

# New Jersey

department of

# Personnel

# 2005

# Annual Report



# About the New Jersey Department of Personnel

The Department of Personnel's (DOP's) mission is to attract, develop and retain a high quality workforce for New Jersey's State, county and municipal governments. The Department maintains a partnership with management and labor to develop a fair, efficient human resource delivery system rewarding quality, merit and productivity.

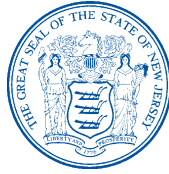
The DOP is responsible for providing personnel services and programs not only to State agencies, but also to most of the State's counties and municipalities. Under the provisions of Title 11A of the New Jersey Statutes, the DOP administers a merit system of personnel management for the central agencies of State Government; for career non-academic employees at our State Colleges; and for more than 300 local jurisdictions in New Jersey, including 20 of 21 counties and nearly 200 municipalities. The Department serves a combined total of approximately 190,000 employees.

Established initially as the Civil Service Commission, the Department's role within the State has shifted from being a purely regulatory agency to an agency that serves as an advisory and customer service hub on personnel issues for State and local agencies. This Department serves as an essential component in the State for developing and implementing sound human resource policies and providing technical support. The DOP also has a statutory role as the agency responsible for job classification, leave management, salary administration, and most workforce related matters. 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...." In meeting this mandate, the Department centrally administers the Civil Service process.

*For detailed data regarding New Jersey's civil service workforce, view the Department of Personnel's Workforce Profile reports located at: <http://www.state.nj.us/personnel/publication/index.htm>.*

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## State of New Jersey

OFFICE OF THE GOVERNOR

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JON S. CORZINE  
*Governor*

September 13, 2006

### A Message from the Governor:

In recent years, the state of New Jersey has experienced some challenging times. As such, our public agencies have had to cut costs, increase productivity and improve services for New Jerseyans. In order to accomplish this, our agencies have had to stay focused and target resources where they deliver the best results to elected leaders and citizens.

Staying focused during such demanding times requires state government to provide survival tools such as well-designed human resource management and technology systems that deliver improved services at the same or lower costs. As our state government faces issues never before encountered, the Department of Personnel has been successful in doing more with less in recent years, primarily with the use of new technology.

Under the guidance of Commissioner Rolando Torres, the Department of Personnel has been able to focus on delivering the essential services our public employees depend upon while also containing the size and cost of our workforce.

The public has a right to expect competent, effective and honest performance. I am proud to know that our public servants work competitively not only to serve their interests, but to serve a higher purpose - public service.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jon S. Corzine".

Jon S. Corzine  
Governor



JON S. CORZINE  
*Governor*

STATE OF NEW JERSEY  
DEPARTMENT OF PERSONNEL  
PO BOX 317  
TRENTON, NJ 08625-0317

ROLANDO TORRES, JR  
*Commissioner*

September 13, 2006



## A Message from the Commissioner:

In this age of technology and with the competitive nature of a global economy, it is essential that the Department of Personnel continue to evolve to meet the changing needs of New Jersey. As such, our Department has gradually become more of a resource – as opposed to a regulator – for its customers in State and local governments. Through training, workshops, informational tools and resources, the Department of Personnel proactively serves customers – rather than reacting when problems occur.

This report highlights a range of our accomplishments over the past two years, and particularly highlights the application of combined calendar years 2004 and 2005 funding to solve important issues faced by New Jersey. Each program described within this report is delivered by public servants who are determined to provide the maximum service to New Jersey with the resources that are available to them. These services are indispensable to the citizens of New Jersey, and I am pleased to present this comprehensive summary of their accomplishments.

I trust you will find this report a basis for satisfaction and pride in the operation of New Jersey's Department of Personnel.

Sincerely,

A handwritten signature in blue ink that reads "Rolando Torres, Jr." with a stylized flourish at the end.

Rolando Torres, Jr.  
Commissioner



# Snapshot of 2005

Since replacing the Civil Service Department in 1986, the Department of Personnel has been entrusted with providing human resource services for the central agencies of State government and more than 300 local jurisdictions in New Jersey, including Boards of Social Services, Utility Authorities, Fire Districts, Housing Authorities, School Districts and Libraries, as well as the 20 county and the nearly 200 municipal governments that fall within the civil service system.

The public employment system operates for the benefit of State and local governments and provides vital services for the taxpayers of New Jersey.

For calendar year 2005, the Department of Personnel:

- Served local governments/appointing authorities more efficiently through new or enhanced online personnel management systems;
- Assisted the City of Camden in the design of a remedial human resource plan that would best support the efficient and effective delivery of services to the residents of the municipality;
- Established a new title series – Investigator 1, 2 and 3, Office of Counter Terrorism – to meet the needs of the newly-established Office of Counter Terrorism;
- Investigated and closed more than 4,200 written record appeals in less than half the time taken per appeal in 2004;
- Increased minority representation in the State's full-time workforce to its highest level in

history (40.9 percent) with the hiring of more than 1,000 qualified individuals into crucial roles;

- Renewed a 3-year contract for the Cop 2 Cop program – the country's first and only statewide law enforcement crisis intervention hotline; and
- Created *Working Well New Jersey*, a statewide wellness program that has increased public workforce health awareness.

The development and adoption of new programs and technologies has improved the Department's efficiency, productivity, and the quality of services we offer our customers; it also saves money for State, county and municipal government agencies.

# DOP'S Unique Functions

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## ESTABLISHING HUMAN RESOURCE POLICY AND PRACTICES IN SUPPORT OF HR AND EEO/AA DIVISIONS IN OTHER AGENCIES

### **Equal Employment Opportunity/Affirmative Action**

The Division of EEO/AA is charged with ensuring equal opportunities for all State employees and job applicants as mandated by statutory requirements set forth in N.J.S.A. 11A:7-1 to 11A:7-13 and N.J.A.C. 4A:7-1.1 to 4A:7-3.3. These mandates require that the Division develop, implement and monitor EEO-related policies and procedures, and provide information, training and technical assistance to all State agencies and colleges/universities to ensure compliance with State and Federal laws. Pursuant to N.J.S.A. 11A:7-8, State agencies are required to submit an Affirmative Action Plan to the Department of Personnel through the Division of EEO/AA. The Department has combined the Affirmative Action Plan with the Workforce Development Plan (EEO/WDP) so that workforce data is contained in a single comprehensive document. In FY05 and 06, the Division made significant revisions to the EEO/WDP guidelines, and will continue to look for areas where the process can be streamlined while remaining effective and compliant with regulatory requirements, and legal decisions.

The Division oversees and advises 31 State agencies, commissions, authorities and offices, and nine State colleges/universities. It is the Division's responsibility to set statewide policy on issues that affect equal opportunities, affirmative action and diversity.

For several years, the NJ Affirmative Action Officers' Council has worked in conjunction with the Division of EEO/AA and the Department's Human Resources Development Institute (HRDI) to develop an educational and training program that will provide a professional certification in the area of EEO and Affirmative Action to State EEO/AA Officers. The implementation of this program is expected to provide both new and experienced EEO/AA personnel with the necessary skills and learning to ensure that their public employers have properly trained and educated EEO enforcement personnel. It is anticipated that the EEO Officer Certification Initiative will commence during the second or third quarter of fiscal 2007.



### **Camden City Redevelopment Plan**

Legislation adopted in 2002 required the DOP to assist Camden in the design of a remedial human resource plan that would remain in place for five years, to best support the efficient and effective delivery of services to the residents of the municipality. The plan was to include such measures as delegation of specified personnel functions, pilot programs, and streamlined appointment processes.

The Commissioner of Personnel was mandated under the legislation to approve any additional change in the staffing and organization structure as was needed to support the rehabilitation and economic recovery of Camden City.

