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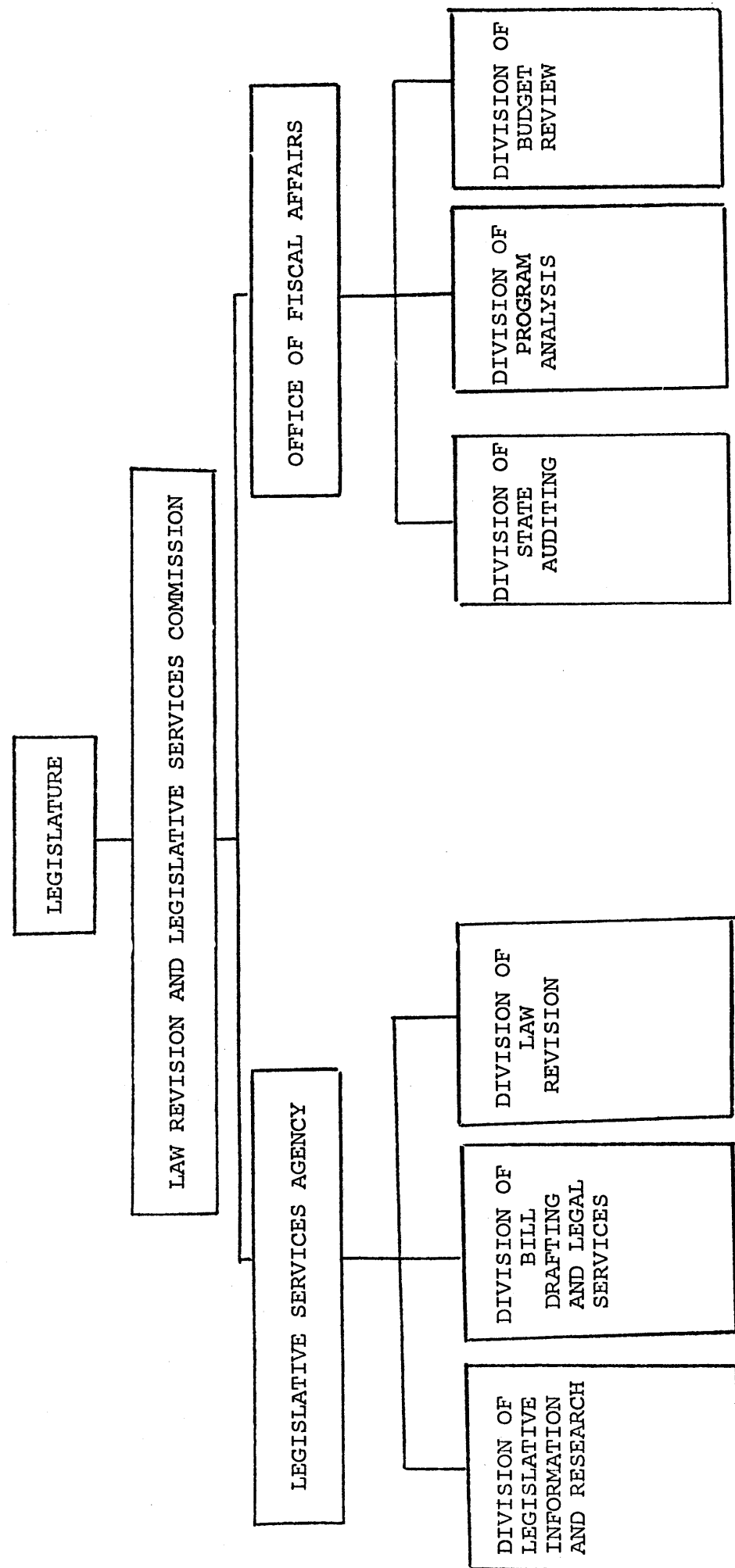
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**A PERSONNEL STUDY**  
**of the**  
**LEGISLATIVE SERVICES AGENCY**  
**and**  
**OFFICE OF FISCAL AFFAIRS**

**MARCH 10, 1977**

**WILLIAM DRUZ**



ORGANIZATIONAL CHART: LSA AND OFA

CHART 1

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THE HONORABLE FRANK J. DODD,  
 CHAIRMAN  
 LAW REVISION AND LEGISLATIVE SERVICES COMMISSION  
 NEW JERSEY STATE LEGISLATURE

DEAR SENATOR DODD:

Under the terms of the agreement dated October 7, 1976, I am submitting to you, as Chairman of the Law Revision and Legislative Services Commission, my study of the compensation, other benefits of employment, and classification plans for employees of the Office of Fiscal Affairs (OFA) and the Legislative Services Agency (LSA). The study outlines specific recommendations affecting these plans and certain personnel policies related to the operation of the Office of Fiscal Affairs and the Legislative Services Agency.

I appreciated this opportunity to act as the consultant to the Commission. The cooperation of the administrators and other employees of the Office of Fiscal Affairs and Legislative Services Agency who were contacted in the course of this study facilitated my work and made it pleasurable. My special thanks are extended to Peter P. Guzzo, Research Associate, Division of Information and Research, Legislative Services Agency, whom you assigned to assist me in this study. He was completely committed to this project.

I am available for any questions or additional information you might desire.

Respectfully submitted,

*William Druz*  
 WILLIAM DRUZ

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## PART I

### INTRODUCTION AND SUMMARY OF RECOMMENDATIONS

---

The purpose of this study is to make suggestions for the improvement of the compensation, classification, and other personnel practices of the Legislative Services Agency (LSA) and the Office of Fiscal Affairs (OFA). The recommendations which follow attempt to accomplish these objectives. The format used in listing them necessarily projects a direct or implied criticism of current policies or procedures because it does not permit expressions of favorable comments.

For this reason, it should be noted that all LSA and OFA employees contacted in the course of this study commented that they were generally satisfied with the conditions of employment and found their organizations good places to work. When complaints were expressed, they often were related to the fact that prior to the recent expansion of LSA and OFA their respective sizes did not call for the adoption of formal policies.

Special thanks are given to the Directors and managerial staffs of LSA and OFA; William Reiterman, Administrative and Personnel Officer, OFA; Donna Evanko, Secretary, LSA; and Cecilia Fischer, Secretary, OFA, for their invaluable services in preparing this study. Appreciation for their assistance is also expressed to Kathleen Ungrady and Elva Thomas, Secretaries, LSA, and numerous other secretaries in both LSA and OFA.

Staffs of the counterpart legislative services and fiscal organizations in other States and the various organizations which serve the United States Congress are thanked for being most generous in giving their time and attention to completing the pay survey questionnaire discussed elsewhere in this study. A personal expression of gratitude is also extended to Bill Dietz, Administrative Aide to Congressman Frank Thompson, for providing access to various Congressional offices which furnished data to this study.

Finally, a special debt is owed to the personnel of the Johnson & Johnson Corporation, New Brunswick, New Jersey, and the State Civil Service Department for providing this study with the benefit of their advice and assistance.

RECOMMENDATION #1 - (Central Personnel Office)

It is recommended that a central personnel office be established to service both LSA and OFA. This is the most important recommendation of this study and reflects the need for a more consistent and equitable treatment of employees as well as the necessity for LSA and OFA management to have a specialized staff to assist in the utilization of the capabilities of its employees. Currently, OFA has a personnel office which also provides some services to LSA and the State Commission of Investigation (SCI). Since LSA does not have a central personnel office, the personnel services provided to its employees are limited and personnel records are fragmented. It would be fairly simple for the OFA personnel office to extend its services to LSA, the County and Municipal Government Study Commission, and SCI. The office could also have the responsibility for the fiscal, purchase, and other housekeeping functions of LSA and OFA and act as an administrative unit for the two organizations.

It is also recommended that the personnel officer be directly responsible to the Chairman, or the Personnel Committee, of the Law Revision and Legislative Services Commission, until the report on reorganization is submitted

by the Reorganization Committee.

RECOMMENDATION #2 - (Organizational and Productivity Study)

It is recommended that as soon as possible a study be made of the organization, operations, and productivity of OFA and LSA. During this personnel study it became apparent that the current organization caused, or did not permit resolution of, certain personnel problems, such as inconsistent salary and compensation policies.

The past few years have witnessed an expansion in the committee systems in the New Jersey State Legislature and the legislatures of other states. Concomitant with this expansion has been a growth in legislative staff services. With the increase in the activities and responsibilities of the committees and commissions in New Jersey's Legislature and a substantial increase in the number of bills and resolutions being introduced by legislators, there will be continuing requests to increase legislative support services. This organizational study should include a determination as to whether the use of computers and the latest automatic procedures can limit what otherwise must become a regular increase in the number of OFA and LSA professional, secretarial, and clerical employees. It should also explore the feasibility of using part-time

staff during legislative sessions, as in several other state legislative agencies. Increases in the number of employees, whether part-time or full-time, or the addition of automated services, require that such an organizational study also evaluate the need for additional physical facilities which were found to be very inadequate in the course of this study.

The function of the Division of Law Revision needs an immediate review. The top position of Revisor of Statutes and several other positions are vacant. It is important for the division's staff to have adequate support in order to function properly.

RECOMMENDATION #3 - (Expediting Personnel Actions)

It is recommended that the Law Revision and Legislative Services Commission delegate to its Chairman or the Personnel Committee the authority to approve the hiring, promotion, reclassification, and similar actions affecting its employees up to and including those in Range #31. The total complement of LSA and OFA has grown to almost two-hundred employees. Personnel actions have substantially increased and must be handled expeditiously



if the Legislature expects LSA and OFA employees to have confidence in it as an employer. Expeditionary actions encourage employees to concentrate on their day-to-day work rather than speculating about approvals or disapprovals just as prolonged delays provoke them to leave. Personnel actions for employees above Range #31 would still require prior approval by the full Commission.

RECOMMENDATION #4 - (Salary Comparisons)

It is recommended that the current compensation plan be retained subject to the annual salary program for fiscal year 1977-1978 noted below in Recommendation #5. The salary comparisons with counterpart legislative agencies, other public jurisdictions, the private sector, and the State executive branch of government indicate that the compensation of LSA and OFA staffs is generally on a par or compares favorably with staff compensation in these other organizations.

There are, because of this study, individual actions which are being held up, such as requested job audits, reclassifications, or promotions. Similar actions were also requested in the course of this study. All of these actions should be acted upon and will be submitted to the Commission simultaneously with this study.

RECOMMENDATION #5 - (Annual Salary Program)

5.a. It is recommended that a regular annual salary review program be established for the staffs of LSA and OFA. Rather than continuing the current reactive program, one of the following plans should be adopted, although the second plan is preferable:

(1) Follow the annual State salary program and treat employees exactly as their counterparts in the executive branch with a committee to handle exceptional situations.

(2) Determine the amount of funds finally approved by the Legislature for executive branch employee increases and, using proportionate figures, establish a separate percentage increase program for LSA and OFA staffs with individual employee performance as one of the factors to be considered in the determination of each salary increase.

5.b. A study of past practices for compensating LSA and OFA staffs indicates that the annual salary program has been followed by additional salary reviews at different times, resulting in the diverse treatment of employees. The variety and inconsistencies of personnel actions between OFA and LSA have also confused employees and have not provided a positive performance incentive. These practices should be discontinued and guidelines should be drafted describing how to distinguish promotions to fill vacant positions, re-

classifications, range revisions, and merit increases from one another and the situations where each action is applicable.

RECOMMENDATION #6 - (Affirmative Action)

It is recommended that a formal Affirmative Action Program be instituted as soon as possible to increase the hiring of, and improve promotional opportunities for, women and minorities. There are currently only nineteen women and three minorities in 130 professional positions and no minorities in fifty-three clerical or secretarial positions in both LSA and OFA. These figures need no embellishment to emphasize the need for a formal Affirmative Action Program. A co-op program with area high schools for the hiring of several minority students can begin immediately. Likewise, part-time intern positions for college students (women and minorities) in their junior and senior years should also be started as soon as possible.

RECOMMENDATION #7\* - (Job Posting)

It is recommended that LSA adopt a procedure for the posting of all promotional opportunities. It is also recommended that employees in LSA and OFA be eligible to

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\*This recommendation is currently being adopted by LSA. It was in effect for OFA prior to this study and still is being followed.

apply for promotions to job openings in any division or either organization in those situations where no in-line employee of the particular division or organization is interested or promoted before anyone is hired from the outside. Currently, there is no procedure for crossing over and considering employees in other divisions and the other organization before appointing from the outside.

RECOMMENDATION #8 - (Work Week)

It is recommended that LSA follow a regular seven-hour work day and thirty-five-hour work week. Currently, 4:40 PM is leaving time for LSA employees (with some exceptions) on non-legislative days, rather than 5:00 PM, although their work schedule is 9:00 AM to 5:00 PM. OFA employees are on a regular 9:00 AM to 5:00 PM or 8:30 AM to 4:30 PM workday. Lunch is for one hour.

RECOMMENDATION #9 - (Meal Reimbursement)

It is recommended that a uniform policy be established for reimbursing the cost of meals when employees work overtime. LSA does not provide reimbursement; OFA does. The executive branch has discontinued this practice for employees who receive a cash premium (1 1/2) or premium time off (1 1/2) for any overtime period. It is suggested that reimbursement be provided when employees must dine out because of working overtime.

RECOMMENDATION #10\* - (Broader Recruitment)

It is recommended that recruiting for clerical and secretarial positions in LSA be on a broader base. A review of past recruitment practices indicates that management has encouraged and depended on its employees to find interested applicants. This practice has resulted in the hiring of many LSA clerical and secretarial employees who either were related or knew one another prior to their being hired. Although there are advantages to such a policy, they are outweighed by the disadvantages to both employees and management.

RECOMMENDATION #11 - (Reclassification Review)

It is recommended that an employee's request for reclassification or reevaluation of his or her position, if denied, be handled through a grievance procedure which stipulates in its final step that a neutral third party review the request and accordingly make a recommendation to the Personnel Committee or the Chairman of the Law Revision and Legislative Services Commission. In the course of this study, several LSA and OFA employees expressed their desire for a regularly established avenue through which to present dissatisfactions with their job titles or job evaluations.

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\*This recommendation is being adopted but would be easier to implement if a central personnel office is established as per RECOMMENDATION #1.

RECOMMENDATION #12 - (Standards for Dismissal)

It is recommended that general standards be established describing the conditions for dismissal. LSA and OFA employees currently serve at the pleasure of the Commission. A procedure should be provided which permits appeal for dismissal and allows review by a neutral third party with recommendations accordingly to the Personnel Committee or the Chairman of the Law Revision and Legislative Services Commission. Secretarial and clerical employees who have served a six-months working test period and professional employees who have served a one-year working test period will be eligible to use this procedure. The records for recent years do not reveal any dismissals although there apparently have been "requested" resignations. However, in both the public and private sector, if there are no clear cut, well understood, stated procedures for the separation of unsatisfactory employees, what usually occurs is that they are placed in a "corner" and underutilized with deleterious effects on both the organization and the individual. The purpose of this recommendation is to: provide due process for employees; inform employees of the process; and require management to set certain standards and conditions of performance and spell out the possible consequences if they are not adhered to.

RECOMMENDATION #13 - (Suggestion Award Program)

It is recommended that an employee "Suggestion Award" program directly related to cost savings be established for LSA and OFA. This program should operate independently of

the executive branch program. Such a program can decrease office costs, reward employees' ideas, and permit employees to feel closer to the operation of their organization through a special appreciation of their individual efforts.

RECOMMENDATION #14 - (Longevity Service Awards)

It is recommended that LSA staff be eligible for the same longevity service awards granted to employees of OFA and the executive branch. The cost is minimal and the program is simple to administer.

RECOMMENDATION #15 - (Centralization of Leave Records)

It is recommended that all individual LSA leave records be centralized in one office. If the recommendation to provide a central personnel office is adopted this will occur automatically. However, this can be achieved immediately by directing the personnel office of OFA to keep these records. OFA and LSA have set up a uniform system to report leave but records of LSA employees are decentralized. It is also recommended that a regular system of reviewing individual sick leave usage be instituted. In calendar year 1976 the average number of sick days used by all LSA and OFA employees was 9.1 days per year. This compares to an average of 9.4 days per year in 1976 for clerical and professional employees in the Department of Civil Service and 9.8 for 30,885 State employees

of all occupations who were included in a sample study of sick days used in 1975.

RECOMMENDATION #16 - (Earned Time Off)

It is recommended that effective January 1, 1978, the Division of Information and Research, LSA, rescind the three-day additional annual leave policy to compensate its professional employees for authorized overtime which may or may not eventually be worked during the year. While this policy has flexibility, it permits some employees more and some less time off than they have earned. A policy should be set up which provides compensatory time off only for those employees who actually work overtime.

Likewise, OFA should modify its policy of permitting hour-for-hour compensatory time off for professional employees in administrative positions. While higher level employees should be entitled to some compensatory time off, it is not a general practice to provide this on an hour-for-hour basis.

RECOMMENDATION #17 - (Performance Review)

It is recommended that a uniform annual performance review program be instituted for LSA and OFA. OFA currently has an annual performance evaluation plan. However, the performance review system recommended here differs in that it is an "open" type which requires participation and

agreement by employees in determining the prime elements of a position with emphasis on the results to be achieved and the standards to be used in the review of performance. This performance review process will be the type of review that will inform employees of how they are doing and how they can develop and increase their skills. It will not use adjective ratings such as superior, unsatisfactory, etc. Also, performance review will not be used for determining increases in salary or promotions. Distinct and separate reviews should be used for these purposes although it is recognized that all three reviews contain common elements.

RECOMMENDATION #18 - (Merging Secretarial Titles)

It is recommended that the various general, clerical and secretarial job titles be merged. Currently, LSA and OFA use fifteen different titles for these positions. Fewer designations should improve comparability and be less confusing.

RECOMMENDATION #19 - (Supervisory Coordinator)

It is recommended that a supervisory coordinator reporting to the Assistant Director of Research, Division of Information and Research, LSA, be appointed to coordinate and supervise those employees providing secretarial and clerical

support to the various committee aides and researchers. This position would permit an increase in the coordination of secretaries who are currently divided into two teams and would relieve the two Supervising Research Associates of their responsibilities for directly supervising a total of thirty-nine professional and twenty-seven secretarial employees. Adoption of this suggestion would also make available a promotional opportunity for secretaries who, in this case, are all women employees. There are few supervisory opportunities open to these employees at this time.

RECOMMENDATION #20 - (Transfer to Executive)

It is recommended that the Civil Service Commission be requested to consider a policy or, if necessary, a statute be enacted ~~into law~~ which would permit LSA and OFA employees who have been employed for at least five years by the Legislature on a full-time continuous basis to be eligible for appointment through transfer to classified positions in the executive branch. It was noted during the course of this study that there are many well-qualified personnel, both professional and secretarial, employed by LSA and OFA. It was also noted that with comparatively small staffs, promotional opportunities are and will continue to be limited. Because of this employees may be compelled to seek other employment. Since these employees have become

familiar in their work with the programs of various executive departments, it is suggested that these departments be in a position to hire them rather than lose them to private employers.

RECOMMENDATION #21 - (Follow-Up)

It is recommended that the consultant for this study report at no cost on a monthly basis to the Law Revision and Legislative Services Commission on the extent of the implementation of all recommendations approved by the Commission. These reports to the Commission shall continue for such period as the Commission so determines.

PART II

OBSERVATIONS

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LEGISLATOR'S COMMENTS

In the course of this study a number of legislators were interviewed concerning the quality of services they received from individual staff members of OFA and LSA. Almost all of those interviewed rated the employees with whom they have had some association as being both highly competent and anxious to assist them.

Several legislators believed more use could be made of staff resources if adequate office space was available. There are very few facilities where legislators can have private discussions with committee aides, researchers, legislative counsels, or analysts.

Most of the legislators believed that a non-partisan staff is the most effective means of serving the Legislature. However, there were a few who preferred a highly professional partisan staff with the support of a non-partisan research group, similar to the system used in the U.S. Congress. One legislator believed better results would be achieved if the various individuals serving committees were combined into one staff with a closer coordination of research, fiscal, and overview functions.

#### CALIBRE OF STAFF

The comments of legislators described above reflected a general satisfaction with the work of both OFA and LSA employees. A review of the backgrounds of these individuals would indicate an expectation of a high level of performance. In LSA there are twelve professionals with Ph.D.'s, twenty-two with Masters degrees, and twelve attorneys. In OFA there are two professionals with Ph.D.'s, twenty with Masters degrees, and sixty-one with Bachelors degrees (all auditors). Three auditors are also CPA's and three have Masters degrees. The secretarial employees must have experience prior to being hired. Probably nowhere in State government is there a staff with a greater proportion of highly trained or educated employees than in LSA and OFA. It is one of the reasons Recommendation #20, permitting crossing over to the executive branch, was made. There are practically no limits to how much technical, research, and informational service these employees can provide to the Legislature. The challenge to the management of both LSA and OFA is to obtain the most intensive commitments from their respectively talented staffs. Consequently, the recommendations in this study were directed toward that goal.

#### PERSONNEL QUESTIONNAIRE

A questionnaire to ascertain individual reactions on details of their jobs was filled out by thirty-five, randomly selected employees of OFA and LSA. The replies have been tallied and summarized. Several of the questions have been referred to in the detailed discussion of the recommendations. Following "Observations" is a copy of the questionnaire and the summary of the replies which can be used as a guide for management in determining policies.

#### FRINGE BENEFIT SURVEY

Reference is made to a survey of fringe benefits of Congressional agencies and counterpart legislative agencies in the detailed discussion of Recommendation #4. Below are some highlights of the detailed survey which is included in Appendix A.

(1) The results of the survey indicate a general similarity of other than compensation benefits of employment.

(2) All of the agencies showed an increment system is still operating.

(3) Work weeks range from thirty to forty hours and overtime compensation is provided in cash or compensatory time off.

(4) Almost all of the agencies have a suggestion award program.

(5) Mileage allowance for use of personal autos ranged from 12¢ to 16¢ per mile.

(6) While hospital and major medical programs have become standard benefits, dental health programs are still unique. The majority provide drug prescriptions.

(7) Personal liability insurance policies are not provided.

(8) The number of holidays granted per year ranges from eight to fourteen. Holidays which fall on Saturday are celebrated on Friday.

(9) The number of sick leave days granted ranges from twelve to fifteen days per year. Some kind of payment or credit for unused sick leave at the time of retirement is no longer unusual although it is not universal.

(10) A doctor's certificate is required in the majority of agencies to verify illnesses after a stipulated number of days.

(11) The replies to the pension formula (VII 4) questions are interesting but conclusions should not be attempted without obtaining additional details.

(12) No other agencies permit employees to borrow from their pension funds.

(13) The replies to tuition aid for employees were mixed. Likewise, the answers to the question on a grievance procedure varied.

(14) Only one state (Maryland) indicated that its employees were organized. Two Congressional agencies also answered, "YES".

SUMMARY TALLY OF PERSONNEL QUESTIONNAIRE

	(15)	(3)	(9)	(8)
	OFA-P	OFA-C	LSA-P	LSA-C
1. HOW LONG HAVE YOU WORKED FOR YOUR AGENCY?				
(a) Less than 2 years	(1)	( )	( )	( )
(b) 2 to 4 years	(7)	( 2)	( 6)	( 4)
(c) 5 to 10 years	(3)	( 1)	( 3)	( 3)
(d) 11 to 20 years	(1)	( )	( )	( )
(e) More than 20 years	(2)	( )	( )	( 1)
2. WHAT IS YOUR APPROXIMATE ANNUAL PAY RATE?				
(a) \$ 6,979-\$10,308	(1)	( 1)	( )	( 7)
(b) \$10,308-\$19,581	(9)	( 2)	( 4)	( 1)
(c) \$19,581-\$31,905	(5)	( )	( 5)	( )
3. HOW LONG HAVE YOU WORKED FOR YOUR PRESENT SUPERVISOR?				
(a) Less than 6 months	(5)	( )	( )	( )
(b) 6 months to 1 year	(1)	( )	( 1)	( )
(c) 1 to 2 years	( )	( )	( 2)	( 2)
(d) 2 to 3 years	(2)	( 2)	( 4)	( 4)
(e) More than 3 years	(7)	( 1)	( 2)	( 2)
4. HOW LONG HAS IT BEEN SINCE YOU WERE PROMOTED TO A HIGHER GRADE IN YOUR AGENCY?				
(a) Never	(6)	( 1)	( 1)	( 4)
(b) Less than 1 year	(1)	( )	( 6)	( )
(c) 1 to 2 years	(2)	( )	( )	( 3)
(d) 2 to 3 years	(4)	( 2)	( 1)	( 1)
(e) More than 3 years	(2)	( )	( 1)	( )
5. ARE YOU A SUPERVISOR?				
(a) YES	(8)	( )	( 1)	( 3)
(b) NO	(7)	( 3)	( 8)	( 8)
6. DO YOU REGULARLY RECEIVE DIRECTIONS AND WORK ASSIGNMENTS FROM MORE THAN ONE PERSON?				
(a) YES	(2)	( 2)	( 7)	( 7)
(b) ?	(1)	( )	( )	( )
(c) NO	(12)	( 1)	( 2)	( 1)
7. IS YOUR PAY FAIR FOR THE JOB YOU DO?				
(a) YES	(5)	( 1)	( 7)	( 3)
(b) ?	(3)	( 1)	( 1)	( 3)
(c) NO	(7)	( 1)	( 1)	( 2)
8. ARE YOU ABLE TO GET THE TRAINING YOU NEED TO DO YOUR JOB WELL?				
(a) YES	(12)	( 3)	( 1)	( 7)
(b) ?	(2)	( )	( 5)	( 1)
(c) NO	(1)	( )	( 3)	( )



OFA-P OFA-C LSA-P LSA-C

9. ARE YOU ABLE TO GET ADVICE ON WORK METHODS AND PROBLEMS WHEN YOU NEED IT?
- |         |      |     |     |     |
|---------|------|-----|-----|-----|
| (a) YES | (12) | (4) | (8) | (7) |
| (b) ?   | (1)  | ( ) | (1) | (1) |
| (c) NO  | (1)  | ( ) | ( ) | ( ) |
10. ARE YOU ABLE TO FIND OUT THE THINGS YOU NEED TO KNOW ABOUT YOUR JOB?
- |         |      |     |     |     |
|---------|------|-----|-----|-----|
| (a) YES | (10) | (4) | (6) | (7) |
| (b) ?   | (3)  | ( ) | (2) | (1) |
| (c) NO  | (1)  | ( ) | (1) | ( ) |
11. HAVE YOU RECEIVED TRAINING FROM YOUR AGENCY?
- |         |      |     |     |     |
|---------|------|-----|-----|-----|
| (a) YES | (10) | (3) | (5) | (2) |
| (b) ?   | (2)  | ( ) | (1) | (2) |
| (c) NO  | (2)  | (1) | (3) | (4) |
12. IF YES, HAS THIS TRAINING MADE YOU MORE EFFECTIVE ON YOUR JOB OR BETTER PREPARED FOR PROMOTION?
- |         |      |     |     |     |
|---------|------|-----|-----|-----|
| (a) YES | (10) | (3) | (3) | (2) |
| (b) ?   | (2)  | ( ) | (3) | (1) |
| (c) NO  | ( )  | ( ) | (1) | ( ) |
13. ARE YOU SATISFIED WITH YOUR OPPORTUNITIES FOR PROMOTION?
- |         |     |     |     |     |
|---------|-----|-----|-----|-----|
| (a) YES | (5) | (2) | (3) | (4) |
| (b) ?   | (3) | ( ) | (1) | (1) |
| (c) NO  | (6) | (2) | (5) | (3) |
14. ARE YOU ABLE TO FIND OUT THE THINGS YOU NEED TO KNOW ABOUT PROMOTIONS?  
(Such as job openings, ways of being considered, experience and training requirements, etc.)
- |         |     |     |     |     |
|---------|-----|-----|-----|-----|
| (a) YES | (8) | (3) | (4) | (1) |
| (b) ?   | (3) | ( ) | (3) | (2) |
| (c) NO  | (3) | (1) | (2) | (5) |
15. DO YOU HAVE THE OPPORTUNITY TO GAIN EXPERIENCE OR TRAINING FOR HIGHER LEVEL WORK?
- |         |      |     |     |     |
|---------|------|-----|-----|-----|
| (a) YES | (10) | (4) | (4) | (2) |
| (b) ?   | (2)  | ( ) | (5) | (2) |
| (c) NO  | (2)  | ( ) | ( ) | (2) |
16. DO YOU THINK THAT PROMOTIONS ARE GIVEN FAIRLY?
- |         |     |     |     |     |
|---------|-----|-----|-----|-----|
| (a) YES | (4) | (1) | (3) | (2) |
| (b) ?   | (7) | (1) | (4) | (2) |
| (c) NO  | (3) | (2) | (2) | (2) |
17. DO YOU HAVE A CLEAR IDEA OF THE QUALITY EXPECTED IN YOUR WORK?
- |         |      |     |     |     |
|---------|------|-----|-----|-----|
| (a) YES | (12) | (4) | (5) | (7) |
| (b) ?   | ( )  | ( ) | (1) | ( ) |
| (c) NO  | (2)  | ( ) | (3) | (1) |
18. ARE YOU ENCOURAGED TO DEVELOP YOUR SKILLS AND ABILITIES?
- |         |      |     |     |     |
|---------|------|-----|-----|-----|
| (a) YES | (12) | (3) | (4) | (6) |
| (b) ?   | (1)  | ( ) | (3) | (1) |
| (c) NO  | (1)  | (1) | (2) | (1) |

OFA-P OFA-C LSA-P LSA-C

19. ARE YOU GIVEN CREDIT WHEN YOU DO A JOB WELL?
- |         |      |     |     |     |
|---------|------|-----|-----|-----|
| (a) YES | (11) | (1) | (3) | (4) |
| (b) ?   | (1)  | (2) | (2) | (1) |
| (c) NO  | (3)  | ( ) | (4) | (2) |
20. ARE YOU NOTIFIED IN ADVANCE OF CHANGES IN POLICY OR PROCEDURES WHICH WILL AFFECT YOUR JOB?
- |         |      |     |     |     |
|---------|------|-----|-----|-----|
| (a) YES | (12) | (3) | (6) | (1) |
| (b) ?   | (2)  | ( ) | (1) | (3) |
| (c) NO  | (1)  | ( ) | (2) | (3) |
21. ARE YOU ASKED FOR YOUR COMMENTS ON PROPOSED CHANGES?
- |         |      |     |     |     |
|---------|------|-----|-----|-----|
| (a) YES | (3)  | (2) | (3) | (2) |
| (b) ?   | (2)  | ( ) | (4) | ( ) |
| (c) NO  | (10) | (1) | (2) | (6) |
22. IS THERE ENOUGH COOPERATION IN CARRYING OUT THE WORK?
- |         |      |     |     |     |
|---------|------|-----|-----|-----|
| (a) YES | (11) | (3) | (6) | (5) |
| (b) ?   | (1)  | ( ) | (2) | (1) |
| (c) NO  | (3)  | ( ) | (1) | (1) |
23. DO YOU FEEL FREE TO DISCUSS YOUR DISSATISFACTIONS WITH SUPERVISORS?
- |         |      |     |     |     |
|---------|------|-----|-----|-----|
| (a) YES | (12) | (2) | (6) | (6) |
| (b) ?   | (1)  | (1) | (1) | ( ) |
| (c) NO  | (2)  | ( ) | (2) | (2) |
24. DO PEOPLE YOU WORK WITH GENERALLY DO A GOOD JOB?
- |         |      |     |     |     |
|---------|------|-----|-----|-----|
| (a) YES | (14) | (3) | (7) | (8) |
| (b) ?   | (1)  | ( ) | (1) | ( ) |
| (c) NO  | ( )  | ( ) | ( ) | ( ) |
25. ARE PEOPLE YOU WORK WITH IMPROVING THEIR JOB PERFORMANCE?
- |         |      |     |     |     |
|---------|------|-----|-----|-----|
| (a) YES | (13) | (2) | (5) | (5) |
| (b) ?   | (2)  | (1) | (2) | (2) |
| (c) NO  | ( )  | ( ) | (1) | ( ) |
26. ARE THERE ENOUGH PEOPLE WHERE YOU WORK TO DO THE JOB RIGHT?
- |         |      |     |     |     |
|---------|------|-----|-----|-----|
| (a) YES | (11) | (1) | (3) | (4) |
| (b) ?   | (2)  | (1) | (1) | ( ) |
| (c) NO  | (2)  | (1) | (5) | (3) |
27. ARE YOU MAKING GOOD USE OF YOUR SKILLS AND ABILITIES ON YOUR JOB?
- |         |      |     |     |     |
|---------|------|-----|-----|-----|
| (a) YES | (14) | (2) | (4) | (7) |
| (b) ?   | ( )  | (1) | (4) | ( ) |
| (c) NO  | (1)  | ( ) | (1) | ( ) |
28. ARE YOU DOING THE KIND OF WORK THAT YOU LIKE TO DO?
- |         |      |     |     |     |
|---------|------|-----|-----|-----|
| (a) YES | (14) | (3) | (5) | (7) |
| (b) ?   | ( )  | ( ) | (4) | ( ) |
| (c) NO  | (1)  | ( ) | ( ) | ( ) |

	OFA-P	OFA-C	LSA-P	LSA-C
29. DO HIGH LEVEL EMPLOYEES DO TOO MUCH LOWER LEVEL WORK?				
(a) YES	(3)	(1)	(4)	(1)
(b) ?	(4)	(1)	(3)	(2)
(c) NO	(8)	(1)	(2)	(4)
30. ARE YOU GIVEN ENOUGH WORK TO DO?				
(a) YES	(14)	(3)	(9)	(7)
(b) ?	( )	( )	( )	( )
(c) NO	(1)	( )	( )	( )
31. ARE YOU GIVEN TOO MUCH WORK TO BE ABLE TO DO A GOOD JOB?				
(a) YES	(3)	( )	(5)	(1)
(b) ?	(2)	(2)	(2)	(1)
(c) NO	(10)	(1)	(2)	(5)
32. ARE YOU USUALLY ABLE TO TAKE ANNUAL LEAVE WHEN YOU NEED TO?				
(a) YES	(11)	(2)	(6)	(6)
(b) ?	(2)	(1)	(2)	( )
(c) NO	(2)	( )	(1)	(1)
33. ARE PEOPLE UP THE LINE INTERESTED IN IDEAS ABOUT BETTER WAYS TO GET THE WORK DONE?				
(a) YES	(10)	(3)	(4)	(5)
(b) ?	(2)	( )	(2)	(1)
(c) NO	(3)	( )	(3)	( )
34. DOES YOUR AGENCY MAKE IMPROVEMENTS IN METHODS AND OPERATIONS?				
(a) YES	(11)	(3)	(2)	(4)
(b) ?	(1)	( )	(4)	(1)
(c) NO	(3)	( )	(3)	(1)
35. DO YOU RECEIVE CONFLICTING WORK ASSIGNMENTS?				
(a) YES	(4)	( )	(2)	(1)
(b) ?	(3)	( )	(2)	(1)
(c) NO	(8)	(3)	(5)	(5)
36. IS WORK PLANNED BEFORE IT IS STARTED?				
(a) YES	(10)	(3)	(3)	(4)
(b) ?	(3)	( )	(5)	(2)
(c) NO	(2)	( )	(1)	(1)
37. ARE YOU KEPT PRETTY WELL INFORMED OF HOW YOU ARE DOING ON THE JOB?				
(a) YES	(9)	(2)	(2)	(2)
(b) ?	(3)	(1)	(2)	(1)
(c) NO	(3)	( )	(5)	(3)
38. ARE YOU ALLOWED TO TRY NEW WORK METHODS ON THE JOB?				
(a) YES	(12)	(3)	(6)	(6)
(b) ?	(3)	( )	(3)	( )
(c) NO	( )	( )	( )	(1)
39. DO YOU HAVE ENOUGH SAY IN HOW TO DO YOUR WORK?				
(a) YES	(13)	(3)	(8)	(6)
(b) ?	(2)	( )	(1)	( )
(c) NO	( )	( )	( )	(1)
40. ARE YOU REQUIRED TO GET APPROVAL FOR DECISIONS YOU SHOULD BE ABLE TO MAKE YOURSELF?				
(a) YES	(4)	(1)	(1)	( )
(b) ?	(4)	( )	(3)	(3)
(c) NO	(7)	(2)	(5)	(4)

	OFA-P	OFA-C	LSA-P	LSA-C
41. ARE POLICIES IN YOUR OFFICE REGARDING THE USE OF SICK LEAVE FAIR?				
(a) YES	(13)	(3)	(9)	(8)
(b) ?	(1)	( )	( )	( )
(c) NO	(1)	( )	( )	( )
42. DO YOU THINK THAT, OVERALL, YOUR ORGANIZATION IS DOING A GOOD JOB?				
(a) YES	(12)	(2)	(5)	(5)
(b) ?	(1)	(1)	(2)	(2)
(c) NO	(2)	( )	(2)	(1)
WOULD YOU RATE THE FOLLOWING SATISFACTORY AT YOUR JOB LOCATION?				
43. SAFETY				
(a) YES	(12)	(2)	(9)	(6)
(b) ?	(2)	(1)	( )	(1)
(c) NO	(1)	( )	( )	( )
44. WORK MATERIALS & EQUIPMENT				
(a) YES	(11)	(2)	(5)	(6)
(b) ?	(1)	( )	(1)	(1)
(c) NO	(3)	(1)	(3)	(1)
45. LIGHTING				
(a) YES	(11)	(3)	(7)	(7)
(b) ?	(1)	( )	( )	( )
(c) NO	(3)	( )	(2)	(1)
46. CLEANLINESS				
(a) YES	(11)	(2)	(8)	(4)
(b) ?	(1)	(1)	( )	(1)
(c) NO	(3)	( )	(1)	(3)
47. EATING FACILITIES				
(a) YES	(9)	(1)	(4)	(7)
(b) ?	(2)	(1)	(3)	( )
(c) NO	(4)	( )	(2)	(1)
48. PUBLIC TRANSPORTATION				
(a) YES	(9)	(3)	(5)	(6)
(b) ?	(3)	( )	(1)	( )
(c) NO	(3)	( )	(3)	(1)
49. PARKING				
(a) YES	(6)	(2)	(3)	(6)
(b) ?	(3)	(1)	( )	( )
(c) NO	(6)	( )	(6)	(2)
50. HEALTH SERVICES AND FIRST AID				
(a) YES	(9)	(2)	(5)	(7)
(b) ?	(3)	( )	(3)	( )
(c) NO	(1)	( )	(1)	(1)
51. IS JOB SPECIFICATION & TITLE ACCURATE?				
(a) YES	(9)	(2)	(4)	(4)
(b) ?	(1)	( )	(4)	(2)
(c) NO	(5)	(1)	(1)	(1)
52. IS JOB SPECIFICATION & TITLE REVIEWED ANNUALLY?				
(a) YES	(5)	(1)	( )	( )
(b) ?	(7)	(2)	(5)	(3)
(c) NO	(3)	( )	(4)	(5)
53. ARE YOU AWARE OF APPEAL RIGHTS?				
(a) YES	(3)	(1)	(1)	(2)
(b) ?	(3)	(1)	(2)	(1)
(c) NO	(9)	(1)	(6)	(5)

	<u>OFA-P</u>	<u>OFA-C</u>	<u>LSA-P</u>	<u>LSA-C</u>
54. ARE YOU PERMITTED TO HOLD OUTSIDE EMPLOYMENT?				
(a) YES	(12)	( 1)	( 3)	( 5)
(b) ?	( 3)	( 2)	( 4)	( 2)
(c) NO	( )	( )	( 2)	( 1)
55. IS THERE OFFICE MONEY AVAILABLE OR PROVIDED FOR PROFESSIONAL SUBSCRIPTIONS?				
(a) YES	(13)	( 1)	( 1)	( )
(b) ?	( 2)	( 2)	( 1)	( 6)
(c) NO	( )	( )	( 7)	( 1)
56. DO YOU CONSIDER PROFESSIONALS TO BE TREATED BETTER THAN SECRETARIES?				
(a) YES	( 6)	( 2)	( 8)	( 8)
(b) ?	( 4)	( )	( 1)	( )
(c) NO	( 5)	( )	( )	( )
57. DO YOU CONSIDER (OFA) (LSA) AS A BETTER PLACE TO WORK THAN YOUR AGENCY?				
(a) YES	( )	( )	( 4)	( )
(b) ?	(13)	( 2)	( 1)	( 3)
(c) NO	( 2)	( 1)	( 3)	( 3)
58. DO YOU GET SALARY INCREASES AND BENEFITS AS OTHER STATE EMPLOYEES IN THE EXECUTIVE BRANCH?				
(a) LESS	( 2)	( )	( 1)	( 1)
(b) SAME	( 8)	( 3)	( 8)	( 5)
(c) MORE	( 2)	( )	( )	( )
59. WOULD YOU PREFER TO BE TREATED EXACTLY AS EMPLOYEES IN THE EXECUTIVE BRANCH?				
(a) YES	( 3)	( 2)	( 1)	( 2)
(b) ?	( 4)	( )	( 2)	( 4)
(c) NO	( 8)	( 1)	( 6)	( )
60. ARE YOUR LEAVE DAYS KEPT ACCURATELY?				
(a) YES	(14)	( 3)	( 9)	( 7)
(b) ?	( 1)	( )	( )	( 1)
(c) NO	( )	( )	( )	( )
61. ARE STAFF MEETINGS HELD?				
(a) REGULARLY	( 4)	( 1)	( )	( )
(b) OCCASIONALLY	(11)	( 2)	( 8)	( 5)
(c) NEVER	( )	( )	( 1)	( 3)
62. HOW ARE YOU EVALUATED?				
63. HOW OFTEN DO YOU WORK OVERTIME? ARE YOU COMPENSATED? HOW?				
64. WHAT ARE YOUR TOTAL HOURS (Working) A DAY? ANY COFFEE BREAKS?				
65. WHAT WAS YOUR LAST EMPLOYMENT? WHAT WAS YOUR LAST SALARY ON YOUR LAST JOB? HOW WERE YOU REFERRED TO THIS JOB?				

