

PROCEEDINGS OF THE  
14th  
ANNUAL MEETING  
OF  
THE RURAL ELECTRIC MANAGEMENT  
DEVELOPMENT COUNCIL

(Formerly Management Consultation Group)

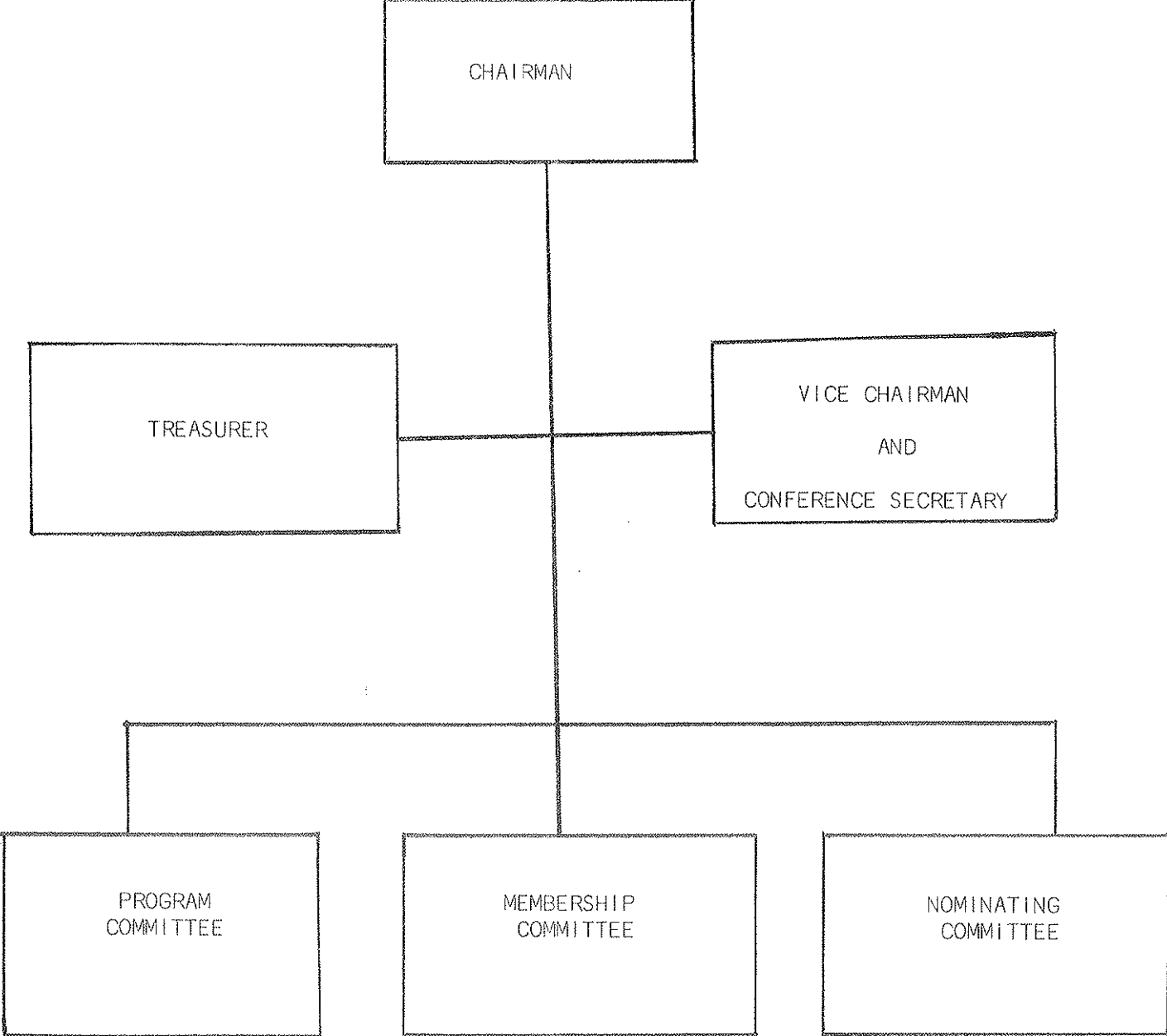


Kimberling City, Missouri  
May 12 - 14, 1971

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MANAGEMENT CONSULTATION ORGANIZATION



## F U N C T I O N S

CHAIRMAN: To act as general coordinator of the activities of the association and preside at all business meetings. To issue notice of all regular meetings of the membership or special meetings of the cabinet. (The cabinet to be composed of the Chairman, Vice-Chairman, Treasurer, and all committee chairmen). To represent the Association in relation to other organizations. Term of office to be three (3) years.

VICE CHAIRMAN AND CONFERENCE SECRETARY: To assume all duties of the Chairman in the absence of or inability of that officer. To keep a record of all proceedings and prepare, publish, and distribute the annual conference summary. (This function can be carried out with the assistance of the Management Services Department of NRECA, including stenographic help.) To request, collate, summarize, and distribute a critique of the annual conference. Term of office to be three (3) years.

TREASURER: To collect all monies due the Association including regular membership dues and special assessments. To pay all bills submitted in proper form. To prepare an annual financial statement and forward to the Secretary for inclusion in the annual conference summary. Term of office to be three (3) years.

## C O M M I T T E E S

All committees to be composed of a chairman and three (3) members. The Chairmen to be nominated by the nominating committee. All committee chairmen and committee members to serve staggered terms of three years each.

PROGRAM COMMITTEE: To determine program content and format for the annual conference and secure outside speakers and appropriate participation from the membership. To provide for subject continuity in programming when desirable. To select the time and place of the annual conference and make all conference arrangements. (This can be accomplished through the Management Services Department of NRECA, including registration). The committee chairman shall preside at all program sessions.

MEMBERSHIP COMMITTEE: Under the criteria established for admission to membership, select ten (10) organizations each year who are actively engaged in management in the rural electrification field who will be offered membership in the Association. Evaluate compliance of member systems with criteria.

NOMINATING COMMITTEE: To nominate all officers and committee chairmen, as necessary, for submission to the annual conference for election. All nominations shall be submitted in writing, certified by the chairman of the committee, and deposited with the conference secretary.

EXECUTIVE ASSISTANT: To assist program committee as requested in planning and arranging for consultation programs. To keep permanent files for consultation group to assure continuity. NRECA Management Services will designate person to serve in this capacity.

OFFICERS AND COMMITTEES FOR  
1971 CONSULTATION

Chairman - C. E. Boulson	Term Expires in 1972
Vice Chairman - Charles Overman	Term Expires in 1973
Treasurer - Everett Bristol	Term Expires in 1971
Secretary - Barbara Deverick	Appointed by Chairman

PROGRAM

Chairman - Jim Golden	Term Expires in 1972
Millard Goff	Term Expires in 1971
Lawrence Moderow	Term Expires in 1972
Clyde Hukills	Term Expires in 1973

NOMINATING

Chairman - Virgil Herriott	Term Expires in 1971
Bob Weathers	Term Expires in 1972
Jack McEnerney	Term Expires in 1972
Norwood Speight	Term Expires in 1973

MEMBERSHIP

Chairman - Cecil E. Viverette	Term Expires in 1971
Charlie Overman	Term Expires in 1972
Olaf Sandvick	Term Expires in 1973
Bruce Bosworth	Term Expires in 1971

- A. All committee members and officers - elected for a 3-year term.
- B. Chairmen of each standing committee are named by the Nominating Committee and serve for 3 years when elected.

1971 MANAGEMENT CONSULTATION - REGISTRATION

Cass County Electric Cooperative, Inc.  
Kindred, North Dakota 58051  
Lawrence Moderow  
Willard Greger

Yampa Valley Electric Association, Inc.  
Steamboat Springs, Colorado 80477  
Jim Golden  
Ev Bristol

Sedgwick County Electric Cooperative  
Cheney, Kansas 67025  
Jack Hutchinson

Douglas Co. Electric Memb. Corp.  
Douglasville, Georgia 30303  
C. W. Thompson

San Isabel Electric Association, Inc.  
Pueblo, Colorado 81000  
Ed Gaither

North Arkansas Electric Coop., Inc.  
Salem Arkansas 72576  
Bob Weathers

Blue Ridge Electric Memb. Corp.  
Lenoir, North Carolina 28645  
Barbara Deverick  
Cecil E. Viverette

Slope Electric Coop.  
New England, North Dakota 58647  
Norman W. Cross  
Richard Selinger

Ozarks Electric Coop.  
Fayetteville, Arkansas 72701  
Tom Townsend

Morgan County REA  
Ft. Morgan, Colorado 80701  
Bevis Hanna

KEM Electric Cooperative, Inc.  
Linton, North Dakota 58552  
John Allenswork

West Plains Electric Cooperative, Inc.  
Dickinson, North Dakota 58552  
Olaf Sandvick  
Ai Shjeflo

Kiamichi Electric Coop., Inc.  
Wilburton, Oklahoma  
Otha Beard

White River Valley Electric Cooperative  
Branson, Missouri 66616  
Clifford Robertson

Sho-Me Power Corporation  
Marshfield, Missouri 65706  
Charles Boulson  
Warren H. Johnson  
W. J. Spinabella

Central Kansas Electric Cooperative, Inc.  
Great Bend, Kansas 67530  
Jack D. Goodman

Iowa Association of Electric Coops.  
Des Moines, Iowa 50314  
Earl L. King

West Central Electric Cooperative, Inc.  
Higginsville, Missouri 64037  
Allan Swanson

Cornhusker Public Power District  
Columbus, Nebraska 68601  
Jack McEnerney  
Gerald Pearson  
Wes Schutz

Sioux Valley Empire Electric Association  
Colman, South Dakota 57017  
Virgil H. Herrlott  
James M. Kiley

Charles Weaver  
Management Consultant  
NRECA  
Washington, D. C.

Dr. Erik Winslow  
George Washington University  
Washington, D. C.

Eric Nicol  
Consultant  
Neison & Nicol, Management Consultants  
Washington, D. C.

1971 MANAGEMENT CONSULTATION

HOLIDAY INN  
KIMBERLING CITY, MISSOURI  
May 12-13-14, 1971

JIM GOLDEN, PRESIDING

MAY 12th

8:30 A.M. Registration  
9:00 A.M. POSITION EVALUATION STUDY  
Mrs. Barbara Deverick, Staff Assistant  
Blue Ridge Electric Membership Corporation  
Lenoir, North Carolina

10:30 A.M. AN EXAMPLE OF UP & OUT MANAGEMENT  
Otha Beard, Manager  
Kiamichi Electric Co-op  
Wilburton, Oklahoma

12:00 Noon Noon Luncheon Recess

1:00 P.M. A MODIFIED APPROACH TO ORGANIZATION PLANNING  
James M. Kiley, Assistant Manager  
Sioux Valley Empire Electric Association  
Colman, South Dakota  
AND  
Eric Nicol, Consultant  
Nelson & Nicol, Management Consultants  
Washington, D. C.

3:00-4:00 P.M. Question Period

4:00 P.M. Adjourn

MAY 13th

9:00 A.M. JOB ENRICHMENT-CONCEPT & STRATEGIES  
Dr. Erik Winslow  
George Washington University  
Washington, D. C.

