

**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 fosters the objectives of government, ensures equitable treatment of employees and serves the best interest of the public. The recommended budget provides funding of \$25.4 million in Direct State Services which is a decrease of \$500,000 from fiscal 1997.

The reduction to the Human Resource Development Institute of \$1.1 million will be achieved by reducing certain in-house training functions. However, this reduction will be offset by \$500,000 for the purchase of contract training services and \$336,000 for the purchase of alternative training methods such as CD ROM or video based computer training.

The Department's State and Local Government Operations unit will continue its reengineering efforts aimed at improving the way it conducts its business affairs. A statewide local government pilot program, featuring less cumbersome civil service rules, will continue to be made available to interested local jurisdictions. Alternatives to speed testing processes through use of new testing methods and instruments are under development. New methods of communicating job announcements to the public are also being researched, including an effort to achieve improved efficiency and effectiveness via Internet access. Further progress is planned toward the goal of replacing the existing job classification and compensation systems with an appropriate model, which will be less complex and costly to administer, and which will substantially reduce the number of job classifications and which 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 Department is actively exploring ways to streamline and expedite the appeals process.

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, 1996						Year Ending June 30, 1998		
Orig. & (S)Supple- mental	Reapp. & (R)Recpts.	Transfers & (E)Emer- gencies	Total Available	Expended		1997 Adjusted Approp.	Requested	Recom- mended
2,539	2	126	2,667	2,666	<b>General Government Services</b>			
					Personnel Policy Development and General Administration	2,715	2,699	2,699
15,121	899	517	16,537	16,455	State and Local Government Operations	14,359	14,211	14,211
2,108	—	30	2,138	2,138	Merit Services	2,128	2,108	2,108
1,073	—	-110	963	962	Equal Employment Opportunity and Affirmative Action	864	858	858
7,904	385	190	8,479	8,405	Human Resource Development Institute	5,891	5,538	5,538
<b>28,745</b>	<b>1,286</b>	<b>753</b>	<b>30,784</b>	<b>30,626</b>	<b>Total Appropriation</b>	<b>25,957</b>	<b>25,414</b>	<b>25,414</b>

# PERSONNEL

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## 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 provide training programs 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 more rapid, 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 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 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).
13. To improve the quality, variety and relevance of services provided to Title 11A local jurisdictions.
14. To restore the average processing time for written appeals to the Merit System Board to fifteen (15) weeks.
15. 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. **State and Local Government Operations.** Provides government agencies with guidance and support in organizational design, classification of job titles, and equitable compensation of staff. Responsible for recruitment of applicants; the planning, scheduling and conduct of examinations; and the preparation of lists of eligible candidates for State and Local government positions. The program administers all reductions in force in State and Local Government as well as the Senior Executive Service and performance appraisal systems. Responsible for monitoring and processing all new hires and promotions to ensure compliance with Merit System rules. Develops and publishes job specifications for all classified titles in all levels of government while maintaining employment records and monitoring all personnel transactions to ensure compliance with Merit System law and Department rules. Provides information processing support to the Department and its 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, P.L. 1981, 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.
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.

EVALUATION DATA

	Actual FY 1995	Actual FY 1996	Revised FY 1997	Budget Estimate FY 1998
<b>PROGRAM DATA</b>				
<b>State and Local Government Operations</b>				
Open competitive examinations announced .....	2,377	1,498	2,000	2,000
Applications received .....	128,487	99,289	100,000	100,000
Candidates scheduled .....	96,664	97,590	75,000	125,000
Eligibles produced .....	66,296	55,030	60,000	60,000
Appointments from certifications				
State .....	1,600	620	800	1,000
Local .....	7,000	3,407	4,500	4,500
State Service provisional appointees pending open competitive examination .....	1,220	560	420	200
Promotional examinations announced .....	3,402	2,963	3,000	3,000
Applications received .....	23,103	15,972	20,000	20,000
Candidates scheduled .....	19,199	11,290	15,000	15,000
Eligibles produced .....	14,400	13,163	12,500	12,500
Promotions made (State) .....	6,000	2,261	2,400	2,400
Separate tests produced – State and local .....	405	398	250	250
Titles Abolished .....	180	155	396	500
Organizational Studies .....	4	10	10	25
<b>Merit Services</b>				
Written record appeals				
Total received .....	5,404	6,200	5,800	5,800
Total disposed .....	4,455	5,174	5,000	5,000
Backlog .....	3,534	4,560	5,360	6,160
Hearings and major disciplinary matters .....	1,048	1,078	1,150	1,150
EEO/AA appeals				
On hand July 1 .....	24	20	85	51
Received .....	22	156	48	40
Processed .....	26	123	82	30
Backlog .....	20	85	51	61
<b>Human Resource Development Institute</b>				
Training				
Trainees, Direct Delivery .....	75,800	74,464	40,900	50,000
Trainees, Alternative Technologies (a) .....	—	—	—	140,000
Contact Hours, Direct Delivery .....	416,900	402,475	225,000	200,000
Contact Hours, Alternative Technologies (a) .....	—	—	—	240,000
<b>PERSONNEL DATA</b>				
<b>Affirmative Action Data</b>				
Male Minority .....	41	43	35	35
Male Minority % .....	7.0	7.7	7.4	7.4
Female Minority .....	167	148	113	113
Female Minority % .....	28.4	26.5	23.7	23.7
Total Minority .....	208	191	148	148
Total Minority % .....	35.4	34.2	31.1	31.1
<b>Position Data</b>				
Filled Positions by Funding Source				
State Supported .....	588	554	455	441
Total Positions .....	588	554	455	441
Filled Positions by Program Class				
Personnel Policy Development and General				
Administration .....	48	45	42	45