## PART III

### BACKGROUND AND METHODOLOGY

One of the two sources of legislative staff services in New Jersey is the Legislative Services Agency, governed by the "Law Revision and Legislative Services Commission." The Agency and Commission were established by the "Legislative Services Law" of 1954 (P.L. 1954, c. 254) which converted the then existing Law Revision and Bill Drafting Commission into a unified Legislative Services Agency consisting of three divisions: (1) a Division of Bill Drafting and Legal Services; (2) a Division of Law Revision; and (3) a Division of Legislative Information and Research. Although the latter division was created in 1954, it was not until 1963 that a full-time professional research staff was established under the direction of the Law Revision and Legislative Services Commission.

Since the creation of LSA in 1954, and especially the staffing of the Division of Information and Research in 1963, the Agency has continued to increase its staff in order to fulfill its statutory duties.\* In recent

\*See Appendix B for a description of the statutory duties of the three divisions.

years, LSA staff increased (in actual positions filled) from fifty-one employees in July, 1972, to eighty-five employees in July, 1976, and total salary expenditures increased from \$644,659 for the year ending June, 1972, to \$1,345,419 for the year ending June 30, 1976.\*

One of the statutory duties of the Agency is to draft bills and resolutions for introduction by State legislators in the Legislature. As an indication of how the duties of the Agency have substantially increased, the number of bills and resolutions introduced have increased from approximately 1,000 in 1954 (the year the Agency was created) to approximately 4,700 in 1976.\*\* Furthermore, since January, 1975, the Division of Information and Research has provided staff assistance to every Standing Reference Senate and Assembly Committee, twenty-six in all, and numerous legislative study commissions. The division also has staffed a toll-free Legislative Information Service Number, or LISN Line, since January, 1974. The Line was established at the request of the Senate and Assembly leadership to answer inquiries from New Jersey residents about the State Legislature. In 1976 LISN Line received 19,578 telephone calls.

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\*According to the New Jersey State Budgets for Fiscal Years 1973-74 and 1977-78.

\*\*See the chart in Appendix C showing the number of bills and resolutions introduced from 1948 to 1976.

The other source of legislative staff services is the Office of Fiscal Affairs. Created in 1971 (by P.L. 1971, c. 211) to provide the Legislature with a centralized, single, legislative office for fiscal, budgetary, program analysis, and post-audit services, the Office is also under the supervision and direction of the Law Revision and Legislative Services Commission. The Office consists of the Divisions of State Auditing, Budget Review, and Program Analysis.\* From July, 1972, to July, 1976, the Office staff increased from sixty employees (in actual positions filled) to 102 employees, and total salary expenditures increased from \$825,502 for the year ending June 30, 1972, to \$1,714,061 for the year ending June 30, 1976.\*\*

The duties of the Division of State Auditing show a rapid increase. From a 1972 base of ten revenue type "audits," the number of audits increased to thirty-seven comprehensive post audits in 1975. This increase was achieved with nine additional budgeted positions. The audit program now includes a review of expenditures, revenues, compliance, and the operating departments accounting and administrative controls. The division has completed a comprehensive audit of nearly all departmental agencies and funds of State government for the first time.

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\*See Appendix D for a description of the statutory duties of the Office.

\*\*According to the New Jersey State Budgets for Fiscal Years 1973-74 and 1977-78.

The Division of Program Analysis has completed thirteen program analyses since its staff was assembled in the latter part of the 1972 calendar year, and three new studies have been initiated at the request of legislative committees or individual legislators. The duties of the Division of Budget Review have expanded from conducting an analysis of the Governor's budget for the Joint Appropriations Committee and staffing the Assembly Taxation and the Senate Revenue, Finance, and Appropriations Committees in fiscal year 1973, to providing strategic alternatives to the Governor's budget; compiling 540 resolutions; furnishing revenue estimates reconciling the Governor's recommended budget and the appropriations act; producing several fiscal studies; monitoring the executive branch transfer process; and providing assistance to the Capitol Budget and Planning Commission. Eight-hundred and thirteen fiscal notes were prepared in fiscal year 1976, with the Budget Review Division responsible for reviewing 278 of them. The Office analyzed 260 leases in fiscal year 1976.

Because of the likelihood that staff needs will continue to increase as the Legislature increases its needs for research, legal, and fiscal services, the Law Revision and Legislative Services Commission authorized a study

of OFA and LSA. The Commission's expressed purpose in authorizing this study was its desire to assure that OFA and LSA "be able to recruit and retain qualified employees to conduct its (the Commission's) day-to-day affairs and be able to provide equitable salary and fringe benefit programs necessary and desirable to achieve the level of staff support required by the Legislature."

The objectives and study methods included:

1. An analysis of the compensation and fringe benefits of all staff, professional and secretarial, in both OFA and LSA, including a comparison of the salary ranges or rates with similar jobs in other State departments, in comparable agencies in other states and the federal government, and in private organizations. Six states (Colorado, Connecticut, Maryland, Michigan,\* Ohio, and Wisconsin) were selected for a comparison study of their legislative support services. The criteria for selecting these states were similar legislative staffing patterns; a commitment to providing the legislature with non-partisan staff; the investment of resources in legislative staff; recent legislative staff expansion; and comparable legislative work patterns.

A pay survey questionnaire booklet\*\* was prepared and sent to the legislative support services in these states (in some cases, there are two counterpart agencies in a selected

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\*Michigan was not able to supply the data.

\*\*See Appendix E for a copy of the booklet.

state, similar to LSA and OFA). In addition, the comparable legislative agencies in Connecticut, Maryland, and Ohio were personally visited.

A comparison study was made in person of the compensation and fringe benefits of the staff of the United States House of Representatives; the Congressional Research Services, Library of Congress; and the General Accounting Office and the Congressional Budget Office, which both serve the United States Congress. Finally, representatives of the Johnson & Johnson Corporation in New Brunswick contributed information to this study regarding compensation and administration plans and pay data.

2. A comparison (as far as possible) of jobs in LSA with OFA. This included a review of salary increases and job classifications.

3. The ability of the current conditions of employment to attract and retain qualified employees.

4. A review of current personnel policies to determine if they are equitable, viable, and applied uniformly.

5. An analysis of the current compensation program and its administration to determine if they assist in producing good employee performance and a review of current performance evaluation procedures.

6. Preparation of a procedure to permit an employee to obtain a review of his or her title, but not an audit of each employee's duties, to determine if they are in the proper title.

7. Informal conferences with employees on a sampling basis regarding some or all of the above items; informal conferences with management; and informal conferences with employees upon request. Thirty-five employees from LSA and OFA combined were selected on a sampling basis for personal interviews and to complete a personnel questionnaire; fifteen employees from LSA and OFA combined requested such interviews. Nine management personnel were also interviewed. In addition, fifty-two employees from LSA and OFA combined were selected on a sampling basis to complete a duties questionnaire.\*

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\*See Appendix F for a copy of the "Duties Questionnaire".

## PART IV

### DETAILED DISCUSSION OF RECOMMENDATIONS

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#### RECOMMENDATION #1 - Detailed Discussion - (Personnel Office)

This recommendation provides for the establishment of a personnel office to give support services to OFA, LSA, SCI, and the County and Municipal Government Study Commission. This study found that LSA and OFA have inconsistent policies concerning:

- (1) SALARIES
- (2) INCREASE REVIEWS
- (3) HIRING
- (4) PERFORMANCE EVALUATIONS
- (5) JOB POSTING FOR PROMOTIONS
- (6) REIMBURSEMENT FOR MEALS WHEN EMPLOYEES WORK OVERTIME
- (7) HOURS OF WORK
- (8) COMPENSATORY TIME OFF FOR OVERTIME
- (9) SENIORITY AWARDS
- (10) ASSIGNMENT OF PERSONAL AUTOS
- (11) PARTICIPATION IN A SUGGESTION AWARD PROGRAM
- (12) TUITION REIMBURSEMENTS
- (13) CONFERENCE ATTENDANCE
- (14) PROFESSIONAL MEMBERSHIPS AND PERIODICAL SUBSCRIPTIONS
- (15) PERSONNEL RECORDS RETENTION

While complete uniformity in working conditions or benefits of employment is not expected between LSA and OFA, it was evident during interviews with employees as well as from the replies to the personnel questionnaire that employees resent inconsistent treatment and consider it to be inequitable. One personnel office servicing all LSA and OFA employees would prevent many of the inconsistencies noted above. It would

maintain a compensation, classification, and job evaluation plan and it would be accountable for the many other facets\* of personnel management which assist in creating an environment most conducive to employees doing their best.

A central personnel office will be additionally helpful to management in: setting up standards of performance; preparing and distributing a comprehensive and attractive personnel manual which details employee accountability as well as benefits of employment; developing a method for determining the need for more staffing; creating a system of position management; surveying the need for and recommending training courses to improve employee performance and self development; suggesting methods of decreasing absenteeism; assisting in the selection and promotion of employees; and providing overall policies for employer-employee relations.

#### RECOMMENDATION #2 - Detailed Discussion - (Organizational Study)

This recommendation urges an immediate review of the organization, operations, and productivity of LSA and OFA. It was noted that the current organization caused or did not permit resolution of certain personnel problems. The detailed discussion of Recommendation #1 listed the many differences in compensation and personnel policies. Most, if not all of these, result from the independence of the two organizations and could be prevented by a differently structured organization.

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\*A basic need is a centralized personnel records retention system.

No matter what structure is adopted, however, the key element in resolving these problems is a structure which provides for uniform personnel policies.

As noted earlier in this report, in the past five years the responsibilities and size of the LSA staff have substantially increased. OFA came into existence in 1972. A review at this time could furnish information and provide suggestions to the Commission on how well the original statutory purposes of LSA and OFA have been achieved and advise on any needed organizational changes.

In the counterpart agencies of the States of Connecticut, Ohio, and Maryland, computers were used extensively in the bill drafting process. While the New Jersey Legislature has given some consideration to the use of computers in this process, a serious in-depth study should be made as soon as possible. The continuing increase in the number of bills and resolutions introduced suggests that the use of computers could be the most effective and efficient way to cope with an ever expanding workload.

In the executive branch, several agencies have instituted "word processing" systems which have increased the speed and magnitude of typing services at a lower cost.

LSA, which has the statutory responsibility for the preparation and review of legislative bills, could utilize a review of its procedures related to bill drafting to ascertain if such equipment and systems would be helpful.

An organizational, operations, and productivity study of OFA and LSA should attempt to determine how to organize both organizations into an operating structure which, under present needs, could best convey the necessary informational services and specific knowledge to the Legislature; what electronic data processing and other processes or equipment could possibly be useful, economical, and efficient for both organizations; and the productivity of their staffs as well as whether future expansion should require only full-time employees. As noted in this recommendation, other state legislative agencies make use of some part-time staff who are employed only during legislative sessions. This should not be interpreted to mean that only part-time employees or even that a great number of them should be hired. It does mean that a mix of full and part-time staff should be considered as a means of meeting the manpower needs of both LSA and OFA.

RECOMMENDATION #3 - Detailed Discussion - (Expediting)

This recommendation would permit administrators in LSA and OFA to approve certain personnel actions for employees



in salary Range #31\* and below rather than wait for the approval of the entire Law Revision and Legislative Services Commission. As stated in this recommendation, delaying personnel actions has a deleterious effect on employee attitudes. It makes good sense to give those who are accountable for an organization's operation sufficient authority to fill vacancies, promote, reclassify, etc., employees in positions below the supervisory level. Management level employees who are being paid more than \$25,000 annually should certainly not only be allowed but should be required to make such decisions and be accountable, accordingly. The Law Revision and Legislative Services Commission, in practice, approves almost all personnel requests of LSA and OFA management. Under these circumstances, the delegation requested is more procedural than a reduction in the authority of the Commission. Because the Commission usually meets three or four times a year, it is not in a position to handle the day-to-day operations of LSA and OFA, and it would not be practical to ask the Commission to meet to approve routine appointments and similar personnel actions. However, as a part of this delegation, the Personnel Committee or Chairman of the Law Revision and Legislative Services Commission could still be the approval agent, and a set of guidelines approved by the Commission would be the basis and authority for all personnel actions.

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\*Range 31 Titles are Managing Auditor I, Staff Specialist, Analyst I, Administrative Assistant and Assistant Legislative Counsel I.

RECOMMENDATION #4 - Detailed Discussion - (Salary Comparisons)

This recommendation notes that the salary ranges for employees of OFA and LSA generally were on a par or compared favorably with the ranges of employees in similar positions in counterpart agencies surveyed in other jurisdictions, employees in comparable positions in the executive branch of State government, and certain professional employees as indicated in a survey prepared by the State of Iowa. For comparison with the private sector, use was made of the Civil Service Department Survey of more than seventy-five private companies in North, Central, and South Jersey. This comparison with the private sector was limited, however, because many LSA and OFA staff positions are not usually found in private companies. Where comparisons were possible, LSA and OFA salary ranges were not on the whole significantly different. Moreover, the work week for LSA and OFA staffs is thirty-five hours compared to an average of thirty-nine hours for the private sector job in the survey. LSA and OFA staff salaries did not compare as well with the salaries of comparable positions in the Congressional agencies. The salary comparison charts in Appendix G graphically illustrate the data that were collected in this study.

In addition to salary comparisons, an evaluation using the executive branch point system was made of the titles in the pay survey questionnaire. This was done to check the internal salary relationships of these titles and to determine if there was any indication that OFA and LSA salary ranges were out of line with one another. In general, there was agreement with the current pay level of the titles with a few exceptions.

Although the salary information gathered in this study indicates adequate pay scales, it assumes a regular pay increase program will also be instituted on July 1, 1977, as is anticipated for employees in the executive branch. Suggestions concerning this annual program will be included in the detailed discussion related to Recommendation #5.

It is important to note that although salary comparisons are valuable in illustrating outside pay levels, a decision must still be made by the Commission as to what pay levels it intends to establish so as to be able to compete in the market for quality personnel. It is recommended that the current pay levels of LSA and OFA, which this study found are attracting and holding a well qualified staff, be continued.

Another factor to consider in analyzing LSA and OFA staff pay levels is that neither staff has tenure, nor are the staffs covered by the protection of civil service rules or contractual agreements. Although an exact dollar amount cannot be placed on this condition of employment, it should be considered in determining pay levels.

The fringe or other benefits of employment of LSA and OFA were found to be competitive; the summary of a comparison of such benefits is included in Appendix A.

Entrance level clerical and stenographic positions for OFA and LSA are at the Range A 08 or A 09 level. This is above the level departments in the executive branch usually hire at

for entry positions. This practice apparently reflects the need for experienced employees since few positions in LSA and OFA could be appropriately used for training situations. However, Recommendation #18 does provide an option of two alternative hiring levels.

RECOMMENDATION #5.a. - Detailed Discussion - (Salary Plan)

This recommendation suggests an annual salary review program for LSA and OFA staffs and presents two alternative plans -- either of which could be adopted. The annual program referred to here is the traditional salary program where all State employees, in recent years, have received a cost-of-living adjustment plus an increment for employees below the maximum on their quarterly anniversary date. The Legislature each year generally has adopted this program for its employees. However, with collective negotiations and a large number of executive branch employees reaching the maximum of their salary ranges, there is a possibility that the increment system will be excluded from the executive branch contracts currently being consummated. At any rate, LSA and OFA are large enough with their own requirements and objectives so that they should have a salary program which best fits the Legislature's own goals and the needs of their employees. For this reason, it is urged that each year the management of LSA and OFA present a salary program proposal

to the Law Revision and Legislative Services Commission for its consideration. This proposal should delineate the provisions of the latest State executive branch and private sector contracts, Consumer Price Index changes, recruitment and retention data, employees' needs and suggestions, comparison survey information, and cost analyses. Of the two alternatives presented in Recommendation #5, the one preferred is the percentage increase program within salary ranges which would require consideration of employee performance as a factor in determining the individual employee's increase. For example, an average increase of 5% could allow a range of increases from 3% to 10%. In practice, this usually means that most employees (about 70% to 80%) would receive the 5% increase. Programs which do not recognize the better performers and producers cause these employees to feel that their extraordinary efforts have not been recognized or appreciated. It is most important in such a program that management inform employees of the standards of performance and employees understand them and believe they are fair.

b. - Detailed Discussion - (Salary Administration Analyses)

An analysis of personnel actions approved in the minutes of the Law Revision and Legislative Services Commission from 1972 to 1976 indicates different approaches were followed by LSA and OFA regarding promotions, reclassifications, and

similar personnel actions. LSA processed actions on a large scale for both secretarial and professional employees in one year (1974) and only professional employees in the next year (1975). This type of wholesale procedure conditions employees to expect that all personnel actions will be processed as a group. It thus leaves little leeway to accommodate or reward individual capability.

It is recommended that employees in the LSA professional series be permitted to reach the level of Research Associate I if they achieve the necessary proficiency and function accordingly without the constraints of a strict table of organization. These reclassification actions should be processed on a semi-annual basis. Likewise, levels of attainment should be established for secretarial employees and they should be advised of these opportunities and the proficiency standards required to reach these higher titles.

A review of OFA personnel actions in the minutes of the Commission for the same period indicates a mixture of both professional and secretarial employees receiving promotions and salary range increases. Actions occur on a quarterly basis rather than, as noted above for LSA, on an annual basis. Also, compared with LSA much more use was made of range revisions\* than title changes (reclassifications).

In the future, if the compensation plan is directly related to a point system of job evaluations,\*\* range revisions should not be used unless there is a careful

\*This may have been the feasible procedure to use at that time.

\*\*The Personnel Office of OFA utilizes a job evaluation system which can be adapted for both OFA and LSA.

review of other titles in the plan. Otherwise, the internal consistency of the plan becomes invalid and makes the plan less useful or even useless. In OFA, too, specific professional and secretarial levels should be set which are attainable without table of organization constraints.

There should be enough flexibility in the legislative salary program so that merit lump sum increases for superior or extraordinary performance can be granted at any time. This latter procedure for both OFA and LSA, along with reclassifications, promotions, and the annual flexible percentage increase, should decrease the need for many range revisions. Each personnel action should be handled on an individual basis and it should be clear that these are not automatic moves related solely to seniority. Promotions to vacant positions should be processed bi-weekly.

The total cost of various functions should be related to personnel actions so that fiscal parameters will set the limitations. This means that personnel actions involving a substantial cost, other than the annual salary increases, should not be approved unless the workload of the section involved or the complexity of the section's function have increased.

The OFA Division of State Auditing follows a more structured approach to promotions, with opportunities above the level of Auditor depending on turnover vacancies. This plan is working, if the separation rate is used as the criteria for determining its effectiveness. No employees have left in the past two years other than for reasons of retirement.

However, this may also be because many staff members have only been with the division for a relatively short period. In the future, as employees will have been there for longer periods, the lack of promotional opportunities may make the suggestions in Recommendation #20 (the opportunity to transfer to the classified service of the executive branch) especially important and relevant.

As stated earlier, some classification adjustments have been in limbo during this study and will be listed with other requests to be submitted to the Commission simultaneously with this study.

On a number of occasions during this study, comments were made by several staff members that employees of one organization received better salaries, bigger increases, etc., than employees of the other organizations. In light of this contention, it is interesting to review the chart on the following page which shows percentage increases in the average salaries of employees in OFA and LSA between 1972 and 1976. The chart shows that between these dates the salaries of LSA professional employees increased 42\* while OFA professionals (not including the auditors) increased 39%. Consequently, these comments are not supported by the data used in preparing the aforementioned chart.

Clerical and secretarial employees (and some professional staff) feel that professional staff is treated better. Note that in reply to question #56 of the personnel questionnaire -- "Do you consider professionals to be treated better than secretaries?" -- out of thirty-four answering, fourteen

\*Includes an increase after a working test period.

professionals and ten clericals answered YES. This claim too is not supported by the figures in the chart for LSA employees which show a salary increase for professional employees of 42% compared to an increase of 45% for secretarial employees.\* Of course, the actual salary rates for professionals are substantially higher than secretarial salaries.

For OFA, the figures show a 43% increase in secretarial salaries and a 39% increase in professional salaries (excluding the auditors.) The greatest percentage of increase in salaries in this period was received by the auditors -- 53%.\*\* These figures should be reviewed with caution, however, since they represent averages and not what each individual received.

These percentages were also matched for the same period with a sample of twenty professional and twenty clerical employees in the Department of Civil Service. The sample of Civil Service Department professional employees received a 47.5% increase in salaries while the sample of Civil Service Department clericals received a 46.2% increase in salaries. In this same four year period the Consumer Price Index average for the Philadelphia and New York City area showed an increase of 35.2% in the cost of living.

A review of OFA and LSA hiring practices is also re-

\*There could be other valid reasons for this feeling.

\*\*A part of this percentage increase is due to the policy of hiring at the trainee level of Assistant Auditor and providing a raise at the end of six months and another increase at the completion of twelve months.

CHART 2

INCREASE IN COMPENSATION BY PERCENTAGE: OFA VS. LSA

	LSA Professional Average	OFA ALL Professional Average	OFA Auditor Average	OFA Professional (Non-Auditor) Average	LSA Secretarial Average	OFA Secretarial Average	LSA Average (Total)	OFA Average (Total)
THOSE EMPLOYEES WHO WERE PRESENT AS OF 7/15/72 COMPARED TO --	(17) \$19,591	(34) \$15,137	(23) \$13,935	(11) \$17,648	(20) \$ 7,574	(7) \$ 8,932	(37) \$13,095	(41) \$14,077
THE SAME EM- PLOYEES AS OF 7/15/76	\$27,737	\$22,309	\$21,279	\$24,461	\$10,955	\$12,754	\$18,666	\$20,677
PERCENTAGE OF INCREASE	42%	47%	53%	39%	45%	43%	43%	47%

NOTE:

Data from a sample of a comparable group of employees in the Civil Service Department showed a salary increase for the same period of time of 47.2% (a 47.5% increase for professional and a 46.6% increase for secretarial employees).

(The Combined Consumer Price Index Average for the Phil. and N.Y.C. area increased 35.2% in the same period of time.)

vealing. The records were checked for 1973 and 1974, a time when LSA was expanding and OFA was developing. There were five appointments in OFA to clerical and secretarial jobs at the following ranges:

One at Range A 14  
Two at Range A 09  
Two at Range A 08

There were nine appointments in LSA to clerical and secretarial jobs at the following ranges:

One at Range A 13  
Five at Range A 11  
Three at Range A 09

The LSA appointments, somewhat higher than OFA, were all made in 1974, while four of the five OFA appointments were made in 1973, which may explain why the five OFA employees have since been promoted while none of the nine LSA employees have been promoted. Another reason for this difference in promotions could have been a change to higher level assignments.

A look at the record of professional level employees appears to indicate a reverse practice. For OFA for the same years nine professionals other than auditors were hired at the following ranges:

One at Range A 35  
Three at Range A 31  
Four at Range A 27  
One at Range A 24

For LSA twenty-three professionals were hired at the following ranges:

Two at Range A 29  
One at Range A 28  
Twenty at Range A 24

None of the nine OFA professionals have been promoted while all but three of the twenty-three LSA professionals have been promoted.

It was found that the professional positions of OFA and LSA are not similar. It is also fairly obvious from the above that LSA and OFA treat their employees differently. This does not mean that one policy is correct and the other incorrect, or one is better than the other. It does mean, however, as stated in Recommendation #1, that personnel policies -- including compensation -- should be consistent and understandable. Otherwise there is a continuing feeling among employees that the "other" group is doing better no matter what adjustments they themselves receive. Furthermore, it is not possible to eliminate this feeling when different policies exist and, likewise, it is very difficult to determine if inequities actually have occurred.

Another area of complaint is the assignment of personal autos. Here it is recommended that a uniform policy be established for the assignment of autos to top LSA and OFA administrators. Currently, autos are assigned to five OFA administrators at the level of director. No personal autos are assigned to top LSA management. Apparently, they were not requested. Personal autos should be assigned where it is a condition of employment, if frequent continuing field visits are required by the duties of the job, or if as a top administrator of an organization, he or she must be out at

least several nights a week and on weekends speaking or representing the organization at official affairs. In any case assignment of a personal vehicle is worth about 17¢ per mile and should be considered as an aspect of compensation.

There is another difference in the approach followed by OFA and LSA in compensating top level employees. In OFA only the Executive Director is in a no range category, while in LSA there are five top level professionals in that category. Granting those in salary ranges automatic across-the-board raises and increments while those in "no range" must wait for individual consideration by the Commission has the possible effect of giving subordinate employees a higher salary rate than their superiors when they reach or are near the maximum of their salary range. Details on this situation will be listed with other items to be submitted to the Commission simultaneously with this study.

OFA has a formal policy by which it grants its professional employees up to \$30 for membership fees in professional associations and subscription costs to professional periodicals. It also provides up to \$300 in tuition refunds to professional and secretarial employees. LSA does not have either of these benefits but they should be available to employees of both OFA and LSA.

There should also be a study by a committee composed of OFA and LSA staff members of the entire concept of training, both in-house and outside and on and off company time, the developmental needs of employees, the operational

needs of management, the relationship of training to the Legislature's objective for OFA and LSA, etc. Following this study and a cost analysis study of training, a comprehensive training guide should be prepared and distributed to all LSA and OFA employees.

RECOMMENDATION #6 - Detailed Discussion - (Affirmative Action)

This recommendation calls for a formal Affirmative Action Program for LSA and OFA. The relatively few women in professional positions, their exclusion at the supervisory professional level, and the absence of minorities in either professional or clerical positions reflects on OFA and LSA as public agencies.

A staff member should be assigned immediately (whether or not a common personnel office is approved) to establish and implement a formal Affirmative Action Program for both LSA and OFA. Affirmative Action Programs in the Civil Service Department and other State departments can serve as models so as to hasten the implementation of such a program. The suggestion in Recommendation #6 of looking to high schools and colleges for co-op program students and interns could provide immediate results in hiring minorities for clerical positions and be a beginning in finding minorities and more women to fill professional positions.

The following chart indicates the number of women and minorities employed by LSA and OFA:

CHART 3

<u>LSA</u>		
	Professional Positions (45)	Clerical or Secretarial Positions (37)
WOMEN	8*	ALL
MINORITIES	1*	0

\*A woman professional who is also a minority

<u>OFA</u>		
	Professional Positions (45)	Clerical or Secretarial Positions (16)
WOMEN	11**	ALL
MINORITIES	2**	0

\*\*Two additional minorities and one woman have been hired subsequent to 2/7/77, the date this information was compiled.

RECOMMENDATION #7 - Detailed Discussion - (Posting)

This recommendation requires that all job openings above entry level positions be posted. It also gives employees outside of one division or organization the opportunity to apply for positions when no employee in a division or organization where the vacancy exists is interested or appointed. OFA does post its positions and LSA is adopting a posting procedure. However, no division in

either LSA or OFA has a process for crossing over when no employee of the particular division or organization is interested or appointed.

The posting policy should provide that a description of the job, its qualifications, location of the vacancy, and steps necessary to file be listed. All applicants will then be interviewed and advised of the selection.

RECOMMENDATION #8 - Detailed Discussion - (Work Week)

This recommendation requires all LSA employees to work a full seven-hour day. LSA employee replies to the personnel questionnaire indicated that they receive compensatory time off for working overtime and consequently the short work day cannot be given along with compensatory time off. OFA employees follow a seven-hour day. Under the circumstances, no valid reason could be found to continue the six-hour and forty-minute daily schedule for LSA employees. The starting and leaving time for a seven-hour work day should be established to accommodate those whom the agency serves and those who use its facilities and should also take into consideration the convenience of employees.

RECOMMENDATION #9 - Detailed Discussion - (Meals)

This recommendation suggests that cash reimbursements be given to employees who must dine out because of working overtime. As noted in the recommendation, OFA grants funds for this purpose while LSA does not. Overtime is usually considered a convenience to employers and an inconvenience to employees. If employees



are required to expend funds because of working overtime and cannot dine at home, they should be reimbursed for any expenses incurred thereby. In any case, the policies of OFA and LSA should be uniform. It should be noted that the policy suggested does not provide reimbursement as a fixed amount. Instead, it provides that such costs shall be treated as any other proper expenditure and accordingly certified to.

RECOMMENDATION #10 - Detailed Discussion - (Recruitment)

This recommendation suggests a more open policy for recruiting in LSA, especially for clerical and secretarial positions. A tally of the personnel questionnaire showed that seven of the eight LSA secretarial employees in the sample had been referred to their jobs through either an acquaintance or relative working in the agency. LSA is currently adopting this recommendation to broaden recruitment.

The following chart indicates the number of LSA and OFA employees in the sample of thirty-five who are relatives or were acquainted prior to being hired:

CHART 4

<u>LSA</u>	<u>Relative</u>	<u>Acquaintance</u>	<u>Other</u>
Secretarial	4	3	1
Professional	0	5	4
<u>OFA</u>			
Secretarial	0	1	2
Professional	0	3	12
	<u>4</u>	<u>12</u>	<u>19 = 35</u>

It is also suggested that the general policy and procedural steps for seeking employment with OFA and LSA be printed and posted on the bulletin boards in the State House and distributed to public libraries, employment offices, and other agencies involved in finding employment for interested persons. The establishment of a central personnel office will make this recommendation a simple one to implement.

RECOMMENDATION #11 - Detailed Discussion - (Reclassification Review)

This recommendation would permit review by a neutral party where an employee's request for a change in his or her title classification or job evaluation is denied. Although the duties questionnaire sampling did not indicate any significant out-of-title work, it is interesting to note that in the personnel questionnaire filled out by a sample group of OFA and LSA employees nineteen employees answered YES and fourteen answered (?) or NO to question #51 -- "Are Job Specification and Title Accurate?"

This reply indicates that employees are not clear about their title classifications. A study of promotions showed that many occur by means of a reclassification of an employee's position to a higher title. One of the few complaints which surfaced during employee interviews concerned promotional procedures and the delay in advancing to higher titles. An objective review will grant employees, and management as well, the opportunity to ascertain if the classification plan is being maintained in good order.

The steps in the review procedure should be:

- (1) IMMEDIATE SUPERVISOR
- (2) PERSONNEL OFFICE
- (3) NEUTRAL PARTY REVIEW AND INFORMAL HEARING
- (4) RECOMMENDATION OF NEUTRAL PARTY TO PERSONNEL COMMITTEE

RECOMMENDATION #12 - Detailed Discussion - (Dismissal)

This recommendation suggests a due process procedure if an employee of OFA or LSA is dismissed. Currently, in the executive branch, the great majority of employees, both classified and unclassified, are granted dismissal appeal rights in either civil service regulations or collective bargaining contracts. This recommendation for third party review refers only to dismissals and not to lesser disciplinary actions or employee complaints. The latter can be handled on

supervisory levels with final review by the Personnel Committee or the Chairman of the Law Revision and Legislative Services Commission.

As part of this due process policy, employees should be informed of standards related to job performance and any restrictions connected with conditions of employment, such as those stated in the written statement issued by both OFA and LSA regarding political activity.

As previously noted, this recommendation has a two-fold purpose -- to give employees a fair grievance procedure and at the same time to inform employees that they are accountable and that performance standards are expected of them.

RECOMMENDATION #13 - Detailed Discussion - (Suggestion Awards)

This recommendation urges the establishment of a suggestion award program for employees of OFA and LSA. Currently, employees of OFA may submit suggestions to the executive branch program. This recommendation would establish a program strictly for employees of LSA and OFA since the executive branch program is administered solely by officials of the executive branch and operated accordingly.

Suggestion award systems have been a part of both private and public sector organizations for many years. The federal government and the largest private corporations in the United States make use of them. Through these programs, employees receive cash, special recognition, and a fulfillment they may not derive from their regular duties. Furthermore, they also have the

chance to participate in changing the policies and procedures of their work environment. Management also learns improved ways of operating, and a simple means of accomplishing changes at a comparatively small cost is achieved. Finally, a suggestion award system can encourage the assistance of employees in resolving the many organizational and other new, complex problems facing governmental institutions today.

RECOMMENDATION #14 - Detailed Discussion - (Service Awards)

This recommendation institutes a service award program for LSA based on seniority. Such an award program has been operating in the executive branch for some years and is generally well received. It provides recognition for employees through moderately priced awards, pins, etc., beginning with five-years of service and continuing at five-year intervals thereafter. The program is valuable and pays off if managers treat it as an important item of recognition and reflect this feeling by making service award presentations an important occasion. Currently, OFA participates in this executive branch program; LSA should do likewise.

RECOMMENDATION #15 - Detailed Discussion - (Leave Records)

This recommendation urges the centralization of individual employee sick leave records. It also suggests that individual sick leave records be reviewed by supervisors for possible

misusage. Sick leave is very costly to management; at the same time it is very valuable to employees and should be conserved. The prevention of misuse is important to all parties. As the following chart shows, in 1976 LSA and OFA employees were away from their duties for a total of over 1,800\* days. This is equivalent to losing the services of eight full-time employees (260 work days in a year minus a total of thirty vacation days plus personal leave plus holidays).

The chart also indicates that LSA and OFA employees do not use more sick leave than executive branch employees. A survey in the early 1970's of absenteeism in industry indicated a range of absenteeism from six days per year to more than ten days per year depending on the industry.

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\*One hundred and ninety-nine employees times 9.1 average days per year = 1,810 total days.

CHART 5

AVERAGE NO. OF DAYS OF SICK LEAVE USED PER YEAR

	LSA & OFA (199 Emp.) 1976	Dept. of Civil Service** (305 Emp.) 1976	OFA (113 Emp.)	LSA (86 Emp.)	State Employees 1975
Clerical and Professional	9.1*	9.4	7.2	11.6*	9.8 for 30,883 state em- ployees in all types of occupations
Professional	8.1*	8.1	6.4	11.4*	
Clerical	11.7	9.4	11.4	11.9	

\*Includes an employee on sick leave for a number of months. Average not including this employee for LSA & OFA combined would be 8.6 days per year.

\*\*Includes only professional and clerical employees of the Civil Service Department; other occupations excluded.

RECOMMENDATION #16 - Detailed Discussion - (Time Off)

This recommendation suggests that LSA rescind its three-day annual leave policy to compensate its professional employees for overtime which may or may not eventually be worked during the year. It also recommends a change in the OFA policy of hour-for-hour overtime for top management.

The former procedure of giving time off in anticipation of possible overtime leads to inequities. Employees who may not work overtime receive the same benefits as employees who do work overtime. It sets up a situation where an employee has to pay back rather than receive a tangible reward for something done. This is not conducive to a positive attitude toward working overtime.

Regarding the OFA compensatory time off policy, current overtime procedures should apply except that employees at the professional administrative level should not be entitled to hour-for-hour compensatory time off. (The records show that many of these CTO hours which were accrued were not taken by the top managers in OFA.) Some time off should be permitted depending on the amount of overtime worked, or the actual number of hours can be "banked" to be used in case the administrator exhausts his or her sick leave.

RECOMMENDATION #17 - Detailed Discussion - (Performance Review)

This recommendation urges that a performance review program be established with a supervisor-employee agreement on the duties and results to be achieved by the employee. The process would be separate from reviews related to salary increases and promotions. The philosophy underlying this system is a mutual trust between supervisor and subordinate. It involves giving each employee a piece of the action and holding him or her accountable.

The recommendation notes that a main characteristic of this plan would be "openness". This means an opportunity for employees to participate in agreeing to the detailed results expected of a job and to the standards established. It also means review interviews with employees seeing the report forms and discussing the contents with their supervisor.

As previously noted, this appraisal scheme does not include adjective ratings, such as excellent, good, fair, etc. It will consist of narrative descriptions of the details of performance. While it will tell the employee how well he or she is doing, it will also indicate specific needs for improvement and training.

This kind of program should not be rushed into. Supervisors and administrators who will be expected to implement it will be required to have the information necessary to do the job. The agency's objectives and directions must

be clear and the budget resources known. Additionally, some knowledge of human behavior, motivation, labor relations, the latest automatic processes, performance budgeting, and organizational development will be necessary for all levels of supervisors and managers to successfully administer this performance review program.

RECOMMENDATION #18 - Detailed Discussion - (Secretarial Titles)

This recommendation substitutes a combined series of general clerical and secretarial titles for the current separate series being used by LSA and OFA. The secretarial series from entry to the highest level apply to both agencies. The Legislative Staff Assistant series would be used at this time only for certain positions in LSA but, if necessary, with some modifications the specifications for these titles would be applicable to similar positions established in OFA. Qualified employees would be eligible for promotion from either series of titles to higher positions in both series.

CLERICAL/SECRETARIAL TITLES UNDER PROPOSED CHANGES

Legislative Secretary 1 - A 19  
Legislative Secretary 2 - A 17  
Legislative Secretary 3 - A 15

Legislative Staff Assistant 1 - A 13 - Legislative Secretary 4  
Legislative Staff Assistant 2 - A 11 - Legislative Secretary 5  
Legislative Staff Assistant 3 - A 09 - Legislative Secretary 6  
Legislative Staff Assistant                      Legislative Secretarial  
Trainee                                      - N 95 -                      Trainee

(See Appendix H for descriptions of these titles.)

NOTE:

Positions in grade levels A 09 and N 95 are entry level positions. Appointments may be made at either level. An employee in N 95 receives an increase after a minimum period of six months on the job and attainment of a standard level of proficiency. Then the employee receives the first step of A 09 after a minimum period of six more months on the job and attainment of an established level of proficiency.

