



New York State  
Department of Civil Service

**Strategic**

**Directions**

**2004**

Results of a Review of the Department's Workforce  
Management and Merit System Administration  
Programs for *Integrated Service* and  
*Shared Stewardship*

*George E. Pataki*  
Governor

*Daniel E. Wall*  
Commissioner

# **Department Review Committee**

**Nicholas Vagianelis (Co-Chair)**

**Terry Jordan (Co-Chair)**

Paul Kaiser

Ray Greene

Crystal Hamelink

Frank Abrams

Mike Gregoire

## **Foreword**

On April 23, 2004, I charged a select Committee of Department of Civil Service (DCS) professionals with the task of developing recommendations that would enhance the Department's ability to assist the State administration and its operating agencies with critical workforce management issues. In addition, the Committee was responsible for adhering to the Department's obligation to deliver a merit system program consistent with the intent of the State Constitution. I asked that the Committee develop a plan to effectuate organizational changes, design strategies to improve our service delivery, and identify steps necessary to become a customer-driven human resources organization.

The Review Committee was asked to specifically consider:

- 1) Possible changes in the Department's organizational structure, title structure and staffing to enhance access to information; diversification and development of staff; and programmatic efficiency and effectiveness.
- 2) Strategies to more efficiently integrate electronic access to information for both internal and external customers.
- 3) Procedural changes to enhance our ability to deliver speedy, sound, and consistent business decisions, services and products.

The Review Committee was authorized to establish subcommittees from among staff members possessing the vision and expertise to contribute positive ideas and recommendations. Six subcommittees, with over 35 staff members, representing all of DCS's core program areas, were formed. The subcommittee members came from a variety of titles and grades, and reflected the age and ethnic diversity of the Department.

In addition, we invited participation of the New York State Affirmative Action Advisory Council, the New York State Association of Personnel and Civil Service Officers, the New York State Personnel Council, and the New York State Training Council. The Review Committee worked diligently with each of these groups to ensure that all concerns and recommendations were researched and evaluated.

To introduce the organizational review process, I held several informal sessions to inform all Department staff about the process and to express my interest in hearing their thoughts and ideas. All staff were invited to express their ideas and to contribute to the process, via personal participation or anonymous suggestions.

From the reports of the subcommittees and the issues expressed by the external participants, the Review Committee has identified five major goals, with a wide-ranging set of recommendations and specific short-term and long-term action plans for each. I believe the **integrated service** and **shared stewardship** goals and recommendations articulated in the following report will position the Department of Civil Service to successfully negotiate the challenging business environment of the 21<sup>st</sup> century.

Daniel E. Wall

Commissioner  
NYS Department of Civil Service

## **Executive Summary**

There has never been a more critical time to have a strong, viable, customer-driven central Human Resource (HR) organization in New York State government. Globally, private and public sector enterprises are faced with challenges of competition, limited resources, loss of experienced staff, demands for 24/7 information, fiscal constraints, and the need to implement new technology. As one of the largest governmental enterprises in the nation, New York State must prepare for this reality. As corporate executive leaders turn to their human resource organizations for strategies to sustain their competitive edge and meet their goals, the Department of Civil Service, New York State's central merit system and human resources organization, must adjust its business plan to optimize its services in furtherance of a viable 21<sup>st</sup> century State and local government workforce.

The Department of Civil Service is the primary human resources business partner for New York State and local government customers. It is essential that our activities and services are responsive and consistent with the needs of our customers and the overall policy and operational goals of the State administration.

The demand for workers in certain occupational areas has outstripped supply. Too often there are not enough skilled individuals to meet workforce demands as public and private sector employers are in competition for the same limited pool of skilled individuals. The situation has evolved as the result of two demographic trends: the aging of the baby boomers and the much smaller number of younger people who follow behind them.

The aging of the State and local government workforce mirrors that of the overall population. In 2003, the average age of New York State's workforce was 46.4 years with 15.19 years of service. Seventeen percent of our workforce is age 55, or older, in a system that provides the opportunity for retirement at age 55. Only 13% of the public workforce is under the age of 35.

The demographics of the State's public workforce present both opportunities and challenges. The Department of Civil Service must ensure that strategies are in place to provide State and local government agencies with the workforce they will need. The best workers need to be in the right roles, with the appropriate skills, when needed. It is essential that the Department of Civil Service's statewide recruitment activities are guided by the kind of workforce we want to employ: A workforce that reflects the skills and diversity of all our citizens.

