

*IPMA Assessment Council Conference
Partnership Between
Federal, State and Local Government*

Linking Into National Databases

*Christine Todd Whitman
Governor, The State of New Jersey*

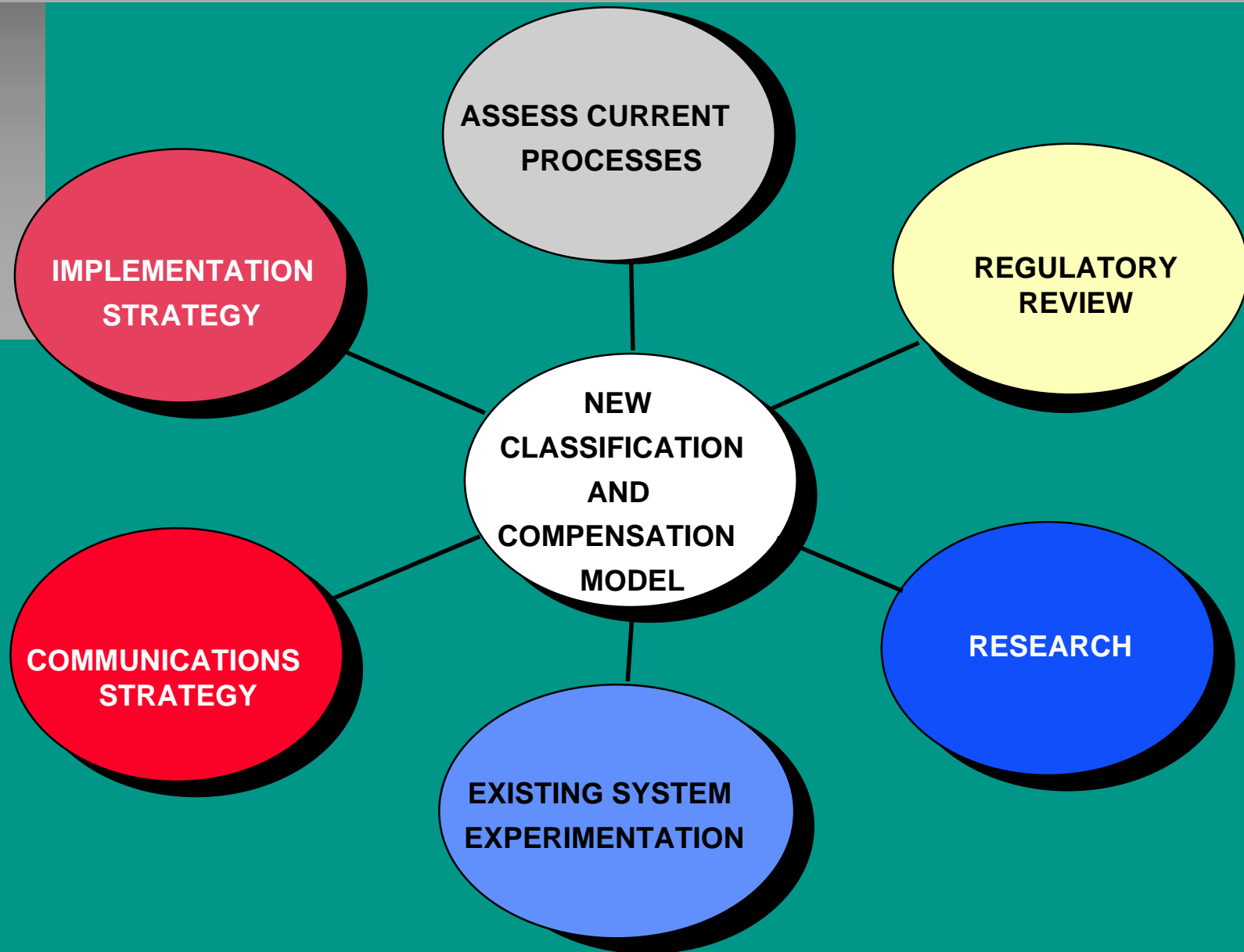
*Linda M. Anselmini
Commissioner, New Jersey Department of
Personnel*

*Lora L. Levosky (Presenter)
Deputy Commissioner,
New Jersey Department of Personnel*



