



State of New Jersey Civil Service Commission

# 2019 Annual Report

#CSCWorksForYou

## OUR STORY

CIVIL SERVICE  
COMMISSION  
STATE OF NEW JERSEY

Philip D. Murphy  
Governor

Sheila Y. Oliver  
Lt. Governor

Deirdrè L. Webster Cobb  
Chair/Chief Executive Officer



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# MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER

2019 Annual Report



On behalf of the Civil Service Commission (CSC), I am pleased to share with you the 2019 edition of our Annual Report. We chose the theme, “Our Story,” to provide insight by highlighting the great work our agency and employees do each day.

Here at CSC, we are committed to building an environment of excellence in advancing New Jersey government with fair and efficient human resources responsive to the needs of the Civil Service workforce. We believe that each employee contributes directly to the CSC’s growth and success, and we hope you will enjoy reading the accomplishments of our organization.

We recently launched our tagline #CSCWorksForYou to brand the organization as a resource and service to our constituent base, which includes both State and local government appointing authorities and employees. Our goal is to work diligently to provide excellent customer service to our constituents including expert problem solving, responsiveness and transparency and education. Please make sure to share our annual report with your peers and colleagues. A copy of our annual report can also be found on our website at: <https://www.nj.gov/csc/>.

Lastly, I encourage you to take advantage of my open-door policy. If you have any issues or helpful suggestions that you would like to bring to my attention, please do not hesitate to contact my office directly.

Sincerely,

A handwritten signature in black ink that reads "Deirdre L. Webster Cobb".

Deirdré L. Webster Cobb, Esq.  
Chair/Chief Executive Officer  
New Jersey Civil Service Commission

# BRIEF HISTORY

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**The State of New Jersey Constitution, Article VII - Section 1, Paragraph 2**, states “Appointments and promotions in the civil service of the State, and of such political subdivisions as may be provided by law, shall be made according to merit and fitness to be ascertained, as far as practicable, by examination, which, as far as practicable, shall be competitive; except that preference in appointments by reason of active service in any branch of the military or naval forces of the United States in time of war may be provided by law”. “To meet this Constitutional mandate, in 1908, the New Jersey legislature created the Civil Service Commission.”

After the adoption of the 1947 State Constitution, the new Department of Civil Service was established as one of the principal executive departments, with the Civil Service Commission continuing as a prime entity. The full “merit and fitness” provision that was in the original 1908 law was now included in the 1947 State Constitution.

As the State has acquired more responsibilities and more employees, the civil service system has expanded to meet these needs. Many improvements in the selection system have been developed and implemented. Innovative programs at the time, such as the Employee Advisory Service and the Suggestion Award Program were created. The Division of Equal Employment Opportunity and Affirmative Action (EEO/AA) was established in 1977 by Executive Order and then was statutorily established in 1981.

The 1986 Civil Service Act (Title 11A) established the New Jersey Department of Personnel, which included a bipartisan Merit System Board and a Commissioner of Personnel. The Merit System Board has rulemaking and quasi-judicial functions and the Commissioner, who also serves as chairperson of the Merit System Board, has executive and technical responsibilities. The new organization replaced the Department of Civil Service, the Civil Service Commission, and the President of the Commission. The Administrative Code (Title 4A) was revised based on this new statute.

Under the 1986 law, the Commissioner of Personnel was allowed to delegate certain personnel functions to appointing authorities and was permitted to consolidate personnel functions for efficiency and economy. The law provided for the establishment of a Senior Executive Service, advisory boards, one-year pilot programs outside the provisions of existing law and rules, mandated performance reviews, flexibility in pay structure and in the duration of employment lists, promotions from noncompetitive to competitive career (formerly known as ‘classified’) positions, the adoption of rules that reduce the extent of bumping in layoffs, and voluntary alternatives to layoffs. The “rule of three” was retained, but without several cumbersome tie-breaking mechanisms. Although employees were still be given opportunity for a hearing by the appointing authority before major disciplinary action was taken, prior hearing was not required if the employee’s conduct posed a threat to the public or other employees or if the employee was facing criminal charges. The preference to disabled veterans and veterans was continued without changes.

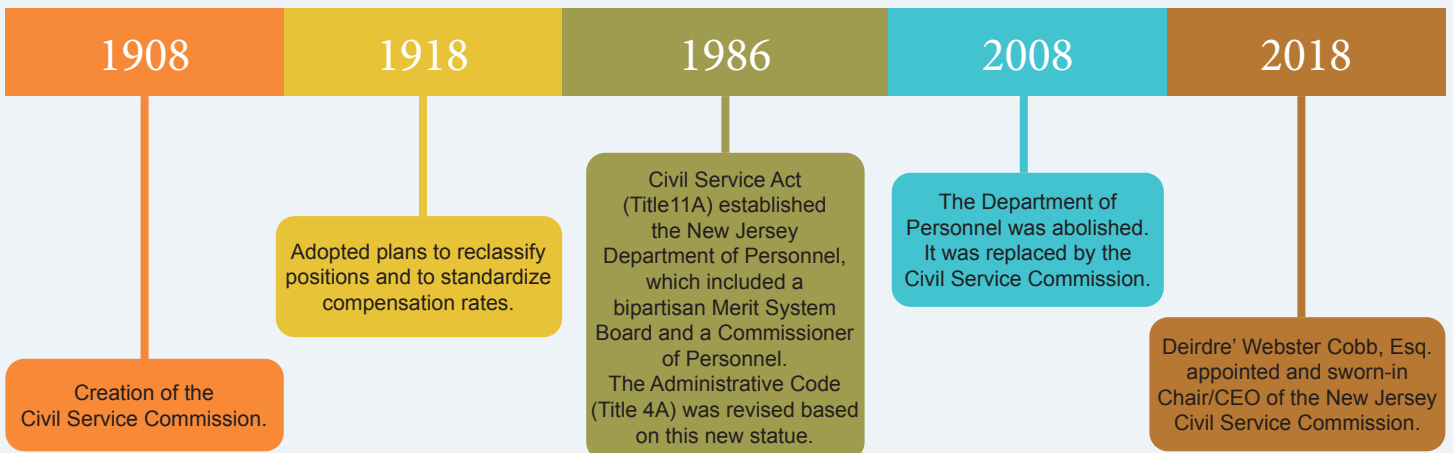
# BRIEF HISTORY CONTINUED

## 2019 Annual Report

On June 30, 2008, the law was revised by Chapter 29 of the Laws of 2008. The Department of Personnel was abolished as a principal executive department. It was replaced by the Civil Service Commission, which is in, but independent of any supervision or control by the Department of Labor and Workforce Development. The areas under the Office of Workforce Initiatives and Development (OWID) were transferred to the Department of the Treasury on that same date. The OWID included the Human Resources Development Institute (HRDI) which was the training department for State employees; the Employee Advisory Service (EAS) which offers professional counseling and referrals to employees dealing with personal, family or work-related issues; and housed the State Division of Equal Employment Opportunity and Affirmative Action (EEO/AA).

On June 30, 2012, the FY2013 budget legislation returned the functions in Office of Workforce Initiatives and Development to the NJ Civil Service Commission. The Employee Advisory Service and HRDI which was renamed the Office of Training became part of the Division of Administrative and Employee Services. The Division of Equal Employment Opportunity and Affirmative Action reported to the Office of the Chair/Chief Executive Officer.

## TIMELINE



# CIVIL SERVICE COMMISSION

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# OUR MISSION STATEMENT

2019 Annual Report

## Our Mission Statement

**The mission of the Civil Service Commission** is to advance NJ government with fair and efficient human resources responsive to the needs of the Civil Service workforce.

## Key Priorities

**The Key Priorities for the Commission are:**

1. Renewed Responsiveness
2. Expert Problem Solving
3. Transparency and Education
4. Removing barriers to elevate the status and desirability of public service

## Responsibilities

The Civil Service Commission possesses a variety of responsibilities aimed at responding to both employers' and employees' needs. Overall, the CSC is responsible for:

- Recruitment and examination of qualified candidates
- Administration of the classification and compensation program for State employees
- Promoting equal employment opportunity and diversity and inclusion
- Providing administrative and disciplinary appeal procedures for employees
- Providing professional and personal development opportunities for employees

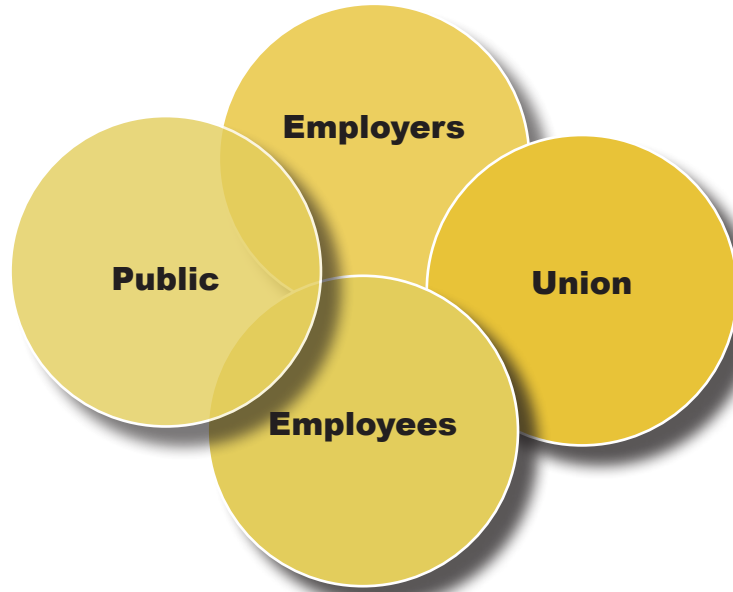
The CSC serves as the public service employment system governing body for the State, which provides customer service, regulatory oversight and/or information to 15 State departments; 20 counties; 384 local governments and some school districts; 9 State college/universities; and approximately 15 other various commissions and agencies.