The Department of Civil Service's role in the recruitment and selection of the next generation of public employees needs to be calibrated to attract, develop, and retain a competent workforce. Optimizing use of limited resources and sharing responsibilities with the operating agencies in merit system and human resource management, are mutually beneficial elements

of shared stewardship. It is essential that the centralized administrative and decision making activities which determine how the workforce is selected, organized, and deployed be based on real time information, which facilitates sound human resources management decision making at the operating agency level.

The goals and recommendations for the Department of Civil Service to successfully negotiate the challenging business environment of the 21<sup>st</sup> century are briefly described below.

**Goal 1: Transform the Department's Business Relationship with State Agencies to a Shared Stewardship Model.**

In support of this goal, the Review Committee recommends:

- empowering State agencies to make more classification determinations;
- providing State agencies with resources to administer specific examinations; and
- working with State agencies on workforce and succession planning, and on strengthening recruitment efforts.

**Goal 2: Develop and Empower a New Generation of Human Resource Professionals.**

In support of this goal, the Review Committee recommends:

- creating an HR training academy focused on developing technical competencies; and
- providing an HR professional desktop on PC to give HR professionals instant access to information and resources needed to fulfill their role.

**Goal 3: Realign Internal Department Business Service Units and Activities.**

In support of this goal, the Review Committee recommends:

- evaluating the desirability of creating integrated service teams to improve DCS services to State agencies;
- realigning organizational responsibilities for examination activities; and
- determining if these organizational changes impact the current title structure in the Department.

**Goal 4: Develop and Implement a Department Communications Business Plan.**

In support of this goal, the Review Committee recommends:

- establishing a cross-divisional workgroup to develop a Department Communications Business Plan;
- establishing a central Web Unit dedicated to the development and maintenance of the DCS Website; and

- enhancing the services provided by the DCS satellite offices.

**Goal 5: Deliver Customer Service through e-Government Solutions.**

In support of this goal, the Committee recommends:

- developing and implementing the Integrated Testing System;
- creating an Information Technology governance council; and
- increasing Web-based and on-demand testing.

To maintain outstanding service levels, the Department must capitalize on the investments it has already made in the modernization of its business systems and maximize the future use of technology as articulated in Governor Pataki's proclamation, "Government Without Walls." All of this must occur pursuant to an uncompromising stewardship committed to the Department's ultimate mission: A quality public service, which reflects the rich talent and diversity of our state.

Securing the goals outlined herein will require strong partnerships with HRM representatives across State and local government. At the State level, this will require close cooperation and collaboration with our sister agencies (the Division of the Budget and the Governor's Office of Employee Relations) which have significant roles in the overall management of our State workforce and the policies that guide all operating agencies.

**Goals for the Future**

**Goal 1**

*Transform the Department's Business Relationship with State Agencies to a Shared Stewardship Model.*

**Goal 2**

*Develop and Empower a New Generation of Human Resource Professionals.*

**Goal 3**

*Realign Internal Department Business Service Units and Activities.*

**Goal 4**

*Develop and Implement a Department Communications Business Plan.*

**Goal 5**

*Deliver Customer Service through e-Government Solutions.*

## **Goal 1: Transform the Department's Business Relationship with State Agencies to a Shared Stewardship Model.**

The Department of Civil Service (DCS) must embrace a "shared stewardship" model. Shared stewardship is working together with operating agencies, sharing knowledge and resources. This model will enable more efficient and effective management of merit system and human resource activities, and will better facilitate DCS and State agency programs. It will enhance agency autonomy and allow human resource offices to provide more responsive customer service. Shared stewardship will permit DCS to focus on complex, centralized merit system and workforce management activities, and to improve the tools and training necessary to make such a model effective.

The Review Committee makes the following recommendations in support of this goal:

### **Recommendation:**

Expand decentralized classification responsibilities to State agencies for all titles for which there are classification standards, pursuant to central guidelines and conditions.

Historically, the day-to-day administration of the Statewide Classification and Compensation Program has relied on a sharing of decision making between the Division of Classification and Compensation and operating agencies. Presently, most entry-level titles are decentralized to operating agencies and many agencies are authorized to classify positions to any titles for which there are classification standards.

All other classification activities are carried out on a centralized basis through the staff of the Classification and Compensation Division. This includes occupational and market studies, addressing new program initiatives through the title structure, and maintenance of the plan on a day-to-day basis.