RECOMMENDATION #19 - Detailed Discussion - (Coordinator)

This recommendation suggests that a supervisory coordinator be appointed for the secretaries providing secretarial and clerical support to the committee aides and research associates in the Division of Information and Research, LSA. Under the general supervision of the Assistant Research Director, the coordinator would direct and coordinate the activities of the aforementioned staff. At present, there are twenty-seven secretaries in the division divided into two teams and under the direction of the two Supervising Research Associates. The two supervisors would be relieved of supervising the secretaries to committee aides and researchers by the coordinator.

The present system of having secretaries divided into two teams under the direction of two Supervising Research Associates and their respective secretaries is not conducive to the central coordination of the division's workload. However, the main reason for creating this position is (as noted) to free the two Supervising Research Associates to supervise the thirty-nine committee aides and researchers.

An improved coordination of secretaries with the division's workload will also result if there is one channel of direction rather than two.

Although a more detailed job description is contained in Appendix I, the supervisory coordinator would be accountable for ascertaining division priorities from the Assistant Research Director, Supervising Research Associates, and committee aides and researchers; scheduling, assigning, and reassigning work to the secretarial staff depending on the workload and the needs of the committee aides and researchers to whom they are assigned; instructing new secretarial employees on division policies, methods, and procedures to be followed; discussing changes in management, work, and personnel policies and procedures; interviewing job applicants and making recommendations to division management regarding whom to hire; recommending needed secretarial training and assisting in such training; making recommendations on performance reviews; and handling secretarial requests for leaves, etc., in accordance with work priorities. The main function of the coordinator is the coordination and distribution of work among the secretaries in order to have the division's workload completed in the time allotted.

RECOMMENDATION #20 - Detailed Discussion - (Transfer to Executive)

This recommendation urges that the Civil Service Commission be requested to consider a policy or, if necessary, the Legislature enact a statute to permit Legislative Services Agency and Office of Fiscal Affairs staff members

who have been employed for at least five years by the Legislature on a full-time continuous basis to transfer to the classified service of the executive branch of State government. This transfer would be at the request of an executive branch department and through a qualifying procedure.

There are many highly-qualified employees in OFA and LSA who have become familiar through their work in program analyses, auditing, research, or drafting proposed legislation with the programs of various executive departments.

With small staffs in OFA and LSA, as compared to executive branch department staffs, promotional opportunities are limited. The turnover rate has been relatively low in recent years for both staffs combined, i.e., 6% in fiscal year 1975 and, while it was 15% in fiscal year 1976, eight of the twenty-eight employees who left in fiscal year 1976 were retirees. There has been an increase in the number of staff employees taking other employment during this same period, however, i.e., six in fiscal year 1975 and eleven in fiscal year 1976. Those employees who take positions in other State government offices are well qualified and proven in performance but they still must accept appointive (unclassified) or provisional status or take an open-competitive examination.

In a few years, the number of employees seeking

other employment will increase if only because of the dramatic expansion of the two staffs and the lack of promotional opportunities which must occur as the employees reach the maximum of their salary ranges or as they reach higher job levels. As a service to the employees of the two staffs and a benefit to State government, employment by the Legislature should not ultimately cause career-minded, upward motivated professionals and secretaries to leave State government entirely.

RECOMMENDATION #21 - Detailed Discussion - (Follow-Up)

Recommendation #21 is self-explanatory.

APPENDIX A

COMPARISONS OF FRINGE BENEFITS



## COMPARISON OF BENEFITS OF EMPLOYMENT OF LSA AND OFA AND COUNTERPART AGENCIES

	NEW JERSEY LSA & OFA	COLORADO LEGISLATIVE COUNCIL	CONNECTICUT JOINT COMMITTEE ON LEGISLATIVE MANAGEMENT	OHIO LEGISLATIVE SERVICES COMMISSION	MARYLAND DEPT. OF LEGISLATIVE REFERENCE AND FISCAL SERVICES	WISCONSIN LEGISLATIVE COUNCIL	CONGRESSIONAL RESEARCH SERVICE	GENERAL ACCOUNTING OFFICE																	
<b>1. CASH COMPENSATION AND WORK HOURS</b> <b>A. Cash Compensation</b> 1. Date most recent wage or salary adjustment was granted to: (a) Salaried Employees: _____ % or \$ _____ Date: _____ 2. Does your jurisdiction have a system of regular salary or wage increments? YES NO If yes, based on: MERIT, LONGEVITY, OR MERIT AND LONGEVITY 3. Does your jurisdiction grant severance pay? YES NO If yes, state basis: _____ 4. What percentage of total payroll expense is devoted to employee benefits? _____  <b>B. Standard Work Week:</b> (Complete Chart) <table border="1"> <thead> <tr> <th rowspan="2">TYPE OF WORK</th> <th colspan="2">Number of Hours</th> <th rowspan="2">Overtime Compensation Granted</th> <th rowspan="2">BASIS</th> </tr> <tr> <th>Day</th> <th>Wk.</th> </tr> </thead> <tbody> <tr> <td>1. Clerical</td> <td></td> <td></td> <td><input type="checkbox"/> Yes <input type="checkbox"/> No</td> <td></td> </tr> <tr> <td>2. Professional</td> <td></td> <td></td> <td><input type="checkbox"/> Yes <input type="checkbox"/> No</td> <td></td> </tr> </tbody> </table>	TYPE OF WORK	Number of Hours		Overtime Compensation Granted	BASIS	Day	Wk.	1. Clerical			<input type="checkbox"/> Yes <input type="checkbox"/> No		2. Professional			<input type="checkbox"/> Yes <input type="checkbox"/> No		7% — 7/1/76  YES — Merit and Longevity  NO  35% (in- cludes vacation, sick leave, per- sonal leave and holidays)  CLERICAL 35 hrs 5 days, 1-1/2 times	7/76  YES — Merit and Longevity  NO — Vacation entitlement only  7-1/2 37-1/2 YES — Comp. time	Reclassi- fication upgrade 3/75  YES — Longevity Regular annual in- crements plus addi- tional lon- gevity pay after 10 years  YES — two weeks maximum  7 — 35 YES Cash 7 — 35 YES up to	Varied Average 8% — 1/1/76  YES — Merit and Longevity Annual in- crements based on performance longevity of 1/2% per year of base and begin after 5 years of service through 20 years  NO — Do pay vacation leave not taken  8 — 40 YES time and a half 40 — NO	Varied 3% to 8.78 7/1/75  YES — Merit and Longevity — denial of increment is infre- quent  NO  14% (does not include leave)  35-1/2 YES — 1-1/2 over 40 prof. get C.T.O.	5% — 7/1/76  YES — Merit and Longevity Economic adjustment on annual basis + performance merit awards  NO  22%  8 — 40 YES leave time 8 — 40 NO professional staff is	5% — Average 10/76  YES — Merit and Longevity  YES — reduction in force  8 — 40 YES Minimum as required clerical	5% — Average 10/76  YES — Longevity (can be denied but seldom done)  NO  8 — 40 YES time and a half clerical
TYPE OF WORK		Number of Hours				Overtime Compensation Granted	BASIS																		
	Day	Wk.																							
1. Clerical			<input type="checkbox"/> Yes <input type="checkbox"/> No																						
2. Professional			<input type="checkbox"/> Yes <input type="checkbox"/> No																						
<b>II. PAY SUPPLEMENTS</b> <b>A. Does your agency provide the following?</b> 1. Annual Bonus? YES NO If yes, state basis: _____ <b>B. Do you have a Suggestion Awards Program?</b> YES NO If yes, maximum cash award: _____	Same Prof. Comp- ensatory time  NO  OFA only (Maximum \$5,000)	clerical and pro- fessional  NO  YES State Sys- tem \$1,000	\$14,000  YES  YES — \$25	informal 3 days plus  NO  NO	35-1/2 NO  NO  YES — State program	expected to devote time as re- quired to complete task. In most cases, 40 hr. wk. is exceed- ed, espec. by senior staff.  NO  YES — the lesser of 1% of the annual savings or \$1,000	and pro- fessional  NO  YES — \$5,000 maximum	and pro- fessional  NO  YES — Percentage basis																	
<b>III. EXPENSE ALLOWANCES</b> <b>A. Does your agency reimburse the following expenses?</b> 1. Lodging YES NO If yes, maximum per day: _____ 2. Meals YES NO If yes, maximum Breakfast, Lunch, Dinner _____ 3. Transportation: (a) Air YES NO If yes, maximum class? _____ (b) Rail YES NO If yes, maximum class? _____ <b>B. Does your agency provide Credit Cards?</b> YES NO If yes, explain briefly type of card and which employees hold them.	YES  YES — (Total for lodging and meals is \$50 per day)  YES — tourist YES — Coach  YES — telephone, gasoline	YES — Actual cost  YES  YES — Coach  YES — State credit card w/ State car	YES — Actual cost  YES — \$15 per day  YES — Coach YES — Coach  NO	YES — Actual cost  YES — \$12 per day  YES — tourist YES — not applicable because of poor train service  NO	YES/NO  YES — B — \$2 L — \$2.50 D — \$7.50  YES — tourist YES — Coach  NO	YES — \$16 in-state guidelines  YES — in- state B — \$2, L — \$3 D — \$6  YES  YES — only tele- phone for executive secretary	YES — \$19 This can differ w/ geographic location \$50 is maximum  YES — \$16  YES — Those of- ficially authorized to use Gov't. cars can be given c.c. for gas	YES — varies  YES  YES — Al- lowance varies  NO																	

(continued)

## COMPARISON OF BENEFITS OF EMPLOYMENT OF LSA AND OFA AND COUNTERPART AGENCIES (continued)

III. EXPENSE ALLOWANCES (continued)	NEW JERSEY LSA & OFA	COLORADO LEGISLATIVE COUNCIL	CONNECTICUT JOINT COMMITTEE ON LEGISLATIVE MANAGEMENT	OHIO LEGISLATIVE SERVICES COMMISSION	MARYLAND DEPTS. OF LEGISLATIVE REFERENCE AND FISCAL SERVICES	WISCONSIN LEGISLATIVE COUNCIL	CONGRESSIONAL RESEARCH SERVICE	GENERAL ACCOUNTING OFFICE								
C. Does your agency provide cars? YES NO If yes, which employees are eligible.	YES — Director's level	YES	YES — for more than 40 mi. round trip	YES — only State trips	YES — pool cars except for Dir. DLR, Leg. Audi- tor	YES — pool cars	YES — for official business	Sometimes								
D. Does your agency pay mileage for use of personal vehicle? YES NO If yes, allowance per mile.	YES — 14¢	YES — 12¢	YES — 12¢ for trips less than 40 mi. round trip	YES — 16¢	YES — 12¢	YES	YES — 15-1/2¢	YES — 15-1/2¢								
IV. HEALTH BENEFITS																
A. Does your agency offer the following health coverage plans?	<table><tr><td colspan="2">Check Proper Column</td><td rowspan="2">Agency Contributes</td><td colspan="2">Are Dependents Included</td></tr><tr><td>YES</td><td>NO</td><td>YES</td><td>NO</td></tr></table>		Check Proper Column		Agency Contributes	Are Dependents Included		YES	NO	YES	NO					
Check Proper Column		Agency Contributes	Are Dependents Included													
YES	NO		YES	NO												
1. Workman's Compensation	YES	YES	YES	YES	YES	YES	YES	YES								
2. Temporary Disability Insurance	NO		NO	NO	NO	YES	NO	YES								
3. Hospitalization	*YES — 100% — YES	YES* YES*	YES — Nothing — YES/charge	YES — 67%	YES — 80%	YES — 90% — YES	YES — 60%** — YES	YES								
4. MEDICAL Home and office calls included	* YES — 100% — YES	YES* YES*	NO	YES — 67% — YES	YES — 80% — YES	YES — 90% — YES	*	YES								
5. Surgical	YES* — 100% — YES*	YES* YES*	YES YES	Yes 67% YES	YES — 80% — YES	YES — 90% — YES	*	YES								
6. Major Medical	YES — 100% — YES	YES* YES*	YES YES	YES — 67% YES	YES — 80% — YES	YES — 90% — YES	*	YES								
7. Dental Health	NO	NO NO	NO	NO	NO NO	YES — 90% — YES	NO	NO								
8. Low cost immunization	NO	YES* YES*	NO	NO	NO NO	YES — 90% — YES	*	YES								
9. Prescription Drugs	YES — 100% — YES	YES* YES*	YES YES	YES — 67% — YES	NO NO	YES — 90% — YES	*	YES								
10. Nursing Services	*YES — 100% — YES	YES* YES*	NO	YES — 67% — YES	YES — 80% — YES	YES — 90% — YES	*	YES								

## FOOTNOTES

## COLORADO

\*State pays \$19.12 per month — employee costs range from 0 to \$81.06.

## CONGRESSIONAL RESEARCH SERVICE

\*Employees are covered under Federal Employees Health Benefits Plan which provides them with the opportunity to enroll in several plans governing many of these areas. Chapter 89, Title V. United States Code.

\*\*Based on highest level of benefits offered by service benefit plan and indemnity plan. Two employee organization plans with highest enrollment and two comprehensive medical plans.

medical plans.

V. INSURANCE

A. Does your agency provide any of the following insurance plans?

Check Proper Column		Agency Contributes	Maximum Coverage
YES	NO		

1. Life	YES — 100% — Free 1½ X salary — agency pays 100% — and 1½ contributory insurance paid by employee — max 3 X salary	YES — 100% — \$3,500	YES — nothing based on salary 10¢ per \$1,000 per week	YES — 100% — Salary	NO	YES — 78% — \$75,000	YES* — 33-1/3% — *Fed. Employees Group Life Ins. Ch. 87, Title V, U.S. Code	YES
2. Travel (Official Business)	NO	NO	NO	NO	YES — 100%		YES — 100%	NO
3. Unemployment	YES	NO	YES	YES	NO	YES	YES — D.C. compensation	NO
4. Personal Liability	YES — 100% — State insurance on persons hurt by employee except when driving own car.	NO	NO	NO	NO	NO	NO	NO

(continued)

(continued)

## COMPARISON OF BENEFITS OF EMPLOYMENT OF LSA AND OFA AND COUNTERPART AGENCIES (continued)

V. INSURANCE (continued)	NEW JERSEY LSA & OFA	COLORADO LEGISLATIVE COUNCIL	CONNECTICUT JOINT COMMITTEE ON LEGISLATIVE MANAGEMENT	OHIO LEGISLATIVE SERVICES COMMISSION	MARYLAND DEPTS. OF LEGISLATIVE REFERENCE AND FISCAL SERVICES	WISCONSIN LEGISLATIVE COUNCIL	CONGRESSIONAL RESEARCH SERVICE	GENERAL ACCOUNTING OFFICE
5. Accidental Death	YES — Workman's Compensa- tion and life in- surance	NO	NO	NO	NO	NO	Under life insurance	YES
VI. LEAVES								
A. Leaves provided by your jurisdiction								
1. Holidays with full pay?	YES 13	YES 11	YES 12	YES 10	YES 14	YES 3 personal days — 7-1/2 legal days	YES 9	YES 9
(a) If yes, number of days per yr.								
(b) Are holidays which fall on Saturday celebrated on Friday?	Some	YES	YES	YES	YES	NO	YES	YES
(c) Are holidays which fall on Sunday celebrated on Monday?	YES	YES	YES	YES	YES	YES	YES	YES
2. Sick Leave with pay?	YES 15	YES 15	YES 15	YES 15	YES 15	YES 13	YES 13	YES 13
(a) If yes, number of days per yr.								
(b) Is accumulation from year to year permitted?	YES — un- limited	YES — no limit	YES — 120 days	YES — no limit	YES — un- limited	YES — no limit	YES — no limit	YES — no limit
(c) Is payment made for unused sick leave on separation?	YES — For retirement only — 1/2 of total amount up to \$12,000	NO	YES — only on re- tirement and then for 1/4	YES — on retirement only. (Af- ter 10 or more yr. 1/4 of ac- crued up to 120 days)	YES — Credit on retirement service	NO	YES — re- tirement only and then added as addition- al days of service under U.S. Civil Serv- ice Leave Act	YES — re- tirement only
(d) Is sick leave permitted for other than employees own illnesses (injury)? If yes, what?	YES — Death in mediate family; Illness — immediate family	NO	YES — for funerals or serious illness of immediate relative	YES — ill- ness in im- mediate family; death in family	YES — Death in immediate family	YES — Death or illness in immediate family	YES — to care for child w/a contagious disease	NO
(e) Is a Doctor's certificate required? If yes, under what conditions?	YES — 5 consecu- tive days — 10 ag- gregate days	NO	YES — for more than 5 consecu- tive days	YES — at the request of the em- ployer	YES — Ab- sence of 3 days or more	NO — a medical certificate may be re- quired to justify sick leave for extend- ed ill- nesses.	YES — for more than 3 days	YES — for more than 3 days
3. Military Leave								
(a) Active Duty Maximum leave is	YES — permanent employee — war or emergency plus 3 months thereafter	Unlimited	YES	YES	YES — 2 yrs.	YES — 4 yrs.	YES — 4 yrs.	YES
(b) Annual Field Training (Reserve and National Guard) Maximum days per year — With pay in addition to Military compensation?	YES — permanent employee RESERVE — no limi- tation; NATION- AL GUARD — 90 days per year	15 days	YES — 30 days	YES	YES — 15 days — yes w/pay	YES — 15 days — no military compensa- tion	YES — 15 days — Yes	YES
(c) State National Guard Duty (Emergencies)? Maximum days per year — With pay in addition to Military compensation?	YES — permanent employee no limit Ordered by the Govern- or	Unlimited	YES — 30 days	—	NO NO	YES — 15 days — no military compensa- tion	YES — 15 days — Yes	
4. Educational? If yes, explain:	NO	—	NO	YES	NO	YES — 1 yr. may be extend- ed 2 addi- tional years by appoint- ing authori- ty	YES — U. S. Training Act	YES — Time off from Job for upward mobility program
5. Convention Delegate Leave?								
(a) If yes, which organizations are covered?	Some	—	YES — State em- ployee union reps. only	NO	YES — Employee — 1 day	YES — Leg. Coun- cil employ- ment re- lated	YES — Those that are job re- lated	NO — Union
6. Personal Leave (to be used for personal business)? (a) If yes, maximum days per year.	YES — 3 days	NO — compensa- tory time	YES — 3 days per year	NO	YES — 3 days	YES — 174 hrs. max.	YES	NO
7. Vacation?								
(a) Number of days after: 1 yr., 5 yrs., 12 yrs., 15 yrs., 20 yrs.	1 year — 12 days; 5 years — 15 days; 12 years — 20 days; 15 years — 20 days; 20 years — 25 days	YES *	*	*	*	*	*	*
(continued)								

\*see footnotes next page

## COMPARISON OF BENEFITS OF EMPLOYMENT OF LSA AND OFA AND COUNTERPART AGENCIES (continued)

VI. LEAVES (continued)	NEW JERSEY LSA & OFA	COLORADO LEGISLATIVE COUNCIL	CONNECTICUT JOINT COMMITTEE ON LEGISLATIVE MANAGEMENT	OHIO LEGISLATIVE SERVICES COMMISSION	MARYLAND DEPTS. OF LEGISLATIVE REFERENCE AND FISCAL SERVICES	WISCONSIN LEGISLATIVE COUNCIL	CONGRESSIONAL RESEARCH SERVICE	GENERAL ACCOUNTING OFFICE
(b) Is accumulation from year to year permitted? If yes, maximum is:	YES—from preceding cal- endar yr. only	YES — **	YES — 120 days	YES — 3 yrs. ac- cumulation	YES — 35 days	YES — unlimited	YES — 30 days	YES — 30 days
(c) Is payment made for unused vacation or separation?	YES	YES	YES	YES	YES	YES	YES	YES — w/limita- tion

## FOOTNOTES

## VI. LEAVES

7. Vacation? If yes:

(a) Number of days after: 1 year, 5 years, 12 years, 15 years, 20 years.

## COLORADO

\*1 year — 12 days; 5 years — 15 days; 11 years — 18 days; 21 years — 21 days.

## CONNECTICUT

\*1 year — 15 days; 5 years — 15 days; 12 years — 15 days; 15 years — 15 days; 20 years — 20 days.

## OHIO

\*1 year — 10 days; 15 years — 20 days; 25 years — 25 days.

## MARYLAND

\*1 year — 10 days; 5 years — 15 days; 12 years — 20 days; 15 years — 20 days; 20 years — 25 days.

## WISCONSIN

\*1 year — 80 hours; 5-10 years — 120 hours; 10-15 years — 136 hours; 15-20 years — 160 hours; 20-25 years — 176 hours; 25 years or more — 200 hours.

## CONGRESSIONAL RESEARCH SERVICE

\*1 year — 13 days; 5 years — 20 days; 12 years — 20 days; 15 years — 26 days; 20 years — 26 days.

## CONGRESSIONAL BUDGET OFFICE

\*Twenty days across the board.

## GENERAL ACCOUNTING OFFICE

\*1 year — 13 days; 5 years — 20 days; 12 years — 20 days; 15 years — 26 days; 20 years — 26 days.

## COLORADO

\*\*1-5 years — 24 days; 6-10 years — 30 days; 11-15 years — 36 days; 16 and over — 42 days.

VII. PENSION SYSTEM	NEW JERSEY LSA & OFA	COLORADO LEGISLATIVE COUNCIL	CONNECTICUT JOINT COMMITTEE ON LEGISLATIVE MANAGEMENT	OHIO LEGISLATIVE SERVICES COMMISSION	MARYLAND DEPTS. OF LEGISLATIVE REFERENCE AND FISCAL SERVICES	WISCONSIN LEGISLATIVE COUNCIL	CONGRESSIONAL RESEARCH SERVICE	GENERAL ACCOUNTING OFFICE
A. Does your agency have a retirement system?	YES	YES	YES	YES	YES	YES	YES	YES
1. Jurisdiction contributes %	50%	10.64%	—	10%	5.46%	4%	7%	—
2. Employee contributes % of salary.	50%	7.75%	2 or 5%	8%	5%	1%	7%	7%
3. Minimum retirement age with full benefits after years of service.	60 years of age after any years of service	No mini- mum retire- ment age w/ 35 years	55 w/ 25	x after 30 yrs. or 60 yrs. old w/ 5 years service	60 yrs of age or 55 w/ 30 years	55 yrs of age	age 55 after 30 years	age 55 w/ 30 yrs
4. Explain briefly your pension formula:	Years of service over 60, times final average salary (last 3 yrs. of member- ship serv- ice or highest 3 fiscal yrs. of member- ship serv- ice)	Age 65, 2.5% of final ave. salary, times yrs. of service	50% at 25 yrs. re- tirement 10 yrs for for vesting	2% of highest 3 yrs. of salary times no. of years	1/55th of ave. final compensa- tion (3 yrs.) for each yrs. service	Amt. of money credited to employees' acct. or final ave. no. of earnings, yrs. of service and age of em- ployee		
5. Does your plan provide for:	YES	—	YES	YES	NO	NO	YES	YES
(a) Extension of Health Benefits?	YES —	—	YES	NO	YES	NO	YES	YES
(b) Extension of Life Insurance?	YES —	—	YES	YES	YES	NO	YES	YES
(c) Cost of Living Increases?	YES —	YES —	NO	YES	YES	NO	YES	YES
If yes, explain:	50% of the increase in the Con- sumer Price Index from the year of Retirement through August immediate- ly pre- ceding pay- ment.	3% max.		after 2-1/2 yrs. get 2% per yr. if cost goes up 2% or more			adjusted each Mar. and Sept.	Annuities increase if cost of liv- ing hits a certain per- centage
(d) Disability Retirement?	YES†		YES —	YES	YES	*	YES	YES
If yes, explain:			1/2 pay					

(continued)

† ORDINARY DISABILITY — Employee entitled to receive an allowance equal to 1-1/2% of final average salary for each year of service credit. The allowance shall not be less than 40% of final average salary, except that in no case can the allowance exceed 90% of the regular service retirement allowance which the member would have received had he remained in service from the date of retirement to age 60.

ACCIDENTAL DISABILITY — Employee entitled to receive an allowance equal to 2/3rds of the salary he was receiving on the date of the accident. The re-tirement application must be filed within 5 years following the date of the accident.

\* (1) Total and permanent disability (2) Special disability for protective occupation participant whose disability is such that he can no longer safely perform the hazard-ous duty required by his occupation.

## COMPARISON OF BENEFITS OF EMPLOYMENT OF LSA AND OFA AND COUNTERPART AGENCIES (continued)

VII. PENSION SYSTEM (continued)	NEW JERSEY LSA & OFA	COLORADO LEGISLATIVE COUNCIL	CONNECTICUT JOINT COMMITTEE ON LEGISLATIVE MANAGEMENT	OHIO LEGISLATIVE SERVICES COMMISSION	MARYLAND DEPTS. OF LEGISLATIVE REFERENCE AND FISCAL SERVICES	WISCONSIN LEGISLATIVE COUNCIL	CONGRESSIONAL RESEARCH SERVICE	GENERAL ACCOUNTING OFFICE
6. Are employees permitted to borrow from pension fund? If yes: (a) At what rate of interest (b) Maximum amount	YES  4% 1/2 of total em- ployee con- tribu- tion	NO	NO	NO	NO	NO	NO	NO
VIII. TRAINING AND DEVELOPMENT								
A. Does your agency have an in-house training program? 1. If yes, which employees are eligible?	YES ALL — emphasis on profes- sionals	— —	YES ALL	YES ALL	YES ALL — emphasis on profes- sionals	NO —	YES ALL	YES ALL
B. Does your jurisdiction pay fees for Professional Association Conferences, Seminars, etc.	YES	YES	NO	YES/Some	YES	YES	YES	YES
C. Does your jurisdiction have a Tuition Aid Program? 1. If yes, state guidelines briefly:	YES — OFA — (\$300 per per em- ployee — professional and clerical) Related to work and successful completion. LSA — No	NO	NO — Discon- tinued in 1975	YES — State per- mits school- ing, we have not utilized	YES — Courses directly re- lated to work, suc- cessful completion	YES — Case by case basis for tuition; travel; lodging and other ex- penses are responsi- bility the em- ployee	YES — Courses must be job re- lated	YES — If educa- tion is job related
D. Does your jurisdiction pay fees for outside job related training? If yes:	YES	NO	NO	YES	YES	YES	YES	YES
1. Is time off granted for this purpose? If yes, WITH PAY; WITHOUT PAY	YES With Pay None	NO —	— —	YES With Pay NCSL Semi- nar primari- ly	YES With Pay None	YES With Pay None	YES With Pay Must guar- antee em- ployment for three times the length of course	YES With Pay Maintain certain grades
2. What obligation must employee assume?								
IX. OTHER BENEFITS								
A. Does your agency have any of the following?								
1. A subsidized employee savings plan? (a) If yes, jurisdiction contributes %	NO	NO	YES — deferred income	NO — deferred income	NO	NO	NO	NO
2. A supplemental annuity stock savings plan?	YES	NO	NO	YES	NO	NO	NO	NO
3. A low cost recreation program?	NO	NO	NO	NO	NO	NO	NO	NO
4. Service awards and retirement gifts?	YES — OFA LSA — Retirement only	NO	NO	NO	YES	NO	NO Give serv- ice award pins under U. S. Civil Service In- centive Award Pro- gram, but do not give re- tirement gifts	NO YES and NO
5. A credit union?	NO	YES	YES	YES	YES	YES	YES	YES
6. Coffee breaks and rest periods? (a) If yes, how long and how often?	NO	YES — informal	NO	NO — however, do not object to employee taking ir- regular breaks. NOT IN- STITUTION- ALIZED	NO — Employees afforded opportuni- ty for cof- fee and to relax de- pending on work load — no fixed time or guarantees	NO	NO	YES — If operat- ing equip- ment all day, e.g., presses, typewriters
7. Organized employee groups?	NO	NO	NO — State not legislative	NO	YES	NO	YES	YES
8. A grievance procedure?	Some	NO	YES	NO	YES	NO	YES	YES
9. Provision for the safety and security of employees?	YES	YES — State Capitol Guards	YES	NO	YES	YES	YES	YES
10. Free Parking Facilities?	YES	NO	YES	NO	YES	NO	YES — limited basis	YES
11. Proximity to public transportation?	YES	YES	YES	YES	YES	YES	YES	YES
12. Proximity to shopping districts?	YES	YES	YES	YES	YES	YES	YES	YES
13. A subsidized cafeteria?	YES	NO	YES	NO	NO	NO	YES	YES

APPENDIX B

DUTIES OF LSA

#### LEGISLATIVE SERVICES AGENCY

Bill Drafting and Legal Services, Legislative Information and Research and Law Revision are the three staff divisions of the Legislative Services Agency. A Chief Counsel is the chief staff officer of the Agency and Secretary to the Commission; a Legislative Counsel heads the Bill Drafting and Legal Services Division, located in Room 227 on the second floor of the State House opposite the Senate Gallery; a Research Director heads the Division of Information and Research with its headquarters in Room 128 on the first floor opposite the Senate Chamber; a Revisor of Statutes heads the Division of Law Revision which is located in Room 123, State House Annex.

##### Division of Bill Drafting and Legal Services

Requests for bill drafting service may be made by any member by letter or in person by a visit to the Division Office in Room 227 (located on the second floor of the State House opposite the Senate Gallery). All requests are treated as confidential and drafts are not released to the Press until the bill is approved by the sponsor and either offered for introduction by him or released on his direction. Every effort is made to treat bill drafting requests in the order received; however, it must be borne in mind that certain requests may be readily complied with while others require extensive study, research and consultation.

The Division of Bill Drafting and Legal Services also examines all bills, wherever drafted, as to form, for compliance with the constitutional formal dictates and conformity with the Rules of the House. No changes in the substance of a bill are made except upon the authorization of the sponsor. While it is the function of the Attorney General and the Courts to rule on the constitutionality of legislation, the Division attempts to warn sponsors of obvious constitutional problems. In defense and advocacy of the power of the Legislature, the bill drafting staff takes the position that it is proper for the Legislature to experiment and no bill will be withheld from introduction because of a doubt as to its constitutionality. In its examination of bills as to form, the bill drafting staff act as Counsel to the Senate Judiciary Committee and Assembly Committee on Revision and Amendment of Laws pursuant to the Rules.

The Division maintains extensive files as to prior legislation, arranges for publication of the Advance Law Service and annually compiles and edits a *Cumulative Table of Contents* to all laws enacted since enactment of the Revised Statutes in 1937; the *Cumulative Table of Contents* is published as a separate volume of the annual editions of the Pamphlet Laws. The Division assigns compilation numbers to new legislation to allocate the same to the format of the Revised Statutes; these compilation numbers are reported to and used by the publishers of the *New Jersey Statutes Annotated* and the *Revised Statutes Cumulative Supplement*.

Chief Counsel and Legislative Counsel, upon request, act as advisers to the legislative leadership, committees and commissions with respect to parliamentary procedure and legal matters affecting the Legislative Branch. The Conflicts of Interest Law provides that the Chief Counsel serve as legal adviser to the Joint Legislative Committee on Ethical Standards.

##### Division of Legislative Information and Research

The Division of Legislative Information and Research, with headquarters in Room 128 (located on the first floor of the State House opposite the Senate Chamber), furnishes factual research in connection with legislative matters to any member of the Legislature. It also provides comprehensive research services in relation to legislative problems and proposals under study by the Legislature or any legislative committee or commission, and, within the limits of available staff and time, serves, on request, as secretariat for various interim legislative commissions and assigns staff to most of the standing reference committees. It also makes arrangements for and records public hearings and prepares, and distributes to members, bill status reports.



This Division is a primary source of information to individual legislators in the study of problems prior to the drafting of bills for introduction. Working confidentially, on a non-partisan basis, the professional staff members of the Division provide a legislator, upon request, with background information, statistics, comparative state analyses and other relevant material pertinent to the drafting and consideration of proposed legislation. The Division also renders assistance to legislators in providing information for use in answering inquiries from constituents and in supplying data and background material for members' use in connection with public appearances.

While the professional staff of both the Bill Drafting and Legal Services and Information and Research Divisions of the Agency is always available for consultation and conference with individual legislators, the early submission of requests in writing for information and research is helpful both in clarifying the specific nature of the request and facilitating the operations of, and informative responses by, the Agency. All communications, written, personal and telephonic, between legislators and staff personnel, are confidential.

#### Division of Law Revision

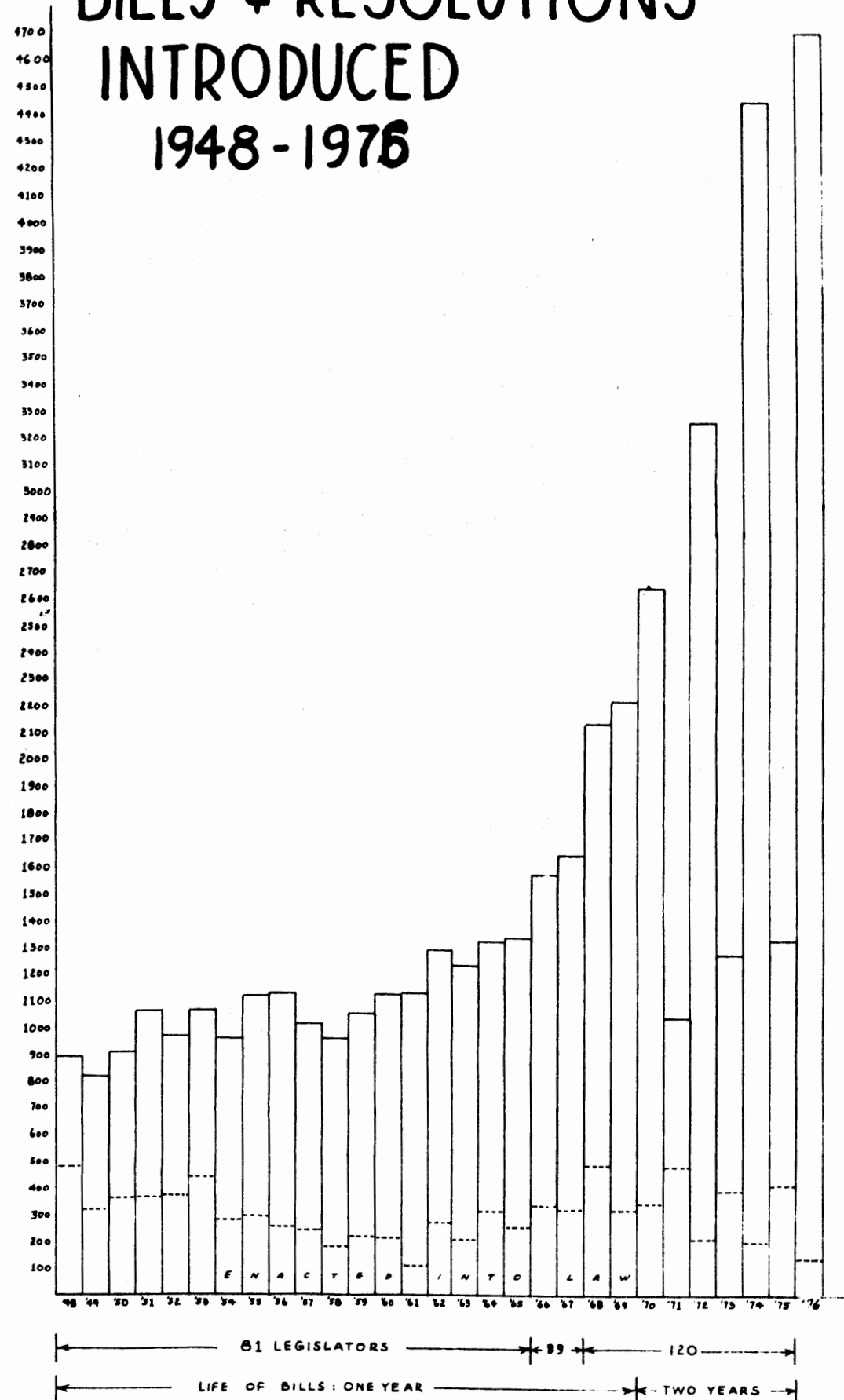
Under direction of a Revisor of Statutes, the Division engages in long range topical revision of the statutory law often with the direction and advice of special legislative commissions charged with the study and modernization of major topics and titles of the law. It reviews judicial opinions calling for legislation. While not engaged in day-to-day drafting of bills for individual members, Senators, Assemblymen and staff members frequently consult with the Revisor and his staff in connection with pending or contemplated proposals. The Division offices are in Room 123, State House Annex.

## APPENDIX C

### TREND CHART OF BILLS AND RESOLUTIONS



# BILLS & RESOLUTIONS INTRODUCED 1948-1976



APPENDIX D

DUTIES OF OFA

#### OFFICE OF FISCAL AFFAIRS

The Office of Fiscal Affairs (OFA) was created by law in 1971 to provide the Legislature with a centralized source for fiscal, post audit, program analysis and budgetary services. The office is administered by an Executive Director, who is an officer of the Legislature under the control, supervision and direction of the bi-partisan Law Revision and Legislative Services Commission. The office consists of an administrative office of the Executive Director and three major divisions: State Auditing; Program Analysis; and Budget Review. The Executive Director and his administrative offices and the Division of Budget Review are located in Suite 232 near the rotunda on the second floor of the State House. The Division of State Auditing and the Division of Program Analysis are located in the Delaware Building, 329 West State Street (one block west of the Holiday Inn) approximately eight minutes walking distance from the State House.

#### Administrative Office of the Executive Director

The following staff functions are performed for the Legislature within the Administrative Office of the Executive Director.

##### *Lease Review*

In accordance with statute, all notices of proposed State leases are submitted to the Executive Director, who is required to report and submit recommendations thereon to the President of the Senate and the Speaker of the General Assembly. This activity includes detailed analysis of each lease and the maintenance of close liaison with the Bureau of Special Services, which is part of the Division of Purchase and Property in the Executive Branch.

##### *Legislative Accounting Section*

All matters pertaining to payrolls, health benefits, pension plans and other administrative services for members of the Legislature are processed through the Legislative Accounting Section of OFA which is located directly behind the Speaker's rostrum in the Assembly Chamber.

#### *Fiscal Notes*

The Office of Fiscal Affairs is directed by law to approve and certify fiscal notes on pending legislation to the appropriate committee or member of the Legislature. Fiscal notes on legislative bills are generally prepared through the Division of Budget and Accounting, in the Executive Branch, by the State agencies which would be authorized, or required, to carry out the provisions of such bills. The Office of Fiscal Affairs through the Division of Budget Review examines into the accuracy of fiscal notes so furnished and, if necessary, prepares substitute fiscal notes. Details governing the fiscal note process are set forth in the Rules of the Senate and General Assembly.

#### *Bond Oversight*

A joint legislative committee was established by Assembly Concurrent Resolution to oversee the expenditure of bond funds. This Committee, known as the "Watchdog Committee," meets regularly, acting as approval agency and representing the Legislature in matters concerning the expenditure and transfer of State bond moneys. An OFA staff member assists the Committee in developing information necessary to its activities.

#### *Division of State Auditing*

The Division of State Auditing includes the Office of State Auditor, a constitutional office assigned by statute to OFA. The division performs comprehensive fiscal post audits of all State departments, agencies and offices. These audits include independent verifications of all revenues and expenditures; adherence to State laws; policies and regulations governing financial transactions; and review of the internal control procedures of all agencies. By law, the State Auditor reports the results of each audit to the Governor, the Legislature and the Executive Director of OFA.

This Division also performs staff services for the claims subcommittee of the Joint Appropriations Committee.

