

**DEVELOPMENT OF
STRATEGIC PLAN FOR FISCAL YEARS
2023-2024 THROUGH 2027-2028**



**OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE
*JULY 1, 2022***

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APPENDIX A

DEVELOPMENT OF STRATEGIC PLAN



**STRATEGIC PLAN
FISCAL YEARS 2023-2024 THROUGH 2027-2028**

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

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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 (OSE) 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 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 OSE 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 to maintain a statewide eligibility list for entry-level firefighters and police officers.

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.
- Provide testing for entry-level firefighters and entry-level police officers in different regions across the state.
- Provide on-line testing for entry-level firefighters and entry-level police officers.
- Maintenance of a statewide eligibility list for entry-level firefighters and entry-level police officers.
- Lists of eligibles furnished to local civil service boards.
- Lists of eligibles for Appointing Authorities for firefighters and police officers.
- 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.
- 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.

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, 2022, the Office of State Examiner serves 118 jurisdictions in an advisory capacity. There are 118 jurisdictions which have established a classified service for their full-time fire and/or police employees, and 27 jurisdictions in various stages of compliance with the Fire and Police Civil Service Law. As of April 18, 2022, the Municipal Fire and Police Civil Service System includes 9,139 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 20 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 OSE 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 ensure 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).

The 2020 Federal Decennial Census has resulted in 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 OSE 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.

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 OSE 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 establishing and maintaining a Firefighter and Police Officer statewide eligibility list containing names of persons eligible for appointment to these classes by any municipality, parish, or fire protection district under the municipal fire and police civil service system.

Our legal authority for setting this goal may be found in Louisiana Revised Statutes 33:2479(G)(3); 33:2491(1); 33:2494(A)(2); 33:2539(3); 33:2492; and 33:2552.

Objective II.1

The OSE develops and administers 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. 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 for employment selection, including the EEOC *Uniform Guidelines on Employee Selection Procedures*. Each test prepared and administered by the OSE is based on a thorough and extensive job analysis. For entry level Firefighter and entry level Police Officer, the OSE provides testing in different regions of the state as well as an on-line option. From these entry level exams, the OSE maintains a statewide eligibility lists of all active scores for which the appointing authorities can recruit and hire.

GOAL III

- III. 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),(5),(6); 33:2539(1),(2),(4),(5),(6); 33:2483; and 33:2543.

Objective III.1

The Municipal Fire and Police Civil Service System is currently comprised of 118 jurisdictions, each of which have established a fire and police civil service board. Research reveals that approximately 30 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 2023-2024 THROUGH 2027-2028**

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

PERFORMANCE INDICATOR MATRIX

**GOAL I
OBJECTIVE I.1**

OBJECTIVE I.1: By June 30, 2028, 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 new validation studies conducted for customized exams.
Input Indicator No. I.1.c.	Number of validation studies completed on current standard exams.
Input Indicator No. I.1.d.	Number of customized exams developed for administration.
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 tests administered within 90 days of received board approved applicants.
Output Indicator No. I.1.e.	Number of lists of exam results submitted within 30 days or less.
Outcome Indicator No. I.1.a.	Percent of tests administered within 90-day target period from receipt of board approved applicants to date of exam.
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.	Percent of eligibility lists provided within 30-day target period from date of exam to date lists of exam results are mailed.

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 HR Assistant Division Administrator.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I OBJECTIVE I.1

INPUT INDICATOR NO. I.1.b.

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 ensure 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 HR Assistant Division Administrator.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I OBJECTIVE I.1

INPUT INDICATOR NO. I.1.c.

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

1. Indicator type/ Indicator level:
Input/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 Business Analytics Specialist.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I OBJECTIVE I.1

INPUT INDICATOR NO. I.1.d.

Indicator Name: **Number of customized exams developed for administration.**
LAPAS Code: **23622**

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

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I OBJECTIVE I.1

OUTPUT INDICATOR NO. I.1.a.

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

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

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 HR Assistant Division Administrator.

