DEVELOPMENT OF

STRATEGIC PLAN FOR FISCAL YEARS

2019-20 THROUGH 2023-24

OFFICE OF STATE EXAMINER

MUNICIPAL FIRE AND POLICE CIVIL SERVICE

JULY 1, 2019

TABLE OF CONTENTS

Appendix A - Development of Strategic Plan 3

- **Situation Inventory** 4
- **Environmental Scan - Internal Factors** 5
- **Environmental Scan - External Factors** 5
- **Development of Goals, Objectives, and Performance Indicators** 8

Appendix B - Performance Indicator Documentation 10

- **Objective I.1** 11
- **Objective II.1** 27

Appendix C - List of Jurisdictions/Employees Under MF&PCS 52

Appendix D - Organizational Chart for Office of State Examiner 56

Appendix E - Strategic Planning Checklist 58

APPENDIX A

DEVELOPMENT OF STRATEGIC PLAN

STRATEGIC PLAN
FISCAL YEARS 2019-20 THROUGH 2023-24

OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE

DEVELOPMENT OF STRATEGIC PLAN
FISCAL YEARS 2019-20 THROUGH 2023-24

SITUATION INVENTORY

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

CLIENTS/PRINCIPAL USERS

The clients/principal users 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.

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. They depend 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.

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.

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

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. 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.

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.

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, Section 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, 2019, the Office of State Examiner serves 116 jurisdictions in an advisory capacity. There are 116 jurisdictions which have established a classified service for their full-time fire and/or police employees, and 51 jurisdictions in various stages of compliance with the Fire and Police Civil Service Law. As of March 31, 2019, the Municipal Fire and Police Civil Service System includes 9,064 classified employees. 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?

Roles and responsibilities of the Office of State Examiner are defined by legislation, i.e., R.S. 33:2479 and 33:2539, as well as Article 14 Section 15.1 of 1921 Constitution. Additionally, the Office of State Examiner continues to make major strides to avoid duplication of effort within the agency through continued consolidation of functions, modernization of equipment, and streamlining of processes.

How long will data be preserved and maintained?

All documents used in the development of strategic and operational plans, as well as the data used for the completion of quarterly performance progress reports through the Louisiana Performance Accountability System (LaPAS), are maintained and preserved according to the state's record retention laws (R.S. 44:36) for a period of at least three years from the date on which the record was made.

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?

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. 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. We also demonstrate a commitment to training that provides necessary tools to accomplish job duties, maximizes efficiency, and increases employee retention.

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?

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: 1) when a municipality operates a paid fire and police department, and
when the population reaches 7,000 or over as a result of the last decennial census; or 2) 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).

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 municipalities who were not previously required to establish civil service. Additionally, 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 has an obligation to identify those entities to which the system applies and offer their governing authorities the guidance necessary for compliance with the provisions of this law.

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 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 challenge facing the Office of State Examiner is that we must be prepared to move in whatever direction 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 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:

With the advancement of technology, there is an increased interest in the Office of State Examiner using computer-based testing (CBT). While the Office of State Examiner agrees that CBT has significant merit, at this time the cost-benefit analysis indicates the cost of CBT far exceeds the annual appropriation of the agency.

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 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

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.

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.* 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 116 jurisdictions, each of which have established a fire and police civil service board. Research reveals that approximately 51 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, assistance 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; and training materials including manuals and videos.

APPENDIX B

PERFORMANCE INDICATOR DOCUMENTATION

STRATEGIC PLAN
FISCAL YEARS 2019-20 THROUGH 2023-24

OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE

PERFORMANCE INDICATOR MATRIX

GOAL I
OBJECTIVE I.1

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.

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

OUPUT 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: **25676**

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 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.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

OUPUT INDICATOR NO. I.1.e.

Indicator name: **Number of validation studies completed on current standard exams.**
LAPAS Code: **25683**

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 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.f.

Indicator Name: **Number of customized exams developed for administration.**
LAPAS Code: **25622**

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 a 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: **23623**

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 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.a.

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

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.

