

**STRATEGIC PLAN FOR FISCAL YEARS**

**2014-15 THROUGH 2018-19**



**OFFICE OF STATE EXAMINER  
MUNICIPAL FIRE AND POLICE CIVIL SERVICE**

***JULY 1, 2013***

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**STRATEGIC PLAN  
OFFICE OF STATE EXAMINER  
MUNICIPAL FIRE AND POLICE CIVIL SERVICE  
FISCAL YEARS 2014-15 THROUGH 2018-19**

**VISION**

The Office of State Examiner is committed to providing for the successful operation of the Municipal Fire and Police Civil Service at the local level; building on a foundation of integrity, while seeking to inspire the confidence and trust of local governing officials, civil service boards, and employees in a system based upon merit, efficiency, fitness, and length of service.

**MISSION**

The mission of the Office of State Examiner, Municipal Fire and Police Civil Service, is to administer an effective, cost-efficient civil service system based on merit, efficiency, fitness, and length of service, consistent with the law and professional standards, for fire fighters and police officers in all municipalities in the State having populations of not less than 7,000 nor more than 500,000 inhabitants to which the law applies, and in all parish fire departments and fire protection districts regardless of population, in order to provide a continuity in quality of law enforcement and fire protection for the citizens of the State in rural and urban areas.

**PHILOSOPHY**

The citizens of Louisiana, and the dedicated fire fighters and police officers who protect them, are entitled to a municipal fire and police civil service system founded in fairness and integrity, and built on the concept of dedication and excellence of service.

**STATE OUTCOME GOAL**  
**PUBLIC SAFETY**

The Office of State Examiner was established under the Municipal Fire and Police Civil Service Law, in part, to provide lists of qualified eligible candidates for appointment to positions in the fire and police services. Qualified fire and police personnel insure a continuity of public safety protection across both rural and urban areas of the state. Carefully developed and administered employment tests have long been recognized by private and public organizations for their value in identifying applicants who possess the knowledge, skills and abilities (KSAs) or competencies necessary to perform well on the job, to be responsive to training, to contribute to the general welfare of the organization and its customers, and to commit to a long term employment relationship. Citizens of the state of Louisiana deserve to live and work in an environment where they are free from threats and hazards that imperil their lives and property, and should be assured of a standard of professionalism from public safety employees throughout the state. It is, therefore, necessary that government must attract and retain personnel who possess the qualities that assure public safety.

Evolving from a statutory mandate to serve in an advisory capacity, the Office of State Examiner has become established as a single point of support, having developed and refined a range of services that provides stakeholders an unparalleled resource for information, advice, consultation, and collaboration. Based on seven decades of experience, the agency provides effective oversight to civil service boards, governing and appointing authorities, departmental chiefs, and fire and police employees in order to make the distinctive, merit-based fire and police civil service system operational at the local level. At the core of the agency's resource services is its expertise in the application of Louisiana's Fire and Police Civil Service Law, which provides for basic principles and a framework within which the system operates, and a unique understanding of management and administration of fire and police personnel. Civil service boards are comprised of residents of the areas served, most of whom have little or no personnel administration experience. Board membership changes fairly frequently due, in part, to staggered appointments. It is, therefore, unreasonable to expect them to develop the necessary expertise to administer the civil service system without adequate support, and local boards depend heavily on the Office of State Examiner. Additionally, local authorities and employees generally do not have a working knowledge of how the system is intended to operate, nor are they necessarily equipped with an understanding of complex HR practices. The OSE fills the gap by providing accurate and dependable advice and guidance regarding such personnel matters as appointments, discipline, appeals, leaves of absence, and political activities. The OSE is directly involved in matters of classification and allocations, involving in-depth analyses of essential duties and responsibilities of every position in the classified service, and the identification of their qualifications and incumbent underlying competencies. Advice and consultation is readily available by telephone and through correspondence. Support is augmented by seminars, training manuals and videos, as well as the agency's website. Assistance from our team of experts in all areas of support is based on a mix of best practice thinking, practical experience with public safety services, knowledge of employment law - particularly civil service law, and a commitment to peerless public service.

**HR POLICIES  
BENEFITTING WOMEN AND FAMILIES**

The Office of State Examiner has adopted a policy (effective 08/02) which addresses responsible leave management and unplanned absences. This special policy encourages responsible usage, a condition which we hope will improve the efficiency of service to those served by this office. The policy is intended to encourage advance leave planning, so that we may more efficiently meet work demands while also allowing employees to have needed time away from the office. The Office of State Examiner is sensitive to the needs and concerns associated with family care situations, and for this reason unforeseen family care issues (that is, absences which could not have been reasonably anticipated) which require employees to be absent from work have been excluded as unplanned absence. Such family care issues include doctor's appointments for, or a sudden illness of a child or other family member for whom the employee is responsible. The Office of State Examiner has also adopted a Family and Medical Leave policy which provides for leave of absence in accordance with the provisions of the Family and Medical Leave Act of 1993.

**PROGRAM GOALS**

- I. To advance the public safety and welfare of the citizens of Louisiana by developing and administering tests of fitness, validated in accordance with professional standards for employee selection, in order to determine the eligibility of applicants for employment and promotion in positions of the fire and police services.  
**(LSA-R.S. 33:2479(G)(3); R.S. 33:2539(3); R.S. 33:2492; and R.S. 33:2552)**
  
- II. To advance the public safety and welfare of the citizens of Louisiana by providing operational guidance to fire and police civil service boards, governing and appointing authorities, department chiefs and other public officers, and the employees of the classified fire and police services regarding the legal requirements of the Municipal Fire and Police Civil Service System and the administration and management of personnel within the classified service.  
**(LSA-R.S. 33:2479(G)(1),(2),(4),(5),(6); R.S. 33:2539(1),(2),(4),(5),(6); R.S. 33:2483; and R.S. 33:2543)**

**OBJECTIVES, STRATEGIES, AND  
RELATED PERFORMANCE INDICATORS**

- ❑ **GOAL I:** To advance the public safety and welfare of the citizens of Louisiana by developing and administering tests of fitness, validated in accordance with professional standards for employee selection, in order to determine the eligibility of applicants for employment and promotion in positions of the fire and police services.

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**OBJECTIVE I.1:** By June 30, 2019, efficiently and cost-effectively respond to the needs of administrators, classified employees, and the 1.8 million Louisiana residents protected by the Municipal Fire and Police Civil Service (MFPCS) System by providing validated selection tests and lists of qualified eligibles for hire and promotion.

- STRATEGY I.1.1 Validate selection procedures in accordance with professional standards and principles established for employment selection, including EEOC *Uniform Guidelines on Employee Selection Procedures*, so that candidates identified as eligible will have the knowledge and skills necessary to be placed in a working test period, and so examinations administered will be legally defensible.
- STRATEGY I.1.2. Improve workflow processes to reduce turn-around time between exam administration and submission of score reports.
- STRATEGY I.1.3. Increase efficiency of staff by cross training on key functions such as grade, analysis and report preparation.
- STRATEGY I.1.4. Improve quality of examinations and efficiency of exam preparation by conducting a comprehensive review and update of all test questions in OSE database from which tests are drawn.

PERFORMANCE INDICATORS:

- Input: Number of exams requested.  
Number of regional examinations and special request examinations administered.  
Number of lists of approved competitive candidates verified for compliance with civil service law.  
Number of lists of approved promotional candidates verified for compliance with civil service law.  
Number of entrance level hires who begin working test period.  
Number of promotional appointees who begin working test period.

Output:	<p>Baseline number of test questions in item bank.</p> <p>Number of examinations administered.</p> <p>Number of candidates tested.</p> <p>Total number of eligibility lists submitted for certification by civil service boards.</p> <p>Number of new validation studies conducted for customized exams.</p> <p>Number of validation studies completed on current standard exams.</p> <p>Number of customized exams developed for administration.</p> <p>Number of tests administered within 90 days of receipt of request.</p> <p>Number of entrance level hires who successfully complete the working test period.</p> <p>Number of promotional appointees who are deemed qualified, and confirmed by local appointing authorities following working test probational period.</p> <p>Number of new/revised test questions in item bank.</p> <p>Number of test questions removed from item bank.</p>
Outcome:	<p>Percent of tests administered within 90-day target period from receipt of request to date of exam.</p> <p>Percent of eligibility lists provided within 30-day target period from date of exam to date lists of exam results are mailed.</p> <p>Percent of entrance level hires who are deemed a “good hire” by local appointing authorities following a working test probational period.</p> <p>Percent of promotional appointees who are deemed qualified, and confirmed by local appointing authorities following working test probational period.</p> <p>Percent of jurisdictions requesting fast-track scores being provided eligibility lists within 7 days of test.</p> <p>Percentage of test bank updated.</p>
Efficiency:	<p>Average number of days from date of test to date scores are mailed.</p> <p>Number of lists of exam results submitted within 30 days or less.</p> <p>Cost per covered citizen.</p>
Quality:	<p>Percent of survey respondents indicating satisfaction with OSE Testing Services.</p>

- ❑ **GOAL II:** To advance the public safety and welfare of the citizens of Louisiana by providing operational guidance to fire and police civil service boards, governing and appointing authorities, department chiefs and other public officers, and the employees of the classified fire and police services regarding the legal requirements of the Municipal Fire and Police Civil Service System and the administration and management of personnel within the classified service.
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**OBJECTIVE II.1:** By June 30, 2019, efficiently and cost-effectively respond to the needs of administrators, classified employees, and the 1.8 million Louisiana residents protected by the MFPCS System by providing assistance and resources in the efficient operation of the MFPCS system and to insure it operates in accordance with the law.

- STRATEGY II.1.1. Provide timely support to those involved in the operation of the system at the local level through telephone support, correspondence, seminars, webinars, one-on-one training and orientation.
- STRATEGY II.1.2. Establish/Reestablish contact with local officials (mayors, fire board of commissioners, department chiefs) of potential jurisdictions to determine if criteria for inclusion in the system has been met.
- STRATEGY II.1.3. Provide timely recommendations to civil service boards on new and revised class plans.
- STRATEGY II.1.4. Provide timely recommendations to civil service boards on new and revised board rules.
- STRATEGY II.1.5. Review minutes of all civil service board meetings reported to the Office of State Examiner in order to offer timely advice on the operation of the system in accordance with civil service law.
- STRATEGY II.1.6. Produce and distribute resources (videos, manuals, circulars) for use by members of civil service boards, civil service board secretaries, governing authorities, and appointing authorities to familiarize them with the Municipal Fire and Police Civil Service System and to demonstrate how to effectively carry out their duties. The resources provided will be available on the OSE website.
- STRATEGY II.1.7. Speak to state conferences of employee groups, chief's associations, and associations of appointing authorities when requested. Attend meetings in local areas of new or existing civil service boards to provide training.
- STRATEGY II.1.8. Track legislation pertinent to the Municipal Fire and Police Civil Service system in order to provide information as requested to persons with a vested interest in the operation of the system.

STRATEGY II.1.9. Conduct annual survey to obtain feedback on services provided by Office of State Examiner.

STRATEGY II.1.10. Provide summaries of Attorney General Opinions, Appellate and Supreme Court decisions, and Ethic Board Opinions relevant to the Municipal Fire and Police Civil Service.

PERFORMANCE INDICATORS:

Input:	Number of advisory telephone calls. Number of personnel action forms received. Number of reviews to current and proposed classification descriptions. Number of reviews to current and proposed board rules. Number of potential jurisdictions to which the law applies. Number of informational categories on agency website.
Output:	Number of visitors annually to agency website. Number of individuals trained through seminars, webinars, or individual orientations. Number of letters written providing information/advice. Number of personnel action forms (PAFs) reviewed for compliance with civil service law. Number of PAFs returned to jurisdictions for corrections because of errors in application of civil service law. Number of civil service minutes reviewed. Number of potential jurisdictions to which the law applies and with whom contact has been initiated by the OSE. Number of revisions to classification plans submitted for adoption by civil service boards. Number of revisions to board rules submitted for adoption by civil service boards. Number of resources distributed. Number of legislative bills impacting the Municipal Fire and Police Civil Service System tracked on OSE website. Number of informational categories added to agency website.
Outcome:	Percentage of personnel action forms reviewed which are returned for correction. Number of new jurisdictions added for which board have been sworn in.

Quality: Percentage of local civil service boards and jurisdictions indicating overall satisfaction with OSE services.  
Percentage of survey respondents finding agency legislative tracking informative and helpful.  
Percentage of survey respondents indicating satisfaction with website resources.

**DEVELOPMENT  
OF  
STRATEGIC PLAN**

**STRATEGIC PLAN  
FISCAL YEARS 2014-15 THROUGH 2018-19**

**OFFICE OF STATE EXAMINER  
MUNICIPAL FIRE AND POLICE CIVIL SERVICE**

# DEVELOPMENT OF STRATEGIC PLAN FISCAL YEARS 2014-15 THROUGH 2018-19

## SITUATION INVENTORY

**Who are the principal clients and users of each program? What specific services or benefits are derived by the clients and users?**

### CUSTOMERS

Customers of government are defined to include anyone who receives or uses the services of a government program or whose success or satisfaction depends upon the actions of a department, office, institution, or program.

The customers of the Office of State Examiner are the members of the local Municipal Fire and Police Civil Service Boards and board secretaries; the classified employees within the system; the departmental chiefs, mayors, city and parish councils and police juries, fire boards of commissioners, and other government officials; candidates seeking employment in the classified service; and individuals seeking information about the operation of the system. The customers of the Office of State Examiner include also the citizens and residents of the areas served by, and who benefit from, the public safety protection provided by members of the system. The latter represents a population of 1.8 million who reside in 40 parishes.