*History of New Jersey's
Classification System*

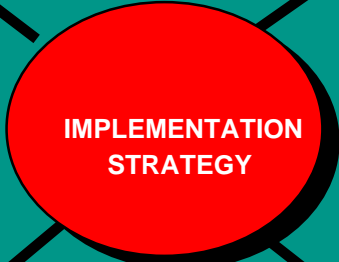
CLASSIFICATION & COMPENSATION PROJECT



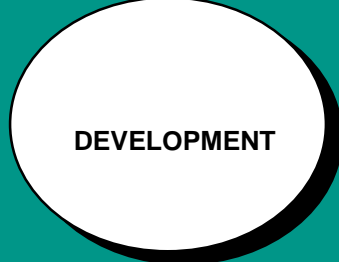
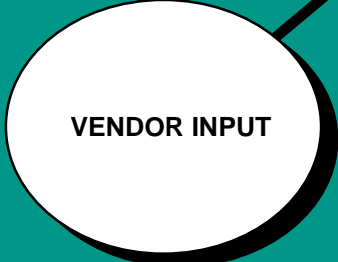
PHASE 1 - RESEARCH



PHASE 2 - FOCUS GROUPS



- PARTICIPANTS:**
- LEAGUE OF MUNICIPALITIES
 - LOCAL GOVERNMENT APPOINTING AUTHORITIES
 - STATE APPOINTING AUTHORITIES
 - PUBLIC SECTOR MANAGERS ASSOCIATION
 - DEPARTMENT OF PERSONNEL STAFF
 - OFFICE OF EMPLOYEE RELATIONS
 - EMPLOYEE REPRESENTATIVES
 - AFFIRMATIVE ACTION OFFICERS
 - FIRE ADVISORY BOARD
 - POLICE ADVISORY BOARD
 - "GRASS ROOTS" EMPLOYEES
 - NEW JERSEY GENERAL ASSEMBLY
 - NEW JERSEY SENATE