In an effort to provide Camden City with the requisite support, DOP provided the following:

- The DOP's Division of Human Resource Management proposed the creation of a class of service called the Senior Management Corps (SMC), a mechanism to assist Camden City's Chief Operating Officer in the appointment of seasoned, well trained managers/executives who could take responsibility for managing the city departments.

1. The Senior Management Corps (SMC) plan would classify positions that have substantial managerial, policy influencing or policy executing responsibilities. At least 70% of the incumbents in SMC positions would have to come from the career service.

2. A proposed organizational structure, which incorporated SMC positions, was presented to the City Council in 2005.

- Creation of a Performance Evaluation System by Employment Services Division. Previously, Camden City had never utilized a performance evaluation system to monitor employees' performance.

- Brown Bag Forums were conducted by DOP staff with Camden City management personnel to foster an understanding of the New Jersey Statutes Annotated, Title 11A, and the New Jersey Administrative Code, Title 4A.

### **Office of Counter Terrorism**

Established in 2002, this Office administers, coordinates and leads New Jersey's counter terrorism and preparedness efforts, with the goal of identifying, deterring and detecting terrorist related activities.

The DOP created a new title series for terrorism intelligence investigations. The titles are Intelligence Investigator 1, 2 and 3, Office of Counter Terrorism. The unique combination of education and experience, and assignment to the unclassified service, enable the Office of Counter Terrorism to recruit candidates with the specialized skills needed to fulfill the agency's mission of protecting the citizens of New Jersey.

### **Intergovernmental Transfers**

The Intergovernmental Transfer Program (ITP) is the mechanism through which permanent public service employees can be repositioned from one jurisdiction to another - whether a State, county or municipal government agency. This is a voluntary program enabling permanent civil service employees to transfer without a loss of seniority (in some instances) to avoid the necessity of a layoff, to afford greater career opportunities, or for work location convenience.

### **Layoff Management**

The Department of Personnel (DOP) must receive and approve layoff plans for local governments as well as State agencies prior to employees receiving notification of a layoff. The DOP determines the seniority and title rights for impacted employees, and ensures that appeal rights are afforded to impacted employees.

### **Pilot Programs**

Pilot programs allow for the opportunity to test new HR initiatives outside the provisions of Title 11A prior to their becoming institutionalized. Recent examples include the Intergovernmental Transfer Program, use of the Police Assistant job title, and the Information Technology hiring initiative.

**The Human Resource Development Institute (HRDI) –  
A Division of the DOP**

New Jersey relies on first-rate training and development to equip its public workforce for the challenges of the 21<sup>st</sup> Century, and to ensure that public employees remain motivated and seek additional career opportunities within the public sector.

The Human Resource Development Institute (HRDI) is the Department of Personnel’s training and development arm. HRDI provides educational resources and services through a diverse network of professional training consultants and vendors with expertise in specific subject areas such as: management, leadership development, customer service, communications, time management, executive coaching/retreats, team building and Microsoft Office applications. HRDI offers a wide variety of courses related to jobs in the public and nonprofit sectors, and a number of special certification programs, including the Certified Public Manager (CPM) Program (in cooperation with Fairleigh Dickinson University); the Support Specialist Program (SSP); the HR Horizons program for human resources professionals; the Trainer Certification Program for training and development specialists; and a WebMaster Fundamentals Certification Program (in cooperation with the New Jersey Institute of Technology). HRDI tailors programs to meet the specific needs of New Jersey’s State agencies. These programs are then offered at the HRDI training center or at a location convenient for the client.

HRDI is an authorized provider of continuing education units (CEUs) from the International Association for Continuing Education and Training (IACET) and undergraduate and graduate level credit recommendations from the American Council on Education (ACE). HRDI is also recognized by the National Association of State Boards of Accountancy as a sponsor of continuing professional education credits. College credits are awarded for select courses.

Utilizing over 130 private individuals and companies to provide these services to public employees, we leverage the State’s bulk buying power to purchase training services at significant savings. All professional consultants are screened and selected using the highest standards of classroom delivery performance and content standards to provide public employees of NJ with the best experience possible.

HRDI TRAINING by PRACTICE AREA					
	FY'2002	FY'2002	FY'2002	FY'2002	FY'2002 (July-February)
COMPUTER	7,569	7,244	5,794	6,154	6,398
GENERAL	*24817	8,914	10,347	8,529	3,293
MANAGEMENT	4,060	3,648	6,644	4,739	1,583
<b>TOTALS</b>	<b>36,446</b>	<b>19,806</b>	<b>22,785</b>	<b>19,422</b>	<b>11,274</b>
* Prevention of Sexual Harassment Training for all State employees					



# Protecting the Rights

## of Merit System Employees and Applicants Seeking Public Employment

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### **Veterans' Preference**

New Jerseyans value the contributions that our veterans have made for our country and other nations around the world. The Department of Personnel works with the Department of Military and Veterans Affairs (DMAVA) to ensure that our veterans' needs are met.

In order to qualify for civil service veterans' preference, veterans must submit an application and proof of qualifications (such as a DD214) to DMAVA. The Department of Personnel will then be notified by DMAVA that the applicant qualifies for future veteran's preference on civil service lists.

New Jersey's Merit System provides absolute veteran's preference in employee selection when hiring. This means that qualified disabled veterans and then veterans are placed at the top of an open competitive employment list ahead of non-veterans, providing that they have passed the test. Disabled veterans and veterans are placed on promotional lists according to their scores, but they have preference over non-veterans when a disabled veteran or veteran is at the top of a certification of the list issued to an appointing (hiring) authority.

*Note: A certification is a list of names qualified through the examination process used to enable a permanent appointment to be made for a particular position.*

### **Division of Merit System Practices and Labor Relations (MSPLR)**

The Division of Merit System Practices and Labor Relations (MSPLR) is responsible for the appellate, regulatory, enforcement and mediation functions of the Department of Personnel. In this role, it serves as liaison to the Office of the Attorney General and the Office of Administrative Law. Staff members respond to inquiries and requests from employees, State and local employers and the public concerning merit system law and regulations. The majority of MSPLR work involves appeals. MSPLR provides all professional, technical and clerical support services which are necessary for the Merit System Board and the Commissioner to perform their statutorily mandated duties in rendering final administrative decisions on appeals.

As a service to our customers, notable decisions of the Merit System Board and the Commissioner of Personnel continue to be published on the Department's Internet website, [www.state.nj.us/personnel](http://www.state.nj.us/personnel).

# Challenges

## Facing New Jersey's Public Service

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New Jersey is faced with an aging public service workforce. The average age for State government's workforce in 2006 is 45 years. The average age at the Department of Personnel is 48 years. Clearly, employee health and wellness issues are a rising concern for an aging workforce, since a healthy workforce is more productive.



Succession planning is imperative as we experience a loss of historical perspective and institutional knowledge due to the retirements of our most experienced workers. It is projected that 18.6 percent of the State's career service workforce will be eligible to retire by 2011, and that number will grow to 33.6 percent by 2015.

Budget cutbacks are placing severe restrictions on staffing levels. State government is currently operating under a hiring/promotional freeze for all but the most critical positions. Consequently, vacant positions are frequently left unfilled, resulting in the need for agencies to reengineer operations and to eliminate or decrease programs. The DOP's staffing level fell from 450 employees as of January 7, 2005 to 379 employees as of January 6, 2006 – and it is expected to drop further for Fiscal Year 2007.

Recruiting, training and retaining a skilled and diversified workforce is crucial if government is to successfully meet future challenges. Higher technical expertise and computer literacy will be needed, if we are to do more with a smaller workforce. Encouraging excellence in job performance is paramount.

