



# THE BRIDGE: Connecting Civil Service and You

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Volume 1 Issue 1

**The DSCS 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.

### Question of the Quarter

Have a question about Civil Service? Let us know! This publication is intended to provide for increased communication between the Department of State Civil Service and all stakeholders within our system. E-mail your questions to us, and we'll do our best to respond promptly. Some questions will be chosen for publication as part of this feature! Participants will remain anonymous if requested. Please note that not all questions will be published and that only fact-based questions will receive a response.

[Ask your question](#)

### STAYING CONNECTED

*From the Desk of Shannon S. Templet, DSCS Director*



Welcome to the first issue of *The Bridge*. Issued quarterly, this communication effort targets not only HR professionals and agency management, but all state employees, with the goal of connecting those who keep the state of Louisiana running with the activities of the Department of State Civil Service. *The Bridge* not only serves as an informational source, but also provides tools for improving all aspects of our state's human resources.

More than 2,000 stakeholders have already joined you in receiving this first issue of *The Bridge*. Additional stakeholders subscribe daily; however, my goal is to reach all interested individuals. Please help to spread the word by sharing *The Bridge*. Anyone is welcome to visit the Civil Service Web site to subscribe to this source of first-hand information concerning human resource management in the state of Louisiana!

### 2009 Dunbar Award Winners

Civil Service congratulates the 2009 Charles E. Dunbar Career Service Award winners, all of which are State of Louisiana employees. This honor is awarded annually to employees in a classified merit system who have distinguished themselves by outstanding service.

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|-----------------------------------|--------------------------------|
| Glenda R. Banta – LSU             | Herman H. Bignar – DHH         |
| Robert Boland – Civil Service     | Shirley A. Coody – Corrections |
| Mary Ginn – DNR                   | Jerry W. Goodwin – Corrections |
| Robert Y. Henderson – Corrections | Genita Moore Hunter – DSS      |
| Reta (Tinka) McFarland – DOTD     | Linda H. Odom – LA Tech Univ   |
| Philip (Duke) G. Rivet – CRT      | Leslie Schmidt – Corrections   |
| Nicholas F. Verret, Jr. – DOTD    |                                |

## DSCS offers e-learning program to empower unclassified officials

By John DiCarlo  
Training Consultant

In response to Act 377, of the 2009 Louisiana Legislative Session, the Department of State Civil Service will be providing a two-part training program designed for top agency officials.

The program covers the areas of performance management and Civil Service hiring and firing procedures, approaching these topics at the executive level and providing instruction designed to empower agency heads and top management in efficiently administering these functions. This endeavor will provide officials with the information needed to fully understand required policies and procedures that are unique to state classified employment.

Act 377 requires that certain unclassified officials complete this training program within one year of their employment or appointment. The Act stipulates that “no state unclassified official or employee who is responsible for conducting performance planning and review sessions for a state classified employee shall receive an increase in his compensation unless his certifying official determines in writing that the unclassified official or employee has conducted his performance planning and review sessions in conformance with the rules of the State Civil Service Commission.” This also applies to anyone who is in the direct line of supervision of the individuals described above.

The Department of State Civil Service will provide this program, through an e-learning environment. Module One will involve the proper use of the performance management system and Module Two will involve the required procedures regarding the hiring and termination of state classified employees. The two modules, each designed to be completed in less than an hour, are projected to be available in the early part of 2010. Completion of these two training modules shall satisfy the training requirements stipulated in Act 377. Act 377, has an effective date of July 1, 2010 and requires that officials already employed or appointed by the Act’s implementation date complete the required programs no later than July 1, 2011.

Visit <http://www.legis.state.la.us/billdata/streamdocument.asp?did=668181> to view Act 377 in its entirety.

*John DiCarlo serves as a trainer within the Department of State Civil Service and is currently serving as the elected President of the Louisiana Association for Training and Organizational Development (LATOD).*



*Civil Service is creating e-learning courses to allow officials to fulfill training requirements without leaving their offices.*

## Subordinate to Supervisor Ratios: Tips for tailoring span of control

By Max Reichert  
Staffing Assistant Administrator

In our current times of economic downsizing, organizations are continually searching for ways to cut costs. One method is to eliminate hierarchical layers of management and create flatter organizations. But how should this be done? At what point do you cease to gain organizational efficiency and instead overwhelm the manager with too many subordinates?

There is no magic number or optimal ratio of subordinates to supervisors that can be applied generally to all organizations, situations or positions. However, there are some factors that influence the optimal span of control (number of subordinates).

The following factors favor a structure with more supervisors:

- Subordinate jobs are complex, less routine, and more likely to require management involvement
- Subordinates are geographically dispersed from the supervisor
- There is great variation in the type of work performed by different subordinates reporting to the same supervisor
- The job or working conditions are undergoing change (e.g., reorganization, new technology or work processes, downsizing, or expansion)
- A large proportion of subordinates are inexperienced or relatively new to the job

These factors favor a flatter structure:

- Subordinate jobs are simple, routine or consist of well-defined repetitive tasks
- Supervisor and subordinates work in the same

geographic location

- Subordinates reporting to a supervisor all do the same or very similar types of work
- Working conditions and processes are relatively stable
- Most subordinates are experienced and knowledgeable about their jobs
- Investments are made in technology (e.g., cell phones, laptops, blackberries, or e-mail) and in manager training to enhance communication between supervisors and subordinates

Visit the January issue [Web exclusives page](#) for an overview on available mechanisms for implementing organizational changes.

