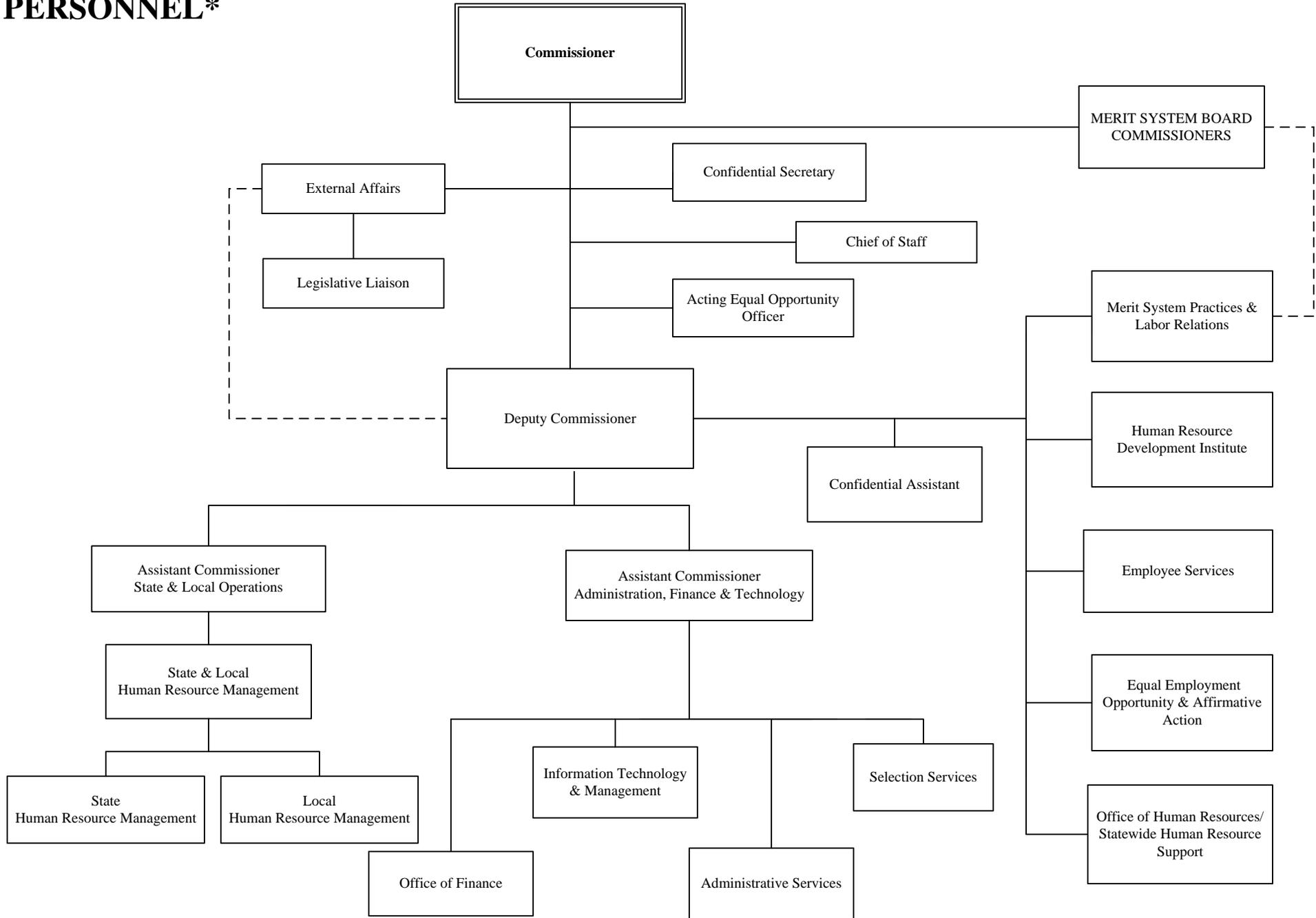


# PERSONNEL\*



\* In fiscal 2009, the functions of the Department of Personnel are recommended for consolidation into other agencies.

