

Louisiana

Department of State



CIVIL SERVICE



FISCAL YEAR 2009 - 2010 ANNUAL REPORT

Shannon Templet
Civil Service Director

Civil Service Commissioners
James A. Smith, Chairman
John McLure, Vice Chairman
Burl Cain
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DIRECTOR

2009-2010
ANNUAL REPORT
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Shannon Templett

Fiscal Year 2009-2010 was an extraordinary year by any measure, and forecasts indicate more of the same is on the horizon. As state government grapples with unprecedented budgetary shortfalls, one thing will remain constant; the promotion of sound and prudent use of the tax dollars paid to the state's workforce. The 2010 Legislative Session included several constitutional amendments aimed to make changes to state employee pay increases and the civil service system as a whole. As each bill moved through the legislative process, each sparked elevated emotions from the capitol to the work -



place and to households in Louisiana. Employees are the greatest assets of our state agencies. There are thousands upon thousands of dedicated state employees who give unselfishly of themselves each day to provide services to the citizens of our State. There is no argument that these skilled and knowledgeable employees are needed in order for government to operate, yet during unprecedented times such as these, discussions about the cost and size of state employment is guaranteed. As the State's central human resources agency, we continue to educate all stakeholders on the classified system's pay and personnel practices to bring an independent voice to the table. The State Civil Service Commission and the State Classified service were established by the Louisiana Constitution to ensure our citizens receive efficient and effective services from their state government. Furthermore, we are charged with the responsibility to ensure state employees in the classified service are hired, promoted, and discharged for work related reasons rather than personal or political reasons. As a partner in state government, we are dedicated to our 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 which in turn enables state agencies to achieve their individual missions. During this fiscal year we began several initiatives that will move us forward during these difficult times. Our initiatives are ambitious consisting from a Commission created study group that will analyze pay practices among classified and unclassified employees, to proposing a pay for performance system that will provide flexibility to state agencies to reward outstanding employee performance. The decisions ahead will be difficult for all of us, but the Civil Service Commission and the Department will ensure those decisions affecting state employees are conducted in a manner that is consistent with the merit system created by the Constitution.

Please take a moment and review our Annual Report to learn about our State's workforce and our Department. Our initiatives continue onward as we look forward to the fiscal year ahead.

EXECUTIVE SUMMARY

A productive and skilled workforce is critical in the delivery of governmental services.

Whether those services involve providing for the collection of taxes, bridges and highways, medical services, or public safety; state agencies could not fulfill their missions without employing productive and diverse individuals. Understanding that an agency's ability to achieve its mission directly correlates to the quality of its workforce; Louisiana state government must have a human resources system that enables state agencies to ***attract, develop, and retain a well – qualified workforce.*** As the central personnel agency for the state, the Department of State Civil Service is responsible for providing such a human resources program. By partnering with all stakeholders in state government, we continue to strive for a better Louisiana that excels in delivering quality services to our citizens.

The Department of State Civil Service provides state agencies with a fast, effective, low-cost human resources 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 environment in which government operates, and guiding that balance with the lasting values of merit that have shaped our government such as:

**selection on ability,
equitable compensation,
accountability for performance,
non discrimination, and
political neutrality.**

Our goals

Provide effective Human Resources (HR) leadership driven by policies that effect transparent and accountable HR practices; resulting in employers having the key tools and skills needed to ensure that employees are empowered and equipped to accomplish the organization's desired outcomes and goals.

Provide a prompt, inexpensive system for resolving removal, discipline, rule violation, and discrimination cases that satisfies due process requirements.

Utilize technology to improve the productivity and effectiveness of Civil Service and its user agencies.

Provide workforce development services and an objective evaluation of the human resource practices used by state agencies to manage their classified workforce.

Administer the classification and compensation systems by developing and implementing flexible job evaluation and pay policies and practices that can be adapted to meet agencies' unique requirements.

Create and administer programs, rules, assistance procedures and training that promote, encourage, and enhance effectiveness, efficiency, and accountability in state agencies and their employees.

Provide processes and policies that enable state agency managers to fill vacant positions with highly qualified applicants in a timely fashion and in accordance with legal and professional standards.



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.

OUR VISION

To be recognized by user agencies as a leader and partner in the management of human resources.

OUR 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.

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

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.

For more information regarding the Commission visit: www.civilservice.la.gov.



James A. Smith
Chairman



Vice Chairman
Burl Cain



G. Lee Griffin



Chatham H. Reed



David L. Duplantier



Wilfred Pierre



John McLure

ADMINISTRATIVE DIVISION

Civil Service Director:	Shannon S. Templet
Civil Service Deputy Director:	Jean Jones
General Counsel:	Robert Boland
Deputy Undersecretary:	Kenyetta Sewell

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

COMPENSATION DIVISION

Glenn Balentine, HR Division Administrator

The Compensation Division, in partnership with the delegated state agencies, is responsible for the allocation and reallocation of all State jobs. The Division is also responsible for performing pay studies to assure proper alignment of the jobs within the pay structure, and to assure that state job pay levels are comparable to other jurisdictions. They manage the state's job evaluation system, with which the appropriate pay level of each job is determined. Compensation also writes job specifications for each state job title, which set forth the major duties of the job.

INFORMATION SERVICES DIVISION

Byron Decoteau Jr., HR Division Administrator

The Management Information Services Division provides support in information technology and document management for the Department of State Civil Service. MIS is comprised of three areas - Application Development, Technical Support, and Document Management. The Applications Development Section of MIS is responsible for the development and support of computer systems that serve both the Department and Human Resource offices statewide. Applications are also developed that serve the general public through the DSCS Web Sites. The Technical Support Section provides computer support services and is responsible for the computer network and all components of our technical infrastructure. The Document Management Section is responsible for the storage and retrieval of electronically imaged documents and for the development of document management solutions. The Document Management Section is also responsible for the storage and maintenance of the personnel records of the State.

APPEALS DIVISION

Paul St. Dizier, Chief of Appeals

Article X, Section 8 of the Louisiana Constitution provides that any person employed in the state classified service who has attained permanent employment status may only be disciplined for cause set forth in writing. A permanent employee who has been disciplined has the right to appeal that disciplinary action to the State Civil Service Commission. Separately, the Constitution also guarantees that no one employed in the state classified service may be discriminated against because of his or her political or religious beliefs, sex, or race. A classified employee who believes that he or she has been subjected to these types of prohibited discrimination has the right to appeal to the State Civil Service Commission. The Appeals Division helps the State Civil Service Commission hear and decide these appeals. The Appeals Division serves as the Clerk of Court's Office for the Commission. It receives appeals, maintains appeal files, schedules hearings, issues subpoenas, mails decisions, and compiles the record if judicial review is sought. The Appeals Division also provides a staff of Referees who hear and decide cases for the Commission. After the Commission or a Referee hears an appeal, a written decision is issued. If a Referee issued the decision, the employee and the agency have the right to ask the Commission to review the Referee's decision or to appeal the Referee's decision directly to the First Circuit Court of Appeal. If the Commission issued the decision, or took action on an application for review, the employee and the agency have the right to appeal the Commission's decision to the First Circuit. Any party dissatisfied with the First Circuit's decision may ask the Louisiana Supreme Court to review the Court of Appeal's decision. The Louisiana Supreme Court, in its discretion, may or may not grant that request for review.

