

# **STATE CIVIL SERVICE COMMISSION**

## **ANNUAL REPORT 2017 - 2018**



## COMMISSIONERS



**Odelfa Smith Preston**  
*Commissioner*



**Bryan R. Lentz**  
*Chairman*



**Gregory M. Lane**  
*Commissioner*

## EXECUTIVE OFFICE



**Jeffrey T. Wallace**  
*Executive Director*

# TABLE OF CONTENTS

<b>INTRODUCTION</b>	<b>1</b>
<b>PENNSYLVANIA’S MERIT SYSTEM: HOW IT WORKS</b>	<b>2</b>
<b>STATE CIVIL SERVICE COMMISSION EXAMINATION CENTERS</b>	<b>3</b>
<b>RECRUITING A QUALIFIED WORK FORCE</b>	<b>4</b>
<b>DEVELOPING AND ADMINISTERING EXAMINATIONS</b>	<b>10</b>
<b>POLICY AND INFORMATION SERVICES</b>	<b>15</b>
<b>INFORMATION TECHNOLOGY SYSTEMS</b>	<b>17</b>
<b>ADMINISTRATIVE OFFICES</b>	<b>18</b>
<b>COMMISSION MANAGEMENT TEAM</b>	<b>22</b>





# INTRODUCTION

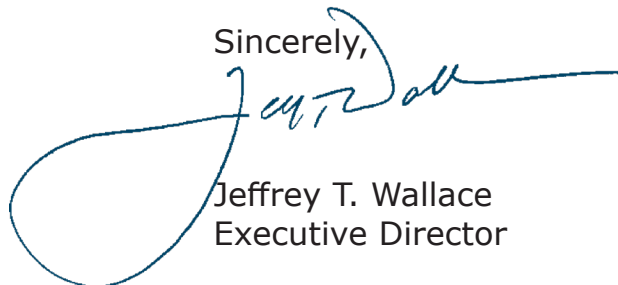
It is my honor to release the State Civil Service Commission's (Commission) Fiscal Year (FY) 2017-18 Annual Report. This report highlights the work and services provided by the Commission, as well as, operational changes initiated during the fiscal year.

The Commission, as originally established by the Civil Service Act of 1941, was created to serve as a consolidated merit employment service. Its mission was to recruit, foster and promote a professional and qualified public sector workforce based solely on job seekers' qualifications, talents, skills and abilities to perform the jobs.

FY 2017-18 introduced a significant operational change to the Commission and Commonwealth's merit employment service. Effective June 28, 2018, the Pennsylvania General Assembly passed and Governor Tom Wolf signed into law Act 71. This law transferred the Commission's recruit-to-hire employment functions to the Governor's Office of Administration. The Commission retains its appeal, hearing, audit and certain exemption functions. The Commission and Office of Administration continue to work to finalize the transition of these functions effective Thursday, March 28, 2019.

The State Civil Service Commissioners and I wish to express our deepest and most sincere appreciation to the Commission staff for the many years of dedicated, outstanding and exceptional public service. I also wish to acknowledge and thank Commission partner agencies, at the state and local government levels, for the support and cooperation provided over the years. These partnerships were critically important in the past and will continue to be in the future as we move forward to finalize the transfer of merit employment services to the Office of Administration.

Sincerely,

A handwritten signature in blue ink, appearing to read 'J. Wallace', with a large, stylized loop on the left side.

Jeffrey T. Wallace  
Executive Director

# **PENNSYLVANIA'S MERIT SYSTEM: HOW IT WORKS**

## **RECRUITING**

- Recruits veterans and other job seekers to gain merit system covered employment through outreach programs, job fairs, recruitment events and other proactive efforts
- Provides examination and employment opportunity related information to veterans and other job seekers
- Reviews job seekers' eligibility for taking examinations and qualifying for specific merit system covered positions

## **EXAMINING**

- Designs and administers written, oral, work simulation, experience and training examinations based on established job-related skills, knowledge, experience, education and training requirements
- Performs examination services at seven (7) locations throughout the Commonwealth
- Performs specialized examination services at other locations as requested by state and local agencies

## **PROVIDING**

- Provides score ranked certifications (employment lists) of eligible job seekers to hiring agencies
- Provides policy and related information to customer agencies, veterans and other job seekers

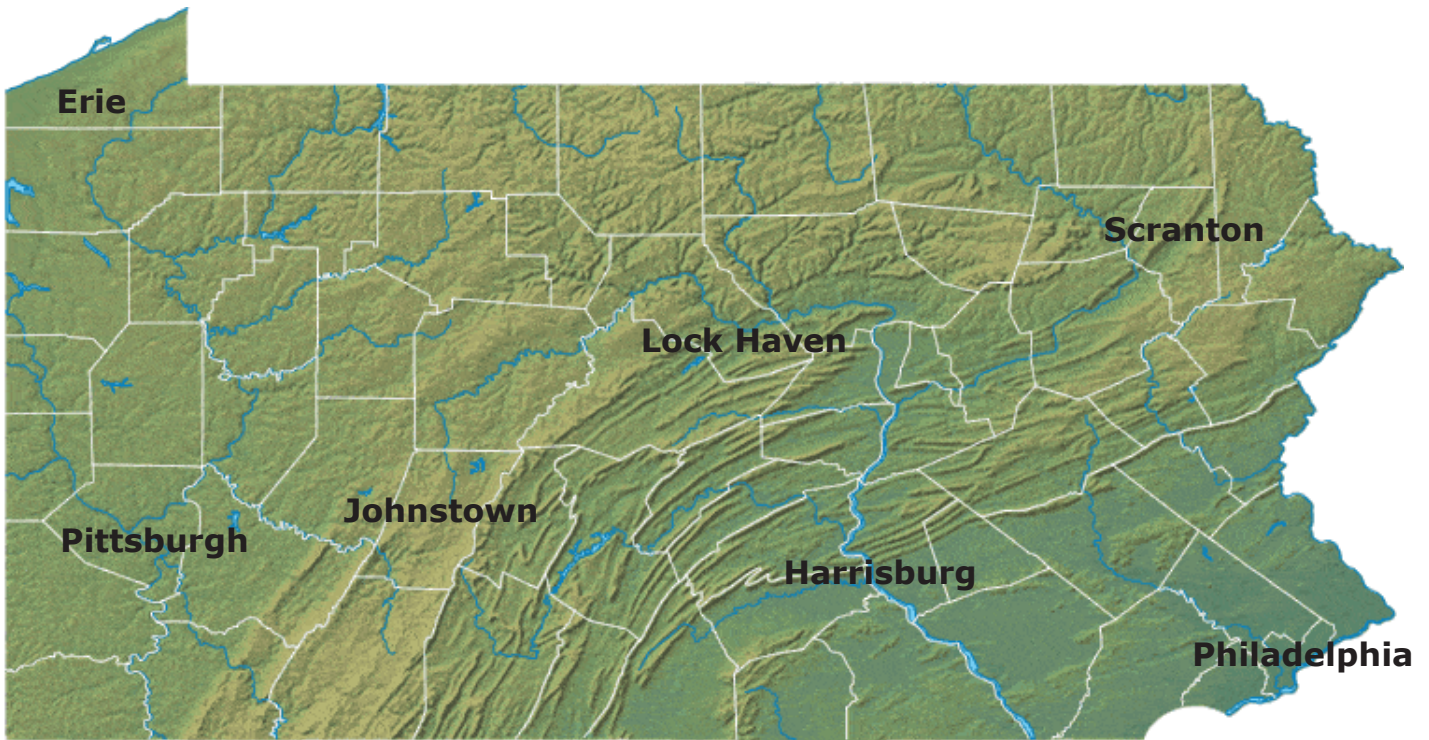
## **MONITORING & INVESTIGATING PERSONNEL ACTIONS**