# The Department of Personnel's

## Response to These Challenges

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### ENCOURAGING A HEALTHY WORKFORCE

#### **Working Well New Jersey**

The State of New Jersey depends on its public workforce to be productive and healthy. In creating *Working Well New Jersey* initiative, the Department of Personnel launched a program that is designed to prevent wellness related barriers that inhibit employee productivity. The Department initiated this program in partnership with the Department of Health and Senior Services by utilizing internal resources, working with non-profit health organizations, and cooperating with all State agencies to provide the knowledge, resources, and incentives for employees to improve their overall wellness, along with that of their families.

With healthcare costs for current and retired State workers amounting to more than \$1 billion dollars last year, a statewide wellness program makes sense. *Working Well NJ* is the most cost effective method to improve the quality and well-being of New Jersey's public workforce. Undoubtedly, it is in our best interest to promote wellness and to prevent disease, rather than having to treat it.

*Working Well NJ* works with every department and agency to assess their wellness needs and to provide the tools needed to create beneficial wellness programs for employees and families alike. This is accomplished by

promoting regular physical activity, healthy living choices, regular medical checkups, and screenings.

By developing alliances with some of the largest non-profit health agencies in the country, including the American Cancer Society, the American Heart Association and the American Diabetes Association, New Jersey's public employees have access to professionals who can answer their health questions, provide accurate information, and give access to referral services. In the past, we have used the Association's speakers and resources and have organized several events which have proven mutually beneficial. For a program that does not require a large dollar investment, the rewards have been significant.

Some of *Working Well NJ*'s bottom line issues include:

- Improving the health and quality of life for New Jersey's public workforce;
- Improving job performance;
- Boosting employee morale;
- Lowering absenteeism to decrease sick days and reduce medical costs;
- Assisting in the development of statewide policies and procedures that will promote healthier lifestyles; and
- Lowering overall healthcare costs.

More than 500 state employees attended the Fitness Challenge, Walk and Rally event and more than 3,000 employees registered for the challenge. For the Year 2006 Fitness Challenge, Walk and Rally in October, our goal is to match or exceed last year's participation.

In collaboration with the New Jersey Healthcare Quality Institute, *Working Well NJ* will be utilizing the "How's Your Health" assessment tool to ascertain the general health of New Jersey's public workforce and identify trends and recurrent health issues. The data analysis will be done by creators of the tool—Dartmouth University. It is anticipated that this assessment tool will go live in October 2006.

### **Employee Advisory Service**

To strengthen and increase the health of New Jersey's public workforce, the Department of Personnel is focusing on programs that enhance and support employee productivity. In fiscal 2006, the Department of Personnel's Employee Advisory Service went live with a 24-hours-a-day, 7-days-a-week hotline, providing expanded counseling and return-to-work services to meet the needs of government employees and agencies.

### **COP 2 COP**

A law enforcement crisis intervention hotline, COP 2 COP is the first statewide law enforcement hotline in the nation. The hotline is completely confidential and offers a "listening ear" on a 24 hour/7 days a week basis while also addressing a wide variety of issues including substance abuse, depression, domestic violence, physical problems, legal and financial difficulties and any other psychosocial stressors experienced by a member of the

law enforcement community or his/her family. The Department of Personnel contracted with the University of Dentistry and Medicine of New Jersey (UMDNJ), University Behavioral HealthCare (UBHC) to provide this service. The hotline is staffed by mental health specialists and clinicians who are retired officers specializing in the field of police psychology. All staff are experts in the areas of post trauma disorders and the emotional and psychological tensions, depressions and anxieties unique to the law enforcement community. In addition, retired law enforcement officer volunteers are trained as peer support listeners on the hotline and for on-call events.

### **Voluntary Furlough Program**

This program adds greater flexibility to the work schedules of public service employees by providing approved unpaid leave to allow employees to meet their family obligations.

# SUCCESSION PLANNING

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Workforce planning provides management with a strategic basis for making human resource decisions and allows management to anticipate change. We need to explore options to help retain experienced workers, such as scheduling flexibility, assignment changes, and leave options such as voluntary furloughs. Retirees can also be hired as consultants.

## Human Resource Development Institute (HRDI)

HRDI, the DOP's training division, offers courses designed to assist agencies and their employees with preparing for employee turnover. Courses such as "Succession Planning" and "Mentoring: A Partnering Model" are available. Additionally, courses are offered that help new supervisors and managers make the transition into their new roles.

## Competitive Testing

One of the most important functions of the Department is its constitutional and statutory responsibility to administer a competitive testing process for State, municipal, and county career service jobs, to ensure fair and equal opportunities for hiring and promotions. In Fiscal 2006, the Department administered almost 11,000 examinations for the following positions: Family Service Specialists, Security Guards, Professional-Level Trainees, Parole Officers, Probation Officers, Engineers, Social Workers, and Clerical titles.

In the first six months of Fiscal 2006, the Department administered examinations to more than 3,000 police promotional candidates. During the same period, the Department conducted Fire Lieutenant/Captain oral examinations for more than 1,500 candidates, one of the largest groups of candidates for this title in recent history. In December 2006, the Department announced the entry-level law enforcement examination (LEE), for which it received more than 30,000 applications. The Department will announce the next entry-level firefighter test in May 2006, which could result in over 12,000 candidates. The Department also is planning to issue promotional announcements for State Corrections and Sheriff's Officer titles, benefiting close to 4,000 candidates. With heightened focus on public safety and correction/custody functions in recent years, the Department has addressed an ever-growing law enforcement employee population with increasingly complex job responsibilities.

Despite budget limitations, the Department has been vigilant in ensuring a relevant, comprehensive, and secure selection process for these and many other critical positions.



**EXAMINATION STATISTICS**

<b>PROGRAM/MEASURE</b>	<b>FY'2005</b>	<b>FY'2005</b> <small>(monthly average)</small>	<b>FY'2006</b> <small>(first six months)</small>	<b>FY'2006</b> <small>(monthly average)</small>
<b>GENERAL TESTING</b>				
<b>Clerical Assessment Program</b>				
Average # of applicants in clerical pool	3,000	3,000	2,400*	2,400
# of applicants tested (Written or Performance portion)	3,879	323	1,909*	318
# of symbols processed via Assembled Examinations	220	18	70*	10
<b>General Testing – Open-Competitive</b>				
# of applications reviewed for eligibility	32,324	2,694	16,839	2,807
# applications scored via E & E	9,477	790	4,454	742
# of candidates scheduled for assembled exams	12,505	1,042	7,054	1,176
# of symbols processed via E&E	1,358	113	732	122
# of symbols processed via assembled exams	231	19	121	20
<b>Total # of symbols processed</b>	<b>1,589</b>	<b>132</b>	<b>853</b>	<b>142</b>
<b>General Testing –Promotional</b>				
# of applications reviewed for eligibility	17,483	1,457	12,214	2,036
# of applications scored via E&E	4,973	414	4,923	821
# of candidates scheduled for assembled exams	9,149	762	4,366	728
# of symbols processed via E&E	2,077	173	1,279	213
# of symbols processed via assembled exams	1,478	123	747	125
<b>Total # of symbols processed</b>	<b>3,555</b>	<b>296</b>	<b>2,026</b>	<b>338</b>
<b>Supervisory Test Battery – Promotional and OC</b>				
# of Promotional Applicants tested	1,589	132	904	151
# of Promotional Symbols tested	232	19	142	24
# of OC Applicants tested	524	44	95	16
# of OC Symbols tested	39	3	17	3
<b>Management Test Battery – Promotional and OC</b>				
# of Promotional Applicants tested	222	19	23**	4
# of Promotional Symbols tested	83	7	2**	.33
# of OC Applicants tested	83	7	0**	0
# of OC Symbols tested	9	.75	0**	0
<b>Pre-Appointment/Qualifiers</b>				
# of evaluations reviewed for State and Local titles	531	44	243	41
Average # of days from receipt to completion	25	25	25	25

\*Program suspended September 2005 - January 2006 in order to implement process changes.