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 HR Assistant Division Administrator.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I OBJECTIVE I.1

OUTPUT INDICATOR NO. I.1.d.

Indicator Name: **Number of tests administered within 90 days of received board approved applicants.**
LAPAS Code: **25678**

1. Indicator type/ Indicator level:
Output/Key
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 HR Assistant Division Administrator 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:
The time frame between the receipt of board approved applicants 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 HR Assistant Division Administrator.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I OBJECTIVE I.1

OUTPUT INDICATOR NO. I.1.e.

Indicator Name: **Number of lists of exam results submitted within 30 days or less.**
LAPAS Code: **25677**

1. Indicator type/ Indicator level:
Output/Key
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 HR Assistant Division Administrator.

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 board approved applicants 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 received board approved applicants.
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 HR Assistant Division Administrator.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I OBJECTIVE I.1

EFFICIENCY INDICATOR NO. I.1.a.

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

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

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I OBJECTIVE I.1

EFFICIENCY 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:
Efficiency/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 HR Assistant Division Administrator.

PERFORMANCE INDICATOR MATRIX

**GOAL II
OBJECTIVE II.1**

OBJECTIVE II.1: By June 30, 2028, efficiently and cost-effectively respond to the needs of administrators and applicants by providing Firefighter and Police Officer entry level eligibility lists.

Kind of Indicator	Performance Indicator
Input Indicator II.1.a.	Number of applicants applied for statewide exam.
Input Indicator II.1.b.	Number of applicants applied for entry level online exam.
Output Indicator II.1.a.	Number of regional examinations and special request examinations administered for entrance classes.
Output Indicator II.1.b.	Number of candidates tested for statewide exam.
Output Indicator II.1.c.	Number of candidates tested for online entry level exams.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II OBJECTIVE II.1

INPUT INDICATOR NO. II.1.a.

Indicator Name: **Number of applicants applied for statewide exam.**
LAPAS Code: **NEW**

1. Indicator type/ Indicator level:
Input/General
2. Rationale, Relevance, Reliability:
In accordance with Act 38 of the 2020 Regular Legislative Session, the Office of State Examiner is required to call for and administer the entry-level firefighter and police officer exams. This obligation has been removed from the local civil service boards.
3. Use:
The number of applicants who apply for the statewide exam will show the amount of preparation the Office of State Examiner must under take for each time the entry-level firefighter and police officer exams are administered.
4. Clarity:
For every application approved to take the entry-level firefighter and police officer exam will require the staff of the Office of State Examiner to ensure testing material is available at the test location.
5. Data collection procedure/source/reporting:
The total number of applicants will be maintained in a database tracking system at the conclusion of the posting period. These numbers will be updated at the closing of each posting period.
6. Calculation methodology:
The total number of applicants will be tallied and added at the conclusion of each posting period.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There does not appear to be a significant limitation for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator is new, this indicator has not been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the HR Consultant Specialist.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II OBJECTIVE II.1

INPUT INDICATOR NO. II.1.b.

Indicator Name: **Number of applicants applied for entry level online exam.**
LAPAS Code: **NEW**

1. Indicator type/ Indicator level:
Input/General
2. Rationale, Relevance, Reliability:
In accordance with Act 38 of the 2020 Regular Legislative Session, the Office of State Examiner is required to have an online option for the entry-level firefighter and police officer exams.
3. Use:
This indicator will be used to track the number of individuals seeking to take these entry-level exams online versus the in-person test taker.
4. Clarity:
Not applicable.
5. Data collection procedure/source/reporting:
The number of applicants will be collected in a database tracking system as the applications are approved.
6. Calculation methodology:
The total number of applicants will be tallied prior to the reporting period.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There does not appear to be a significant limitation for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator is new, this indicator has not been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the HR Consultant Specialist.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II OBJECTIVE II.1

OUTPUT INDICATOR NO. II.1.a.

