



THE BRIDGE: Connecting Civil Service and You

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The DSCS 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.

We Want Your Feedback!

This publication is intended to provide for increased communication between the Department of State Civil Service and all stakeholders within our system. E-mail your questions, comments, or suggestions to us, and we'll do our best to respond promptly. Your feedback may even be chosen for publication as part of this feature! Participants will remain anonymous if requested. Please note that not all feedback will be published and that only fact-based questions will receive a response.

[Click HERE](#)
to submit your feedback!

STAYING CONNECTED

From the Desk of Shannon S. Templet, DSCS Director



The first quarter of 2012 has proved to be an eventful time for the Department of State Civil Service, as we have been working on the development and implementation of exciting new initiatives for human resources services and programs. In FY 09-10, when we proposed to implement variable merit increases in an effort to further support pay for performance, we received comments from employees and

human resources personnel that indicated the existing rating system was too subjective and that it was challenging to define exceptional performance. In response to your concerns, we have created a new, simplified system that we hope will alleviate these issues so that we can look forward to addressing an improved pay for performance plan in the future.

Inside this issue of the Bridge, we feature information on the new Performance Evaluation System transitional period that will be in effect through June 30, 2012, as well as an announcement from CPTP about a new training needs assessment survey for state supervisors. We encourage all supervisors to participate in this survey so that we can continue offering innovative solutions that assist in leading your teams to success. On page three, we highlight the concept of coaching, which serves as a low cost method for improving employee performance. On that page, employees can find resources for honing the coaching skills that will best serve their agencies. We also wish to welcome our newest appointed Commissioner, Dr. Sidney Tobias Jr., to the State Civil Service Commission and we congratulate the 2011 Dunbar Award winners for their outstanding service to the state.

The Bridge is produced quarterly by a committee of [Civil Service staff members](#).

State Agencies Transition to New Performance Evaluation System

By Byron Decoteau
Compensation Administrator

On December 14, 2011, the State Civil Service Commission approved a new system for evaluating the performance of classified employees. Effective July 1, 2012, the new Performance Evaluation System (PES) will officially replace the current Performance Planning and Review (PPR) system. This initiative further enhances the Commission's commitment to employee performance and development by improving the alignment of individual goals to agency goals while increasing objectivity in performance evaluations.

A transitional period is currently in effect December 14, 2011, through June 30, 2012. [General Circular No. 2012-001](#) provides the guidelines that state agencies should follow during this time period. To facilitate the transition to the new PES, all classified employees will be evaluated according to a two-level rating system that will not be based on a numerical score. Similar to a "pass/fail" grading system, employees will be evaluated as either "Satisfactory" or "Needs Improvement/Unsatisfactory" during the transitional period. Employees may receive an "Unrated" or "Not Evaluated" rating as applicable. Rating supervisors should consider the employee's performance throughout the entire year in order to render the overall rating effective July 1, 2012. Although there will not be second-level evaluators for transitional ratings, permanent employees that receive a "Needs Improvement/Unsatisfactory" rating may file a request for review in accordance with revised Civil Service Rules 10.11 and 10.12.

An employee who has a "Satisfactory" or equivalent rating effective July 1, 2012, shall become eligible for and may be granted a performance



Commissioner McClure evaluates proposed changes to the state's performance evaluation system.

adjustment as defined by Civil Service Rule 6.14, provided that the appointing authority has determined the employee's performance merits such an adjustment. Under the new PES, employees will receive their performance adjustments on the uniform pay date of October 1, 2012. However, if a rating supervisor fails to conduct and complete a required rating session by June 30, 2012, the rating supervisor will be ineligible for a performance adjustment. As some transitional activities may vary depending on the needs of the agency, employees should contact their agency's Human Resources Office with specific questions regarding the transition.

PES Resources for Agency HR Personnel

Click on the links below to view additional PES info!

- [PES Online Training Courses](#)
- [FAQs for the Transitional Period](#)
(HR Info Credentials Required)
- [Approved Changes to Related Civil Service Rules](#)

Leading Your Team Like Lombardi

By Janelle Haynsworth
Compensation Consultant

It is December 31, 1967, the temperature is -13 degrees and the team is down by three points with only 16 seconds left to play in the NFL Championship game. The team is two feet away from the opponent's goal line and the quarterback calls the final timeout to discuss the last play of the game with you, the coach. Should you go for a field goal and head into overtime, or do you go for the touchdown to win? Would you trust your quarterback to decide? Legendary football coach Vince Lombardi, for whom the Super Bowl trophy is named, trusted his quarterback on that icy afternoon because he believed in the character of the team and as a result, came home with the win.

