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2011 Innovations Awards Application

DEADLINE: MARCH 28, 2011

ID # (assigned by CSG): 2011- _____

Please provide the following information, adding space as necessary:

State: New Jersey

Assign Program Category (applicant): Personnel (Use list at end of application)

1. Program Name
Title Consolidation Initiative
2. Administering Agency
New Jersey Civil Service Commission
3. Contact Person (Name and Title)
Peter Lyden, Manager, Communications
4. Address
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<http://www.state.nj.us/csc/>
9. Please provide a two-sentence description of the program.
The Title Consolidation Initiative is a collaborative effort between the New Jersey Civil Service Commission and representatives of the local jurisdictions it serves to survey, inventory and evaluate titles with similar skills and competencies in an effort to combine as many as possible into broadly defined classes. The goal is to reduce the number of titles by one-third; as of this writing, approximately 1,100 titles out of nearly 8,000 have been eliminated.
10. How long has this program been operational (month and year)? Note: the program must be between 9 months and 5 years old on March 28, 2011 to be considered.
The program was initiated in March, 2010.
11. Why was the program created? What problem[s] or issue[s] was it designed to address?
Since taking Office, a priority for Governor Chris Christie has been to strengthen the state workforce, eliminate wasteful spending, and improve government operations. The State of New Jersey and the 417 jurisdictions that participate in its Civil Service system began the year 2010 with over 8,000 job titles combined. Like sediment at the bottom of a river, they had accumulated gradually over the years, but

now impeded the swift and safe navigation of budgetary realities. It fell upon the backs of taxpayers to tote the barge of antiquated and duplicative public sector jobs over the shoals of shortfalls.

Classification reform is a key component to accomplishing the Governor's goals for a more effective government. The goals of the Title Consolidation Initiative are to eliminate barriers that appointing authorities face in the current classification system and to provide a framework that allows them greater flexibility to manage their workforces, broaden employee mobility, improve productivity, and provide more cost-effective service delivery to taxpayers.

12. Describe the specific activities and operations of the program in chronological order.

Last year, the Civil Service Commission was tasked by Chair/CEO Robert M. Czech with reducing the State and local job titles in its classification system. He spearheaded creation of a Title Consolidation Committee with approximately 10 members representing the New Jersey League of Municipalities, New Jersey Association of Counties, and a cross-section of North-, South- and Central-Jersey County and municipal government representatives acting for large, medium and small local civil service jurisdictions. The Committee met over a period of months to review the goals and align them with the day-to-day needs of appointing authorities. They conducted a thorough review of job descriptions and titles at municipal, county, and State levels to determine which were essential and which were duplicative, obsolete, or too specific. At the state level, CSC staff met with a number of agency representatives, consulted with the Office of Employee Relations (OER) on potential contractual issues, and advised unions of specific changes. Internal Civil Service Commission staff in the Division of State and Local Operations completed the administrative work of ensuring the titles consolidated have comparable knowledge, skills, abilities and experience, as well as being consistent with the Hay Evaluation schema. As titles were consolidated, affected appointing authorities utilizing the titles were contacted regarding impact on their organization.

13. Why is the program a new and creative approach or method?

The Title Consolidation Initiative is unique in two respects: first, New Jersey is one of just four states that have administrative oversight for civil service entities beyond the State government; second, the Initiative is a collaborative effort of the State Civil Service Commission and representatives of the county and municipal hiring agencies it serves. Instead of imposing a top-down solution, the Title Consolidation Initiative brought stakeholders into the room over a period of months to review the goals of the process and align them with the day-to-day needs of appointing authorities.

14. What were the program's start-up costs? (Provide details about specific purchases for this program, staffing needs and other financial expenditures, as well as existing materials, technology and staff already in place.)

The Title Consolidation Initiative has no dedicated line-item budget. The effort is funded through the direct appropriation for salaries of Civil Service Commission staff. Other local government representatives and agencies serve pro bono.

15. What are the program's annual operational costs?

See number 14.

16. How is the program funded?

See number 14.

17. Did this program require the passage of legislation, executive order or regulations? If YES, please indicate the citation number.

No.

18. What equipment, technology and software are used to operate and administer this program?

No special technology etc. is used to administer the program. It is administered as part of normal operations.

19. To the best of your knowledge, did this program originate in your state? If YES, please indicate the innovator's name, present address, telephone number and e-mail address.

The overall concept of title consolidation did not originate in NJ. Other states have had consolidation programs; however, our initiative is not modeled specifically after another state's program, and is unique in that it is a collaboration among State, county, and municipal stakeholders. It was created by Robert M. Czech, Chair/CEO, NJ Civil Service Commission, 44 South Clinton Ave., PO Box 317, Trenton, NJ 08625-0317; 609-292-6547; robert.czech@csc.state.nj.us .

20. Are you aware of similar programs in other states? If YES, which ones and how does this program differ?
No. See number 19.

21. Has the program been fully implemented? If NO, what actions remain to be taken?

The program is an ongoing effort with an eventual target of eliminating one third of the approximately 8,000 titles extant at the inception. As of this writing, approximately 1,100 have been eliminated.

22. Briefly evaluate (pro and con) the program's effectiveness in addressing the defined problem[s] or issue[s]. Provide tangible examples.

In addition to the title reduction and consolidation noted in number 21, the program has been a major component in the success of the reorganizations of the Departments of Environmental Protection and the Treasury and the Motor Vehicle Commission.

23. How has the program grown and/or changed since its inception?

The goals and objectives of the program have been focused and defined since the outset. If anything, the efforts have shifted from development of targeted title lists to implementation as the Initiative has progressed.

24. What limitations or obstacles might other states expect to encounter if they attempt to adopt this program?

The chief impediment, if any, would be resistance from incumbent employees and, especially, bargaining units to changes in job titles and description. The New Jersey Civil Service Commission has been able to keep this largely in check by stressing the advantages to employees, including increased job mobility and opportunity for advancement; ensuring that unions are kept abreast of contemplated and completed changes; and enlisting the input of county- and municipal-level appointing authorities from the outset.

CSG reserves the right to use or publish in other CSG products the information provided in this application. If your agency objects to this policy, please advise us in a separate attachment.



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2011 Innovations Awards Application Program Categories and Subcategories

Use these as guidelines to determine the appropriate Program Category for your state's submission and list that program category on page one of this application. Choose only one.

Infrastructure and Economic Development

- Business/Commerce
- Economic Development
- Transportation

Government Operations and Technology

- Administration
- Elections
- Information Systems
- Public Information
- Revenue
- Telecommunications

Health & Human Services

- Aging
- Children & Families
- Health Services
- Housing
- Human Services

Human Resources/Education

- Education
- Labor
- Management
- Personnel
- Training and Development
- Workforce Development

Natural Resources

- Agriculture
- Energy
- Environment
- Environmental Protection
- Natural Resources
- Parks & Recreation
- Water Resources

Public Safety/Corrections

- Corrections
- Courts
- Criminal Justice
- Drugs
- Emergency Management
- Public Safety

Save in .doc or rtf. Return completed application electronically to innovations@csg.org or mail to:

CSG Innovations Awards 2011
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This application is also available at www.csg.org.