\*\*Program suspended April 2005 - December 2005 in order to development and validate new exam.

### **Student Intern Program**

The Student Intern Program is open to New Jersey students and residents enrolled in accredited technical, undergraduate and graduate schools, community colleges and other educational programs who have completed at least half of their course of study.

Successful completion of this internship program will bring participants into the non-competitive Student Assistant title and then permit a promotion to a target entry level title, providing full-time permanent employment in the career service.

### **Police Assistant Program**

The Police Assistant Program permits any participating jurisdiction to hire staff in that title through open competitive testing procedures. Upon successful completion of a structured on the job-training program, those employees would be allowed the opportunity to promote to Police Officer positions.

This program allows participating jurisdictions to staff their Police Departments with a more diverse population – representative of the community – and increase the level of participation of long-term residents.

During 2005, Atlantic City was the only jurisdiction authorized to implement the program.

# Technological Advances

## Enable a Smaller Workforce to Meet Customer Needs

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### **County and Municipal Personnel System (CAMPS)**

This new Internet-based personnel management system for Merit System county and municipal governments is the largest, most comprehensive undertaking that the Department of Personnel has ever initiated.

Implementation of the system to more than 500 local government jurisdictions has begun with more than half of those jurisdictions currently inputting personnel transactions online in lieu of the former cumbersome paper-based system. CAMPS will also be used by local government jurisdictions to replace current, or in some cases non-existent, personnel recording systems

Online implementation began in the summer of 2004. Online access by appointing authorities is being phased in over time, with full on-line access anticipated within the next two years. Extensive hands-on training and on-site consultation for County and Municipal governments continues on a monthly basis. The system has been designed with features for the exclusive use by local government appointing authorities such that, if desired, CAMPS could serve as their sole personnel management

information system (in conjunction with their current payroll system).

Conversion of over 1,300,000 job history records from previous system (LGMASST) to CAMPS occurred. Extraneous and erroneous information is being cleared out. As agencies are scheduled for online access, reports are run and revisions made to any records that did not correctly convert. Comparison of agency payroll records with DOP records occurs to ensure accurate and up-to-date information.

Cooperation and major efforts by both Appointing Authorities and DOP staff resulted in the following counties accessing CAMPS via their online connection: Bergen, Burlington, Cumberland, Hunterdon, Mercer, Middlesex, Monmouth, Morris, Ocean, Salem, Sussex, and Warren – in addition to over 200 municipal governments and autonomous agencies. The training, installation, and follow-up will continue in calendar year 2006.

### **Classification Support System (CSS) Online**

This is a new Internet-based system through which all position actions for State government entities will be processed – including the processing of all position classification associated with those actions. CSS Online will automate all State position actions, greatly reducing processing time. Many position actions can be processed within a 24-hour period. Additionally, CSS Online reduces paperwork. By automating this process, the DOP is able to redirect its limited staff into areas of greater need.

Job classification questionnaires will be answered online by employees in the job title or supervisors who are familiar with the functions of the position. The system will match these responses with profiles of all similar titles to determine if the responses match the requested title. Prior to this system, this analysis was done manually by DOP by reviewing a narrative description of the job functions prepared by the incumbent or supervisor. If the responses do not match the requested title, the system will report the next best title matches for review by DOP Division of Human Resource Management (HRM) staff.

Even those transactions that require intervention can be reviewed online and approved electronically, saving time and effort. The system is designed to be user-friendly, and each screen virtually walks the user through it to completion, ensuring that no position requests containing erroneous data are passed through the system.

The system allows one-step access for Appointing Authorities with approval privileges to view and approve all actions within their departments. Simultaneously, security features ensure that no one other than authorized personnel can access a particular department's requests.

### **Imaging Center**

In Fiscal Year 2004, the Department of Personnel – in cooperation with the Division of Revenue – electronically imaged almost 700,000 State and local government employee records and files consisting of several million pages of paper documents. These documents are now accessible to department staff via their desktop computers. This Internet-based application has greatly enhanced the Department's ability to quickly retrieve information about State and local employees, while providing greater security for confidential records.

### **eCATS (Electronic Cost Accounting and Timesheet System)**

A new Internet-based interactive software application being phased-in as the replacement for TALRS (Time and Leave Recording System) by the Department of Personnel in conjunction with the Departments of Environmental Protection, Labor and Workforce Development, Transportation and the Office of Information Technology. This new system is used for administering and maintaining the State's time and leave balances and usage for State government employees. eCATS is now in full service use in the Departments of Personnel, Environmental Protection, Labor & Workforce Development; and, by the end of the current Fiscal Year, will be expanded to include the Department of Transportation and the Motor Vehicle Commission. In addition, work is currently underway to expand the use of eCATS into the entire Department of Human Services, including its field locations and facilities.

### **GovConnect**

DOP partners with the Department of Community Affairs (DCA) in a joint venture to share information with local government human resources staff. DCA allows the DOP to utilize its Internet bulletin board, GovConnect, accessed through [www.nj.gov](http://www.nj.gov), to post human resource news updates and civil service forms, as well as to become a forum for group discussions regarding personnel issues. This tool will be used to post material about new programs, hiring issues, and training courses.





# Recruiting, Training & Retaining

## a Skilled and Diversified Workforce

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### **Recruitment**

To meet the human resource needs of government agencies and the public safety community and to maintain an eligible pool of candidates, DOP issued a Law Enforcement Examination in December 2005 and will issue a Firefighter Examination announcement in 2006. The Law Enforcement announcement includes eleven titles. In addition to posting the announcement on the website, 185,000 hard copy announcements were printed and distributed statewide to a host of State, county and municipal agencies and to New Jersey two-and-four-year colleges and universities. To assist in this recruitment endeavor, the Law Enforcement announcement was advertised in many newspapers providing coverage to New Jersey's diverse population. To further promote the Law Enforcement Exam announcement, DOP formed a partnership with the Camden Community Connections Program located in the City of Camden. As part of this initiative, DOP co-hosted a major recruitment event, "Camden Works," and also performed public service advertising by participating in a radio program available to Camden City residents.

A May 2006 Firefighter announcement will be issued. The Firefighter announcement is scheduled to be posted on the DOP website, advertised on NJN, and placed in classified advertisements among newspapers providing statewide coverage. Additionally, 150,000 hard copy Firefighter announcements will be printed and distributed to locations across the State, such as county & municipal administrations, public libraries, high schools, colleges and universities, women's organizations, Hispanic/Latino organizations and other civic groups. Approximately 60,000 applications will be dispersed throughout twelve consent decree jurisdictions (Atlantic City, Camden, East

Orange, Elizabeth, Hoboken, Jersey City, New Brunswick, Newark, Passaic, Paterson, Plainfield, and Trenton), where recruitment of minority applicants is critical.

DOP staff participated in approximately 50 – 60 career day and job fair events throughout New Jersey, dispensing Merit System employment information and explaining the application and testing processes. DOP recruitment staff formed a working partnership with the New Jersey Department of Labor & Workforce Development's One Stop Career Centers located in Atlantic City, New Brunswick, Perth Amboy, and Trenton.

Additionally, the DOP assists the Department of the Treasury's Division of Taxation in campus recruitment and assessing professional-level trainees for the titles: Auditor-Taxation, Trainee, Tax Representative Trainee, and Investigator Trainee Taxation. Besides the campus recruiting program, a regular open-competitive announcement will be issued during the 2006 recruitment cycle so that eligible candidates, who are not currently attending college, can apply.

