LOUISIANA DEPARTMENT OF STATE CIVIL SERVICE

STRATEGIC PLAN

FISCAL YEARS 2019-2020 through FY 2024-2025

STATECIVILSERVICE

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LOUISIANA DEPARTMENT OF STATE CIVIL SERVICE

LOUISIANA DEPARTMENT OF STATE CIVIL SERVICE
STATE CIVIL SERVICE AGENCY

About State Civil Service

State Civil Service (SCS) is the central human resources agency for the state of Louisiana. We promote the understanding that the most critical factor in determining the success of Louisiana state government is its workforce. Our chief responsibility is to ensure the state is equipped with innovative workforce solutions designed to meet the unique needs of each state agency's mission.

As both a regulatory and consultative agency, we provide systems and services that will enable state agencies to make merit-based, quality decisions regarding the hiring, development and retention of skilled and capable individuals. Our policies are guided by the provisions of Article X of the Louisiana State Constitution and are implemented in a manner, which is both efficient as possible and cost effective to the citizens of Louisiana. Such policies are founded upon the principles of equal pay for equal work, equal opportunity, ability based employment and promotion, and freedom from political influence.

Vision

To set the standard of excellence in providing strategic state government workforce solutions.

Mission

To provide merit-based, innovative workforce solutions which enable state government to attract, develop and retain a productive, diverse and engaged workforce that excels in delivering quality services to the citizens of Louisiana.

Agency Values

Integrity – We believe that there is nothing more important than our reputation. Integrity is at the core of everything we do. We are honest and ethical because trust is key to the relationships with our stakeholders.

Customer Commitment – We acknowledge every stakeholder as a customer. We are committed to anticipating their needs and proactively defining solutions.

Innovation – We believe in building a strong workforce. We embrace the discovery of what is possible and shape opportunities that enable action, even if it involves risk and failure.

Accountability – We take responsibility for our actions as individuals, as team members and as an organization. We work together, support one another and never let the customers or our co-workers down.

DEPARTMENT GOALS

Executive
Direct the administration of the state's human resources management program as prescribed in the State Constitution and implemented by the rules and policies of the Civil Service Commission. Provide for the fiscal, purchasing, human resources, public information and legal functions for the State Civil Service agency.

Appeals
Satisfy due process requirements for classified employees by providing a system that promptly resolves appeals regarding removal, discipline, rule violation, and discrimination.

Management of Information Services
Utilize technology to improve the productivity and effectiveness of State Civil Service, evaluate, analyze, and report statewide employment data to appropriate stakeholders, and provide mechanisms for state agencies to fulfil their legal responsibilities for reporting such data to State Civil Service. Additionally, to provide the mechanism for the maintenance and coordination of historical state employment records.

Compliance & Audit
Monitor and evaluate the quality of the data used to report actions through an objective evaluation of the human resources practices used by state agencies to manage their classified workforce as well as to evaluate the overall compliance with Civil Service rules and policies.

Testing & Recruiting
Provide a process whereby applicants for classified positions are evaluated through a validated, objective, merit-based written examination and given scores that will assist state agencies in making effective hiring decisions.

Talent Development
Provide targeted products and consulting services that enhance the skills of state employees and help state agencies solve workforce problems through the use of data-driven and research-based approaches. Administer the Comprehensive Public Training Program (CPTP), which helps state employees develop a variety of skills.

PODS
Build solid and reliable relationships with state agency partners to proactively and strategically address workforce needs, challenges and opportunities within the state's classified human resources program, as well as to provide consultative services to employees and agencies regarding employment issues. As part of this goal, the PODS will perform the following:

- Administer the compensation system by developing and implementing compensation practices that can be adapted to meet agencies' unique needs within the limits of a uniform pay plan structure.
- Provide resources that enable state agencies to fill vacant positions with highly qualified applicants.
- Establish a uniform classification system that is able to accurately reflect job duties as the work performed by state government continuously evolves.

MANAGEMENT STATEMENT OF DOCUMENTATION, MONITORING AND MAINTENANCE PROCESSES

State Civil Service (SCS) constantly seeks to evaluate and update internal processes to maximize our ability to be proactively and strategically responsive to the needs of our customers. Built upon the principles as outlined in Article X of the State's Constitution, our foundation begins with merit and continues through supporting state agencies to achieve organizational excellence through classified workforce. We concentrate on aligning our efforts with the corresponding missions, visions and goals of each of our client agencies. Through collaboration with Agency Heads and state government's human resources community, we strive to provide innovative merit-based human resources programs that enable the state to attract, develop and retain a highly skilled and diverse workforce.

Through strict adherence to our core agency values, SCS maintains commitment to transparent, accountable and effective government by providing information regarding the agency and its services to the public via its website and through public records request.