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

1. Indicator type/ Indicator level:
Output/Key
2. Rationale, Relevance, Reliability:
In order to be responsive to the needs of the service for expedited hiring, 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 monthly in different regions of the state. Candidates receive a score which is to be submitted with their application to 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 HR Assistant Division Administrator.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II OBJECTIVE II.1

OUTPUT INDICATOR NO. II.1.b.

Indicator Name: **Number of candidates tested statewide.**
LAPAS Code: **NEW**

1. Indicator type/ Indicator level:
Output/General
2. Rationale, Relevance, Reliability:

In accordance with Act 38 of the 2020 Regular Legislative Session, the Office of State Examiner is required to administer the entry-level firefighter and police officer exams in order to establish and maintain a statewide eligibility list.
3. Use:

The number of candidates tested is an indicator of the magnitude and scope of the Office of State Examiner's obligation to provide a statewide eligibility list for appointing authorities to use for hiring. 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 the Office of Planning and Budget.
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 is new, this indicator has not been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:

Gathering of this performance indicator will be the responsibility of the HR Consultant Specialist.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II OBJECTIVE II.1

OUTPUT INDICATOR NO. II.1.c.

Indicator Name: **Number of candidates tested for online entry-level exams.**
LAPAS Code: **NEW**

1. Indicator type/ Indicator level:
Output/General
2. Rationale, Relevance, Reliability:

In accordance with Act 38 of the 2020 Regular Legislative Session, the Office of State Examiner is required to administer the entry-level firefighter and police officer exams online. The Office of State Examiner is also required to provide those same exams in person. This indicator will distinguish between the different methods of testing.
3. Use:

The number of candidates tested is an indicator of the magnitude and scope of the Office of State Examiner's obligation to provide a statewide eligibility list for appointing authorities to use for hiring purposes. The number of online 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 updated. Data will be reported quarterly or as required by the Office of Planning and Budget.
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 is new, this indicator has not been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:

Gathering of this performance indicator will be the responsibility of the HR Consultant Specialist.

PERFORMANCE INDICATOR MATRIX

**GOAL III
OBJECTIVE III.1**

OBJECTIVE III.1: By June 30, 2028, efficiently and cost-effectively respond to the needs of administrators, classified employees, and the 3.8 million Louisiana residents protected by the MFPCS System by providing assistance and resources in the efficient operation of the MFPCS system and to ensure it operates in accordance with the law.

Kind of Indicator	Performance Indicator
Input Indicator III.1.a.	Number of advisory telephone calls.
Input Indicator III.1.b.	Number of personnel action forms received.
Input Indicator III.1.c.	Number of reviews to current and proposed classification descriptions.
Input Indicator III.1.d.	Number of reviews to current and proposed board rules.
Input Indicator III.1.e.	Number of visitors annually to agency website.
Input Indicator No. III.1.f.	Number of lists of approved competitive candidates verified for compliance with civil service law.
Input Indicator No. III.1.g.	Number of lists of approved promotional candidates verified for compliance with civil service law.
Output Indicator III.1.a.	Number of individuals trained through seminars or individual orientations.
Output Indicator III.1.b.	Number of letters written providing information/advice.
Output Indicator III.1.c.	Number of personnel action forms (PAFs) reviewed for compliance with civil service law.
Output Indicator III.1.d.	Number of PAFs returned to jurisdictions for corrections because of errors in application of civil service law.
Output Indicator III.1.e.	Number of civil service minutes reviewed.
Output Indicator III.1.f.	Number of potential jurisdictions to which the law applies and with whom contact has been initiated by the OSE.
Output Indicator III.1.g.	Number of revisions to classification plans submitted for adoption by civil service boards.
Output Indicator III.1.h.	Number of revisions to board rules submitted for adoption by civil service boards.
Output Indicator III.1.i.	Number of resources distributed.
Output Indicator III.1.j.	Average number of working days to respond to written requests for guidance.
Outcome Indicator III.1.a.	Number of jurisdictions added for which civil service boards have been sworn in.