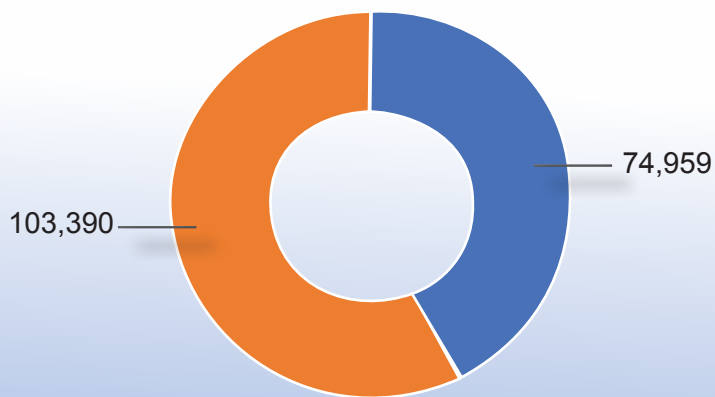
# CSC WORKS FOR YOU

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## CSC Works With:



## Employees Served by CSC 2019 Data

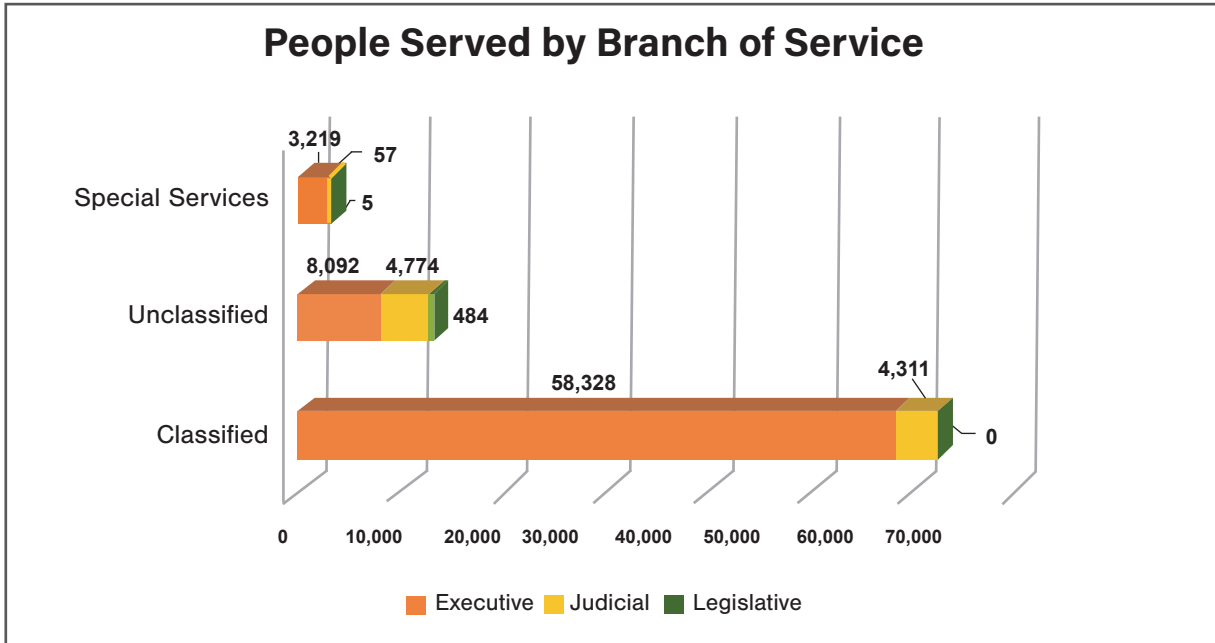


State Employees      County and Local Employees

Total People Served: 178,349

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## State Employees by Union Representation

48 Bargaining Units not including 13 Employee Relations Groups that consist of Executive, Managerial, and Confidential Titles

- The Communication Workers of America (CWA) Represents **55.6%**
- The American Federation of State, County, and Municipal Employees (AFSCME) Represents **10.7%**
- The International Federation of Professional and Technical Engineers (IFPTE) Represents **6.8 %**
- The International Brotherhood of Electrical Workers (IBEW) **2.3%**
- The Fraternal Order of Police (FOP) **0.7%**
- The Police Benevolent Association (PBA) Represents **9.7%**
- Judiciary Council of Affiliated Unions (JCAU) **4.2%**
- Services Employees International Union **0.2%**
- State Troopers Fraternal Association **2.3%**
- State Police Non-Commission Officers Association **1.5%**
- State Police Superior Officers Association **0.4%**
- Law Enforcement Supervisors **1.0%**
- Law Enforcement Commanding Officers **0.1%**
- Probation Officers Association **4.5%**

# CIVIL SERVICE COMMISSION 2019 MAJOR ACCOMPLISHMENTS

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## Working for Employers

- Administered Management Salary Program
- Launched Diversity Summit and Council
- Released 2020 Compensation Compendium
- Developed Domestic Violence Policy
- Initiated revamping of Workforce Development Planning Model
- Contributed to development of Diane B. Allen Equal Pay Act Guidelines
- Redefined Supervisory Requirements for Classification Purposes

## Working for Employees

- Hosted Public Employment Job Fairs and Tours of 21 County Department of Labor One-Stop Offices
- Implemented Employee Recognition Awards Program
- Presented Mental Health Symposium
- Launched a State Model Workplace Violence Policy Online Training
- Developed Alternatives to Discipline Program
- Established Self Scheduling for Civil Service Examination Candidates

# OFFICE OF STRATEGIC COMMUNICATIONS

## 2019 Annual Report

**Mission:** The Office of Strategic Communications (OSC) mission is to provide oversight and direction to the Civil Service Commission's public and internal communication networks while ensuring the organization delivers timely and appropriate responses to its stakeholders.

**Description:** The Office of Strategic Communications (OSC) of the Civil Service Commission (CSC) manages the main website and social media channels, reviews content and design of the Commission's official print publications, the release of news, media relations, and the use of CSC's name and image. The Office is responsible for the legislative duties for the Commission including bill tracking, legislative responses to elected officials, and fulfilling OPRA requests inquiries. In addition, OSC provides external relations through various outreach and public affairs events. The Office is committed to creating communications that engage and inform various constituencies to promote CSC, so they are best understood by their intended audiences.

### Working for Employers

- Responded to 397 Open Public Record Act (OPRA) requests in 2019
- Tracked 97 Bills that could impact the civil service delivery systems
- Handled 61 Legislative Inquiries

### Working for Employees

The Office of Strategic Communications attends various events throughout the year to promote community engagement and outreach. Below is a list of some of the events that were attended in 2019:

- Hudson County Community College Job Fair
- Seton Hall Law School Spring 2019 Career Fair
- Freehold High School/RAISE Academy Freehold School District Job Fair
- Mercer County Community College Criminal Justice Career Fair
- Essex County Government Annual Job Fair
- Congressman Donald Payne's Job Fair
- Firefighters Mutual Benevolent Association (FMBA) Annual Conference
- Middlesex County Community College Career Services

# OFFICE OF STRATEGIC COMMUNICATIONS

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- Rider University Fall Career Fair
- 2019 Government and Law Enforcement Career Fair at Ramapo College

## Social Media Numbers

- **Facebook Likes/Follows:** 1,982/2,057
- **Twitter Followers:** 148
- **Instagram Followers:** 200



# ADMINISTRATION AND EMPLOYEE SERVICES

2019 Annual Report

## Division of Administration

*Kimberly Rogers-McLean, Chief Executive Director*

**Mission:** The offices comprising Administration strive to provide consistent quality services and critical support functions to the other CSC Divisions and offices to assist them in fulfilling in their mandated and mission critical services.

The **Facilities and Support Services Unit** is responsible for day to day operations and logistics, including: building management, fleet management, access and security, and mailing.

The **Fiscal Office** is responsible for all aspects of financial resources and internal control. Main tasks include: budget analysis and control, accounting, expenses, cash management, and financial reporting. Support the goals and objectives of the Commission by coordinating with and providing support to all divisions within the agency on their fiscal needs.

The **Office of Human Resources** provides a wide range of human resource services for staff within the Civil Service Commission. This includes organization planning and design, recruitment, hiring, promotion, classification, compensation, employee development, performance appraisal, payroll, timekeeping, leave administration, workplace injuries, and health benefits.

## 2019 Highlights

### Working for Employers

- The Fiscal Office managed the contracting process for the new Learning Management System.

### Working for Employees

- Utilized NeoGov Onboarding platform to redesign the onboarding process for CSC employees.

# ADMINISTRATION AND EMPLOYEE SERVICES

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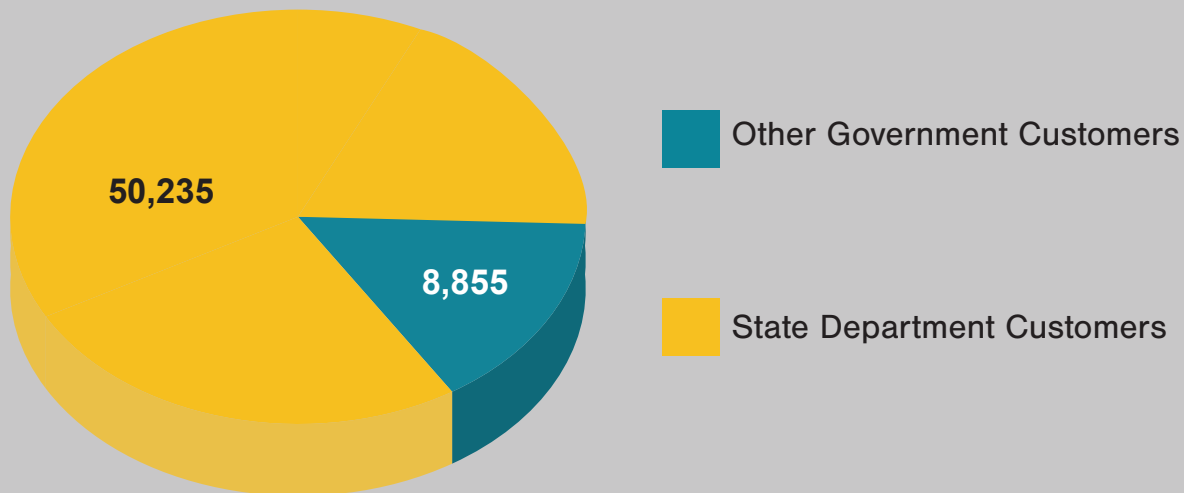
## Center for Learning and Improving Performance (CLIP)

*LaVida Stalsworth, Manager*

**Mission:** To provide learning and development opportunities and resources that support New Jersey's public-sector employees' skill enhancement and relevancy in today's competitive work environment.

The Center for Learning and Improving Performance (CLIP) develops and offers a variety of training courses designed for public employees. CLIP's partnership with the New Jersey Community College Consortium for Workforce Development and Rutgers University enhances the ability to provide public employees with state-of-the-art classroom courses. CLIP also uses a Learning Management System (LMS) to offer online training as a fast and efficient way to educate staff and complement our instructor led courses.

