

Annual Report Fiscal Year 2021

The Work Continues



Philip D. Murphy
Governor

Sheila Y. Oliver
Lt. Governor

Deirdré L. Webster Cobb
Chair/Chief Executive Officer



#CSCWorksForYou

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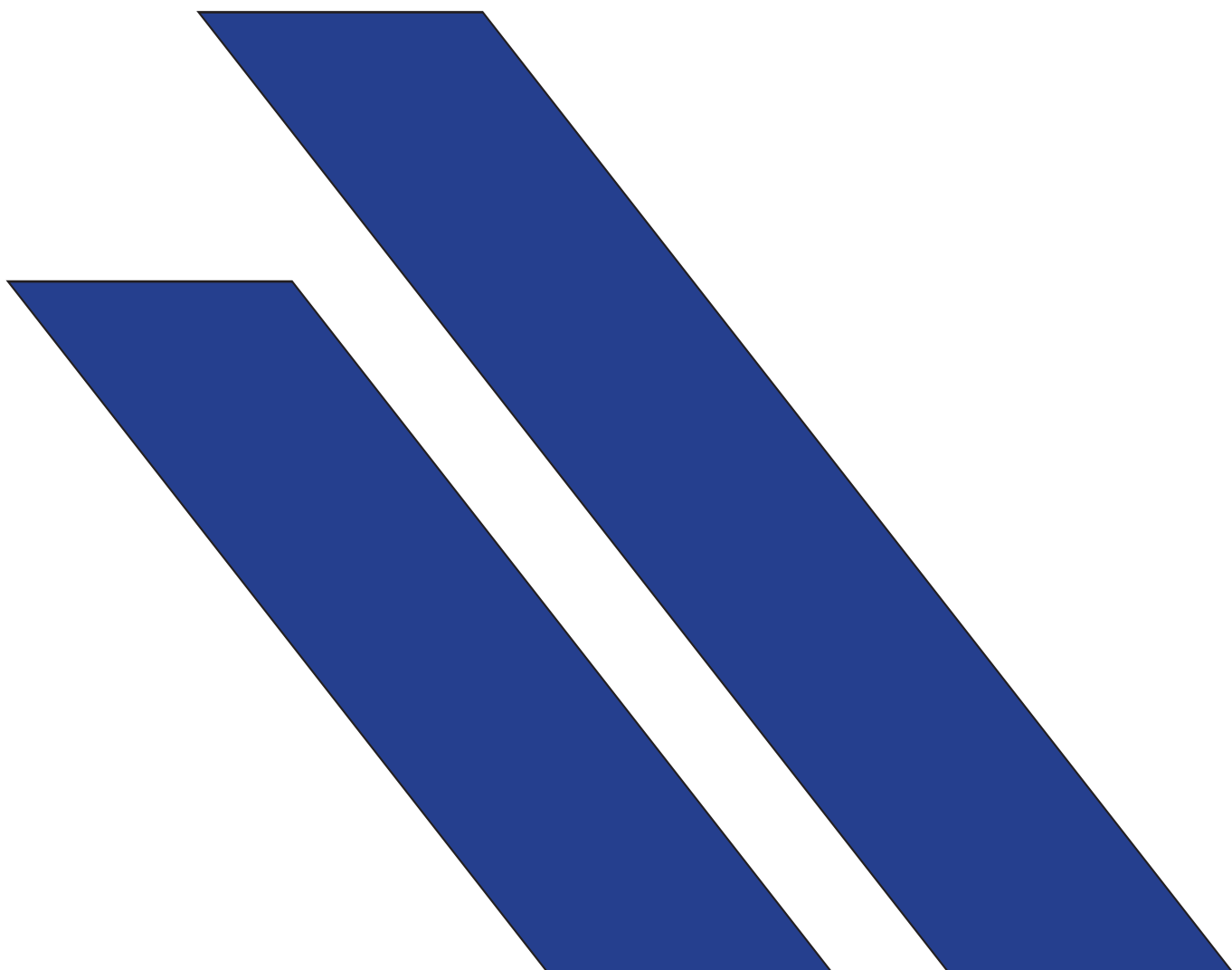


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Welcome Message



Message from the Chair and Chief Executive Officer



Philip D. Murphy
Governor

STATE OF NEW JERSEY
CIVIL SERVICE COMMISSION

Deirdré L. Webster Cobb, Esq.
Chair/Chief Executive Officer

Sheila Y. Oliver
Lt. Governor

On behalf of the New Jersey Civil Service Commission (CSC), I am pleased to share this year's edition of our Annual Report, highlighting all the great work our agency and its employees accomplished during Fiscal Year 2021.

This year's theme, "The Work Continues," is fitting for the challenging times we are currently facing. I am incredibly proud of the work of our employees, who - despite the obstacles of the past year - were able to stand strong in fulfilling our agency's mission of advancing New Jersey state government with fair and efficient human resources. We were able to come together as an agency despite the unusual circumstances and complete the majority of our daily tasks in our work from home environment.



I would like to recognize the work of my COVID-19 Team, which includes Chief of Staff, Joe Greer; Chief Executive Director of Administrative and Employee Services, Kim Rogers-McLean; Senior Counsel and Legal Advisor to the Chair/CEO, Pat Todd; Director of the Division of Appeals and Regulatory Affairs, Allison Chris Myers; and Director of the Division of Agency Services, Kelly Glenn. Since March of 2020, the COVID-19 Team has been on call 24/7 and have worked tirelessly to address various state workforce issues resulting from the COVID-19 pandemic. It has worked collaboratively with the Governor's Office, the Office of the Attorney General and departments and agencies, in both state and local government, to ensure that they are able to continue to effectively and efficiently deliver programs and services to the residents of New Jersey.

As we begin to move past the pandemic and into our new normal, our mission remains the same. We will continue to keep our State and local government employees, their loved ones and the community at large first in our minds as we continue to provide our services.

Remember, CSC works for you.

Sincerely,

Deirdré Webster Cobb, Esq.

A handwritten signature in cursive script that reads "Deirdre L. Webster Cobb".

Chair/Chief Executive Officer
New Jersey Civil Service Commission

New Jersey is an Equal Opportunity Employer

www.nj.gov/csc

Who We Are



Our Mission

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

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

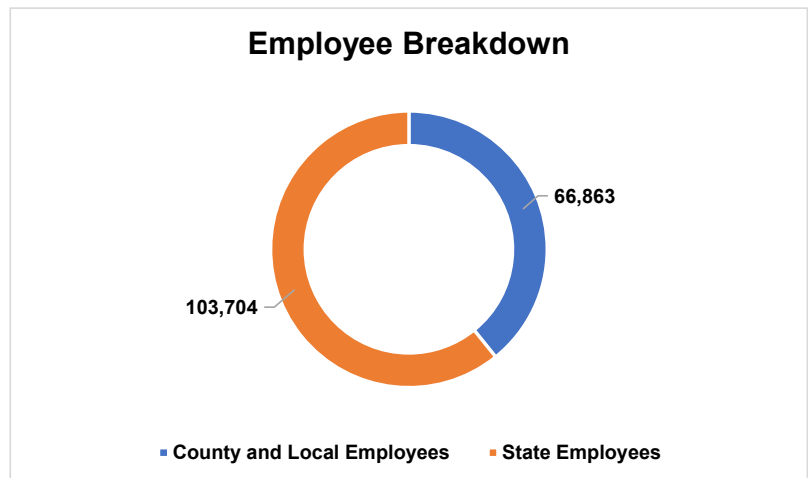
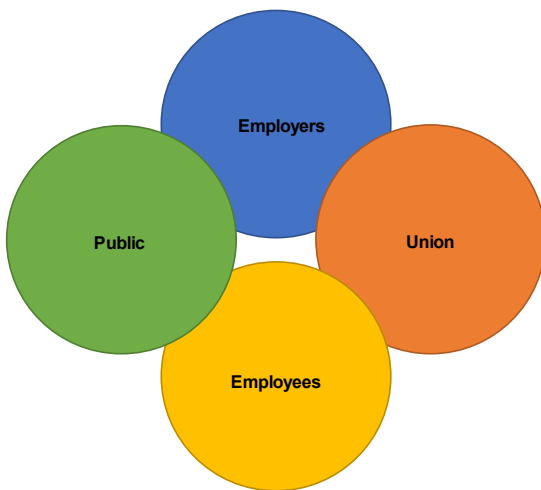
Responsibilities

