Louisiana
2012 Workforce Plan

Louisiana
SCS
State Civil Service

December 2012

Shannon Templet, Civil Service Director

P.O Box 94111
Capitol Station
Baton Rouge, LA 70804-9111
www.civilservice.la.gov

Table of Contents

Letter from the Director 3

Department Goals 4

Statewide Initiatives 5

I. Progess from 2011 5
II. Continuing Statewide Initiatives 6
III. Future Statewide Plans 8

2012 Workforce Planning Survey 10

Louisiana State Workforce Facts & Figures 166

Workforce Planning Toolkit 288

Contact Us 322

Letter from the Director

I invite you to review our 2012 State Workforce Plan report. The report includes our 2012 Annual Workforce Planning Survey that summarizes survey responses from 63 offices. Agencies continue to express concern with turnover, recruiting, budget and layoffs.

Civil Service accomplishments during 2012 include implementation of the new Performance Evaluation System (PES) system, the rebranding of the Department, the approval of numerous layoff plans, the launching of a new website, the movement to online training courses, the development of a new professional level and office support exam as well as a new format for our Accountability reports.

We hope that our efforts will continue to provide agencies with effective assistance with turnover, recruitments, performance and layoff issues. Thanks to the offices that completed our Workforce Plan Survey. We look forward to guiding you through workforce planning efforts as we move into 2013.

Shannon Templet

Director, Louisiana Department of State Civil Service

Department 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.

Statewide Initiatives

I. Progress From 2011

Our 2011 Statewide Workforce Plan listed a number of "Future Statewide Plans" as well as Projects and Efforts that we anticipated working on during 2012 (see pages 11 and 12 of 2011 Statewide Workforce Plan). The progress made on these projects is described below.

New Performance Evaluation System.

On December 14, 2011, the Civil Service Commission adopted revised Chapter 10 rules for a new evaluation system called the Performance Evaluation System (PES). The objective of this new performance evaluation system was to align individual goals and expectations to agency goals. The PES system includes major element changes such as a single, statewide evaluation date and a single pay date, mandatory second level approval of both performance goals and performance evaluations, and a simplified three-tiered evaluation. This new evaluation system is used on a fiscal year (FY) basis with the performance year occurring between July 1st and June 30th of each year. PES became effective July 1, 2012.

Minimum Qualifications Revision and Realistic Job Previews

In 2012, the Staffing Division of State Civil Service completed work on a major project concerning Minimum Qualifications requirements for state classified jobs. A database of qualifying experience fields was created for each occupational group which provided definitions for each of these fields. This information assists agencies in not only being more efficient and consistent in evaluating candidates' qualifying experience in La Careers but also enables minimum qualifications on job specifications to be written more clearly.

The Staffing Division has also begun creating realistic job preview videos which are featured both on the State Civil Service website and linked to job vacancies posted in the LA Careers system. These videos feature state employees talking about the nature of their jobs as well as the rewarding challenges of state employment and the positive impact on our citizens. The videos also directly showcase the large variety of jobs available in state employment and can be utilized to increase recruitment and decrease turnover by clearing up misconceptions about what the actual duties of a position are. One video, created for the Office of Juvenile Justice, has been featured in nine of OJJ's LA Careers job postings and has generated over thirteen hundred views.

DSCS Website Redesign

State Civil Service has recently finalized a complete redesign of its website. The new website is expected to allow users to find information more quickly and efficiently. Moreover, it will better enhance the resources available to agencies in performing daily Human Resources tasks. Our goal in the redesign was to make the website user friendly and easy to navigate. The website is a great way for state employees, human resource professionals and citizens of Louisiana to stay up-to-date with what is going on in State Civil Service.

II. Continuing Statewide Initiatives

Strategic Planning

Since 1997, with the passage of Act 1465, Louisiana state agencies have utilized a strategic planning and performance-based budgeting strategy to establish goals, objectives and action plans to accomplish their missions. An essential component of this planning process is an analysis and projection of staffing needs. These staffing-need analyses are updated annually as part of each agency's operational plan. The agency strategic plans are formally updated every three years. Agencies are currently working on updating their strategic plans with projections for the period of July 2011 through June 2016.

Workforce Profiles

Since 1999, State Civil Service (SCS) has partnered with the Louisiana State Employees Retirement System (LASERS) to provide state agencies with a Workforce Profile Report summarizing the retirement eligibility of their workforce. Issued each spring, the Workforce Profile Report is used by agencies to analyze their staffing needs when preparing their annual operational plan (see above) as well as to develop recruitment, retention and training strategies. The most recent Workforce Profile Report was issued in June 2012.

Training

The Comprehensive Public Training Program (CPTP), located within the State Civil Service Training Division, offers training to all state employees, including state agency supervisors, managers, and Human Resource professionals at both the operational and strategic level. CPTP plans to continue its focus on enhancing learning offerings for all state employees.

This year, CPTP launched new Minimum Supervisory Training requirements for Group 1 Supervisors. These new requirements introduced a blended learning approach, which combines online coursework with an instructor-facilitated capstone workshop. In the workshop, CPTP

facilitators lead participants through scenarios that provide supervisors with the chance to practice the skills taught in the online courses. Facilitators monitor and provide feedback to supervisors throughout the workshop, so participants leave the session feeling prepared to demonstrate positive supervisory skills and behaviors. CPTP continues to revise and update these classes based on supervisory feedback and changing needs.

CPTP and State Civil Service also launched training on the new Performance Evaluation System (PES). To support this initiative, CPTP produced four online courses that provide employees and supervisors with information on the importance of the performance evaluation process and the steps for completing PES Planning and Evaluation meetings. When combined with other existing instructor-led offerings, such as Writing Performance Expectations or Conducting Productive Employee Performance Reviews, CPTP provides a comprehensive understanding of effective performance evaluation.

New learning opportunities for state employees and leaders continue to be introduced through the development of online professional development courses and a new online Leadership Certification series. Professional Development courses include courses on a variety of topics such as project management, business writing and grammar, customer service, and productivity software. The Leadership Certification Series provides agencies with the opportunity to increase learning opportunities for their leaders through 12 different online certifications, like Conflict Management, Leadership Communication, and Strategic Planning. Through the needs assessment, CPTP will define and introduce new learning aimed at addressing the competencies state supervisors need to be successful. Data received through surveys and focus groups conducted with state supervisors will be analyzed and solutions will be developed to address the needs identified through this assessment process.

In addition to supervisory and professional development training, CPTP also continues to develop new training for state HR professionals. CPTP's Civil Service Foundations for HR Professionals is intended to provide a strong foundation on civil service-related HR functions. This new program will feature online learning, specialized instructor-led modules, and discussion panel opportunities for state HR professionals.

For more information about these and other CPTP projects, click here to view the CPTP web page. A list of all CPTP courses also is available to state employees through LEO (Louisiana Employees Online).

The Bridge State Civil Service Newsletter

The Bridge, is a quarterly electronic publication of the Department of State Civil Service. The goal of *The Bridge* is to increase communication with all stakeholders in the state civil service system in order to provide more effective service to the citizens of Louisiana. Topics are chosen to interest a broad spectrum of readers including state human resources professionals, state employees, managers and administrators, all branches of government, and the general public. Typical content includes articles on new procedures, policies and training implemented by Civil Service, interviews with state employees and Human Resources Directors, and articles on the history and purpose of State Civil Service and Commission members.

III. Future Statewide Plans

Test Validation Project

The Staffing Division of State Civil Service completed a project to develop and validate new written tests to replace the current [9000/9001 series] COAST test and the current [9333] PET test. As part of the project, we asked state employees in various clerical and administrative support jobs, as well as professional jobs, to participate in Task Rating Sessions in which they answered questions about the tasks they perform in their current jobs. The answers to the questions were necessary for the research which would result in the final form of the tests.

The second step in the process included a pre-test of potential items for both tests. We completed pre-test sessions with approximately 400 incumbents for each test. During this same time, the supervisor of each pre-tested incumbent had a short evaluation form to complete and return by mail.

The final step, which is anticipated to occur in 2013, will be the transition from the old to the new exams in the hiring process. We will implement the Professional Level Exam (PLE) first and the Administrative Support Exam (ASE) afterwards. More specific communication regarding the dates and how this transition will occur will be disseminated to agencies and job seekers beginning in January.

