

Recruiting Tomorrow's Leaders Today

Louisiana
Department of
State Civil Service

2005-2006 Annual Report

Anne Smith Soileau
Civil Service Director

Civil Service Commissioners

James A. Smith, Chairman

Burl Cain, Vice-Chairman

Lee Griffin

David L. Duplantier

John McLure

Rosa Jackson

Chatham Reed

P. O. Box 94111
Baton Rouge, LA 70804-9111

www.civilservice.louisiana.gov ~ www.yourfuture.louisiana.gov



Anne S. Soileau
Director

State of Louisiana DEPARTMENT OF STATE CIVIL SERVICE

www.civilservice.louisiana.gov

EXECUTIVE SECTION
225.342.8272
Fax: 225.342.8058
TDD: 1.800.846.5277

Recruiting Tomorrow's Leaders – TODAY

We're Making a Difference for Louisiana

Dear Colleagues:

As I look back on Fiscal Year 2006, the word I keep using is “amazing.” What we experienced and how we responded were truly amazing. Recently, I had the opportunity to speak at the Colorado Conference of Risk Management and Human Resources. I was asked to talk about the impact of Katrina and Rita on Human Resources in Louisiana. Afterwards, the Director of Human Resources for Fort Lewis College was kind enough to send me the following note: *“I hope that if I am ever faced with such a devastating situation, I can show the courage and wisdom that you and your staff portrayed. . . . Please know that you truly touched and inspired me.”*

What touched and inspired this lady was YOUR story — your response to Hurricanes Katrina and Rita.

- You had plans in place so that people began evacuating and sheltering-in-place on Friday, August 26, 2005.
- State employees were paid as scheduled on Friday, September 2, 2005—even though the server for the LSU Health Care Services Division and the LSU Health Sciences Centers was in a basement in New Orleans with no power for three and a half weeks.
- Although you evacuated three hospitals in southwest Louisiana prior to Rita’s direct hit on September 24, you managed to pay employees as scheduled on September 30.
- State Police evacuated over 500,000 vehicles from the New Orleans area on Sunday, August 28.
- Wildlife and Fisheries’ employees piloted their personal boats through the uncharted waters of New Orleans to rescue Louisianans.
- Hurricane Activation Teams reported to work at 7:00 a.m. Monday, August 29 expecting to stay three days.
- Forty-two employees of the Department of Social Services worked in the Superdome for days while repeated efforts to evacuate them by helicopter were unsuccessful.

- You opened and staffed shelters all over the state.
- The warden of Louisiana State Penitentiary evacuated the prisons of New Orleans.
- While going to work each day, you took evacuees into your homes for days, weeks, and months.
- LSU mobilized its resources and put in place a system that allowed evacuees to find refuge on their campus. The Field House and Assembly Center evolved from a special-needs shelter to a full-scale medical facility.
- DOTD engineers searched for a 400-ton crane which was lost in the storm and was needed to repair the twin spans which no longer connected New Orleans to the Gulf Coast.
- You cared for our developmentally disabled citizens rather than your own families and property.
- You found ways to equitably use special leave, overtime compensation, furloughs, and layoffs in unimaginable circumstances.
- You manned hotlines and attempted to comfort and assist thousands of callers.

You continued providing services with depleted staff and increased demands. I could never adequately describe your efforts, but I am grateful for you and for your spirit.

And then you began the recovery and rebuilding. We are resilient. We will continue to find ways to improve the service we provide to the people of Louisiana. Let us know how we can help.

Thank you,



Anne S. Soileau, Director

TABLE OF CONTENTS

<u>Mission Statement</u>	5
<u>Executive Summary</u>	6
<u>Civil Service At A Glance</u>	7
<u>The State Civil Service Commission</u>	8
<u>Department Organization</u>	9
The Louisiana State Workforce	
<u>Number of Full-Time Equivalent Positions</u>	10
<u>Turnover Rate for Classified Employees</u>	10
<u>Distribution of Classified Employees by Race and Sex</u>	11
<u>Classified Employees by Years of Service</u>	12
<u>Average Salaries</u>	12
<u>Major Accomplishments in Fiscal Year 2005/2006</u>	13
<u>Hurricane Related Initiatives</u>	14
<u>Initiatives by Division</u>	17

Mission Statement

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 ensure that classified employees work in an environment where excellence and productivity are encouraged and recognized.

