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 \$26.9 million in Direct State Services, which is an increase of \$631,000 over the fiscal 1998 adjusted appropriation.

While the Department's fiscal 1999 budget has been reduced by \$1.2 million in anticipation of the approval of revised legislation that would enable the Department to retain fees collected from police and fire exam applications, departmental increases include \$800,000 for a classification and compensation redesign study, \$1 million for data processing and \$40,000 resulting from a shift of funding from the Departments of Commerce and Banking and Insurance to the Department of Personnel in an effort to provide more efficient personnel functions via the Shared Services Program.

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.

In fiscal 1999, the Department will undertake four new initiatives that will require regulatory changes. First, the employee compensation system will be reviewed for restructuring and realignment with modern management practices. Pay raises and career advancement will be based on merit, not just seniority.

Secondly, the reduction-in-force practice of "bumping" will be examined. In the past, when fiscal or operational necessity dictated the elimination of positions, the practice of exercising individual position and title rights resulted in more senior employees displacing less senior employees. Often this has resulted in a loss of productivity as employees move into positions with little or no experience.

The third initiative in fiscal 1999 will seek to limit the amount of accumulated sick leave that county or municipal employees will be eligible to receive upon retirement. While State employees are limited to a maximum of \$15,000 in unused sick leave at retirement, there is no similar provision in local government service.

The fourth major initiative that will impact the operations of the Department of Personnel is proposed legislation to allow municipalities to opt out of civil service. The flexibility given to appointing authorities—to choose to reject the Merit System in preference of other alternatives—will put more local officials back in charge of their local work forces. Accordingly, the services currently provided by the Department of Personnel will evolve to better serve the needs of remaining agency customers.

SUMMARY OF APPROPRIATIONS BY PROGRAM

(thousands of dollars)

	——Year Ei	nding June 30	, 1997——				Year Ending ——June 30, 1999——	
Orig. & ^(S) Supple– mental	Reapp. & ^(R) Recpts.	Transfers & ^(E) Emer– gencies	Total Available	Expended		1998 Adjusted Approp.	Requested	Recom– mended
					General Government Services			
2,199		900	3,099	3,099	Personnel Policy Development and			
					General Administration	2,768	3,568	3,568
13,860	808	208	14,876	14,658	State and Local Government			
					Operations	14,791	14,622	14,622
2,107			2,107	2,107	Merit Services	2,171	2,171	2,171
858	1		859	858	Equal Employment Opportunity and			
					Affirmative Action	877	877	877
5,675	1,062	179	6,916	6,239	Human Resource Development Institute	5,644	5,644	5,644
24,699	1,871	1,287	27,857	26,961	Total Appropriation	26,251	26,882	26,882

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

EVALUAT	ION DATA			
	Actual FY 1996	Actual FY 1997	Revised FY 1998	Budget Estimate FY 1999
PROGRAM DATA				
State and Local Government Operations				
Open competitive examinations announced	1,498	726	2,000	2,000
Applications received	99,289	56,636	75,000	75,000
Candidates scheduled	97,590	42,782	73,000	73,000
Contact Hours, Alternative Technologies	55,030	22,420	50,000	55,000
Appointments from certifications				
State	934 ^(a)	1,512	1,800	1,300
Local	3,407	3,505	3,600	3,600
State Service provisional appointees pending open competitive examination	560	672	600	500
Promotional examinations announced	2,963	2,962	3,000	3,000
Applications received	15,972	16,118	16,000	16,000
Candidates scheduled	11,290	13,131	13,000	13,000
Eligibles produced	13,163	10,175	10,000	10,000
Promotions made (State)	2,920 ^(a)	2,882	3,000	3,000
Separate tests produced – State and local	398	228	200	180
Titles Abolished	155	280	2,000	2,200
Organizational Studies	10	4	10	12
Calendar Days to Date of List Issuance – Non Public				
Safety (b)	222	102	60	50
Open competitive Promotional	223 96	103 150	60 140	50 130
Calendar Days to Date of List Issuance – Public Safety (b)	90	150	140	150
Law enforcement open competitive	270	150	150	150
Law enforcement promotional	(c)	117	140	100
Fire service open competitive	315	(c)	225	195
Fire service promotional	265	(c)	400	370
Merit Services				
Written record appeals				
Total received	4.669 ^(a)	3,700	3,700	2,960
Total disposed	4,192 ^(a)	2,396	2,640	4,928
Backlog	4,560	5,500	6,560	4,592
Hearings and major disciplinary matters	1,078	1,150	1,150	1,150
EEO/AA appeals				
On hand July 1	20	40	79	69
Received	143 ^(a)	58	50	40
Processed	123	19	60	60
Backlog	40 ^(a)	79	69	49
Human Resource Development Institute Training				
Trainees, Direct Delivery	74,464	40,900	50,000	40,000
Trainees, Alternative Technologies			17,500	30,000
Contact Hours, Direct Delivery	402,475	225,000	200,000	175,000
Contact Hours, Alternative Technologies			70,000	100,000
PERSONNEL DATA				
Affirmative Action Data				
Male Minority	43	35	40	42
Male Minority %	7.7	7.4	9.2	9.7
Female Minority	148	113	105	110
Female Minority %	26.5	23.7	24.1	25.3
Total Minority	191	148	145	152
Total Minority %	34.2	31.1	33.3	34.9

