

DEPARTMENT OF PERSONNEL  
OVERVIEW

The mission of the Department of Personnel is to develop and administer an effective, efficient and comprehensive personnel system based on merit and sound management principles, which foster the objectives of government, insures equitable treatment of employees and serves the best interest of the public. The recommended budget provides funding of \$29.2 million for the Department's eight major divisions, which is a reduction of \$2.4 million from the fiscal year 1995 adjusted appropriation. A reduction of \$1.3 million will be achieved through restructuring at the Human Resource Development Institute and by transferring the Employment Advisory Service to a managed care system effective January 1, 1996.

During FY 1995 an effort to simplify the exam system and selection process is being made by adopting a strategy of designing and implementing vendor supported testing initiatives. The Division of Recruitment and Selection plans to continue its reengineering efforts aimed at improving the way it conducts its business affairs. Pilot projects are under development to evaluate improved efficiency and effectiveness in service delivery.

Personnel Management programs, which include classification, compensation and employee research functions, were consolidated in the Department of Personnel in fiscal year 1993, eliminating duplication of effort in other State departments. Several projects are underway within the division to improve the effectiveness of services and efficiency of operations. In addition, a review of the State job classification and compensation systems will substantially reduce the number of job classifications and to develop a compensation system that will maintain internal equity between jobs while relating compensation to the marketplace.

Continued funding is provided in the Division of Merit Services which is responsible for processing all written appeals including examination challenges, layoff rights, sick leave injuries, and equal employment opportunity claims. Failure to process appeals in a timely fashion may result in additional high costs to the State.

The Human Resource Development Institute, by providing the employee training programs required to maintain certifications of State hospitals, developmental centers, day care centers, and case workers, enables the State to qualify for hundreds of millions of dollars in federal reimbursement funding.

As a result of Executive Order 21, the Division of Employee Relations has been transferred to the Department of Personnel. This division provides employee relations and contract negotiations assistance to the Governor. Agencies are also assisted and advised concerning employee relations activities.

SUMMARY OF APPROPRIATIONS BY PROGRAM  
(thousands of dollars)

Year Ending June 30, 1994					Year Ending June 30, 1996		
Orig. & (S)Supple- mental	Reapp. & (R)Recpts.	Transfers & (E)Emer- gencies	Total Available	Expended	1995 Adjusted Approp.	Requested	Recom- mended
2,252	7	234	2,493	2,488	<b>General Government Services</b>		
					Personnel Policy Development and General Administration		
					2,666	2,539	2,539
7,074	499	245	7,818	7,801	Recruitment and Selection		
					6,400	6,235	6,235
6,179	1	-292	5,888	5,882	Personnel Management Systems		
					6,481	6,205	6,205
1,474	6	156	1,636	1,633	Merit Services		
					1,988	1,988	1,988
1,170	1	-160	1,011	987	Equal Employment Opportunity and Affirmative Action		
					1,130	1,073	1,073
2,410	13	366	2,789	2,777	Local Government Classification and Placement		
					3,064	2,681	2,681
10,579	507	-535	10,551	10,510	Human Resource Development Institute		
					9,222	7,904	7,904
696	—	-29	667	622	Division of Employee Relations		
					660	615	615
<b>31,834</b>	<b>1,034</b>	<b>-15</b>	<b>32,853</b>	<b>32,700</b>	<b>31,611</b>	<b>29,240</b>	<b>29,240</b>
					<b>Total Appropriation</b>		