Currently, there are over 700 class standards which cover nearly 130,000 of the 150,000 filled positions. While the coverage is broad (86%), 230 of these standards were proposed as far back as 1990 and are in need of attention. Just as important is the fact that the balance of newer standards are in need of attention to reflect organizational changes driven by downsizing and the impact of technology on the organization of work and related business processes. We need to improve our ability to deliver prompt, well-grounded classification and compensation determinations which are critical to effective workforce management.

### **Short-Term Action Plan**

1. Establish terms and a schedule for decentralizing the classification process of all State titles for which there is a standard. Add new classification standards to the schedule, as they are developed.
2. Establish work groups, in partnership with professionals in the human resources community, to develop and revise classification standards in key occupational areas.

### **Long-Term Action Plan**

1. Provide training for human resource professionals on position classification and compensation issues as part of the curriculum for the certification program described in Goal 2. The training will include classification and compensation principles, job auditing techniques, comparative analysis techniques, research techniques, and preparation of classification standards.

#### **Recommendation:**

Work with State agencies to identify opportunities to decentralize components of the examination process for specific titles.

State agency human resource offices have traditionally taken a limited role in examination related activities. Due to staff expertise and access to automated systems, the Department of Civil Service has been in a position to more efficiently develop and administer examinations. The most notable exceptions have been in those cases where basic evaluations of training and experience examinations are utilized by agencies in hard-to-fill positions. In those instances, the Department has developed the test instrument and the operating agency has administered and scored it.

A number of operating agencies have recently expressed an interest in taking on more examination responsibilities, such as application review and the rating of training and experience questionnaires. The Department should support this interest where the agency has adequate expertise and resources. Inherent in this shift of responsibilities is the maintenance of the Department's statutory responsibilities to ensure that such activities are carried out in accordance with applicable Law, Rules, Regulations and policies.

### **Short-Term Action Plan**

1. Identify opportunities to decentralize examinations, or components of the examination process, in cases where the agency has appropriate staff expertise and adequate resources to assume such responsibilities.
2. Define each party's responsibilities in this effort, and offer training to agency staff to ensure they understand their role and responsibilities.
3. Develop quality-control procedures within DCS to support such efforts.

### **Long-Term Action Plan**

1. Expand DCS's consultative role in support of decentralized examination efforts.

#### **Recommendation:**

Establish a business plan with State agencies which maximizes resources for recruiting individuals to the State workforce.

The first step towards producing a strong workforce is effective recruitment. Recruitment is an area where "the State as a single employer" concept can be extremely effective. State agencies often find themselves in competition to attract personnel from the same pool of qualified individuals. State agencies have limited financial and personnel resources to devote to recruitment efforts.

Value can be added by the Department coordinating its recruitment resources and efforts with operating agencies for titles that exist in multiple agencies. Agency specific title recruitment is more effectively achieved by each agency and central resources should be available to support their efforts. For particularly hard to fill titles, the Department's recruitment efforts need to be integrated with the State administration's workforce management policies when necessary. The Department has the ability to utilize the data reflected in the Workforce Plan to anticipate the State's recruitment needs. This comprehensive approach will result in a more responsive and effective Statewide recruitment program.

### **Short-Term Action Plan**

1. Analyze current recruitment efforts and identify overlaps and inefficiencies.
2. Develop a central recruitment strategy and the required resources for titles that cross multiple agencies with particular emphasis on hard-to-fill titles.

3. Work with the Division of the Budget to maximize the recruitment efforts for hard-to-fill positions through stronger coordination with the State administration's workforce management policies.
4. Work with the Division of Diversity Planning & Management and the Affirmative Action Advisory Council to incorporate Workforce Diversity into our statewide recruitment strategy.
5. Expand the current recruitment strategies that have proven successful, such as for Nursing titles, to other hard to fill titles.

### **Long-Term Action Plan**

1. Develop recruitment tools for agencies to utilize for agency specific title recruitment.
2. Utilize electronic resources and shared databases to streamline recruitment efforts for agencies and job seekers.

## **Goal 2: Develop and Empower a New Generation of Human Resource Professionals.**

People are an organization's most important asset. Human resource professionals are key players in accomplishing the strategic missions of New York's State and local governments, and are vital partners in the administration of the merit system. Understanding the merit system is critical to the effective staffing of the State and local government workforces and to providing equal opportunities for current and prospective employees. Human resource professionals are the front line of customer service to State and municipal agencies, to employees and managers, and to those seeking employment in New York State.