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**

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.

OUTCOME INDICATOR NO. I.1.c.

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.

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: **25699**

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 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

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, 2024, 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 visitors annually to agency website.
Input Indicator No. II.1.f.	Number of lists of approved competitive candidates verified for compliance with civil service law.
Input Indicator No. II.1.g.	Number of lists of approved promotional candidates verified for compliance with civil service law.
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.	Average number of working days to respond to written requests for guidance.

Outcome Indicator II.1.a.	Percentage of personnel action forms reviewed which are returned for correction.
Outcome Indicator II.1.b.	Number of jurisdictions added for which civil service boards have been sworn in.
Quality Indicator No. II.1.a.	Percentage of local civil service boards and jurisdictions indicating overall satisfaction with OSE services.
Quality Indicator No. II.1.b.	Percentage of survey respondents finding agency legislative tracking informative and helpful.
Quality Indicator No. II.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 impact 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: **25693**

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 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.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: **25691**

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 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 Executive Management Officer.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INPUT INDICATOR NO. II.1.e.

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

INPUT INDICATOR NO. II.1.f.

Indicator Name: **Number of lists of approved competitive candidates verified for compliance with civil service law.**
LAPAS Code: **25690**

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 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 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 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 not be 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 from 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 though 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.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

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.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

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.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

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.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

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: **Average number of working days to respond to written request for guidance.**
LAPAS Code: **14316**

1. Indicator type/ Indicator level:
   Output/General

2. Rationale, Relevance, Reliability:
   The Office of State Examiner provides guidance to local Civil Service Boards, Appointing Authorities, Governing Authorities and employees on any given workday, and major support is provided through written correspondence. This indicator is a direct measure of work performed.

3. Use:
   It is helpful to know the timeliness in which responses are provided. If a single individual is receiving an inordinate number of written requests, steps may be taken to spread the work evenly.

4. Clarity:
   Not applicable.

5. Data collection procedure/source/reporting:
   Data will be collected by each employee of all incoming written requests and the date a response is provided. Data will be reported quarterly or as required by the Office of Planning and Budget.

6. Calculation methodology:
   Employees will log each written request received and log the date a response is given.

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 from 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 4th 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.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

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 4th 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.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

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 4th 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 2019-20 THROUGH 2023-24**

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

Jurisdictions under Municipal Fire and Police Civil Service			
As of March 31, 2019			
Jurisdiction	Fire	Police	Parish
Abbeville	34	35	Vermillion
Ascension FPD #3	49		Ascension
Alexandria	112	171	Rapides
Ascension FPD #2 (Inactive)			Ascension
Baker	18	43	East Baton Rouge
Bastrop	43	15	Morehouse
Baton Rouge	381	729	East Baton Rouge
Bayou Cane FPD	44		Terrebonne
Benton FPD #4	36		Bossier
Bogalusa	39	60	Washington
Bossier City	190	189	Bossier
Breaux Bridge		35	St. Martin
Broussard	1	21	Lafayette
Caddo FPD #1	25		Caddo
Caddo FPD #2	0		Caddo
Caddo FPD #3	18		Caddo
Caddo FPD #4	10		Caddo
Caddo FPD #5	7		Caddo
Caddo FPD #6	5		Caddo
Caddo FPD #7	10		Caddo
Calcasieu Ward 1 District 1	20		Calcasieu
Calcasieu Ward 4 District 2	17		Calcasieu
Calcasieu Ward 6 District 1	1		Calcasieu
Calcasieu Ward 7 District 1 (Inactive)			Calcasieu
Calcasieu Ward 8 District 2	1		Calcasieu
Cameron #1 (Inactive)			Cameron
Cameron #10	11		Cameron
Carencro	4	17	Lafayette
Central FPD #4	35		East Baton Rouge
Concordia FPD #2	0		Concordia
Covington	15	41	St. Tammany
Crowley	36	21	Acadia
Denham Springs	26	33	Livingston
DeRidder	13	35	Beauregard
DeSoto FPD #1	11		DeSoto
Desoto FPD #8	26		DeSoto
DeSoto FPD #9	8		DeSoto
Donaldsonville	11		Ascension
East Baton Rouge FPD #3	7		East Baton Rouge
East Baton Rouge FPD #5	16		East Baton Rouge
East Baton Rouge FPD #6	15		East Baton Rouge
East Baton Rouge FPD #9			East Baton Rouge