- Monitors employee selections, promotions, demotions, terminations, furloughs and other personnel actions to ensure compliance with the provisions for the Civil Service Act
- Investigates complaints or allegations of potential violations of the provisions of the Civil Service Act

## **CONDUCTING HEARINGS & ISSUING RULINGS**

- Holds appeal hearings of disputed personnel actions and in response to investigations
- Issues findings, decisions and orders resulting from hearings, investigations and other activities

# STATE CIVIL SERVICE COMMISSION EXAMINATION CENTERS



## **Central Office/Harrisburg**

Strawberry Square  
Bowman Tower, Second Floor  
320 Market Street  
Harrisburg, PA 17101  
Phone: 717-783-3058\*

## **Western Regional Office/Pittsburgh**

411 Seventh Avenue, Room 410  
Pittsburgh, PA 15219

## **Eastern Regional Office/Philadelphia**

110 North Eighth Street, Suite 503  
Philadelphia, PA 19107

## **Erie (Erie County CareerLink)**

155 West Eighth Street, Suite LL1  
Erie, PA 16501

## **Johnstown (Hiram G. Andrews Center)**

727 Goucher Street  
Johnstown, PA 15905

## **Lock Haven**

8 North Grove Street, Suite H  
Lock Haven, PA 17745

## **Scranton (Lackawanna County CareerLink)**

135 Franklin Avenue  
Scranton, PA 18503

\*Telecommunication Relay Service (TRS) is available by dialing 711  
(for hearing or speech impaired or other individuals)

# **RECRUITING A QUALIFIED WORK FORCE**

## **HIGHLIGHTS AND CHALLENGES: FISCAL YEAR 2017-18**

On April 23, 2018, the State Civil Service Commission (Commission) transitioned to a new employment application system, NEOGOV. Job seekers now use [www.employment.pa.gov](http://www.employment.pa.gov) to view open civil service and non-civil service job opportunities and to apply for jobs of interest. The new employment website offers job seekers the opportunity to subscribe to "Job Alerts" by selecting job categories of interest. When a job title opens in one of the selected job categories, the job seeker receives an email notifying them to go to the employment website to view the posting. In addition, the evaluation function is conducted in NEOGOV to determine a job seeker's eligibility.

### **BUREAU OF EMPLOYMENT SERVICES**

The Commission's Bureau of Employment Services (BES) serves a major role in the merit employment system by recruiting, examining and reviewing the qualifications of job seekers. BES provides recruitment assistance to state and local agencies in their pursuit to fill vacant positions. BES serves as the first point-of-contact for individuals who visit, write or telephone the Commission's Harrisburg office.

BES consists of two divisions, the Recruitment and Workforce Diversity Division and the Counseling and Testing Division. Both divisions work closely with other Commission bureaus and regional offices to administer the merit based employment system. The Commission's client agency base consists of over 37 state agencies, numerous local government agencies across the Commonwealth of Pennsylvania, school districts, colleges and universities, veteran organizations and diverse community organizations.

The Recruitment and Workforce Diversity Division (RWDD) plans, develops and implements statewide recruitment initiatives to find and attract qualified and diverse talent to meet civil service employment needs of state and local government client agencies. During FY 2017-18, RWDD worked closely with client agencies to develop recruitment plans to inform job seekers of the wide variety of employment opportunities with the Commonwealth.

The Counseling and Testing Division (C&T) provides employment related information regarding the civil service application, examination and hiring process to job seekers looking for civil service employment

opportunities with state and local government. Also, C&T administers the civil service computerized examinations for job seekers who test at the Harrisburg Examination Center.

### **MARKETING CIVIL SERVICE EMPLOYMENT**

RWDD staff markets the Commonwealth as an employer of choice by promoting civil service employment opportunities available with client agencies. During this fiscal year, staff selected various recruitment events in which to participate based on specific client agency human resource needs, past experience with specific recruitment events and the availability of financial and staff resources. Staff participated in 22 recruitment-related events directly reaching approximately 750 job seekers. For comparison purposes, in FY 2016-17, staff attended 83 recruitment events reaching 5,168 job seekers.

RWDD staff utilized the Commission website as a marketing tool by placing employment information on the "Featured Vacancies" section of the website and updating online versions of recruitment literature. Staff also utilized job-posting sites to target specific occupational fields whenever possible, and all-inclusive websites, such as the Pennsylvania Department of Labor and Industry's website "Gateway." RWDD also maintained various distribution lists for diversity, disability-related, veterans' and women's organizations in Pennsylvania. Employment related information was sent to representatives of these organizations to share with the communities they serve.

BES continued to prepare recruitment literature to assist job seekers in their pursuit of state and local government employment. Ten occupational brochures for career opportunities were updated to reflect the transition to the new application process. In addition, customized flyers and brochures were developed and distributed to target audiences in an effort to assist client agencies in promoting specific immediate employment opportunities.

### **COLLEGE RECRUITMENT PROGRAM**

The Commission promoted civil service employment opportunities to Pennsylvania college students by attending job fairs and distributing promotional flyers to students and alumni for specific job titles. Also, the RWDD College Recruitment Specialist served as



a member of the Central Pennsylvania Employment Consortium (CPEC), which facilitates networking with 16 South Central Pennsylvania colleges and universities and nine business/corporate members. In total, RWDD reached 298 college students through attending six college-related career fairs. This is a decrease compared to FY 2016-17, when staff reached approximately 843 college students through 20 college-related career fairs and presentations.

RWDD actively recruited applicants for a variety of job opportunities at the following colleges and universities:

- Pennsylvania State University – Harrisburg Campus
- Pennsylvania State University – State College Main Campus
- Shippensburg University
- Lehigh Valley Collegiate Career Expo including participating schools: Cedar Crest College; DeSales University; Lafayette College; Lehigh University; Moravian College; Muhlenberg College; Alvernia University; Albright College; Kutztown University; Lehigh Carbon Community College; Northampton Community College; Pennsylvania State University – Berks and Lehigh Valley; and Reading Area Community College
- Central Pennsylvania Employment Consortium including member schools: Central Penn College; East Stroudsburg University; Elizabethtown College; Harrisburg University; Juniata College; Lebanon Valley College; Lycoming College; Messiah College; Millersville University; Pennsylvania College of Health Sciences, Pennsylvania State University – Harrisburg, Mont Alto, and York; Shippensburg University; Susquehanna University; and York College of Pennsylvania

## **OUTREACH TO VETERANS**

BES is proud to provide support to Pennsylvania veterans as they seek to transition to the civilian workforce. RWDD staff attended two recruitment events focused specifically on veterans, which reached approximately 33 veteran job seekers. These events included the *Veterans Homeless Stand Down* event held in Harrisburg and the *Women Veterans Town Hall and Expo* at the Army Heritage Museum in Carlisle, PA. During FY 2016-17, 12 veteran-related recruitment events were attended reaching 450 veteran job seekers, and 9 veteran-

related recruitment events were attended reaching 640 veteran job seekers in FY 2015-16.

The RWDD Veterans' Relations Specialist actively maintains contact with professionals and organizations that serve veterans, including the Pennsylvania Army National Guard, Pennsylvania Veterans' Chamber of Commerce, and the PA CARES organization (Pennsylvania Americans showing Compassion, Assistance and Reaching out with Empathy for Service Members).

## **PROMOTING DIVERSITY IN THE WORKFORCE**

One of the goals of BES is to recruit a diverse job seeker pool to ensure the Commonwealth has a well-rounded workforce. Although, all RWDD staff integrate equal employment opportunities and workforce initiatives into their recruitment activities, two recruitment specialists serve as experts in providing specialized services to minorities and individuals with disabilities. These services include regular networking, evaluating resumes, targeting outreach to community leaders and organizations, attending recruitment events, maintaining a working relationship with the Department of Labor and Industry's Office of Vocational Rehabilitation (OVR) and implementing an extensive bilingual recruitment program.

