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Strategic Plan
FY 2023- FY 2027



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KELLY HARDWICK
EXECUTIVE DIRECTOR

1. Mission Statement

The mission of the Mississippi State Personnel Board is to lead the way in human capital and workforce management. Established in 1980 by the Mississippi Legislature (*see* Miss. Code Ann. §§ 25-9-101 *et seq.*), MSPB's role is to maintain a fair system of employment that provides employees a good future; agencies a stable supply of quality people; Legislative decision-makers quality information and financial controls for personnel costs; and citizens the most effective and efficient government. MSPB provides human resources policy and oversight for state government, serving nearly 120 agencies, boards, and commissions. Governmental entities not served by MSPB include the Governor's Office and Legislative Branch, the Mississippi Institutions of Higher Learning, the Mississippi Community College Board, and Mississippi public school teachers.

2. Philosophy and Values

The vision of the Mississippi State Personnel Board is to ensure a quality workforce for the State of Mississippi. In order to fulfill this vision, MSPB focuses on customer service through utilization of a consultative service delivery model. This approach maximizes technology and fosters partnerships with stakeholders.

MSPB's core values include the following:

- Organizational Integrity;
- Innovation and Openness to Change; and
- Willingness to Share Information.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal: To create an efficient government and an informed and engaged citizenry that helps to address social problems through the payment of taxes, the election of capable leaders at all levels of government, and participation in charitable organizations through contributions and volunteerism.

Relevant Benchmarks:

- Administrative efficiency: Expenditures on state government administrative activities as a percentage of total operational expenditures
- Average wait time for state government services
- Number and average cost of regulatory actions taken, by regulatory body and type of action
- State dollars saved by providing government services online (e.g., document retrieval, issuance of new business permits, license renewal)
- Percentage of state employees leaving state service within five years of employment

4. Overview of the MSPB 5-Year Strategic Plan

The Mississippi State Personnel Board is organized into three programmatic offices. The Office of Classification, Compensation, and Recruitment; the Office of Training and Development; the Employee Appeals Board, and the Performance Division comprise the programmatic areas of responsibility.

Efficiency is at the forefront of MSPB's focus on providing the best possible service to our stakeholders (*i.e.*, state agencies, applicants, the public, and the Legislature), and the agency has made significant advancements in our services provided by expanding our use of online platforms for the recruitment, training, and development of state employees. As technology continues to rapidly advance, MSPB will strive to continue to maximize opportunities to promote these online services including offering online performance development and evaluation, orientation/onboarding and additional training, internal and external agency paperless processes and document storage, greater access to online job information, and increased reliance on technology as a cost saving tool.

Office of Classification, Compensation, and Recruitment

Agencies are quickly recognizing that human capital is by far their greatest asset because it is the agencies' employees that possess the skills and knowledge needed to most efficiently carry out day-to-day activities. Now more than ever, finding talented employees and efficiently managing those employees is the key to building a successful workforce. With this in mind, MSPB has taken a big-picture approach to human capital management. This approach has a two-fold purpose: (1) to serve as an unparalleled resource for stakeholders needing services and (2) to ensure uniformity in policies, procedures, and processes. It is also a critical component to ensuring a quality workforce in the State of Mississippi. The Office of Classification, Compensation, and Recruitment is a unique team comprised of MSPB analysts who provide an array of services in three main functional areas: Classification and Compensation, Career Counseling, and Job Description Validation. Each agency served by MSPB is assigned two analysts who provide advice and guidance to state agencies and conduct research and analysis of statewide workforce and human resources management issues.

Office of Training & Development

Training and development is a systematic process for identifying the human capital required to meet agency goals and developing the strategies to meet these requirements. The goal of the Office of Training and Development (hereinafter “OTD”) is to provide state agencies with the tools, information, and training needed to ensure a quality workforce for state government. OTD provides agencies with talent management tools to measure performance, competencies, and skill sets and to identify methods to improve performance. The division also provides agencies and state employees with certification and professional development programs such as the Certified Public Manager program, the Human Resources Certification Program, the Basic Supervisory Course, the Administrative Support Certification Program, and the Executive Services Certification Program and numerous other training opportunities targeted at developing and retaining a quality workforce for the State.

Employee Appeals Board

The Employee Appeals Board (hereinafter “EAB”) provides a quasi-judicial outlet beyond the agency level for aggrieved employees to pursue when internal agency grievance procedures are exhausted. Three hearing officers individually hear appeals assigned to them. EAB has concurrent jurisdiction with appropriate state and federal courts, and this outlet often leads to settlement of conflicts in a much more efficient manner.

