

State of Louisiana



Workforce Plan



Issued by the Department of State Civil Service

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Civil Service Director

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"Partnering for a better Louisiana"

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DIRECTOR

Shannon Templett

Please take a moment and review the 2009 -2010 Louisiana Workforce Plan. I invite you to take a look at the progress of our statewide initiatives, our continuing efforts as well as our future initiatives. The plan includes a summary of the 2010 Workforce Planning Survey. I would like to personally thank the twenty-three agencies that responded to our survey. Your input provides guidance for workforce planning considerations for the future.



Currently there is no legislation requiring agencies to submit annual workforce plans. The Department of State Civil Service continues to play the role of resource developer and coordinator with respect to workforce planning at the agency level. We applaud the four Executive Branch agencies listed on page 9 that prepared a written workforce plan for the 2009 – 2010 year. As Louisiana state government faces future budgetary shortfalls, it is of utmost importance that agency leaders assume a more proactive role in developing workforce planning programs. The results of our survey indicate agency concern with upcoming layoffs/reductions in force, preserving institutional knowledge as well as challenges in hiring and retaining employees.

Again, I encourage you to review the Workforce Plan and pay close attention to the Workforce Planning Toolkit. The toolkit provides resources for recruitment and retention, development for employees, supervisors and managers, employee relations and benefits and records and reports. The new format provides agency personnel with quick links to assist with workforce planning. Agencies should not hesitate to contact their assigned Program Assistance Coordinator for help with workforce planning needs.

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.

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.



Summary

*Workforce Planning:
What is Louisiana doing about it?*

Statewide Initiatives

Our 2009 Statewide Workforce Plan listed a number of “Future Statewide Plans” that we anticipated working on during 2010 (see page 7 of 2009 Statewide Workforce Plan). The progress made on these projects is described below.

Legislation for Workforce Plans

During the 2010 Legislative session, the Legislature did not pass any legislation requiring agencies to submit workforce plans. If the Legislature pursues this idea in future sessions, we will keep the HR community informed of developments.

Commission adoption of new policy guidelines: Optional Pay for Additional Duties

The Civil Service Commission will now consider policies for approval that allow agencies to make adjustments of up to 7%, either lump-sum or permanent base-pay, for additional duties, under delegated authority. Additionally, agencies, with approved policies, will now have the ability to adjust the pay of employees classified as administrators for performing additional duties, without individual Commission consideration.

The Civil Service Commission must still approve adjustments of greater than 7% (up to 10%) for any classified employee, and will continue to entertain such requests. ([See General Circular 1815](#))

New Training Resulting from Act 377

Act 377, of the 2009 Louisiana Legislative Session, required certain unclassified officials to attend a training program in designated areas of concentration within one year of their employment or appointment. The designated areas of concentration stipulated for this training program involve the proper use of the performance management system utilized for state classified employees and the required procedures regarding the hiring and termination of state classified employees.

The Department of State Civil Service now provides a two-part training program, delivered through an e-learning environment. Module One involves the proper use of the performance management system and Module Two involves the required procedures regarding the hiring and termination of state classified employees. These e-learning training modules are now available. Act 377, had an effective date of July 1, 2010.

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 2010 through June 2015.

Workforce Profiles

Since 1999, the Department of State Civil Service (DSCS) 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 April 23, 2010.

Training

The Comprehensive Public Training Program CPTP offers training in workforce planning issues to state agency supervisors, managers and Human Resource professionals at both the operational and strategic level. House Bill 629, which became Act 825 of the 2010 Louisiana Legislative Session, officially transferred CPTP from the Division of Administration to the Department of State Civil Service, effective July 1, 2010. For a list of all CPTP class offerings click [here](#).

All state supervisors and managers are required to complete training in effective employee selection and performance management as part of the mandatory supervisory training program. This curriculum is designed to equip supervisors and managers with the tools they need to attract and retain high performing employees.

The Bridge Newsletter and Website

From April 2006 through June 2009, the Department issued a monthly *Workforce Horizons* on-line newsletter devoted to workforce planning. It was discontinued in June 2009 so the department could focus on a new newsletter. The Civil Service website still maintains an archive of the *Workforce Horizons* newsletters as well as other workforce planning tools and references [here](#).

The new newsletter, *The Bridge*, is published quarterly and it includes workforce planning topics as well as a broad range of other topics from multiple divisions within the Department of Civil Service. Typical content includes articles on new procedures, policy and training implemented by Civil Service, interviews with state employees and Human Resources Directors, and articles on the history and purpose of Civil Service and Commission members. To access publications of *The Bridge*, click [here](#).

Statewide Initiatives

Workforce Plan

Civil Service has been working with Human Resources personnel across the state to gather suggestions on future workforce planning data. We hope to include additional data that can be more beneficial to state agencies. Over the next few quarters, we will continue to meet with the HR Advisory Committee, gather survey data, and research benchmark Workforce Planning documents nationally to provide the information needed to help recruit and retain the best possible workforce for the State of Louisiana.

LA Careers - Online Hiring Center Rollout

Implementation of the Insight Online Hiring Center (OHC) allows an agency to recognize the full benefits of the Insight Enterprise product (LA Careers). The use of the Online Hiring Center enables hiring departments to create requisitions, fill vacant positions online, electronically route the requisitions for approval, review applications online and designate applicants for interview or hire online. Fully leveraging this functionality saves significant staff time, processing time and paper in the hiring process. Civil Service staff works with agency personnel throughout the implementation process to ensure a smooth rollout and to provide assistance following implementation.