STAFFING DIVISION

Rainette Stephens, HR Division Administrator

The main functions of the Staffing Division of the Department of State Civil Service are the recruitment, selection and provision of candidates for State employment. The Division is composed of two primary units:

Selection & Assessment Agency Assistance Team
Testing and Recruiting Office Team

The Assessment and Selection Agency Assistance Team is responsible for workforce planning, technical administration of the LA Careers Online Application System, conducting audits of postings and hires made through the online system, assisting and training agency users in the LA Careers Online Application system and maintaining candidate data. In addition, this team develops minimum qualification requirements for classified State jobs, develops valid SCORE ranking procedures through the use of job analysis, monitors affirmative action plans, coordinates special testing accommodations, and maintains the Department Preferred Reemployment Lists for agencies which have experienced layoffs.

General recruitment, administration and security of written exams are handled by the Testing and Recruiting Office Team. Consultants at this office also score written exams administered by Civil Service and provide information and assistance to applicants interested in State employment. This year the Testing and Recruiting Team qualified applicants and created eligible lists in support of the human resource function for quasi state entities. This team also coordinates the administration of written exams in five Saturday test centers located in New Orleans, Opelousas, Lake Charles, Shreveport and West Monroe.

Program Assistance Division

Judy McGimsey, HR Division Administrator

The Program Assistance Division provides assistance to agencies in accomplishing their human resources work as efficiently and as effectively as possible. Staff members in this Division serve as Coordinators of multi-disciplinary teams of Departmental employees. Program Assistance staff (and their team members) answer questions from individual employees, agency Personnel Directors and agency managers. The teams frequently review reports to provide feedback to agencies on problems, and consult with agencies to help them avoid or resolve problems. Program Assistance teams may visit agency human resources offices to review practices and procedures and may make suggestions to ensure that an agency uses the best human resource management principles possible. The Program Assistance Staff may also propose changes to existing rules, if conditions warrant. The Program Assistance Division continues its previous responsibilities of overseeing layoffs in state agencies and reviewing personal services contracts for state agencies

Accountability and Workforce Development Division

Patrick Lowery, HR Division Administrator

The Accountability Division is responsible for providing an objective evaluation of the human resource practices used by state agencies to manage their classified work force. They assess the effectiveness of those practices and the overall adherence to merit principles and compliance with Civil Service Rules. They provide agencies with the results of their evaluations and recommend corrective action to the Director and Commission when unacceptable levels of non-compliance or abuse of authority are found.

Workforce Development, part of the Accountability Division, provides training and staff development assistance to state agencies. Our motto is ***“Increasing Learning to Maximize Your Potential.”*** The Workforce Development Section works closely with the Comprehensive Public Training Program to provide mandatory training classes for state supervisors and managers. State supervisors and managers are required by the Civil Service Commission’s minimum supervisory training requirements policy established under Civil Service Rule 22.10 to complete certain classes.

The Workforce Development Section also promotes education and learning within the Department of Civil Service by maintaining the Department’s Learning Resource Center and conducting in-services and workshops for Civil Service staff as needed.



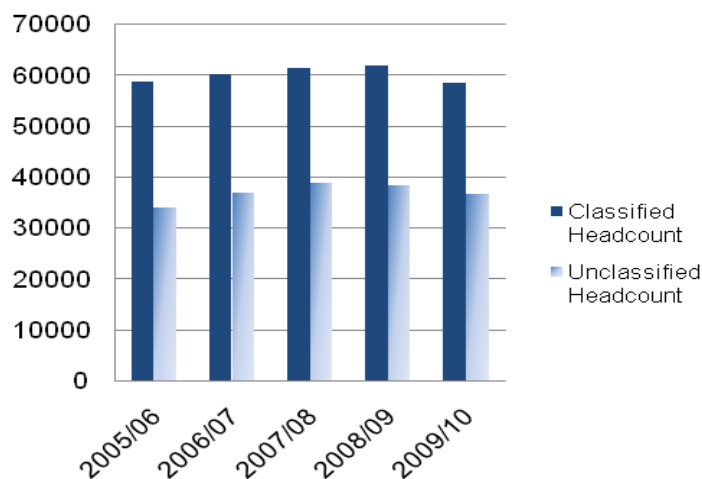
Louisiana

State Workforce

As of 6/30/2010, Louisiana state government's workforce consisted of 95,243 employees (headcount), of which 58,535 were classified employees and 36,708 were unclassified employees.

These same workforce numbers in terms of full-time equivalents (FTEs) were calculated as 58,358 classified FTEs and 29,382 FTEs for a combined total of 87,740. A five year trend of each is reflected in the charts below.

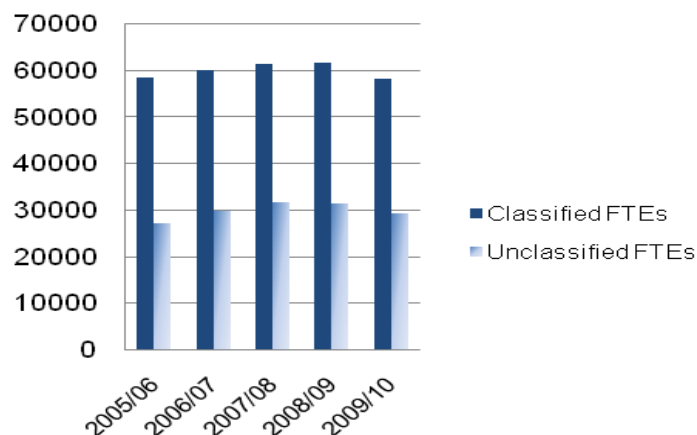
EMPLOYEE HEADCOUNT TREND



Headcount Trend Data

	2005/06	2006/07	2007/08	2008/09	2009/10
Classified Headcount	58870	60404	61593	62012	58535
Unclassified Headcount	34074	36851	38880	38474	36708
	92944	97255	100473	100486	95243

FULL TIME EQUIVALENT EMPLOYEE TREND



FTE Trend Data

	2005/06	2006/07	2007/08	2008/09	2009/10
Classified FTEs	58661	60198	61411	61812	58358
Unclassified FTEs	27282	29720	31688	31427	29382
Total FTEs	85943	89918	93099	93239	87740