The members of each of the local Municipal Fire and Police Civil Service Boards are appointed by the governing authority of their respective municipality, parish or fire protection district. Few possess a background or training in personnel administration; therefore, they depend heavily upon the Office of State Examiner (OSE) in order to effectively carry out the duties imposed upon them by the state constitution and laws. The OSE works closely with the board members in determining how each position in the classified service is to be allocated, assists them in developing and maintaining classification plans, and provides advice on how to conduct meetings and hearings in accordance with state law. At the request of the local board, the OSE develops and administers tests of original entrance and promotion, then furnishes the results to the local board. The OSE also assists the civil service boards in determining if appointments and promotions are made in accordance with civil service law. The assistance and training provided to civil service board members is a continuous process, as board membership changes on a regular basis. The terms of office for civil service board members are for three years, with the terms of the respective appointees expiring on a staggered basis in each jurisdiction. As of this writing, there are 381 dedicated citizens serving on local Municipal Fire and Police Civil Service Boards.

The classified employees of the Municipal Fire and Police Civil Service depend upon the OSE to ensure that the system functions in the manner in which it was created: to provide a structured, competitive merit system; continuous employment during changes of local

government administration, a system of equal pay for equal work, a method through which an employee may seek relief if he feels he has been subjected to discrimination in employment practices or working conditions, as well as relief from unfair disciplinary or corrective actions. The classified employees depend upon the OSE to provide promotional tests that are fair and job related, and to also provide feedback on examination performance so that future study efforts might be guided accordingly. Classified employees also turn to the Office of State Examiner when questions arise about the operation of the Municipal Fire and Police Civil Service system.

The departmental chiefs and governing authorities depend upon the OSE, through the use of validated employment examinations, to provide the local civil service boards with lists of candidates for entrance and promotion who have a reasonable expectation of success in the working test period. The local officials use the group analyses of exam performance provided by this office in analyzing the effectiveness of and guiding departmental training efforts. The departmental chiefs and governing authorities are provided an orderly and efficient system of personnel administration. The departmental chiefs and governing authorities also depend upon the OSE for advice and guidance on the procedures to be followed when disciplining or terminating employees. The OSE works closely with local officials in scheduling examinations so that public safety manpower staffing levels are not compromised during the examination process. The OSE also identifies and provides initial orientation and key support to new jurisdictions entering the system.

Those candidates seeking employment in the classified service depend upon the OSE to develop and utilize tests that are fair and job related, to provide information on locations where upcoming examinations are being administered, and to provide guidance on the process for reporting their scores to jurisdictions other than where they tested, but where employment opportunities might be available or desired.

The final type of customer for the OSE are the individuals seeking records or information of a public nature under the public records statutes. These individuals have an expectation that those records that fall within the public domain will be made available within a reasonable amount of time.

## **STAKEHOLDERS**

Stakeholders are defined as groups or individuals who have a vested interest in the organization.

The stakeholders of the Office of State Examiner include those entities previously identified as customers, as well as employee associations, municipal or civic associations, the citizens of the communities served by the various fire and police departments, and fire and police training facilities. The benefits to the community include professional employees who are employed and promoted on the basis of skills and professional abilities, thus responding to the primary need of public safety in the area. The overall program is geared to provide an equitable employment situation for employees and potential employees within the system, with the end result being greater efficiency within the departments, increased professionalism of employees, improved law enforcement and fire protection within the communities, and sustained higher employee morale.

## **EXPECTATION GROUPS**

Expectation groups are defined as those entities which expect certain levels of performance or compliance but do not receive services from an organization.

The expectation groups associated with the Office of State Examiner include the Equal Employment Opportunity Commission, the Department of Justice, the Department of Labor, the Legislature, and any court before which the operations of the Office of State Examiner may be reviewed.

The Office of State Examiner is expected to use professionally acceptable standards in conducting job analyses, developing classification plans, and validating examinations that are used as part of the selection process in the respective jurisdictions. The standards by which these activities are reviewed are found in the Equal Employment Opportunity Commission's Uniform Guidelines on Employee Selection Procedures, adopted by four Federal agencies in 1978. In addition, the EEOC also oversees provisions of the Americans With Disabilities Act which pertain to hiring and employment practices.

### **What services are provided by the Office of State Examiner?**

- Testing for entrance and promotion in the respective jurisdictions. This includes testing with special accommodations.
- In-office testing provided on an as needed basis for emergency appointments.
- Lists of eligibles furnished to local civil service boards.
- Study guides and pre-examination booklets.
- Individual and group analyses.
- Conduct reviews with applicants to provide testing information and study help.
- 24-hour access phone number for information on firefighter, police officer, and communications officer (fire and police) tests.
- Development of classification plans and assistance to the local boards in allocating positions to the appropriate classifications.
- Review of roll calls furnished by local civil service boards for competitive and promotional examinations for eligibility of reported individuals according to established board rules.
- Assistance to local civil service boards, governing authorities and employees within the system on the operation of the Municipal Fire and Police Civil Service.
- Seminars and individual orientations for local boards, governing officials, and board secretaries.
- Review of appropriateness of all personnel actions.
- Maintenance of files on all employees within the system.
- Maintenance of web site with frequently requested information, testing and employment information, civil service laws and related laws decisions and opinions.
- Track legislation pertaining to fire and police civil service during legislative sessions.
- Competitive and promotional application forms.
- Newsletters and general circulars of topics pertinent to those served by this office.
- Training videos for civil service board members.
- Social media pages on Facebook and Twitter to maintain constant contact with stakeholders. Also, a YouTube channel with videos created by this office.

**What is the authority of the Office of State Examiner in providing the services identified above?**

Article X, Section 16 of the Louisiana Constitution of 1974, and other provisions of the Constitution of 1921, Article 14, § 15.1 not specifically mentioned in R.S. 33:2471 et seq.  
Louisiana Revised Statutes 33:2471 through 2508.  
Louisiana Revised Statutes 33:2531 through 2571.  
Louisiana Revised Statute 33:2586.  
Louisiana Revised Statute 33:2589.1.  
Louisiana Revised Statute 33:2591.

Current Status of the Office of State Examiner, Municipal Fire and Police Civil Service

As of June 30, 2013, the Office of State Examiner serves 144 jurisdictions in an advisory capacity. There are 99 jurisdictions which have established a classified service for their full-time fire and/or police employees, and 45 jurisdictions are in various stages of compliance with the Fire and Police Civil Service Law. The Municipal Fire and Police Civil Service System includes 9,154 classified employees as of June 11, 2013; however, those who are employed with the latter 45 jurisdictions bring the total number of employees entitled to the benefits of the Municipal Fire and Police Civil Service System to approximately 9,619. For a list of jurisdictions with the number of employees in each department, please refer to Appendix C.

The table of organization for the Office of State Examiner comprises 19 positions, each of whom are in the state classified service (see Appendix D for a current organizational chart).

**How will duplication of effort be avoided?**

The Office of State Examiner, the Department of State Civil Service and the State Police Commission all administer civil service systems for different groups of classified employees. There is actually more similarity between State Police and State Civil Service, than between either of those groups and our office: Both deal with one commission and similar laws. These systems and the Office of State Examiner serve different constituent groups and function under different legal authority, and with different provisions of law. While all entities provide civil service examinations and eligibility lists, the Office of State Examiner works exclusively with *local* governing authorities and civil service boards. The Office of State Examiner also must accommodate and adapt to the rule making ability of civil service boards in *each* jurisdiction served by the agency, rather than working under a standard set of rules adopted by one board or commission. Each jurisdiction has its own classification plan, and tests which are administered by the Office of State Examiner must reflect the requirements of the job as it exists locally. This would be similar to the Department of State Civil Service having to conduct independent job analyses and develop separate examinations appropriate for Administrative Specialist positions in each state agency utilizing that class. The Office of State Examiner also has a different test validation requirement than do the other civil service entities because of the uses and applications made of the test scores according to state law. The Office of State Examiner has no responsibility for recruitment, as do the other entities, in that the local civil service boards in the system bear this responsibility.

### **How long will data be preserved and maintained?**

Preservation of public records is governed by R.S. 44:36 and provides that all public bodies must work with the archives administrator for the state of Louisiana in order to develop a records retention schedule. After taking inventory of the records and reports maintained by the Office of State Examiner, a retention schedule was developed with the assistance of the Records Management and History Division of the Louisiana Secretary of State. The retention schedule was updated on June 15, 2011. According to the approved retention schedule, the Office of State Examiner maintains performance information during the “active period” (current fiscal year) plus three fiscal years, prior to purging these records.

## **ENVIRONMENTAL SCAN – INTERNAL FACTORS**

**What are the current and projected internal factors that may have an impact on the operations of the Office of State Examiner over the next five years?**

*Employees eligible for retirement:* During fiscal year 2012-2013, three employees retired in a span of five months, one of whom was the State Examiner, who retired on February 1, 2013. Three additional employees of the Office of State Examiner will qualify for retirement under one or more eligibility requirements during the period covered by this strategic plan. The agency has 19 positions, and the loss of these three positions represented over fifteen percent reduction of our workforce. The position of State Examiner was filled on an interim basis but the official appointment was not made until June 5, 2013. The vacancies created by the retirees accounted for 99 years of institutional knowledge and caused a shift in duties performed by remaining employees. Although we have been allowed to fill the positions, this loss of institutional knowledge forces current employees to focus on training new individuals, which may cause some agency projects to be delayed.

*Employee morale:* The OSE recognizes that maintaining a positive work environment contributes to higher employee morale and job satisfaction, which also results in greater productivity. Often, this requires taking simple measures to assure employees have a safe and positive environment in which to work, as well as to being open to opportunities to make adjustments in work assignments in order to keep work interesting and fulfilling. We have been able to make adjustments in the agency’s organizational structure in order to offer employees greater challenges while also improving services to stakeholders. Office reorganization has resulted, in some instances, in the reallocation of key positions to levels commensurate with responsibility. We also demonstrate a commitment to training that provides necessary tools to accomplish job duties, maximizes efficiency, and increases employee retention. We foster a “family friendly” office culture, with policies that allow greater flexibility in work schedules. The inclusive, participatory management style of the current State Examiner has also encouraged growth and professional development among all employees, a factor which has impacted positively on the overall morale of the agency.

## ENVIRONMENTAL SCAN – EXTERNAL FACTORS

**What are the current and projected external factors or issues that may have an impact on the operations of the Office of State Examiner over the next five years?**

*Proposed legislation to abolish statutory dedications:* Current projections for the state's economic health indicates a significant decline in revenues for the current and subsequent fiscal years. In order to curb expenses, the state has mandated severe cuts which have been particularly onerous to higher education and to health and human services. As a result, many are calling for the abolishment of statutory dedications in order to spread the burden over all state departments and agencies. Due to its close association with the public safety sector of government, OSE operations are funded from a special tax of 2.5/100ths of one percent of the gross direct insurance premiums paid into the state. The gross direct insurance premiums are the same source from which Firefighter and Police Retirement Systems are funded. The *Municipal Fire and Police Operating Fund* has averaged approximately \$1.8 million over recent years; a sufficient amount to meet the agency's current workload demands and for the foreseeable future. With the statutory dedication in place the agency is able to meet its obligations under the law and to fulfill its mission. However, if the statutory dedication is repealed, the agency will have to be funded from the State General Fund, resulting in a less stable operating budget. There is no provision in law that permits the agency to self-generate its funding.

*Workforce reduction legislation and hiring freezes associated with the economic recession, and the subsequent reduction in state revenues:* The most far-reaching impact on the OSE has been the arbitrary effect of hiring freezes and work-force reduction legislation on staffing. The OSE has been staffed at a minimum level for many years, and the only way we have been able to meet our responsibilities is to create a culture that expects top performance, not just from a few employees, but from every employee on staff. This means that the loss of even one position creates a gaping hole. Reducing the size of state government by such arbitrary means is not effective in the long run. It is imperative that we not look to across-the-board cuts and hiring freezes as a viable means of achieving the reduction. As we seek to streamline and reinvent state government, such arbitrary measures are counterintuitive to what we hope to accomplish. The personal impact on our office is that we had to redistribute tasks so that professional level employees have had to assume clerical tasks, thus impeding their training and our overall efficiency. This is particularly troubling when considering that our source of funding is a tax collected on the total gross insurance premiums in the state and not state general fund. Since the implementation of these workforce reduction measures, we have continued to have adequate funding for our authorized positions.

*The number of jurisdictions to which the Municipal Fire and Police Civil Service System applies continues to grow placing greater demands upon our limited resources:*  
Jurisdictions are required by law to enter the Municipal Fire and Police Civil

Service when one of two conditions is met: In the case of a municipality, the system becomes applicable when the city operates a paid fire or police department, and when the population reaches 7,000 or over as a result of the last decennial census. The 2010 Census identified three additional municipalities to which the Municipal Fire and Police Civil Service System will apply. During the past decade, severe hurricanes affected a number of population centers throughout the state. We anticipate that the 2020 Federal Decennial Census may indicate fluctuations in the populations of several municipalities, such that the system will become applicable to those which heretofore were not required to establish civil service. In the case of a fire protection district, the system becomes applicable when a volunteer department hires at least one regularly paid employee having as a primary responsibility one of the duties identified under Louisiana Revised Statutes 33:2541 (A). Therefore, due to population growth in some areas, fire protection districts which had previously been volunteer departments, have since hired full time personnel and will be required to establish civil service. Many jurisdictions are not aware of the requirements or applicability of the system, and the Office of State Examiner, therefore, has an obligation to identify those entities to which the system applies and offer their governing authorities the essential guidance necessary for compliance with the provisions of this law.

The research involved in identifying new jurisdictions has traditionally been very extensive and time consuming. The decennial census has always been a logical tool to use in identifying new municipalities; however, identifying new paid fire departments was often dependent upon word-of-mouth reports. We verify full time employment in fire districts through supplemental pay records, legislative auditor reports, and information obtained from the Louisiana Firefighters' Retirement System; however, one of the problems encountered is that departments often use a name that is misleading. An example would be fire protection districts which use the name of a small town within its response area as the name of the fire department. The population of the town might be well below the required 7,000 inhabitants (thus making the system not applicable to a *municipal* fire department), but a close examination of the organization of the department may indicate that it is, in fact, a parish fire protection district that would denote applicability of our system. Also, some departments continue to use the word "volunteer" in their names, despite the fact that some of its personnel are full time paid employees. The advent of internet capabilities within our office, as well as resources made available through other state agency websites such as that of the State Fire Marshal, have given this office the opportunity to identify new jurisdictions with a higher degree of certainty.