## DEPARTMENT OF PERSONNEL OVERVIEW

### **Mission and Goals**

The mission of the Department of Personnel is to attract, develop, and retain a high quality workforce for State, county and municipal governments. The Department has a constitutional role in the administration of a Merit System ensuring that "...appointments and promotions...shall be made according to merit and fitness to be ascertained...by examination, which...shall be competitive..."

The Department also has a statutory role as the agency responsible for job classification, leave management, salary administration, and most workforce-related matters. In meeting this mandate, DOP centrally administers the Civil Service process.

### **Budget Highlights**

The Fiscal 2009 Budget for the Department of Personnel totals \$20.6 million, a decrease of \$2.2 million or 9.8% under the fiscal 2008 adjusted appropriation of \$22.8 million. The recommendation includes estimated net salary savings from the consolidation of the Department's functions into other agencies where similar functions are performed and other employee related actions.

### **Department Accomplishments**

From developing testing products and capabilities, to strengthening technology for State and municipal professionals across the State, to improving programs that focus on employee productivity and performance, the Department of Personnel has increased its value in fiscal 2008 to the various constituencies it serves. Departmental efforts focused on three primary areas: Streamlining operations and redeploying limited resources to more effectively fulfill its core functions; Local Issues; and State Issues.

### **Streamlining Operations**

Following an agency-wide reorganization, staff have begun developing skills specific to either the local and county or State customer populations. The new State and local divisions became operational in the third quarter of fiscal 2007, allowing for improved focus on customer needs with a particular emphasis on assisting appointing authorities at the municipal and county levels in local government reductions in force. The reorganization further enabled the Department to maximize the effectiveness of very limited human and fiscal resources by streamlining the operations of front-line staff and fostering their professional development.

Furthermore, by the end of fiscal 2008, DOP will have successfully installed the County and Municipal Personnel System (CAMPS) in a total of over 341 county and municipal jurisdictions. CAMPS provides county and municipal governments with an automated system to expeditiously process their personnel transactions. County and local governments can also use CAMPS as their primary human resource information system at no cost. In its third year, CAMPS has proven to be a powerful tool for organizing municipal personnel records, providing a reliable base of information that will be critical as jurisdictions explore potential opportunities for consolidation and the sharing of services. The training, installation, and follow-up process will continue in fiscal 2009.

Other DOP accomplishments include investing in a new e-learning system, NJ ELMS. Additionally, fiscal 2008 marks the seventh year of the Department's oversight of the COP 2 COP Law Enforcement Crisis Intervention Hotline. The program has successfully prevented more than 65 suicides within the law enforcement community since its inception. After careful review of existing practices, DOP instituted significant new measures to bolster administrative oversight and fiscal accountability. Finally, the Department

convened a working group to focus on eliminating barriers to employment for disabled populations. In addition to information gathering, this group developed and aired a special web-based seminar (webinar) on the topic.

### **Local Issues**

One of DOP's most important functions is its statutory and constitutional responsibility to administer a competitive testing process for State, municipal, and county jobs. In the first half of fiscal 2008, the Department administered over 600 separate examinations to more than 12,000 test candidates. During this same period, over 2,100 State and local eligible lists were issued for open competitive and promotional announcements across many occupational categories in both State and local government.

With heightened focus on public safety and correction/custody functions in recent years, DOP has addressed an ever-growing law enforcement personnel population with increasingly complex job responsibilities. Despite budget limitations, DOP has been vigilant in ensuring a relevant, comprehensive, and secure selection process for these and many other critical positions.

Entry level testing of candidates for public safety positions in State and local government continues to be a major responsibility of the Division of Selection Services. During the first half of fiscal 2008, more than 100 firefighter eligible lists were released containing the names of over 5,500 candidates. These candidates had successfully passed three separate examination components: a cognitive test; newly-introduced video-based test designed to measure teamwork skills; and a rigorous physical performance examination administered during the second half of fiscal 2007. Moreover, a new announcement for entry level law enforcement (LEE) was issued in December, 2007. The LEE announcement will remain open through March 31, 2008. It is anticipated that DOP will receive more than 30,000 applications and will administer the examination in June 2008.