Students will be permitted to take the written test on a "walk-in" basis in response to the job announcements posted on 12 New Jersey campuses. It is anticipated that approximately 800 applicants will take the written exam in March and April, 2006. DOP will train managers from Treasury to conduct structured oral examinations at three regional sites across the state. A DOP assessor will be present on every scoring panel in order to help ensure rater consistency across candidates.

## **Training**

The Human Resource Development Institute (HRDI) offers convenient, high quality training at affordable prices. It is essential that the government workforce continue to refine and upgrade skills to better serve the public and to grow their careers. The HRDI catalog is available online at [www.njtrainer.com](http://www.njtrainer.com).

## **Retaining**

**Performance Management:** As a part of the agreement of the 2003-2007 contract negotiations with CWA, AFSCME, and IFTPE, the Office of Performance Management oversees a Pass/Fail Performance Evaluation System (PES) for all employees represented by these unions. Other employees will remain on the 3-tiered Performance Assessment Review (PAR) program which rates employees as Exceptional, Commendable, or Unsatisfactory. Currently, the Office of Performance Management is responsible for administering both performance appraisal programs. The main focus of PES and PAR is to identify development opportunities for State employees.

The Office of Performance Management has partnered with HRDI to conduct PES and PAR training for employees and supervisors. The training workshops are available in the following formats: PES Overview for Employees and Supervisors, PES Train the Trainer, PAR Review, and general performance appraisal techniques for new supervisors.

The goal of the Office of Performance Management is to improve the performance of all segments of State government by establishing a system for communicating performance goals, measuring the attainment of these goals and providing development and/or enhancement options for employees. This includes linking organizational goals and objectives to the goals and objectives of each employee. Additionally, this system reduces the potential for biases.

DOP staff can provide consultative services to local agencies in the design, development, and implementation of valid and reliable performance appraisal instruments.

## **Recognizing Excellence in Service**

The DOP administers a New Jersey Public Service Recognition Awards Program that culminates in an Awards Ceremony held annually at the Trenton War Memorial Building. Each year, public service employees are recognized for their outstanding performance in the

following categories: Heroism; Exceptional Service; Professional Achievement; Community Service; Teamwork/Partnership Achievement; Customer Service Excellence; Co-Worker Recognition; and Longevity. This program improves employee morale, resulting in better service and the retention of our workforce.

## **New Jersey State Employee Suggestion Awards Program**

The goal of the New Jersey State Suggestions Awards Program is to improve State government by encouraging our employees to offer suggestions to improve economy, efficiency and/or service to the public.

## **Diversity at the DOP**

EEO/AA ensures that managerial employees receive frequent antidiscrimination training to keep them abreast of current developments and case law, and to ensure that they do not expose the employer to liability for unfair or discriminatory labor practices.

The Department networks with various organizations which represent the disabled or which are active in seeking employment opportunities for the disabled community. Notification of job opportunities is provided to such organizations so that they can refer clients. In addition, the Department periodically provides EEO-related training to these organizations to help them assist their clients.

The Department implemented strategies designed to improve the representation of Latinos and Asians in the workforce through networking with Latino organizations, maintaining a relationship with media sources in each of these communities, and providing and receiving direct referrals from other agencies and organizations. The Department has also cultivated a relationship with the Center for Hispanic Policy, Research and Development, and has employed Latino interns over the past several summers with the hope of enticing them to return to State Government and DOP, upon completion of their education. In addition, to ensure nondiscriminatory, fair, and legal selection processes, the EEO Officer developed and updates as needed, a manager's desk guide on hiring and promotional transactions. Use of this guide ensures that a specific process is followed for all hiring/promotional transaction by the managers in the agency. The process, while nondiscriminatory, is designed to elicit the maximum amount of legal information from a candidate.

# DOP's Evolving Role

## in Human Resource Management

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The DOP is transitioning from a transaction/regulation-based agency into a consultative service, providing human resource management expertise to other governmental agencies. Department representatives are available to help other agencies to navigate through civil service and to offer creative solutions to HR issues.

Faced with hiring freezes and dwindling budgets, departments and jurisdictions must gain the maximum benefit from their human capital resources, redeploying staff where needed and adding to their skill sets. The DOP is ready to help.

### DOP SENIOR STAFF

**Rolando Torres, Jr.**, Commissioner

**Marjorie Schwartz**, Deputy Commissioner  
State and Local Operations

**Robin Andujar**, Asst. Commissioner  
Finance, Technology and Administration

**Deborah Boykin-Greenberg**, Acting Director EEOA

**Candice Hendricks**, Legislative Liaison

**John Kraus**, Director  
Selection Services

**Lorraine Maher**, Director  
Human Resources

**Henry Maurer**, Director  
Merit System Practices & Labor Relations

**Donald Pastor**, Director  
Human Resource Information Services

**Shelby Pettis**, Acting Director  
Employee Services

**Cathy Samuels**, Director  
Human Resource Development Institute (HRDI)

**Henry Smith**, Director  
Office Intergovernmental Services

**Elizabeth Van Marter**, Director  
Human Resource Management

# Merit System Board Members

## ROLANDO TORRES, JR., CHAIRMAN

The Merit System Board members are:

### **Margaret E. L. Howard**

Ms. Howard has served on the Merit System Board since 1990 and began her current term in 2001. Ms. Howard earned a Bachelor of Arts degree from Kenyon College in 1973 and a Masters degree in Social Work from Rutgers University in 1980. From 1988 to 1990 she served as Deputy Chief of Staff to Governor Kean. She is currently the Vice President for Administration and University Relations at Drew University.

### **Robert J. Long**

Robert J. Long was appointed to the MSB in 2002. Mr. Long is currently the President of the Entrepreneur Equity Corporation. Additionally, he also serves on the Board of Trustees of the New Jersey Community Development Corporation.

### **Flavella K. Branham**

In 2001, Flavella Branham retired as a County Correction Sergeant from a twenty-six year career with the Essex County Department of Public Safety. Ms. Branham received an Associates degree in Criminal Justice from Essex County Community College.

### **John Currie**

John Currie was appointed to the Merit System Board in 2004. Mr. Currie, the manager of Hawthorne Chevrolet, is an active member of the community. A former lead trainer on civil rights for the Passaic County Board of Social Services, Mr. Currie now provides civil rights training for the Passaic County Police Academy. Mr. Currie is also on the Board of Directors of both the Passaic/Clifton Young Man's Christian Association (YMCA) and the Paterson chapter of the National Association for the Advancement of Colored People (NAACP). He received a degree in Business Administration from Rutgers University.

# Advisory Boards

The New Jersey Legislature (N.J.S.A. 11A:2-11) has authorized the Commissioner of the New Jersey Department of Personnel to establish certain advisory boards.

The following advisory boards provide a regular forum for discussion of departmental policies and procedures and to seek advice and support for new programs that will improve the health, safety and welfare of New Jersey's public employees.

