

**LOUISIANA DEPARTMENT OF STATE CIVIL SERVICE**

**STRATEGIC PLAN**

**FISCAL YEARS 2017-2018 through FY 2021-2022**



**Louisiana**

**SCS**

**State Civil Service**

**STATE CIVIL SERVICE DIRECTOR – BYRON P. DECOTEAU, JR., PHR., SHRM-CP**

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# **LOUISIANA 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 Louisiana State Civil Service 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.

## **AGENCY VALUES**

**Accountability** — SCS employees are responsible for ensuring our own performance and work team results contribute to success and surpassing the performance goals of our agency and state.

**Communication** — We endeavor to provide complete, accurate, timely and up-to-date information to our clients, co-workers and other constituents.

**Customer Focus** — We strive to understand and anticipate customer needs and constantly focus on delivering products and services of the highest quality in a timely manner.

**Innovation** — We encourage the acquisition of new skills, thoughtful risk taking, openness and receptiveness to change.

**Respect** — We value individual contributions, treat others with dignity and assume positive intent in everyone.

**Teamwork** — We support each other, blend our diverse talents and backgrounds and willingly share information and resources.

# DEPARTMENT GOALS

**I. Administration** — Provide effective Human Resources (HR) leadership driven by policies that effect transparent and accountable HR practices; resulting in employers having the key tools and skills needed to ensure that employees are empowered and equipped to accomplish the organization’s desired outcomes and goals.

**II. Appeals** — Provide a prompt, inexpensive system for resolving removal, discipline, rule violation, and discrimination cases that satisfies due process requirements.

**III. Management Information Services** — Utilize technology to improve the productivity and effectiveness of State Civil Service and its user agencies.

**IV. Training and Workforce Development** — Provide training services and tools to assist employers with attracting, developing and retaining a productive workforce.

**V. Accountability** — To monitor and evaluate the quality of the data used to document personnel actions through an objective evaluation of the human resource practices used by state agencies to manage their classified workforce.

**VI. Compensation** — 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 within the limits of a uniform classification and pay plan structure.

**VII. Employee Relations** — Provide consultation to state employees, supervisors, managers, human resources professionals and state executives regarding Civil Service Rules, State and Federal Laws, and human resources policies and procedures.

**VIII. Staffing** — 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.

## **MANAGEMENT STATEMENT OF DOCUMENTATION, MONITORING AND MAINTENANCE PROCESSES**

State Civil Service (SCS) was created by the State Constitution of 1974, Article X: Public Officials and Employees. Over the years, SCS has evolved from a strictly operational and regulatory agency to one that provides training, program reviews and consulting services. Our concentrated efforts to provide human resource services and programs that enable state government to attract, develop and retain a proactive and diverse workforce are fundamental to the agency's existence.

The Department of State Civil Service maintains its commitment to transparent and accountable and effective government by providing information regarding the department and its services to the public via its website and through public records requests.

In preparing this strategic plan executive staff members met to review the previous strategic plan, performance indicators, and current and future initiatives for the department. Staff members believe that the goals, objectives and performance indicators presented in this plan reflect what will be achieved during this plan period. Also, management routinely meets with key staff members where the process and progress of this plan can be discussed. In addition, management reviews performance indicator goals and actual performance quarterly to ensure that annual targets are on track for attainment.

This Plan has revisions to performance indicators and objectives to reflect changes that have been implemented in the various programs. Some performance indicators were eliminated if the objective was achieved in previous years, are no longer relevant to the plan, or provide little or no useful information to the department, to the policymaker or to the public.

Management will ensure that all documents used in the development of the strategic plan as well as the data used for the completion of quarterly performance reports through the Louisiana Performance Accountability System (La PAS) will be maintained according to the records retention laws applicable to this agency.

# ADMINISTRATION & SUPPORT

## STATE OUTCOME GOAL: TRANSPARENT, ACCOUNTABLE and EFFECTIVE GOVERNMENT

### PROGRAM MISSION:

To provide state agencies with an effective human resources system that ensures quality service and accountability to the public interest by maintaining a balance between discretion and control, making that balance flexible enough to match the rapidly changing environment in which government operates, and to maintain the official personnel records of the state. Additionally, to promote effective human resources 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 – ADMINISTRATION

Provide effective Human Resources (HR) leadership driven by policies that effect transparent and accountable HR practices; resulting in employers having the key tools and skills needed to ensure that employees are empowered and equipped to accomplish the organization's desired outcomes and goals. [Louisiana Constitution, Article X Section 6]

#### OBJECTIVE I.1

Measures the progress toward achieving departmental and statewide goals

Strategy I.1.1: Administer support to the Department of State Civil Service's division heads to ensure that employees are sufficiently trained and understand the mission of the Department.

