, hospital personnel office, etc.).

(c) Enrollee failed to report for a scheduled job interview to permit him to be considered for employment.

(d) Enrollee failed to report to a job assignment when scheduled.

(e) Enrollee refused job offered by an employer.

(f) Enrollee could not be contacted or located at address(es) furnished.

(g) Enrollee failed to answer correspondence timely or could not be communicated with by any other means.

(h) Enrollee was terminated for cause by his assigned employer.

(i) Enrollee left or quit his assigned job.

(j) Enrollee made himself unemployable by an action considered detrimental to employment consideration (i.e. late for job interview, objectionable appearance, negative attitude, etc.).

(k) Enrollee has any type of medical problem which prevents his employment consideration.

(l) Enrollee has any legal action pending which may prevent his employment consideration (i.e. on parole, on bond pending trial, being investigated for possible charge, incarcerated, etc.).

7. PROCESSING NONCOOPERATIVE ENROLLF

Enrollment and performance of reconciliation service is voluntary and each enrollee should understand that he is a voluntary participant in the program. The State Director has responsibility for assisting the enrollee in every way possible to complete his assigned period of alternate service. Unless and until an enrollee declines to participate in the program, fails to cooperate in job placement efforts, or by an action or failure to act demonstrates he will not or does not intend to perform the required period of alternate service, the State Director has responsibility for assignment of the enrollee to an appropriate job.

a. An enrollee will be considered to be noncooperative when he demonstrates in one or more of the following ways that he does not intend to accept an alternate service job or will not fulfill the period of alternate service to which he agreed:

(1) Enrollee writes or states verbally that he does not intend to perform his period of alternate service.

(2) Enrollee cannot be contacted by telephone, or regular and certified mail sent to the address furnished by enrollee is either not answered or it is returned as "Undeliverable or unclaimed."

(3) Enrollee fails to report for scheduled job interviews and he does not provide an acceptable explanation for his failure to report.

(4) Enrollee refused a job offered by an employer or was terminated for cause by his assigned employer.

(5) Enrollee caused loss of approved job or potential job through his actions, or failure to act, and did not furnish an acceptable explanation.

(6) Enrollee made himself unemployable or lost an employment opportunity by an action or by actions considered detrimental to employment consideration (i.e. outward appearance, refused to accept a job offer on basis of kind of work involved, expressed negative attitude, etc.).

b. When an enrollee indicates he does not want to participate or is noncooperative, the State Director will take the following action:

(1) If the enrollee was referred by the Department of Defense, attempt to obtain a written statement of intention concerning participation in the program. Attachment 3 is a sample of the Statement of Intention to be used for DOD referrals. The State Director will send two copies to the enrollee by certified mail, deliver to addressee only, for the enrollee to sign and return one copy of the statement in a pre-addressed envelope provided.

(2) If the enrollee was referred by the Presidential Clemency Board, or the Office of the Pardon Attorney, Department of Justice, attempt to obtain a written statement of intention concerning participation in the program. Attachment 4 is a sample copy of the Statement of Intention to be used for Presidential Clemency Board or Office of the Pardon Attorney referrals. The State Director will send two copies to the enrollee by certified mail, deliver to addressee only, for the enrollee to sign and return one copy of the statement in a pre-addressed envelope provided.

(3) When an enrollee referred by DOD, the Presidential Clemency Board, or Office of the Pardon Attorney indicates he "declines to participate" or fails to return a copy of the Statement of Intention within 15 days after the certified letter was mailed, the State Director will document the returnee's assignment file. When the file is adequately documented, the file will immediately be forwarded to the Director of Selective Service, Attention RSD, without submission of any additional input forms to the Computer Service Center.

(4) If the enrollee was referred by the Department of Justice (U.S. Attorney), a special letter will be prepared and sent to the enrollee. The special letter will include a statement advising the enrollee that "your specific actions or apparent lack of interest in fulfilling your alternate service agreement appear to be cause for removing you from the Reconciliation Service Program and to refer your case to Mr. _____, United States Attorney. No action in this regard will be taken before _____ to permit sufficient time (date)

for you to provide this headquarters with a positive indication of your desire to fulfill your obligation." This special letter will be sent to the enrollee by certified mail, deliver to addressee only. No statement of intent shall be requested from enrollee.

(a) When the enrollee provides a positive indication of his desire to fulfill his obligation he should be referred to a specific job where he can be employed.

(b) When the enrollee does not provide a positive response to the special letter the State Director may wish to contact the referring U.S. Attorney, discuss the situation or the problem with the enrollee's interest and cooperation, and obtain a recommendation or comment from the U.S. Attorney as to whether he may deem any further action to be appropriate before the individual is recommended for termination from the program.

(c) When the State Director determines that an enrollee referred by the Department of Justice should be recommended to the Director of Selective Service for termination the enrollee's adequately documented assignment file folder will immediately be forwarded to the Director of Selective Service, Attention RSD, without submission of any additional input forms to the Computer Service Center.

PROCEDURAL DIRECTIVE
STATEMENT OF UNDERSTANDING
(SSS FORM RS-6)

1. PURPOSE:

To provide the means for an enrollee to request approval of an equivalent-time schedule for a specific alternate service job.

2. PREPARATION:

Prepared in an original and one copy by the enrollee in the presence of the State Director or his representative. When the State Director deems it appropriate to forward the form to the enrollee for completion and signature, preparation will be in an original and one copy.

3. DISTRIBUTION:

When prepared by the enrollee in the presence of the State Director, a copy is given to the enrollee and the original is placed in the enrollee's assignment file folder. When forwarded to the enrollee, the original and one copy are forwarded to the enrollee by certified mail, "deliver to addressee only" for completion and his signature. A notation is then made in the enrollee's assignment file folder, that the original and copy of the form were forwarded and the date of forwarding. The enrollee will be requested to return the completed and signed original to the State Headquarters for inclusion in his assignment file folder.

4. DISPOSAL:

Retained as a permanent part of the enrollment file folder until such time as disposal instructions are received from the Director of Selective Service.

(OCT 1975)



RECONCILIATION SERVICE
STATEMENT OF UNDERSTANDING

NOTE: AUTHORITY FOR THIS REQUEST IS E.O. NO. 11804. YOU ARE REMINDED THAT PARTICIPATION IN THE RECONCILIATION SERVICE PROGRAM IS VOLUNTARY ON YOUR PART AND YOU ARE NOT REQUIRED TO COMPLETE THIS STATEMENT. THE PURPOSE FOR AND USE OF THIS STATEMENT IS YOUR RECONCILIATION SERVICE PROCESSING.

The undersigned enrollee in the Reconciliation Service Program requests approval of the equivalent-time schedule for the alternate service job described on the reverse side.

It is my understanding that I will receive credit toward the successful completion of the _____ months of my required alternate service obligation on the basis of one month of credit for 160 hours of satisfactory service certified and approved by the State Director. I must perform at least 20 hours each week and I am aware that my creditable time may be stopped if I fail to perform at least 20 hours per week during any calendar month.

This request is made with the full knowledge that my performance of alternate service on an equivalent-time schedule will extend my period of obligation to the number of months necessary for me to perform the total hours required on this equivalent-time schedule.

(Date)

(Signature of Enrollee)

The following information is part of this agreement:

Name of enrollee: _____

Period of alternate service assigned: _____

Employer or place where
service will be performed: _____

Street address: _____

City and state: _____

Name and title of individual who will
supervise and certify performance of
alternate service: _____

Telephone number of supervisor: _____
(Area Code) (Number)

Number of hours per week to be performed: _____
(must be 20 hours or more)

Total number of hours to be performed: _____

Compensated employment Volunteer employment

Other information related to job: _____
(Job Title)

Description of duties to be performed: _____

(Date)

(Signature of Enrollee)

PROCEDURAL DIRECTIVE
CERTIFICATE OF SERVICE PERFORMED
(SSS FORM RS-7)

1. PURPOSE:

To provide a means of certifying the monthly work performance of an enrollee performing alternate service on an approved equivalent-time job.

2. PREPARATION:

Prepared in an original and two copies by the enrollee's employer, whenever possible. May also be prepared by the State Headquarters based on information received from the employer.

3. DISTRIBUTION:

When prepared by the employer, the signed original and one copy is returned to the State Headquarters for inclusion in the enrollee's assignment file folder. A copy will be furnished the enrollee. When the form is prepared by the State Headquarters, a copy will be forwarded to the employer and the enrollee.

4. DISPOSAL:

Retained as a permanent part of the enrollee's assignment file folder until such time as disposal instructions are received from the Director of Selective Service.

(October 1975)



RECONCILIATION SERVICE
CERTIFICATION OF SERVICE PERFORMED

(Date)

Name of Enrollee: _____

This is certify that the above-named enrollee in the President's
Clemency Program performed the following service under my supervision:

	<u>Number of Hours Service Performed</u>	<u>Dates of Work or Service</u>
1st Week	_____	_____
2nd Week	_____	_____
3rd Week	_____	_____
4th Week	_____	_____
5th Week	_____	_____

Total Hours: _____

For Month Of: _____

(Signature)

Typed Or Printed Name

(Official Title)

Note: A separate certificate is required for each enrollee for each month
of service.

PROCEDURAL DIRECTIVE
STATEMENT OF INTENTION
(DEPARTMENT OF DEFENSE REFERRAL)
(SSS FORM RS-8)

1. PURPOSE:

To provide a means for an enrollee, referred by the Department of Defense, to express his desire to participate or decline to participate in the program.