## EEO ADVISORY COMMISSION

**Ramon de la Cruz, Esq.**  
Director, Division of Elections  
Law and Public Safety

**Prasad Devineni, Ph.D.**  
Vice President, Green Catalysts

**Geraldine Eure, Esq.**  
Assistant General Counsel, Labor Relations Group  
Consolidated Edison Company of N.Y. Inc.

**Sheryl Gordon**  
Executive Director, AFSCME  
Council 1

**Ana Montero, Esq.**  
Director, Office of Equal Employment Opportunity  
Department of Human Services

**Hector Ramos**  
Union Representative  
United American Nurses



**Reverend Joshua Rodriguez**  
Sr. Pastor, The City Line Church, Inc.

**Honorable Manuel Segura**  
Councilman  
System Design Engineer Bell Atlantic/Trenton

**Deborah Boykin-Greenberg**  
Executive Secretary/Acting Director  
Division of EEO/AA

**Jeanne Victor, Esq.**  
Director, Office of Workplace Policy,  
Administration and Enforcement  
Department of Law and Public Safety

**Carolyn Carter Wade**  
President, Local 1040

**Albert John Alvarez, Esq.**  
Attorney at Law

**Colonel Joseph R. Fuentes**  
Superintendent, NJ State Police

**Donald McCann**  
Chief, Police Services Section  
Police Training Commission

**Jim Nestor**  
State Police Employee Assistance Program

**Kelly Heck**  
Director of Communications  
Office of the Governor

**Lisa Vogel**  
President  
Garden State Survivors

**Lillian Valenti**  
Chief  
Office of Medical Services  
Port Authority of New York and New Jersey

**Ernest Jubilee**  
Deputy Chief  
Atlantic City Police Department

**Antonio Gonzalez**  
President  
Hispanic Law Enforcement Society of Essex County

**Cherie Castellano**  
Program Director  
COP 2 COP  
UMDNJ-UBHC

## **COP 2 COP ADVISORY BOARD**

### **LAW ENFORCEMENT HOTLINE**

**Elizabeth Cristopherson**  
Executive Director  
NJN Public Television

**Christian Bollwage**  
Mayor  
City of Elizabeth

**Michael J. Madonna**  
President, State PBA

**Edward R. Brannigan**  
President, State FOP

**Chief Michael Mastronardy**  
President, NJ Association of Chiefs of Police

**Thomas O'Reilly**  
Administrator, Office of the Attorney General

**Commissioner Devon Brown**  
NJ Department of Corrections

## POLICE ADVISORY BOARD

### **Ernest Jubilee, Deputy Chief**

National Organization of Black Law Enforcement Executives (N.O.B.L.E.)

### **Ivan Mendez, President**

Latino Law Enforcement Society of Mercer County

### **Mike Madonna, President**

Policemen's Benevolent Association (PBA)

### **Raul Virella, Representative**

Latino Law Enforcement Society of Mercer County

### **Anthony Weiners, Executive Vice President**

Policemen's Benevolent Association (PBA)

### **Frank Calabrese, Jr. Representative**

Policemen's Benevolent Association (PBA)

### **John J. Chrystal, Representative**

Fraternal Order of Police (FOP)

### **Chief Anton Danco, Representative**

New Jersey State Association of Chief's of Police

### **Hector Rodriguez, Fraternal Order of Police (FOP)**

Newark Police Hispanic Association

### **H. Lawrence Wilson, Jr.**

NJ Council of Chartered Members of the National Black Police Association

## FIRE ADVISORY BOARD

### **David Giordano, President**

Newark Firefighters Union

### **Thomas Canzanella, President**

Professional Firefighters Association (PFA) of New Jersey

### **Dominick Marino, Treasurer**

Professional Firefighters Association of New Jersey

### **William Lavin, President**

NJ Firemen's Mutual Benefit Association (FMBA)

### **Brian McGorty, Representative**

Chairman, DOP Committee  
NJ Firemen's Mutual Benefit Association member

### **Charles Aughenbaugh, Jr., President**

NJ Deputy Fire Chiefs Association

### **Kevin Bennett, President**

Atlantic City Vulcans

### **John Bereheiko, Representative**

NJ Career Fire Chiefs Association

### **Jose R. Cruz, Captain**

Jersey City Fire Department, Hispanic Firefighters & EMS Society of NJ

## LABOR ADVISORY BOARD

### **Donald Buchanan, Vice President**

International Federation of Professional and Technical Engineers (IFPTE), Local 195

### **Sherryl Gordon, Executive Director**

American Federation of State, County, and Municipal Employees (AFSCME) Council 1

### **Michael A. James, President**

New Jersey Civil Service Association  
Newark Council #21

### **Robert Pursell, Area Director**

Communications Workers of America (CWA)

