

**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 fiscal 2001 budget recommendation provides funding of \$28.1 million in Direct State Services, which represents an increase of \$729,000 above the fiscal 2000 Adjusted Appropriation.

Changes to the Department of Personnel's Budget include funding to cover a sexual harassment training program and Office of Information Technology expenditures offset by reductions for administrative savings and completed system installations.

In fiscal 2001, the Department will continue to prioritize reform of the State and local government merit system through improvement in all program areas of responsibility. Personnel policy development and administration at the Department is focused on providing reengineered human resource management services in the areas of recruitment, selection, placement classification, compensation, training, and dispute resolution. Crucial is the overhaul of the State employee salary plan to include the pay for performance concept so that merit and success are recognized by rewarding exceptional employees while still acknowledging seniority.

New performance assessments direct managers and supervisors to focus on fairly evaluating an employee work product and to establish a development plan to improve productivity. Procedures for use during reductions in force are under review to modify the practice of bumping so that job performance, not just seniority, is considered when layoffs become necessary to improve business efficiency. These reform initiatives are designed to put the merit back into the merit system.

The fiscal 2001 recommended Budget supports the continuing efforts of the Department's State and local government operations group to consolidate job titles and thereby simplify human resource management. This work is integral to the overhaul of the salary compensation plan. The rigidity in the current range and step system does not lend itself to the more progressive concepts of broad banding and pay for performance. These changes will strengthen the delivery of services in the short term by providing management with more flexible tools to shape the work force and facilitate the strategic planning initiatives for long range government employment in New Jersey.

State funding is also being continued for the Human Resource Development Institute which aids agencies in the development of training plans and presents training on both common tasks and agency-specific subjects. State funding was added for a new sexual harassment training program for all state employees. This initiative also includes the training of all state Affirmative Action Officers in the investigation and legal aspects of sexual harassment.

The Department has renewed its commitment to ensure equal opportunity for all and foster ongoing support for affirmative action compliance throughout the many appointing authorities. The principles are embodied in the mission statement which proclaims, "To ensure Equal Employment Opportunity for all State government employees-career, senior executive, unclassified and applicants seeking employment." Staff assigned to this unit assist agencies in developing and managing affirmative action plans to ensure compliance with the Civil Rights Act and the Americans With Disabilities Act.

SUMMARY OF APPROPRIATIONS BY FUND
(thousands of dollars)

Year Ending June 30, 1999						Year Ending June 30, 2001		
Orig. & (S) Supplemental	Reapp. & (R) Recpts.	Transfers & (E) Emergencies	Total Available	Expended		2000 Adjusted Approp.	Requested	Recommended
26,882	5,226	2,268	34,376	32,029	Direct State Services	27,409	28,138	28,138
26,882	5,226	2,268	34,376	32,029	Total General Fund	27,409	28,138	28,138
26,882	5,226	2,268	34,376	32,029	GRAND TOTAL	27,409	28,138	28,138

PERSONNEL

SUMMARY OF APPROPRIATIONS BY PROGRAM (thousands of dollars)

Year Ending June 30, 1999					Year Ending June 30, 2001			
Orig. & (S)Supple- mental	Reapp. & (R)Recpts.	Transfers & (E)Emer- gencies	Total Available	Expended		2000 Adjusted Approp.	Requested	Recom- mended
					DIRECT STATE SERVICES - GENERAL FUND			
					General Government Services			
3,568	97	1,615	5,280	5,273	Personnel Policy Development and General Administration	3,084	3,967	3,967
14,622	1,297	928	16,847	16,766	State and Local Government Operations	15,163	15,065	15,065
2,171	---	---	2,171	2,170	Merit Services	2,641	2,171	2,171
877	---	---	877	877	Equal Employment Opportunity and Affirmative Action	877	877	877
5,644	3,832	-275	9,201	6,943	Human Resource Development Institute	5,644	6,058	6,058
<u>26,882</u>	<u>5,226</u>	<u>2,268</u>	<u>34,376</u>	<u>32,029</u>	<i>Subtotal</i>	<u>27,409</u>	<u>28,138</u>	<u>28,138</u>
26,882	5,226	2,268	34,376	32,029	Subtotal Direct State Services - General Fund	27,409	28,138	28,138
<u>26,882</u>	<u>5,226</u>	<u>2,268</u>	<u>34,376</u>	<u>32,029</u>	TOTAL DIRECT STATE SERVICES	<u>27,409</u>	<u>28,138</u>	<u>28,138</u>
<u>26,882</u>	<u>5,226</u>	<u>2,268</u>	<u>34,376</u>	<u>32,029</u>	TOTAL APPROPRIATION	<u>27,409</u>	<u>28,138</u>	<u>28,138</u>