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



State Employees by Union Representation

50 Bargaining Units (18 of which consist of Executive, Managerial, and Confidential Titles)

- Communications Workers of America **54.8%**
- American Federation of State, County & Municipal Employees **10.6%**
- Police Benevolent Association **9.8%**
- International Federation of Professional & Technical Engineers **7.4%**
- Probation Officers Association **4.6%**
- Judiciary Council of Affiliated Unions **4.0%**
- State Troopers Fraternal Association **2.5%**
- International Brotherhood of Electrical Workers **2.4%**
- State Police Non-Commissioned Officers Association **1.6%**
- Law Enforcement Supervisors **1.0%**
- Fraternal Order of Police **0.9%**
- State Police Superior Officers Association **0.4%**
- Law Enforcement Commanding Officers **0.1%**
- Court Reporters **0.0%**

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 given an 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.

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 Services 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.



Divisions and Offices



Division of Administrative and Employee Services

Kimberly Rogers-McLean, Chief Executive Director



Mission:

The offices comprising Administrative and Employee strive to provide consistent quality services and critical support functions to the other CSC Divisions and offices assisting them in fulfilling their mandated and mission critical services.

Responsibilities:

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.

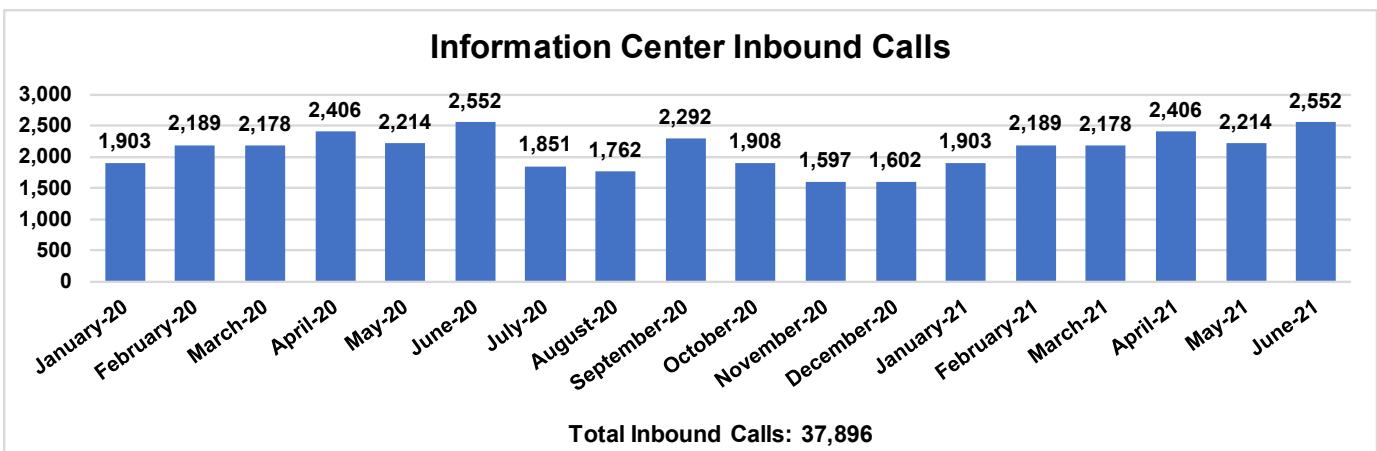
The **Fiscal Office** is responsible for all aspects of financial resources and internal control. Main tasks include: budget analysis and control, accounting, expenses, cash management, and financial reporting. Support the goals and objectives of the Commission by coordinating with and providing support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

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.

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.



Fiscal Year 2021 Highlights:

- Implementation of a new streamlined billing process for the new Learning Management System (LMS).
- Worked with Treasury to secure additional private office space for the Employee Advisory Services and the Division of Equal Employment Opportunity and Affirmative Action.
- 22,187 ePARS were completed and finalized out of 59,982 users.
- 10,636 calls handled by Information Center Staff.

For More Information, visit <https://www.state.nj.us/csc/about/divisions/admin/>

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.

Responsibilities:

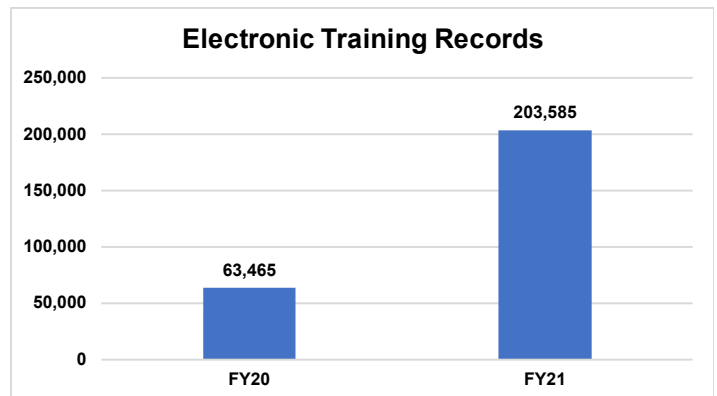
The Center for Learning and Improving Performance (CLIP) develops and offers a variety of training courses designed for public employees. CLIP’s partnership with the New Jersey Community College Consortium for Workforce Development and Rutgers University enhances our ability to provide public employees 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.

Fiscal Year 2021 Highlights:

- As a result of the impact of the coronavirus pandemic and social distancing requirements, all in-person training by CLIP was suspended as of March 16, 2020. Prior to the in-person instructor-led training suspension, approximately 3,619 people were served resulting in 28,440 contact hours. Relatedly, to support the state workforce during this time of transition, CLIP offered Executive Branch employees via the LMS a three-part “Be Well. Work Well.” series that included 25 free eLearning courses. The free courses were a part of CLIP’s employee development initiative to keep employees engaged and motivated during the early phase of “Shelter in Place”. The series

was well received; over 9,400 users completed one or more of the courses in the series.

- Developed the short web-based training “Working Safely Together - Keep Your Space Cover Your Face” available via the LMS to inform returning Executive Branch employees of important preventative measures to promote a healthy and safe workplace.