# PERSONNEL

## 70. GOVERNMENT DIRECTION, MANAGEMENT AND CONTROL

### 74. GENERAL GOVERNMENT SERVICES

#### OBJECTIVES

1. To continue providing 200,000 State and local Merit System employees and 375 State and local appointing authorities with a fair and impartial forum for appellate and dispute resolution activities.
2. To expand the training programs being offered to meet the demands of State and local government agencies and continue to provide quality cost-effective staff development services.
3. To expeditiously respond to the needs of State and local appointing authorities by providing qualified eligibles to fill vacant positions.
4. To provide quicker, more consistent classification and compensation services to all State appointing authorities and assist in areas of problem identification and resolution.
5. To assist agencies in developing and implementing their Affirmative Action Plans; review personnel policies and employment procedures; monitor Affirmative Action Plans more frequently and effectively; and maintain appeal procedures for discrimination complaints to ensure compliance with the Civil Rights Act and the Americans with Disabilities Act.
6. To continue the review of specifications for State Service titles encumbered by 40 percent or more minorities and 70 percent or more women which was begun in Fiscal Year 1987 on the basis of a recommendation by the Task Force on Equitable Compensation.
7. To enlarge the PMIS data base to include education, training, and skills information. To provide Local Government Service appointing authorities with access to automated Local Government Service personnel records.
8. To continue to reduce the number of class titles and develop the capacity to sustain this service level for the following five years.
9. To reduce the number of State Service provisional appointees pending open competitive examination and insure that no provisional appointment exceeds the statutory limit of twelve months. To develop the capacity to sustain this service level for the following five years.
10. To improve the Department's capabilities for strategic and long-range planning.
11. To maintain improved Law Enforcement and Fire Fighter examinations which are acceptable to the Federal Justice Department.
12. To reduce the response time for employee assistance and maintain the caseload of the Employee Advisory Service at 2,500 and the annual cost avoidance generated by EAS at approximately \$2.8 million.
13. To maintain the number of State agencies with Affirmative Action programs in which the proportion of protected class employees, as a whole, exceeds the standard determining underrepresentation (SDU).
14. To improve the quality, variety and relevance of services provided to Title 11A local jurisdictions.
15. To restore the average processing time for written appeals to the Merit System Board to fifteen (15) weeks.

16. To save State agencies \$1.5 million through the operation of incentive and recognition programs.
17. To develop recommendations to implement a State compensation policy designed to effectively manage, maintain, and develop its human resources.

#### PROGRAM CLASSIFICATIONS

01. **Personnel Policy Development and General Administration.** Exercises overall direction and control of the Department's operations; develops proposals for revised legislation governing the public career system; issues official rules and regulations which implement the Merit System statutes; develops, evaluates and adjusts personnel programs; and provides general administrative support.
02. **Recruitment and Selection.** Recruits applicants; plans, schedules and conducts examinations; prepares lists of eligible candidates for State and local government positions; forestalls discrimination by maximizing test validity; certifies the names of eligibles to State Service appointing authorities; and manages the State Service and Local Government promotional systems.
03. **Personnel Management Systems.** Conducts organizational and classification studies, job evaluation and compensation research for the State Service; administers the Senior Executive Service and performance appraisal systems; develops and publishes class specifications for State Service job titles; maintains State Service employment records; monitors State Service personnel transactions in order to insure compliance with Merit System law and Department rules; and provides information processing support to the Department and appointing authorities.
04. **Merit Services.** Provides professional, technical and clerical support services for the Merit System Board and the Commissioner of Personnel; investigates and responds to appeals; maintains agendas and schedules Board meetings; resolves disputes by providing alternate avenues of resolution; prepares and reviews Merit System rules for inclusion in the New Jersey Administrative Code; and ensures compliance with laws and rules governing appointments and determinations.
05. **Equal Employment Opportunity and Affirmative Action.** Monitors affirmative action programs in State agencies for compliance with Executive Order No. 61, PL1981, c.124 (N.J.S.A.11A:7), and the Americans with Disabilities Act (ADA); develops and implements programs which insure appropriate representation of protected classes at all levels of responsibility in State government; identifies barriers to equal employment opportunity in the existing structure of the merit system, and proposes means of eliminating them; distributes information on equal employment opportunity and affirmative action programs.
06. **Local Government Classification and Placement.** Conducts organizational and classification studies for the Local Government Service; develops and publishes class specifications for Local Government Service job titles; certifies the names of eligibles to local government appointing authorities; determines eligibility for Local Government Service promotional examinations; provides technical assistance to local government officials; maintains Local Government Service employment records; and monitors Local Govern-

ment Service personnel transactions in order to insure compliance with Merit System law and Department rules.

07. **Human Resource Development Institute.** Under the provisions of Executive Order No. 12, dated August 21, 1990, compiles information on the human resources development and training needs of the State Government and shares this information with key executives and planners; advises the Governor on human resources development and training plans, policies, and programs; works with State Government agencies to prepare human resources development and training plans and programs; presents formal training courses in both common tasks and agency-specific subjects to employees of State Government agencies; determines the necessity for the use of training providers from outside State Government, and obtains these services as required; administers awards programs for State agencies, including

programs covering longevity, professional achievement, exceptional service, heroism, community service, and suggestions; operates an Employee Advisory Service that provides access to counseling, rehabilitative and community services for State employees with performance problems; designs and implements employee interchange and internship programs.