2. PREPARATION:

Addressed to enrollee in an original and two copies at the State Headquarters.

3. DISTRIBUTION:

The original and one copy are forwarded to the enrollee by certified mail, "deliver to addressee only," for his completion and signature on the original. The copy is retained by the enrollee. The second copy is retained at State Headquarters as a suspense copy in the enrollee's assignment file folder. The enrollee will be requested to return the signed original to the State Headquarters for inclusion in his assignment file folder.

4. DISPOSAL:

Retained as a permanent part of the enrollee's assignment file folder until such time as disposal instructions are received from the Director of Selective Service.

(OCT 1975)



RECONCILIATION SERVICE
STATEMENT OF INTENTION
(DEPARTMENT OF DEFENSE REFERRAL)

TO: _____

NOTE: AUTHORITY FOR THIS REQUEST IS E.O. NO. 11804. YOU ARE REMINDED THAT PARTICIPATION IN THE RECONCILIATION SERVICE PROGRAM IS VOLUNTARY ON YOUR PART AND YOU ARE NOT REQUIRED TO COMPLETE THIS STATEMENT. THE PURPOSE FOR AND USE OF THIS STATEMENT IS YOUR RECONCILIATION SERVICE PROCESSING.

Your actions indicate you may not desire to participate in the Reconciliation Service Program. Please check the block stating your position, and give us your reasons for your decision, if you wish.

I do desire to perform my alternate service and will contact you for an appointment within 10 days.

I decline to participate.

(Date)

(Signature)

NOTE: YOU ARE NOT REQUIRED TO STATE REASONS.

REASONS: _____

Please return one copy which will assist us in administering the Reconciliation Service Program in this state.

PROCEDURAL DIRECTIVE
STATEMENT OF INTENTION
(PRESIDENTIAL CLEMENCY BOARD OR OFFICE OF PARDON ATTORNEY REFERRAL)
(SSS FORM RS-9)

1. PURPOSE:

To provide a means for an enrollee referred by the Presidential Clemency Board or Office of the Pardon Attorney, Department of Justice, to express his desire to participate or decline to participate in the program.

2. PREPARATION:

Addressed to enrollee in an original and two copies at the State Headquarters.

3. DISTRIBUTION:

The original and one copy are forwarded to the enrollee by certified mail, "deliver to addressee only," for his completion and signature on the original. The copy is retained by the enrollee. The second copy is retained at State Headquarters as a suspense copy in the enrollee's assignment file folder. The enrollee will be requested to return the signed original to the State Headquarters for inclusion in his assignment file folder.

4. DISPOSAL:

Retained as a permanent part of the enrollee's assignment file folder until such time as disposal instructions are received from the Director of Selective Service.

(OCT 1975)



RECONCILIATION SERVICE
 STATEMENT OF INTENTION
 (PRESIDENTIAL CLEMENCY BOARD OR OFFICE OF THE PARDON ATTORNEY REFERRAL)

TO: _____

NOTE: AUTHORITY FOR THIS REQUEST IS E.O. NO. 11804. YOU ARE REMINDED THAT PARTICIPATION IN THE RECONCILIATION SERVICE PROGRAM IS VOLUNTARY ON YOUR PART AND YOU ARE NOT REQUIRED TO COMPLETE THIS STATEMENT. THE PURPOSE FOR AND USE OF THIS STATEMENT IS YOUR RECONCILIATION SERVICE PROCESSING.

Our records indicate that you enrolled in the Reconciliation Service Program on _____ to perform _____ months of alternate service which would qualify you for a full Presidential Pardon or a full Presidential Pardon and Clemency Discharge. Your actions since that date indicate you may not desire to participate in the program.

Please check the block stating your position and give us your reasons for your decision, if you wish.

- I do desire to perform my alternate service and I will contact you for placement assistance within 10 days.
- I decline to participate in the program and I understand that if I do not perform my alternate service I will not receive a full Presidential Pardon or a full Presidential Pardon and Clemency Discharge.

 (Date)

 (Signature)

NOTE: YOU ARE NOT REQUIRED TO STATE REASONS

REASONS: _____

Please return one copy which will assist us in administering the Reconciliation Service Program in this state.

RECONCILIATION SERVICE MANUAL

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SECTION
2200

SELECTIVE SERVICE SYSTEM

RECONCILIATION SERVICE



SECTION 2200

INTRODUCTION



Section 2200.

INTRODUCTION

The President of the United States on September 16, 1974 signed Proclamation 4313 proclaiming a program to afford reconciliation to Vietnam era draft evaders and military deserters. This Proclamation provided for the performance of a period of alternate service as a condition for that reconciliation.

The Reconciliation Service Manual (RSM) is established for the dissemination of directives which will govern the operational aspects of the Selective Service System Reconciliation Service Program where applicable. It will contain all operational instructions necessary for the processing of Reconciliation Service returnees.

This manual will provide, in one place, ready access to all operational instructions for reconciliation service. Temporary Instruction 200-1 is hereby terminated.

Appendix 1 contains samples of forms with procedural directives and samples of letters which are to be used in processing returnees for Reconciliation Service.

National Headquarters' approval is required prior to supplementing instructions being issued by a State Headquarters on matters covered in this manual.

Section 2200.1

DISTRIBUTION

The RSM is contained in a loose-leaf binder and dividers with appropriate subject tabs will be issued to separate and organize sections.

When portions of the manual text are issued, either initially or as revisions, they shall be placed in the binder according to the identified section and page number.

Copies of the manual and its revisions will be distributed according to the publications schedule shown in Table 2200-1 attached. When additional copies are needed, State Directors may request them from National Headquarters (Attention: AA).

All Sections and revisions will show an effective date in the lower right-hand corner. As new Sections and revisions are issued, they will be forwarded to each State Headquarters in advance of the effective date. State Directors will be responsible for the timely delivery of new Sections and revisions. The State Director will insure that all operational personnel and supervisors are, prior to the effective date, familiar with all new issuances received, so they are able to explain them to personnel under their control.

Section 2200.2

REVISIONS

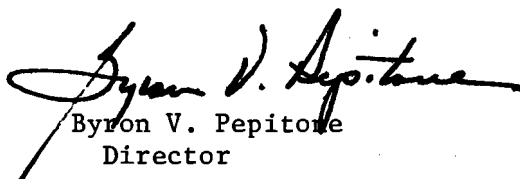
The RSM is designed to facilitate changes. The loose-leaf Manual may be revised by substituting new pages containing revisions of pages.

To highlight the portions of the manual text that have been revised, black stripes will be placed in the outside margin. A thin stripe will indicate minor changes, such as in the wording. A thick stripe will indicate revisions which reflect a policy or procedural change. All personnel are cautioned to note the changes indicated (striped) in new material, particularly those concerning policy (thick stripe).

All RSM throughout the System must be maintained in current, up-to-date status. The State Director is responsible for insuring that all manuals in his state are maintained in a current status. Supervisors must continually check copies of the RSM in use in their territories for completeness and proper posting of new material.

In order to insure that RSM in the field are up-to-date, RSM Check Lists will be distributed periodically. The latest Check List showing Sections, pages, and Temporary Instructions that are current, and bearing dates of issuance, will be maintained in the front of each manual.

All personnel of the System are encouraged to make recommendations for RPM revisions wherever improvement can be made. Recommendations should be in writing and sent through established operational channels.


Byron V. Pepitone
Director



BASIC FIELD DISTRIBUTION SCHEDULE
FOR RECONCILIATION SERVICE MANUAL

The authorized distribution of RSM Sections and revisions, Temporary Instructions, forms, and procedural directives, is shown below:

1. State Director	1				
2. State Operations Staff Member	1				
3. Training Technician/Inspector	1				
4. Area Office Administrator and/or Area Supervisor	1	each of Sections 2200, 2201, 2202 and 2203			
5. Supervisory Executive Secretary	1	"	"	"	"
6. Area Administrative Site	1	"	"	"	"
7. Service Center	1				
8. Reserve Unit or National Guard Section	1				

All RSM issuances for recipients 1 through 6, above, will be sent directly to the State Headquarters for further distribution to each. Recipients 7 and 8 will receive distribution from National Headquarters.



SECTION
2201

SELECTIVE SERVICE SYSTEM

RECONCILIATION SERVICE



SECTION 2201

DEFINITIONS



Section 2201

DEFINITIONS

The following definitions shall govern in the interpretation of the provisions of this manual:

1. Vietnam era.

The inclusive dates of the Vietnam era, established by Proclamation 4313 are August 4, 1964 through March 28, 1973.

2. Draft Evader:

An individual who allegedly unlawfully failed under the Military Selective Service Act or any rule or regulations promulgated under the Act, to register or register in a timely manner, to keep the local board informed of his current address, to report for or submit to preinduction or induction examination, to report for or submit to induction itself, or to report for or submit to, or complete alternate service in lieu of induction under Section 6(j) of such Act during the Vietnam era, and who has not been adjudged guilty in a trial for such offense.

3. Military Deserter.

A member of the Armed Forces who has been administratively classified as a deserter by reason of unauthorized absence and whose absence commenced during the Vietnam era.

4. Returnee.

A returnee is a person who has signed an agreement with the Referring Authority to perform Reconciliation Service.