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 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.
7. To continue to reduce the number of class titles and develop the capacity to sustain this service level for the following five years.
8. 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.
9. To improve the Department's capabilities for strategic and long-range planning.
10. To maintain improved Law Enforcement and Fire Fighter examinations which are acceptable to the Federal Justice Department.
11. 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).
12. To improve the quality, variety and relevance of services provided to Title 11A local jurisdictions.
13. To restore the average processing time for written appeals to the Merit System Board to fifteen (15) weeks.
14. 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.

PERSONNEL

EVALUATION DATA

	Actual FY 1998	Actual FY 1999	Revised FY 2000	Budget Estimate FY 2001
PROGRAM DATA				
State and Local Government Operations				
Open competitive examinations announced	1,924	2,018	2,050	2,050
Applications received	66,550	61,692	76,000	63,000
Candidates scheduled	55,546	52,204	61,000	50,000
Eligibles produced	56,760	45,770	53,000	45,000
Appointments from certifications				
State	1,250	2,453	2,000	2,000
Local	2,966	2,835	3,000	3,100
State Service provisional appointees pending open competitive examination	737	793	700	600
Promotional examinations announced	3,221	4,222	4,300	4,300
Applications received	14,201	22,603	23,000	23,000
Candidates scheduled	4,937	8,763	7,500	7,500
Eligibles produced	8,838	11,380	10,000	10,000
Promotions made (State)	2,150	4,295	3,800	3,500
Titles Abolished	1,351	400	3,000	3,000
Calendar Days from Request to Test Announcement				
Open competitive	33	25	25	25
Promotional	30	30	30	30
Calendar Days to Date of List Issuance - Public Safety				
Law enforcement open competitive	215	210	180	180
Law enforcement promotional	213	180	180	180
Fire service open competitive	---	---	270	---
Fire service promotional	282	180	210	210
Merit Services				
Written record appeals				
Total received	3,508	2,952	3,500	3,500
Total disposed	2,564	3,076	3,500	3,500
Backlog	6,444	6,320	6,320	6,320
Hearings and major disciplinary matters	1,154	1,576	1,600	1,600
EEO/AA appeals				
On hand July 1	79	129	157	182
Received	57	65	75	85
Processed	7	37	50	60
Backlog	129	157	182	207
Human Resource Development Institute				
Employee Advisory Service				
Number of clients	855	835	1,050	1,100
Number of counseling sessions	1,631	1,949	2,000	2,100
Training				
Trainees, Direct Delivery	22,250	26,125	28,000	30,000
Trainees, Alternative Technologies	1,644	375	3,600	4,000
Contact Hours, Direct Delivery	167,179	206,130	182,000	195,000
Contact Hours, Alternative Technologies	7,528	978	10,800	16,000
PERSONNEL DATA				
Affirmative Action Data				
Male Minority	30	31	37	38
Male Minority %	6.9%	7.6%	8.3%	8.5%
Female Minority	101	108	109	110
Female Minority %	23.2%	26.5%	24.5%	24.7%
Total Minority	131	139	146	148
Total Minority %	30.1%	34.1%	32.8%	33.3%

PERSONNEL

	Actual FY 1998	Actual FY 1999	Revised FY 2000	Budget Estimate FY 2001
Position Data				
Filled Positions by Funding Source				
State Supported	432	405	431	431
All Other	3	3	14	14
Total Positions	435	408	445	445
Filled Positions by Program Class				
Personnel Policy Development and General				
Administration	72	52	48	57
State and Local Government Operations	247	255	271	267
Merit Services	37	37	39	40
Equal Employment Opportunity and Affirmative				
Action	2	2	8	8
Human Resource Development Institute	77	62	79	73
Total Positions	435	408	445	445

Notes:

Actual payroll counts reported for fiscal years 1998 and 1999 as of December and revised fiscal year 2000 as of September. The Budget Estimate for fiscal year 2001 reflects the number of positions funded.