East-Central Bossier FPD	12		Bossier
Eunice	19	50	St. Landry
Franklin	11	19	St. Mary
Grant FPD #5 (Inactive)			Grant
Gonzales	19	49	Ascension
Hammond	58	85	Tangipahoa
Harahan	14	29	Jefferson
Houma	48	117	Terrebonne
Iberia FPD #1	27		Iberia
Jefferson FPD	262		Jefferson
Jennings	14	23	Jefferson Davis
Kenner	106	191	Jefferson
Lafayette	268	363	Lafayette
Lafourche FPD	37		Lafourche
Lake Charles	171	205	Calcasieu
Leesville	13	32	Vernon
Lincoln FPD #1	8		Lincoln
Livingston FPD #4	15		Livingston
Livingston FPD #5	6		Livingston
Minden	13	15	Webster
Monroe	204	229	Ouachita
Morgan City	32	41	St. Mary
Natchitoches	44	77	Natchitoches
Natchitoches FPD #6	5		Natchitoches
New Iberia	55	59	Iberia
Oakdale	1	35	Allen
Opelousas	63	14	St. Landry
Ouachita FPD	152		Ouachita
Pineville	61	54	Rapides
Plaquemine	21	5	Iberville
Plaquemines Parish	65		Plaquemines
Rapides FPD #2	75		Rapides
Rapides FPD #3	8		Rapides
Rapides FPD #4	8		Rapides
Rapides FPD #7	3		Rapides
Rayne		42	Acadia
Red River	22		Red River
Ruston	63	49	Lincoln
Scott		15	Lafayette
Shreveport	630	570	Caddo
St. Bernard #1-2 FPD	122		St. Bernard
St. George FPD	166		East Baton Rouge
St. John the Baptist Parish FD	38		St. John
St. Landry FPD #1	18		St. Landry
St. Landry FPD #2	10		St. Landry

St. Landry FPD #3	3		St. Landry
St. Martin		4	St. Martin
St. Martinville		27	St. Martin
St. Tammany FPD #1	170		St. Tammany
St. Tammany FPD #2	31		St. Tammany
St. Tammany FPD #3	3		St. Tammany
St. Tammany FPD #4	143		St. Tammany
St. Tammany FPD #5	4		St. Tammany
St. Tammany FPD #6			St. Tammany
St. Tammany FPD #7	3		St. Tammany
St. Tammany FPD #8	9		St. Tammany
St. Tammany FPD #9	10		St. Tammany
St. Tammany FPD #11	4		St. Tammany
St. Tammany FPD #12	51		St. Tammany
St. Tammany FPD #13	5		St. Tammany
South Bossier Fire District 2	15		St. Tammany
Sulphur	54	75	Calcasieu
Tangipahoa FPD #1	26		Tangipahoa
Terrebonne #4A	2		Terrebonne
Terrebonne #10	10		Terrebonne
Ville Platte	13	14	Evangeline
Washington FPD #7	10		Washington
West Baton Rouge FPD #1	23		West Baton Rouge
West Feliciana FPD #1	2		West Feliciana
West Monroe	46	52	Ouachita
Westwego	11	24	Jefferson
Winnfield	8	14	Winn
Youngsville	15	9	Lafayette
Zachary	39	40	East Baton Rouge
	4992	**4072**	
Total	**9,064 employees**		