Executive Summary

To serve our citizens, the state of Louisiana must have a human resource system that finds the best person for the right job and then helps that person to excel. State agencies cannot accomplish their ambitious goals without employing the best-skilled individuals. As the central personnel agency for the state, the Department of State Civil Service is responsible for providing such a human resource system.

The Department of State Civil Service provides state agencies with a fast, effective, low-cost human resource system that ensures quality results and accountability to the public interest. The key to this system is striking a balance between discretion and control, making that balance flexible enough to match the rapidly changing world in which government operates, and guiding that balance with the lasting values of merit that have shaped our government: selection on ability, equitable compensation, accountability for performance, non-discrimination, and political neutrality.

Our Goals:

- Establish salary ranges and pay options that give agencies the flexibility they need to staff their offices effectively and economically.
- Provide hiring processes that give citizens open access to state employment while giving state agency managers fast access to pools of highly qualified applicants and the tools to make the best hiring decisions.
- Provide training and assistance to agency human resource professionals and agency supervisors and managers to support and encourage best practices in employee supervision and management.
- Promote greater accountability for results by providing objective evaluations of agency personnel practices to management.
- Provide a prompt, inexpensive system for resolving removal, discipline, rule violation, and discrimination cases that satisfies due process requirements.

Civil Service At A Glance

The Department of State Civil Service is the central personnel agency for the state of Louisiana. Our goal is to help state agencies manage their human resources so that they may provide the most effective service to the citizens of Louisiana.

The Department of State Civil Service and the State Civil Service Commission are established in the executive branch of state government by Article X of the Louisiana State Constitution. The overall management of the Department is the responsibility of the Director, who is selected by the seven-member State Civil Service Commission.

The Constitution empowers the Civil Service Commission to enact rules which regulate the policies and procedures that state agencies use to manage their human resources. Civil Service Rules establish standards for recruiting and hiring, promotion, demotion, disciplinary actions, compensation, performance evaluation, training, and conditions of employment.

Through the Civil Service Rules and accompanying policies and procedures, the Department of State Civil Service administers a comprehensive merit-based personnel management program for classified state employees. Our policies and programs are founded upon the principles of equal pay for equal work, equal opportunity, ability-based employment and promotion, accountability for results, and freedom from political influence.

The State Civil Service Commission

Article X of the Louisiana Constitution gives the State Civil Service Commission the responsibility for the administration and regulation of the state's classified civil service system. The Constitution grants the Commission broad and general rulemaking and subpoena powers. Rules adopted by the Civil Service Commission through this constitutional authority have the force and effect of law. The Commission has judicial authority to hear appeals filed by state employees regarding removal or disciplinary cases.

The Commission consists of seven members, who serve over-lapping six-year terms. Six of the members are appointed by the governor based on nominations made by the presidents of Centenary College at Shreveport, Dillard University at New Orleans, Loyola University at New Orleans, Louisiana College, Tulane University of Louisiana at New Orleans, and Xavier University at New Orleans. No more than one of the six appointed commissioners may be from each congressional district. The seventh Commissioner is a classified employee elected by all other classified employees.

The current members of the State Civil Service Commission are listed below:

Commissioner	Nominated By	Term Expires
James A. Smith, Chairman	Xavier University	12/10/2010
Burl Cain, Vice-Chairman	Elected Employee	05/01/2011
G. Lee Griffin	Tulane University	12/10/2010
David L. Duplantier	Loyola University	12/10/2012
John McLure	Louisiana College	12/10/2012
Rosa B. Jackson	Dillard University	12/10/2008
Chatham (Chat) H. Reed	Centenary College	12/10/2010

Commission meetings and hearings are held monthly and are open to the public. Commission [meeting dates](#), [agendas](#), [actions](#), [hearing decisions](#) and [Commissioner biographies](#) are posted on the Department of State Civil Service website at www.civilservice.louisiana.gov.

