



State Civil Service Commission

Department of State Civil Service

Strategic Plan

FY 2008/2009 through FY 2012/2013

This strategic plan was completed in compliance with Act 1465 of the 1997 Regular Legislative Session. It was adopted by the State Civil Service Commission at its regular meeting June 6, 2007

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Secretary, State Civil Service Commission
Director, Department of State Civil Service**

VISION

To be recognized by user agencies as a leader and partner in the management of human resources.

MISSION

To provide human resource services and programs that enable state government to attract, develop and retain a productive and diverse workforce that excels in delivering quality services to the citizens of Louisiana.

PHILOSOPHY

It is the responsibility of the Department to provide the systems and services that will enable the agencies of Louisiana state government to make merit-based, quality decisions regarding the hiring, training, and retaining of those skilled and capable individuals who are essential to providing cost effective, quality services to Louisiana's citizens.

The Department shall provide services in an efficient and courteous manner and shall foster work practices that insure that classified employees work in an environment where excellence and productivity are encouraged and recognized.

G O A L S

- I. Administer the classification and compensation systems by developing and implementing flexible job evaluation and pay policies and practices that can be adapted to meet agencies' unique requirements.**
- II. Create and administer programs, rules, assistance procedures and training that promote, encourage, and enhance effectiveness, efficiency, and accountability in state agencies and their employees.**
- III. Provide processes and policies that enable state agency managers to fill vacant positions with highly qualified applicants in a timely fashion and in accordance with legal and professional standards.**
- IV. Provide for the systematic evaluation of the effectiveness of human resource practices in state agencies.**
- V. Provide a prompt, inexpensive system for resolving removal, discipline, rule violation, and discrimination cases that satisfies due process requirements.**
- VI. Utilize technology to improve the productivity and effectiveness of Civil Service and its user agencies.**

HUMAN RESOURCE MANAGEMENT PROGRAM

MISSION: To promote effective human resource management throughout state government by developing, implementing, and evaluating systems for job evaluation, pay, employment, promotion and personnel management and by administering these systems through rules, policies and practices that encourage wise utilization of the state's financial and human resources.

GOAL I

Administer the classification and compensation systems by developing and implementing flexible job evaluation and pay policies and practices that can be adapted to meet agencies' unique requirements. [Louisiana Constitution, Article X, Section 10(A)(1)]

OBJECTIVE I.1: Annually review market pay levels in the private sector and comparable governmental entities in order to make recommendations to and gain concurrence from the Civil Service Commission and the Governor concerning pay levels to assure that state salaries are competitive.

Strategy I.1.1: Continuously complete a cyclical review of all pay schedules in order to propose adjustments to schedules or occupational areas in which there are market problems.

Action Plan I.1.1: Participate in and/or conduct marketplace salary surveys.

Action Plan I.1.2: Review recruiting, retention, and turnover statistics to assess major compensation problems and support recommended solutions.

Strategy I.1.2: Provide technical assistance as requested by the legislature and others concerning pay rates and schedules for unclassified employees.

PERFORMANCE INDICATORS:

OUTCOME: Number of salary surveys completed or reviewed

OBJECTIVE I.2: Continuously implement and maintain appropriate measures to ensure compliance with the merit system principle of a uniform classification and pay plan.

Strategy I.2.1: Review the allocations of no less than 12% of permanent classified employees annually.

Strategy I.2.2: Complete an average of 150 individual position audits annually.

Strategy I.2.3: Maintain average allocation processing time at less than 30 days by providing on-going technical assistance to agency staff participating in the classification delegation program.

Strategy I.2.4: Conduct agency training as needed in order to accommodate agency staffing changes.

PERFORMANCE INDICATORS:

INPUT: Number of audits conducted

OUTCOME: Percentage of classified positions reviewed

OBJECTIVE I.3: By June 30, 2013, review all existing jobs, including job specifications and allocation criteria, to ensure that job concepts and pay levels accommodate classification needs in a rapidly changing work environment.