Minimum Qualifications Update

The Staffing Division of State Civil Service completed a project to define all the qualifying experience fields used within the job specifications for state employment. They have been individually defined and combined into a spreadsheet that is accessible by all agency Human Resources Staff under the "HR Info" portion of the State Civil Service website. This spreadsheet helps provide HR Staff with the working definition used by State Civil Service Consultants when conducting Subject Matter Expert reviews on an applicant's work history.

Staffing is also currently revamping the Minimum Qualification requirements listed on all professional and administrative job specifications requiring professional or clerical test scores. The effective date of these changes will be coordinated with the implementation of the new Professional Level Exam (PLE) and the new Administrative Support Exam (ASE) as much as possible. Our goal is to bring the MQs on the job specifications in alignment with experience field terms in the definition spreadsheet. In the future, this effort will be expanded to other classified job titles.

2012 Workforce Planning Survey

EXECUTIVE SUMMARY

Our annual workforce planning survey was done in September 2012 with five responding Executive branch agencies, eight medical facilities, seven educational entities, and 19 other entities (See the section that follows for a complete list of respondents) for a total of 63 completed surveys. The 2012 survey is similar in content to the 2011 survey. Responses, arranged by subject category, are summarized and highlighted below.

The economic and business climates look very similar in 2012 as in 2011with agencies facing budget cuts due to declining revenue. Agencies are still concerned about turnover, using pay mechanisms to attract talent, and using recruiting efforts to fill vacancies. Budget concerns are also an issue for more than half the agencies who responded.

While agencies are still using budget friendly options to attract and retain new talent such as job sharing, telecommuting, rewards and recognitions, and flexible work hours; the majority of agencies indicated they use various pay mechanisms to attract and retain current employees. As with last year, agencies are still concerned about reductions in force. This trend will likely continue until budgets and the economy stabilize.

WRITTEN WORKFORCE PLAN

Sixteen respondents indicating they have a current written workforce plan out of 63 respondents.

The respondents who indicated that they did have a written workforce plan were:

- Pennington Biomedical Research Center
- Department of Transportation and Development
- LA Commission on Law Enforcement
- Vernon Parish Housing Authority
- LA State Board of Practical Nurse Examiners
- Lake Charles Housing Authority
- Division of Administration
- Governor’s Office of Elderly Affairs
- Office of Juvenile Justice
- LA Educational Television Authority
- Rayburn Correctional Center
- Jena Housing Authority
- Bunkie Housing Authority

- St. Charles Parish Housing Authority
- Jefferson Parish Human Services Authority
- Tensas Basin Levee District

Important Workforce Planning Considerations for 2012

- Retirements—In 2012, **92.3%** of agencies are concerned about the number of retirements within the next 5 years.

- Budget cuts— **73.3%** of the respondents to the 2012 survey said that budget cuts are still a very important workforce consideration for their agency.
  Additionally, **26.7%** said that Layoffs/Reductions in Force are of concern to them.

- Institutional Memory—In 2012, **33.3%** of agencies are concerned with the loss of institutional memory.

- Problems attracting/recruiting employees—**60.0%** of respondents indicated issues with attracting and retaining employees due to pay. **53.3%** of respondents also indicated issues with attracting and retaining employees due to budget concerns.

Components of Workforce Planning Being Done

- **69.2%** of respondents indicated they had identified key positions likely to be vacated within the next five years.

- **46.2%** of respondents have identified critical competencies needed for key positions.

- **61.5%** of respondents indicated they have implemented processes to transfer vital knowledge from experienced employees to new employees before it is lost

- **23.1%** of respondents indicated they had implemented processes to preserve institutional memory such as formal succession planning programs and cross-training.

Training

- **92.3%** of respondents use online or computer based training in 2012.

- **84.6%** of survey respondents used outside seminars and workshops.

- **92.3%** of respondent's cross-train employees through various assignments in equivalent positions so they may learn different areas.

Recruiting/Hiring

As might be expected in a down economy and state hiring freeze, recruiting efforts have been reduced by most agencies. However, while the need to recruit is not as great on an ongoing basis, there are still many essential jobs in specific areas that must be filled even during hiring freezes and budget shortfalls. These include jobs at our prisons, hospitals and veteran's homes. Agencies continue to use the recruiting tools listed below to maintain their market presence in 2012:

- *Posting vacancies on internet job boards other than LA Careers*
- *Paying above minimum of range (Special Entrance Rates, pay for extraordinary qualifications/credentials, etc.)*
- *Newspaper ads*
- *Referrals by current employees*
- *Professional journals/associations*
- *Special Pay/Premium Pay*
- *Career fairs*

Employee Retention

- **76.9%** of respondents indicated that they use pay for extraordinary credentials to attract and retain employees.

- **61.5%** of respondents also indicated they use Special pay under rule 6.16 (such as premium pay, optional pay, individual pay adjustments etc.) to retain employees.

- **76.9%** of respondents indicated that flextime/flexible work schedules and casual days have improved the work environment for employees.

- **69.2%** of respondents indicated the inability to pay performance adjustments was the biggest challenged faced when hiring and retaining employees.

Preserving Institutional Knowledge

- In 2012, **92.3%** of agencies used job aids such as written regulations, policy manuals, guidelines and handbooks to retain institutional knowledge.

- In 2012, **46.2%** of agencies indicated that they were performing job rotation/cross training and documenting work processes/flowcharting as ways to preserve institutional knowledge.

Jobs Most Difficult to Fill

One part of the survey gives respondents several job categories and asks them to indicate which ones are most difficult to fill. They were instructed to check all those categories which applied.

- In 2012, the most difficult jobs to fill, as indicated by the respondents, were fiscal/accounting, information technology, engineering professionals, clerical and professional jobs with **23.1%** in each category**.** Skilled trades, executive level, and procurement jobs ranked next with **15.4%** in each category of survey respondents indicating they were difficult to fill.

LIST OF SURVEY RESPONDENTS

Below is a list of the agencies and persons who responded to the survey.

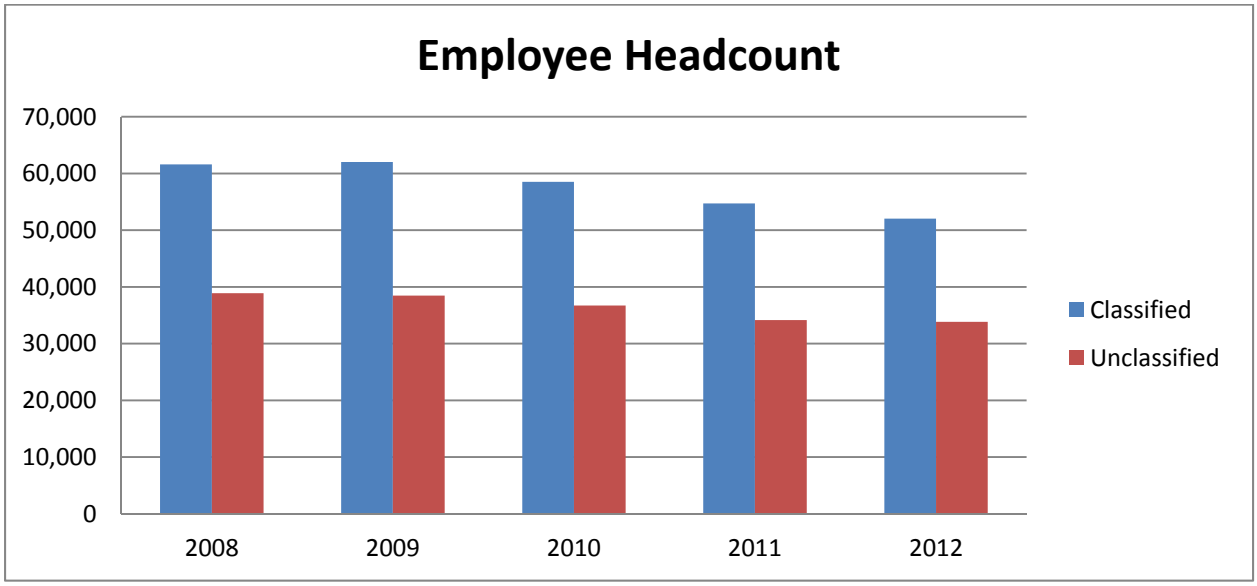
1. *Louisiana Public Service Commission – Judy Whitmire, Human Resources Director*
2. *State Civil Service-DAL-Ethics – Foster Alessi, Human Resources Analyst*
3. *Louisiana Department of Public Safety and Corrections – Tanisha Matthews, Human Resources Director*
4. *Louisiana Used Motor Vehicle Commission – Kimberly Baron, Administrative Supervisor*
5. *Louisiana Commission on Law Enforcement – Hope Davis, Human Resources Director*
6. *Department of Transportation and Development – Toby R. Comeaux, Assistant Human Resources Director*
7. *State Plumbing Board of Louisiana – Katie Ramagos, Human Resources/Accounting*
8. *Louisiana State Board of Practical Nurse Examiners – Cherrill Sensebe, Administrative Coordinator*
9. *Villa Feliciana Medical Complex – Sandra S. Delatte, Human Resources Director*
10. *Louisiana Physical Therapy Board – Cheryl Gaudin, Executive Director*
11. *Office of Financial Institutions – Barbara Parche', Human Resources Director A*
12. *Division of Administration – Suzette Meiske, Human Resources Director*
13. *Louisiana Board of Veterinary Medicine – Wendy D. Parrish, Executive Director*
14. *Capital Area Human Services District – Lisa W. Fair, Human Resources Director B*
15. *Governor's Office of Elderly Affairs – Angela Calhoun, Human Resources Director*
16. *Office of the Lieutenant Governor/Department of Culture, Recreation and Tourism – Rikki Nicole David, Human Resources Director*
17. *Office of Juvenile Justice – Connie Percell, Undersecretary*
18. *Office of State Examiner, Municipal Fire and Police Civil Service – Robert S. Lawrence, Deputy State Examiner*
19. *Wildlife and Fisheries – June Gillis, Human Resources Director*
20. *Louisiana Board of Wholesale Drug Distributors – Kimberly Barbier, Executive Assistant*
21. *Louisiana Housing Corporation – Terry R. Holden, Human Resources Director*
22. *Department of Health and Hospitals/Office of Behavioral Health/ Eastern Louisiana Mental Health System – Vikki Riggle, Human Resources Director*
23. *Louisiana Real Estate Commission – Summer Mire, Confidential Assistant/ Human Resources Director*
24. *Rayburn Correctional Center – Nannette Alford, Human Resources Supervisor*
25. *Louisiana State Licensing Board for Contractors – Leigh Anne Faber, Human Resource Analyst*
26. *Louisiana State Board of Medical Examiners – Cynthia Knecht, Human Resource Analyst*
27. *Louisiana School Employees Retirement System – Anita Green, Human Resources Director*