12:00 Noon Noon Luncheon Recess

1:00 P.M. JOB ENRICHMENT-CONCEPT & STRATEGIES (con't)

3:30 P.M. Adjourn

May 14th

9:00 A.M. General Membership Meeting

10:00 A. M. MANAGEMENT CONSULTATION RESEARCH COMMITTEE REPORT  
James Kiley, Chairman  
Ev Bristol  
Jack Goodman  
Cecil Viverette

## POSITION EVALUATION STUDY - CONTINUED

Management Consultation  
Kimberling City, Missouri  
May 12 - 14, 1971

Presented by Barbara Deverick

Last year at this meeting I reported to you on beginning work of the Job Evaluation Research Committee which had been set up by NRECA Management Services Department to work with Clyde Aultz of NRECA Management Services and Dr. Jay Otis, Industrial Psychologist, in updating the job evaluation manuals of NRECA.

Let me refresh your memories as to the purpose of this committee:

### Objectives

The Job Evaluation Research Committee, as it has been designated, has as its objectives the following:

To develop plans or a plan to use in our member systems to evaluate all jobs:

- A. In as simplified a manner as is possible with the required reliability and validity
- B. So the employee committees alone can arrive at consistent, reliable, relative evaluations
- C. So that the relative evaluations arrived at by consultants and/or Employee or Management Committees in the systems will have labor market validity (i.e., the relative values placed on the jobs internally, will be found to roughly coincide with the relative wages paid in the labor market for stable jobs - those jobs with no unusual shortage or other supply demand conditions).

### Progress

In March, 1970 we completed drafts of the four basic job evaluation manuals- (1) Clerical, (2) Operations Skills, (3) Engineering-Technical, and (4) Management, Supervisory, Administrative. Six electric cooperatives agreed to field test the clerical and operations skills manuals by evaluating their jobs under these new plans.

These systems were:

Aiken - South Carolina	Flint - Georgia
Cass County - North Dakota	Halifax - North Carolina
Choptank - Maryland	Blue Ridge - North Carolina
Walton - Georgia	Brazos - Texas
Clay - Florida	Dairyland - Minnesota
Sioux Valley - South Dakota	



## Position Evaluation Study - Continued

These were in addition to the systems represented by those serving on the evaluation committee and the entire group gave a pretty good cross section of the rural electric systems across the nation. We received some fine comments from the personnel in the systems who worked with these manuals which indicated it was "back to the old drawing board" for the committee to refine the manuals still further. Ed Thomson, Manager of Arken Electric Cooperative, Inc. in South Carolina gave the committee some very constructive suggestions. He pointed out that some of the statements under the factor levels were ambiguous and were difficult for his evaluation team to interpret.

Other systems had constructive suggestions to make also as we called on them to use the factors in the Engineering-Technical and Management, Supervisory, Administrative plans. By late August we had completed another draft of the plans and met in October to make changes and come up with what we thought would be the final draft of all four manuals.

The committee met in New Orleans in early October for two days preceding the NRECA Personnel Conference. We felt that we had closure on the plans from a committee standpoint. However, Clyde Aubrey was not satisfied with the results of the field trials he had given the plans in a cooperative in Florida and one in Alaska. As a result, Clyde reviewed the work to date and communicated to the research committee and Dr. Otis his misgivings concerning the direction the work had taken. He concluded, since he was serving as coordinator that we needed, at this point, to stop and retrace our steps to some degree. He felt that since he had been so very busy, and he had been out of the country a great deal of the time during the time the plans were being developed that there had been too much reliance on the committee and Dr. Otis, the outside consultant, to finalize the information in the plans. He stated that perhaps he had not clearly identified the role of the committee, the role of the outside consultant, what the system's field trials would do, and at the same time, the responsibility the NRECA coordinator had in the project. He further concluded that it would have been a good idea to have the outside consultant spend a couple of days in a small distribution system and a large distribution system, and one G. & T, which would be representative. I tend to agree with Clyde, and after all, NRECA has already invested several thousand dollars in the development of the program.

In January of this year Clyde advised the committee that he would assume a role of guidance and interject some association and member-system thinking into the final development and rely less on the outside consultant. The committee agreed to work with the program for another few months to finalize the plans as soon as possible in the most acceptable manner. Our work from this point until the present has been primarily reaction to changes proposed by Clyde and Dr. Otis. There does not appear to be any problem with the factors selected for the plans. A problem does exist with the definition of some of the factors, primarily in the degree definitions. Dr. Otis stated the importance of this in his book, "Job Evaluation," when he said, "Preparation of degree definitions and the determination of degrees for each factor are difficult and important parts of job rating scale construction. This stage of the study is crucial. A poorly constructed rating scale will result in unreliable and inaccurate ratings."

What should have been done, after selecting tentative factors, was to go to the committee and member systems and ask them to define the levels. One system manager made this comment when he was trying to work with the planning factor in rating management jobs in his organization, "The wording of Planning doesn't fit our situation. Neither did the last plan. Why don't we write levels in terms of rural electric. Our consultants could do it."

## Position Evaluation Study - Continued

System Personnel, a system manager, to be exact, has done this in tailoring his own job evaluation plans. Curt Funston at Noday-Worth is one manager who has developed, by the factor comparison method, one plan for all the employees of his system. His factor definitions and levels are structured to fit the particular frame of reference in his organization.

### Committee Re-Direction

So now, the committee's efforts have been redirected to review all factor definitions and degree levels in the frame of reference of the specifications involved on jobs in comparable factors in the old NRECA plans. While we are reviewing and refining the factor definitions and degree levels we are endeavoring to make sure that the dimensions of the factors apply to the G & T's. For example, in the Operations Skills Factor on Working Conditions, the power plant conditions - noise and vibration - were not previously covered.

I believe we are making progress in putting the factor definitions and degree levels in rural electric terminology. Here are two examples. I will let you be the judge.

CLERICAL FACTOR - Dexterity (See Exhibit # 1.)

OPERATIONS SKILLS FACTOR - Responsibility for Tools, Equipment and Materials (See Exhibit # 2.)

There is now some question about the possibility of combining the manuals for Management, Supervisory, Administrative and Engineering, Technical, with perhaps separate compensation structures. At this point we still have the two manuals.

There are other problems the committee is wrestling with. We are trying to find some way to give points in the Management, Supervisory, Administrative plan for factors other than size of the group supervised or the amount of "line" authority. We must give credit for functional individual contributors - Accountants, Marketing and Information Specialists, Personnel Specialists and Administrative Assistants.

Something that complicates the whole picture is the fact that middle management jobs, according to labor market data, have been paid too low. This is true also, when you look at the pricing of these jobs in relation to the Manager. However, some of the incumbents in the positions are perhaps unqualified and they are in effect paid too much. As we emerge from the "one Man" management era this particular problem will become more pronounced, therefore we believe the Management, Supervisory, Administrative plan must enable us to price these jobs fairly. We believe that the next step would then be to educate the manager and his staff to administer the employee incentive program equitably and fairly and compensate those individuals who are meeting total job responsibilities accordingly.

It is also possible that we have given too much weight in our factors in the Management, Supervisory, Administrative plan to confirming the hierarchy of

## Position Evaluation Study - Continued

management. We perhaps confirm this enough with the factors such as Knowledge and Experience and Supervision (size and quality). We are thinking now of removing the hierarchy element from the Accountability Factor (that is division/department, section, unit, etc.), removing the supervision received factor altogether and coming up with a two-dimensional factor similar to the one used in the Hay plan called "Impact on Results."

As you can see, we are still some time away from having the total plan finalized. I do feel, however, that as a result of this second, and most perceptive look, by the committee and Clyde, together with the help of several member systems, we will end up with a better plan. Not a plan to solve all problems, nor one which can be readily understood and administered by everyone, but a plan which, with a little study and effort, can be utilized by any system to meet its job evaluation needs.

Before I leave the subject of manuals I would like to give you a look at the factors now proposed for the four plans and again remind you that in the Engineering and Technical and Management, Supervisory, and Administrative plans these factors shown are still not final. I would be most happy to have any suggestions or ideas you have on the subject to pass along to the committee. I have a copy of the draft manuals here which you may review. The final editions will be copyrighted by NRECA when they are completed.

### FACTOR LISTINGS (See Exhibit # 3.)

I would also like to have you look at a listing of the proposed contents of the Uniform Evaluation Program, which will be the identity of the completed program. The example of the index will be identified with the Clerical plan but would apply to the other three manuals as well.

### UNIFORM EVALUATION PROGRAM (See Exhibit # 4.)

Next I want to review with you the introduction to the Clerical and Operations Skills plans as well as the purpose and scope of these plans. Perhaps this will give some indication as to the efforts the committee is going to make to make this plan relatively easy to administer in a uniform manner. I should have said much earlier in this presentation that the key jobs we have evaluated in the field trials under these plans have been those included in the national compensation survey made by NRECA. Please note the reference to the occupational groupings as defined by the Dictionary of Occupational Titles. This provides an excellent guide for determining which jobs should be rated under each plan and if followed by all systems using the plan should result in a much higher degree of reliability in our national survey information.

### POINT SYSTEM OF JOB EVALUATION (See Exhibit # 5.)

#### Job Analysis Questionnaire

One final area I would like to cover with you is the committee's work in developing functional tools to provide the most reliable job analysis data concerning the position for use by the evaluators. Basically we have developed two job analysis questionnaires to be filled out for each position in clerical and operations skills. One questionnaire will be completed by the incumbent and the other by his supervisor.

## Position Evaluation Study - Continued

### Employee's Job Analysis Questionnaire (See Exhibit # 6.)

Note this form is structured to provide information from the employee himself which relates to each of the factors included in the Job Evaluation Manual for clerical positions.

### Supervisor's Job Analysis Questionnaire (See Exhibit # 7.)

With these two forms completed, the consultant or the staff assistant should be able to prepare a job description, following whatever interviewing seems indicated after reviewing the two documents.

You will note there is no mention of objectives. It is our proposal that this word be dropped from the Clerical and Operations Skills position descriptions.

The same format could be adapted for use with the Operations Skills positions with minor changes, primarily relating to the changes in factors.

A different type of format would be needed for obtaining information about positions in the Management, Supervisory and Administrative and Engineering and Technical plans.

I would like your reaction to the use of such tools in securing information for preparation of position descriptions and job evaluation. These forms are in draft stage at this time and will, of course, have to be tried out. I personally think they are useful and will be giving them a workout at Blue Ridge Electric.

I wish I could conclude my report by saying the completed Uniform Evaluation Program will be ready next week. I can't even say it will be ready next month. But I feel reasonably sure it will be completed before the end of this year and hopefully before the end of the summer. To me, the entire job will not be completed until plans have been developed and are implemented for setting standards of performance which are job related. This will then lead to a truly objective system of merit rating.

(See Exhibit # 8.)

Your comments and suggestions, as well as questions are solicited to help the committee make the plan one which will be of the greatest use to the rural electric systems across the country.

### Group Discussion

Discussion following presentation on Position Evaluation study brought out the following ideas:

Consideration should be given in the operations skills manual, under the factor of responsibility for work equipment to the responsibility generating plant operators have for boilers and the possibility of explosions.

Do a final editing of the manuals to assure simplification of words, keeping in mind especially that employee committees will be using manuals for evaluation.