Strategy I.1.2: Continue to provide operational support to State Civil Service, Ethics Administration, Municipal Fire and Police, the Board of Tax Appeals, and the Division of Administrative Law through the Office of Management and Finance to ensure agencies are in compliance with state laws and federal regulations.

#### PERFORMANCE INDICATOR:

**OUTCOME:** Percentage of departmental goals achieved.

**OUTCOME:** Number of reportable repeat findings by the Louisiana Legislative Auditor.

## **GOAL II – APPEALS**

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 II.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.

Strategy II.1.1: Work with the SCS Commission and SCS Director to ensure standards reflect an efficient and effective program.

### **PERFORMANCE INDICATOR:**

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

### **OBJECTIVE II.2**

Decide cases promptly. Continue to render 80% of the decisions within 60 days after the case was submitted for decision

Strategy II.2.1: Work with the SCS Commission and SCS Director to ensure standards reflect an efficient and effective program.

### **PERFORMANCE INDICATOR:**

**EFFICIENCY:** Percentage of decisions rendered within 60 days

## **GOAL III – MIS**

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

### **OBJECTIVE III.1**

Maintain an effective Records Management System with associated policies and procedures that manages all records maintained by State Civil Service.

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

Strategy III.1.2: Maintain an overall record inventory for SCS that identifies record ownership, storage and retrieval procedures, retention schedules, policy for public access, and related records management concepts.

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

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

### **PERFORMANCE INDICATORS:**

**INPUT:** An overall work plan for maintaining a records management system.

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

**OUTPUT:** Percentage complete of records management work plan.

### **OBJECTIVE III.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 III.2.1: Continue to identify the most efficient methods of reporting and communicating the state's workforce data to users.

Strategy III.2.2: Pursue the needs of users to identify and develop reliable reporting for efficient review of the state's workforce data and personnel practices.

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

**PERFORMANCE INDICATORS:**

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

**OUTPUT:** Website improvements that provide access to frequently requested statewide workforce data.

**OBJECTIVE III.3**

To provide effective network and data security, managing data inclusive of all statewide human resources systems, and developing technical applications to allow for improved efficiency and accuracy in statewide reporting for the state agencies and the citizens of Louisiana.

Strategy III.3.1: Respond to requests for system enhancements in a manner that meets the users' needs.

Strategy III.3.2: 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 INDICATORS:**

**OUTPUT:** Number of system enhancements completed.

**OUTPUT:** Number of new systems developed.

**OUTPUT:** Number of requests for data/reports completed.

**EFFICENCY:** Average turnaround time in days for data requests.

**EFFICENCY:** Average response time in days for internal IT support requests.

**OBJECTIVE III.4**

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

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

**PERFORMANCE INDICATOR:**

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

**OBJECTIVE III.5**

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

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

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

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

**PERFORMANCE INDICATOR:**

**OUTPUT:** Number of new technologies implemented within the department.

## **GOAL IV – TRAINING & WORKFORCE DEVELOPMENT**

To provide training services and tools to assist employers with attracting, developing and retaining a productive workforce. [Louisiana Constitution, Article X]

### **OBJECTIVE IV.I**

State Civil Service continues to offer training opportunities to help classified state employees, especially 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 IV.1.1: Offer training courses utilizing various formats including web-based training (WBT), blended learning, distance learning, and instructor-led training held at various key locations across the state to ensure the maximum opportunity for employees to complete minimum supervisory training requirements and develop managerial and professional skills.

Strategy IV.1.2: Utilize effective adult training methods that will facilitate training transfer.

Action Plan IV.1.2.1: Develop and regularly offer statewide courses to teach managers how to make efficient and effective use of the best HR management principles and the State Civil Service Rules.

Action Plan IV.1.2.2: Develop meaningful methods to assess the effectiveness and relevance of the training offered and revise training courses as needed.

Strategy IV.1.3: Assist state agencies by offering talent management consulting services.

Action Plan IV.1.2.3: Offer tools and services for talent management such as competency modeling, specialized instruction, and performance analysis.

### **PERFORMANCE INDICATORS:**

**OUTPUT:** Number of classes offered at key locations throughout the state

**OUTPUT:** Number of WBT courses published

**OUTPUT:** Number of students instructed

**OUTPUT:** Number of agency-specific deliverables developed

**OUTCOME:** Percentage of people who indicated that they will transfer knowledge gained in courses to the job from the Core, Group 1, and Group 2 Capstones

## **GOAL V – ACCOUNTABILITY**

To monitor and evaluate the quality of the data used to document personnel actions through an objective evaluation of the human resource practices used by state agencies to manage their classified workforce. [Louisiana Constitution, Article X]

### **OBJECTIVE V.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 V.1.1: Review the Statewide Agency 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:** Number of Program Accountability reviews conducted.

### **OBJECTIVE V.2**

Maintain appropriate measures to ensure compliance with merit system principles for hiring.