### CLIP Customers



People Served: 59,090

# ADMINISTRATION AND EMPLOYEE SERVICES

2019 Annual Report

## 2019 Highlights

### Working for Employers

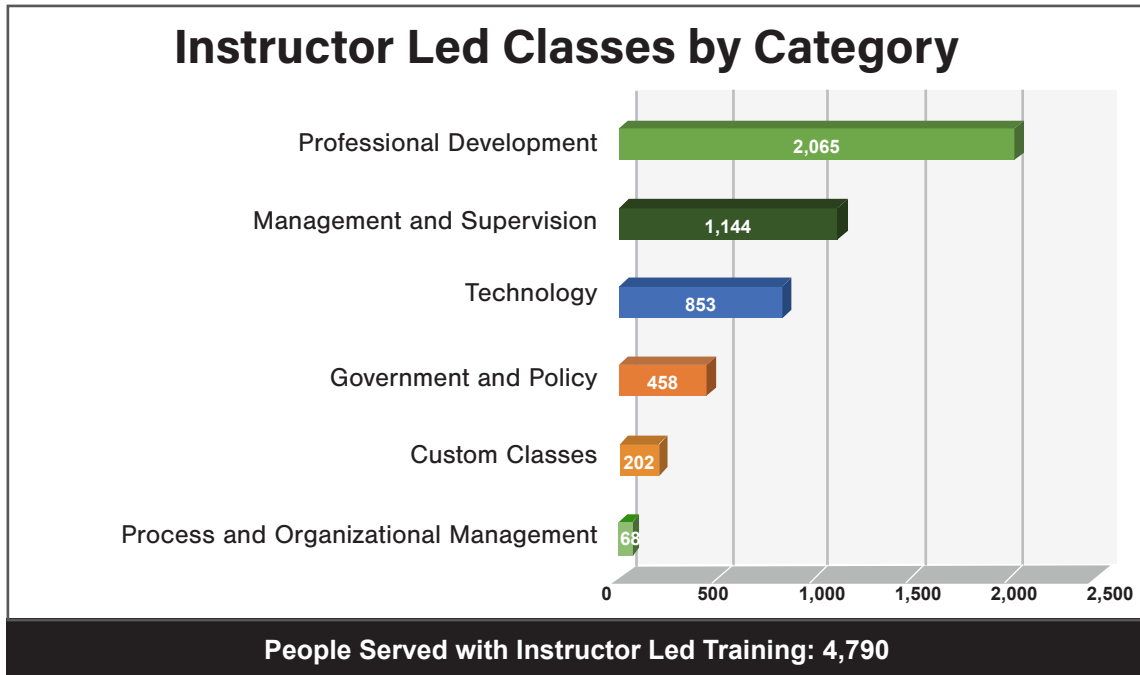
- Welcomed the following new eLearning customers to the NJ Learning Management System: Department of Children and Families; State Commission on Investigations; Palisades Interstate Parkway Police Department, Pinelands Commission, and the Office of the Secretary of Higher Education.
- Offered the following new online courses: New Jersey State Ethics Training and Domestic Violence Policy Training.
- Created new Skillsoft bundles for LMS Skillsoft users: Preventing Harassment in the Workplace, Unconscious Bias and Discrimination (Legal Compliance) and Unconscious Bias and Discrimination (Complete Collection).
- Partnered with Cornell University's School of Industrial and Labor Relations to present a six-day joint certificate program on topics related to the EEO laws and best practices for conducting internal investigations for all State EEO Officers and Investigators.
- Developed and deployed the Model Workplace Violence Policy (WPV) for State Executive branch departments and agencies. Reviewed, approved, tracked, and uploaded WPV policies submitted by departments and agencies.
- Developed Internship Guidelines for all State departments/agencies. Reviewed, recommended changes, and recorded Internship policies submitted by departments and agencies.





# ADMINISTRATION AND EMPLOYEE SERVICES

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## Working for Employees

- Developed and offered the following new classroom courses:
  - Workplace Diversity and Inclusion
  - Leading the Conscious Workforce: Preventing Harassment and Discrimination
  - The Conscious Workforce: Preventing Harassment and Discrimination
  - ePAR Puzzle: How it All Fits Together
  - Equal Employment Opportunity Certificate Program
  - Business Objects 4.2 Transition
  - Business Objects 4.2 Fiscal Novice
  - Business Objects 4.2 HR Novice
  - NJ Executive Development for Government Excellence
  
- Reviewed applications and administered the NJ Certified Public Manager (CPM) Program including graduation and Askew Award presentation. The 2019 CPM program had 120 graduates in 6 cohorts.

# ADMINISTRATION AND EMPLOYEE SERVICES

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## Office of Information and Logistics

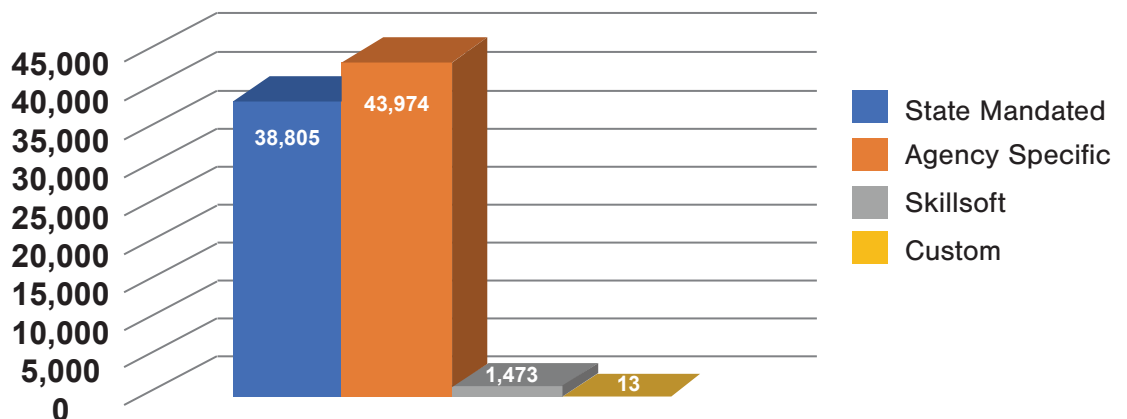
*Deanna Migliaccio, Manager*

**Mission:** The Office of Information and Logistics mission is to provide exceptional, fast and reliable customer service to government employees, test candidates, and the general public in areas of performance management, test administration, call center and training registration activities.

The Office of Information and Logistics encompasses multiple areas that provide essential services to the public and government employees, namely the CLIP Registration Unit, Information Center, Test Administration and the performance management program. The units are coordinated by one Lead Manager who oversees thirteen staff to provide each specialized service.

- The CLIP Registration Unit provides exceptional customer services to organizations and employees seeking to enroll in instructor led professional development class and/or online training. This group manages the State of New Jersey Learning Management System which is a web-based software system that captures records, reporting and documentation of training events.

### Electronic Training by Category



State Mandated	38,805
Agency Specific	43,974
Skillsoft	1,473
Custom	13

Total Electronic Training Instances: 84,265

# ADMINISTRATION AND EMPLOYEE SERVICES

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**56,360  
State  
Employees**



**39,414  
Active  
ePARs**

- The Electronic Performance Assessment Review (ePAR) Unit provides the state workforce with an important management tool to define, assess, and enhance employee performance. The New Jersey ePAR is designed to help managers and supervisors communicate with employees about their performance and plan employee development. The State government workforce does important work to provide services and enhance the lives of the people in New Jersey. The ePAR program makes the connection between the goals of the organization and the work of each employee.

## EMPLOYEE SPOTLIGHT



### **Claudia**

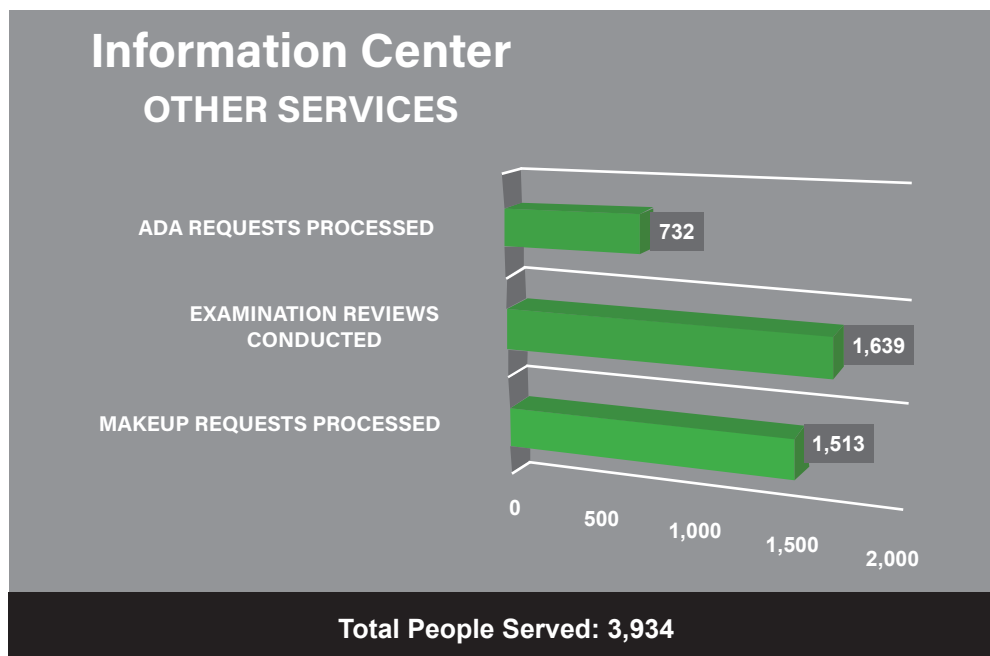
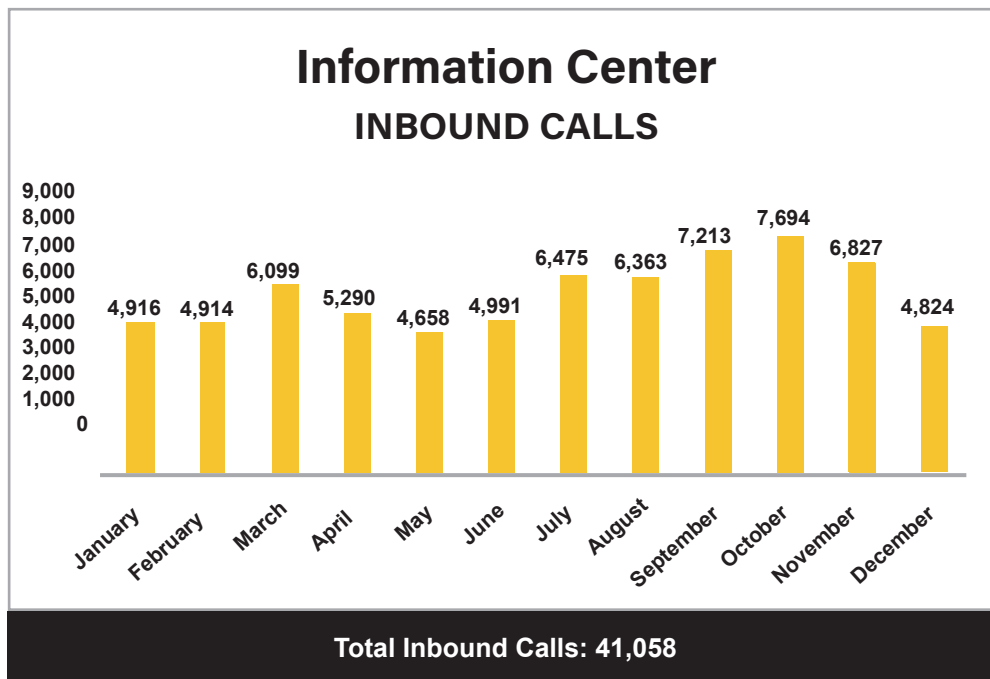
*What do you love about your job?*

Every day is a new challenge, and this is what I love. I care deeply about what I can do for others. It is gratifying being able to teach someone something new which will assist them in their job.

