

DEPARTMENT OF PERSONNEL

01. 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 \$28.7 million for the Department's seven major divisions.

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. As a result of the consolidation, the Department anticipates a reduction in State and local government job titles and more efficient and effective classification and compensation systems.

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.

In the Division of Recruitment and Selection recently enacted legislation imposes a \$5.00 fee to be charged to applicants for open competitive and promotional examinations to offset the costs of this program. A significant portion of resources are designated to Police Testing, both promotional and entry level, implementing a more sophisticated testing program in order to prevent future litigation.

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.

SUMMARY OF APPROPRIATIONS BY PROGRAM  
(thousands of dollars)

Year Ending June 30, 1993					Year Ending June 30, 1995			
Orig. & (S)Supple- mental	Reapp. & (R)Recpts.	Transfers & (E)Emer- gencies	Total Available	Expended	1994 Adjusted Approp.	Requested	Recom- mended	
2,613	—	972	3,585	3,563	<b>General Government Services</b>			
6,953	234	-317	6,870	6,828	Personnel Policy Development and General Administration	2,252	2,252	2,252
7,756	—	-1,712	6,044	5,982	Recruitment and Selection	6,255	6,255	5,988
934	—	—	934	778	Personnel Management Systems	6,726	6,726	6,481
2,548	—	-1,687	861	843	Merit Services	1,909	1,909	1,909
					Equal Employment Opportunity and Affirmative Action	1,170	1,170	1,130
2,442	—	-7	2,435	2,378	Local Government Classification and Placement	2,410	2,410	2,348
10,959	300	-1,145	10,114	9,881	Human Resource Development Institute	10,091	10,091	8,613
<b>34,205</b>	<b>534</b>	<b>-3,896</b>	<b>30,843</b>	<b>30,253</b>	<b>Total Appropriation</b>	<b>30,813</b>	<b>30,813</b>	<b>28,721</b>

## 70. GOVERNMENT DIRECTION, MANAGEMENT AND CONTROL

### 74. GENERAL GOVERNMENT SERVICES

#### OBJECTIVES

1. To continue providing 208,000 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 beyond the Fiscal Year 1993 level.
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 Government 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.

EVALUATION DATA

	Actual FY 1992	Actual FY 1993	Revised FY 1994	Budget Estimate FY 1995
<b>PROGRAM DATA</b>				
<b>Recruitment and Selection</b>				
Open competitive examinations announced .....	2,838	2,573	2,100	2,500
Applications received .....	145,463	130,857	88,000	100,000
Candidates scheduled .....	107,840	103,465	70,000	80,000
Eligibles produced .....	58,733	85,209	50,000	57,000
Appointments from certifications				
State .....	1,701	1,018	1,000	1,500
Local .....	4,385	4,119	4,000	4,500
State Service provisional appointees pending open competitive examination .....	644	532	500	500
Promotional examinations announced .....	3,298	3,402	3,500	3,500
Applications received .....	20,507	17,459	18,000	18,000
Candidates scheduled .....	17,161	14,833	15,000	15,000
Eligibles produced .....	14,976	9,998	10,000	10,000
Promotions made (State) .....	858	3,188	3,000	3,000
Separate tests produced .....	900	533	600	600
<b>Personnel Management Systems</b>				
New title requests processed (State Service) .....	100	85	80	76
Titles surveyed .....	—	5	12	15
Reevaluations (State Service)				
Requested .....	40	42	7	30
Studied .....	40	42	7	30
Reclassification studies (State Service) .....	720	1,458	3,000	3,500
PMIS Transactions .....	163,399	151,000	166,000	170,000
<b>Merit Services</b>				
<b>Written record appeals</b>				
Examination challenges .....	256	4,073	3,800	4,000
Sick Leave Injury .....	231	239	300	300
Layoff title rights .....	68	46	100	100
All Other .....	402	755	800	800
Total received .....	957	4,073	3,800	4,000
Total disposed .....	1,033	3,395	3,400	3,400
Backlog .....	400	1,269	1,200	1,200
Hearings and major disciplinary matters .....	1,168	1,685	1,500	1,600
<b>EEO/AA appeals</b>				
On hand July 1 .....	122	127	132	142
Received .....	104	92	110	125
Processed .....	99	87	100	130
Backlog .....	127	132	142	137

# PERSONNEL

	Actual FY 1992	Actual FY 1993	Revised FY 1994	Budget Estimate FY 1995
<b>Local Government Classification and Placement</b>				
Referrals received .....	483	150	216	276
Referrals completed .....	344	150	216	276
Personnel actions approved .....	46,756	47,180	50,000	50,000
Job classification audits .....	400	569	600	600
Individual layoff determinations .....	1,261	1,153	1,200	1,200
<b>Human Resource Development Institute</b>				
Employee Advisory Service				
Number of clients .....	1,789	1,590	1,500	1,500
Number of counseling sessions .....	4,094	2,978	3,500	3,500
Suggestions				
Received .....	376	273	400	500
Approved .....	47	53	75	100
Savings/cost avoidance .....	\$1,280,133	\$1,429,119	\$1,500,000	\$2,000,000
Training				
Trainees .....	82,052	86,535	86,000	86,000 <sup>(a)</sup>
Contact Hours .....	562,178	561,393	560,000	560,000 <sup>(a)</sup>