28. *Jefferson Parish Human Services Authority – Connie J. Dupard, Human Resources Director*
29. *Louisiana State Racing Commission – Ron Carlos, Human Resources Director*
30. *LSU Health Sciences Center – E.A. Conway Medical Center – Rob Hartmann, Director of Human Resources*
31. *Huey P. Long Medical Center – Marsha Crittle, Human Resources Director*
32. *W.O. Moss Regional Medical Center – Sharon Powell, Human Resources Director*
33. *LSU Health Care Services Division – Gwendolyn Reddit, Human Resources Manager*
34. *Earl K. Long Medical Center – Amelia Georgetown, Human Resources Director*
35. *LJ Chabert Medical Center – Bain Manning, Human Resources Director*
36. *Interim LSU Hospital – Ranzy Montet, Human Resources Director*
37. *LSU Health Shreveport – Lisa Ebarb, Interim Director*
38. *Pennington Biomedical – Gena Doucet, Director of Human Resource Management*
39. *New Orleans Center for Creative Arts – Karen K. Heil, Human Resources Director*
40. *Louisiana Board of Regents – Kim small, Personnel Officer*
41. *Southeastern Louisiana University – Kevin Brady, Human Resources Director*
42. *Louisiana Educational Television Authority – Candace Morgan, Human Resources Director*
43. *Bossier Parish Community College – Tierney Bashara, Human Resources Director*
44. *Nicholls State University – John Ford, Human Resources Director*
45. *Lake Borgne Basin Levee District – Melissa Bailey, Administrative Program Specialist A*
46. *Orleans Levee District – Dionne Brown, Human Resources Director A*
47. *Vernon Parish Housing Authority – Laura McRae, Interim Executive Director*
48. *Southeast Louisiana Flood Protection Authority & WJLD – Ngoc Tran, Administrative Assistant*
49. *Atchafalaya Basin Levee District – Janice Jarreau, Administrative Program Manager*
50. *Ville Platte Housing Authority – Shelia Ben, Housing Authority*
51. *Lake Charles Housing Authority - Deborah Doshier, Housing Area Manager*
52. *Breaux Bridge Housing Authority – Mary Lynn Thibodeaux, Executive Director*
53. *Lafourche Basin Levee District – Sara Long, Human Resource Analyst C*
54. *RRAB Levee District – Debbie Lafleur, Administrative Coordinator*
55. *Greater Baton Rouge Port Commission – Tammy McLin, Human Resource Analyst*
56. *Caddo Levee District – Gaylyn Bell, Assistant Secretary*
57. *East Jefferson Levee District – Paula Doucet, Human Resource Analyst C*
58. *Lafayette Housing Authority – Lydia S. Bergeron, Administrative Coordinator 4*
59. *Jena Housing Authority – Casey Hall, Executive Director*
60. *Bunkie Housing Authority – Marrianne Williber, Executive Director*
61. *St. Charles Parish Housing Authority – Leala Jackson, Executive Director*
62. *Tensas Basin Levee District – Donna Smalling, Adminstrative Assistant*
63. *Minden Housing Authority – Reese Hood, Executive Director*

Louisiana State Workforce Facts & Figures

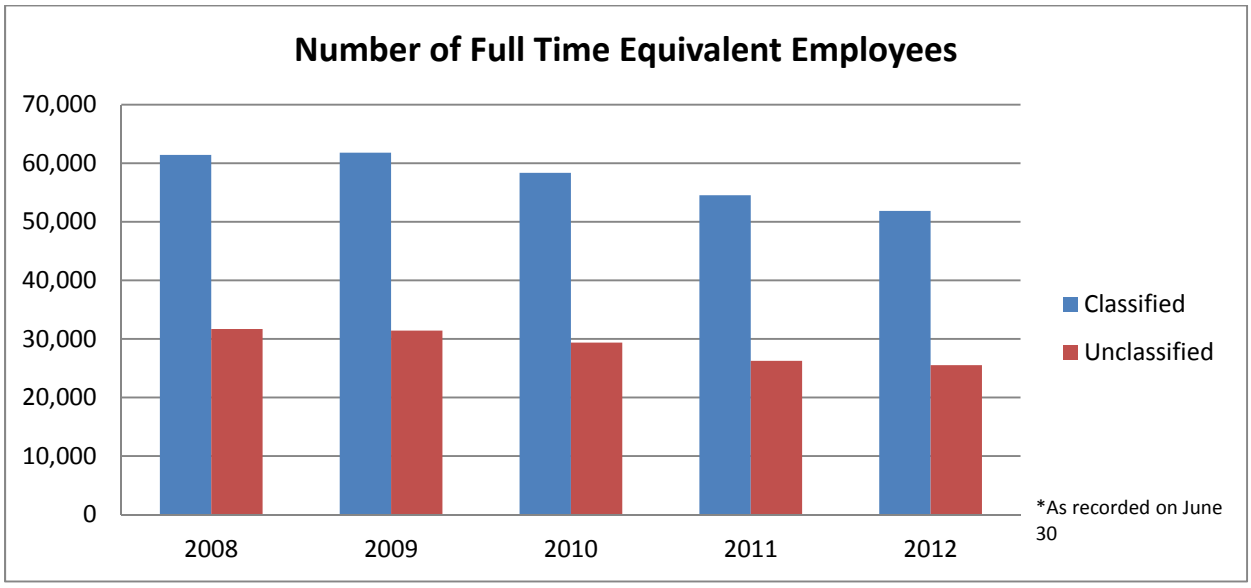
As of 6/30/2012, Louisiana state government's workforce consisted of 85,863 employees (headcount), of which 52,031 were classified employees and 33,832 were unclassified employees.

These same workforce numbers in terms of full-time equivalents (FTEs) were calculated as 51,871 classified FTEs and 25,526 unclassified FTEs for a combined total of 77,397. A five-year trend of each is reflected in the charts below.