Civil Service will work very closely with agencies to explain the rollout process and to help set expectations about the time involved in the project based on the particulars of each agency plan. The Staffing Division will have continued involvement with agencies throughout the process to ensure a smooth rollout and to provide assistance following implementation.

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2010 WORKFORCE PLANNING SURVEY

Executive Summary

Our annual workforce planning survey was done in July 2010 with 23 Executive branch agencies responding (See the section that follows for a complete list of respondents). The 2010 survey is similar in content to the 2009 survey. Responses, arranged by subject category, are compared and highlighted below.

The economic and business climates look very similar in 2010 as in 2009, the year of our last survey. Agencies are still concerned about turnover, using pay mechanisms to attract talent, and using recruiting efforts to fill vacancies. Overall, it appears that workforce development efforts have been scaled down along with the decreasing budgets and increasing workloads.

Agencies are still, however, using more budget friendly options to attract and retain talent. They are using flexible options such as: job sharing, telecommuting, and flexible work hours to make up for the reduction in available monetary options. This year, agencies are more concerned about reductions in force and less about turnover. This trend will likely continue until budgets and the economy stabilize.

Written Workforce Plan

In 2009, seven (out of 26) survey respondents indicated that they had a written workforce plan. In 2010, that number decreased to four (out of 23).

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

- Department of State Civil Service
- Department of Environmental Quality
- Department of Transportation and Development
- Department of Public Safety and Corrections



2010 WORKFORCE PLANNING SURVEY

Important Workforce Planning Considerations for 2010

- Retirements—In 2009, 89.3% of agencies were concerned about the number of retirements within the next 5 years. That number decreased by 21% in 2010 to 68.2%.
- Budget cuts—Over 91% of the respondents to the 2010 survey said that budget cuts were a very important workforce consideration for their agency. Additionally, 56.5% said that Layoffs/Reductions in Force were of concern to them.
- Institutional Memory—In 2009, 78.6% of respondents were concerned about the loss of institutional memory. In 2010, that number increased by 4% to 82.6%.
- Over 68% of the respondents to the 2010 survey said that funding was the main challenge in hiring and retaining employees.

Components of Workforce Planning Being Done

- 82% of respondents indicated they had identified key positions likely to be vacated within the next five years. This is up from almost 78% in 2009.
- 21% of respondents indicated they had implemented processes to preserve institutional memory. This down from 44% in 2009.

Recruiting

As might be expected in a down economy and state hiring freeze, recruiting efforts have been reduced in almost all of the categories listed below by an average of 10%. In addition, the survey respondents are not as alarmed by the non-retirement turnover in their agencies as they were in 2009.

While the need to recruit is not as great on an ongoing basis, there are still many 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 2010.

Posting vacancies on the internet	Career or job fairs
Targeted on-site visits to campuses	Videos showing job activities and incumbent
Testimonials	Mailing or distributing printed brochures
Paying above minimum of range to start using	Special Entrance Rates (SER's), Extraordinary quals
Special Pay	Premium Pay
Newspaper ads	Professional journals
Television	Radio
Student intern or similar program	

2010 WORKFORCE PLANNING SURVEY

Training

As in 2009, 100% of respondents still use online or computer based training. Survey respondents used outside seminars and workshops at a rate of 96.2% in 2010.

Preserving Institutional Knowledge

- In 2010, 59% of agencies checked hiring back retirees as a method they were using to preserve institutional knowledge. This was down slightly from 69% in 2009.
- In 2010, 59% of agencies checked double incumbencies as a method they were using to preserve institutional knowledge. In 2009, 65% of agencies were using this tool.

Information Technology 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 2010, the most difficult jobs to fill were I T jobs with 36% of survey respondents selecting IT jobs as difficult jobs to fill. Fiscal /Accounting and managerial/supervisory level jobs ranked next with 27% of survey respondents indicating they were difficult to fill.

Vital Data Agencies Need for Workforce Planning

In 2009, most respondents said they would like to see additional and/or refresher information on certain components of workforce planning and composing a workforce plan. In 2010, the majority indicated they have all the required data needed available to them.

2010 WORKFORCE PLANNING SURVEY

List of Survey Respondents

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

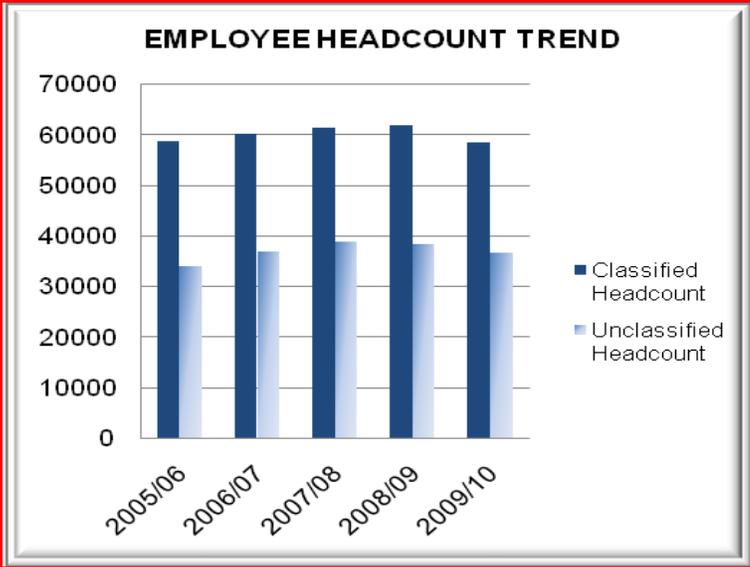
1. Office of Elderly Affairs – Vikki Riggle, HR Director
2. Department of Department of Public Safety – Melissa Sylvia, H R Director
3. Department of Revenue – Dee Everett, H R Director
4. Department of Natural Resources – Mary Ginn, H R Director
5. Department of Education – Michele Staggs, H R Director
6. Department of Agriculture & Forestry– Terry Boykin, H R Director
7. Division of Administration – Suzette Meiske, H R Director
8. Department of Veterans Affairs – Debbie Smith, H R Director
9. Department of State-Secretary of State – Pam Rainey, H R Director
10. Department of Public Safety and Corrections- Corrections Services – Tanisha Matthews, H R Director
11. Department of Transportation and Development – Susan Pellegrin, H R Director
12. Louisiana Workforce Commission- Ashley Geautreux, HR Director
13. Department of Children and Family Services- Chandra Thomas, HR Manager
14. Louisiana Housing and Finance Authorities, Terry Holden
15. Department of Environmental Quality– Karen V. Schexnayder, HR Director
16. Office of Juvenile Justice– Gwendolyn C. Jones, HR Director
17. Department of Treasury– Lynette Mack, HR Director
18. Department of Economic Development– Laura Pate, HR Director
19. Department of Culture, Recreation and Tourism– Jan Ramezan, HR Director
20. Department of Wildlife and Fisheries– Santa Patterson, HR Manager
21. Department of State Civil Service– Kenyetta Sewell, Deputy Undersecretary
22. Office of State Examiner, Municipal Fire and Police- Robert Lawrence, Deputy State Examiner
23. Department of Insurance- Pamela Croxton, HR Director