Effective coaches prepare their teams to overcome internal and external challenges to the benefit of the organization and its stakeholders. Lombardi's secret for success was developing character in his players, which he defined as a "perfectly disciplined and educated will." However, successful coaching in a business setting may require a different approach than the one used for a professional football team. In his book, *The Manager as Coach and Mentor*, Eric Parsloe says that a successful coach requires "a knowledge and understanding of the [coaching] process as well as the variety of styles, skills, and techniques that are appropriate to the context in which the coaching takes place."

Lombardi believed that to effectively serve as a leader, one had to start on the inside. In the book, *What It Takes to Be #1*, Vince Lombardi's son describes his father's leadership model as an evolutionary process that begins with self-discovery, which leads to self-knowledge. He emphasizes that once people understand their principles and values, they can develop the character and integrity required to be a successful leader.

DSCS is committed to helping state employees, especially supervisors and managers, develop the skills that they need to serve as successful coaches and leaders for their teams. The Comprehensive Public Training Program offers many classes that incorporate the concepts of self-knowledge and technical skill building. Critical competencies such as communication play an important role in the coaching process. By enhancing your own skill set, you too can lead your team like Lombardi!

"Perfection is not attainable. But if we chase perfection, we can catch excellence."
- Vince Lombardi

Click [HERE](#)

to view CPTP class offerings and schedules!

2011 Dunbar Award Winners

Civil Service congratulates the 2011 Charles E. Dunbar Career Service Award winners, all of which are State of Louisiana employees. This honor is awarded annually to employees in the classified merit system who have distinguished themselves by outstanding service. Click [HERE](#) to view their Dunbar biographies!

Kirt Clement, DOTD
James Fauntleroy, DOTD
Gwendolyn Jones, OJJ
Donna Elisar, LSU

Jama Scivicque, Treasury
Gary Hall, Treasury
Jean Wall, Corrections
Cheryl Dees, Corrections

Gerrelde Davis, DHH-OPH
Lt. Col. Jeffrey Mayne, WLF
Joyce Majonos, LSU Public Hospital
Colleen Lemoine, LSU Public Hospital

CPTP Announces Statewide Needs Assessment Campaign

By Gwen Parker
Director of Training and Development

The Comprehensive Public Training Program is excited to announce the commencement of a needs assessment campaign for state supervisors that will be used to design future instructor-led curriculum and online training courses. The results of the assessment will enable CPTP to introduce exciting new material into the supervisory training curriculum, while helping state supervisors to develop the skills that they are most interested in.

The first phase of the assessment process will be a survey. An email was sent to all state supervisors on March 12, 2012, with a link to a survey about important competencies associated with their existing positions. Supervisors are encouraged to participate and complete this survey because the data will be crucial to the evolution of new training initiatives for state supervisors. The survey should only be accessed by the intended recipient through the email link since it is specific to each recipient. Supervisors will have three weeks to complete the survey. The survey will close at the end of the day on Friday, March 30, 2012.

The second phase of the assessment process will consist of supervisor focus groups. A random sample of state supervisors will be gathered to form a series of small focus groups that will be facilitated by CPTP staff. The CPTP staff will travel the state to lead the focus groups in determining the critical competencies that are most desired by state supervisors. CPTP will provide additional communications as this project evolves. Should you have any questions pertaining to the needs assessment campaign or need a link to the survey, you may email the CPTP staff at CPTPLSO.Coordinator@LA.GOV.



"We are very excited to begin this dynamic project that will allow us to develop new and exciting training initiatives for state supervisors." - Gwen Parker



New Member Appointed to Serve on State Civil Service Commission

*DSCS welcomes
Dr. Sidney Tobias, Jr.
to the
State Civil Service
Commission*

Click [HERE](#) to read his bio!

QUICK TIP!

On Monday, March 12th, the Louisiana Legislature began its 2012 Regular Session. There have been bills proposed that could have an impact on state employees. In response to questions from employees about addressing the Legislature, DSCS has issued [General Circular No. 2012-004](#), which provides details on what political activities are permissible for this situation.