



# People Forward: Human Capital Trends and Innovations New Jersey

This factsheet provides an overview of state personnel trends and processes identified as part of *Grading the States 2008*, the Pew Center on the States' 50-state report card on state government management. To assess state performance in the People category, the Government Performance Project team examined how well a state manages its employees. Among many other factors, the team of management experts reviewed how state human resource systems go about hiring, retaining, developing and rewarding high performing employees. For full grading criteria, additional data reports, and a variety of promising new practices in recruitment strategies and leadership development identified during the course of the study, access the full report, *People Forward: Human Capital Trends and Innovations*, at [www.pewcenteronthestates.org/gpp](http://www.pewcenteronthestates.org/gpp).

## Criterion 1

### Conducting and updating a thorough analysis of a state's human capital needs.

#### Observations

- The state's "EEO and Workforce Development Plan" includes a trend analysis; a current supply analysis; a profile of future workforce needs; and action plans for workforce recruitment, selection, training and development, information technology and organizational change. This document also is linked to state budget forecasts.
- The state produces a five-year "HR Strategic Plan" that links workforce planning efforts to the state's strategic direction.
- The New Jersey Department of Personnel (DOP) provides a robust workforce planning guide to state agencies, as well as electronic versions of the files necessary to complete the agency plans. More than one-half of state agencies used these resources to publish workforce plans in FY 2006.

## Criterion 2

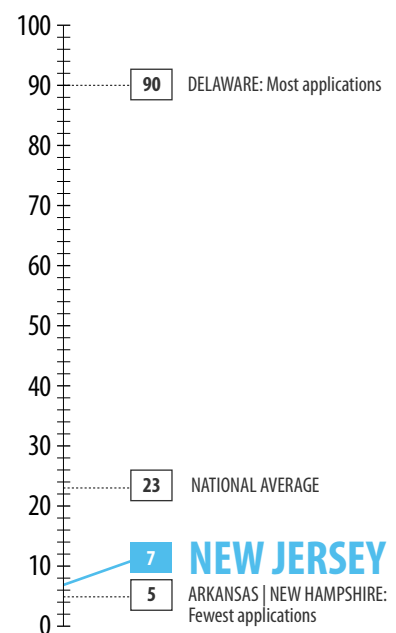
### Acquiring the employees a state needs.

Average time to fill open classified positions	Average number of applications per classified job opening	New hire turnover rates	
78 days	7	Voluntary	NA
		Involuntary	10.0%

#### Observations

- The state clearly has difficulty acquiring a sufficient number of applicants for state jobs, with an average of only seven applications per open position. This may be due in part to the fact that a per-application fee is required to be considered for open jobs.
- The central hiring Web site lacks information about state employment and would benefit from online application functionality and more robust search features for open positions.
- The reported figure of 78 days to fill open positions pertains only to positions for which an eligibility list has been generated; the time is nearly doubled if no eligibility list is available.

#### APPLICATIONS PER OPEN CLASSIFIED POSITION



**Criterion 3** Retaining a skilled workforce.

Classified job turnover rates	
Total	6.3% <sup>1</sup>
Voluntary	2.6%
Involuntary	1.0%
Retired	2.5%
Layoff	0.0%

Total classified compensation (2007 dollars)	\$56,400
Fringe benefits as a percentage of salary, classified employees	27.9%
Percentage of health insurance premiums paid by employees	8.2%
Grievances per 1,000 classified employees	2

<sup>1</sup> Job turnover rate components may not add up to total turnover rate due to rounding.

**Criterion 4** Developing a state's workforce.

Average hours of training	
Per employee	9
Per manager	11

Training expenditure	
As a percentage of total payroll cost	0.6%
Per employee	NA
Per manager	NA

Employee development	
Total number of development programs	4
Hours in senior leadership program	33
Percentage of employees with a career plan	NA

**Observations**

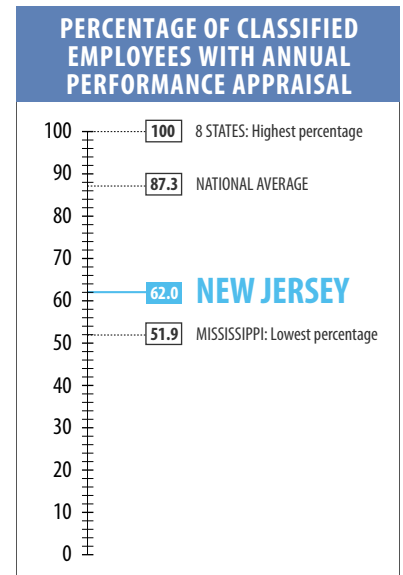
- Although the figures reported above represent only the training hours provided by the central DOP, the figures reported by the Department of Corrections and the Division of Youth and Family Services were significantly below average as well.
- New Jersey plans to implement a statewide learning management system that will allow for the delivery of additional training content online and offer the ability to track, monitor and report on employee development activities and expenditures at both the agency and statewide levels.
- The Human Resource Development Institute (a division of DOP) provides a six-level Certified Public Manager program that consists of more than 200 hours of training; a customized version of the program is made available to law enforcement personnel.

**Criterion 5** Managing a state's workforce performance programs effectively.

Percentage of classified employees with an annual performance appraisal	Time to terminate classified employees for	
62.0%	Performance problems	50 days
	Behavior problems	50 days

**Observations**

- The state uses two separate performance evaluation programs—one for managers and non-union supervisors and employees, and one for unionized supervisors and employees. Both programs include an annual performance agreement that links employee performance with agency objectives and encourages employee development planning.
- The state makes very little use of performance-related compensation; only a small fraction of the workforce is eligible for performance bonuses. The state does, however, hold an annual Public Service Recognition Week, during which hundreds of employees are recognized for their dedication in serving the state's residents.
- A lengthy process for addressing performance problems coupled with a low involuntary turnover rate among classified employees indicates that the state may struggle with terminating employees for cause.



The Government Performance Project examined human capital management operations in all 50 states. States that did not submit sufficient data for inclusion in these data tables were assessed based on public documents and interviews. Information marked by an asterisk (\*) was extracted from state sources independently of the GPP survey. "NA" indicates insufficient data. The information included in this report is current as of February 1, 2008.