This fiscal year, RWDD staff participated in five recruitment events with a focus on diversity, which provided an opportunity to connect with 72 job seekers. This compares to attending 12 diversity-specific events and reaching 935 job seekers in FY 2016-17.

RWDD staff attended diversity-related events at the OVR Diversity Job Fair in Reading, the OVR Fall Mini Job Fair in Harrisburg, the OVR NDEAM Job Fair in Lancaster, OVR Job Fair in Williamsport and OVR NDEAM Job Fair in York.

As the population of Pennsylvania continues to become more diverse, agencies providing services to the public have a need to fill positions with bilingual job seekers, primarily those who are proficient in English and Spanish. To assist agencies, BES administers Spanish-speaking proficiency evaluations (SSPEs) to certify job seekers as bilingual. Fifty-eight bilingual employment selective certification requests were submitted by state and local government agencies, and SSPEs were administered to 229 new job seekers, which resulted in the certification of 434 job seekers to fill 42 bilingual civil service positions.



This compares to FY 2016-17, when staff processed 39 bilingual selective certification requests and administered SSPEs to 127 new job seekers, which resulted in 276 total applicants certified to fill 37 bilingual civil service positions. Staff processed 54 bilingual selective certification requests and administered SSPEs to 277 new job seekers, which resulted in 481 job seekers certified to fill 135 bilingual civil service positions.

The BES Recruitment Specialist for Individuals with Disabilities maintains a working partnership with the OVR, which results in client referrals to the Commission. In addition to promoting civil service employment by participating in recruitment events with a focus on diversity during the fiscal year, the Recruitment Specialist participates in monthly *Tuesday Talk* conference calls with the Governor's Cabinet and Advisory Committee for People with Disabilities; and webcasts offered by the *Job Accommodation Network* focusing on topics involving employment and disabilities.

### **PARTNERSHIP WITH CAREERLINK OFFICES**

The Commission partners with the Department of Labor and Industry's CareerLink system to promote civil service state and local government employment opportunities for Pennsylvania citizens. This partnership allows participation in CareerLink-sponsored job fairs at no cost to the Commission and enables civil service employment information to be provided to the general public at CareerLink Offices statewide. This year, RWDD staff requested the CareerLink Offices disseminate information pertaining to 112 special civil service programs to appropriate clients in select geographical areas.

RWDD recruitment specialists participated in four CareerLink-sponsored job fairs to promote civil service employment. Events were held in Wilkes-Barre, Hazleton, Huntingdon, and Lancaster and staff reached 145 job seekers. In FY 2016-17, staff reached out to 1,622 job seekers at 23 CareerLink related events, and reached out to 3,216 job seekers at 21 CareerLink related events in FY 2015-16.

### **MEETING THE NEEDS OF CLIENT AGENCIES**

RWDD staff are assigned a group of client agencies to assist with their special recruitment needs. As a result, staff develop a professional relationship with their assigned agencies by engaging in regular communication about employment needs and implementing targeted recruitment plans in response

to job titles with limited job seeker pools and those with vacancies. This year, RWDD staff developed and implemented specialized recruitment plans to assist with promoting opportunities for 112 different jobs on behalf of 43 state and local government agencies. For comparison purposes, in FY 2016-17 staff implemented 57 specialized recruitment plans.

Recruitment plans for state agencies included: Laboratory Technician for Department of Agriculture; Securities Offerings Analysts for Department of Banking and Securities; Forester and Forest Technician for Department of Conservation and Natural Resources; Corrections Laundry Plant Foreman 1 for Department of Corrections; Police Training Education Specialist, Adult Basic and Literacy Education Advisor 1, Education Executive 1, and Bilingual Education Advisor 1 for Department of Education; Environmental Engineering Specialist, Civil Engineer Trainee, Chemists, Water Pollution Biologists, Civil Engineers (Hydraulic), Environmental Program Manager, Geologic Specialist, Senior Civil Engineer (General), and Environmental Engineer for Department of Environmental Protection; Fire and Safety Marshal, Dental Assistant, Registered Nurse, Licensed Occupational Therapist, Energy Assistance Worker, Institutional Safety Manager, Refrigeration/HVAC Mechanic, and Medical Facility and Records Examiner for Department of Human Services; Insurance Claims Evaluator 2 for Department of Insurance; Workers' Compensation Self Insurance Chief, U. C. Tax Technician Trainee, Medical Facility and Records Examiner, U. C. Intermittent Intake Interviewer, and Workforce Development Analyst 2 for Department of Labor and Industry; Volunteer Resources Coordinator 2, Registered Nurses, Licensed Practical Nurses, Facility Maintenance Manager 3, and Quality Assurance/Risk Management Specialist for Department of Military and Veterans Affairs; Revenue Tax Auditor Trainee for Department of Revenue; Regulatory Enforcement Inspector, Professional Conduct Investigator Supervisor, and Professional Conduct Investigator 1 for Department of State; Driver License Examiner Assistant, Driver License Examiner, Management Analysts, Applications Developers and Administrators, Transportation Construction Inspectors, Civil Engineer Manager (Hydraulic), Equal Opportunity Specialists, and Transportation Construction Manager 1 & 2 for Department of Transportation; Assistant Fire Academy Training Services Administrator for Pennsylvania Emergency Management Agency; Director, Bureau of Wildlife Management for Pennsylvania Game Commission; Chief, Architecture and Conservation and Architectural Consultant for Pennsylvania Historic Museum Commission; Liquor

Distribution Administrator, Liquor Store Clerks, Liquor Store Assistant Manager 2, PLCB Marketing Analyst, and LCB Licensing Technician 1 for Pennsylvania Liquor Control Board; and Public Utility Audit Manager, Utility Termination Investigator, and Utility Complaint Interviewer for Pennsylvania Public Utility Commission.

Recruitment plans for local government agencies included County Caseworkers for Allegheny County; County Caseworkers, Deputy Mental Health Administrator 2, and County Mental Health Program Specialist 1 for Bedford-Somerset Developmental and Behavioral Health Services; Maintenance Repairman 2 for Bedford-Somerset Developmental and Behavioral Health Services; County Caseworker 1 for Blair County; Drug and Alcohol Prevention Specialist Trainee for Bradford/Sullivan Office of Drug and Alcohol; Housing Inspector for Bucks County Housing Authority; County Caseworkers, and Aging Program Assessor for Cambria County; Administrative Assistant for Carbon County; Administrative Officer 2 and County Caseworkers for Delaware County; Executive Director, Housing Authority for Greene County; County Caseworkers for Jefferson County; Pharmacy Assistant for Lackawanna County Department of Human Services; Executive Director, Housing Authority for Lancaster County; Aging Care Manager 2 and Aging Care Management Supervisor 1 for Lebanon County; Management Aide (Bilingual) for Housing Authority, Office Staff Positions, and Drug and Alcohol Case Management Specialist for Lehigh County; Resident Initiatives Coordinator, Housing Authority for Luzerne County; Senior Center Services Director 3 for Northampton County; Deputy Executive Director, Housing Authority for Mercer County; County Caseworker 1 and Fiscal Technician for Pike County; Senior Center Operator 1 for Potter County; County Social Services Aide 2 and County Caseworkers for Tioga County; Accountant 1, Fiscal Technician, County Caseworkers, Meal Transporter, Van Driver, and Residential Program Worker for Wayne County Office of Human Services; Deputy Executive Director, Housing Authority, Budget Analyst 1, Aging Care Manager 3, and County Casework Manager 1 for York County.