Department Organization

The Department of State Civil Service is comprised of seven functional Divisions. Located in Baton Rouge, the Department has 97 authorized positions.

The Administrative Division includes the executive staff, as well as the fiscal, purchasing, personnel, and legal functions for the Department.

The Program Assistance Division provides support to agencies in accomplishing their Human Resources work. Staff members advise agency Human Resources professionals, as well as managers and individual employees, on personnel matters. The Assistance Division also houses the Training & Workforce Planning Program which provides basic training in people-management to all classified supervisors and also provides specialized training to Human Resource professionals. This Division supports agencies' Workforce Planning programs by providing advice, training, and monitoring and reporting on results.

The Accountability Division evaluates the human resource practices used by state agencies to manage the classified work force by assessing their effectiveness and adherence to merit principles and Civil Service Rules.

The Staffing Division provides agencies with tools to recruit and select the most qualified candidates. The Division offers employment testing in Baton Rouge, Shreveport, Monroe, Lake Charles, Opelousas, and New Orleans.

The Compensation Division is responsible for the allocation of positions and for determining appropriate, equitable pay systems and salary ranges for classified jobs.

The Appeals Division serves as the Clerk of Court for the State Civil Service Commission. Division Referees hear and decide cases for the Commission.

Management Information Services provides the Department's data and records support. MIS develops and maintains computer systems that serve the Department, as well as agency Human Resource offices and the general public.

The Louisiana State Workforce

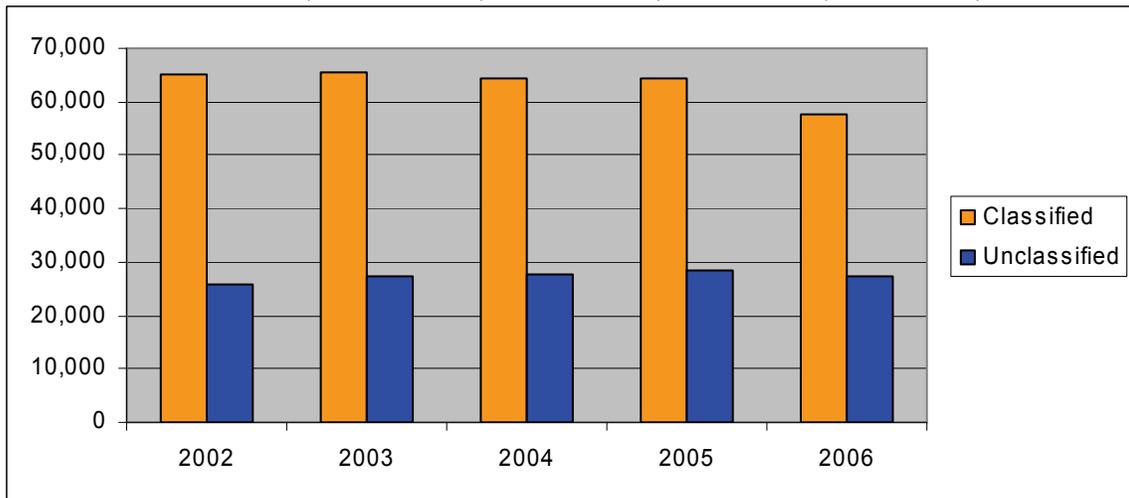
The following tables give an overview of Louisiana's state workforce.

