

From the Desk of Hon. Maurice McTigue



Louisiana Streamlining Commission

Suggested Recommendations to Advisory Committee Chairmen

Preamble:

The following comments on this cover sheet have been prepared at the Mercatus Center by Hon. Maurice McTigue. The purpose of the analysis was to identify issues that the committee might pursue and finally develop into recommendations to the full commission.

- The suggested recommendations are based on very limited information and the committee's local knowledge may determine that the suggestions are not viable. In that case the Committee should discard the suggested recommendation.
- If the Committee thinks the suggestion has merit then they should refer it to officials for their analysis.
- Some of our suggestions may be recommending a practice that is already in place, in which case the recommendation may be put aside or may be worded to endorse that practice or to extend it further than is the current practice.

Department of State Civil Service

These recommendations may be made null and void by other recommendations made to the Commission.

- The core business of the State Civil Service should be to provide human capital to the government.
- The outcome addressed by the Administration Program should be to provide the right human capital in the right place at the right time at the right price.
- The department should provide strategic advice to the Governor and the Legislature on the status of the government's human capital and identify any particular risks that might impact the governments' performance.

Savings: Possible \$4.5 million

- If the same system for Civil Service management is retained then there are probably little in savings available here. Current budget \$9.313 million
- If the new structure is adopted then about half of this activity would be absorbed inside agencies and their budgets should be able to absorb that cost through efficiency gains.



The Streamlining Government Commission would appreciate your assistance by having you complete the following worksheet. We understand that some of this information is available online and possibly in other documents, but we believe that it is important that you provide this data to ensure that you know what the Commission is reviewing regarding your Department, Agency, or Office. In order to review and compile the data before the next regularly scheduled meeting of the Commission, please complete and return these worksheets to prathert@legis.state.la.us by September 8, 2009. Thank you for your cooperation.

Department name: Louisiana Department of State Civil Service
State in one sentence the core business of your department: 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.

For each program managed by your agency, provide the following information. Please limit your answers for each program to *no more than half a page* and simply write *“unknown”* next to each program question you are unable to answer.

- **Program name:** Administration
- **Outcome addressed by this program:**
Administration activity supports the management and finance activities of the Ethics Administration, Division of Administrative Law, the State Civil Service Commission and the Department of State Civil Service. These agencies provide public hearings, due process, transparency and performance based policies applicable to other state agencies.

Management Information System activity provides data through the use of expanding technology on the state's workforce, provides support to the computer system used to provide open access to state employment, records of public hearings and all actions taken by the State Civil Service Commission.

Appeals activity supports transparent and accountable government by providing public hearings of employment cases and ensuring that personnel decisions are performance based and taken in compliance with state and federal law.

- **How many members of the public are directly involved in or affected by this program:**

The number of people affected by this program is infinite in that the department is responsive to the HR needs of employees in the state classified and unclassified service, potential employees, general public, and the media.

- **How much money was expended on this program in the last fiscal year (The most recent data available are acceptable even if they are from FY 08-09):**

\$4,726,237

- **Measure used to determine success:**

Percentage of cases offered a hearing or disposed of within 90 days

Percentage of decisions rendered within 60 days

- **Level of success during each of the last three years:**

During FY 2006-2007 through FY 2008-2009, the Department of State Civil Service exceeded the goals established for its' key performance measures established for this program.

- **The societal issue addressed by this program is *getting better, remaining static, or deteriorating*:** The societal issues or myths addressed by this program are that managers cannot fire poor performers unless years are spent documenting the poor performance. The Appeals Division hears cases on employee removal, discipline, rule violation, and discrimination cases that satisfy due process requirements. Progress has been made due to the mandatory supervisory training received by supervisors and managers; typically 96% of the appeal hearings result in favor of the agency. The second myth is that Civil Service determines the number of state employees. Progress is being made in educating taxpayers, legislators and agencies to the fact that the Department of State Civil Service has no authority or control over the number of positions created in state government. The ultimate control over the number of employees is an agency's funding. The Department of State Civil Service serves as the keeper of employee data.

- **Program name:** Human Resources Management

- **Outcome addressed by this program:**

The Human Resource Program Assistance activity provides assistance to state agencies by reviewing, developing and implementing rules that encourage effectiveness, efficiency, and accountability in state agencies (including performance planning and review, and layoffs). This activity administers the statewide Performance Evaluation System and provides training and consultation regarding best practices in Human Resource Management to state supervisors and agency HR staff.

The Training activity administers a mandatory supervisory training program designed to equip state supervisors and managers with the skills they need to effectively manage their employees' performance and hold them accountable for achieving the agency's goals.

The Compensation activity maintains the uniform classification and pay plans throughout the classified state service by establishing job evaluation and pay policies, performing position audits, writing job specifications, performing job studies and classification reviews, establishing job classification criteria, performing compensation studies and recommending pay adjustments.

The Staffing activity provides, through the use of expanding technology, a system of hiring that ensures open, transparent access to state employment and requires employment decisions to be made competitively and based on performance and competencies.

The Human Resource Program Accountability activity evaluates the effectiveness of the human resources practices in all state agencies through a system of regular program audits and performs investigations into allegations of Civil Service Rule violations or discrimination. The results of audits are publicly reported and where needed, action plans are implemented to rectify deficiencies.

- **How many members of the public are directly involved in or affected by this program:**

The number of people affected by this program is infinite in that the department is responsive to the HR needs of employees in the state classified and unclassified service, potential employees, general public, and the media.

- **How much money was expended on this program in the last fiscal year (The most recent data available are acceptable even if they are from FY 07-08):**

- \$4,586,968

- **Measure used to determine success:**

Percentage of employees rated

Percentage of employees who pass the training classes
Number of salary surveys completed
Percentage of classified positions reviewed
Percentage of agencies receiving full reviews

- **Level of success during each of the last three years:**

During FY 2006-2007 through FY 2008-2009, the Department of State Civil Service exceeded all but one of the goals established for the key performance measures established for this program. In FY 2007-2008 the Accountability Department fell short by 1% of the goal to evaluate 24% of agency human resource programs. The 1% shortfall was due to a reduction in staff that resulted from the gubernatorial imposed state-wide hiring freeze.

- **The societal issue addressed by this program is getting *better, remaining static, or deteriorating*:**

The societal issue or myth addressed by this program is that Civil Service Rules hinder the ability of an agency to allocate positions and pay employees. Progress is being made as a result of the proposed revisions to the Civil Service Pay Rules. If approved by the Civil Service Commission and Governor's Office, managers will be afforded several flexibilities when allocating positions and paying employees.