



Recruiting Tomorrow's Leaders Today

Louisiana
Department of
State Civil Service

2008-2009 Annual Report

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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 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 human resources 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 Department's Vision, Mission and Philosophy are defined in our official Strategic Plan as follows.

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.

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.

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 in Pineville, 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 is a classified employee elected by all other classified employees. The current Commissioners are listed below.

Commissioner	Nominated By	Term Expires
James A. Smith, Chairman	Xavier University	12/10/2010
John McLure, Vice-Chairman	Louisiana College	12/10/2012
G. Lee Griffin	Tulane University	12/10/2010
Chatham (Chat) H. Reed	Centenary College	12/10/2010
David L. Duplantier	Loyola University	12/10/2012
Wilfred Pierre	Dillard University	12/10/2014
Burl Cain	Elected Employee	05/01/2011

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.la.gov.

Department Organization

The Department of State Civil Service is comprised of seven functional Divisions. Located in Baton Rouge, the Department had 94 authorized positions in FY 08/09.

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

The Management Information Services Division provides the Department's data and records support. MIS develops and maintains computer systems that serve the Department's needs, as well as those of other state agencies and the general public.

The Staffing Division provides agencies with tools to recruit and select the most qualified candidates. This Division supports agencies in Workforce Planning by providing advice and training and by monitoring and reporting on results. The Division operates pre-employment assessment centers in Baton Rouge, Shreveport, Monroe, Lake Charles, Opelousas, and New Orleans.

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

The Program Assistance Division provides support to agencies in managing their Human Resources programs. Staff members advise agency Human Resources professionals, as well as individual managers and employees, on personnel matters. The Assistance Division also houses the Training Program which provides training in personnel management to all classified supervisors and also provides specialized training to Human Resource professionals.

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

The Louisiana State Workforce

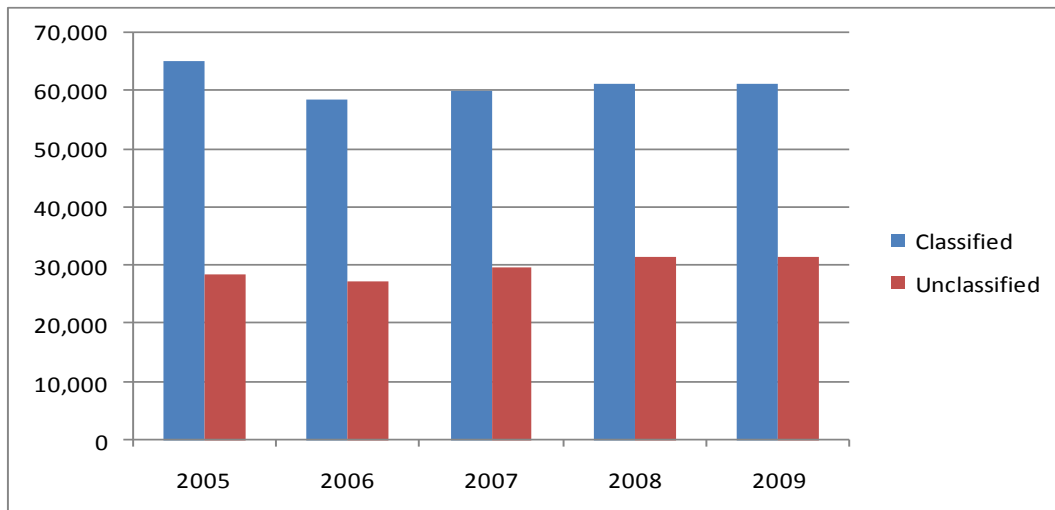
The following tables give an overview of Louisiana's state workforce.

