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State of Louisiana
# Office of Information Technology

Human Capital Management

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Executive Summary

The State of Louisiana is currently at a critical juncture from an IT Talent perspective. Many years of staff reductions, combined with a large number of retirement eligible workers means the State has some pressing talent issues it should address quickly. IT Consolidation affords the opportunity to take a comprehensive approach to managing Human Capital. The document that follows examines the current state of the workforce and proposes future state roles and functions and puts forth a comprehensive approach to closing the gaps between the current and proposed future state through four key elements– Recruiting and Hiring, Training, Career Paths and Deployment, and Performance Management and Rewards.
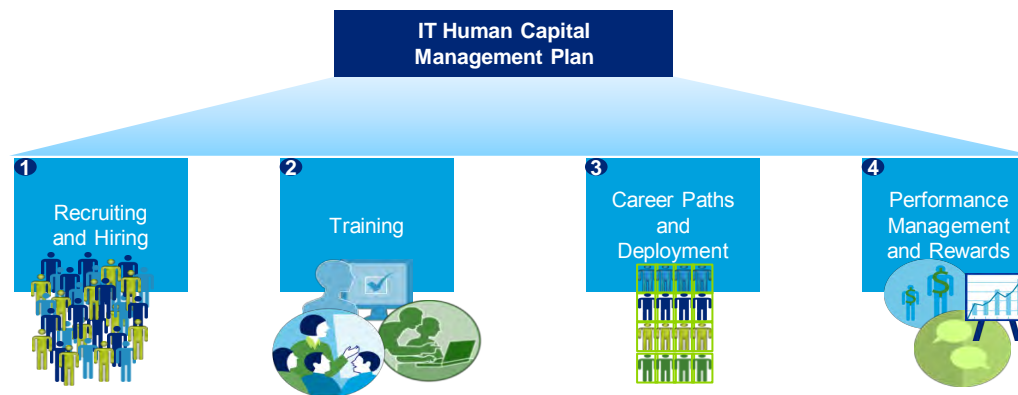
The proposed approach focuses on aligning the existing IT workforce with the needs of the new IT environment. This includes:

- Defining career paths based on industry standard job families and functions,

- Identifying existing skill and competency gaps and addressing these gaps through training and external recruitment,

- Providing continual training opportunities to IT staff,

- Enhancing the performance management process for IT staff.

Most immediately, this plan will identify staffing needs for the IT Consolidation services and source these needs through internal and external means, as necessary. Paramount to the success of this plan is the active support and collaboration of Civil Service and State leadership to implement workable, impactful solutions.
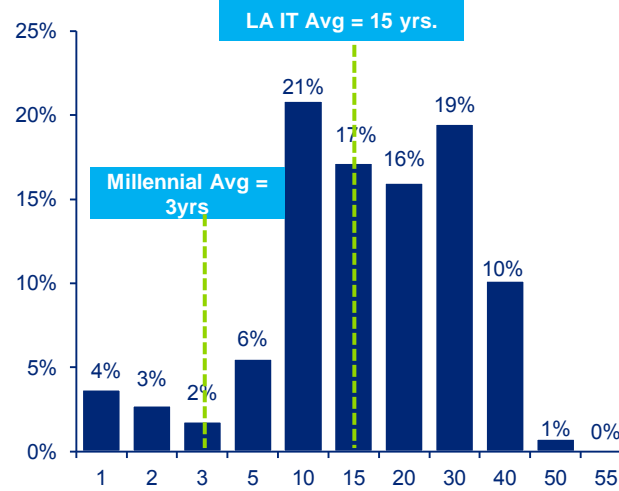
Current State Assessment
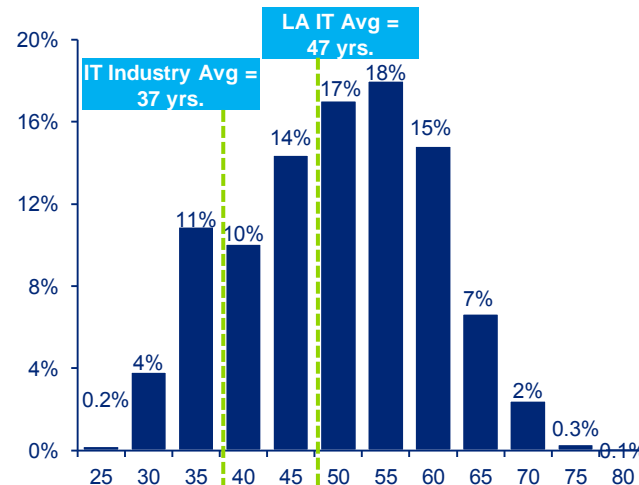
Current State Summary