Charles Weaver of NRECA was asked how the manuals would be made available. He said this had not been fully decided yet but the thought at present was that the manuals would be distributed through:

- (1) NRECA workshop on Wage and Salary Administration
- (2) NRECA consultants working with individual cooperatives
- (3) Sale to rural electric systems meeting certain management criteria.

A question concerning Dr. Jay Otis' background was raised. It was pointed out that Dr. Otis is an Industrial Psychologist and is Director of the Psychological Research Services at Case-Western Reserve University and is the author of a textbook on job evaluation which is in its second printing. Dr. Otis also does private consulting in addition to his work with the university. He has developed many job evaluation plans and is presently working with the Royal Bank of Canada in this area.

## Clerical Job Evaluation Manual

3. DEXTERITY

This factor measures the amount of finger-hand-eye coordination required to perform a repetitive manual task such as filing and the operation of various types of office machines and equipment.

<u>Level</u>		<u>Points</u>
1	The tasks performed require little or no repetitive manipulation of the fingers in coordination with what the eyes see.	7
2	The tasks performed include a moderate amount of repetitive manual operation of business machines such as typewriter, adding machine or calculator.	21
3	The tasks performed require repetitive manual operation of business machines such as a typewriter, key punch, or billing machine as a major activity.	35

## Guides

1. Jobs with typical tasks such as writing and checking are rated Level 1.
2. Jobs are rated Level 2 where the business machine operation is an aid in performing the primary tasks which are clerical non-machine.
3. Jobs rated Level 3 have machine operations as primary tasks. Clearly an office machine position.

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## Operations Skills Job Evaluation Manual

3. RESPONSIBILITY FOR TOOLS, EQUIPMENT AND MATERIALS

This factor measures the job requirements for preventing loss to the system through the care of tools, equipment and materials. It considers the employee's responsibility for making sure that tools, equipment and materials are used properly and that responsibility for maintenance care and guarding against loss is exercised. (Responsibility for collision damage to vehicles, such as trucks and cars used on the open road is not to be rated.) Insurance coverage is to be disregarded in applying this factor.

<u>Level</u>		<u>Points</u>
1	Little or no responsibility for loss since probability is low and cost slight. Inexpensive tools and materials. Loss hardly ever exceeds a hundred dollars.	13
2	Responsible for proper use of, care for and/or maintenance of tools, equipment and materials where probable loss through misuse or improper care can run hundreds of dollars, but rarely exceeds a thousand dollars.	30
3	Responsible for proper use of, care for and/or maintenance of tools, equipment and materials where probable loss through misuse or improper care could reach thousands of dollars.	47
4	Responsible for proper use of, care for and/or maintenance of tools, equipment and materials where probable loss through misuse or improper care could be extremely serious and exceeds ten thousand dollars.	65

## Guide

When this manual is used to rate a job occupied by a person in some kind of supervisory capacity, such a job receives a rating on this factor which is not lower than ratings given to jobs occupied by persons in his charge, because of the indirect responsibility through guidance and instruction activities.

February, 1971

FACTOR LISTINGS

Operations Skills Manual

Knowledge and Experience  
Responsibility for Work of  
Others  
Responsibility for Tools,  
Equipment and Materials  
Contacts  
Physical Demands  
Unavoidable Hazards  
Working Conditions

Clerical Manual

Knowledge and Experience  
Judgement  
Dexterity  
Responsibility for Guidance of  
Others  
Contacts  
Confidential Information  
Effect of Errors

Engineering and Technical Manual

Educational Development and Position Experience  
Resourcefulness and Planning  
Character and Scope of Supervision Exercised  
Character of Supervision Received  
Responsibility for Contacts  
Environmental Conditions  
Accountability -- Consequence of Decisions

Management, Supervisory, and Administrative Manual

Educational Development and Position Experience  
Planning and Originating  
Character and Scope of Supervision Exercised  
Character of Supervision Received  
Responsibility for Contacts  
Accountability - Consequence of Decisions



UNIFORM EVALUATION PROGRAM

NRECA

HANDBOOK OF JOB EVALUATION

OUTLINE

- PART I            CLERICAL
- PART II           OPERATIONS SKILLS
- PART III          MANAGEMENT-SUPERVISORY- ADMINISTRATIVE
- PART IV           ENGINEERING-TECHNICAL
- PART V           AIDS TO COMPENSATION ADMINISTRATION
- PART VI          APPENDIX

## PART I CLERICAL

### A. INTRODUCTION

1. JOBS COVERED
2. POSSIBLE JOBS FOR INCLUSION
3. INTRODUCTION

### B. METHODS OF JOB ANALYSIS

1. QUESTIONNAIRE APPROACH
  - a. REVIEW AND VERIFICATION
2. INTERVIEW APPROACH
  - a. REVIEW AND VERIFICATION
3. COMBINATION
4. USE OF CLERICAL JOB ANALYSIS OUTLINE

### C. PREPARATION OF JOB DESCRIPTIONS

1. WRITING STYLE
  - a. STYLE MANUAL
2. STANDARD FORMAT
3. SAMPLE JOB DESCRIPTIONS
4. REVIEW AND VERIFICATION PROCEDURES

### D. JOB SPECIFICATIONS

1. WRITING STYLE MANUAL
2. STANDARD FORMAT
3. SAMPLE JOB SPECIFICATIONS
4. REVIEW AND VERIFICATION
  - a. POST RATING CHANGES

- E. JOB EVALUATION MANUAL
  - 1. DEVELOPMENT
  - 2. FACTORS
  - 3. USE PRECAUTIONS
  
- F. JOB RATING
  - 1. STANDARD RECORD FORMS
  - 2. INDIVIDUAL APPROACH WITH REVIEW
  - 3. COMMITTEE APPROACH
  
- G. METHODS OF RATING VERIFICATION
  - 1. FACTOR COMPARISON
  - 2. WHOLE JOB
  
- H. JOB CLASSIFICATION
  - 1. STANDARD
  - 2. COMPANY
  
- I. JOB PRICING
  - 1. EXTERNAL RATES
    - a. NRECA SURVEY
    - b. LOCAL SURVEYS
    - c. INDUSTRY DATA
    - d. TRENDS
  - 2. MARKET RATE USE
    - a. SPECIAL JOBS
  
- J. MAINTENANCE PROCEDURES
  - 1. MANAGEMENT SERVICES DEPARTMENT AUDIT PROGRAM
  - 2. LOCAL AUDIT
  - 3. HINTS
  
- K. POLICIES AND PROCEDURES
  - 1. SUGGESTED POLICY STATEMENT
  - 2. INFORMING EMPLOYEES ON RE-CLASSIFICATION
  
- L. JOB EVALUATION - AN AID TO MANAGEMENT

National Rural Electric Cooperative Association

POINT SYSTEM OF JOB EVALUATION

A job evaluation system is an aid to the systematic channeling of judgment about the relative worth of jobs. In a point system, job demand is assessed against various descriptive levels of demand, in a number of different areas. The areas of demand are called factors, e. g., Knowledge, Experience, Judgment, Dexterity, which are given different weighting according to their estimated relative worth. The factors are broken down into degrees or levels ranging from the least to the greatest measurable demand in the jobs being evaluated under the system. The degree levels are assigned point values. The rating of a job is the total of its point values under all the different factors.

February, 1971

## PURPOSE AND SCOPE OF CLERICAL PLAN

Effective comparison of the relative worth of jobs is possible only when the factors used are appropriate. The factors in this Clerical Plan have been designed for evaluating clerical jobs in rural electric distribution and power supply systems. A clerical job is one which involves gathering, analyzing, processing, and recording or disseminating data or information and/or the operation of various office machines or equipment in such duties. The Dictionary of Occupational Titles occupational groupings 20, 21, 22, 23, and 24 can be used as a guide to determine the jobs which should be rated under this plan.

Working supervisors of clerical operations who are non-exempt under the Fair Labor Standards Act because more than twenty percent of their work is of the same nature as those supervised are rated under this Plan.

The other Plans in the Uniform Evaluation Program are:

Managerial, Supervisory and Administrative  
Professional-Technical and Operations Skills

Refer to these Plans for additional guidance when in doubt as to where to evaluate jobs. As a general rule combination clerical-physical jobs where Working Conditions, Physical Demands, and Unavoidable Hazards would be considerations in relative job worth are to be rated on the Operations Skills Plan.

Such jobs as Duplicating Machine Operator (Clerical) may shade into Printing Press Operator (Technical) where an offset press or similar equipment is used. The best practice is to rate such borderline jobs on both Clerical and Professional-Technical Plans and use the Plan which gives the higher value to the job in the compensation structure. Jobs such as Draftsman and Mapper are rated under the Professional-Technical Plan where these are the predominant tasks. Again the case of combination jobs, rate under the applicable Plans and use the higher value in the compensation scales.

## A FEW DEFINITIONS

A handbook or guide to NRECA's Job Evaluation Plans provides information and suggestions to aid in their use. A few specialized meanings of words are given here for quick reference.

Position - An aggregation of tasks or duties with related responsibilities. Each position has characteristics which distinguish it and by which it may be recognized.

- a. It has a definite scope and purpose
- b. It requires the full time service of one worker
- c. It involves work which utilizes related skills, knowledges, and abilities

Job - A group of positions which are identical with respect to their major or significant tasks and sufficiently alike to justify their being covered by a single job description and job evaluation.

Specification - Ratings on the factors under this plan should be supported by a written job specification. This means that the rater or raters should draw from the job analysis and description the requirements of the job and state them in terms of each of the various factor definitions. The job specifications used here for job evaluation are not necessarily the same as those used for hiring or placement purposes. They are the minimum requirements to attain satisfactory performance on the particular job.

## PURPOSE AND SCOPE OF OPERATIONS SKILLS PLAN

Effective comparison of the relative worth of jobs is possible only when the factors used are appropriate. The factors in this Operations Skills Plan have been designed for evaluating physical skill jobs in rural electric distribution and power supply systems. A physical skill job is one which involves manipulation of materials, parts or processes in tasks involving materials and/or the use of tools, machines, equipment or vehicles in such tasks.

The Dictionary of Occupational Titles occupation grouping 95 covers jobs which are unique in the utilities industries. Other rural electric jobs covered by this Plan will be found in groups 30, 50, 60, 70, 80 and in other 90 series groups, of the D. O. T.

Construction, maintenance and service jobs in outside distribution and transmission of electric power are covered by this Plan. Inside plant jobs such as Machinist and Electrician are also covered. Inside jobs such as Warehouseman, Storekeeper, Custodian-Janitor are rated under this plan. The Other Plans in the Uniform Evaluation Program are:

Management, Supervisory and Administrative  
Professional-Technical and Clerical

Refer to these Plans for additional guidance when in doubt as to where to rate jobs.

The choice of rating between the Operations Skills Plan and the Clerical Plan is based on whether the factors Physical Demands, Working Conditions, and Unavoidable Hazards are considerations in relative job worth. Between the Operations Skills Plan and the Professional-Technical Plan when there is a requirement of technical knowledge which cannot ordinarily be secured by on-the-job experience.

When two plans might apply, the guide is to rate the jobs in both plans and use the plan which gives the higher value in the compensation structure.