Performance Division

The Performance Division (hereinafter “PD”) is focused on ensuring that state entities, including the Legislature, Governor’s Office, and state agencies, boards and commissions, are served in an efficient and effective manner. This division performs critical functions integral to maintaining MSPB operations such as data management and maintenance; Legislative reporting; auditing of agency operations; and stakeholder communications and interaction.

5. External/Internal Assessment

5A. External Factors That May Affect Performance

- Fluctuation in the volume of services needed by our stakeholders due to changes in the local, state, and national economies
- Federal and state regulatory and statutory changes
- Material changes in funding which would force concentration on provision of mandated functions to the exclusion of other non-mandatory services
- Advancements in technology
- A change in the number of PINs or agencies under MSPB purview

5B. Internal Management Systems Used to Evaluate MSPB's Performance

- Compilation of the Mississippi State Personnel Board Annual Report
- Compilation of the Joint Legislative Budget Committee Report
- Periodic reports to the Legislative Budget Office and the Department of Finance and Administration
- Ongoing strategic planning and monitoring of performance measures
- Periodic performance audits
- Adherence to MSPB Policy and Procedures Manual
- Adherence to MSPB Team Manual, which consists of internal management policies and operational procedures and MSPB standard operating procedures
- Assessment annually of Internal Controls Plan

6. MSPB Goals, Objectives, Strategies, and Measures for FY 2023 - FY 2027

Program 1: Office of Classification, Compensation, and Recruitment

Goal A: Maintain a fair system of employment that provides employees a good future; agencies a stable supply of quality people; and job-seekers information about employment opportunities with the State of Mississippi. Miss. Code Ann. §§ 25-9-101 et seq.

Objective A.1: Efficiently provide regulatory oversight and human capital management to agencies, boards, and commissions under MSPB purview

Outcome: Compliance by agencies, boards, and commissions under MSPB purview with applicable laws, policies, and procedures for the state's classification and compensation system

A.1.1. Strategy: Ensure personnel actions requested by agencies, boards, and commissions under MSPB purview are acted upon efficiently and timely according to applicable laws and current policies and procedures

Output: Number of actions taken on personnel requests from agencies, boards, and commissions

Efficiency: Average number of days to complete action on personnel requests at the staff level

Explanatory: The number of actions requested by agencies fluctuates due to the economy, job availability, and Legislative action

Explanatory: The number of days to process agency requests is impacted by the completeness of the information submitted to MSPB by the agency

Explanatory: The number of days to process agency requests is also impacted by MSPB staffing levels and financial restraints

Objective A.2: Attract and retain quality workers in state government

Outcome: Provide agencies, boards, and commissions under MSPB purview with a sufficient pool of applicants from which to hire

A.2.1. Strategy: Promote employment opportunities with the state

Output: Number of job fairs attended throughout the state

Output: Number of job applicants

Output: Number of positions placed on recruitment through NEOGOV™

Efficiency: Number of contacts made at job fairs on behalf of agencies, boards, and commissions

Efficiency: Number of hires made from the positions placed on recruitment through NEOGOV™

Explanatory: The number of contacts made at job fairs fluctuates due to the economy and job availability

Explanatory: The number of positions placed on recruitment by agencies fluctuates due to the economy, job availability, and Legislative action

Explanatory: The number of applicants on referred lists fluctuates due to the economy, job availability, and Legislative action

Explanatory: The ability to promote job opportunities is impacted by MSPB staffing levels and financial restraints

A.2.2. Strategy: Provide referred lists of applicants to agencies, boards, and commissions in an efficient and timely manner after the position recruitment closes

Output: Number of referred lists provided to agencies

Efficiency: Average number of days after recruitment closes that a list is referred to the hiring agency

Explanatory: The number of lists referred fluctuates due to the economy, job availability, and Legislative action

Explanatory: The number of days to refer a list is impacted by MSPB staffing levels and financial restraints

Program 2: Office of Training & Development

Goal A: Equip agencies with the skills and knowledge to efficiently and effectively serve the citizens of the State of Mississippi by offering courses and programs that reflect current workforce trends. Miss. Code Ann. § 25-9-103(c)

Objective A.1: Provide state agencies with tools to enhance the knowledge and productivity of state employees to better serve taxpayers through the coordination and provision of appropriate training and development programs

Outcome: Increase the percentage of participants in training opportunities

A.1.1. Strategy: Provide training and development opportunities for agencies and their employees to improve skills and knowledge

Output: Number of training and development courses offered

Output: Number of participants in training and development courses

Efficiency: Percentage of participants in training and development courses who rate the training as “successful” on surveys

Explanatory: Limited access to computers for online courses

Explanatory: The number of training opportunities offered is impacted by MSPB staffing levels and financial restraints

Explanatory: The number of participants in training and development courses is impacted by financial restraints on state agencies

Goal B: Identify targeted training to enhance the engagement of new state employees to address turnover.