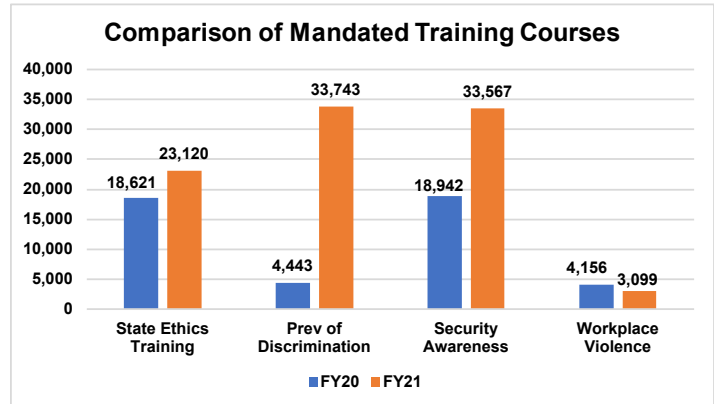


- Collaborated with a few preferred college instructors to produce 14 Quick CLIPs (mini videos) free on the LMS, related to productivity, stress management, change management and technology at work to assist state employees with transitioning to working remotely during the COVID-19 pandemic. Approximately, 12,354 course completions were recorded for the various Quick CLIPs and other free CLIP non-mandatory courses such as, eCATS for Users, Backpack to Briefcase, and Saba learning videos.

Division of Administrative and Employee Services

- Implemented and launched the new Learning Management System (LMS) powered by Saba, in June 2020, as planned. The implementation happened at the most opportune time since it provided a means for organizations to stay connected and keep their employees engaged with professional development opportunities as COVID-19 grew in significance. The cross-departmental efforts and contributions of the NJ Executive branch, Judiciary, and the Office of Homeland Security and Preparedness, along with the vendor were remarkable. Additionally, the LMS has integrated with the PMIS, ePAR and NJ Direct systems to ensure seamless and real-time information on employee data. CLIP and the other domain users successfully migrated and reconciled employee training data and records for over 220,000 LMS users.

Jersey State Policy Prohibiting Discrimination in the Workplace, were deployed via the LMS to all Executive Branch employees with access (about 56,000) as a Certification.



- The modern elements and features available in the new system attracted many agencies to join the LMS community. CLIP welcomed the NJ Highlands Council, NJ School Development Authority, Ocean County Soil Conservation District, Palisades Interstate Park Police, and the Pinelands Commission.
- Developed various training materials and resources to assist users with navigating the Saba LMS such as the “Learner” and “Manager” videos, Quick Guide for new users, Manager User Guide, Agency Training Coordinator Administrator Guide, Virtual Classroom Facilitator Guide, and Virtual Classroom Participant Resource Guide. Conducted training workshops for Agency Administrators to teach them how to use the system. There were approximately 169 Agency Administrators trained.
- Promoted ongoing training compliancy, CLIP converted approximately 16 web-based trainings, comprising State mandatory, compliance, and State Systems, to make them compatible with the Saba LMS.
- Collaborated with the Civil Service Commission Division of Equal Employment Opportunity/Affirmative Action (EEO/AA) to develop the interactive web-based, “New Jersey State Policy Prevention of Discrimination and Harassment in the Workplace” training. The training covers specific information related to protected categories, prohibited behaviors, roles and responsibilities under the State Policy as well as confidentiality, retaliation and reporting procedures including the hotline. The training course, along with the New

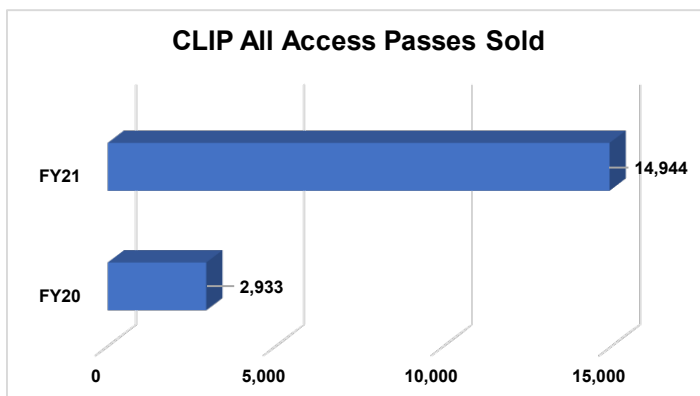
- Uploaded 532 courses from Open Sesame®, our new courseware vendor. Open Sesame® is one of the largest providers of eLearning content and offers a vast and comprehensive catalog of professional development courses by top publishers. CLIP regularly reviews and uploads courses that are relevant and beneficial to government employees. Additionally, we were able to offer departments and agencies a lower per person cost (80% cost savings) for this courseware subscription. Many departments and agencies were very interested in purchasing the courseware subscription, CLIP All Access Pass, for all of their employees. Agencies that purchased for their entire agency include: Casino Control Commission, Department of Children and Families, Department of Education, Department of Health, Department of Labor, Department of the Treasury, NJ Educational Facilities Authority, NJ Highlands Council, NJ Housing Mortgage and Finance, Ocean County Soil Conservation District, Palisades Interstate Park Police, and the Pinelands Commission.
- Recognized 126 NJ Certified Public Manager (CPM) Program graduates from six cohorts - Atlantic City (1), Egg Harbor (1), Freehold (2), Morris County (1), Newark (6), and Westampton (5). Additionally, there were eight Capstone projects submitted for consideration of the Askew Award. One graduate was awarded the Askew Award medallion in recognition of an exceptional Capstone project.
- Coordinated Coaching sessions for Hunterdon County Prosecutor’s Office.

Division of Administrative and Employee Services

- Program areas throughout the State recognized the benefits of training through the LMS and contacted CLIP for both system and content production services for their external or community partners. Collaborated with the New Jersey Department of Health, Office of Minority and Multicultural Health to develop the interactive web-based training, “Culturally and Linguistically Appropriate Services (CLAS)”. This web-based training was assigned via the NJ Learning Management System (LMS) to 6,000 DOH employees and stresses the importance of knowing and applying the CLAS Standards to the community they serve. CLIP also collaborated with the New Jersey Department of Banking and Insurance’s NJ Health Insurance Exchange to provide Get Covered New Jersey Administrators with “Get Covered New Jersey Program” training, certifications, and analytics via the LMS to about 3,000 health insurance providers; broker and agents, and navigators and assisters who are responsible for selling the Get Covered insurance in the marketplace. In addition to working with existing customers of Pensions and NJ FamilyCare, other programs recently joining the community include Department of Labor Workforce Development Boards and NJ Department of Health Women, Infant and Children (WIC) program.
- Coordinated a Senior Leadership Retreat for senior leaders of the Department of the Treasury including the Treasurer, Chief of Staff, Assistant Treasurer, and several directors, as well as a Senior Leadership Workshop for senior leaders of the Motor Vehicle Commission.
- Developed and offered the following new classroom courses:
 - BO 4.2 Intermediate Human Resources
 - BO 4.2 Intermediate Fiscal
 - Clerical Apprenticeship Program for Excellence (CAPE)
 - Project Management Essentials Recap and Day 6 (Virtual Classroom format)
 - Business Writing (Virtual Classroom format)
 - SOS! Time Management (Virtual Classroom format)
 - Workplace Diversity and Inclusion: It Starts with You (Virtual Classroom format)

Looking to the Future:

- Develop and offer blended learning opportunities to provide learners with a modern training experience with the use of the LMS coupled with traditional classroom instruction.
- Promote and support increased eLearning utilization via expansion of the All Access Pass course catalog and Learning Paths for agencies who have purchased CLIP All Access Passes and seek post pandemic training solutions.
- Provide training and resources to Agency Training Coordinators to foster improved navigation of the fairly new LMS to ensure full utilization of the system to record, track, monitor, and report on employee training and development activities.



