

# SCS Hiring Framework



# OVERVIEW

## WHAT IS SCS HIRING FRAMEWORK?



### What

The SCS Hiring Framework is a suite of competency-based recruiting and hiring tools designed to help agencies target and certify that candidates have the right skills to be successful in any state position.



### Who

The SCS Hiring Framework will be available for all Louisiana state agencies.



### When

Beginning on **January 1, 2024**, the SCS Hiring Framework steps 1 – 3 will be required for all positions notated on the SCS job information and test finder.



### Where

The resources for the SCS Hiring Framework can be located on the State Civil Service website by selecting the HR Professionals section and then the SCS Hiring Framework tab.



### Why

The goal of the SCS Hiring Framework is to provide efficient recruiting and hiring tools that will help agencies modernize their hiring practices by aligning candidate skills with agency needs.

# WHAT POSITIONS DOES THE FRAMEWORK APPLY TO?

All positions that formerly required an OSE or PLE test

LDH former OSE/PLE job titles include:

Administrative Assistant 1-6	Human Resources Analyst A-Specialist
Administrative Coordinator 1-4	Immunization Program Consultant 1-2
Administrative Program Manager 1	Management Analyst 1-2
Administrative Program Specialist A-C	Medicaid Analyst 1-3
Budget Analyst 1-4	Medicaid LTC Analyst 1-3
Compliance Investigator 1-4	Medicaid Program Specialist 1-2
Contracts/Grants Reviewer 1-4	Public Information Officer 1-3
Disease Intervention Specialist 1-3	Social Service Counselor 1-3

# SCS GUIDE TO STEPS 1-6

## SCS Mandated Steps

### Define the Job and the Roles



#### 1 Develop a Competency Map

- Review the job description and the provided core competency map. Select the core and preferred competencies that best align with your position

### Source and Attract Talent



#### 2 Select Work Tasks

- Select examples of work from the job specification and/or the position description to showcase competencies

### Screen Applicants



#### 3 Select Supplemental Questions

- Select supplemental questions to assist in the screening of candidates

# SCS GUIDE TO STEPS 1-6

## SCS Optional Steps

### Systematically Assess Candidates



#### **4** Select Interview Questions

- Select behavior-based interview questions from the SCS banks

#### **5** Select Interview Activities

- Select interview activities from the SCS competency-based bank

### Make Data-Driven Hiring Decisions



#### **6** Download structured interview templates and candidate comparison chart

- Create structured interviews by choosing from a bank of interview templates
- Easily compare candidate scores to help inform the decision-making process

# EXAMPLE: HOW TO CREATE EACH FRAMEWORK

HR has already created generic frameworks for each of the applicable LDH OSE/PLE job titles. As a vacancy arises, the hiring manager can either opt to use the generic framework for that job title or your section can go thru the process to create your own. If you have lot of postings with the same job title/competencies, your section may want to consider creating your own internal generic framework template.

- Link to a printable version of 'How to Create Framework' document --

<https://apps01.civilservice.louisiana.gov/HiringFramework/files/How%20to%20use%20the%20SCS%20Hiring%20Framework%20Generator%20QuickReference%20SOP.pdf>

- Link to Civil Service Framework website & and additional Workforce Development Resources -- (The website will walk you thru the steps as you create your framework for each individual posting.)

<https://apps01.civilservice.louisiana.gov/HiringFramework/SelectJob.aspx>

1. Access framework website using the link above
2. Search/Select the job title of your current vacancy

\*If posting in a CPG – Select the lowest level at which you would like to fill  
(ex: Administrative Coordinator 3-4, you should select the 3 title)

# EXAMPLE: HOW TO CREATE EACH FRAMEWORK

(con't)

## About Competencies

### ▼ **What are competencies and why are they important to use in the hiring and recruiting phase?**

A job competency, identified as either a core or preferred competency, refers to the necessary abilities or skillset needed to successfully perform the functions associated with a particular job title. Competencies promote clear guidelines for understanding what qualities or skills are needed to be successful in a position, provides a straightforward path for employees to advance in their career, and allows for state agencies to conduct their hiring procedures using more efficient and strategic methods.

### ▼ **What if core competencies are not listed for the job title we would like to post?**

SCS Talent Acquisition and Workforce Development (TAWD) recommends agencies to refer to their position description and select up to 10 "preferred" competencies. Preferred competencies are competencies chosen by the agency which best reflect specific job needs and/or requirements for team and organizational success. Visit the [SCS Competency Model](#) page for guidance on the "State 9" and the "Super 4", which represent the competencies associated with high-performing State Employees.

