

Leadership in State Human Resource Management Nomination

Nominee: Shannon S. Templet
Title: Director of State Civil Service
State: Louisiana
Contact: Louisiana Department of State Civil Service
PO Box 94111, Capitol Station
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Biography:

A graduate of Louisiana State University, Shannon Templet is the current Director of the Louisiana State Civil Service System. As Director, Templet directs the Department of State Civil Service in administering the State's human resources management program as prescribed in the State Constitution and by the rules and policies of the State Civil Service Commission.

Director Templet has served in public service as a human resources professional for over 22 years. Prior to joining the Department of State Civil Service, she began her career with the Louisiana Department of Public Safety and Corrections – Corrections Services. Her role as HR Director for Corrections afforded her extensive knowledge and experience of the Civil Service System; experience which prepared her for her definitive leadership role at State Civil Service. She currently serves an active member trustee on the Louisiana State Employees Retirement System's Board of Trustees, an active member of Women in Management, and an active member of the National Association of State Personnel Executives where she currently serves as Secretary/Treasurer. She has previously served in various professional human resources organizations within State Government such Louisiana State Human Resources Managers Association and Louisiana Personnel Council. In addition, Director Templet is actively involved in her local community and church activities, serving as a Catholic Educator for children and adults for the past 20 years.

Nominator's Name:	Division Chiefs: Byron Decoteau Jr. Jackie Garrison Rainette Stephens Patrick Lowery Mary Gloston State: Louisiana	Administrative Heads: Jean Jones, Deputy Director Kenyetta Sewell, Dep. Undersec. Adrienne Bordelon, Gen Counsel Paul St. Dizier, Gen Counsel
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**PARTICIPATING ON MAJOR GOVERNMENT COMMITTEE/TASK
FORCE/PROJECT:**

Commission on Streamlining Government:

In the immediate onset of her appointment to State Civil Service Director, Templet was directly hurled before the State's Commission on Streamlining Government. A Commission charged with the obligation to examine each state agency and determine which of their responsibilities could be eliminated, streamlined, consolidated, privatized, or outsourced in an effort to reduce the size of state government. Appearance before such a highly visible Committee in the height of the economic downfall would be a daunting task for even the most experienced Agency Head. As a newly appointed Director, Templet readily faced the challenge and played a significant role throughout the Commission's public hearings. Through her testimonies she emerged as an esteemed figure in Louisiana State Government. As she gained the respect of the Committee members, they began to rely on her expertise of the State's Human Resources Program. She attended the majority of the Committee's meetings and testified regularly before the Commission. Director Templet assembled her executive staff and produced current and historical metrics on the State's workforce. This afforded the Committee the ability to make recommendations based on factual information rather than perceptions. Her efforts throughout the extensive hearings not only helped Committee members craft meaningful recommendations, they also prepared her for her most challenging role as the State Civil Service Director; a proposed constitutional amendment to abolish the State Civil Service Commission and the Department of State Civil Service.

House Bill No 753 of the 2010 Regular Session:

Proposed as a Constitutional Amendment to abolish the State Civil Service Commission and the Department of State Civil Service effective January 9, 2012, House Bill 753 spread rampant fear among state employees. Uncertainty on how such a bill would affect the State's merit system left many classified employees feeling unsettled. Director Templet again faced the challenge head on by spearheading the development of a State Civil Service Commission Joint Study Group. The group was made up of the 7 member State Civil Service Commission, selected members from the House of Representatives and limited representatives from State agencies. Director Templet's goal was to reposition the Department of State Civil Service as a strategic partner in State Government. A progressive, evolved and critical human resources program that exist to attract, develop and retain a workforce that excels in delivering services to the taxpayer. Throughout the meetings authors of the proposed constitutional amendment were educated on the flexibilities and cost savings measures that State Civil Service delivers to the State. Through her aggressive leadership Templet discussed politically charged topics such as cost of living increases and pay for performance. Outside of the Joint Work Group, she continued to educate others across the State on the merit system. Largely in part of her efforts HB 753 failed to reach committees during the Regular Session, leaving the merit system and Constitution intact.

LEADERSHIP BEYOND STATE'S HR FUNCTION

Director Templet demonstrates her leadership by actively participating in NASPE, Louisiana Personnel Council Inc., Louisiana State Human Resources Manager's Association, and Women in Management among other local and state associations. She has most recently demonstrated such leadership in her election to the Louisiana State Employees Retirement System Board of Trustees. Templet was elected to serve

as an Active Member Trustee. When asked what is the most important aspect of LASERS mission she stated “To maintain stable and sound financial investment practices in order to provide current and future benefits to members.”

IMPLEMENTING HR PROGRAMS

Performance Evaluation System

Under Director Templet’s leadership, the State Civil Service Commission adopted new rules governing the State’s Performance Evaluation System in December of 2011. As a strategic leader, Templet sought out to change the employee performance evaluation system during a time when merit pay increases for all classified state employees were suspended. As state employees were entering their second year without pay increases, she seized the opportunity to take the public’s attention away from pay and focus on performance. In a calculated move, she made no recommendations to the current 4% merit increase eligibility under the current performance evaluation rules. By not introducing variable pay options, it forced state supervisors and managers to focus on the system as a performance tool rather than debating proposed variable pay adjustments. In her address to the commission Templet stated “this plan is designed to line employee performance directly to the mission and goals that an agency sets for specific jobs”. The strategy succeeded. Director Templet accomplished the following critical changes:

- Change from a 5 Tier to 3 Tier System
- Existing predefined rating factors were abolished and employees will now be evaluated on their overall performance based on work tasks and behavior standards identified by the employee’s individual performance plan.
- Mandatory second level supervisory review of performance plans and ratings increases the objectivity of the rating system.
- Single evaluation dates for all employees rather than dispersed throughout the year.
- Single performance adjustment pay dates.