The testing of candidates for promotion into higher-level public safety positions remains a significant task. During the first half of fiscal 2008, over 2,300 candidates were tested in association with over 140 promotional announcements for positions as Police Sergeant, Lieutenant or Captain. By the end of fiscal 2008, another 900 candidates will have taken promotional examinations for Corrections Sergeant, Lieutenant or Captain positions at the local level, with an additional 300 candidates tested for promotional positions in the Sheriffs Officer series. However, promotional testing for fire safety positions constitutes the most resource-intensive endeavor performed by the Division. In the second half of fiscal 2008, the Division will have tested more than 2,000 candidates from more than 50 municipalities for positions as Fire Lieutenant, Captain, Deputy Fire Chief and Fire Chief.

### **State Issues**

In fiscal 2008, DOP provided technical expertise and functional assistance to numerous entities across State government. In the current fiscal environment, the ongoing hiring and promotional freeze has proven to be a critical tool for reducing costs within the Executive Branch. The Department has played a central role in the management of this process, implementing the extension of many thousands of different lists of eligible candidates. Additionally, a large part of DOP's resources supported the implementation of a new performance based management salary program and new employee-negotiated four year contracts.

Finally, the State of New Jersey depends on its public workforce to be productive and healthy. In sustaining and expanding “Working Well New Jersey,” DOP is helping build a foundation for awareness regarding the importance of wellness with respect to employee productivity while reducing the costs of absenteeism across State

government. The Department’s Commissioner initiated this program in partnership with the Department of Health and Senior Services, by utilizing internal resources and creating partnerships with all State agencies, providing information and opportunities for employees and their families to improve their overall wellness.

**DEPARTMENT OF PERSONNEL**

**SUMMARY OF APPROPRIATIONS BY FUND**

(thousands of dollars)

Year Ending June 30, 2007						Year Ending June 30, 2009		
Orig. & (S)Supple- mental	Reapp. & (R)Recpts.	Transfers & (E)Emer- gencies	Total Available	Expended		2008 Adjusted Approp.	Requested	Recom- mended
					<b>GENERAL FUND</b>			
23,990	6,478	-327	30,141	27,214	Direct State Services	22,824	20,597	20,597
<b>23,990</b>	<b>6,478</b>	<b>-327</b>	<b>30,141</b>	<b>27,214</b>	<b>Total General Fund</b>	<b>22,824</b>	<b>20,597</b>	<b>20,597</b>
<b>23,990</b>	<b>6,478</b>	<b>-327</b>	<b>30,141</b>	<b>27,214</b>	<b>Total Appropriation, Department of Personnel</b>	<b>22,824</b>	<b>20,597</b>	<b>20,597</b>

**SUMMARY OF APPROPRIATIONS BY PROGRAM**

(thousands of dollars)

Year Ending June 30, 2007						Year Ending June 30, 2009		
Orig. & (S)Supple- mental	Reapp. & (R)Recpts.	Transfers & (E)Emer- gencies	Total Available	Expended		2008 Adjusted Approp.	Requested	Recom- mended
					<b>DIRECT STATE SERVICES - GENERAL FUND</b>			
					<b>General Government Services</b>			
3,440	---	---	3,440	3,440	Personnel Policy Development and General Administration	3,128	2,733	2,733
14,368	2,356	-327	16,397	15,197	State and Local Government Operations	14,115	13,666	13,666
2,371	---	---	2,371	2,371	Merit Services	2,383	2,318	2,318
528	---	---	528	525	Equal Employment Opportunity and Affirmative Action	528	528	528
3,283	4,122	---	7,405	5,681	Human Resource Development Institute	2,670	2,360	2,360
<b>23,990</b>	<b>6,478</b>	<b>-327</b>	<b>30,141</b>	<b>27,214</b>	<b>Subtotal</b>	<b>22,824</b>	<b>21,605</b>	<b>21,605</b>
---	---	---	---	---	Less: Department Consolidation Savings	---	(1,008)	(1,008)
<b>23,990</b>	<b>6,478</b>	<b>-327</b>	<b>30,141</b>	<b>27,214</b>	<b>Total Direct State Services - General Fund</b>	<b>22,824</b>	<b>20,597</b>	<b>20,597</b>
<b>23,990</b>	<b>6,478</b>	<b>-327</b>	<b>30,141</b>	<b>27,214</b>	<b>TOTAL DIRECT STATE SERVICES</b>	<b>22,824</b>	<b>20,597</b>	<b>20,597</b>
<b>23,990</b>	<b>6,478</b>	<b>-327</b>	<b>30,141</b>	<b>27,214</b>	<b>Total Appropriation, Department of Personnel</b>	<b>22,824</b>	<b>20,597</b>	<b>20,597</b>