DEMOGRAPHICS

Statewide Employee Headcount and FTE by Agency as of 6/30/2010

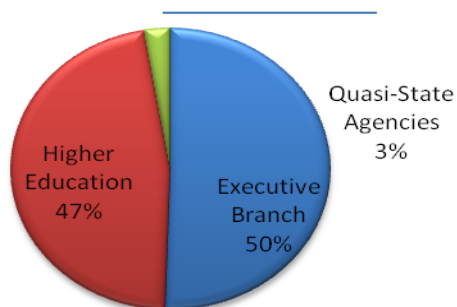
Agency Group	Major Department	Classified Headcount	Unclassified Headcount	Total Headcount	Classified FTE	Unclassified FTE	Total FTE
Executive Branch	AGRICULTURE	615	199	814	614.00	114.50	728.50
Executive Branch	C R T	659	525	1,184	645.00	417.70	1,062.70
Executive Branch	CIVIL SERVICE*	182	75	257	182.00	5.10	187.10
Executive Branch	D C F S	4,389	210	4,599	4,387.50	89.00	4,476.50
Executive Branch	D E Q	838	26	864	837.75	14.00	851.75
Executive Branch	D H H	10,818	1,178	11,996	10,795.31	404.38	11,199.69
Executive Branch	D N R	366	30	396	365.40	12.00	377.40
Executive Branch	D O T D	4,479	98	4,577	4,475.75	70.50	4,546.25
Executive Branch	DEPT OF EDUCATION	506	1,883	2,389	504.39	1,634.75	2,139.14
Executive Branch	DPSC - CORRECTIONS	5,684	140	5,824	5,684.00	89.50	5,773.50
Executive Branch	DPSC - PUBLIC SAFETY	2,811	156	2,967	2,810.25	43.50	2,853.75
Executive Branch	DYS-OFF OF JUV JUST	971	93	1,064	971.00	64.00	1,035.00
Executive Branch	ECONOMIC DEVELOPMENT	70	56	126	69.00	51.00	120.00
Executive Branch	EDUCATION - OTHER	368	445	813	368.00	346.49	714.49
Executive Branch	EXECUTIVE DEPARTMENT	1,818	2,042	3,860	1,817.10	1,614.44	3,431.54
Executive Branch	INDEPENDENT	0	2	2	0.00	2.00	2.00
Executive Branch	INSURANCE	231	42	273	230.80	34.50	265.30
Executive Branch	JUSTICE	0	521	521	0.00	508.78	508.78
Executive Branch	L W C	1,248	113	1,361	1,239.18	32.82	1,272.00
Executive Branch	LIEUTENANT GOVERNOR	4	18	22	4.00	15.17	19.17
Executive Branch	PUBLIC SERVICE COMM	78	23	101	78.00	21.00	99.00
Executive Branch	RETIREMENT SYSTEMS	310	65	375	310.00	32.00	342.00
Executive Branch	REVENUE	789	88	877	789.00	18.00	807.00
Executive Branch	SECRETARY OF STATE	393	456	849	392.40	192.30	584.70
Executive Branch	TREASURY	51	40	91	51.00	13.00	64.00
Executive Branch	TREASURY - OTHER	123	25	148	123.00	10.50	133.50
Executive Branch	VETERANS AFFAIRS	779	74	853	779.00	9.00	788.00
Executive Branch	WILDLIFE & FISHERIES	802	104	906	801.30	38.00	839.30
Higher Education	COMM & TECH COLLEGES	639	4,618	5,257	638.50	3,280.67	3,919.17
Higher Education	HEALTH CARE SERVICES	6,194	1,224	7,418	6,167.22	890.82	7,058.04
Higher Education	HIGHER EDUCATION	1,383	424	1,807	1,381.53	370.61	1,752.14
Higher Education	LSU SYSTEM	5,963	13,173	19,136	5,908.39	11,667.60	17,575.99
Higher Education	SU SYSTEM	624	1,709	2,333	614.00	1,594.97	2,208.97
Higher Education	UL SYSTEM	2,805	5,869	8,674	2,795.15	5,333.13	8,128.28
Quasi-State Agencies	EXECUTIVE DEPARTMENT	0	1	1	0.00	0.25	0.25
Quasi-State Agencies	HOUSING AUTHORITIES	657	681	1,338	651.34	256.81	908.15
Quasi-State Agencies	INDEPENDENT	3	8	11	3.00	3.00	6.00
Quasi-State Agencies	LEGISLATIVE	0	12	12	0.00	3.66	3.66
Quasi-State Agencies	PORTS, LEVEE BOARDS	885	262	1,147	875.07	82.93	958.00

*Civil Service Major Department consists of the Division of Administrative Law with 34.00 classified FTE and 1.00 unclassified FTE, Ethics Administration with 39.00 classified FTE and 1.10 unclassified FTE, Municipal Fire and Police with 18.00 classified FTE and 0.00 unclassified FTE, State Civil Service with 91.00 classified FTE and 0.00 unclassified FTE, and State Police Commission with 0.00 classified FTE and 3.00 unclassified FTE.

DEMOGRAPHICS

STATEWIDE EMPLOYEE HEADCOUNT BY AGENCY GROUP

as of 6/30/2010



EXECUTIVE BRANCH: 48,109

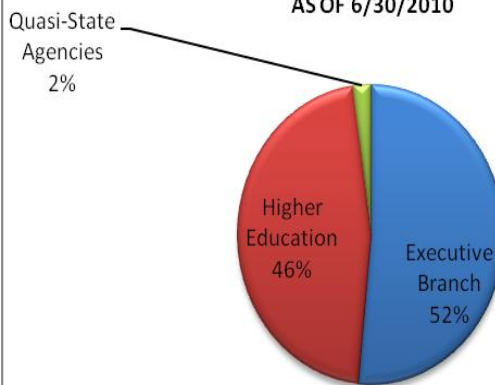
HIGHER EDUCATION: 44,625

QUASI-STATE AGENCIES: 2,509

TOTAL HEADCOUNT: 95,243

STATEWIDE EMPLOYEE FTE BY AGENCY GROUP

AS OF 6/30/2010



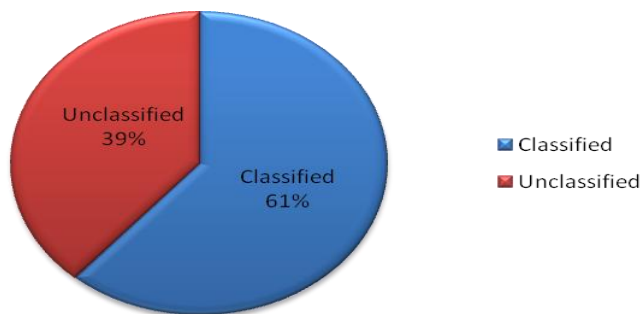
EXECUTIVE BRANCH: 45,222.06

HIGHER EDUCATION: 40,642.59

QUASI-STATE AGENCIES: 1,876.06

TOTAL FULL TIME EQUIVALENTS: 87,740.71

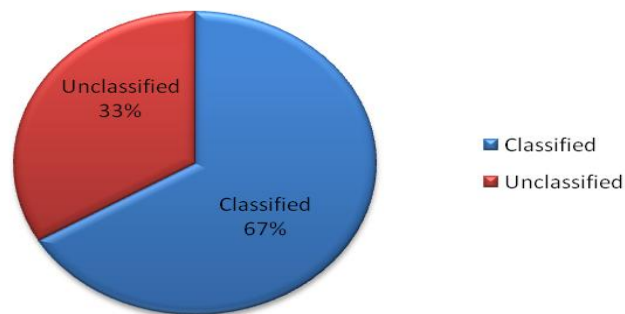
STATEWIDE HEADCOUNT BY CLASSIFICATION as of 6/30/2010