Working supervisors of physical skill operations who are non-exempt under the Fair Labor Standards Act because more than twenty percent of their work is of the same nature as those supervised are rated under this plan. Supervisory jobs which could be or are paid as exempt may be rated under this plan or under the M. S. A. Plan. The choice depends on how the rural electric desires to relate jobs in its compensation plans.

## EMPLOYEE'S JOB ANALYSIS QUESTIONNAIRE

The employee would give the following information:

- (1) Job Title and necessary data about department, location, etc.
- (2) Who he receives regular instructions from.
- (3) Work hours required and information relative to payment for overtime, etc.
- (4) Length of service on present job.
- (5) Previous job held and length of service.
- (6) TASKS AND DUTIES DONE - Number tasks, listing percentage of time for each task in increments of not less than 5%.
  - a. Daily and Weekly
  - b. Periodic (State Frequency)
  - c. Occasional (Infrequent)
- (7) RESPONSIBILITY FOR WORK OF OTHERS - Listing job titles and number.
  - a. Full-time supervision of
  - b. Full-time direction, guidance of
  - c. Part-time direction of
  - d. Occasional direction or break-in of
- (8) JUDGEMENT - Identify judgement required for each task shown under (6).
  - a. Follow standard instructions or procedures (check)
  - b. Use judgement to decide what?
  - c. Refer to supervisor on what?
- (9) DEXTERITY - Identify any tasks listed under 6 which require dexterity and identify type.
  - a. Machines operated
  - b. For continuous period of \_\_\_\_\_ (time span)
- (10) CONTACTS - Identify contacts required to carry out each task in 6 and type.
  - a. With Whom (Exclude own Division/Department)
  - b. About What
  - c. Frequency
- (11) KEEPING INFORMATION CONFIDENTIAL - Note type of information under each task which is required to be kept confidential and from whom.
  - a. From Other Employees
    - aa. What?
  - b. From Member and Public
    - bb. What?
- (12) ACCURACY - Note type of errors which would likely occur in carrying out each task named in (6).
  - a. What Kind of Errors Occur

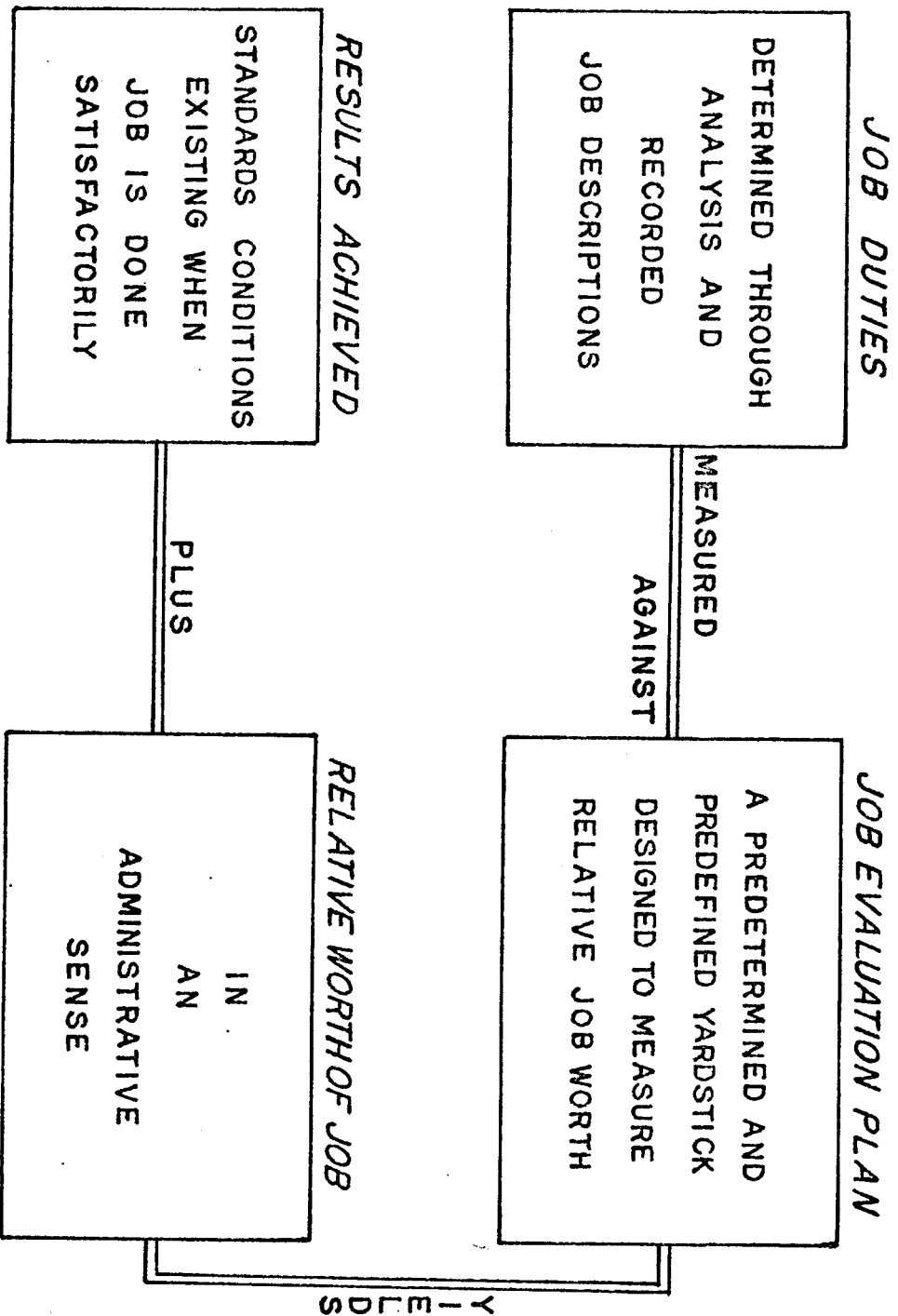


SUPERVISOR'S JOB ANALYSIS QUESTIONNAIRE

The second form, the one which would be completed by the supervisor, gives information on the position from the supervisor's perspective. Supervisor is asked to

- (1) Identify the Job.
- (2) Give Brief Statements on Tasks and Duties.
- (3) State Job Requirements in terms of academic and vocational knowledge as well as experience.
- (4) To Verify the completeness and accuracy of the employee's Job Analysis Questionnaire, and supplement if necessary.

*JOB EVALUATION AND ADMINISTRATION OF A FAIR  
SALARY PROGRAM  
INVOLVES*



## AN EXAMPLE OF UP AND OUT MANAGEMENT

By: Otha Beard, Manager  
Kiamichi Electric Co-op  
Wilburton, Oklahoma

### Notes taken from Mr. Beard's presentation

#### Background

Related history of his electric cooperative and the situation which existed when he became manager. Cooperative was operating without margins. There was deep misunderstanding between board members, members, employees and the public. Manager spent two years trying to get understanding and getting support for the cooperative and its management. This was accomplished through much time and effort on the part of the manager. Many personal contacts were made by him to gain understanding.

#### Problems which existed in the service area and how the coop overcame them

Many houses in area in such condition that serviceman could not find a place to connect the service.

2,000 idle services. Coop gained consumers until 1955, then began to experience an out migration since then.

Rural areas didn't have the conveniences of telephone service and adequate supply of running water. Also job opportunities were needed.

#### Action Taken

Manager and electric coop helped get telephone service to the members by working with independent telephone companies and REA who supplied funds to the companies to construct facilities to the electric coop members. As a result of this effort area coverage has been achieved with telephones and four or five private telephone companies in the area are REA borrowers.

Elec. coop manager served on the committee for the first rural water system in the State of Oklahoma. In service area there are now three water systems supplying wholesale water to small towns. Farmers Home Administration funds were used to develop these water systems.

When telephone and water were obtained the electric coop began to gain members and gained 50% in membership during the last five years.

#### Housing and industry still needed

Every city in service area has an industrial committee. Secured a carpet factory to employ from 500 to 700 persons. Walk-in survey in 40 mile radius indicated 2500 people available for work. NO HOMES AVAILABLE FOR employees.

#### Action Taken

Electric coop manager serving as chairman of community action group. Group looked into housing problem. Several of the group, including the manager, attended NRECA workshop on housing and saw what was taking place in Florida with modeling housing program where a new city for 60,000 people is being built. Group employed Ed Kiley of NRECA to assist them in meeting housing needs. Learned that community action group was not organized to receive grants, loans, etc. Rural electric cooperative served as the agency and organized a housing development corporation, after making sure the business leaders in the area had no objections to the cooperative moving in this area. After gaining business leaders support the electric cooperative moved to complete a housing survey with the assistance of NRECA. After much negotiation Federal Housing appropriated \$1,700,000 to build 100 homes. This amount to include the development costs.

An architect has been employed and the project is moving. At this point in time no houses have been constructed. This is the first time Federal Housing has approved a loan for housing outside the city limits and to a cooperative group.

(Housing Survey follows: See Exhibit #1)

In working with the people in the area it was found that too many people didn't have a nice home because they didn't know how to get it.

Worked with Farmers Home Administration to help publicize their loan program. Found good cooperation at state level but reluctance at the local level. Finally the county FmHa representative accepted assistance from the RE coop. The RE coop employees now take applications for FmHa. The RE coop has a manual on how to process 502 FmHa loans. (A copy of this manual may be secured by writing Mr. Beard.)

While the RE employees have processed few loans the number processed by FmHa local offices have trippled since this program began and the RE coop has helped to publicize the availability of FmHa loans for housing to its members.

RE coop is also involved in FmHa's self-help plan. Coop received grant of \$75,000. (one of 3 in the United States) to initiate a self-help program in home construction to cut the cost of the house 10% by using family help (this is known as "sweat equity"). Grant pays  $\frac{1}{2}$  salary of RE manager's assistant and secretary and full salary for one power use man and two instructors for two years. Self-help plan now has eight applications. Vocational-technical schools are working jointly with the cooperative to train craftsman through the self-help program. The manager stated that eventually the self-help program would be turned over to the Vocational-Technical schools.

#### GROUP DISCUSSION

The question of how the water and sewer systems developed through use of FmHa funds were managed to provide continuity. It was pointed out that each system has its own management or is managed by the town or village it serves.

To the question "How is the \$1.7 million loaned," the manager replied, "To a separate housing cooperative group and that the board of the RE system constitutes the group."

When asked if he were getting modular and mobile homes in his service area, the manager replied, "Mobile homes, yes; modular homes, no."

Someone in the group pointed out that Northwest Rural Electric Association, Cambridge Springs, Penn. has made application to have the first modular housing development in a RE service area.

## HOUSING SURVEY

The Kiamichi Electric Co-op Area Housing Committee wants to bring new and better housing to this area. In order to help us determine the number and type of new homes needed, would you please answer these questions. You do not need to sign your name -- all information will be kept strictly confidential.