Key Staffing Stats

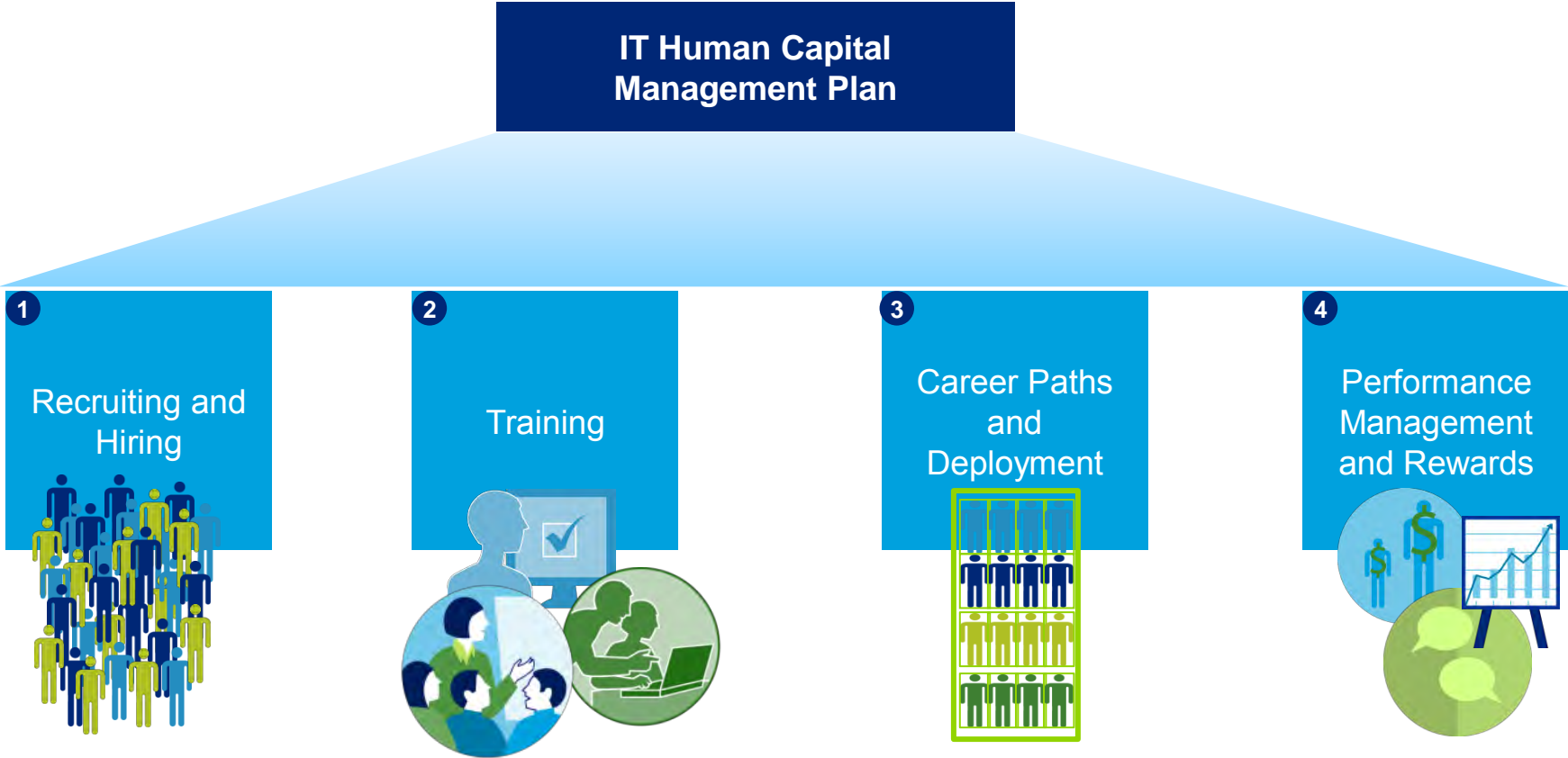|	
Total IT employees	945
IT staff % of total State staff	3.1%
Average Age	47 years
Average Tenure	15 years
% of IT staff Eligible to Retire Today	24%
No. of distinct IT job titles	66
% of IT Staff in East Baton Rouge Parish	~90%
% of staff that are staff augmentation contractors	16%

Service Tenure Distribution (Years)

LA IT Avg = 15 yrs.