#### Division of Program Analysis

This Division conducts program analyses to determine if State agencies are executing acts of the Legislature in an efficient and effective manner and consistent with legislative intent. The Division's reviews of State agency programs are directed toward improvement of the efficiency, productivity and performance of State government.

The Division analyzes and evaluates State programs and activities in a comprehensive, objective manner and communicates the results of such studies to the Legislature in the form of published reports approved by the Law Revision and Legislative Services Commission. These reports include recommendations for modifying and improving State program administration and performance.

#### Division of Budget Review

The Division of Budget Review provides staff services to the Senate Revenue, Finance and Appropriations Committee; the Assembly Taxation Committee; the Assembly Appropriations Committee; and the Joint Appropriations Committee. The Division develops analyses to assist the Legislature in its evaluation of the Governor's annual Budget Message, including independent revenue and tax studies. The staff analyzes, for fiscal implications, pending legislation referred to the Senate and Assembly Appropriations Committees. The Division staff also attends hearings on annual budget requests submitted to the Governor; reviews appropriations transfers; analyzes fiscal notes; and conducts special studies, as directed, related to the fiscal affairs of the State. Fiscal inquiries to OFA from individual legislators are assigned primarily to the Division of Budget Review.

#### APPENDIX E

#### "PAY SURVEY QUESTIONNAIRE BOOKLET"

# NEW JERSEY STATE LEGISLATURE

## PAY SURVEY

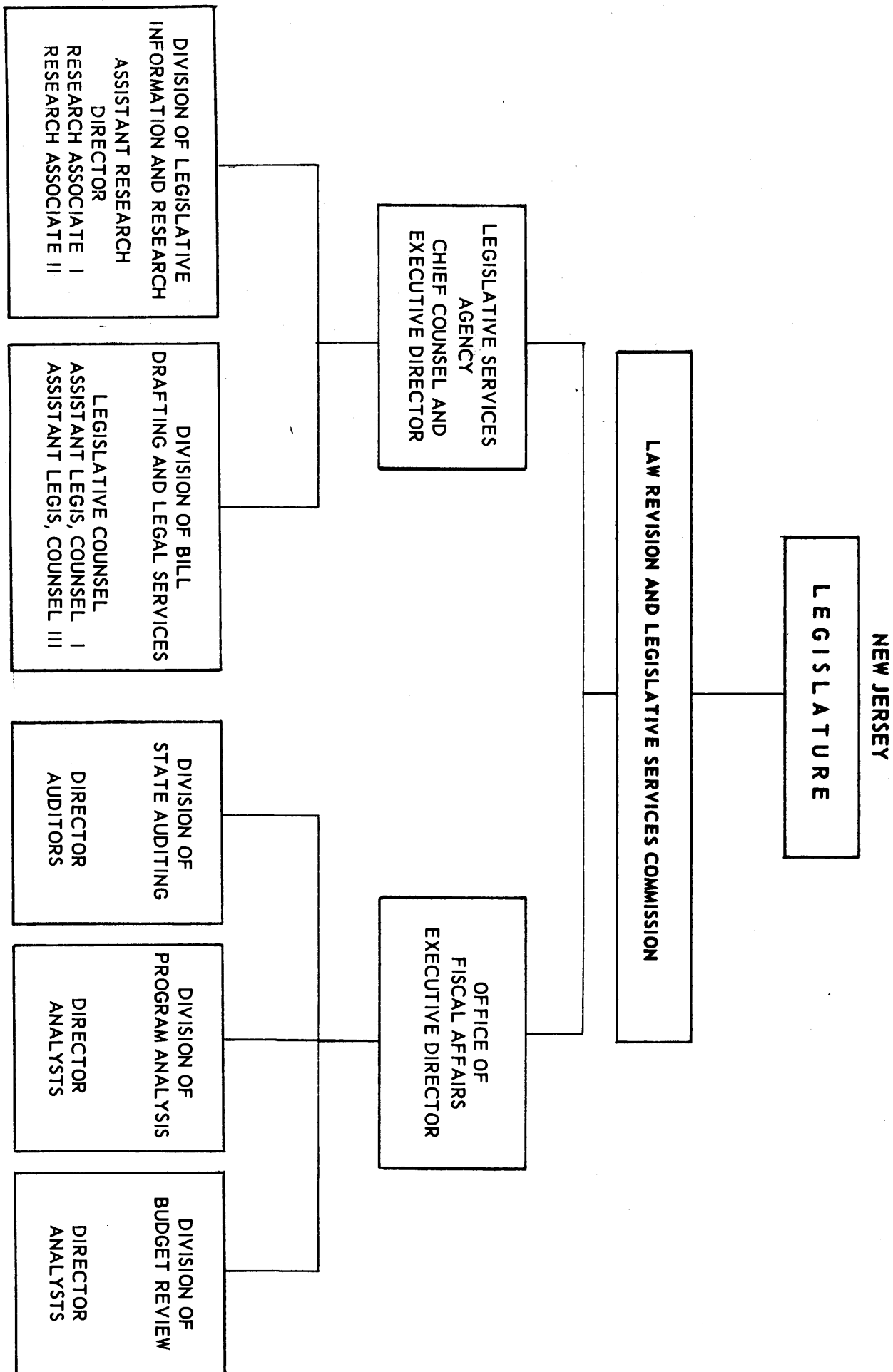
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### QUESTIONNAIRE BOOKLET

#### INDEX FOR JOB SPECIFICATIONS

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Research Associate 2 (Researcher)	LP#7
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Legislative Secretary D	LOS#25
Legislative Stenographer C	LOS#26
Legislative Stenographer D	LOS#27

N.B.: The position titles listed above reflect only those specifications which are a part of this survey. There are, of course, other titles not reflected in this organizational chart.



# PERSONNEL PRACTICES QUESTIONNAIRE

NEW JERSEY STATE LEGISLATURE

(Please Enter)

AGENCY		STATE	DATE
ADDRESS		TELEPHONE Area Code: Number:	
NUMBER EMPLOYED	NUMBER ON SALARY	NUMBER ON HOURLY	OTHER
PERSONNEL ADMINISTRATOR		ADMINISTRATOR'S TITLE	

## I - CASH COMPENSATION AND WORK HOURS

Cash Compensation:

1. Date most recent wage or salary adjustment was granted to:  
(a) Salaried Employees: \_\_\_\_\_ % or \$ \_\_\_\_\_  
Date \_\_\_\_\_
2. Does your jurisdiction have a system of regular salary or wage increments? ☐ YES ☐ NO • If yes, based on:  
☐ MERIT, ☐ LONGEVITY, or ☐ MERIT AND LONGEVITY  
• Explain briefly: \_\_\_\_\_
3. Does your jurisdiction grant severance pay? ☐ YES ☐ NO  
• If yes, state basis: \_\_\_\_\_
4. What percentage of total payroll expense is devoted to employee benefits \_\_\_\_\_ %
5. Standard Work Week: ▼ (Complete Chart)

TYPE OF WORK	Number of Hours		Overtime Compensation Granted?	BASIS
	Day	Wk.		
1. Clerical			<input type="checkbox"/> Yes <input type="checkbox"/> No	
2. Professional			<input type="checkbox"/> Yes <input type="checkbox"/> No	

## II - PAY SUPPLEMENTS

- Does your agency provide the following?  
1. Annual Bonus? ☐ YES ☐ NO • If yes, state basis: \_\_\_\_\_
- Do you have a Suggestion Awards Program?  
☐ YES ☐ NO • If yes, maximum cash award is \$ \_\_\_\_\_

## III - EXPENSE ALLOWANCES

- Does your agency reimburse the following expenses?  
1. Lodging? ☐ YES ☐ NO • If yes, maximum per day: \$ \_\_\_\_\_  
2. Meals? ☐ YES ☐ NO • If yes, maximum:  
Breakfast \$ \_\_\_\_\_ Lunch \$ \_\_\_\_\_ Dinner \$ \_\_\_\_\_  
3. Transportation:  
(a) Air? ☐ YES ☐ NO • If yes, maximum class? \_\_\_\_\_  
(b) Rail? ☐ YES ☐ NO • If yes, maximum class? \_\_\_\_\_  
• Comments: \_\_\_\_\_
- Does your agency provide Credit Cards? ☐ YES ☐ NO  
• If yes, explain briefly type of card and which employees hold them: \_\_\_\_\_
- Does your agency provide cars? ☐ YES ☐ NO  
• If yes, which employees are eligible: \_\_\_\_\_
- Does your agency pay mileage for use of personal vehicle?  
• If yes, allowance per mile is \_\_\_\_\_ cents. ☐ YES ☐ NO

## IV - HEALTH BENEFITS

A. Does your agency offer the following health coverage plans?	Check Proper Column		Agency Contributes	Are Dependents Included	
	YES	NO		YES	NO
1. Workman's Compensation?					
2. Temporary Disability Insurance?					
3. Hospitalization?					
4. Medical? • Home and office calls included?					
5. Surgical?					
6. Major Medical?					
7. Dental Health?					
8. Low cost immunization?					
9. Prescription Drugs?					
10. Nursing Service?					

## V - INSURANCE

A. Does your agency provide any of the following insurance plans?	Check Proper Column		Agency Contributes	Maximum Coverage
	YES	NO		
1. Life?			%	\$
2. Travel (Official Business)?			%	\$
3. Unemployment?			%	
4. Personal Liability?			%	\$
5. Accidental Death?			%	\$

## VI - LEAVES

- Leaves provided by your jurisdiction? (Check proper box at the right of each question) YES NO  
1. Holidays with full pay? ☐ ☐  
(a) If yes, number of days per year: \_\_\_\_\_  
(b) Are holidays which fall on Saturday celebrated on Friday? ☐ ☐  
(c) Are holidays which fall on Sunday celebrated on Monday? ☐ ☐  
2. Sick Leave with pay? ☐ ☐  
(a) If yes, number of days per year: \_\_\_\_\_  
(b) Is accumulation from year to year permitted? ☐ ☐  
If yes, maximum accumulation is \_\_\_\_\_  
(c) Is payment made for unused sick leave on separation? • If yes, in what way? ☐ ☐  
(d) Is sick leave permitted for other than employees own illness (injury)? ☐ ☐ ☐ ☐  
• If yes, what? \_\_\_\_\_

(Continued on next page)

PERSONNEL PRACTICES QUESTIONNAIRE (Sheet No. 2 - Continued)

	YES	NO
(e) Is a Doctor's certificate required? ● If yes, under what conditions? _____	<input type="checkbox"/>	<input type="checkbox"/>
3. Military Leave:		
(a) Active Duty— ● Maximum leave is _____	<input type="checkbox"/>	<input type="checkbox"/>
(b) Annual Field Training (Reserve and National Guard)? ● Maximum days per year: _____. With pay in addition to Military compensation? <input type="checkbox"/> OTHER (Explain): _____	<input type="checkbox"/>	<input type="checkbox"/>
(c) State National Guard Duty (Emergencies)? ● Maximum days per year: _____. With pay in addition to Military compensation? <input type="checkbox"/> OTHER (Explain): _____	<input type="checkbox"/>	<input type="checkbox"/>
4. Educational? ● If yes, explain _____	<input type="checkbox"/>	<input type="checkbox"/>
5. Convention Delegate Leave? (a) If yes, which organizations are covered? _____	<input type="checkbox"/>	<input type="checkbox"/>
6. Personal Leave (to be used for personal business)? (a) If yes, maximum days per year: _____	<input type="checkbox"/>	<input type="checkbox"/>
7. Vacation? ● If yes: (a) Number of days after: 1 yr. ____, 5 yrs. ____, 12 yrs. ____, 15 yrs. ____, 20 yrs. ____ (b) Is accumulation from year to year permitted? If yes, maximum is _____ (c) Is payment made for unused vacation on separation?	<input type="checkbox"/>	<input type="checkbox"/>
<b>VII - PENSION SYSTEM</b>		
A. Does your agency have a retirement system? (If yes, answer the following questions)	<input type="checkbox"/>	<input type="checkbox"/>
1. Jurisdiction contributes __%, 2. Employee contributes __% of salary, 3. Minimum retirement age with full benefits is after ____ years service.		
4. Explain briefly your pension formula: _____		
5. Does your plan provide for:		
(a) Extension of Health Benefits?	<input type="checkbox"/>	<input type="checkbox"/>
(b) Extension of Life Insurance?	<input type="checkbox"/>	<input type="checkbox"/>
(c) Cost of Living Increases? ● If yes, explain: _____	<input type="checkbox"/>	<input type="checkbox"/>
(d) Disability Retirement? ● If yes, explain: _____	<input type="checkbox"/>	<input type="checkbox"/>
6. Are employees permitted to borrow from pension fund? ● If yes: (a) At what rate of interest? ____% (b) Maximum Amount: \$ _____	<input type="checkbox"/>	<input type="checkbox"/>
<b>VIII - TRAINING AND DEVELOPMENT</b>		
A. Does your agency have an in-house training program? 1. If yes, which employees are eligible? _____	<input type="checkbox"/>	<input type="checkbox"/>
B. Does your jurisdiction pay fees for Professional Association Conferences, Seminars, etc.	<input type="checkbox"/>	<input type="checkbox"/>
C. Does your jurisdiction have a Tuition Aid Program? 1. If yes, state guidelines briefly: _____	<input type="checkbox"/>	<input type="checkbox"/>
D. Does your jurisdiction pay fees for outside job related training? ● If yes: 1. Is time off granted for this purpose? ● If yes: <input type="checkbox"/> WITH PAY <input type="checkbox"/> WITHOUT PAY 2. What obligation must employee assume? _____	<input type="checkbox"/>	<input type="checkbox"/>
<b>IX - OTHER BENEFITS</b>		
A. Does your agency have any of the following?		
1. A subsidized employee savings plan? (a) If yes, jurisdiction contributes ____%.	<input type="checkbox"/>	<input type="checkbox"/>
2. A supplemental annuity stock savings plan?	<input type="checkbox"/>	<input type="checkbox"/>
3. A low cost recreation program?	<input type="checkbox"/>	<input type="checkbox"/>
4. Service awards and retirement gifts?	<input type="checkbox"/>	<input type="checkbox"/>
5. A credit union?	<input type="checkbox"/>	<input type="checkbox"/>
6. Coffee breaks and rest periods? (a) If yes, how long and how often? _____	<input type="checkbox"/>	<input type="checkbox"/>
7. Organized employee groups?	<input type="checkbox"/>	<input type="checkbox"/>
8. A grievance procedure?	<input type="checkbox"/>	<input type="checkbox"/>
9. Provision for the safety and security of employees?	<input type="checkbox"/>	<input type="checkbox"/>
10. Free parking Facilities?	<input type="checkbox"/>	<input type="checkbox"/>
11. Proximity to public transportation?	<input type="checkbox"/>	<input type="checkbox"/>
12. Proximity to shopping districts?	<input type="checkbox"/>	<input type="checkbox"/>
13. A subsidized cafeteria?	<input type="checkbox"/>	<input type="checkbox"/>

(Sheet No. 2)

(If additional space is needed, use attached Sheet No. 3)

PERSONNEL PRACTICES QUESTIONNAIRE (Sheet No. 3 if needed for your explanations)

EXPLANATIONS

EXPLANATIONS

SALARY RATE (N98): \$38,100

\*LEGISLATIVE COUNSEL

# # #

DESCRIPTION

The position of Legislative Counsel is provided for by the Legislative Services Law (N.J.S.A. 52:11-17). As Director of the Division of Bill Drafting and Legal Services administers the work of the Division and, subject to the direction of the Law Revision and Legislative Services commission and overall supervision of Chief Counsel, is responsible for providing to the officers, committees and members of the Legislature (a) legal assistance and information relating to the legal effect of the statutes and proposed statutory enactment, parliamentary law, legislative procedures and legislative studies, and (b) assistance in drafting legislative bills, resolutions, amendments and other documents. Also, on behalf of the Judiciary Committees of the Senate and General Assembly, is responsible for the examination and editing of Legislative bills proposed for introduction or introduces, so as to assure, whenever possible, their compliance with the form and general classification of the Revised Statutes and New Jersey Statutes; and to the departments, officers, institutions and agencies of the State and to the public, assistance and information concerning the statutes, when requested. Legislative Counsel allocates all supplemental legislation by assigning compilation numbers as it is enacted. Is responsible for the preparation and publication of the annual "Cumulative Table of Contents" of the New Jersey laws.

QUALIFICATIONS

Required by law to be an attorney-at-law of New Jersey, experienced in the practice of law in New Jersey and in the work of revision of statutes and the drafting of legislation. Serves at the pleasure of the Commission. Required by statute to have the same qualifications as Chief Counsel.

TITLE SERIES

Chief Counsel

\*Legislative Counsel

Associate Legislative Counsel

Assistant Legislative Counsel I

Assistant Legislative Counsel 2

Assistant Legislative Counsel 3

CODE	YOUR CORRESPONDING JOB TITLE	SALARY RATE	NORMAL WORKING HOURS
			Per Day: _____ Per Week: _____
STRUCTURAL SALARY OR WAGE RANGE		GRADE LEVEL	FIRST RAISE OR RATE REVIEW AFTER MONTHS.
Min:\$ _____ Max:\$ _____		_____ of _____	NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime? <input type="checkbox"/> NONE			

SALARY RATE (N98): \$42,737

CHIEF COUNSEL LAW REVISION AND LEGISLATIVE SERVICES

# # #

DESCRIPTION

Under the Legislative Services Law (N.J.S.A. 52:11-13) shall act as secretary of the Law Revision and Legislative Services Commission and its chief executive officer. Acts as executive director of the Legislative Services Agency, subject to the direction of the Commission. Prepares the annual budget request for the Legislative Services Agency, and acts as approval officer for Agency purchases, expenditures and personnel actions. Supervision of the work of the Agency is exercised by Chief Counsel through 3 division directors (Legislative Counsel, Research Director and Revisor of Statutes). A total of over 80 employees are involved in all operations. Drafts legislation; reviews drafts of others; prepares formal legal opinions upon request of the legislative leaders; acts as counsel to the Senate and General Assembly committees on Rules; provides parliamentary and procedural guidance to the leadership, the President and Secretary of the Senate and the Speaker and Clerk of the General Assembly; organizes and supervises Orientation Sessions for newly-elected Legislators; supervises the editing and publication of the Legislator's Handbook; may serve as counsel to special legislative committees and commissions; has represented the Senate in the Supreme Court and has assisted special counsel in litigation to which the Legislature was a party. Chief Counsel serves as legal adviser to the Joint Legislative Committee on Ethical Standards with respect to the Conflicts of Interest Law and its effect on members of the Legislature and employees in the Legislative Branch.

QUALIFICATIONS

Required by law to be an attorney-at-law of New Jersey, experienced in the practice of law in New Jersey and in the work of revision of statutes and the drafting of legislation. Serves at the pleasure of the Commission.

CODE	YOUR CORRESPONDING JOB TITLE	SALARY RATE	NORMAL WORKING HOURS
			Per Day: _____ Per Week: _____
STRUCTURAL SALARY OR WAGE RANGE		GRADE LEVEL	FIRST RAISE OR RATE REVIEW AFTER MONTHS.
Min:\$ _____ Max:\$ _____		_____ of _____	NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime? <input type="checkbox"/> NONE			



SALARY RANGE (A25): \$15,231-\$20,565 \*ASSISTANT LEGISLATIVE COUNSEL 3

# # #

DESCRIPTION

Assistant Legislative Counsel under the detailed supervision of the Legislative Counsel and Chief Counsel: drafts legislative bills, resolutions and related legislative documents; examines and edits legislative bills as to form for compliance with requirements of the Constitution and statutory law and the Rules of the Senate and General Assembly; prepares copy for the annual edition of the "Cumulative Table of Contents" to New Jersey laws; consults with members of the Legislature and State, County and Municipal officials, lobbyists and the public with respect to legislative proposals; prepares memoranda as to legality of legislative proposals and parliamentary procedures; serves as attorney for legislative commissions and committees. Gives no supervision.

QUALIFICATIONS

Member of the New Jersey Bar. This is an entry level position.

TITLE SERIES

Chief Counsel  
Legislative Counsel  
Associate Legislative Counsel  
Assistant Legislative Counsel I  
Assistant Legislative Counsel 2  
\*Assistant Legislative Counsel 3

CODE	YOUR CORRESPONDING JOB TITLE				NO. EMPLOYEES		NORMAL WORKING HOURS			
								Per Day: _____ Per Week: _____		
STRUCTURAL SALARY OR WAGE RANGE					GRADE LEVEL		FIRST RAISE OR RATE REVIEW AFTER MONTHS.			
Min:\$ _____ Max:\$ _____					_____ of _____		NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.			
RATES PAID PER	1	2	3	4	5	6	7	8	9	10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
NO. EMPLOYEES EACH RATE										
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?										
<input checked="" type="checkbox"/> NONE										

LP#3

SALARY RANGE (A31): \$20,413-\$27,560 \*ASSISTANT LEGISLATIVE COUNSEL 1

# # #

DESCRIPTION

Assistant Legislative Counsel under the general supervision of the Legislative Counsel and Chief Counsel: drafts legislative bills, resolutions and related legislative documents; examines and edits legislative bills as to form for compliance with requirements of the Constitution and statutory law and the Rules of the Senate and General Assembly; prepares copy for the annual edition of the "Cumulative Table of Contents" to New Jersey laws; consults with members of the Legislature and State, County and Municipal officials, lobbyists and the public with respect to legislative proposals; prepares memoranda as to legality of legislative proposals and parliamentary procedures; serves as attorney for legislative commissions and committees. Gives no supervision.

QUALIFICATIONS

Member of the New Jersey Bar. Five years experience in private or corporate practice including experience in legislative or legal draftsmanship.

TITLE SERIES

Chief Counsel  
Legislative Counsel  
Associate Legislative Counsel  
\*Assistant Legislative Counsel 1  
Assistant Legislative Counsel 2  
Assistant Legislative Counsel 3

CODE	YOUR CORRESPONDING JOB TITLE				NO. EMPLOYEES		NORMAL WORKING HOURS			
								Per Day: _____ Per Week: _____		
STRUCTURAL SALARY OR WAGE RANGE					GRADE LEVEL		FIRST RAISE OR RATE REVIEW AFTER MONTHS.			
Min:\$ _____ Max:\$ _____					_____ of _____		NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.			
RATES PAID PER	1	2	3	4	5	6	7	8	9	10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
NO. EMPLOYEES EACH RATE										
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?										
<input checked="" type="checkbox"/> NONE										



SALARY RANGE (A28): \$17,633-\$23,807 \*RESEARCH ASSOCIATE 2 LEGISLATIVE SERVICES  
(Committee Aide)

# # #

DESCRIPTION

Under general supervision of a supervising research associate, serves as staff to a legislative standing committee or ad hoc study commission. As a committee aide: Handles administrative details relative to a committee's activities; gathers background information and prepares analyses and reports on pending legislation or research projects; prepares committee amendments or substitutes and committee statements or reports on legislation; prepares preliminary drafts of proposed legislation for study commission; serves as a contact or liaison person for committee or study commission and engages in special research projects for committees. This is a journeyman level position. May supervise interns.

QUALIFICATIONS

Master's degree in a field or discipline related to government and politics, or to a subject area which is of legislative concern and activity. Three years direct in line experience or 6 years related experience in research or government activities. A Ph.D. or J.D. may be substituted for 4 years of the related experience.

TITLE SERIES

- Research Director
- Assistant Research Director
- Supervising Research Associate
- Research Associate 1
- \*Research Associate 2
- Research Associate 3
- Research Assistant 1

CODE	YOUR CORRESPONDING JOB TITLE				NO. EMPLOYEES		NORMAL WORKING HOURS			
								Per Day: Per Week:		
STRUCTURAL SALARY OR WAGE RANGE				GRADE LEVEL		FIRST RAISE OR RATE REVIEW AFTER MONTHS.				
Min:\$ Max:\$				of		NORMAL TIME TO PROGRESS FROM MIN. TO MAX. YEARS.				
RATES PAID PER	1	2	3	4	5	6	7	8	9	10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
NO.EMPLOYEES EACH RATE										
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?										
NONE										

SALARY RATE (N98): \$34,503 \*ASSISTANT RESEARCH DIRECTOR

# # #

DESCRIPTION

Under the direction of the Research Director, Division of Information and Research, assists in the operation of the program of legislative research and information services to committees, commissions and individual members of the State Legislature. Assists Director in the administration, coordination and supervision of over 59 employees in the work of the Division of Information and Research. Collects, compiles and analyzes materials for and prepares reports on matters of current legislative interest at the request of individual legislators and/or committee chairmen. Assists in arranging legislative committee meetings and hearings and attends legislative committee meetings. Supervises the preparation of digests and reports of committee proceedings. Maintains close and cooperative working relationships with similar legislative research groups in other states and with related research organizations. Prepares and supervises the preparation of extensive correspondence relating to legislative research service. May assist in the research and drafting of legislation for introduction and in suggesting legislative solutions to problems posed by legislators. Prepares speeches, press releases, and statements for legislators.

QUALIFICATIONS

Master's degree in political science, government or allied field, or the equivalent. Six years direct in line experience or 12 years related experience in legislative research, government research methodology and the legislative process, 3 years of which shall have been supervisory. A Ph.D. or J.D. degree may be substituted for 4 years of the related experience.

TITLE SERIES

- Research Director
- \*Assistant Research Director
- Supervising Research Associate
- Research Associate 1
- Research Associate 2
- Research Associate 3
- Research Assistant 1

CODE	YOUR CORRESPONDING JOB TITLE				SALARY RATE		NORMAL WORKING HOURS			
								Per Day: Per Week:		
STRUCTURAL SALARY OR WAGE RANGE				GRADE LEVEL		FIRST RAISE OR RATE REVIEW AFTER MONTHS.				
Min:\$ Max:\$				of		NORMAL TIME TO PROGRESS FROM MIN. TO MAX. YEARS.				
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?										
NONE										

SALARY RANGE (A24): \$14,506-\$19,581 \*RESEARCH ASSISTANT 1 LEGISLATIVE SERVICES  
(Committee Aide)

# # #

DESCRIPTION

Under the detailed supervision of a supervising research associate, serves as staff to a legislative standing committee or ad hoc study commission. As a committee aide: Handles all administrative details relative to a committee's activities; gathers background information and prepares analyses and reports on pending legislation or research projects; advises individual legislators on legislative matters; prepares committee amendments or substitutes and committee statements or reports on legislation; prepares preliminary drafts of proposed legislation for study commission; serves as a contact or liaison person for committee or study commission. Engages in special research projects for committee. Gives no supervision.

QUALIFICATIONS

Master's degree in a field or discipline related to government and politics or to a subject area which is of legislative concern and activity. No experience is required. This is an entry level position.

TITLE SERIES

Research Director  
Assistant Research Director  
Supervising Research Associate  
Research Associate 1  
Research Associate 2  
Research Associate 3  
\*Research Assistant 1

CODE	YOUR CORRESPONDING JOB TITLE			NO. EMPLOYEES		NORMAL WORKING HOURS				
						Per Day: _____ Per Week: _____				
STRUCTURAL SALARY OR WAGE RANGE				GRADE LEVEL		FIRST RAISE OR RATE REVIEW AFTER MONTHS.				
Min: \$ _____ Max: \$ _____				_____ of _____		NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.				
RATES PAID PER	1	2	3	4	5	6	7	8	9	10
\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
NO. EMPLOYEES EACH RATE										
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?										
<input checked="" type="checkbox"/> NONE										

LP#7

SALARY RANGE (A28): \$17,633-\$23,807 \*RESEARCH ASSOCIATE 2 LEGISLATIVE SERVICES  
(Researcher)

# # #

DESCRIPTION

Under general supervision of a supervising research associate, carries out general research assignments and serves as staff to an ad hoc study commission. Collects and analyzes information obtained through research or by direct inquiry or analyses. Prepares preliminary drafts of legislation and amendments to legislation. Advises individual legislators on legislative matters. Prepares memoranda summarizing the background or provisions of legislation or presenting detailed comparisons of two or more bills or between existing and proposed laws or laws of different jurisdictions. Prepares preliminary drafts of proposed legislation for study commission; serves as a contact or liaison person for study commission; engages in special research projects for commission. This is a journeyman level position. May supervise interns.

QUALIFICATIONS

Master's degree in a field or discipline related to government and politics, or to a subject area which is of legislative concern and activity. Three years direct in line experience or 6 years related experience in research or government activities. A Ph.D. or J.D. may be substituted for 4 years of the related experience.

TITLE SERIES

Research Director  
Assistant Research Director  
Supervising Research Associate  
Research Associate 1  
\*Research Associate 2  
Research Associate 3  
Research Assistant 1

CODE	YOUR CORRESPONDING JOB TITLE			NO. EMPLOYEES		NORMAL WORKING HOURS				
						Per Day: _____ Per Week: _____				
STRUCTURAL SALARY OR WAGE RANGE				GRADE LEVEL		FIRST RAISE OR RATE REVIEW AFTER MONTHS.				
Min: \$ _____ Max: \$ _____				_____ of _____		NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.				
RATES PAID PER	1	2	3	4	5	6	7	8	9	10
\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
NO. EMPLOYEES EACH RATE										
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?										
<input checked="" type="checkbox"/> NONE										

SS197C

SALARY RANGE (A21): \$12,530-\$16,919 \*SUPERVISING LEGISLATIVE HEARING REPORTER

# # #

DESCRIPTION

Under the general supervision of an Assistant Research Director, travels as may be assigned to the sites of public hearings held before Legislative Committees and Study Commissions as well as proceedings of committee meetings and conferences. Takes by stenotype or records (by tape recorder) and transcribes verbatim notes of testimony of proceedings. Proofreads, edits, corrects grammar and researches for proper citations and names. Assembles finished transcripts. Performs supervisory activities such as scheduling and overseeing the work of a Hearing Reporter and one clerical employee. Transcribes and maintains work status records and a file of all transcripts.

QUALIFICATIONS

Possession of a valid certificate issued by the New Jersey Board of Shorthand Reporting. Five years of hearing reporter experience with legislative committees or commissions.

TITLE SERIES

\*Supervising Legislative Hearing Reporter  
Legislative Hearing Reporter I

CODE	YOUR CORRESPONDING JOB TITLE				NO. EMPLOYEES		NORMAL WORKING HOURS Per Day: _____ Per Week: _____			
STRUCTURAL SALARY OR WAGE RANGE Min: \$ _____ Max: \$ _____				GRADE LEVEL _____ of _____		FIRST RAISE OR RATE REVIEW AFTER MONTHS. NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.				
RATES PAID PER _____	1	2	3	4	5	6	7	8	9	10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
NO. EMPLOYEES EACH RATE										
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime? <input checked="" type="checkbox"/> NONE										

SALARY RANGE (A24): \$14,506-\$19,581 \*RESEARCH ASSISTANT 1 LEGISLATIVE SERVICES (Researcher)

# # #

DESCRIPTION

Under the detailed supervision of a supervising research associate, carries out general research assignments and serves as staff to an ad hoc study commission. Collects and analyzes information obtained through research or by direct inquiry or analyses. Prepares preliminary drafts of legislation and amendments to legislation. Advises individual legislators on legislative matters. Prepares memoranda summarizing the background or provisions of legislation or presenting detailed comparisons of two or more bills or between existing and proposed laws, or laws of different jurisdictions. Prepares preliminary drafts of proposed legislation for study commission; serves as a contactor liaison person for study commission; engages in special research projects for commission. Gives no supervision.

QUALIFICATIONS

A Master's degree in a field or discipline related to government and politics or to a subject area which is of legislative concern and activity. No experience is required. This is an entry level position.

TITLE SERIES

Research Director  
Assistant Research Director  
Supervising Research Associate  
Research Associate 1  
Research Associate 2  
Research Associate 3  
\*Research Assistant 1

CODE	YOUR CORRESPONDING JOB TITLE				NO. EMPLOYEES		NORMAL WORKING HOURS Per Day: _____ Per Week: _____			
STRUCTURAL SALARY OR WAGE RANGE Min: \$ _____ Max: \$ _____				GRADE LEVEL _____ of _____		FIRST RAISE OR RATE REVIEW AFTER MONTHS. NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.				
RATES PAID PER _____	1	2	3	4	5	6	7	8	9	10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
NO. EMPLOYEES EACH RATE										
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime? <input checked="" type="checkbox"/> NONE										

SALARY RATE (N98): \$40,068

EXECUTIVE DIRECTOR, OFFICE OF FISCAL AFFAIRS

# # #

DESCRIPTION

The position of Executive Director, Office of Fiscal Affairs, is provided for by the "Office of Fiscal Affairs Act" (N.J.S.A. 52:11-47). Under the direction of the Law Revision and Legislative Services Commission serves as the top officer for a highly technical organization providing non-partisan professional services to the Legislature, its committees and individual members. The responsibilities of the position include organizing and assigning the staff to appropriate divisions and functions; directing the investigation of compliance with legislative intent by the conduct of performance audits and efficiency studies and review of fund implications upon the State of Federal legislation, policies and programs, and examination and auditing the application of funds appropriated from proceeds of State bond issues. Responsible for the direction of the Division of State Auditing which does comprehensive fiscal post-audits of all State Departments; the direction of the Division of Budget Review which reviews the Governor's Annual Budget Message to assist the Legislature in its evaluation of the proposed fiscal plan; the direction of the Division of Program Analysis which does analytical studies of programs administered by State Executive agencies to determine whether acts of the Legislature are being executed efficiently and effectively and in a manner consistent with legislative intent and a broad range of tasks for the Legislature and staff services to various legislative committees. A total of over 100 employees are involved in these operations.

QUALIFICATIONS

Master's degree in Public Administration, Economics or a related field. Twelve-14 years in professional level experience, 10 of which must be spent in work involving budget or program analysis or auditing, 5 of which shall have been of a high level administrative nature. Two additional years of supervisory experience as indicated may be substituted for the Master's degree. Executive Director holds office for a term of 5 years and until the appointment and qualification of his successor.

CODE	YOUR CORRESPONDING JOB TITLE	SALARY RATE	NORMAL WORKING HOURS
			Per Day: _____ Per Week: _____
STRUCTURAL SALARY OR WAGE RANGE		GRADE LEVEL	FIRST RAISE OR RATE REVIEW AFTER MONTHS.
Min: \$ _____ Max: \$ _____		_____ of _____	NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?			
<input type="checkbox"/> NONE			

SALARY RANGE (A20): \$11,933-\$16,112

\*LEGISLATIVE HEARING REPORTER I LEGISLATIVE SERVICES

# # #

DESCRIPTION

Under the supervision of the Supervising Hearing Reporter, travels as may be assigned to the sites of public hearings held before legislative committees and study commissions as well as proceedings of committee meetings and conferences. Takes by stenotype or records (by tape recorder) and transcribes verbatim notes of testimony of proceedings. Proofreads, edits, corrects grammar and researches for proper citations and names. Assembles finished transcripts. Gives no supervision.

QUALIFICATIONS

Possession of a valid certificate issued by the New Jersey Board of Shorthand Reporting.

TITLE SERIES

Supervising Legislative Hearing Reporter  
\*Legislative Hearing Reporter I

CODE	YOUR CORRESPONDING JOB TITLE	NO. EMPLOYEES	NORMAL WORKING HOURS									
			Per Day: _____ Per Week: _____									
STRUCTURAL SALARY OR WAGE RANGE		GRADE LEVEL	FIRST RAISE OR RATE REVIEW AFTER MONTHS.									
Min: \$ _____ Max: \$ _____		_____ of _____	NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.									
RATES PAID PER	1	2	3	4	5	6	7	8	9	10		
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$		
NO. EMPLOYEES EACH RATE												
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?												
<input checked="" type="checkbox"/> NONE												



SALARY RANGE (A37): \$27,355-\$36,931 \*TECHNICAL DIRECTOR, AUDITS OFFICE OF FISCAL AFFAIRS

# # #

DESCRIPTION

Under the general supervision of the Director, Division of State Auditing, is responsible for the establishment and maintenance of internal operating standards and procedures to insure that the audit program of the Division of State Auditing is implemented in a highly technically proficient and professional manner. Supervises technical staff of specialists who provide support to the field staff in the areas of EDP support, statistical sampling, and special federal program audits. Either, directly or through the technical staff, is responsible for the technical review of all audit plans, workpapers, and audit reports. Supervises up to six technical staff employees. Schedules audits of public jurisdictions and agencies and assigns staff in accordance with the Division operating plan. Establishes and maintains a training program on auditing subjects to insure continued professional growth of the audit staff. Acts for the Division Director in the latter's absence. Provides advice and assistance to other OFA divisions and the Executive Director on matters requiring accounting or auditing expertise and on matters relating to the State accounting system.

QUALIFICATIONS

College graduate with specialization in accounting. Minimum 10 years general business or government experience including at least 5 years professional level auditing experience, of which at least 3 shall have been in a supervisory or management position. Must be a Certified Public Accountant or hold other valid certification from a recognized professional accounting organization under a formal certification program.

TITLE SERIES

Director  
\*Technical Director  
Managing Auditor I  
Principal Auditor  
Senior Auditor  
Auditor  
Assistant Auditor

CODE	YOUR CORRESPONDING JOB TITLE	SALARY RATE	NORMAL WORKING HOURS
			Per Day: _____ Per Week: _____
STRUCTURAL SALARY OR WAGE RANGE		GRADE LEVEL	FIRST RAISE OR RATE REVIEW AFTER MONTHS.
Min:\$ _____ Max:\$ _____		_____ of _____	NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?			
<input type="checkbox"/> NONE			

OP#13

SALARY RANGE (A39): \$30,159-\$40,715 \*DIRECTOR, DIVISION OF STATE AUDITING OFFICE OF FISCAL AFFAIRS

# # #

DESCRIPTION

Acts as chief administrative and operational officer of the Division of State Auditing, Office of Fiscal Affairs, which includes the former Office of State Auditor and consists of 70 employees. Performs the Constitutional and statutory responsibilities and functions of the State Auditor on a daily operational basis. Under the direction of the Executive Director, establishes and directs the State Auditing program of performing a comprehensive fiscal post-audit of all departments and agencies of the Legislature within a three-year period. Conducts a post-audit conference with department/division heads to review report prior to publication to Governor and Legislature. Supervises the Audit Compliance Program. Presents to the Law Revision and Legislative Services Commission periodic status reports on State Auditing. Prepares budget for the Audit Division and monitors Division expenditures. Appears before committees of the Legislature, and provides testimony to Special Legislative and Congressional Commissions, as required.

QUALIFICATIONS

Master's degree in Business Administration, Public Administration or related fields. Experience of 10-12 years in professional level work, 7 of which must be spent in work involving financial, operational and related areas as well as management and senior administrative responsibilities in work involving financial, operational and related areas. If incumbent does not have a Master's degree, 2 additional years experience as indicated may substitute for the Master's degree.

TITLE SERIES

\*Director  
Technical Director  
Managing Auditor I  
Principal Auditor  
Senior Auditor  
Auditor  
Assistant Auditor

CODE	YOUR CORRESPONDING JOB TITLE	SALARY RATE	NORMAL WORKING HOURS
			Per Day: _____ Per Week: _____
STRUCTURAL SALARY OR WAGE RANGE		GRADE LEVEL	FIRST RAISE OR RATE REVIEW AFTER MONTHS.
Min:\$ _____ Max:\$ _____		_____ of _____	NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?			
<input type="checkbox"/> NONE			

SALARY RANGE (A24): \$14,506-\$19,581

\*SENIOR AUDITOR, OFFICE OF FISCAL AFFAIRS

# # #

DESCRIPTION

Under the moderate supervision of a Managing or Principal Auditor, Office of Fiscal Affairs, prepares work plan and manpower budget for an audit under his cognizance. After approval, organizes the work program and supervises, by assigning to a group of up to 5 auditors, segments of the comprehensive post audit of financial records and the evaluation of the system of internal control of a State Agency. Submits written audit reports including financial statements and recommendations. Makes recommendations for changes in the work plan if warranted by audit findings. Participates in conferences in the review of audit findings. Makes technical evaluations of staff on audit assignments. A journeyman level position.