5. Referring Authority.

Referring authority is the Presidential Clemency Board established by Executive Order 11803, or the Attorney General, Secretary of a Military Department, or Secretary of Transportation with whom a returnee has signed an agreement to perform Reconciliation Service as prescribed in Proclamation 4313.

6. Reconciliation Service.

Reconciliation Service is the alternate service work that a returnee agrees to perform in accordance with a determination made by a referring authority.

7. Residence of the Returnee.

The residence of the returnee is the community where he is residing in the United States indicated by the returnee at the time he reports in person to a Selective Service official as instructed by the referring authority in accordance with Proclamation 4313.

8. Designated Period of Service.

The designated period of service is the number of months, determined by a referring authority, that a returnee must serve to satisfy the conditions of the Proclamation.

SECTION
2202

SELECTIVE SERVICE SYSTEM

RECONCILIATION SERVICE



SECTION 2202

RESPONSIBILITY FOR ADMINISTRATION



Section 2202

RESPONSIBILITY FOR ADMINISTRATION

1. The Director of Selective Service administers the program of Reconciliation Service.

2. The State Directors, under the supervision of the Director of Selective Service, will be responsible for administration of the Reconciliation Service Program within their respective states.

3. The State Director of the state of the residence indicated by the returnee will have primary responsibility for the initial placement of the returnee. Whenever a returnee reports to a State Director who does not have jurisdiction over the returnee's indicated place of residence, that State Director will direct the returnee to the State Director who does have jurisdiction over the place indicated, for processing into the Reconciliation Service Program.

4. Each State Director will coordinate any job placement activities in any state outside his own with the State Director of that state. In assigning a returnee outside his own state, the assigning State Director must have the approval of the "receiving" State Director or the Director of Selective Service.



SECTION
2203

SELECTIVE SERVICE SYSTEM

RECONCILIATION SERVICE



SECTION 2203

INITIAL PROCESSING



Section 2203

INITIAL PROCESSING

1. Whenever a draft evader or a military deserter appears at an Area Administrative Office or a State Headquarters and it is established that he has not signed an agreement to perform alternate service, as required by a referring authority, the following procedures shall apply:

(a) If the individual claims that he is a draft evader or military deserter, and he does not possess a signed agreement or a copy of Armed Forces of the United States Report of Transfer or Discharge (DD Form 214) from a referring authority specifying a period of Reconciliation Service, he shall be informed that Selective Service is not authorized to process him for Reconciliation Service until he has signed such an agreement and presents it to Selective Service.

(b) If the individual indicates that he is a Vietnam era draft evader he shall be advised to telephone the nearest United States Attorney for information on how to proceed.

(c) If the individual indicates that he is a military deserter he shall be advised to telephone one of the following services:



U. S. Navy, Telephone: 202-694-2007 or 202-694-1936

U. S. Marine Corps, Telephone: 202-694-8926

U. S. Army, Telephone: 317-542-3417, 3418, 3419 and 3410

U. S. Air Force, Telephone: 512-652-4104

Coast Guard, Telephone: 202-426-1830

Should the individual in (b) or (c) request assistance in placing the aforementioned telephone call, you are authorized to make the call for him.

2. A returnee who was a military deserter will be required to report to be enrolled in the Reconciliation Service Program in the state where he has established residence and/or where he intends to perform his alternate service. Whenever such a returnee appears at an Area Administrative Office or a State Headquarters in a state other than his state of residence and where he intends to perform his alternate service he shall be advised he must enroll in the state where he intends to work.

3. A returnee who was a draft evader will be instructed to report to be enrolled in the Reconciliation Service Program in the state of jurisdiction of the United States Attorney who has cognizance of his case and before whom the returnee signed his agreement to perform a period of alternate service. Should a returnee appear at an Area Administrative Office or a State Headquarters in a state other than the state of jurisdiction of the United States Attorney and he presents his signed agreement to perform alternate service he shall be enrolled. In any case where a returnee enrolls in one state and it is determined that the place he plans to live and/or work is in another

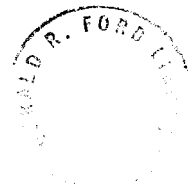
state the State Director will advise the returnee he may report to Selective Service in the state of his residence and/or where he intends to perform his alternate service. The State Director will forward the Assignment File Folder to the State Director of the state concerned. Provisions will be made in accordance with Section 2208 of this manual.

4. Reconciliation Service is voluntary. If a returnee reports to a Selective Service official and states that he will not participate in Reconciliation Service, no attempt should be made to compel him to do so. When this situation occurs, obtain a copy of his work agreement, DD Form 214 or prepare SSS Form 721, if possible, and prepare a Report of Information (SSS Form 119) stating what was said during the returnee's visit. The documents are to then be mailed to the State Director if prepared elsewhere. No attempt will be made to assign the returnee to Reconciliation Service. The documents will be retained by the State Director for 60 days. If the returnee does not request an assignment to Reconciliation Service during that 60-day period, the documents will be forwarded to the Director of Selective Service.

5. Reconciliation Service Control Number.

(a) The Selective Service Number assigned to a registrant will be used on all forms in connection with his Reconciliation Service.

(b) A returnee who enrolls in the Reconciliation Service Program without a Selective Service Number will be assigned a Reconciliation Service Control Number.



A Reconciliation Service Control Number will consist of the following:

The first element will be the number of the state, territory, or possession; the second number will be the number "902"; the third element will be the last two digits in the returnee's year of birth; and the last element will be the number assigned to the returnee by the State Director, starting with number 1.

The compensated employee at the Area Administrative Office shall telephone his State Director to obtain a Reconciliation Service Control Number.

6. Reconciliation Service Control Number Register.

(a) Each State Director will establish and maintain a Reconciliation Service Control Number Register by the use of a Classification Record (SSS Form 102) stamped "RECONCILIATION SERVICE."

(b) The Reconciliation Service Control Number shall be entered on the register at the time it is assigned to the returnee.

7. Whenever a returnee presents his signed agreement to perform a period of Reconciliation Service or a copy of his Armed Forces of the United States Report of Transfer or Discharge (DD Form 214) at an Area Administrative Office or a State Headquarters and it is established that he should be registered in that state, he shall be processed as follows:

(a) Verify his Selective Service Number if he is registered or obtain a Reconciliation Service Control Number. Verification will be made by the State Director on out-of-state enrollments.

(b) Secure and retain a copy of the returnee's work agreement or make a photo-copy of his DD Form 214 or complete a Transcript of Military Record (SSS Form 721).

(c) Prepare an Enrollment Card (SSS Form 1) in accordance with the attached Procedural Directive. (See Appendix 1)

(d) Furnish the returnee a copy of the Registrant Reconciliation Fact Sheet which will inform him of further processing procedures. Be sure the address and telephone number of the State Headquarters is on the Fact Sheet.

(e) Furnish the returnee a copy of the Skills Questionnaire (SSS Form 152) and a copy of the Employers Statement of Availability of Job as Alternate Service (SSS Form 156). Both forms are to be modified as per the example in Appendix 1.

(f) Have the returnee complete SSS Form 152 while at the Selective Service office. If he does not have sufficient information to complete the form, he should be instructed to complete it within 24 hours and mail it to State Headquarters in a pre-addressed franked envelope.

(g) Prepare a Report of Information (SSS Form 119) stating pertinent facts of the returnee's visit and indicating the specific materials that were given to him.



(h) The State Director will be informed by telephone whenever the above actions are accomplished at an Area Administrative Office.

(i) Prepare a Processing Card (SSS Form 7) in accordance with the attached Procedural Directive. (See Appendix 1)

(j) Prepare an Assignment Folder (SSS Form 101) in accordance with the attached Procedural Directive. (See Appendix 1) Place in the Assignment Folder the Enrollment Card, Copy 3 of the Processing Card, and the SSS Form 119, and a copy of the registrant's signed agreement or a copy of his DD Form 214 or SSS Form 721. The Assignment Folder with contents shall immediately be forwarded to the State Director if prepared at an Area Administrative Office.

8. Establishment of Files at Area Offices.

Copies of the Fact Sheet and SSS forms modified for use with the Reconciliation Service Program will be placed in a separate folder entitled "RECONCILIATION SERVICE" and filed at the front of the forms drawer in the filing system, to assure that they are readily available to any Selective Service compensated employee.

9. Establishment of Files at State Headquarters.

Reconciliation Service Assignment Files are to be filed alphabetically by name of returnee in a separate file drawer or drawers marked "RECONCILIATION SERVICE." Reconciliation Service Record Cards should be similarly filed in separate card files.

SECTION
2204

SELECTIVE SERVICE SYSTEM

RECONCILIATION SERVICE



SECTION 2204

ELIGIBLE EMPLOYERS OF RETURNEES
PERFORMING RECONCILIATION SERVICE



ELIGIBLE EMPLOYERS OF RETURNEES PERFORMING RECONCILIATION SERVICE

1. Returnees may be employed by the following employers:

(a) The United States Government, a State, Territory, or possession of the United States or a political subdivision thereof, or the District of Columbia.

(b) An organization, association, or corporation which is primarily engaged either in a charitable activity conducted for the benefit of the general public such as a program for the improvement of the public health or welfare including educational and scientific activities in support thereof. The activity or program should be a non-profit one and not principally for the benefit of the members of such organizations, associations, or corporations, and it should not increase the membership, thereof.



SECTION
2205

SELECTIVE SERVICE SYSTEM

RECONCILIATION SERVICE



SECTION 2205

CRITERIA FOR JOBS FOR RETURNEES



CRITERIA FOR JOBS FOR RETURNEES

1. Four elements will be considered by the State Director as a basis for determining whether a specific job offered by an eligible employer is acceptable as service for a returnee.