Recent statistics show that nearly one-third of the State's human resources workforce will become eligible for retirement over the next five years. This potential workforce loss, coupled with significant recent losses, increases the magnitude of the human resource challenge for New York State.

Future human resource professionals will have to acquire new skills, take on challenging roles, and address complex personnel issues. The Department of Civil Service must do its part to ensure that human resource professionals in all State agencies will be prepared to deliver competent, effective services.

The Review Committee makes the following recommendations in support of this goal:

### **Recommendation:**

Enhance the Department of Civil Service's role in the professional development of the State human resource community.

The Department of Civil Service must provide State agencies with an ongoing supply of well-trained, broadly-experienced, human resource professionals who are ready and able to step into key positions. State agencies have clearly identified a need for training to address their succession planning needs, in both technical and non-technical human resource competencies. DCS has a responsibility to provide State human resource professionals with training in its area of expertise -- merit system administration.

## Short-Term Action Plan

1. Form a partnership with State agency human resource professionals to address required competencies and existing skill gaps. Implement a proactive plan to develop and maintain a competent human resource workforce.
2. Develop a training curriculum targeted at the technical competencies required of State agency human resource professionals.
3. Identify responsibility for training delivery.

## Long-Term Action Plan

1. Institute a formal certification/traineeship program for State human resource trainees, personnel administrators, affirmative action officers, and professional DCS staff.
2. Expand technical-level training to incorporate continuing education. Establish a Human Resources Academy, administered by DCS.

### **Recommendation:**

Enable human resource professionals in the Department of Civil Service and in State agencies to be more effective and efficient by providing electronic access to workforce management and merit system information.

Human resource professionals occupy a number of titles in New York State. This diversity of titles results from factors such as area of specialization, scope of responsibility, organizational structure, and agency size. What is common to all is the need for workforce data, policy guidance, and quick access to resources.

In response to this need, as the State's central human resource manager, the Department of Civil Service is developing an internal, computer-desk-top application which will enable DCS staff to more quickly access workforce data, policy guidelines, and other department resources. This web-based tool will provide staff with instant access to a wealth of information, in an intuitive, user-friendly format.

Integral to the effectiveness of this power desk-top resource is the conversion of paper documents to electronic form for efficient storage and retrieval. Ultimately, electronic documents will be integrated with business processes to produce an automated workflow.

Some of the benefits to be derived from the power desk-top include rapid processing of business transactions, simultaneous access for multiple users, consistent application of business rules, and easy workload tracking.

### **Short-Term Action Plan**

1. Determine the information needed by State human resource professionals, maintaining a rigorous awareness of data security issues.
2. Establish a policy for intra-departmental and inter-agency sharing of information, maintaining an awareness of confidentiality of information, password protection requirements, and workflow issues.
3. Continue to enhance the capabilities of the power desk-top.
4. Continue the conversion of paper to electronic documents.

### **Long-Term Action Plan**

1. Explore the potential of 'Workflow Functionality' and 'E-forms' features, within electronic Integrated Document Management.
2. Create a single point of entry as the gateway to a collection of customized resource links for DCS staff and agency human resource professionals. Include 'search' capabilities, to facilitate access to information.

### **Goal 3: Realign Internal Department Business Service Units and Activities.**

Improving operational efficiencies in State government is critical in the face of increasing fiscal constraints, workforce attrition, and technology demands. The Department of Civil Service has been one of the pre-eminent public sector human resource agencies in the nation. In order to continue in a leadership role, DCS must adopt modern principles of organization to transform its operational strategy into one that is efficient and responsive to both staff and customer needs.

The Review Committee makes the following recommendations in support of this goal:

#### **Recommendation:**

Streamline the Department of Civil Service's business processes and improve customer service by implementing a service team approach in selected functional areas.

"One Stop Shopping" for workforce management information and merit system services has been a recurring request from State agencies for a number of years. DCS currently uses this concept, with great success, to provide human resource and merit system services to New York State's local government agencies.

State agencies have voiced the desire to have a more convenient, streamlined method of conducting business with DCS. To be responsive to their needs, DCS must move away from the current operational structure, which often shuttles customers to many points in the Department, in search of the information they seek. DCS needs to identify and implement better integrated, more comprehensive solutions to meet customer needs and to address workforce management issues that cross division lines.