For More Information, visit <https://www.state.nj.us/csc/employees/training/>

Division of Information Technology Services (ITS)

Sun Kim, Director



Mission:

To provide reliable and secure technology solutions for the Commission with excellent customer service.

Responsibilities:

The Division of Information Technology Services (ITS) is responsible for information technology related operations, including network and architecture, new and existing systems and applications, information technology and training, project management, telephone operations, maintenance, and support.

Fiscal Year 2021 Highlights:

- **Remote access and laptops for staff** – COVID brought on a serious challenge for ITS by creating the need for staff to work from home. Critical staff needed remote access to intranet applications and onsite resources. Since CSC's security policy requires State equipment for remote access, ITS had to repurpose our training room laptops, purchase additional hardware, and configure each device for users. Over 140 staff members have connected remotely to CSC resources.
- **Remote support** – Related to the above bullet, while staff work remotely and access CSC resources onsite, Helpdesk support tasks and responsibilities have significantly increased. It is a result of having to maintain the onsite hardware for GoToMyPC/VPN access, as well as the laptops and smartphones that ITS issued to staff. ITS has troubleshoot support requests by using Teams and phone calls.
- **eDPF (electronic Department of Personnel Form)** – ITS has been working on the eDPF project since December 2020, and has since moved the project to the User Acceptance Testing (UAT) stage. However, ITS was informed by upper management that the Governor's Office requested a modification of the workflow in January 2021. ITS estimated the modification would take another 3 months to complete. ITS decided to provide the current UAT version for the users to do the test and get their feedback. At the same time, developers worked on modifying the workflow as requested.
- **LMS-Saba (Learning Management System new vendor Saba)** – The LMS is critical to CSC, since one of our missions is to provide training solution for executive agencies. Saba Software has replaced the SumTotal LMS. It has been live since June 4, 2020. ITS worked diligently with Saba to implement the project as planned, and resolved many unforeseen issues, such as the user accounts and transcript migration, and eCommerce module development. Furthermore, ITS assisted NJOHSP with their data migration. ITS developed a middleware application to enable Saba credit card transactions to interface with OIT ePayment web service and the NIC USA payment page. The middleware application is at User Acceptance Testing (UAT) stage. Saba and the CSC Business Team tested it. ITS also completed the development of 'Refund' process for the Fiscal Unit, which was also tested by users.

- **Power Query User support (Replacing Web Focus)** – ITS determined that the Microsoft Power BI was a viable replacement of WebFocus, and would require no additional cost to CSC. ITS identified the Power Query feature of the Power BI Desktop as a key tool to learn. Once learned, staff could self-service BI reports. ITS documented User Guides for CSC staff. ITS hosted several workshops for new users. ITS developers and Helpdesk staff were readily available for Power Query questions and new data requests.
- **OAS Profile Development** – The ITS development team reviewed the old requirement with business users (Agency Services). ITS met with the Agency Services team weekly to discuss new requirements, and completed updates to the old document. Agency Services completed their review and provided the updated User Requirement. The ITS developer team reviewed the document and began working on the design and development. Due to a security incident in 2020, ITS completed a new function and implemented it in production. This new function includes encrypting passwords in the OAS database, and enabled OAS administrators to access the applicant’s data without using the user’s login ID and password.
- **3rd floor expansion project** – The Division of Equal Employment Opportunity and Affirmative Action and the Employee Advisory Services moved to the 3rd floor of Station Plaza. The floor renovation started in 2019 but was delayed during COVID. The network and telecom infrastructure needed to be added triggering 2 additional projects – Network upgrade project (completed) and VoIP project (still ongoing).
- **Network upgrade project** – The CSC Network infrastructure is over 10 years old. With the 3rd floor expansion requiring network and telecom, ITS initiated the purchase of new Cisco network equipment to replace all of the CSC legacy network hardware. ITS worked with a vendor to install the equipment and completed the project in April 2021.
- **Skillsoft integration in Saba LMS** – ITS worked with CLIP, NJ Portal, Skillsoft, and Saba to implement Skillsoft training courses in Saba LMS. ITS used the NJ Portal single sign-on to grant user access. ITS and CLIP followed the instructions provided by Skillsoft to configure the training contents in the Saba system. Robert Milutin was

the ITS Project Manager for this project.

- **EAS Client Management application development** – The Employee Advisory Services (EAS) needed an interim application for counselors to record confidential assessment, counseling, and referral services. ITS developed the application using the Microsoft .Net platform with the MVC template and SQL database, and went live in April 2020. For the Appointment Scheduling system, ITS recommended to use a third party system. The EAS team chose the EAPro360.
- **EEO tracking application enhancement** – The Division of EEO/AA Complaints Tracking System tracks and records all discrimination complaints/appeals statewide. It can create mail-merges and reports by agency, discrimination basis, and disposition, among other criteria. Complaints are categorized into two different types, internal and external. There were two ACCESS systems to track them separately.

ITS developed the new EEO tracking application that combined internal and external together in August 2018. Since then, ITS completed several change requests.

Quantitative Summary of ITS’s Completed Tasks/Projects in FY ‘21	
Password resets/web update requests (minor)	3,153
PC client and software support (minor)	13,608
Infrastructure/security requests (major)	2,421
Web application enhancement requests (major)	563
Database administration/update (major)	996
Change requests/management (long term)	1
Project requests (long term)	4
State employee documents (pages scanned)	28,144
Local employee documents (pages scanned)	12,754
Title (pages scanned)	8,459
Certs (pages scanned)	46,953
Agency Services Scanning	2,230

Looking to the Future:

- **VoIP project** – CSC's current phone equipment uses standard telecom phones and ISDN phones. ISDN phones are no longer available and will be out of support soon. With the 3rd floor expansion requiring new phone equipment, ITS initiated the purchase of VoIP phones and will work with OIT to replace the phones for all CSC staff.
- **EAS Client Management application development** – ITS will work with EAS to subscribe and configure the EAPro360, a SaaS solution to replace the current system hosted locally.
- **EEO tracking application enhancement** – The Division of EEO/AA has requested to enhance their tracking application with document imaging system. ITS will work on two solutions – integration with the KnowledgeLake Imaging system in Cloud, and use of the local system for scanning, indexing, and storage of image data.

For More Information, visit <https://www.state.nj.us/csc/about/divisions/admin/>

Employee Advisory Service (EAS)

Shelby Pettis, Manager



Support - Empowerment - Growth



Mission:

The Employee Advisory Service (EAS) unit's primary goal is to assist employees who may be experiencing personal, family, or work-related challenges with secure confidential support and resources. In addition, EAS staff provide an array of services to office leaders that are seeking to enhance the organization's overall work environment and build a resilient workplace.

Responsibilities:

To achieve its goals, the dedicated staff is equipped to assist team leaders with identifying issues that may be having a negative impact on employee relationships and an organization's productivity. After the assessment phase, EAS staff is available to aid managers with designing individual and workgroup interpersonal interactions to assist in resolving the issues and improve communications which will enhance employee job performance and overall workplace effectiveness.

EAS also provides effective supportive services and resources to 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 confidential individual assessment, counseling and referral services.