PERSONNEL

	Actual FY 1996	Actual FY 1997	Revised FY 1998	Budget Estimate FY 1999
Position Data				
Filled Positions by Funding Source				
State Supported	554	493	434	447
All Other			3	4
Total Positions	554	493	437	451
Filled Positions by Program Class				
Personnel Policy Development and General				
Administration	45	73	66	49
State and Local Government Operations	278	272	254	270
Merit Services	43	38	37	40
Equal Employment Opportunity and Affirmative				
Action	14	2	2	2
Human Resource Development Institute	174	108	78	90
Total Positions	554	493	437	451

Notes: Actual fiscal years 1996 and 1997 and Revised fiscal year 1998 position data reflect actual payroll counts. The Budget Estimate for fiscal year 1999 reflects the number of positions funded.
(a) Fiscal year 1996 data revised to reflect revised data totals.

(b) New data category.

(c) New test under development.

APPROPRIATIONS DATA (thousands of dollars)

	——Year En	ding June 30,	1997———		dubando or donaro)			Year E ——June 30	
Orig. & ^(S) Supple– mental	Reapp. & ^(R) Recpts.	Transfers & ^(E) Emer– gencies	Total Available	Expended		Prog. Class.	1998 Adjusted Approp.	Requested	Recom– mended
					Distribution by Program				
2,199		900	3,099	3,099	Personnel Policy Development and General Administration	01	2,768	3,568	3,568
13,860	808	208	14,876	14,658	State and Local Government Operations	02	14,791	14,622	14,622
2,107			2,107	2,107	Merit Services	04	2,171	2,171	2,171
858	1		859	858	Equal Employment Opportunity and Affirmative Action	05	877	877	877
5,675		179	6,916	6,239	Human Resource Development Institute	07	5,644	5,644	5,644
24,699	1,871	1,287	27,857	26,961	Total Appropriation		26,251 ^(a)	26,882	26,882
<i>,</i>	,			,	Distribution by Object			,	,
					Personal Services:				
					Merit System Board		52	52	52
	42								
19,127	1.403 ^R	1,475	22,047	21,725	Salaries and Wages		20,137	18,928	18,928
19,127	1,445	1,475	22,047	21,725	Total Personal Services		20,189	18,980	18,980
753		-282	471	356	Materials and Supplies		543	543	543
3,362		-121	3,241	3,227	Services Other Than Personal		3,613	4,613	4,613
279		-29	250	213	Maintenance and Fixed Charges		247	247	247
					Special Purpose:				
					Classification and Compensation Redesign	01		800	800
93			93	93	Affirmative Action and Equal Employment Opportunity	01	93	93	93
29			29	29	Microfilm Service Charges	02	29	29	29
434	37 ^R		471	471	Test Validation/Police Testing	02	434	434	434
					Shared Services Pilot Program	02	136	176	176
60			60	59	Americans with Disabilities Act	05	60	60	60
					Purchase of Alternative Training Methods	07	336	336	336
	<u>375</u> ^R		375	186	HRDI Computer Training Services	07			
616	412		1,028	838	Total Special Purpose		1,088	1,928	1,928
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PERSONNEL

	——Year En	ding June 30, 1	1997					Year Ending ——June 30, 1999——	
Orig. & ^(S) Supple– mental	Reapp. & ^(R) Recpts.	Transfers & ^(E) Emer– gencies	Total Available	Expended		Prog. Class.	1998 Adjusted Approp.	Requested	Recom– mended
562	14	244	820	602	Additions, Improvements and Equipment		571	571	571
				(OTHER RELATED APPROPRIA	ATIONS			
					Federal Funds				
	69	300	369	280	Human Resource Development Institute	07			
	69	300	369	280	Total Federal Funds				
					All Other Funds				
					State and Local Government Operations	02	1,882	1,931	1,931
					Human Resource Development Institute	07	618	618	618
					Total All Other Funds		2,500	2,549	2,549
24,699	1,940	1,587	28,226	27,241	GRAND TOTAL		28,751	29,431	29,431

Notes: (a) The fiscal year 1998 appropriation has been adjusted for the allocation of salary program; has been adjusted to reflect the transfer of staff from the Departments of Banking and Insurance, Commerce and State; and has been reduced to reflect the transfer of funds to the Salary Increases and Other Benefits account.

LANGUAGE RECOMMENDATIONS

Receipts derived from fees charged to applicants for open competitive or promotional examinations are appropriated subject to the approval of the Director of the Division of Budget and Accounting.

- Receipts derived from training services and any unexpended balance as of June 30, 1998 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.

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.

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.

24,699	1,871	1,287	27,857	26,961	Total Appropriation, Department of			
					Personnel	26,251	26,882	26,882

NOTES