# ADMINISTRATION AND EMPLOYEE SERVICES

## 2019 Annual Report

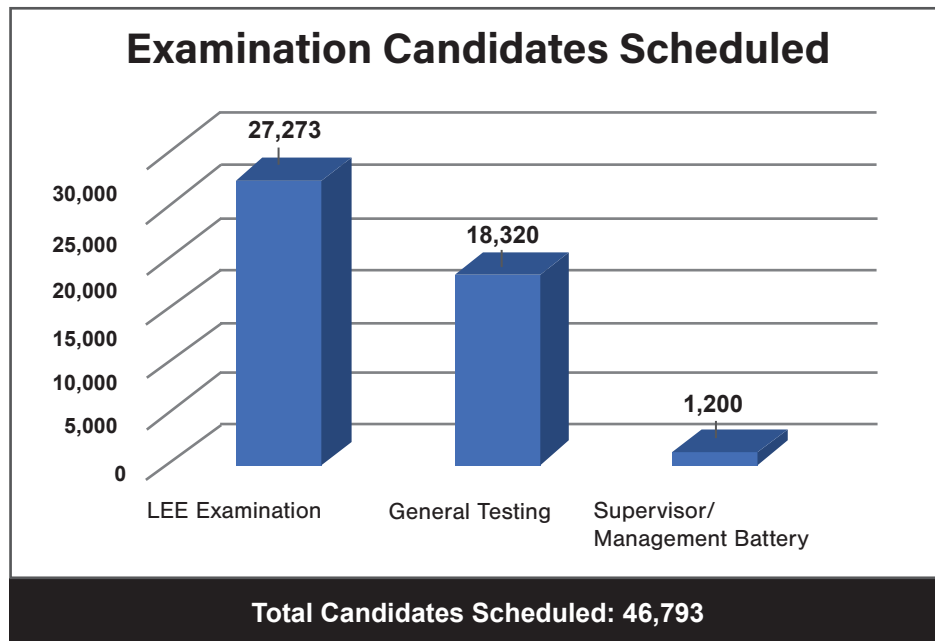
- The Information Center is the primary point of contact for the general public regarding questions about public employment, job announcements, testing, and general inquiries about the activities of the Commission.



# ADMINISTRATION AND EMPLOYEE SERVICES

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- The Office of Test Administration is responsible for scheduling examinations and candidates; and the recruitment and training of examination proctors.



## 2019 Highlights

### Working for Employers

- Worked with staff from the Department of Human Services, Commission for the Blind and Visually Impaired to ensure the system was compatible with updated (JAWS) software for blind and visually impaired users.
- Launched and marketed in conjunction with the Division of Risk Management, the Statewide Defensive Driving Program (SDDP), through the Learning Management System (LMS). The proactive approach to defensive driving is a benefit to the State of New Jersey, as well as the individual drivers who operate vehicles on behalf of the State. The National Safety Council course addresses the most critical driving challenges and offers employees the highest level of interactivity through real life scenarios, exercises, videos and crash scenarios. Resulting in an increased utilization of the LMS platform by New Jersey City University, Rowan University, and The William Paterson University of NJ.
- Enrolled over 4,000 people in Statewide Defensive Driving courses.

# ADMINISTRATION AND EMPLOYEE SERVICES

2019 Annual Report

## Working for Employees

- Improved the effectiveness of the program by integrating new technology into the test administration process.
- Implemented a Self-Automation Enrollment Process, which allowed exam candidates the opportunity to select a testing location most convenient to them, creating a more efficient and user-friendly scheduling experience.
- Enrolled Over 27,000 applicants for the LEE examination.

## EMPLOYEE SPOTLIGHT



### Melissa

*What do you love about your job?*

I love that as part of CLIP, I am encouraged to think creatively. I get to be part of a team process where a simple idea grows into a learning and development initiative that benefits NJ public sector employees. I also get to contribute in a multitude of ways, so every day is different.

# ADMINISTRATION AND EMPLOYEE SERVICES

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## Employee Advisory Service - EAS

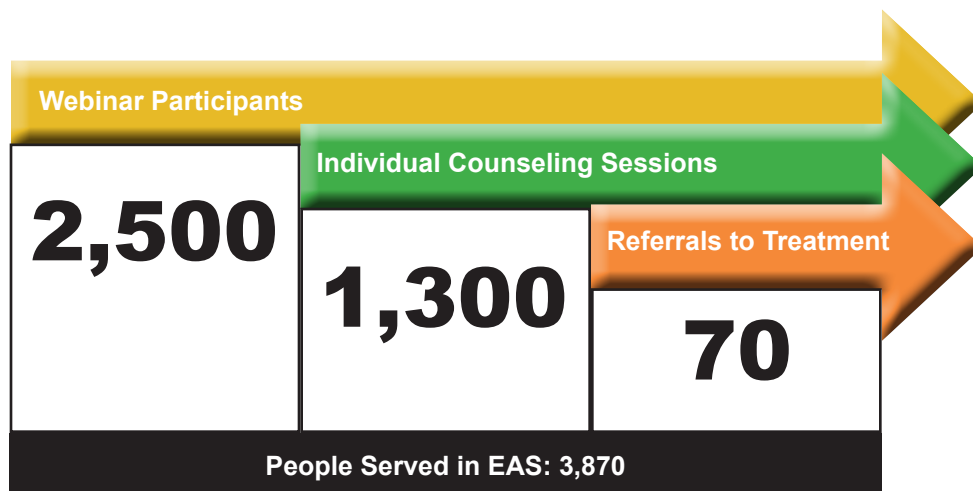
*Shelby Pettis, Manager*

**Mission:** Empowerment, Support and Growth.

The Employee Advisory Service (EAS) unit has two primary goals which include assisting any state employee who may be experiencing a personal, family, or work-related challenge to secure confidential support, as needed. In addition, EAS staff provides an array of services to office leaders that are seeking to enhance the organization's over-all work environment.

To achieve these goals the dedicated staff is equipped to offer the following:

- Provide effective supportive services to public employees and assist in identifying and resolving personal concerns, including health, marital, family, financial, alcohol, drug, legal, emotional, stress, or other personal issues that may affect job performance through a confidential assessment, counseling and referral services.
- Assist supervisors and managers with identifying issues that may be having a negative impact on an employee's relationships while reducing the organization's productivity. After the assessment phase EAS staff is available to aide managers with designing a workplan to resolve the issues and to improve the conditions and enhance employee job performance.



# ADMINISTRATION AND EMPLOYEE SERVICES

2019 Annual Report

## 2019 Highlights

### Working for Employers

- In accordance with newly enacted N.J.S.A. 11A:2-6a and in partnership with the Department of Children and Families Division on Women, and the Division of Law, developed the State of New Jersey Domestic Violence Policy for Public Employers.
- Provided 30 EAS Orientation and/or Monthly Topic Webinars with over 2,500 employees participating across all webinars.
- Launched the new Work Group Facilitation initiative. The Work Group Facilitation provides teams consultative support to leaders, managers, supervisors and employees by encouraging more productive team behaviors and communication. Through the assessment of organizational climate followed by guided group discussion, the Work Group Facilitations encourages workplace respect, managing conflict and improved communication.

### Working for Employees

- Provided one-on-one individual counseling services to over 1,300 employees for various issues relating to work performance, stress, mental health issues, family issues and other complex issues affecting their overall well-being.
- Presented the first annual Mental Health Symposium for State Employees to raise awareness of the importance of good mental health and to provide resources, education and tools to grow a resilient workforce.
- Provided services to over 70 employees with drug and alcohol use and connecting those employees to treatment providers and navigating some through the return to work protocol.



# ADMINISTRATION AND EMPLOYEE SERVICES

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## Division of Information Technology Services (ITS)

*Sun Kim, Director*

**Mission:** The Information Technology Services (ITS) Division is designed to provide reliable and secure technology solutions for the Commission with excellent customer service to all internal and external stakeholders.

To achieve its mission, ITS oversees critical aspects of CSC's information technology-related operations, including network and architecture, new and existing systems and applications, information technology and training, project management, telephone operations, maintenance, and other related supports. This office assists in maintaining critical systems to assist employers and employees.

## EMPLOYEE SPOTLIGHT



### Walt

*What do you love about your job?*

Working as an IT professional means experiencing an ever-changing landscape of technology. It constantly evolves providing interesting solutions, as well as new challenges. Connecting with my colleagues, being part of a solution and trying to navigate these technical advances keeps me motivated in my work.

# ADMINISTRATION AND EMPLOYEE SERVICES

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## 2019 Highlights

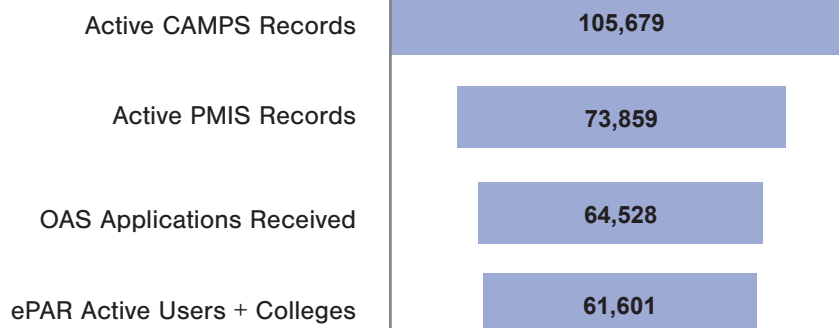
### Working for Employers

- ITS directed and supported several key projects which included the creation of a Human Resources Bulletin Board (HRBB) and the development of an Electronic Department of Personnel Form (eDPF) process.
- ITS is critical to the transition and implementation of CSC's new Learning Management System (LMS). The new system will allow CSC to provide a more expansive and enhanced service to NJ State users.

### Working for Employees

- ITS has created a bar code scanning app that enhances CSC's ability to expedite the examination check-in procedure. This new tool accelerates the check-in process, offers control for the check-out process, provides statistics on exam duration and improves the overall user experience for exam applicants.
- Directed a department-wide implementation of CrowdStrike, a cloud-based, information technology security platform for internal users.

### CSC Systems Records Maintained



Total Employee or Candidate Records Maintained 2019: 303,667

# DIVISION OF AGENCY SERVICES

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## Division of Agency Services

*Kelly Glenn, Director*

**Mission:** The Division of Agency Services mission is to efficiently design and implement a Civil Service system that recognizes the diverse needs of State and local government agencies and fairly balances those needs with necessary employee benefits and protections.