Fiscal Year 2021 Highlights:

- Provided 30 EAS Orientation and/or Monthly Topic Webinars with over 4,500 employees participating across all webinars. Separate Supervisor and Manager Webinars provide support and empower leaders with tools and techniques in supporting

their staff and increasing awareness of common issues in the workplace that may impact employee job performance and the overall climate of the workplace.

- **Provided over 2,500 one-on-one individual counseling services to employees for various issues relating to work performance, stress, mental health, family, and other complex issues affecting their overall well-being.**

- In response to the pandemic, EAS conducted regular pulse surveys to better understand how employees were doing in the moment over a 4 month period of time. 64% of survey respondents (469) listed stress as a major challenge. As a result of these surveys, EAS launched specialized webinars to address stress and its impact on employees and the workplace.
- EAS conducted over 30 virtual group grief sessions facilitating loss situations and coping with grief in the workplace.
- Provided services to over 80 employees with drug and alcohol use and connecting those employees to treatment providers and assisted with navigating through the return to work protocols.

Looking to the Future:

- Promote discussions among employees with common interests through the use of virtual support groups to minimize the stigma of mental health in the workplace.

Division of Administrative and Employee Services

- Providing additional resources to employees to recognize and bring awareness to common mental health issues such as anxiety and depression and to understand available referral resources through educational and wellness webinars and newsletters.
- Promoting employee wellness through our Annual Mental Wellness Symposium held in the Fall.

For More Information, visit <https://www.state.nj.us/csc/employees/programs/advisory/eas.html>

Division of Agency Services

Kelly Glenn, Director



Mission:

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.

Responsibilities:

- 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 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 eligibles from lists or alternatives sources.

About the Division:

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.

Division of Agency Services

- **Compensation Unit:** This Unit is responsible for the creating and maintenance of the State compensation plan and policies, including the Compensation Compendium and performance of compensation studies.
- **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 Units:** These Units are responsible for the review of all open competitive applications and promotional announcements to determine whether applicants meet the education, experience and licensure requirements for the job title.
- **Certification Units:** These Units are 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, and the Intergovernmental Transfer Program.

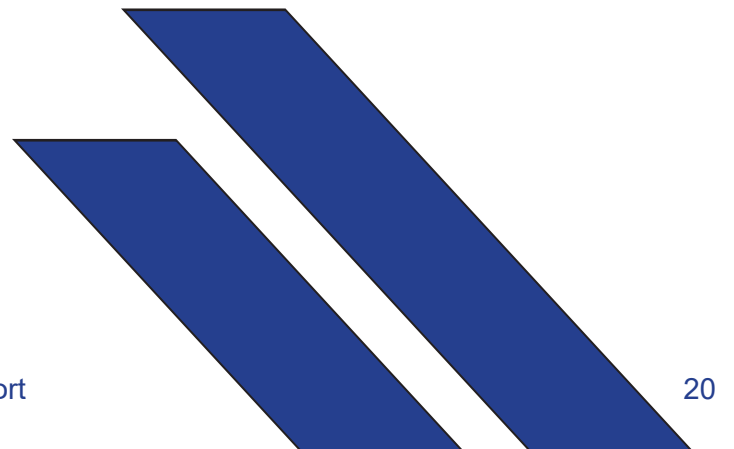
Fiscal Year 2021 Highlights:

- Announced 2,079 promotional and open competitive examinations and reviewed 10,117 applications.
- Issued determinations on position classification appeals from 354 employees.
- Approved 35 layoff plans and administered the resultant reductions in force.
- Updated, created or consolidated job specifications for 180 job titles in State and local Government.
- Issued determinations on 3 salary reevaluation requests and 3 requests for market studies on compensation levels.
- Reviewed 3,693 Hiring/Promotional Freeze Exemption Requests.

Looking to the Future:

- Will work on classification and compensation analysis.
- Research feasibility of updating PMIS.

For More Information, visit <https://www.state.nj.us/csc/about/divisions/slo/>



Division of Appeals and Regulatory Affairs (DARA)

Allison Chris Myers, Director



Mission:

The Division of Appeals and Regulatory Affairs' 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.

Responsibilities:

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.

Fiscal Year 2021 Highlights:

- **The Commission Adopted Major Temporary Rule Relaxations and Modifications in accordance with Executive Order 103 to assist appointing authorities and employees due to challenges created as a result of the COVID-19 emergency**

At its April 2020 meetings, the Commission approved Notices of Adoption for Temporary Rule Relaxations and Modifications to various provisions of N.J.A.C.4A. The first emergency adoption concerned the time frames on filing administrative appeals set forth in N.J.A.C. 4A:2-1.1, 2.5, 2.6, and 5.2; 4A:3-3.9; 4A:4-5.2, 6.4, and 6.5; 4A:6-2.5, 2.6, 2.7, and 2.8; and 4A:7-3.2. The second concerned the emergency compensation rates set forth in N.J.A.C. 4A:3-4.19. Due to the concerns associated with an increased risk of infection, as well as changes to the nature of the job duties, the Commission established a temporary emergency rate of compensation for those employees in the Division of Children Protection and Permanency (DCPP), Department of Children and Families, serving on a special response team when certain conditions are present. Similarly, employees in the Division of Developmental Disabilities (DDD), Department of Human Services, were to receive an emergency rate of compensation contingent upon the presence of set conditions in consideration of the COVID-19 pandemic. The emergency rates were effective from March 28, 2020 through June 30, 2020, with a possibility for extension. The third concerned the regulatory provisions relating to the 40 hours or less in a workweek, State service, N.J.A.C. 4A:3-5.3, and Special circumstances: State service, N.J.A.C. 4A:3-5.7. These temporary provisions applied to DCPP, DDD, and Labor employees serving in the Divisions of Income Security, Disability Determinations,

Information Technology, and Finance and Administration.

At its May 20, 2020 meeting, the Commission approved a Notice of Adoption for Temporary Rule Relaxations and Modifications to N.J.A.C. 4A:6-1.23. As a result of emergency measures relating to the COVID-19 pandemic, appointing authorities had been experiencing increased financial constraints, as well as workforce challenges, as they had restructured operations to meet the essential needs of the public within the parameters dictated by public health requirements. To address the need for additional flexibility to State and local appointing authorities, including the State Colleges and Universities, with regard to staffing, the Commission adopted temporary rule relaxations and modifications so that staff may be reduced through the Voluntary Furlough Program in the short term while maintaining their employer-sponsored health benefits coverage. It is noted that at its September 30, 2020 meeting, the Commission approved an additional 90 workdays of voluntary furlough for an employee. This modification now provides for a total of 180 workdays of furlough and the maintenance of the employer-sponsored health benefit coverage for the affected employee during that time.

At its June 2020 meetings, the Commission approved Notices of Adoption for Temporary Rule Relaxations and Modifications to N.J.A.C. 4A:3-4.19. Due to the concerns associated with an increased risk of infection, as well as changes to the nature of job duties, the Commission established a temporary emergency rate of compensation for direct care and service employees in the Department of Health and the Department of Military and Veterans Affairs contingent upon the presence of set conditions in consideration of the COVID-19 pandemic. The emergency rates were to be effective from March 28, 2020 through June 30, 2020, with a possibility for extension.