Of course, the Office of State Examiner has a legal obligation to contact and provide services to all jurisdictions to which the civil service law applies. We have increased the size of our staff to accommodate our dramatic growth in jurisdictions, and have redistributed personnel assignments in order to more efficiently provide services. The Testing Services Division continues its primary mission of providing validated selection procedures, and the new Resource Services Division has consolidated the functions of the Personnel Management and Classification Division and the Administrative Services Division in order to be more responsive to jurisdictions' needs.

An additional problem with bringing new jurisdictions onboard is that the Office of State Examiner has no legal means of forcing compliance with the provisions of the law. The system is mandatory for those departments meeting eligibility criteria, and the Attorney General has opined that jurisdictions may not simply choose not to be included. It is our intention to establish contact with the Office of the Attorney General in this regard to discuss appropriate methods for requiring compliance.

*The desire for reform of current civil service provisions:* There are many proponents for change in the system who make convincing arguments that the current legal requirement for promoting the eligible with the greatest total department seniority encourages mediocrity and decreases departmental effectiveness. This position is held primarily by the department administrators and governing authorities. Employee groups, on the other hand, are nervous that changes to the promotional scheme will open the door to political patronage and roadblocks to career advancement for officers who are qualified, yet not in a favored group. The Municipal Fire and Police Civil Service Law was initially enacted in 1940 to eliminate such favoritism not based on merit factors. The argument has been hotly debated before legislative committees, with both sides offering differing views of what constitutes a “merit system.”

The Office of State Examiner desires to facilitate discussions between the two client groups in a non-contentious atmosphere that will allow common ground to be explored between the opposing sides of the argument for reform. The essential element is that both parties desire efficiency and safety in the fire and police services. The challenge is finding personnel management tools which will move the system forward while remaining sensitive to the needs and concerns of career fire and police professionals. The State Examiner has been invited to speak before state conventions for both the Professional Firefighters of Louisiana and the Louisiana Police Chiefs’ Association, as well as meet with members of the respective groups to discuss the opportunities for change in the system.

The challenge facing the Office of State Examiner is that we must be prepared to move in whatever direction is provided by the Legislature regarding civil service reform. Tests are validated for specific uses, and our tests are currently validated for use on a pass/fail basis as is required by our existing law. Additional documentation is needed and different test formats might be appropriate if the system moves to promoting on the basis of test scores.

*Continued development and use of internet-based services:* The Office of State Examiner embraces the progressive mission of the State of Louisiana to provide “world-class government services” to its citizens and others through the effective use of technology. The Office of State Examiner attempts to anticipate and be responsive to the needs of those whom we serve through the agency’s cyber presence. The agency has become a resource of instant support and information in matters related to the fire and police classified service, and we will continue to search for ways which will improve accessibility and expand the availability of information. The Office of State Examiner maintains a website from which visitors may access information about the MFPCS System and the jurisdictions which comprise the system. Included on the website is an

interactive personnel action form whereby appointing authorities are able to complete personnel actions online, and print the document for proper distribution. Visitors may track legislation during legislative sessions, access general state statutes which deal with the fire and police services, and obtain copies of certain Attorney General Opinions related to these services. Maintaining an informative and resource-rich website is an objective that has become an important aspect of service to our clients. The agency developed a training video on how a typical civil service board meeting is conducted, which is available for viewing on the website. The Office of State Examiner will endeavor to find new ways to use technology to provide information more effectively and efficiently.

## **DEVELOPMENT OF GOALS, OBJECTIVES, AND PERFORMANCE INDICATORS**

### **BACKGROUND INFORMATION**

Having the benefit of experience from the prior strategic planning cycles, we have viewed the development of this strategic plan as an opportunity to once again evaluate our progress, to assess the needs of our client base, and to focus our efforts and resources. Our goals are derived from the language of the Municipal Fire and Police Civil Service Law, which provides for the duties of the Office of State Examiner, and therefore, defines the legal mission for the Office of State Examiner. We are aware of our accomplishments, and feel that we offer a level of service which is both professional and effective. We continue to examine problems which occur and to make adjustments as may be necessary. The Office of State Examiner will increase its use of technology in order to make the Municipal Fire and Police Civil Service System, its laws, and our office more accessible and efficient.

### **GOAL I**

- |   |
|---|
| <p><b>I. To advance the public safety and welfare of the citizens of Louisiana by developing and administering tests of fitness, validated in accordance with professional standards for employee selection, in order to determine the eligibility of applicants for employment and promotion in positions of the fire and police services.</b></p> |
|---|

Our legal authority for setting this goal may be found in Louisiana Revised Statutes 33:2479(G)(1),(3) and (5), and 33:2539(1),(3)and (5). Additionally, the agency conforms to The Equal Employment Opportunity's *Uniform Guidelines on Employee Selection Procedures*, which was adopted by four Federal agencies in 1978, and which is now the standard by which the U.S. Justice Department, the EEOC, and the courts would measure our efforts should our selection procedures be challenged. The *Guidelines* state that any component of the selection process that is used as a part of the selection process should be validated in accordance with the standards.

## Objective I.1

The Office of State Examiner is charged by the state constitution and statutes with the responsibility for developing and administering employment tests for the purpose of identifying applicants who are qualified and have the skills necessary for jobs in the fire and police services within the state of Louisiana. In order for a test to be used for selection it must be validated and supported by adequate documentation, and administered fairly and impartially. The validation of exams is done at all times with a goal of selecting qualified applicants while minimizing adverse impact on protected groups; therefore, the OSE adheres to the professional standards and principles established from employment selection, including the EEOC *Uniform Guidelines on Employee Selection Procedures*. At all times, public agencies must be good stewards of the public fisc, and continuously evaluate procedures that will improve efficiencies and provide effective services in the face of increasing costs. The OSE currently provides services to the citizens of Louisiana covered by the fire and police civil service system more cost-effectively than those which are otherwise available, at a per capita cost of only \$.68 during the 2011-2012 fiscal year, and there has never been a successful legal challenge to one of our examinations. The agency is committed to maintaining high standards and will continue to take advantage of advancing technologies and provide ongoing staff training in order to further improve efficiencies.

## GOAL II

**II. To advance the public safety and welfare of the citizens of Louisiana by providing operational guidance to fire and police civil service boards, governing and appointing authorities, department chiefs and other public officers, and the employees of the classified fire and police services regarding the legal requirements of the Municipal Fire and Police Civil Service System and the administration and management of personnel within the classified service.**

Our legal authority for setting this goal may be found in Louisiana Revised Statutes 33:2479(G)(1),(2),(4), and (5); 33:2483; 33:2539(1),(2),(4), and (5); and 33:2543.

## Objective II.1

The Municipal Fire and Police Civil Service System is currently comprised of 99 jurisdictions, each of which have established a fire and police civil service board. Research reveals that approximately 45 additional jurisdictions may be operating full-time paid fire or police departments, and may also will be required to be included in the system. Civil service boards are made up of local citizens who serve three-year terms without compensation. Generally these members have no previous experience in civil service or employment law; therefore, the central, independent oversight by the Office of State Examiner makes the operation of the system possible. Constitutionally and statutorily mandated services provided by the Office of State Examiner include: the development of classification plans based on local job analyses; review of all personnel movements within the system; review of requests by civil service board for examinations; review of lists of candidates approved by local civil service

boards for compliance with the law; tracking site for fire and police related legislation; training materials including manuals and videos; local and statewide information via agency website, seminars/ webinars, and response to requests for information through agency in-person visits; emails; letters, and 24-hour availability by telephone.

## **APPENDIX B**

### **PERFORMANCE INDICATOR DOCUMENTATION**

**STRATEGIC PLAN  
FISCAL YEARS 2014-15 THROUGH 2018-19**

**OFFICE OF STATE EXAMINER  
MUNICIPAL FIRE AND POLICE CIVIL SERVICE**

# PERFORMANCE INDICATOR MATRIX

## GOAL I OBJECTIVE I.1

**OBJECTIVE I.1: By June 30, 2019, efficiently and cost-effectively respond to the needs of administrators, classified employees, and the 1.8 million Louisiana residents protected by the Municipal Fire and Police Civil Service (MFPCS) System by providing, validated selection tests and lists of qualified eligibles for hire and promotion.**

Kind of Indicator	Performance Indicator
Input Indicator No. I.1.a.	Number of exams requested.
Input Indicator No. I.1.b.	Number of regional examinations and special request examinations administered.
Input Indicator No. I.1.c.	Number of lists of approved competitive candidates verified for compliance with civil service law.
Input Indicator No. I.1.d.	Number of lists of approved promotional candidates verified for compliance with civil service law.
Input Indicator No. I.1.e.	Number of entrance level hires who begin working test period.
Input Indicator No. I.1.f.	Number of promotional appointees who begin working test period.
Input Indicator No. I.1.g.	Baseline number of test questions in item bank.
Output Indicator No. I.1.a.	Number of examinations administered.
Output Indicator No. I.1.b.	Number of candidates tested.
Output Indicator No. I.1.c.	Total number of eligibility lists submitted for certification by civil service boards.
Output Indicator No. I.1.d.	Number of new validation studies conducted for customized exams.
Output Indicator No. I.1.e.	Number of validation studies completed on current standard exams.
Output Indicator No. I.1.f.	Number of customized exams developed for administration.
Output Indicator No. I.1.g.	Number of tests administered within 90 days of receipt of request.

Output Indicator No. I.1.h.	Number of entrance level hires who successfully complete the working test period.
Output Indicator No. I.1.i.	Number of promotional appointees who are deemed qualified, and confirmed by local appointing authorities following working test probational period.
Output Indicator No. I.1.j.	Number of new/revised test questions in item bank.
Output Indicator No. I.1.k.	Number of test questions removed from item bank.
Outcome Indicator No. I.1.a.	Percent of tests administered within 90-day target period from receipt of request to date of exam.
Outcome Indicator No. I.1.b.	Percent of eligibility lists provided within 30-day target period from date of exam to date lists of exam results are mailed.
Outcome Indicator No. I.1.c.	Percent of entrance level hires who are deemed a “good hire” by local appointing authorities following a working test probational period.
Outcome Indicator No. I.1.d.	Percent of promotional appointees who are deemed qualified, and confirmed by local appointing authorities following working test probational period.
Outcome Indicator No. I.1.e.	Percent of jurisdictions requesting fast-track scores being provided eligibility lists within 7 days of test.
Outcome Indicator No. I.1.f.	Percentage of test bank updated.
Efficiency Indicator No. I.1.a.	Average number of days from date of test to date scores are mailed.
Efficiency Indicator No. I.1.b.	Number of lists of exam results submitted within 30 days or less.
Efficiency Indicator No. I.1.c.	Cost per covered citizen.
Quality Indicator No. I.1.a.	Percent of survey respondents indicating satisfaction with OSE Testing Services.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### INPUT INDICATOR NO. I.1.a.

Indicator Name: **Number of exams requested.**  
LAPAS Code: **23619**

1. Indicator type/ Indicator level:  
Input/General
2. Rationale, Relevance, Reliability:  
The total number of exams requested serves as a baseline from which work will be measured and is reasonable indicator of workload.
3. Use:  
The number of exam requests is a global indicator of the magnitude and scope the Office of State Examiner's responsibility to assist local civil service boards in their statutory obligation to maintain eligibility lists for appointments to classified positions. The indicator provides a baseline from which outcome and efficiency-based indicators are determined.
4. Clarity:  
In order that the Office of State Examiner may prepare and administer an entrance or promotional examination, a formal request must be made by the local civil service board of the jurisdiction for which an eligibility list must be established and certified.
5. Data collection procedure/source/reporting:  
The number of exams requested will be maintained in an internal database tracking system. Overall tallies for this indicator are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The total number of exams requested will be tallied prior to the reporting period.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### INPUT INDICATOR NO. I.1.b.

Indicator Name: **Number of regional examinations and special request examinations administered.**  
LAPAS Code: **23623**

1. Indicator type/ Indicator level:  
Input/General
2. Rationale, Relevance, Reliability:  
In order to be responsive to the immediate staffing needs, especially in light of natural disasters such as Hurricanes Katrina, Rita, Gustav and Ike in recent years, the OSE was given authorization by the Legislature under R.S. 33:2492 and 33:2552 to offer tests for certain entrance classes. The OSE administers exams upon the request of department chiefs. Candidates receive a score which is to be submitted with their applications to the civil service board of the jurisdiction for which they seek employment.
3. Use:  
The number of regional and special request examinations administered is a global indicator of the magnitude and scope the Office of State Examiner's responsibility to assist local civil service board and appointing authorities to maintain eligibility lists and staff fire and police departments. The number of test administrations the agency is required to give over time is a useful tool for planning and forecasting purposes.
4. Clarity:  
Exams are considered regional or special when the Office of State Examiner provides in-house testing or initiates the examination at the direction of the State Examiner.
5. Data collection procedure/source/reporting:  
The total number of regional and special request examinations administered for entrance classes will be maintained in a database tracking system as examinations are administered. Overall tallies for this indicator are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The total number of regional and special request examinations will be tallied prior to the reporting period.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### INPUT INDICATOR NO. I.1.c.