The Commission expanded the issuance of localized examinations to increase vacancy-based hiring. In conjunction with opening localized examination programs, staff implemented several standard objectives, such as posting vacancy information on various websites and sharing information with colleges, veterans', women's, diversity and disability-related organizations. Additional objectives were implemented upon request from the hiring agency.

This year, staff implemented recruitment efforts to promote 54 localized examinations for state and local government agencies. In FY 2016-17, 43 localized examinations were promoted.

RWDD staff also provided a variety of other services to client agencies such as reviewing requests for waivers of the Pennsylvania residency requirement for hard-to-fill job titles; obtaining contact information for Pennsylvania residents holding licenses in specific occupations; monitoring eligibility lists to determine if efforts have been successful and staying in close contact with client agency staff to determine if additional efforts were needed.

## **SERVICES PROVIDED TO THE GENERAL PUBLIC**

BES staff work with the general public on a daily basis to provide information and guidance on the civil service application, examination and hiring processes. Staff provide customer service electronically, via telephone and in person in an effort to provide the necessary information and tools to navigate through the civil service employment system. Due to the transition to a new application system in April 2018, staff dealt with an increased number of telephone calls from the public looking for guidance in navigating the new system. This year, BES staff handled over 10,368 inquiries from job seekers.

BES staff provided resume evaluation services to job seekers. Results of the evaluations were sent via email. In situations where job seekers needed extra assistance with navigating the employment process, telephone counseling sessions were arranged.

## **TESTING SERVICES IN THE HARRISBURG EXAMINATION CENTER**

The Harrisburg Examination Center is one of three test centers that administers civil service written examinations on most weekdays. The table and graph on page 8 highlights this activity for the past three fiscal years. The Harrisburg Examination Center collaborated with the Bureau of Talent and Acquisition Planning in the Governor's Office of Administration (OA) to administer written examinations for the Temporary Clerical Pool Program (TCP) for Limited Term Clerk Typist and Limited Term Clerk job seekers. Harrisburg Examination Center staff conducted testing for interested TCP job seekers between July 2017 and April 2018. In FY 2017-18, 764 job seekers examined for this program, compared to 1,026 job seekers tested in FY 2016-17, and 823 job seekers

examined in FY 2015-16. In May 2018, the OA changed the format of the TCP program. Job seekers no longer need to take a written examination.

Through a contractual agreement with the Pennsylvania Department of Labor and Industry, Bureau of Occupational and Industrial Safety, the Commission administers testing for the Lead Abatement Certification Program. Applicants are examined for three certifications, including Lead Abatement Inspector, Lead Risk Assessor and Lead Supervisor. During FY 2017-18, 33 job seekers examined for this program at the Harrisburg Examination Center. For comparison purposes, 38 job seekers in FY 2016-17 were examined.

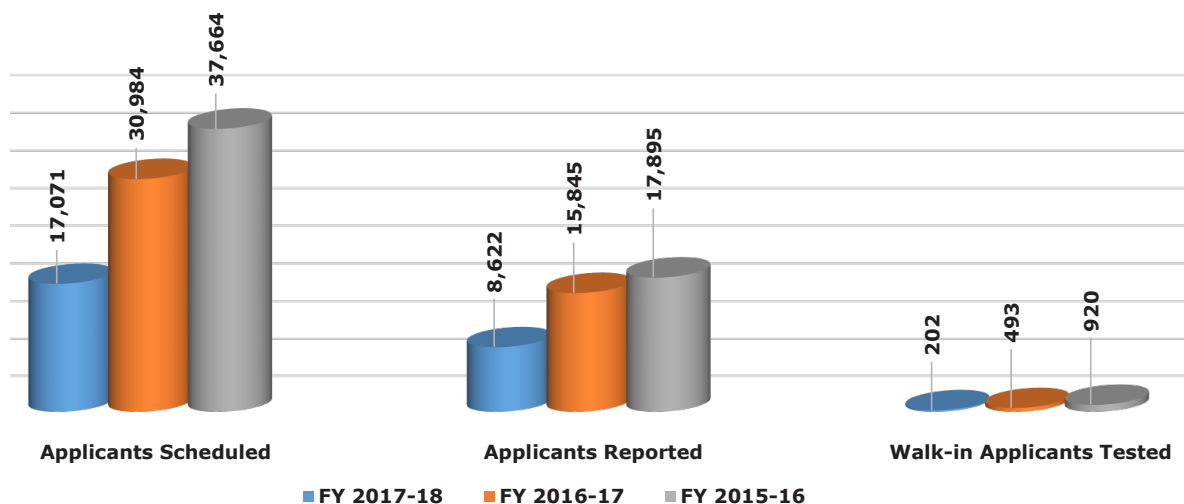
The Commission administers examinations for Pennsylvania State Police Cadets and Liquor

Enforcement Officer Trainees at all examination centers based on the needs of the Pennsylvania State Police. Testing for these programs was offered in FY 2017-18 in January-February. During this timeframe, 992 job seekers scheduled and 811 job seekers examined at the Harrisburg Examination Center.

The Commission is committed to assisting individuals with disabilities to be competitive in the civil service merit employment process by offering reasonable testing accommodations to job seekers upon request. During FY 2017-18, the Harrisburg Examination Center provided test accommodations to 50 job seekers. For comparison purposes, test accommodations were provided to 55 job seekers during FY 2016-17, and 71 job seekers during FY 2015-16.

## HARRISBURG WRITTEN EXAMINATION STATISTICS

HARRISBURG	FY 17-18	FY 16-17	FY 15-16
Applicants Scheduled	17,071	30,984	37,664
Applicants Reported	8,622	15,845	17,895
Walk-in Applicants Tested	202	493	920
<b>TOTAL APPLICANTS TESTED</b>	<b>8,824</b>	<b>16,338</b>	<b>18,815</b>





## EVALUATION OF APPLICATIONS

Civil service applications are reviewed to ensure job seekers meet the minimum experience and training requirements for specific job titles. The evaluation is typically performed after job seekers pass the examination. BES staff evaluated 3,948 applications in FY 2017-18. For comparison purposes, staff evaluated 6,668 applications during FY 2016-17, and 9,066 during FY 2015-16.

Of the 3,948 job seekers whose qualifications were evaluated, 2,410 were determined to be eligible and 1,538 were found ineligible due to not meeting the minimum experience and training requirements. Job seekers who were determined to be ineligible were

given the opportunity to challenge the decision. Two hundred thirty-five job seekers challenged their ineligibility determinations. Of those, 129 decisions were affirmed, 88 decisions were changed due to applicants providing additional information and 16 challenges were denied for untimeliness.

## RECRUITMENT ACTIVITIES

HARRISBURG	FY 17-18	16-17	15-16
College/Internship	6	20	42
IT/Nursing/Healthcare	0	2	3
Other Types	16	61	73
<b>TOTAL</b>	<b>22</b>	<b>83</b>	<b>118</b>

*Pictured below are Chairman Bryan R. Lentz and Commissioner Odelfa Smith Preston in Harrisburg.*



# **DEVELOPING AND ADMINISTERING EXAMINATIONS**

## **Analyzing Job Seeker Eligibility/Qualifications**

As part of the Commonwealth's OneHR initiative, the NEOGOV software platform for civil service applications and examinations was implemented by the Commission. There was a large amount of incremental work and collaborative activities completed by designated agency staff leading up to and following the launch of this transformative initiative.

Commission staff actively participated in innumerable civil service policy and process review/design sessions, communications meetings and staff training meetings with the Governor's Office of Administration (OA) Talent Management staff and associated consultant staff. The work accomplished in these meetings resulted in policy revisions, updated work processes and procedures to be followed upon NEOGOV implementation.

