



# MICHIGAN CIVIL SERVICE COMMISSION

## 2023 Strategic Plan Progress Update



# Strategic Plan Development

The Michigan Civil Service Commission’s 2022–25 Strategic Plan brings together MCSC employees around our mission statement to “Provide an equitable, responsive employment system to effectively serve Michigan.”

Building the strategic plan began in May 2022, when employees from across the agency discussed areas of focus for October 2022 to September 2025. Over several months, the team revised mission and vision statements and set four values: innovation, effectiveness, accountability, and collaboration. Three goals were also identified to (1) partner with agencies, (2) attract and retain exceptional employees, and (3) optimize the use of technology.

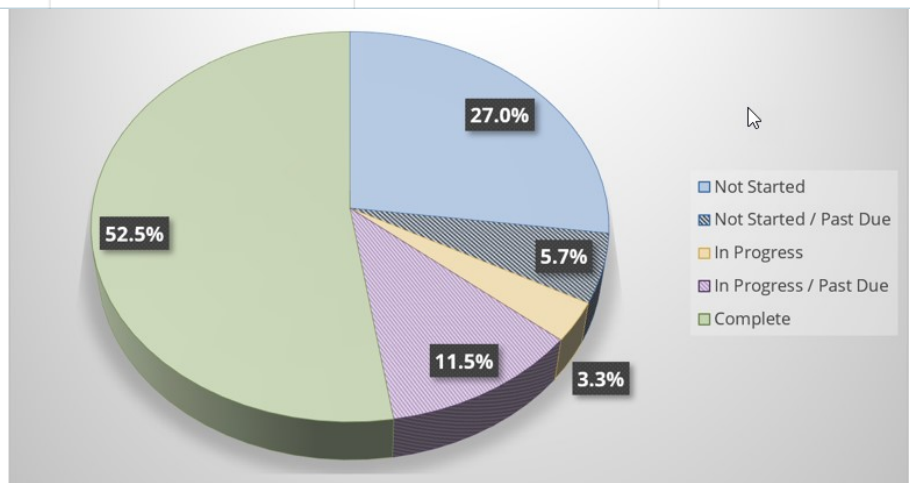
Five new workgroups with areas of focus guide our efforts around those goals: (1) executive to review progress, (2) recruiting/retention to investigate how to attract and keep employees and measure progress, (3) training to explore new topics and methods to educate, (4) class/select to evaluate the effectiveness and appropriateness of our classification plan, and (5) technology to find opportunities where new IT projects and platforms can improve the state’s HR environment and processes.

The final step in developing the strategic plan was determining 77 initial tasks for workgroups to tackle. Since October 2022, workgroups have established 45 new tasks, including 30 in 2023. A [plan summary](#) and periodic updates are provided to staff and stakeholders on progress under the strategic plan.

Not Started	Not Started / Past Due	In Progress	In Progress / Past Due	Complete
33	7	4	14	64
<b>27.0%</b>	<b>5.7%</b>	<b>3.3%</b>	<b>11.5%</b>	<b>52.5%</b>

**TOTAL TASKS: 122**

Original Tasks: 77  
New Tasks: 45



# Strategic Plan Implementation and Reporting

Significant progress has been made over the last 12 months. As of February 2024, 45 new tasks have been added to the original 77. 52.5% of all tasks have been completed, 27% are slated to begin in 2024 and 2025, and the remaining 20.5% are on our to-do list.

The strategic plan will evolve to meet the needs of the MCSC and state government. Our process was designed to be dynamic. Each workgroup is tasked with not just completing initially assigned tasks but with evaluating their areas of focus, presenting improvement opportunities, and recommending new tasks and goals.

To keep our external customers and partners informed, a strategic-plan summary, progress reports, and our mission, vision, and values appear on the [MCSC's website](#). Outreach to partners and stakeholders will continue in 2024, including briefing cabinet members on strategic-plan initiatives and soliciting ideas from other groups in state government.

Commissioners receive periodic updates on progress under the plan. Civil service staff are updated through executive communications and town halls. The MCSC intranet site hosts a strategic-plan page showing progress over time on all identified tasks—upcoming, ongoing, and completed.