Millennial Avg = 3yrs

1	2	3	5	10	15	20	30	40	50	55
4%	3%	2%	6%	21%	17%	16%	19%	10%	1%	0%

Age Distribution (Years)

LA IT Avg = 47 yrs.

IT Industry Avg = 37 yrs.

25	30	35	40	45	50	55	60	65	70	75	80
0.2%	4%	11%	10%	14%	17%	18%	15%	7%	2%	0.3%	0.1%

Job Titles Distribution

IT Job Title	% of Total IT Staff
Tech Support Specialist	31%
App Programmer	13%
Mgmt. Consultant	10%
Systems Analyst	10%
Tech Support Manager	7%
Director/Leadership	4%
Equipment Operator	3%
Liaison	3%
Telecom Tech Analyst	3%
App Project Leader	3%
GIS	3%
Tech Supp. Consultant	3%
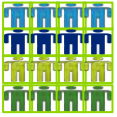
Recommended Approach

Overview of Human Capital Management Plan

To move forward Louisiana should undertake a comprehensive human capital management plan to help support it's future state requirements. This plan would include development of programs and tools for each of the areas below.

IT Human Capital Management Plan

1 Recruiting and Hiring

2 Training

3 Career Paths and Deployment

4 Performance Management and Rewards

Overview of Recommendations

Approach	Select Recommendations	Future State Outcomes
Recruiting and Hiring • Comprehensive and centralized recruiting program • Effective onboarding program to bring all staff to speed with new organization and operating model • Insourcing program to retain the knowledge of staff augmentation contractors and lower the cost burden	Build partnerships and internship programs with local universities and industry to create strong ties for hiring staff Build a talent referral program for State staff to help build the pipeline Build an onboarding program with a robust change management strategy Develop an insourcing program to convert some of the existing contractors into full time employees	• Consistent reliable pipeline for IT talent • Consolidated process for hiring for the statewide IT organization • A common understanding of the new consolidated IT organization and operating model • Decreased dependence on staff augmentation contractors
Training • A short term training program to address skills gaps and training differences among consolidating agencies • A long term on-going training program to allow State staff to be regularly trained in key areas • A mix of online, self-directed and in- person training opportunities	Build an IT Training program like MA LearnIT to conduct ongoing training Leverage MOOCs and the IT vendor community to build curricula for free Identify common skills gaps in the newly consolidated workforce and develop an onboarding course Offer a cost effective mix of training methods to cater to different training needs of staff	• Staff moving to the central organization to understand IT in a common way • Staff with up to date, consistent skills and knowledge base • Workforce that keeps pace with innovation and standard technologies • A flexible training approach to meet the needs of different types of IT workers
Career Paths and Deployment • Industry standard job families and functions • New models for deploying staff and new ways of working • Recognize the new ways of working, especially in IT, and create opportunities for all staff	Use flexible deployment models to shift resources according to priorities Build out job families and job functions along with associated career paths and job descriptions Expand use of dual track model and create opportunities for staff at all levels	• Job titles that provide clarity to workers and job applicants about how they spend their time • Low attrition rates for the most desirable staff • Clarity on a standard career progression from new hire to retirement
Performance Management & Rewards • New approach to performance management • An incentive program to reward performance	Use analytics to identify common workforce skills gaps, needs or strengths Link promotion to performance Employees set goals against common and updated expectations framework An approach to leverage existing Civil Service programs to reward performance through financial incentives	• A detailed understanding of workforce effectiveness and gaps • Ability to encourage top performers and address underperformance

Recruiting and Hiring

Desired Future State

- **A consistent reliable pipeline for IT talent**
  - Mitigate the risks created by a large population of IT employees eligible for retirement
  - Enable the State to bring in young talent, new skills and new ideas for a rapidly changing IT environment

- **A consolidated process for hiring for the Statewide IT organization, replacing the decentralized agency based model**
  - Enable better staff planning and provide equal access to specialized skills to all agencies irrespective of budget constraints

- **A common understanding of the new consolidated IT organization and operating model**
  - A smooth transition to the new organization model