Number of Full-Time Equivalent Employees

As recorded at the end of the fiscal year shown

Source: *Monthly Report on the Entire State Service*

	2004/05	2005/06	2006/07	2007/08	2008/09
Classified	64,231	57,639	60,198	61,411	61,182
Unclassified	28,498	27,275	29,720	31,688	31,427

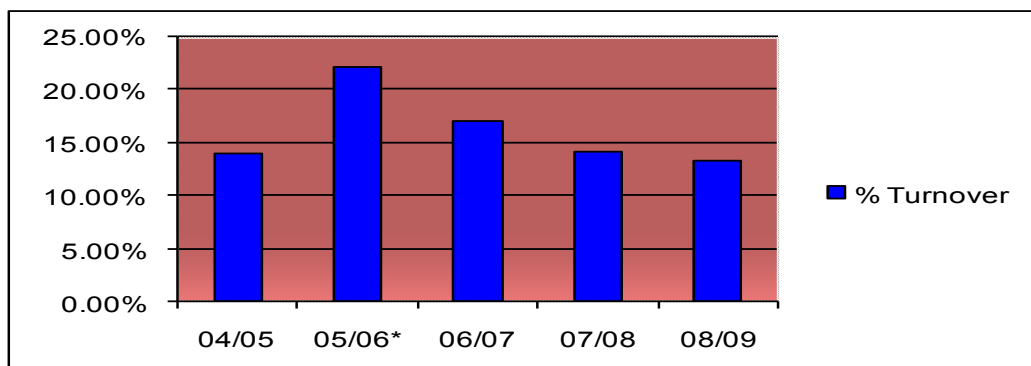


Total Turnover Rate of Classified Employees

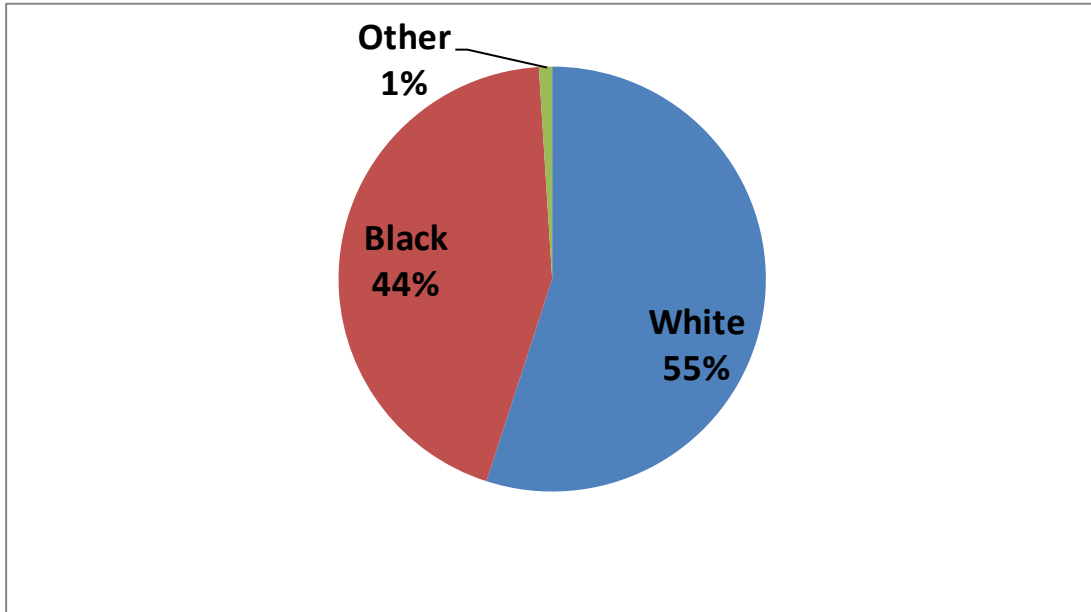
Source: *Classified Turnover by Personnel Area (Voluntary+Involuntary)*

*2005/06 and 06/07 turnover impacted by office closures following Hurricanes Katrina & Rita

Year	2004/05	2005/06	2006/07	2007/08	2008/09
% Turnover	13.98	22.40	16.99	14.10	13.28