Quality Indicator No. III.1.a.	Percentage of survey respondents indicating satisfaction with website resources.
Quality Indicator No. III.1.b.	Number of jurisdictions in Municipal Fire and Police Civil Service System
Quality Indicator No. III.1.c.	Number of covered employees in MFPCS System.
Efficiency Indicator No. III.1.a.	Cost per covered employee within MFPCS System.
Efficiency Indicator No. III.1.b.	Per capita cost for providing qualified eligible in jurisdictions covered by MFPCS System.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III OBJECTIVE III.1

INPUT INDICATOR NO. III.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 ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of data for this performance indicator will be the responsibility of the HR Assistant Division Administrator.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III OBJECTIVE III.1

INPUT INDICATOR NO. III.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 ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of data for this performance indicator will be the responsibility of the HR Assistant Division Administrator.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III OBJECTIVE III.1

INPUT INDICATOR NO. III.1.c.

Indicator Name: **Number of reviews to current and proposed classification descriptions.**
LAPAS Code: **25691**

1. Indicator type/ Indicator level:
Input/Support
2. Rationale, Relevance, Reliability:
The Office of State Examiner has a responsibility to ensure 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 ensure 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 ensure 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 ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of data for this performance indicator will be the responsibility of the HR Assistant Division Administrator.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III OBJECTIVE III.1

INPUT INDICATOR NO. III.1.d.

Indicator Name: **Number of reviews to current and proposed board rules.**
LAPAS Code: **25692**

1. Indicator type/ Indicator level:
Input/Support
2. Rationale, Relevance, Reliability:
The Office of State Examiner has a responsibility to ensure 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 ensure proper compliance with these laws.
3. Use:
Reviews may result in our office providing advice and guidance to a local civil service board.
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 ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of data for this performance indicator will be the responsibility of the General Counsel.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III OBJECTIVE III.1

INPUT INDICATOR NO. III.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 ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the Executive Staff Officer.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III OBJECTIVE III.1

INPUT INDICATOR NO. III.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 ensure 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 ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the HR Assistant Division Administrator.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III OBJECTIVE III.1

INPUT INDICATOR NO. III.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 ensure 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 HR Assistant Division Administrator.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III OBJECTIVE III.1

OUTPUT INDICATOR NO. III.1.a.

Indicator Name: **Number of individuals trained through seminars 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 ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the HR Assistant Division Administrator.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III OBJECTIVE III.1

OUTPUT INDICATOR NO. III.1.b.

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

1. Indicator type/ Indicator level:
Output/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. The number and scope of these advisories are such that they frequently require a significant dedication of time and effort.
3. Use:
Personnel 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 ensure 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 emailed. 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 ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the HR Assistant Division Administrator.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III OBJECTIVE III.1

OUTPUT INDICATOR NO. III.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 specific jurisdiction 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 ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the HR Assistant Division Administrator.

OUTPUT INDICATOR NO. III.1.d.

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

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

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III OBJECTIVE III.1

OUTPUT INDICATOR NO. III.1.e.

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

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

OUTPUT INDICATOR NO. III.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. 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 ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the Deputy State Examiner.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III OBJECTIVE III.1

OUTPUT INDICATOR NO. III.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:
To ensure the board has adopted a classification plan reflective of the Department's structure in the individual jurisdictions and to set minimum qualifications for examinations.
3. Use:
The agency provides recommendations for updated class descriptions to local civil service boards upon determining changes in assignments of duties and responsibilities.
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 ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the HR Assistant Division Administrator.

OUTPUT INDICATOR NO. III.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/ Key
2. Rationale, Relevance, Reliability:
The reason for revisions to the board rules is to ensure the board operates in an orderly fashion in accordance with the open meeting laws and to ensure the board has adopted leave of absence rules in accordance with R.S. 33:2478 and 33:2538.
3. Use:
The agency provides recommendations for revisions to the rules of local civil service boards upon the determination of changes in civil service law or employment law.
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 ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the General Counsel.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III OBJECTIVE III.1

OUTPUT INDICATOR NO. III.1.i.