**70. GOVERNMENT DIRECTION, MANAGEMENT, AND CONTROL**

**74. GENERAL GOVERNMENT SERVICES**

**OBJECTIVES**

1. To continue to support the Merit System and human resource needs of its primary stakeholders including the 190,000+ State and local Merit System employees, all State, county, and local employers in the Merit System and those NJ residents seeking public sector employment.
2. To administer a fair, equitable, and secure recruitment and selection process, providing qualified eligibles to address the staffing needs of State, county, and local employers.

3. To maintain and coordinate the Classification Plan (titles, job descriptions, job requirements, layoff rights, and related compensation factors) for approximately 190,000 State, county, and local employees.
4. To establish, interpret, and enforce workforce policies and provide technical assistance to agencies in their administration of these policies.
5. To administer multiple State employee compensation plans for approximately 80,000 career, senior executive, and unclassified employees.

# PERSONNEL

6. To provide a fair and impartial administrative forum for appellate and dispute resolution activities.
7. To ensure that employee rights are protected during any workforce reduction affecting State or local jurisdictions while minimizing the impact of budget reductions by identifying potential alternate employment opportunities and providing outplacement counseling.
8. To ensure equal opportunity for all applicants or employees seeking employment or promotion by developing and monitoring statewide equal employment opportunity and affirmative action (EEO/AA) statutes and policies, providing training and technical assistance to promote and build a diverse and representative government workforce.
9. To provide workforce information systems to government jurisdictions, thereby improving their management of personnel operations through availability of quality workforce information and timely transactions.
10. To ensure the availability of quality, cost effective training, and development opportunities to meet current and emerging government business objectives and workplace changes.

## PROGRAM CLASSIFICATIONS

In fiscal 2009, the functions of the Department of Personnel described below will be consolidated into other agencies where similar functions are performed.

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 conducting 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 ensure 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 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	Actual FY 2006	Actual FY 2007	Revised FY 2008	Budget Estimate FY 2009
<b>State and Local Government Operations</b>				
Open Competitive Examinations Announced	2,176	2,233	1,700	1,700
Applications received	76,653	54,968	60,000	45,000
Candidates scheduled	47,156	47,581	48,000	36,000
Eligibles produced	31,330	48,525	34,500	36,000
Appointments from Certifications				
State	6,194	6,544	3,950	3,600
Local	6,929	6,880	6,700	6,700
State Service Provisional Appointees Pending Open Competitive Examination	808	787	900	900
Promotional Examinations Announced	4,717	3,197	2,500	2,500
Applications received	26,316	16,440	13,500	13,500
Candidates scheduled	16,548	14,999	10,000	10,000
Eligibles produced	20,410	16,092	9,000	9,000
Promotions made (State)	4,613	5,345	4,500	4,500
Titles Abolished	31	36	50	100