The system changes begin July 1, 2012. Templet's focus during the transition to the new system has remained one of education and training. Currently, the Department is hosting workshops geared directly to HR Professionals who will implement the program and online training for state supervisors and employees as well as developed and implemented on line e-learning for all state employees on the need for performance evaluation.

Comprehensive Training and Development Program

Upon receiving authority over the Statewide Comprehensive Public Training Program in 2011, Director Templet quickly aimed to redesign the program to reach more participants. By the end of 2011, the registration process for the system went from an archaic paper system to an advanced on-line process. In addition, Director Templet became personally involved in the development of program courses. She strengthened and improved current contracts and led the Program to its first E-learning platform. Now, more state supervisors have timely and relevant training at their fingertips. In addition, the Program is currently conducting a needs assessment of all State Supervisors that aims to identify the barriers to peak performance and how to remove those barriers with cutting edge training initiatives designed specifically for state supervisors.

NASPE INVOLVEMENT

Director Templet is an active member of NASPE, serving on the Executive Board and Meetings Committee. In 2011, she hosted the Annual NASPE Conference in New Orleans, La. She worked vigorously to ensure participants were afforded true southern hospitality. She took an active role with assisting NASPE representatives in the planning and implementation of the annual meeting. In addition, she has recommended

several changes to the Annual Meeting Program in an effort to control meeting cost. She was very determined to ensure vendors were included in the planning process and had the opportunity to reach out to NASPE members. As a member of the Executive Board, she supported changes to membership dues that allowed for participants to receive financial support to attend meetings; thus expanding the association's mission and commitment to its members.

PROGRAMS/INITIATIVES MADE SUCCESSFUL

Improved Layoff Rules: Discontinued the “bumping” requirements that focused on protecting the status quo of individual employees based on seniority by instituting a Last In First Out process that allowed for exemptions and exceptions for rational business reasons such as performance, qualifications and competencies.

Adoption of Business Reorganization Rule: Simplified the movement of employees in reorganizations when changes were not due to budget short falls, while recognizing due process.

Comprehensive Public Training Program: Improved state employee access to timely and relevant training.

Educational Program for Unclassified Officials and Employees: In response to Legislative Act, provided on-line training to unclassified officials covering merit principles and its benefits and actions required for hiring and disciplining classified state employees.

Employer Support of the Guard and Reserve and Armed Forces Employer Partnership: Encouraged agencies to sign statements of support with the ESGR to promote an understanding of the Guard and Reserve, enlist support of employers in the development of HR policies and practices that support and encourage participation in Guard and Reserve Programs, etc.

Adoption of Improved Optional Pay Guidelines: Increase the amount agencies are authorized to pay employees for additional duties from 5% to 7% without Commission Approval. Allowed Agency Heads to compensate employees quickly in order to retain their services.



David L. Duplantier
Chairman

Louisiana State Civil Service Commission

Board of Commissioners
John McLure, Vice Chairman
G. Lee Griffin, Member
D. Scott Hughes, Member
Kenneth A. Polite, Member
C. Pete Fremin, Member
Sidney Toblas, Jr., Member

April 5, 2012

National Association of State Personnel Executives
Awards Committee
P.O. Box 11910
Lexington, KY 40578-1910

ATTENTION: Leslie Scott

Dear Awards Committee Members:

I am very pleased to have the opportunity to endorse the nomination of Shannon Templet for the NASPE Leadership in State Human Resources Management Award.

The State Civil Service Commission appointed Shannon as Director of the Louisiana Department of State Civil Service in May of 2009. Since that time she has led the Commission and staff during a time when the state has experienced major economic strain on its budget as well as major changes in the way services are delivered to the citizens of Louisiana. The economic strain and changes in the delivery of services have caused a significant impact on state employees. Shannon has faced these challenges with courage and fortitude making difficult decisions which balanced the economic needs of the state with the needs of employees.

During Shannon's tenure, there have been many opportunities to educate legislators on the need and protections of the constitutionally created civil service system. A system which was created for the betterment of all citizens of the State. During this time the Commission has implemented many innovated changes to the civil service system for the state. Some of these changes are the statewide performance system, moving to an e-learning model for supervisors as well as implemented new layoff rules that assist state managers to limit the impact on the state workforce. These changes and educational opportunities would not have been possible without her leadership.

It is important to point out that it is Shannon's many years of state service that have allowed her to be so effective in this position. She started with the state in 1989 rising through the ranks at the Department of Public Safety and Corrections – Corrections Division to become its Human Resources Director. From there she was chosen to serve the Commission as its Human Resources Division Administrator over Accountability. It is these years of experience that have made her so effective in communication with legislators, agencies and members of her staff to bring about decisions for the betterment of the state and civil service employees.

I have served on the State Civil Service Commission since 2001. For the past two years I have served as Chairman. In my roles as member and chairman, I can say that Shannon is a very

effective Director and leader for classified employees of Louisiana and I strongly support her nomination for this award.

If needed, I would be happy to discuss this further at your convenience. I can be reached at (504) 432-5091 or (985) 892-4943.

Sincerely,

A handwritten signature in black ink that reads "David L. Duplantier / at b". The signature is written in a cursive style.

David L. Duplantier
Chairman

CSC:AB:mcm