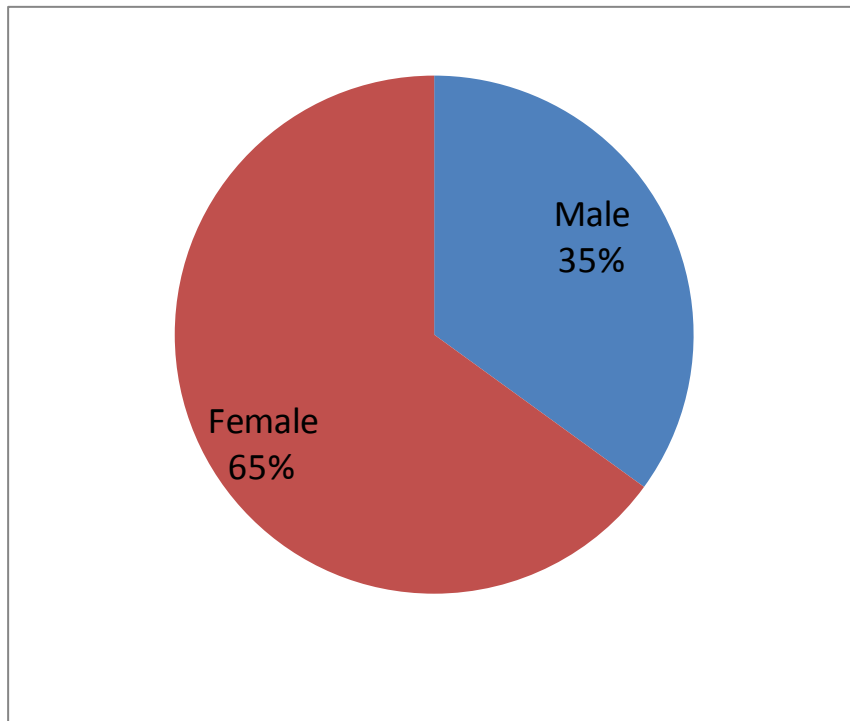


Classified Employees by Race (as of June 30, 2009)

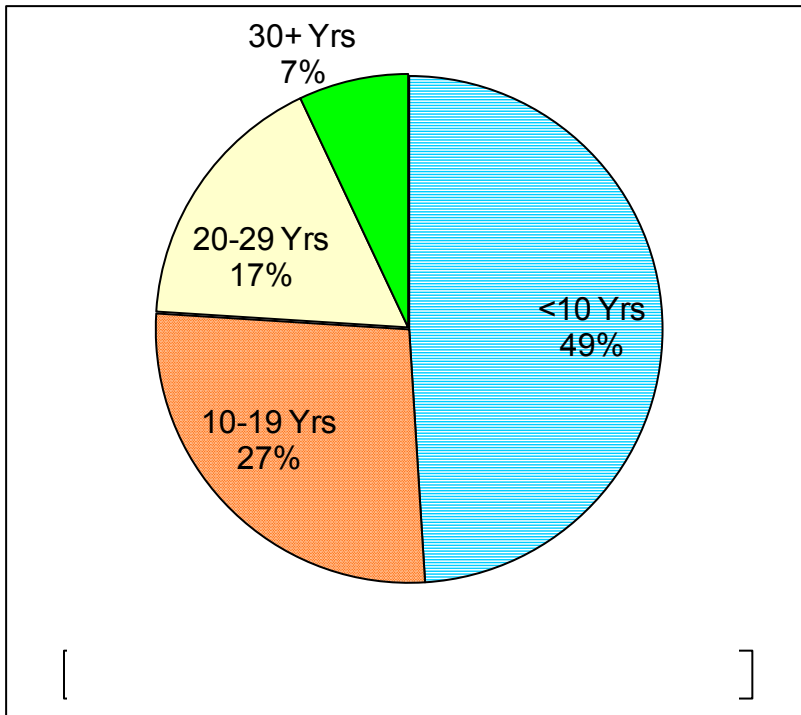


Note: Employees choosing not to report their race are not included.

