

SCS: Agency Focus Group Results



Louisiana

SCS

State Civil Service

State Civil Service Mission



“ We are here 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. ”

Classification



- **Current work processes are labor intensive.**
 - Lots of research and documentation necessary for decisions.
- **Concern with our method of position allocations**
 - Small vs. Large Agency criteria
 - Program Management vs. criteria requiring direct reports
- **Solutions exist only as exceptions.**
 - Thus increasing HR time spent problem solving
- **Development of competency model is essential.**
 - Competency at worker level vs. manager

Recruiting



- **Must create more attractive job postings.**
 - Postings need more white space & better define needs of the agency.
 - Eliminate the “government” look.
- **Address the gap in branding and messaging to job seekers.**
 - Must attract higher skill level in applicants.
- **Changing environment requires us to be competitive to meet future needs.**
 - Consolidations and Privatizations changed the way we work.
- **Agencies need higher skill level in talent pool.**
 - Skills are needed for efficiencies.

Discipline



- Agencies struggle with a perceived burden between discipline rules and performance management.
- Confusion with term “progressive discipline” and PES notes and documentation.
- Increased turnover in Human Resources and Attorney positions which are responsible for the discipline process.
- In the past greater TO numbers provided the ability for an agency to tolerate or overlook poor performers and disciplinary issues. This is no longer the case.

Discipline

Appeals Filed & Decisions Rendered Reversing or Modifying Agency Actions

Ten Year Totals (11/10/04 – 11/10/14)

Total Appeals Filed	2471
Decisions rendered reversing agency action	92 (4%)
Decisions modifying agency actions	26 (1%)
Total Reversals/Modifications	118 (5%)

Discipline Last Three Fiscal Years

Fiscal Year	Appeals Filed	Agency Action Reversed	Agency Action Modified
11-12	245	9 (4%)	2 (1%)
12-13	316	10 (3%)	5 (2%)
13-14	171	8 (5%)	0 (0%)
Totals	732	27 (4%)	7 (1%)

Classification Recommendations



- **Review Classification structure and allocation of positions against industry standards.**
 - Target completion – early spring
- **Re-vamp current Executive Management Officer series.**
- **Develop 4 new job classifications to provide for individual contributors not requiring direct reports.**
 - Target completion- February 2015

Classification Recommendations

Four New Job Titles



- **Project Manager 1**
 - Agency-wide responsibility and impact
- **Project Manager 2**
 - Regional-wide responsibility and impact
- **Project Manager 3**
 - State-wide responsibility and impact
- **Business Analytics Specialist**
 - Analyzing & monitoring programs for effectiveness and efficiency

Classification Recommendations



- **Certification of 4 key staff members for implementation of a competency model which touches all functional areas of HR.**

Classification Recommendations

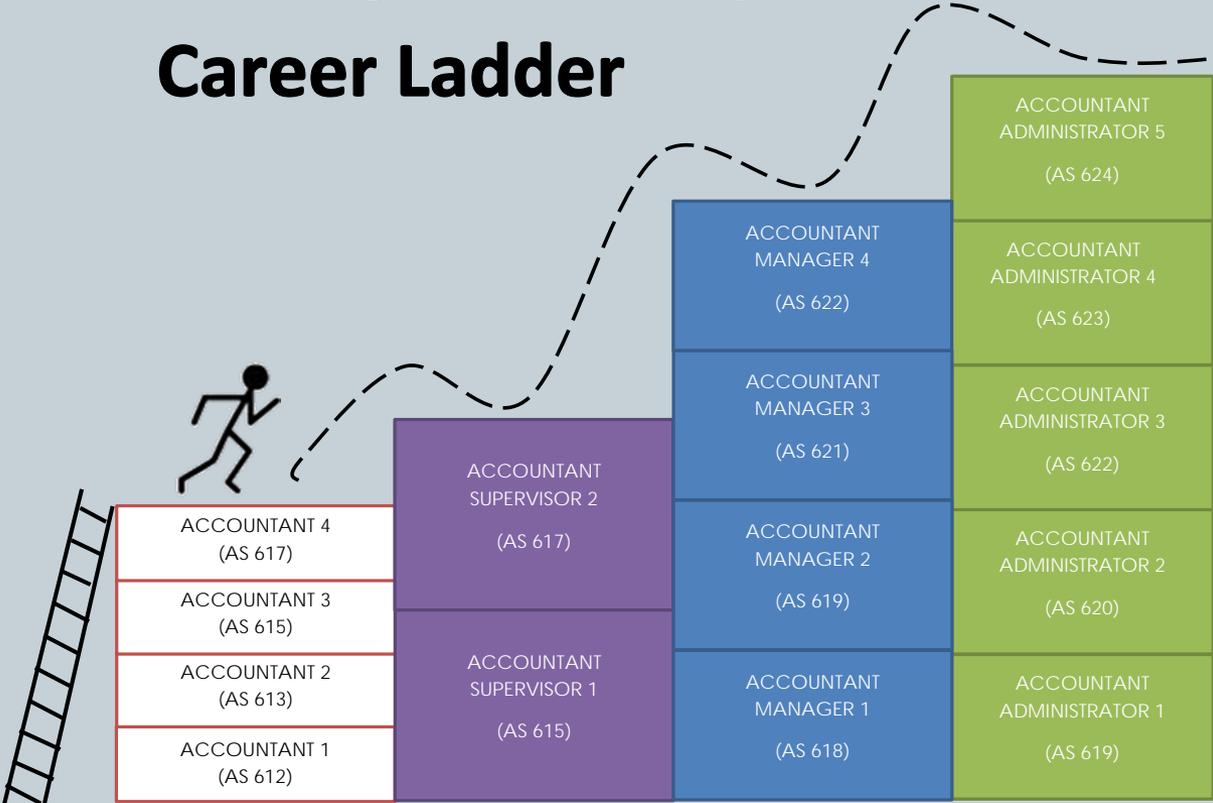


- Addition of competencies to job specifications.
- Re-design of job specifications
 - Target for total project completion – December 2016
- We will begin with individual job series:
- High turnover jobs
- Jobs that are difficult to attract quality candidates
- Let us know if you have a job series you would like us to consider.

Implementation of established job families for recruiting and attracting talent for future government positions.



Accounting Job Family Career Ladder



*Accountant 1 – 4 Career Progression Group

Recruiting Recommendations



- **Re-design of LA Careers landing page and job postings.**
 - Include information about knowledge, skills, and abilities needed for jobs being filled in our current environment.
 - Postings need to speak to the culture of the agency in order to attract the best.
 - ✦ Target completion – March 2015
- **Develop agency workforce planning tools and provide consulting services to forecast talent needs.**
 - Develop necessary workforce so agencies can continue to fulfill their established missions.
 - SCS will develop a Workforce Plan Guideline
 - ✦ Target completion - February 2015.

Discipline Recommendations



- **One-hour workshop for the HR community on the discipline process in March 2015.**
 - Additional workshops addressing discipline and performance management for the attorney community in February, March and April of 2015.
- **Work internally with SCS legal staff to ensure consistent messaging.**

Agency Focus Groups Results



Questions?