Louisiana

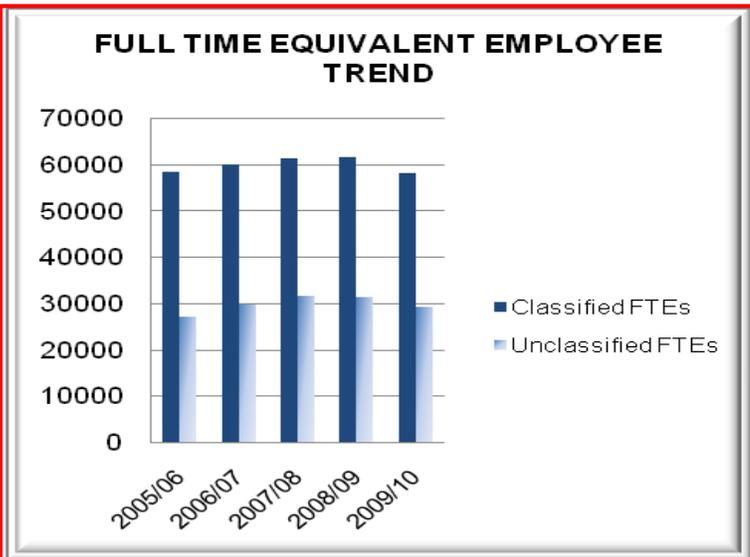
As of 6/30/2010, Louisiana state government's workforce consisted of 95,243 employees (headcount), of which 58,535 were classified employees and 36,708 were unclassified employees.

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.



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
Total	92944	97255	100473	100486	95243



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

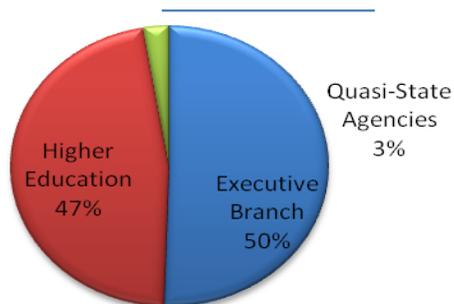
Statewide Employee Headcount and FTE by Agency as of 6/30/2010

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.

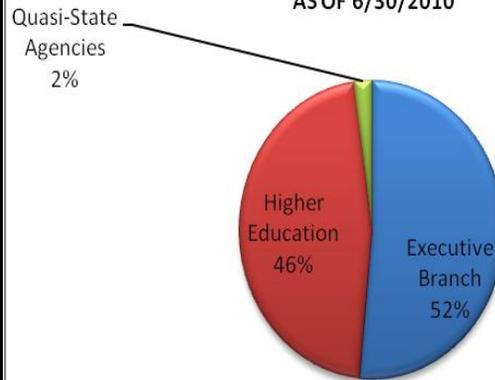
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STATEWIDE EMPLOYEE HEADCOUNT BY AGENCY GROUP
as of 6/30/2010



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



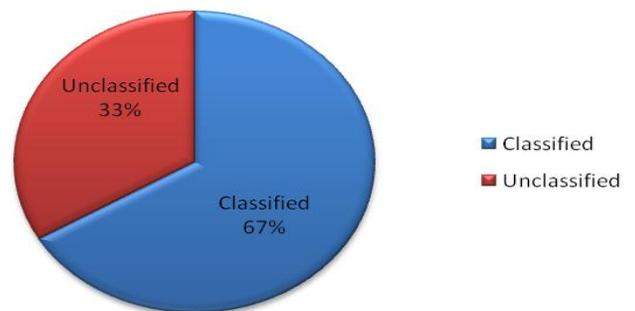
EXECUTIVE BRANCH: 45,222.06
HIGHER EDUCATION: 40,642.59
QUASI-STATE AGENCIES: 1,876.06
TOTAL FULL TIME EQUIVALENTS: 87,740.71