At its July 1, 2020 meeting, the Commission approved a Notice of Adoption for Temporary Rule Relaxations and Modifications to N.J.A.C. 4A:6-2.4, Holidays: State service. The Chairperson of the Commission requested that the provisions of N.J.A.C 4A:6-2.4(d) be modified in order to implement Memorandums of Agreement between the State and various collective negotiations agents regarding COVID-19 furloughs. The

Commission found the modification appropriate so that employees who have an unpaid COVID-19 furlough day on the day immediately preceding a State holiday would receive holiday pay associated with the State holiday.

- **Helped draft the COVID Guidance for State and local government employees**

DARA was instrumental in the drafting COVID-19 guidance for New Jersey State and local government employees, including: COVID-19 Guidelines, COVID-19 FAQs, Families First Coronavirus Response Act (FFCRA), and COVID-19 Travel Guidance. DARA also helped in drafting the Telework Guidance and the Return to Work Guidance.

- **Civil Service Commission Meetings Open to the Public Conducted via Teleconference in response to COVID-19 pandemic**

To comply with social distance guidelines, Commission meetings have been held via teleconference. The public may listen to the meetings by calling 1-877-336-1831 and entering Access Code 7379493. Public comments and questions about items on the agenda may be sent to DARA@csc.nj.gov.

Among its various duties, DARA provides support for the Commission by administering the appeal process and assisting the Commission in its regulatory responsibilities. As noted above, Commission meetings have been held by teleconference. Agenda materials are now sent to the Commission members electronically. Additionally, prior to the pandemic, all decisions and letters were printed and mailed to the parties. In most cases, decisions and letters are now emailed. DARA staff members have continued to work in the office or remotely and can be contacted by office telephone or email. There is a division email address (DARA@csc.nj.gov) where inquiries can also be made. Moreover, email submissions were generally not accepted prior to the pandemic. However, email filings have now been permitted for certain submissions, such as responses to written record appeals and exceptions, cross exceptions, and replies to initial decisions rendered by ALJs at the Office of Administrative Law. Senders are advised to copy any adversary on the email and to submit a copy of the submission by regular mail. In addition,

meetings of the Medical Review Panel, which reviews and provides recommendations on appeals of psychological disqualification for the Commission, are now conducted through video conferencing where the appellant, appointing authority, and representatives may appear. DARA's Medical Review Panel Liaison hosts the meetings.

• **The Reporter completed its third 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 third year of publication. In 2020, The Reporter covered significant appeal decisions relating to the COVID-19 pandemic involving position classification, layoffs, and waiving the Physical Performance Test portion of the Fire Fighter examination. 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.

• **The Written Record Appeals**

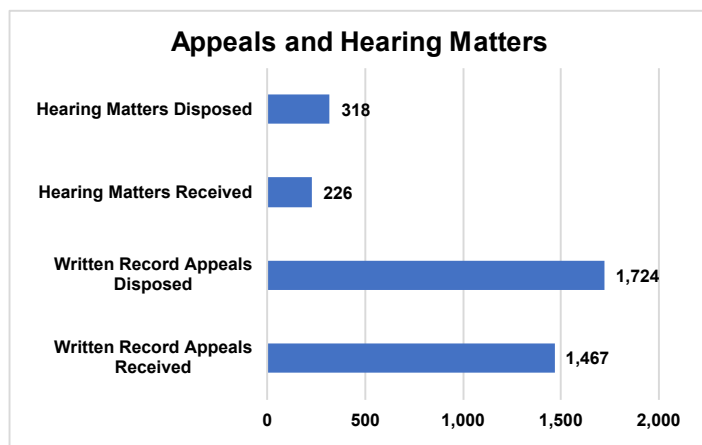
In 2020, DARA disposed 2855 appeals in such areas of bypasses, discrimination, examination eligibility, examination scoring, and list removal. The Hearings Unit disposed of 582 appeals in such areas as major discipline, good faith layoffs, and release at the end of the working test period. Additionally, 25 Final Administrative Actions of the Civil Service Commission were sustained upon judicial review and six were modified, remanded, or reversed by the court.

Looking to the Future:

As a result of the COVID-19 emergency, as noted earlier, DARA had to re-evaluate its operations to ensure the continued administration of the appeal process for the Commission. Therefore, DARA will continue to explore options to maximize operational efficiency. These include:

- Providing a virtual platform to each of the Commission members so they can review agenda materials electronically when the Commission resumes in-person public meetings.
- Developing an on-line process for filing and managing appeals so that parties to an appeal have the option submit all of relevant documentation, supporting arguments, exceptions and cross-exceptions electronically to the Commission.
- Continue emailing decisions and letters from DARA to the various parties in a matter.
- Exploring the possibility of continuing meetings of the Medical Review Panel and the Medical Examiners Panel through video conferencing where the appellant, appointing authority, and representatives may appear without the necessity of traveling from all points in the State to physical meeting site.

For More Information, visit <https://www.state.nj.us/csc/about/divisions/merit/>



Division of Test Development, Analytics, and Administration (TDAA)

Michael Johnson, Director



Mission:

The Division of Test Development, Analytics and Administration’s 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.

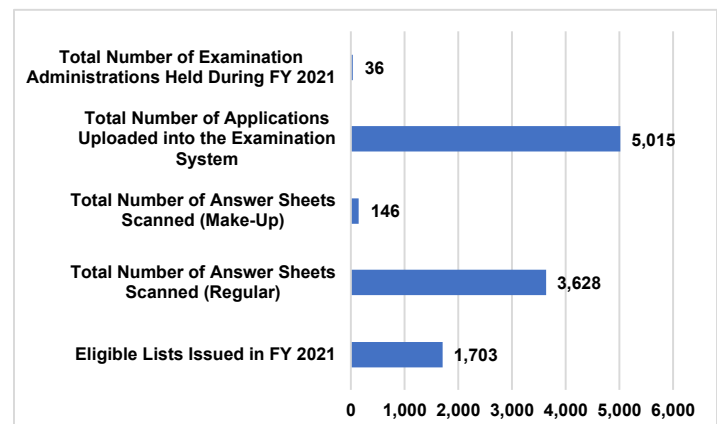
Responsibilities:

The Division of Test Development, Analytics and Administration develops/administers 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 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, and 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 pass 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.

Fiscal Year 2021 Highlights:

- Senior-level TDAA staff continued to report to the office during the COVID-19 pandemic to work on plans for development and administration of backlogged titles from 2020. Eventually, over 49 test administration dates were scheduled in conjunction with the Professional Center at Department of Children and Families facility in New Brunswick. More than 5,000 candidates were scheduled to eliminate the backlog created from the COVID-19 pandemic.
- Due to COVID-19, information disseminated concerning planned announcement and testing cycles for certain Public Safety titles (e.g. Police, Fire, Corrections, and Sherriff, etc.) were modified.



Looking to the Future:

- Resumption of all entry-level and promotional examination administrations.
- Resumption of the Firefighter physical performance examination.
- Continue to increase the number of written multiple-choice examinations that are administered via an electronic format (computer).
- Advertise for a request for proposal (RFP) to verify and update the entry-level fire examination.
- Update the examination review procedures via “4A” to allow for candidates review of examination keyed booklets at the same time as reviewing candidates’ responses. The New Jersey Administrative Code 4A:4-6.4 provides for the review of examination items, scoring and administration. CSC frequently receives questions regarding the examination review process.
- Advertise for a request for proposal (RFP) to verify and update the entry-level law enforcement examination.

For More Information, visit <https://www.state.nj.us/csc/about/divisions/selection/>

Division of Equal Employment Opportunity and Affirmative Action (EEO/AA)

Nancy Whatley-Griffin, 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.