#### **Short-Term Action Plan**

1. Create a workgroup to explore the desirability of establishing service teams for functional areas that provide related services to State agencies, taking into consideration the role that technical and subject matter expertise must play. The workgroup should consist of senior management from the Divisions of Staffing Services, Classification and Compensation, and Diversity Planning and Management.
2. Pilot the service team approach to evaluate its effectiveness.
3. Explore the advantages and disadvantages of establishing a generalist title for DCS professionals who work in service teams.

## Long-Term Action Plan

1. After review of the service team pilot, develop and implement recommendations regarding the service team model and generalist title structure approach.

### **Recommendation:**

Evaluate possible organizational movement of examination-related responsibilities across divisions.

Activities regarding the delivery and administration of examinations are currently the responsibility of both the Staffing Services Division and the Testing Services Division. Examination activities include negotiation of examination format and minimum qualifications with State agencies, preparation of examination announcements, collection of application fees, review of candidate applications, examination development using a variety of testing methods, examination administration, examination scoring, and eligible list establishment.

The Staffing Services Division and the Testing Services Division each perform different examination administration activities. Oral tests and most performance tests are developed by the Staffing Services Division and written tests are developed by the Testing Services Division. Evaluations of training and experience tests are developed by both divisions.

An in-depth analysis of DCS's examination activities must be performed to determine more efficient and effective ways to provide timely examination services for State agencies. Specifically, DCS needs to determine the most appropriate and efficient organizational placement of its examination administration and test development activities for State agencies.

## Short-Term Action Plan

1. Create a workgroup to review and make recommendations concerning the development and administration of State examinations in order to achieve higher levels of efficiency. The workgroup should consist of senior management from the Staffing Services and Testing Services divisions.

2. Determine and address impacts on employee training, title changes and new duties and responsibilities.

### **Long-Term Action Plan**

1. Implement the transition of organizational responsibilities for State examination activities.

## **Goal 4: Develop and Implement a Department Communications Business Plan.**

The Department of Civil Service is a vital communication hub for an enormous number of public sector employment issues and questions from State and local government agency administrators, employees, retirees, and public job seekers. DCS receives and disseminates information through a variety of communication modes, such as telephone, e-mail, fax, letter, Website, and face-to-face. In the year 2003, the Examinations Information Desk and the Front Reception Desk received over 41,500 telephone calls and over 25,800 pieces of written/e-mail communications. It is further estimated that communications going through all of the Department's external contact points number in the hundreds of thousands each year.

The Review Committee makes the following recommendations in support of this goal:

### **Recommendation:**

Establish a cross-divisional departmental workgroup to develop a Department of Civil Service communications business plan.

An integrated, cross-divisional communications business plan will provide consistent and coordinated procedural guidelines to all DCS business units for all modes of communications received from its extensive customer base. The establishment of Department-wide communications guidelines will improve the accuracy, consistency, and timeliness of the vast array of information DCS provides to its large customer base.

### **Short-Term Action Plan**

1. Establish a Communications workgroup, comprised of representatives from the DCS program divisions and the Public Information Office, to develop integrated, coordinated, Department-wide communications policies, protocols, and procedures for the dissemination of information to external customers. Determine the technology and training needed to support a Department-wide communications plan.

### **Long-Term Action Plan**

1. Implement and institutionalize the Department-wide communications plan. Keep it rigorously updated.

**Recommendation:**

Establish an enterprise approach for centralized Website management to oversee all Website development for the Department.

In the year 2003, there were over seven million visits to DCS's public Website. The Internet is fast becoming the first, and often only, point of contact the public uses to access information on a wide variety of topics from the Department. The Internet serves, not only as a communications tool, but also as a business resource. It empowers citizens, external customers, and business partners to access information from and conduct business with the Department of Civil Service.

Individuals for whom English is not their primary language are an important part of DCS's diverse customer base. DCS must provide equivalent access to information and services on the Web for all customers. It is critical that DCS maximize its ability to communicate its mission and to offer e-government solutions, to all customers in an effective, user-friendly manner.

**Short-Term Action Plan**

1. Establish a central DCS Web Unit dedicated to the continuous development and maintenance of the DCS Website.
2. Identify and evaluate DCS's Website needs. Prioritize Website revisions and modifications.
3. Establish DCS policy regarding Website design, content, form, and function.