### ▼ **Where should I start if I, or my agency, have not used competencies before?**

SCS recommends downloading the [SCS Competency Model](#) and familiarizing yourself with the definitions and behaviors. Using the SCS Competency Model, begin identifying which competencies are most critical for the position, culture, and/or organization. You may also find valuable resources located on the [Workforce Development Resources](#) page. For more information or guidance, you may schedule a phone call with a workforce development staff member by sending an email to [SCS-WorkforceDevelopment@la.gov](mailto:SCS-WorkforceDevelopment@la.gov)

### ▼ **Is there a resource that explains the competencies and different levels of competency mastery?**

Yes. Visit the [Competency Model](#) page to download the full [SCS Competency Model](#). This resource includes the competencies, competency definitions, and three (3) levels of behavioral outcomes. This document has been designed to not only help identify talent in the candidate pool but also guide performance development during the employee lifecycle.

# EXAMPLE: HOW TO CREATE EACH FRAMEWORK

(con't)

3. Review Steps 1-3 of the Civil Service “Step by Step Hiring Resources”.
  - **STEP 1: DEVELOP A COMPETENCY MAP** - Select 3 to 10 competencies
    - Must select a minimum of 3 Core Competency’s. If Core Competency’s are not shown, select 3 Preferred Competency’s.
  - **STEP 2: SELECT WORK TASKS**
    - Review the Civil Service work examples from the job specification provided on the screen and/or from the specific job description (SF3 Form)
    - Copy/paste or type your selections into the box on the screen
    - If you have a working job description, you MUST place the information into this box (separate working job descriptions attached to the Epar will no longer be accepted)
  - **STEP 3: SELECT SUPPLEMENTAL QUESTIONS** – Select 3 to 5 supplemental questions
    - NOTE: Each supplemental question is a 2-part question which contains both a multiple choice question and a follow-up question requiring a typed explanation “providing specific and relevant examples”.
    - Be mindful that too many questions can be discouraging to applicants and lower your applicant pool.

▼ **Do the supplemental questions need to match the competencies identified in *Step 1: Develop a Competency Map*?**

Yes. Agencies shall choose supplemental questions based on the core or preferred competencies selected in *Step 1: Develop a Competency Map*.

# EXAMPLE: HOW TO SAVE YOUR FRAMEWORK

1. Skip Steps 4 and 5. Click . An Adobe PDF will automatically download.

2. Click the  print icon in the top right corner.

Select

Destination



Microsoft Print to PDF



Click

Print

.

A 'Save As' box will appear. Save the framework as you would any other document. You will need it to create your Epar. The Epar liaison is responsible for working with the hiring manager that has the vacancy, completing the framework, and attaching it to the 'Request to Fill' Epar.

\*\*NOTE: There is no way to save an incomplete framework for future access. Once you exit the framework webpage, all unsaved information will be lost. There is no way to modify saved frameworks. You will have to start over.

# ADDT'L FRAMEWORK QUESTIONS AND ANSWERS

## ▼ Will SCS evaluate applicants using the SCS Hiring Framework?

No. SCS Talent Acquisition and Workforce Development staff will not evaluate candidates using the SCS Hiring Framework.

SCS Talent Acquisition staff will use the SCS Hiring Framework to confirm the job posting includes a minimum of 3 core competencies, work examples, and that the 3-5 supplemental competency-based questions match the selected core and/or preferred competencies identified in *Step 1: Develop a Competency Map*. Agency subject matter experts will make evaluation and hiring decisions based on the specific needs of the agency.

## ▼ How should I evaluate an applicant's supplemental question responses?

SCS recommends hiring managers evaluate the applicant's **responses** to the supplemental questions and not simply the applicant's self-evaluation scores to acquire the most information about applicants. SCS has developed a supplemental question response rubric, which can be found in *Step 6* of the SCS Hiring Framework to assist with evaluation. Visit the [Workforce Development Resources page](#) for more information.

## ▼ Can agencies create their own interview questions or interview activities?

Yes. Agencies may create their own interview questions and activities. Take the CPTP Interviewing Basics course to learn how to craft legal interview questions that will yield the best results. SCS will continually update the interview question bank, so if you would like to see your question included in the bank of interview questions/activities, please submit interview questions or interview activities to [SCS-WorkforceDevelopment@la.gov](mailto:SCS-WorkforceDevelopment@la.gov).

## ▼ Have the minimum qualifications changed?

No. The minimum qualifications have not changed. SCS Talent Acquisition Staff will continue to evaluate applicants based on the current minimum qualifications listed on the job specification.

## ▼ For job postings involving career progression groups, which job title should I choose to use in the SCS Hiring Framework generator?

SCS recommends agencies choose the job title that most accurately reflects the desired competencies needed for the position.