Number of Full-Time Equivalent Employees

As recorded on June 30 of each year shown

Source: Monthly Report on the Entire State Service

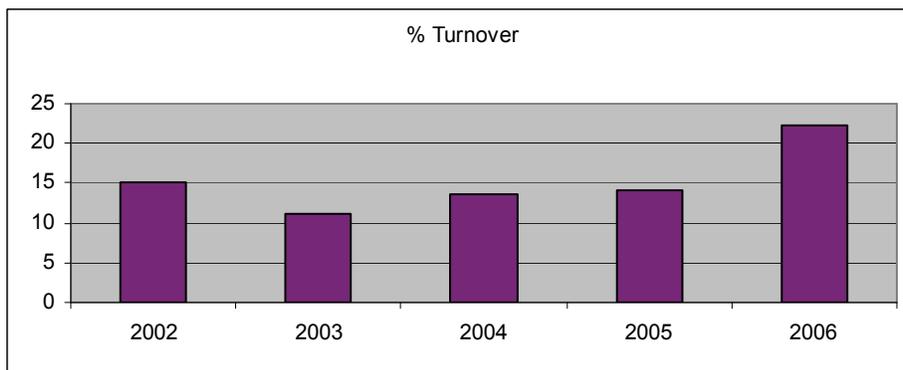
	2002	2003	2004	2005	2006
Classified	65,168	65,627	64,564	64,231	57,639
Unclassified	25,751	27,346	27,766	28,498	27,275



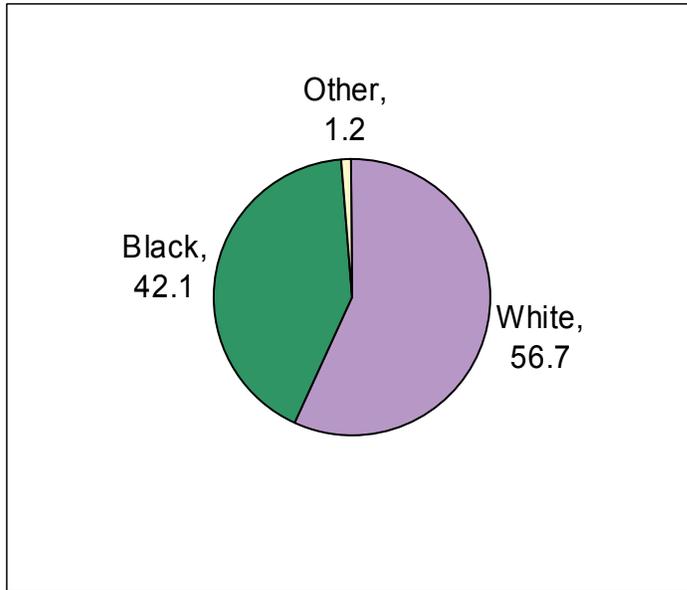
Total Turnover Rate of Classified Employees

Source: Classified Turnover by Personnel Area (Voluntary+Involuntary)