(a) National Health, Safety or Interest.

The job must promote the national health, safety, or interest.

(b) Noninterference With the Competitive Labor Market

The returnee cannot be assigned to a job for which there are more numerous qualified applicants who are not returnees than there are spaces available. This restriction does not prohibit the approval of special programs established by the Director of Selective Service. The job must be full-time employment but the returnee may have another job as well.

(c) Compensation.

The compensation will provide a standard of living to the returnee reasonably comparable to the standard of living the same person would have enjoyed had he gone into military service. The rate of pay should be the same as would be received by another employee utilizing the same skills and occupying the same position. This criterion may be waived by the State Director when such action is determined to be in the national interest and would speed the placement of the returnee in Reconciliation Service.

(d) Skill and Talent Utilization.

Whenever possible, a returnee will be permitted to utilize his special skills.



SECTION
2206

SELECTIVE SERVICE SYSTEM

RECONCILIATION SERVICE



SECTION 2206

JOB DEVELOPMENT



SECTION 2206

JOB DEVELOPMENT

1. Since the State Director has been delegated the authority for placement of returnees in Reconciliation Service, it is incumbent upon him to provide assistance to returnees who are attempting to secure their own employment and also to develop a sufficient number of jobs in his state to accomplish the prompt assignment of returnees who do not locate appropriate jobs. The success of this program depends on having available job vacancies which can be assigned. The State Director must establish a program of employer contact and job solicitation which will provide for sufficient job openings.

2. The most lucrative source for developing vacancies can be realized by contacting agencies and organizations which have previously participated in the Alternate Service Program for conscientious objectors. The executive directors and personnel officers of these organizations are familiar with the Alternate Service Program and may be willing and able to participate in the Reconciliation Service Program. These organizations should be contacted in person if possible and it should be explained that the policies and procedures governing the utilization of returnees will closely parallel those of the Alternate Service Program.

3. The recruitment of additional employers should be undertaken if it appears that the organizations that previously participated in the Alternate Service Program will not be able to provide sufficient jobs.



Attachment 1, immediately following this section, contains some job development suggestions which have been prepared to aid in establishing or expanding a list of prospective employers.

4. Contacts with prospective employers should be made in person by the State Director or his representative whenever possible. It is essential that a listing of job placement opportunities be developed and maintained to insure the capability to place returnees.

5. An estimate of the number and type of positions that are or will be available should be obtained from each prospective employer. "Fact Sheet For Prospective Reconciliation Service Employers" (See Attachment 2) should be furnished to each prospective employer to serve as a reference. Space is provided to enter the name, address, and telephone number of a member of the State Headquarters for the employer's information or follow-up contact.

6. SSS Form 394 shall be used by State Headquarters to maintain an up-to-date inventory of potential positions, by agency or organization in a manner feasible for ready use. The success of the Reconciliation Service Program will depend on having actual vacancies to which a returnee can be assigned, and matching the skills needed on a specific job. Examples of jobs under the Alternate Service Program which may be applicable to the Reconciliation Service Program are provided on Attachment 3.

7. Special appointment authority has been received from the U.S. Civil Service Commission to provide for the appointment of some of these returnees to positions in Federal agencies. With this authority some returnees may be given special "non-career" appointments in certain Federal agencies to perform duties in shortage

occupational areas, i.e., jobs which cannot be filled by normal recruitment. As arrangements are completed with Federal agencies to establish the procedures that will be utilized and to identify the occupational categories that may be involved, State Directors will be advised.

8. Some state and local governmental jurisdictions may be willing to participate in the Reconciliation Service Program. Some jurisdictions may already have special appointing authority that will provide for or permit special "non-career" service to returnees. If a State Director becomes aware of a jurisdiction (state, county, city, etc.) which does not presently have special appointment authority for shortage or critical skills occupations, he may want to encourage the jurisdiction to seek appropriate authority to permit them to participate in the Reconciliation Service Program. To assist State Directors in making these governmental contacts we have obtained and attached a "Directory of State Merit Systems." (See Attachment 4) Also attached is an additional listing of "State Government Contacts." (See Attachment 5) The individuals on this listing serve as the "Governor's Designee" responsible for intergovernmental activities and they will probably be aware of current and projected needs for many of the local governmental jurisdictions. A sample letter that could be utilized (with minor local modifications) in making initial contacts with governmental jurisdictions is provided as Attachment 6.

9. Each State Director should contact the State executives of the American Hospital Association (list of individuals and addresses is provided on Attachment 6). The national officials of the American



Hospital Association have advised they will alert their state offices to expect a visit from the State Director. Directors of various state or local associations representing non-profit organizations should be contacted to obtain the names and addresses of the various community service organizations, sheltered work-shops or like groups. The Executive Directors of these activities may be of assistance in providing advance information on the Reconciliation Service Program to their member organizations, as well as furnishing direct leads to other organizations which might be eligible and willing to participate in this program.

JOB DEVELOPMENT SUGGESTIONS

RECONCILIATION SERVICE PROGRAM

1. Seek time on the radio and television stations to explain the program and, if there is a need to expand the list of prospective employers, ask for qualified employers to contact you. Try to arrange for an interview on radio or television stations to explain the program.
2. If a need is anticipated, solicit assistance from influential people in the community. Ask key business and industry leaders to assist in the identification of eligible employers.
3. Keep the Governor's office informed of needs or potential placement needs. He may contact some key people to help in the job development phase. A directory of additional state government contacts is provided on Attachment 5.
4. Maintain close contact with the State Division of Employment Security and use the job bank program, when needed or appropriate.
5. Make contacts with State and local governmental jurisdictions. A directory of State Merit Systems is provided on Attachment 4.
6. Contact or inform religious leaders in the community of the Reconciliation Service Program - Many work closely with non-profit organizations and community action groups.
7. Contact or become informed of current and projected needs of state and local community agencies, especially those that deal with youth, aged, disadvantaged, handicapped, or sick persons.
8. Contact or become aware of the employment needs of all hospitals, including mental institutions.



9. Assign your National Guard and Reserve Officers to develop job opportunities.
10. Examples of potential employers of returnees:
 - a. General Hospitals
 - b. Homes for Aged and Young
 - c. State and Private Institutions for Mentally Ill and Handicapped
 - d. Religious Organizations
 - e. Social Service Organizations
 - f. Educational Institutions
 - g. Government - Federal, State, County and Local
11. Make personal visits to potential job sites and talk with the managers or supervisors. Explain the program and discuss the advantages of participation.
12. If assistance is needed in getting the returnee oriented to the job, perhaps the state training specialist may help. Suggest this to potential employers when appropriate to show your interest and concern that the returnee be placed in a job where he can perform satisfactory service.

FACT SHEET FOR
PROSPECTIVE RECONCILIATION
SERVICE EMPLOYERS

On September 16, 1974, the President of the United States issued a proclamation announcing reconciliation for Vietnam era draft evaders and military deserters provided they perform a period of Reconciliation Service. The period of Reconciliation Service these individuals must serve will be up to 24 months.

The Selective Service System has been delegated the responsibility for the establishment, implementation, and administration of the Reconciliation Service Program.

This Fact Sheet is being sent to you as a potential employer of individuals who will be performing Reconciliation Service. As an employer of these returnees you can benefit from their skills and talents, and also assist them in fulfilling their obligation to serve their country.

WHO QUALIFIES AS AN ELIGIBLE EMPLOYER?

a. The United States Government, a State, Territory, or possession of the United States or a political subdivision thereof, or the District of Columbia.

b. An organization, association, or corporation which is primarily engaged either as a charitable activity conducted for the benefit of the general public or welfare, including educational and scientific activities in support thereof, or when such activity or



program is not principally for the benefit of the members of such organization, association, or corporation, or for increasing the membership thereof or for profit.

WHAT QUALIFIES AS AN ACCEPTABLE JOB?

The State Director of Selective Service of the state in which the job is located has the responsibility of approving all job placements in the Reconciliation Service Program. Certain guidelines are used to determine the appropriateness of a specific job.

1. The job must promote the public health, safety, or interest and be full-time employment.

2. The individual cannot be assigned to a job for which there are more numerous qualified applicants, who are not performing Reconciliation Service, than there are spaces available.

3. The compensation will provide a standard of living to the individual reasonably comparable to the standard of living he would have enjoyed had he gone into military service. The rate of pay should be the same as would be received by another employee utilizing the same skills and occupying the same position.

4. When possible the individual will be permitted to utilize his special skills or talents.

WHAT ARE THE EMPLOYEE'S OBLIGATIONS TO HIS EMPLOYER?

The obligations of an individual performing Reconciliation Service to his employer are identical to the obligations of any other employee in the agency or organization by which he is employed. He must work the same hours, meet the same standards of work performance, and is subject to the same employment conditions as other employees on the job.

WHAT ARE THE EMPLOYER'S OBLIGATIONS TO THE INDIVIDUAL?

The employer's obligations to the individual performing Reconciliation Service are identical to his obligations to other employees in his agency or organization.

DOES THE EMPLOYER HAVE ANY OBLIGATION TO THE SELECTIVE SERVICE SYSTEM?

The employer is asked to notify the Selective Service System when a person performing Reconciliation Service fails to satisfactorily perform his work, ceases to work as a full-time employee or leaves his job without Selective Service permission. A brief report on the returnee's performance may be requested from an employer from time to time.