Thank you

- 
1. Present resident of \_\_\_\_\_ County
  2. Number in family \_\_\_\_\_ Ages \_\_\_\_\_
  3. Own or rent \_\_\_\_\_
  4. Present rental or mortgage monthly payments \_\_\_\_\_ (if farm owner, please estimate)
  5. Annual income -- over \$2,000 \_\_\_\_\_ (please check)
    - over \$3,000 \_\_\_\_\_
    - over \$3,500 \_\_\_\_\_
    - over \$4,000 \_\_\_\_\_
    - over \$4,500 \_\_\_\_\_
    - over \$5,000 \_\_\_\_\_
    - over \$6,000 \_\_\_\_\_
  6. Number of rooms in current house
 

Living Room <input type="checkbox"/>	Bedrooms <input type="checkbox"/> (numbers)
Dining Room <input type="checkbox"/>	Baths <input type="checkbox"/> -- Indoor <input type="checkbox"/> Outdoor <input type="checkbox"/>
Kitchen <input type="checkbox"/>	
  7. How long in present house? \_\_\_\_\_ years
  8. When was present house built (approximate)? 19 \_\_\_\_\_
  9. Would you be interested in buying a new house? \_\_\_\_\_
  10. Would you be interested in renting an apartment \_\_\_\_\_
  11. Would you be willing to move? (please check)
    - a. \_\_\_\_\_ within county
    - b. \_\_\_\_\_ into a neighboring county
    - c. \_\_\_\_\_ into town

## A MODIFIED APPROACH TO ORGANIZATIONAL PLANNING

By: Eric Nicol, Management Consultant  
Washington, D.C.  
James Kiley, Assistant Manager  
Sioux Valley Empire Electric Association  
Colman, South Dakota

### Eric Nicol's Comments on James Kiley's New Concept in Organization Planning

Eric indicated that as a result of Jim's work and his consulting and discussions with him he had changed some of his thinking concerning organization planning. He stated that he would express his convictions before Jim discussed his New Concept in Organization Planning which is being put into effect at Sioux Valley.

### Convictions

(List 1 through 12 as shown on the attached).

### Other comments by Eric

We do not put people to the test with GUTS of management.

We tend to spend time on "how to do it" not on HOW TO GET THE BEST RESULTS.

Doug McGregor made the point in some of his writings that we spend a lot of time formalizing organization planning and that it is almost impossible to follow the formal plan in management practice. He raised the question, "How do you justify formalizing?" This would make for a good discussion, if we have the time.

### Notes on James Kiley's presentation

(A documented statement of Organization Planning--A New Concept containing a description of the plan, responsibility guides, position evaluation factors and degrees and the Sioux Valley Plan - 1971 was presented to the consultation participants and reviewed by Mr. Kiley.) (See Exhibit # 1 for brief summary.)

Pointed out that for the first time in the history of the Rural Electric Program, and due primarily to the work of the Long Range Study Committee of NRECA, the program now has a statement of viewpoints and objectives.

To make sure we are meeting objectives, we must have a good sound organization, properly staffed to do the job. Organization must have flexibility.

Jim pointed out that the project approach was used at Sioux Valley in developing this new organizational planning concept.

### Classifications of Positions

He pointed out that one of the major problems in any attempt at job evaluation is the proper classification of positions. He stated that the Sioux Valley approach defined the classifications so that each employee could identify the classification in which his position fell.

### Position descriptions

Position descriptions should be as concise as board policies.

Used example of position description for General Manager which was one page long.

### Position Responsibility Guide

The format is established for each classification of positions and the supervisor and position incumbent define responsibility at that particular point in time.

In the responsibility guide it is necessary to look at the pre-requisite knowledge and experience needed for meeting the responsibilities of the position.

### Wage and Salary Plan

Jim stated that this new organizational planning concept had been applied to the key management, supervisory, professional, technical and administrative positions in the Sioux Valley coop and that there were 27 people involved in program and in filling these positions. When the work was completed on job evaluating and job pricing there were no questions about the place the position fell in the wage and salary structure.

He pointed out that there were three basic methods of position evaluation utilized at Sioux Valley in structuring their wage and salary program. (1) Point Value Comparison (2) Straight Ranking, and (3) Market Ranking. He indicated that in the development of the point values for factors in the job evaluation manuals there was an arbitrary agreement on the weighting.

He stated that the pay plan had 21 different positions and 27 different people in the plan, and 18 pay grades.

It was pointed out that in grades I through III in the plan that the bottom of the grade was 10% below market. Market is tested annually through the NRECA compensation survey.

Clerical and trades and crafts positions are not in the integrated pay plan developed at Sioux Valley.

### Lump Sum Merit Pay

Jim pointed out that a lump sum merit increase could be considered as a possible alternative to merited step increases. This would reward for past accomplishments and would be a one time payment.

### Merit Adjustments

Not more than 3 to 5% of personnel in organization should receive merit adjustments.

### Professional Guidance

Organizational planning requires professional guidance, either on the staff of the general manager or consultant's services.

### Administering Plan

To administer plan, policy is needed and communications is essential. LEVEL WITH PEOPLE BEFORE YOU DO IT.

Need controls to determine whether plan is being administered properly.

## Eric Nicol's Summary

Eric stated that he had worked 18 years with the rural electric cooperatives and that he began working with REC's when Charlie Bouleson called on him to do some consulting work with Sho-Me. He said that high points in his work with the REC's had been when he worked with eight members of the present management consultation to get the group started in 1958 and the staff assistant seminars which he had helped to institute with NRECA.

Pointed out that the central idea in Jim Kiley's presentation is the development of a consultative approach by every supervisor working with his people. The Supervisor sits down in a counseling session to discuss, and doing, what his job should be.

Commented on the project approach as a means of involving capable people to get the job done.

Department managers should commit what they really should be doing to writing. This is what the responsibility guide does. The guide asks:

"How do you know you are doing a good job?" "What are you willing to be responsible for during the next year?"

Position responsibility guide more realistic for job evaluation than position description.

Key to success in organizational planning is involvement of people.

Every supervisor should have four opportunities annually to counsel with his employees (1) Development or updating of position responsibility guide (2) Goal Setting (3) Performance Appraisal (compared to goals set) (4) Salary Review.

All research work done in management will not be worth much unless we ask ourselves - "What are we trying to achieve"?

### WE MUST BUILD PEOPLE TO PARTICIPATE IN ACHIEVING END RESULT

Eric discussed a goal setting form which he had developed. The form provided for goals to be identified by Key Job Areas, with space for 7 goals, a space for target date for each goal and for review purposes the following questions: (1) Were goals achieved on time? (2) When were goals achieved, if not on target date? (3) Were there questions of quality of results; if so, describe; and finally, space for further action program which may be needed.

### Group Discussion

Is the job evaluation committee obsolete? Yes, get involvement through development of position responsibility guide.

Who headed project group for the development of this program at Sioux Valley? The general manager. You get a high degree of acceptance of results of a job evaluation when the general manager says this is how I have evaluated this position.

What do you use position responsibility guides for besides job evaluation? Used by supervisor and employee for performance review and goal setting. When you are goal setting, separate the personal development goals from goals which contribute to the organization's goals.



How often should you review responsibility guide? Each year as a part of the performance review.

When writing position descriptions emphasize the classification of the position in the description. (Example, management, professional, supervisory or administrative positions should define functions in these terms.)

Key ingredient to acceptance of plan is the WE LEVELED WITH PEOPLE.

Production and Maintenance and clerical employees at Sioux Valley are not evaluated in plan. Production and Maintenance workers are unionized.

Success of program depends on the amount of commitment on part of General Manager.

Viril Herriot, Genral Manager, Sioux Valley stated that General Manager should find out what his people think about the system's wage and salary plan. Changes should then be made to conform to what he finds out.

Several persons in the group expressed the fact that the NRECA national compensation survey is the best survey available to REC's at present and urged more REC's to participate in the survey.

Jim Kiley stated that to start this new concept in organizational planning Sioux Valley took its 10 key performance areas and held 10 special board meetings to discuss areas of emphasis, before proceeding with changes in their organization.

Eric Nicol  
Convictions

1. Our concern about organization has been mostly with the form rather than the substance.  
Charts, position descriptions, factors and degrees, etc. Often at the expense of what happens to people Jim Kiley's significant modification is with the involvement of people.
2. Some staff assistants are outstanding but still too few are researchers, innovators and interpreters of organization and behavioral sciences. Jim Kiley has innovated an answer that solves a lot of staff assistant problems.
3. Too many managers either do not know how to use staff assistants or they have other ideas. In either case organization is neglected and ineffective. These managers will not likely use Jim's plan despite good staff assistance.
4. Too many consultants, including Eric Nicol, have not faced up to realities of change. Have relied on old skills and experiences instead of keeping up-to-date and absorbing new skills. NRECA is advocating change in this respect.
5. Boards, Managers, and Staff Assistants in too many cases have leaned on consultants. Have applied the procedural parts of the consultants' recommendations and not enough of the spirit. We all need to know more about behavioral sciences and the affect on organization.
6. Too many boards and managers have let inadequate departmental management handicap their organization sometimes for many years. Consultants and managers have not had the fortitude to recommend or take obviously needed action. (This is a big fault.) We need to discuss.
7. Consultants and managers because of principles of salary administration established salary levels for positions which the incumbents can't possibly ever earn. Some are much underpaid. (This could create more discrimination.)
8. Most rural electric which have salary and wage plans have let position evaluation be the basis of employee reactions and judgement because of absence of good administration. Which could sublimate or enhance the effects of evaluation.
9. Most managers and staff assistants are still struggling with meanings of Behavioral Science, Motivation Participative Management, Counseling Performance Appraisal, etc. Their application requires managers to be people centered. Almost all of us have great difficulty making the transition from being job and activity centered. Organization including salary and wage administration can be fully effective only with people centered direction.
10. Positions descriptions as presently prepared are not realistic for evaluation. We have another idea. Still to be tried.
11. There is need for research in the classification of positions for evaluation. For instance, can you evaluate management and professional by same factors. Is a secretary clerical or administrative? Jim will discuss others.
12. Position evaluation is the job of professional experts and/or top management decision makers. The latter, if not professional, requires a consultant. Representative committees of employees are not the answer. (This one was the toughest for me to accede to. It was my own decision, however.)

ORGANIZATION PLANNING - A NEW CONCEPT

A Practical Approach to Wage and Salary Administration with Emphasis on Personal Development and Merit and Incentive Appraisal Programs.

James M. Kiley

A significant development occurred at the March 1969 Annual Meeting of the National Rural Electric Cooperative Association. This development was the adoption of new statements of Objectives for the rural electric program. These objectives were enthusiastically adopted by an overwhelming majority of the representatives of the 1,000 rural electric systems gathered for the annual meeting.

Why was this development so significant? First, because for the first time in nearly 35 years the rural electrification program had a unified articulated commitment to purpose for all to behold. Second, because of the method in which this achievement was accomplished. Representatives from across the nation, 26 of them, securing ideas and points of view and through numerous committee meetings, discussed, argued, wrote and rewrote what they felt and what they heard until these statements were finally developed and recommended to the membership.

This now establishes a base. A base from which well directed, consistent and appropriate action can flow. Also, it represents a standard against which all rural electric systems can measure their own point of view and the direction in which their system is heading.

I mention this to make it clear that I feel the real purpose of rural electric systems in today's society has been determined and it has been stated. Thus, the traditional hodgepodge of pursuits among rural electric systems is no longer defensible. We have a programwide national purpose and commitment. The challenge now is, How do we live up to these commitments and justify our continued existence?