Responsibilities:

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 ensuring that all State Departments and Agencies comply with the applicable law, policies and procedures.

Fiscal Year 2021 Highlights:

• **EEO Case Data**

As of June 30, 2021, there were a total of 331 active EEO complaints statewide. Of these, 138 complaints were within 120-days; 39 complaints

were between 120 and 180 days; and 154 complaints were older than 180-days.

As of January 2021, there were a total of 512 active EEO cases filed statewide; as of June 30, 2021, there were a total of 331 active EEO cases filed statewide. Since January 2021, the number of active EEO cases statewide older than 180 days has been reduced from 403 to 154 as of June 30, 2021. Since January 2021, the number of active EEO cases statewide between 120 and 180 days has changed from 35 to 39 as of June 30, 2021. Since January 2021, the number of active EEO cases statewide within 120-days has changed from 74 to 138 as of June 30, 2021.

• **EEO Cases Opened and Closed**

From 1/1/2020 to 12/31/2020, 635 EEO complaints were opened statewide (of these, 27 cases were assigned to the Division of EEO/AA due to conflicts of interest).

- Of the 635 cases opened in 2020, 534 cases were closed as of 6/30/2021.

From 1/1/2021 to 6/30/2021, 400 EEO complaints were opened statewide (of these, 8 cases were assigned to the Division of EEO/AA due to conflicts of interest).

- Of the 400 cases opened in the first six months of 2021, 215 cases were closed as of 6/30/2021.

- **2021 Trainings Delivered**

A total of 102 trainings were delivered in 2021. The Office of the Governor completed the State Policy (Anti-Discrimination and Harassment) training for their Line employees and supervisors in March of 2021. The Economic Development Authority completed the State Policy (Anti-Discrimination and Harassment) training for their supervisors and managers in March and April 2021.

- **LMS Anti-Harassment and Discrimination Training**

In 2020 the Division of EEO/AA collaborated with the Civil Service Commission's Center for Learning and Improving Performance (CLIP) to develop an online Anti-Harassment and Discrimination Training course. The course was made available to State of New Jersey employees via the Learning Management System (LMS) in January 2021. As of June 30, 2021, a total of 29,291 State of New Jersey employees across 25 agencies have completed the online training.

- **LMS NJ CASA Training**

The required domestic violence response training for EEO and HR offices was made available online through LMS in February 2021.

Looking to the Future:

- Implement a Mediation and Restorative Justice Alternative Dispute Resolution Program.
- Ensure Department and Agency investigations are completed in 180 days or less.
- Monitor and enforce Workforce Development Action Plans.
- To establish a more cohesive EEO/AA program statewide via convening Best Practices sub-committees.
- Use of technology to become efficient in all operations in the Division.
- To implement a totally electronic system of tracking and receiving information.
- To create Bureaus within the Division to provide a more effective and efficient EEO/AA delivery system and technical assistance for State agencies, College and Universities.
- Administer a survey for State EEO/AA Officers of how the Division could service their needs in a more comprehensive way.
- Improve Anti-Discrimination and Anti-Harassment Training for employees and supervisors.

For More Information, visit <https://www.state.nj.us/csc/about/divisions/eoo/>

Office of Diversity Programs

Charlie Williams, Ph.D., Executive Director



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.

Responsibilities:

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.

Fiscal Year 2021 Highlights:

- **Hosted Diversity in Law Enforcement Forum -**
Almost 200 participants attended the New Jersey Civil Service Commission's Virtual Diversity in Law Enforcement Forum on October 22, 2020. The Forum was part of an ongoing effort by the CSC to promote diversity and inclusion within State and Local government for careers in law enforcement. The event offered insight on how to apply for the law enforcement examination and was the ideal opportunity for diverse candidates seeking to enter the Law Enforcement field, to meet with CSC staff to ask questions related to the application and testing process, as well as hear from CSC's partners on the importance of diversity in Law Enforcement.

Panelists participating in the Forum included representatives from the Hispanic American Law Enforcement Association, LGBTQ Law Enforcement Liaisons, the Muslim American

Law Enforcement Association, the New Jersey Chapter of the National Organization of Black Law Enforcement Executives, New Jersey Women in Law Enforcement, the New Jersey Department of Corrections, the New Jersey Department of Environmental Protection, the New Jersey Department of Human Services, and the New Jersey State Police.

- **Hosted Second Annual State Workforce Diversity and Inclusion Summit -**
Attended by approximately 160 participants, CSC's Second Annual Diversity and Inclusion Summit was held virtually on December 3, 2020. The Summit theme was, "2020 Vision: Managing Change, Conflict, and Creating Opportunities."

This year's event included a presentation by Cedric Ashley, Esq, on The Intersectionality of Emotional Intelligence and Diversity, Equity, and Inclusion; a panel presentation on Best Practices in Diversity and Model Programs; and an open forum/Q&A segment. Presenters on the panel included: Jared M. Maples, Director, NJ Office of Homeland Security and Preparedness; Lora Fong, Chief Diversity Officer, Office of the Attorney General; Dodi Price, Acting Chief of Staff, NJ Department of Education; and Jennifer Webb-McRae, Prosecutor, Cumberland County. Julie Diaz, Chief of Staff at the NJ Department of Labor and Workforce Development served as the panel moderator and Kia King, EEO Officer at the NJ Department of Labor and Workforce Development and CSC Diversity Council member, served as a program facilitator.

• **Facilitated the CSC Diversity Council's Inaugural Diversity Council Roundtable Discussion -**

Topics and Presenters included:

- **The Business Case for Diversity and Inclusion in the Workplace** - Presented by Tennille McCoy, Assistant Commissioner, Department of Labor & Workforce Development, Division of Human Capital Strategies
- **Gender Identity and Inclusion in the Workplace** - Presented by B. Sue Fulton, Chair and Chief Administrator, Motor Vehicle Commission
- **Diversity Recruitment and Outreach** - Presented by Lisa Brown, Office of the Attorney General; Marvin Ross, NJ Department of Environmental Protection; Joseph Forte and Dominique Norwood, CSC.

• **The Office of Diversity Programs was honored for transitioning their employment information sessions to a virtual setting to facilitate recruitment efforts -**

In its continuing efforts to promote careers in State and local government, the New Jersey Civil Service Commission (CSC) has hosted virtual employment information sessions.

The information sessions provide a step-by-step "how to" on applying for job announcements posted on CSC's website. Additionally, information is provided on the types of positions available, i.e., competitive, non-competitive, and the variety of public service careers within government service. These sessions have been sponsored and supported by various partners, including NJ departments/agencies, community organizations, One-Stop Career Centers, colleges and universities, etc. The duration of the presentations range between 1 hour and 1 ½ hours and are available in both English and Spanish.

Some of the NJ governmental and community partners for the employment information sessions included: AmeriCorps, Immigration and American Citizenship Organization (IACO), Department of Environmental Protection, Department of Military and Veteran Affairs, Department of State, Department of Transportation, Department of Treasury, NJ Transit, Department of Children and Families, and the New Jersey Judiciary.

- The Office of Diversity Programs received the Governor's Statewide Employee Recognition Award for Innovation and Efficiency. The award recognizes employees who has demonstrated a willingness to identify and implement business processes that make services more accessible to our clients, link budget decisions and program priorities more closely with program performance to achieve cost savings, generate revenue enhancements, implement more efficient methods of service delivery.