The preparation for this strategic plan acknowledges the fact that SCS serves a diverse group of state agencies and stakeholders with complex human resources needs. In order to identify priority factors to internal and external stakeholders, environmental scans were conducted and meetings of the SCS internal leadership team occurred. Review of the previous strategic plan, performance indicators, and current and future initiatives for the department were discussed. The goals, objectives and performance indicators presented in this plan reflect what will be achieved during this plan period.

In March of 2019, SCS implemented the PODS model – Proactively Optimizing and Delivering Strategic-solutions. This model exists to better serve the needs of each state agency. PODS are teams of state civil service professionals that integrate all workforce functions (e.g. classification, pay, staffing, compensation, employee relations, etc.) into a combined single unit to address workforce needs. Each POD is headed by an Agency Relationship Manager (ARM), whose mission is to build and maintain relationships with our key stakeholders: human resources directors and agency leaders. ARMs administer tailored consultation to state agencies through the supervision of PODS. This strategic plan includes revisions to performance indicators, goals and objectives that reflect this new organizational structure.

SCS 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 (LaPAS) will be maintained according to 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 1 – EXECUTIVE

The Executive Division is responsible for balancing the needs and goals of both the taxpayers of Louisiana and the state workforce, and is committed to developing and providing innovative services that support and align with state agency and workforce goals. The Executive Division provides leadership in Human Resource Management as follows:

- Strategic Partner:
    - Align human resource strategies and practices with state workforce needs and prioritize the delivery of services to the citizens of Louisiana.
    - Identify, model and implement best practices in human resource management across state government.
    - Support the missions and work of the organizations of Louisiana State Government by developing and implementing effective human resource policies and procedures.

- Organizational Consultant:
    - Help agencies and departments within state government build capacity for change.
    - Identify new behaviors and competencies that will support the accomplishment of the organization's mission and goals.
    - Develop a talented and diverse workforce through workforce planning and development.
    - Promote workforce equality and diversity.

OBJECTIVE 1.1
Measures the progress towards achieving departmental and statewide goals

Strategy 1.1.1: Administer support to the SCS Division Heads to ensure that employees are sufficiently trained and understand the mission of the Department.

Strategy 1.1.2: Continue to provide operational support to SCS, Ethics Administration, Municipal Fire & Police Civil Service, Board of Tax Appeals, and the Division of Administrative Law 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 2 – APPEALS

To satisfy due process requirements for classified employees by providing a system that promptly resolves appeals regarding removal, discipline, rule violation, and discrimination. (Louisiana State Constitution 1974, Article X, Section 8 and 12)

OBJECTIVE 2.1

Hear cases promptly by offering a hearing or otherwise disposing of 80% of cases within 90 days after the case was ready for a hearing.

Strategy 2.1.1: Maintain internal policies and procedures within the Appeals Division that reflect stated objectives for hearing offerings.

Performance Indicator:
Efficiency: Percentage of cases offered a hearing or disposed of within 90 days

OBJECTIVE 2.2

Decide cases promptly by rendering 80% of decisions within 60 days after the case was submitted for a decision.

Strategy 2.2.1: Maintain internal policies and procedures within the Appeals Division that reflect stated objectives for rendering decisions.

Performance Indicator:
Efficiency: Percentage of decisions rendered within 60 days

OBJECTIVE 2.3

Ensure general education on the appeal process is available for state supervisors, employees, attorneys and human resources professionals.

Strategy 2.3.1: Maintain a comprehensive overview and tools for the appeal process on the State Civil Service website.

Strategy 2.3.2: Offer continuing educational opportunities on the state civil service rules related to appeals.

Performance Indicator:
Output: Number of continuing education courses offered

GOAL 3 – MANAGEMENT OF INFORMATION SERVICES

Utilize technology to improve the productivity and effectiveness of State Civil Service, evaluate, analyze, and report statewide employment data to appropriate stakeholders, and provide mechanisms for state agencies to fulfil their legal responsibilities for reporting such data to State Civil Service. Additionally, to provide the mechanism for the maintenance and coordination of historical state employment records. [Louisiana Constitution, Article X]

OBJECTIVE 3.1

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

Strategy 3.1.1: 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 3.1.2: Research, develop, and communicate general records management policies and procedures that address public access and retention from a global perspective.

PERFORMANCE INDICATORS:
OUTPUT: Annual review of Department-wide records retention plan

OBJECTIVE 3.2

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 3.2.1: Continue to identify the most efficient methods of reporting and communicating the state's workforce data to users.

Strategy 3.2.2: Pursue the needs of users to identify and develop reliable reporting for efficient review of the state's workforce data and personnel practices.

Strategy 3.2.3: 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 3.3

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

Strategy 3.3.2: 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:
EFFICENCY: Average turnaround time in days for data requests
EFFICENCY: Average response time in days for internal IT support requests

OBJECTIVE 3.4
Continuously research and implement security and privacy policies and practices that protect records maintained by State Civil Service from unauthorized access and use.

Strategy 3.4.1: 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 3.4.2: Evaluate and implement software solutions that restrict access to all data systems within the department and prevent unauthorized access to these resources.