HOW CAN AN EMPLOYER BECOME INVOLVED IN THE RECONCILIATION SERVICE PROGRAM?

Employers interested in becoming a part of the Reconciliation Service Program or in obtaining more information should contact:

A self-addressed, postage paid envelope is provided for your convenience.



RECONCILIATION SERVICE PROGRAM

SUBJECT: Job Development Information

Examples of jobs under Alternate Service Program which may be applicable to the Reconciliation Program, are listed below for your information and guidance:

1. General Hospitals

a. Examples of Jobs:

Clerical
Laboratory Technicians
Orderlies
Attendants
Housekeeping
Kitchen
Maintenance
Janitorial
Doctors
Male Nurses

2. Homes for Aged and Young

a. Examples of Jobs:

Counselors
Attendants
Orderlies
Housekeeping
Kitchen
Maintenance
Nursing Aides

3. State and Private Institutions for Mentally Ill and Handicapped

a. Examples of Jobs:

Laboratory Technicians
Clerical
Attendants
Orderlies
Housekeeping
Kitchen
Maintenance
Nursing Aides



4. Religious Organizations

a. Examples of Jobs:

Social Workers
Counselors
Clerical
Farm Laborers
General Laborers

5. Social Service Organizations

a. Examples of Jobs:

Social Workers
Clerical
Counselors
Truck Drivers
Laborers
Salespersons
Supervisors
Mechanics
Doctors
Laboratory Technicians
Nursing Aides
Psychologists
Attorneys

6. Educational Institutions

a. Examples of Jobs:

Research Assistants
Teachers in ghettos and deprived areas
Teachers' Aides
Tutors
Counselors
Recreational Assistants
Clerical
Watchmen
Laboratory Technicians

7. Government - State, County, Local

a. Examples of Jobs:

Social Workers
Lawyers
Doctors
Nurses
Recreational Aides
Laborers in Parks
Laborers in Forests
Crew Leaders
Cooks and Kitchen Helpers
Clerical
Heavy Equipment Operators
Mechanics
Naturalists
Gardeners
Truck Drivers

Other job titles which meet the criteria set forth under the Presidential Proclamation should be included.



DIRECTORY OF

STATE

MERIT SYSTEMS



ALABAMA

State Personnel Department:

Agencies served: Local civil defense agencies and county departments of Pensions and Security.

Executive:

Mr. John Stanley Frazier.....State Personnel Department
State Personnel Director 402 State Administrative Building
205-269-6944 Montgomery, Alabama 36104

Merit System for County Health Services:

Agencies served: County health departments.

Executive:

Mrs. Virginia E. Kendrick.....State Office Building
Merit System Supervisor Montgomery, Alabama 36104
205-269-6801

ALASKA

State Division of Personnel:

Agencies served: Local health and civil defense agencies.

Executive:

Mr. Patrick L. Hunt.....Pouch C
Director of Personnel Juneau, Alaska 99801
Dial the Seattle Special
FTS Operation on 206-442-0150
then 586-3613. Seattle
users dial 0 for FTS Operator,
then 586-3613.



ARIZONA

State Personnel Division, Department of Administration:

Agencies served: County health departments and city and county civil defense agencies.

Executive:

Mr. Harold C. Bennett.....P. O. Box 6756
Assistant Director for Personnel 1831 West Jefferson Street
602-271-5482 Phoenix, Arizona 85005

ARKANSAS

Arkansas Merit System Council

Agencies served: Employment Security Division of the State Department of Labor; State Department of Health; Office of Emergency Services of the Department of Public Safety; Manpower Council and Comprehensive Health Planning Section of the Department of Planning; State Department for Social Security Administration Disability Determination; State Agency of Surplus Property of the Department of Finance and Administration; Mental Health Authority, Division of Social Services, Office on Alcohol Abuse and Alcoholism, and Mental Retardation/Developmental Disability Services of the Department of Social and Rehabilitative Services.

Executive:

Mr. John I. Hogue.....3000 Kavanaugh, CPS Building
Merit System Director Little Rock, Arkansas 72203
501-371-1507

CALIFORNIA

State Personnel Board:

Agencies served: Local civil defense, health, and welfare departments in non-civil-service counties.

Executive:

Mr. Ronald M. Kurtz.....California State Personnel Board
Executive Officer 801 Capitol Mall
916-445-5291 Sacramento, California 95814

Merit System for Local Health, Welfare, and Civil Defense Agencies

Executive:

Mr. Richard D. Leitner.....Local Government Services Division
Chief California State Personnel Board
916-445-0604 909 12th Street
Sacramento, California 95814

COLORADO

State Department of Personnel:

Agencies served: Local civil defense agencies.

Executive:

Mr. William J. Hilty.....State Services Building
State Personnel Director 1525 Sherman Street
303-892-2324 Denver, Colorado 80203

Colorado Merit System Council:

Agencies served: County departments of public welfare.

Executive:

Mr. Joseph A. Tennes.....State Social Services Building
Merit System Supervisor 1575 Sherman Street
303-892-2576 Denver, Colorado 80203



CONNECTICUT

State Personnel Department:

Agencies served: State agencies generally.

Executive:

Mr. Edward H. Simpson.....State Office Building
Commissioner of Personnel Hartford, Connecticut 06115
203-566-5570

DELAWARE

Office of Personnel:

Agencies served: Local civil defense agencies.

Executive:

Mr. Grover C. Biddle.....North Street
Acting Director Dover, Delaware 19901
302-678-4195

DISTRICT OF COLUMBIA

Personnel Office:

Agencies served: District agencies generally (in conjunction with the U. S. Civil Service Commission).

Executive:

Mr. Donald H. Weinberg.....499 Pennsylvania Avenue, N.W.
Director of Personnel Washington, D. C. 20001
202-629-2054

FLORIDA

Career Service System:

Agencies served: State agencies generally, but the competitive selection procedure is limited to the following agencies:

Division of Personnel of the Department of Administration; Office of the Secretary and Support Services and the Division of Employment Security of the Department of Commerce; Division of Surplus Property of the Department of General Services; Division of Emergency Government of the Department of Community Affairs; and the following portions of the Department of Health and Rehabilitation Services: Florida Drug Abuse Program; Division of Administrative Services; Division of Aging; Division of Children's Medical Services; Division of Planning and Evaluation; Bureau of Alcoholic Rehabilitation and the Community Mental Health Services of the Division of Mental Health; Bureau of Developmental Disabilities of the Division of Retardation; Division of Family Services; and the Division of Health. Also serves local defense units and local health units.

Department of Administration--Division of Personnel

Executive:

Mr. Conley Kennison.....435 Carlton Building
State Personnel Director Tallahassee, Florida 32304
904-488-4116

GEORGIA

Merit System of Personnel Administration

Agencies served: Local civil defense agencies, county departments of public health, and county departments of family and children services.

Executive:

Mr. Ralph C. Moor.....244 Washington Street, S.W.
Merit System Director Atlanta, Georgia 30334
404-656-2707



GUAM

Government of Guam--Department of Administration

Agencies served: Government agencies generally.

Executive:

Mr. Joe T. San Agustin.....	Department of Administration
Director of Administration	Government of Guam
772-2271	P.O. Box 884
	Agana, Guam 96910

HAWAII

Department of Personnel Services

Agencies served: State agencies generally.

Executive:

Mr. James T. Takushi.....	State Department of Personnel Services
Director of Personnel	825 Mililani Street
Services	Honolulu, Hawaii 96813
808-548-2211,	
Ext. 7405	

IDAHO

Idaho Personnel Commission

Agencies served: Local health units and local civil defense agencies.

Executive:

Mr. Richard L. Barrett.....	Capitol Building
State Personnel Director	Boise, Idaho 83707
208-384-3345	

ILLINOIS

State Department of Personnel:

Agencies served: Certain participating county and municipal civil defense agencies.

Executive:

Mr. Nolan B. Jones.....State Department of Personnel
Director New State Office Building
217-525-4841 401 S. Spring, Room 503
Springfield, Illinois 62706

University Civil Service System of Illinois

Agency served: Division of Services for Crippled Children

Executive:

Mr. Walter C. Ingerski.....50 Gerty Drive
Director Champaign, Illinois 61820
217-333-3151

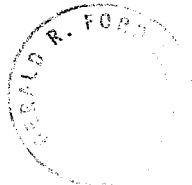
INDIANA

State Personnel Division:

Agencies served: Commission on Aging and Aged; Department of Civil Defense; Civil Rights Commission; Administrative Building Council; Department of Correction; Employment Security Division; State Board of Health; Criminal Justice Planning Agency; State Library; Department of Mental Health; Historical Bureau; Indiana Youth Council; State Department of Public Welfare; and State Agency for Federal Surplus Property. Also serves county departments of public welfare and local civil defense agencies.

Executive:

Mr. Alan J. Fromuth.....State Personnel Division
Director Room 513
317-633-5327 100 N. Senate Avenue
Indianapolis, Indiana 46204



IOWA

Merit Employment Department:

Agencies served: Local health units, and local civil defense agencies.

Executive:

Mr. Wallace L. Keating.....Grimes Building
Director East 14th Street and Grant Street
515-281-3351 Des Moines, Iowa 50319

Board of Regents Merit System:

Agency served: Crippled Children's Service.