Indicator name: **Number of resources distributed.**
LAPAS Code: **25695**

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. The agency provides training in the fundamentals through manuals, 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 ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the HR Assistant Division Administrator.

OUTPUT INDICATOR NO. III.1.j.

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

1. Indicator type/ Indicator level:
Output/Key
2. Rationale, Relevance, Reliability:
The Office of State Examiner provides guidance to local Civil Service Boards, Appointing Authorities, Governing Authorities and employees 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 ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the HR Assistant Division Administrator.

OUTCOME INDICATOR NO. III.1.a.

Indicator Name: **Number of jurisdictions added for which civil service boards have been sworn in.**
LAPAS Code: **25689**

1. Indicator type/ Indicator level:
Outcome/ Supporting
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 ensure the MFPCS law is carried out effectively and efficiently. When new jurisdictions are added, it created additional work for the staff.
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. 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 ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the Deputy State Examiner.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III OBJECTIVE III.1

QUALITY INDICATOR NO. III.1.a.

Indicator Name: **Percentage of survey respondents indicating satisfaction with website resources.**
LAPAS Code: **25688**

1. Indicator type/ Indicator level:
Quality/Supporting
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 ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the HR Assistant Division Administrator.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III OBJECTIVE III.1

QUALITY INDICATOR NO. III.1.b.

Indicator Name: **Number of jurisdictions in Municipal Fire and Police Civil Service System.**
LAPAS Code: **12286**

1. Indicator type/ Indicator level:
Quality/General
2. Rationale, Relevance, Reliability:
The Office of State Examiner is statutorily required to provide services to municipalities with a population of 7,000 or more and all fire protection districts. This indicator is a direct measure of work performed.
3. Use:
It is imperative that the OSE keep track of the number of jurisdictions to which services are provided. While the municipality population may change with the decennial census, a fire protection district becomes subject to the Civil Service laws with the hire of one full-time employee. If a jurisdiction is in the Civil Service System, the Office of State Examiner must provide services.
4. Clarity:
Not applicable
5. Data collection procedure/source/reporting:
Data is collected from census information for population requirements and from the supplemental pay board for fire-fighters.
6. Calculation methodology:
Jurisdictions with sworn in Civil Service Boards will be counted.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
This indicator will change based upon the census information reported every ten years.
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. 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 HR Assistant Division Administrator.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III OBJECTIVE III.1

QUALITY INDICATOR NO. III.1.c.

Indicator Name: **Number of covered employees in MFPCS System.**
LAPAS Code: **12289**

1. Indicator type/ Indicator level:
Quality/General
2. Rationale, Relevance, Reliability:
The Office of State Examiner tracks the number of employees covered in the Municipal Fire and Police Civil Service System in order to ensure adequate services are provided to our stakeholders. This indicator is a direct measure of the number of classified Fire and Police employees.
3. Use:
It's helpful to know the number of classified Fire and Police employees in order to ensure adequate services are provided and an equal distribution of work.
4. Clarity:
Not Applicable
5. Data collection procedure/source/reporting:
Data will be calculated from personnel actions received from the stakeholders.
6. Calculation methodology:
New hires and separations will be added and subtracted.
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. 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 HR Assistant Division Administrator.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL III OBJECTIVE III.1

EFFICIENCY INDICATOR NO. III.1.a.

Indicator Name: **Cost per covered employee within MFPCS System.**
LAPAS Code: **12292**

1. Indicator type/ Indicator level:
Efficiency/General
2. Rationale, Relevance, Reliability:
This indicator is a measure of our success in providing services. Our objective is to provide quality services at the least possible expense to the taxpayers.
3. Use:
Cost per covered employee is an indication of efficiency.
4. Clarity:
Not applicable.
5. Data collection procedure/source/reporting:
Cost per covered employee is obtained by dividing the total expenditures in the fiscal year by the number of classified fire and police employees in the MFPCS system. Actual expenditures are obtained at the end of each fiscal year. Data will be provided annually, or as required by OPB.
6. Calculation methodology:
Cost per covered employee is obtained by dividing actual expenditure by total number of classified fire and police employees in the MFPCS system.
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. This indicator has been used to measure past performance and has been listed in reports filed to the Office of the Legislative Auditor. The Office of State Examiner 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 Executive Staff Officer.