Strategy V.2.1: Review the actions of probational, job appointment, or promotional hires monthly in order to identify areas requiring additional assistance and training for agency human resources staff and to identify corrective action when necessary.

Strategy V.2.2: As needed, develop, review and present information on corrective actions to the SCS Director via the SARS process. Monitor responses from Statewide Agency HR Offices pertaining to corrective actions or decisions issued by the SCS Director.

### **PERFORMANCE INDICATOR:**

**OUTPUT:** Number of hiring actions reviewed.

## **GOAL VI – COMPENSATION**

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 within the limits of a uniform classification and pay plan structure. [Louisiana Constitution, Article X, Section 10(A)(1)]

### **OBJECTIVE VI.1**

To assure that salaries are competitive, SCS annually reviews market pay levels in the relevant employment market which includes the private sector, comparable jobs in governmental entities and other public sector employers as available to make recommendations to the State Civil Service Commission and the Governor concerning the pay levels of the classified service.

Strategy VI.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 VI.1.1.1: Participate in and/or conduct marketplace salary surveys.

Action Plan VI.1.1.2: Review recruiting, retention, and turnover statistics to assess major compensation problems and support recommended solutions.

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

### **PERFORMANCE INDICATOR:**

**OUTPUT:** Number of salary surveys completed or reviewed

### **OBJECTIVE VI.2**

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

Strategy VI.2.1: Complete desk audits annually, as needed or as determined by the Compensation Division.

Strategy VI.2.2: Allocate position descriptions within the prescribed timeframe, as determined by the SCS Director.

Strategy VI.2.3: Conduct training as needed for agency HR personnel to accommodate agency staffing changes.

Strategy VI.2.4: Receive agency requests for exemptions from the classified service for new and existing authorities to assess if those duties may be encompassed within the classified service. Collect and track data to assist in the creation and/or revision of classified jobs based on the evolving needs of state agencies.

**PERFORMANCE INDICATORS:**

**INPUT:** Number of desk audits conducted

**OUTPUT:** Percentage of position descriptions allocated within the prescribed timeframe

**OBJECTIVE VI.3**

Continually review all existing job titles, including job specifications and allocation criteria, to ensure that job concepts and pay levels accommodate classification needs in a rapidly changing work environment.

Strategy VI.3.1: Conduct reviews on classified job specifications annually.

Strategy VI.3.2: Publish via the internet additional allocation criteria standards for new and revised jobs as needed.

**PERFORMANCE INDICATOR:**

**OUTPUT:** Percentage of classified job specifications reviewed

## **GOAL VII – EMPLOYEE RELATIONS**

Provides consultation to state employees, supervisors, managers, human resources professionals and state executives regarding Civil Service Rules, State and Federal Laws, and human resources policies and procedures. [LA Constitution, Article X, Section 10(A)(1)]

### **OBJECTIVE VII.1**

Continue to monitor and evaluate the Performance Evaluation System (PES).

Strategy VII.1.1.1: Analyze annual PES 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 VII.1.2: Provide assistance to those agencies that fall below a threshold of 10% or more unrated employees.

### **PERFORMANCE INDICATOR:**

**OUTPUT:** Percentage of evaluations on Agencies' use of the States Performance Evaluation System

### **OBJECTIVE VII.2**

Continuously provide leadership to all HR professionals, agency managers and employees, using merit system principles.

Strategy VII.2.1: Provide program specific consulting services to agencies on critical HR issues.

Action Plan VII.2.1.1: Conduct site meetings as needed for agency human resource employees.

### **PERFORMANCE INDICATORS:**

**OUTPUT:** Number of on-site meetings with Agency personnel

**OUTPUT:** Total number of Agency consultations

## **GOAL VIII – STAFFING**

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 VIII.1**

Routinely provide agency hiring managers with eligible lists of candidates meeting established minimum qualification requirements.

Strategy VIII.1.1: Maintain validation on written exams to ensure that tests are validated every five years.

Strategy VIII.1.2: Explore the possibility of utilization of electronic testing procedures for applicants for classified positions.

### **PERFORMANCE INDICATOR:**

**OUTPUT:** Percentage of classified eligible lists released within the prescribed timeframe, as determined by the SCS Director.

**OUTCOME:** Complete an annual report on the status of electronic testing procedures

### **OBJECTIVE VIII.2**

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 VIII.2.1: Provide Workforce Planning training and assistance to employers as needed.

### **PERFORMANCE INDICATOR:**

**OUTPUT:** Prepare Annual State Workforce Plan

### **OBJECTIVE VIII.3**

Maintain appropriate measures to ensure compliance with merit system principles for hiring.

Strategy VIII.3.1 Provide agency staffing and selection training for work processes to insure compliance with merit system hiring principles and to assist agencies receiving Accountability audit findings.



**PERFORMANCE INDICATOR:**

**OUTPUT:**                    Annually provide training classes to Agencies as needed