Year	2002	2003	2004	2005	2006
% Turnover	15.20	11.11	13.58	13.98	22.40

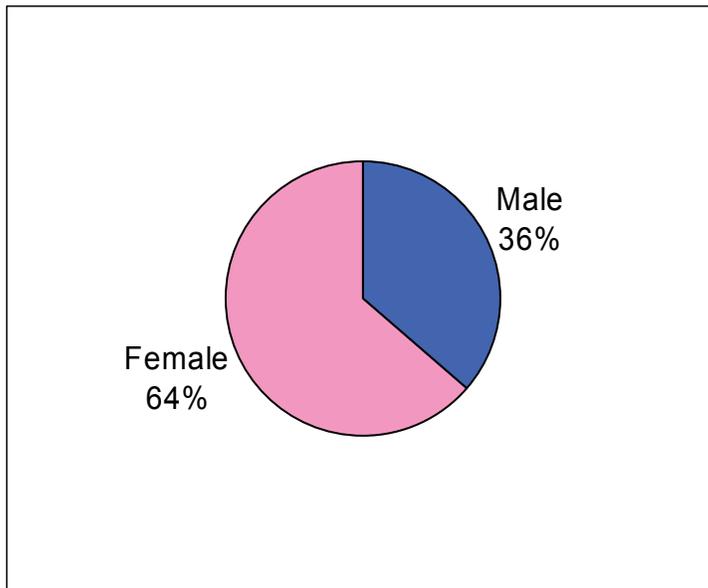


**Classified Employees by Race
(as of June 30, 2006)**

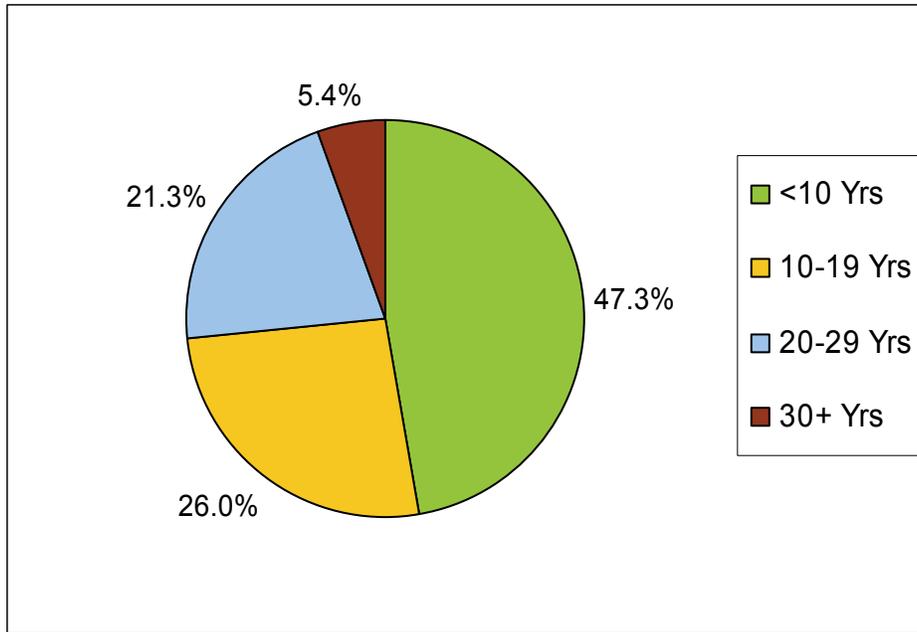


Note: Employees choosing not to report their race are not included.

**Classified Employees by Gender
(as of June 30, 2006)**

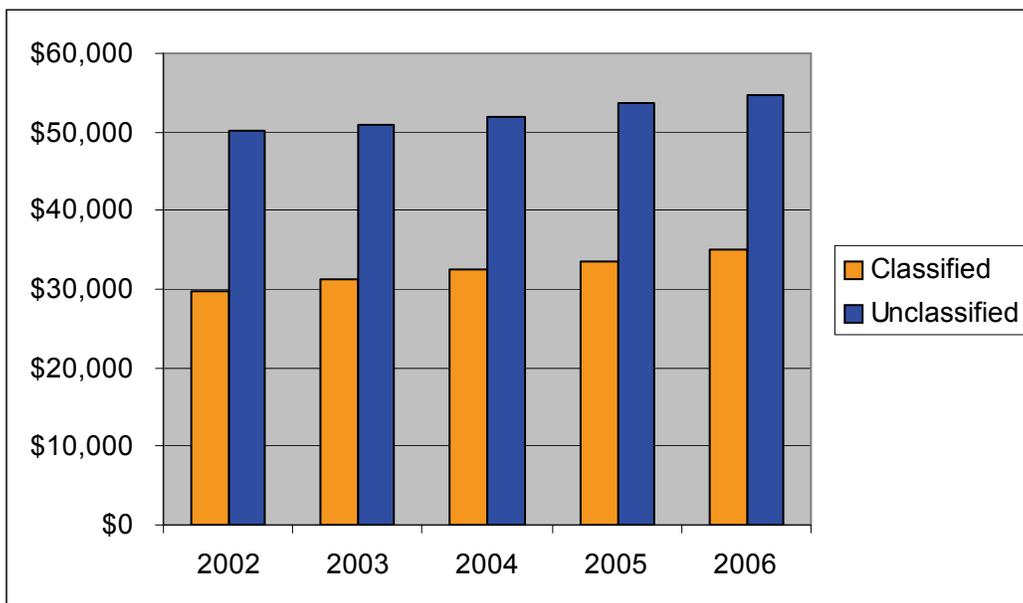


**Classified Employees by Years of Service
(as of June 30, 2006)**



Average Salaries— Full-time, regular employees

	2002	2003	2004	2005	2006
Classified	\$29,751	\$30,926	\$32,294	\$33,400	\$34,787
Unclassified	\$50,070	\$50,964	\$51,983	\$53,814	\$54,577