Events By the Numbers*
Diversity in Law Enforcement Forum Participants: 199
Informations Sessions (colleges and Universities, Veterans, LGBTQ+, Latino/Hispanic Community Outreach,) Participants: 1,430
Employment Information Sessions Scheduled During the Year: 95
Virtual Workforce Diversity and Inclusion Summit Participants: 159
CSC Diversity Council Roundtable Participants: 161

- Participated in Second Annual Garden State Minority, Women and Veteran-Owned (MWVOB) Business 2020 Marketplace Exchange Summit, sponsored by NJ Office of Diversity and Inclusion.
- Reviewed and provided commentary and recommendations on pending and enacted legislation impacting diversity and inclusion in law enforcement and other areas of the civil service workforce.
- The Office routinely conducts a review of job specifications in conjunction with the Division of Agency Services, to ensure inclusive language.

Looking to the Future:

- Development of a diversity, equity, and inclusion training template that can be adapted to each department/agency's workforce organizational needs.
- Development of a Mentoring Program template that can be adapted to each department/agency's workforce organizational needs.
- Development of regional and statewide diversity and inclusion programs, events, initiatives, etc. to support diversity in law enforcement-related career areas.

Office of Strategic Communications (OSC)



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.

Responsibilities:

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. Through its Constituent Relations Unit, the office answers inquiries from its constituents.

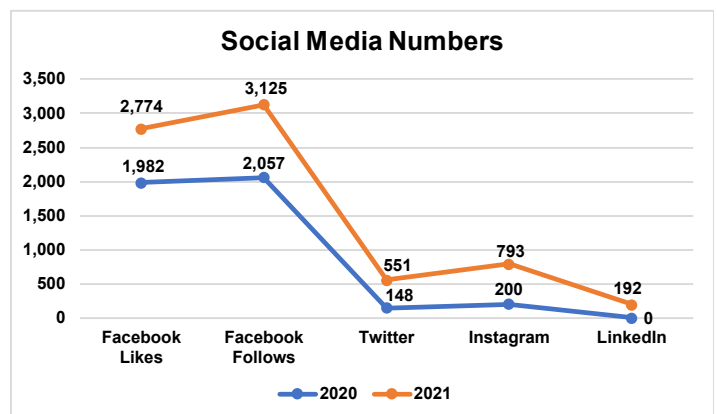
Fiscal Year 2021 Highlights:

- Established a Constituent Relations Unit to answer incoming inquiries from constituents across the State.
- Distributed 21 press releases to keep residents of the State up to date on CSC events, which had moved to a virtual platform due to the pandemic.

- Fulfilled 436 OPRA request.
- Tracked 110 Legislative Bills which could impact CSC delivery systems.
- Handled 61 Legislative Inquiries.
- Responded to 34 Media Inquiries.
- Created an agency LinkedIn account to add to social media presence.

Looking to the Future:

During Fiscal Year 2022, the Office of Strategic Communications (OSC) will continue working towards its mission of providing 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. The Office will broaden its reach by expanding its social media and media presence.



Chair and Chief Executive Officer Biography



Chair and Chief Executive Officer Biography



Deirdré Webster Cobb is the Chair/Chief Executive Officer of the New Jersey Civil Service Commission in Trenton, New Jersey. 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. She 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). In 2002, Chair Webster Cobb was hired at the Department of the Treasury as the Director of the Division of Contract Compliance and Equal Employment Opportunity in Public Contracts, and in addition served as a Special Assistant for Ethics Development. In 2011 she became the Equal Employment Opportunity/Affirmative Action Officer for the Office of EEO/AA and Diversity Programs with the Department of the Treasury, where she oversaw the enforcement of the NJ State Policy Prohibiting Discrimination in the Workplace and ensured compliance with Federal and State Anti-discrimination laws. Chair Webster Cobb also previously worked for D.C. government and the American Federation of State, County and Municipal Employees.

Admitted to practice in New Jersey and before the District of Columbia Court of Appeals, Chair Webster Cobb is a Past President of the Association of Black Women Lawyers of New Jersey, Inc. and a former

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. She is also a former Trustee of the New Jersey State Bar Association and currently serves as a member of the Honorable Marie White Bell American Inn of Court Executive Committee.

Chair Webster Cobb volunteers for several community organizations and is the recipient of many honors. She has a passion for organizations that uplift women and girls. She is currently Chair of the Board of Directors for the Alice Paul Institute, Secretary of the Board of Directors of Exhale Womens Fellowship Inc., a member of the Board of Directors for Legacy Treatment Services, a Past President of Jack and Jill of America, Inc., Burlington County Chapter, and a former Troop Leader for the Girls Scouts of Central and Southern New Jersey. For her service to the community and legal profession, she has been honored with the Distinguished Legislative Service Award from the New Jersey State Bar Association, the Professional Lawyer of the Year Award from the Association of Black Women Lawyers, of New Jersey, Inc. and the New Jersey Commission on Professionalism in the Law, the Community Service Award from the Ebony Suburbanites, the Honorable Renee Jones Weeks Past Presidents Award of Excellence from the Association of Black Women Lawyers of New Jersey, Inc., the Gold Star Award from the National Network of Black Women, Camden Chapter, and the Woman of Excellence Award from the Exhale Women's Fellowship, Inc.

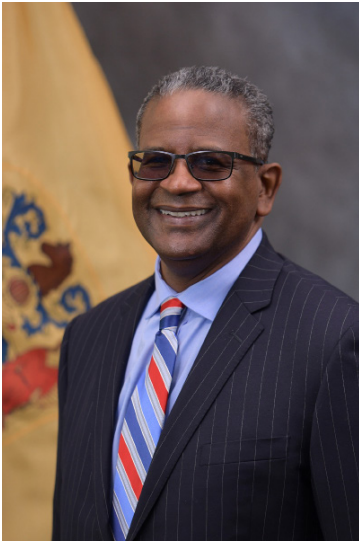
Chair Webster Cobb received her B.A. from Chatham College and her J. D. from the University of Pittsburgh School of Law. She holds an Equal Employment Opportunity Certification from Rutgers University and a Certified Public Manager designation from the State of New Jersey and Fairleigh Dickinson University.



Executive Team and Senior Leadership Team



Executive Team



Chief of Staff
Joseph Greer, Esq.



Chief Executive Director of
Administrative and Employee
Services
Kimberly Rogers-McLean



Chief Executive Director of
Diversity, Legal and
Regulatory Affairs
Patricia Todd, Esq.

Senior Leadership Team

Division of Agency Services
Kelly Glenn, Director

Division of Appeals & Regulatory Affairs
Allison Chris Myers, Esq., Director

Division of Equal Employment Opportunities and
Affirmative Action
Nancy Whatley Griffin, Esq., Director

Division of Test Development, Analytics and
Administration
Michael Johnson, Director

Office of Diversity Programs
Charlie Williams, Ph.D., Executive Director

Chief Fiscal Officer
Steven Beke, Director

Chief Information Officer, Information and Technology
Services
Sun Kim, Director

Human Resources
Beverly Hamilton, Manager

Center for Learning and Improving Performance
LaVida Stalsworth, Manager

Employee Advisory Service
Shelby Pettis, Manager

Executive Assistant to the Chair/CEO
Jocelyne Timmons

Legislative Liaison
Randy Belin

Communications Officer
Tyler Jones

Remembering the past & Looking to the future.





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