

**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 \$28 million in Direct State Services, which is an increase of \$400,000 over the fiscal 1999 adjusted appropriation.

The Division of Merit Services 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. As a result, funding in the amount of \$470,000 has been added to the Division of Merit Services in support of a Document Storage and Retrieval System. Implementation of this system is part of a statewide technology initiative for centralized processing capability and will enable the Division to reduce appeals backlog and enhance productivity.

While the Department's Division of State and Local Government Operations fiscal 2000 budget has been reduced by \$200,000 for administrative savings, new funding of \$130,000 has been added to cover increased Office of Information Technology expenditures. Continued funding is recommended in support of the Division of Equal Employment Opportunity which implements statewide Equal Employment Opportunity/Affirmative Action programs and monitors agency compliance. 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.

In fiscal 2000, 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.

A new performance assessment initiative directs managers and supervisors to focus on fairly evaluating an employees 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 2000 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 which dates to the days of the Hay Associates study in 1970. The rigid 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 empowering management with more flexible tools to shape the work force and facilitate the strategic planning initiatives underway for long range future government employment in New Jersey in a manner that will be most responsive to taxpayer needs.

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 revised 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)

<b>Year Ending June 30, 1998</b>					<b>Year Ending June 30, 2000</b>			
<b>Orig. &amp; (S)Supplemental</b>	<b>Reapp. &amp; (R)Recpts.</b>	<b>Transfers &amp; (E)Emergencies</b>	<b>Total Available</b>	<b>Expended</b>		<b>1999 Adjusted Approp.</b>	<b>Requested</b>	<b>Recommended</b>
25,414	3,033	1,001	29,448	27,540	Direct State Services	27,609	28,009	28,009
25,414	3,033	1,001	29,448	27,540	Total General Fund	27,609	28,009	28,009
<b>25,414</b>	<b>3,033</b>	<b>1,001</b>	<b>29,448</b>	<b>27,540</b>	<b>GRAND TOTAL</b>	<b>27,609</b>	<b>28,009</b>	<b>28,009</b>

# PERSONNEL

## SUMMARY OF APPROPRIATIONS BY PROGRAM (thousands of dollars)

Year Ending June 30, 1998					Year Ending June 30, 2000			
Orig. & (S) Supplemental	Reapp. & (R) Recpts.	Transfers & (E) Emergencies	Total Available	Expended	1999 Adjusted Approp.	Requested	Recommended	
<b>DIRECT STATE SERVICES - GENERAL FUND</b>								
<b>General Government Services</b>								
2,699	---	1,001	3,700	3,598				
					Personnel Policy Development and General Administration	3,684	3,684	3,684
14,211	1,055	---	15,266	15,191	State and Local Government Operations	15,233	15,163	15,163
2,108	---	---	2,108	2,108	Merit Services	2,171	2,641	2,641
858	---	---	858	857	Equal Employment Opportunity and Affirmative Action	877	877	877
5,538	1,978	---	7,516	5,786	Human Resource Development Institute	5,644	5,644	5,644
<u>25,414</u>	<u>3,033</u>	<u>1,001</u>	<u>29,448</u>	<u>27,540</u>	<i>Subtotal</i>	<u>27,609</u>	<u>28,009</u>	<u>28,009</u>
<b>25,414</b>	<b>3,033</b>	<b>1,001</b>	<b>29,448</b>	<b>27,540</b>	<b>Subtotal Direct State Services - General Fund</b>	<b>27,609</b>	<b>28,009</b>	<b>28,009</b>
<u>25,414</u>	<u>3,033</u>	<u>1,001</u>	<u>29,448</u>	<u>27,540</u>	<b>TOTAL DIRECT STATE SERVICES</b>	<u>27,609</u>	<u>28,009</u>	<u>28,009</u>
<b>25,414</b>	<b>3,033</b>	<b>1,001</b>	<b>29,448</b>	<b>27,540</b>	<b>TOTAL APPROPRIATIONS DSS, GRANTS AND STATE AID</b>	<u>27,609</u>	<u>28,009</u>	<u>28,009</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.