We must recognize that rural electric systems need to individually adopt similar statements of purpose and commitment. They can then proceed with the evaluation and adoption of programs and activities designed to make progress toward their objectives and commitments. This requires vision, it requires leadership, and most important, it requires modern day effective management. Rural electric systems must get themselves in the position where they can clearly determine what must be done and whether or not their present management possesses the vision, the leadership and skills to get it done.

Questions being asked by many boards of directors of rural electric systems today are, "How can we tell what our management's needs really are? How can we really be sure that what our system is doing is consistent with the needs of our members and the rural community?"

One method, one critical method, is the subject of this report.....  
Organization Planning.

Rural electric systems in the main have been "home grown" with a limited utilization of professionals among their management and policy-making people. During the growing-up stages of rural electrification much assistance and even specific direction was provided by the REA. Assistance was given in Accounting, Engineering and in Construction, Operations and Maintenance to name some of the areas. This assistance has been withdrawn in most instances and the rural electric

systems are asked to operate on their own. I have serious question as to whether the background, training and point of view required to effectively deal with tomorrow's problems is present in the management personnel of today's rural electric systems. Can management personnel with limited background, training and point of view be expected to effectively interpret our newly stated national purpose and will they be able to visualize the necessary programs and activities our systems must undertake to keep faith with our new commitment? Not unless some changes are made.

What then, where from here? One answer clearly lies in Organization Planning. Organization Planning preceded by a systematic, objective and critical evaluation of how your system is equipped to meet these new challenges, both in terms of the number and type of top management personnel needed and the quality of those you presently have.

What we need is an Organization Planning Concept that is workable and understandable by the average rural electric management group. An organization plan that is tailored to fit the needs of the organization and one which recognizes the people available to carry out required programs and activities.

My discussion here of Organization Planning is designed to deal with the overall subject, primarily in terms of the specific methods and techniques of doing organization planning, rather than a discussion of the principles of organization. Kuntz & O'Donnell, in their Principles of Management,<sup>1/</sup> cover these principles in detail. Organization policies designed to reflect these principles, in actual practice, are available from NRECA or any number of rural electric systems that have an organization plan. In addition, many of the ideas expressed here grew out of a review of "Wages and Salaries" by Robert H. Sibson.<sup>2/</sup> This book represented to me a chronology of the successful application of wage and salary methods and techniques to businesses today.

<sup>1/</sup>H. Koontz & C. O'Donnell, "Principles of Management," Second Edition, (McGraw-Hill Book Co., Inc. 1959)

<sup>2/</sup>Robert E. Sibson, "Wages and Salaries," Revised Edition (American Management Association, Inc., New York, 1967)

## Job Enrichment - Concept and Strategies

Dr. Erik Winslow  
George Washington University

### Notes from Dr. Winslow's Presentation

Background - 90% of all scientists who ever lived are alive today. Biggest thing scientists do is CHANGE THINGS.... What does this mean to REC's?

Dispersal of people away from cities  
More people with college educations, less manual labor  
Whole concept of what is work is changing

By 1975 one out of three people in United States in work market will have some college training (at least one semester's worth of work).

It is easy to be a president or manager (or dictator) if people under you are not educated -- THEY DON'T THINK.

In 1960 one-half the population of United States was over 33 years of age.

In 1970 one-half of this country's population was under 25 years of age.

Not many men between the ages of 28 and 44 - shortage of management personnel in this age group. This has made companies very aware of manpower planning. In the military and in industry we are finding younger and younger department managers and senior officers.

One-half of the population under 25 years of age has changed marketing strategies for companies.

One of the things which will present motivational problems is older men at lower levels of organization, with younger department heads, seeing no possibility for advancing.

U Thant of the United Nations said that in the 1970's we must live with the fact that man has finally changed his relationship to resources. In the future it will be our decisions that will determine our resources.

We are hooked on information ---- so we listen.

Today we make decisions and they are put into action immediately and feedback is instantaneous.

We have an adjustment problem because of the rapidity of communication.

From the above background information the discussion moved to job enrichment.

All business schools have courses for managers on how to use money (financing), raw materials and Machinery and Equipment. We have never really looked at the only resource that is not fixed. MAN is the only resource that can change either negatively or positively with relatively little input. During session discussion will center around this resource - MAN.

Why do people work? Group reasons were ---- They want to be happy. To earn a living. To relieve boredom. Social reasons. Self-satisfaction. Recognition. Makes me feel important.

Definition of work - Directed Time and Effort.

Job Satisfaction - Each participant in the group was asked by Dr. Winslow to think of the best job he ever had, one he enjoyed the most, and then list an incident on the job to illustrate why this job was satisfying.

Dr. Winslow pointed out that each incident indicated that the person had achieved something or overcame something, that is the individual actually did something which gave him satisfaction.

Satisfactory work involves: (1) Achievement; (2) Recognition for Achievement; (3) Responsibility (Authority and Accountability); (4) Advancement; (5) Growth; (6) Work itself (I could see what I had done, I could see myself working).

An incident was related which pointed up the fact that the work itself is often the source of job satisfaction as in the case of long haul truck drivers.

When recognition is given, must make sure that it is given for an achievement the individual recognizes himself.

Without accountability there is no such thing as responsibility.

Somewhere between everything we do to a person and the work he does comes motivation.

Dissatisfaction on Job - Each participant in the group was then asked to think of the worst job he ever had, the one he least enjoyed and to list an incident on that job to illustrate why it was so dissatisfying.

When a job is dissatisfying something is usually wrong with (1) Organization; (2) Policies; (3) Administration (supervision); (4) Interpersonal relationships; (5) Working Conditions; (6) Status; (7) Job Security; (8) Prestige. Supervisors who are technically oriented (promoted from a technical position) often oversupervise in the technical area.

Salary is between being a job satisfier and dissatisfier.

The question was raised, "is creativity a satisfier?" The answer given by Dr. Winslow, "Creativity is not as much a satisfier, it is a part of achievement. If supervisors stifle creativity in one area it will surface in another. Every person is potentially creative. Our jobs as managers is to release that creativity in a constructive manner."

Motivation - Managers sometimes feel, "I know I want to do a good job, but I am not so sure about everyone else."

Reference was made to Maslow's hierarchy of needs and it was pointed out that the satisfying of the needs did not necessarily happen in the sequence suggested by Maslow.

MOTIVATION comes from a chance to do something that is satisfying.

There are two sets of needs operating at all times in each of us - (1) The avoidance of pain (Dissatisfiers); (2) Growth needs (Satisfiers).

Dr. Winslow pointed out that there was no way that he, as a professor, could get creative behavior from his class if he lectured to them all the time. He then posed the question, "HOW DO YOU AS A PRACTICAL MANAGER MOTIVATE PEOPLE?"

He answered by saying - Give responsibility and accountability.

It is not always easy to see how to meet growth needs in this industrial engineering society where - Interchangeable people, doing interchangeable jobs on interchangeable equipment are at work.

Incentive Management - Incentive management is present when 5% of the incentive is due to pay increase and 95% of the incentive is due to job engineering.

These things must be present before motivation (incentive) occurs. (1) Adequate Salary; (2) Good Human Relations; (3) Good Supervision; (4) Good communications, and (5) Status or Prestige. (Status symbols are not motivators, they are dissatisfiers if absent.)

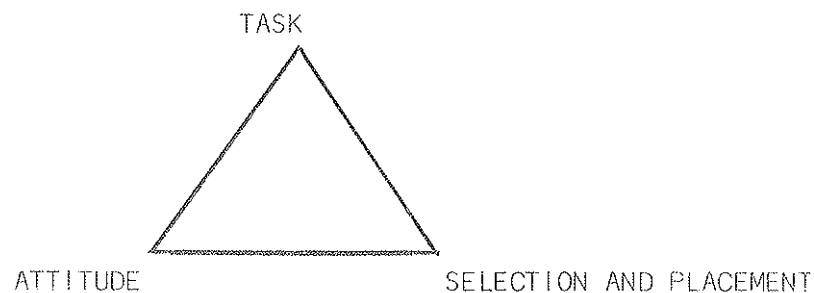
Keep wage and salary plans simple. People paid under a plan should be able to understand it.

Definition of two-way communications given by a foreman - "He tells me, and I tell him."

What has happened through the five levels of needs which Maslow defines is that in looking at them and emphasizing these, we still did not LOOK AT THE JOB.

When creativity is not recognized and given outlet it becomes planned mistakes or MALICIOUS OBEDIENCE.

#### Three ways of looking at an organization



We have been looking at the human relations approach directed at changing attitudes for thirty years and results are miserable.

We have made the assumption that talent and ability are distributed on a normal curve and that jobs are also arranged on a normal curve, when jobs are, in fact, arranged in a highly skewed way.

We like to play a beautiful game in hiring...We hire for upward mobility.

No manager worth his salt would waste - MONEY\* MATERIAL\* MACHINES - but look at the waste in manpower resources.

WHAT WE MUST DO, just like Taylor, we must focus on the TASK. Because when we look at the Job - the tasks - here is where the MOTIVATION is.

Job worth doing is worth doing well - Turn this around - A JOB NOT WORTH DOING IS NOT WORTH DOING WELL.

Question from the group, "There must be a conflict with the manager's job and all these variables you mentioned?"

Dr. Winslow replied that there are only two variables - (1) is Environment Good; and (2) is the job as good a job as possible.

Organizations have done a good job on maintenance factors, haven't done much with motivation factors.

Maintenance Factors may be identified as - HEARING and Motivation Factors as VISION. Once you have determined that you are treating the guy fairly, then let him do as much of the whole job as possible.

While management has been demanding greater productivity and high quality work it has been doing devastating things to jobs.

The supervisor - employee - task - client work relationship is misdirected and interpreted.

The work relationship is with the worker and the client and not worker - supervisor-client. The supervisor's job is to somehow make the task-client-worker relationship easier.

There is no such thing as an unmotivated worker. People work within the boundaries of rules and regulations. They see that as their clients. WE CONFUSE THE CLIENT-WORKER RELATIONSHIP.

Organization must go back to the job in shape.

Don't overplay who the client is in the worker-client relationship.

Unions in the next five to ten years will be negotiating on MOTIVATORS.

(At this point Charles Weaver of NRECA stated that he had reviewed a union contract for clerical employees of a cooperative which listed things that the office manager was doing that should be passed on to the clerks.)

Assignment to develop job enrichment for Freight Service Elevator Operator and Key-punch Operators.

Group was given position descriptions and case background on two positions and asked to develop job enrichment programs for each. The results of the group activity were discussed.

The group developed its recommendations with the following guidelines: (1) Assume that turnover is a problem in these jobs; (2) That it is important to solve this problem and that (3) The job can be changed, (4) Brainstorm (or greenlight) and (5) Remove hygiene factors (dissatisfiers) (6) Remove generalities. GET PARTICIPATION FROM EVERYONE.

Some of the TRAPS which the group fell into while thinking through possible change in the jobs were: changing the physical surroundings and providing status symbols rather than thinking of job enlargement or really CHANGING THE JOB itself.

Dr. Winslow pointed out that the position incumbent should not participate in enrichment exercises for his job.

Dr. Winslow reminded the group that should an incumbent be permitted to participate in enrichment exercises for his job, one must be prepared to put into effect any suggestions incumbent makes.