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



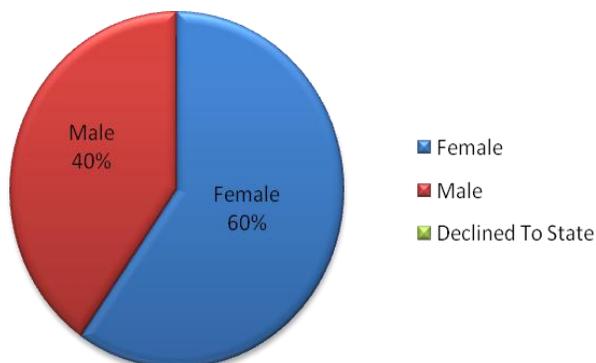
Classified Full Time Equivalents: 58,358.33
Unclassified Full Time Equivalents: 29,382.38

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

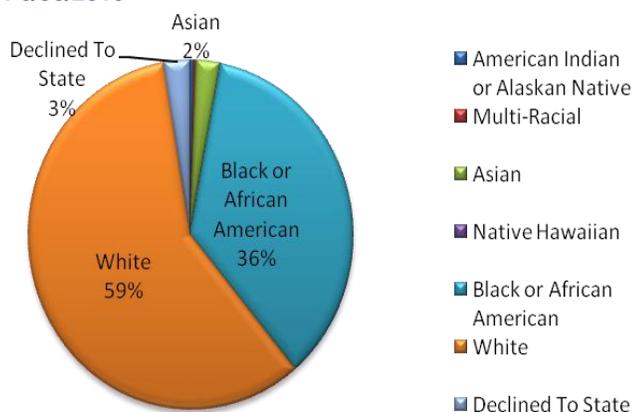


* Declined to State- <1%

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

STATEWIDE HEADCOUNT RACE

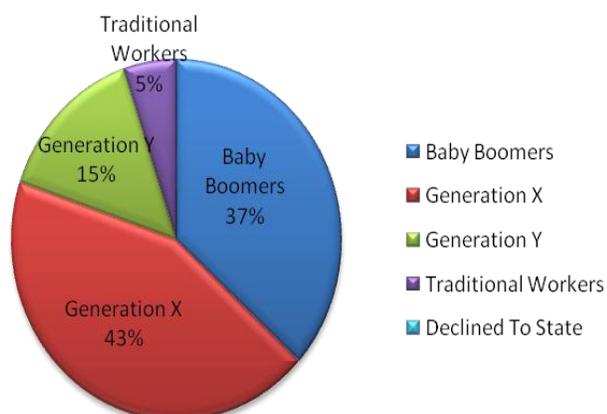
as of 6/30/2010



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

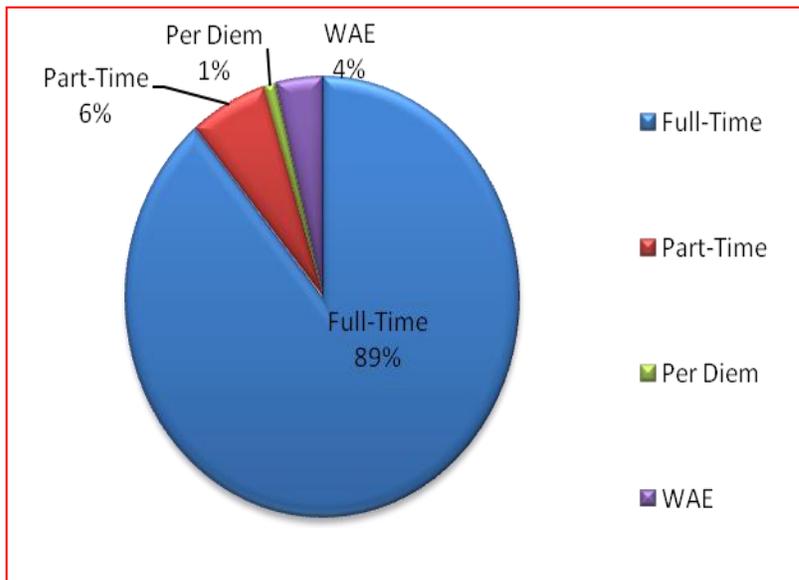


* Declined to State- <1%

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

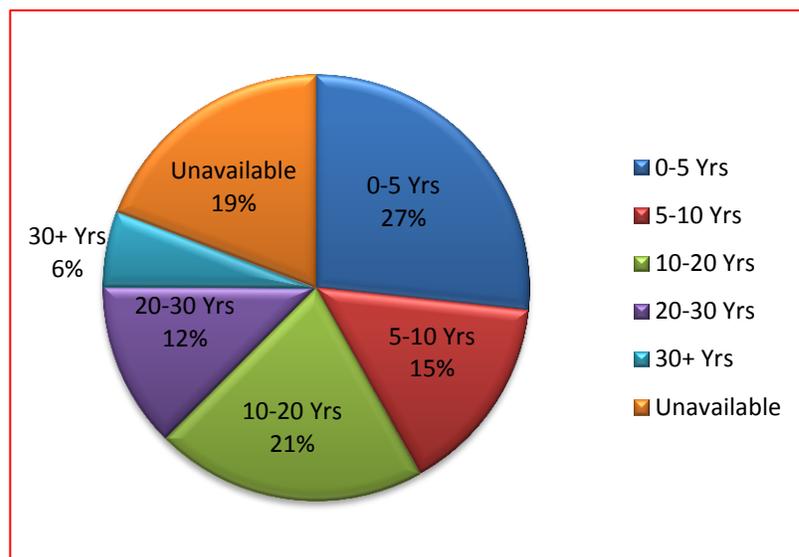
STATEWIDE HEADCOUNT BY EMPLOYEE GROUP as of 6/30/2010