Classified Headcount: 58,535

Unclassified Headcount: 36,708

STATEWIDE FTE BY CLASSIFICATION as of 6/30/2010



Classified Full Time Equivalents: 58,358.33

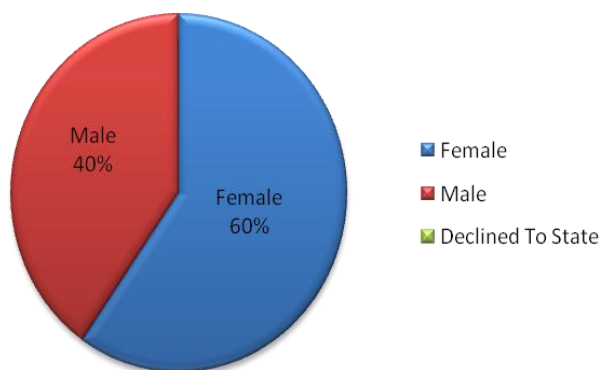
Unclassified Full Time Equivalents: 29,382.38

A classified employee provides services to and for the State or any of its instrumentalities. Unclassified employees are specifically named in Article X of the Constitution and include, but are not limited to: elected officials, gubernatorial appointees, teaching and professional staff at universities, and members of the military.

DEMOGRAPHICS

STATEWIDE HEADCOUNT BY GENDER

as of 6/30/2010

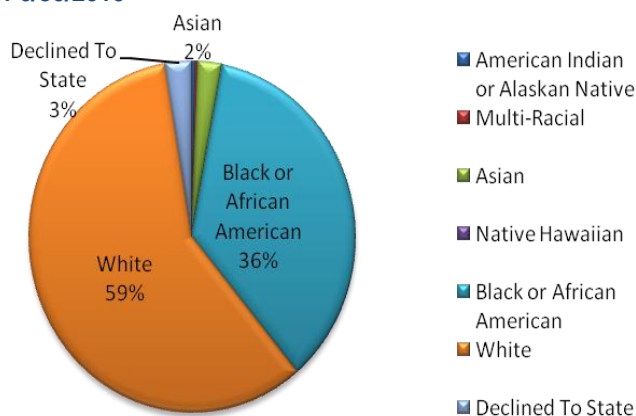


* Declined to State- <1%

Gender	Count
Female	56,864
Male	38,365
Declined To State	14

STATEWIDE HEADCOUNT RACE

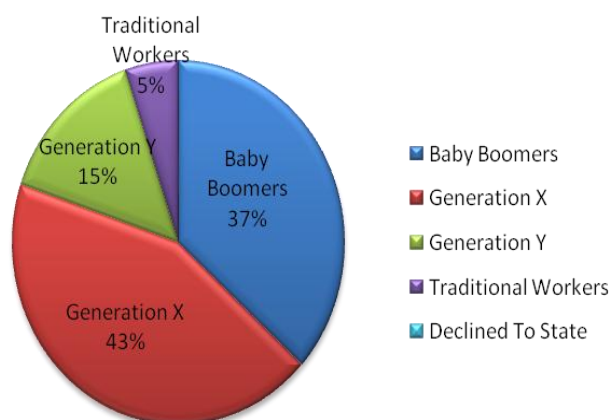
as of 6/30/2010



Race	Count
American Indian or Alaskan Native	315
Multi-Racial	261
Asian	2,251
Native Hawaiian	55
Black or African American	34,163
White	55,697
Declined To State	2,501

STATEWIDE HEADCOUNT BY GENERATION

as of 6/30/2010

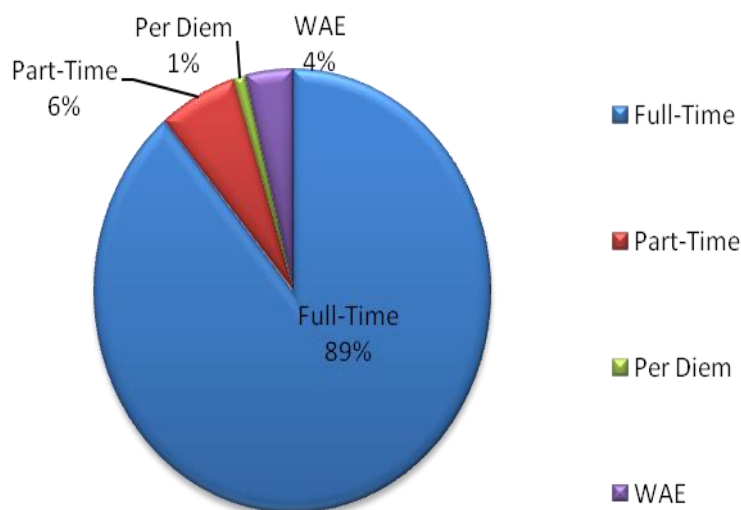


* Declined to State- <1%

Generation	Count
Traditional Workers (born before 1946)	4,904
Baby Boomers (1946-1960)	34,906
Generation X (1961-1979)	41,466
Generation Y (1980-1998)	13,933
Declined To State	34

DEMOGRAPHICS

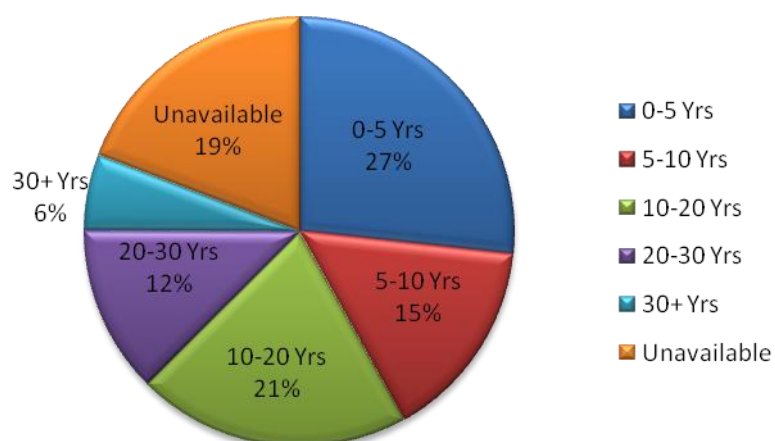
STATEWIDE HEADCOUNT BY EMPLOYEE GROUP as of 6/30/2010



Employee group is determined by an employee's full time equivalency (FTE) percent. A full-time employee has a 100% FTE percent while a part-time employee will have less than 100% FTE on a regular basis. A Per Diem designation is assigned to an employee paid by a daily stipend. A WAE (While Actually Employed) designation is given when an employee's position involves duties considered seasonal, temporary or intermittent.

Employee Group	Count
Full-Time	84,635
Part-Time	6,060
Per Diem	898
WAE	3,650

STATEWIDE HEADCOUNT BY YEARS OF SERVICE as of 6/30/2010



Years of service are calculated based on an employee's adjusted service date. The adjusted service date takes into account breaks in service, military service, layoff avoidance measures, and other qualifying/disqualifying periods of time. Note: While mandated for classified employees, this information is not mandated for unclassified employees. For this reason, approximately 19% of unclassified employees have no corresponding years of service available for reporting.