APPROPRIATIONS DATA (thousands of dollars)

Year Ending June 30, 1999					Year Ending June 30, 2001				
Orig. & (S)Supple- mental	Reapp. & (R)Recpts.	Transfers & (E)Emer- gencies	Total Available	Expended		2000 Prog. Adjusted Class. Approp.	Requested	Recom- mended	
<u>DIRECT STATE SERVICES</u>									
Distribution by Fund and Program									
3,568	97	1,615	5,280	5,273	Personnel Policy Development and General Administration	01	3,084	3,967	3,967
14,622	1,297	928	16,847	16,766	State and Local Government Operations	02	15,163	15,065	15,065
2,171	---	---	2,171	2,170	Merit Services	04	2,641	2,171	2,171
877	---	---	877	877	Equal Employment Opportunity and Affirmative Action	05	877	877	877
5,644	3,832	-275	9,201	6,943	Human Resource Development Institute	07	5,644	6,058	6,058
26,882	5,226	2,268	34,376	32,029	Total Direct State Services		27,409^(a)	28,138	28,138
Distribution by Fund and Object									
Personal Services:									
---	---	---	---	---	Merit System Board		52	56	56
18,980	1,193 2,523 ^R	839	23,535	21,883	Salaries and Wages		19,876	19,704	19,704
18,980	3,716	839	23,535	21,883	Total Personal Services		19,928	19,760	19,760
543	---	-66	477	475	Materials and Supplies		543	543	543
4,613	---	592	5,205	5,204	Services Other Than Personal		5,034	5,651	5,651
247	---	202	449	449	Maintenance and Fixed Charges		247	247	247
Special Purpose:									
800	---	---	800	800	Classification and Compensation Redesign	01	---	---	---
93	---	---	93	93	Affirmative Action and Equal Employment Opportunity	01	93	93	93
29	---	---	29	29	Microfilm Service Charges	02	29	29	29
434	---	---	434	434	Test Validation/Police Testing	02	434	434	434
176	---	---	176	176	Shared Services Pilot Program	02	---	---	---
---	---	---	---	---	Document Storage and Retrieval	04	470	---	---
60	---	---	60	60	Americans with Disabilities Act	05	60	60	60
336	---	---	336	336	Purchase of Alternative Training Methods	07	---	---	---

PERSONNEL

Orig. & (S)Supplemental	Year Ending June 30, 1999				Total Available	Expended	Prog. Class.	Year Ending June 30, 2001			
	Reapp. & (R)Recpts.	Transfers & (E)Emergencies						2000 Adjusted Approp.	Requested	Recommended	
---	---	---	---	---	---	---	DIRECT STATE SERVICES				
	523										
---	799 ^R	---		1,322	716	07	---	750	750	---	---
571	188	701		1,460	1,374	07	---	---	---	---	---
26,882	5,226	2,268		34,376	32,029			571	571	571	571
								27,409	28,138	28,138	28,138
OTHER RELATED APPROPRIATIONS											
Federal Funds											
---	74	136		210	74						
---	74	136		210	74						
All Other Funds											
---	---	---		---	---						
---	---	---		---	---						
---	---	---		---	---						
26,882	5,300	2,404		34,586	32,103			986	1,154	1,154	1,154
								2,867	3,703	3,703	3,703
								30,276	31,841	31,841	31,841

Notes

- (a) The fiscal year 2000 appropriation has been adjusted largely for the allocation of salary increments; the remaining salary program costs are budgeted in the Interdepartmental Salary Increases and Other Benefits Account.

Language Recommendations -- Direct State Services - General Fund

Receipts derived from fees charged to applicants for open competitive or promotional examinations and the unexpended fee balance as of June 30, 2000 not to exceed \$600,000 collected from fire fighter examination receipts are appropriated subject to the approval of the Director of the Division of Budget and Accounting.

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 "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 for a "displaced worker pool" are appropriated for this purpose for State employees scheduled to be laid off.

Receipts derived from training services and any unexpended balance as of June 30, 2000 are appropriated subject to the approval of the Director of the Division of Budget and Accounting.

Receipts derived from Employee Advisory Services are appropriated subject to the approval of the Director of the Division of Budget and Accounting.

Notwithstanding the provisions of N.J.S. 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.