Executive:

Mr. Fred Doderer.....University of Iowa
Director Iowa City, Iowa 52240
319-353-5526

KANSAS

Personnel Division:

Agencies served: Local health departments and local civil defense agencies.

Executive:

Mr. Lowell Long.....801 Harrison Street
Director Topeka, Kansas 66612
913-296-3891

KENTUCKY

Department of Personnel:

Agencies served: Local civil defense agencies.

Executive:

Miss Cattie Lou Miller.....New Capitol Annex
Commissioner of Personnel Frankfort, Kentucky 40601
502-564-4460

Merit System Council:

Agencies served: Local health departments.

Executive:

Mr. Robert L. Nelson.....275 East Main Street
Merit System Supervisor Frankfort, Kentucky 40601
502-564-4334

LOUISIANA

Department of State Civil Service:

Agencies served: State agencies generally.

Executive:

Mr. Harold E. Forbes.....P. O. Box 4411
Director of Personnel Capitol Station
504-389-5661 Baton Rouge, Louisiana 70804

MAINE

Department of Personnel:

Agencies served: Local civil defense agencies.

Executive:

Mr. Nicholas L. Caraganis.....State Office Building
Director of Personnel Augusta, Maine 04330
207-289-2821



MARYLAND

Department of Personnel:

Agencies served: Most county civil defense agencies.

Executive:

Mr. Henry G. Bosz.....State Office Building
Secretary of Personnel 301 West Preston Street
301-383-4610 Baltimore, Maryland 21201

University of Maryland Office of Personnel

Agencies served: State Agency for Surplus Property.

Executive:

Mr. Bernard J. Williams.....University of Maryland
Director of Personnel College Park, Maryland 20742
202-454-4434

MASSACHUSETTS

Executive Office of Administration and Finance:

Agencies served: Local agencies in cities and towns, including local civil defense agencies, subject to the State civil service law.

Executive:

Mr. David M. Marchand.....State House
Secretary of Administration Room 312
and Finance Boston, Massachusetts 02133
617-262-2040

Civil Service Commission

Executive:

Mr. Edward W. Powers.....Division of Civil Service
Director of Civil Service 294 Washington Street
617-727-2270 Boston, Massachusetts 02108

Bureau of Personnel:

Executive:

Mr. Julien V. Weston.....Bureau of Personnel
Director of Personnel 294 Washington Street
and Standardization Boston, Massachusetts 02108
617-727-2715

MICHIGAN

Department of Civil Service:

Agencies served: State agencies generally.

Executive:

Mr. C. J. Hess.....	Civil Service Commission
Acting State Personnel Director	Lewis Cass Building
517-373-3020	320 South Walnut Street
	Lansing, Michigan 48913

MINNESOTA

Department of Personnel:

Agencies served: State agencies generally.

Executive:

Mr. John W. Jackson.....	50 Sherburne Avenue
Commissioner	St. Paul, Minnesota 55155
612-296-2096	

Minnesota Merit System:

Agencies served: County welfare boards, local public health agencies, and local civil defense agencies.

Executive:

Mrs. Barbara L. Sundquist.....	4th Floor Centennial Office Building
Merit System Supervisor	658 Cedar Street
612-296-3996	St. Paul, Minnesota 55155



MISSISSIPPI

Mississippi Merit System Council for State Department
of Public Welfare:

Agencies served: State Department of Public Welfare; Surplus Property Procurement Commission; and the Civil Defense Council. Also serves local civil defense agencies.

Executive:

Vacancy.....Post Office Box 647
Merit System Supervisor Jackson, Mississippi 39205
601-354-7214

Advisory Committee on Personnel, Employment Security Commission:

Agencies served: Council on Aging; the CAMPS program in the State Manpower Planning Council; Division of Drug Affairs; and Employment Security Commission.

Executive:

Mr. James D. Cox, Jr.....Box 1726
Merit System Supervisor Jackson, Mississippi 39205
601-354-8711

Merit System Council for State Board of Health:

Agencies served: State Board of Health; Commission on Hospital Care; the Construction Program for Facilities to Provide Mental Health Services for Children; and the Developmental Disabilities Services and Facilities Construction program in the Interagency Commission on Mental Illness and Mental Retardation; Division of Comprehensive Health Planning; and Medicaid Commission. Also serves local health agencies.

Executive:

Miss Ruby Nell Cagle.....Mississippi State Board of Health
Merit System Supervisor 2616 Southerland Street
601-354-6608 Jackson, Mississippi 39205

MISSOURI

Personnel Division:

Agencies served: State Department of Health and Welfare, which includes the Division of Health, the Division of Welfare, and the Division of Mental Health; State Department of Administration; State Department of Corrections; State Board of Training Schools; Board of Probation and Parole; Division of Employment Security and Division of Industrial Inspection of the Department of Labor; Disaster Planning and Operations Office--Civil Defense; Division on Aging; Division of Comprehensive Health Planning; Air Conservation Commission; Water Pollution Board; Tourism Commission; State Agency for Surplus Property; and Public Service Commission. Also serves local health units and local civil defense agencies.

Executive:

Mr. Edward Godar.....117 East Dunklin Street
Director Jefferson City, Missouri 65101
314-751-4162

MONTANA

Joint Merit System Council:

Agencies served: Employment Security Division of the Department of Labor and Industry; Divisions of Aging, Vocational Rehabilitation and Public Welfare of the Department of Social and Rehabilitation Services; Department of Health and Environmental Sciences; Divisions of Mental Health and Mental Retardation of the Department of Institutions; Surplus Property Program of Office of Superintendent of Public Instruction; and Civil Defense Agency of the Department of Military Affairs. Also serves local welfare agencies and local civil defense agencies.

Executive:

Mr. Clifford T. McGillvray.....Merit System Bureau
Chief 1218 E. 6th Avenue
406-449-2064 Helena, Montana 59601



NEW JERSEY

New Jersey Department of Civil Service

Agencies served: Counties and municipalities, including
all county welfare boards and local civil defense agencies.

Executive:

Mr. William Druz.....Arnold Constable Building
Chief Examiner and Secretary.....215 East State Street
609-292-4124.....Trenton, New Jersey 08625

NEW MEXICO

State Personnel Office:

Agencies served: State executive agencies generally

Executive:

Mr. Jerry R. Manzagol.....130 South Capitol
Director.....Santa Fe, New Mexico 87501
505-827-5201

NEW YORK

Department of Civil Service

Agencies served: State agencies generally

Executive:

Mr. John J. Mooney.....State Office Building Campus
Administrative Director.....Albany, New York 12226
518-457-6205

WALD R. FORBES

NORTH CAROLINA

State Personnel Department:

Agencies served: State agencies generally, but the competitive service is limited to the following agencies: Manpower Council; Office of Comprehensive Health Planning of the Division of State Planning; the Governor's Coordinating Council on Aging; North Carolina Drug Authority; Office of Emergency Planning; and the North Carolina Federal Property Agency in the Department of Administration; Employment Security Commission in the Department of Commerce; Secretary's Office; Developmental Disability Council; State Commission for the Blind; Medical Care Commission; Administrative Offices in the Department of Mental Health; State Board of Health; State Board of Social Services; Occupational Safety and Health Administration in the Department of Labor; and the State Civil Defense Agency in the Department of Military and Veterans' Affairs. Also serves local mental health agencies, local public health agencies, county departments of social services, and local civil defense agencies.

Executive:

Mr. Alfred Boyles.....121 West Jones Street
State Personnel Director Raleigh, North Carolina 27603
919-829-7108

NORTH DAKOTA

Merit System Council:

Agencies served: Employment Security Bureau; Department of Social Services; Department of Health; State Agency for Surplus Property of the Department of Public Instruction; and Civil Defense Division of the Office of the Adjutant General. Also serves local civil defense agencies.

Executive:

Mr. Howard L. Mack.....420 North Forest Street
Director Bismarck, North Dakota 58501
701-224-2821

OHIO

Division of Personnel, Department of Administration:

Agencies served: All county agencies, including county departments of public welfare and civil defense.

Executive:

Mr. Fred Meeks.....	Division of Personnel
Deputy Director	State Office Building
614-466-3455	65 South Front Street
	Columbus, Ohio 43215

OKLAHOMA

State Personnel Board:

Agencies served: State agencies generally.

Executive:

Mr. Keith B. Frosco.....	3033 North Walnut
Director	(West Building)
405-521-2176	Oklahoma City, Oklahoma 73105



OREGON

State Personnel Division, Executive Department:

Agencies served: Local health and civil defense agencies.

Executive:

Mr. William G. Hughes.....100 Public Service Building
Administrator Salem, Oregon 97310
503-378-3140

Public Employee Relations Board:

Functions of the Board in respect to State service include:
(1) quasi-judicial surveillance of the administration of the
State merit system; (2) labor relations in State government.
Also provides services in labor relations to local government
when requested.

Executive:

Mr. Melvin H. Cleveland.....430 Summer Street, NE
Executive Secretary Salem, Oregon 97310
503-378-3897

PENNSYLVANIA

State Civil Service Commission:

Agencies served: Department of Public Welfare; Bureau of
Employment Security and Bureau of Vocational Rehabilitation of the
Department of Labor and Industry; State Civil Service Commission;
State Council of Civil Defense; Bureau of Surplus Federal Property;
Department of Environmental Resources; Department of Health;
Pennsylvania Liquor Control Board; Pennsylvania Board of Probation
and Parole; Department of Education; Department of Banking; Department
of Insurance; Public Utility Commission; Professional and Occupational
Affairs and the State Employees' Retirement Board in the Department
of State; Governor's Council on Drug and Alcohol Abuse; Office of
Human Resources; and professional and technical personnel in other
State departments. Also serves county Child Welfare and Mental
Health--Mental Retardation agencies, certain local Civil Defense
agencies, and partial services to the Allegheny County Health
Department.