He gave an example of how some supervisors stifle initiative in personnel under their supervision by relating how a golf pro might teach someone learning to play golf. If the golfer gets into a sand trap the pro says, "No, you can't do this shot, this is a pro shot." If this should happen, how would the student ever learn.

It was pointed out that when a person is locked into a situation he is not in a position to take a broad view.

ANXIETY is a problem of job enrichment, particularly with the supervisor who thinks the door is being opened to permit a lot of mistakes.

Job enrichment is a strategy to do a number of things.

When a guy is busy doing the job which is challenging he is too busy for "one upmanship."

CAUTION ABOUT JOB ENRICHMENT - Change the lowest level job in the division. Pull decision making down. When this is done, you have changed every job in the division.

DO ONE CHANGE AT A TIME IN JOB ENRICHMENT. Think in terms of a module of work with a clear beginning and end.

TWO THINGS TO ENRICH JOB - (1) Build in more responsibility  
(2) Provide Immediate Feedback

Think of job enrichment in terms of - CLIENT - MODULE - FEEDBACK - RESPONSIBILITY - CONTROL.

Job enrichment encourages a person to reach to a higher level job.

GET PERSON A MODULE - Something that is his. When we give a person ownership over a job his perspective changes.

Job enrichment leads to job turnover. There is upward mobility.

#### Summary

Look at the job and look at the human resources.

A lot of things that managers look on as problems are just symptoms of misplaced human resources. Look at (1) Surroundings (Hygiene needs), (2) Growth Needs.

As managers, we must move job so that we use the talent and ability available in our human resources. Remember talent and ability are not distributed on a normal curve.

Managers must make DECISION TO USE talents and abilities available to them.

A managerial decision can be WE CAN'T DO IT. The next suggestion then would be to eliminate the job by automating, or moving selection to fit the job.

THEN-

Be prepared to deal with a continuing morale problem. Take care of hygiene problems and shut up about it. Hygiene problems will escalate, but this is a consequence of

managerial decision.

QUESTION - AS A MANAGER ARE YOU SURE YOU WANT MOTIVATED PEOPLE?

If you say yes, you may find yourself in a manager's position you aren't prepared for.

MINUTES OF THE 1971 MANAGEMENT CONSULTATION

Jim Golden, Program Chairman, opened the 1971 meeting at 9:00 A. M. on May 12, 1971. The meeting was held at the Holiday Inn, Kimberling City, Missouri. Attendance report indicated 33 people in attendance representing 19 consumer rural electric systems, a statewide association of electric cooperatives and the National Rural Electric Cooperative Association. Participants at the consultation were asked to introduce themselves. Jim Golden then introduced the Consultation Chairman, Charles Bouleson, who welcomed the group and gave some interesting historical and geographic information concerning the area. The program for the next three days was briefly reviewed.

Chairman Bouleson called the group into session at 1:00 P.M. on May 13, 1971 to consider one item of business. He brought to the attention of the group the fact this would be Eric Nicol's last consultation meeting because of his retirement. Barbara Deverick presented a resolution and moved its adoption. The motion was seconded and adopted as follows:

Resolution of Appreciation  
ERIC NICOL

WHEREAS, Eric Nicol, Management Consultant, has maintained a continuing and sincere interest in the development of improved management practices among the rural electric cooperative systems of the United States, and

WHEREAS, he has rendered invaluable service to many systems and individuals in the formulation and application of concepts and viewpoints respecting the principles and functions of management, and,

WHEREAS, he became the leading exponent in the establishment of the Management Consultation for the purpose of examining, exchanging, sharing, and promulgating ideas and experiences in the application of the Management role by Managers and Staff Assistants, now therefore

BE IT RESOLVED: That the Management Consultation in its annual conference assembled May 12-13-14, 1971 at Kimberling City, Missouri, express its sincere and heartfelt appreciation to ERIC NICOL for his many years of aid, assistance, and encouragement to this group, to the individuals with whom he has been associated, to the systems, and to the rural electric cooperative program generally and extend to him best wishes and continued success for the future.

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The business session was held at 8:00 A. M. on May 14, 1971 with chairman Charles Bouleson presiding.

Treasurer Everette Bristol presented his report which was accepted by the group. (See copy of treasurer's report attached.)

The treasurer urged those systems which had not yet paid their annual dues of \$100.00 to do so.

The chairman expressed appreciation to Everette Bristol for his fine work as treasurer of the group. He also thanked Blue Ridge Electric Membership Corporation and Secretary Barbara Deverick for preparing and distributing the 1970 consultation proceedings. The chairman appointed Barbara Deverick as secretary for the 1971

proceedings.

Upon motion and second the conference group approved the 1970 proceedings as submitted.

The chairman thanked the program committee, in behalf of the group, for the very outstanding program presented at the 1971 consultation.

Upon motion and second the group expressed its thanks and appreciation to Sho-Me Power Corporation and White River Valley Electric Cooperative for the fine arrangements for the consultation, including programs planned for the wives and transportation provided for participants.

The chairman reported that seventy-five invitations were extended to rural electric systems meeting membership criteria of the consultation and that letters were received from the following managers expressing regrets that they would be unable to attend the consultation this year but planned to participate in future consultations: Clarence Peterson, Deri Hinson, Al Leyte, Jimmy Cobb, John Dolinger, Louis Strong, Dick Wikerson and Charles Overman. It was pointed out that Norwood Speight, General Manager at White River Valley Cooperative was ill and unable to be present.

Virgil Herriot, chairman of the nominating committee, presented the committee's report. The following nominations were reported by the Committee:

- For Treasurer - Bevis Hanna
- For Member of Program Committee - Jack Cochran
- For Chairman of the Nominating Committee - Charles W. Thompson
- For Membership Chairman - Jack Goodman
- For Member of Membership Committee - Tom Townsend

Motion was made and seconded that the group approve the report of the Nominating Committee and that the secretary be directed to cast a unanimous ballot for the election of those nominated. The motion was adopted.

The chairman called for recommendations for the site and date of the 1972 meeting. Colorado Springs and Denver were mentioned as possible sites. The dates of May 9, 10, 11, 1972 were suggested for the meeting. The group agreed that the program committee, working with the consultation chairman would select the city for the site of the 1972 consultation. It was suggested that the 1973 site should also be selected so that the committee would have a full year to check it out. The chairman requested anyone having suggestions for meeting sites for 1972 or 1973 should contact either himself or Jim Golden.

The chairman then recognized Jim Kiley, chairman of the Research Committee, for the committee report. The report of the committee is attached and made a part of these minutes. Upon motion by Jim Kiley and second by Cliff Robertson, the preamble, statement of viewpoints, objectives and criteria for membership in the management consultation were adopted as presented in the committee's report.

In further discussions concerning membership in the consultation group it was agreed that the membership committee should review the attendance list and make necessary contacts to assure systems wish to remain active and are meeting membership criteria.

Motion was made, seconded and adopted by the group that the functions of the membership committee should be expanded to evaluate compliance of member systems

with the membership criteria.

Motion was made, seconded and adopted by the group that the functions of the membership committee should be expanded to evaluate compliance of member systems with the membership criteria.

The chairman stated that all members who had paid 1971 dues should receive a copy of the 1971 proceedings.

Jim Golden discussed the consultation's relationship with NRECA's Management Services. He related a conversation with Bob Kabat in which Kabat saw the consultation group as dealing with research problems. Kabat pointed out that he felt a balance in a good consultation program would 1/3 of the time spent in reporting on progress of research projects; 1/3 of the time in study on problems and techniques of REC management and the application of new ideas and determining new research projects; 1/3 of the time with someone from the academic or business world who will bring new ideas. Jack Goodman pointed out that the major purpose of the consultation in the beginning was to provide continuity for study and research. Jim Kiley stated that it might be well for the executive committee to personally contact NRECA and Kabat as to the purpose of the group as currently defined in its preamble, viewpoints and objectives.

Jack Goodman discussed the proposed list of research projects which the research committee had developed, a copy of which is attached and made a part of these minutes.

Other research projects suggested were: How to have effective Management Decision Making groups, and the need for more uniformity in approach without stifling innovation. Virgil Herriot pointed out that the REC's had accepted the objectives enunciated by the Long Range Study Committee of NRECA but the REC's had not taken the next step.

Chairman Bouleson stated that he would retain the special ad hoc committee appointed last year to pursue the study of a management accreditation program similar to the safety accreditation program.

Motion was made, seconded and adopted that Dr. Buel be notified that the consultation does not wish to make use of his services in development of management selection guides.

Virgil Herriot stated that he felt that the ad hoc committee should attempt to develop standards of management. After discussion Virgil Herriot moved that the primary responsibility of the committee should be to attempt to develop standards to use in measuring the management performance of Rural Electric Systems which are consistent with the viewpoints and objectives of the systems and are similar to the safety accreditation standards. The motion was seconded and unanimously adopted by the group.

Charles Bouleson then reminded the group that the committee members were Jim Kiley, Chairman, Everette Bristol, Jack Goodman and Cecil Viverette.


Jim Kiley stated that the committee would solicit ideas from the group for the project and will have a report for the 1972 consultation.

Several representatives at the meeting volunteered to work on other research projects. Sho-Me Power indicated it would work on Valid Aptitude Tests for Craft and Clerical Employees. Blue Ridge Electric indicated it would work on

the Application of the Computer to Rural Electric Management Information systems.

The chairman asked the group if it wished to take action concerning the name of the consultation group. Motion was made and seconded and adopted that the name of the group be changed to Rural Electric Management Development Council.

There being no further business the chairman declared the meeting adjourned.

  
Barbara Devereaux  
Secretary

REPORT OF NRECA MANAGEMENT CONSULTATION RESEARCH COMMITTEE

Committee members: James M. Kiley, Chairman  
Cecil Viverette  
Everett Bristol  
Jack Goodman

The Management Consultation Research Committee was appointed at the 1970 annual Consultation meeting at Jekyll Island, Georgia. The Consultation charged this Committee with the following responsibilities:

1. Review the statements of Viewpoints and Objectives of the Consultation and suggest changes or modifications where appropriate.
2. Search for and identify those areas of research leading to improvement in modern management principles and practices as they apply to the management of rural electric cooperative enterprise.
3. Suggest methods and procedures by which such research can be carried out, including the employment of outside consultants and determination of costs.
4. Make recommendations to the 1971 Consultation, in depth, including priorities for the approval of the Consultation and authorization to proceed further.

After receipt of the assignment of our duties, the Committee held three meetings, all of them at NRECA. The first meeting of the Committee was held on July 30, 1970, the second meeting on September 18, 1970 and the third meeting on March 12, 1971. The Committee was assisted in its discussions by Bob Kabat and Charlie Weaver of NRECA and by Eric Nicol of Nelson and Nicol Management Consultants.

The Committee discussed in detail what we considered to be the major purpose of our annual Consultation meetings. We have attempted, in terms of the Preamble, Viewpoints, Objectives and Participation Criteria, to reflect our opinion as to what we feel this group stands for, what we feel we should be doing and, more importantly, what we feel those who participate in our Consultation group should bring to the group in terms of qualifications and past experience.

We present this information for what the Committee hopes will be widespread discussion. There seems to be little question as to the need for the type of activity the Consultation is involved in. We hope that as a result of the adoption and adherence to the Viewpoints, Objectives and Criteria that our Consultation group can be more effective in the future.