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

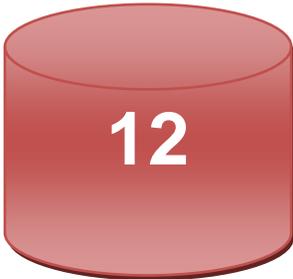
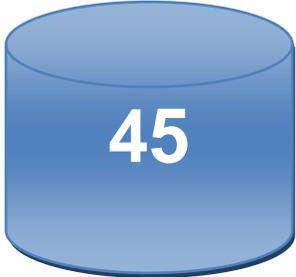


Years of service are calculated based on an employee's adjusted service date. The adjusted service date takes into account breaks in service, military service, layoff avoidance measures, and other qualifying/disqualifying periods of time. Note: While mandated for classified employees, this information 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

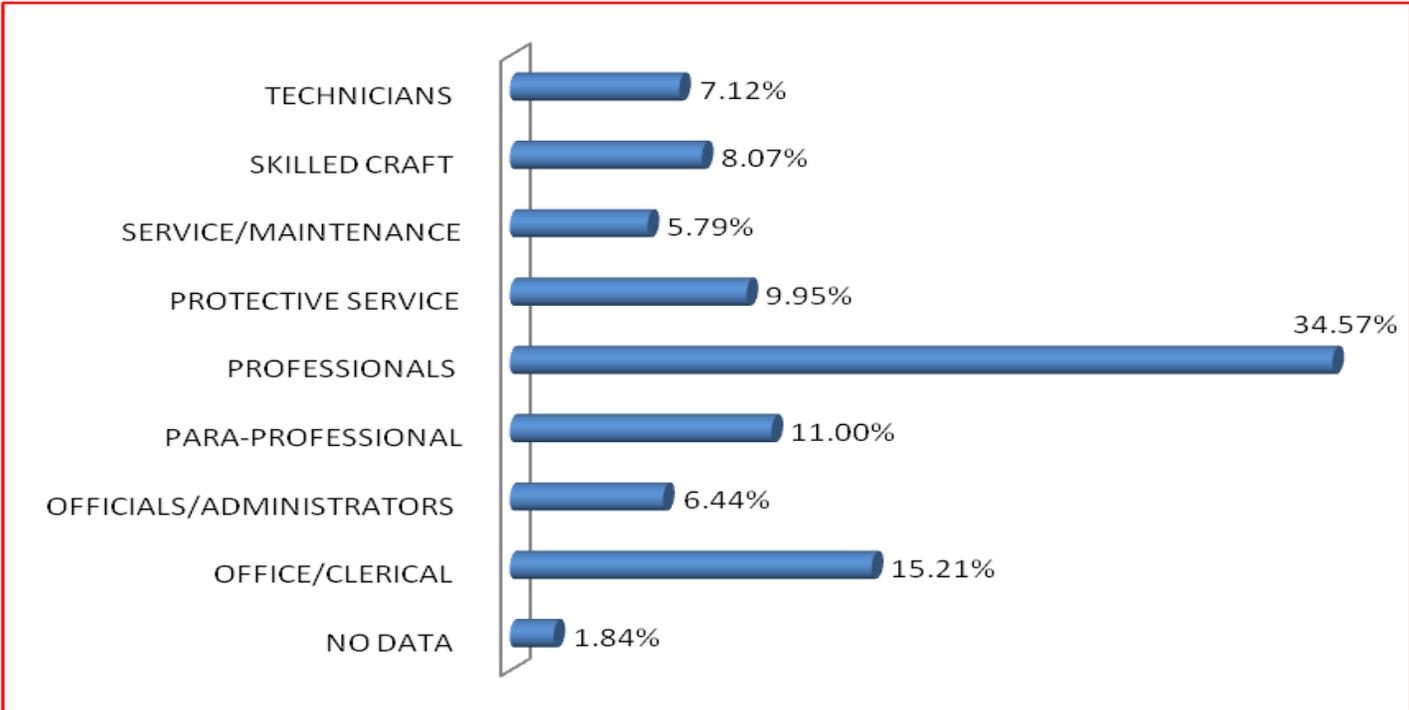
DEMOGRAPHICS

AVERAGE STATE EMPLOYEE AGE



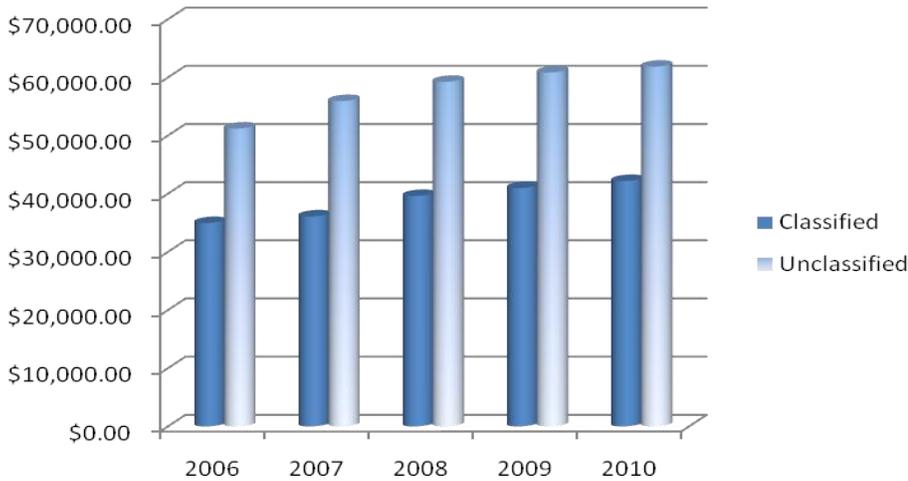
**AVERAGE YEARS OF SERVICE
OF STATE EMPLOYEE**

