

STRATEGIC PLAN FOR FISCAL YEARS

2019-20 THROUGH 2023-24



OFFICE OF STATE EXAMINER

MUNICIPAL FIRE AND POLICE CIVIL SERVICE

JULY 1, 2019

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**STRATEGIC PLAN
OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE
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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 provide support and guidance to local jurisdictions who 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 the State, 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 on fairness and integrity and built on the concept of dedication and excellence of service.

AGENCY CORE VALUES

Integrity – We believe an honest and ethical relationship with our stakeholders and each other is key to earning and maintaining their respect and our reputation.

Reliable – We understand the trust that our stakeholders have placed in our ability to be consistent, dependable and accurate when looking to us for information and advice.

Customer Focused – We are committed to meeting the needs of our stakeholders through maintaining excellent working relationships and providing services in a timely and accurate manner.

Innovation – We are dedicated to producing a product for our stakeholders through internal and external collaboration, based on our capability and technology which are sustainable and responsible to the taxpayers of Louisiana.

Accountability – We are responsible to each other as well as our stakeholders and take ownership in our work and our reputation as a reliable public service agency.

STATE OUTCOME GOAL
PUBLIC SAFETY

The Office of State Examiner (OSE) 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 ensure a continuity of public safety protection across both rural and urban areas of the state. 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 assistance 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. The OSE provides 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 public service.

HR POLICIES
BENEFITTING WOMEN AND FAMILIES

The Office of State Examiner has adopted a policy 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.

OBJECTIVE I.1: By June 30, 2024, efficiently and cost-effectively respond to the needs of administrators, classified employees, and the 3.8 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.

ACTION PLAN I.1.1.1 Develop and validate standard exams based on new technology and current educational resources.

ACTION PLAN I.1.1.2 Continue to develop and validate non-standard exams based on new technology and current educational resources.

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.

ACTION PLAN I.1.3.1 Schedule training across testing division in usage of grade reporting software.

STRATEGY I.1.4. Continue to 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.

ACTION PLAN I.1.4.1 Research and purchase updated source material.

ACTION PLAN I.1.4.2 Update item bank based on research findings continuously.

PERFORMANCE INDICATORS:

Outcome: Percent of tests administered within 90-day target period from receipt of request to date of exam.

Percent of eligibility lists provided within 30-day target period from date of exam to date lists of exam results are mailed.

Percent of jurisdictions requesting fast-track scores being provided eligibility lists within 7 days of test.

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.

OBJECTIVE II.1: By June 30, 2024, efficiently and cost-effectively respond to the needs of administrators, classified employees, and the 3.8 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.

ACTION PLAN II.1.1.1 Schedule regional training for stakeholders within the MFPCS system.

ACTION PLAN II.1.1.2 Research additional methods of support considering technology and other resources.

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.

ACTION PLAN II.1.2.1 Research and compile lists of potential new jurisdictions for contact by reviewing census data and other resources.

STRATEGY II.1.3. 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.

ACTION PLAN II.1.3.1 Provide an interactive website for stakeholders to access updated information.

ACTION PLAN II.1.3.2 Promote agency website through the various communication channels of the office.

STRATEGY II.1.4. 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.

ACTION PLAN II.1.4.1 Review all legislative bills effecting MFPCS on annual basis.

ACTION PLAN II.1.4.2 Disseminate new legislation adopted effecting MFPCS on annual basis.

PERFORMANCE INDICATORS:

Outcome: Percentage of personnel action forms reviewed which are returned for correction.

Number of new jurisdictions added for which board have been sworn in.