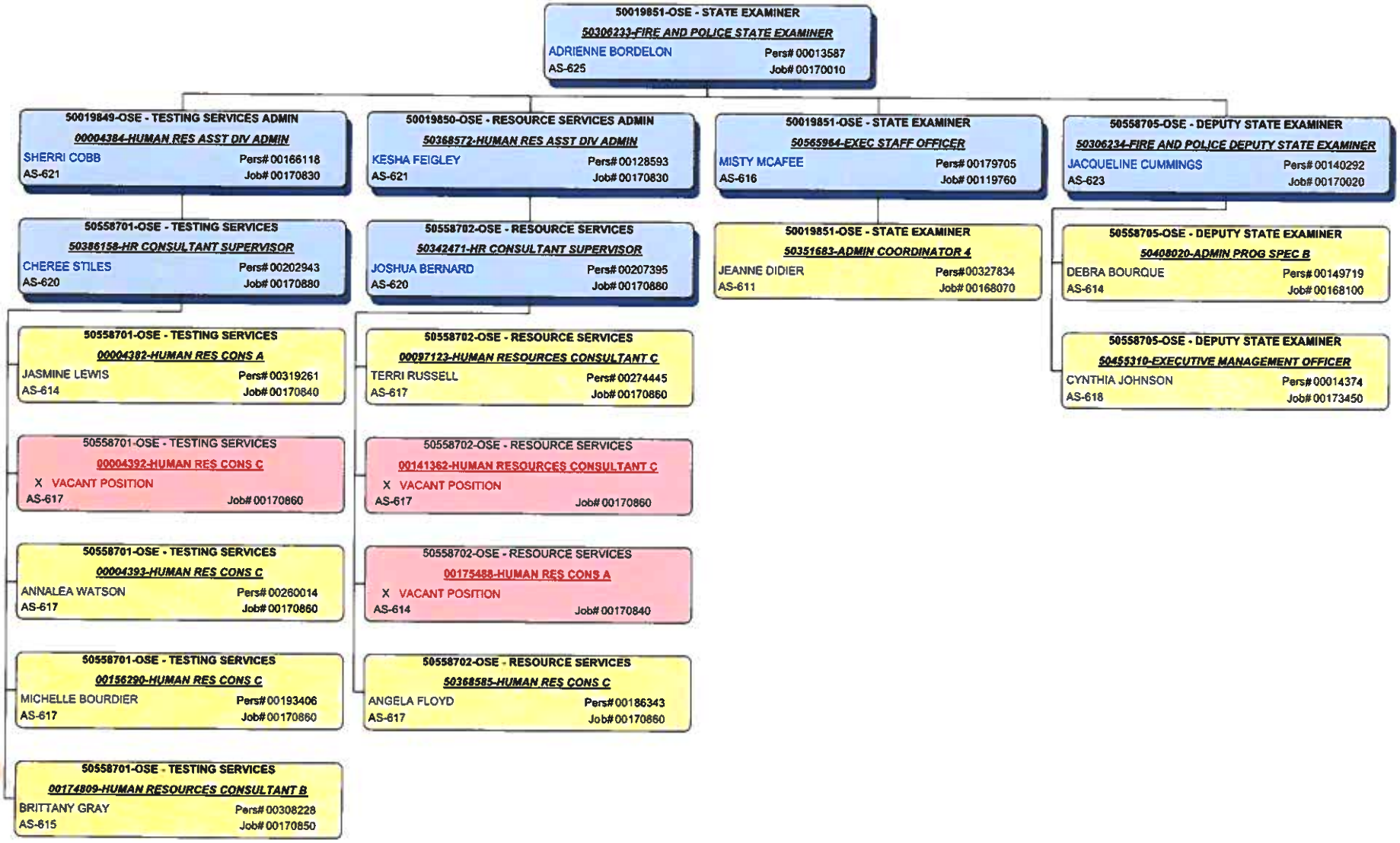
APPENDIX D

ORGANIZATIONAL CHART
FOR
OFFICE OF STATE EXAMINER

STRATEGIC PLAN
FISCAL YEARS 2019-20 THROUGH 2023-24

OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE

50019851-OSE - STATE EXAMINER



APPENDIX E

STRATEGIC PLANNING CHECKLIST

STRATEGIC PLAN
FISCAL YEARS 2019-20 THROUGH 2023-24

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