

**New Jersey State Government
HR Strategic Plan Outline
Fiscal Years 2005-2009**

MISSION:

Recruit, develop, and retain a high quality workforce that supports government objectives.

GOALS:

1. Transform New Jersey State Government into a top tier employer.

Objective 1.1 Improve the yield of recruitment and selection processes.

Strategies

- Emphasize the challenges, opportunities and benefits of State government employment.
- Establish a common identity, ethical baseline and esprit de corps for State employees.
- Improve design and implementation of State employment hiring policies and practices to align with business needs and Merit principles.
- Develop partnerships with educational institutions to promote programs in areas that match State government workforce needs and to attract their most promising graduates.
- Address market conditions, equity and other relevant compensation issues that may provide barriers to attracting and retaining talent.

Objective 1.2 Reduce turnover of State government's top performers.

Strategies

- Improve recognition and awards programs.
- Broaden career development opportunities available to State employees.
- Improve employees' personal access to their own HR information and benefits.
- Improve design and implementation of State HR policies and practices related to quality of worklife issues.
- Identify and share significant workplace trends.
- Retool and redeploy staff as needed.

Objective 1.3 Reduce employee appeals, grievances, EEO/AA complaints and lawsuits.

Strategies

- Promote a workplace that is free of discrimination and harassment.

- Improve design, distribution, implementation and communication of State employment policies and practices to align with business needs and Merit principles.
- Analyze appeals trends to discover root causes and make positive changes.

2. Enhance the effectiveness and efficiency of the State government workforce.

Objective 2.1 Improve allocation of the State government workforce.

Strategies

- Integrate Statewide and agency strategic planning with workforce planning.
- Retool and redeploy staff as needed.
- Improve workforce planning techniques and practices.

Objective 2.2 Improve skills of the State government workforce.

Strategies

- Link employee performance more closely with State and agency objectives and professional standards.

Tactics:

- Set and communicate standards
- Assess performance
- Set development goals

- Identify the right tools/resources, information and supports employees need to accomplish their jobs.
- Improve access to internal and external work-related training and development opportunities.

Tactics:

- Orientation
- Mentoring
- HRDI courses
- Conferences
- Tuition Assistance
- Other

- Address employee behavior and performance issues proactively.

Tactics:

- Identify and eliminate performance barriers
- Reinforce good performance
- Recognize extraordinary performance
- Offer improvement opportunities, when needed
- Apply the disciplinary process consistently
- Remove consistently poor performers and those with behavior problems
- Ensure managers and supervisors have requisite skills and institutional support to address workforce challenges
- Partner with Unions

- Communicate meaningful employee contributions and achievements to general and targeted audiences.

Tactics:

- Use key executives and other public personalities to advocate for public employees and careers in public service
- Celebrate employee accomplishments
- Prepare and produce TV segments that celebrate government employees on local cable stations
- Increase positive coverage of public employees in local and regional press
- Partner with Unions

3. Improve the quality of information used in making human resource management decisions.

Objective 3.1 Improve accuracy, completeness, relevance and security of employee information captured by the HR information system.

Strategies

- Improve training of employees who enter workforce information.
- Replace Social Security Number with Employee Identification Number.
- Improve and integrate technology used in maintaining and distributing workforce information.

Objective 3.2 Improve cycle time for addressing requests for information from all legitimate sources.

Strategies

- Continue improvement of the DOP Website.
- Use technology to enhance processing time.

Objective 3.3 Improve use of workforce information to plan and meet agency business needs.

Strategies

- Institutionalize and emphasize the processes of workforce planning, human resource development planning, and succession planning.
- Make greater use of contemporary software for workforce analysis and planning.
- Integrate HR planning with Statewide and agency strategic planning.

Objective 3.4 Improve relevance and timeliness of HR/workforce reports, policies and procedures.

Strategies

- Modernize the human resource information system for State government.
- Design and implement a coordinated HR measurement system.

4. Develop a highly competent, flexible State HR professional network.

Objective 4.1 Establish Statewide HR standards and policies.

Strategies

- Formalize and standardize current HR practices.
- Develop policies that address emerging HR issues.
- Continuously monitor and evaluate the HR issues and practices in other organizations worldwide.

Objective 4.2 Improve and accelerate development of State government HR professionals.

Strategies

- Encourage HR professionals to stay current and apprised of emerging developments in the field.
- Provide HR professionals with the right tools and resources to do the job.
- Improve and expand the online classification tool available to HR professionals, and employees.
- Encourage HR professionals to participate in professional organizations and to take leadership roles, where appropriate.
- Implement HR certification program(s).

Tactics:

- Set and enforce high performance standards
 - Provide formal training
 - Emphasize on-the-job training
 - Assign mentors
 - Identify subject matter experts
 - Provide mobility opportunities to build customer awareness
- Provide growth opportunities for HR staff at all levels.

Tactics:

- Flexible/multiple placement opportunities
- Job rotation
- Succession planning.

Objective 4.3 Address HR vacancies and promotions in timely manner.

Strategies

- Develop HR succession plans in concert with the Merit System.
- Expand HR recruitment initiatives

Tactics:

- Internships
- Partner with colleges, universities and HR professional organizations
- Intergovernmental transfers
- Address retention issues for HR professionals.

Objective 4.4 Ensure a State classification and compensation plan for professional HR and EEO/AA titles/positions that promotes internal equity and external competitiveness.

Strategies

- Establish equity in compensation management for HR titles in State government.

Tactics:

- Use relevant market compensation studies
- Recognize and compensate specialized skills appropriately.
- Develop an online skill assessment tool for HR professionals.

Objective 4.5 Increase number of Agencies participating in Shared Services.