Years of Service	Count
0-5 Yrs	25,434
5-10 Yrs	14,445
10-20 Yrs	19,639
20-30 Yrs	11,996
30+ Yrs	5,466
Unavailable	18,263

DEMOGRAPHICS

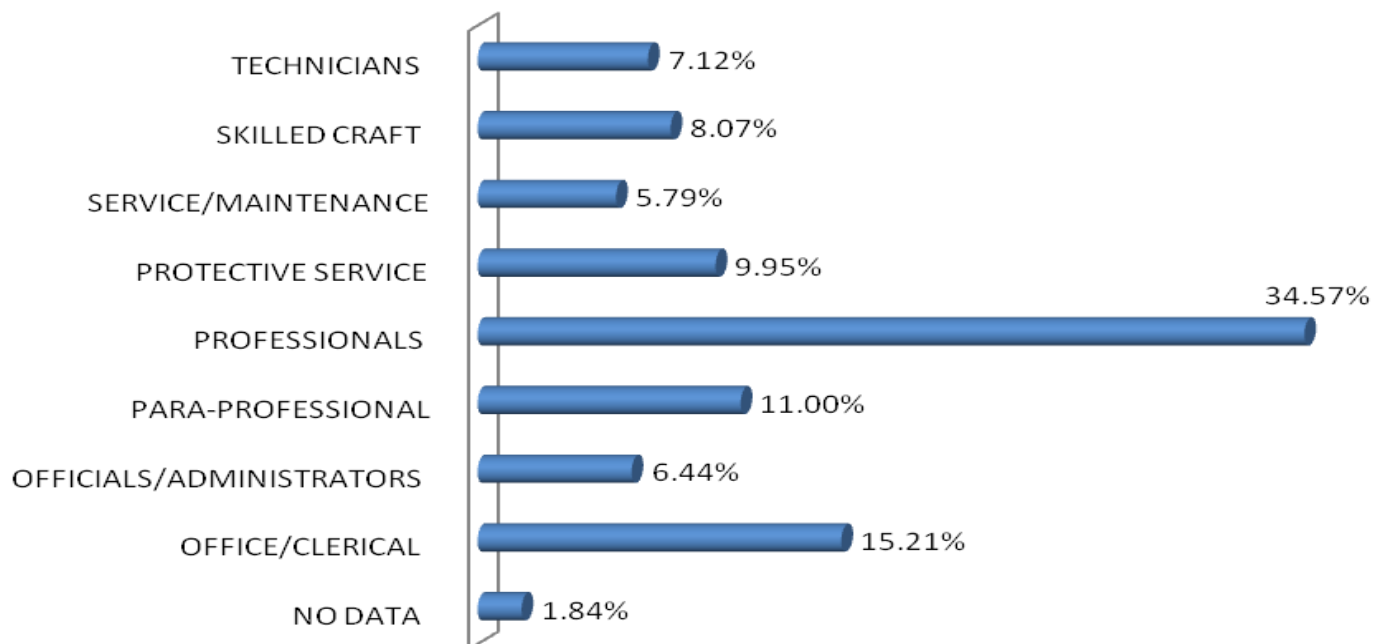
AVERAGE STATE EMPLOYEE AGE

45

12

**AVERAGE YEARS OF SERVICE
OF STATE EMPLOYEE**

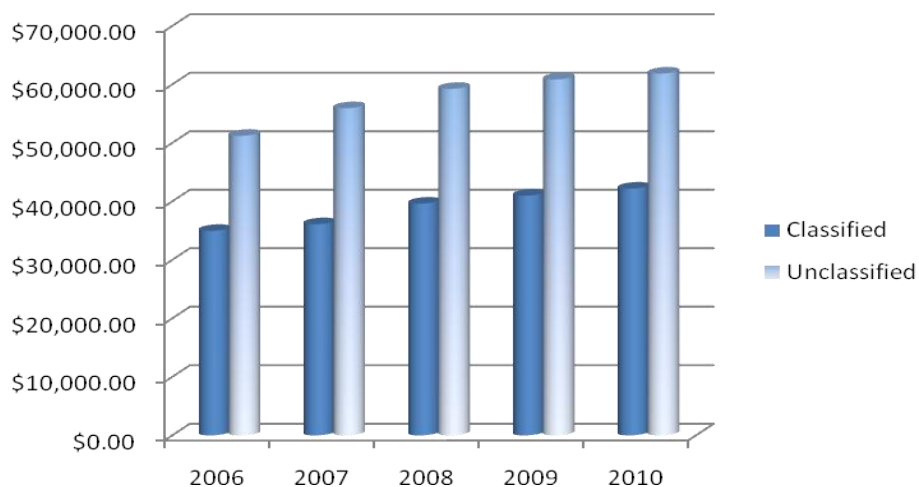
CLASSIFIED WORKFORCE BY FEDERAL EEO CATEGORY as of 6/30/2010



DEMOGRAPHICS

ANNUAL RATE OF PAY (FULL TIME REGULAR EMPLOYEES)

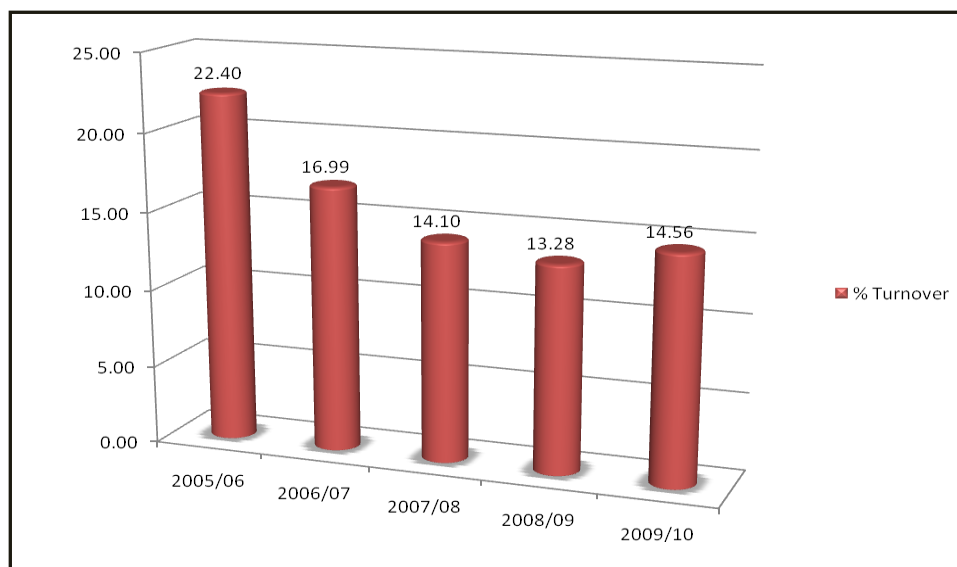
as of 6/30/2010



	Classified Employees	Unclassified Employees
2006	\$34,961.00	\$51,219.00
2007	\$36,104.00	\$55,933.00
2008	\$39,619.00	\$59,246.00
2009	\$40,988.00	\$60,854.00
2010	\$42,187.12	\$61,860.78

Turnover Rate

The turnover rate of classified employees for Fiscal Year 2009-2010 increased to 14.56% from last fiscal year's 13.28%. The chart below reflects the total turnover rate of Classified Employees (Voluntary and Involuntary). Note: Fiscal Years 05/06 and 06/07 turnover was impacted by office closures following Hurricanes Katrina and Rita.



