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, insures equitable treatment of employees and serves the best interest of the public. The recommended budget provides funding of $24.7 million for the Department's core business areas, which is a reduction of $4.4 million from the fiscal year 1996 adjusted appropriation. The single largest reduction, $2.1 million, will be achieved by discontinuing low-priority training services provided by the Human Resource Development Institute.

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 state-wide local government pilot program, featuring less cumbersome civil service rules, will 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 less costly to administer, 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 can 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.

<table>
<thead>
<tr>
<th>SUMMARY OF APPROPRIATIONS BY PROGRAM</th>
<th>Year Ending June 30, 1995</th>
<th>Year Ending June 30, 1997</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Orig. &amp; (S)Supplemental</td>
<td>Reapp. &amp; (R)Repts.</td>
</tr>
<tr>
<td>General Government Services</td>
<td></td>
<td></td>
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<tr>
<td>Personnel Policy Development and</td>
<td>2,252</td>
<td>---</td>
</tr>
<tr>
<td>General Administration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>State and Local Government</td>
<td>14,817</td>
<td>595</td>
</tr>
<tr>
<td>Operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Merit Services</td>
<td>1,909</td>
<td>---</td>
</tr>
<tr>
<td>Equal Employment Opportunity and</td>
<td>1,190</td>
<td>---</td>
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<tr>
<td>Affirmative Action</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Resource Development Institute</td>
<td>8,813</td>
<td>472</td>
</tr>
<tr>
<td>Total Appropriation</td>
<td>28,721</td>
<td>1,067</td>
</tr>
</tbody>
</table>

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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 programs 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.24 (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

PROGRAM DATA

State and Local Government Operations

Open competitive examinations announced 2,067 2,377 2,700 2,450
Applications received 95,561 128,487 130,000 135,000
Candidates scheduled 74,508 96,664 100,000 100,000
Eligibles produced 46,010 66,296 70,000 72,000
Appointments from certifications
  State 1,529 1,600 1,600 1,600
  Local 6,572 7,060 7,000 7,000
State Service provisional appointees pending open
  competitive examination 479 1,220 1,000 1,000
Promotional examinations announced 3,817 3,402 3,600 3,300
Applications received 23,323 23,103 25,000 26,000
Candidates scheduled 14,829 19,199 20,800 21,600
Eligibles produced 10,703 14,400 15,660 16,200
Promotions made (State) 5,476 6,000 6,200 6,400
Separate tests produced - State and local 431 405 280 180
Titles Abolished 448 180 124 396
Organizational Studies --- 4 10 25

Merit Services

Written record appeals
  Total received 5,763 5,404 4,526 5,000
  Total disposed 5,296 4,455 4,508 4,880
  Backlog 2,585 3,534 3,582 3,666
Hearings and major disciplinary matters 1,546 1,048 1,672 1,675
EEO / AA appeals
  On hand July 1 --- --- 22(a) 15
  Received 26(a) 22 20 25
  Processed 26(a) 26 25 25
  Backlog 22(a) 20 15 15

Human Resource Development Institute

Training
  Trainees 106,000 75,800 64,800 40,900
Contact Hours 596,320 416,900 356,400 225,000

PERSONNEL DATA

Affirmative Action Data

Male Minority 41 41 43 36
Male Minority % 6.6 7.0 7.7 7.9
Female Minority 165 167 148 123
Female Minority % 26.6 28.4 26.5 27.0
Total Minority 206 208 191 159
Total Minority % 33.2 35.4 34.2 34.9

Position Data

Filled Positions by Funding Source
  State Supported 620 588 558 456
  Total Positions 620 588 558 456
Filled Positions by Program Class
  Personnel Policy Development and General Administration 46 48 46 37
  State and Local Government Operations 307 291 281 261
  Merit Services 42 40 43 42
  Equal Employment Opportunity and Affirmative Action 15 15 13 12
  Human Resource Development Institute 212 294 175 104
  Total Positions 620 588 558 456

Notes: Actual fiscal years 1994 and 1995 and Revised fiscal year 1996 position data reflect actual payroll counts. The Budget Estimate for fiscal year 1997 reflects the number of positions funded.
(a) Data changed to reflect revised basis of reporting.
## APPROPRIATIONS DATA