QUALIFICATIONS

Graduate from college with specialization in accounting. Three years professional level audit experience involving the application of accounting principles to specific situations.

TITLE SERIES

Director  
Technical Director  
Managing Auditor I  
Principal Auditor  
\*Senior Auditor  
Auditor  
Assistant Auditor

CODE	YOUR CORRESPONDING JOB TITLE			NO. EMPLOYEES		NORMAL WORKING HOURS				
						Per Day: _____ Per Week: _____				
STRUCTURAL SALARY OR WAGE RANGE				GRADE LEVEL		FIRST RAISE OR RATE REVIEW AFTER MONTHS.				
Min: \$ _____ Max: \$ _____				_____ of _____		NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.				
RATES PAID PER	1	2	3	4	5	6	7	8	9	10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
NO. EMPLOYEES EACH RATE										
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?										
[ ] NONE										

SALARY RANGE (A31): \$20,413-\$27,560

\*MANAGING AUDITOR I, OFFICE OF FISCAL AFFAIRS

# # #

DESCRIPTION

Under the general supervision of the Director, Division of State Auditing, and the Technical Director is responsible for audit operations of assigned State agencies. Responsibility for management of two or more ongoing field audits of a complex nature established for the comprehensive post-audit of financial records in a public jurisdiction or agency. Supervises up to 25 employees. Assists in the preparation of departmental policies, procedures and annual operating plan for the Audit Division. Acts as a liaison office between State Auditor or his assistants and the auditing staff to insure the satisfactory execution of the duties of that office. Reviews and edits reports prepared by staff members. Discusses with Deputy Attorney Generals, State officials and other interested parties, the merits of certain accounting and auditing procedures. Examines the field work and reviews the reports of external audits and examinations of State agencies. Reviews technical evaluations prepared by staff on an audit assignment. Conducts oral post-audit review with staff of agency being audited.

QUALIFICATIONS

Graduation from college with specialization in accounting. Ten years professional level work involving auditing of large scale systems of accounts, 5 years of which shall have been in supervisory capacity. Certification from a national professional accounting association under a formal certification program may substitute for 2 years non-supervisory experience (such as public accounting, internal accounting and data processing).

TITLE SERIES

Director  
Technical Director  
\*Managing Auditor I  
Principal Auditor  
Senior Auditor  
Auditor  
Assistant Auditor

CODE	YOUR CORRESPONDING JOB TITLE			NO. EMPLOYEES		NORMAL WORKING HOURS				
						Per Day: _____ Per Week: _____				
STRUCTURAL SALARY OR WAGE RANGE				GRADE LEVEL		FIRST RAISE OR RATE REVIEW AFTER MONTHS.				
Min: \$ _____ Max: \$ _____				_____ of _____		NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.				
RATES PAID PER	1	2	3	4	5	6	7	8	9	10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
NO. EMPLOYEES EACH RATE										
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?										
[ ] NONE										

SALARY RANGE (A39): \$30,159-\$40,715

\*DIRECTOR, DIVISION OF PROGRAM ANALYSIS  
OFFICE OF FISCAL AFFAIRS

# # #

DESCRIPTION

Under the direction of Executive Director, OFA, supervises and coordinates Division of Program Analysis consisting of seventeen employees to determine if state agencies are executing state statutes in an efficient and effective manner consistent with legislative intent. These program analyses and performance studies recommend administrative and/or legislative action necessary to improve overall program performance consistent with legislative objectives. Arranges for pre- and post-program meetings. Directs complete examinations of the interaction of related programs and activities on a statewide basis. Supervises the review of fiscal notes on bills which are related to current program analysis reports and the performance of program analysis compliance. Acts as spokesperson concerning program analyses. Contacts standing committees of Legislature in order to coordinate the program analysis studies with the legislative bill review assignments of the standing committees. Prepares budget for division and keeps abreast of division expenditures.

QUALIFICATIONS

Master's degree in Public Administration, Industrial Engineering, or a related field. 10-12 years in professional level work, 7 of which must be spent in work involving management, operational program analysis activities, 3 of which shall have been spent in a supervisory capacity. Two additional years of supervisory experience as indicated may be substituted for the Master's degree.

TITLE SERIES

\*Director  
Analyst 1  
Analyst 2  
Analyst 3  
Analyst 4  
Assistant Analysts

CODE	YOUR CORRESPONDING JOB TITLE	SALARY RATE	NORMAL WORKING HOURS
			Per Day: _____ Per Week: _____
STRUCTURAL SALARY OR WAGE RANGE		GRADE LEVEL	FIRST RAISE OR RATE REVIEW AFTER MONTHS.
Min: \$ _____ Max: \$ _____		_____ of _____	NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?			
<input type="checkbox"/> NONE			

OP#17

SALARY RANGE (N95):

\*ASSISTANT AUDITOR, OFFICE OF FISCAL AFFAIRS

Hire at 1st step of A 17 (\$10,308)  
6 months 2nd step of A 17 (\$10,824)  
1 year promote to Auditor -  
(A 20 1st step, \$11,933 - Range: \$11,933-\$16,112)

# # #

DESCRIPTION

Under the detailed supervision of an auditor of a higher grade performs, as a member of a team, professional field and office post audit work of a routine nature with increasing responsibility during the training period. Assists, as a trainee, in the minor routine detail work in comprehensive field audit and examinations of State government agencies such as preparing work papers and reports for assigned tasks. Gives no supervision. Analyzes income and expense accounts and performs work of a similar nature as assigned.

QUALIFICATIONS

Graduation from college with specialization in accounting. No experience required. This is an entry level position.

TITLE SERIES

Director  
Technical Director  
Managing Auditor I  
Principal Auditor  
Senior Auditor  
Auditor  
\*Assistant Auditor

CODE	YOUR CORRESPONDING JOB TITLE	NO. EMPLOYEES	NORMAL WORKING HOURS							
			Per Day: _____ Per Week: _____							
STRUCTURAL SALARY OR WAGE RANGE		GRADE LEVEL	FIRST RAISE OR RATE REVIEW AFTER MONTHS.							
Min: \$ _____ Max: \$ _____		_____ of _____	NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.							
RATES PAID PER	1	2	3	4	5	6	7	8	9	10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
NO. EMPLOYEES EACH RATE										
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?										
<input checked="" type="checkbox"/> NONE										

SS197C

SALARY RANGE (N95):

\*ASSISTANT ANALYST, PROGRAM ANALYSIS  
OFFICE OF FISCAL AFFAIRS

Hire at 1st step of A 17 (\$10,308)  
6 months 2nd step of A 17 (\$10,824)  
1 year 3rd step (\$11,340)  
2 years promote to Analyst 4, A 21,  
1st step \$12,530 (\$12,530-\$16,919)

# # #

DESCRIPTION

Under the detailed supervision of an analyst of a higher grade, handles minor projects in the analysis and audit of operations of various State Agencies. Gives no supervision. Performs tasks under close direction to aid in the analysis of agencies ongoing plans as well as management control. Under supervision obtains data used in creating, developing, and recommending techniques, methods, or changes of procedures as well as possible legislative changes in order to improve the efficiency, productivity, and performance of State government.

QUALIFICATIONS

Graduation from college. No experience required. This is an entry level position.

TITLE SERIES

Director  
Analyst 1  
Analyst 2  
Analyst 3  
Analyst 4  
\*Assistant Analyst

CODE	YOUR CORRESPONDING JOB TITLE				NO. EMPLOYEES		NORMAL WORKING HOURS			
							Per Day: _____ Per Week: _____			
STRUCTURAL SALARY OR WAGE RANGE					GRADE LEVEL		FIRST RAISE OR RATE REVIEW AFTER MONTHS.			
Min:\$ _____ Max:\$ _____					_____ of _____		NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.			
RATES PAID PER _____	1	2	3	4	5	6	7	8	9	10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
NO. EMPLOYEES EACH RATE										
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?										
[ ] NONE										

OP#19

SALARY RANGE (A24): \$14,506-\$19,581

\*ANALYST 3, PROGRAM ANALYSIS OFFICE OF FISCAL AFFAIRS

# # #

DESCRIPTION

Under moderate supervision of Analyst 1, assists in the analysis and audit of operations of various State Agencies. Gives no supervision. (The assistance may involve the responsibility for all or any part of the program analysis.) Assists in analyzing agencies strategic and tactical plans as well as management control, and assesses their organizational and management techniques, methods, or changes or procedures as well as possible legislative changes in order to improve the efficiency, productivity, and performance of State government. This is a journeyman level position.

QUALIFICATIONS

Bachelor's degree in Public Administration, Business Administration, Industrial Engineering, or a related field. Three years experience in professional level work in management analysis activities. A Master's degree in Public Administration, Business Administration, Industrial Engineering or a related field may substitute for one year of experience.

TITLE SERIES

Director  
Analyst 1  
Analyst 2  
\*Analyst 3  
Analyst 4  
Assistant Analyst

CODE	YOUR CORRESPONDING JOB TITLE				NO. EMPLOYEES		NORMAL WORKING HOURS			
							Per Day: _____ Per Week: _____			
STRUCTURAL SALARY OR WAGE RANGE					GRADE LEVEL		FIRST RAISE OR RATE REVIEW AFTER MONTHS.			
Min:\$ _____ Max:\$ _____					_____ of _____		NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.			
RATES PAID PER _____	1	2	3	4	5	6	7	8	9	10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
NO. EMPLOYEES EACH RATE										
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?										
[ ] NONE										

SS1978



SALARY RANGE (A24): \$14,506-\$19,581

\*ANALYST 3, BUDGET REVIEW, OFFICE OF FISCAL AFFAIRS

# # #

DESCRIPTION

Under moderate supervision by Analyst 1, assists in reviewing and analyzing the annual budget requests submitted by various State agencies and the Governor's annual budget message. Assists in the preparation and prepares recommendations thereon for submission to the Legislature in general and Joint Appropriations Committee in particular. Assists in creating and recommending new and improved methods for review and analysis of the State Budget for Legislative purposes. Participates actively in public budget hearings within both the Executive and Legislative branches of government. Assists in providing professional staff services in budgetary and financial matters including the analysis of the purpose of legislation and its fiscal impact. Assists in the analysis of the budgetary and fiscal aspects of various State programs including the preparation of reports on special issues in State government at the request of the Legislature. Assists in providing professional services for the standing appropriations committees of each house. This is a journeyman position. Gives no supervision.

QUALIFICATIONS

Bachelor's degree in Public Administration, Business Administration or a related field. Three years professional level work in governmental budget review and management analysis activities. A Master's degree in Public Administration, Business Administration, or a related field may substitute for one year experience.

TITLE SERIES

Director  
Analyst 1  
Analyst 2  
\*Analyst 3  
Analyst 4  
Assistant Analysts

CODE	YOUR CORRESPONDING JOB TITLE			NO. EMPLOYEES		NORMAL WORKING HOURS				
						Per Day: _____ Per Week: _____				
STRUCTURAL SALARY OR WAGE RANGE				GRADE LEVEL		FIRST RAISE OR RATE REVIEW AFTER MONTHS.				
Min:\$ _____ Max:\$ _____				_____ of _____		NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.				
RATES PAID PER _____	1	2	3	4	5	6	7	8	9	10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
NO. EMPLOYEES EACH RATE										
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?										
<input checked="" type="checkbox"/> NONE										

OP#21

SALARY RANGE (A39): \$30,159-\$40,715

\*DIRECTOR, DIVISION OF BUDGET REVIEW  
OFFICE OF FISCAL AFFAIRS

# # #

DESCRIPTION

Under the direction of Executive Director, OFA, supervises and coordinates Division of Budget Review consisting of 16 employees which performs a broad range of analytical tasks for the Legislature and provides staff service to the Senate Revenue, Finance and Appropriations Committee, the Assembly Taxation Committee, the Assembly Appropriations Committee. Reviews the Governor's Annual Budget Message and develops analyses to assist the Legislature in its evaluation of the proposed fiscal year plan including expenditures and revenues. Develops revenue estimates for General State Fund; reviews fiscal notes on bills pending before the Legislature. Responsible for publishing OFA estimates of revenues for fiscal year. Actively participates in public budget hearings with both the Executive and Legislative branches of government; analyzes the budgetary and fiscal aspects of various State programs including the preparation of reports on special issues in State government. Acts as spokesperson on questions concerning budget review studies. Prepares budget for division and keeps abreast of divisions expenditures.

QUALIFICATIONS

Master's degree in Public Administration, Economics or a related field. Experience of 10-12 years in professional level work, 7 of which must be spent in work involving budget analysis, 3 of which shall have been spent in a supervisory capacity. Two additional years of supervisory experience as indicated may be substituted for the Master's degree.

TITLE SERIES

\*Director  
Analyst 1  
Analyst 2  
Analyst 3  
Analyst 4  
Assistant Analyst

CODE	YOUR CORRESPONDING JOB TITLE			SALARY RATE		NORMAL WORKING HOURS				
						Per Day: _____ Per Week: _____				
STRUCTURAL SALARY OR WAGE RANGE				GRADE LEVEL		FIRST RAISE OR RATE REVIEW AFTER MONTHS.				
Min:\$ _____ Max:\$ _____				_____ of _____		NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.				
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?										
<input checked="" type="checkbox"/> NONE										

SS1976

-117-

-116-

SALARY RANGE (A21): \$12,530-\$16,919 \*LEGISLATIVE SECRETARY A

# # #

DESCRIPTION

Assists the top executive of the Office of Fiscal Affairs or Legislative Services Agency by assuming responsibility for delegated project assignments based upon knowledge of the Executive Director's objectives, knowledge of the organization, and related policies and procedures. May supervise 1 clerical employee. Handles completely or in part correspondence, telephone or other inquiries which are usually of a complex nature. Arranges for meetings, trips and various appointments. Helps plan workload and schedules and assists Executive Director in holding to it. Maintains control system for monitoring projects and assignments of subordinates. Organizes and maintains files and procedures. Takes dictation and transcribes letters, memos, meeting notes and reports which are normally of a complex and/or technical nature as related to the entire Office of Fiscal Affairs or Legislative Services Agency and to various Legislative matters. Screens and distributes mail. Handles special request from Legislators as required. Follows progress and keeps Executive Director informed of various Legislative Bills through Senate and Assembly.

QUALIFICATIONS

7 years of secretarial experience.

TITLE SERIES

\*Legislative Secretary A  
Legislative Secretary D  
Legislative Stenographer C  
Legislative Stenographer D

CODE	YOUR CORRESPONDING JOB TITLE				NO. EMPLOYEES		NORMAL WORKING HOURS			
							Per Day: Per Week:			
STRUCTURAL SALARY OR WAGE RANGE				GRADE LEVEL		FIRST RAISE OR RATE REVIEW AFTER MONTHS.				
Min:\$ Max:\$				of		NORMAL TIME TO PROGRESS FROM MIN. TO MAX. YEARS.				
RATES PAID PER	1	2	3	4	5	6	7	8	9	10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
NO.EMPLOYEES EACH RATE										
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?										
<input checked="" type="checkbox"/> NONE										

SALARY RANGE (N95):

\*ASSISTANT ANALYST, BUDGET REVIEW  
OFFICE OF FISCAL AFFAIRS

Hire at 1st step of A 17 (\$10,308)  
6 months 2nd step of A 17 (\$10,824)  
1 year 3rd step (\$11,340)  
2 years promote to Analyst 4, A 21,  
1st step \$12,530 (\$12,530-\$16,919)

# # #

DESCRIPTION

Under supervision of an Analyst 1, Budget Review, assists as a trainee in the legislative review and analysis of budget requests included in annual agency submissions and in the Governor's Executive Budget document. Assists in the preparation of budget alternatives to correct noted deficiencies in budget requests. Assists in the conduct of studies to identify and correct deficiencies in state management systems and in program delivery systems. Conducts special projects assigned by the Division Director or his Supervising Analyst 1. Gives no supervision.

QUALIFICATIONS

Graduation from college. No experience required. This is an entry level position.

TITLE SERIES

Director  
Analyst 1  
Analyst 2  
Analyst 3  
Analyst 4  
\*Assistant Analyst

CODE	YOUR CORRESPONDING JOB TITLE				NO. EMPLOYEES		NORMAL WORKING HOURS			
							Per Day: Per Week:			
STRUCTURAL SALARY OR WAGE RANGE				GRADE LEVEL		FIRST RAISE OR RATE REVIEW AFTER MONTHS.				
Min:\$ Max:\$				of		NORMAL TIME TO PROGRESS FROM MIN. TO MAX. YEARS.				
RATES PAID PER	1	2	3	4	5	6	7	8	9	10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
NO.EMPLOYEES EACH RATE										
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?										
<input checked="" type="checkbox"/> NONE										

SALARY RANGE (A11): \$7,694-\$10,382

\*LEGISLATIVE STENOGRAPHER C

# # #

DESCRIPTION

Under moderate supervision of a higher grade clerical employee, types copy from dictation, transcription or written material. Gives no supervision. Performs related clerical work of an extremely varied nature which requires a high degree of accuracy and a thorough knowledge of division policies and procedures as related to job duties. Receives from professional staff or higher level employee complex technical varied work involving bills, budget analyses, audits, staff reports and bill revisions. Checks all material for errors, corrects or refers them. Maintains commission and/or committee files or recomputes statistical material. May operate word processing equipment.

QUALIFICATIONS

Must have 4 years steno and/or typing experience. This grade level is given to employees who have acquired proficiency as well as knowledge of agency after serving as Legislative Stenographer D.

TITLE SERIES

Legislative Secretary A  
Legislative Secretary D  
\*Legislative Stenographer C  
Legislative Stenographer D

CODE	YOUR CORRESPONDING JOB TITLE				NO. EMPLOYEES		NORMAL WORKING HOURS			
							Per Day: _____ Per Week: _____			
STRUCTURAL SALARY OR WAGE RANGE					GRADE LEVEL		FIRST RAISE OR RATE REVIEW AFTER MONTHS.			
Min:\$ _____ Max:\$ _____					_____ of _____		NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.			
RATES PAID PER _____	1	2	3	4	5	6	7	8	9	10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
NO. EMPLOYEES EACH RATE										
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?										
<input checked="" type="checkbox"/> NONE										

LOS#25

SALARY RANGE (A15): \$9,350-\$12,619)

\*LEGISLATIVE SECRETARY D

# # #

DESCRIPTION

Secretary to the Technical Director, Audits, Division of State Auditing, or Administrative and Personnel Officer. Gives no supervision. Performs the following types of work: Handles completely or in part correspondence, telephone or other inquiries which are usually of a complex and confidential nature. Assists in setting up, organizing and maintaining highly confidential records. Arranges for meetings, trips and various appointments. Helps plan workload, schedules and assists officer in holding to it. Takes dictation and transcribes letters, memos, meeting notes and reports which are normally of a complex and/or technical nature. Maintains inventory and maintenance schedules for equipment. Maintains control system for monitoring projects and assignments. Exercises frequent independent judgments to reach predetermined work goals. May operate a word processing machine.

QUALIFICATIONS

5 years secretarial experience.

TITLE SERIES

Legislative Secretary A  
\*Legislative Secretary D  
Legislative Stenographer C  
Legislative Stenographer D

CODE	YOUR CORRESPONDING JOB TITLE				NO. EMPLOYEES		NORMAL WORKING HOURS			
							Per Day: _____ Per Week: _____			
STRUCTURAL SALARY OR WAGE RANGE					GRADE LEVEL		FIRST RAISE OR RATE REVIEW AFTER MONTHS.			
Min:\$ _____ Max:\$ _____					_____ of _____		NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.			
RATES PAID PER _____	1	2	3	4	5	6	7	8	9	10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
NO. EMPLOYEES EACH RATE										
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?										
<input checked="" type="checkbox"/> NONE										

SS1920

APPENDIX F

"DUTIES QUESTIONNAIRE"

-123-

LOS#27

SALARY RANGE (A09): \$6,979-\$9,422

\*LEGISLATIVE STENOGRAPHER D

# # #

DESCRIPTION

Under the detailed supervision of a higher grade clerical employee, types copy from dictation, transcription or written material. Gives no supervision. Performs clerical work of a varied nature which requires a high degree of accuracy and a knowledge of division policies and procedures as related to job duties. Receives from professional staff varied work involving bills, budget analyses, audits, staff reports and bill revisions. Checks all material for errors, corrects or refers them. Maintains commission and/or committee files or recomputes statistical material. May operate word processing equipment.

QUALIFICATIONS

Must have 3 years of steno and/or typing experience. This is an entry level from which incumbents are moved to Legislative Stenographer C, when they acquire proficiency and knowledge of agency.

TITLE SERIES

Legislative Secretary A  
Legislative Secretary D  
Legislative Stenographer C  
\*Legislative Stenographer D

CODE	YOUR CORRESPONDING JOB TITLE				NO. EMPLOYEES		NORMAL WORKING HOURS			
							Per Day: _____ Per Week: _____			
STRUCTURAL SALARY OR WAGE RANGE					GRADE LEVEL		FIRST RAISE OR RATE REVIEW AFTER MONTHS.			
Min:\$ _____ Max:\$ _____					_____ of _____		NORMAL TIME TO PROGRESS FROM MIN. TO MAX. _____ YEARS.			
RATES PAID PER	1	2	3	4	5	6	7	8	9	10
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
NO. EMPLOYEES EACH RATE										
REMARKS: (Explain any special circumstances peculiar to this job that affect the rates paid) e.g. Bonus? Overtime?										
<input checked="" type="checkbox"/> NONE										

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## DUTIES QUESTIONNAIRE

STATE OF NEW JERSEY

LEGISLATIVE SERVICES AGENCY AND OFFICE OF FISCAL AFFAIRS

**INSTRUCTIONS:** Please supply all information requested.  
Items 1 through 18 must be answered by the employee.

1.NAME (Last)                      (First)                      (Middle)			2.AGENCY		3.DIVISION	
4.LOCATION (Address, Building, Floor or Room No.)				5.PRESENT TITLE		
6.CHECK ONE <input type="checkbox"/> FULL TIME <input type="checkbox"/> PART TIME			7.REGULAR DAILY WORKING SCHEDULE IF YOUR SCHEDULE IS IRREGULAR, INDICATE ON PAGE 3. from _____ A.M. to _____ A.M. from _____ P.M. to _____ P.M.			8.TOTAL HOURS per week _____
9.SAL.RATE & SAL.RANGE \$ _____		10.DATE OF THIS QUESTIONNAIRE		11.NAME & TITLE OF YOUR IMMEDIATE SUPERVISOR		
12.DESCRIBE YOUR CURRENT DUTIES IN DETAIL - List below each distinct duty, task or process of work you now perform and give approximate percentage of time spent on each duty or task. Also indicate approximate length of time (years, months) you have been performing these duties. (USE ADDITIONAL SPACE ON PAGE 3 IF NECESSARY).						
DESCRIPTION OF DUTIES				% Total Time	Length of Time	
13.GIVE LENGTH OF TIME YOU HAVE BEEN AN EMPLOYEE IN YOUR DIVISION AND AGENCY ____ Years                      Months						

## DUTIES QUESTIONNAIRE - (CONTINUED)

PAGE 2

14. MACHINES AND EQUIPMENT USED - List below the type of machines or equipment used and give approximate percentage of time used daily, weekly or monthly. IF NONE, WRITE NONE.	Percent of Total Time

15. SUPERVISION - Describe fully the nature and extent of supervisory responsibilities, including the number you supervise, the names and titles of employees and degrees of supervision exercised (i.e., Issuing work assignments, reviewing work, etc.) IF NONE, WRITE NONE. (USE ADDITIONAL SPACE ON PG. 3 IF NECESSARY).

## 16. EDUCATION AND TRAINING RECORD

TYPE OF SCHOOL	GRADE SCHOOL	HIGH SCHOOL	COLLEGE	OTHER	TOTAL YEARS	DESCRIBE ANY SPECIAL TRAINING CERTIFICATES, DEGREES ETC.
NO. YEARS ATTENDED						

17. PREVIOUS EMPLOYMENT (USE ADDITIONAL SPACE ON PAGE 3 IF NECESSARY).

<u>TITLE OF POSITION</u>	<u>DATES EMPLOYED</u>		<u>NAME OF EMPLOYER</u>	<u>TYPE OF WORK PERFORMED</u>	<u>LAST SALARY</u>
	<u>FROM</u>	<u>TO</u>			

18.CERTIFICATION OF EMPLOYEE

I CERTIFY that the statements given in answer to the preceding questions are complete and accurate to the best of my knowledge.

DATE \_\_\_\_\_ YOUR SIGNATURE \_\_\_\_\_

19.FOR SUPERVISOR(S) OF EMPLOYEE

A. I HAVE EXAMINED the above entries and have no corrections, additions or comments, except as herein stated or attached. (USE ADDITIONAL SPACE ON PAGE 3 IF NECESSARY).

B. THE ABOVE STATEMENTS concerning the present employment of this individual (as amended in 19A) are complete and accurate.

DATE	TITLE(S)	YOUR SIGNATURE(S)
------	----------	-------------------

DUTIES QUESTIONNAIRE - (CONTINUED)

PAGE 3

20. FOR AGENCY HEAD

A. I HAVE EXAMINED the above entries and have no corrections, additions or comments, except as herein stated or attached. (USE ADDITIONAL SPACE BELOW IF NECESSARY).

B. TO THE BEST OF MY KNOWLEDGE the statements on this form are accurate and complete. The duties as stated are accurately reflected in the classification of the position.

DATE \_\_\_\_\_ TITLE \_\_\_\_\_ YOUR SIGNATURE \_\_\_\_\_

IF ADDITIONAL SPACE IS REQUIRED FOR ANY OF THE ABOVE QUESTIONS, PLEASE USE SPACE PROVIDED BELOW AND INDICATE THE ITEM(S).

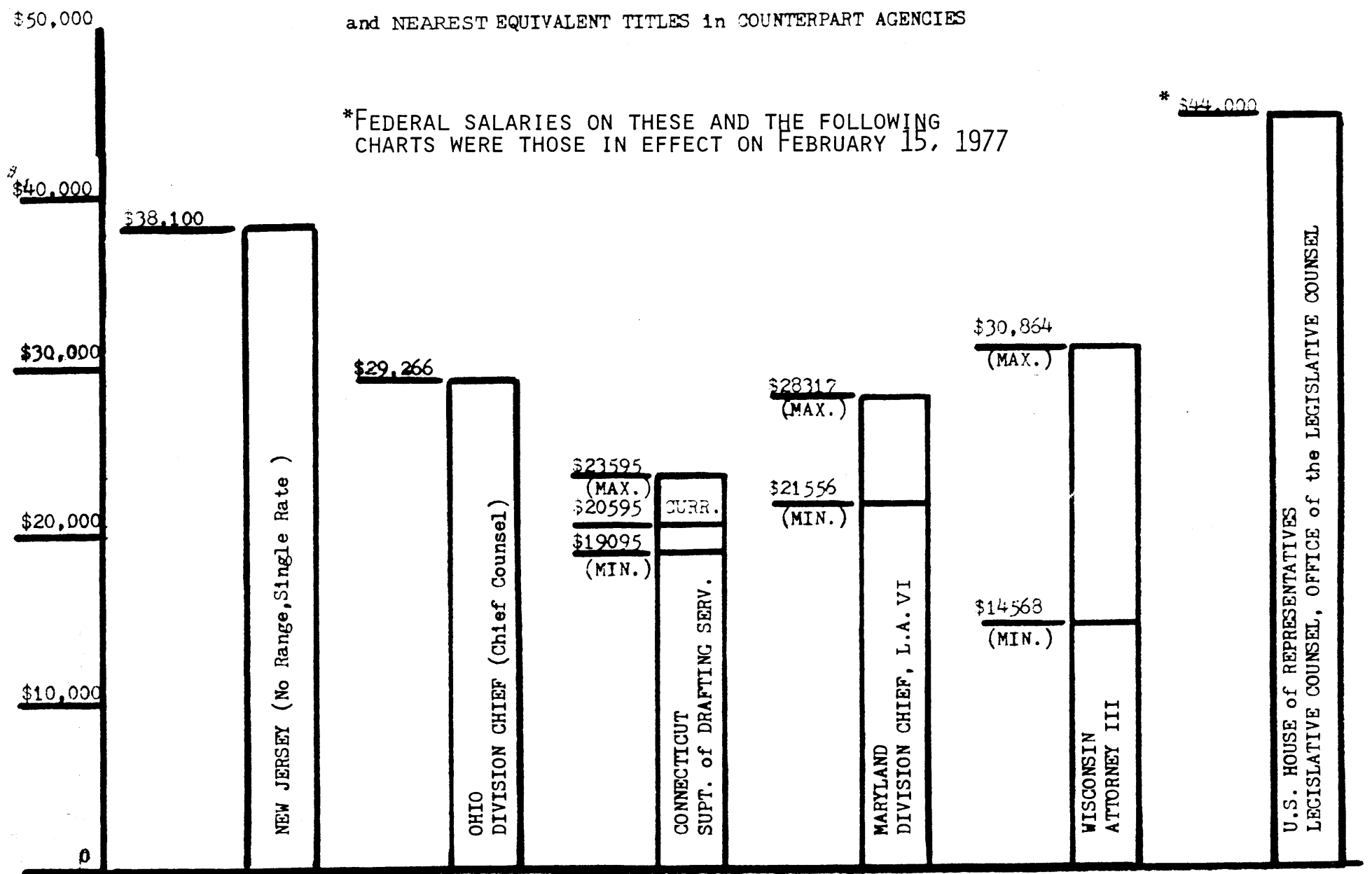
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APPENDIX G

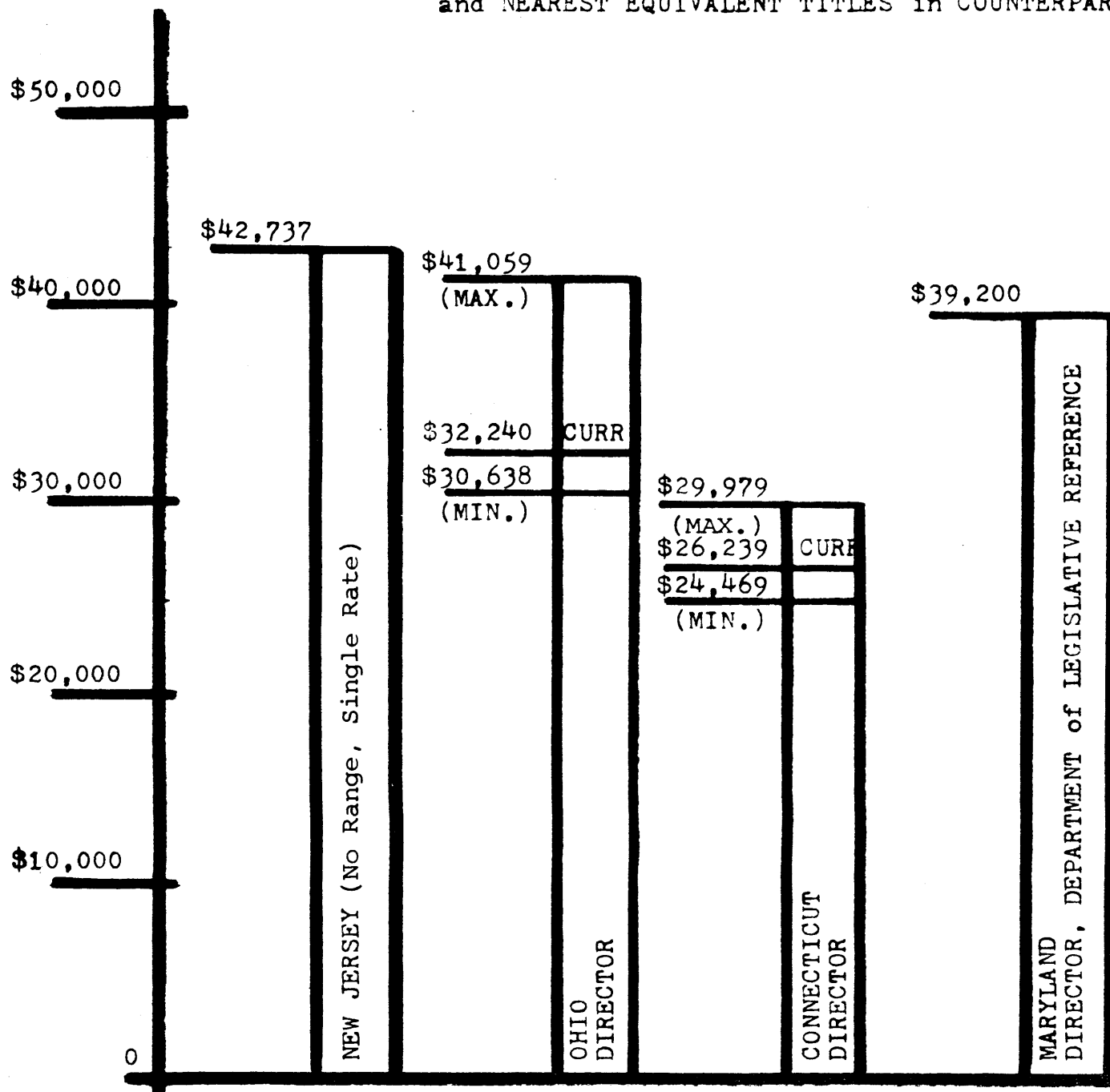
SALARY COMPARISON CHARTS BY INDIVIDUAL TITLES

SECTION 100 - PERSONNEL SERVICES

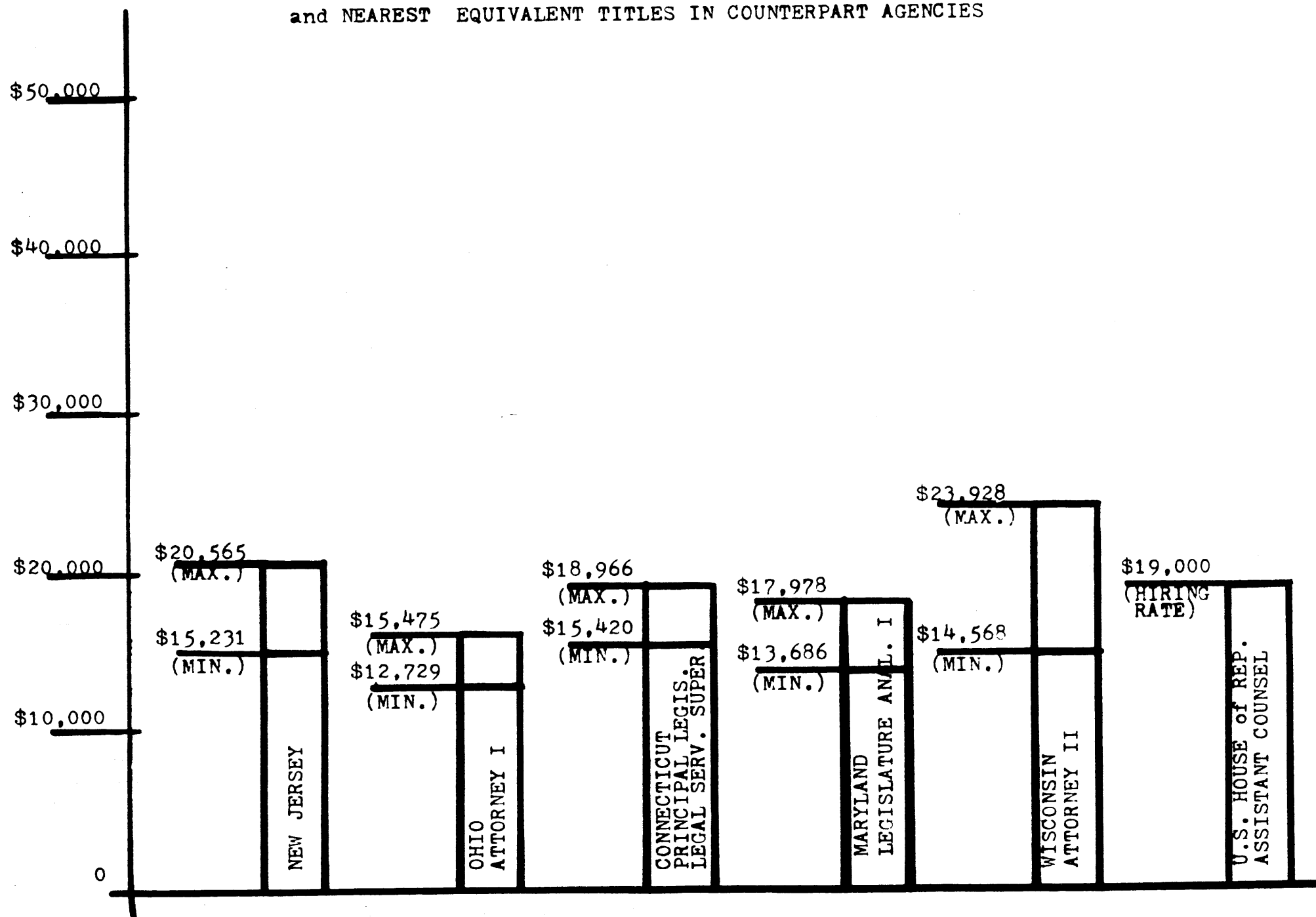
SALARIES OF DIRECTOR, DIVISION OF BILL DRAFTING and LEGAL SERVICES  
and NEAREST EQUIVALENT TITLES in COUNTERPART AGENCIES