### Objectives:

- To timely provide strategic, operational and technical support on a wide range of issues related to the Civil Service including: review and establishment of new position classifications, reclassification of existing positions to different titles, compensation management, the review and approval of reductions-in-force, job classification reviews and appeals, examination announcement and eligibility review, assistance with organizational review and title structures, placement services through the administration of the certification process and the leveraging of advances in technology to support all services.
- To accurately and efficiently deliver human resource management services to all State and Local appointing authorities within the Civil Service within the context of Title 11A, N.J.A.C.4A, and all other applicable laws and rules.
- To develop successful partnerships with our state government customers by providing solution oriented consultative services to meet their human resource management needs in a timely manner.
- To support the Commission's external clients in their recruitment and hiring activities through the responsive announcement of examinations, review of candidate applications, and provision of potential eligible candidates from lists or alternative sources.

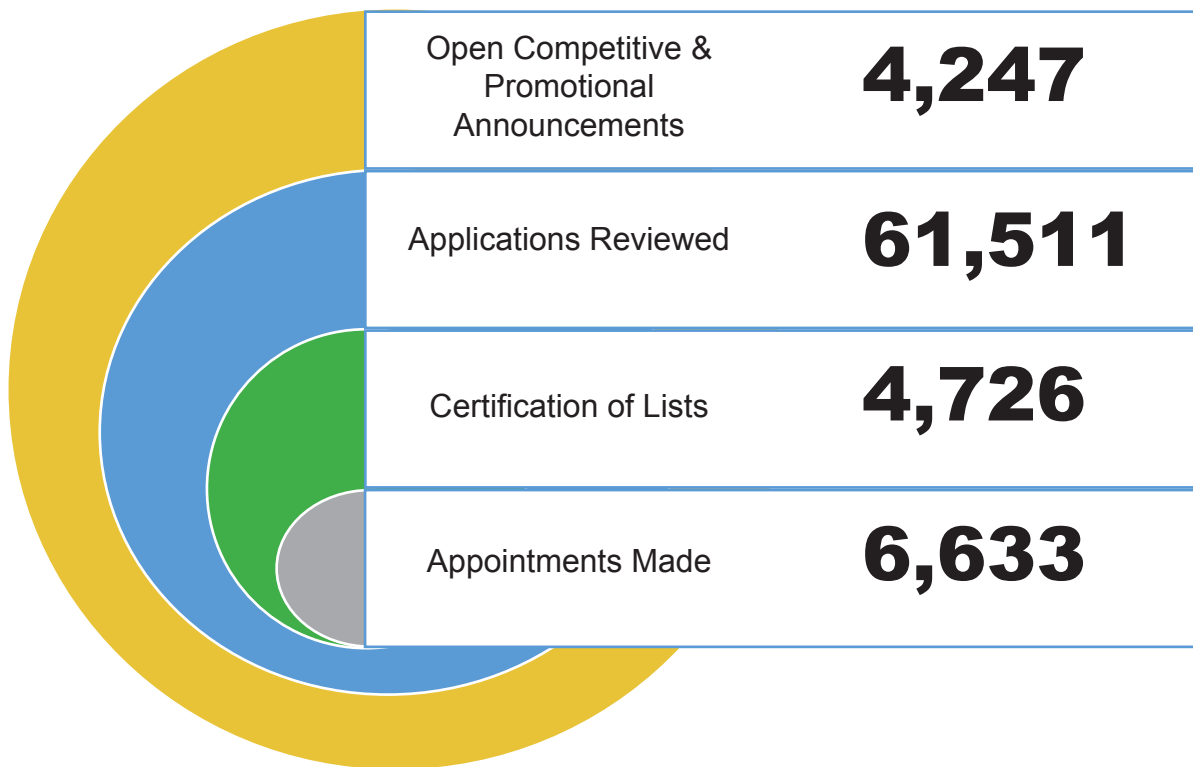


# DIVISION OF AGENCY SERVICES

## 2019 Annual Report

The Division of Agency Services' staff of 100 professional and technical employees is the primary point of contact for human resource matters for State and local Civil Service agencies, employees and job applicants. The Division oversees the following areas:

- Customer Service Teams:** Teams of Human Resource Consultants provide guidance, technical assistance, and consultative services on wide-ranging Civil Service matters to over 30 State agencies and over 400 local government agencies. Other responsibilities include position classification appeals, reclassification requests, review and approval of local government employee record changes, and layoff administration.
- Classification Unit:** This Unit is responsible for the creation and maintenance of the State and local government classification plan, policies, and layoff title rights. The Unit develops, modifies, and maintains all job specifications and performs classification studies.
- Compensation Unit:** This Unit is responsible for the creation and maintenance of the State compensation plan and policies, including the Compensation Compendium and performance of compensation studies.



# DIVISION OF AGENCY SERVICES

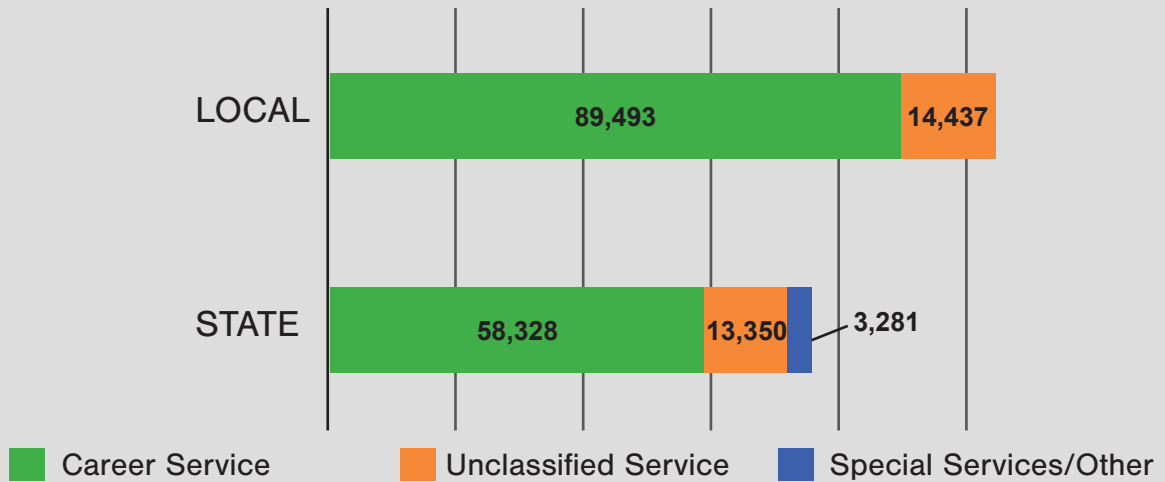
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- **Announcement and Application Processing Units:** These Units are responsible for the creation and posting of all State and local open competitive and promotional examination announcements. These Units also handle the initial processing of examination applications, including the reconciliation of application processing fees and determinations regarding whether applicants meet residency, title and unit scope requirements.
- **Eligibility Determination Unit:** This Unit is responsible for the review of all applications for open competitive and promotional announcements to determine whether applicants meet the education, experience and licensure requirements for the job title.
- **Certification Unit:** This Unit is responsible for the issuance, review, approval and disposition (recording) of all certifications from open competitive and promotional eligible lists.
- **Personnel Management Information System (PMIS) Unit:** This Unit reviews and approves State employee personnel transactions (new hires, promotions, lateral movements, demotions, leaves of absence, etc.) entered by State appointing authorities. The Unit also conducts salary and seniority calculations.
- **County and Municipal Personnel System (CAMPS) Unit:** This Unit manages CAMPS, which allows county and municipal appointing authorities to transmit employee information to the Civil Service Commission via a secured link over the internet.
- **Business Systems Unit:** This Unit maintains and manages several systems that are integral to the successful implementation of the Civil Service system, including the Revised Automated Placement System (RAPS), PMIS, CAMPS, the electronic Cost Accounting and Timesheet System (eCATs), and the Classification Support System (CSS). This Unit also administers the Supplemental Compensation on Retirement (SCOR) program, Intergovernmental Transfer Program, and the Bilingual Communicative Test (BICAT) program.

# DIVISION OF AGENCY SERVICES

2019 Annual Report

## People Served by Class of Service



Total People Served Full and Part-time: 178,889

## EMPLOYEE SPOTLIGHT



### Dottie

*What do you love about your job?*

I work with nice people, the pleasant atmosphere of the office, coworkers are willing to help, the opportunity to speak with employees throughout the state, constantly learning something new, and every day is an adventure.

People should work in State/Local Government because training is available to improve your skills and knowledge.

# DIVISION OF AGENCY SERVICES

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## 2019 Highlights

### Working for Employers

- Approved 22 layoff plans and administered the resultant reductions in force.
- Updated, created or consolidated job specifications for 215 job titles in State and local government.
- Implemented 8 Memoranda of Understanding between the State and 19 collective bargaining units, which entailed accurately updating 81,010 employee records, updating applicable salary tables, and coordinating with other State agencies to ensure timely payment of salary benefits to affected employees, including retroactive payments.
- Assisted in the review and approval of 2,916 Hiring/Promotional Freeze Exemption Requests, 566 Salary Adjustment Requests, and 975 Requests to Appoint Confidential, SES and/or Unclassified Employees.
- Performed determinations on 6 salary reevaluation requests and 6 requests for market studies on compensation levels.

**Hiring and Promotional Requests**  
4,457

**Job Title Updates**  
215

**Approved Layoff Plans**  
22

**Market Studies for Compensation Level**  
6

**Salary Evaluations Requests**  
6

# DIVISION OF AGENCY SERVICES

2019 Annual Report

## Working for Employees

- Announced 4,247 promotional and open competitive examinations and reviewed 61,511 applications from candidates.
- Issued determinations on position classification appeals from 549 employees.
- Reviewed, verified, and implemented salary increases due to 1,365 employees impacted by the 2019 Management Salary Program.
- Issued and disposed of 4,726 certifications of eligible lists resulting in the appointment of 6,633 employees in State and local government.
- Reviewed Job Specifications and revised requirements to be a supervisor.

**8 Memoranda of Understanding**

**19 Collective Bargaining Units**

**Resulted in Updating records for 81,010**



# DIVISION OF APPEALS AND REGULATORY AFFAIRS

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## Division of Appeals and Regulatory Affairs

*Christopher Myers, Director*

**Mission:** The Division of Appeals and Regulatory Affairs' (DARA) mission is to provide a clear and comprehensive regulatory framework for the administration of an equitable and expeditious dispute resolution process for employees, employers, and candidates for employment. Its mission is to also promote harmonious labor relations and provide information and advice.

The Division of Appeals and Regulatory Affairs' main function is to administer the disposition of various types of appeals filed by State, county and municipal civil service system employees, candidates for employment, and appointing authorities. Toward this end, DARA staff function as support for the Civil Service Commission, which has the authority to render decisions on such appeals. DARA also provides support for the Civil Service Commission's rulemaking responsibilities, serves as liaison to labor organizations representing civil service employees, and offers information and guidance on civil service law, rules and procedures.