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	Actual FY 2006	Actual FY 2007	Revised FY 2008	Budget Estimate FY 2009
<b>Calendar Days from Request to Test Announcement</b>				
Open competitive .....	21	21	21	21
Promotional .....	21	21	21	21
<b>Calendar Days to Date of List Issuance - Public Safety</b>				
Law enforcement open competitive .....	---	165	---	165
Law enforcement promotional .....	265	235	235	230
Fire service open competitive .....	---	---	245	---
Fire service promotional .....	360	335	335	335
<b>Examinations Developed and Processed</b>				
Assembled Open Competitive .....	223	360	200	200
Assembled Promotional .....	1,552	1,590	1,200	1,200
Unassembled Open Competitive .....	1,531	1,676	1,200	1,200
Unassembled Promotional .....	2,399	2,004	1,700	1,700
<b>Lists Issued</b>				
Open Competitive Examinations .....	1,836	2,072	1,600	1,600
Promotional Examinations .....	4,065	3,581	3,100	3,100
<b>Announcements Processed Under Promotional Examination Waivers</b>				
State Symbols .....	80	28	35	35
Local Symbols .....	45	27	35	35
Separate Test Dates .....	135	160	120	120
Applicants Administered Make-up Examinations .....	634	847	700	700
Applicants Administered Exam Review .....	1,057	570	600	600
<b>Merit Services</b>				
<b>Written Record Appeals</b>				
Total received .....	4,250	4,024	4,300	4,300
Total disposed .....	4,018	3,818	4,000	4,000
Pending .....	2,628	2,834	3,134	3,434
Hearings and Major Disciplinary Matters .....	1,144	846	850	850
<b>EEO/AA Appeals</b>				
On hand July 1 .....	58	67	98	113
Received .....	110	116	115	115
Processed .....	101	85	100	100
Backlog .....	67	98	113	128
<b>Human Resource Development Institute</b>				
<b>Employee Advisory Service</b>				
Number of clients .....	1,536	1,453	1,538	1,538
Number of counseling sessions .....	5,004	4,349	5,014	5,014
<b>Training</b>				
Trainees, Direct Delivery .....	15,615	13,671	15,000	10,000
Trainees, Alternative Technologies .....	332	99	13,984	32,600
Contact Hours, Direct Delivery .....	153,924	141,756	150,000	125,000
Contact Hours, Alternative Technologies .....	541	198	13,184	31,800
<b>PERSONNEL DATA</b>				
<b>Affirmative Action Data</b>				
Male Minority .....	39	40	41	37
Male Minority % .....	10.2	11.7	12.6	12.2
Female Minority .....	110	96	98	90
Female Minority % .....	28.9	28.1	30.1	29.7
Total Minority .....	149	136	139	127
Total Minority % .....	39.1	39.8	42.6	41.9
<b>Position Data</b>				
<b>Filled Positions by Funding Source</b>				
State Supported .....	381	342	326	303
Total Positions .....	381	342	326	303

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	Actual FY 2006	Actual FY 2007	Revised FY 2008	Budget Estimate FY 2009
Filled Positions by Program Class				
Personnel Policy Development and General				
Administration .....	45	40	39	27
State and Local Government Operations .....	234	208	207	198
Merit Services .....	36	32	28	30
Equal Employment Opportunity and Affirmative				
Action .....	5	4	5	5
Human Resource Development Institute .....	61	58	47	43
Total Positions .....	381	342	326	303

**Notes:**

Actual payroll counts are reported for fiscal years 2006 and 2007 as of December and revised fiscal year 2008 as of January. The Budget Estimate for fiscal year 2009 reflects the number of positions funded, including a reduction for the savings and efficiencies from the consolidation of the Department.

