

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

**VISION**

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

**MISSION**

The mission of the Office of State Examiner, Municipal Fire and Police Civil Service, is to provide support and guidance to local jurisdictions who administer an effective, cost-efficient civil service system based on merit, efficiency, fitness, and length of service, consistent with the law and professional standards, for fire fighters and police officers in covered municipalities, Parish Fire Departments, and Fire Protection Districts, in order to provide a continuity in quality of law enforcement and fire protection for the citizens of the State in rural and urban areas.

**PHILOSOPHY**

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

**AGENCY CORE VALUES**

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

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

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

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

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

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

The Office of State Examiner (OSE) was established under the Municipal Fire and Police Civil Service Law, in part, to provide lists of qualified eligible candidates for appointment to positions in the fire and police services. Qualified fire and police personnel ensure a continuity of public safety protection across both rural and urban areas of the state. Citizens of the state of Louisiana deserve to live and work in an environment where they are free from threats and hazards that imperil their lives and property and should be assured of a standard of professionalism from public safety employees throughout the state. It is, therefore, necessary that government must attract and retain personnel who possess the qualities that assure public safety.

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. For these entry level exams, the OSE maintains a statewide eligibility lists of all active scores for which the appointing authorities can recruit and hire.

The OSE is established as a single point of support, having developed and refined a range of services that provide stakeholders an unparalleled resource for information, advice, consultation, and collaboration. Based on decades of experience, the agency provides effective assistance to civil service boards, governing and appointing authorities, departmental chiefs, and fire and police employees in order to make the distinctive, merit-based fire and police civil service system operational at the local level.

At the core of the agency's resource services is its expertise in the application of Louisiana's Fire and Police Civil Service Law, which provides for basic principles and a framework within which the system operates, and a unique understanding of management and administration of fire and police personnel. The OSE provides accurate and dependable advice and guidance regarding such personnel matters as appointments, discipline, appeals, leaves of absence, and political activities. The OSE is directly involved in matters of classification and allocations, involving in-depth analyses of essential duties and responsibilities of every position in the classified service, and the identification of their qualifications and incumbent underlying competencies. Advice and consultation is readily available by telephone and through correspondence. Support is augmented by seminars and training manuals, as well as the agency's website. Assistance from our team of experts in all areas of support is based on a mix of best practice thinking, practical experience with public safety services, knowledge of employment law - particularly civil service law, and a commitment to public service.

**HR POLICIES  
BENEFITTING WOMEN AND FAMILIES**

The OSE has adopted a policy which addresses responsible leave management. This special policy encourages responsible usage, a condition which we hope will improve the efficiency of service to those served by this office. The policy is intended to encourage advance leave planning, so that we may more efficiently meet work demands while also allowing employees to have needed time away from the office. The OSE is sensitive to the needs and concerns associated with family care situations. The Office of State Examiner has also adopted a Family and Medical Leave policy which provides for leave of absence in accordance with the provisions of the Family and Medical Leave Act of 1993.

**PROGRAM GOALS**

- I. To advance the public safety and welfare of the citizens of Louisiana by developing and administering tests of fitness, validated in accordance with professional standards for employee selection, in order to determine the eligibility of applicants for employment and promotion in positions of the fire and police services. **(LSA-R.S. 33:2479(G)(3); R.S. 33:2539(3); R.S. 33:2492; and R.S. 33:2552)**
  
- II. To advance 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. **(LSA-R.S. 33:2479(G)(3); R.S. 33:2491(1); R.S. 33:2494(A)(2); R.S. 33:2539 (3); R.S. 33:2492; and R.S. 33:2552)**
  
- 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. **(LSA-R.S. 33:2479(G)(1),(2),(4),(5),(6); R.S. 33:2539(1),(2),(4),(5),(6); R.S. 33:2483; and R.S. 33:2543)**

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

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

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**OBJECTIVE I.1: By June 30, 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.**

STRATEGY I.1.1 Validate selection procedures in accordance with professional standards and principles established for employment selection, including EEOC *Uniform Guidelines on Employee Selection Procedures*, so that candidates identified as eligible will have the knowledge and skills necessary to be placed in a working test period, and so examinations administered will be legally defensible.

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

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

STRATEGY I.1.2 Improve workflow processes to reduce turn-around time between exam administration and submission of score reports.

STRATEGY I.1.3 Increase efficiency of staff by cross training on key functions such as exam analysis and report preparation.

ACTION PLAN I.1.3.1 Schedule training across division in knowledge of exam analysis and construction.

STRATEGY I.1.4 Continue to improve quality of examinations and efficiency of exam preparation by conducting a comprehensive review and update of all test questions in OSE database from which tests are drawn.

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

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

PERFORMANCE INDICATORS:

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

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

Average number of days from date of test to date scores are mailed.

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**GOAL II: To advance 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.**

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**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.**

STRATEGY II.1.1 Improve workflow processes to reduce turn-around time between exam administration and submission of score reports.

ACTION PLAN II.1.1.1 Administer monthly entry level Firefighter and entry level Police Officer exams in different regions across the state.

ACTION PLAN II.1.1.2 Provide on-line testing for entry level Firefighter and entry level Police Officer.

PERFORMANCE INDICATORS:

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

Percent of entry level statewide exams administered.

Number of regional examinations and special request examinations administered for entrance classes.

Number of candidates tested for statewide exam.

Number of candidates tested for online entry level exams.

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**GOAL 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.**

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**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.**

STRATEGY III.1.1 Provide timely support to those involved in the operation of the system at the local level through telephone support, correspondence, seminars, one-on-one training and orientation.

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

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



STRATEGY III.1.2 Establish/Reestablish contact with local officials (mayors, fire board of commissioners, department chiefs) of potential jurisdictions to determine if criteria for inclusion in the system has been met.

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

STRATEGY III.1.3 Produce and distribute resources (manuals, circulars, emails) for use by members of civil service boards, civil service board secretaries, governing authorities, and appointing authorities to familiarize them with the Municipal Fire and Police Civil Service System and to demonstrate how to effectively carry out their duties.

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

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

STRATEGY III.1.4 Track legislation pertinent to the Municipal Fire and Police Civil Service system in order to provide information as requested to persons with a vested interest in the operation of the system.

ACTION PLAN III.1.4.1 Review all legislative bills affecting MFPCS on annual basis.

ACTION PLAN III.1.4.2 Disseminate new legislation adopted affecting MFPCS on annual basis.

PERFORMANCE INDICATORS:

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

Number of personnel action forms reviewed for compliance with civil service law

Number of individuals trained through seminars or individual orientation.