### **Richard Dann, President**

Communications Workers of America, Local 1085

### **Thomas Palermo, President**

Communications Workers of America, Local 1039

### **Larry Evans, President**

Fraternal Order of Police, Lodge #200

### **Hetty Rosenstein, President**

Communications Workers of America, Local 1037

## PERSONNEL & AFFIRMATIVE ACTION ADVISORY BOARD

**Ms. Linda Krajain**

Human Resource Officer  
Department of Agriculture

**Ms. Erin Simone, Esq.**

EEO/AA Officer  
Department of Agriculture

**Mr. John Walton**

Assistant Commissioner  
Department of Banking & Insurance

**Ms. Jennifer Payne**

EEO/AA Officer  
Department of Banking & Insurance

**Ms. Betty Ann Rizzo**

Human Resource Officer  
Department of State

**Ms. Robin Bridges-Johnson**

EEO/AA Officer  
Department of State

**Ms. Darlene McGilberry**

Assistant Director of Budget & Fin.  
Commission on Higher Education

**Ms. Carole McPhillips**

Human Resource Officer  
NJ Commerce, Economic Growth & Tourism

**Mr. Dan Kirton**

Vice President  
NJ Commerce, Economic Growth & Tourism

**Ms. G. Diana Jones**

Executive Assistant/EEO/AA  
Office of Administrative Law

**Ms. Lorraine Maher**

Human Resource Officer  
Department of Personnel

**Ms. Rudene Vaught**

EEO/AA Officer  
Department of Personnel

**Mr. Steve McPhillips**

Human Resource Officer  
NJ Public Broadcasting Authority

**Ms. Beatrice Jones**

EEO/AA Officer  
NJ Public Broadcasting Authority

**Ms. Susan Matthews**

Human Resource Officer  
Office of Information Technology

**Mr. Ronald Brown**

EEO/AA Officer  
Office of Information Technology

**Ms. Jodi Evangelista**

Human Resource Officer  
Department of Community Affairs

**Ms. Nicole Sharpe**

EEO/AA Officer  
Department of Community Affairs

**Mr. D. Craig Stevens**

Human Resource Officer  
Department of Corrections

**Ms. Melinda Haley**

EEO/AA Acting Director  
Department of Corrections

**Mr. David Corso**

Human Resource Officer  
Department of Education

**Ms. Mabel Williams**

EEO/AA Officer  
Department of Education

**Ms. Janet Zimmerly**

Human Resource Officer  
Department of Environmental Protection

**Ms. Pamela Lyons**

EEO/AA Officer  
Department of Environmental Protection



**Ms. Robin Spaulding-Smith**  
Human Resource Officer  
Department of Health & Senior Services

**Ms. Monique Smith**  
EEO/AA Officer  
Department of Health & Senior Services

**Ms. Eileen Shea-Pazder**  
Human Resource Officer  
Department of Human Services

**Mr. George Burgos**  
AA Officer  
Department of Human Services

**Ms. Ana Montero**  
EEO Officer  
Department of Human Services

**Mr. Joseph Doherty**  
Human Resource Officer  
Department of Labor & Workforce Development

**Ms. Lynne Haynes**  
EEO/AA Officer  
Department of Labor & Workforce Development

**Ms. Catherine Farley**  
Human Resource Officer  
Department of Law & Public Safety

**Ms. Jeanne Victor**  
EEO/AA Officer  
Department of Law & Public Safety

**Ms. Loreta Sepulveda**  
Human Resource Officer  
Department of Military & Veterans Affairs

**Ms. Dorinda Sapp**  
EEO/AA Officer  
Department of Military & Veterans Affairs

**Mr. Patrick DiMattia**  
Human Resource Officer  
Office of the Public Defender

**Ms. Renee Herron-McKithen**  
EEO/AA Officer  
Office of the Public Defender

**Mr. Gregory Vida**  
Human Resource Officer  
Department of Transportation

**Ms. Kerri Thompson-Tillet**  
EEO Officer  
Department of Transportation

**Mr. Douglas Ianni**  
Human Resource Officer  
Department of the Treasury

**Ms. Hattie Smith**  
EEO/AA Officer  
Department of the Treasury

**Ms. Vivian Fernandez**  
Associate VP of HR  
College of New Jersey

**Ms. Christine Danilo**  
Human Resource Officer  
Administrative Office of the Courts  
Hughes Justice Complex

**Mr. Bobby Battle**  
EEO/AA Officer  
Judiciary  
Hughes Justice Complex

# HRM Consultants & Service Territory

Elizabeth Van Mater, Director  
 Diane LaMothe - Support Staff  
 609-292-8035

**Team #1: 609-292-9195**  
**Rita Roper, Manager**  
**Donta Johnson, Support Staff**

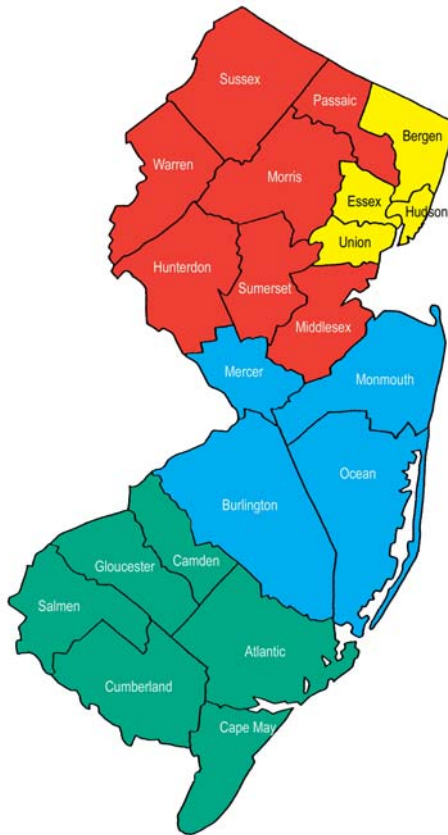
Leaders:  
 Nora Koch 609-984-2723  
 Anthony Larice 609-984-0995

Hunterdon Co. Jurisdictions  
 Middlesex Co. Jurisdictions  
 Morris Co. Jurisdictions  
 Passaic Co. Jurisdictions  
 Somerset Co. Jurisdictions  
 Sussex Co. Jurisdictions  
 Warren Co. Jurisdictions  
 NJ Dept. of Education  
 NJ Dept. of Environmental Protection  
 State Colleges & Universities

**Team #2: 609-292-9689**  
**Amy Laird, Manager**  
**Barbara Lewis Support Staff**

Leaders:  
 Marilia Rivera 609-777-0935  
 Evelyn Woods 609-292-9090

Burlington Co. Jurisdictions  
 Mercer Co. Jurisdictions  
 Monmouth Co. Jurisdictions  
 Ocean Co. Jurisdictions  
 NJ Dept. of Military & Veterans' Affairs  
 NJ Dept. Transportation  
 NJ Dept. Treasury  
 Casino Control Commission  
 Juvenile Justice Commission  
 Office of Legislative Services  
 Authorities & Commissions



**Team #3: 609-292-71110**  
**Les Summiel, Manager**  
**Carol Goodman, Support Staff**

Leaders:  
 Art Hoenig 609-292-8189  
 Joseph Ridolfi 609-292-6572

Atlantic Co. Jurisdictions  
 Camden Co. Jurisdictions  
 Cape May Co. Jurisdictions  
 Cumberland Co. Jurisdictions  
 Gloucester Co. Jurisdictions  
 Salem Co. Jurisdictions  
 NJ Dept. Community Affairs  
 NJ Dept. Health & Senior Services  
 NJ Dept. Law & Public Safety  
 Office of the Public Defender

**Team #4: 609-984-4333**  
**Judy Gottlieb, Manager**  
**Felecia Moore, Support Staff**

Leaders:  
 Audrey Duess 609-984-4332  
 Jill Griff 609-777-0908

Bergen Co. Jurisdictions  
 Essex Co. Jurisdictions  
 Hudson Co. Jurisdictions  
 Union Co. Jurisdictions  
 NJ Dept. of Corrections  
 NJ Dept. of Labor  
 Board of Public Utilities

STATEWIDE INITIATIVES & JUDICIARY  
 MARSHA WEINSTEIN  
 609-984-2344

# Departments/ Agencies/Offices

Serviced by DOP

In addition to serving more than 300 local jurisdictions in New Jersey, including 20 of 21 counties and nearly 180 municipalities, the Department of Personnel serves the following departments/agencies of State government:

## DEPARTMENTS/AGENCIES/OFFICES

Agriculture  
Banking & Insurance  
Board of Public Utilities  
Community Affairs  
Casino Control Commission  
Commerce, Economic Growth and Tourism  
Commission on Higher Education  
Commission on Science and Technology  
Corrections  
Education  
Environmental Protection  
General Assembly  
Governor's Office  
Health & Senior Services  
Human Services  
Judiciary  
Juvenile Justice Commission  
Labor and Workforce Development  
Law & Public Safety  
Military & Veterans Affairs  
Motion Picture Commission

Motor Vehicle Commission  
Office of Administrative Law  
Office of the Child Advocate  
Office of Homeland Security  
Office Of Information Technology  
Office of the Inspector General  
Office of Legislative Services  
Office of the Public Defender  
Personnel  
Public Advocate  
Public Broadcasting Authority  
Rate Payer Advocate  
Senate  
State  
State Colleges and Universities  
State Commission of Investigation  
State Ethics Commission  
State Parole Board  
Student Assistant Authority  
Transportation  
Treasury

# Listing of Autonomous

## LOCAL MERIT SYSTEM JURISDICTIONS

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Atlantic County	Aberdeen Township
Bergen County	Aberdeen Fire Districts (2)
Bergen County Board of Social Services	Allamuchy Township
Bergen County Utilities Authority	Alpha Borough
Burlington County	Andover Township
Burlington County Board of Social Services	Asbury Park City
Camden County	Atlantic City
Camden County Municipal Utilities Authority	Atlantic City Library
Camden County Board of Social Services	Atlantic City Municipal Utilities Authority
Cape May County	Bayonne
Cape May County Board of Social Services	Bayonne Housing Authority
Cumberland County	Bayonne Library
Cumberland County Board of Social Services	Beach Haven Borough
Essex County	Beachwood Borough
Gloucester County	Belleville
Gloucester County Welfare Board	Belleville Library
Hudson County	Belmar Borough
Hudson County Utilities Authority	Belmar Housing Authority
Hunterdon County	Bergenfield Borough
Mercer County	Bergenfield Library
Mercer County Board of Social Services	Berkeley Township
Middlesex County	Berkeley School District
Middlesex County Board of Social Services	Beverly
Monmouth County	Bloomfield
Morris County	Bloomfield Library
Ocean County	Boonton Town
Ocean County Board of Social Services	Boonton Library
Passaic County	Bordentown City
Passaic County Board of Social Services	Bordentown Township
Salem County	Bordentown Township Fire Districts (2)
Salem County Board of Social Services	Brick Township
Sussex County	Brick Fire District
Union County	
Warren County	

