

**NASPE Advancing the HR Profession Award**  
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***State Civil Service***  
***Human Resources Development Program***

**Louisiana**

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1. Brief description.

The State Civil Service Human Resources Development Program (HRDP) provides a comprehensive catalogue of assets for the support and development of the state's HR personnel through a combination of deliverables and resources. The program includes a blended learning program for new HR professionals, a biannual trends and topics panel to which all state HR professionals are invited, a program of advisory meetings for senior HR professionals, and a web-based, fully cross-referenced and cross-linked HR handbook. Our goal here at SCS is simple, but crucial. We strive 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 feel that this development program available to all HR professionals helps us meet this goal, and reinforces our commitment to providing outstanding customer service to both agencies and Louisiana citizens.

2. How long has this program or effort been operational?

Together, these program pieces have served Louisiana's HR community since 2012.

3. Why was this program/effort created?

The program was created to address the diverse needs of the state HR community. Louisiana has recently experienced higher turnover of all levels of HR staff, but particularly entry-level staff. This turnover, along with increasing retirement among seasoned HR staff has led to a dearth of institutional knowledge. In many cases, this knowledge gap is hard to rectify intra-agency due to decreased budgets and increased workloads.

HRDP addresses these needs in several creative ways. The blended foundational learning program addresses the need to bring new HR staff up to speed quickly. The topics panel and advisory meetings serve as communication tools particularly with senior staff to understand the

needs of state agencies as well as to communicate policies and actions of the State Civil Service system; however all levels of HR staff are invited to attend the trends and topics panel. Finally, the online HR handbook provides an on-demand and always available resource on HR and civil service processes which cuts down on processing time, as well as increases efficiency through error reduction.

The program is innovative and creative in two ways: Firstly, it incorporates the benefits of available technology to offer a modular program that simultaneously meets the needs of several levels of HR staff. The blended learning program includes both in-house developed web-based training (WBT) modules that cover knowledge-based topics, and facilitated learning for application of that knowledge. At the heart of the program is the HR capstone, which requires participants to apply erudition to realistic, practical HR situations through a series of case studies, tasks, and scenarios.

Similarly, the online HR Handbook, which is available on both desktop and mobile platforms, allows HR professionals to access critical knowledge and process steps instantly regardless of location. The HR Handbook serves as a companion to the Civil Service Rules, directives and procedures issued by SCS. Its purpose is to present supporting information all in one place. All new directives are incorporated into this Handbook. The HR handbook is hyperlinked to Civil Service Rules, as well as to downloadable and printable template tools such as performance evaluation and exit interview templates.

Secondly, HRDP's modular format allows HR professionals to take advantage only of those portions of the program that are relevant and beneficial for them. The foundational program, targeted toward new and/or entry-level staff, thoroughly covers the basic and crucial knowledge HR professionals need to be successful in a civil service environment. The web-based foundational

program is coupled with the HR Capstone and four instructor-led modules that delve deeper into specialized topics and coincide with the major divisions of SCS. While inexperienced staff benefit from the courses included in the foundational program, seasoned professionals receive performance support and offer feedback on policy and processes through the topics panel and advisory meetings. These panels and meetings also provide access to the executive team of SCS, and open-floor format allows participants to gain knowledge and insight from the team on HR issues. HR professionals of all levels benefit from the online handbook and its associated performance support tools. This multi-level approach is a creative way to support all levels of the HR profession with maximum efficiency.

**4. What are the costs of this program/effort?**

The program's start-up costs were minimal in that resources already purchased, provided or hired for other applications were used to develop this program. Among these resources are instructional designers, rapid e-learning tools, subject matter expert (SME) time, HTML programming time, web-hosting and Learning Management System (LMS). In total, the program cost over 5,000 man-hours to develop and implement. Annual operational costs are approximately 800 man-hours.

**5. How is the program/effort funded?**

These costs are funded through Inter-Agency Transfers from state agencies to State Civil Service.

**6. How do you measure the success of this program/effort?**

SCS measures the success of HRDP in a number of ways, including attendance and participation, module completion, and HR handbook access. Since the program's inception, the online modules have accumulated over 600 individual WBT course completions, with over 150

professionals completing all modules and the capstone course and over 600 professionals attending the facilitated sessions. Additionally, the biannual topics panels have attracted forums totaling over 700 attendees. Finally, the HR handbook online toolbox has received over 87,000 page views.

7. How has the program/effort changed since its inception?

The program has evolved and continues to evolve to meet the needs of HR professionals. More tools have been linked to the HR handbook as the need for them has become apparent. As interest in the topics panels have increased, online survey tools have been introduced to gather salient questions and topics prior to the panel as well as to gather feedback afterwards. SCS anticipates a need to further add to the catalogue of WBT available, as well as to provide additional performance support through mobile channels.