Strategy I.3.1: Conduct studies on an average of 15% of jobs annually.

Strategy I.3.2: Publish (via the Internet) additional allocation criteria standards for new and revised jobs as needed.

PERFORMANCE INDICATORS:

OUTCOME: Percentage of jobs reviewed

GOAL II

Create and administer programs, rules, assistance procedures and training that promote, encourage, and enhance effectiveness, efficiency, and accountability in state agencies and their employees. [LA Constitution, Article X, Section 10(A)(1)]

OBJECTIVE II.1: Continue to monitor and evaluate the performance planning and review (PPR) system to ensure that agencies annually maintain a standard of 10% or less of unrated employees.

Strategy II.1.1: Teach a minimum of **12 PPR** classes per year to provide training for new supervisors as well as updates and refreshers for those previously trained.

Strategy II.1.2: Analyze annual PPR reports to determine the percentage of employees rated in each agency as well as the distribution of those ratings and to identify the need for refinement of the system.

Strategy II.1.3: Provide assistance to those agencies that do not meet a standard of 10% or less of unrated employees.

PERFORMANCE INDICATORS:

QUALITY: Percentage of employees actually rated

OBJECTIVE II.2: Through on-going training and in cooperation with the Comprehensive Public Training Program (CPTP), offer training opportunities to help agency supervisors and HR managers in developing the skills necessary to positively affect the productivity, efficiency, and morale of their workforce through proper employee management.

Strategy II.2.1: Offer training courses at various key locations across the state to ensure the maximum opportunity for employees to complete mandatory training requirements.

Strategy II.2.2: Utilize effective adult training methods that will result in a majority of all students passing the tests.

Action Plan II.2.1.1: In cooperation with the CPTP, develop, revise as needed, and regularly offer statewide courses to teach managers how to make efficient and effective use of the best HR management principles and the Civil Service Rules.

Action Plan II.2.2.1: Develop meaningful methods to assess the effectiveness and relevance of the training offered and update training courses as needed.

Strategy II.2.3: In cooperation with the CPTP, evaluate the feasibility of developing a HR Curriculum for intermediate and/or advanced HR professionals in state service.

Action Plan II.2.3.1: Facilitate the development and presentation of workshops on advanced topics.

PERFORMANCE INDICATORS:

OUTPUT: Classes offered at key locations throughout the state

OUTCOME: Percentage of students who pass the tests

OUTPUT: Number of students instructed

OBJECTIVE II.3: Continuously provide leadership to all HR professionals, agency managers and employees, using merit principles and coordinated services through a primary contact supported by a multidisciplinary team.

Strategy II.3.1: Provide program specific consulting services to agencies on critical HR issues.

Action Plan II 3.1.1: The multidisciplinary team will work with agencies to resolve critical HR issues.

Action Plan II 3.1.2: Conduct topical seminars as needed for agency Human Resource employees.

Strategy II.3.2: Promote the development and use of customized policies that encourage use of rule flexibilities to maximize the effectiveness of the state workforce.

Strategy II.3.3: Solicit regular feedback from Human Resource professionals on rule changes or program changes, initiatives and updates proposed by DSCS.

Action Plan II 3.3.1 Organize and facilitate meetings of the DSCS Human Resources Advisory Committee. The group will meet at least quarterly and as needed.

Strategy II.3.4: Ensure that the DSCS Website content is current and well organized.

Action Plan II 3.4.1: The assistance team members and the Management Information Services Division will meet as needed to review and update the information on the website.

Strategy II.3.5: Assist agencies that receive Accountability audit findings achieve compliance.

Action Plan II 3.5.1: The multidisciplinary team will assist agencies in designing and implementing remediation plans in response to an Accountability audit findings.

PERFORMANCE INDICATORS:

OUTPUT: Number of HR Advisory Committee meetings

QUALITY: Number of remediation plans initiated in response to an Accountability audit finding.

OBJECTIVE II.4: By June 30, 2011 develop and implement a comprehensive data integrity measurement and feedback system.