EFFICIENCY INDICATOR NO. III.1.b.

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

1. Indicator type/ Indicator level:
Efficiency/General
2. Rationale, Relevance, Reliability:
This indicator is a measure of our success in providing services. Our objective is to provide quality services at the least possible expense to the taxpayers.
3. Use:
Cost per covered citizen is an indication of efficiency.
4. Clarity:
Not applicable.
5. Data collection procedure/source/reporting:
Cost per covered citizen is obtained from census information for areas covered and actual fiscal year expenditures. Actual expenditures are obtained at the end of each fiscal year. Data will be provided annually, or as required by OPB.
6. Calculation methodology:
Cost per covered citizen is obtained by dividing actual expenditure by population of areas served.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. This indicator has been used to measure past performance and has been listed in reports filed to the Office of the Legislative Auditor. The Office of State Examiner 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 Executive Staff Officer.

APPENDIX C

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



**STRATEGIC PLAN
FISCAL YEARS 2023-2024 THROUGH 2027-2028
OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE**

Jurisdictions under Municipal Fire and Police Civil Service			
As of April 18, 2022			
Jurisdiction	Fire	Police	Parish
Abbeville	38	32	Vermillion
Alexandria	126	192	Rapides
Ascension FPD #2 (Inactive)			Ascension
Ascension FPD #3	62		Ascension
Baker	23	33	East Baton Rouge
Bastrop	38	22	Morehouse
Baton Rouge	544	675	East Baton Rouge
Bayou Cane FPD	49		Terrebonne
Benton FPD #4	36		Bossier
Bogalusa	32	50	Washington
Bossier City	194	192	Bossier
Breaux Bridge		21	St. Martin
Broussard	1	38	Lafayette
Caddo FPD #1	36		Caddo
Caddo FPD #2 (Inactive)			Caddo
Caddo FPD #3	21		Caddo
Caddo FPD #4	14		Caddo
Caddo FPD #5	10		Caddo
Caddo FPD #6	3		Caddo
Caddo FPD #7	11		Caddo
Caddo FPD #8	10		Caddo
Calcasieu Ward 1 Dist 1	19		Calcasieu
Calcasieu Ward 4 Dist 2	20		Calcasieu
Calcasieu Ward 6 Dist 1	1		Calcasieu
Calcasieu Ward 7 Dist 1 (Inactive)			Calcasieu
Calcasieu Ward 8 Dist 2	1		Calcasieu
Cameron FPD #1 (Inactive)			Cameron
Cameron FPD #10	12		Cameron
Carencro	6	29	Lafayette
Central FPD #4	40		East Baton Rouge
Concordia FPD #2 (Inactive)			Concordia
Covington	23	44	St. Tammany
Crowley	34	61	Acadia

Denham Springs	28	38	Livingston
DeRidder	20	32	Beauregard
DeSoto FPD #1	11		DeSoto
Desoto FPD #8	26		DeSoto
DeSoto FPD #9	10		DeSoto
Donaldsonville	10		Ascension
East Baton Rouge FPD #3	3		East Baton Rouge
East Baton Rouge FPD #5	16		East Baton Rouge
East Baton Rouge FPD #6	20		East Baton Rouge
East Baton Rouge FPD #9 (Inactive)			East Baton Rouge
East-Central Bossier FPD	12		Bossier
Eunice	19	38	St. Landry
Franklin	9	23	St. Mary
Gonzales	28	47	Ascension
Grant FPD #5 (Inactive)			Grant
Hammond	59	107	Tangipahoa
Harahan	14	24	Jefferson
Houma	48	87	Terrebonne
Iberia FPD #1	27		Iberia
Jefferson FPD	274		Jefferson
Jennings	13	28	Jefferson Davis
Kenner	118	140	Jefferson
Lafayette	291	326	Lafayette
Lafourche FPD	44	0	Lafourche
Lake Charles	166	166	Calcasieu
Leesville	10	24	Vernon
Lincoln FPD #1	10		Lincoln
Livingston FPD #4	17		Livingston
Livingston FPD #5	8		Livingston
Minden	14	26	Webster
Monroe	187	158	Ouachita
Morgan City	33	51	St. Mary
Natchitoches	46	65	Natchitoches
Natchitoches FPD #6	7		Natchitoches
New Iberia	53	90	Iberia
Oakdale	5	16	Allen