## PERSONNEL DATA

### Affirmative Action Data

Male Minority .....	41	41	41	41
Male Minority % .....	6.5	7.0	6.7	7.4
Female Minority .....	163	165	165	167
Female Minority % .....	25.8	28.3	27.2	29.9
Total Minority .....	204	206	206	208
Total Minority % .....	32.3	35.3	33.9	37.3

### Position Data

#### Filled Positions by Funding Source

State Supported .....	631	584	611	558
Total Positions .....	631	584 <sup>(b)</sup>	611	558

#### Filled Positions by Program Class

Personnel Policy Development and General				
Administration .....	88	89	46	42
Recruitment and Selection .....	155	137	112	111
Personnel Management Systems .....	61	59 <sup>(b)</sup>	122	131
Merit Services .....	21	18	40	38
Equal Employment Opportunity and Affirmative Action				
Action .....	16	15	13	19
Local Government Classification and Placement .....	65	64	67	52
Human Resource Development Institute .....	225	202	211	165
Total Positions .....	631	584	611	558

Notes: Actual fiscal years 1992 and 1993 and Revised fiscal year 1994 position data reflect actual payroll counts. The Budget Estimate for fiscal year 1995 reflects the number of positions funded.

(a) Evaluation data reflects department request and is not adjusted for recommended reductions.

(b) 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.

## APPROPRIATIONS DATA (thousands of dollars)

Year Ending June 30, 1993					Year Ending June 30, 1995				
Orig. & (S) Supplemental	Reapp. & (R) Recpts.	Transfers & (B) Emergencies	Total Available	Expended	Prog. Class.	1994 Adjusted Approp.	Requested	Recommended	
2,613	—	972	3,585	3,563	<b>Distribution by Program</b>				
					Personnel Policy Development and General Administration	01	2,252	2,252	2,252
6,953	234	-317	6,870	6,828	Recruitment and Selection	02	6,255	6,255	5,988
7,756	—	-1,712	6,044	5,982	Personnel Management Systems	03	6,726	6,726	6,481

**PERSONNEL**

Year Ending June 30, 1993						Year Ending June 30, 1995			
Orig. & (S)Supple- mental	Reapp. & (R)Recpts.	Transfers & (E)Emer- gencies	Total Available	Expended		1994 Adjusted Approp.	Requested	Recom- mended	
934	—	—	934	778	Merit Services	04	1,909	1,909	1,909
2,548	—	-1,687	861	843	Equal Employment Opportunity and Affirmative Action	05	1,170	1,170	1,130
2,442	—	-7	2,435	2,378	Local Government Classification and Placement	06	2,410	2,410	2,348
<u>10,959</u>	<u>300</u>	<u>-1,145</u>	<u>10,114</u>	<u>9,881</u>	Human Resource Development Institute	07	<u>10,091</u>	<u>10,091</u>	<u>8,613</u>
<b>34,205</b>	<b>534</b>	<b>-3,896</b>	<b>30,843</b>	<b>30,253</b>	<b>Total Appropriation</b>		<b>30,813<sup>(a)</sup></b>	<b>30,813</b>	<b>28,721</b>
<b>Distribution by Object</b>									
Personal Services:									
52	—	2	54	54	Merit System Board		52	52	52
<u>26,924</u>	<u>—</u>	<u>-3,122</u>	<u>23,802</u>	<u>23,672</u>	Salaries and Wages		<u>24,423</u>	<u>24,423</u>	<u>22,331</u>
26,976	—	-3,120	23,856	23,726	Total Personal Services		24,475	24,475	22,383
1,103	—	-463	640	455	Materials and Supplies		800	753	753
							3,438		
4,523	—	-68	4,455	4,260	Services Other Than Personal		150 <sup>S</sup>	3,862	3,862
286	—	-16	270	226	Maintenance and Fixed Charges		279	279	279
Special Purpose:									
—	—	82	82	82	Affirmative Action and Equal Employment Opportunity	01	82	84	84
29	—	—	29	29	Microfilm Service Charges	02	29	29	29
434	—	5	439	437	Test Validation/Police Testing	02	434	434	434
—	234 <sup>R</sup>	-233	1	—	Control-Recruitment and Selection	02	—	—	—
100	—	-100	—	—	Suggestion Awards Program	04	—	—	—
—	—	—	—	—	Americans with Disabilities Act	05	100	60	60
—	—	—	—	—	Suggestion Awards Program	07	100	100	100
—	300 <sup>R</sup>	-300	—	—	Control-Human Resource Development Institute	07	—	—	—
563	534	-546	551	548	Total Special Purpose		745	707	707
754	—	317	1,071	1,038	Additions, Improvements and Equipment		926	737	737

Note: (a) The fiscal year 1994 appropriation has been adjusted for the allocation of salary program and has been reduced to reflect the transfer of funds to the Employee Benefits accounts.

**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.

34,205	534	-3,896	30,843	30,253	<b>Total Appropriation, Department of Personnel</b>	<b>30,813</b>	<b>30,813</b>	<b>28,721</b>
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