Indicator Name: **Number of lists of approved competitive candidates verified for compliance with civil service law.**  
LAPAS Code: **New**

1. Indicator type/ Indicator level:  
Input/Supporting
2. Rationale, Relevance, Reliability:  
Our objective is to assure that, prior to the administration of competitive tests, lists are processed to ensure proper assembly and packing of test administration materials.
3. Use:  
This indicator helps management to identify where additional training and support for local boards is needed as it relates to the application of civil service law.
4. Clarity:  
Roll calls are received prior to the administration of every examination given by the Office of State Examiner. It is a list of each of the applicants approved by the local civil service boards to take the examination.
5. Data collection procedure/source/reporting:  
A running tally of verified roll calls will be maintained in a database tracking system. Overall tallies for this indicator are counted as roll calls are processed. Data will be reported annually, or as required by OPB.
6. Calculation methodology:  
The total number of competitive roll calls be tallied prior to the reporting period.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator is new, this indicator has not been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### INPUT INDICATOR NO. I.1.d.

Indicator Name: **Number of lists of approved promotional candidates verified for compliance with civil service law.**  
LAPAS Code: **23626**

1. Indicator type/ Indicator level:  
Input/Supporting
2. Rationale, Relevance, Reliability:  
Our objective is to assure that, prior to the administration of promotional tests, persons approved to take the tests meet the minimum qualifications according to civil service law. Lists are also processed to ensure proper assembly and packing of test administration materials.
3. Use:  
This indicator helps management to identify where additional training and support for local boards is needed as it relates to the application of civil service law.
4. Clarity:  
Roll calls are received prior to the administration of every examination given by the Office of State Examiner. It is a list the applicants approved by the local civil service boards to take the examination.
5. Data collection procedure/source/reporting:  
A running tally of verified roll calls will be maintained in a database tracking system. Overall tallies for this indicator are counted as roll calls are processed. Data will be reported annually, or as required by OPB.
6. Calculation methodology:  
The total number of promotional roll calls will be tallied prior to the reporting period.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### INPUT INDICATOR NO. I.1.e

Indicator Name: **Number of entrance level hires who begin a working test period.**  
LAPAS Code: **NEW**

1. Indicator type/ Indicator level:  
Input/Supporting
2. Rationale, Relevance, Reliability:  
Our objective is to provide high-quality candidates who are predicted to be successful in working test periods in classified fire and police positions. The number of entrance level hires is indicative of the agency's role in filling permanent vacancies in the classified fire and police services.
3. Use:  
The number of entrance level hires who begin a working test establishes a baseline from which the quality of candidates may be determined, and represents the degree to which the agency is instrumental in the selection and employment of qualified applicants.
4. Clarity:  
An entrance level hire is a candidate who has been selected and appointed to the lowest class of positions in a group of classes who has held no prior position in the department or in the service. Typically includes Firefighter, Police Officer, Communications Officer, Department Records Clerk, and Jailer. A working test period is the period of at least six months to not more than twelve months during which a candidate is evaluated based on his ability to perform the duties of the position to which he has been appointed.
5. Data collection procedure/source/reporting:  
The total number of entrance level hires will be maintained in a database tracking system as personnel action forms are submitted by the appointing authorities. Overall tallies are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The total number of entrance level hires will be tallied prior to the reporting period.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator is new, this indicator has not been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### INPUT INDICATOR NO. I.1.f

Indicator Name: **Number of promotional appointees who begin working test period.**  
LAPAS Code: NEW

1. Indicator type/ Indicator level:  
Input/Supporting
2. Rationale, Relevance, Reliability:  
Our objective is to provide high-quality candidates predicted to be successful in working test periods in promotional fire and police positions of the classified service. The number of promotional appointees who begin a working test period is indicative of the agency's role in filling permanent vacancies in the classified fire and police services.
3. Use:  
The number of promotional appointees who begin a working test establishes a baseline from which the quality of candidates may be determined, and represents the degree to which the agency is instrumental in the selection and employment of qualified applicants.
4. Clarity:  
A promotional appointee is a candidate who has been selected and appointed to a promotional position in class of positions from a position in a lower class. A working test period is the period of at least six months to not more than twelve months during which a candidate is evaluated based on his ability to perform the duties of the position to which he has been appointed.
5. Data collection procedure/source/reporting:  
The total number of promotional appointees will be maintained in a database tracking system as personnel action forms are submitted by the appointing authorities. Overall tallies are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The total number of promotional appointees will be tallied prior to the reporting period.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator is new, this indicator has not been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

## GOAL I OBJECTIVE I.1

### INPUT INDICATOR NO. I.1.g.

Indicator Name: **Baseline number of test questions in item bank.**  
LAPAS Code: **14377**

1. Indicator type/ Indicator level:  
Input/General
2. Rationale, Relevance, Reliability:  
The number of test questions in the item bank represents a measure of the magnitude of the project, and provides a baseline from which output is measured.
3. Use:  
The number of test questions in the item bank demonstrates the magnitude of the challenge to maintain viable test materials and the need to assure that test questions comply with technical standards for item construction. Developing examinations from an item bank that includes outdated, unsourced or poorly performing items reduces efficiency in exam development, and affects the quality of the examinations.
4. Clarity:  
The item bank is the list of all test questions used by the Office of State Examiner.
5. Data collection procedure/source/reporting:  
The total number of test questions in the item bank from the previous fiscal year. This is counted once, to establish baseline. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
Each item in the item bank is counted.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator is new, this indicator has not been listed in recent reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### OUTPUT INDICATOR NO. I.1.a.

Indicator name: **Number of examinations administered.**  
LAPAS Code: **23620**

1. Indicator type/ Indicator level:  
Output/General
2. Rationale, Relevance, Reliability:  
Part of our objective is to determine the impact of the services provided by the OSE as it relates to the employment of qualified personnel in the fire and police services. This is an indicator of work product.
3. Use:  
Administration of examinations is a statutory function of the agency. It is helpful to maintain a record of the number of tests administered for workload management.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
The total number of examinations administered will be maintained in a database tracking system. Overall tallies are calculated as the database is revised. Data will be reported quarterly, or as required by OPB
6. Calculation methodology:  
The total number of examinations administered will be tallied prior to the reporting period.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### OUTPUT INDICATOR NO. I.1.b.

Indicator Name: **Number of candidates tested.**  
LAPAS Code: 23624

1. Indicator type/ Indicator level:  
Output/General
2. Rationale, Relevance, Reliability:  
Our objective is to assist local civil service boards to establish eligibility lists from which vacancies in the classified service may be filled by the appointing authority.
3. Use:  
The number of candidates tested is a global indicator of the magnitude and scope the Office of State Examiner's responsibility to assist local civil service board's in their statutory obligation to maintain current eligibility lists. The number of candidates tested is a useful tool for planning and forecasting purposes.
4. Clarity:  
Not applicable
5. Data collection procedure/source/reporting:  
The number of candidates tested will be collected in a database tracking system as exams are administered. Overall tallies are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The total number of candidates tested will be tallied prior to the reporting period.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### OUTPUT INDICATOR NO. I.1.c.

Indicator Name: **Total number of eligibility lists submitted for certification by civil service boards.**  
LAPAS Code: **NEW**

1. Indicator type/ Indicator level:  
Output/General
2. Rationale, Relevance, Reliability:  
The total number of lists of exam results submitted to civil service boards serves as a baseline from which work will be measured and is a reasonable indicator.
3. Use:  
Reporting exam results to civil service boards by the State Examiner is a statutory obligation.
4. Clarity:  
Exam results are submitted to civil service boards following the administration of examinations. The results are received by the civil service board, and those who received a passing score are certified as being eligible for appointment. No permanent appointment in the classified service may be made by the appointing authority until the civil service board certifies the test results in a public meeting.
5. Data collection procedure/source/reporting:  
The total number of lists of exam results submitted will be maintained in a database tracking system as results are submitted. Overall tallies are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The total number of lists of exam results will be tallied prior to the reporting period.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator is new, this indicator has not been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### OUTPUT INDICATOR NO. I.1.d.

Indicator Name: **Number of new validation studies conducted for customized exams.**  
LAPAS Code: **23621**

1. Indicator type/ Indicator level:  
Input/General
2. Rationale, Relevance, Reliability:  
Our objective is to improve the content validity of examinations by ensuring that each examination is supported by a job analysis which ties the examination to knowledge skills and abilities required to perform the job for which the exam is given. The total number of validation studies conducted serves as the baseline from which work will be measured and is a reasonable indicator.
3. Use:  
The number of validation studies conducted is a global indicator of the magnitude and scope the Office of State Examiner's responsibility to assure that examinations developed and administered by the agency are job-related, and are predictive of successful performance in the job to which an applicant may be appointed.
4. Clarity:  
The validation study, or job analysis, is the analysis of the knowledge, skills and abilities required for successful job performance.
5. Data collection procedure/source/reporting:  
The total number of new validation studies conducted will be updated as each job analysis project is completed. Overall tallies for this indicator are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The total number of new validation studies conducted will be tallied prior to the reporting period.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### OUTPUT INDICATOR NO. I.1.e.

Indicator name: **Number of validation studies completed on current standard exams.**  
LAPAS Code: **NEW**

1. Indicator type/ Indicator level:  
Output/General
2. Rationale, Relevance, Reliability:  
Our objective is to improve the content validity of standard examinations by ensuring that each is supported by validation documentation. Examinations for entrance classes and first line supervisory classes are standard and given statewide. All examinations must be job related and measure knowledge, skills and abilities necessary to successfully perform the job to which a candidate seeks to be appointed. The total number of validation studies completed on current standard exams is a reasonable indicator.
3. Use:  
After developing a schedule at which the standard exams should be updated, progress toward accomplishing this task will be monitored and adjustments in work assignments may be necessary in light of other projects.
4. Clarity:  
The Office of State Examiner administers examinations that are standardized for use across jurisdictions (multi-jurisdictional) and have been validated in accordance with federal EEOC guidelines. As the standard examinations are given state-wide and are based on job analysis data that are consolidated for multi-jurisdictional use, we are charged with performing studies (using SMEs, metadata analysis research) to ensure these standard examinations are content valid.
5. Data collection procedure/source/reporting:  
The total number of validation studies completed will be maintained in a database tracking system. Overall tallies are calculated as the database is revised. Data will be reported quarterly, or as required by OPB
6. Calculation methodology:  
The total number of validation studies completed will be tallied prior to the reporting period.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator is new, this indicator has not been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### OUTPUT INDICATOR NO. I.1.f.

Indicator Name: **Number of customized exams developed for administration.**  
LAPAS Code: **NEW**

1. Indicator type/ Indicator level:  
Input/General
2. Rationale, Relevance, Reliability:  
Our objective is to improve the content validity of examinations by ensuring that each is supported by a recent job analysis. Examinations for classes above the entrance classes and first line supervisory classes are developed specifically for use in the jurisdiction for which the exams are being given. All examinations must be job related and measure knowledge, skills and abilities necessary to successfully perform the job to which a candidate seeks to be appointed. The total number of customized exams developed and administered serves as the baseline from which work will be measured and is a reasonable indicator.
3. Use:  
The number of customized examinations developed and administered is a global indicator of the magnitude and scope the Office of State Examiner's responsibility to assist local civil service board's in their statutory obligation to maintain current eligibility lists of qualified candidates. The number of customized examinations is a useful tool for determining work product.
4. Clarity:  
Customized examinations are designed for specific use in the jurisdictions for which the tests are given, based upon an evaluation of the specific knowledge and skills needed to perform the unique set of duties assigned to a class of positions in a single jurisdiction. For example, the duties and responsibilities of positions of the class of Police Lieutenant in the city of Abbeville may be very different from those of the positions of Police Lieutenant in the city of Shreveport.
5. Data collection procedure/source/reporting:  
The aggregate number will be maintained in a database tracking system as customized exams are developed and administered. Overall tallies for this indicator are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The total number of customized examinations developed and administered will be tallied prior to the reporting period.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### OUTPUT INDICATOR NO. I.1.g.

Indicator Name: **Number of tests administered within 90 days of receipt of request.**  
LAPAS Code: **NEW**

1. Indicator type/ Indicator level:  
Output/General
2. Rationale, Relevance, Reliability:  
Our objective is to be responsive to civil service boards and appointing authorities in order that vacancies may be filled within the shortest possible time. As we foresee an increase in the number of jurisdictions handled by the Office of State Examiner within this strategic planning period, we anticipate the amount of examinations administered by our office to increase. If we find that this increase results in exams that are being administered outside of a 90 day window, the Testing Manager may need to review work processes.
3. Use:  
We are able to determine from this indicator that we are being responsive to the needs of local jurisdictions. The occurrence of exams that are administered outside of a 90 day window indicates a need to review work processes.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
This information will be maintained in a database tracking system as tests are scheduled and administered. Overall tallies are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
For each test, the time frame between the request and the test date will be monitored.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator is new, this indicator has not been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### OUTPUT INDICATOR NO. I.1.h.

Indicator Name: **Number of entrance level hires who successfully complete the working test period.**  
LAPAS Code: **NEW**

1. Indicator type/ Indicator level:  
Output/General
2. Rationale, Relevance, Reliability:  
Our objective is to provide high-quality candidates eligible for appointment in the classified fire and police positions. The number of entrance level hires who successfully complete the working test period is indicative of the agency's role in filling vacancies in the classified fire and police services.
3. Use:  
The number of entrance level hires who successfully complete the working test period establishes a baseline from which the quality of candidates may be measured, and represents the degree to which the agency is instrumental in the selection and employment of qualified applicants.
4. Clarity:  
The working test period (also known as the probationary period) is for the period of at least six months but not more than one year during which an employee who is appointed from an eligibility list must prove to the appointing authority that he/she is able to perform the duties and responsibilities of the position to which he/she has been appointed. The working test period is required by statute.
5. Data collection procedure/source/reporting:  
The number of entrance level hires who successfully complete the working test will be maintained in a database tracking system as personnel action forms are received from the appointing authorities. Overall tallies are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The total number of entrance level hires who successfully complete the working test period will be maintained in a database tracking system as Personnel Action Forms (PAFs) are received.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator is new, this indicator has not been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### OUTPUT INDICATOR NO. I.1.i.