Employee Headcount Data

	2008	2009	2010	2011	2012
Classified	61,593	62,012	58,535	54,730	52,031
Unclassified	38,880	38,474	36,708	34,144	33,832
	100,473	**100,486**	**95,243**	**88,874**	**85,863**



FTE* Data

	2008	2009	2010	2011	2012
Classified	61,411	61,812	58,358	54,548	51,871
Unclassified	31,688	31,427	29,382	26,258	25,526
	93,099	**93,239**	**87,740**	**80,806**	**77,397**

***FTE=Full-time-equivalence:** reflects the full or part-time assignment of employees. The FTE is 0.50 for an employee hired to work 20 hours/week. Intermittent "WAE" and per diem employees have no regularly assigned schedule and thus have an FTE value of 0.00. Most part-time and intermittent employees are in the unclassified state service.

EMPLOYEE DEMOGRAPHICS

Statewide Employee Headcount and FTE by Agency (as of 6/29/2012)

Agency Group	Major Department	Classified Headcount	Unclassified Headcount	Total Headcount	Classified FTE	Unclassified FTE	Total FTE
Exec Branch	AGRICULTURE	541	190	**731**	538.50	106.50	**645.0**
Exec Branch	C R T	595	579	**1,174**	595.00	461.35	**1,056.35**
Exec Branch	CIVIL SERVICE*	206	85	**291**	206.00	6.80	**212.80**
Exec Branch	D C F S	3,796	196	**3,992**	3795.50	68.50	**3,864.00**
Exec Branch	D E Q	720	24	**744**	719.75	13.00	**732.75**
Exec Branch	D H H	8,404	1,042	**9,446**	8,390.64	248.35	**8,638.99**
Exec Branch	D N R	348	30	**378**	348.00	13.00	**361.00**
Exec Branch	D O T D	4,441	101	**4,542**	4,437.50	73.50	**4,511.00**
Exec Branch	DEPT OF EDUCATION	456	1,435	**1,891**	454.83	1,211.75	**1,666.58**
Exec Branch	DPSC - CORRECTIONS	5,075	186	**5,261**	5,075.00	75.75	**5,150.75**
Exec Branch	DPSC - PUBLIC SAFETY	2,548	239	**2,787**	2,548.00	43.00	**2,591.00**
Exec Branch	DYS-OFF OF JUV JUST	918	110	**1,028**	918.00	64.00	**982.00**
Exec Branch	ECONOMIC DEVELOPMENT	68	57	**125**	67.00	51.50	**118.50**
Exec Branch	EDUCATION - OTHER	374	527	**901**	374.00	396.73	**770.73**
Exec Branch	EXECUTIVE DEPARTMENT	1,732	1,999	**3,731**	1,729.27	1,564.71	**3,293.98**
Exec Branch	INDEPENDENT	0	2	**2**	0.00	2.00	**2.00**
Exec Branch	INSURANCE	233	45	**278**	233.00	36.50	**269.50**
Exec Branch	JUSTICE	0	500	**500**	0.00	489.05	**489.05**
Exec Branch	L W C	1,098	146	**1,244**	1,095.13	32.78	**1,127.91**
Exec Branch	LIEUTENANT GOVERNOR	2	21	**23**	2.00	11.55	**13.55**
Exec Branch	PUBLIC SERVICE COMM	77	21	**98**	77.00	19.50	**96.50**
Exec Branch	RETIREMENT SYSTEMS	294	69	**363**	294.00	36.50	**330.50**
Exec Branch	REVENUE	752	93	**845**	752.00	14.50	**766.50**
Exec Branch	SECRETARY OF STATE	363	373	**736**	362.00	172.90	**534.90**
Exec Branch	TREASURY	43	39	**82**	43.00	11.50	**54.50**
Exec Branch	TREASURY - OTHER	110	13	**123**	110.00	5.00	**115.00**
Exec Branch	VETERANS AFFAIRS	796	109	**905**	796.00	9.00	**805.00**
Exec Branch	WILDLIFE & FISHERIES	860	91	**951**	858.75	36.15	**894.90**
Higher Education	HEALTH CARE SERVICES	5,260	1,155	**6,415**	5,245.56	771.37	**6,016.93**
Higher Education	HIGHER EDUCATION **	10,395	23,369	**33,764**	10,295.68	19,156.38	**29,452.06**
Quasi-State Agencies	EXECUTIVE DEPARTMENT	0	1	**1**	0.00	0.25	**0.25**
Quasi-State Agencies	HOUSING AUTHORITIES	635	668	**1,303**	628.94	230.06	**859.00**
Quasi-State Agencies	LEGISLATIVE	0	11	**11**	0.00	3.66	**3.66**
Quasi-State Agencies	PORTS, LEVEE BOARDS	888	298	**1,186**	878.02	86.07	**964.09**

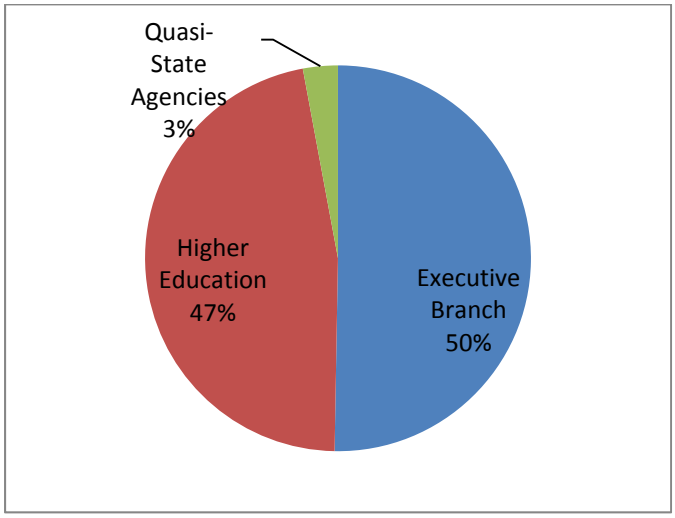
*Civil Service Major Department consists of the Division of Administrative Law, Ethics Administration, Municipal Fire and Police, and State Police Commission.

**Higher Education consists of Community & Technical Colleges, Louisiana State University System, Southern University System and University of Louisiana System.

EMPLOYEE DEMOGRAPHICS

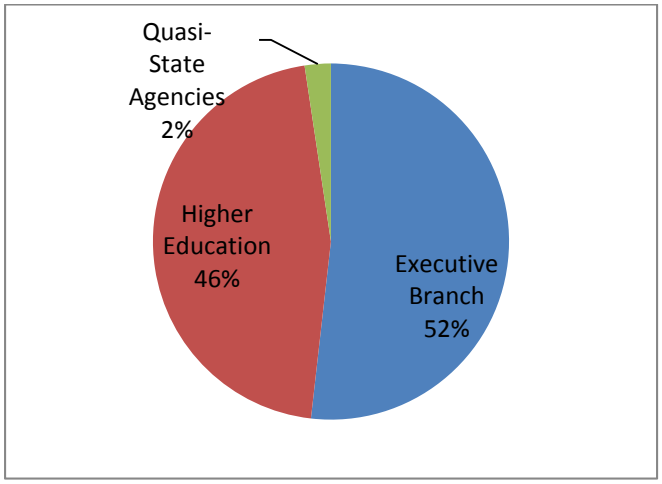
All data as of 6/30/2012

STATEWIDE EMPLOYEE HEADCOUNT BY AGENCY GROUP



Executive Branch	43,172
Higher Education	40,179
Quasi-State Agencies	2,512
2Total Headcount	**85,863**

STATEWIDE EMPLOYEE FTE BY AGENCY GROUP

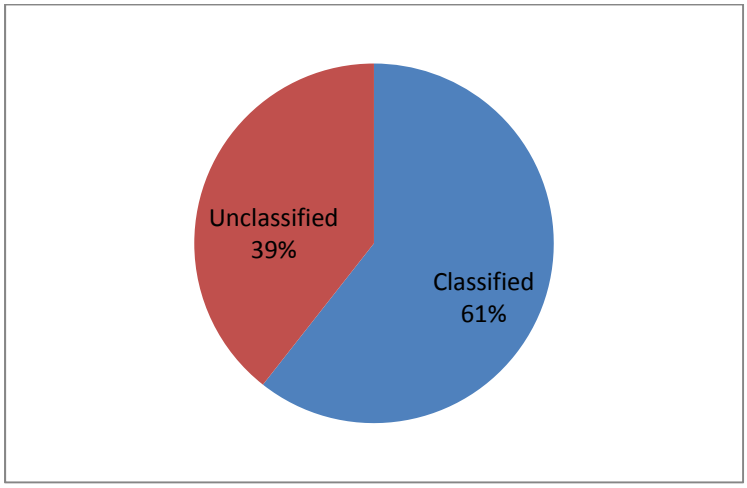


Executive Branch	40,095
Higher Education	35,469
Quasi-State Agencies	1,833
Total Headcount	**77,397**