FISCAL YEAR 09/10

Initiatives

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

During Fiscal Year 2009-2010, the Department of State Civil Service met or exceeded the goals established for our Key Indicators.

KEY PERFORMANCE INDICATOR DESCRIPTION	Goal	Result
Percentage of cases offered a hearing or disposed of within 90 days.	80%	97%
Percentage of decisions rendered within 60 days.	80%	98%
Percentage of employees rated on performance (statewide).	90%	95%
Percentage of students who pass test on Civil Service Rules and HR Management.	90%	96%
Number of training classes offered at key locations throughout the state.	150	239
Percentage of students who rated training courses satisfactory.	95%	100%
Number of salary surveys completed or reviewed.	24	28
Percentage of Classified positions reviewed.	15%	20%
Number of exams validated during the fiscal year.	2	2
Percentage of agencies receiving full Program Evaluations.	27%	28%

FISCAL YEAR 2009-2010



I N I T I A T I V E S

In addition to effectively maintaining the existing state human resources programs, as reflected in the preceding Key Performance Indicators, during fiscal year 2009 – 2010, the Department of State Civil Service also provided enhanced and expanded services through the following initiatives:

STREAMLINING:

In response to the approaching decline in State revenue, the Louisiana Legislature enacted ACT 491 of the 2009 Regular Legislative Session which created the Commission on Streamlining Government. This Commission was charged with evaluating mechanisms to reduce the cost of state government, through all means available, including efficiencies, economies, greater effectiveness, and other means to streamline government in order to overcome the projected severe revenue reductions that will occur through 2012. In addition, the Streamlining Commission was to ensure that available tax dollars were being spent efficiently and effectively. Public hearings were held by the Commission in order to develop recommendations on eliminating, streamlining, consolidating, privatizing, or outsourcing agency functions and responsibilities. The Commission organized five Advisory Groups, one of which was related to Civil Service and Employee Benefits. As an independent partner in state government, the Department of State Civil Service participated on this Advisory Group and often testified before the commission offering information on Civil Service Rules and state employment statistics.

On December 15, 2009, the Commission's Chairman, Senator Jack Donahue issued an initial report which included 238 adopted recommendations. Of the 238 recommendations, 17 were directed to the Department of State Civil Service. Outlined on the next page are the recommendations.

Recommendation 135

The Office of Workforce Development and the Department of State Civil Service should begin discussions now, in anticipation of a reduction in the state workforce, to develop a plan for easing the transition of the employees from state service to private employment.

Recommendation 175

To the extent that agencies employ the retirement incentive layoff avoidance measure of Civil Service Rule 17.9, the agency should abolish the position vacated by each retiree or the agency should abolish other positions which provide the same savings that would be gained from abolition of the vacated position.

Recommendation 179

The legislative committees on governmental affairs should meet jointly to study the current Civil Service rules and state laws governing leave accrual and accumulation and to determine whether the current structure supports the overall employment and compensation policies of the state of Louisiana. Particular emphasis should be given to a determination of whether disability insurance may be used as a substitute for or as a Supplement to sick leave accrual and accumulation, and the cost, if any, of the current law and rules allowing leave balances to be converted to retirement credit.

Recommendation 181

The legislative committees on governmental affairs, retirement, appropriations, and finance should undertake a comprehensive study of the state's policies related to the employment and retention of state public servants, the compensation package offered to those public servants, the extent to which the combination of salary and benefits supports the employment and retention policies, and the adjustments, if any, to the compensation package that may be more successful in furthering employment and retention policies; after the study is complete, it is recommended that the committees present a joint report to the House of Representatives and the Senate detailing the committees' findings and recommending proposals for any changes the committees deem necessary or prudent. The Commission recommends that the joint report be issued at least thirty days before the convening of the 2011 regular legislative session.

Recommendation 183

All executive branch agencies, including higher education entities, should be required to report all employees to the Department of State Civil Service and the legislature, including "T.O." and "non-T.O.", full-time equivalents, work-as-needed, "when-actually-employed," part-time, seasonal and temporary, and the head count and Full-time equivalent for employees working under contract. The reporting of these

additional groups of employees to Civil Service shall be at the same time, in the same manner, and to the same extent reported now or as Civil Service may require. The report to the legislature shall, at a minimum, be made as a part of the annual budgeting process; however, the legislature may require such report to be made more frequently.

Recommendation 185

By February 1, 2010, the Department of State Civil Service should hold mandatory education and training for all upper level management (whether classified or unclassified) and human resources staff of executive branch agencies to inform or refresh them regarding the current rules and procedures for layoffs, layoff avoidance measures, salary flexibility, and other workforce management tools. By March 15, 2010, the Department of State Civil Service and the upper level management, whether classified or unclassified, and human resources personnel of each agency should schedule and hold in-depth discussions regarding the particularized personnel needs of the agency and the tools, processes, and rules by which Civil Service can help the agency meet those needs. To the extent the current practices of Civil Service do not meet the needs of the agency; Civil Service should consider rule changes.

Recommendation 186

The Department of State Civil Service should coordinate with the Division of Administration to eliminate any duplication in training programs and to ensure there are no gaps in the training programs offered.

Recommendation 187

The Department of State Civil Service shall adopt appropriate national, regional, or state testing or certification programs that may be used in lieu of the civil service exam to determine qualifications for classified positions. The department should give due consideration to ACT Work Keys as well as to any similar testing or certification programs. The department should balance the positive aspects of each program against any increased costs to the state as an employer or to the prospective employee as an applicant. The department should consider whether an applicant who already has a rating or certification from a public or private national, regional, or state entity should be allowed, on an individual basis, to have that certification substitute for the civil service examination.

Recommendation 188

The Department of State Civil Service, with the support of the Legislative Auditor, should examine the supervisor-to-staff ratios, within each program in executive branch agencies and determine whether the ratio is appropriate based on the particularized circumstances and data from the industry. The department should report annually to the State Civil Service Commission, the division of administration the Joint

STREAMLINING RECOMMENDATIONS

(FY09/10 Initiatives Continued)

Legislative Committee on the Budget and the Commission on Streamlining Government as to the programs examined the ratio, and the propriety of that ratio. If possible, the data should be maintained in the Integrated Statewide Information System (ISIS) or any successor data information system.

Recommendation 189

The State Civil Service Commission should not consider an employee whose annual performance review shows he or she "meets expectations" for any pay increase which purports to be based on meritorious service or performance.

Recommendation 190

The Department of State Civil Service should annually report to the Joint Legislative Committee on the Budget regarding the turnover rate in state agencies and the cost associated therewith; the report should provide data on specific job classifications where the turnover rate is especially high or the cost to the state is great.