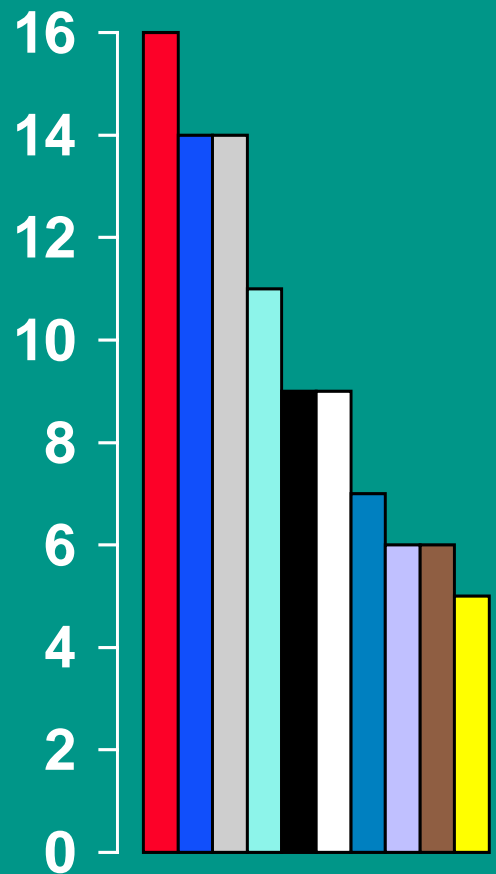


**PHASE 3 -
PART 1 - DESIGN &
DEVELOPMENT**

**PART 2 - TRAINING &
IMPLEMENTATION**

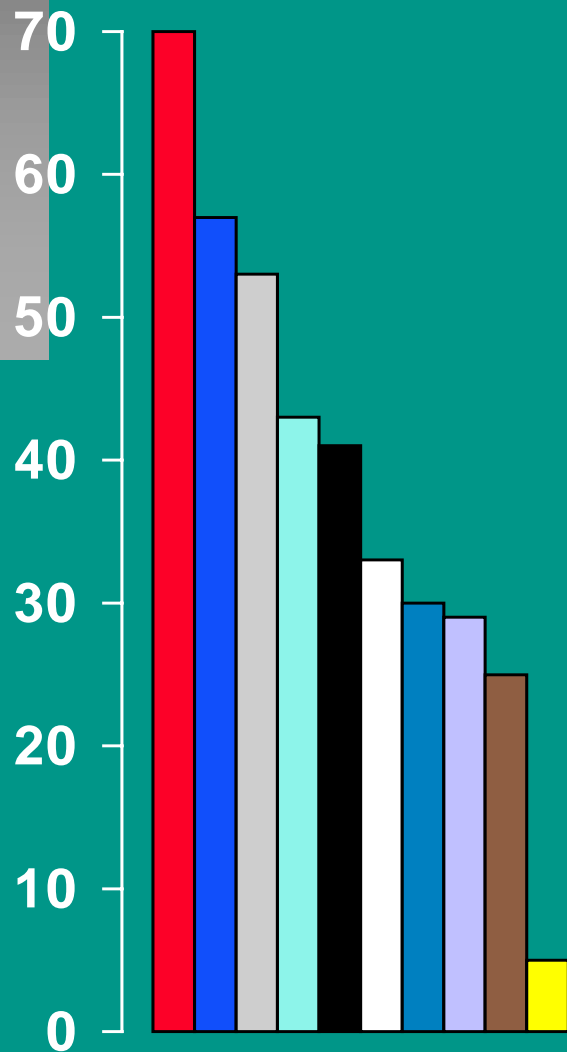
**IMPLEMENTATION MODEL
CLASSIFICATION AND COMPENSATION
PROJECT**

Classification & Compensation Focus Group Results - Top 10 List of "MUSTS"



- Job Performance Based Pay
- Employee Growth & Development
- Internal Pay Equity
- Skill Based Pay
- Managerial Flexibility
- Broadbanding
- Flexible Job Descriptions
- Easy to Understand
- Reduction of Existing Titles
- Classifications Skill-based

Classification and Compensation Focus Group Results - Top 10 List of “Wants”



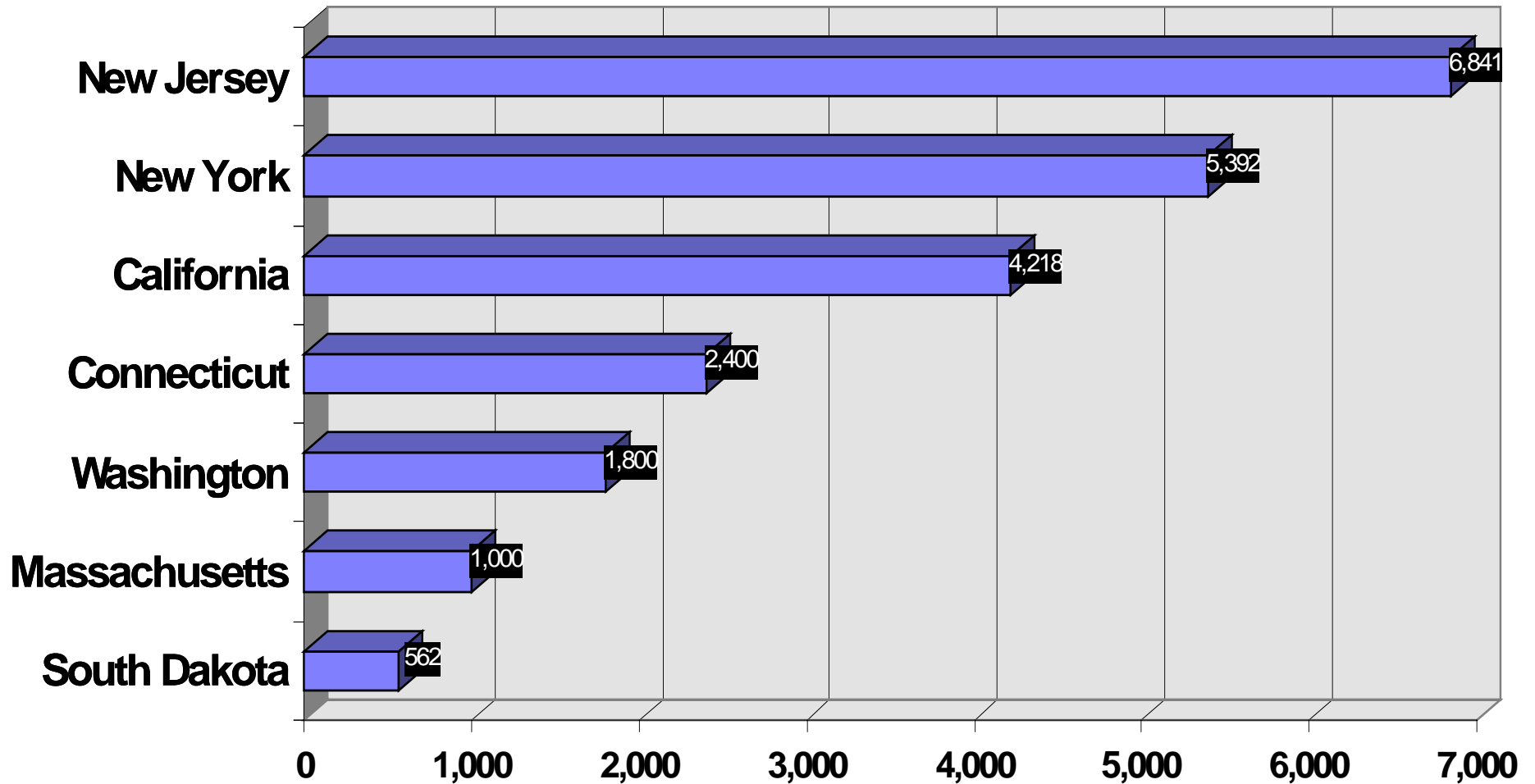
- Managerial Flexibility**
- Broadbanding**
- Job Performance Based Pay**
- Market Driven Structure**
- Internal Pay Equity**
- Reduction in Existing Titles**
- Flexible Job Descriptions**
- Easy to Administer**
- Easy to Understand**
- Classifications Skill-based**



