



MICHIGAN CIVIL SERVICE COMMISSION

2022 Strategic Plan Progress Update



Strategic Plan Development

The Michigan Civil Service Commission’s Strategic Plan for 2022 through 2025 brings together MCSC employees around the primary goal in our newly updated mission statement: **Provide an equitable, responsive employment system to effectively serve Michigan.**

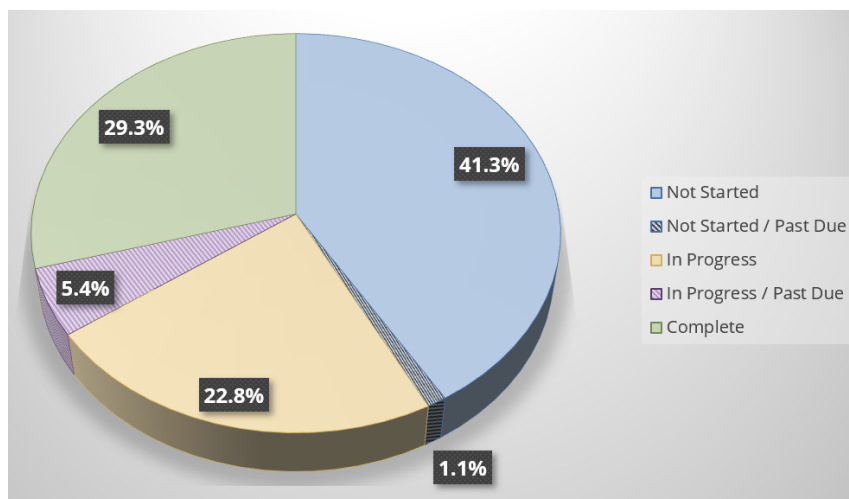
Development of the strategic plan began May 2022, when 14 employees from across the organization met to discuss areas to focus on during the next three years. Over the course of three months, the 14 collaborated to revise our mission and vision statements and to identify four values and three goals for the three-year period from October 2022 to September 2025. The goals that the group identified were to (1) partner with agencies, (2) attract and retain exceptional employees, and (3) optimize the use of technology. To guide efforts around those goals, the plan called for establishing workgroups with unique areas of focus.

The final stage in the new strategic plan’s development was determining 77 initial tasks for the workgroups to tackle. A process was also established for workgroups to identify and propose new tasks around potential changes to the strategic plan. The finalized strategic plan was introduced to MCSC employees at an all-staff meeting in September 2022, and a [plan summary](#) was posted on the MCSC internet and intranet sites. Periodic updates will be provided to staff and stakeholders on progress toward completion of the original and new tasks established under the strategic plan.

Not Started	Not Started / Past Due	In Progress	In Progress / Past Due	Complete
38	1	21	5	27
41.3%	1.1%	22.8%	5.4%	29.3%

TOTAL TASKS: 92

Original Tasks: 77
New Tasks: 15



Workgroups

Employees were encouraged to join workgroups of interest. One of MCSC's core values is collaboration, which these groups will allow to improve agency operations and the civil-service system serving Michiganders. The workgroups now have thirteen cosponsors, four project managers, and forty-four other members from across our organization.

These workgroups are the primary agents to drive change under our strategic plan and already have made progress during the plan's first three months. Highlights of activities so far are:

Recruiting/Retention: Gathered information from agencies on hard-to-fill vacancies; accumulated ideas for more effective job postings to determine best-practice recommendations; discussed metrics to monitor success in recruiting efforts; and conducted outreach with the state's equity and inclusion officers to identify suggestions and concerns.

Training: Conducted kick-off meeting to discuss objectives, scope, and outcomes; and developed sub-groups to begin investigating departmental training resources and how to best leverage technology, including the State of Michigan Learning Center, for a more streamlined process to identify and deliver training.

Class/Select: Brainstormed project priorities; discussed teams to consider topics of concern; and began developing a framework to review every job specification over the next three years to ensure titles, education, experience, duties, and other components remain current.

Technology: Began discussions on prioritizing IT projects and timelines; methods to share project information with users; and potential contours, curricula, and methods for new HR training academies to help appointees more effectively onboard and understand state systems and processes.

Executive: Conducted reviews of current survey tools for new hires and exit interviews and established rubrics for workgroups to suggest new plan tasks for periodic reporting to staff and stakeholders.

Spotlighted 2022 Accomplishments

During 2022, fact-finding and discussions on several topics and projects began that will lay the groundwork for concrete accomplishments in future annual updates.

Two examples from the first three months under the plan resulting in new initiatives and projects are:

Stakeholder Dialogue: The recruiting/retention workgroup identified new tasks related to outreach to stakeholders outside the agency as an opportunity to receive new ideas for reforms and to educate partners—including clarifying misconceptions about “civil-service requirements” that never existed or ended years ago. The first group from which suggestions were requested was the state’s community of equity and inclusion officers (EIOs).

As this update is published in February 2023, 25 suggestions, ideas, and concerns were received from the EIOs and a detailed response was provided to begin a dialogue and increase understanding about our civil-service system. Additional outreach is being planned for other groups in 2023, including the Statewide Recruiting Committee.

Hiring-Manager Surveys: For several years, a website-based survey has been used to measure satisfaction with hiring pools and processes. Due to technical limitations, these surveys were sent quarterly and only to managers who had completed a single selection process during the quarter. The strategic plan called for reviewing this process. Based on feedback from agencies, several questions were added or revised.

MCSC technical staff also proposed an alternate delivery method using HRMN that will allow prompter surveying by hiring managers when positions are filled instead of waiting months when memories are not as fresh for just some appointments. The new system will also allow some information to be automatically populated based on HRMN data to save time for respondents and ensure more accurate data for analysis. Development is on track for introduction of this new system by summer 2023.

Progress Updates

Significant progress has been made in a few months. As this first annual update for 2022 is published in February 2023, more than a quarter of all tasks have already finished, even with part of the time being spent on start-up activities and forming our initial workgroups. 15 new tasks were added to the original 77, for a total of 92 current tasks. 29.3% (27 of 92) are logged as completed, while 28.2% are in progress and 42.4% are still slated to begin.

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

To inform external customers and partners, a strategic-plan summary, progress reports, and our mission, vision, and values appear on the MCSC's website at www.mi.gov/mdcs/commission. Outreach to partners and stakeholders will continue in 2023, 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 quarterly messages, executive updates, and town halls. On the MCSC intranet site, state employees can view a strategic plan page with PDFs showing progress over time on all identified tasks—upcoming, ongoing, and completed.

These regular updates can ensure a continuing focus on the goals and values set in the strategic plan. They emphasize the importance for staff to identify opportunities to improve processes based on their daily experience. Their reports of inefficiencies, friction points, or duplications of effort to supervisors or workgroups are crucial in identifying new tasks to tackle during this crucial three-year period.

The strategic plan, its workgroups, and our staff provide both a method to introduce positive changes across the agency and realize the aspiration of our vision statement: **Deliver exceptional, innovative HR services.**