EMPLOYEE DEMOGRAPHICS

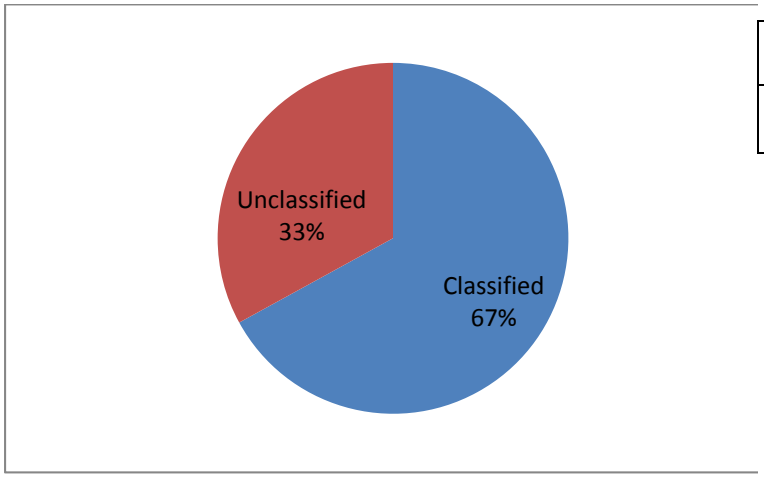
All data as of 6/30/2012

STATEWIDE EMPLOYEE HEADCOUNT BY CLASSIFICATION



Classified Headcount	52,031
Unclassified Headcount	33,832

STATEWIDE FTE BY CLASSIFICATION



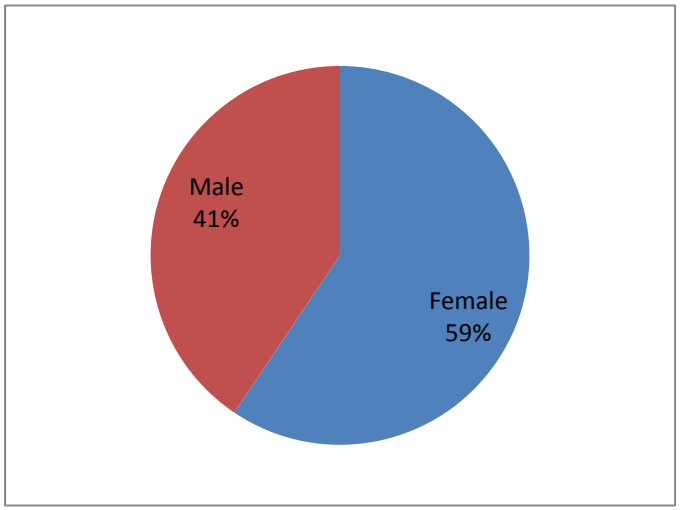
Classified FTE	51,871
Unclassified FTE	25,526

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.

EMPLOYEE DEMOGRAPHICS

All data as of 6/30/2012

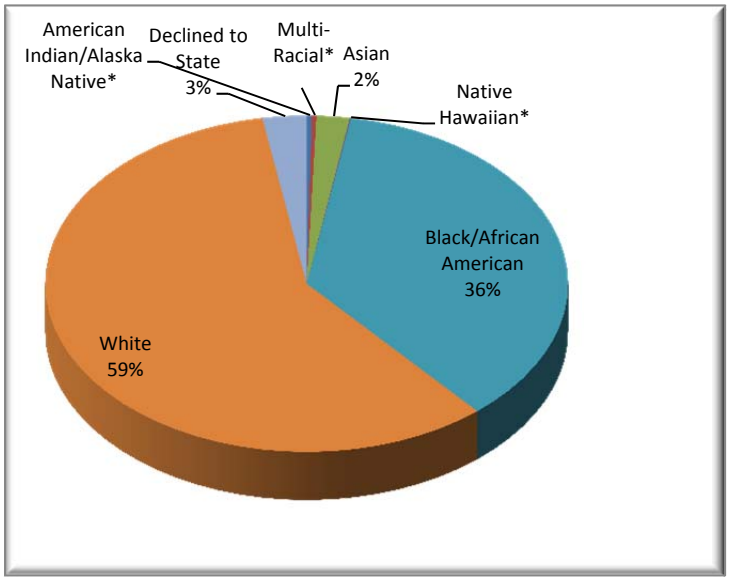
STATEWIDE HEADCOUNT BY GENDER



GENDER	COUNT
Female	51,013
Male	34,830
Declined to State*	20

***Less than 1%**

STATEWIDE HEADCOUNT BY RACE



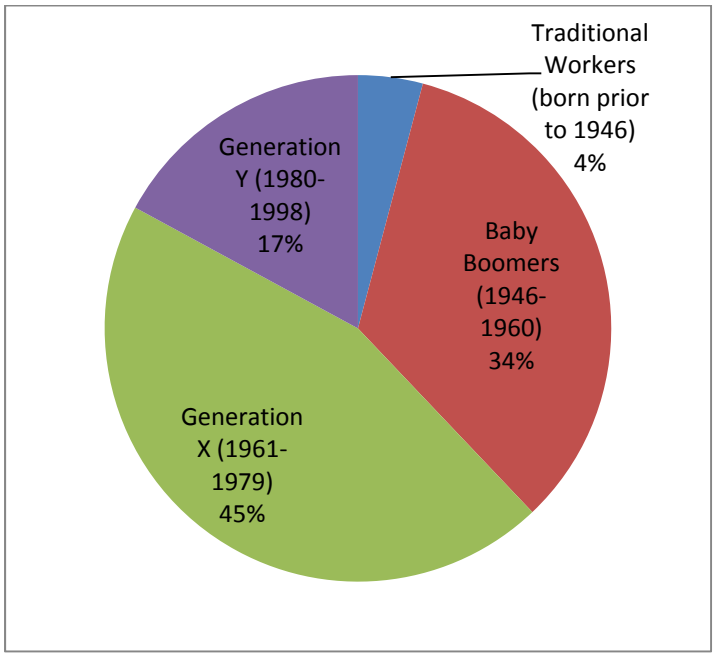
RACE	COUNT
American Indian/Alaskan Native	278
Multi-Racial	252
Asian	1,793
Native Hawaiian	53
Black/African American	30,856
White	50,200
Declined to State*	2,431

***Less than 1%**

EMPLOYEE DEMOGRAPHICS

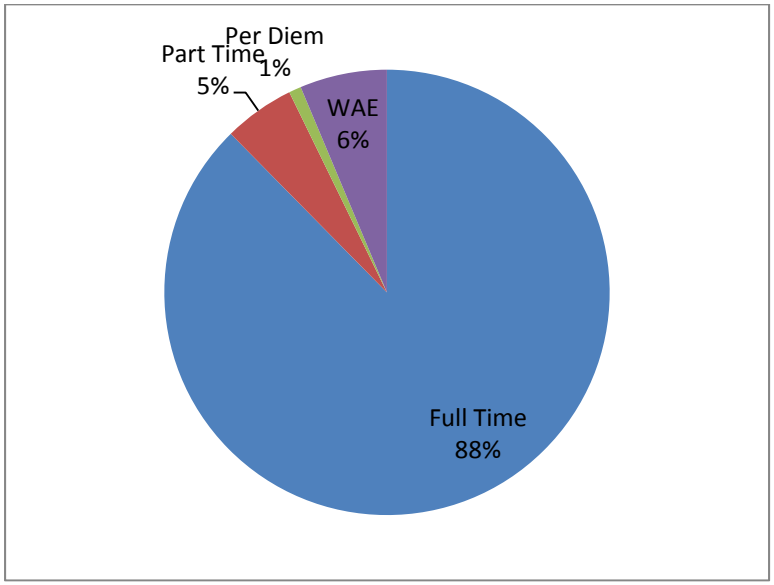
All data as of 6/30/2012

STATEWIDE HEADCOUNT BY GENERATION



GENERATION	COUNT
Traditional Workers (born prior to 1946)	3,545
Baby Boomers (1946-1960)	29,000
Generation X (1961-1979)	38,625
Generation Y (1980-1998)	14,675
Declined to State	18