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



DEMOGRAPHICS

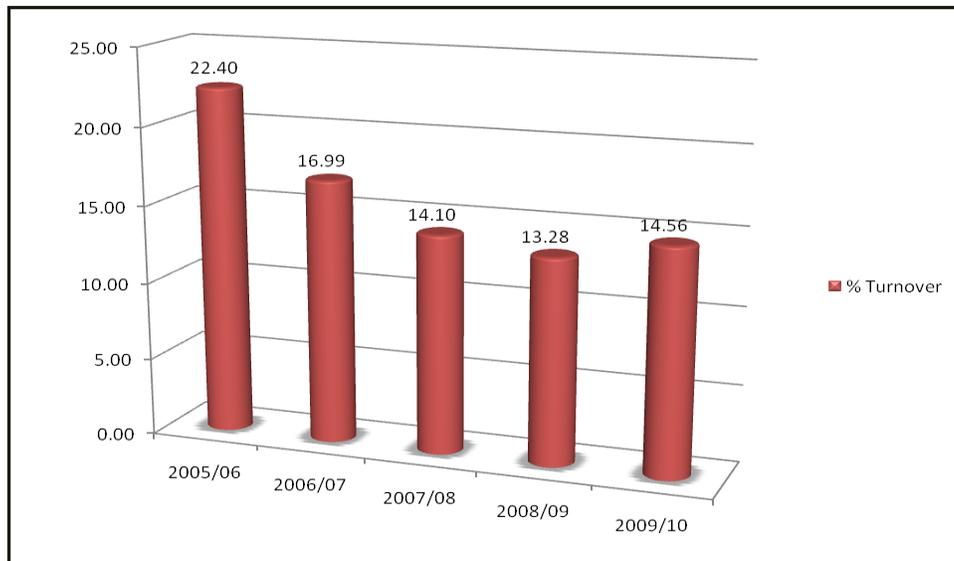
ANNUAL RATE OF PAY (FULL TIME REGULAR EMPLOYEES) as of 6/30/2010



	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.



DEMOGRAPHICS

Top 10 Turnover Rate by Title

JOB TITLE	INCUMB COUNT	SEPARATION COUNT	
		TOTAL	VOL
RESID SVCS SPEC 1	294	486	190
NURSING ASST 1	95	100	63
FOOD SVC SPEC 1	59	45	26
LAB ANIMAL CARE ASST 1	68	47	10
CORRS CADET	208	138	88
SOCIAL WKR 1 *	56	35	26
HOSP ADMISSIONS 1 *	61	34	16
PRACT NURSE/LICENSED, 1	59	29	23
RESID SVCS SPEC 2 *	914	399	273
CORRS SGT *	1518	614	388

*not on Top 10 list in FY 08-09

Most Encumbered jobs

The table below shows the most encumbered job classification groups as of June 30, 2010. 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. The source of these figures is the June 30, 2010 Civil Service Comprehensive File.

Job Classification			
Number of Employees 6/30/2010			
Administrative Series	6,394	Nursing Asst 2	868
Corrections Sgt/Sgt Mgr	2,790	Pract Nurse/Licensed, 2	704
RN 2/3	2,294	Maintenance Repairer 2	484
Custodian 1/2	1,740	Medicaid Anal 2	478
Soc Serv Anal 2	1,172	Mobile Equip Oper 1/Heavy	470
Resid Svcs Spec 2	919	Psych Aide 2	450

Projects & Efforts

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.

Projects & Efforts

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.

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.”***

Projects & Efforts

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.

REPORT ON STATE EMPLOYMENT

The Department of State Civil Service 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.

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.

Workforce Planning Toolkit

Workforce Planning: What it is

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 over all 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.

Planning & Development

The Department of State Civil Service has in place a number of assessments, flexibilities and tools to help agencies in Workforce Planning and Workforce Development Activities. This document describes the tools agencies can tailor to their specific needs. These can be used individually or in combination with others.

In the preceding section “Summary: Workforce Planning: What Louisiana is Doing About It” we describe various steps that we have taken to ensure we can provide the support that agencies need in their workforce planning and development activities.

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 this document has been divided into the following four major sections.

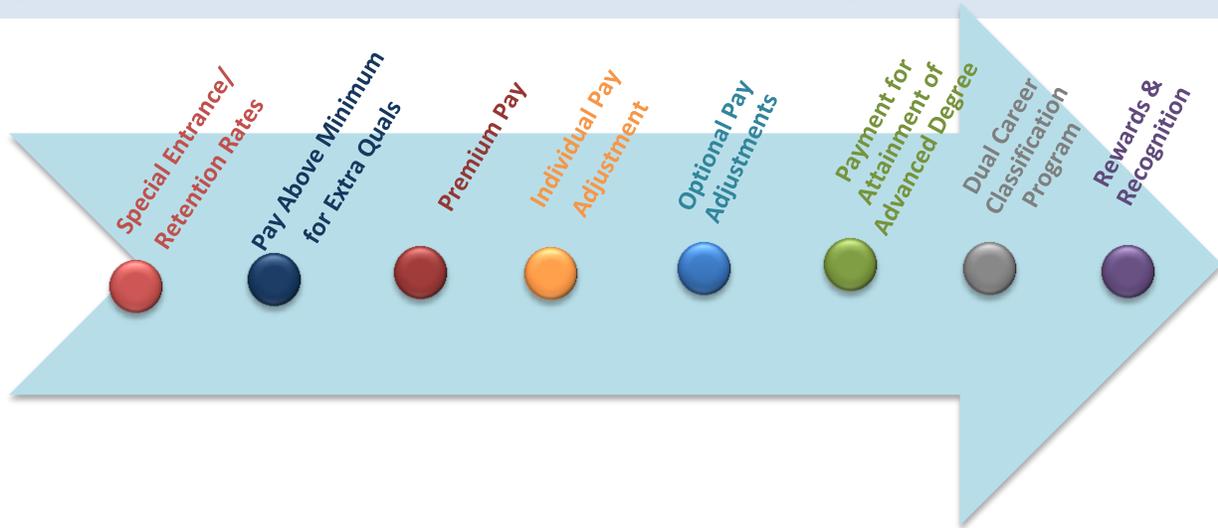
- Section 1 - Recruitment & Retention
- Section 2 - Development for Employees, Supervisors and Managers
- Section 3 - Employee Relations & Benefits
- Section 4 - Records & Reports