Opelousas	46	50	St. Landry
Ouachita FPD	164		Ouachita
Pineville	51	74	Rapides
Plaquemine	12	24	Iberville
Plaquemines Parish FD	26		Plaquemines
Rapides FPD #2	62		Rapides
Rapides FPD #3	9		Rapides
Rapides FPD #4	8		Rapides
Rapides FPD #7	8		Rapides
Rayne		22	Acadia
Red River	15		Red River
Ruston	53	51	Lincoln
Scott	3	29	Lafayette
Shreveport	523	569	Caddo
South Bossier Fire Dist 2	13		Bossier
St. Bernard #1-2 FPD	52		St. Bernard
St. George FPD	178		East Baton Rouge
St. John the Baptist Parish FD	45		St. John
St. Landry FPD #1	26		St. Landry
St. Landry FPD #2	18		St. Landry
St. Landry FPD #3	35		St. Landry
St. Martin FPD			St. Martin
St. Martinville		20	St. Martin
St. Tammany FPD #1	180		St. Tammany
St. Tammany FPD #2	45		St. Tammany
St. Tammany FPD #3	12		St. Tammany
St. Tammany FPD #4	113		St. Tammany
St. Tammany FPD #5	4		St. Tammany
St. Tammany FPD #6	6		St. Tammany
St. Tammany FPD #7	3		St. Tammany
St. Tammany FPD #8	11		St. Tammany
St. Tammany FPD #9	8		St. Tammany
St. Tammany FPD #11	20		St. Tammany
St. Tammany FPD #12	57		St. Tammany
St. Tammany FPD #13	18		St. Tammany
Sulphur	66	62	Calcasieu

Tangipahoa FPD #1	22		Tangipahoa
Terrebonne #10	7		Terrebonne
Terrebonne #4A	10		Terrebonne
Ville Platte	14	19	Evangeline
Washington FPD #7	10		Washington
West Baton Rouge FPD #1	19		West Baton Rouge
West Feliciana FPD #1	2		West Feliciana
West Monroe	43	61	Ouachita
Westwego	10	37	Jefferson
Winnfield	9	18	Winn
Youngsville		38	Lafayette
Zachary	46	48	East Baton Rouge
TOTAL EMPLOYEES	5142	3997	
	9139		