*Max Reichert has worked in the Staffing Division of Civil Service for over 30 years and has been an Assistant Division Administrator since 1987. From April 2006, through June 2009, he published the Department's workforce planning newsletter, [Workforce Horizons](#).*

## Civil Service tools, initiatives provide mechanisms for organizational changes

By Glenn Balentine  
Compensation Administrator

Today, agency heads across state government are faced with a variety of challenges, which will require a variety of solutions. A common initiative is to reconsider organizational structures, and, in many cases, to create flatter organizational charts. A challenge for many agencies in today's climate is the need to recruit and/or retain employees with superior supervisory or managerial skills, while reducing staff levels, including the number of available supervisory and managerial positions. Existing tools and current initiatives can embrace a variety of classification and pay methods for overcoming such challenges. Interested agency heads or human resources offices are invited to contact their respective compensation consultant to discuss specific challenges and possible solutions.

### Examples of Existing Tools:

- More than one hundred jobs, not requiring direct supervision, with pay ranges equal to or higher than supervisory jobs
- A Dual Career Ladder program to offer alternatives to supervisory and managerial level jobs. (In 2009, the Department expanded DCL participation limits. Details about the DCL program are found in [Chapter 5 of the Civil Service HR Handbook](#).)
- Job specifications and allocation criteria memos that include flexible language such as "in addition to direct subordinates", we will consider reporting relationships, complexity, diversity and scope." Contact your compensation consultant to discuss specific cases
- Pay Mechanisms to compensate employees for taking on quasi-supervisory or managerial roles. Some mechanisms can be implemented at the agency level, others require Commission approval
- Civil Service Rule 5.6.1 (Business Reorganization) and other mechanisms can accommodate movements into lower-level jobs, without reducing pay. Visit our [Web exclusives page](#) to learn more about these options

### Summary of Current Initiatives:

- Editing job specifications and allocation criteria memos to implement broader concepts and more flexible language to reduce the emphasis on the numbers of direct reports
- Piloting with several agencies/occupational groups to experiment with different methods of making job title decisions
- Reducing the number of job titles to ensure allocation differences are more significant
- Improving classification and compensation training for human resources and agency management to publicize available tools in regards to flatter organizational structures

*Glenn Balentine serves as Chief of Compensation, having begun with the Department of State Civil Service in 1976. He is a Certified Salary Analyst, WorldatWork, and was a 2001 recipient of the Charles E. Dunbar Career Service Award.*



## Paying for Performance: DSCS offers tools for tying pay to agency missions

By Sandy Glass  
Compensation Consultant

Proposed changes to Chapter 6 rules are intended to provide a framework more conducive to pay for performance compensation practices. Pay for Performance is simply a concept whereby entities align employee performance goals with strategically defined company or agency goals and objectives. Then, employees are rewarded for meeting or exceeding these standards. Although these proposed changes have not met final approval, interested agencies can begin to take steps toward pay for performance with existing Civil Service rules.

May 14, 2008, Civil Service hosted “Rewarding Performance and Improving Productivity,” a workshop designed to introduce and discuss available tools for facilitating pay for performance discussions and implementations at the agency level. Agencies are encouraged to visit <http://www.civilservice.la.gov/ClassPay/payforperformance.asp> for a summary of the information presented.

[WorldAtWork](http://www.worldatwork.org), a global, non-profit human resources association promoting the total rewards concept, recommends the following steps in establishing programs to attract, motivate and retain a talented workforce:

- Begin the design process with the organization’s vision and mission. Develop and/or look to the business strategy.
- Build and/or revise the human resources strategy considering the business strategy.
- Develop the compensation (pay) strategy, using the human resources strategy as a guiding light. Consider total rewards offered. Total rewards are the monetary and non-monetary return provided to employees in exchange for their time, efforts and results. Total rewards involve the deliberate integration of five key elements – compensation, benefits, work-life, performance and recognition, and development and career opportunities. For more on the total rewards concept, visit <http://www.worldatwork.org/waw/aboutus/html/aboutus-what-is.html>.



Commissioners hear comments regarding the Chapter 6 rules.



Among various and continuing opportunities for employee comment on the Chapter 6 rule changes, commissioners held an evening meeting December 8 to hear concerns.

- Design and administer the program. (In line with the total rewards concept, Civil Service encourages each agency to consider all available pay and reward mechanisms to develop a tailored program that includes an appropriate mix of total rewards elements.)
- Periodically evaluate, revise and/or enhance the compensation program.

As Civil Service continues to promote a pay for performance philosophy, agency administration and HR offices have the opportunity to propose and implement innovative, customized pay policies and programs. Both the current and proposed Chapter 6 rules provide a framework that agencies may fully develop into programs which directly link agency missions, visions, and desired outcomes to compensation programs. As HR offices begin to develop, propose, and draft policies, members of the Compensation Division are available for assistance. To read topical advice from the DSCS Compensation staff, visit the January issue [Web exclusives page](#).

*Sandy Glass is a five-year employee of the Department of State Civil Service. Sandy holds the Professional in Human Resources certification from the Society for Human Resources Management as well as the Certified Salary Analyst designation from WorldatWork.*