This implementation required the review of every aspect of the work performed by the agency with major topics being, the process of job analysis/examination development, test scheduling, the application process and the evaluation and examination scoring processes. The inter-relationship between Commission bureaus and offices and how work moved to and from the various organizational components were examined.

The project required the collaboration of the Commission's Bureau of Information Technology Systems (BITS), NEOGOV and OA's Talent Management staff. After necessary workflows were determined and created in a User Acceptance Testing (UAT) environment, staff were tasked with identifying and building scenarios to test and identify technical issues requiring correction prior to the project's "go-live" date. Numerous correspondence templates for use in communication with job seekers about a variety of application and eligibility issues were created by staff and inputted into NEOGOV.

Commission staff served on the Communications and Training subcommittee which crafted the communications plan for all stakeholders of the civil service process. While the communications plan was moving through different stages of development, job seekers were informed of the status of the initiative via periodic posting of information on the Commission's website. In the immediate weeks leading up to "go-live," information was developed and disseminated to all Commission stakeholders such as university and school career services offices, community organizations, other state agencies and

members of the Pennsylvania legislature. Content for staff training manuals and related guides was jointly developed by collaboration with the OA's training and development staff. The final documents were used to train employees prior to "go-live." Following implementation of NEOGOV, the Commission's website was updated to reflect the current methods of operation.

At key times, civil service examinations were closed for application in response to the anticipated NEOGOV implementation date. An initially established "go-live" date in December 2017, resulted in the closure of most examinations (183 examinations) in October 2017. When the implementation date was delayed, staff reopened examinations and localized examination programs to respond to the hiring needs for specific vacancies. When the implementation date of April 23, 2018 was set, all examination programs were incrementally closed for application.

Upon "go-live," a select group of civil service examination postings became available for application on the Commonwealth's employment website, [www.employment.pa.gov](http://www.employment.pa.gov), with additional vacancy postings added on a continuous basis. Since the NEOGOV system did not have the capability of transferring the examination records of job seekers on existing civil service lists established by the Commission's former processes, these individuals were advised to reapply and re-examine for job titles of interest in NEOGOV. However, agencies were still able to use the previous civil service lists for making employment selections.

### **APPLICATION AND EXAMINATION PROCESS CHANGES**

The Commonwealth previously had two distinct employment applications and website processes for civil service and non-civil service jobs. As of April 23, 2018, job seekers can view and apply for civil service and non-civil service jobs on a single website. While some postings are open for application on a continuous basis, most are open for a limited period of time. While each posting requires a separate application, the demographic, employment and education data a job seeker inputs is maintained so the job seeker need only update subsequent applications and respond to supplementary questions, when applicable.

In the new application system, each job posting describes the hiring process used to fill the position. While some civil service jobs require job seekers take a written examination at an examination center,

the majority only require job seekers complete the application and answer job-related questions online.

The most common civil service postings are now in the following categories:

Written Examination for Future Vacancies: This type of posting requires job seekers to submit an application and complete an examination at one of the Commission's examination centers. Job seekers who meet the minimum requirements for the job title and receive a passing examination score are notified via email when openings are available. The examination score attained by the job seeker is used for all individual positions for which they apply. Job seekers with the highest scores are referred to the hiring managers for interviews.

Online Examination for Future Vacancies: This type of posting requires job seekers to submit an application for the job title, but instead of taking a written examination at an examination center, job seekers answer job related questions as part of the application process. Job related questions are scored for job seekers who meet the minimum requirements. Job seekers with passing examination scores are notified via email when openings are available. The examination score attained by the job seeker will be used for all individual positions for which the job seeker applies. Job seekers with the highest scores are referred to the hiring managers for interviews.

Current Vacancy Postings: There are two types of postings for current vacancies. In one version, the job seeker is first required to complete a written or online examination for the job title before submission of an application for a specific vacancy. The examination score attained on the written or Experience & Training (E&T) examination for the job title is used to determine the highest ranking job seekers of those who apply for the specific vacancy.

The second type of vacancy posting, the job seeker submits an application and answers online questions developed for the specific vacancy. These questions are based on the most important duties in the job's position description and the answers are scored for job seekers who meet the minimum requirements. Since questions may vary based on specific duties, job seekers may receive different examination results when they apply for multiple jobs that are assigned the same job title. In both versions of the job posting process, the job seekers with the highest scores are referred to the hiring managers for interviews.

## DETERMINATION OF EXAMINATION TYPE

As a result of a legislative initiative (Act 167 of 2016), the authority to determine the type of examination to be developed transferred from the Commission to the hiring agency. Currently, the vast majority of examinations being developed are vacancy-based E&Ts. Only those job titles with the highest volume of historical hiring activity are hired from a list-based process, whether written list-based or E&T list-based examinations. This changed how agencies request examinations and the type of examinations being developed. It required the Commission to establish a new process for the assignment of evaluation duties. Prior to "go-live," a significant number of written computerized examinations were administered at all examination centers. Staff located in the Pittsburgh, Harrisburg and Philadelphia regional offices evaluated applications of individuals who examined at their respective locations for written examinations only. Now, each of these offices is assigned specific postings to evaluate, whether the examination model used is a written or an E&T examination.

## SPECIALIZED EXAMINATIONS AND CERTIFICATIONS

Activity	FY	17-18	16-17
Accelerated Examination Programs		1	2
Localized Examination Programs		60	47
Selective Certifications Requested		59	83
Comparable Lists Requested		200	76
Accommodations Provided		179	49
<b>Specialized Examination Programs</b>			
Lead Abatement Certification <i>Department of Labor &amp; Industry</i>		175	96
Health and Sanitary Officer		8	7
Environmental Health Specialist <i>Allegheny Department of Health</i>		56	40
PA State Police Cadets/ Liquor Enforcement Officers		4,261	6,818



## BUREAU OF PERSONNEL ASSESSMENT

The Commission's Bureau of Personnel Assessment (BPA) is organizationally structured in three divisions: Test Development, Research and Test Administration. Each of these divisions has specific program areas of responsibility and work cooperatively with each other and with the Commission's other programmatic bureaus to provide services to the Commission's state and local government client agencies and job seekers.

The primary mission of the Test Development Division is the study of civil service jobs utilized by client agencies to develop examinations to measure the knowledge and abilities critical to the performance of the work which are directly related to the minimum experience and training requirements established for the job title. The Research Division provides these same services to client agencies but has historically specialized in more high-impact, high volume job titles and programs with the greatest complexity, such as video-based and promotional examinations. The goal of job analysis and test development is to provide client agencies with well-qualified candidates who meet the human resource needs and do so in a timely manner. Staff endeavor to provide fair and valid instruments of personnel assessment in compliance with the Federal Uniform Guidelines on Employee Selection. Staff also conduct survey activities related to merit systems and review current trends and approaches within the field of personnel assessment in the public arena.

While the Commission coordinates and leads the activities involved in job analysis and test development work, subject matter experts within the client agencies are critical to these processes. The creation of relevant and fair examination products is truly the joint responsibility of the Commission and the agencies. The job analysis function serves to identify the content areas to be covered by an examination within the format requested by the client agency. While assessment types available to client agencies include written computerized examinations, E&Ts, written work simulations, oral examinations, typing performance examination and a small number of examinations that include multiple examination types, the Commonwealth's current practices has trended toward the E&T format.

Due to the NEOGOV project, the number of examinations opened was significantly impacted. Between July 1, 2017 and April 23, 2018, 89 examination programs were newly opened which covered 177 job titles. This number of examinations

is in addition to those programs that were already open for application at the beginning of the fiscal year. There were 207 examination suspensions processed due to sufficient numbers of eligible job seekers on lists or lack of use by hiring agencies. Examination programs were also suspended to reduce the negative impact of adding additional eligibles to lists that would no longer be utilized after "go-live." Staff also conducted job analysis and met with agency subject matter experts to convert 28 written examinations to E&Ts prior to April 23, 2018.