STATEWIDE HEADCOUNT BY EMPLOYEE GROUP



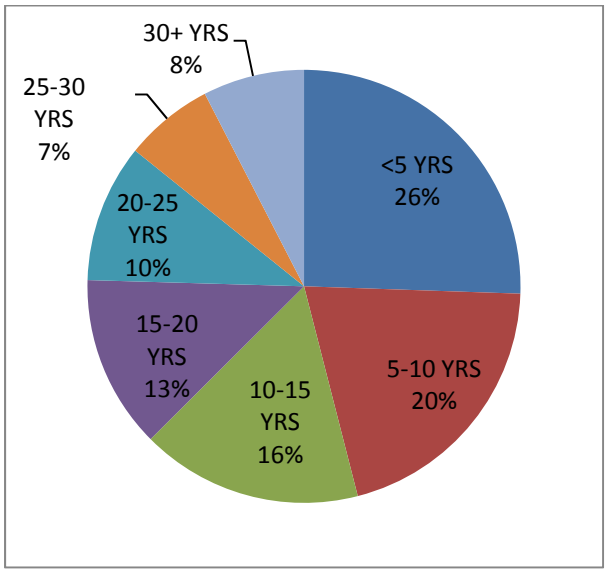
EMPLOYEE GROUP	COUNT
Full Time	75,231
Part Time	4,426
Per Diem	769
WAE	5,437

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 DEMOGRAPHICS

All data as of 6/30/2012

CLASSIFIED HEADCOUNT BY YEARS OF SERVICE



YEARS OF SERVICE	% OF WORKFORCE
<5 YRS	25.21%
5-10 YRS	20.21%
10-15 YRS	16.32%
15-20 YRS	12.76%
20-25 YRS	10.19%
25-30 YRS	6.57%
30+ YRS	7.47%

(NOTE: UNCODED = 1.27%)

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.

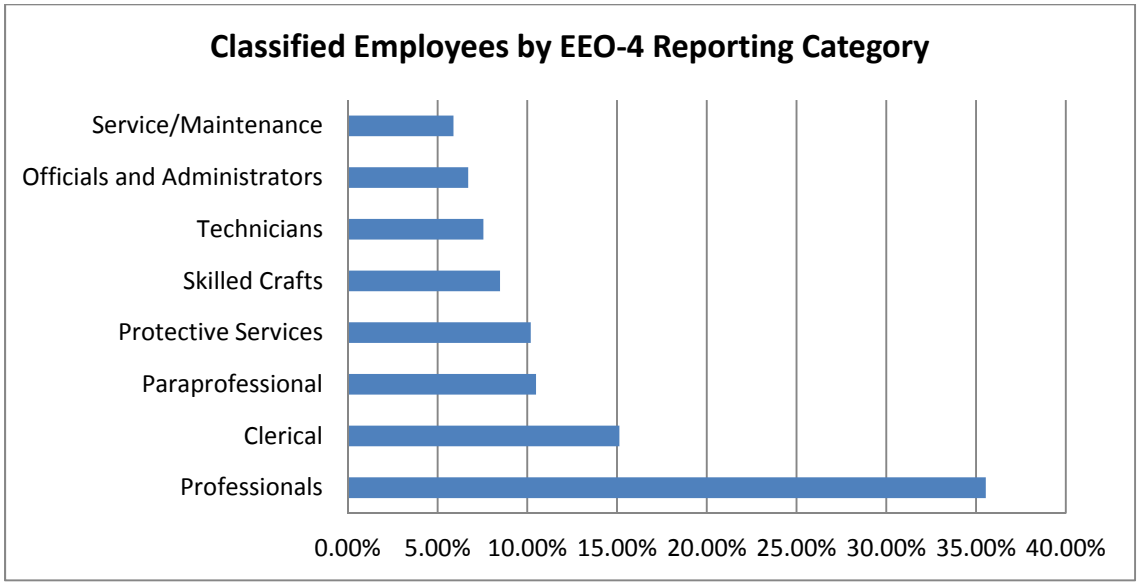
EMPLOYEE DEMOGRAPHICS

All data as of 6/30/2012

AVERAGE STATE EMPLOYEE AGE: 46

AVERAGE YEARS OF SERVICE OF STATE EMPLOYEE: 10

CLASSIFIED WORKFORCE BY FEDERAL EEO CATEGORY



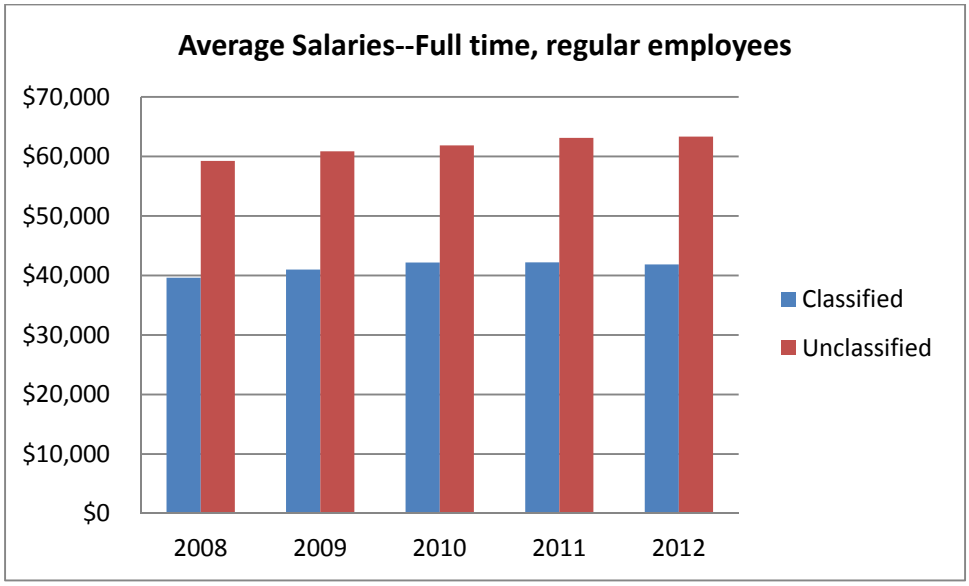
Professionals	35.55%
Clerical	15.13%
Paraprofessional	10.49%
Protective Services	10.19%
Skilled Crafts	8.48%
Technicians	7.55%
Officials and Administrators	6.71%
Service/Maintenance	5.89%

EMPLOYEE DEMOGRAPHICS

All data as of 6/30/2012

AVERAGE ANNUAL RATE OF PAY

(FULL TIME REGULAR EMPLOYEES)



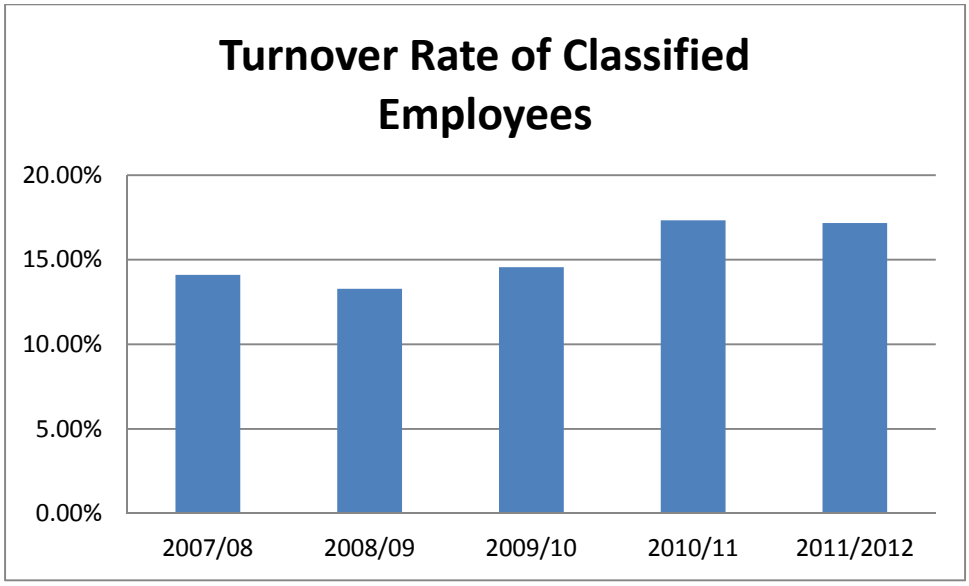
	2008	2009	2010	2011	2012
Classified	$39,619	$40,988	$42,187	$42,208	$41,864
Unclassified	$59,246	$60,854	$61,861	$63,130	$63,337

EMPLOYEE DEMOGRAPHICS

All data as of 6/30/2012

TURNOVER RATE

The turnover rate of classified employees for Fiscal Year 2011-2012 decreased to 17.17% from last fiscal year's 17.33%. The chart below reflects the total turnover rate of Classified Employees (Voluntary and Involuntary). Turnover is based upon separations from state service. Employee movements between agencies are not included.