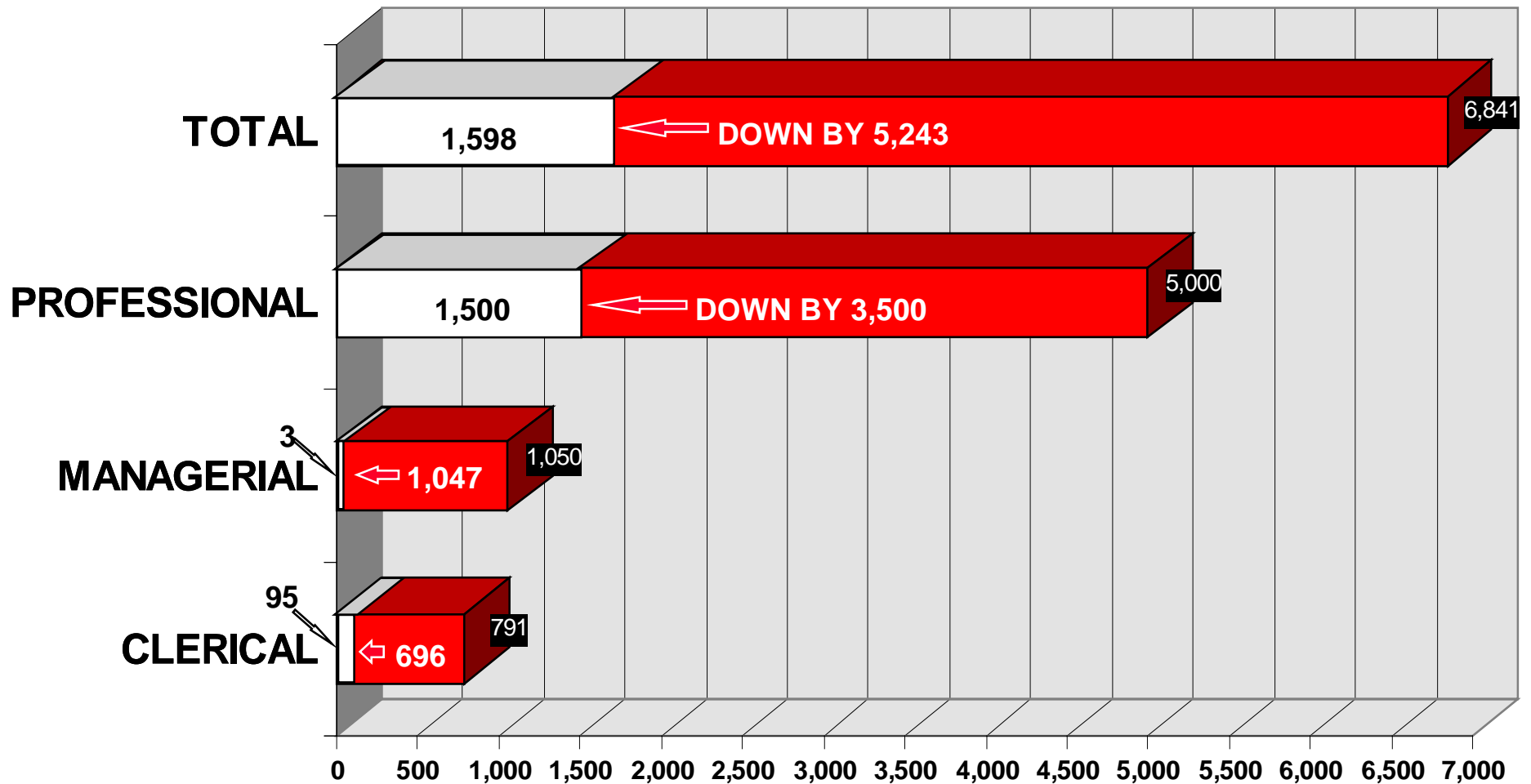
The Problem for New Jersey

Too Many Titles

Classification/Compensation Job Titles



Impact of HR Manager & SOC on NJ Classifications



New Jersey's Partnership with USOPM

- *New Jersey and USOPM are working in Partnership to link NJ job titles to the Federal Classification System...later to include linkage to ONET & SOC*
- *USOPM has completed nationwide occupational analysis on managerial & clerical/technical & professional occupations.*