- **Decreased dependence on staff augmentation contractors**
  - Help build and retain skills in-house in a cost effective manner
  - Build a stable and skilled workforce with an optimal ratio of state employee and external expertise

Potential Approach

- **A comprehensive and centralized recruiting program**
  - Build partnerships and internship programs with local universities and industry to create strong ties for hiring staff
  - Build a talent referral program for State staff to help build the pipeline
  - Create a flexible, Statewide-need focused HR strategy
  - Improve efficiency, reduce churn and administration costs

- **Effective onboarding program to bring all staff to speed with new organization and operating model**
  - Build a robust change management strategy

- **Insourcing program to retain the knowledge of staff augmentation contractors and lower the cost burden**
  - Develop a program to convert some of the existing contractors into full time employees

Training

Desired Future State

- **Staff moving to the central organization to understand IT in a common way and support IT using a common language**
  - Expand employee's agency specific skills to enable them work across agencies under the new operating model

- **Staff with up to date and consistent skills and knowledge base**
  - Reduce dependence and spend on contractors
  - Increase service levels and capabilities around services offered

- **A workforce that keeps pace with innovation and standard technologies**
  - Capabilities to implement continuous improvement in IT in support of cost reduction, efficiencies and interoperability

- **A training approach that is flexible to meet the needs of different types of IT workers**
  - Bridge the skill gaps and provide opportunities to each worker to develop a sustainable career at the State
  - Provide opportunities for all IT employees to excel and grow

Potential Approach

- **A short term training program to address skills gaps and training differences among consolidating agencies**
  - Identify common skills gaps in the newly consolidated workforce and develop an onboarding course
  - Enable a smooth transition to a new operating model by increasing consistency of skills across staff

- **A long term on-going training program to allow state staff to be regularly trained in key areas**
  - Build an IT Training program like MA LearnIT or HR Foundations to conduct ongoing training (See appendix)
  - Continuous up-skilling of workforce to improve performance and service levels
  - Run a scalable and flexible training program to enhance levels of competency

- **A mix of online, self-directed and in person training opportunities**
  - Offer a cost effective mix of training methods to cater to different training needs of staff
  - Leverage Massive Open Online Courses and the vendor community to build curricula for free and make access available to all employees all the time
  - Build training into every vendor contract

Career Paths and Deployment

Desired Future State

- **Job titles that provide clarity to workers and job applicants about how they spend their time**
  - Clarity on what each IT employee does and their skills
  - More flexible deployment based on known job skills

- **Low attrition rates for the most desirable staff**
  - Retain the State's high performing IT staff in support of a robust workforce

- **Clarity on a standard career progression from new hire to retirement**
  - Clarity on what a career path looks like for each function
  - Employee growth and development for the full span of their careers with the State
  - Development of leaders and support for individual contributors

Potential Approach

- **Industry standard job families and functions**
  - Build out job families and job functions along with associated career paths and job descriptions
  - Create job titles that work cohesively to describe the work conducted and align to industry standard job families and functions
  - Develop linkages between functions, expectations, training requirements and development opportunities

- **New models for deploying staff and new ways of working**
  - Use flexible deployment models to shift resources according to priorities (See appendix)
  - Create more dynamic work environments desirable for the newer generations of employees

- **Recognize the new ways of working and create opportunities for all staff including individual contributors, managers and aspiring leaders**
  - Expand use of dual track model
  - Ensure a well rounded IT workforce with all essential skills established and maintained
  - Enable the State to build a strong and effective IT workforce internally

Performance Management and Rewards

Desired Future State

- **A detailed understanding of workforce effectiveness and gaps**
  - Identification of workforce strengths and development needs
  - Staff own their performance and goals as part of the system
  - Differentiation between top and bottom performers
  - A unified performance management process for all IT staff
  - Ability to use performance data to enhance training program and conduct workforce planning

- **Ability to encourage top performers and address underperformance**
  - Connection between performance and rewards and promotion
  - Tools to address under performance
  - Management training on how to handle poor performance issues

Potential Approach

- **New approach to performance management**
  - Employees set goals against common and updated expectations framework
  - Employees and managers work together to support performance management and evaluation
  - Performance levels that meaningfully distinguish between performers
  - Development of a common process by which all IT staff are evaluated and managed
  - Use analytics to identify common workforce skills gaps, needs or strengths