**Long-Term Action Plan**

1. Ensure that all Website modifications are appropriate, accurate, and meet established internal and external standards and guidelines.
2. Coordinate DCS Website development with DCS e-government services and products.

**Recommendation:**

Enhance the services provided by the Department of Civil Service satellite offices.

The Department of Civil Service has a number of satellite offices where external consumers and stakeholders interact with DCS staff on a daily basis. Each satellite office must provide appropriate services to a diverse clientele. The DCS satellite offices must be adequately staffed, equipped, and trained to best represent the Department, serve our customers, and fulfill the Department's mission.

**Short-Term Action Plan**

1. Review the mission and purpose of each DCS satellite office and identify the resources needed for successful provision of services to customers.

## **Goal 5: Deliver Customer Service through e-Government Solutions.**

In accordance with Governor Pataki's "Government Without Walls" initiative to create a government that is more accessible, less intrusive, and available to anyone, at anytime, and from anywhere, DCS must use technology more efficiently to enhance service delivery. Timely, accurate, accessible information is crucial to making important business decisions, achieving strategic objectives, and providing superior customer service. In order for DCS to sustain its constitutional obligation to uphold and administer New York State's merit system for employment, it must establish the technological infrastructure necessary to deliver its programs in the modern information age.

The Review Committee makes the following recommendations in support of this goal:

### **Recommendation:**

Develop and implement the Integrated Testing System as the Department of Civil Service's highest e-government priority.

The Department of Civil Service is currently engaged in an effort to use technology to solidify and enhance its ability to develop, administer, score, and report examinations for State and local positions in the competitive class. This vital merit system function involves many processes, such as announcing examinations, reviewing applications, developing tests, scheduling tests, scoring tests, and establishing lists of eligible candidates.

The Integrated Testing System (ITS) project has been established to use cutting-edge technology to update the Department of Civil Service's examination scoring system, and to integrate and enhance the separate ad hoc systems which have been developed over the years. Development and implementation of the Integrated Testing System is essential to enable DCS to provide timely and effective examination services to State and local government. The Integrated Testing System remains the Department's highest IT development priority.

When complete, ITS will ensure the Department's ability to deliver innovative, high quality, and cost effective testing services to State and local government. In addition, ITS will play a vital role in meeting the Department's goal to deliver speedy, sound, and consistent business decisions, services, and products by more efficiently capturing, processing, integrating, and reporting information. ITS will work together with NYSTEP to give the Department a seamless, enterprise-wide solution to human resource management.

The core focus of the ITS project is to replace existing technological systems which, in some cases, date back to the 1960's. The Department must replace manual processes, integrate current automated systems, and rewrite critical exam scoring programs that support the program enhancements already initiated by the Department. These include written simulations and computerized testing. Significant changes to these core processes will require modifications to other related systems. The scope of the ITS project will require multi-year phased development and implementation.

### **Short-Term Action Plan**

1. Complete the analysis activities for the core ITS modules of exam planning and exam scoring.
2. Select, procure, and install the appropriate technical platform to be used for ITS.
3. Create detailed design documents, including functional specifications, for the exam planning and exam scoring modules.

### **Intermediate Action Plan**

1. Perform the programming necessary for the exam planning and exam scoring modules and complete all aspects of system testing.
2. Prepare documentation and conduct training for staff on the exam planning and exam scoring components of ITS.
3. Identify prototype selection devices and begin piloting the exam planning and exam scoring components of the ITS system.

### **Long-Term Action Plan**

1. Complete the implementation of the exam planning and scoring components.
2. Develop and implement additional modules of ITS, beyond the core components of exam planning and exam scoring, to include other critical DCS business functions which will improve examination and customer services.

**Recommendation:**

Establish an IT governance council to centralize the coordination and prioritization of all e-Government systems and initiatives to ensure that technology is aligned with the Department of Civil Service's business objectives.

The Department of Civil Service faces increasing pressures to do more with less. To accomplish this, DCS must optimize the limited IT resources it has available to achieve its objectives. DCS must develop and implement a strategy to assess, evaluate, monitor, and align limited IT resources for priority e-government projects. Critical to this effort is the establishment of an IT governance council, and the designation of a project manager with primary responsibility for each IT project approved by the governance council.