Major Accomplishments in Fiscal Year 2005/2006

During Fiscal Year 2005-2006, the Department of State Civil Service spent much of its human and fiscal resources assisting state agencies and employees with hurricane recovery. As a result, rules and procedures were created, revised, etc. to meet the needs of managers who were faced with unprecedented personnel issues. Accomplishments directly related to these disaster-recovery issues are described on the following pages as “Hurricane Related Initiatives.” A listing of additional accomplishments, “Initiatives by Division,” follows.

In addition to responding to the extraordinary needs that followed the devastation created by Hurricanes Katrina and Rita, the Department of State Civil Service continued to perform the activities normally associated with its mission. The table below reflects performance in relation to the Key Performance Indicators identified in the [Strategic Plan](#). All of the Department’s accomplishments in FY 2005-2006, whether routine or related to disaster-recovery, contributed to the success of the Strategic Plan, and this success is shared with state agencies to ensure best management practices.

Key Performance Indicators

Description	Goal	Result
Appeals heard w/in 90 days	80%	80%
Appeal decisions issued w/in 60 days	70%	81%
Classified employees rated on performance (statewide)	90%	96%
Classified Employees trained (statewide)	3600	3641
Salary surveys completed	24	24
Jobs Reviewed	18%	39%
Jobs with Direct Hiring Authority	50%	50%
Selection Procedures Validated	2	2
Agency HR Programs Evaluated	18%	22%

HURRICANE RELATED INITIATIVES

Evacuees' Website - The Management Information Services Division set up a special website for employees directly affected by Hurricanes Katrina and Rita. This website was updated daily to assist employees in contacting their agencies, getting their paychecks, etc.

Data Support - The Management Information Services Division aided many state agencies by providing data needed when their systems were inoperable. The Management Information Services Division also provided temporary equipment to the State Board of Nursing so that the board could get its network up and running again.

Legal Support - The General Counsel spent endless hours advising agency heads on human resource law. Fees for copies of public records for those directly affected by Katrina and Rita were waived to assist individuals in reconstructing records that had been destroyed, or to address other records needs. From September 6 through November 14, 2005 the Department issued 17 General Circulars related to the hurricanes.

Emergency Hotline - A toll-free hotline was established to assist employees with issues such as displacement, paychecks, status of employment, special leave, office closure, and work location. From September 6 through October 7, 2005, the Department received and responded to approximately 3,000 calls. *See General Circular [1617](#).*

Emergency Assignment of Employees – In a state of emergency, state law authorizes the Governor to “transfer the direction, personnel, or functions of state departments and agencies” to meet the needs of the declared emergency. To make the best use of the state workforce and to aid agency heads and human resource directors in the deployment of their employees, the Department issued three general circulars dealing with the assignment of employees where most needed, and created a Displaced Employees Referral List. *See General Circulars [1620](#), [1626](#) and [1645](#).*

HURRICANE RELATED INITIATIVES (continued)

Flexible Special Pay for Hurricane Related Work - The State Civil Service Commission authorized flexible special pay per Rule 6.16(a) in any amount up to a maximum of \$15.00/hour for any classified position for work related to Hurricane Katrina or Rita. *See General Circulars [1622](#) and [1639](#).*

Special Leave and Overtime - The Department provided state agencies with the technical support needed to implement special leave, layoff avoidance measures, furloughs and layoffs, overtime, office closures, etc. under the extreme circumstances created by Hurricanes Katrina and Rita. *See General Circulars [1623](#), [1624](#), [1625](#), [1627](#), [1629](#), [1630](#), [1631](#), [1634](#) and [1647](#).*