## EMPLOYEE SPOTLIGHT



### Beth

*What do you love about your job?*

I love my job because of the friends I've made along the way.

# DIVISION OF APPEALS AND REGULATORY AFFAIRS

2019 Annual Report

## 2019 Highlights

### Working for Employers

The Commission Adopted Major Rule Changes in 2019 at its May 22, 2019 meeting.

Proposed amendments to N.J.A.C. 4A:3 (Classification, Services and Compensation); N.J.A.C. 4A:4 (Selection and Appointment); N.J.A.C. 4A:6 (Leaves, Hours of Work and Employee Development); and N.J.A.C. 4A:7 (Equal Employment Opportunity and Affirmative Action) were adopted by Commission in May 2019.

- Broadened the definition of immediate family.
- Required the agreement of a program manager or division director in an abbreviated classification determination.
- Standardized timelines for requests for classification reviews.
- Clarified that examination requirements be met by the announced closing date whether or not the application filing date is changed.
- Provided that a leave of absence while an employee is receiving Workers' Compensation benefits should not be deducted from an employee's "continuous service" or seniority for the calculation of vacation leave accrual.
- Allowed for an employee to earn one-half month's leave allowance if he or she is on the payroll for greater than 14 calendar days in a month, but less than 23 calendar days in a month.
- Modified the requirement that an appointing authority must consult with the supervisor of the Employee Advisory Service (EAS) program to a recommendation that an appointing authority should consult with the EAS program staff seeking removal of an employee receiving service from the EAS program.
- Clarified standards and violations of the State Policy Prohibiting Discrimination in the Workplace, including the complainant's burden to articulate a sufficient nexus between the alleged conduct to a protected category and the requirement that State departments and agencies retain written records of discrimination and harassment complaints as confidential records indefinitely.
- Deleted all references to the Job Banding program in Title 4A in response to the New Jersey Supreme Court case, *Communication Workers of America, AFL-CIO v. New Jersey Civil Service Commission*, 234 N.J. 483 (2018), which invalidated the program.

# DIVISION OF APPEALS AND REGULATORY AFFAIRS

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- The Reporter completed its second year of publication

The Reporter, the Civil Service Commission's publication that highlights notable Commission and court appeal decisions, rule-making activity, and legislation impacting the civil service community, completed its second year of publication. In 2019, The Reporter covered significant appeal decisions in the areas of position classification, list bypass, leaves of absence, leave entitlements, and immediate and indefinite suspensions. Consistent with its goal to provide the civil service community timely and noteworthy information, a key feature of The Reporter is that the publication is emailed to over 500 subscribers and readers are provided a link to the actual Commission decisions discussed in a particular issue.

## Working for Employees

- **Alternatives to Discipline Program (ADP)**

In January 2019, the division launched one of Chair/Chief Executive Officer Deirdré L. Webster Cobb's key initiatives to provide for an alternate dispute resolution program for employees with disabilities who may be facing disciplinary removal. This initiative is named the Alternative to Discipline Program (ADP). The goals of this program are to consider currently available State resources as possible cost-effective, yet compassionate, interventional alternatives prior to the disciplinary removal of disabled employees.

The ADP initiative concentrates on actions appointing authorities should consider and take prior to the removal and appeal of the employee. This is anticipated to better ensure employee rights and dignity, while proving less costly than litigation.

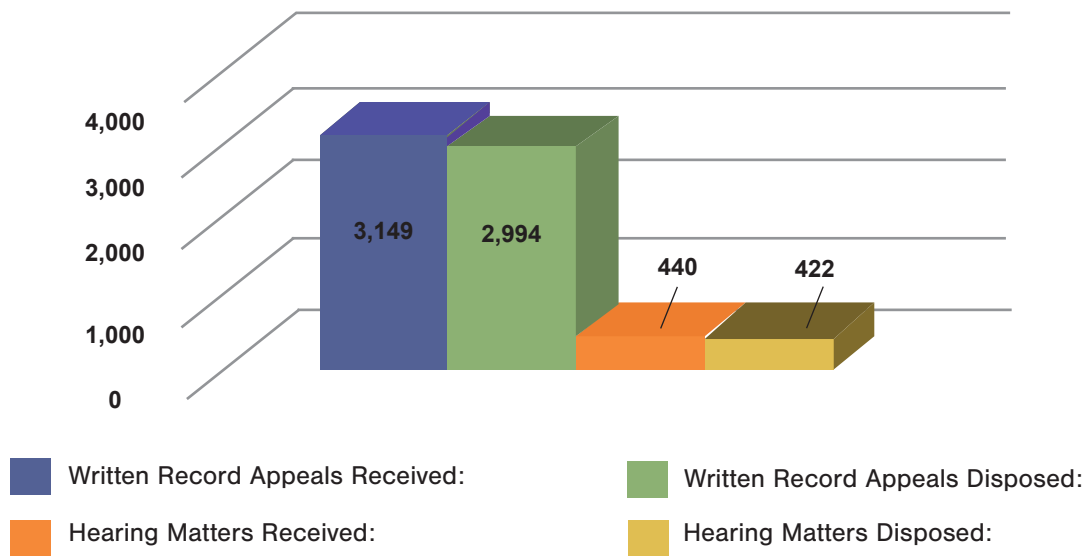
- **The Written Record Appeals**

In 2019, DARA disposed 2,936 appeals in such areas of bypasses, discrimination, examination eligibility, examination scoring, and list removal. The Hearings Unit disposed of 591 appeals in such areas as major discipline, good faith layoffs, and release at the end of the working test period. Additionally, 27 Final Administrative Actions of the Civil Service Commission were sustained upon judicial review and six were modified, remanded, or reversed by the court.

# DIVISION OF APPEALS AND REGULATORY AFFAIRS

2019 Annual Report

## Appeals and Hearing Matters



## EMPLOYEE SPOTLIGHT

### Adam



#### *What do you love about your job?*

Working for the State or a local government employer is very rewarding. As a government employee, you can make a tremendous difference in peoples' lives.

For example, Civil Service Commission employees work with different stakeholders to enhance diversity and promote fairness with respect to hiring, advancement and working conditions in Civil Service titles at the State, county and municipal levels. Broadly speaking, if you work for a State or local appointing authority, you will have the chance to learn from some of the most knowledgeable people in a great variety of fields.

# EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY PROGRAMS

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## **Equal Employment Opportunity and Diversity Programs**

***Charlie Williams, Ph.D., Executive Director***

The New Jersey Civil Service Commission (CSC) is committed to fostering and supporting a workplace free of discrimination and harassment, as well as cultivating a workplace comprised of qualified diverse individuals throughout its varying employment levels. Equal Employment Opportunity, Diversity, and Inclusion are fundamental principles for attracting and maintaining a productive workforce. The CSC encourages appointing authorities and respective leadership to take deliberate and measurable steps to promote equal employment opportunity, diversity and inclusion within New Jersey's civil service workforce.

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

***Mamta Patel, Esq., Director***

**Mission:** The Division of Equal Employment Opportunity and Affirmative Action (Division of EEO/AA) supports the Civil Service Commission's mission by ensuring that State agencies provide equal employment opportunity (EEO) in State employment.

The Division of EEO/AA was created by law to ensure equal employment opportunities for all New Jersey State employees and prospective employees. The Division also serves to prevent State employees, prospective State employees, and persons doing business with the State, from being subjected to discrimination and/or harassment, including sexual harassment and assault.

# EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY PROGRAMS

## 2019 Annual Report

The Division of EEO/AA is charged with ensuring that all employees and applicants for employment with the State of New Jersey work in an environment free from all forms of employment discrimination and harassment in accordance with the State of New Jersey's Policy Prohibiting Discrimination in the Workplace. The Division of EEO/AA is also charged with insuring that all State Departments and Agencies comply with the applicable law, policies and procedures.

### Objectives:

- Administer the New Jersey State Policy Prohibiting Discrimination in the Workplace (State Policy) and ensuring the timely investigation and disposition of complaints.
- Recommend changes to the State Policy, Model Procedures and other EEO related policies and procedures as required by the law.
- Provide technical assistance and guidance, as necessary, to State agencies and EEO/AA Officers on the State Policy and EEO/AA requirements.
- Monitor State agencies to ensure compliance with State Policy and EEO/AA requirements.
- Ensure that all State employees and EEO/AA Officers receive initial and periodic training on the requirements of the State Policy and state and federal anti-discrimination and harassment laws, as well as investigation training.

## EMPLOYEE SPOTLIGHT



### Camille

#### *What do you love about your job?*

In my current job, I love feeling like I am a valued member of the team. It is refreshing to feel that my work and ideas are appreciated and considered by my Director and other members of my team.

People should work in State/Local Government because there are countless opportunities for career growth and advancement.

# EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY PROGRAMS

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## 2019 Highlights

### Working for Employers

- **Equal Pay Act**

In conjunction with the Division on Civil Rights, the Division of EEO/AA worked to create guidance for implementation of the Diane B. Allen Equal Pay Act. This includes a guidance document for public sectors employers as well as a sample form to justify the salary of an employee in a “no-range” title.

- **Workforce Development Plans**

Throughout 2019, the Division of EEO/AA worked to re-implement state-wide compliance with Workforce Development Plans. CSC contracted with a vendor to develop the Workforce Development Plans which will be rolled out in 2020.

- **Updating the State Policy**

The Division of EEO/AA has submitted several updates to the State Policy, including:

1. Adding language about Policy applicability to social media posts, regardless of whether the individual utilized a state-issued cell phone or their personal cell phone to make the post.
2. Adding employees of Gubernatorial Transition Offices as being covered by the Policy.
3. A more expansive definition of conduct that occurs outside of the workplace but would still be covered by the Policy.
4. Making “pregnancy” its own protected category instead of having it as a sub-category of “sex/gender.”
5. Adding sexual assault and other physical sexual conduct as part of the examples of prohibited sexual harassment.
6. Clarifying that individuals who have been subjected to prohibited sexual physical contact may file complaints with law enforcement in the municipality where the incident occurred and with their EEO Officer/designee – the victim does not have to choose one or the other.
7. Adding interim measures that can be taken by an EEO Officer or designee before the investigation has been completed.

# EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY PROGRAMS

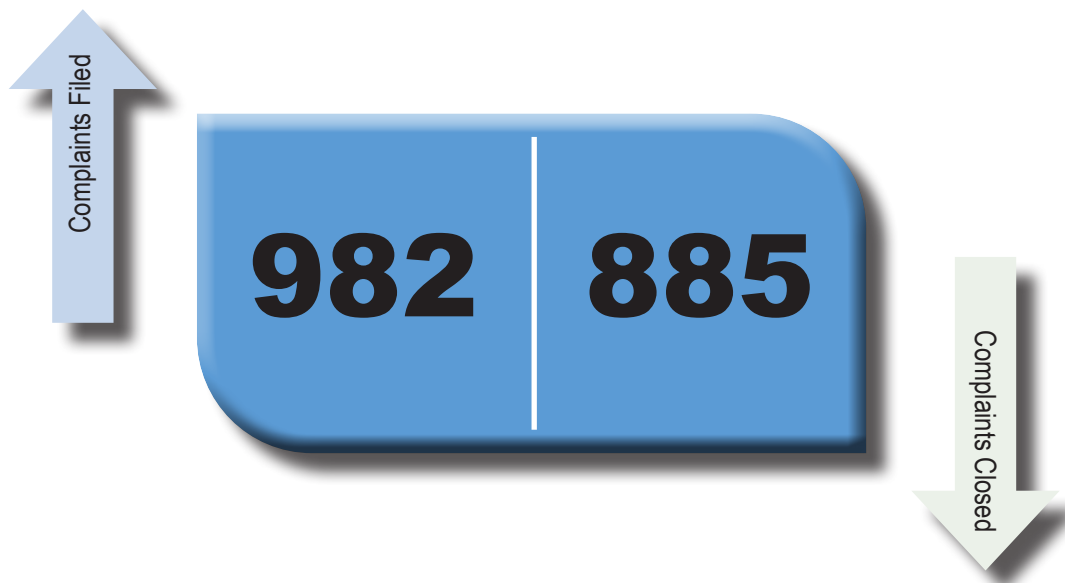
2019 Annual Report

## Working for Employees

In addition to monitoring state department/agency anti-discrimination training, the Division of EEO/AA personally provided 25 training sessions on the State Policy and sexual harassment to Executives, Managers/Supervisors, and employees in various State Departments and Agencies during 2019. Also, the Division in conjunction with the Center for Learning and Improving Performance, coordinated certification training for State EEO Officers on topics related to EEO Laws and best practices for conducting internal investigations.

The Division of EEO/AA also orchestrated the addition of Non-Binary to the State Applications and Discrimination Complaint Processing Form.

Further, the Division of EEO/AA provided technical and subject matter expertise to CSC's Center for Learning and Improving Performance (CLIP), in developing the courses; Leading the Conscious Workforce: Preventing Harassment and Discrimination for supervisors and managers and The Conscious Workforce: Preventing Harassment and Discrimination for all State employee.

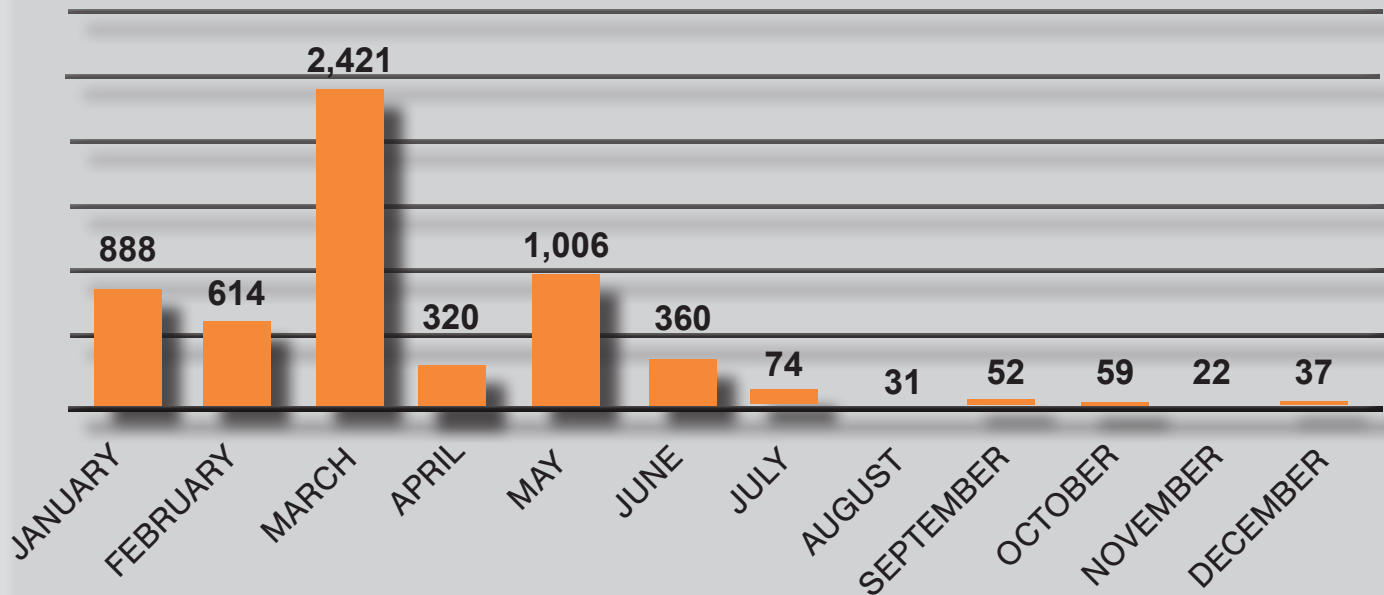




# EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY PROGRAMS

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## Online Prohibiting Discrimination Training



# EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY PROGRAMS

2019 Annual Report

## The Office of Diversity Programs

**Mission:** The Office of Diversity Programs is responsible for developing and implementing strategies for ensuring diversity and inclusion in the State's workforce through community outreach, trainings, programs and other initiatives.

**Objectives:** Working with state agencies, departments and local jurisdictions to create strategies to increase diversity and ensuring inclusion within the civil service workforce so that every employee and prospective employee feels valued and respected.

Working collaboratively with the Division of EEO/AA to ensure the development of a 2020 Workforce Development Plan with analysis of each state agency and department. The Office will provide diversity training, technical assistance and monitor agency progress in implementing the plan.

Working collaboratively with the State's Chief Diversity Officer to achieve her goals for diversity and inclusion in public contracting which begins with ensuring a diverse and inclusive state workforce throughout all levels of state government.

Providing technical assistance and recommendations to CSC's operating units ensuring that the agency's programs and services address diversity and inclusion awareness component.

People Served: 3,860



# EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY PROGRAMS

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## 2019 Highlights

### Working for Employers

#### Trainings

Beginning March 2019, the Office conducted diversity and cultural sensitivity trainings for several departments and agencies at senior management retreats, lunch and learn programs and annual mandatory staff trainings.

- Conducted twelve leadership diversity workshops for state agencies/departments.
- **State Workforce Diversity Summit**  
In June 2019, the Office planned and hosted the first full-day State Workforce Diversity Summit for HR Officers, EEO Officers and Diversity Officers. The purpose of the Summit was to provide state government employees with the opportunity to learn, gather, and share information related to diversity and inclusion in the state's workforce.
- **Established Civil Service Commission's Diversity Council**  
In September 2019, the Office created a State Workforce Diversity Council with state government representatives. The Council is to serve as a State forum to providing diversity training, develop programs, provide resource information as well as make recommendations on issues related to diversity and inclusion as it pertains to the civil service workforce. Each agency or department is welcome to have a representative on the Diversity Council and to attend its quarterly meetings.
- **Reviewed Job Specifications**  
The Office also reviewed job specifications, in conjunction with the Division of Agency Services, to ensure inclusive language.

# EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY PROGRAMS

2019 Annual Report

## Working for Employees

### Diversity Public Employment Fairs

In September 2019, the office in conjunction with the Office of Strategic Communications launched a series of public employment career fairs aimed at attracting a qualified and diverse pool of individuals to employment in state government. All government agencies and departments were invited to participate in the job fair and conduct on-site interviews. The fairs also included panel discussions with current government employees as well as a presentation on the civil service process and how to become a government employee.

The inaugural employment fair in November 2019 was successful with over 500 attendees and 14 agencies/department represented. These job fairs will continue throughout 2020.

In December 2019, the Office embarked on a 21 County Tour of One-Stop Career Centers to conduct one-hour information sessions on the civil service system and how to become a government employee.



# DIVISION OF TEST DEVELOPMENT AND ANALYTICS

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## Division of Test Development and Analytics

*Michael Johnson, Director*

**Mission:** The Division of Test Development and Analytics mission is to design valid and objective testing instruments that ensure an equitable process for all civil service candidates in order to provide appointing authorities with employment lists of qualified candidates.

The Division of Test Development and Analytics develops written, oral, essay and performance examinations for civil service agencies (40 state /475 local municipal jurisdictions). There are approximately 3,718 competitive titles that could potentially require a test to be generated. This is accomplished with the help of subject matter experts (those with in-depth knowledge of the job) through the process of job analysis, creating test content, analyzing exam results, and determining pass points for examinations.

A job analysis determines the tasks performed, knowledge, skills and abilities needed to perform the job. The results of the job analysis are used to develop a test plan. The test plan determines the content of the examination, which can include multiple choice questions, job-related scenarios, and/or work simulations.

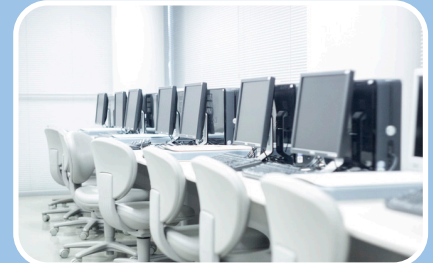
Once the test has been administered, the exam results are statistically analyzed, a passing point is determined, and an eligible employment list is produced. This is performed in accordance with the United States EEOC Uniform Guidelines on Employee Selection Procedures and the New Jersey Merit System, ensuring the results are valid and fair to all protected groups.



Law Enforcement  
Exam Candidates  
Tested  
24,623



Firefighter Related  
Candidates Tested  
1,698



Candidates Tested  
Via Computer  
3,994

# DIVISION OF TEST DEVELOPMENT AND ANALYTICS

2019 Annual Report

## 2019 Highlights

### Working for Employers

- **Law Enforcement Testing**
  - **The Law Enforcement Examination (LEE)** - The Law Enforcement Examination (LEE) was announced in July and tested in the fall 2019. The Division of Test Development and Analytics (TDA) worked hand-in-hand with the Divisions of Administration and Agency Services in the 2019 administration. The LEE is administered to candidates with an interest in becoming a police officer, correctional police officer, sheriff's officer or other law enforcement official within the State of New Jersey. This year's administration tested over 28,000 applicants over a six-week period which ran from the beginning of November through the end of December.
  - **Police Sergeant Examination** - Tested approximately 1,200 candidates for the Police Sergeant written examination.
  - **Higher Level Police Examinations** - Oral exams for Police Captain, Police Chief and Deputy Police Chief to approximately 150 candidates.
- **Fire Testing**
  - During calendar year 2019, the Fire Testing Unit administered oral exams for First Level Fire Supervisor, Second Level Fire Supervisor, Battalion Fire Chief and Fire Chief to approximately 500 candidates.
  - Administering the Fire Fighter Physical Performance examination to approximately 1,200 candidates, spread out over a ten-month period.
- **General Testing**
  - Developed three additional test series (Administrative Analyst Test Battery, Supervisory Clerical Test Battery, and Human Services Specialist Test Battery), which will improve efficiency by testing many announcements using one test.
  - Successfully completed the second-year of delegation order for Highway Operations Technician 2 and 3 with the Department of Transportation project, which included a performance and/or oral examination component for candidates transitioning from job banding titles to promotional competitive titles.