Strategy 3.4.3: 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 3.4.4: 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

GOAL 4 – TALENT DEVELOPMENT

To provide targeted products and consulting services that enhance the skills of state employees and help state agencies solve workforce problems through the use of data-driven and research-based approaches. Administer the Comprehensive Public Training Program (CPTP), which helps state employees develop a variety of skills. [Louisiana Constitution, Article X]

OBJECTIVE 4.1

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 4.1.1: 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 4.1.2: Utilize effective adult training methods that will facilitate training transfer.

Action Plan 4.1.2.1: 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 4.1.2.2: Develop meaningful methods to assess the effectiveness and relevance of the training offered and revise training courses as needed.

Strategy 4.1.3: Assist state agencies by offering talent management consulting services.

Action Plan 4.1.3.1: 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 5 – COMPLIANCE & AUDIT

To monitor and evaluate the quality of the data used to report actions through an objective evaluation of the human resources practices used by state agencies to manage their classified workforce as well as to evaluate the overall compliance with Civil Service rules and policies. [Louisiana Constitution, Article X]

OBJECTIVE 5.1
Continuously provide mechanisms to evaluate overall agency compliance with Civil Service rules and policies.

Strategy 5.1.1: Conduct on-site audits of state agencies in order to determine their compliance with Civil Service rules and policies. As part of these audits, staff will compare compliance rates over a given period in order to get an indication of long-term trends related to rule compliance.

Strategy 5.1.2: Conduct on-going review of personnel action entry into the statewide LaGov HCM system to determine real-time compliance with Civil Service rules and policies.

Strategy 5.1.3: Conduct investigations as necessary to determine compliance with Civil Service rules in response to employee compliant, charges brought forward by the SCS Director, or via instruction from the SCS Commission.

PERFORMANCE INDICATORS:
OUTCOME: Number of Program Accountability reviews conducted
EFFICIENCY: Percentage of monthly data quality reports conducted
OUTPUT: Number of investigations conducted

OBJECTIVE 5.2
Maintain appropriate measures to ensure compliance with Civil Service rules and policies.

Strategy 5.2.1: 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 5.2.2: 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 6 – TESTING & RECRUITING

To provide a process whereby applicants for classified positions are evaluated through a validated, objective, merit-based written examination and given scores that will assist state agencies in making effective hiring decisions. [Louisiana Constitution, Article X]

OBJECTIVE 6.1

Continuously provide examinations on a scheduled and ongoing basis at both the Baton Rouge Testing & Recruiting Center as well as Saturday test centers throughout the State.

Strategy 6.1.1: Maintain validation on written exams to ensure that tests are validated every five years.

Strategy 6.1.2: Explore the possibility of utilization of electronic testing procedures for applicants for classified positions.

PERFORMANCE INDICATOR:
OUTPUT: Number of tests administered

OBJECTIVE 6.2

Provide recruiting & workforce planning assistance to state agencies to help them maintain a stable and skilled workforce by utilizing the appropriate Civil Service Rules and agency policies.

Strategy 6.2.1: Provide targeted recruiting assistance to agencies via on-site job fairs, recruiting strategy sessions, and other recruiting tools as needed.

PERFORMANCE INDICATOR:
OUTPUT: Number of targeted recruiting events/activities attended and/or coordinated

GOAL 7 – PODS

To build solid and reliable relationships with state agency partners to proactively and strategically address workforce needs, challenges and opportunities within the state's classified human resources program, as well as to provide consultative services to employees and agencies regarding employment issues. Additionally, to administer the classification and compensation system 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 7.1

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 7.1.1: 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.

Strategy 7.1.2: 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 7.2

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

Strategy 7.2.1: Complete desk audits annually, as needed or as determined by SCS Administration.

Strategy 7.2.2: Allocate position descriptions within the prescribed timeframe, as determined by the SCS Director.

Strategy 7.2.3: Conduct training as needed for agency HR personnel to accommodate agency staffing changes.

Strategy 7.2.4: 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 7.3

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 7.3.1: Conduct reviews on classified job specifications annually.

Strategy 7.3.2: Publish via the internet additional allocation criteria standards for new and revised jobs as needed.

PERFORMANCE INDICATOR:
OUTPUT: Percentage of classified job specifications reviewed

OBJECTIVE 7.4

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

Strategy 7.4.1: 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.

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

OBJECTIVE 7.5

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

Strategy 7.5.1: Provide program specific consulting services to agencies on critical HR issues.

PERFORMANCE INDICATORS:
OUTPUT: Number of on-site meetings with Agency personnel
OUTPUT: Total number of Agency consultations

OBJECTIVE 7.6

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

Strategy 7.6.1: Issue eligible lists to agencies within the prescribed timeframe, as determined by the SCS Director.

Strategy 7.6.2 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: Percentage of classified eligible lists released within the prescribed timeframe, as determined by the SCS Director