Classified Employees by Gender (as of June 30, 2009)



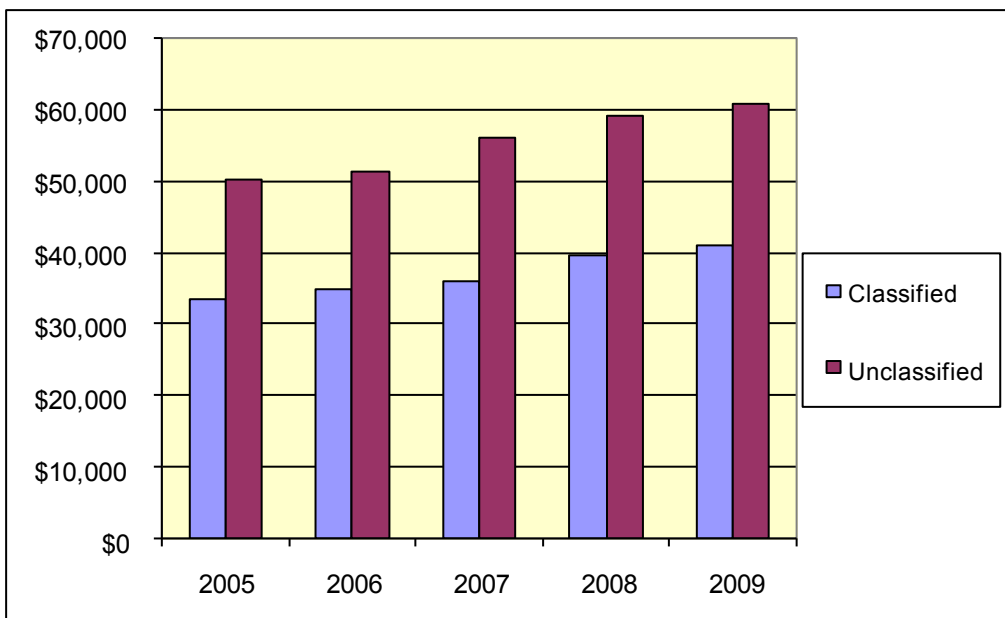
Classified Employees by Years of Service



<10 Yrs	49%
10-19 Yrs	27%
20-29 Yrs	17%
30+ Yrs	7%

Average Rate of Pay — Full-time, regular employees

	2005	2006	2007	2008	2009
Classified	\$33,540	\$34,961	\$36,104	\$39,619	\$40,988
Unclassified	\$50,323	\$51,219	\$55,933	\$59,246	\$60,854



2008-2009 in Review

Key Performance Indicators

The official Strategic Plan for the Department of State Civil Service defines nine measures which serve as Key Performance Indicators of the Department's productivity and efficiency. These measures reflect the Department's success in maintaining a human resource management program that effectively supports the needs of state government.

During fiscal year 2008-2009, the Department of State Civil Service met or exceeded the goals established for our Key Indicators. The table below shows the Department's actual performance results.

Key Performance Goals and Results

Key Performance Indicator Description	Goal	Result
Training Classes offered at key locations statewide	150	275
Classified employees rated on performance (statewide)	90%	95%
Agency HR Programs Evaluated	24%	25%
Classified Positions Reviewed	15%	16%
Salary surveys completed	24	24
Selection Procedures Validated	2	2
Jobs with Direct Hiring Authority	75%	100%
Appeals heard w/in 90 days	80%	100%
Appeal decisions issued w/in 60 days	70%	99%

Strategic Initiatives

In addition to efficiently maintaining the existing state human resource programs, as reflected by the preceding Key Performance Indicators, during fiscal year 2008-2009, the Department of State Civil Service also provided enhanced and expanded services through the following strategic initiatives.

LA Careers

On February 16, 2009, the LaCareers on-line employment center went live state-wide. The final component of the ASCEND 2020 Civil Service Reform Initiative, LaCareers completes the decentralization and automation of the state's recruiting and hiring system. (See: "*ASCEND 2020 Update: Hiring Reform in State Civil Service 2000 to 2008 and Beyond*," August 2008.)

LaCareers enables agencies to accept applications over the internet, twenty-four hours a day, seven days a week and allows users to track all requisition activities. LA Careers provides HR with tools to easily screen applications for minimum qualifications and to report, track and measure critical data. To enhance the utility of the LaCareers system, DSCS migrated over 122,000 existing pre-employment assessment scores to provide agencies with one comprehensive system to review applications and candidate scores.

Prior to implementation, DSCS developed a comprehensive training program designed to introduce agency HR employees to LA Careers and the new decentralized and streamlined way of hiring employees. The two day class consisted of an overview of the recruitment life cycle with hands-on training in a simulated training environment. Over 270 Human Resources professionals completed training during the five weeks prior to implementation, and an additional 103 completed training post-implementation. The Staffing Division continues to offer one-on-one training and business process consultation for any agencies that request additional assistance.