Since "go live" and through the end of FY 2017-18, 146 agency examination requests submitted through NEOGOV were completed. Of these, 107 were vacancy-based using an existing E&T, 6 were vacancy-based with a new E&T, 2 were vacancy-based requiring the modification of an existing E&T, 26 were vacancy-based requiring the conversion of a written examination, and the remaining 5 were examination types in categories other than E&Ts.

The Test Administration Division is comprised of two Evaluations Units and the Test Administration Unit. The primary functions of staff assigned to the Evaluation Units is the review of applications to determine eligibility in meeting the minimum experience and training requirements for job titles and the scoring of application supplements for ratings of experience and training. Applications assigned for evaluation were from multiple categories. This included applications for job seekers who completed civil service examinations, agency personnel transaction requests, furloughs, informal reviews, comparable classification requests, selective certification requests and as a result of Governor's Executive Board Amendment changes to job specifications.

Staff evaluated 55,031 applications and scored 27,051 ratings of experience and training examinations. Staff responded to 822 challenges of eligibility determinations which resulted in 361 initial decisions reversed due to the submission of additional information from the job seekers.

Test Administration primary functions are maintenance of policy and procedures related to the administration of written examinations in the Commission's examination centers, oversight of the operations of the four statewide centers located in Erie, Johnstown, Lock Haven and Scranton and review and coordination of testing accommodations for individuals with disabilities. One hundred seventy-nine accommodation requests were approved. Another function performed by this unit is the coordination of localized examination programs

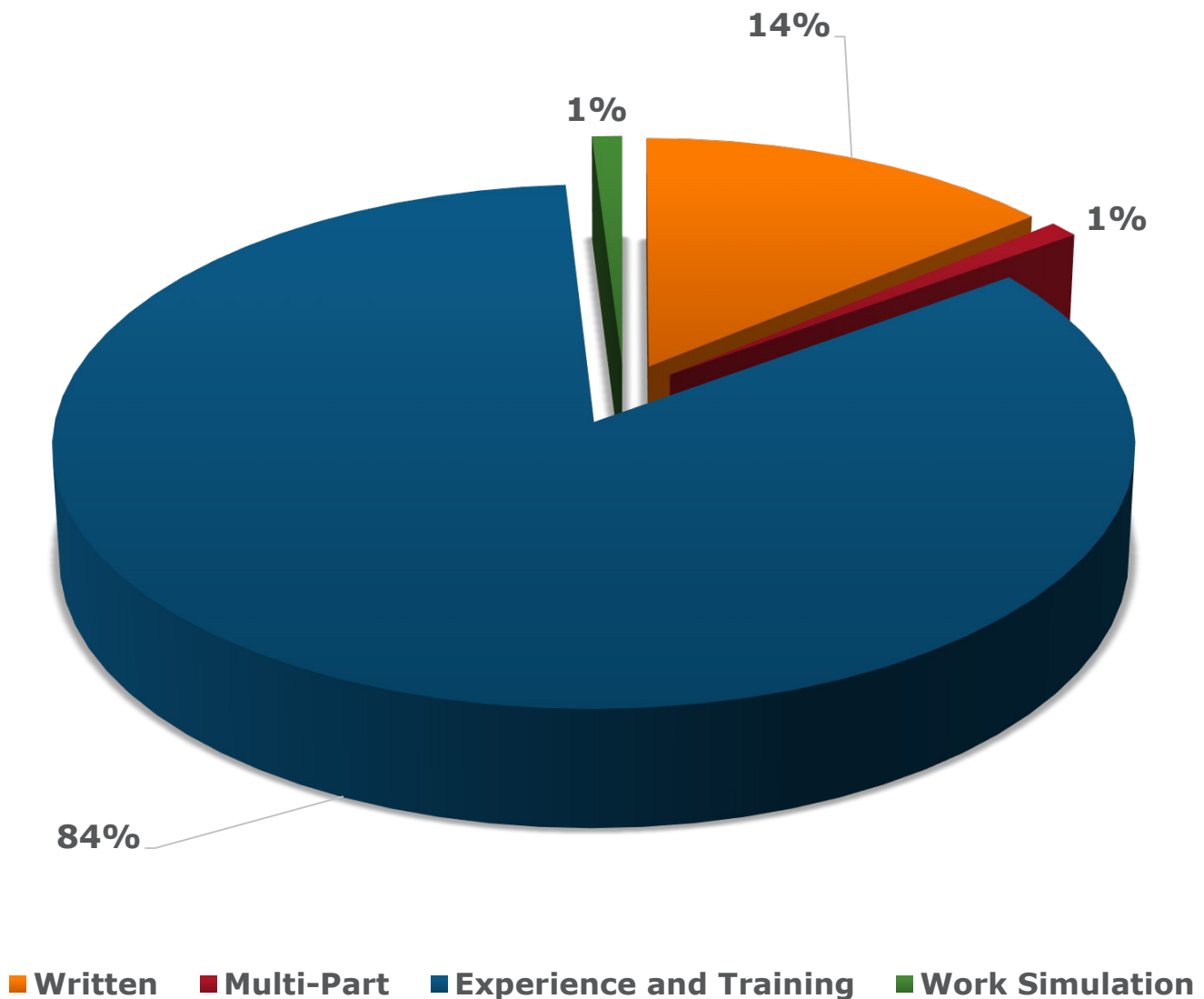
necessary to fill current vacancies. From July 1, 2017 to April 23, 2018, 60 localized programs were issued to assist agencies with critical staffing needs.

The Commission, by contract, provides specialized services in the administration of examinations for specific jobs not covered by the merit system. Job titles in this category included Health and Sanitary Officer, Environmental Health Specialist, Code Enforcement Officer, State Police Cadet and Liquor Law Enforcement Officer Trainee and Lead Abatement certification examinations. The Commission continued its partnership with the Pennsylvania State Police and administrated 4,261 State Police Cadet examinations in February 2018.

BPA staff work closely with the OA in the review of proposed job specifications prior to submission to the Governor’s Executive Board for approval. Staff reviewed 71 proposed job specifications. After the issuance of new Executive Board Amendments, the job titles contained on each amendment were reviewed in the Test Administration Division to determine if there was an impact on existing examination programs and certification lists.

To ensure the Commonwealth’s correctional institutions receive qualified candidates of high integrity and fitness to fill critical entry level Correctional Officer positions, the Commission works with the Pennsylvania Department of Corrections

## TYPES OF CIVIL SERVICE EXAMINATIONS



and the Pennsylvania State Police to review applicant background check information criteria and the results of applicant medical and physical standards to jointly determine those job seekers for deactivation from the civil service list. Two hundred forty-seven list deactivations were processed for the Corrections Officer Trainee job title.

requests to change examination format from written examinations to E&T examinations resulted in a large volume of agency requests. The large number of requests is expected to continue well into FY 2018-19. In spite of these circumstances, staff continued to provide exceptional customer service to client agencies, job seekers and the general public.