- *The first step is to develop a crosswalk between NJ and USOPM. NJ provided USOPM with lists of critical tasks for each of its 551 clerical/technical occupations. USOPM is analysing the tasks involved to match against the 67 Federal clerical/technical occupations.*
- *Because there are only 67 Federal clerical/technical occupations for NJ's over 500 titles, the analysis will provide critical analysis for the consolidation of job series.*

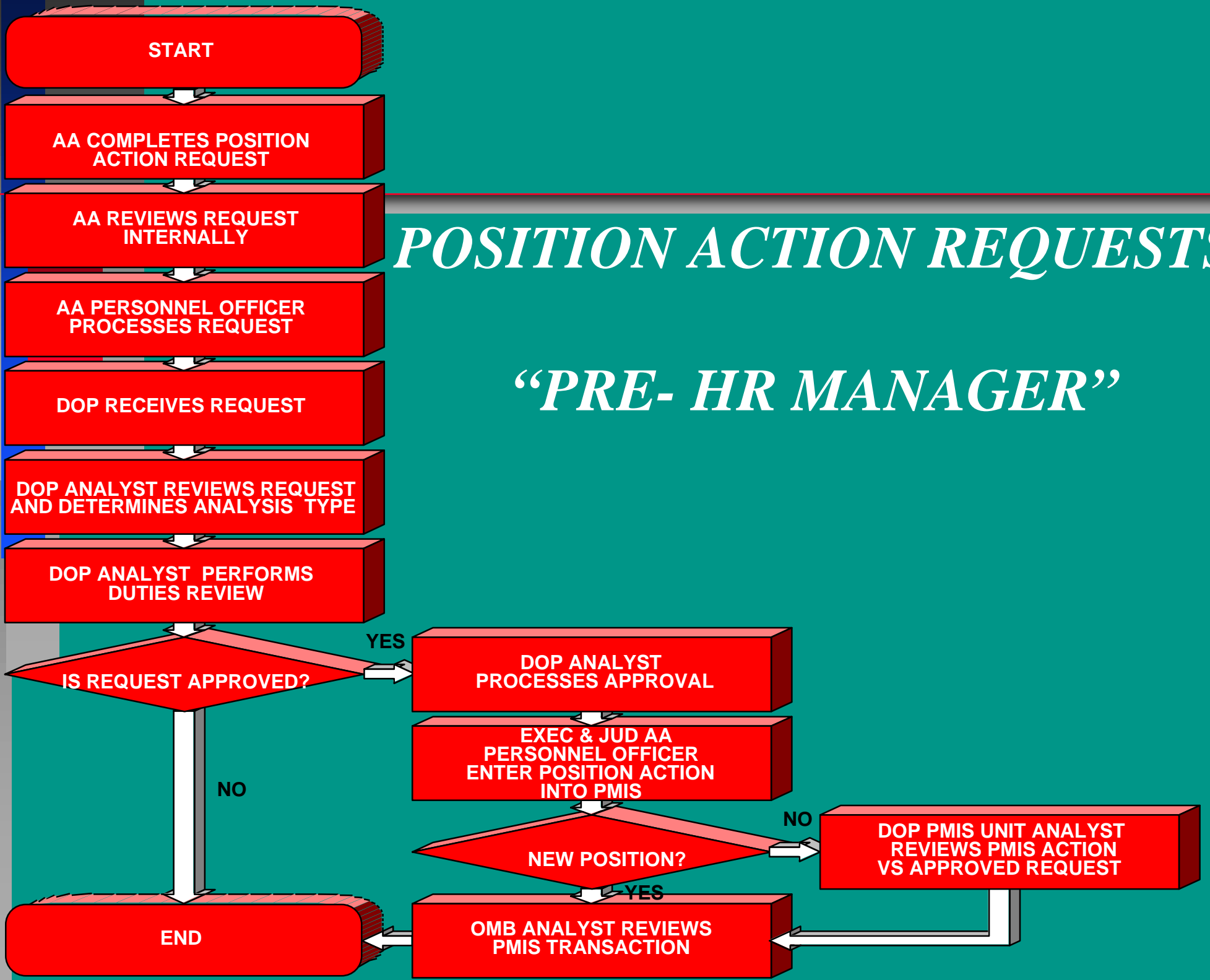
- *Later, a similar analysis will be conducted to link NJ's managerial and professional/administrative occupations into the Federal system.*
- *Because the Federal data bases are being used to inform the new SOC and ONET, the linkage of the data to NJ occupations will provide the mechanism for linking NJ into these national classification systems.*