Since going live with LA Careers in February, DSCS has issued more than 675 user ids to the HR community. State agencies posted 3,720 classified job postings and 128 unclassified job postings from February 16, 2009 to May 31, 2009. The LA Careers system has received and tracked more than 130,000 applications, with 96% submitted online versus in paper format.

More and more applicants are using the LA Careers system to submit applications for jobs online every day. A popular feature is the Job Interest Card. This feature emails an applicant each time a position is posted that matches a category on his or her Job Interest Card. To date, almost 100,000 Job Interest Cards have been submitted.

As we look to the future, DSCS will enhance the LA Careers training program for agencies. Advanced training in reporting, auto-scoring, filtering and developing supplemental questions, will be added to the regular schedule of classes for new users. Bi-weekly user conference calls to discuss on-going issues and best practices; webinars and one-on-one agency assistance will also continue to be offered.

The next phase of LA Careers will be automated work-flow within agencies between the HR office and the hiring managers and supervisors. Currently, many agencies use a paper process to circulate the Personnel Action Request form and applications received from candidates. The Online Hiring Center feature of LaCareers enables an agency to electronically create position requisitions, route them for approval, review applications online and designate applicants for interview or hire online. The Lacareers Online Hiring Center automated workflow is now available and agencies may elect to implement this feature at any time. Currently, DSCS is assisting two agencies that have elected to implement the Online Hiring Center feature.

Layoff Rule Revisions

The national economic crisis in the fall of 2008 resulted in mid-year budget cuts and reduced revenue projections for FY 09/10. In January 2009, in anticipation of possible reductions in force, DSCS conducted workshops for agency executives and HR professionals on the rules and procedures governing layoffs and layoff avoidance measures. Based on feedback obtained through these workshops and a review of layoffs conducted in prior years, DSCS recommended significant changes to the layoff rules which were adopted on June 3, 2009 by the State Civil Service Commission. The new rules eliminate the use of seniority as the primary factor for determining retention. Employee retention and placement is *“based on skills, experience, performance, seniority and the needs of the agency.”* The major provisions of the revised rules are as follows.

- ◆ Agency determines which organizational units, career fields and geographic locations will be affected and which positions will be eliminated.
- ◆ Any employee with a “poor” or “needs improvement” rating is laid off first.
- ◆ Agency identifies employees with unique or critical skills, outstanding performance, etc. who they wish to exempt from the layoff, up to 20%
- ◆ Agency determines if exceptions to standard layoff practices will be necessary based on rational business reasons. These exceptions are approved by the Civil Service Commission or on an interim basis by the Civil Service Director with ratification by the Commission.
- ◆ Critical positions that remain after the layoff are filled by the relocation of any employees remaining in positions that are targeted to be abolished. Decisions to relocate are based on the agency’s determination of which available positions best align with the skills, abilities and experience of employees who remain in the workforce following a reduction in force. While there is some movement of employees as the result of a layoff, the practice of “bumping” has been eliminated.

All of this information is outlined in a layoff plan which is submitted to DSCS for review and approval. Affected employees must receive full disclosure of layoff proposals prior to the approval of the plan. The role of DSCS centers on both accountability and transparency. The rules establish consistent policy, set appropriate time frames for notification and ensure that due process as required by the Constitution is afforded to all employees. The approval of plans by an objective third party ensures that decisions made at the discretion of agency heads are supported by merit- based rational business reasons.

Pay for Performance

As state revenue projections declined, increasing attention was focused on the linkage between individual employee pay and performance measurements. The 2009 state legislature adopted HCR 6 directing the State Civil Service Commission and DSCS to review existing pay rules and revise them to create a stronger, more direct link between pay and performance.

In addition to calling for revisions of layoff rules which have been discussed above, HCR 6 called for three other initiatives, which are discussed below.

HCR 6 Initiative 2 – Reduce Pay Bands and Classifications and Increase Reorganization Flexibilities: “Revise the classification system to limit the number of pay bands to thirty five or fewer and to reduce the number of job classifications to seven hundred or fewer to provide for flexibility in organizational restructuring and reduce the need to reclassify positions due to work assignment and organizational changes and to provide managers with flexibility to move employees within pay bands.”