(Thousands of dollars)

| Orig. & & Reapp. & Transfers & Total | Year Ending June 30, 1995 | Year Ending June 30, 1997 |
|---|---|---|---|---|---|
| Adjustmen | & | | Available | Expended | Prog. | Adjusted | Requested | Recommended |
| 2,252 | --- | 479 | 2,731 | 2,727 | 01 | 2,456 | 2,199 | 2,199 |
| 14,817 | 595 | 1,029 | 16,441 | 16,420 | 02 | 15,346 | 13,860 | 13,860 |
| 1,509 | --- | 114 | 2,023 | 2,022 | 04 | 2,146 | 2,107 | 2,107 |
| 1,130 | --- | -138 | 992 | 991 | 05 | 1,088 | 858 | 858 |
| 8,613 | 472 | 737 | 9,622 | 9,818 | 07 | 8,026 | 5,675 | 5,675 |
| 28,721 | 1,067 | 2,221 | 32,009 | 31,978 | | 29,062 | 24,699 | 24,699 |

### Distribution by Program

- **Personnel Policy Development and General Administration**
  - Prog. Class: 01
  - 1996 Adjusted Approp.: 2,456
  - Requested: 2,199
  - Recommended: 2,199

- **State and Local Government Operations**
  - Prog. Class: 02
  - 1996 Adjusted Approp.: 15,346
  - Requested: 13,860
  - Recommended: 13,860

- **Merit Services**
  - Prog. Class: 04
  - 1996 Adjusted Approp.: 2,146
  - Requested: 2,107
  - Recommended: 2,107

- **Equal Employment Opportunity and Affirmative Action**
  - Prog. Class: 05
  - 1996 Adjusted Approp.: 1,088
  - Requested: 858
  - Recommended: 858

- **Human Resource Development Institute**
  - Prog. Class: 07
  - 1996 Adjusted Approp.: 8,026
  - Requested: 5,675
  - Recommended: 5,675

### Distribution by Object

- **Personal Services:**
  - Merit System Board: 52
  - Salaries and Wages: 22,838
    - 1996 Adjusted Approp.: 22,890
    - Requested: 19,127
    - Recommended: 19,127
  - Total Personal Services: 22,890
  - Materials and Supplies: 753
    - 1996 Adjusted Approp.: 753
    - Requested: 753
    - Recommended: 753
  - Services Other Than Personal: 3,862
    - 1996 Adjusted Approp.: 3,362
    - Requested: 3,362
    - Recommended: 3,362
  - Maintenance and Fixed Charges: 279
    - 1996 Adjusted Approp.: 279
    - Requested: 279
    - Recommended: 279
  - **Special Purpose:**
    - Affirmative Action and Equal Employment Opportunity: 84
      - 1996 Adjusted Approp.: 93
      - Requested: 93
      - Recommended: 93
    - Microfilm Service Charges: 29
      - 1996 Adjusted Approp.: 29
      - Requested: 29
      - Recommended: 29
    - Test Validation/Police Testing: 434
      - 1996 Adjusted Approp.: 434
      - Requested: 434
      - Recommended: 434
    - Americans with Disabilities Act: 60
      - 1996 Adjusted Approp.: 60
      - Requested: 60
      - Recommended: 60
  - **Suggestion Awards Program:**
    - Prog. Class: 07
    - 1996 Adjusted Approp.: 100
    - Requested: ----
    - Recommended: ----
  - **Total Special Purpose:**
    - 1996 Adjusted Approp.: 716
    - Requested: 616
    - Recommended: 616
  - **Additions, Improvements and Equipment:**
    - 1996 Adjusted Approp.: 562
    - Requested: 562
    - Recommended: 562

### OTHER RELATED APPROPRIATIONS

- **Federal Funds**
  - Human Resource Development Institute: 850
    - 1996 Adjusted Approp.: 850
    - Requested: 814
    - Recommended: 814
  - Total Federal Funds: 28,721
    - 1996 Adjusted Approp.: 3,071
    - Requested: 32,859
    - Recommended: 32,792
    - **GRAND TOTAL:**
      - 1996 Adjusted Approp.: 29,062
      - Requested: 24,699
      - Recommended: 24,699

**Notes:**
- (a) The fiscal year 1996 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 and Other Benefits accounts.

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## LANGUAGE RECOMMENDATIONS

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

Receipts derived from training services are appropriated.

Receipts derived from Employee Advisory Services are appropriated.

| 28,721 | 1,067 | 2,221 | 32,009 | 31,976 | Total Appropriation, Department of Personnel | 29,062 | 24,699 | 24,699 |