Indicator Name: **Number of promotional appointees who are deemed qualified, and confirmed by local appointing authorities following working test probational period.**  
LAPAS Code: **New**

1. Indicator type/ Indicator level:  
Output/General
2. Rationale, Relevance, Reliability:  
Our objective is to provide high-quality candidates eligible for promotion in the classified fire and police services. The number of promotional appointees who successfully complete the working test period is indicative of the agency's role in the state's outcome goal for public safety.
3. Use:  
The number of promotional employees who successfully complete the working test period establishes a baseline from which the quality of candidates may be measured, and represents the degree to which the agency is instrumental in the selection and employment of qualified applicants.
4. Clarity:  
The working test period (also known as the probationary period) is for the period of at least six months but not more than one year during which an employee who is appointed from an eligibility list must prove to the appointing authority that he/she is able to perform the duties and responsibilities of the position to which he/she has been appointed. The working test period is required by statute.
5. Data collection procedure/source/reporting:  
This indicator will be maintained in a database tracking system as personnel action forms are received from the appointing authorities. Overall tallies are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The total number of promotional appointees deemed qualified and confirmed will be tallied prior to the reporting period.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator is new, this indicator has not been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### OUTPUT INDICATOR NO. I.1.j.

Indicator name: **Number of new/revised test questions in the item bank.**  
LAPAS Code: **14383- revised**

1. Indicator type/ Indicator level:  
Output/General
2. Rationale, Relevance, Reliability:  
This is an indicator of work product associated with the objective.
3. Use:  
Personnel in the Testing Services Division receive specialized training with emphasis on the principles of item writing. Test questions are revised when sources are updated or deleted when the item is considered obsolete. A low value to this indicator may be due to other projects taking precedence. Management must take the necessary steps to assure that this work is accomplished.
4. Clarity:  
The item bank is the list of all test questions used by the Office of State Examiner.
5. Data collection procedure/source/reporting:  
This indicator will be maintained in a database tracking system as new/revised test questions are added to the item bank. Overall tallies are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The total number of new/revised test questions will be tallied prior to the reporting period.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has not been used in several years, this indicator has not been listed in recent reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### OUTPUT INDICATOR NO. I.1.k.

Indicator name: **Number of test questions removed from the item bank.**  
LAPAS Code: **14378- revised**

1. Indicator type/ Indicator level:  
Output/General
2. Rationale, Relevance, Reliability:  
This is an indicator of work product associated with the objective.
3. Use:  
Personnel in the Testing Services Division receive specialized training with emphasis on the principles of item writing. Test questions are revised when sources are updated or deleted when the item is considered obsolete. A low value to this indicator may be due to other projects taking precedence. Management must take the necessary steps to assure that this work is accomplished.
4. Clarity:  
The item bank is the list of all test questions used by the Office of State Examiner.
5. Data collection procedure/source/reporting:  
This indicator will be maintained in a database tracking system as test questions are deleted from the item bank. Overall tallies are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The total number of deleted test questions will be tallied prior to the reporting period.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has not been used in several years, this indicator has not been listed in recent reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### OUTCOME INDICATOR NO. I.1.a.

Indicator Name: **Percent of tests administered within 90-day target period from receipt of request to date of exam.**  
LAPAS Code: **23617- revised**

1. Indicator type/ Indicator level:  
Outcome/Supporting
2. Rationale, Relevance, Reliability:  
A high percentage indicates responsiveness.
3. Use:  
We are able to determine from this indicator that we are being responsive to the needs of local jurisdictions. The occurrence of exams that are administered outside of a 90 day window indicates a need to review work processes.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
Records will be maintained in a database tracking system. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The number of exams administered within a 90-day period divided by the total number of exams requested.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### OUTCOME INDICATOR NO. I.1.b.

Indicator Name: **Percent of eligibility lists provided within 30-day target period from date of exam to date lists of exam results are mailed.**  
LAPAS Code: **23616-revised**

1. Indicator type/ Indicator level:  
Outcome/Supporting
2. Rationale, Relevance, Reliability:  
Our objective is to provide results of examinations to local civil service boards as soon as possible following the administration of exams, in order that the boards may certify lists of eligible candidates to the appointing authority. Although civil service boards are required to maintain promotional employment lists for a period of eighteen months, exams are frequently requested by the civil service board in order to fill an immediate staffing need, particularly in the competitive classes.
3. Use:  
The percent of lists of exam results submitted to local civil service boards within 30 days is a measure of efficiency.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
The time frame between the date an exam is administered and the results are reported to the board will be maintained in a database tracking system as scores are reported. Overall tallies are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The percent of lists of exam results submitted within a 30-day period from the administration of exam to date results are reported to civil service board will be tallied for each reporting period.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### OUTCOME INDICATOR NO. I.1.c.

Indicator name: **Percent of entrance level hires who are deemed a “good hire” by local appointing authorities following a working test probational period.**  
LAPAS Code: **23613**

1. Indicator type/ Indicator level:  
Outcome/Key
2. Rationale, Relevance, Reliability:  
Our objective is to improve the quality of applicants for entrance classes in the fire and police services. A high percentage of new employees who are successful in the working test period indicates that we are successful in this objective.
3. Use:  
The percentage of entrance level candidates who are successful in the working test period is an indication of the validity of the selection procedures developed by the OSE.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
A comparison will be made between the number of candidates who begin a working test to those who successfully complete the working test period. Overall tallies are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The total number of successful candidates will be divided by the total number of candidates who began a working test period.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### OUTCOME INDICATOR NO. I.1.d.

Indicator Name: **Percent of promotional appointees who are deemed qualified, and confirmed by local appointing authorities following working test probational period.**  
LAPAS Code: **23614**

1. Indicator type/ Indicator level:  
Outcome/Key
2. Rationale, Relevance, Reliability:  
Our objective is to improve the quality of applicants for promotional classes in the fire and police services. A high percentage of promotional employees who are successful in the working test period indicates that we are successful in this objective.
3. Use:  
The percentage of promotional candidates who are successful in the working test period is an indication of the validity of the selection procedures developed by the OSE.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
A comparison will be made between the number of candidates who begin a working test to those who successfully complete the working test period. Overall tallies are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The total number of successful candidates will be divided by the total number of candidates who began a working test period.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### OUTCOME INDICATOR NO. I.1.e.

Indicator Name: **Percent of jurisdictions requesting fast-track scores being provided eligibility lists within 7 days of test.**  
LAPAS Code: **23618**

1. Indicator type/ Indicator level:  
Outcome/Supporting
2. Rationale, Relevance, Reliability:  
This indicator measures responsiveness of the OSE following requests to expedite scoring of examinations where staffing is critical.
3. Use:  
It is a measure of efficiency and responsiveness to stakeholders.
4. Clarity:  
An exam is placed on the fast-track upon special request of the appointing authority when staffing decisions are imminent or when there is a critical need to fill a vacancy. Such exams are given priority in the scoring process.
5. Data collection procedure/source/reporting:  
To be maintained in a database tracking system as special requests are received. Overall tallies are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The number of tests fast-tracked within 7 days divided by total number of fast-track requests received.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### OUTCOME INDICATOR NO. I.1.f.

Indicator name: Percentage of test bank updated.  
LAPAS Code: New

1. Indicator type/ Indicator level:  
Outcome/ General
2. Rationale, Relevance, Reliability:  
This is an indicator of work product associated with the objective.
3. Use:  
A low value for this performance indicator may represent the need for additional training with emphasis on the principles of item writing, or that other projects may be taking precedence. In either case, management must take the necessary steps to assure that this work is accomplished.
4. Clarity:  
The item bank is the list of all test questions used by the Office of State Examiner.
5. Data collection procedure/source/reporting:  
This indicator will be maintained in a database tracking system as the item bank is revised. Overall tallies are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The percentage of the test bank revised will be tallied prior to the reporting period.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has not been used in several years, this indicator has not been listed in recent reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### EFFICIENCY INDICATOR NO. I.1.a.

Indicator Name: **Average number of days from date of test to date scores are mailed.**  
LAPAS Code: **23615**

1. Indicator type/ Indicator level:  
Efficiency/Supporting
2. Rationale, Relevance, Reliability:  
Our objective is to provide examination scores to local civil service boards within an established time frame. This is an obvious indicator against which efficiency is to be measured.
3. Use:  
If we fail to maintain the time required for this process, the management team needs to reevaluate each step in the process, and determine how we might improve our efficiency.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
Average number of workdays from date of test to date scores are mailed as of the end of previous fiscal year. To be maintained in a database tracking system as each test is administered and the results are mailed. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
For each exam date, the number of days from the date of examination to the date scores are mailed to local civil service boards will be calculated, and averaged with other tests.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has not been used to measure past performance, this indicator has not been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### EFFICIENCY INDICATOR NO. I.1.b.

Indicator Name: **Number of lists of exam results submitted within 30 days or less.**  
LAPAS Code: **NEW**

1. Indicator type/ Indicator level:  
Efficiency/General
2. Rationale, Relevance, Reliability:  
Our objective is to timely report exam results to civil service boards in order that eligibility lists may be certified to appointing authorities, and vacancies may be filled in the public safety positions as soon as possible.
3. Use:  
The number of lists of exam results reported within a 30-day period is an indicator of the efficiency with which the agency provides eligible candidates for appointment.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
The total number of lists of exam results reported with a 30-day period will be maintained in a database tracking system as results are submitted. Overall tallies are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The total number of exam results submitted within a 30-day period will be tallied prior to the reporting period.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has not been used to measure past performance, this indicator has not been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

### GOAL I OBJECTIVE I.1

#### EFFICIENCY INDICATOR NO. I.1.c.

Indicator Name: **Per capita cost for providing qualified eligibles in jurisdictions covered by MFPCS System.**  
LAPAS Code: 23629

1. Indicator type/ Indicator level:  
Efficiency/General
2. Rationale, Relevance, Reliability:  
Our objective is to provide quality services at the least possible expense to the taxpayers.
3. Use:  
Cost per covered citizen is an indication of efficiency.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
Cost per covered citizen is obtained from census information for areas covered and actual fiscal year expenditures. Actual expenditures are obtained at the end of each fiscal year. Data will be reported annually, or as required by OPB.
6. Calculation methodology:  
Cost per covered citizen is obtained by dividing actual expenditure by population of areas served.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Deputy State Examiner.

**PERFORMANCE INDICATOR DOCUMENTATION**

**GOAL I  
OBJECTIVE I.1**

**QUALITY INDICATOR NO. I.1.a.**

Indicator name: **Percent of survey respondents indicating satisfaction with OSE Testing Services**  
LAPAS Code: **23612**

1. Indicator type/ Indicator level:  
Quality/Key
2. Rationale, Relevance, Reliability:  
Our objective is to provide the highest level of service to stakeholders. Survey provides a measure of the agency's service.
3. Use:  
Results of the survey indicate those areas of operations where the agency is meeting the needs of its stakeholders, and where the agency needs to focus more attention.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
A survey will be conducted in the fourth quarter of each year. The survey will poll stakeholders in a variety of major service areas provided by the OSE. Data will be reported quarterly, or as required by OPB
6. Calculation methodology:  
Results of the survey will be tallied and averaged.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

# PERFORMANCE INDICATOR MATRIX

## GOAL II OBJECTIVE II.1

**OBJECTIVE II.1: By June 30, 2019, efficiently and cost-effectively respond to the needs of administrators, classified employees, and the 1.8 million Louisiana residents protected by the MFPCS System by providing assistance and resources in the efficient operation of the MFPCS system and to insure it operates in accordance with the law.**

Kind of Indicator	Performance Indicator
Input Indicator II.1.a.	Number of advisory telephone calls.
Input Indicator II.1.b.	Number of personnel action forms received.
Input Indicator II.1.c.	Number of reviews to current and proposed classification descriptions.
Input Indicator II.1.d.	Number of reviews to current and proposed board rules.
Input Indicator II.1.e.	Number of potential jurisdictions to which the law applies.
Input Indicator II.1.f.	Number of informational categories on agency website.
Input Indicator II.1.g.	Number of visitors annually to agency website.
Output Indicator II.1.a.	Number of individuals trained through seminars, webinars, or individual orientations.
Output Indicator II.1.b.	Number of letters written providing information/advice.
Output Indicator II.1.c.	Number of personnel action forms (PAFs) reviewed for compliance with civil service law.
Output Indicator II.1.d.	Number of PAFs returned to jurisdictions for corrections because of errors in application of civil service law.
Output Indicator II.1.e.	Number of civil service minutes reviewed.
Output Indicator II.1.f.	Number of potential jurisdictions to which the law applies and with whom contact has been initiated by the OSE.
Output Indicator II.1.g.	Number of revisions to classification plans submitted for adoption by civil service boards.
Output Indicator II.1.h.	Number of revisions to board rules submitted for adoption by civil service boards.
Output Indicator II.1.i.	Number of resources distributed.
Output Indicator II.1.j.	Number of legislative bills impacting the Municipal Fire and Police Civil Service System tracked on OSE website.

Output Indicator II.1.k.	Number of informational categories added to agency website.
Outcome Indicator II.1.a.	Percentage of personnel action forms reviewed which are returned for correction.
Outcome Indicator II.1.b.	Number of new jurisdictions added for which board have been sworn in.
Quality Indicator No.I.1.a.	Percentage of local civil service boards and jurisdictions indicating overall satisfaction with OSE services.
Quality Indicator No.I.1.b.	Percentage of survey respondents finding agency legislative tracking informative and helpful.
Quality Indicator No.I.1.c.	Percentage of survey respondents indicating satisfaction with website resources.