SALARIES of EXECUTIVE DIRECTOR, LEGISLATIVE SERVICES  
and NEAREST EQUIVALENT TITLES in COUNTERPART AGENCIES

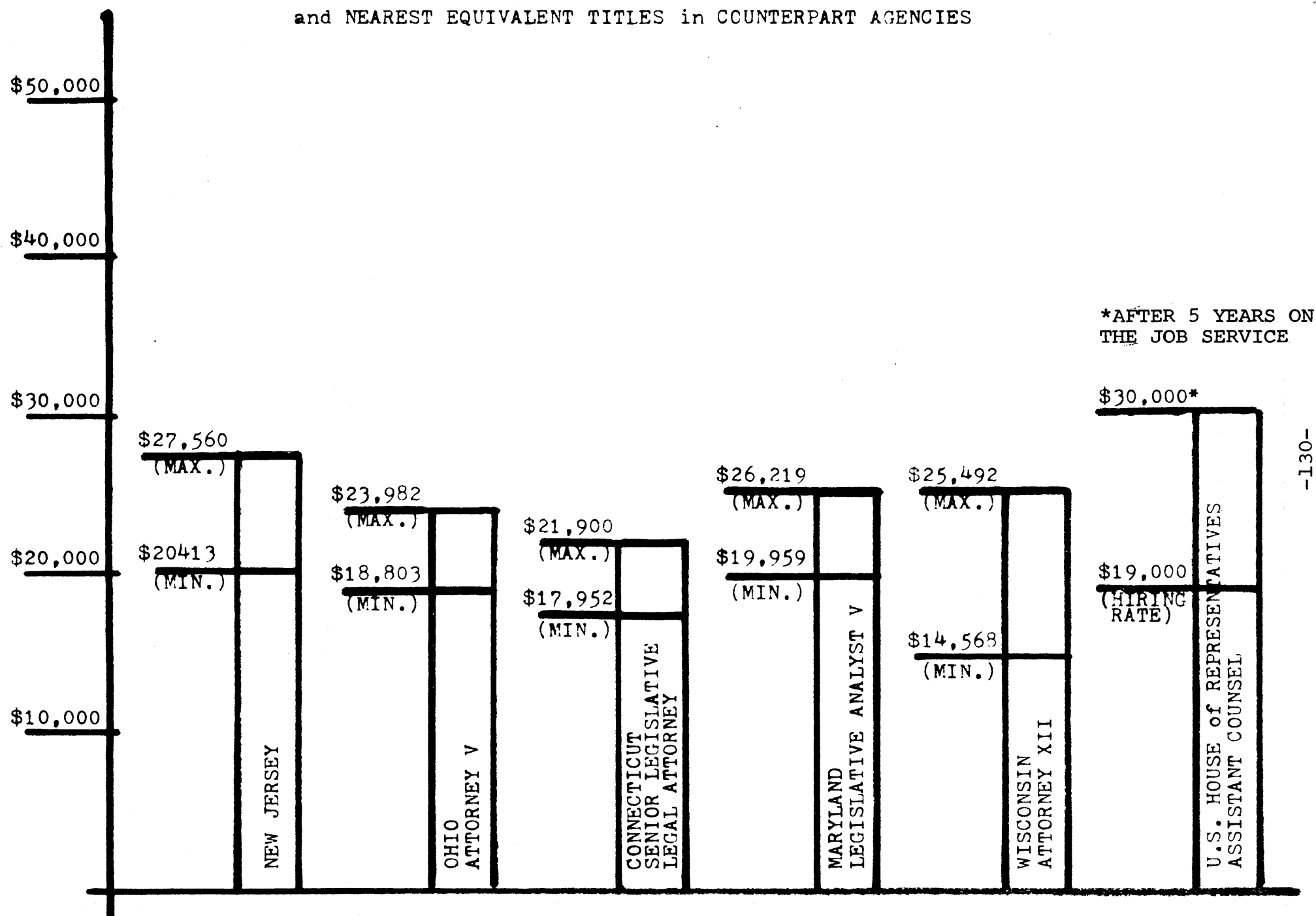


SALARIES of ASSISTANT LEGISLATIVE COUNSEL III  
and NEAREST EQUIVALENT TITLES IN COUNTERPART AGENCIES



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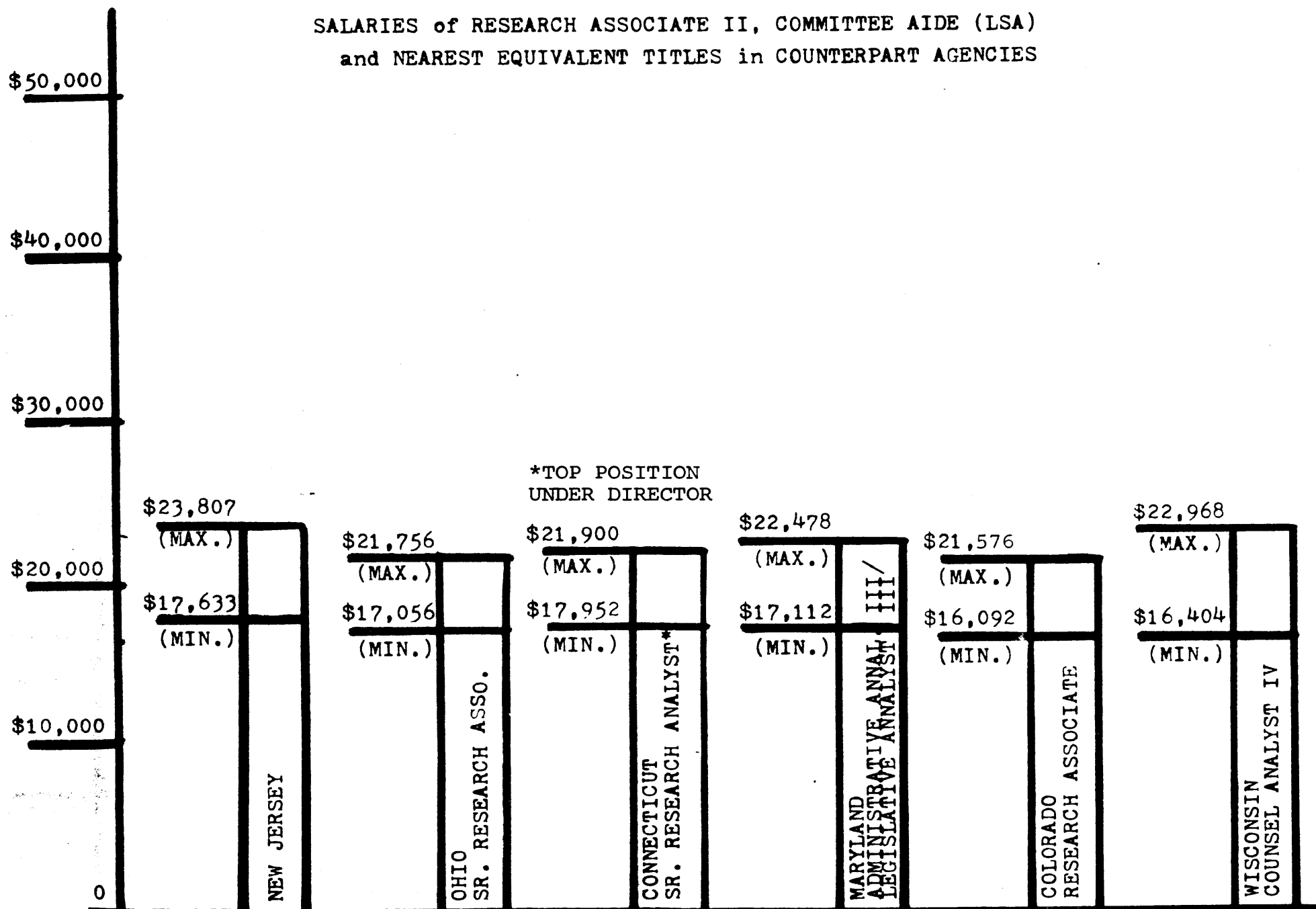
SALARIES of ASSISTANT LEGISLATIVE COUNSEL I  
and NEAREST EQUIVALENT TITLES in COUNTERPART AGENCIES



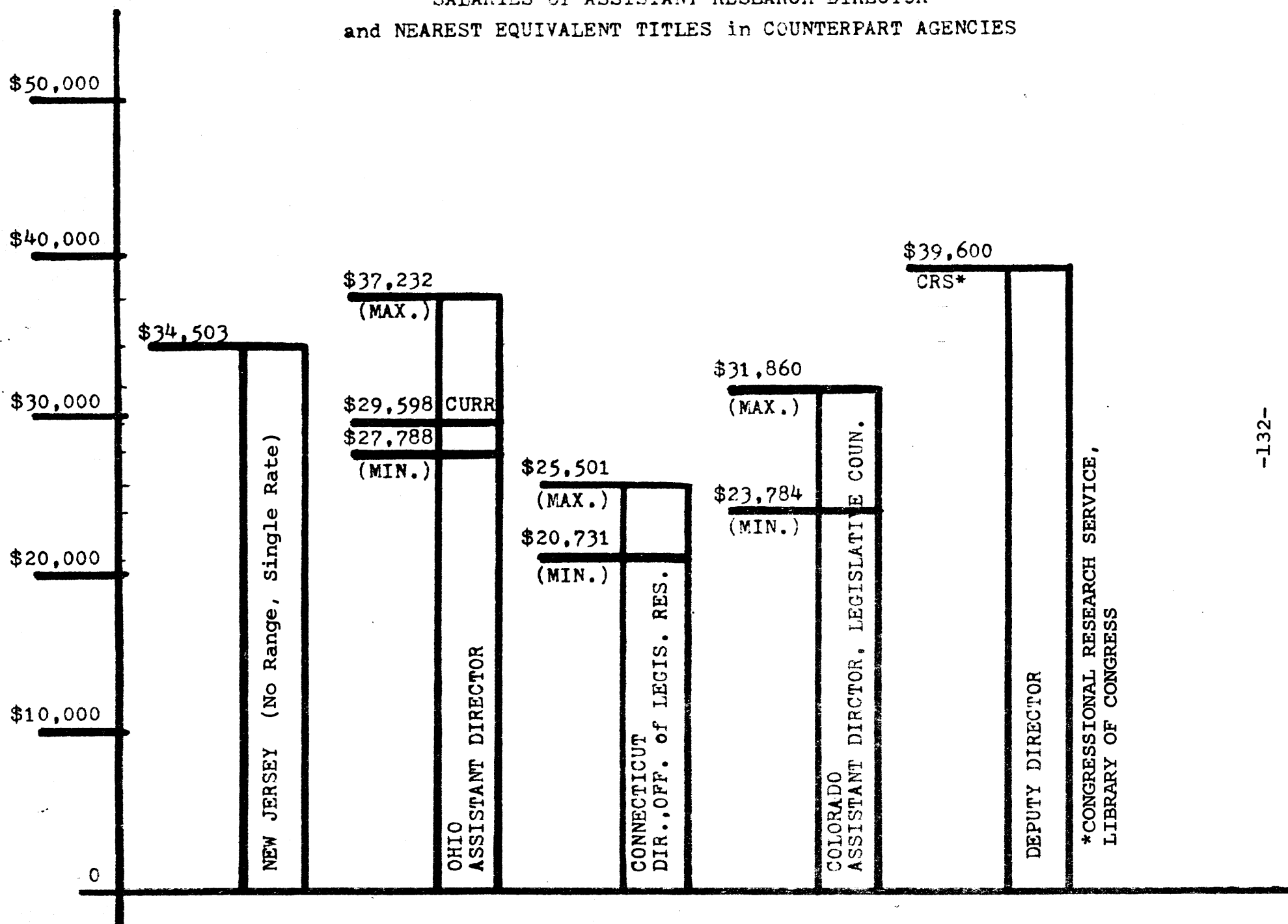
-130-



SALARIES of RESEARCH ASSOCIATE II, COMMITTEE AIDE (LSA)  
and NEAREST EQUIVALENT TITLES in COUNTERPART AGENCIES

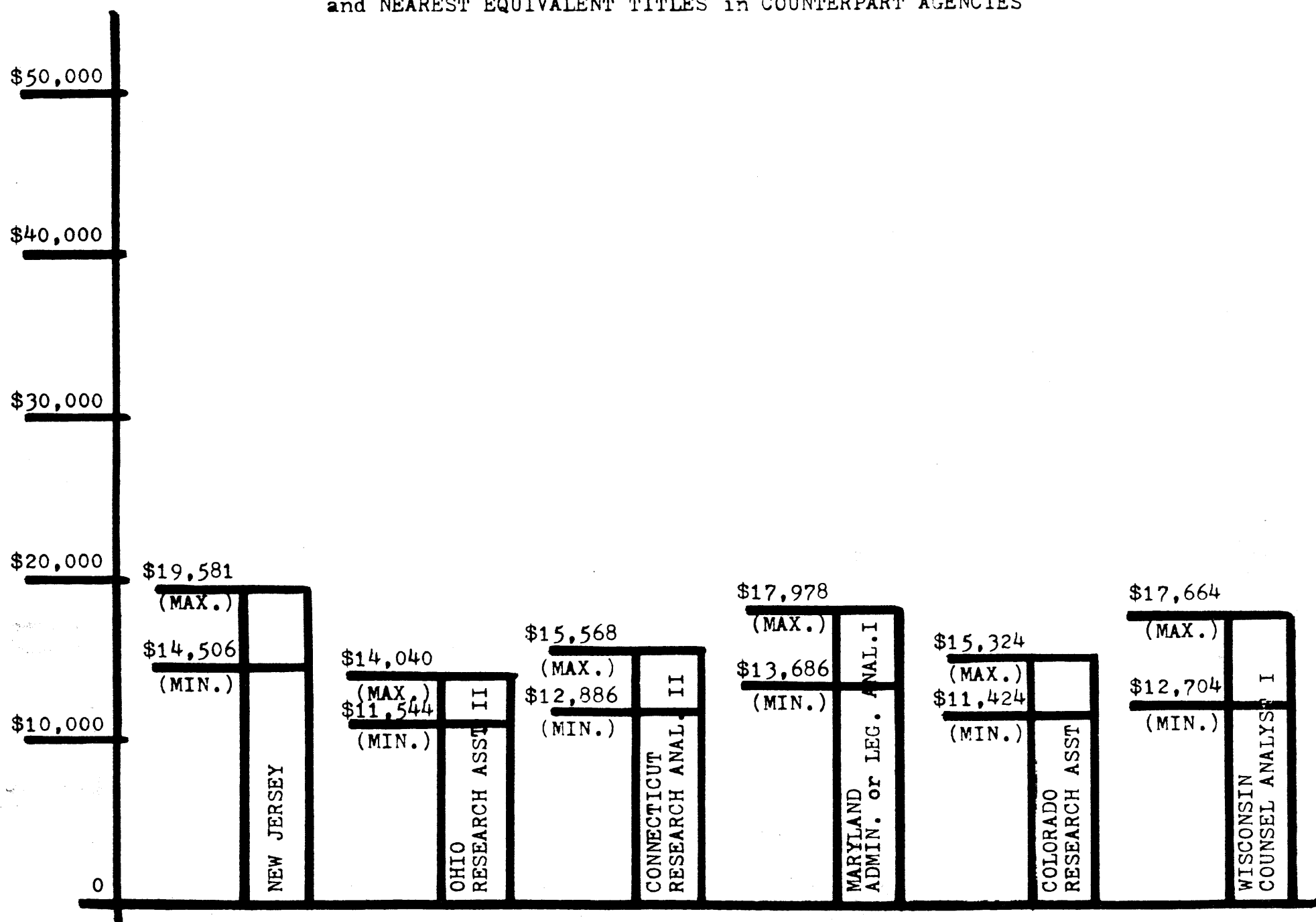


SALARIES of ASSISTANT RESEARCH DIRECTOR  
and NEAREST EQUIVALENT TITLES in COUNTERPART AGENCIES

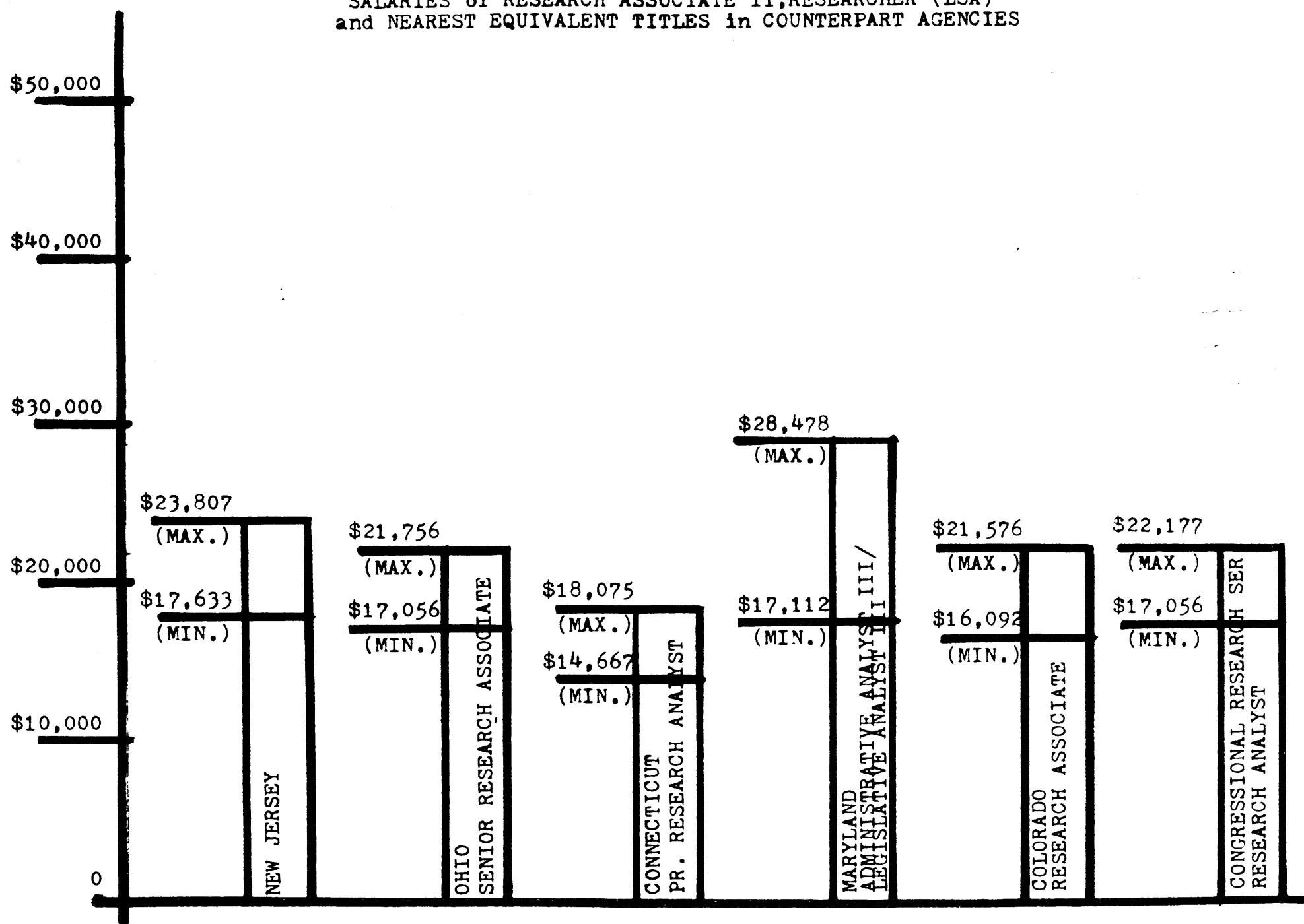


\*CONGRESSIONAL RESEARCH SERVICE,  
LIBRARY OF CONGRESS

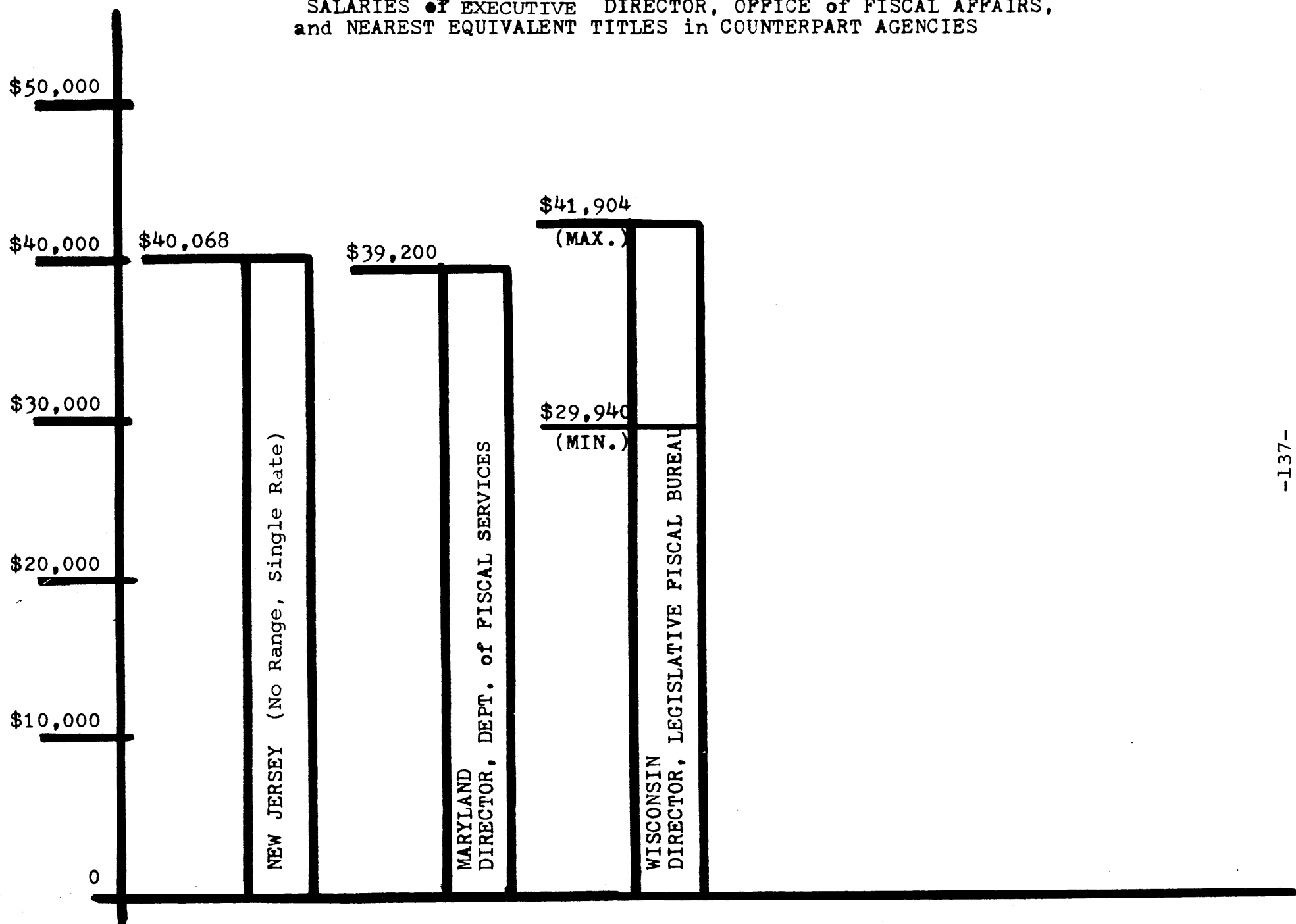
SALARIES of RESEARCH ASSISTANT I, COMMITTEE AIDE (LSA)  
and NEAREST EQUIVALENT TITLES in COUNTERPART AGENCIES



SALARIES of RESEARCH ASSOCIATE II, RESEARCHER (LSA)  
and NEAREST EQUIVALENT TITLES in COUNTERPART AGENCIES

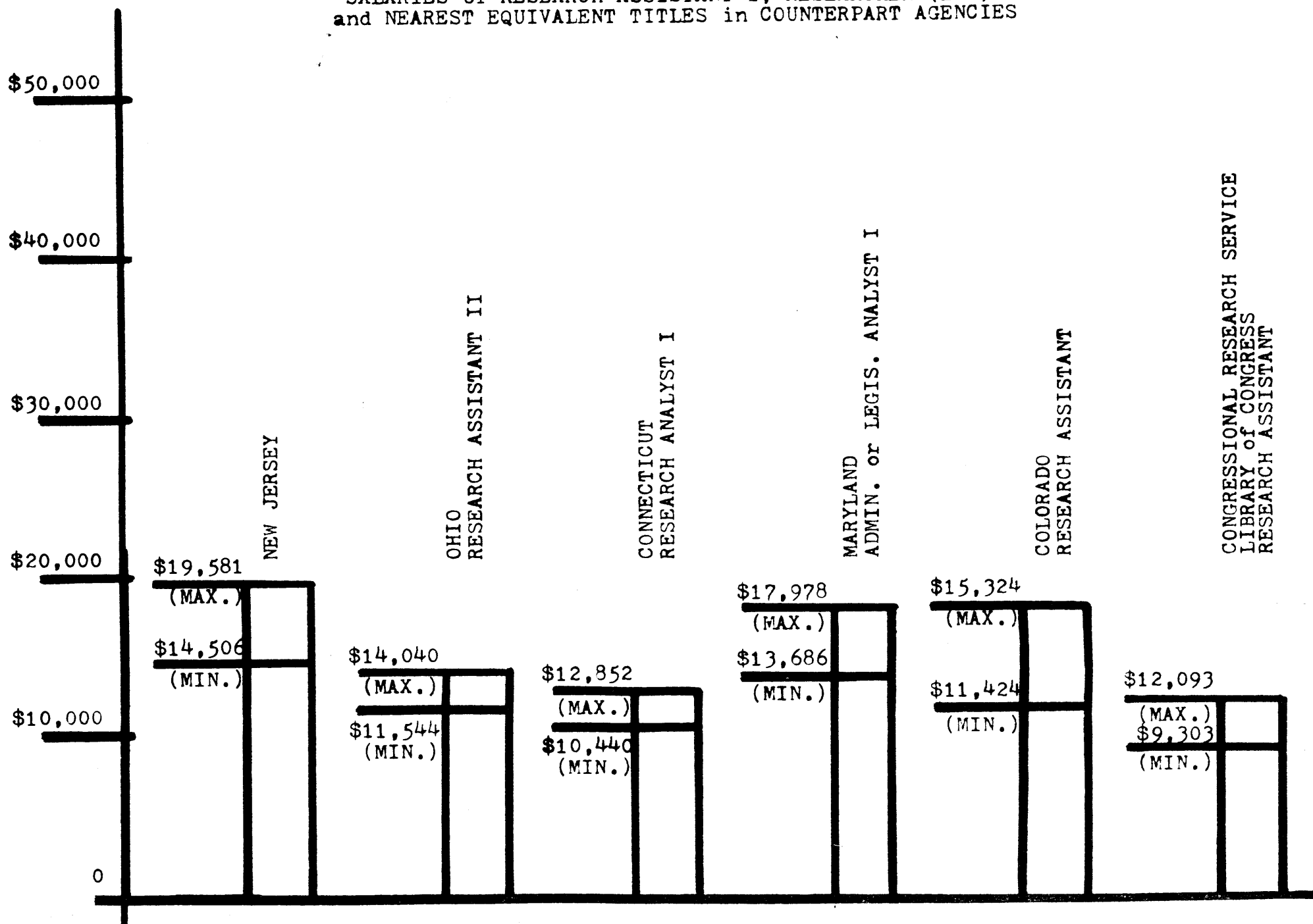


SALARIES of EXECUTIVE DIRECTOR, OFFICE of FISCAL AFFAIRS,  
and NEAREST EQUIVALENT TITLES in COUNTERPART AGENCIES



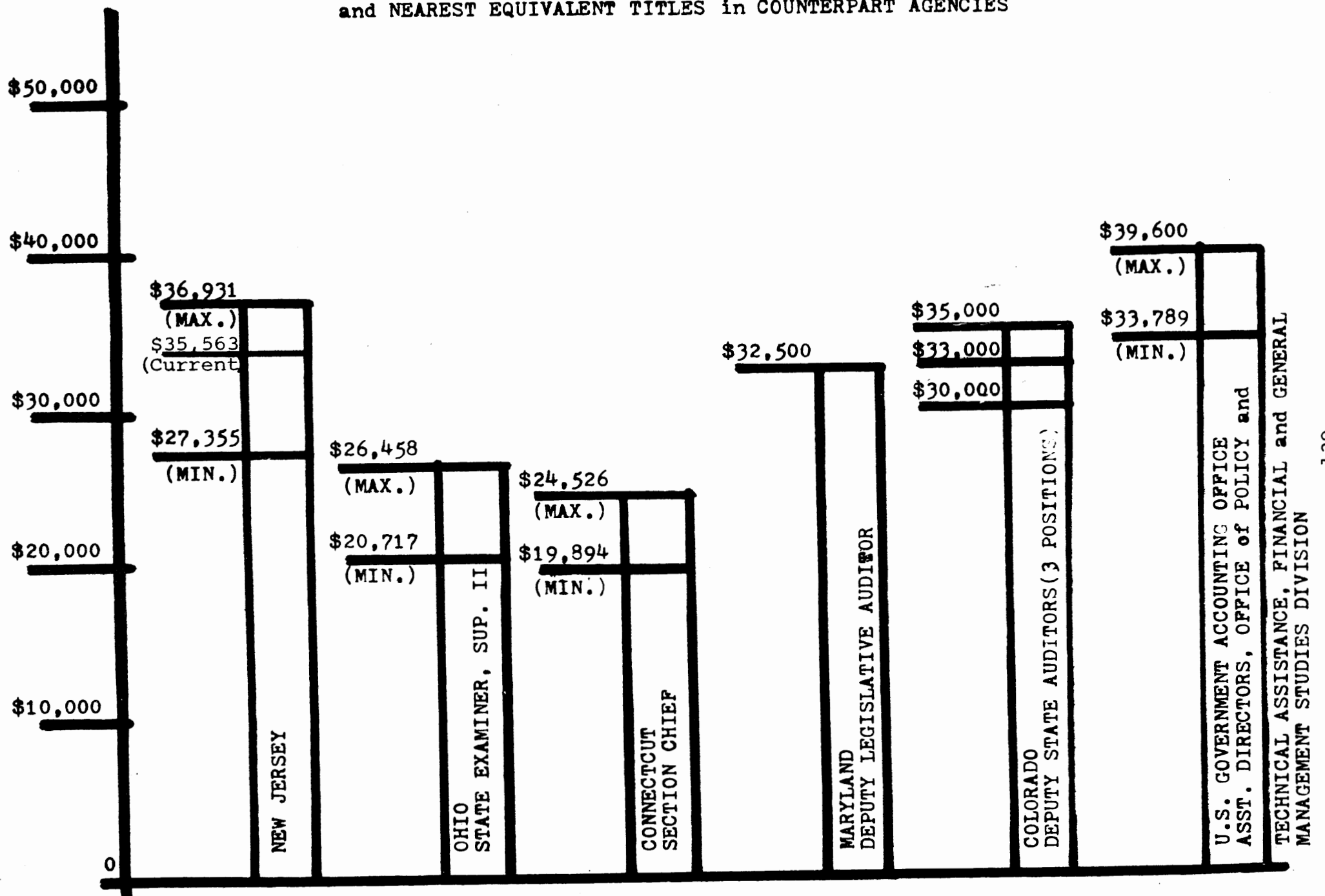
-137-

SALARIES of RESEARCH ASSISTANT I, RESEARCHER (LSA)  
and NEAREST EQUIVALENT TITLES in COUNTERPART AGENCIES

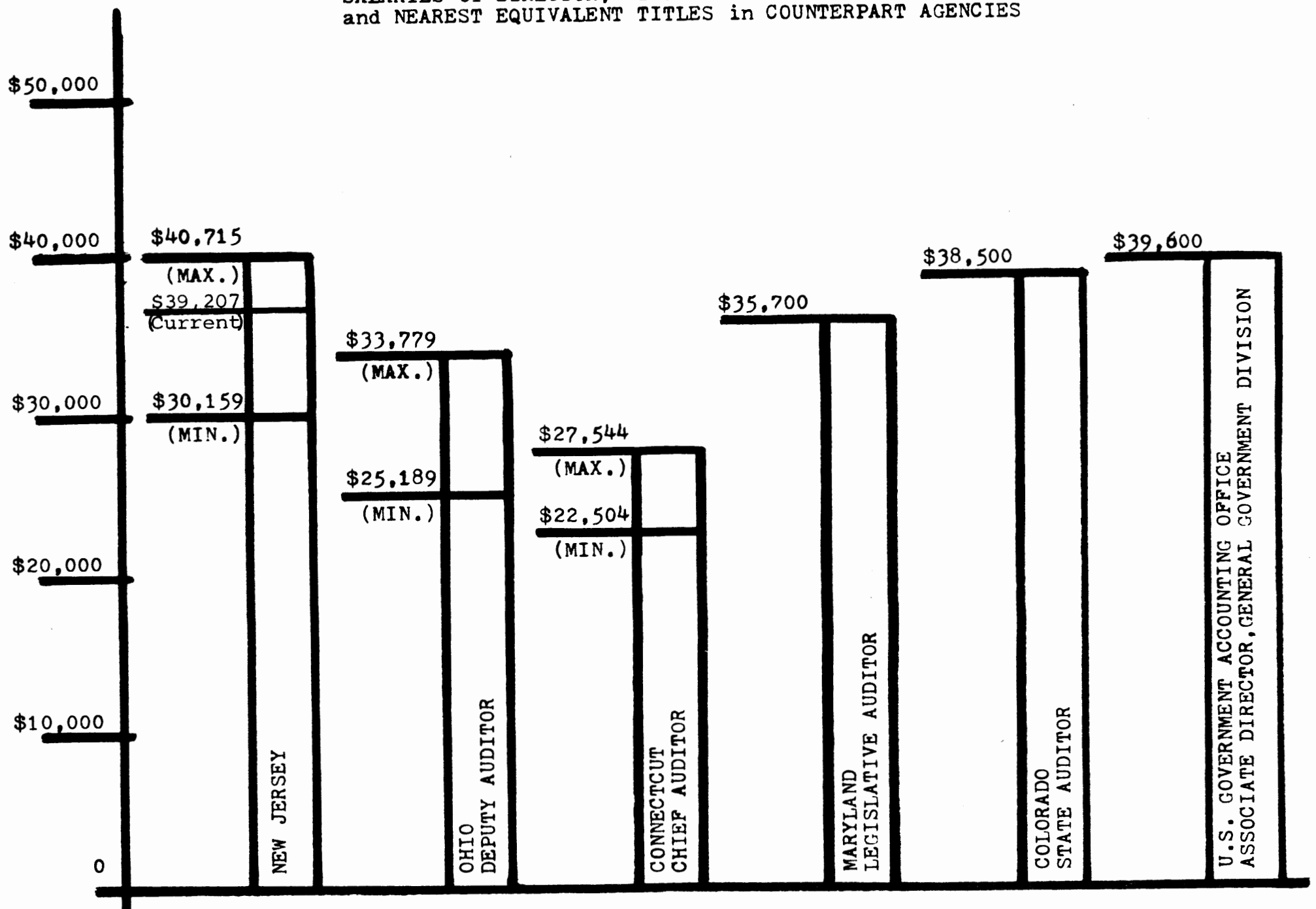


-136-

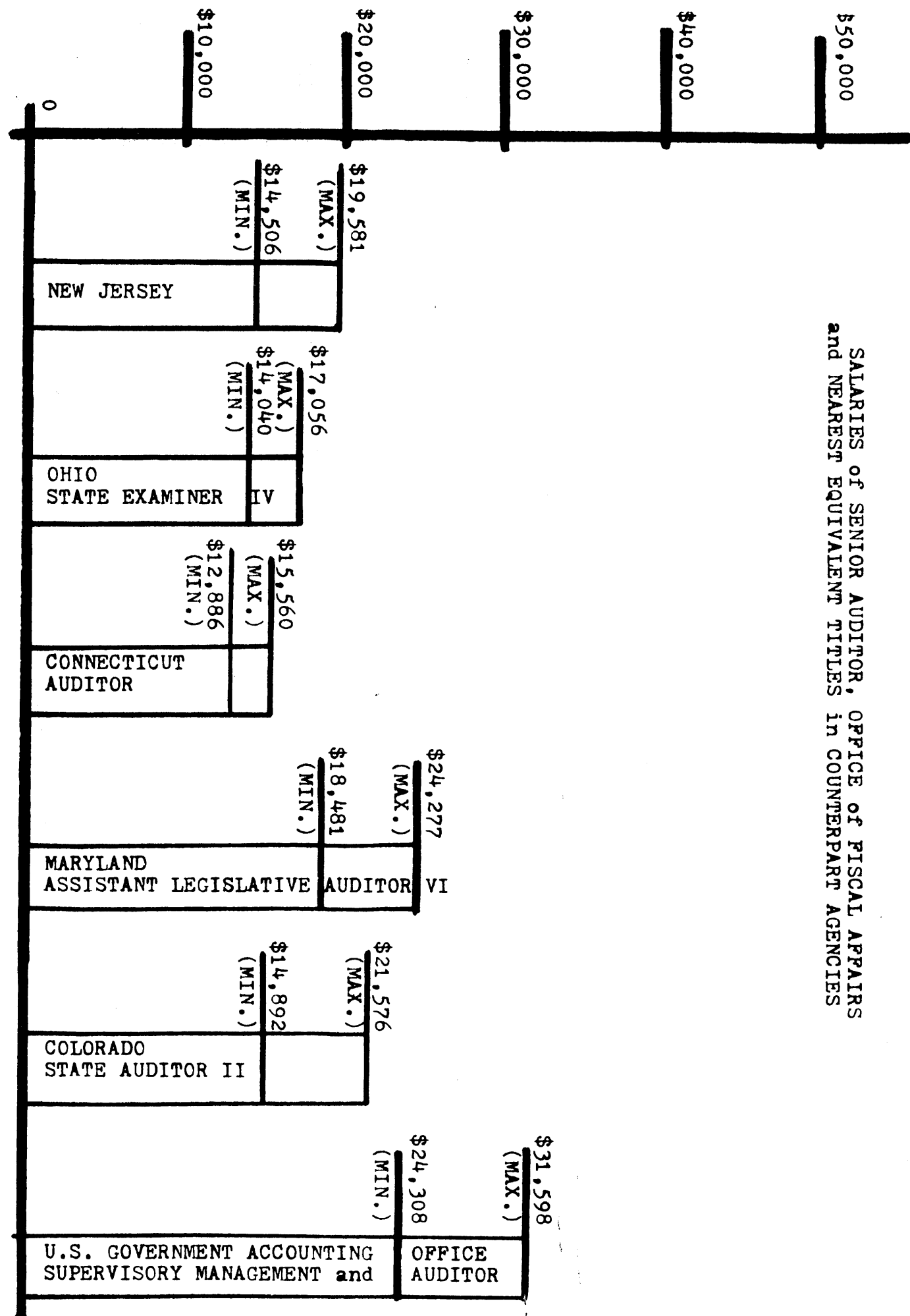
SALARIES of TECHNICAL DIRECTOR, AUDITS, OFFICE of FISCAL AFFAIRS  
and NEAREST EQUIVALENT TITLES in COUNTERPART AGENCIES



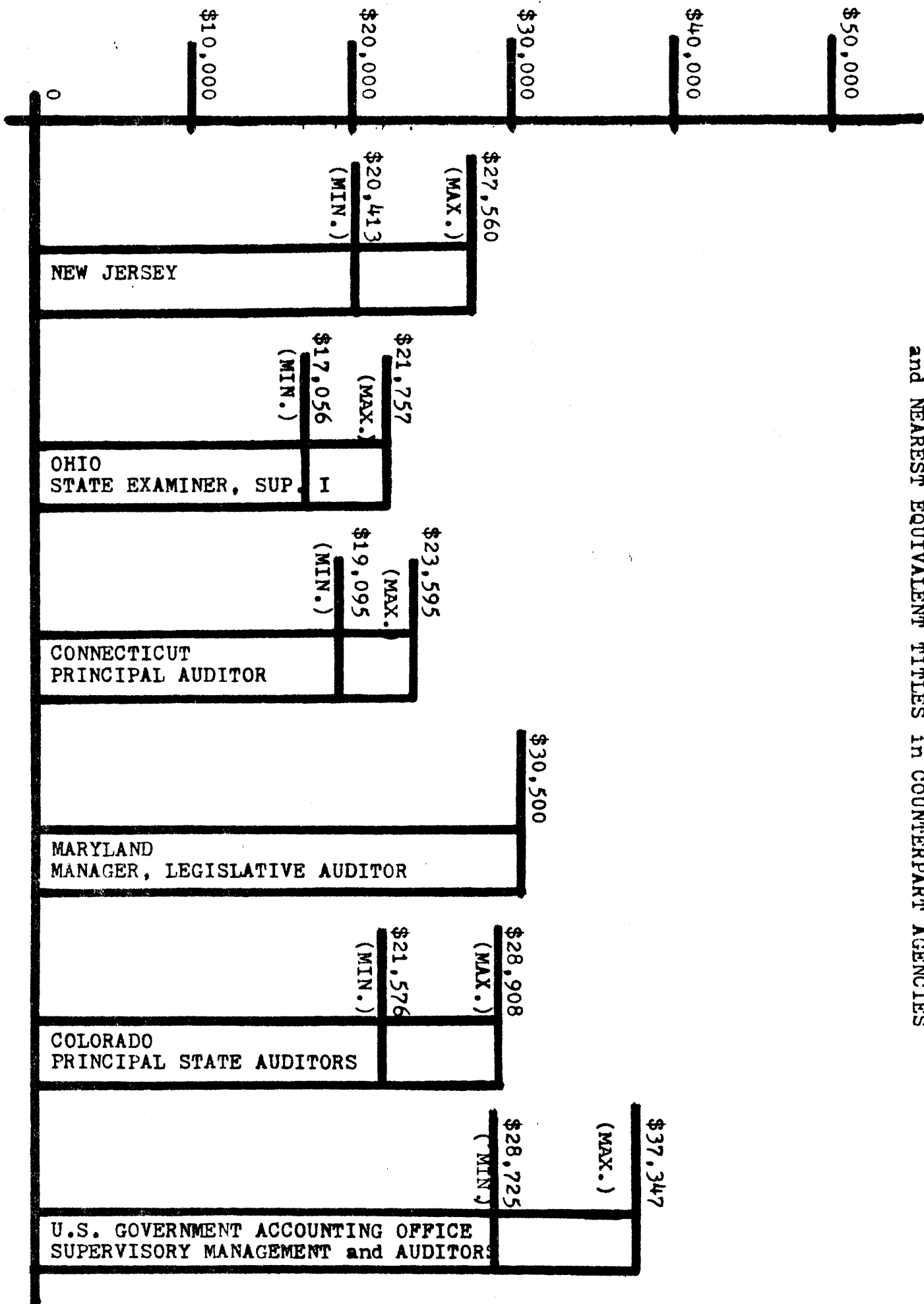
SALARIES of DIRECTOR, DIVISION of STATE AUDITING, OFFICE of FISCAL AFFAIRS  
and NEAREST EQUIVALENT TITLES in COUNTERPART AGENCIES



