LOUISIANA DEPARTMENT OF STATE CIVIL

SERVICE STRATEGIC PLAN

FISCAL YEARS 2026-2027 through FY 2030-2031

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

Information Technology: provide computer support services and is responsible for all components of the State Civil Service technical infrastructure.

Applications and Data Management: Oversee the collection, analysis and reporting of data regarding the state's workforce and the storage of the department's records and reports as well as coordinating department-wide education efforts related to data collection and reporting. Moreover, develop and support applications that serve the department, human resources offices statewide, and the public through use of the SCS website.

Compliance & Audit

Provide an objective evaluation of the human resource practices used by state agencies to manage the classified work force. It assesses the effectiveness of those practices and the overall adherence to merit principles and compliance with State Civil Service Rules. It provides agencies with the results of their audits and recommends corrective action to the Director and State Civil Service Commission when unacceptable levels of non-compliance or abuse of authority are found.

Recruiting & Outreach Center

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.

Learning, Performance, and Culture

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

Operations

Provide timely, effective, and efficient consultation to state agencies, with a focus on supporting agency leadership and the human resources community. Services are delivered through specialized subject areas and core functional expertise to meet the evolving needs of our stakeholders.

- 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) is committed to continually evaluating and refining internal processes to enhance our ability to proactively and strategically meet the needs of our customers. Grounded in the principles of merit as outlined in Article X of the Louisiana Constitution, our mission is to support state agencies in achieving organizational excellence through the development and management of a qualified classified workforce.

We align our efforts with the unique missions, visions, and goals of each client agency, working collaboratively with Agency Heads and the state's human resources community to deliver innovative, merit-based human resource programs. Our goal is to help agencies attract, develop, and retain a highly skilled and diverse workforce.

SCS upholds its core values through a steadfast commitment to transparency, accountability, and effective governance. We ensure public access to agency information through our website and in compliance with public records laws.

The development of this strategic plan reflects the diversity and complexity of the state agencies and stakeholders we serve. To identify key priorities, SCS conducted environmental scans, engaged its internal leadership team, and reviewed the previous strategic plan, departmental initiatives, and performance metrics.

This strategic plan outlines our goals, objectives, and performance indicators for the current planning period. SCS will maintain all documentation related to the development of this plan and data supporting quarterly performance reports in compliance with applicable records retention laws and the LaGov Performance Quarterly Reporting.

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.

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, and the Division of Administrative Law to ensure agencies are in compliance with state laws and federal regulations.

PERFORMANCE INDICATORS:
EFFICIENCY: Percentage of departmental goals achieved
OUTCOME: Number of reportable repeat findings by the Louisiana Legislative Auditor
OUTCOME: Number of classified state employees (FTE) as of June 30
OUTCOME: Number of unclassified state employees (FTE) as of June 30
OUTCOME: Overall turnover rate in the entire classified service
OUTCOME: Number of classified employees per SCS staff

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 85% 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 INDICATORS:
EFFICIENCY: Percentage of cases offered a hearing or disposed of within 90 days
OUTCOME: Number of incoming appeals
OUTCOME: Number of final dispositions
OUTCOME: Cases pending

OBJECTIVE 2.2

Decide cases promptly by rendering 85% 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

GOAL 3 – MANAGEMENT OF INFORMATION SERVICES

Information Technology: provide computer support services and is responsible for all components of the State Civil Service technical infrastructure.

Applications and Data Management: Oversee the collection, analysis and reporting of data regarding the state's workforce and the storage of the department's records and reports as well as coordinating department-wide education efforts related to data collection and reporting. Moreover, develop and support applications that serve the department, human resources offices statewide, and the public through use of the SCS website.

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 INDICATOR:
OUTPUT: Annual review of Department-wide records retention plan
EFFICIENCY: Average number of staff hours required to complete annual review.

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
EFFICIENCY: Percentage of time the reporting system is fully operational and available.

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:
OUTPUT: Percentage of data requests provided within prescribed timeframe
EFFICIENCY: Average turnaround time in days for data requests
EFFICIENCY: 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
EFFICIENCY: Reduction in redundant or outdated security controls following policy and procedure reviews.

GOAL 4 – LEARNING, PERFORMANCE, AND CULTURE

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:
EFFICIENCY: Percentage of mandatory courses offered for the supervisors twice a year
OUTPUT: Number of courses offered at key locations throughout the state
OUTCOME: Number of students in instructor-led courses
OUTPUT: Number of instructor-led courses offered
OUTCOME: Number of students in web-based courses
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
OUTCOME: Number of students in preventing sexual harassment web-based courses

GOAL 5 – COMPLIANCE & AUDIT

Provide an objective evaluation of the human resource practices used by state agencies to manage the classified work force. It assesses the effectiveness of those practices and the overall adherence to merit principles and compliance with State Civil Service Rules. It provides agencies with the results of their audits and recommends corrective action to the Director and State Civil Service Commission when unacceptable levels of non-compliance or abuse of authority are found. [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 and virtual 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:
EFFICIENCY: Percentage of SCS Compliance Audits conducted
OUTPUT: Number of SCS Compliance Audits 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 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 corrective action process. Monitor responses from Statewide Agency HR Offices pertaining to corrective actions or decisions issued by the SCS Director.

PERFORMANCE INDICATOR:
EFFICIENCY: Number of hiring actions reviewed per year

GOAL 6 – RECRUITING AND OUTREACH CENTER

To provide educational outreach to the public, community colleges, and universities regarding job opportunities within state government through job events and information sessions. Additionally, the Center serves walk-ins who are interested in exploring how their skills can align with state job opportunities. 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
EFFICIENCY: Percentage of scheduled test sessions conducted as planned

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 – OPERATIONS

Provide timely, effective, and efficient consultation to state agencies, with a focus on supporting agency leadership and the human resources community. Services are delivered through specialized subject areas and core functional expertise to meet the evolving needs of our stakeholders. [Louisiana Constitution, Article X, Section 10(A)(1)]

- 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.

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 INDICATORS:
EFFICIENCY: Percentage of annual reviews of market pay level completed
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:
OUTPUT: Number of desk audits conducted
EFFICIENCY: 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 use of Continuous Performance Management (CPM).

Strategy 7.4.1: Analyze annual CPM 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 Continuous Performance Management

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:
EFFICIENCY: Percentage of classified eligible lists released within the prescribed timeframe, as determined by the SCS Director
OUTCOME: Number of applicants
OUTCOME: Number of job postings