## PERFORMANCE INDICATOR DOCUMENTATION

## GOAL II OBJECTIVE II.1

### INPUT INDICATOR NO. II.1.a.

Indicator Name: **Number of advisory telephone calls.**  
LAPAS Code: **23630**

1. Indicator type/ Indicator level:  
Input/General
2. Rationale, Relevance, Reliability:  
The Office of State Examiner responds to numerous telephone inquiries from throughout the State on any given workday, and it is through this means that the majority of support is provided to those involved in the operation of the system. The indicator is a direct measure of work performed.
3. Use:  
It is helpful to know the extent to which we are providing telephone support to jurisdictions, and tracking the number of telephone inquiries is useful for planning purposes. If a certain individual is receiving an inordinate number of calls, this may have an affect upon that person's productivity, and steps may be taken to spread the calls equally among others. Also, a high or low volume of calls recorded for specific times of the year may be useful for project planning.
4. Clarity:  
Not applicable
5. Data collection procedure/source/reporting:  
Data will be collected from a call accounting software. Data will be collected as telephone inquiries are received, and totaled on a daily basis. Agency totals derived from each telephone set will be tabulated weekly. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
Telephone inquiries will be added.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of data for this performance indicator will be the responsibility of the Resource Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

## GOAL II OBJECTIVE II.1

### INPUT INDICATOR NO. II.1.b.

Indicator Name: **Number of personnel action forms received.**  
LAPAS Code: **New**

1. Indicator type/ Indicator level:  
Input/General
2. Rationale, Relevance, Reliability:  
The Office of State Examiner reviews personnel actions reported on these forms for compliance with provisions of civil service law, and, when necessary, provide advisory feedback to the civil service boards and appointing authorities so that appropriate corrective action may be taken.
3. Use:  
The number of personnel action forms received by this office continues to increase. We must continue to look at the allocation of personnel to the function of reviewing and processing the personnel action forms.
4. Clarity:  
The personnel action form is a vehicle created by the Office of State Examiner by which the appointing authorities may report personnel actions in a standard format to the local civil service boards. The local civil service boards, in turn, report the personnel actions to this office. Personnel actions reported on these forms include, but are not limited to appointments, promotions, demotions, suspensions, terminations, and leaves of absence.
5. Data collection procedure/source/reporting:  
A log is kept of personnel action forms as they are received in the office. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The total of personnel action forms received for a given period of time will be tabulated prior to the reporting period.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator is new, this indicator has not been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of data for this performance indicator will be the responsibility of the Resource Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

## GOAL II OBJECTIVE II.1

### INPUT INDICATOR NO. II.1.c.

Indicator Name: **Number of reviews to current and proposed classification descriptions.**  
LAPAS Code: **14396/1801**

1. Indicator type/ Indicator level:  
Input/General
2. Rationale, Relevance, Reliability:  
The Office of State Examiner has a responsibility to assure that local civil service boards maintain classification plans that accurately reflect duties and responsibilities of positions in the classified service. When a local civil service board makes revisions to this classification plan, our office reviews all proposed changes (revisions and adoptions) to assure proper validation and compliance with state and federal laws.
3. Use:  
Reviews may result in our office providing advice and guidance to a local civil service board. If this indicator results in low performance, this demonstrates that local civil service boards are not keeping their classification plans up-to-date. As our office has the responsibility to assure classification plans are maintained, if we are not being responsive, we are not effectively managing this function and will need to evaluate our work methods toward improvement.
4. Clarity:  
Not applicable
5. Data collection procedure/source/reporting:  
The number of reviews to current and proposed classification descriptions will be updated as each review is completed. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
Each review of a current or proposed classification description will be added.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of data for this performance indicator will be the responsibility of the Resource Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

## GOAL II OBJECTIVE II.1

### INPUT INDICATOR NO. II.1.d.

Indicator Name: **Number of reviews to current and proposed board rules.**  
LAPAS Code: **NEW**

1. Indicator type/ Indicator level:  
Input/General
2. Rationale, Relevance, Reliability:  
The Office of State Examiner has a responsibility to assure that local civil service boards maintain a set of board rules that comply with civil service laws as well as any other state and federal laws as deemed appropriate. When a local civil service board makes revisions to the board rules, our office reviews all proposed changes (revisions and adoptions) to assure proper compliance with these laws.
3. Use:  
Reviews may result in our office providing advice and guidance to a local civil service board. If this indicator results in low performance, this demonstrates that local civil service boards are not keeping their board rules up-to-date. As our office has the responsibility to assure board rules are maintained, if we are not being responsive, we are not effectively managing this function and will need to evaluate our work methods toward improvement.
4. Clarity:  
Not applicable
5. Data collection procedure/source/reporting:  
The number of reviews to current and proposed board rules will be updated as each review is completed. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
Each review of a current or proposed board rule change will be added.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator is new, this indicator has not been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of data for this performance indicator will be the responsibility of the Executive Management Officer.

## PERFORMANCE INDICATOR DOCUMENTATION

## GOAL II OBJECTIVE II.1

### INPUT INDICATOR NO. II.1.e.

Indicator Name: **Number of potential jurisdictions to which the law applies.**  
LAPAS Code: **NEW**

1. Indicator type/ Indicator level:  
Input/General
2. Rationale, Relevance, Reliability:  
The Office of State Examiner is required to assist and cooperate in an advisory capacity the various authorities and individuals of the municipalities, parishes and fire protection districts regarding the duties and obligations imposed upon them by civil service law. In order to appropriately fulfill this obligation, we must first identify all jurisdictions which potentially meet the criteria for compliance, perform any necessary research, and establish contact with appropriate authorities, all of which is very labor intensive.
3. Use:  
The number of potential jurisdictions identified as meeting the criteria for establishing a civil service system represents present work as well as the immediate future growth of the classified service. Work involved in researching and identifying potential jurisdictions is labor intensive and requires specific dedication of time and energy of the agency's administration and the resources of the Resource Services Division. As jurisdictions are added, the workload will shift to the Testing Services Division. The management team must plan for the unavoidable increase in workload throughout its operations in order to maintain productivity, including the addition of positions to the table of organization.
4. Clarity:  
A potential jurisdiction is a municipality, parish or fire protection district which is not currently under the Municipal Fire and Police Civil Service System, but which meets the population requirements and/or employs full-time paid personnel.
5. Data collection procedure/source/reporting:  
The number of potential jurisdictions obtained from a variety of sources including other state departments or agencies, direct contact from local officials and employees, news articles, and website information will be maintained in a database tracking system. As new civil service boards are sworn in, these jurisdictions will be removed from this database. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The total of potential jurisdictions will be maintained on an ongoing basis.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator is new, this indicator has not been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of data for this performance indicator will be the responsibility of the Resource Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

## GOAL II OBJECTIVE II.1

### INPUT INDICATOR NO. II.1.f.

Indicator Name: **Number of informational categories on agency website.**  
LAPAS Code: **17005**

1. Indicator type/ Indicator level:  
Input/General
2. Rationale, Relevance, Reliability:  
Offering information on the agency website is a method of utilizing e-government technology to expand services and support to local jurisdictions.
3. Use:  
Informational categories posted to the agency's website provides a cost-effective service to persons seeking specific information. This promotes productivity of personnel who may otherwise be required to respond to routine telephone calls or letters of inquiry, and frees time for other necessary tasks.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
The agency web support specialist will maintain an up-to-date list of the available informational categories. Data will be collected as often as the website is updated. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The total number of informational categories will be counted.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

## GOAL II OBJECTIVE II.1

### INPUT INDICATOR NO. II.1.g.

Indicator Name: Number of visitors annually to agency website.  
LAPAS Code: 17006

1. Indicator type/ Indicator level:  
Input/General
2. Rationale, Relevance, Reliability:  
This indicator is a measure of the usefulness of the website and its value as a source of information.
3. Use:  
This indicator will be helpful in planning future website categories.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
Data will be collected from a counter imbedded in the website. Data will be collected and counted each time the website is accessed. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The total number of visitors (hits) will be counted.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

## GOAL II OBJECTIVE II.1

### OUTPUT INDICATOR NO. II.1.a.

Indicator Name: Number of individuals trained through seminars, webinars, or individual orientations.  
LAPAS Code: 17003

1. Indicator type/ Indicator level:  
Output/General
2. Rationale, Relevance, Reliability:  
Training seminars provide direct hands-on training for local officials charged with administering the system at the local level, and is a direct measure of administrative support offered by the Office of State Examiner.
3. Use:  
The number of individuals attending seminars and individual orientation will be useful in planning future training ventures.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
Data will be collected as the seminars and individual orientation are conducted and will be maintained by head count of those in attendance. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The total number of individuals attending seminars and individual orientation during the reporting period will be counted.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

## GOAL II OBJECTIVE II.1

### OUTPUT INDICATOR NO. II.1.b.

Indicator Name: **Number of letters written providing information/advice.**  
LAPAS Code: 23631

1. Indicator type/ Indicator level:  
Input/General
2. Rationale, Relevance, Reliability:  
The Office of State Examiner receives many written requests for guidance during any given workweek. Such requests usually deal with policy or the application of civil service law, and only those in upper management are designated to respond. The number and scope of these advisories are such that they frequently require a significant dedication of time and effort.
3. Use:  
Personnel in the both the Testing and Resource Services division write letters/emails that provide information and/or advice. Agency management responds to written requests only in writing, which often involves complex subject matter. All correspondence issued from the Office of State Examiner is subject to an extensive review process to assure the advice we provide is accurate and clearly reflects the position of our agency. Inasmuch as this indicator is representative of actual work, the OSE must consider the impact that written responses have upon productivity in order to remain responsive through effective planning and prioritization.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
The data will be collected and recorded in a database tracking system as correspondence is mailed or faxed. Data will be reported annually, or as required by OPB.
6. Calculation methodology:  
The number of letters will be added.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

## GOAL II OBJECTIVE II.1

### OUTPUT INDICATOR NO. II.1.c.

Indicator Name: **Number of personnel action forms (PAFs) reviewed for compliance with civil service law.**  
LAPAS Code: 4150

1. Indicator type/ Indicator level:  
Output/General
2. Rationale, Relevance, Reliability:  
Once the personnel actions are reported via the personnel action form, personnel within the Office of State Examiner review the actions taken vis-a-vis civil service law.
3. Use:  
The personnel assigned to the Resource Services Division is generally responsible for this critical function. However, it is sometimes necessary to divert personnel assigned to the function to other projects, which causes a backlog in unprocessed forms. When the number forms processed fails to keep pace with the number received, we must be prepared to realign duties and cross-train other personnel as necessary so that this critical function is not delayed past the point when timely advice will be valuable to those at the local level.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
When personnel action forms are reviewed, the information is entered into a database. Data is entered into the database at the time of review. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The number of personnel action forms reviewed will be an aggregate of those found to be in compliance with civil service law and those which found to be not in compliance and which must be returned to the local civil service board for corrective action.
7. Scope:  
No aggregations or disaggregation of the indicator are needed
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

## GOAL II OBJECTIVE II.1

### OUTPUT INDICATOR NO. II.1.d.

Indicator Name: **Number of PAFs returned to jurisdictions for corrections because of errors in application of civil service law.**  
LAPAS Code: **7118**

1. Indicator type/ Indicator level:  
Output/General
2. Rationale, Relevance, Reliability:  
The reason for reviewing the personnel action forms is to provide a check that the personnel actions made at the local level are done in compliance with civil service law. The personnel actions returned indicate that the system is not operating at the local level as it should.
3. Use:  
We are attempting to improve the error rate through education and training of personnel at the local level. The number of forms returned, and the reasons therefor, should guide our future education efforts.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
A log is kept of personnel action forms returned to local civil service boards for corrective action at the time the form is returned. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The number of personnel action forms returned by jurisdiction is tallied for an overall total.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

## PERFORMANCE INDICATOR DOCUMENTATION

## GOAL II OBJECTIVE II.1

### OUTPUT INDICATOR NO. II.1.e.

Indicator Name: **Number of civil service minutes reviewed.**  
LAPAS Code: **17000**

1. Indicator type/ Indicator level:  
Output/ General
2. Rationale, Relevance, Reliability:  
A primary means of assisting local civil service boards and appointing authorities in the operation of the civil service system at the local level is through a diligent review of the minutes of the civil service board meetings from each jurisdiction. When problems are noted, contact is made with appropriate local personnel via telephone or letter so that corrective action might be taken.
3. Use:  
We carefully track the minutes received from each jurisdiction and follow up with local officials when none have been received over an extended period of time. Reviewing the minutes of the local civil service boards is an extremely cost effective tool in monitoring and providing needed guidance on the operation of the system at the local level. The aggregate of all board minutes received and reviewed is indicative, on an indirect level, of the amount of administrative support necessary in the local areas. If we become unable to keep up with this task in a timely manner, it will be necessary to reevaluate our priorities and allocation of resources accordingly.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
Each set of minutes received by the Office of State Examiner is logged into a computer database as soon as it is received in the office, along with the date of receipt. Review of the minutes is generally accomplished within a week of receipt so that we might offer timely advice as necessary. The total of minutes received will be tallied at the conclusion of the reporting period. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
Data will be gathered daily as the minutes of the meetings are processed. The overall total will be compiled at the time of reporting.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

OUTPUT INDICATOR NO. II.1.f.