How HR Manager Will be Used

POSITION ACTION REQUESTS

“PRE- HR MANAGER”



POSITION ACTION REQUESTS

WITH HR MANAGER

START

AA ENTERS POSITION
REQUEST INTO HRIS

AA CLASSIFIES POSITION THRU
HR MANAGER & REVIEWS
BUDGET IMPLICATIONS

HRIS UPDATED UPON REQUEST
APPROVAL

DOP PERFORMS POST AUDIT ON
RANDOM BASIS

END

Continuous Testing

- Open competitive testing
- 500 clerical titles grouped in 8 categories
- One application and one test to apply for multiple job titles across multiple jurisdictions
- Also able to assess special skills (typing, steno, data entry)
- Ongoing recruitment - job seekers can register and take examination at any time (once/year)
- Scored on-site; placed in open register ("pool")
- No lists - applicants drawn from "pool"
- Eligibles will always be available in "pool" to meet AA need
- Certify a "band" of eligibles to be considered for hire
- Hiring time dramatically reduced
- Eliminates need to hire provisionals

CROSSWALKED TITLES

<u>FEDERAL TITLE NAME</u>	<u>RECOMMENDED NJ TITLE</u>		<u># OF CURRENT TITLES</u>
	<u>#1</u>	<u>#2</u>	
Management Clerical and Assistance- entry level	Management Assistant 1	Administrative Clerk 1	84
Management Clerical and Assistance- full performance level	Management Assistant 2	Administrative Clerk 2	2
Legal Clerk & Technician- entry level	Legal Support Worker 1	Legal Clerk 1	70
Legal Clerk & Technician-full performance level	Legal Support Worker 2	Legal Clerk 2	30
Work Unit Supervising- entry level	Administrative Support Supervisor 1	Clerical Supervisor 1	44
Work Unit Supervising-full performance level	Administrative Support Supervisor 2	Clerical Supervisor 2	36
Secretary- entry level	Secretarial Support Worker 1	Secretary 1	34
Secretary- full performance level	Secretarial Support Worker 2	Secretary 2	29
Legal Instruments Examining- entry level	Legal Documents Worker 1	Legal Documents Clerk 1	32
Legal Instruments Examining- full performance level	Legal Documents Worker 2	Legal Documents Clerk 2	1
Clerk-Stenographer & Reporter-all levels	Clerk Stenographer	Clerk Stenographer	28
Clerk Typist-entry level	Clerk Typist 1	Clerk Typist 1	23
Clerk Typist-full performance level	Clerk Typist 2	Clerk Typist 2	17
Data Transcriber- entry level	Data Transcriber 1	Data Transcriber 1	12
Data Transcriber- full performance level	Data Transcriber 2	Data Transcriber 2	8
Personnel Clerical and Assistance- entry level	Personnel Worker 1	Personnel Clerk 1	9
Personnel Clerical and Assistance- full performance level	Personnel Worker 2	Personnel Clerk 2	4
Archives Technician-all levels	Archives Technician	Archives Technician	8
Office Automation Clerical and Assistance- entry level	Office Automation Assistant	Office Automation Assistant	8
Contact Representative-entry level	Customer Support Representative 1	Customer Support Representative 1	8
Contact Representative-full performance level	Customer Support Representative 2	Customer Support Representative 2	1
Medical Clerk-entry level	Medical Support Worker 1	Medical Clerk 1	6
Medical Clerk-full performance level	Medical Support Worker 2	Medical Clerk 2	2
Information Receptionist -entry level	Information Receptionist 1	Information Receptionist 1	4
Information Receptionist -full performance level	Information Receptionist 2	Information Receptionist 2	3
Claims Clerical-entry level	Claims Worker	Claims Clerk	3
Miscellaneous Clerical & Assistance	General Clerical Worker	Clerk	2
Mail and File-entry level	Document Support Worker 1	Document Clerk 1	2
Mail and File-full performance level	Document Support Worker 2	Document Clerk 2	2
Accounting Technician- entry level	Accounting Assistant 1	Accounting Assistant 1	2
Accounting Technician- full performance level	Accounting Assistant 2	Accounting Assistant 2	1
Cash Processing-full performance level	Revenue Processor	Tax Clerk	2
Medical Records Technician-full performance level	Medical Records Technician	Medical Records Technician	2
Editorial Assistance-full performance level	Editorial Assistant	Editorial Assistant	1
Library Technician-entry level	Library Technician	Library Technician	1
Compliance Inspection & Support-full performance level	Inspection Support Worker	Inspection Clerk	1
Equipment Operator-entry level	Office Equipment Operator	Office Equipment Operator	1
Budget Clerical & Assistance-full performance level	Budget Assistant	Budget Assistant	1
Tax Examining-full performance level	Tax Assistant	Tax Assistant	1
General Claims Examining-full performance level	Claims Assistant	Claims Assistant	1
			526