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## EVALUATION DATA

	Actual FY 1997	Actual FY 1998	Revised FY 1999	Budget Estimate FY 2000
<b>PROGRAM DATA</b>				
<b>State and Local Government Operations</b>				
Open competitive examinations announced	726	1,924	2,200	2,300
Applications received	56,636	66,550	75,000	75,000
Candidates scheduled	42,782	55,546	65,000	65,000
Eligibles produced (a)	22,420	56,760	60,000	60,000
Appointments from certifications				
State	1,512	1,250	1,300	1,300
Local	3,505	2,966	3,300	3,600
State Service provisional appointees pending open competitive examination	672	737	650	650
Promotional examinations announced	2,962	3,221	3,500	3,500
Applications received	16,118	14,201	15,000	15,000
Candidates scheduled	13,131	4,937	11,000	11,000
Eligibles produced	10,175	8,838	10,000	10,000
Promotions made (State)	2,882	2,150	3,000	3,000
Titles Abolished	280	1,351	2,200	3,000
Organizational Studies	4	9	12	12
Calendar Days to from Request to Test Announcement (b)				
Open competitive	103	33	30	25
Promotional	150	30	30	30
Calendar Days to Date of List Issuance - Public Safety (a)				
Law enforcement open competitive	150	215	180	180
Law enforcement promotional	117	213	180	180
Fire service open competitive	---	---	180	180
Fire service promotional	---	282	210	210
<b>Merit Services</b>				
Written record appeals				
Total received	3,700	3,508	3,500	3,500
Total disposed	2,396	2,564	3,300	3,960
Backlog	5,500	6,444	6,644	6,184
Hearings and major disciplinary matters	1,150	1,154	1,150	1,150
EEO/AA appeals				
On hand July 1	40	79	129	119
Received	58	57	50	50
Processed	19	7	60	100
Backlog	79	129	119	69
<b>Human Resource Development Institute</b>				
Training				
Trainees, Direct Delivery	40,900	22,250	25,000	28,000
Trainees, Alternative Technologies	---	1,644	2,600	4,200
Contact Hours, Direct Delivery	225,000	167,179	175,000	182,000
Contact Hours, Alternative Technologies	---	7,528	18,000	22,000
<b>PERSONNEL DATA</b>				
<b>Affirmative Action Data</b>				
Male Minority	35	30	35	37
Male Minority %	7.1 (b)	6.9	8.6	8.5
Female Minority	113	101	107	109
Female Minority %	22.9 (b)	23.2	26.2	25.1
Total Minority	148	131	142	146
Total Minority %	30.0 (b)	30.1	34.8	33.6
<b>Position Data</b>				
Filled Positions by Funding Source				
State Supported	493	432	405	431
All Other	---	3	3	4
Total Positions	493	435	408	435

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	Actual FY 1997	Actual FY 1998	Revised FY 1999	Budget Estimate FY 2000
Filled Positions by Program Class				
Personnel Policy Development and General				
Administration .....	73	72	52	48
State and Local Government Operations .....	272	247	255	261
Merit Services .....	38	37	37	39
Equal Employment Opportunity and Affirmative				
Action .....	2	2	2	8
Human Resource Development Institute .....	108	77	62	79
Total Positions .....	493	435	408	435

**Notes:**

Actual payroll counts reported for fiscal years 1997 and 1998 as of December and revised fiscal year 1999 as of September. The Budget Estimate for fiscal year 2000 reflects the number of positions funded.

(a) Revised data title.

(b) Fiscal year 1997 data revised to reflect revised data totals.