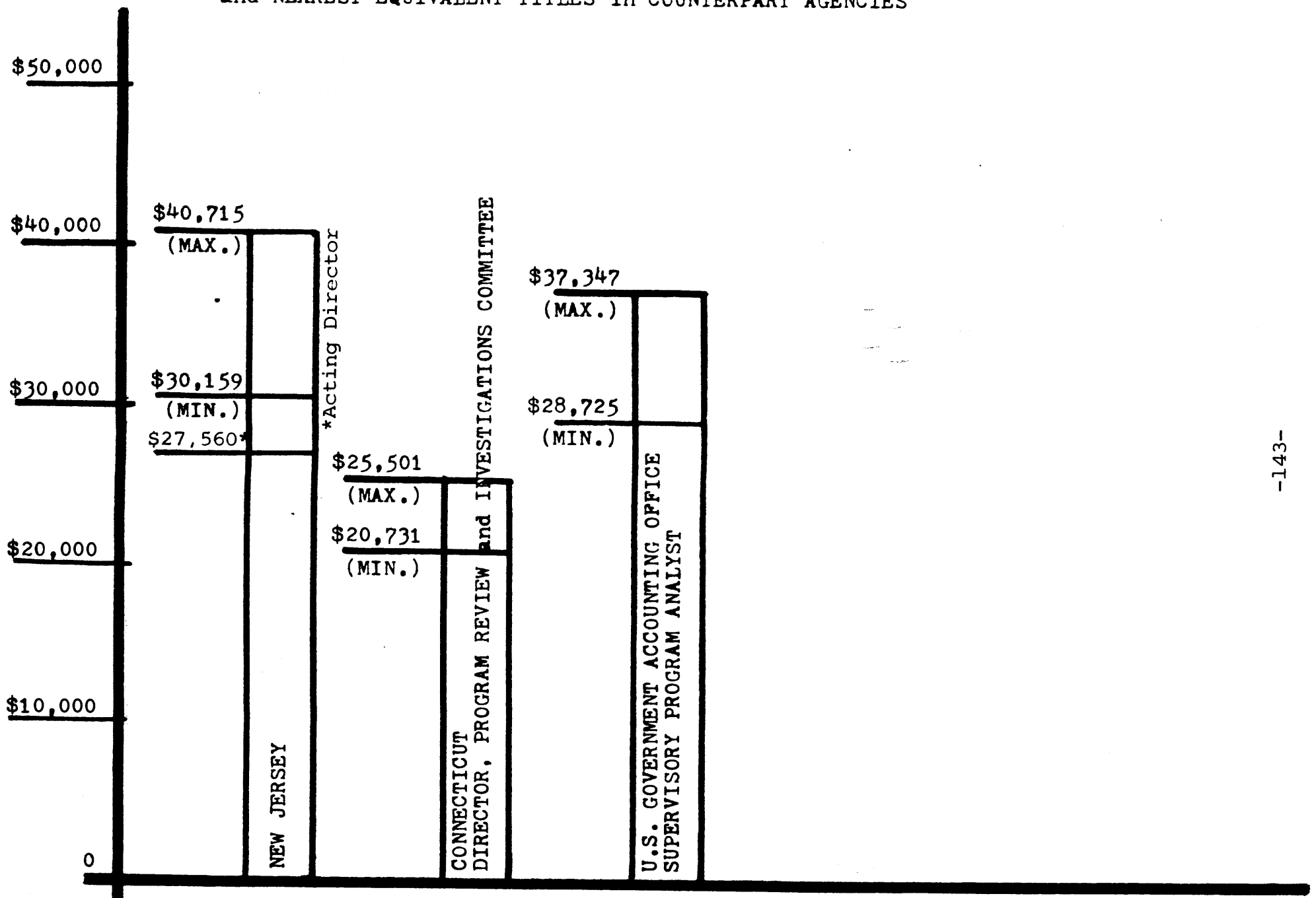
SALARIES of SENIOR AUDITOR, OFFICE of FISCAL AFFAIRS  
and NEAREST EQUIVALENT TITLES in COUNTERPART AGENCIES



SALARIES of MANAGING AUDITOR I, OFFICE of FISCAL AFFAIRS  
and NEAREST EQUIVALENT TITLES in COUNTERPART AGENCIES

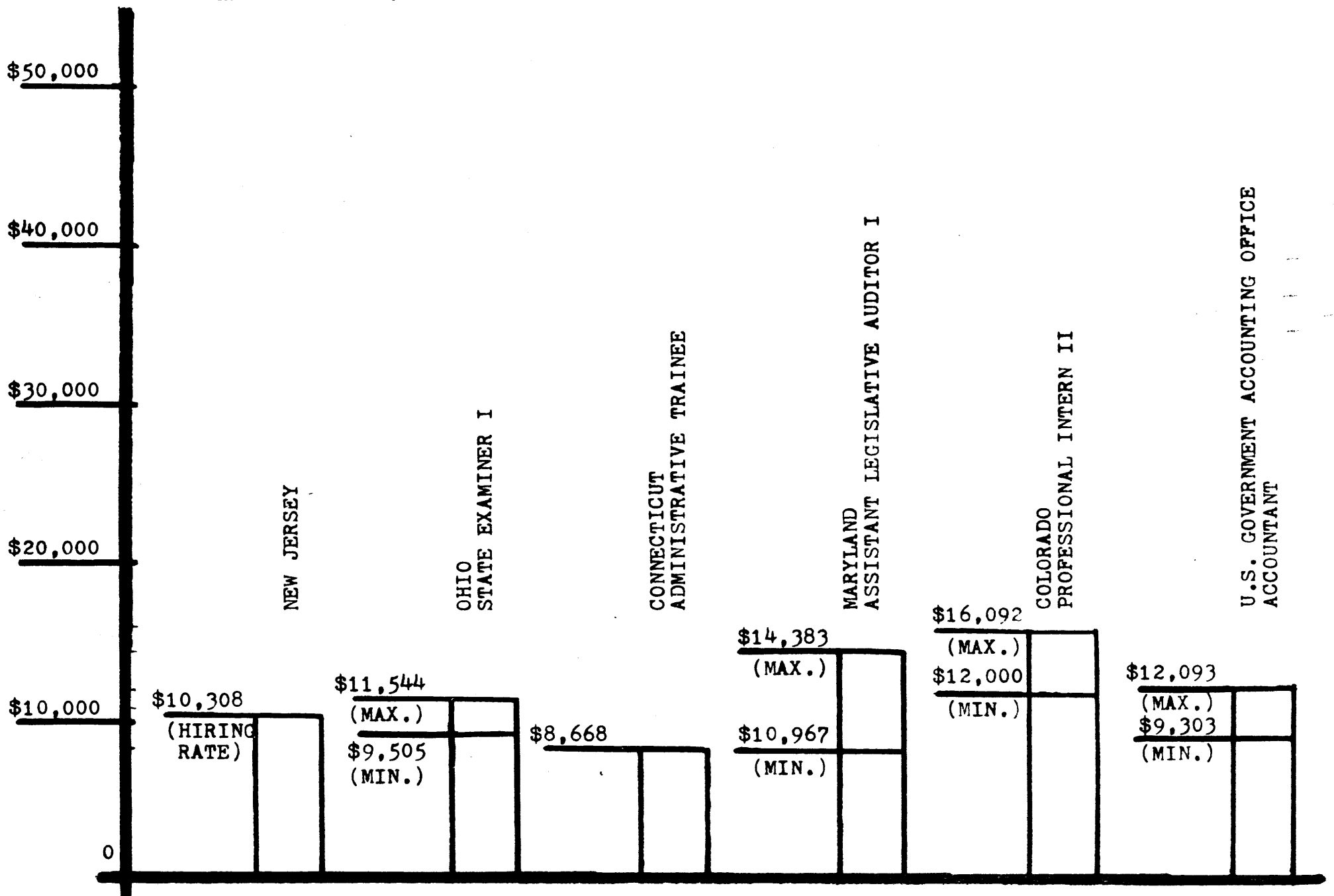


SALARIES of DIRECTOR, DIVISION of PROGRAM ANALYSIS, OFFICE of FISCAL AFFAIRS  
and NEAREST EQUIVALENT TITLES in COUNTERPART AGENCIES



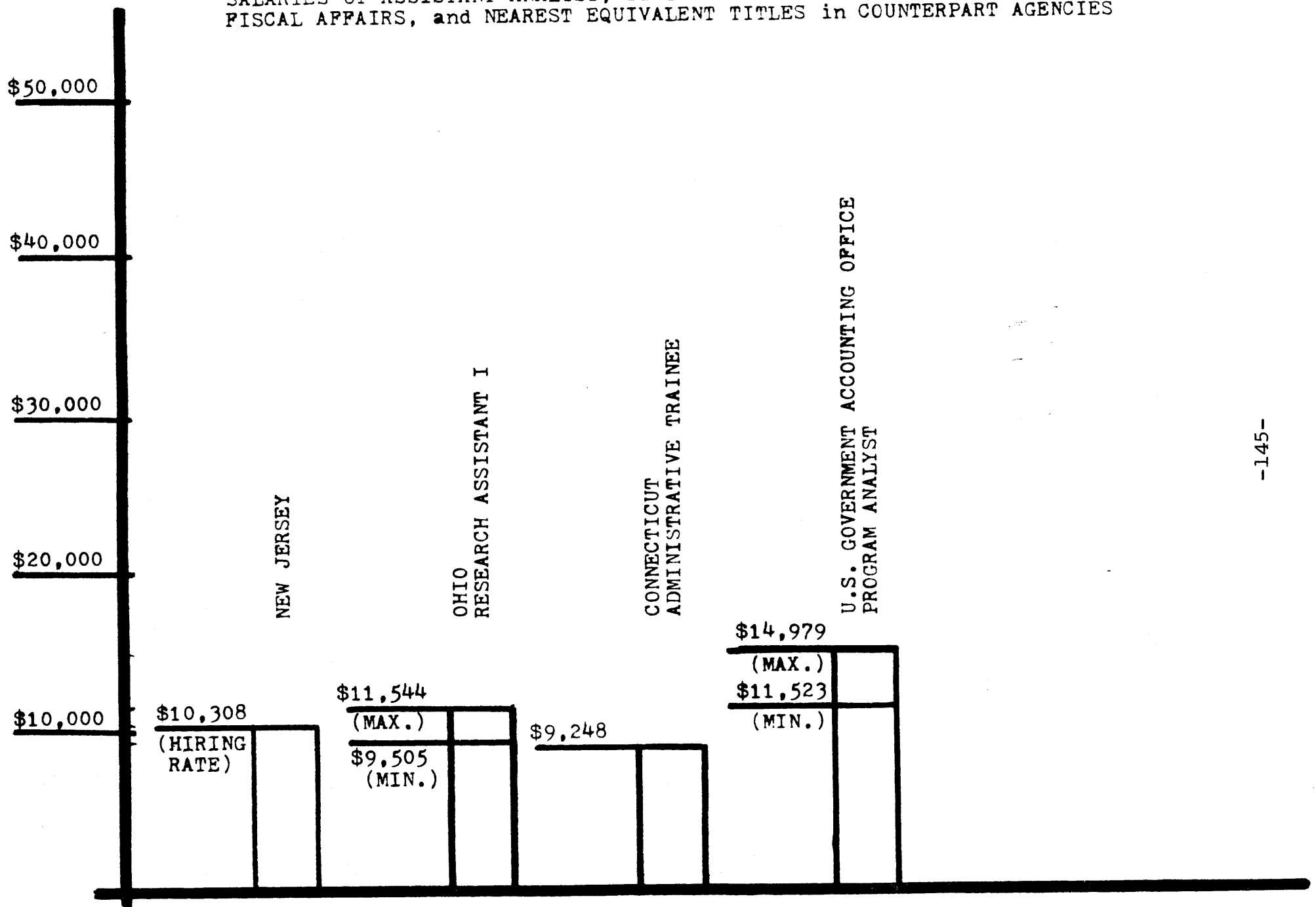
-143-

SALARIES of ASSISTANT AUDITOR, OFFICE of FISCAL AFFAIRS  
and NEAREST EQUIVALENT TITLES in COUNTERPART AGENCIES

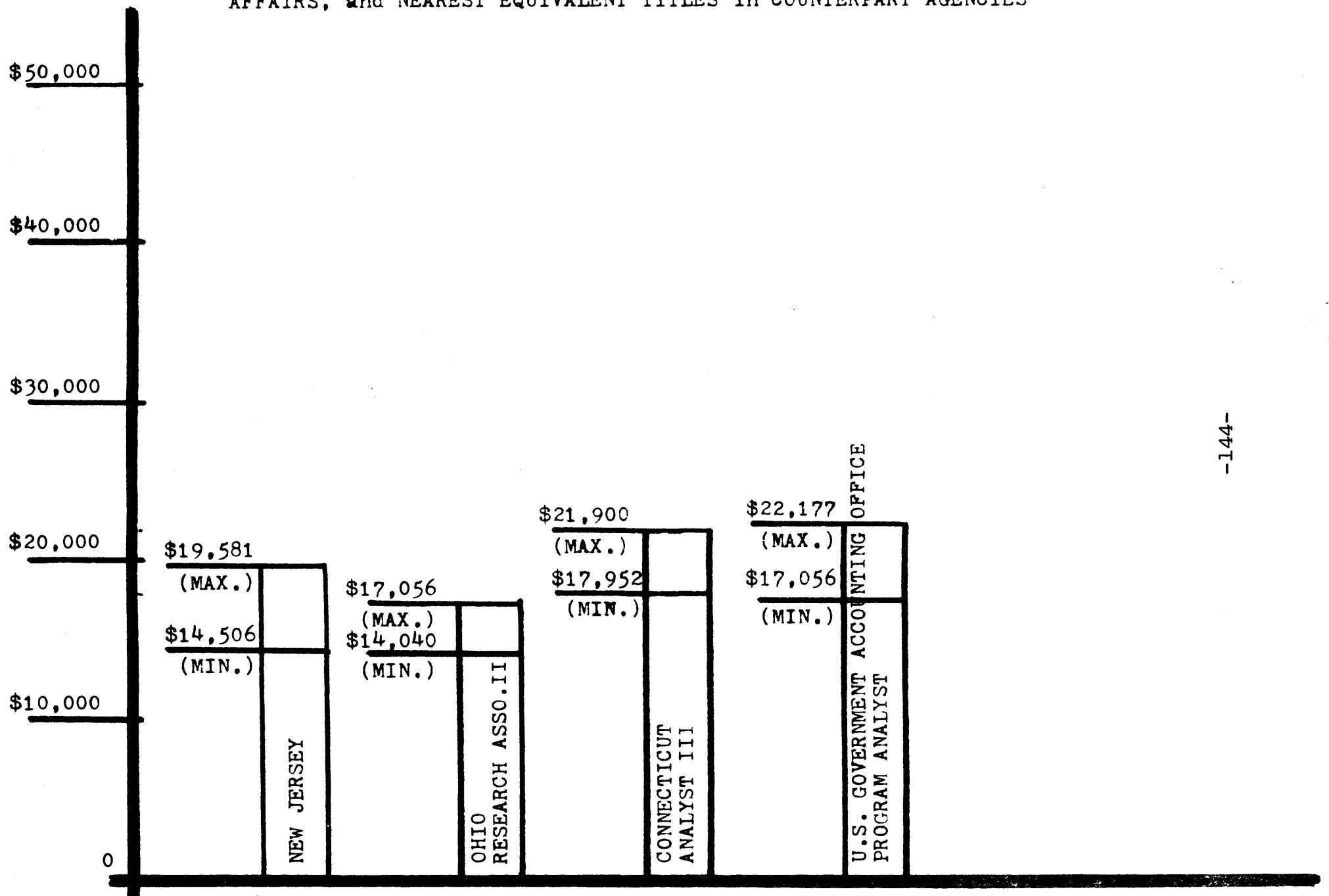


-142-

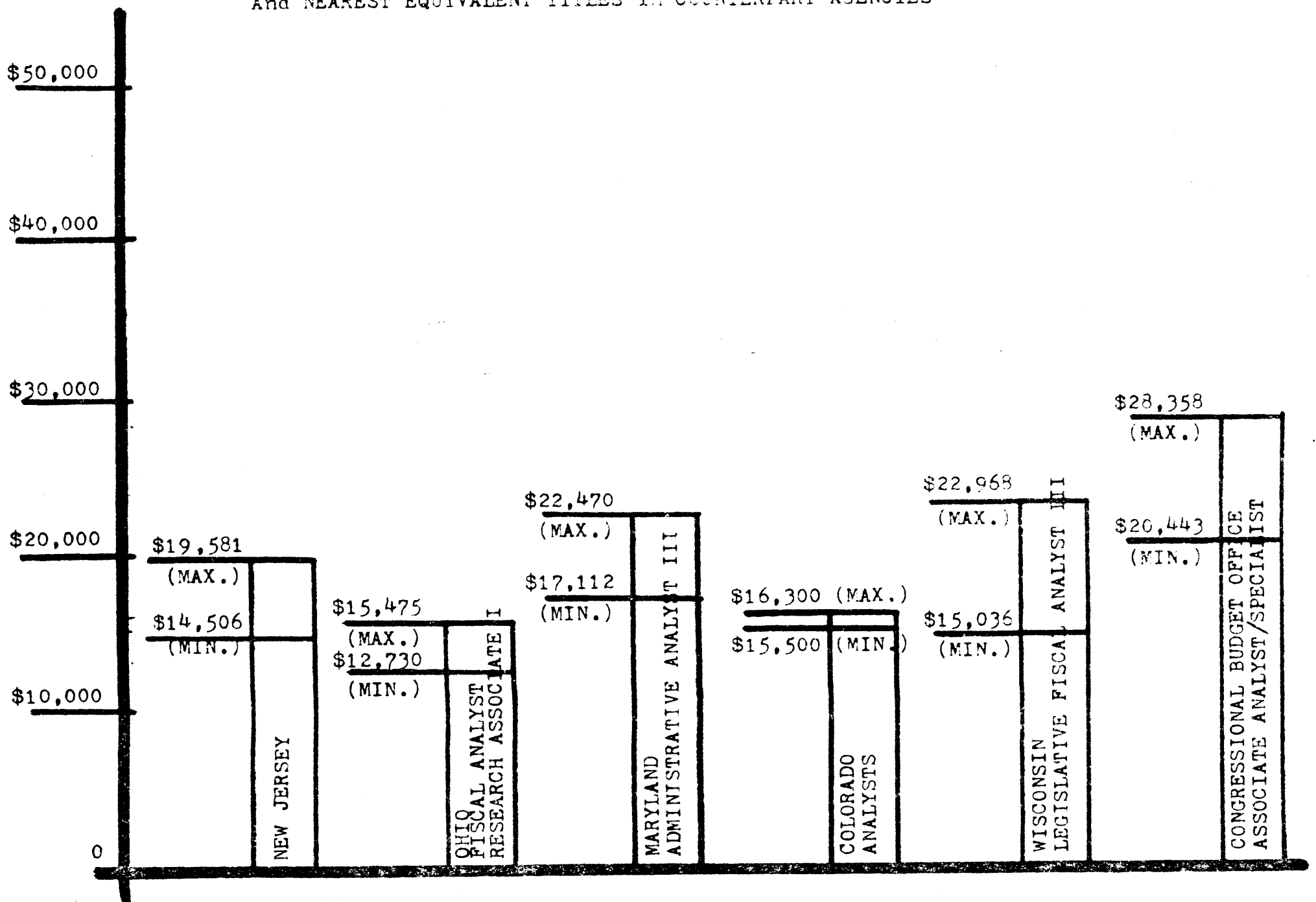
SALARIES of ASSISTANT ANALYST, DIVISION of PROGRAM ANALYSIS, OFFICE of FISCAL AFFAIRS, and NEAREST EQUIVALENT TITLES in COUNTERPART AGENCIES



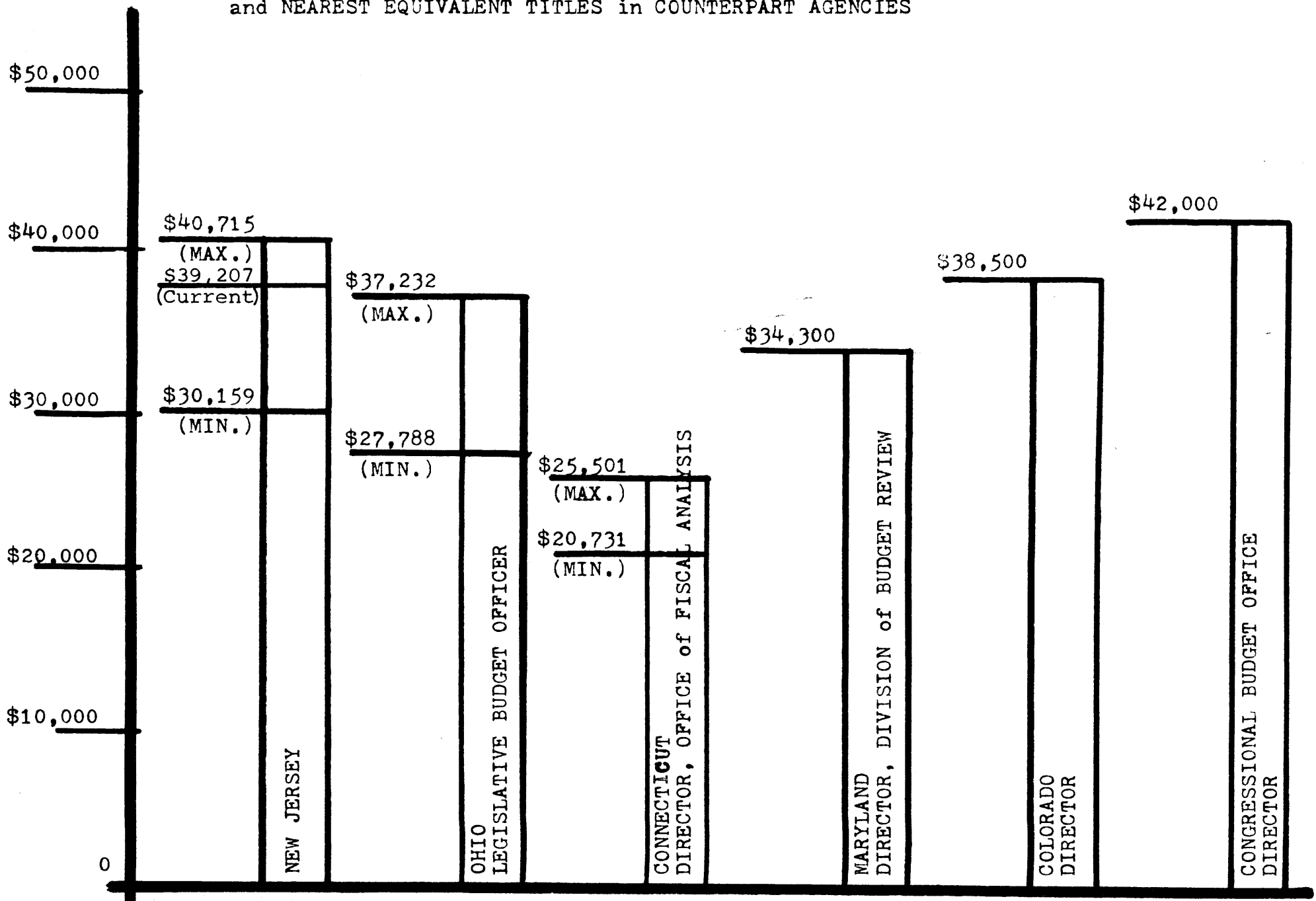
SALARIES of ANALYST III, DIVISION of PROGRAM ANALYSIS, OFFICE of FISCAL AFFAIRS, and NEAREST EQUIVALENT TITLES in COUNTERPART AGENCIES



SALARIES of ANALYST III, BUDGET REVIEW, OFFICE of FISCAL AFFAIRS  
And NEAREST EQUIVALENT TITLES in COUNTERPART AGENCIES

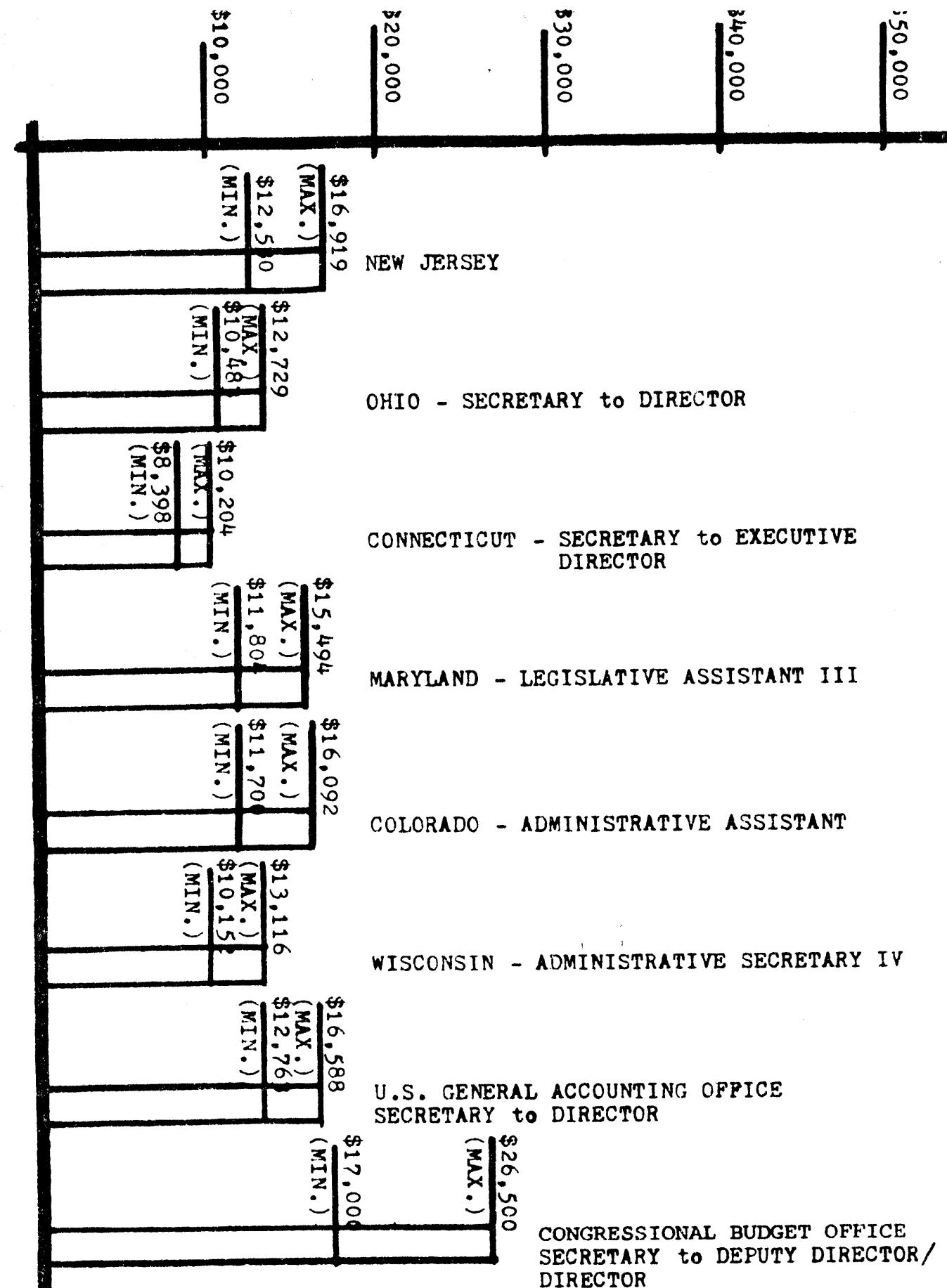


SALARIES of DIRECTOR, DIVISION of BUDGET REVIEW, OFFICE of FISCAL AFFAIRS  
and NEAREST EQUIVALENT TITLES in COUNTERPART AGENCIES

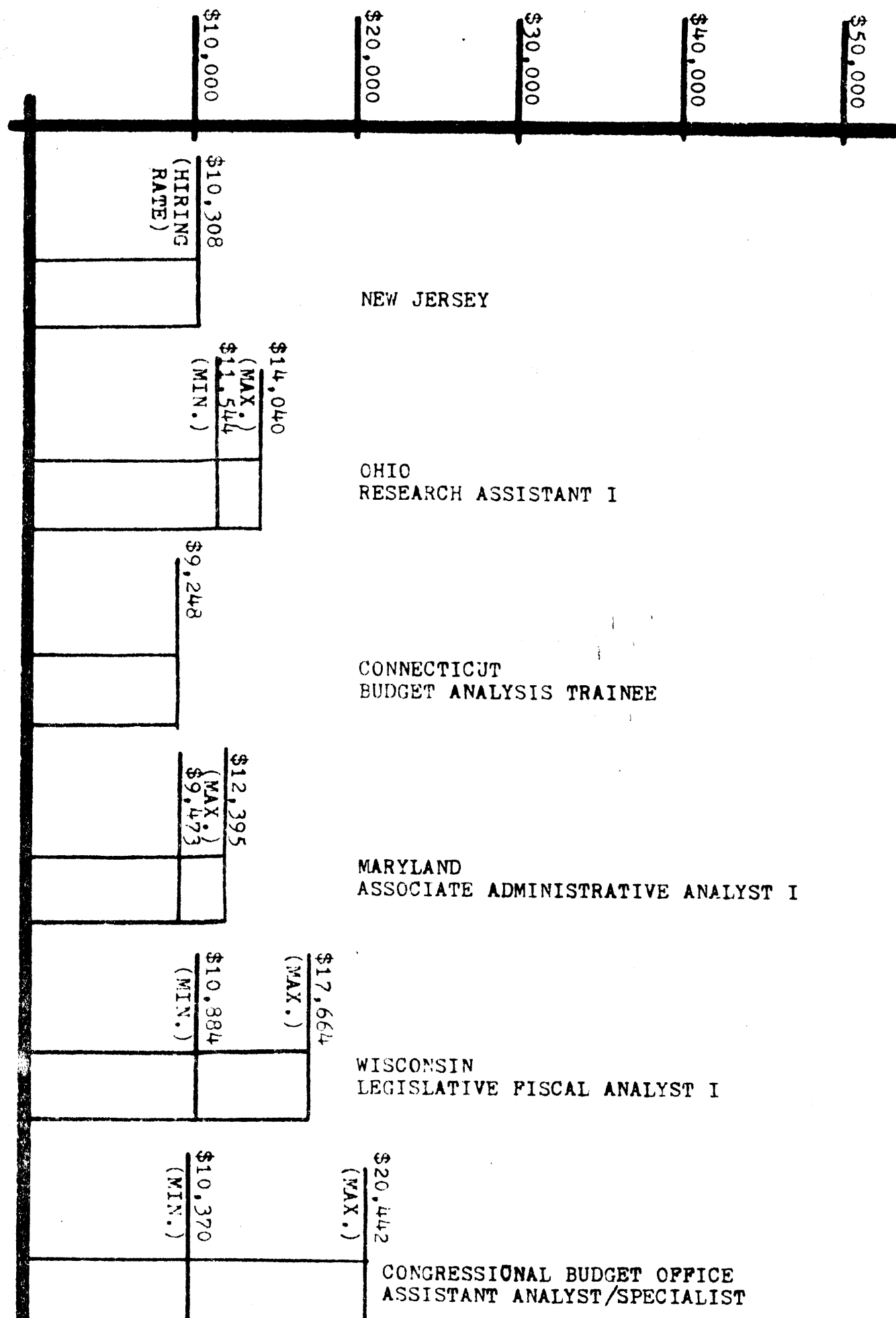




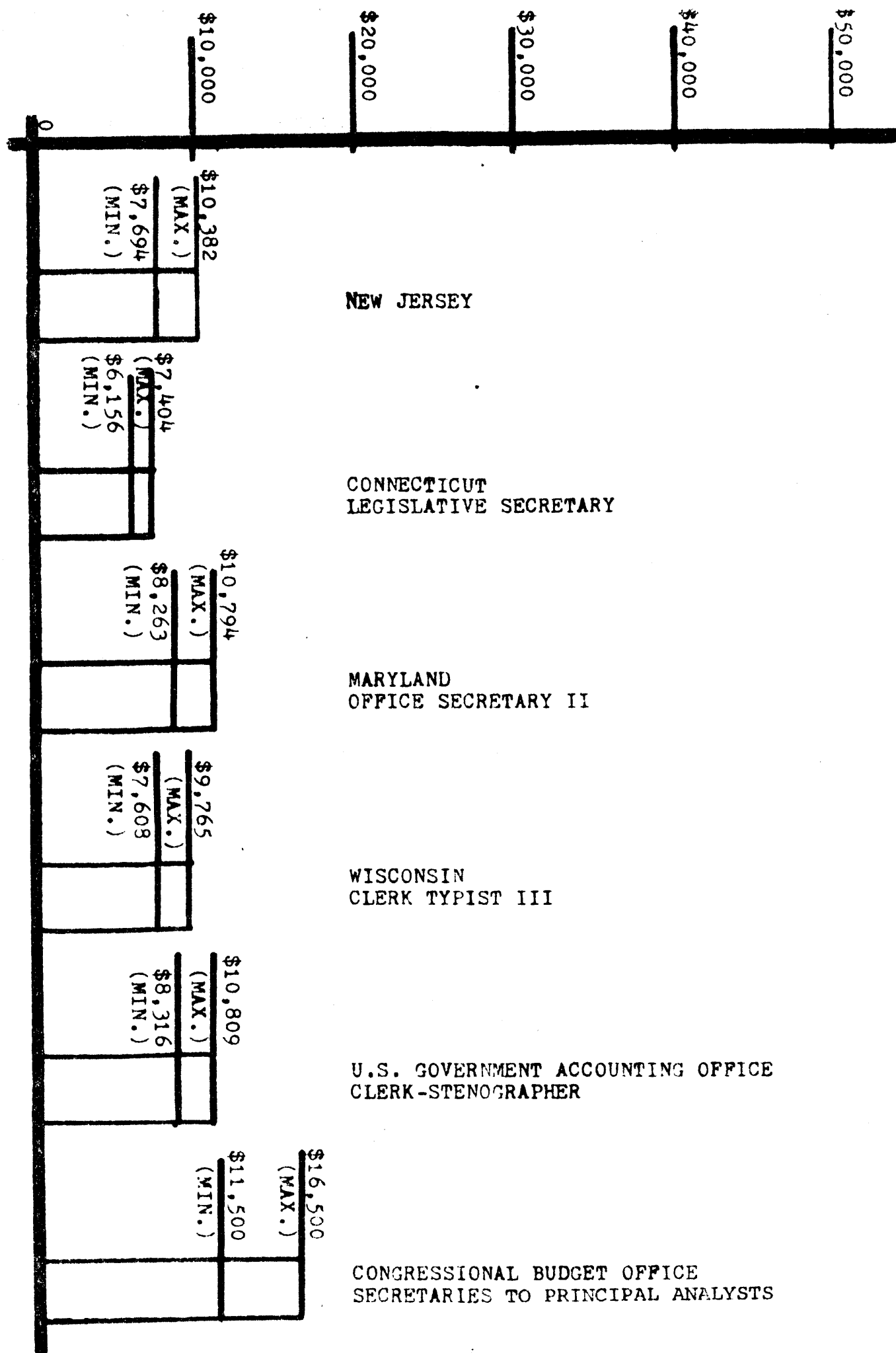
SALARIES of LEGISLATIVE SECRETARY "A"  
and NEAREST EQUIVALENT TITLES in COUNTERPART AGENCIES



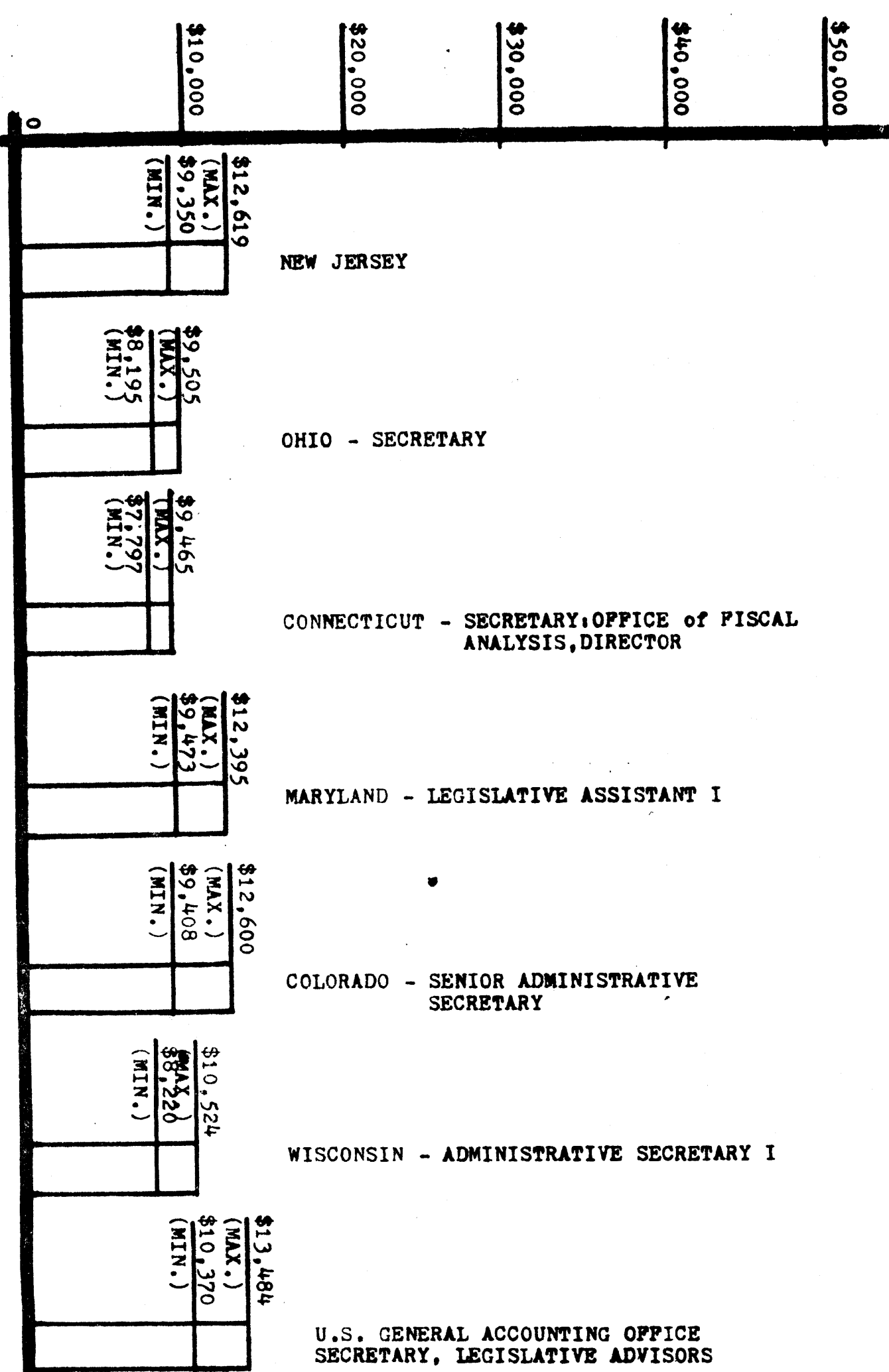
SALARIES of ASSISTANT ANALYST, BUDGET REVIEW, OFFICE of FISCAL AFFAIRS  
and NEAREST EQUIVALENT TITLES in COUNTERPART AGENCIES