PENNSYLVANIA (Cont.)

Executive:

Mr. Richard A. Rosenberry.....P. O. Box 569
Executive Director Harrisburg, Pennsylvania 17120
717-787-3094

Bureau of Personnel, Office of Administration

Agencies served: Certain local Civil Defense agencies and county
Child Welfare and Mental Health--Mental Retardation agencies.

Executive:

Mr. Richard E. Madison.....Finance Building
Director of Personnel Harrisburg, Pennsylvania 17120
717-787-5917

PUERTO RICO

Office of Personnel:

Agencies served: Departments of the Commonwealth generally.

Executive:

Mrs. Milagros Guzman.....P. O. Box 8476
Director of Personnel Fernandez Juncos Station
809-723-4300 Santurce, Puerto Rico 00910

RHODE ISLAND

Division of Personnel:

Agencies served: Providence Civil Defense Agency.

Executive:

Mr. Joseph R. Murray.....289 Promenade Street
Personnel Administrator Providence, Rhode Island 02908
401-277-2160



TENNESSEE

Department of Personnel:

Agencies served: State agencies generally, but the competitive service is limited to the following agencies: Department of Personnel; Commission on Aging; Office of Civil Defense in the Military Department; Département of Employment Security; Manpower Division in the Department of Economic and Community Development; Fiscal Unit of the Business Administration Section, Developmental Disabilities Unit, and the Alcoholic and Drug Services Unit in the Department of Mental Health; Division of Occupational Safety and the Research and Statistics Section of the Department of Labor; Department of Public Health; Department of Public Welfare; Division of Surplus Property in the Department of General Services; Department of Safety; Division of State Parks in the Department of Conservation; and the Division of Juvenile Probation in the Department of Corrections. Also serves local health departments and local civil defense agencies.

Executive:

Mr. Lawrence Wade.....	Department of Personnel
Commissioner	1401 Andrew Jackson State Office Building
615-741-2958	Nashville, Tennessee 37219

TEXAS

Merit System Council:

Agencies served: Employment Commission; Office of Manpower Planning; Department of Public Welfare; Department of Health; Office of Comprehensive Health Planning; Air Control Board; Office of Defense and Disaster Relief in the Department of Public Safety; Department of Mental Health and Mental Retardation; Governors' Committee on Aging; State Agency for Surplus Property; Commission on Alcoholism; State Program on Drug Abuse in the Department of Community Affairs; and Youth Secretariat.

Executive:

Mr. Leo Blackman.....	505 Brown Building
Merit System Director	P. O. Box 1389
512-477-9666	Austin, Texas 78767



UTAH

Merit System Council:

Agencies served: Local health, mental health, and civil defense agencies.

Executives:

Mr. Edward T. Himstreet.....State Capitol Building
Personnel Director Salt Lake City, Utah 84114
801-328-5791

Mr. LeRay S. Howell.....State Capitol Building
Merit System Director Salt Lake City, Utah 84114
801-328-5791

VERMONT

State Personnel Board:

Agencies served: Local civil defense agencies.

Executive:

Mr. Joseph Denny.....State Office Building
Commissioner of Personnel Montpelier, Vermont 05602
802-828-3491

VIRGINIA

Merit System Council, Division of Personnel:

Agencies served: Department of Welfare and Institutions; Commission for the Visually Handicapped; Office on Aging of the Division of State Planning and Community Affairs; Department of Health; Mental Hygiene Clinics and Developmental Disabilities Services of the Department of Mental Hygiene and Mental Retardation; Employment Commission; Divisions of Construction Safety, Industrial Safety and Research and Statistics of the Department of Labor and Industry; State Agency for Federal Surplus Property of the Department of Purchases and Supplies; Office of Emergency Services and Civil Defense staff of the Departments of Agriculture and Commerce and Education. Also serves most local departments of public welfare and all local civil defense or emergency services agencies.

Executive:

Mr. W. Richard Lawrence.....304 State Finance Building
Merit System Supervisor Richmond, Virginia 23219
804-770-3809

Division of Personnel, Office of Administration:

Agencies served: State agencies generally.

Executive:

Mr. John W. Garber.....P. O. Box 654
Director of Personnel Richmond, Virginia 23205
805-770-3801/4495

VIRGIN ISLANDS

Division of Personnel, Office of the Governor:

Agencies served: Departments of the Virgin Islands Government generally.

Executive:

Mr. Leslie A. Millin.....P. O. Box 2336
Director of Personnel Charlotte Amalie,
809-774-5660 St. Thomas 00801



WASHINGTON

Department of Personnel:

Agencies served: Local health and civil defense agencies.

Executive:

Mr. Leonard Nord.....	Department of Personnel
Director	600 South Franklin
206-753-5358	Olympia, Washington 98501

WEST VIRGINIA

Civil Service System:

Agencies served: Alcoholic Beverage Control Commission; Arts and Humanities Council; Department of Banking; Department of Civil and Defense Mobilization; Civil Service System; Department of Commerce; Commission on Aging; Governor's Committee on Crime; Delinquency and Corrections; Comprehensive Health Planning Agency; Department of Employment Security; Department of Finance and Administration; Department of Health; Human Rights Commission; Insurance Commission; Labor Department; Library Commission; Department of Mental Health; Department of Motor Vehicles; Department of Natural Resources; Department of Public Institutions; Public Service Commission; Tax Department; Veterans' Affairs; Division of Vocational Rehabilitation; Department of Welfare; and Workmen's Compensation Fund. Also serves local civil defense and health agencies.

Executive:

Vacant.....	1900 Washington Street
Director of Personnel	Charleston, West Virginia 25304
304-348-2146	

WISCONSIN

State Bureau of Personnel:

Agencies served: State Division of Public Assistance and county departments of public welfare except Milwaukee County, and participating county and municipal civil defense agencies.

Executive:

Mr. Carl K. Wettengel.....	State Bureau of Personnel
Director	1 W. Wilson Street
608-266-1300	State Office Building
	Madison, Wisconsin 53702

WYOMING

Career Service Council:

Agencies served: Employment Security Commission; Divisions of Public Assistance and Social Services; Health and Medical Services and Vocational Rehabilitation of the Department of Health and Social Services; Manpower Coordinating Council; and Disaster and Civil Defense Agency. Also serves county welfare departments, local health units, and local civil defense agencies.

Executives:

Mr. Pete Kithas.....	Capitol Building
Career Service Supervisor	Cheyenne, Wyoming 82001
307-777-7205	

Mrs. Nina Van Cleve.....	Personnel Division
Administrator	Capitol Building
307-777-7205	Cheyenne, Wyoming 82001



DIRECTORY OF ADDITIONAL STATE GOVERNMENT CONTACTS

Alabama	State Personnel Department 404A State Administrative Building Montgomery, Alabama 36104	California	Advisory Coordinating Council on Public Personnel Management Suite 385, 455 Capitol Mall Sacramento, California 95814
	J. S. Frazer, Director 205-269-6944		Randy Hamilton, Chairman Michael Poggenburg, Executive Director 916-445-3637
Alaska	Division of Personnel Department of Administration Pouch C Juneau, Alaska 99801 Patrick Hunt, Director	Colorado	Department of Personnel 502 State Services Building 1525 Sherman Street Denver, Colorado 80203
Arizona	State Personnel Commission 1831 West Jefferson Phoenix, Arizona 85005 Harold Bennett, Director 602-271-5482		Robert A. Wherry, State Personnel Director 303-892-2324
Arkansas	Department of Finance & Administration P. O. Box 3278 Little Rock, Arkansas 72203 Richard D. Heath, Director 501-371-1821/1824	Connecticut	State Personnel Department State Office Building Hartford, Connecticut 06115 Edward H. Simpson, Commissioner of Personnel 203-566-5570

Delaware

Office of Personnel
North Street
Dover, Delaware 19901

Hammond Cabbage, State Personnel
Director
302-678-4195

District of
Columbia

Personnel Office
Room 214
499 Pennsylvania Avenue, N.W.
Washington, D.C. 20001

Donald H. Weinberg, Director
of Personnel
202-629-2054

Florida

Department of Administration
Miles Johnson Building
Tallahassee, Florida 32304

L. K. Ireland, Jr., Secretary
904-488-4419

or

John D. Fields
IPA Coordinator
Department of Administration
435 Carlton Building
Tallahassee, Florida 32304
904-488-4419

Georgia

State Merit System of Personnel
Administration
244 Washington Street, S.W.
Room 572
Atlanta, Georgia 30334

Ralph C. Moor, Deputy Director
404-656-2740

or

Carson Melvin, IPA Coordinator
404-656-2740

Hawaii

Department of Personnel Services
State of Hawaii
825 Mililani Street
Honolulu, Hawaii 96813

James Takushi, Director
808-548-2211, Ext. 7405

Idaho

Idaho Personnel Commission
Capitol Building
Boise, Idaho 83707

Richard Barrett, Personnel Director
208-384-2264

Illinois

State Department of Personnel
503 State Office Building
Springfield, Illinois 62706