COMPETENCY CROSSWALK

**USOPM
COMPETENCIES
READING**

WRITING

**ARITHMETIC/MATHEMATICAL REASONING
TECHNICAL COMPETENCE**

**MEMORY
LISTENING
TEACHES OTHERS
LEADERSHIP
CONSCIENTIOUSNESS
INTEGRITY/HONESTY**

TEAMWORK

**RELATED NJ KSA
DESCRIPTORS**

**READING COMPREHENSION
INFORMATION COMPARISON
GRAMMAR & PUNCTUATION
SPELLING
ENGLISH USAGE**

**MATH
TYPING
STENOGRAPHY
TRANSCRIPTION
DATA ENTRY
ALPHANUMERIC FILING
INDEXING
STOCK & STORAGE
LOG/COUNTING
TERMINOLOGY/SPELLING
TERMINOLOGY/SPELLING
PRACTICES
POSTING
FOLLOW ORAL DIRECTIONS
FOLLOW ORAL DIRECTIONS
TRAIN/DEVELOP EMPLOYEES
MOTIVATE EMPLOYEES
CONSCIENTIOUSNESS
ETHICAL JUDGEMENT
HONESTY
MAINTAIN CONFIDENTIALITY
WORK WITH CO-WORKERS
COOPERATION**

JOB ANALYSIS PROCESS

**REVIEWED 600 CLERICAL CLASSIFICATION
SPECIFICATIONS**

**GROUPED TITLES INTO 8 CATEGORIES
(SEE PREVIOUS SLIDE)**

**REVIEWED TEST PLANS FROM PRIOR CLERICAL
EXAMS TO IDENTIFY COMMON "TESTABLE" ITEMS**

**REVIEWED UJA DATABASE TO IDENTIFY "TESTABLE"
KNOWLEDGE, SKILLS AND ABILITIES**

**CREATED MATRIX OF COMMON AND UNIQUE
"TESTABLE" JOB ELEMENTS**

**COMPARED NJ'S JA DATA WITH USOPM'S JOB
COMPETENCIES & DESIGNED TEST PLAN
RECOGNIZING BOTH**

HOW CONTINUOUS TESTING "POOLS" ARE USED

*JOB ORDER SUBMITTED BY
APPOINTING AUTHORITY (AA)*

*NAMES IN POOL ARE SORTED
BY RESIDENCY, SPECIAL SKILLS
AND TEST SCORES*

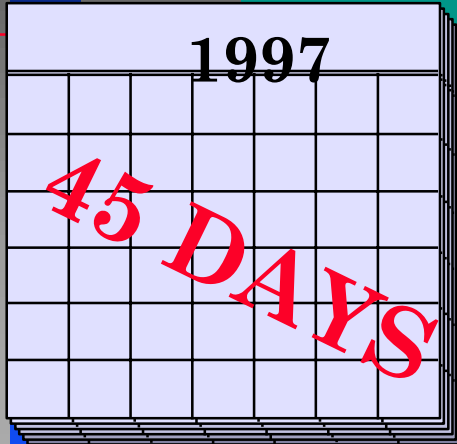
*CERTIFICATION PROVIDED TO
AA - FOR EXAMPLE, IF AA NEEDS TO
FILL 8 POSITIONS, WE PROVIDE 10
NAMES. SCORES ARE BANDED SO
EACH ELIGIBLE HAS THE SAME
SCORE; VETERAN'S PREFERENCE
APPLIES*

**CERTIFICATION
OF ELIGIBLES
TITLE**

NAMES



HOW CONTINUOUS TESTING "POOLS" ARE USED (P.2)