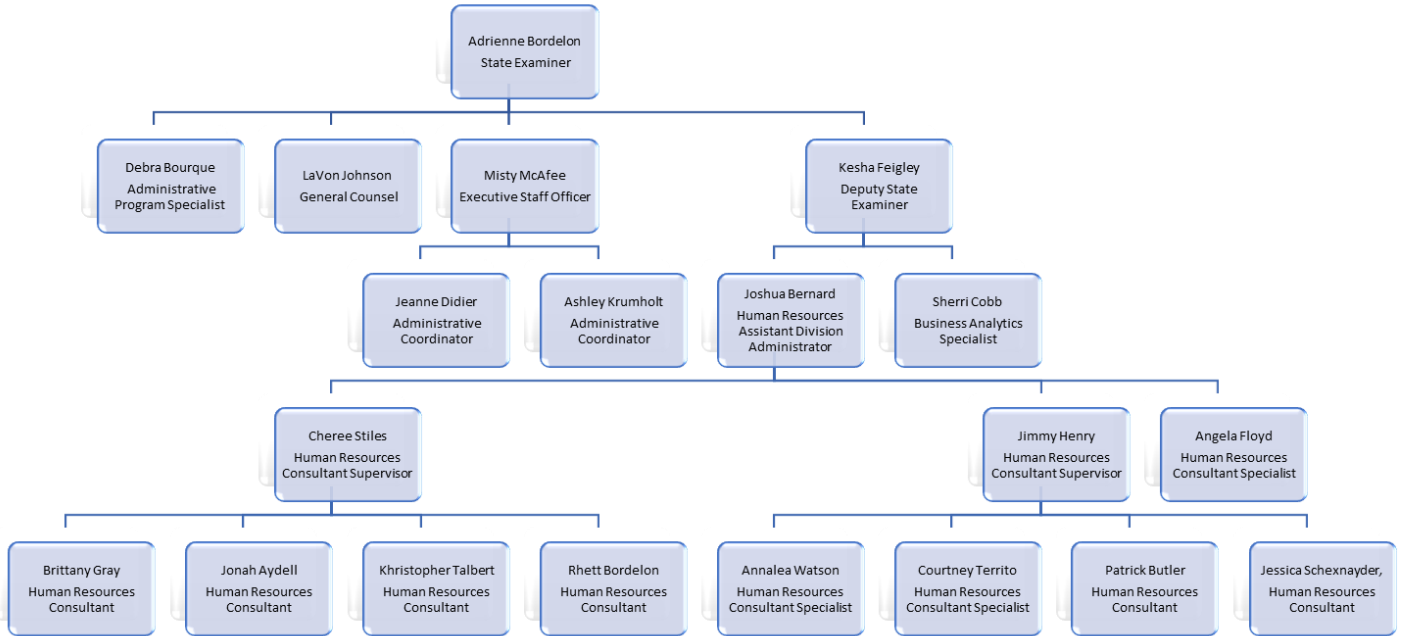
APPENDIX D
ORGANIZATIONAL CHART
FOR
OFFICE OF STATE EXAMINER



STRATEGIC PLAN
FISCAL YEARS 2023-2024 THROUGH 2027-2028

OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE

Office of State Examiner, Municipal Fire and Police Civil Service Organizational Chart



APPENDIX E

STRATEGIC PLANNING CHECKLIST



**STRATEGIC PLAN
FISCAL YEARS 2023-2024 THROUGH 2027-2028**

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

STRATEGIC PLANNING CHECKLIST

- Planning Process**
- General description of process implementation included in plan process documentation
 - Consultant used
 - If so, identify: _____
 - 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
- Analysis Tool Used**
- SWOT analysis
 - Cost/benefit analysis
 - Financial audit(s)
 - Program evaluation(s)
 - Benchmarking for management practices
 - Benchmarking for best measurement practices
 - Stakeholder or customer surveys
 - Undersecretary management report (Act 160 Report) used
 - Other analysis or evaluation tools used
 - If so, identify: Previous Performance Indicator Reports
- Attach analysis projects, reports, studies, evaluations, and other analysis tools.
- Stakeholders (Customers, Compliers, Expectation Groups, Others) identified**
- Involved in planning process
 - Discussion of stakeholders included in plan process documentation
- Authorization for goals**
- Authorization exists
 - Authorization needed
 - Authorization included in plan process documentation
- External Operating Environment**
- Factors identified and assessed
 - Description of how external factors may affect plan included in plan process documentation
- Formulation of Objectives**
- Variables (target group; program & policy variables; and external variables) assessed
 - Objectives are SMART
- Building Strategies**
- Organizational capacity analyzed
 - Needed organizational structural or procedural changes identified
 - Resource needs identified
 - Strategies developed to implement needed changes or address resource needs
 - Action plans developed; timeliness confirmed; and responsibilities assigned
- Building in Accountability**
- Balanced sets of performance indicators developed for each objective
 - Documentation Sheets completed for each performance indicator
 - Internal accountability process or system implemented to measure progress
 - Data preservation and maintenance plan developed and implemented
- 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