Indicator Name: **Number of potential jurisdictions to which the law applies and with whom contact has been initiated by the OSE.**  
LAPAS Code: **23625**

1. Indicator type/ Indicator level:  
Output/ Supporting
2. Rationale, Relevance, Reliability:  
The Office of State Examiner is required to assist and cooperate in an advisory capacity the various authorities and individuals of the municipalities, parishes and fire protection districts regarding the duties and obligations imposed upon them by civil service law. In order to appropriately fulfill this obligation, we must first identify all jurisdictions which potentially meet the criteria for compliance, perform any necessary research, and establish contact with appropriate authorities, all of which is very labor intensive.
3. Use:  
The number of potential jurisdictions identified as meeting the criteria for establishing a civil service system represents present work as well as the immediate future growth of the classified service. Work involved in researching and identifying potential jurisdictions is labor intensive and requires specific dedication of time and energy of the agency's administration and the resources of the Resource Services Division. As jurisdictions are added, the workload will shift and to the Classification and Test Development divisions. The management team must plan for the unavoidable increase in workload throughout its operations in order to maintain productivity, including the addition of positions to the table of organization.
4. Clarity:  
A potential jurisdiction is a municipality, parish or fire protection district which is not currently under the Municipal Fire and Police Civil Service System, but which meets the population requirements and/or employs full-time paid personnel.
5. Data collection procedure/source/reporting:  
The number of potential jurisdictions obtained from a variety of sources including other state departments or agencies, direct contact from local officials and employees, news articles, and website information will be maintained in a database tracking system. A database tracking system will be maintained of all jurisdictions which potentially meet the criteria for establishing a civil service system. As new civil service boards are sworn in, these jurisdictions will be removed from this database. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The total of potential jurisdictions will be maintained on an ongoing basis.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

**OUTPUT INDICATOR NO. II.1.g.**

Indicator Name: **Number of revisions to classification plans submitted for adoption by civil service boards.**  
LAPAS Code: **23627**

1. Indicator type/ Indicator level:  
Output/Supporting
2. Rationale, Relevance, Reliability:  
This is an obvious indicator of work product.
3. Use:  
The agency must provide recommendations for updated class descriptions to local civil service boards upon determining changes in assignments of duties and responsibilities. A low performance in this indicator will demonstrate that we are not being responsive, which may require adjustments in work assignments and/or cross training of other personnel in updating class descriptions.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
A count of class descriptions recommended to local boards will be collected from the job analysis database. The count of class descriptions recommended to local boards will be updated as recommendations are forwarded. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
Totals will be calculated on an on-going basis.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

OUTPUT INDICATOR NO. II.1.h.

Indicator Name: **Number of revisions to board rules submitted for adoption by civil service boards.**  
LAPAS Code: **23628**

1. Indicator type/ Indicator level:  
Output/ Supporting
2. Rationale, Relevance, Reliability:  
This is an obvious indicator of work product.
3. Use:  
The agency must provide recommendations for revisions to the rules of local civil service boards upon the determination of changes in civil service law or employment law. A low performance in this indicator will demonstrate that we are not being responsive, which may require adjustments in work assignments and/or cross training of other personnel in updating class descriptions.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
A count of revisions to board rules submitted for adoption by civil service boards will be maintained in the database tracking system. The count of rule revisions submitted to local boards will be updated as recommendations are forwarded. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
Totals will be calculated on an on-going basis.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

OUTPUT INDICATOR NO. II.1.i.

Indicator name: **Number of resources distributed.**  
LAPAS Code: **Combination of 17004/23633 - new resources will be added**

1. Indicator type/ Indicator level:  
Output/General
2. Rationale, Relevance, Reliability:  
Each civil service board is comprised of local citizens having limited knowledge of the fire and police services, and the applicability of civil service law. Due to limited resources and understaffing the agency is not able to provide formal training to civil service board members and local administrators about the application of civil service law. However, the agency provides training in the fundamentals through manuals and training videos. The agency also disseminates information on the MFPCS through the use of general circulars and mass emails.
3. Use:  
The number of resources distributed is useful in determining the extent to which the OSE is providing support to local jurisdictions.
4. Clarity:  
Resources can be considered manuals, videos, circulars, or any other type of informational product produced by the Office of State Examiner to disseminate information on the MFPCS system.
5. Data collection procedure/source/reporting:  
A running tally of resources provided will be maintained in a database tracking system. Data will be reported annually, or as required by OPB.
6. Calculation methodology:  
Materials will be counted as they are provided.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

**OUTPUT INDICATOR NO. II.1.j.**

Indicator Name: **Number of legislative bills impacting the Municipal Fire and Police Civil Service System tracked on OSE website.**  
LAPAS Code: **17001**

1. Indicator type/ Indicator level:  
Output/General
2. Rationale, Relevance, Reliability:  
Tracking legislative bills that impact the fire and police services is an effective means of providing support and guidance in order that stakeholders may effectively carry out their statutory duties.
3. Use:  
Tracking legislative bills is a cost effective service to jurisdictions and stakeholders, and enhances productivity of agency personnel by reducing the number of inquiries regarding changes in the statutes.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
Legislative bills are obtained from the Legislature's website and tracked throughout the legislative process through enactment. Data will be reported annually, or as required by OPB.
6. Calculation methodology:  
As bills are filed they will be added and tracked.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

OUTPUT INDICATOR NO. II.1.k.

Indicator name: **Number of informational categories added to agency website.**  
LAPAS Code: 20322

1. Indicator type/ Indicator level:  
Output/General
2. Rationale, Relevance, Reliability:  
Additions to the website improves the administrative support provided to stakeholders.
3. Use:  
Informational categories posted to the agency's website provide a cost-effective service to stakeholders who seek specific information. This promotes productivity of personnel who may otherwise be required to respond to routine telephone calls or letters of inquiry, and frees time for other necessary tasks.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
Data will be collected as information is added to the website. Data will be reported annually, or as required by OPB.
6. Calculation methodology:  
As the website is updated, each new category will be added.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

OUTCOME INDICATOR NO. II.1.a.

Indicator Name: **Percentage of personnel action forms reviewed which are returned for correction.**  
LAPAS Code: **7119**

1. Indicator type/ Indicator level:  
Outcome/General
2. Rationale, Relevance, Reliability:  
Our objective is to educate those responsible for operating the system at the local level so that a smaller percentage of personnel action forms must be returned for corrective action. It is therefore appropriate to examine the percentage of forms returned as an indicator of efficiency.
3. Use:  
Our efficiency in training the personnel at the local level is measured by this indicator. If we are not improving the manner in which personnel actions are made and reported in accordance with civil service law, we need to reexamine our training efforts and make changes as needed.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
A log is kept of personnel action forms returned to local civil service boards for corrective action at the time the form is returned. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The number of personnel action forms returned by jurisdiction is tallied for an overall total.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

OUTCOME INDICATOR NO. II.1.b.

Indicator Name: **Number of jurisdictions added for which civil service boards have been sworn in.**  
LAPAS Code: **NEW**

1. Indicator type/ Indicator level:  
Outcome/ General
2. Rationale, Relevance, Reliability:  
Once the Office of State Examiner has identified jurisdictions which potentially meet the criteria for compliance, performed necessary research, and established contact with appropriate authorities, the jurisdiction is provided resources to assure the MFPCS law is carried out effectively and efficiently. When new jurisdictions are added, it created additional work for our staff in both the Resource Services and Testing Divisions.
3. Use:  
The number of potential jurisdictions identified as meeting the criteria for establishing a civil service system represents present work as well as the immediate future growth of the classified service. Work involved in researching and identifying potential jurisdictions is labor intensive and requires specific dedication of time and energy of the agency's administration and the resources of the Resource Services Division. As jurisdictions are added, the workload will shift and to the Testing Services Division. The management team must plan for the unavoidable increase in workload throughout its operations in order to maintain productivity, including the addition of positions to the table of organization.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
As new civil service boards are sworn in, these jurisdictions will be removed from the potential jurisdiction database and placed on the current roster of civil service jurisdictions. The total of jurisdictions with newly sworn civil service boards will be added. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:  
The total of jurisdictions with newly sworn civil service boards will be added.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator is new, this indicator has not been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

QUALITY INDICATOR NO. II.1.a.

Indicator Name: **Percentage of local civil service boards and jurisdictions indicating overall satisfaction with OSE services.**  
LAPAS Code: **14310**

1. Indicator type/ Indicator level:  
Quality/Key
2. Rationale, Relevance, Reliability:  
This indicator is a measure of our success in providing services.
3. Use:  
Management will use the results of the survey to make improvements to services.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
Upon completion of annual 4<sup>th</sup> quarter survey. Data will be reported annually, or as required by OPB.
6. Calculation methodology:  
Totals will be calculated for various levels of satisfaction from which percentage will be derived.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

QUALITY INDICATOR NO. II.1.b.

Indicator Name: **Percentage of survey respondents finding agency legislative tracking informative and helpful.**  
LAPAS Code: **14312**

1. Indicator type/ Indicator level:  
Quality/Key
2. Rationale, Relevance, Reliability:  
This indicator is a measure of our success in providing services.
3. Use:  
Management will use the results of the survey to make improvements to services.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
Upon completion of annual 4<sup>th</sup> quarter survey. Data will be reported annually, or as required by OPB.
6. Calculation methodology:  
Number of those satisfied divided by total number of respondents.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

QUALITY INDICATOR NO. II.1.c.

Indicator Name: **Percentage of survey respondents indicating satisfaction with website resources.**  
LAPAS Code: **NEW**

1. Indicator type/ Indicator level:  
Quality/Key
2. Rationale, Relevance, Reliability:  
This indicator is a measure of our success in providing services.
3. Use:  
Management will use the results of the survey to make improvements to services.
4. Clarity:  
Not applicable.
5. Data collection procedure/source/reporting:  
Upon completion of annual 4<sup>th</sup> quarter survey. Data will be reported annually, or as required by OPB.
6. Calculation methodology:  
Number of those satisfied divided by total number of respondents.
7. Scope:  
No aggregations or disaggregation of the indicator are needed.
8. Caveats:  
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:  
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator is new, this indicator has not been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:  
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

**APPENDIX C**

**LIST OF  
JURISDICTIONS/EMPLOYEES  
UNDER  
THE MUNICIPAL FIRE AND POLICE CIVIL SERVICE  
SYSTEM**

**STRATEGIC PLAN  
FISCAL YEARS 2014-15 THROUGH 2018-19  
OFFICE OF STATE EXAMINER  
MUNICIPAL FIRE AND POLICE CIVIL SERVICE**

**JURISDICTIONS UNDER MUNICIPAL FIRE & POLICE CIVIL SERVICE**

**AS OF JUNE 11, 2013**

JURISDICTION	PARISH	POPULATION (2010 Census)	Number of Employees	
			Fire	Police
Abbeville	Vermillion	12,257	37	57
Acadia-Evangeline F.P.D. (Basile)*	Evangeline	1,821	1	
Addis Volunteer Fire Department (Addis)*	West Baton Rouge	3,593	1	
Alexandria	Rapides	47,723	118	192
Ascension F.P.D. #2 (Gonzales)	Ascension			
Ascension F.P.D. #3 (Prairieville)	Ascension		15	
Avoyelles Parish FPD #2 (Cottonport)*	Avoyelles	2,006	10	
Baker	East Baton Rouge	13,895	25	39
Bastrop	Morehouse	11,365	45	24
Baton Rouge	East Baton Rouge	229,493	558	777
Bayou Cane FPD	Terrebonne	19,355	45	
Beauregard Parish FPD #1 (Singer)*	Beauregard		1	
Benton F.P.D. #4	Bossier	1,948	23	
Bienville Parish Ward # 4 and 5 (Ringgold) *	Bienville	1,495	3	
Bienville Parish Ward #6 (Castor)*	Bienville	258	1	
Bogalusa	Washington	12,232	38	51
Bossier City	Bossier	61,315	186	198
Bossier Parish FD #1 East Central (Haughton) *	Bossier	3,454	5	
Bossier Parish FD #2 South Bossier (Elm Grove) *	Bossier	2,425	13	
Bossier Parish FD #7 (Plain Dealing)*	Bossier	1,015	1	
Breaux Bridge	St. Martin	8,139		26
Broussard *	Lafayette	8,197	2	25
Caddo F.P.D. #1 (Blanchard)	Caddo	2,899	22	
Caddo F.P.D. #2 (Shreveport)	Caddo			
Caddo F.P.D. #3 (Greenwood)	Caddo	3,219	18	
Caddo F.P.D. #4 (Keithville)	Caddo	10,970	11	

Caddo F.P.D. #5 (Shreveport)	Caddo		7	
Caddo F.P.D. #6 (Keithville)	Caddo		5	
Caddo F.P.D. #7 (Oil City)	Caddo	1,008	9	
Caddo F.P.D. #8 (Vivian) *	Caddo	3,671	8	
Calcasieu F.P.D. #1 (Moss Bluff)	Calcasieu	11,557	12	
Calcasieu F.P.D. #2 (Carlyss)	Calcasieu	4,670	16	
Calcasieu Parish Ward #2 FD #1 (Bell City, Hays and Holmwood) *	Calcasieu	892 418		
Calcasieu Parish Ward #6, District #1 (DeQuincy) *	Calcasieu	3,235	1	
Carencro	Lafayette	7,526	2	27
Central F.P.D. #4	East Baton Rouge	26,864	22	
Concordia F.P.D. #2 (Vidalia)	Concordia	4,299		
Covington	St. Tammany	8,765	13	41
Crowley	Acadia	13,265	32	23
Denham Springs	Livingston	10,215	24	47
DeRidder	Beauregard	10,578	15	31
DeSoto FPD #1 (Logansport) *	DeSoto	1,555	9	
DeSoto FPD #3 (Stonewall)*	DeSoto	1,814		
DeSoto F.P.D. #8 (Mansfield)	DeSoto	5,001	22	
Donaldsonville	Ascension	7,436	14	
East Baton Rouge F.P.D. #3 (Baton Rouge)	East Baton Rouge		7	
East Baton Rouge F.P.D. #5 (Baton Rouge)	East Baton Rouge		7	
East Baton Rouge F.P.D. #6 (Baton Rouge)	East Baton Rouge		17	
East Baton Rouge F.P.D. #9 (Baton Rouge)	East Baton Rouge		1	
Erwinville Volunteer Fire Department (Erwinville)*	West Baton Rouge	697	1	
Eunice	St. Landry	10,398	16	39
Farmerville Volunteer Fire Department*	Union	3,860	27	
Franklin	St. Mary	7,660	10	20
Franklinton Volunteer Fire Department *	Washington	3,857	40	
Gonzales	Ascension	9,781	24	47