08. **Employee Relations and Collective Negotiations.** Executive Order No. 21, 1994. Staff assistance is provided to the Governor and her decisions are implemented concerning employee relations. Through the Governor's Employee Relations Policy Council, assistance in the development of overall policy and execution of policies is provided. Negotiations with unions and other representatives of State employees are conducted. Agencies are assisted and advised concerning employee relations activities.

EVALUATION DATA

	Actual FY 1993	Actual FY 1994	Revised FY 1995	Budget Estimate FY 1996
<b>PROGRAM DATA</b>				
<b>Recruitment and Selection</b>				
Open competitive examinations announced .....	2,573	2,067	2,700	2,700
Applications received .....	130,857	95,561	123,000	120,000
Candidates scheduled .....	103,465	74,508	92,000	92,000
Eligibles produced .....	85,209	46,010	57,000	57,000
Appointments from certifications				
State .....	1,018	1,529	1,600	1,600
Local .....	4,119	6,672	7,000	7,000
State Service provisional appointees pending open competitive examination .....	532	479	500	500
Promotional examinations announced .....				
Applications received .....	3,402	3,817	3,400	3,900
Candidates scheduled .....	17,459	23,323	26,000	26,000
Candidates scheduled .....	14,833	14,829	15,000	15,000
Eligibles produced .....	9,998	10,703	11,000	11,000
Promotions made (State) .....	3,188	5,476	6,000	6,000
Separate tests produced .....	533	431	400	400
<b>Personnel Management Systems</b>				
New title requests processed (State Service) .....	85	71	76	50
Titles surveyed .....	5	17	15	50
Reevaluations (State Service)				
Requested .....	42	17	20	30
Studied .....	42	17	20	30
Reclassification studies (State Service) .....	1,458	2,003	3,500	2,200
PMIS Transactions .....	151,000	163,399	170,000	165,000
<b>Merit Services</b>				
Written record appeals				
Examination challenges .....	4,073	3,242	3,800	4,000
Sick Leave Injury .....	239	248	300	300
Layoff title rights .....	46	81	100	100
All Other .....	755	2,192	2,500	3,000
Total received .....	4,073	5,763	6,700	7,200
Total disposed .....	3,395	5,296	5,300	5,500
Backlog .....	1,269	2,585	3,985	4,285
Hearings and major disciplinary matters .....	1,685	1,546	1,600	1,600
EEO/AA appeals				
On hand July 1 .....	127	132	142	137
Received .....	92	110	125	120
Processed .....	87	100	130	120
Backlog .....	132	142	137	137

# PERSONNEL

	Actual FY 1993	Actual FY 1994	Revised FY 1995	Budget Estimate FY 1996
<b>Local Government Classification and Placement</b>				
Referrals received .....	150	216	276	289
Referrals completed .....	150	216	276	267
Personnel actions approved .....	47,180	50,000	50,000	48,000
Job classification audits .....	569	600	600	650
Individual layoff determinations .....	1,153	1,200	1,200	1,400
<b>Human Resource Development Institute</b>				
<b>Employee Advisory Service</b>				
Number of clients .....	1,590	1,500	1,500	750
Number of counseling sessions .....	2,978	3,500	3,500	1,750
<b>Suggestions</b>				
Received .....	273	233	200	350
Approved .....	53	26	50	50
Savings/cost avoidance .....	\$1,429,119	\$1,500,000	\$1,500,000	\$1,500,000
<b>Training</b>				
Trainees .....	86,535	106,000	100,000	100,000
Contact Hours .....	561,393	590,520	600,000	600,000
<b>PERSONNEL DATA</b>				
<b>Affirmative Action Data</b>				
Male Minority .....	41	41	43	43
Male Minority % .....	7.0	6.7	6.9	7.4
Female Minority .....	165	165	148	148
Female Minority % .....	28.3	27.2	23.8	25.5
Total Minority .....	206	206	192	192
Total Minority % .....	35.3	33.9	30.9	33.0
<b>Position Data</b>				
<b>Filled Positions by Funding Source</b>				
State Supported .....	595	631	602	568
Total Positions .....	595 <sup>(a)</sup>	631	602	568
<b>Filled Positions by Program Class</b>				
<b>Personnel Policy Development and General</b>				
Administration .....	89	46	47	46
Recruitment and Selection .....	137	119	119	121
Personnel Management Systems .....	59	121	111	113
Merit Services .....	18	40	39	41
<b>Equal Employment Opportunity and Affirmative</b>				
Action .....	15	15	15	15
Local Government Classification and Placement .....	64	67	64	65
Human Resource Development Institute .....	202	212	197	158
Division of Employee Relations .....	11	11	10	9 <sup>(b)</sup>
Total Positions .....	595 <sup>(a)</sup>	631	602	568