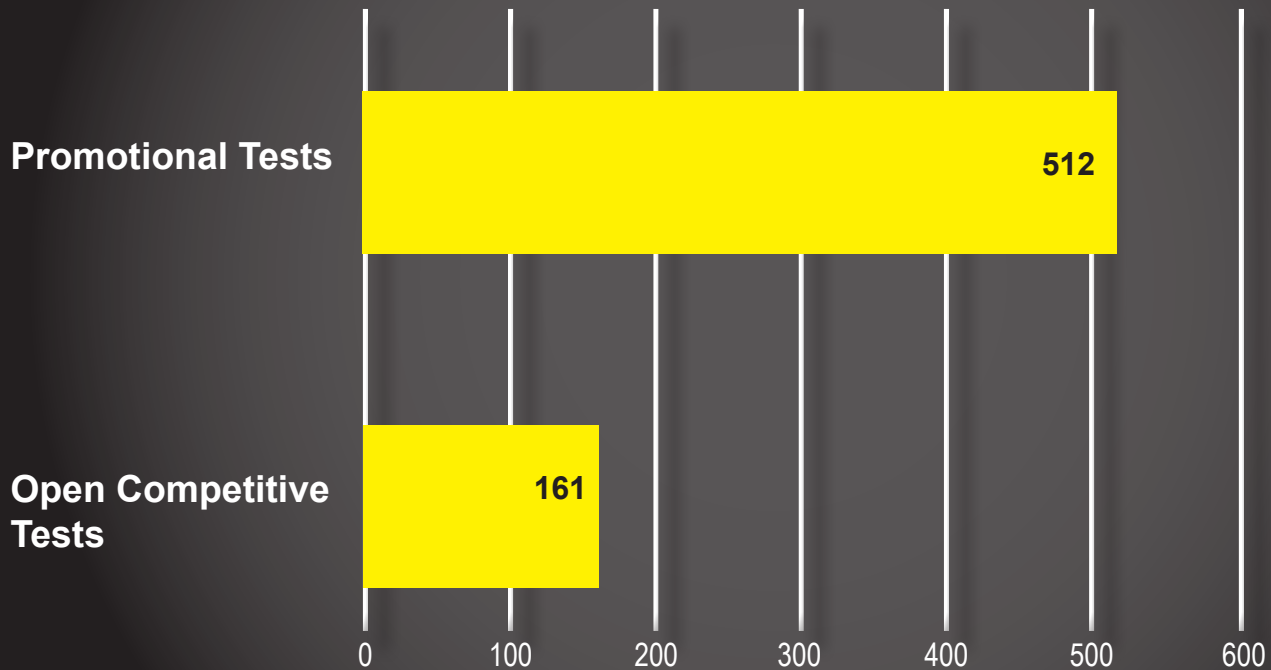
# DIVISION OF TEST DEVELOPMENT AND ANALYTICS

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## Working for Employees

- Developed and disseminated information concerning planned announcement and testing cycles for certain title areas (e.g., Police, Fire, Corrections, Sherriff and Professional Engineer titles, etc.).

### Types of Tests Developed



# DIVISION OF TEST DEVELOPMENT AND ANALYTICS

2019 Annual Report

## EMPLOYEE SPOTLIGHT



### **Ricardo**

*What do you love about your job?*

I love the freedom that I've always been afforded in finding new and creative solutions to new or ongoing issues.





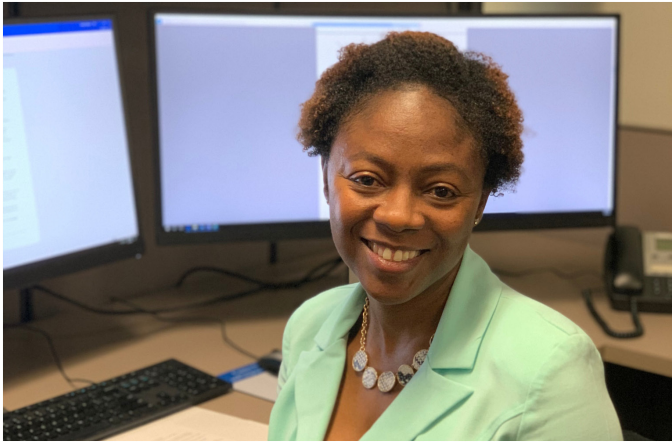
# NEW FACES AT CIVIL SERVICE COMMISSION

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# NEW FACES AT CIVIL SERVICE COMMISSION

2019 Annual Report



# PICTORIAL REVIEW OF 2019

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# PICTORIAL REVIEW OF 2019

2019 Annual Report



# PICTORIAL REVIEW OF 2019

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# CIVIL SERVICE COMMISSION 2020 PRIORITIES

2019 Annual Report



## CSC 2020 PRIORITIES

- Petition Legislature for critical amendments to Title 11A, the Civil Service Act, which are designed to ensure that the State's disciplinary, classification, compensation, competitive examination, disciplinary and human resources functions are efficiently affected consistent with the State's constitutional mandate.
- Conduct a Classification and Compensation Analysis to develop a compensation strategy.
  - Eliminate obsolete job titles.
  - Update antiquated job titles.
  - Consolidate substantially similar job titles.
  - Update antiquated compensation system.
  - Establish compensation system that reflects today's market.
- Reimagine the Division of EEO/AA to provide more effective implementation of the State Policy Prohibiting Discrimination in the Workplace through enhanced technical assistance, training and investigation processes.
- Develop and present a new template for the Workforce Development Plan (WDP).

# CIVIL SERVICE COMMISSION 2020 PRIORITIES

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- Provide technical assistance to Appointing Authorities to ensure successful completion of their WDP Plan.
- Review and approve WDP Plans submitted by appointing authorities.
- Monitor Appointing Authority implementation of workforce development goals.
- Institute a new Learning Management System (LMS) for State and Local Customers.
  - Complete integration with other systems, PMIS, ePAR, NJ Direct and NJCFS.
  - Establish crosswalks between information in the current system to a new system to successfully migrate thousands of training records from existing employees to new system.
  - Train LMS administrator stakeholders on the new system.
  - Encourage a more robust blended learning solution with new system by complimenting classroom training with online courses.
- Develop and implement a statewide model for a Mentoring Program.
- Implement Programs and Initiatives to Attract Qualified and Diverse Talent for Careers in State Government.
  - Re-establish and administer the New Jersey Governor's Fellows Program.
  - Continue to organize, promote and staff Regional State Government Job Fairs.
  - Implement initiatives to improve diversity in entry level law enforcement positions.
- Introduce and implement an e-DPF process to provide a more efficient process for approving new hire, promotion and salary increase requests.
- Purchase a new item bank system to replace the Test Management System and FastTest to increase the state's capacity for online testing.
- Launch Mental Health First Aid in the Workplace training to increase the public workforce leadership's understanding of mental health concerns and teach them how to help someone who may be developing a mental health or substance concern within the context of agency policies and procedures.
- Develop Guidelines for the State Workforce, Model Return to Work Guidelines and Model Telework Policy to address state workforce issues due to the COVID-19 pandemic.

# CHAIR/CHIEF EXECUTIVE OFFICER BIO

2019 Annual Report



***Deirdré L. Webster Cobb, Esq.***

Chair/Chief Executive Officer

Deirdré L. Webster Cobb, Esq. is the Chair/Chief Executive Officer of the New Jersey Civil Service Commission in Trenton, New Jersey. The Chairperson/Chief Executive Officer is a cabinet position appointed by the Governor and works with the Governor's Office to communicate the Administration's human resource policies and achievements. Chair Webster-Cobb serves as chief advisor and decision-maker on all matters related to civil service and to oversee internal and agency external operations.

Functions of the Office of the Chair/Chief Executive Officer include developing an effective communications strategy, responding to inquiries from Legislators, the media and the public, and ensuring the fair and equitable treatment of CSC employees through EEO/AA. The Chair/Chief Executive Officer also directs rulemaking and chairs the Civil Service Commission, a quasi-judicial body charged with rendering decisions on appeals related to civil service employment.

Drawing on more than 30 years of experience in the regulatory and administrative law fields, she provides knowledge of EEO and HR to benefit all stakeholders and customers. Chair Webster Cobb has worked at several departments within the State of New Jersey including the Department of Labor and Workforce Development, the Department of Community Affairs and the Department of the Treasury, and started her career in state government as a Governor's Fellow with the Department of Personnel, now the Civil Service Commission (CSC).

Chair Webster Cobb received her B.A. from Chatham College and her J. D. from the University of Pittsburgh School of Law. Chair Webster Cobb also holds an Equal Employment Opportunity Certification from Rutgers University and a Certified Public Manager designation from the State of New Jersey and Fairleigh Dickinson University. She is a Past President of the Association of Black Women Lawyers of New Jersey, Inc. and a former trustee of the New Jersey State Bar Association, member of the New Jersey State Bar Association's Judicial and Prosecutorial Appointments Committee, the New Jersey Supreme Court Committee on Character and the Minority Concerns Committee of the Superior Court of New Jersey, Burlington Vicinage.

The Chair currently serves as Chair of the Alice Paul Institute Board of Directors Committee and a director on several boards of community organizations.



# SENIOR LEADERSHIP TEAM

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Chief of Staff

**Joseph Greer, Esq.**

Chief Executive Director of Administration and Employee Services

**Kimberly Rogers-McLean, MPA.**

Regulatory, Ethics & EEO Officer

**Patricia Todd, Esq.**

Executive Director of EEO and Diversity Programs

**Charlie Williams, Ph.D.**

## Divisions and Offices

Division of Agency Services

**Kelly Glenn, Esq.**

Division of Appeals & Regulatory Affairs

**Christopher Myers, Esq.**

Division of Equal Employment Opportunities and Affirmative Action

**Mamta Patel, Esq.**

Division of Test Development and Analytics

**Michael Johnson**

Chief Fiscal Officer

**Deborah Byrne**

Chief Information Officer, Information and Technology Services

**Sun Kim**

Human Resources

**Ann McClaskey**

Information and Logistics

**Deanna Migliaccio**

Center for Learning and Improving Performance

**LaVida Stalsworth**

# SENIOR LEADERSHIP TEAM

2019 Annual Report

Employee Advisory Service  
**Shelby Pettis**

Executive Assistant to the Chair  
**Jocelynne Timmons**

Legislative Liaison  
**Eugene Lanzoni**

Communications Officer  
**Tyler Jones**







**New Jersey  
Civil Service Commission**

**Website:** <https://www.nj.gov/csc/>  
**Information Center:** 609-292-4144

**Social Media**



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<https://www.instagram.com/njcivilservice>

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