- **An incentive program to reward performance**
  - An approach to leverage existing Civil Service programs to reward performance through financial incentives
  - Link promotion to performance
  - Build a system to respond to under performance through performance improvement plans based on a expectations frameworks

Recommendations	Alignment with HCM Framework			
	1	2	3	4
Centralized Human Capital Management – Develop a comprehensive approach for centrally managing IT human capital including recruiting, training, career paths, and performance and rewards.	■	■	■	■
Insourcing – Create an insourcing program to convert certain contractors to State employees.	■			
Pipeline – Build a recruiting relationship with local universities to acquire new talent; Create an employee referral incentive program to bring in new staff from existing staff networks.	■			
Training – Establish a comprehensive training program for all IT staff. Require that all staff obtain a certain amount of training each year to ensure that the workforce is keeping pace with technology. Link training requirements to performance management.		■		
Job Titles – Revise existing job titles for certain jobs to better align with new organization and to allow for consistency across all IT staff.			■	
Expectations Bank – Revise expectations used in performance management to better align to job families and functions, job tasks and required skills for growth.			■	
Dual Track – Revise policy regarding dual track to provide for centralized IT organization and with ties to revised job families and functions and performance management approach.			■	
Alternative Deployment models – Enable new deployment models for staff to allow for new ways of working and retain younger staff (ex. Rotational program, telework, dispatch models, consulting/swat team).			■	

Legend

1 Recruiting and Hiring   2 Training   3 Career Paths and Deployment   4 Performance Management and Rewards

Recommended Policy Changes (2 of 2)

Recommendations	Alignment with HCM Framework			
	1	2	3	4
Performance Management – Redesign rating scale to differentiate top employees from under-performers; change documentation/paperwork requirements for employees assigned high and low ratings; Take a programmatic approach to linking performance to rewards and recognition.				■
Pay – Develop an approach to pay staff consolidated from different agencies consistently.				■
Incentives – Develop a centralized and repeatable approach for linking performance to rewards based on existing SCS pay, incentives and programs.				■

Legend

1 Recruiting and Hiring 2 Training 3 Career Paths and Deployment 4 Performance Management and Rewards

Appendix

Massachusetts LearnIT Brochure

Overview

LearnIT! is the Commonwealth of Massachusetts' Information Technology learning and development program available to current IT staff in the Executive Branch.

LearnIT! is designed to help our IT staff develop the skills and abilities they need to provide high-quality service to our agencies.

There are three components in the *LearnIT!* program:

1. **Training**
2. **Mentoring**
3. **Knowledge Sharing**

The initial focus of the *LearnIT!* program is on Training; information on Mentoring and Knowledge Sharing will be forthcoming. Future offerings will be developed based on feedback from this inaugural year of the program.

Goals

The goals of *LearnIT!* training are to
- Establish a full curricula of courses in the areas of:
  - Process & Methodology
  - Professional/Management Development
  - Technology
- Enhance the technical and professional skills of our staff to meet current and future workplace demands
- Promote continuous learning and career development

Course Curriculum

Core Training
- Designed to help staff develop fundamental skills and an awareness of business processes
- Available to the entire Commonwealth workforce
- Courses are primarily online and range from 1 5 to 4 hours

Advanced Training
- Designed to help staff develop more advanced people, process, and technology skills; in select disciplines, may qualify for certification
- Available to IT staff
- Courses are instructor-led and range from to 3 to 8 full days

Additional Training & Education Resources
- Designed to augment specific skill sets related to business needs
- Access to select online vendor training and certification programs
- Courses vary in duration and type
- See the *LearnIT!* Website for details: www mass gov/ITD/LearnIT!

LearnIT! Courses

Legend
- ☐ Online Course
- * New Course

	FY2010		FY2011				FY2012			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Core Training — Process & Methodology

FY2010	FY2011	FY2012
ITIL Awareness	*ITIL Awareness*	*ITIL Awareness*
	CommonWay Project Management Methodology	*CommonWay Project Management Methodology*
	Cyber Security Awareness	*Cyber Security Awareness*
	Quality Customer Service in the Commonwealth *	*Quality Customer Service in the Commonwealth* *
	Accessibility and Usability *	*Accessibility and Usability* *

Advanced Training — Technology

FY2011	FY2012	
Introduction to .NET	Introduction to .NET → Intermediate .NET	
	Introduction to Java → Intermediate Java	