Civil Service Action

Step 1 - Rule Revision: On June 3, 2009, the State Civil Service Commission adopted Rule 5.6.1 “Effect of Business Reorganization on Encumbered Positions.” This Rule provides managers with greater flexibility to reorganize by simplifying the procedures used to reassign employees to lower level positions, while still complying with Constitutional requirements for due process. The new Rule dramatically reduces the amount of documentation and notification previously required to effect functional reorganizations and reassignment of employees within state agencies.

Step 2 – Revision of Pay Bands: The Department of State Civil Service is currently conducting an analysis of the established pay structure for all classified jobs, including market surveys and comparisons of pay practices to other public jurisdictions across the region and the Louisiana private sector. We plan to present recommendations for revising the current pay structure and consolidating pay bands to the State Civil Service Commission for their consideration at a public hearing on October 7, 2009. If the Commission acts favorably on our recommendations, their action will then be submitted to the Governor for his approval, as required by the State Constitution.

Step 3 – Reduction of Job Classifications: In 2003, the Department of State Civil Service implemented modified broad-banding in the form of Career Progression Groups which allow agencies to move employees within three to five pay bands based on individual performance. This initiative has enabled the Department to reduce the number of job classifications from more than 3700 to fewer than 1500. Efforts to further reduce the number of job classifications will follow the implementation of revised compensation system as outlined in Initiative 3 below.

HCR 6 Initiative 3 – Revise Compensation System: “Revise the compensation system for classified employees, including without limitation merit increases, rewards, recognition awards, optional pay adjustments, and cost-of-living adjustments to provide appointing authorities greater flexibility in compensating employees based on job duties and evaluations of performance.”

Civil Service Action: The Department of State Civil Service has held a series of meetings with an advisory group of agency representatives to develop a slate of possible revisions to existing pay rules to enhance performance based compensation and increase managerial flexibility. These proposals will be presented and discussed with agency appointing authorities, undersecretaries and human resource officers in meetings scheduled on August 19, 20 and September 2, 2009. Agency feedback collected through these meetings will be used to draft a proposal which will be presented to the State Civil Service Commission in October at a public hearing and published for public comment. Following this final comment period, the revised compensation rules will be presented to the State Civil Service Commission for action no later than December 9, 2009. If the Commission adopts the revised rules, they will then be sent to the Governor for approval with a projected effective date of July 1, 2010.

HCR 6 Initiative 4 – Tie Supervisor pay raises to PPR responsibilities: “Provide that the merit increases of classified managers and supervisors are contingent upon proper, substantive, and meaningful Performance Planning and Review of the employees under their direction and supervision.”

Civil Service Action: On June 3, 2009, the State Civil Service Commission amended Civil Service Rule 10.2 to prohibit appointing authorities from granting merit increases to classified managers and supervisors who fail to perform their Performance Planning and Review responsibilities.

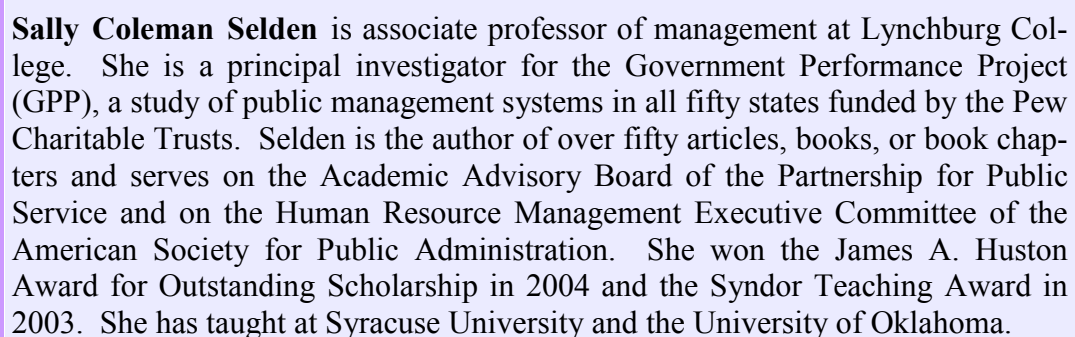
A final overall progress report on HCR 6 will be issued in December 2009.