Nolan B. Jones, Director
217-525-4841

Indiana School of Public and Environmental
Affairs
Indiana University
400 East 7th Street
Bloomington, Indiana 47401

Charles F. Bonser, Dean of
the School for Public and
Environmental Affairs
812-337-7989

Iowa Department of Merit Employment
Grimes State Office Building
Des Moines, Iowa 50319

Wallace Keating, Director
515-281-3351

Kansas State Personnel Division
State Department of Administration
801 Harrison Street

Lowell Long, Director
913-296-2421

Kentucky Department of Personnel
New Capitol Annex
Frankfort, Kentucky 40601

Miss Cattie L. Miller
Commissioner of Personnel
502-564-4460

or

J. Sneed Yager, Coordinator
Federal State Personnel Programs
502-564-4520

Louisiana Division of Administration
P. O. Box 44095, Capitol Station
Baton Rouge, Louisiana 70804

Joe A. Terrell
Assistant to the Commissioner
504-389-5971

Maine Bureau of Public Administration
University of Maine at Orono
128 College Avenue
Orono, Maine 04473

Irvine W. Marsters, Jr., Director
207-581-7603

Maryland Department of Personnel
State Office Building
301 West Preston Street
Baltimore, Maryland 21201

Henry G. Bosz, Secretary
301-383-4610

Massachusetts Bureau of Personnel & Standardization
294 Washington Street
Boston, Massachusetts 02108

Julien Weston, Director of Personnel
617-727-2408

or

Donald Reilly, Chief
Employee Training Section
617-727-2408



Michigan	Michigan Department of Civil Service 320 South Walnut Street Lansing, Michigan 48913	Montana	Department of Administration State Capitol Building Helena, Montana 59601
	Sidney Singer, State Personnel Director 517-373-3020		Doyle Saxby, Director 406-449-2032
Minnesota	Department of Civil Service 50 Sherburne Avenue St. Paul, Minnesota 55101	Nebraska	Nebraska Department of Personnel P. O. Box 94773, State House Station Lincoln, Nebraska 68509
	John W. Jackson, Director 612-221-2096		Dr. William C. Peters, Director 402-471-2460
Mississippi	Federal-State Programs Office of the Governor 510 Lamar Life Building Jackson, Mississippi 39201	Nevada	Department of Administration State Personnel Division Blasdel Building Carson City, Nevada 89701
	William M. Headrick 601-354-7570 or F. F. Solomon, IPA Coordinator Same address and phone		James Wittenberg, State Personnel Administrator 702-882-7451
Missouri	Department of Community Affairs 505 Missouri Boulevard Jefferson City, Missouri 65101	New Hampshire	State Personnel Commission State House Annex Concord, New Hampshire 03301
	Guy Jaffe, Director Office of Governmental Services 314-751-4114		Arthur E. Bean, Jr., Chairman 603-271-3261 or Roy Y. Lang, Director of Personnel Same address and phone

New Jersey New Jersey Civil Service
Commission
State House
Trenton, New Jersey 08625

James Alloway, President
609-292-4144

New Mexico State Personnel Office
130 South Capitol Street
Santa Fe, New Mexico 87501

Jerry R. Manzagol, Director
505-827-5201

New York Office for Local Government
155 Washington Avenue
Albany, New York 12210

Sal J. Prezioso, Commissioner
518-474-8478

North Carolina South Personnel Department
121 West Jones Street
Raleigh, North Carolina 27603

Claude E. Caldwell, Director
or
Peggy Oliver, Chief of Administration
919-829-7934

North Dakota Department of Accounts & Purchases
State Capitol Building
Bismarck, North Dakota 58501

Ralph Dewing, Director
701-224-2680

Ohio Division of State Personnel
Department of Administrative Services
State Office Building
65 South Front Street
Columbus, Ohio 43215

Claude Mauger, Director
614-469-3480

Oklahoma Office of Community Affairs and
Planning
4901 Linden Boulevard
Oklahoma City, Oklahoma 73105

John H. Montgomery, Administrator
405-521-2803

Oregon State Personnel Division
100 Public Service Building
Salem, Oregon 97310

William Hughes, Administrator
503-378-3140



Pennsylvania Office of Administration
Main Capitol Building
Harrisburg, Pennsylvania 17120

Ronald G. Lench, Secretary of
Administration
717-787-5440

Rhode Island Division of Personnel
289 Promenade Street
Providence, Rhode Island 02908

Joseph R. Murray, Personnel Administrator
401-277-2160

South Carolina Personnel Division
700 Knox Abbott Drive
Cayce, South Carolina 29033

Dr. Jack S. Mullins, State Director
of Personnel
803-758-3334/3335
or

Albert G. Courie, Director
Employee Relations
803-758-2104

South Dakota Division of Personnel
State Capitol
Pierre, South Dakota 57501

Robert T. Mullally, Director
605-224-3326

Tennessee Department of Personnel
1401 Andrew Jackson State Office
Building
Nashville, Tennessee 37219

Mrs. Jane L. Harieway
Commissioner
615-741-2958

or
James Sharrar, Director
Intergovernmental and Employee
Relations Division
615-741-2086

Texas Division of Planning Coordination
Office of the Governor
P. O. Box 12428
Capitol Station
Austin, Texas 78711

James M. Rose
512-475-2427

Utah Utah State Department of Finance
130 State Capitol Building
Salt Lake City, Utah 84114

Edward T. Himstreet, State
Personnel Director

Vermont Personnel Department
State Office Building
Montpelier, Vermont 05602

Joseph Denny, Personnel Commissioner
802-223-8444

Virginia

Division of Personnel
Office of Administration
P. O. Box 654
Richmond, Virginia 23205

John W. Garber, Director
703-770-3801/4495

Washington

Department of Personnel
600 South Franklin Street
Olympia, Washington 98502

Leonard Nord, Director
206-753-5358

West Virginia

Office of Federal/State Relations
Office of the Governor
Charleston, West Virginia 25305

Carl L. Bradford, Director
304-345-3562

Wisconsin

Wisconsin Bureau of Personnel
244 State Office Building
Madison, Wisconsin 53702

Carl K. Wettengel, Director of
Personnel
608-266-1300

Wyoming

Department of Administration
Fiscal Control
Capitol Building
Cheyenne, Wyoming 82001

Elias S. Galeotos, Director
307-777-7529

American Samoa Department of Administration
Government of Guam
Post Office Box 884
Agana, Guam 96910

Joe San Agustin, Director

Puerto Rico

Office of Personnel of Puerto Rico
P. O. Box 3831
San Juan, Puerto Rico 00904

Mrs. Milagros Guzman, Director
of Personnel
809-723-4300

Virgin
Islands

Division of Personnel
Government of the Virgin Islands
P.O. Box 2336
Charlotte Amalie, St. Thomas,
Virgin Islands 00801

Leslie A. Millin, Acting Director of
Personnel
809-774-5660



LISTING OF STATE EXECUTIVE AMERICAN HOSPITAL ASSOCIATION

ALABAMA HOSPITAL ASSOCIATION
 Attn: G. C. Long, Jr., Exec, V.P.
 Box 3146, Eastbrook Station
 Montgomery, Alabama 36109
 205/272-8781

ALASKA STATE HOSPITAL ASSOCIATION
 Attn: Marion Lampman, Exec. Sec.
 1135 West Eighth, Suite 7
 Anchorage, Alaska 99501
 907/277-1633

ARIZONA HOSPITAL ASSOCIATION
 Attn: Ronald Krause, Exec. Dir.
 635 West Indian School Road, 110
 Phoenix, Arizona 85013
 602/268-3456

ARKANSAS HOSPITAL ASSOCIATION
 Mr. Phil Matthews
 Suite 400 - Prospect Building
 1501 North University Avenue
 Little Rock, Arkansas 72207
 501/644-7870

CALIFORNIA HOSPITAL ASSOCIATION
 Attn: William M. Whelan, Dir.
 925 L Street, Suite 1250
 Sacramento, California 95814
 916/443-7401

COLORADO HOSPITAL ASSOCIATION
 Attn: Arvid Brekke, Pres.
 2140 South Holly Street
 Denver, Colorado 80222
 303/758-1630

CONNECTICUT HOSPITAL ASSOCIATION
 Attn: Herbert A. Anderson, V.P.
 Box 1966
 New Haven, Connecticut 06509
 203/777-7477

ASSOC. OF DELAWARE HOSPITALS
 Attn: Jack Cross, Dir.
 5 East Reed Street
 Dover, Delaware 19901
 302/674-2853

DIST. OF COLUMBIA HOSPITAL ASSOC.
 Attn: William M. Bucher, Sec.
 1812 K Street, N.W., Suite 804
 Washington, D. C. 20006
 202/296-5727

FLORIDA HOSPITAL ASSOCIATION
 Attn: Jack F. Monahan, Exec. V.P.
 Box 6905
 Orlando, Florida 32803
 305/841-6230

GEORGIA HOSPITAL ASSOCIATION
 Attn: Glenn M. Hogan, Exec. Dir.
 92 Piedmont Avenue, N. E.
 Atlanta, Georgia 30303
 404/659-1661

HOSPITAL ASSOCIATION OF HAWAII
 Attn: Ollie Burkett, Exec. Dir.
 Pacific Trade Center, Suite 765
 Honolulu, Hawaii 96813
 808/533-2795

IDAHO HOSPITAL ASSOCIATION
 Attn: John D. Hutchison, Dir.
 Box 7482
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