Furloughs and Layoffs - Between October 1 and November 7, 2005, agencies had to begin furloughs without pay for 733 employees who had not contacted their agencies and were considered missing. One-hundred and sixty three “missing” employees were ultimately laid off. In addition, 2,878 employees for whom there was no work were ultimately laid off. On June 30, 2005, there were 64,500 classified state employees. On June 30, 2006, there were 58,870. Since the hurricanes, the state has lost approximately 5,600 classified employees.

Suspension of Deadlines - In the wake of Hurricanes Katrina and Rita, all New Orleans appeal hearings were continued so that employees could perform hurricane-related work. In addition, the State Civil Service Commission adopted Rule 2.15 on an emergency basis and Rule 2.16 on a permanent basis suspending various deadlines imposed by Civil Service Rules. *See General Circular [1640](#).*

PPR Deadlines - To reduce the reporting burden of state agencies affected by the Hurricanes, deadlines for performance planning and review ratings and reporting were extended. *See General Circulars [1618](#) and [1648](#).*

Position Descriptions – To reduce the reporting burden of state agencies affected by the hurricanes, the requirement to update position descriptions at least every five years, when major duty changes have taken place, or prior to filling a vacant position was suspended until February 28, 2006. This was specifically designed to assist agencies who had a need to make temporary assignments, reassignments, or change work locations. *See General Circular [1619](#).*

HURRICANE RELATED INITIATIVES (continued)

Pending Job Correction Implementation – In the wake of Hurricanes Katrina and Rita, questions arose regarding how to handle certain transactions when there were certain positions involved in the transactions that were pending job correction. The Department offered assistance to agencies to resolve these issues and suspended the deadlines for the job corrections until after February 28, 2006. *See General Circulars [1621](#) and [1628](#).*

Temporary Incumbency Allocation - Due to the catastrophic damage caused by Hurricanes Katrina and Rita, the Department recognized the unique circumstances that some agencies faced and will continue to face during the rebuilding, reopening, and reorganization of offices and facilities. To assist agencies with the monumental paperwork task incurred during the reorganization process, the Department allowed agencies, through the use of a Temporary Incumbency Allocation, to use positions even though the duties might not support the previous allocation. This action provided agencies with some flexibility when staffing offices and facilities during extraordinary times. *See General Circular [1643](#).*

Supervisory Training Compliance Report - Due to training delays caused by Hurricanes Katrina and Rita, on November 2, 2005, the State Civil Service Commission approved a 6-month extension of training deadlines for employees in Supervisory Groups 1 and 2 whose training deadlines fell on or after August 27, 2005. *See General Circular [1665](#).*

INITIATIVES BY DIVISION

Administration and Legal

Change of Leadership — A major accomplishment of 2006 was the appointment by the State Civil Service Commission of, and the smooth transition to, a new classified Director of the Department. This change resulted in the filling of other critical leadership positions in the Department. *See General Circular [1649](#).*

Employee Recognition Day – As part of the nationwide Public Service Recognition Week, the Department worked with the Governor to recognize all public service employees for their commitment and dedication to public service. The Department produced a video that was distributed nationwide by the National Association of State Personnel Executives. Other states could adopt the video for their use. *See General Circulars [1652](#) and [1653](#).*

Management Information Services

Enhanced Security - During the year, the Division continued to assess and enhance the data security program. A series of security initiatives were undertaken and completed as part of our ongoing focus on data security and protection.

Replatformed Job Search - The software supporting the Staffing Division's Job Search function was replaced with newer technology to provide more versatile applications and broader compatibility.

Automated Department Preferred Reemployment Lists - Department Preferred Reemployment List creation and maintenance was completely automated. This enabled the Staffing Division to eliminate the hiring suspension previously associated with any reduction in force.