**Short-Term Action Plan**

1. Create an IT governance council, composed of DCS division directors and executive management, to align e-government initiatives with the business objectives of the Department.
2. Review current and proposed e-government projects, such as Electronic Value Transfer and the Eligible List Management System, to ensure that adequate resources are assigned.

**Long-Term Action Plan**

1. Continually review and prioritize existing and proposed e-government projects, based on their contribution to DCS's mission and business objectives.

### **Recommendation:**

Develop a Web-based delivery system for administering and scoring civil service written tests. Expand and enhance the existing Web-based evaluation of Training and Experience examination program for State and local government positions.

The scheduling and administration of civil service written tests is heavily dependent upon DCS's ability to arrange test sites, print and ship test booklets, administer tests, score answer papers, and produce lists of eligible candidates. These processes are time consuming and labor and resource intensive. Because these processes necessitate substantial long-range planning, they make it very difficult for DCS to provide timely tests in situations where there is a need to expedite examination services. In many cases, particularly those for promotion to titles in the State service, a great deal of time and effort is expended to administer examinations to relatively small candidate populations.

The development of a system whereby written test material (multiple-choice questions and job simulation exercises) is delivered to secure locations across the State, via the Internet, would result in a more timely, more flexible, more secure, less expensive test administration process. It would also allow for 'on-demand' testing in critical situations. This effort, when coupled with an expanded use of the Internet for Web-administered Training and Experience examinations, will ensure that DCS's testing program keeps pace with current technology and maintains its position as one of the nation's premier testing organizations.

### **Short-Term Action Plan**

1. Research and resolve any administrative and psychometric issues associated with on-demand and Internet testing, such as providing comparable test forms, pre-setting passpoints, and acquiring prior approval for written tests.
2. Develop Web-administered written tests, for easier candidate access, quicker test administration, and enhanced test security.
3. Identify and arrange for secure Internet-testing sites.

4. Identify and resolve any outstanding issues associated with Web-based administration of Training & Experience examinations via the Internet.
5. Identify State and local civil service titles and candidate fields which would benefit from Web-based test administration.
6. Determine titles (e.g. Police/Fire Chief) for which on-demand examination services would be most critical.

### **Intermediate Action Plan**

1. Perform internal pilot testing of Web-based administration and scoring of written tests.
2. Enhance program capabilities of the Web-based Training & Experience examination system and extend its use to additional titles.
3. Begin Web-based written test administration for selected State civil service titles.
4. Begin Web-based written test administration, coupled with on-demand testing, for selected local civil service titles.
5. Train State test administrators and local personnel office staff in the policies, procedures, and protocols for Web-based and on-demand testing.

### **Long-Term Action Plan**

1. Develop alternative forms of the written test material (i.e., multiple-choice questions and job simulation exercises) to use for Web-based and on-demand testing.
2. Expand the Web-based and on-demand written testing program to additional State and local civil service titles.

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## **Centralization/Decentralization Subcommittee**

### **Erika Bacher (Chairperson)**

Greg Fryc  
Will Martin  
Nancy Stone  
George Swiers  
Art Stein

## **Communication Subcommittee**

### **Jason Windsor (Chairperson)**

Jon Butler  
Michi Vonnegut  
Chris Marshall  
Christina Treffiletti  
Linnea Andersson-Wintle  
Jennifer Graham

## **Cross-divisional Business Processes**

### **Subcommittee**

### **Ray Mullin (Chairperson)**

Blaine Ryan Lynch  
Janice Morris  
Don Hines  
Al Jordan  
Dori Blanchard  
Joan Robinson  
Robert Richardson

## **e-Government Subcommittee**

### **Debbie Parrington (Chairperson)**

Dick Papa  
Amy Rodak  
Chad Loshbaugh  
Donna Gregory  
Robin Fanning  
Bill Davis  
Rene Shekerjian

## **Internal Information Management/ Professional Desktop Management**

### **Subcommittee**

### **Abner Jean-Pierre (Co-Chair)**

### **Rich Ciprioni (Co-Chair)**

Bob Gardner  
Nancy Fitzgerald  
Marcia Dudden  
Dick Komulainen  
Tom Falcon  
Keith Miller

## **Training Subcommittee**

### **Bob Carroll (Co-Chair)**

### **Robin Millan (Co-Chair)**

Ken Siegal  
Joe Conboy  
Kathleen Alix  
Mike Ryan  
Anina Ritter

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NEW YORK STATE DEPARTMENT OF CIVIL SERVICE