2008	2009	2010	2011	2012
14.10%	13.28%	14.56%	17.33%	17.17%

EMPLOYEE DEMOGRAPHICS

All data as of 6/30/2012

TOP 10 TURNOVER RATE BY TITLE - CLASSIFIED

JOB TITLE	INCUMB COUNT	SEPARATION COUNT	
		TOTAL	VOL
RESID SVCS SPEC 1	176	283	115
NURSING ASST 1	83	119	76
CORRS CADET	182	210	128
JUV JUST SPEC 1*	102	110	45
LAB TECH ASST 1*	68	52	27
BEHAVIOR SHAPING SPEC*	58	34	25
JUV JUST SPEC 2	123	65	34
CHILD WELFARE SPEC 1*	126	43	36
FOOD SVC SPEC 3*	144	48	30
PSYCH AIDE 2	317	105	63

***Not on last year's top ten**

MOST ENCUMBERED CLASSIFIED JOB CLASSIFICATIONS

The table below shows the most encumbered job classification groups as of June 30, 2012. Many of the jobs in the table below are part of career progression groups. Initial placement and movement within a career progression group is based on a combination of experience, duty assignments, competencies and performance.

Job Classification Number of Employees 6/30/2012			
ADMINISTRATIVE SERIES	5,487	NURSING ASST 2	756
CORRECTIONS SGT/SGT MGR.	2,460	PRACT NURSE/LICENSED, 2	537
RN 2/3	2,133	MAINTENANCE REPAIR 2	459
CUSTODIAN 1/2	1,537	MOBILE EQUIP OPER 1/HEAVY	452
SOC SERV ANALYST 2	1,116	RN SUPERVISOR A	448
RESID SVCS SPEC 2	771	MEDICAID ANALYST 2	425

Workforce Planning Toolkit

Simply stated, workforce planning is getting the right person in the right job at the right time. *Governing* magazine defines workforce planning as: **"**The systematic assessment of the current and future capacity of the state government workforce." It correlates human resources programs to the strategic goals and overall mission of an organization. Human resource programs such as recruitment, compensation and benefits management, performance evaluation and training are all components of effective workforce planning.

Workforce planning addresses both current and anticipated staffing needs. The current workforce is assessed in terms of whether its size is adequate, whether it is deployed effectively and whether employees possess the competencies necessary for high performance. The assessments of current and future staffing needs are used to develop action plans to address closing or avoiding skill gaps.

The Department of State Civil Service continues to focus on providing agencies with the tools needed to develop workforce plans and use them to recruit, train, retain and manage a highly productive workforce. Future staffing needs are assessed by analyzing the number of employees approaching retirement, turnover rates, environmental impacts on service needs and delivery, as well as anticipated legislative and technological changes.

The "Toolkit" section of this report presents an array of options that all state agencies may use to address their individual and unique workforce planning challenges.

Managers and supervisors are encouraged to obtain the assistance of their agency Human Resource Office to learn how to most effectively use and apply the measures described in this toolkit.

Agency Human Resource staff are encouraged to contact their Civil Service Program Assistance Coordinator for assistance in building a program comprised of those components that will be most effective for the agency's needs. Program Assistance contact information can be obtained by calling (225) 342-8274.

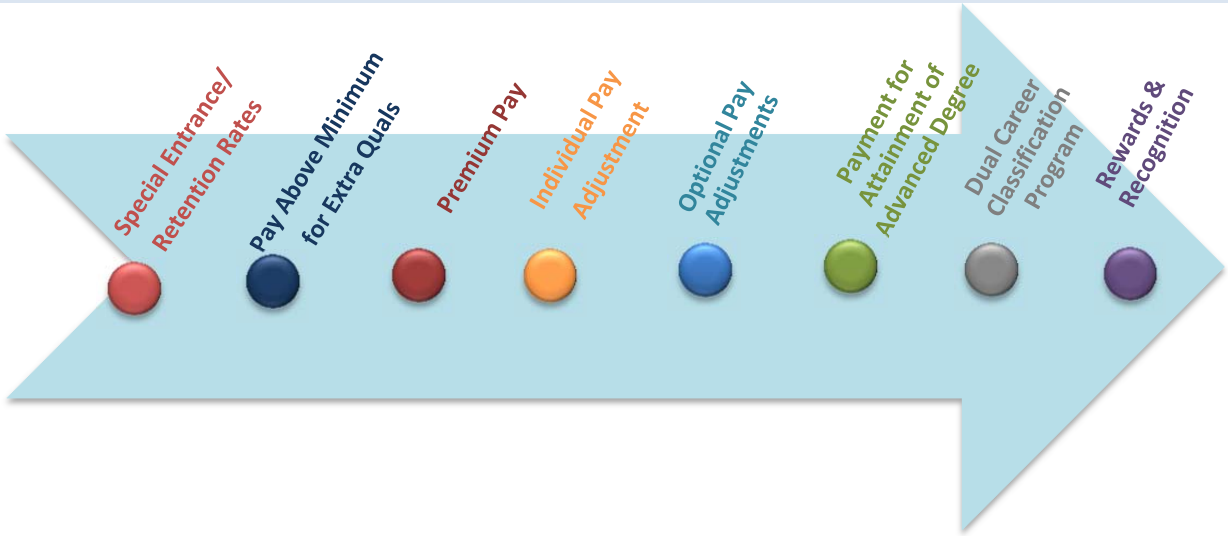
Information in the toolkit has been divided into the following four major sections.

- Section 1 - Recruitment & Retention
- Section 2 - Development for Employees, Supervisors and Managers
- Section 3 - Employee Relations & Benefits
- Section 4 - Records & Reports

Section 1 - Recruitment & Retention

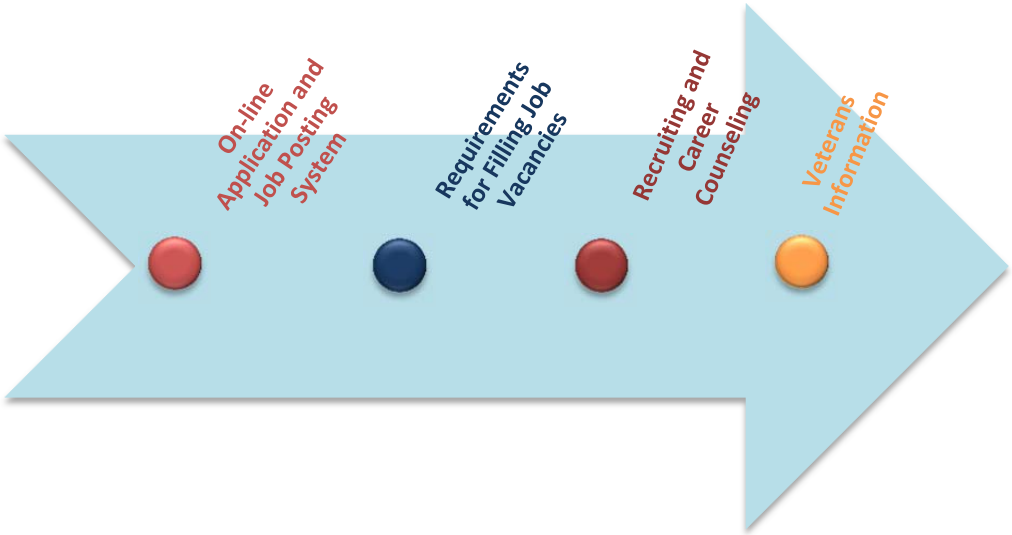
Pay for Recruitment and Retention

Chapter 6 of the Civil Service Rules provides a variety of flexible pay options that agencies can use to recruit the best new employees and retain the most knowledgeable and experienced current employees. These include:



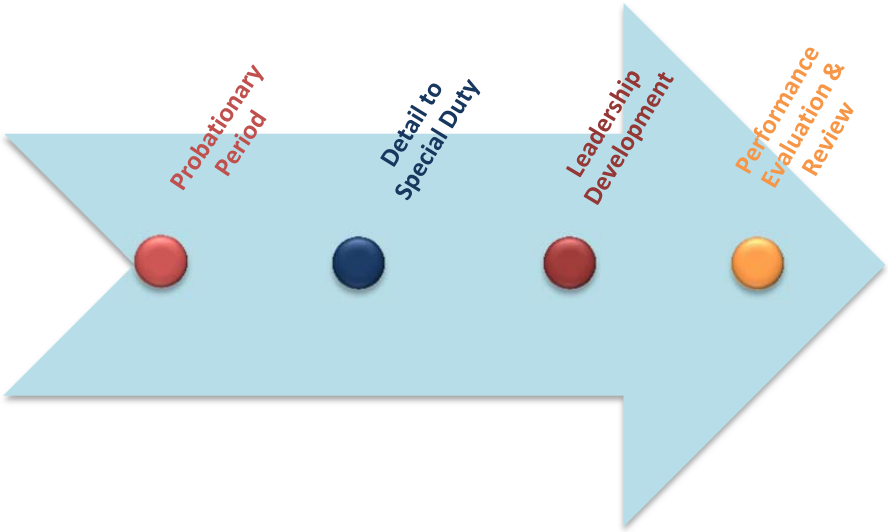
Assessment and Selection

The Department of Civil Service embraces a two-fold recruitment effort – one focused on state agency program assistance and the second toward applicant services. The applicant services program includes external as well as internal recruiting efforts which provide processes and policies that enable state agencies to fill vacant positions with highly qualified applicants in a timely manner and in accordance with legal and professional standards.

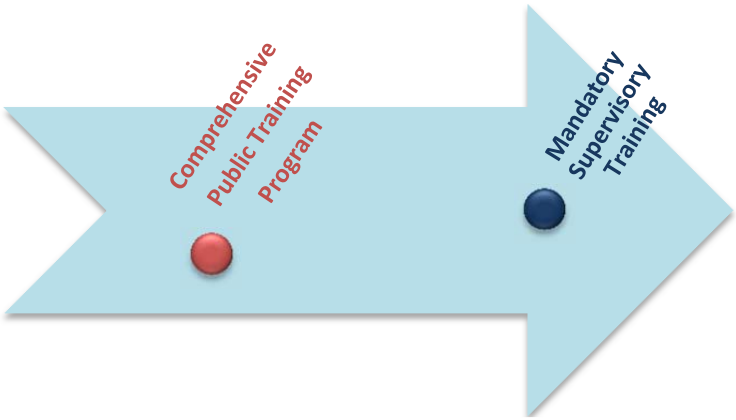


Section 2 – Development for Employees, Supervisors and Managers

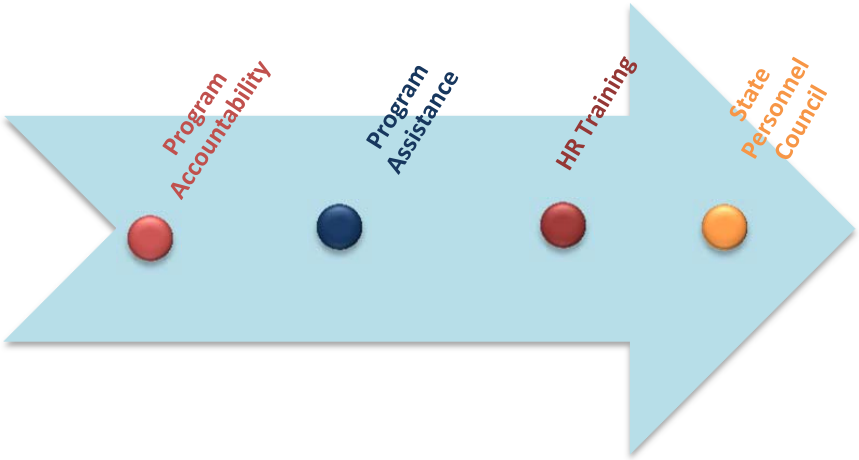
Employee Development



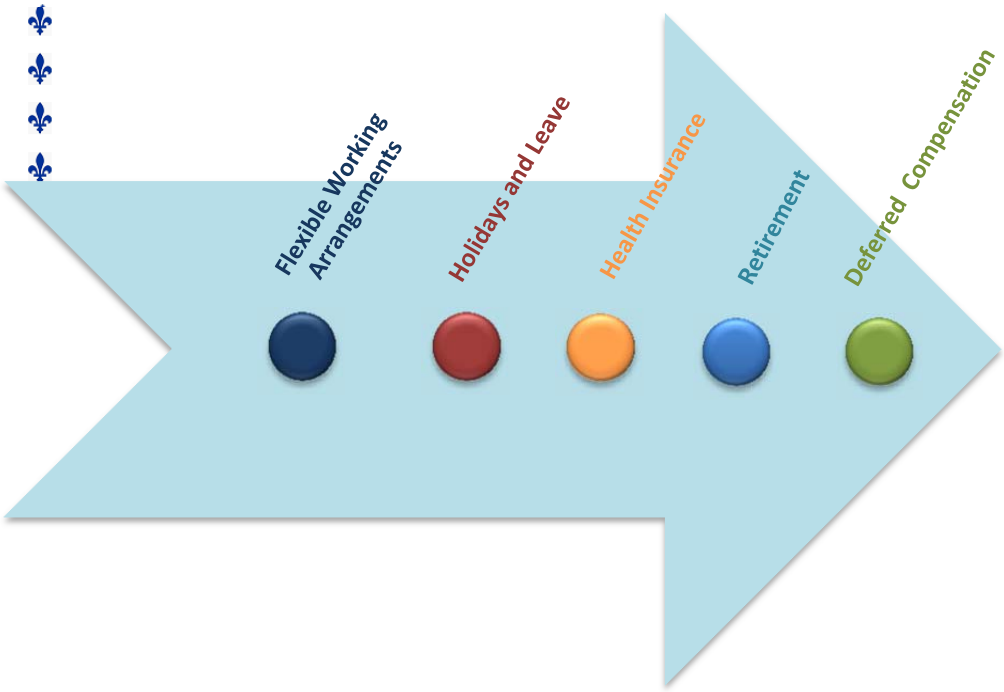
Supervisory and Managerial Development



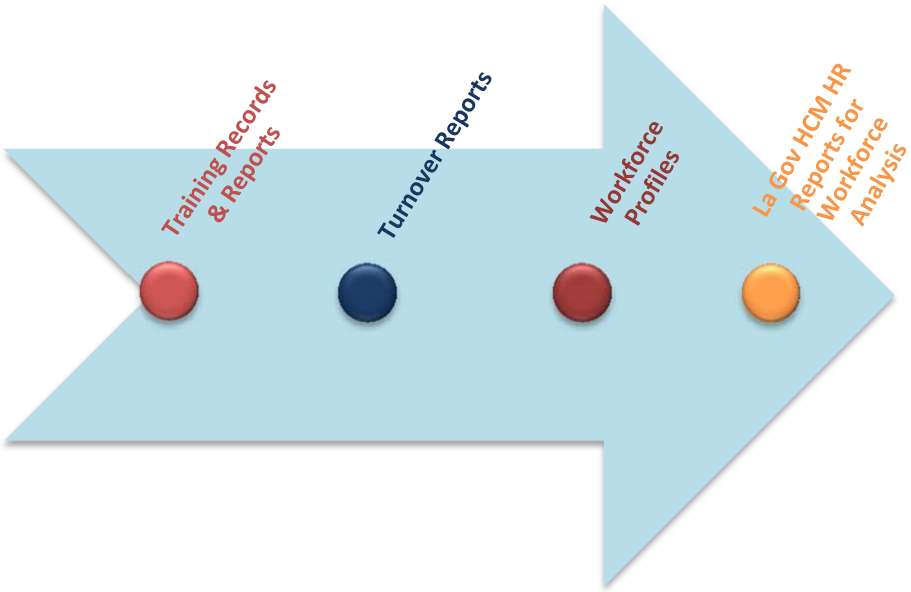
Human Resources Professionals Development



Section 3 – Employee Relations & Benefits



Section 4 – Records & Reports



Contact Us

For more information regarding the contents of this report, please contact:

Rainette Stephens
HR Division Administrator (Staffing)
225-219-9390
Rainette.Stephens@la.gov

OR

Byron Decoteau, Jr.
Deputy Director
225-342-8272
Byron.Decoteau@la.gov

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

visit us at www.civilservice.la.gov.