Advanced Training — Process & Methodology

FY2011		FY2012	
Project Management	Project Management	Project Management	Project Management
Quality Assurance (QA)		Quality Assurance (QA)	
	IT Procurement Awareness *		IT Procurement Awareness *

Advanced Training — Professional / Management

FY2011	FY2012	
Commonwealth Manager Certification Program*	Management Training for IT Professionals*	Commonwealth Supervisor Certification Program*

Additional Training & Education Resources — Process & Methodology

FY2011	FY2012
Legal Guidance for Technology Professionals	*Legal Guidance for Technology Professionals*

Additional Training & Education Resources — Technology

FY2011	FY2012
Security Education and Awareness	*Security Education and Awareness*
Vendor-Specific Training	*Vendor-Specific Training*

Additional Training & Education Resources — Professional / Management

FY2011	FY2012
College and University Courses For info on tuition remission, go to: www.mass.gov/HRD/TuitionRemission	College and University Courses For info on tuition remission, go to: www.mass.gov/HRD/TuitionRemission

Appendix: Flexible Deployment Model-GovCloud

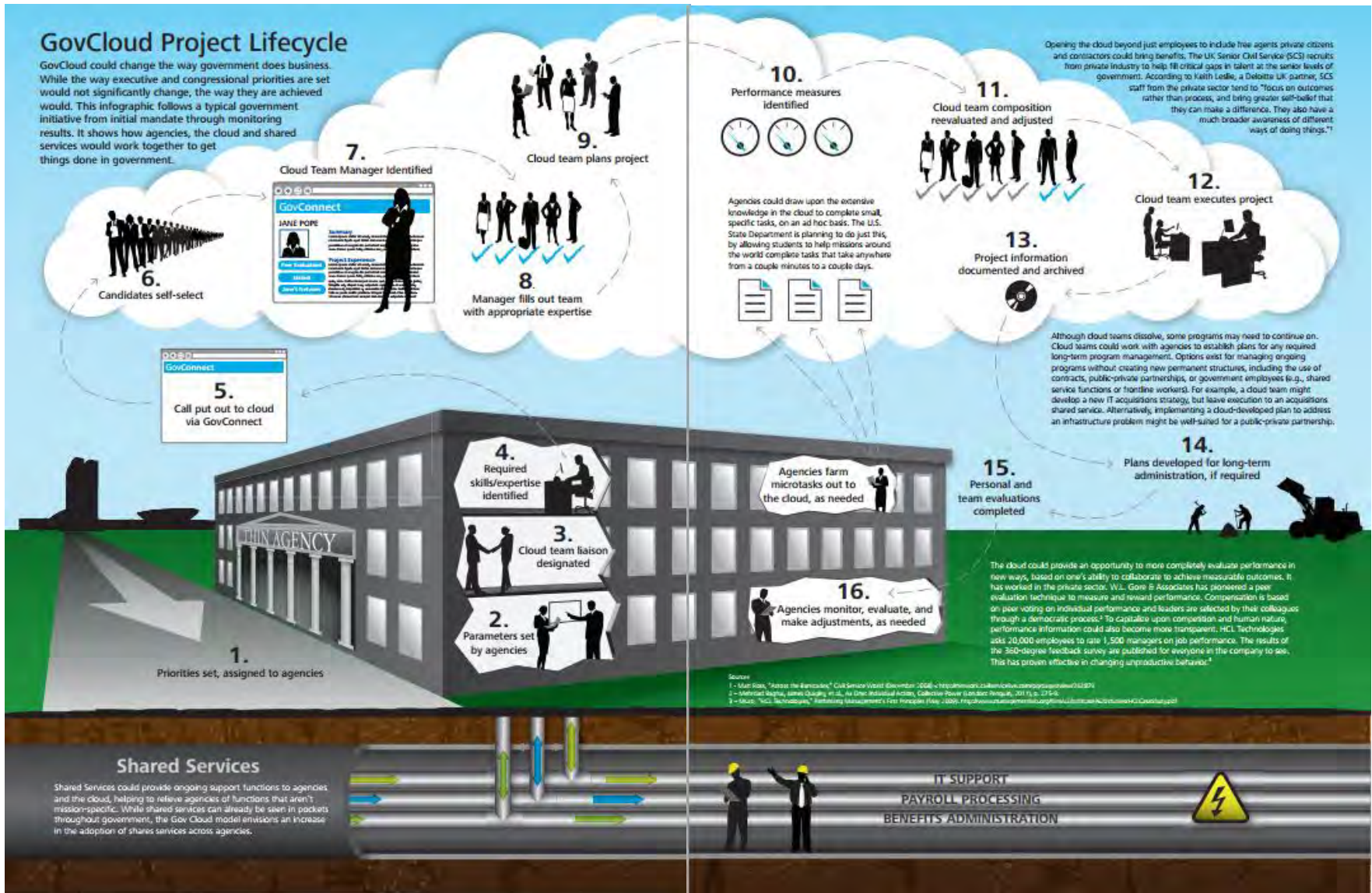|	
What is it?	• A deployment model where employees reside in a central talent pool accessible by many agencies • Based on team collaboration, whereby workforce resources can be surged to provide services to government agencies on-demand • It is part of a new three pronged structure of government that consists of Government wide shared services, thin mission-organized agencies made up of policy and subject matter experts as well as front-line service employees, and a cloud of shared labor that helps the government achieve its mission
How does it work?	• Current structure of government would need to be disentangled • Agencies would need to be thinned and hyper mission-focused • Shared services would have to be set up to handle back office support functions • A government-wide cloud of workers would need to be created to support agencies and shared services. This would require evaluating where existing roles would fall within the new model • GovCloud would require a bold leader or organization to take the first steps to move toward the cloud • Necessitate some changes to current human resources norms • Cloud workers can be assigned to specific agencies to complete tasks/projects then return to the central talent pool once work is complete
Enablers	• Management information reports about employee availability and deployments • Overarching recruitment and performance evaluation system • HR policies, job description and benefits • Financial processes
Case studies	• In 2011, the government of Canada announced the launch of Shared Services Canada, a program that seeks to streamline and identify savings in information technology • U.S. State Department pilots the cloud with The Office of eDiplomacy preparing to pilot a cloud component to its e-internship model for American students as part of the Virtual Student Foreign Service (VSFS)