Workforce Planning Toolkit

Recruitment & Retention

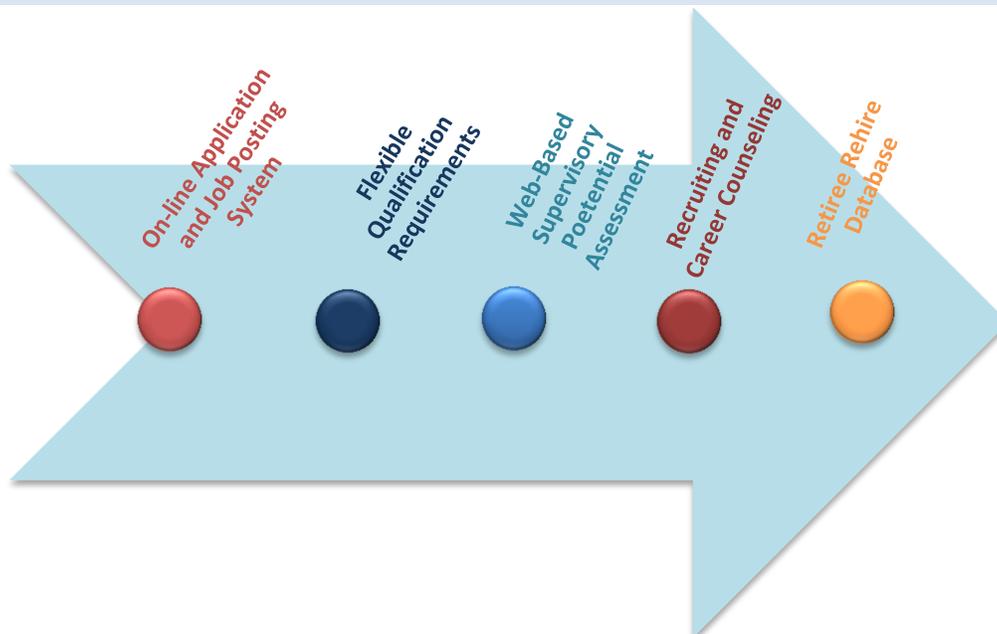
Pay for Recruitment & Retention

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 & Selection

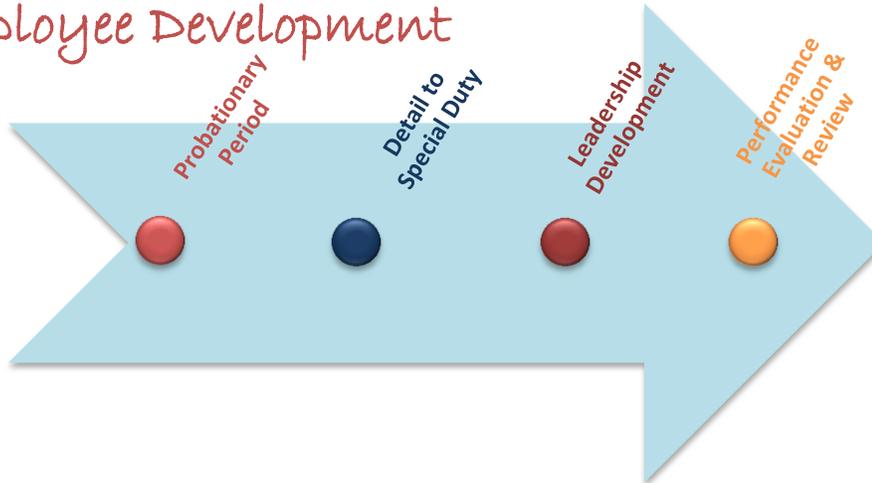
The Department of Civil Service embraces a two-fold recruitment effort – one focused on state agency program assistance and the second toward applicant services. The applicant services program includes external as well as internal recruiting efforts that provide processes and policies that enable state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