**APPROPRIATIONS DATA**  
(thousands of dollars)

Year Ending June 30, 2007					Year Ending June 30, 2009				
Orig. & (S)Supplemental	Reapp. & (R)Recpts.	Transfers & (E)Emergencies	Total Available	Expended	Prog. Class.	2008 Adjusted Approp.	Requested	Recommended	
<b><u>DIRECT STATE SERVICES</u></b>									
<b>Distribution by Fund and Program</b>									
3,440	---	---	3,440	3,440	Personnel Policy Development and General Administration	01	3,128	2,733	2,733
14,368	2,356	-327	16,397	15,197	State and Local Government Operations	02	14,115	13,666	13,666
2,371	---	---	2,371	2,371	Merit Services	04	2,383	2,318	2,318
528	---	---	528	525	Equal Employment Opportunity and Affirmative Action	05	528	528	528
3,283	4,122	---	7,405	5,681	Human Resource Development Institute	07	2,670	2,360	2,360
<b>23,990</b>	<b>6,478</b>	<b>-327</b>	<b>30,141</b>	<b>27,214</b>	<b>Total Direct State Services</b>		<b>22,824</b> <sup>(a)</sup>	<b>21,605</b>	<b>21,605</b>
<b>Less:</b>									
---	---	---	---	---	Department Consolidation Savings (b)		---	(1,008)	(1,008)
---	---	---	---	---	<b>Total Deductions</b>		---	<b>(1,008)</b>	<b>(1,008)</b>
<b>23,990</b>	<b>6,478</b>	<b>-327</b>	<b>30,141</b>	<b>27,214</b>	<b>Total State Appropriation</b>		<b>22,824</b>	<b>20,597</b>	<b>20,597</b>
<b>Distribution by Fund and Object</b>									
Personal Services:									
---	---	---	---	---	Merit System Board		56	56	56
18,798	1,431	-779	22,319	20,967	Salaries and Wages		18,802	17,583	17,583
<b>18,798</b>	<b>4,300</b>	<b>-779</b>	<b>22,319</b>	<b>20,967</b>	<b>Total Personal Services</b>		<b>18,858</b>	<b>17,639</b>	<b>17,639</b>
497	---	-192	305	305	Materials and Supplies		497	497	497
3,842	---	771	4,613	4,613	Services Other Than Personal		2,616	2,616	2,616
237	---	-127	110	110	Maintenance and Fixed Charges		237	237	237
Special Purpose:									
93	---	---	93	93	Affirmative Action and Equal Employment Opportunity	01	93	93	93
29	---	---	29	29	Microfilm Service Charges	02	29	29	29
---	1,200	---	1,657	457	Firefighter Examination Receipts	02	---	---	---
434	---	---	434	434	Test Validation/Police Testing	02	434	434	434
60	---	---	60	57	Americans with Disabilities Act	05	60	60	60
---	142	---	521	149	HRDI Computer Training Services	07	---	---	---
---	379	---	---	---	<b>Less:</b>		---	(1,008)	(1,008)
---	---	---	---	---	<b>Deductions</b>		---	<b>(1,008)</b>	<b>(1,008)</b>
<b>23,990</b>	<b>6,478</b>	<b>-327</b>	<b>30,141</b>	<b>27,214</b>	<b>Grand Total State Appropriation</b>		<b>22,824</b>	<b>20,597</b>	<b>20,597</b>

**PERSONNEL**

Year Ending June 30, 2007					Year Ending June 30, 2009				
Orig. & (S)Supple- mental	Reapp. & (R)Recpts.	Transfers & (E)Emer- gencies	Total Available	Expended	Prog. Class.	2008 Adjusted Approp.	Requested	Recom- mended	
<b>OTHER RELATED APPROPRIATIONS</b>									
<b>Federal Funds</b>									
---	---	325	325	325					
---	---	325	325	325					
<b>All Other Funds</b>									
---	---	---	---	---					
---	---	---	---	---					
---	---	---	---	---					
23,990	6,478	-2	30,466	27,539		26,024	23,797	23,797	

**Notes -- Direct State Services - General Fund**

- (a) The fiscal year 2008 appropriation has been adjusted for the allocation of salary program and reallocation of management efficiencies.
- (b) The fiscal 2009 deduction reflects savings from the consolidation of functions of the Department of Personnel into other agencies where similar functions are performed.

**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 at the end of the preceding fiscal year, not to exceed \$1,200,000 collected from firefighter and law enforcement examination receipts, 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 at the end of the preceding fiscal year 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.A. 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.