Grant F.P.D. #5 (Pollock)	Grant	469		
Hammond	Tangipahoa	20,019	58	122
Harahan	Jefferson	9,277	17	33
Haughton Fire Department	Bossier		2	
Houma	Terrebonne	33,727	56	123
Iberia F.P.D. #1 (New Iberia)	Iberia		20	
Indian Bayou Volunteer Fire Dept. (Kaplan)*	Vermillion	4,600	18	
Jefferson Davis F.P.D. #2 (Jennings)*	Jefferson Davis		1	
Jefferson Davis Parish FPD #3 (Lacassine)*	Jefferson Davis	480		
Jefferson Davis Parish FPD #6 (Elton) *	Jefferson Davis	1,128	2	
Jefferson F.P.D. (Harahan)	Jefferson		259	
Jefferson F.P.D. #3 (River Ridge)*	Jefferson	13,494	10	
Jefferson F.P.D. #4 (Lafitte)*	Jefferson	972	8	
Jefferson F.P.D. #5 (Terrytown)*	Jefferson	23,319	17	
Jefferson F.P.D. #6 (Harvey)*	Jefferson	20,348	25	
Jefferson F.P.D. #7 (Avondale)*	Jefferson	4,954	34	
Jefferson F.P.D. #8 (Marrero/Ragusa)*	Jefferson	33,141	48	
Jefferson F.P.D. #9 (Grand Isle)*	Jefferson	1,296	5	
Jennings	Jefferson Davis	10,383	11	35
Kenner	Jefferson	66,702	92	185
Lafayette	Lafayette	120,623	234	295
Lafourche F.P.D. #3 (Galliano)	Lafourche	7,676	19	
Lake Charles	Calcasieu	71,993	182	192
Leesville	Vernon	6,612	19	29
Lincoln Parish F.P.D. #1 (Vienna)	Lincoln	386	12	
Livingston F.P.D. #1 (Albany)*	Livingston	1,088	2	
Livingston F.P.D. #4 (Walker)	Livingston	6,138	10	
Livingston FPD #5 (Denham Springs)*	Livingston		4	
Minden	Webster	13,082	13	24
Monroe	Ouachita	48,815	216	248

Morgan City	St. Mary	12,404	32	48
Natchitoches	Natchitoches	18,323	45	73
Natchitoches F.P.D. #6 (Natchitoches)	Natchitoches		3	
New Iberia	Iberia	30,617	54	1
North Bienville F.P.D. (Arcadia)*	Bienville	2,919	2	
Oakdale	Allen	7,780	3	25
Opelousas	St. Landry	16,634	58	73
Ouachita F.P.D. #1 (Monroe)	Ouachita		144	
Pineville	Rapides	14,555	63	66
Plaquemine	Iberville	7,119	21	33
Plaquemines Parish Fire Department	Plaquemines		75	
Pointe Coupee F.P.D. #4 (Livonia)*	Pointe Coupee	1,442	4	
Rapides F.P.D. #2 (Alexandria)	Rapides		73	
Rapides F.P.D. #3 (Tioga/Alexandria)	Rapides		5	
Rapides F.P.D. #4 (Pineville)	Rapides		7	
Rapides F.P.D. #7 (Ruby-Kolin/Pineville)	Rapides		2	
Rayne	Acadia	7,953		43
Ruston	Lincoln	21,859	66	59
Scott Police Department	Lafayette	8,614		19
Scott Fire Department*	Lafayette		6	
Shreveport	Caddo	199,311	655	642
St. Bernard F.P.D. #1&2 (Chalmette)	St. Bernard	16,751	114	
St. George F.P.D. (Baton Rouge)	East Baton Rouge		136	
St. Helena F.P.D. #4 (Greensburg)*	St. Helena	718	2	
St. John the Baptist Parish F.D. (LaPlace, Reserve, Garyville, and Thibodaux)	St. John	29,872 9,766 2,811 14,566	34	
St. Landry F.P.D. #1 (Krotz Springs)	St. Landry	1,198	19	
St. Landry F.P.D. #2 (Port Barre)	St. Landry	2,055	3	
St. Landry F.P.D. #3 (Opelousas)	St. Landry		10	
St. Martinville	St. Martin	6,114		27
St. Mary FPD #3 (Amelia)*	St. Mary	2,459	2	
St. Mary FPD #7 (Bayou Vista)*	St. Mary	4,652	2	

St. Mary FPD #11 Four Corners (Jeanerette) *	St. Mary	5,530	3	
St. Tammany F.P.D. #1 (Slidell)	St. Tammany	27,068	161	
St. Tammany F.P.D. #2 (Madisonville)	St. Tammany	748	25	
St. Tammany F.P.D. #3 (LaCombe)	St. Tammany	8,679	12	
St. Tammany F.P.D. #4 (Mandeville)	St. Tammany	11,560	128	
St. Tammany F.P.D. #5 (Folsom)*	St. Tammany	716	3	
St. Tammany FPD #6 (Covington) *	St. Tammany		2	
St. Tammany F.P.D. #7 (Pearl River)*	St. Tammany	2,506	1	
St. Tammany F.P.D. #8 (Abita Springs)	St. Tammany	2,365	13	
St. Tammany F.P.D #9 (Bush)	St. Tammany	5,366	9	
St. Tammany F.P.D. #11 (Pearl River)	St. Tammany		8	
St. Tammany F.P.D. #12 (Covington)	St. Tammany		60	
St. Tammany F.P.D. #13 (Covington)	St. Tammany		1	
Sulphur	Calcasieu	20,410	58	73
Tallulah *	Madison	7,335	10	15
Tangipahoa F.P.D. #1 (Amite)	Tangipahoa	4,141	24	
Tensas Parish F.P.D. #1 (St. Joseph)*	Tensas	1,176	3	
Terrebone F.P.D. #4A Grand Caillou (Houma and Dulac)*	Terrebone	1,463	5	
Terrebone Parish FPD #5 (Bourg/Houma)*	Terrebone		2	
Terrebone Parish FPD # 6 (Montegut/Pointe Au Chien)*	Terrebone	1,540	4	
Terrebone F.P.D. #7 Little Calliou (Chauvin)*	Terrebone	2,912	6	
Terrebonne Parish FPD #9 (Bayou Black/Houma) *	Terrebone		2	
Terrebonne FPD #10 (Bayou Dularge/Theriot)	Terrebone	1,323	8	
Vermillion Parish FPD 7th Ward Vol FD (Abbeville)*	Vermillion		3	
Ville Platte	Evangeline	7,430	16	36
Washington F.P.D. #7 (Bogalusa)	Washington		9	

Webster FPD #6 (Cullen) *	Webster	1,163	1	
Webster FPD #8 (Cotton Valley)*	Webster	1,009	1	
Webster FPD #11 (Springhill)*	Webster	5,269	1	
West Baton Rouge F.P.D. #1 (Port Allen) *	West Baton Rouge	5,180		
West Baton Rouge F.P.D. #2 (Brusly)	West Baton Rouge	2,589	5	
West Baton Rouge F.P.D #3 (Port Allen)*	West Baton Rouge			
West Baton Rouge F.P.D. #4 * (Lobdell)	West Baton Rouge		1	
West Feliciana FPD #1 (St. Francisville)	West Feliciana	1,765	2	
West Monroe	Ouachita	13,065	50	59
Westwego	Jefferson	8,534	11	35
Winnfield	Winn	4,840	5	38
Youngsville	Lafayette	8,105		14
Zachary	East Baton Rouge	14,960	24	39

\* These civil service boards have not been sworn in.

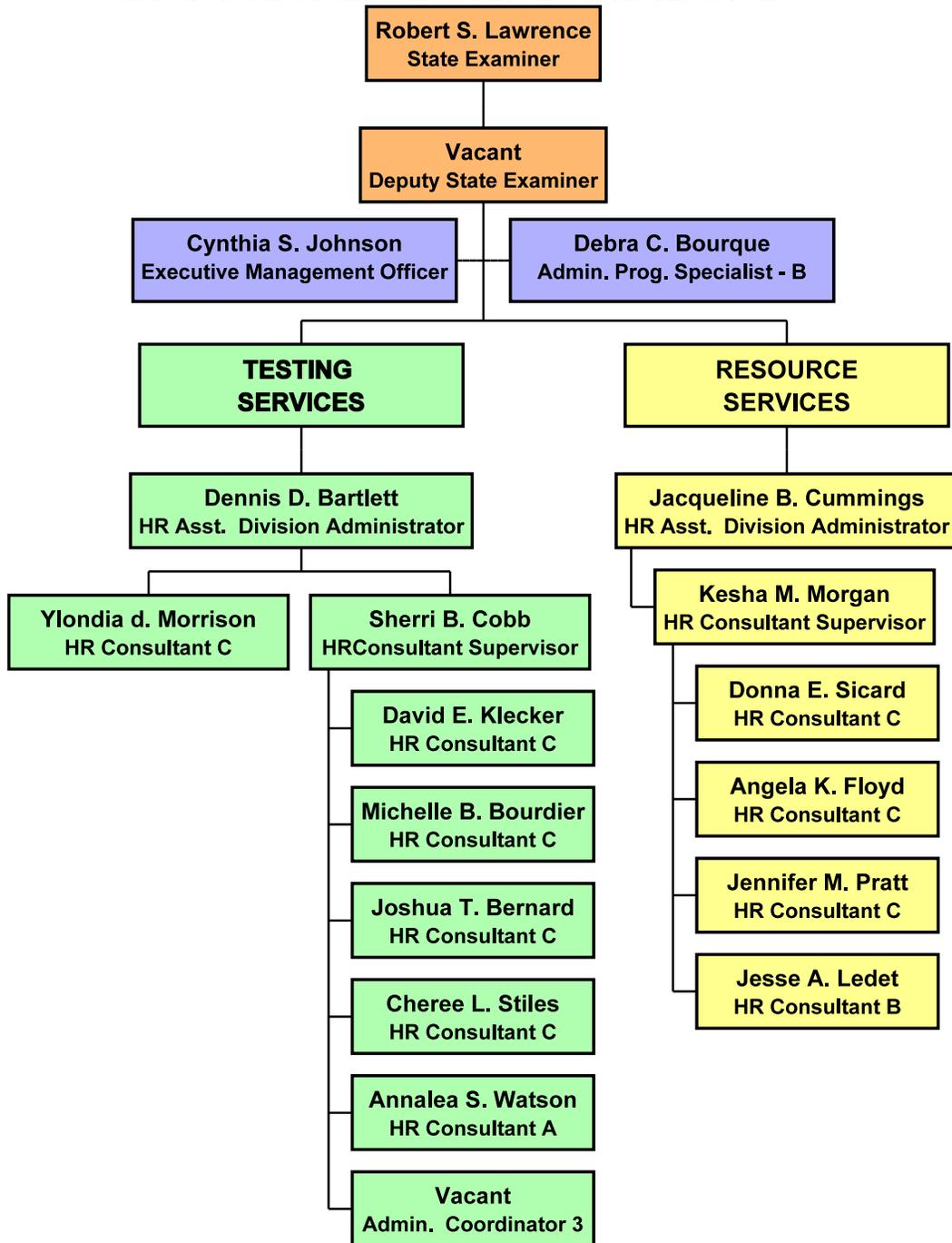
# **APPENDIX D**

## **ORGANIZATIONAL CHART FOR OFFICE OF STATE EXAMINER**

**STRATEGIC PLAN  
FISCAL YEARS 2014-15 THROUGH 2018-19**

**OFFICE OF STATE EXAMINER  
MUNICIPAL FIRE AND POLICE CIVIL SERVICE**

**OFFICE OF STATE EXAMINER  
MUNICIPAL FIRE AND POLICE CIVIL SERVICE**



# **APPENDIX E**

## **STRATEGIC PLANNING CHECKLIST**

**STRATEGIC PLAN  
FISCAL YEARS 2014-15 THROUGH 2018-19**

**OFFICE OF STATE EXAMINER  
MUNICIPAL FIRE AND POLICE CIVIL SERVICE**

# STRATEGIC PLANNING CHECKLIST

## X **Planning Process**

X General description of process implementation included in plan process documentation

Consultant used

If so, identify: \_\_\_\_\_

X Department/agency explanation of how duplication of program operations will be avoided included in plan process documentation

\_\_\_\_\_ Incorporated statewide strategic initiatives

\_\_\_\_\_ Incorporated organization internal workforce plans and information technology plans

## X **Analysis Tools Used**

\_\_\_\_\_ SWOT analysis

\_\_\_\_\_ Cost/benefit analysis

\_\_\_\_\_ Financial audit(s)

\_\_\_\_\_ Performance audit(s)

\_\_\_\_\_ Program evaluation(s)

\_\_\_\_\_ Benchmarking for best management practices

\_\_\_\_\_ Benchmarking for best measurement practices

X Stakeholder or customer surveys

\_\_\_\_\_ Undersecretary management report (Act 160 Report) used

X Other analysis or evaluation tools used

If so, identify: Previous Performance Indicator Reports

\*\* Attach analysis projects, reports, studies, evaluations, and other analysis tools.

## X **Stakeholders (Customers, Compliers, Expectation Groups, Others) identified**

\_\_\_\_\_ Involved in planning process

X Discussion of stakeholders included in plan process documentation

## X **Authorization for goals**

X Authorization exists

\_\_\_\_\_ Authorization needed

\_\_\_\_\_ Authorization included in plan process documentation

## X **External Operating Environment**

X Factors identified and assessed

X Description of how external factors may affect plan included in plan process documentation

## X **Formulation of Objectives**

X Variables (target group; program & policy variables; and external variables) assessed

X Objectives are SMART

## X **Building Strategies**

X Organizational capacity analyzed

\_\_\_\_\_ Needed organizational structural or procedural changes identified

X Resource needs identified

X Strategies developed to implement needed changes or address resource needs

\_\_\_\_\_ Action plans developed; timelines confirmed; and responsibilities assigned

## X **Building in Accountability**

X Balanced sets of performance indicators developed for each objective

X Documentation Sheets completed for each performance indicator

X Internal accountability process or system implemented to measure progress

X Data preservation and maintenance plan developed and implemented

## X **Fiscal Impact of Plan**

\_\_\_\_\_ Impact on operating budget

\_\_\_\_\_ Impact on capital outlay budget

\_\_\_\_\_ Means of finance identified for budget change

\_\_\_\_\_ Return on investment determined to be favorable