Notes: Actual fiscal years 1993 and 1994 and Revised fiscal year 1995 position data reflect actual payroll counts. The Budget Estimate for fiscal year 1996 reflects the number of positions funded.

(a) The Fiscal Year 1993 Position Data does not include the transfer of 42 positions from the departments of Agriculture, Banking, Corrections, Education, Environmental Protection and Energy, Health, Higher Education, Human Services, Insurance, Labor, Law and Public Safety, Military and Veterans' Affairs, Public Advocate, State, Transportation and Treasury to the Department of Personnel, Personnel Management Systems pursuant to Executive Order #70.

(b) Position data reflects the transfer of the Division of Employee Relations from the Department of Treasury pursuant to Executive Order #21.

APPROPRIATIONS DATA  
(thousands of dollars)

Year Ending June 30, 1994					Year Ending June 30, 1996				
Orig. & (S) Supplemental	Reapp. & (R) Recpts.	Transfers & (E) Emergencies	Total Available	Expended	Prog. Class.	1995 Adjusted Approp.	Requested	Recommended	
<b>Distribution by Program</b>									
2,252	7	234	2,493	2,488					
					01	2,666	2,539	2,539	
7,074	499	245	7,818	7,801	02	6,400	6,235	6,235	
6,179	1	-292	5,888	5,882	03	6,481	6,205	6,205	
1,474	6	156	1,636	1,633	04	1,988	1,988	1,988	
1,170	1	-160	1,011	987	05	1,130	1,073	1,073	
2,410	13	366	2,789	2,777	06	3,064	2,681	2,681	
10,579	507	-535	10,551	10,510	07	9,222	7,904	7,904	
696	—	-29	667	622	08	660	615	615	
<b>31,834</b>	<b>1,034</b>	<b>-15</b>	<b>32,853</b>	<b>32,700</b>		<b>31,611<sup>(a)</sup></b>	<b>29,240</b>	<b>29,240</b>	
<b>Distribution by Object</b>									
Personal Services:									
—	—	—	—	—		52	52	52	
25,309	1,002 <sup>R</sup>	-354	25,957	25,918		25,185	22,980	22,980	
25,309	1,002	-354	25,957	25,918		25,237	23,032	23,032	
809	—	-432	377	321		761	761	761	
3,612	—	—	—	—		—	—	—	
150 <sup>S</sup>	—	493	4,255	4,246		3,886	3,886	3,886	
283	—	48	331	317		283	283	283	
Special Purpose:									
82	—	—	82	82	01	84	93	93	
29	—	—	29	29	02	29	29	29	
434	—	—	434	434	02	434	434	434	
100	—	—	100	99	05	60	60	60	
100	—	—	100	67	07	100	100	100	
745	—	—	745	711		707	716	716	
926	32	230	1,188	1,187		737	562	562	

Notes: (a) The fiscal year 1995 appropriation has been adjusted for the allocation of salary program and has been reduced to reflect the transfer of funds to the salary and other benefits accounts.

(b) Appropriations data has been modified to reflect the transfer of the Division of Employee Relations from the Department of Treasury pursuant to Executive Order #21.

LANGUAGE PROVISIONS

It is recommended that receipts derived from fees charged to applicants for open competitive or promotional examinations be appropriated.

It is further recommended that receipts derived from training services be appropriated.

It is further recommended that receipts derived from Employee Advisory services be appropriated.

31,834	1,034	-15	32,853	32,700	Total Appropriation, Department of Personnel	31,611	29,240	29,240
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