### APPROPRIATIONS DATA (thousands of dollars)

Year Ending June 30, 1998					Year Ending June 30, 2000				
Orig. & (S)Supple- mental	Reapp. & (R)Recpts.	Transfers & (E)Emer- gencies	Total Available	Expended	Prog. Class.	1999 Adjusted Approp.	Requested	Recom- mended	
<b>Distribution by Program</b>									
2,699	---	1,001	3,700	3,598	01	3,684	3,684	3,684	
14,211	1,055	---	15,266	15,191	02	15,233	15,163	15,163	
2,108	---	---	2,108	2,108	04	2,171	2,641	2,641	
858	---	---	858	857	05	877	877	877	
<u>5,538</u>	<u>1,978</u>	<u>---</u>	<u>7,516</u>	<u>5,786</u>	07	<u>5,644</u>	<u>5,644</u>	<u>5,644</u>	
<b>25,414</b>	<b>3,033</b>	<b>1,001</b>	<b>29,448</b>	<b>27,540</b>	<b>27,609<sup>(a)</sup></b>		<b>28,009</b>	<b>28,009</b>	
<b>Distribution by Fund and Object</b>									
<b>Direct State Services - General Fund</b>									
Personal Services:									
---	---	---	---	---	52		52	52	
---	324	---	---	---	19,876		19,676	19,676	
<u>19,409</u>	<u>1,675<sup>R</sup></u>	<u>604</u>	<u>22,012</u>	<u>20,817</u>	<u>19,928</u>		<u>19,728</u>	<u>19,728</u>	
19,409	1,999	604	22,012	20,817	19,928		19,728	19,728	
543	---	-186	357	356	543		543	543	
3,692	---	424	4,116	4,114	4,904		5,034	5,034	
247	---	-20	227	226	247		247	247	
Special Purpose:									
---	---	---	---	---	01	800	800	800	
93	---	---	93	93	01	93	93	93	
29	---	---	29	29	02	29	29	29	
434	28 <sup>R</sup>	---	462	461	02	434	434	434	
---	---	---	---	---	02	---	---	---	
---	---	---	---	---	04	---	470	470	
60	---	---	60	60	05	60	60	60	

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Year Ending June 30, 1998					Year Ending June 30, 2000				
Orig. & (S)Supplemental	Reapp. & (R)Recpts.	Transfers & (E)Emergencies	Total Available	Expended	Prog. Class.	1999 Adjusted Approp.	Requested	Recommended	
336	---	---	336	336	Purchase of Alternative Training Methods	07	---(c)	---	---
---	210	---	---	---	HRDI Computer Training Services	07	---	---	---
---	576 <sup>R</sup>	---	786	266	<i>Total Special Purpose</i>		1,416	1,886	1,886
952	814	---	1,766	1,245	Additions, Improvements and Equipment		571	571	571
571	220	179	970	782					
<b>25,414</b>	<b>3,033</b>	<b>1,001</b>	<b>29,448</b>	<b>27,540</b>	<b>Total Direct State Services - General Fund</b>		<b>27,609</b>	<b>28,009</b>	<b>28,009</b>

## OTHER RELATED APPROPRIATIONS

					Federal Funds				
---	---	463	463	355	Human Resource Development Institute	07	---	---	---
---	---	463	463	355	<b>Total Federal Funds</b>		---	---	---
					All Other Funds				
---	---	---	---	---	State and Local Government Operations	02	1,931	1,331	1,331
---	---	---	---	---	Human Resource Development Institute	07	618	618	618
---	---	---	---	---	<b>Total All Other Funds</b>		<b>2,549</b>	<b>1,949</b>	<b>1,949</b>
<b>25,414</b>	<b>3,033</b>	<b>1,464</b>	<b>29,911</b>	<b>27,895</b>	<b>GRAND TOTAL</b>		<b>30,158</b>	<b>29,958</b>	<b>29,958</b>

### Notes

- (a) The fiscal year 1999 appropriation has been adjusted for the allocation of salary program and has been reduced to reflect the transfer of funds to the Salary Increases and Other Benefits accounts.
- (b) Appropriation of \$176,000 distributed to applicable accounts.
- (c) Appropriation of \$336,000 distributed to applicable 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, 1999 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 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 for a "displaced worker pool," are appropriated for this purpose for State employees scheduled to be laid off.

To the extent that the costs of imaging projects are reduced, funds appropriated to individual departments for the purchase of imaging related projects may be available for reallocation to a centralized function, as the Director of the Division of Budget and Accounting shall determine.

Receipts derived from training services and any unexpended balance as of June 30, 1999 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.