SALARIES OF LEGISLATIVE STENOGRAPHER "C"  
and NEAREST EQUIVALENT TITLES IN COUNTERPART AGENCIES



SALARIES OF LEGISLATIVE SECRETARY "D"  
and NEAREST EQUIVALENT TITLES IN COUNTERPART AGENCIES



\$10,000 \$20,000 \$30,000 \$40,000 \$50,000

NEW JERSEY

OHIO - MTST OPERATORS

CONNECTICUT - LEGISLATIVE SECRETARY

MARYLAND - CLERK-STENOGRAPHER III

COLORADO - CLERK-STENOGRAPHER

WISCONSIN - CLERK-TYPIST II

U.S. GENERAL ACCOUNTING OFFICE  
CLERK-STENOGRAPHER

CONGRESSIONAL BUDGET OFFICE  
GENERAL CLERICAL/SUPPORT

SALARIES of LEGISLATIVE STENOGRAPHER "D"  
and NEAREST EQUIVALENT TITLES in COUNTERPART AGENCIES

NEW JERSEY CIVIL SERVICE POINT EVALUATION

OF

TITLES USED IN SALARY SURVEY

TITLE	POINTS
Chief Counsel	2456
Law Revision and Legislative Services	
Legislative Counsel	1560
Assistant Legislative Counsel, I	920
Assistant Legislative Counsel, III	611
Assistant Research Director	1216
Research Associate, II	700
Supervising Legislative Hearing Reporter	466
Legislative Hearing Reporter	411
Executive Director, Office of Fiscal Affairs	2228
Director, Division of State Auditing, OFA	1500
Technical Director	1262
Managing Auditor, OFA	920
Senior Auditor, OFA	588
Director of Program Analysis, OFA	1450
Analyst III, Program Analysis, OFA	568
Director, Division of Budget Review, OFA	1312
Analyst III Budget Review, OFA	568
Legislative Secretary A	406
Legislative Secretary D	291
Legislative Stenographer C	208
Legislative Stenographer D	169

CURRENT SALARIES OF LEGISLATIVE SERVICE AGENCY PERSONNEL

STATE	Director (All Services)	Ass't. Director (All Services)	Research Services		Legal Services	
			Director	Personnel	Director	Personnel
Iowa	\$32,396	-----	-----	\$10,634-\$25,818	-----	\$13,442-\$28,080
Kansas	\$32,500	\$33,100 (Associate)	-----	\$12,768-\$27,336	-----	-----
Kentucky	-----	-----	-----	-----	-----	-----
Louisiana	\$31,500	\$27,500	\$24,000	\$10,750-\$19,740	\$26,500	\$12,000-\$24,000
Maine	-----	-----	-----	-----	-----	-----
Maryland	\$39,200	-----	-----	\$15,881-\$28,317	-----	-----
Massachusetts	-----	-----	-----	-----	-----	-----
Michigan	\$33,101	-----	\$22,080-\$27,130	\$12,978-\$24,645	\$26,645-\$29,088	\$15,229-\$26,896
Minnesota	-----	-----	-----	-----	-----	-----
Mississippi	-----	-----	-----	-----	-----	-----
Missouri	-----	-----	\$25,000	-----	-----	\$12,000-\$20,000
Montana	\$23,500	-----	\$17,500	\$11,600-\$15,700	\$23,000	\$13,116-\$18,500
Nebraska	-----	-----	-----	-----	-----	-----
Nevada	\$26,312	-----	\$23,033	\$16,050-\$16,751	\$29,640	\$18,000-\$23,400
New Hampshire	\$25,000-\$28,500	\$20,500-\$26,000	-----	\$ 9,881-\$15,485	-----	\$11,611-\$18,139
New Jersey	\$42,700	-----	\$40,068	\$11,360-\$26,225	\$38,100	\$16,500-\$30,500
New Mexico						

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CURRENT SALARIES OF LEGISLATIVE SERVICE AGENCY PERSONNEL

STATE	Director (All Services)	Ass't. Director (All Services)	Research Services		Legal Services	
			Director	Personnel	Director	Personnel
Alabama	-----	-----	-----	-----	-----	-----
Alaska	\$48,576	\$43,968	\$43,968	\$18,156-\$30,408	\$43,968	\$32,760-\$39,372
Arizona	\$28,000-\$36,000	\$23,000-\$30,000	-----	-----	-----	\$13,000-\$22,000
Arkansas	\$35,000	\$29,254				
California	\$47,064	\$35,376-\$42,372			\$35,376-\$42,372	\$14,784-\$40,824
Colorado	-----	-----	\$38,500	\$10,368-\$31,860	\$38,500	\$13,500-\$30,000
Connecticut	\$24,469-\$29,779	\$22,504-\$27,544	\$20,731-\$25,501	\$ 8,668-\$21,900	\$22,504-\$27,554 (Legislative Commissioner)	\$11,602-\$21,900
Delaware	\$22,000	\$13,500-\$21,000	-----	\$ 9,000-\$13,500	\$22,000	-----
Florida	Has separate staff for each committee. Committee Director \$14,712-\$36,312	-----	\$14,712-\$36,312 Committee Staff Directors I-IV	\$ 9,348-\$29,940	\$24,444-\$36,312	\$12,324-\$28,068
Georgia	\$25,000-\$37,500	\$20,000-\$32,000	\$16,000-\$24,000	\$10,000-\$20,000	-----	\$12,000-\$30,000
Hawaii	\$42,500	\$40,000	-----	\$ 8,940-\$30,300	-----	-----
Idaho	\$26,628	-----	-----	\$ 9,756-\$21,504	-----	\$15,636-\$21,504
Illinois	-----	-----	\$31,600 (Assoc.)\$29,000	\$15,600-\$24,432	-----	-----
Indiana	- Exec. Dir. \$23,894-\$31,772 Director \$22,724-\$30,342	\$19,890-\$26,338	-- Legislative Analysts range from \$15,002-\$23,894			

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CURRENT SALARIES OF LEGISLATIVE SERVICE AGENCY PERSONNEL

STATE	Director (All Services)	Ass't. Director (All Services)	Research Services		Legal Services	
			Director	Personnel	Director	Personnel
Washington						
West Virginia	\$28,700	-----	-----	\$11,448-\$23,908	-----	\$16,548-\$19,908
Wisconsin Legislative Council	\$32,429	-----	-----	\$12,012-\$17,412	\$24,000	\$14,568-\$22,044
Wyoming	\$27,305	-----	-----	\$12,000-\$18,135	-----	\$16,689-\$23,076

One state has asked that staff salaries not be made public and disseminated

Staff salaries for Research Services range from \$6,800 to \$40,000

Staff salaries for Legal Services range from \$6,500 to \$37,000

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CURRENT SALARIES OF LEGISLATIVE SERVICE AGENCY PERSONNEL

STATE	Director (All Services)	Ass't. Director (All Services)	Research Services		Legal Services	
			Director	Personnel	Director	Personnel
New York						
North Carolina	\$30,000-\$35,000	-----	\$20,000-\$25,000	-----	-----	-----
North Dakota	\$29,424	\$28,860	-----	-----	-----	\$12,600-\$19,800
Ohio	\$30,638-\$41,059	\$27,788-\$37,232	\$22,838-\$29,182 (Division Chief)	\$11,544-\$26,457	\$22,838-\$29,182 (Division Chief)	\$12,729-\$29,182
Oklahoma						
Oregon	\$36,000	\$31,325	\$23,424	\$16,512	\$36,132 CHIEF DEP.-\$32,796	\$19,152-\$28,320
Pennsylvania						
Rhode Island						
South Carolina	\$34,000	\$31,000	\$29,500 (Attorney-Research Coordinator)	\$20,500	\$30,000 (Chief)	\$13,500-\$28,000
South Dakota	\$23,750	-----	\$16,000-\$18,000	-----	\$16,000-\$18,000	-----
Tennessee	\$34,095-\$41,851	-----	-----	\$ 9,000-\$13,812	-----	\$11,748-\$26,316
Texas	\$39,300	\$37,392	\$26,652	\$ 4,314-\$17,832	\$33,900	\$13,692-\$29,832
Utah	Vacancy	Vacancy	\$30,000	\$11,500-\$25,500	\$30,000	\$17,800-\$25,000
Vermont	S A L A R Y   R A N G E   - - - - - \$12,000 - \$20,000					
Virginia						

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Comparison of New Jersey Salaries with Neighboring States  
and Major Cities

Source: IPMA "Pay Rates in Public Services"  
April, 1976

Rng. & Title Code	Title	State Salary Range			Avg. for Group			Federal Govt. 40 hrs. 10 yrs.		New York State 37½ hrs. 4 yrs.		Pennsyl- vania 37½ hrs. 7 yrs.		Connect- icut 35 hrs. 7 yrs.		New York City 35 hrs. Negotiated		Philadel- phia 37.5 hrs. 4 yrs.	
		Min.	Mid. Pt.	7 yrs. Max.	Min.	Mid. Pt.	Max.	Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
21-50453	Accountant, II*	11712	12764	15816	14082	16052	18022	16260	21132	13404	15576	14064	18528	12216	14532	13728	19020	14820	19044
5-50560	Auditor-Accountant, Trainee (Aud)*	9636	9876	10116	9962	11162	12362	8928	11604	10716	12516	8004	10236	8988	5826	12300	16056	10836	13932
11-50963	Auditor, II*	11712	13764	15816	14252	17137	17992	16260	21132	13404	15576	12264	16140	14664	18072			14820	19044

TITLE

\*SALARY RANGE (Effective July 3, 1976)

Accountant, II	12,524-16,906
Auditor Accountant, Trainee	10,304 (Hiring Rate) 6 mos.-10,819
Auditor, II	12,524-16,906
Auditor II, Taxation (NL)	13,808-18,638
Senior Auditor, OFA	14,506-19,581

Salary Comparison With Private Industry  
State Salaries Against State Community

July, 1975

N.J. State Title	State of New Jersey Range			Private Industry State Overall Middle 50% of Rates			Average* Competi- tive Hiring Rate	No. of Empls. Surveyed	Avg. Work- week	North Jersey Area Middle 50%		Central Jersey Area Middle 50%		South Jersey Area Middle 50%	
	Min.	Mid. Pt.	Max.	Q1	Median	Q3				Q1	Q3	Q1	Q3	Q1	Q3
Principal Clerk	7694	9038	10382	7677	9075	11960	8860	343	38.5	8424	10400	7000	9860	8320	15612
Senior Clerk Stenographer	6979	8201	9422	7750	8940	9940	7858	1063	39.1	8060	9900	6725	8952	9688	13704
Secretarial Assistant III	9350	10985	12619	8817	9568	11280	8384	1635	38.9	9042	11412	8180	9620	10440	15312
Secretarial Assistant I	11933	14023	16112	10400	12090	13743	9477	364	38.8	10733	13381	9600	13000	10837	15900
Budget Analyst II	13157	15460	17763	15480	16752	17760	13160	88	39.1	15912	17436	12600	19440	13130	14680
Budget Analyst I	15993	18793	21593	17790	19600	22200	16160	38	39.2	16872	22200	17790	20150	23300	23300
Accountant III	11365	12986	14611	12425	13740	14828	10906	223	39.0	12636	14726	11640	15000	11356	16080
Accountant I	14506	17044	19581	15100	16300	17820	14451	180	39.2	15696	18304	14100	17500	14700	17900
Auditor-Accountant Trainee	10308	10566	10824	10804	12064	13560	10589	148	39.0	10500	13676	11800	12500	10800	13900

\*This represents the median of the actual minimum  
hiring rates of all companies.

### PROPOSED CLERICAL AND SECRETARIAL TITLES

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OFA

<u>RANGE</u>	<u>AUDITOR, OFA</u>	<u>NUMBER</u>	<u>PER- CENT</u>
A31	Managing Auditors	2	8%
A29	1 & 2	$\frac{3}{5}$	
A27	Principal	8	13%
A24	Seniors	21	33%
A20	Auditors	29	46%
	<b>TOTAL</b>	<u>63</u>	

<u>RANGE</u>	<u>AUDITOR</u>	<u>NUMBER</u>	<u>PER- CENT</u>	<u>RANGE</u>	<u>AUDITOR, TAXATION</u>	<u>NUMBER</u>	<u>PER- CENT</u>
A27	Supervisory Auditor	21	7.5%	A28	Supervisory Auditor, Tax	23	8 %
A24	Auditor I	49	17.5%	A25(35) A26(NL)	Auditor I, Tax	29 <u>25</u> 54	18.5%
A21	Auditor II	77	27 %				
A18	Auditor III	135	48 %	A22(35) A23(NL)	Auditor II, Tax	43 <u>32</u> 75	25.5%
	TOTAL	<u>282</u>					
				A19(35) A20(NL)	Auditor III, Tax	69 <u>70</u> 139	48 %
					TOTAL	<u>291</u>	

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JOB DESCRIPTION FORM  
for  
Legislative Services Agency &  
Office of Fiscal Affairs

Title Legislative Secretarial Trainee  
Legislative Services Agency &  
 Dept. Office of Fiscal Affairs  
 Job Reporting to Higher grade  
Secretary or Staff  
Supervisor

Duties: Under detailed supervision of a higher grade secretary or staff supervisor, performs highly confidential typing and related clerical work. Receives from professionals work involving bills, staff reports, bill revision, letters/budgets/program analyses or audits of all State government departments, agencies, institutions, colleges, etc. either in recorded or handwritten form. Checks all material for errors, corrects or refers them to supervisor or professional employees for change. Recomputes statistical material where necessary. Types draft and finished reports and assembles into book form. Files either budgets, program analyses, audit records or other reports as delegated. Operates a word processing machine. Performs the above duties as a trainee at the entry level of employment and, therefore, includes a relatively small proportion of difficult tasks.

#### JOB REQUIREMENTS

Special Education:                      Prior Experience:  
    None, Entry level position.

Kind of Work Knowledge and Abilities:  
 Some knowledge of division policies and procedures. Knowledge of some related State operations. Some knowledge of setting-up bills and reports as applicable to the work area. Knowledge of use of office equipment. Ability to type and operate a word processing machine. Extreme accuracy, preciseness and neatness required. Ability to read, write and understand instructions.

#### RESPONSIBILITIES (Including Job Performance)

Kind of Equipment:	Records:	Confidential Matters:
Typewriter, transcriber, adding machine and word processing machine.	Work in process.	Regularly works with highly confidential material.
Public Contacts:		
None		

#### Legislative Secretarial Trainee

#### SUPERVISION

Gives:     None	Directs <u>0</u> employees.
Receives: Detailed	Highest Job Supervised: None

The above duties are for job evaluation purposes only and do not define the total details of this position, nor limit the scope of duties of this job.

Revised: 2/7/77



JOB DESCRIPTION FORM  
for  
Legislative Services Agency &  
Office of Fiscal Affairs

Title Legislative Secretary 6

Dept Legislative Services Agency &  
Office of Fiscal Affairs

Higher grade  
Job Reporting to Secretary or  
Staff Supervisor

Duties: Under detailed to moderate supervision of a higher grade secretary or staff supervisor, performs highly confidential stenographic and/or word processing and related clerical work of a varied nature. Receives from professionals work involving bills, staff reports, bill revisions, letters/budgets/program analyses or audits of all State government departments, agencies, institutions, colleges, etc. either by dictation, recorded or handwritten form. Checks all material for errors, corrects or refers them to supervisor or professional employees for change. Re-computes statistical material where necessary. Types draft and finished reports and assembles into book form. Files budgets/program analyses/audit records or other reports as delegated. Operates a word processing machine.

#### JOB REQUIREMENT

Special Education: Prior Experience:  
Stenography 1 year.  
Kind of Work Knowledge and Abilities:  
Knowledge of division policies and procedures. Knowledge of N.J. State procedures as related to job. Knowledge of shorthand and typing. Knowledge of setting-up bills and reports as applicable to the work area. Knowledge of use of office equipment. Ability to operate a word processing machine. Ability to read, write and understand instructions.

#### RESPONSIBILITIES

(Including Job Performance)

Kind of Equipment:	Examples of records:
Typewriter, transcriber,	Committee status books,
adding machine and word	committee aide books,
processing machine.	committee files, mailing
Public Contacts:	lists and reports in
None	process.

#### Legislative Secretary 6

#### RESPONSIBILITIES, Cont'd.

Errors: Mistakes can be costly in time to correct.	Confidential Matters: Regularly works with highly confidential material.
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#### SUPERVISION

Gives: None	Directs <u>0</u> employees
Receives: Detailed to moderate	Highest Job Supervised: None

The above duties are for job evaluation purposes only and do not define the total details of this position, nor limit the scope of duties of this job.

Revised: 2/7/77

JOB DESCRIPTION FORM  
for  
Legislative Services Agency &  
Office of Fiscal Affairs

Title Legislative Secretary 5

Dept Legislative Services Agency &  
Office of Fiscal Affairs

Job Reporting to Higher grade  
Secretary or  
Staff Supervisor

Duties: Under moderate supervision of a higher grade secretary or staff supervisor, performs highly confidential stenographic and administrative tasks. Receives from professionals highly complex technical varied work involving bills, staff reports, bill revisions, letters/budgets or program analyses of all State government departments, agencies, institutions, colleges, etc. either in recorded, dictated or handwritten form. Checks all material for errors and corrects or refers them to supervisor or professional employees for change. Recomputes statistical material where necessary. Types reports and assembles into book form. Handles all secretarial work for legislative committees and subcommittees. Answers and handles telephone queries from the public and various State officials and employees. Operates a word processing machine.

JOB REQUIREMENTS

Special Education: Prior Experience:  
1 year secretarial science. 2 years' stenographic experience. 3 years' if applicant does not have 1 year secretarial science.

Kind of Work Knowledge and Abilities:  
Knowledge of legislative, OFA/LSA and division policies and procedures as related to job. Knowledge of shorthand and typing. Knowledge of use of reproducing machine and adding machine. Ability to work with legislators. Ability to work under pressure when required. Ability to operate a word processing machine. Ability to read, write and understand instructions.

RESPONSIBILITIES

(Including Job Performance)

Kind of Equipment: Examples of records:  
Typewriter, adding machine, Committee status books,  
reproducing machine and committee aide books,  
word processing machine. committee files, mailing  
Public Contacts: lists and reports in  
General public, legislators process.  
and legislative aides.

Legislative Secretary 5

RESPONSIBILITIES, Cont'd.

Errors: Mistakes can be Confidential Matters:  
costly in time to correct. Frequently works with  
confidential matters.

SUPERVISION

Gives: None Directs 0 employees

Receives: Moderate Highest Job Supervised:  
None

The above duties are for job evaluation purposes only and do not define the total details of this position, nor limit the scope of duties of this job.

Revised: 2/7/77

JOB DESCRIPTION FORM  
for  
Legislative Services Agency &  
Office of Fiscal Affairs

Title Legislative Secretary 4

Dept Legislative Services Agency &  
Office of Fiscal Affairs

Job Reporting to      Higher grade  
Supervisor or  
Administrative Officer

**Duties:** Under general supervision of a higher grade supervisor or administrative officer, supervises the work of lower grade secretaries and secretarial trainees and/or performs highly confidential secretarial, word processing and administrative tasks involving bills, staff reports, bill revisions, letters/budgets/program analyses or audits. Schedules the processing, i.e. printing, clerical employees and the word processing machine production of reports. Organizes and instructs group regarding work which is normally of a highly complex technical and varies nature. Reviews final reports for accuracy, grammar, neatness, etc. Initiates necessary systems and procedures including filing systems to increase efficiency of group. Acts in a general administrative capacity to professional group by relieving them of detail, as necessary. Maintains highly confidential files. Makes recommendations to supervisor regarding subordinates' increment reviews and disciplinary matters. Interviews and makes recommendations on the hiring of job applicants. May operate a word processing machine.

JOB REQUIREMENTS

Special Education: 2 years' secretarial science.	Prior Experience: 3 years' stenographic experience. 4 years' if applicant does not have 2 years' secretarial science.
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**Kind of Work Knowledge and Abilities:**  
Knowledge of legislative, OFA/LSA and division policies and procedures as related to job. Knowledge of shorthand and typing. Knowledge of State operations as related to division (particularly in the Legislative Branch). Knowledge of training and supervisory techniques. Knowledge of use of office equipment. Ability to work with legislators. Ability to work under pressure when required. Ability to schedule processing and production of reports from beginning to finalization. Must be accurate, detail minded, very cooperative and helpful. Ability to operate a word processing machine. Ability to read, write and understand instructions.

RESPONSIBILITIES  
(Including Job Performance)

Kind of Equipment: Typewriter, transcriber, word processing machine, other office equipment. Public Contacts: Applicants, reporters, State officials, general public.	Records: Files of confidential reports, memos, etc. Maintains work papers and files for reports. Correspondence. Errors: Improper scheduling could cause problems.  Confidential Matters: Regularly works with confidential matters.
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SUPERVISION

Gives: Detailed	Directs up to <u>3</u> employees
Receives: General	Highest Job Supervised: Legislative Secretary 5

The above duties are for job evaluation purposes only and do not define the total details of this position, nor limit the scope of duties of this job.

Revised: 2/7/77

JOB DESCRIPTION FORM  
for  
Legislative Services Agency &  
Office of Fiscal Affairs

Title Legislative Secretary 3

Legislative Services Agency &  
Depts. Office of Fiscal Affairs

Job Reporting to

Technical or  
Administrative  
Officers

Duties: Under moderate supervision, acts as secretary to a Technical or an Administrative Officer. Performs the following types of work: Handles completely or in part correspondence, telephone or other inquiries which are usually of a complex nature. Assists in setting-up, organizing and maintaining highly confidential records. Arranges for meetings, trips and various appointments. Helps plan workload, schedules and assists Officer in holding to it. Takes dictation and transcribes letters, memos, meeting notes and reports which are normally of a very complex and/or technical nature. May assist in setting-up and maintaining budget and appropriations information files. Maintains inventory and maintenance schedules for equipment/maintains inventory of stationery and supplies for OFA from Purchase & Property Distribution Center and outside sources. Distributes assignments to staff members. Maintains control system for monitoring projects and assignments and maintains a file of all completed assignments. Maintains a file on all bills introduced in the current legislative session. Provides data regarding legislative periodicals, bulletins, research materials, etc. to staff members, legislators and the public. Handles job applicants both by telephone and in person, setting-up interview appointments as required. Performs various functions related to the working area responsibilities; exercises frequent independent judgment to reach predetermined work goals. May operate a word processing machine.

JOB REQUIREMENTS

Special Education:  
2 years secretarial  
science.

Prior Experience:  
2 years secretarial, 3 years  
if applicant does not have  
2 years secretarial science.

Kind of Work Knowledge and Abilities:

Knowledge of legislative and LSA or OFA policies and procedures affecting work area. Knowledge of laws and regulations pertaining to job. Ability to perform secretarial and stenographic duties. Knowledge of supervisor's objectives and ability to aid in reaching these objectives. Knowledge and ability to use usual office equipment. Must be very accurate and detail minded. Ability to establish job priorities. Ability to frequently make independent judgments quickly. Must be diplomatic and tactful to legislators, public, applicants and employees. Ability to act as a confidential secretary to a supervisory officer and to relieve him/her of

Legislative Secretary 3

office detail. Ability to organize secretarial work, sometimes of a confidential nature. Ability to write memoranda and other correspondence as may be required. Ability to talk with visitors, schedule appointments and process requests for information in accordance with established procedures. Ability to take verbatim minutes of meetings, conferences and hearings and transcribe them into authoritative form. Ability to prepare statistical and other reports as may be required. Ability to maintain confidential follow-up and other files. Ability to operate a word processing machine. Ability to read, write and understand instructions.

RESPONSIBILITIES  
(Including Job Performance)

Kind of Equipment: Typewriter, transcriber, reproducing machine, adding machine, calculator, word processing machine.	Examples of records maintained: Legislative bills, staff assignments, employee records, inventory of equipment, etc.	Confidential Matters: Works regularly with confidential matters.
Public Contacts: Legislators, various government officials, all levels of applicants, and public accounting firms.	Errors: Errors in handling confidential records, legislators, scheduling of training classes could have serious results.	

SUPERVISION

Gives: None	Directs up to 0 employees.
Receives: Moderate	Highest Job Supervised: None

The above duties are for job evaluation purposes only and do not define the total details of this position, nor limit the scope of duties of this job.

Revised 2/7/77

JOB DESCRIPTION FORM  
for  
Legislative Services Agency &  
Office of Fiscal Affairs

Title Legislative Secretary 2  
Legislative Services Agency &  
Dept. Office of Fiscal Affairs

Job Reporting to Division Director &  
Assistant Director

Duties: Serves Director or Assistant Director in a confidential capacity under general supervision. Assists Director or Assistant Director in assuming responsibility in delegated project assignments. Handles completely or in part correspondence, telephone or other inquiries which are at times of a complex nature. Arranges for meetings, trips and various appointments. Maintains control system for monitoring projects and assignments of subordinates. Assists Director or Assistant Director in the organization of office systems and routines. Organizes and maintains files and procedures. Takes dictation and transcribes letters, memos, meeting notes and reports which are normally of a complex and/or technical nature as may be related to legislative matters. Screens and distributes mails. Handles special requests from legislators. Maintains up-to-date files of legislature applicable to division procedure. May operate a word processing machine. At times, may supervise the work of lower grade secretaries and staff assistants.

#### JOB REQUIREMENTS

Special Education:	Prior Experience:
2 years secretarial science.	3 years secretarial. 4 years if applicant does not have 2 years secretarial science.

Kind of Work Knowledge and Abilities:  
Knowledge of legislative and LSA or OFA policies and procedures affecting work area. Knowledge of LSA or OFA division objectives. Ability to act as a confidential secretary to an administrative officer and relieve him/her of office detail. Ability to write memoranda and other correspondence as may be required. Knowledge and ability to set-up and maintain office systems and procedures. Knowledge of the latest secretarial and stenographic state of the art. Ability to communicate with people at most levels of government. Ability to talk with visitors at the office, ascertain their reasons for calling, schedule appointments and to handle requests for information in accordance with established procedures. Ability to take verbatim minutes of meetings, conferences and hearings and transcribe them into authoritative form. Ability to prepare statistical and other reports as may be required. Ability to operate a word processing machine.

#### Legislative Secretary 2

Ability to read, write and understand instructions.

#### RESPONSIBILITIES (Including Job Performance)

Kind of Equipment: Typewriter, transcriber, reproducing machine, adding machine, calculator, word processing machine.	Records: Maintains highly confidential files and correspondence of all types.	Confidential Matters: Works with extremely confidential matters.
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Public Contacts: Legislators, various agencies' executives, staff and public.	Errors could have extremely serious results.
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#### SUPERVISION

Gives: Detailed Supervises up to 4 employees.

Receives: General Highest Job Supervised:  
Legislative Secretary 111

The above duties are for job evaluation purposed only and do not define the total details of this position, nor limit the scope of duties of this job.

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JOB DESCRIPTION FORM  
for  
Legislative Services Agency &  
Office of Fiscal Affairs

Title Legislative Secretary 1  
Legislative Services Agency &  
Depts. Office of Fiscal Affairs

Job Reporting to Executive Officer

Duties: Under general supervision, assists a top executive of Legislative Services Agency or Office of Fiscal Affairs by assuming responsibility for delegated project assignments based upon knowledge of the executive's objectives, knowledge of the organization and related policies and procedures. May supervise the work of a group of secretaries and staff assistants. Handles completely or in part correspondence, telephone or other inquiries which are usually of a complex nature. Arranges for meetings, trips and various appointments. Helps plan workload and schedules and assists executive in holding to it. Maintains control system for monitoring projects and assignments of subordinates. Organizes and maintains files and procedures. Takes dictation and transcribes letters, memos, meeting notes and reports which are normally of a complex and/or technical nature as related to the entire Legislative Services Agency or Office of Fiscal Affairs and to various legislative matters. Screens and distributes mail. Handles special requests from legislators as required. Follows progress and keeps executive informed of various legislative bills through Senate and Assembly.

#### JOB REQUIREMENTS

Special Education:	Prior Experience:
2 years secretarial science	4 years secretarial, 5 years if applicant does not have 2 years secretarial science.

Kind of Work Knowledge and Abilities:  
Knowledge of legislative and LSA or OFA policies and procedures affecting work area. Knowledge of State operation, particularly legislative policies and procedures. Knowledge of executive's objectives. Knowledge and ability to set-up and maintain office systems and procedures. Knowledge of the latest secretarial and stenographic state of the art. Ability to anticipate executive's needs and the ability to make necessary decisions. Ability to communicate with the public and all levels of government employees. Ability to write memoranda and other correspondence as may be required. Ability to talk with visitors at the office, ascertain their reasons for calling, schedule appointments and to handle requests for information in accordance with established procedures. Ability to take verbatim minutes of meetings, conferences and hearings and transcribe them into authoritative

#### Legislative Secretary 1

form. Ability to prepare statistical and other reports as may be required. Ability to operate a word processing machine. Ability to read, write and understand instructions.

#### RESPONSIBILITIES (Including Job Performance)

Kind of Equipment: Typewriter, transcriber, reproducing machine, adding machine, calculator, word processing machine.	Records: Maintains highly confidential files and correspondence of all types. Errors could have extremely serious results.	Confidential Matters: Works with extremely confidential matters.
Public Contacts: Legislators, various agencies' executives, staff and public.		

#### SUPERVISION

Gives: Detailed	Supervises up to 4 employees.
Receives: General	Highest Job Supervised: Legislative Secretary II

The above duties are for job evaluation purposes only and do not define the total details of this position, nor limit the scope of duties of this job.

2/7/77

JOB DESCRIPTION FORM  
for  
Legislative Services Agency

Title Legislative Staff Assistant Trainee

Dept. Legislative Services Agency

Job Reporting to

Higher grade staff supervisor

Duties: Under the detailed supervision of a higher grade staff supervisor, types copy from transcription or written material. Performs clerical work of a routine nature which involves a high degree of accuracy. Receives from professional staff work involving bills, bill revision and staff reports. Checks all materials for errors, corrects or refers them to supervisor or professional employees for change. May operate a word processing machine. Performs the above duties as a trainee at the entry level of employment and, therefore, includes a relatively small proportion of difficult tasks.

JOB REQUIREMENTS

Special Education:

Prior Experience:

None. Entry level position

Kind of Work Knowledge and Abilities:

Some knowledge of division policies and procedures. Knowledge of some related State operations. Ability to proof-read. Ability to handle general telephone calls and perform general clerical duties. Ability to type and operate a word processing machine. Ability to read, write and understand instructions.

RESPONSIBILITIES  
(Including Job Performance)

Kind of Equipment:	Records:	Confidential Matters:
Typewriter, transcriber, adding machine and word processing machine.	None	Works with some confidential material.

Public Contacts:	Errors: Mistakes can be costly in time to correct.
None	

SUPERVISION

Gives:	None	Directs 0 employees.
Receives:	Detailed	Highest Job Supervised: None

The above duties are for job evaluation purposes only and do not define the total details of this position, nor limit the scope of duties of this job.

2/7/77

JOB DESCRIPTION FORM  
for  
Legislative Services Agency

Title Legislative Staff Assistant 3

Dept. Legislative Services Agency

Job Reporting to

Higher grade staff supervisor

Duties: Under detailed to moderate supervision of a higher grade staff supervisor, types copy from transcription or written material. Performs related clerical work of a varied nature which requires a high degree of accuracy and knowledge of legislative/division policies and procedures as related to job duties. Receives from professional staff or a higher level employee complex technical work involving bills, staff reports and bill revisions. Checks all materials for errors, corrects or refers them to supervisor or professional employees for change. Prepares and distributes committee agenda minutes, status books and general files. Arranges public hearings. Maintains various legislative minutes. Answers and handles telephone queries from the public and various State officials and employees. May operate a word processing machine.

JOB REQUIREMENTS

Special Education:

Prior Experience:

1 year

Kind of Work Knowledge and Abilities:

Knowledge of division policies and procedures. Knowledge of N.J. State procedures as related to job. Knowledge of typing and word processing machine. Knowledge of reproducing machine. Ability to work with legislators and legislative committees. Ability to read, write and understand instructions.

RESPONSIBILITIES  
(Including Job Performance)

Kind of Equipment:	Examples of records:	Confidential Matters:
Typewriter, transcriber, adding machine and word processing machine.	Committee status books, committee aide books, committee files, mailing lists.	Regularly works with highly confidential material.

Public Contacts:	Errors:
Legislators, public lobbyists, newspaper reporters.	Mistakes can be costly in time to correct.



Legislative Staff Assistant 3

SUPERVISION

Gives: None Directs 0 employees  
Receives: Detailed to Highest Job Supervised:  
moderate None

The above duties are for job evaluation purposes only and do not define the total details of this position, nor limit the scope of duties of this job.

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All

JOB DESCRIPTION FORM  
for  
Legislative Services Agency

Title Legislative Staff Assistant 2

Dept. Legislative Services Agency

Job Reporting to

Higher grade staff supervisor

Duties: Under moderate supervision of a higher grade staff supervisor, types copy from transcription or written material. Receives from professional staff or higher level employeee highly complex work such as bills, staff reports, bill revisions, letters, etc. Checks all materials for errors, corrects or refers them to supervisor or professional employees for change. Calls committee members and sponsors regarding committee meetings. Prepares and distributes committee agenda minutes, status books and general files. Recomputes statistical material where necessary. Answers and handles telephone queries from the public and various State officials and employees. Maintains various legislative minutes. May operate a word processing machine.

JOB REQUIREMENTS

Special Education: Prior Experience:  
3 years.

Kind of Work Knowledge and Abilities:  
Knowledge of division policies and procedures. Knowledge of N.J. State procedures as related to job. Knowledge of typing and word processing machine. Knowledge of reproducing machine. Ability to work with legislators and legislative committees. Ability to read, write and understand instructions.

RESPONSIBILITIES  
(Including Job Performance)

Kind of Equipment: Typewriter, transcriber, adding machine and word processing machine.	Examples of records: Committee status books, committee aide books, committee files, mailing lists.	Confidential Matters: Regularly works with highly confidential material.
Public Contacts: Legislators, public lobbyists, newspaper reporters.	Errors: Mistakes can be costly in time to correct.	



Legislative Staff Assistant 2

SUPERVISION

Gives: None Directs 0 employees  
Receives: Moderate Highest Job Supervised:  
None

The above duties are for job evaluation purposes only and do not define the total details of this position, nor limit the scope of duties of this job.

2/7/77

JOB DESCRIPTION FORM  
for  
Legislative Services Agency

Title Legislative Staff Assistant 1

Dept. Legislative Services Agency

Job Reporting to Higher grade staff supervisor

Duties: Under general supervision of a higher grade staff supervisor, supervises the work of staff assistants and trainees and performs typing and clerical duties. Duties include: Clerical work of a varied nature which requires a high degree of accuracy and knowledge of legislative/division policies and procedures as related to job duties. In addition to supervisory duties, receives from professional staff or a higher level employee complex technical work involving bills, staff reports and bill revisions. Checks all materials for errors, corrects or refers them to supervisor or professional employees for change. Prepares and distributes committee agenda minutes, status books and general files. Arranges public hearings. Maintains various legislative minutes. Answers and handles telephone queries from the public and various State officials and employees. Makes recommendations to supervisor regarding employees' performance reviews and other personnel matters. May operate a word processing machine.

JOB REQUIREMENTS

Special Education: Prior Experience:  
4 years.

Kind of Work Knowledge and Abilities:  
Knowledge of legislative, LSA and division policies and procedures as related to job. Knowledge of typing and word processing machine. Knowledge of State operations as related to division (particularly in the Legislative Branch). Knowledge of training and supervisory techniques. Knowledge of use of office equipment. Ability to work with legislators and legislative committees. Ability to work under pressure when required. Must be accurate, detail minded, very cooperative and helpful. Ability to read, write and understand instructions.

RESPONSIBILITIES  
(Including Job Performance)

Kind of Equipment: Typewriter, transcriber, adding machine and word processing machine.	Examples of records: Committee status books, committee aide books, committee files, mailing lists.	Confidential Matters: Regularly works with highly confidential material.
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Legislative Staff Assistant 1

RESPONSIBILITIES (cont.)

Public Contacts: Legislators, public, lobbyists, news- paper reporters.	Errors: Mistakes can be costly in time to correct.
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SUPERVISION

Gives: Detailed	Directs up to <u>14</u> employees
Receives: General	Highest Job Supervised: Leg. Staff Assistant 2

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The above duties are for job evaluation purposes only and do not define the total details of this position, nor limit the scope of duties of this job.

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2/7/77

APPENDIX I

PROPOSED SUPERVISORY COORDINATOR

JOB DESCRIPTION FORM  
for  
Legislative Services Agency

Title Legislative Staff Supervisor

Dept. Legislative Services Agency

Job Reporting to Assistant Research  
Director

Duties: Under general supervision of the Assistant Research Director, directs and coordinates the activities of the Staff Assistants of the Information and Research Division of Legislative Services Agency.

Example of duties: Ascertains priorities from Assistant Research Director, Supervisors of Research and Research Associates and Assistants.

Instructs new employees on policies, methods and procedures to be utilized in work. Discusses changes in management, work and personnel policies and procedures with staff.

Coordinates employees with workload in order to achieve proper and continuing distribution of work among the staff.

Interviews job applicants and makes recommendations to supervisor regarding their hire. Recommends needed staff training and assists in implementation. Makes recommendations on performance reviews. Handles staff requests for leaves, etc. in accordance with work priorities.

#### JOB REQUIREMENTS

Special Education:  
2 years secretarial  
science.

Prior Experience:  
At least 3 years, 2 of which  
must be in a clerical supervisory  
capacity. 4 years if applicant  
does not have 2 years secretarial  
science.

Kind of Work Knowledge and Abilities: Knowledge of Legislative Services Agency and particularly Information and Research policies and procedures. Knowledge of supervisory techniques, scheduling, training, communicating, interviewing, directing and handling employee work related problems. Ability to reach job goals in a friendly but positive manner. Knowledge of usage of modern office equipment. Ability to read, write and understand instructions.

#### RESPONSIBILITIES (Including Job Performance)

Kind of Equipment:  
modern office

Records: Work  
schedules, per-  
formance reviews.

Confidential Matters:  
employee related  
matters.

Public Contacts:  
very few

#### SUPERVISION

Gives: Detailed Supervises up to 28 employees

Receives: General Highest job supervised:  
Legislative Staff Assistant I

The above duties are for job evaluation purposes only and do not define the total details of this position, nor limit the scope of duties of this job.

**5519**

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