Recommendation 191

The legislature and the Department of State Civil Service should continue efforts to enlarge the pay bands, to provide opportunities for flattening agencies' organizational charts, to encourage use of pay-for-performance initiatives, and to widen the utilization of the dual career ladder. Additionally, the department should monitor the current performance evaluation process to ensure each agency conducts the evaluation activities in a manner that is objective and consistent, both internally and in comparison to other agencies. If the department finds that objectivity and consistency are chronically lacking, the department should inform the State Civil Service Commission and the legislature so that rules or laws may be formulated to assist the agencies in achieving objectivity and consistency in performance evaluation.

Recommendation 192

As a part of continuing assessment of whether the state's employment practices are meeting the goals and policies of workforce attraction and retention, it is of paramount importance to know why employees separate from service. Currently, the costs of turnover are quite large. The Department of State Civil Service should encourage each agency to conduct exit interviews with employees who sever employment and to record the reasons for the separation in the Integrated State Information System (ISIS) or other utilized personnel records system. If possible, the department should work with the Division of Administration to revise the turnover reasons in ISIS to make the data more meaningful and valuable. The department should include the turnover information, including reasons for separation, as a part of its reports. At least once a year, the department should report to the State Civil Service Commission, the Joint Legislative Committee on the Budget, and the Commission on

Streamlining Government regarding turnover rates, reasons for separation, any recommendations for decreasing the turnover rate, and any other information the department deems important for an overall understanding of state employee turnover and the reasons for separation.

Recommendation 193

All executive branch agencies should be encouraged to utilize the maximum allowable probationary period of two years for employees hired on or after January 1, 2010. The Civil Service Commission should consider whether the minimum probationary period should be lengthened, perhaps to the current two-year maximum.

Recommendation 194

The Department of State Civil Service should encourage state agencies to take full advantage of existing special pay and rewards and recognition policies to provide employees with both monetary and nonmonetary rewards for outstanding performance. This should take place in conjunction with the implementation of the new annual pay increase system based upon the employee's annual performance review. Where the department perceives an agency to be underutilizing these tools, the department should contact the agency directly to schedule a discussion about the appropriate use of special pay, rewards and recognition, and pay-for performance options.

Recommendation 197

The Department of State Civil Service should lower the number of classifications to 800 by December 31, 2010, and further lower the number to 600 by December 31, 2011.

Recommendation 206

The Department of State Civil Service should investigate whether savings could be achieved by the coordination of recruitment efforts by state entities at individual events or locations.

STREAMLINING RESPONSE:

The Civil Service Commission and the Department of State Civil Service continue to seek improvements in procedures and practices that will assist in improving efficiencies in state government. More importantly we strongly uphold our responsibility of providing effective human resources programs that will enable state agencies to continue to provide uninterrupted services to the citizens of Louisiana during these difficult times. All recommendations have been thoroughly reviewed and remain an important part of the Department's initiatives. A few examples of how we continue to adapt and respond to streamlining initiatives are noted below.

Streamlining Recommendation 187 asked the Department to consider additional certifications such as the Career Readiness Certificate offered by ACT Work Keys to substitute for appropriate Civil Service tests. The Staffing division has begun working with the Department of Education, Office of the Workforce Commission and the Board of Regents to research the possibility of this endeavor. In addition we are working to partner with other state agencies to coordinate targeted recruitment efforts at individual events or locations as outlined by **Streamlining Recommendation 206**. Surveys of state agencies recruitment practices have been conducted and follow-up meetings are occurring.

On a related note, in February of 2010, the Staffing division submitted a report to Representative Regina Barrow and Members of the House of Representatives in response to House Concurrent Resolution No. 89 requesting that all civil service systems in the State of Louisiana report on the progress of electronic testing implementation. The report explained some of the factors considered when researching such a solution and included a synopsis of the advantages and disadvantages of Computer Based Test administration.

Streamlining Recommendation 197 and the Legislative Auditor Performance Audit of the Department of State Civil Service recommended that the Department reduce the number of job titles in state government. The Compensation Division targeted several jobs eligible for immediate abolishment including jobs with no or few incumbents, jobs with outdated nature or function of work, or jobs with the ability to be absorbed by generic job titles with higher incumbent counts. This initiative will reduce administrative overhead, enhance workforce development, and result in a greater ability to reorganize and implement strategic planning initiatives.

The Department instituted an online "Layoff for State Employees" resource, based on an award winning program produced by the State of Michigan. Prepared in cooperation with the Office of Workforce Development – Rapid Response Team, Louisiana Office of Groups Benefits, Louisiana State Employees Retirement System, and Louisiana Deferred Compensation, this comprehensive website assists employees affected by state government layoffs. Affected employees can find resources ranging from unemployment benefits to information regarding accumulated funds in their retirement accounts. This effort also aims at assisting **Streamlining Recommendation 135**.

INITIATIVES

CIVIL SERVICE STUDY GROUP

The Civil Service Commission, Agency Representatives, and members of the legislature have partnered to examine issues related to the classified state employment including revisions to pay rules, pay for performance, and performance management with special consideration for the current fiscal climate. Special effort has been made to include representatives from higher education on the study group in order to understand their pay practices for unclassified personnel. House Resolution No. 180 of the 2010 Regular Session, which will aid the group in obtaining unclassified pay practices from various state agencies.

PERFORMANCE ADJUSTMENTS

The Commission on Streamlining Government and the Legislative Audit of the Department of State Civil Service recommended incorporating a pay for performance system to directly tie employee compensation to employee performance. Current rules allow classified employees eligibility for an annual 4 percent merit increase based upon their performance. In 2009, the Department recommended replacing the merit rule with a variable performance adjustment awarding different percent increases to employees based on performance evaluations. The State Civil Service Commission heard numerous public comments on this recommendation, including a special public hearing held after work hours for classified employees. The State Civil Service Commission approved a proposal that would have allowed for the following performance adjustments based on the employee's overall performance evaluation score:

Outstanding: 5%, Exceeds Expectations 3%, Achieves Expectations 2%, and no corresponding increase in pay for Needs Improvement or Poor ratings.

Although this proposal did not receive approval by the Governor, the Civil Service Commission and the Department of State Civil Service are prepared to continue to work toward a proposal of a progressive pay for performance system in the future.

Chapter 6 Pay Plan

In Fiscal Year 2009-2010, proposals were drafted to revise Chapter 6 of State Civil Service Rules which governs the pay plan for classified employees. The proposals increased the flexibility to recruit and retain productive employees. Rules governing the same topic were grouped together by objective which would make pay rules easier to identify and communicate to management. The Department plans to continue such proposals in the future.

INITIATIVES

LA CAREERS

The major efforts of the Staffing division for this fiscal year related directly to Workforce Planning efforts and the continued support of the agencies that we serve in the LA Careers Online Application and Tracking System.

The Department of State Civil Service received an award for the ***“Best Managed Implementation - Over 2000 Employees”*** at the annual NeoGov User Conference in October 2009. Fiscal year 09/10 saw the first full year of comprehensive application statistics. The LA Careers system generated a total of 430,637 applications as a result of 8,687 job announcements.