Outcome: Decrease turnover of new employees

Objective B.1: Provide training topics for state employees with less than five years of service

B.1.1. Strategy: Develop tools to assist agencies in retaining new employees

Output: Number of courses offered for employees with less than five years of service

Output: Number of participants in courses offered for employees with less than five years of service

Efficiency: Percentage of participants in courses for employees with less than five years of service who rate the training as “successful” on surveys

Explanatory: Limited access to computers for online courses

Explanatory: The number of training opportunities offered is impacted by MSPB staffing levels and financial restraints

Explanatory: The number of participants in courses is impacted by financial restraints on state agencies

Explanatory: While training can enhance engagement and retention, competitiveness of salaries within the relevant labor market is consistently reported by agencies to be the primary factor related to turnover

Program 3: Employee Appeals Board

Goal A: Provide employees of the State of Mississippi with the statutorily required opportunity to appeal agency-level decisions that adversely affect the employee's service. Miss. Code Ann. §§ 25-9-127 et seq.

Objective A.1: Effectively conduct hearings and render decisions on employee dismissals and other actions adversely affecting compensation or employment status and provide a fair and impartial forum beyond the agency level or a full hearing on a grievable action

Outcome: Efficient and timely processing of all appeals from filing until final disposition by order or appeal to circuit court

Outcome: Provision of a non-prejudicial hearing for the appellant in each appeal in which EAB has jurisdiction and creation of a record of court

A.1.1. Strategy: Monitor appeals, hold hearings, and render orders based on applicable laws, testimony, evidence, and research in a timely fashion

Output: Number of appeals received

Output: Number of orders rendered

Efficiency: Average number of orders rendered per EAB Hearing Officer

Efficiency: Average number of days lapsed from receipt of appeal to assignment of hearing officer

Efficiency: Average number of days lapsed from closing of record to issuance of order by hearing officer

Explanatory: Number of appeals filed each year fluctuates due to economy, job availability, and Legislative action

Explanatory: The number of orders rendered is also impacted by MSPB staffing levels and financial restraints

Objective A.2: Effectively provide transparency to employees, agencies, government leaders, and taxpayers

Outcome: Provide transparency in state government

A.2.1. Strategy: Provide transparency by posting the final orders online

Output: Number of orders posted on MSPB website

Efficiency: Average number of days lapsed from issuance of final order to online posting date

Explanatory: The number of orders rendered each year fluctuates due to the number of appeals filed

Explanatory: The average number of days to post final orders online may be impacted by MSPB staffing levels and financial restraints

Program 4: Performance Division

Goal A: Ensure that state entities, including the Legislature, Governor's Office, and state agencies, boards, and commissions, are served by MSPB in an efficient and effective manner. Miss. Code Ann. §§ 25-9-101 et seq.

Objective A.1: Efficiently and effectively provide administrative support and oversight of MSPB in order to best serve state entities including the Legislature; Governor's Office; the agencies, boards, and commissions under MSPB purview; and the public

Outcome: Timely and effective provision of requested reports and information; communication and interaction with stakeholders; and provision of recommendations to appropriate entities

Outcome: Efficient and effective management of state data and demographic information and auditing of agency operations

A.1.1. Strategy: Ensure requests for reports and information from the Legislature, Governor's Office, agencies, boards, and commissions under MSPB purview, and the public are responded to effectively and in accordance with policy

Output: Number of responses to requests for information and reports provided to the requesting party

Efficiency: Average number of days to provide the requested report or information

Explanatory: The number of requests submitted fluctuates based on the needs of state entities and the public

Explanatory: The number of days to process requests for information and reports is impacted by the complexity and volume of the information requested

Explanatory: The number of days to process agency requests is also impacted by MSPB staffing levels and financial restraints

A.1.2. Strategy: Ensure data managed and maintained by MSPB is updated and reviewed regularly and that agency operations are regularly audited for operational efficiency and integrity

Output: Regular updates of MSPB-maintained databases

Output: Regular audits of MSPB internal efficiency in operations, including fiscal, property, and performance audits

Efficiency: Percentage of updates successfully completed

Efficiency: Percentage of programs in compliance with regulatory requirements and best practices

Explanatory: The number of updates and audits performed may be impacted by MSPB staffing levels and financial restraints

Explanatory: The success of updates may be impacted by technical system limitations