Brick School District	Elizabeth Housing Authority
Bridgeton	Elizabeth Library
Bridgeton Housing Authority	Elmwood Park Borough
Bridgeton Library	Elmwood Park Borough Library
Bridgeton Municipal Port Authority	Ewing Township
Brooklawn Borough	Ewing Township Fire Districts (3)
Buena Borough	Fair Lawn
Buena Housing Authority	Fair Lawn Library
Buena Municipal Utilities Authority	Fairview
Burlington City	Fairview Library
Burlington City Housing Authority	Florence Township
Burlington Township	Florence Fire District 1
Burlington Township Fire District 1	Fort Lee
Butler Borough	Fort Lee Library
Butler Library	Franklin Township (Warren County)
Byram Township	Franklin Township Housing Authority (Somerset County)
Camden City	Freehold Borough
Camden City Library	Freehold Borough Housing Authority
Camden City Redevelopment Agency	Freehold Township
Cape May City	Garfield
Carteret Borough	Garfield Library
Carteret Library	Glassboro Housing Authority
Cinnaminson Township	Gloucester City
Cinnaminson Fire District 1	Gloucester City Library
Clark Township	Gloucester Township
Clark Library	Gloucester Township Fire Districts (6)
Clementon Borough	Gloucester Township Housing Authority
Clifton	Gloucester Township Municipal Utilities Authority
Clifton Library	Green Township
Delanco Township	Hackensack
Delran Township	Hackensack Library
Delran Fire District 1	Hackettstown
Dennis Township	Hackettstown Municipal Utilities Authority
Deptford Township	Haddon Township Housing Authority
Deptford Library	Hamilton Township (Mercer County)
Deptford Municipal Utilities Authority	Hamilton Fire Districts (9) (Mercer County)
Deptford Township Fire District 1	Hammonton
Dover Town (Morris County)	Hampton Township
Dover Housing Authority (Morris County)	Harmony Township
Dover Library	Harrison
East Orange	Harrison Housing Authority
East Orange Library	Harrison Library
East Rutherford Borough	Hazlet Township
East Rutherford Library	Hazlet Fire District 1
Edgewater Borough	Highlands Borough (Monmouth County)
Edgewater Library	Highlands Borough Housing Authority
Edgewater Park Township	Hillside Township
Edgewater Park Fire District 1	Hillside Library
Egg Harbor City	Hoboken
Elizabeth	Holmdel Township

Hopatcong  
Independence Township  
Independence Municipal Utilities Authority  
Irvington  
Irvington Housing Authority  
Irvington Library  
Jackson Township  
Jackson Fire Districts (4)  
Jackson Municipal Utilities Authority  
Jefferson Township  
Jefferson Township Library  
Jersey City  
Jersey City Library  
Jersey City School District  
Keansburg  
Kearny  
Kearny Library  
Keyport Borough  
Lacey Township  
Lake Como Borough(formerly South Belmar)  
Lakehurst  
Lakewood Township  
Lakewood Fire District 1  
Lakewood Municipal Utilities Authority  
Lavallette  
Lawnside  
Lawrence Township (Mercer County)  
Liberty Township  
Lincoln Park Borough  
Lincoln Park Library  
Linden  
Linden Library  
Lindenwold Borough  
Little Egg Harbor Township  
Lodi Borough  
Lodi Housing Authority  
Lodi Library  
Lodi School District  
Long Beach Township  
Long Branch  
Long Branch Housing Authority  
Lopatcong  
Lower Township  
Lower Township Municipal Utilities Authority  
Magnolia Borough  
Manasquan Borough  
Manasquan Fire District 1  
Maple Shade  
Margate City  
Margate Library  
Marlboro Township

Marlboro Municipal Utilities Authority  
Marlboro Fire District 1  
Maurice River Township  
Maurice River School District  
Middle Township (Cape May County)  
Middle Township School District  
Middletown Township (Monmouth County)  
Middletown Library  
Millburn Township  
Millburn Library  
Milltown Borough  
Millville City  
Millville School District  
Monroe (Gloucester County)  
Monroe Library (Gloucester County)  
Monroe Municipal Utilities Authority (Gloucester County)  
Montville Township  
Montville Fire Districts (3)  
Montville Library  
Moonachie Borough  
Moorestown Township  
Moorestown Fire Districts (2)  
Moorestown Library  
Morristown  
Mount Holly Township  
Mount Holly Fire District 1  
Mount Laurel Township  
Mount Laurel Fire District 1  
Mount Laurel Library  
Mount Laurel Municipal Utilities Authority  
Newark  
Newark Library  
Newark School District  
New Brunswick  
Newton  
Newton Housing Authority  
North Arlington Borough  
North Arlington Library  
North Bergen Township  
North Bergen Housing Authority  
North Bergen Library  
North Bergen Municipal Utilities Authority  
North Brunswick Township  
North Brunswick Library  
North Hudson Regional Fire Rescue Service  
North Wildwood City  
Nutley  
Nutley Library  
Oakland Borough  
Oakland Library  
Ocean City

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Ocean City Library	Salem City Port Authority
Ogdensburg Borough	Sayreville Borough
Orange	Sayreville Housing Authority
Orange Housing Authority	Scotch Plains
Orange City Library	Scotch Plains Library
Park Ridge Borough	Sea Isle City
Park Ridge Library	Seaside Heights
Parsippany-Troy Hills Township	Seaside Park
Parsippany-Troy Hills Library	Somerdale Borough
Passaic City (Passaic County)	Somers Point
Passaic City Library	South Amboy
Passaic Municipal Utilities Authority	South Amboy Library
Passaic Valley Water Commission	South Orange Village
Paterson	South Orange Library
Paterson Housing Authority	South Plainfield
Paterson Library/Museum	South Plainfield Library
Pemberton Township	South Toms River
Pennsauken Township	Sparta Township
Pennsauken Library	Sparta Library
Penns Grove Housing Authority	Stanhope Borough
Perth Amboy	Stillwater Township
Phillipsburg	Stratford Borough
Phillipsburg Library	Teaneck Township
Plainfield	Teaneck Library
Plainfield Housing Authority	Trenton
Plainfield Library	Trenton Library
Pleasantville Township	Union Beach
Pohatcong Township	Union City (Hudson County)
Point Pleasant Borough	Union City Housing Authority
Point Pleasant Beach Borough	Union City Library
Pompton Lakes Borough	Union Township (Union County)
Pompton Lakes Library	Union Township Library (Union County)
Pompton Lakes Municipal Utilities Authority	Upper Township
Rahway	Ventnor City
Rahway Library	Vernon Township
Red Bank Housing Authority	Verona Township
Ridgewood Village	Verona Township Library
Ridgewood Library	Vineland City
Ringwood Borough	Vineland Library
Riverside Township	Vineland School District
Rockaway Township	Voorhees Township
Rockaway Library	Voorhees Township Fire District
Roselle Borough	Waldwick Borough
Roselle Library	Waldwick Library
Rutherford Borough	Wallington Borough
Rutherford Library	Wallington JFK Memorial Library
Saddle Brook Township	Wanaque Borough
Saddle Brook Library	Wanaque Library
Salem City	Wantage Township
Salem City Housing Authority	Washington Borough (Warren County)
Salem City Library	Weehawken Township

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Weehawken Library  
Weehawken School District  
West Milford Township  
West Milford Library  
West Milford Municipal Utilities Authority  
West New York  
West New York Housing Authority  
West New York Library  
West New York Municipal Utilities Authority  
West Orange Township  
West Orange Library  
West Paterson Borough  
West Paterson Library  
White Township  
Wildwood City  
Wildwood City Housing Authority  
Wildwood Crest Borough  
Wildwoods Joint Construction Office  
Willingboro  
Willingboro Library  
Willingboro Municipal Utilities Authority  
Winslow Township  
Winslow Township Fire District 1  
Woodbine Borough  
Woodbridge Township  
Woodbridge Library  
Woodbridge Fire Districts (12)  
Woodlynne Borough  
Wood-Ridge Borough  
Wood-Ridge Library