Strategy II.4.1: Provide agencies with the tools necessary to ensure the data maintained in the different human resources information systems is as accurate as possible.

Action Plan II 4.1.1: Update, maintain and offer regular training on the ISIS HR Entry Guidelines to ensure agencies are aware of entry requirements as they relate to Civil Service rule compliance.

Action Plan II.4.1.2: Distribute data reports designed to assist agencies in identifying mistakes or exceptions on a monthly schedule.

Action Plan II.4.1.3: Work with agencies that use data systems other than ISIS HR to gain access to Civil Service related employee data and ensure regular reporting of required information.

PERFORMANCE INDICATOR:

OUTPUT: Number of reports distributed to agencies for review

OUTPUT: Number of regular entry guidelines training classes provided

GOAL III

Provide processes and policies that enable state agency managers to fill vacant positions with highly qualified applicants in a timely fashion and in accordance with legal and professional standards. [Louisiana Constitution, Article X, Section 10(A)(1) and Section 7]

OBJECTIVE III.1: By June 30, 2013 through broader use of technology, provide an Online Applicant and Tracking System to improve services to applicants and state agency hiring managers by automating the vacancy requisition and job posting, application submission, application receipt, application screening and applicant tracking and reporting in order to enhance the selection process for filling jobs in the State of Louisiana.

Strategy III 1.1: Research, select and implement the new On-line Employment Center.

PERFORMANCE INDICATOR:

EFFICIENCY: Move toward allowing agencies to have direct and immediate authority to fill positions in 100% of the classified job titles by June 30, 2013.

OBJECTIVE III.2 Routinely provide state employers with quality assessments of the job -related competencies of their job applicants.

Strategy III.2.1: Develop methods of reporting assessment results that make them more meaningful and understandable to applicants, agency managers, and HR Directors.

Strategy III.2.2: Complete at least two studies of assessment tools per year through June 30, 2013.

PERFORMANCE INDICATOR:

QUALITY: Number of assessment tools validated during the fiscal year.

OBJECTIVE III.3: Provide Workforce Planning assistance to employers to help them maintain a stable and skilled workforce by utilizing the appropriate Civil Service Rules and agency policies.

Strategy III 3.1: Provide Workforce Planning training and assistance to employers as needed.

PERFORMANCE INDICATOR:

OUTCOME: Number of Workforce Planning Workshops offered.

OUTPUT: Percentage of requested follow-up agency site visits completed

GOAL IV

To provide an objective evaluation of the human resource practices used by state agencies to manage their classified workforce. [Louisiana Constitution, Article X]

OBJECTIVE IV.1: Continuously provide mechanisms to evaluate agency compliance with merit system principles and Civil Service Rules and to evaluate the effectiveness of agency Human Resources management programs.

Strategy IV.1.1: Continue refining and adapting methods of reviewing the Human Resource management program practices of state agencies in order to evaluate agency compliance and the effectiveness of the agency Human Resource management programs.

PERFORMANCE INDICATORS:

OUTCOME: Percentage of agencies receiving full reviews

OUTCOME: Number of full reviews conducted

ADMINISTRATION PROGRAM

MISSION: To provide continuity and quality in governmental services by protecting employees from adverse action for reasons unrelated to their conduct or performance on the job and to provide systems for maintaining the official personnel and position records of the state.

GOAL V

To provide a prompt, inexpensive system for resolving removal, discipline, rule violation, and discrimination cases that satisfies due process requirements [Louisiana Constitution 1974, Article X, Sections 8 and 12]

OBJECTIVE V.1: Hear cases promptly. Continue to offer a hearing or otherwise dispose of 80% of cases within 90 days after the case was ready for a hearing.

PERFORMANCE INDICATORS:

EFFICIENCY: % of cases offered a hearing or disposed of within 90 days

OBJECTIVE V.2: Decide cases promptly. Continue to render 70% of the decisions within 60 days after the case was submitted for decision.