Awards and Recognition

National Recognition

The Louisiana Department of State Civil Service was featured in the book, *Human Capital; Tools and Strategies for the Public Sector* by Sally Coleman Selden. (2009 CQ Press, Washington, D.C.) In this comprehensive national analysis of the current state of human capital management in state governments, Dr. Selden recognized the Department for our outstanding training program for supervisors and managers in the chapter titled “Developing Employees as Leaders.” Dr. Selden writes:

“The Louisiana Department of State Civil Service recognizes that career service employees are the driving force in serving citizens effectively and efficiently. One of the greatest strengths of the State Civil Service is its commitment to training. ... Louisiana’s program has been deemed quite successful and continues to meet its strategic objective, which is to develop the capabilities of agency supervisors to improve productivity, efficiency, and moral through proper employee management. In 2005 Hurricanes Katrina and Rita presented many challenges for the program, but it has remained a cornerstone of employee skill development. ... The state of Louisiana has brought together all the essential ingredients for a successful learning and development program for its classified workforce.”



Sally Coleman Selden is associate professor of management at Lynchburg College. She is a principal investigator for the Government Performance Project (GPP), a study of public management systems in all fifty states funded by the Pew Charitable Trusts. Selden is the author of over fifty articles, books, or book chapters and serves on the Academic Advisory Board of the Partnership for Public Service and on the Human Resource Management Executive Committee of the American Society for Public Administration. She won the James A. Huston Award for Outstanding Scholarship in 2004 and the Syndor Teaching Award in 2003. She has taught at Syracuse University and the University of Oklahoma.

Awards Received by the Department of State Civil Service

- 2007/2008 NASPE— Rooney Award of Merit
Retiree Rehire Database
- 2007/2008 NAGTAD Program of the Year
Mandatory Supervisory Training
- 2006/2007 IPMA-HR Louisiana Chapter
Communication: *ISIS-HR Quick Tips*
- 2005/2006 NASPE — Communication:
Recruiting Tomorrow's Leaders Today video
- 2003/2004 IPMA National — Agency Award for Excellence,
Large Agency Category
- 2002/2003 IPMA-HR Louisiana Chapter
Staffing Innovations
- 2002/2003 IPMA-HR Louisiana Chapter
Personnel Management Excellence
- 2001/2002 IPMA-HR Louisiana Chapter
Compensation Innovations
- 2001/2002 IPMA-HR Louisiana Chapter
Personnel Management Excellence
- 1995/1996 IPMA-HR Louisiana Chapter
Student Intern Program
- 1995/1996 IPMA-HR Louisiana Chapter
Web Site Innovation

Laura D. Holmes Receives 2008 Dunbar Award Certificate of Merit

The Louisiana Civil Service League honored Department of State Civil Service Appeals Division Director, Laura D. Holmes with a Certificate of Merit at the League's 50th Annual Dunbar Awards luncheon held in New Orleans. Ms. Holmes was one of twelve employees so honored, in addition to twelve who received the Dunbar award for 2008.

The Dunbar Award is the highest honor classified employees can receive for their service to the citizens of Louisiana. The Civil Service League bestows the award on local, state and municipal civil service employees who distinguish themselves through unselfish service to the citizens of Louisiana. Nominees are judged on commitment to the classified service, contributions toward workplace improvement, personal initiative, and volunteer community service. The award is named after the founder of the League, Charles E. Dunbar, Jr., who was responsible for spearheading the effort to establish a classified workforce that would be governed through merit system principles. The League noted that the Certificates of Merit were awarded this year because of how close the twelve receiving the Certificates came to winning the Dunbar award.

Dunbar Award Winners from the Department of State Civil Service

2007	Stephen J. Hebert
2006	Lisa L. Lusk
2004	Teresa Gomez
2003	Pamela Percy
2002	Anne Soileau
2000	Glenn Balentine
1999	Elizabeth Mandeville
1997	Herbert Cannon
1996	Allen Reynolds

CONTACT INFORMATION

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