## "PREAMBLE"

In March 1969, the NRECA membership adopted viewpoints and objectives for rural electrification as prepared by the Long Range Study Committee. This action has significance only when member systems identify with, and develop programs in support of, these viewpoints and objectives. Success in the implementation of such action programs is dependent upon excellent leadership and the effective management of resources, especially human resources.

NRECA, through its Management Services Department, has carried on effective training and development programs for rural electric system managements, both elected and employed, and the results of these programs are obvious in the upgrading of the quality of management in recent years. However, NRECA has limited resources for the research, experimentation and innovations in management practices that will be required to meet the demands of a rapidly changing social order. Moreover, REA continues to withdraw its advice and assistance to borrowers.

Thus it is clear that some systems must assume a more active role in assuring competent, dynamic management for the future. There are people within the program who are qualified and willing to see that the necessary study and research are undertaken toward this end. Such people have formed the Rural Electric Management Development Council and the following statements express their viewpoints and objectives:



## STATEMENT OF VIEWPOINTS

1. We believe that the future success of the rural electric program is dependent upon dynamic management and leadership and that this can best be accomplished through a planned program of Management Training and Career Development utilizing up-to-date management principles and techniques.
2. We believe that research and development of new concepts and approaches to management must be undertaken if rural electric systems are to effectively fulfill the responsibilities inherent in the objectives of the rural electric program.
3. We believe that the development of up-to-date management programs depends on a willingness to innovate, study and review present management principles and practices and then translate the results of such studies into meaningful programs.
4. We believe that management principles and techniques must be under constant study and review and that this study and review can be done most effectively on a group basis by those most interested and willing to contribute.
5. We believe that dynamic rural electric system management will be enhanced where there has been a maximum exchange of ideas and experiences between those organizations making application of up-to-date principles and techniques.
6. We believe that we should share with all consumer-owned rural electric systems the results of our management practices, experiences and innovations. We also believe that this sharing will be best accomplished through NRECA and other appropriate organized groups.

## OBJECTIVES

- A. To bring together key management people who have demonstrated their application of up-to-date management principles and techniques and who evidence a strong interest and willingness to contribute to study, research and innovation in the application of management to the rural electric system operations.
  
- B. To contribute to the strengthening of management in the rural electric program by undertaking management research in areas of current concern and interest.
  
- C. To develop new management concepts, approaches and techniques that will enable rural electric management to utilize the resources and provide the leadership required for meeting the needs of the people in the ever changing rural area environment.
  
- D. To develop the means whereby the results of management research and innovation can be clearly defined and widely disseminated to all rural electric systems.

## CRITERIA FOR MEMBERSHIP IN MANAGEMENT CONSULTATION

### I. Active Membership

Active membership shall be limited to consumer-owned rural electric systems.

#### Eligibility

- A. Member-systems shall be willing to accept and support the Viewpoints and Objectives of the Management Consultation and be governed by the membership criteria.
- B. Member-systems shall have demonstrated the practice of sound management as set forth in the Nomination For Membership.
- C. Member-systems shall be committed to the concept of continuing, comprehensive management development.
- D. Member-systems shall participate in the Management Consultation through the General Manager and not more than two other employees responsible for the implementation of broad management programs within the system. These participants shall meet the following requirements:
  1. Shall have developed a basis of broad understanding and support of the principles of progressive management and have demonstrated their ability to adapt conceptual thinking to successful general management, particularly as it relates to consumer-owned systems.
  2. Shall have demonstrated active involvement in delegation of authority, accountability for results and other management techniques in implementing the broad objectives.
  3. Shall evidence a willingness to innovate, experiment and search for improved methods.
  4. Shall be willing to share the results of such activities with other rural electric systems.

### II. Associate Membership

Associate memberships may be held by other consumer-owned enterprises who shall meet the criteria set forth for active membership, but shall be without vote.

### III. Requirements For Continuing Membership

- A. Active and Associate Member-systems shall pay an annual membership dues of \$100.00, whether or not they attend the annual meeting, and shall bear proportionately the cost of research projects and other expenses in excess of the amounts accumulated through annual dues.
- B. Continuing membership in the organization will depend on the individual participants, as designated by the member-system, as follows:
  1. Shall give constructive support to the purposes and programs of the organization.
  2. Shall attend all general meetings of the consultation group unless absent with valid cause as expressed in writing.
  3. Shall participate as requested in research projects which have been authorized by the organization.
  4. Shall appear on a consultation group annual meeting program as requested except with valid cause.

## PROPOSED RESEARCH PROJECTS

1. Rural Electric Management Standards and Selection Process.  
A project designed to identify the characteristics of a good manager, the development of management standards and the utilization of new recruiting and selection techniques.
2. A Sociological Study of Today and Tomorrow's Rural Electric Consumer.
3. The Application of Behavioral Sciences to Organization Planning.
4. The Composition and Role of the Board of Directors in Tomorrow's Rural Electric Cooperative.
5. How to Achieve Understanding, Participation and Support from both Rural and Urban Oriented Consumers.
6. The Application of the Computer to Rural Electric Management Information Systems.
7. New Methods and Techniques of Rural Electric Retail Rate Making.
8. Tailoring Employee Attitude Surveys to Rural Electric Requirements.
9. Valid Aptitude Tests for Craft and Clerical Employees.
10. Ways of Strengthening and Improving Labor Market Surveys.

MANAGEMENT CONSULTATION

Financial Statement - 5/5/71

Balance Forward - 5/1/70 \$ 8,112.11

Expenses

Dr. Nathan Bailey, American University, Professional Fee and Expenses	\$ 736.00
Bob Kabat, NRECA Professional Fee and Expenses	588.53
The Buccaneer Motor Lodge Coffee Service, Etc.	<u>32.23</u>
Total Expenses	\$1,356.76

Receipts

Additional 1970 Dues Paid After 5/1/70 (See attached list)	1,000.00
1971 Dues Paid To Date (See attached list)	2,600.00
Interest	<u>262.50</u>
Total Bal. Fwd. & Receipts	\$11,974.61
Less Expenses	<u>- 1,356.76</u>
Balance 5/5/71	\$10,617.85

NOTE: (\$7,500.00 is deposited in Routt County Federal Savings & Loan Association; balance is in Routt County National Bank checking account #4048.)

Everett C. Bristol, Treasurer

Management Consultation (cont'd)

1970 Dues Paid After 5/1/70

Sho-Me Power Corporation	\$ 100.00
Four County EMC	100.00
Central Kansas Electric Cooperative	100.00
West Plains Electric Cooperative	100.00
Lake Region Electric	100.00
Grand Valley Rural Power Lines	100.00
San Isabel Electric Services	100.00
Sedgwick County Electric Cooperative	100.00
Slope Electric Cooperative	100.00
Warren Rural Electric Cooperative	100.00
	<hr/>
	\$1,000.00

1971 Dues Paid As Of 5/5/71

San Isabel Electric Services	\$ 100.00
West Central Electric Cooperative	100.00
Slope Electric Cooperative	100.00
Morgan County REA	100.00
Yampa Valley Electric Association	100.00
Cass County Electric Cooperative	100.00
Ozarks Electric Cooperative	100.00
Blue Ridge EMC	100.00
KEM Electric Cooperative	100.00
Cumberland EMC	100.00
Sho-Me Power Corporation	100.00
North Arkansas Electric Cooperative	100.00
Sioux Valley Empire Electric Association	100.00
Morgan County Rural EMC	100.00
Four County EMC	100.00
Mecklenburg Electric Cooperative	100.00
Jackson Purchase REC	100.00
West Plains Electric Cooperative	100.00
Shenandoah Valley Electric Cooperative	100.00
Kay Electric Cooperative	100.00
Cornhusker PPD	100.00
White River Valley Electric Cooperative	100.00
Boone Electric Cooperative	100.00
Iowa Association of Electric Cooperatives	100.00
Adams Electric Cooperative	100.00
Central Kansas Electric Cooperative	100.00
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	\$2,600.00

MANAGEMENT CONSULTATION ATTENDANCE

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	1967	1968	1969	1970	1971
Adams Electric Coop, Pennsylvania					*
Aiken Electric Coop	X	X	X	X	*
Beadle Electric Coop		X	X		
Blue Ridge EMC	X	X	X	X	X
Boone County Electric Coop			X	X	*
Cass County Electric Coop	X	X	X	*	X
Central Kansas Electric Coop	X	X	X	X	X
Chugach Electric		*	*	X	
Cornhusker PPD	X	X	X	*	X
Cotton Electric Coop				*	
Cumberland EMC	X	X	X	X	*
Douglas County EMC		X	X	X	X
East Mississippi EPA			X		
Four County EMC	X	X	*	X	*
Grand Valley Rural Power Lines			X	*	
Horry Electric Coop				X	
Iowa Association of Elec. Coops.					X
Jackson Purchase REC			X	X	*
Kay Electric Coop	X	X	X	X	*
KEM Electric Coop	X	X	X	X	X
Lake Region Electric			*	X	
Mecklenburg Electric Coop	X	X	X	X	*
Midwest Electric Coop		X			
Morgan County REA		X	X	*	X
Morgan County REMC				X	*
North Arkansas Electric Coop	X	X	X	X	X
Northwest Missouri Electric Coop			X		
Ozarks Electric Coop	X	X	X	X	X
Pickwick Electric Coop		X			
San Isabel Electric Services	X	X	X	*	X
Sedgwick County REC	X	X	X	*	X
Shenandoah Valley Electric Coop	X	X	X	X	*
Sho-Me Power Corp.	X	*	X	X	X
Sioux Valley Empire Electric Assn.	X	X	X	X	X
Slope Electric Coop.	X	X	X	*	X
South Plains Electric Coop	X	X	*		
Verendrye Electric Coop	X	*			
Warren REC		X	*	*	
West Central Electric Coop			X	X	X
West Plains Electric Coop	X	X	X	X	X
Wheatbelt PPD	X	*	X	*	
White River Valley Electric Coop	X	X	X	X	X
Yampa Valley Electric Assn.	X	X	X	X	X
Systems Participating	24	27	30	24	19

\* Paid annual membership dues but did not participate

\*\* Systems registered in 1967 were considered charter members of the restructured Consultation Group

OFFICERS AND COMMITTEES FOR  
1972 CONSULTATION

Chairman - C. E. Bouison	Term Expires in 1972
Vice Chairman - Charles Overman	Term Expires in 1973
Treasurer - Bevis Hanna	Term Expires in 1974
Secretary	Appointed by Chairman

PROGRAM

Chairman - Jim Golden	Term Expires in 1972
Jack Cochran	Term Expires in 1974
Lawrence Moderow	Term Expires in 1972
Clyde Hukills	Term Expires in 1973

NOMINATING

Chairman - Charles W. Thompson	Term Expires in 1974
Bob Weathers	Term Expires in 1972
Jack McEnerney	Term Expires in 1972
Norwood Speight	Term Expires in 1973

MEMBERSHIP

Chairman - Jack Goodman	Term Expires in 1974
Charlie Overman	Term Expires in 1972
Oiaf Sandvick	Term Expires in 1973
Tom Townsend	Term Expires in 1974

- A. All committee members and officers - elected for a 3-year term.
- B. Chairmen of each standing committee are named by the Nominating Committee and serve for 3 years when elected.