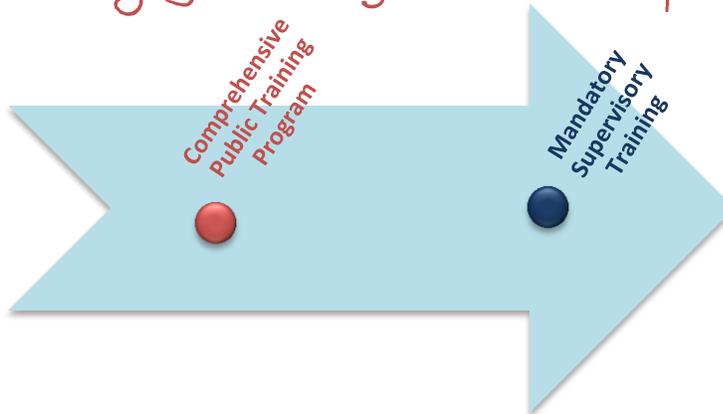
Workforce Planning Toolkit

Development for Employees, Supervisors and Managers

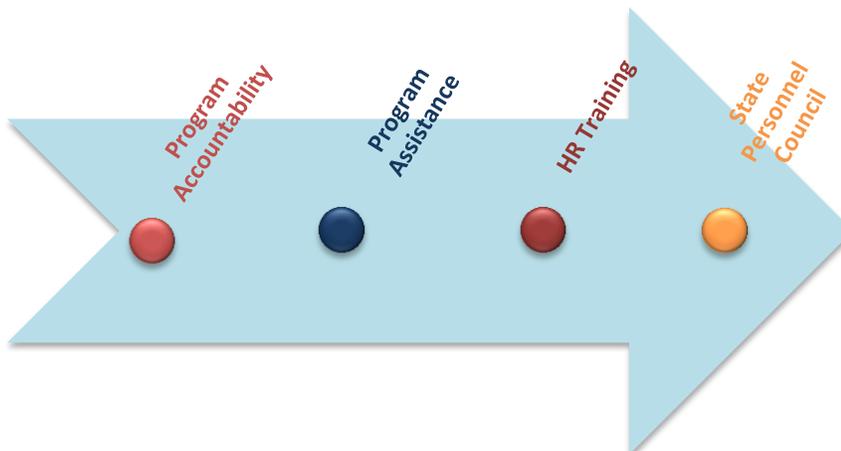
Employee Development



Supervisory & Managerial Development

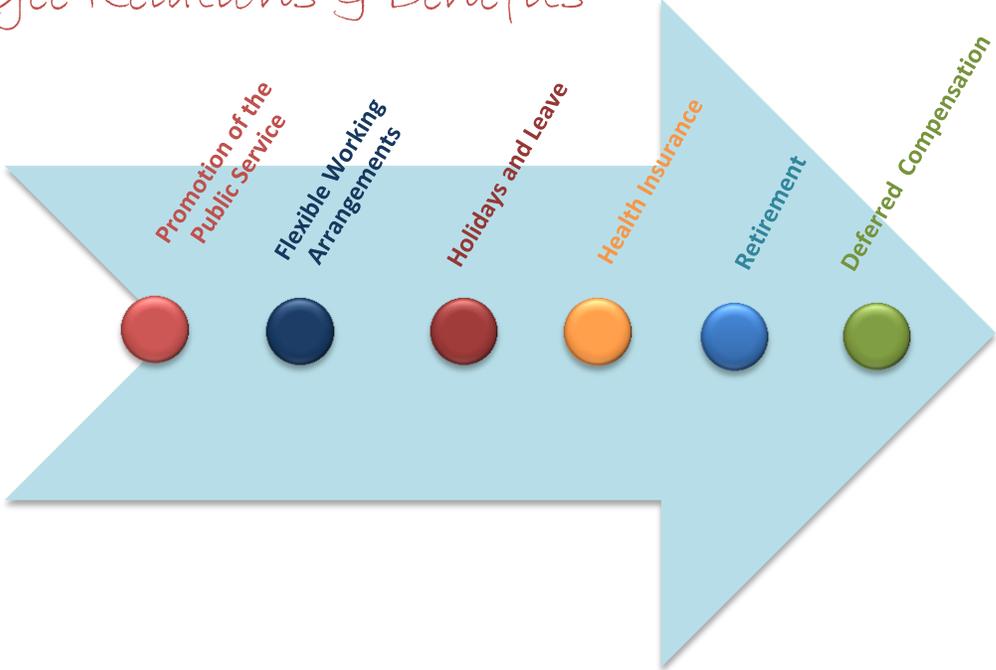


Human Resource Professionals Development

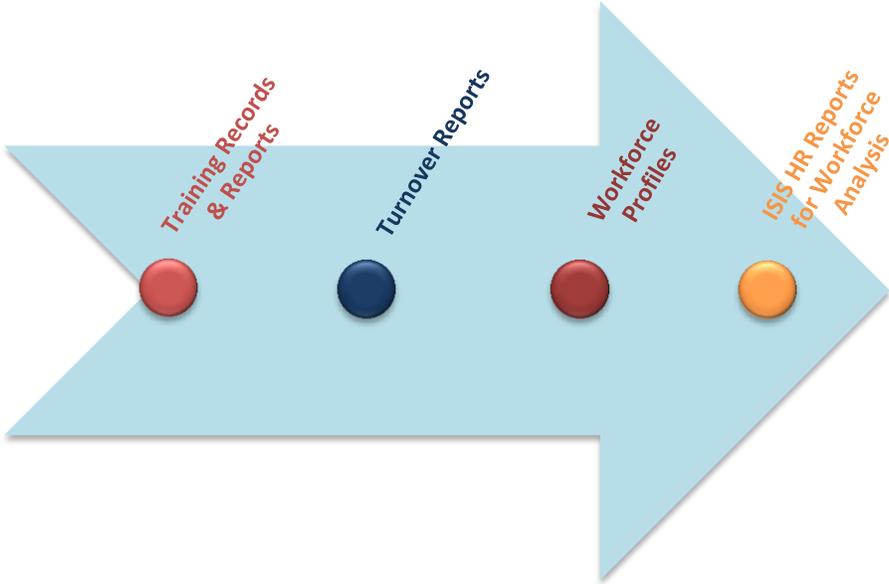


Workforce Planning Toolkit

Employee Relations & Benefits



Records & Reports



CONTACT US

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