***Link to full list of SCS FAQ's - <https://www.civilservice.louisiana.gov/Hiring-Framework/FAQs.aspx>***

# Incorporating the SCS Hiring Framework into the EPAR Process

- Request to Fill EPARS can be completed as normal; however, the completed Hiring Framework will now need to be attached before it is submitted for approvals.
- Supplemental Information such as preferred experience and additional questions can still be provided

# Options for Submitting the Hiring Framework

1. Utilize the generic SCS Hiring Framework templates that are available. These must be submitted as is with no edits. The pre-populated competencies and supplemental questions are what will appear in the posting.
- X With this option, no Working Job Description can be added to the posting.*
  - ✓ Supplemental Information such as preferred experience and/or additional supplemental questions may be added.*

# Options for Submitting the Hiring Framework

2. Create your own Hiring Framework using the Generator. Again, only Steps 1-3 are required.
  - ✓ With this option, a Working Job Description can be added within the Framework under Step 2: Work Tasks Section. This information will need to be copied and pasted into the Framework in order for it to be added to the posting.
  - ✗ A separate attachment with a Working Job Description will no longer be accepted.
  - ✓ Supplemental Information such as preferred experience and/or additional supplemental questions may be added.

# Attachments: Where Do They Go?

Microsoft Word version of Supplemental Information (preferred experience and/or additional supplemental questions)

PDF Hiring Framework Document

Attachments:	
Approval Expenditure Form: No attachment <input type="button" value="Choose File"/> No file chosen	Job Description (PD): No attachment <input type="button" value="Choose File"/> No file chosen
MS Word version of preferred experience: No attachment <input type="button" value="Choose File"/> No file chosen	MS Word version of Working Job Description: No attachment <input type="button" value="Choose File"/> No file chosen

# Next Steps

- HR will process the Request to Fill PAR once received.
  - If a PAR is received for a Framework position, and the Framework is not attached, it will be routed back.
- Once a posting has closed and Civil Service has reviewed applicants, HR will route the eligible candidates for review.
  - Since the Professional Level Exam (PLE) and Office Support Exam (OSE) have been discontinued, applicants claiming testing exemptions will no longer be provided.
  - Candidates provided have all met the minimum qualifications for the position and have answered the required Hiring Framework questions.

# Sample Hiring Framework Supplemental Questions from an Application

## Supplemental Questions

1. Q: CE: Rate your ability to communicate effectively based on our definition: The ability to relay information correctly and appropriately to connect people and ideas.

A: 4= I can communicate effectively and help others improve their communication
2. Q: CE: Explain your rating by providing specific and relevant examples in the box below.

A: I have several years experience working with diverse individuals, including parents, providers, doctors, judges, social workers, students, professors, etc., in which communicating effectively was important to accomplish the tasks and goals required for the position.
3. Q: DA: Rate your ability to demonstrate accountability based on our definition: The ability to accept ownership for your actions, behaviors, performance, and decisions.

A: 4= I can demonstrate accountability and help others improve their ability to demonstrate accountability
4. Q: DA: Explain your rating by providing specific and relevant examples in the box below.

A: I have an excellent work ethic and thrive to be accurate and efficient in my actions, performance, and decisions. Accountability was very important in all of my employment positions. As a DCFS employee, important decisions had to be made and actions taken to ensure the safety of my clients, and I was accountable for those actions and decisions made.

Questions such as these will be located at the end of each candidate's application.

# Optional Candidate Qualification/Rating Tool

**STATE CIVIL SERVICE**

**SCS HIRING FRAMEWORK**  
Supplemental Question Response Qualification Guide

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**Position Information**

Job Title: \_\_\_\_\_ Position Number: \_\_\_\_\_ Job Code: \_\_\_\_\_  
Reviewer: \_\_\_\_\_

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**Supplemental Question Response Qualification Rubric**

Use the qualification rubric to uniformly evaluate the supplemental question responses for each applicant using the 1-4 scale.

NOT QUALIFIED	MARGINALLY QUALIFIED	QUALIFIED	WELL-QUALIFIED
1	2	3	4
<ul style="list-style-type: none"><li>• Response does not demonstrate the critical competency</li><li>• Response lacks examples to support response</li><li>• Response indicates extensive training required</li></ul>	<ul style="list-style-type: none"><li>• Response inconsistently demonstrates behaviors that exhibit the competency</li><li>• Response contains generalized examples to support response</li><li>• Response indicates some training required</li></ul>	<ul style="list-style-type: none"><li>• Response demonstrates behaviors that exhibit the competency</li><li>• Response contains specific and relevant examples to support response</li><li>• Response indicates minimal training required</li></ul>	<ul style="list-style-type: none"><li>• Response demonstrates behaviors that exhibit the competency</li><li>• Response contains specific and relevant examples that are fully elaborated</li><li>• Response indicates no training required</li></ul>

All applicants on the Referral List qualify for the position; however, this tool will help evaluate the supplemental question responses to determine applicants' initial capability.



ANY  
QUESTIONS  
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