In addition we worked with the Division of Administration and the Department of Wildlife and Fisheries to roll out the Online Hiring Center component to hiring managers in their organizations. This component provides these agencies with additional workflow to assure effectiveness in the hiring process. This past year we focused on system training and auditing agency postings and transactions for compliance. This was necessary due to the large work process changes that our hiring decentralization required.

As we move forward to a new year we plan to shift our focus to enhance our role in providing consultative services to our agency customers. Our goal is to make sure that we provide agencies with every tool possible to make a good hiring decision based on merit in order to uphold our responsibility to Article X of the Constitution. We now have approximately 750 agency users. We want to make sure that we use all of the robust features to enhance the efficiency that is available with the LA Careers system.

VETERANS

The Department of State Civil Service launched a new portal on the job seeker web-page in an effort to support our veterans with their search for employment. This portal puts information concerning veteran's preference eligibility, job opportunities as well as useful links for veterans all in one easy to use spot on our web-site. In addition, the Department of State Civil Service proudly supports and participates in programs that assist veterans such as the Army Pays Program, the Armed Forces Employer Partnership Program and the Employer Support of the Guard and Reserve.

PROVIDING ASSISTANCE

The Assistance Division of State Civil Service plays a key role in our ability to provide outstanding human resources programs. The Assistance Division is available to assist agency managers, the human resources community and state employees on the interpretation of Civil Service Rules and Procedures. Our knowledgeable staff provided assistance to

35,366

clients during fiscal year 2009 – 2010.

LAYOFFS/BUSINESS REORGANIZATIONS

Adopted in late Fiscal Year 2008 - 2009, new layoff procedures were implemented to help agencies face the effects of the national economic crisis. These rules eliminated the use of seniority as the primary factor in determining retention. Employee retention and placement is based on skills, experience, performance, seniority and the needs of the agency. During FY09/10 much emphasis was placed on assisting the human resources community and agency management teams with interpretation of the new rules and identifying how to draft layoff plans that were supported by merit based rational business reasons. New rules were also added to allow for "Business Reorganization" which by definition is the "strategic effort of an agency to structure or redesign the resources of an organizational unit to more effectively achieve its mission." This reorganization option is available to assist agencies in realigning personnel to better achieve their missions, even when there are no budgetary issues or work stoppages that would require in a reduction in force.

ACT 377

Act 377 of the 2009 Louisiana Legislative Session required certain unclassified officials and employees to attend an educational program within one year of their employment or appointment. There were two areas of concentration stipulated in Act 377. Unclassified officials and employees must complete training in performance management and hiring and termination. The Department of State Civil Service successfully developed online training modules in a timely manner to assist unclassified officials and employees in completing these requirements.

REPORT ON STATE EMPLOYMENT

The Department produces the Report on State Employment to comply with La. RS 42:291, which requires a count of classified and unclassified employees in each organizational unit and the associated full time equivalency (FTE) that those employees represent. In addition, the statute requires categorizing employees into four groupings for each state agency (personnel area). These categories include students, board members, education employees, and all other employees. To increase transparency in government these reports are now available to the public on our website.

GREEN EFFORTS

In an effort to conserve resources and reduce cost, the Department State of Civil Service ceased copied publication of Human Resources Evaluation Reports and Training Course Manuals for Minimum Supervisory Training. Evaluations are emailed directly to the agency representatives in an effort to reduce the need for several printed copies. Students participating in training are required to print manuals from online or use technology to access course materials during class.

INITIATIVES

UNCLASSIFIED AUTHORITY TRACKING

A new procedure was implemented in Fiscal Year 2009 -2010 whereby a report of all unclassified positions that we track will be sent to each agency Human Resource Office twice a year, in April and November. This report is compiled from a data base of all positions exempted from the classified service by the Civil Service Commission and/or Director. We also include data on those unclassified in Executive Branch positions that are constitutionally authorized for each major department. Unclassified positions are noted in the data base when the agency receives written authorization for the unclassified status AND the agency provides the position number that will be used for that position. The approval dates, effective dates and expiration (or review) dates are maintained, including any extensions granted. Additional information required by the Commission or Director after the positions are filled, such as resumes of selected applicants, are also documented. There are three primary purposes for maintaining this data, and maintaining it apart from agency payroll systems.

- To be able to advise new administrations or agency heads of the unclassified positions available for appointments. This is the reason for including certain constitutionally unclassified positions such as agency heads, their principal assistants, confidential assistants, etc. Others that may be desired must be approved by DSCS.
- To keep an up-to-date list of all positions that the Director of State Civil Service or the State Civil Service Commission has exempted from the classified service, and to periodically ensure they are still being used in the same manner for which they were approved.
- To assist agencies in preparing for Accountability audits which include a review of documentation to support positions that are not in the classified service.

Temporary Suspension of Merit Increase Authority

In an effort to ensure that the sacrifice necessitated by the state's financial crisis was borne equally by all classified employees, the State Civil Service Commission approved a temporary suspension to the rules governing merit increases. In addition, the Commission urged all appointed and elected state officials to join them in this effort to preserve state services to our citizens by exercising their authority to suspend the awarding of salary increases to unclassified state employees during the 2010/2011 fiscal year. Shortly after approval of this suspension, the Governor announced that pay increases to the unclassified employees in the Executive Branch would be suspended for the same fiscal year.

The approved merit suspension rule reads:

"All provisions of the Merit Increase Rule shall be suspended for the period from July 1, 2010 through June 30, 2011. During this period of suspension, no appointing authority may grant a merit increase to any employee nor may any employee gain eligibility for a merit increase."

H1N1 RESPONSE

Fiscal Year 2009 - 2010 brought the fear of rapid spread of the H1N1 virus. It became apparent that it was prudent to do what we could to limit the exposure of our workforce. Therefore, we issued guidance on how to handle situations where an employee had an immediate family member who had symptoms of or a diagnosed case of H1N1, and the Appointing Authority of an agency deemed it to be in the best interest of the workplace because of concerns of contagion that the employee be away from the workplace, such an employee should be allowed to use his/her sick leave for the period of time they need to be away from work to care for that family member and ensure that their own health is not compromised. Our guidance aimed at providing assistance in two areas:

- To suggest that IF an employee had been exposed, and the employer determined that it was best for that employee to stay away from the workplace for a period of time, the employer MAY have granted sick leave for the employee.
- To outline options available to employers if an obviously ill employee came to work and some action was required by the employer to protect the health of patients, clients and/or co-workers.

ON-LINE STATISTICS *(average monthly data)*

LACAREERS ON-LINE APPLICATION SYSTEM

TOTAL JOB VACANCY POSTINGS	769	average per month
CLASSIFIED POSTINGS	724	average per month
UNCLASSIFIED POSTINGS	45	average per month
INTEREST CARDS FILED BY APPLICANTS	16,350	average per month
TOTAL APPLICANTS STATEWIDE	35,886	average per month
ON-LINE APPS RECEIVED	34,632	average per month

CIVIL SERVICE WEBSITE ACTIVITY

TOTAL HOME PAGE HITS	158,209	average per month
AVERAGE NUMBER OF USERS VISITING PER DAY	5,184	average per month

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**To find out more about the Department of State Civil Service
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