These regular updates can ensure a continuing focus on our goals and values. They emphasize the importance for staff to identify opportunities to improve processes based on their daily experience. Their reports of inefficiencies, friction points, and duplications of effort to supervisors, workgroups, and leadership are crucial in identifying new tasks to tackle during this crucial three-year period. Recurring pulse surveys have also been introduced to track employee engagement and encourage them to provide feedback on operations, in addition to statewide surveys.

The strategic plan, its workgroups, and our staff provide a process to introduce positive change across our agency and to realize the aspiration of our vision statement to “Deliver exceptional, innovative HR services.”

## Spotlighted 2023 Accomplishments

**Stakeholder Dialogues:** Reflecting our mission statement’s call for a responsive employment system, three efforts during 2023 solicited feedback from cabinet officials, the statewide recruiting committee, and equity and inclusion officers. Dozens of suggestions, ideas, and concerns were received from these groups. Workgroup members collaborated on over 50 pages of detailed responses to start dialogues and to educate on our civil-service system.

**Job-Posting Guidance:** The recruiting and retention workgroup compiled a document with recommendations for more effective job postings. The final guide consolidated dozens of ideas from staff across MCSC on ways to increase applications received by being more informative and focused; spotlighting attractive elements of jobs, agencies, and state benefits; and using capabilities in the NEOGOV system better.

**Local Strategic Plans:** Managers across the MCSC created their own work-area-specific strategic plans in 2023 to chart how to better meet our vision statement’s call for “exceptional, innovative HR services.” Similar to our agency’s listing of tasks and objectives that workgroups create and monitor, these plans for different offices establish metrics, timelines, and goals over the next three years to move the MCSC forward.

**Hiring and Exit Surveys:** The MCSC has offered online surveys for agencies to gather information on manager satisfaction with hiring processes and employee satisfaction at separation. Based on agency feedback, minor changes were made to the exit survey and an overhaul was started for the hiring-manager survey. To address concerns about delayed and incomplete coverage under the existing survey, MCSC staff began a project to create a new manager survey that sought feedback at hire and eliminated questions by pulling information from HRMN. During development, a parallel project was identified to use MiLogin to increase security for the state HR systems and facilitate use of self service for employees and supervisors. Both projects are progressing toward implementation in 2024.

# Spotlighted 2023 Accomplishments

**Classification Review:** The class/select workgroup began a comprehensive review of job specifications for the over 600 classes in the Equitable Classification Plan. A template to streamline and standardize job-specification language and a schedule to review classes by bargaining unit were developed. A process was set up to receive and respond to agency suggestions on changes for individual classifications. 2023 saw unneeded classes abolished, new classes and levels created to address identified needs, duties and skills streamlined and modernized, and education and experience requirements updated in response to changing realities and needs.

**HR Academy:** The technology workgroup has proposed a two-tiered curriculum to onboard new MCSC employees and streamline sharing of information to get them up to speed more quickly. The first stage will combine new and existing onboarding activities to inform new hires on the MCSC's history, goals, structure, and policies; benefits; insurances; core software knowledge; and career development. The second stage will include curricula tailored to different roles in the organization to introduce training and job aids available to assist in performing an employee's daily roles.

**Content Manager:** Selection-process workflows using Content Manager were introduced in all MCSC HR offices in 2023. These allow better tracking of time-to-hire metrics and real-time monitoring of transactions' status to ensure timeliness and allow delegation during leaves. Some HR offices are already realizing efficiency gains and creating workflows for other HR tasks.

**Technology:** 2023 saw significant work on projects to update and modernize the HR information system and customer relationship management software at MCSC. Implementation dates have been extended in response to concurrent upgrades to other state systems that interact with MCSC systems and to investigate additional options for increased functionality.

**Recruiting:** The recruiting workgroup established metrics to track the state's progress in retaining new hires, worked with MCSC staff on recurring reports to monitor metrics, and memorialized potential considerations for agencies when looking for ways to increase their success with employee retention.