## BUREAU CHALLENGES AND STAFFING

FY 2017-18 was an extremely challenging year due to the implementation of NEOGOV and associated projects related to the initiative. The many

## ELIGIBILITY DETERMINATION/EXPERIENCE AND TRAINING RATINGS

APPLICATION TYPE	Application Numbers		Evaluations	
	FY 17-18	FY 16-17	FY 17-18	FY 16-17
Statewide Examinations	11,218	16,506	16,357	28,358
Unassembled Examinations	19,582	23,410	27,051	38,788
Localized Examinations	4,453	1,564	4,453	1,564
Oral Examinations <sup>[1]</sup>	77	264	77	75
Performance Examinations (work simulations)	203	259	203	259
Accelerated Examination Programs	21	61	21	61
Personnel Transactions	1,790	1,469	1,790	1,469
Emergency Appointments	0	0	0	0
Executive Board Actions	43	1,140	43	1,140
Qualifier Appointments	0	0	0	0
Furloughees	3	36	39	744
Informal Review for Applicants/Agencies	429	652	429	652
<b>SUBTOTALS</b>	<b>37,819</b>	<b>45,361</b>	<b>50,463</b>	<b>73,110</b>
Selective Certifications	1,875	2,350	1,875	2,350
Comparable Lists	2,693	450	2,693	450
<b>TOTALS</b>	<b>42,387</b>	<b>48,161</b>	<b>55,031</b>	<b>75,910</b>

<sup>[1]</sup>For oral examinations, some job seekers take other examination components and eligibility is evaluated in conjunction with those components (e.g., written examinations).



## **POLICY AND INFORMATION SERVICES**

The Commission's Bureau of Policy and Information Services (BPIS) provides training to client agencies' human resource and program management staff on merit system policies, procedures and provisions of the Civil Service Act.

The Bureau investigates alleged violations of the Civil Service Act and prepares written reports on findings including recommended action plans. BPIS develops and revises management directives and procedural manuals and consults with and assists Pennsylvania housing authorities and local government agencies on human resource and merit service system issues.

BPIS issues, clears and audits certifications of various employment actions for compliance with civil service regulations and makes written recommendations to exempt positions from civil service pursuant to provisions of the Civil Service Act.

### **POLICY ASSISTANCE AND CERTIFICATIONS**

The names of applicants who pass an examination are placed on a "certification of eligibles list."

While each job classification has a "master list" of every job seeker ranked by score, each master list can also be composed in several ways depending upon an agency's hiring requirements. For example, an agency can request a list of job seekers willing to work in a particular county where a vacancy exists.

Other types of certifications can highlight qualified job seekers who already are employed at the same agency or qualified job seekers who already hold merit service status in another agency.

When an agency decides to fill a vacancy, they request a current certification list for contacting qualified job seekers.

These lists are maintained and provided by BPIS. Agencies contact job seekers from the certification list to determine their availability and interest in a specific job vacancy and to schedule interviews.

BPIS provides customer service to legislators, veterans, client agencies, job seekers, employees and the general public by telephone, email, written correspondence and in person. BPIS also verifies application information for criminal history, education and work experience of new appointees to the classified service.

The Bureau:

- Issues certified lists of eligible job seekers to state and local government agencies
- Maintains eligible lists for employment, promotion and furlough
- Grants veterans' preference
- Verifies reports of job offers refused by job seekers
- Verifies Pennsylvania residency
- Processes applications for examination and reemployment purposes

### **FY 2017-18 ACCOMPLISHMENTS**

- Processed requests to re-establish furlough units for the following state and local government agencies: Office of the Budget, Fayette Housing Authority, Jefferson County Children, Youth, and Families Services and Wayne County Department of Human Services
- Provided information at the Pennsylvania Association of Housing and Redevelopment Agencies (PAHRA) and had a question and answer session at the PAHRA Conference/Training on February 26, 2018. Several topics were covered such as the various management directives, the new NEOGOV hiring process and moving from the Contractual Personnel System (CPS) to SAP
- Monitored 23 emergency appointments
- Conducted a training session for Housing Authorities on February 20 and 21, 2018, for the March 5, 2018 conversion from the State Civil Service Commission's CPS. This system is used to enter personnel transactions pertaining to housing authority employees hired through the Commission's merit system
- Conducted a training session on the conversion from AS400 to NEOGOV for the Housing Authorities on April 11 and 12, 2018

## MONITORING COMPLIANCE / AUDITING PERSONNEL ACTIONS

Activity	FY 17-18
Certifications of Eligibles and Certification Error Reports Audited	5,898
Non-Competitive Promotions without Examination Reviewed	2
Competitive Promotions without Examination Reviewed	1,895
Emergency Appointments Reviewed	18
Qualifier Appointments Monitored	2
3(c)(1) Appointments Monitored	14
3(c)(4) Appointments Monitored	4
Code 15 and Code 16 Appointments Reviewed	19
Temporary Higher-Level Assignments Reviewed	13
Refusal of Job Offers Verifications	433
Statutory Disqualifier Verifications	1
NeoGov Hiring Actions	5,702

## VETERANS' PREFERENCE AND CERTIFICATION DIVISION

Certification Activity	FY 17-18
Certifications Issued	19,599
Average Issued per Week	377
Eligibles Certified	218,386
TOTALS	238,362
Top 10 Agencies in Certification Activity	FY 17-18
DEP	3,066
Human Services	1,759
Corrections	1,697
Labor and Industry	1,550
Transportation	1,438
DCNR	947
PLCB	924
County Assistance	685
Health	563
County Children and Youth	550
TOTALS	13,179

# INFORMATION TECHNOLOGY SYSTEMS

The Commission's Bureau of Information Technology Systems (BITS) consists of the following divisions: Enterprise Network and Technical Support, Enterprise Governance and Program Management, Applications Development and Database Architecture and Administration.

Some of the key responsibilities of the Bureau include:

- Supports the enterprise network and implements PC standards, along with advanced information technology (IT) support and software maintenance, development and management
- Oversees the operations of the Commission's enterprise network infrastructure and architecture, manages the Help Desk and provides technical support and IT training
- Performs all aspects of IT project management, emphasizing quality control of work requests from inception through deployment
- Handles research, internal audits, system testing and production deployment and plans, coordinates and reviews change requests and client and contractor requirements
- Monitors all Windows applications, creates new web applications and modifies existing applications and systems
- Manages the activities related to BITS database and data design and resolves all problems in production activities including the computerized examination system, the certification system, online services and JobNet. JobNet was decommissioned in April 2017
- Monitors the security of the Commission's enterprise, network, database and application development
- Monitors public access to Commission websites, as well as access to the internal Commonwealth network (CWOPA), the certification and employment application systems and the AS400 certification system



*Bureau of Information Technology employees, Kevin Hibala (above) and Michael Aleski (right) being recognized at the Employee Recognition Reception on April 18, 2018.*





## ADMINISTRATIVE OFFICES

### LEGAL SERVICES OFFICE

The Legal Services Office (LSO) provides support to the Commissioners in their role as adjudicators conducting hearings of disputed personnel actions. LSO prepares appeals for review at the Commission's monthly meetings and mail orders and hearing notices based on rendered decisions. In the daily performance of their duties, LSO also provides legal advice to Commission staff. The statistics accompanying this report offer specific information on the volume, source, subject matter, and final disposition of civil service appeals.

Pre-hearing conferences with attorneys for both the appointing authority and the appellant reduce the time needed for hearings by resolving most issues involving the admissibility of testimony and other competent evidence in advance, allowing hearings to proceed without unanticipated delays and interruptions. As a direct result of these conferences, many settlements occur, eliminating the need to hold a hearing.

Requests for reconsideration, requests for continuances, and miscellaneous pre-hearing and post-hearing motions, and any responses opposing them are scanned and forwarded electronically to the

Commissioners for review. Final decisions are mailed to the parties immediately after the Commissioners vote. This process significantly reduces the average amount of processing time for decisions.

The Commission scheduled hearings for approximately 300 furlough appeals filed by employees furloughed from the PA Department of Labor and Industry in FY 2016-17. The majority of these appeal hearings were heard at consolidated hearings per the request of the parties. Most appeal hearings granted by the Commission are heard at individual hearings. It was a unique effort to plan for, coordinate, schedule and hold consolidated hearings.