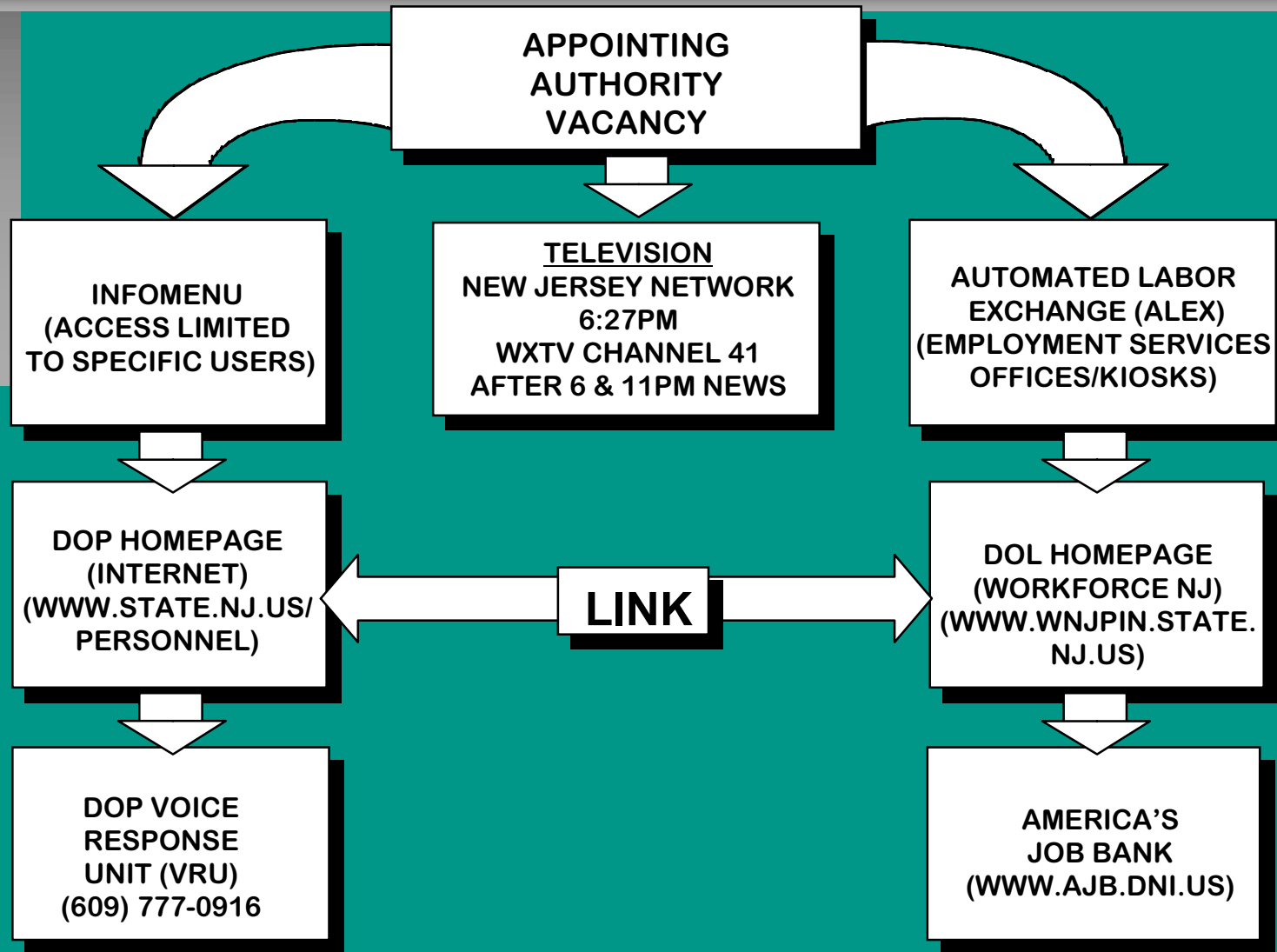
*AA HAS 45 DAYS TO DISPOSE OF
CERTIFICATION BEFORE IT EXPIRES*

*CERTIFIED ELIGIBLES NOT
APPOINTED ARE RETURNED
TO THE POOL*



*ELIGIBLES REMAIN IN THE POOL
FOR A MAXIMUM OF ONE YEAR*

Enhanced Media Options





Next Steps

Title Consolidation Implementation Plan

- Compare and crosswalk New Jersey job titles to US Office of Personnel Management (OPM)
 - Analysis
 - Matching NJ and USOPM Tasks
 - Matching USOPM titles with NJ titles (computer)
 - Analyze overlap statistics and matches
- 1. Clerical Titles
- 2. Managerial and Supervisory Titles
- 3. Professional Titles
- 4. Semi-skilled and Skilled Titles

Title Consolidation Implementation Plan (P.2)

- Design compensation scheme for banded titles
- Determine costs of the new system
- Market and sell the new system
- Train users (managers and staff)
- Production Turnover and Start-up
- Post Implementation Evaluation