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	Actual FY 1995	Actual FY 1996	Revised FY 1997	Budget Estimate FY 1998
State and Local Government Operations .....	291	278	256	269
Merit Services .....	40	43	39	40
Equal Employment Opportunity and Affirmative Action .....	15	14	2	2
Human Resource Development Institute .....	194	174	116	85
Total Positions .....	588	554	455	441

Notes: Actual fiscal years 1995 and 1996 and Revised fiscal year 1997 position data reflect actual payroll counts. The Budget Estimate for fiscal year 1998 reflects the number of positions funded.

(a) New data category.

## APPROPRIATIONS DATA (thousands of dollars)

Year Ending June 30, 1996					Year Ending June 30, 1998				
Orig. & (S)Supple- mental	Reapp. & (R)Recpts.	Transfers & (E)Emer- gencies	Total Available	Expended	Prog. Class.	1997 Adjusted Approp.	Requested	Recom- mended	
<b>Distribution by Program</b>									
2,539	2	126	2,667	2,666					
					01	2,715	2,699	2,699	
15,121	899	517	16,537	16,455	02	14,359	14,211	14,211	
2,108	—	30	2,138	2,138	04	2,128	2,108	2,108	
1,073	—	-110	963	962	05	864	858	858	
<u>7,904</u>	<u>385</u>	<u>190</u>	<u>8,479</u>	<u>8,405</u>	07	<u>5,891</u>	<u>5,538</u>	<u>5,538</u>	
<b>28,745</b>	<b>1,286</b>	<b>753</b>	<b>30,784</b>	<b>30,626</b>		<b>25,957<sup>(a)</sup></b>	<b>25,414</b>	<b>25,414</b>	
<b>Distribution by Object</b>									
Personal Services:									
—	—	—	—	—		52	52	52	
<u>22,573</u>	<u>1,267<sup>R</sup></u>	<u>1,356</u>	<u>25,196</u>	<u>25,185</u>		<u>20,682</u>	<u>19,357</u>	<u>19,357</u>	
22,573	1,267	1,356	25,196	25,185		20,734	19,409	19,409	
753	—	-372	381	367		677	543	543	
3,862	—	-267	3,595	3,595		3,089	3,692	3,692	
279	—	-51	228	228		279	247	247	
Special Purpose:									
93	—	—	93	93	01	93	93	93	
29	—	—	29	29	02	29	29	29	
434	—	—	434	353	02	434	434	434	
60	—	—	60	59	05	60	60	60	
100	—	—	100	60	07	—	—	—	
—	—	—	—	—	07	—	336	336	
<u>716</u>	<u>—</u>	<u>—</u>	<u>716</u>	<u>594</u>		<u>616</u>	<u>952</u>	<u>952</u>	
562	19	87	668	657		562	571	571	
<b>OTHER RELATED APPROPRIATIONS</b>									
<b>Federal Funds</b>									
—	-2	850	848	776		—	—	—	
—	-2	850	848	776		—	—	—	
<b>28,745</b>	<b>1,284</b>	<b>1,603</b>	<b>31,632</b>	<b>31,402</b>		<b>25,957</b>	<b>25,414</b>	<b>25,414</b>	

Notes: (a) The fiscal 1997 appropriation has been adjusted for the allocation of salary program and has been reduced to reflect the transfer of funds to the Employee Benefits and Salary Increases and Other Benefits accounts.

**LANGUAGE RECOMMENDATIONS**

Receipts derived from fees charged to applicants for open competitive or promotional examinations are appropriated.

Receipts derived from training services and any unexpended balance as of June 30, 1997 are appropriated.

Receipts derived from Employee Advisory Services are appropriated.

The Director of the Division of Budget and Accounting is authorized to transfer or credit to the Department of Personnel all or part of any appropriation made to any account to fund the State's unemployment insurance liability for the purpose of creating a pilot "displaced workers pool" and funding the salaries of State employees scheduled to be laid off.

In addition to the amount appropriated hereinabove, receipts in excess of the amount anticipated, attributable to changes in the fee structure or fee increases charged to applicants for open competitive or promotional examinations, are appropriated to fund a pilot "displaced workers pool" for State employees scheduled to be laid off.

In addition to the amount appropriated hereinabove, appropriations made to the various spending agencies for personnel functions shall be transferred to the Department of Personnel, subject to an itemized plan for the consolidation of personnel functions, as shall be submitted by the Commissioner of the Department of Personnel and approved by the Director of the Division of Budget and Accounting.

Notwithstanding the provisions of NJSA 11A:6-32, cash awards for suggestions shall be paid from the operating budget of the agency from savings generated by the suggestion, subject to the approval of the Director of the Division of Budget and Accounting.

28,745	1,286	753	30,784	30,626	<b>Total Appropriation, Department of Personnel</b>	25,957	25,414	25,414
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