The LSO provides current information about pending hearings and issued adjudications at [www.scs.pa.gov](http://www.scs.pa.gov). The website is a key resource for attorneys, human resource personnel, appellants and the general public to obtain forms for filing appeals and information needed to prepare for hearings, including a link to Frequently Asked Questions ("FAQs") on various pertinent topics related to the hearing process. The website also contains links to prior adjudications and recent appellate court opinions for research in preparing current cases for appeal.



*Legal Services Office pictured left to right, Edward Bohan, Shannon Greigel, Eric Carlisle, Frederick Smith, Jr., Laura Knittel, Alina Andreoli and Michele Rothstein Dolbin.*

## LEGAL SERVICES OFFICE ACTIVITY

<b>Appeals</b>	<b>FY 17-18</b>	<b>FY 16-17</b>
Personnel Actions	310	688
Appeal Hearings Granted	121	420
Appeal Hearings Denied (Summary Orders)	148	188
Hearings Scheduled/Rescheduled	442	309
Hearings Held	299	139
Pages of Notes of Testimony Recorded	14,764	19,517
Adjudications Issued	62	83
Requests for Reconsideration	24	18
Denied	23	11
Granted	1	7
Pre-Hearing Conferences Scheduled	48	43
Pre-Hearing Conferences Held	33	28
<b>Appeals (by Agency)</b>	<b>FY 17-18</b>	<b>FY 16-17</b>
Human Services	90	112
Corrections	44	57
Labor and Industry	7	322
Liquor Control Board	38	30
Environmental Protection	4	12
Transportation	19	35
Others	108	120
<b>Personnel Actions</b>	<b>FY 17-18</b>	<b>FY 16-17</b>
Removals	86	132
Suspensions	85	80
Non-Selections	53	72
Furloughs	0	301
PER / EPR (performance review)	23	27
Others	63	76
<b>Commonwealth Court Activity</b>	<b>FY 17-18</b>	<b>FY 16-17</b>
Petitions to Commonwealth Court	15	12
By Appellant	11	10
By Agency	4	2
Commonwealth Court Decisions	13	12
Affirming SCSC Actions	11	8
Reversing SCSC Actions	0	0
Remanding Back to SCSC	2	2
Withdrawn/Discontinued	0	2
Dismissed	0	0

## ADMINISTRATIVE SERVICES OFFICE

The Commission's Administrative Services Office (ASO) provides a variety of essential services necessary to maintain on-going operations and address changing requirements as needed. ASO responsibilities include budget and fiscal control as well as general agency wide administrative duties.

Budget and fiscal control responsibilities include preparing and submitting the agency's annual budget request, legislative hearing materials and rebudget documents. This office is the designated liaison to the Governor's Budget Office. Staff monitors fiscal activity, prepares expenditure and encumbrance reports and detailed budgetary projections to determine availability of funds throughout the year. Staff also calculates and prepares customer agency merit system invoices and other billings and monitors receipt of payment.

Staff is the designated agency fixed asset coordinator and is responsible for preparing and submitting periodic reports on asset acquisition, aging and retirement. As designated liaison with the Comptroller's office, staff is responsible for responding to requests for information related to agency audit plan, single audit, GAAP audit, CAFR preparation and internal controls. Other related duties include periodic completion and submission of Public Relations Expenditures and Transportation Fringe Benefits reports.

ASO serves as the agency Open Records Officer. As such, ASO receives and responds to requests for publicly accessible records. Staff performs this work in conjunction with the Executive Director, Legal Services Office and other staff as necessary to provide timely responses.

General administration responsibilities are comprised of those duties necessary to support Commission staff and operations. General administration includes safety, purchasing, facilities and records management, certain human resource functions, special reports and other miscellaneous related activities.

ASO is the designated agency Safety Coordinator and is responsible for developing and maintaining the agency Accident and Illness Prevention Program (AIPP). The L&I Bureau of Workers' Compensation (Bureau) randomly selected the Commission's AIPP program for audit. The Bureau found the Commission's AIPP not deficient. This is significant as such deeming is necessary to maintain self-insured status. Safety staff attends periodic training and is responsible to prepare and submit period information and reports.

Procurement related responsibilities include purchasing goods, services and equipment. Staff is required to maintain and implement Commission and Commonwealth policies and procedures. Goods and services usually purchased by the Commission include software licenses and maintenance agreements, equipment maintenance repair and rental agreements, office supplies, advertisements, renewal of publication subscriptions and memberships.

Facilities management involves working with the Department of General Services (DGS), the Comptroller's office and vendors related to leasing, renovating and maintaining space.

ASO is the designated Records Retention Coordinator and is responsible for maintenance of the Commission's Records Retention Schedule. Staff prepare and arrange for transfer of records to and from the Commonwealth Records Center and attends periodic training and meetings

ASO is responsible for various human resource related duties. These duties include oversight of an internal security badge system and coordinating badge acquisition and replacement through DGS. Staff are responsible for scheduling periodic meetings with deferred compensation representatives and maintaining the Commission organizational charts and phone directory. Other similar duties include planning and conducting the Commission's annual "Take Our Daughters and Sons to Work Day" event and chairing the employee recognition committee. On April 18, 2018, a reception was held to honor the below employees for their longevity of Commonwealth service for calendar year 2017.

### LONGEVITY OF COMMONWEALTH SERVICE

10 Years of Service
Kim Chisnell
Jeanne Cummings-Flanagan
15 Years of Service
Jenine Hartman
DJ Korlewitz
20 Years of Service
Kevin Hibala
Michele Rothstein Dolbin
25 Years of Service
Teri Yuschock



Other responsibilities include preparation of the statutory required Veteran's Complaint Report and Sunshine meeting notices, office supplies inventory and materials management including furniture and equipment surplus, internal mailroom operations, recycling, automotive and parking officer, purchasing and travel card coordinator, State Employee Combined Appeal (SECA) campaign coordinator and working on special projects as assigned by the Commission's Executive Director.

The Commission's main funding source is revenue (augmentations) received from client agencies at the state and local government levels. These revenues reimburse the Commission for the cost of providing merit services.



*City of Harrisburg Firefighters during a presentation on Take Our Daughters and Sons to Work Day.*



*ASO staff hosting a soft pretzel sale to raise funds for SECA.*



*Staff and children on Take Our Daughters and Sons to Work Day held April 26, 2018.*



# COMMISSION MANAGEMENT TEAM

**Jeffrey T. Wallace**  
Executive Director

**Robin Baumgardner**  
Bureau of Employment Services  
Acting Director

**Jason Brown**  
Western Regional Office Manager

**Sheryl Cebular**  
Bureau of Policy and Information Services Director

**Bernadette Hatok**  
Administrative Services Office Director

**Laura Knittel**  
Appeals Division Chief

**Todd Leiby**  
Bureau of Information Technology Systems Director

**Pamela A. Needham**  
Bureau of Personnel Assessment Director

**Angel Nieves**  
Eastern Regional Office Manager

**Frederick C. Smith, Jr.**  
Chief Counsel

**Michele Whiting**  
Executive Secretary, Executive Office

**This annual report of the Commonwealth of Pennsylvania's State Civil  
Service Commission highlights the fiscal year  
July 1, 2017 - June 30, 2018**

**State Civil Service Commission  
Strawberry Square, Bowman Tower  
320 Market Street, P.O. Box 569  
Harrisburg, PA 17108-0569**

**Graphic Design, Layout and Revisions: Keri Seitz  
Administrative Services Office**

**Cover Photograph: Douglas Brenner  
Administrative Services Office**

**KEYSTONE TO A REWARDING CAREER**



**[www.scsc.pa.gov](http://www.scsc.pa.gov)**