PERFORMANCE INDICATORS:

EFFICIENCY: Percentage of decisions rendered within 60 days

GOAL VI

Utilize technology to improve the productivity and effectiveness of Civil Service and its user agencies. [Louisiana Constitution, Article X]

OBJECTIVE VI.1: By June 30, 2013, develop and implement an effective Records Management System with associated policies and procedures that manages all records maintained by the Department of State Civil Service.

Strategy VI.1.1: Pursue education in records management techniques and best practices for the Department's Records Manager.

Strategy VI.1.2: Develop an overall record inventory for the DSCS that identifies record ownership, storage and retrieval procedures, retention schedules, policy for public access, and related records management concepts.

Strategy VI.1.3: Research, develop, and communicate general records management policies and procedures that address public access and retention from a global perspective.

Strategy VI.1.4: Develop a work plan that describes, prioritizes, and schedules the development of records projects for each series of records.

Strategy VI.1.5: Initiate a project to develop and implement a records management solution for the priority 1 class of records as identified in the work plan of the above strategy.

PERFORMANCE INDICATORS:

OUTPUT: An overall work plan for developing a records management system.

OUTPUT: An all-inclusive record inventory that addresses retention, public access, ownership, and storage considerations.

OUTCOME: Percentage complete of records management work plan

OBJECTIVE VI.2: Enable the Department to monitor and report on the State's workforce through the maintenance of an effective and efficient reporting system for the state's personnel and position records.

Strategy VI.2.1: Continue to develop a plan to educate the users of HR data on what is available and the best methods of obtaining this data.

Strategy VI.2.2: Assist the Department in the identification of needed reports and develop the necessary reports and inquiries to efficiently review the state's workforce and its personnel practices.

Strategy VI.2.3: Research and evaluate solutions for providing the data to users in a manner that most efficiently and effectively meets their needs.

PERFORMANCE INDICATOR:

OUTPUT: Workforce planning and analysis reports that allow decision makers to make strategic decisions on the state's human capital.

OBJECTIVE VI.3: Support existing information systems and develop new information technology solutions to meet the requirements of the Department of State Civil Service and HR offices statewide.

Strategy VI.3.1: Pursue funding to procure necessary hardware and software upgrades to ensure that current applications perform at acceptable levels.

Strategy VI.3.2: Request resources, including personnel and technology, to assure the stability and growth of the Civil Service Website.

Strategy VI.3.3: Respond to requests for system enhancements in a manner that meets the users' needs.

Strategy VI.3.4: Respond to requests for new system development by evaluating and apprising users of alternatives and guiding them in pursuing solutions that are in the best interests of the Department and the HR community.

PERFORMANCE INDICATOR:

OUTCOME: Number of system change requests completed.
Number of new systems developed.

OBJECTIVE VI.4: Continuously research and implement security and privacy policies and practices that protect records maintained by Civil Service from unauthorized access and use.

Strategy VI.4.1: Continue to develop and implement policies that support the goal of making the protection of information an integral part of the culture of the organization.

Strategy VI.4.2: Evaluate and implement software solutions that restrict access to all data systems within the department and prevent unauthorized access to these resources.

Strategy VI.4.3: Evaluate and implement physical security solutions that restrict access to sensitive file areas to prevent unauthorized persons from gaining access to these file systems.

Strategy VI.4.4: Pursue training opportunities that educate the employees of the department on security and privacy issues.

Strategy VI.4.5: Evaluate the feasibility of creating the role of Chief Privacy Officer within the Department.

PERFORMANCE INDICATORS:

OUTPUT: Policies and procedures developed and implemented within the Department that address security and privacy issues.

OBJECTIVE VI.5: Research new and existing technologies to enable the Department of State Civil Service to meet or exceed its goals annually.

Strategy VI.5.1: Position the applications programming staff in the Management Information Services division to develop web-based applications by identifying and developing skills in web applications.

Strategy VI.5.2: Research and pursue educational opportunities about available web development technologies.

Strategy VI.5.3: Evaluate and select a technology or technologies for future web development.

PERFORMANCE INDICATORS:

OUTCOME: Number of new technologies implemented within the department