



LOUISIANA DEPARTMENT OF STATE
CIVIL SERVICE

Partnering for a Better Louisiana

State Civil Service Commission

State Department of Civil Service

STRATEGIC PLAN
FY 2011-2012 thru FY 2015 -2016



**This strategic plan was completed in compliance with Act 1465
of the 1997 Regular Legislative Session.**

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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.



GOALS

- I. 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. Provide a prompt, inexpensive system for resolving removal, discipline, rule violation, and discrimination cases that satisfies due process requirements.
- III. Utilize technology to improve the productivity and effectiveness of Civil Service and its user agencies.
- IV. Provide workforce development services and an objective evaluation of the human resource practices used by state agencies to manage their classified workforce. [Louisiana Constitution, Article X]
- V. 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.
- VI. Create and administer programs, rules, assistance procedures and training that promote, encourage, and enhance effectiveness, efficiency, and accountability in state agencies and their employees.
- VII. 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.



STATE OUTCOME GOAL:

TRANSPARENT, ACCOUNTABLE and EFFECTIVE GOVERNMENT

ADMINISTRATIVE 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 I

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 department wide goals.

PERFORMANCE INDICATOR:

OUTCOME: Annual percentage of departmental goals achieved.

OBJECTIVE I.2: Validates the efficiency and reliability of the fiscal, human resources, and purchasing programs of the Department of State Civil Service.

PERFORMANCE INDICATOR:

OUTCOME: Number of repeat audit findings.



GOAL II

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.

PERFORMANCE INDICATOR:

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

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

PERFORMANCE INDICATOR:

EFFICIENCY: Percentage of decisions rendered within 60 days.

GOAL III

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

OBJECTIVE III.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 III.1.1: 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 III.1.2: Research, develop, and communicate general records management policies and procedures that address public access and retention from a global perspective.



Strategy III.1.3: *Develop a work plan that describes, prioritizes, and schedules the development of records projects for each series of records.*

Strategy III.1.4: *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 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: *Analyze 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: 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 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:

OUTCOME: Number of system change requests completed.
OUTCOME: Number of new systems developed.
OUTCOME: Turnaround Time in Days for External Ad Hoc Request.
OUTCOME: Turnaround 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 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.*

PERFORMANCE INDICATOR:

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



STATE OUTCOME GOAL:

*TRANSPARENT, ACCOUNTABLE and EFFECTIVE
GOVERNMENT*

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 IV

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

OBJECTIVE IV.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 IV.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.*

OBJECTIVE IV.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 IV.2.1: *Offer training courses at various key locations across the state to ensure the maximum opportunity for employees to complete minimum supervisory training requirements.*



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

Action Plan IV.2.2.1: 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 IV.2.2.2: Develop meaningful methods to assess the effectiveness and relevance of the training offered and updates training courses as needed.

Strategy IV.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 IV.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 IV.3: 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.3.1: *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.



GOAL V

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 V.1: To assure that salaries are competitive; DSCS annually reviews market pay levels in the private sector and comparable governmental entities to make recommendations to the Civil Service Commission and the Governor concerning the classified service pay levels.

Strategy V.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 V.1.1: Participate in and/or conduct marketplace salary surveys.

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

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

PERFORMANCE INDICATOR:

OUTCOME: Number of salary surveys completed or reviewed.

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

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

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



Strategy V.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 V.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 V.3: By June 30, 2016, 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 V.3.1: *Conduct studies on an average of 15% of jobs annually.*

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

PERFORMANCE INDICATOR:

OUTCOME: Percentage of jobs receiving classification structure reviews.

GOAL VI

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

Strategy VI.1.1: *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 VI.1.2: *Provide assistance to those agencies that do not meet a standard of 10% or fewer unrated employees.*



PERFORMANCE INDICATOR:

QUALITY: Percentage of employees actually rated.

OBJECTIVE VI.2: 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 VI.2.1: *Provide program specific consulting services to agencies on critical HR issues.*

Action Plan VI.2.1.1: The multidisciplinary team will work with agencies to resolve critical HR issues.

Action Plan VI.2.1.2: Conduct topical seminars as needed for agency Human Resource employees.

Strategy VI.2.2: *Promote the development and use of customized policies that encourage use of rule flexibilities to maximize the effectiveness of the state workforce.*

Strategy VI.2.3: *Solicit regular feedback from Human Resource professionals on rule changes or program changes, initiatives and updates proposed by DSCS.*

Action Plan VI 2.3.1: Organize and facilitate meetings of the DSCS Human Resources Advisory Committee. The group will meet at least quarterly and as needed.

Strategy VI.2.4: *Ensure that the DSCS Website content is current and well organized.*

Action Plan VI 2.4.1: The assistance team members and the Management Information Services Division will meet as needed to review and update the information on the website.

Strategy VI.2.5: *Assist agencies that receive Accountability audit findings achieve compliance.*

Action Plan VI 2.5.1: 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 VI.3: Continue to monitor and evaluate the comprehensive data integrity measurement and feedback system.

Strategy VI.3.1: *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 VI.3.1.1: 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 VI.3.1.2: Distribute data reports designed to assist agencies in identifying mistakes or exceptions on a monthly schedule.

Action Plan VI.3.1.3: 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:

OUTCOME: Statewide data integrity compliance rate.

GOAL VII

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 VII.1: Routinely provide state employers with quality assessments of the job-related competencies of their job applicants.

Strategy VII 1.1: *Train and assist agencies to use LA Careers to attract top applicants and to develop and use applicant sorting (change sorting to ranking) methods that predict job performance.*

PERFORMANCE INDICATOR:

OUTCOME: Develop 15 job analysis based applicant selection procedures.



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

PERFORMANCE INDICATOR:

OUTCOME: Prepare Annual State Workforce Plan

Objective VII.3: Maintain appropriate measures to ensure compliance with merit system principles for hiring.

Strategy VII.3.1: Review the actions of at least 15% of probational, job appointment and promotional hires annually in order to identify areas requiring additional assistance and training for agency Human Resources staff and to identify corrective action when necessary.

PERFORMANCE INDICATOR:

OUTPUT: Number of hiring actions reviewed.