Imaging of Position Descriptions - A new records preservation and retention protocol was developed and implemented to allow position descriptions to be electronically imaged.

Replaced Legacy Systems - Two new systems were designed to replace outdated legacy systems in the Compensation Division. This enhanced tracking of position descriptions and pay plan maintenance.

Staffing

Job Search - Job Search is an internet recruiting service; it was upgraded to better serve job seekers and the HR community. See *General Circular* [1650](#).

Certificates of Eligibles – To assist agencies, the expiration date of Civil Service Certificates of Eligibles was changed from one month to three months from the issue date. See *General Circular* [1656](#).

Compensation

Pay Hearings - In a continuous effort to make pay more competitive for state employees, the Department reviewed numerous jobs for re-evaluation and changed pay levels. The new Labor/Trades (WS) and Scientific/Technical (TS) pay schedules were implemented in FY05/06. See *General Circulars* [1633](#) and [1666](#).

Program Assistance

Revised Test for “Performance Planning and Review for Supervisors” Class - The “PPR for Supervisors” test was revised. All delegated PPR trainers were required to begin using the newly revised test effective January 1, 2006. To become a delegated PPR trainer, the employee must take and pass the tests for the “Documenting for Performance and Discipline” and “PPR for Supervisors” classes prior to taking the “PPR Train-the-Trainer” class. See *General Circular* [1641](#).

Change to Civil Service Rule 21.11. This rule was changed to allow agencies to pay any excess compensatory time at the beginning of a fiscal year rather than a calendar year. No more than 360 hours of compensatory time may be carried forward from one year to the next. In many agencies, the largest portion of overtime is earned during the November/December holiday periods. The calendar-year basis for calculating excess compensatory time makes it difficult for employees to use compensatory time earned in November and December before it must be paid or cancelled. Changing to a fiscal-year basis gives employers more time to allow employees to use their compensatory leave before it must be paid or cancelled. The use of a fiscal-year rather than a calendar year gives agencies better ability to manage their budgets. See *General Circular* [1646](#).

Program Accountability

Prohibited political activities – The circulation of a petition to recall the Governor caused the Department to clarify prohibited political activities. Political activity is an area in which all classified employees have limitations. To keep classified employees aware of activities in which they can and cannot participate, the Department is always available to answer political activity questions. The Department continued its efforts by notifying all agency heads to remind their classified employees of the rules regarding political activity. Civil Service Rule 14.1(e) 5 prohibits an employee in the classified service and members of the Commission from taking an active part in an effort to recall from office an elected public official. However, an employee in the classified service or member of the Commission may sign a recall petition. *See General Circular [1672](#).*

Appeals

In the aftermath of Hurricanes Katrina and Rita, several thousand employees were laid-off, furloughed, reassigned, required to work over-time, etc. Despite the unprecedented numbers of employees impacted, by June 30, 2006, there had been only 21 employee appeals filed regarding hurricane related actions. This relatively small number of appeals reflects the effectiveness of the Department's continuous communication and education efforts.

Future Plans

In Fiscal Year 2006/2007, the Department of State Civil Service will continue to maintain and improve its recruitment and retention programs, classification and compensation management program, agency training and assistance, and appeals programs. We will continue to evaluate Louisiana's human resources practices in comparison to those of other jurisdictions and private employers, and seek opportunities for improvement. We will continue to monitor and evaluate the human resource needs of the New Orleans, Lake Charles, and other southern communities of the state as they continue to recover and rebuild.

A few of the special initiatives we plan for Fiscal Year 2006/2007 are listed below:

- ◆ Issuance of a comprehensive statewide Workforce Planning Report.
- ◆ Enhancement of the Mandatory Training program for all classified supervisors and managers.
- ◆ Initiation of a multi-year project to provide agencies with a statewide on-line employment application tracking system.
- ◆ Implementation of a redesigned website to make information access even easier for all of our users, both public and governmental.

We look forward to a year of challenges and a year of great progress for the Department of State Civil Service and the State of Louisiana as we continue to serve the needs of our fellow citizens.