GovCloud
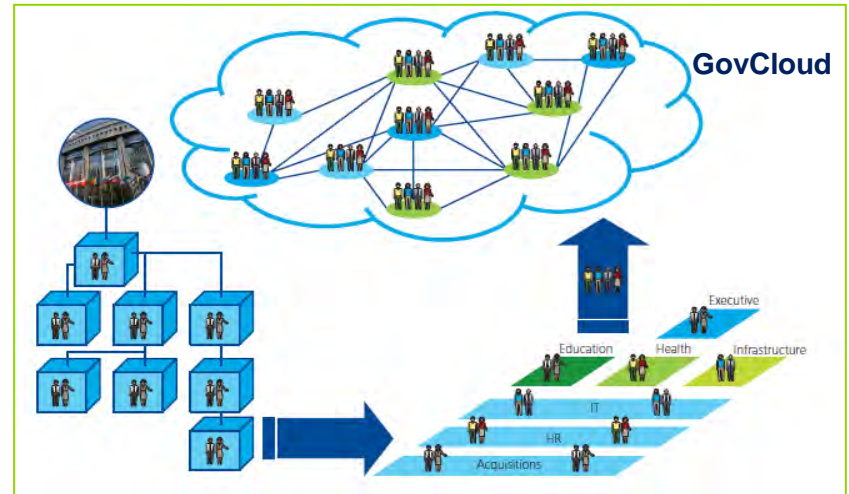
Why do you need it?

• **Shared Resources & Knowledge Exchange**: Avoids trapping knowledge into one agency but quickly connecting it to agencies in need
• **Cost Effective**: Reduce the burden on each individual agency to maintain and manage a large workforce, shed physical infrastructure and its maintenance for flexible workspaces
• **Dynamically Scalable**: Resources could be quickly shifted from low-need to high-need programs and agencies, without requiring individual agencies to hire new workers or stand up new organizations
• **Higher satisfaction among multi generational workforce**: As with careers, GovCloud workers will have more control over their schedules, workloads, and ability to more effectively integrate work and life
• **Agility**: Help governments achieve the agility they need to meet tomorrow's challenges
• **Adaptability**: Concentrate resources where needed while being focused on cross cutting outcomes
• **Collaboration**: Encourages collaboration, whether in person or virtually with use of collaborative spaces and tools
• **Focus Resources**: Teams can be formed quickly and dissolved when their work is concluded, reducing the likelihood that government structures continue operating after they are no longer needed