

**State of Louisiana
Municipal Fire and Police Civil Service**

**STRATEGIC PLAN FOR FISCAL YEARS
2026-2027 Through 2030-2031**

July 1, 2025



**OFFICE of
STATE EXAMINER**

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MUNICIPAL FIRE AND POLICE CIVIL SERVICE
FISCAL YEARS 2026-2027 THROUGH 2030-2031**

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STRATEGIC PLAN

OFFICE OF STATE EXAMINER

MUNICIPAL FIRE AND POLICE CIVIL SERVICE

FISCAL YEARS 2026-2027 THROUGH 2030-2031

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 is 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.

EXECUTIVE SUMMARY

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, entry level Police Officer, Jailer, Police Communications Officer, Fire Communications Officer, Records Clerk, and Secretary to the Chief, the OSE provides testing in different regions of the state as well as an online 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.

In addition to testing and examination, the agency provides expertise in the application of Louisiana's Fire and Police Civil Service Law. 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. Support is augmented by seminars and training manuals, as well as the agency's website. Assistance from our team in all areas of support is based on best practices, knowledge of Fire and Police standards, knowledge of civil service law, and a commitment to public service.

HUMAN RESOURCES POLICIES BENEFICIAL TO WOMEN AND FAMILIES

The Office of State Examiner provides human resource policies that support women and their families. Policies, include, but are not limited to, Equal Employment, Family and Medical Leave, Leave for Maternity, as well as flexible work schedules as approved by management. These policies are reviewed on a regular basis and updated as needed. Additionally, the Administrative Program Director monitors state and federal guidelines as well as internal feedback from management to assure compliance and initiate process improvement as needed.

PROGRAM GOALS

- I. To develop and administer tests of fitness, validated in accordance with professional standards for employee selection, in order to provide stakeholders with 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 establish and maintain entry level statewide eligibility lists containing names of persons eligible for appointment 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 provide operational guidance to fire and police civil service boards, governing and appointing authorities, department chiefs and other public officers, and the employees of the classified fire and police services regarding the legal requirements of the Municipal Fire and Police Civil Service System and the administration and management of personnel within the classified service. **(LSA-R.S. 33:2479(G)(1),(2),(4),(5),(6); R.S. 33:2539(1),(2),(4),(5),(6); R.S. 33:2483; and R.S. 33:2543)**

OBJECTIVES, STRATEGIES, AND RELATED PERFORMANCE INDICATORS

GOAL I: To develop and administer tests of fitness, validated in accordance with professional standards for employee selection, in order to provide stakeholders with the eligibility of applicants for employment and promotion in positions of the fire and police services.

OBJECTIVE I.1: By June 30, 2031, efficiently and cost-effectively respond to the needs of administrators, classified employees, and the civil service boards 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 training on key functions such as exam analysis and report preparation.

ACTION PLAN I.1.3.1 Schedule annual training of staff to continue to educate on exam analysis and construction processes.

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-days from receipt of board approved applicants to date of exam.

Percent of eligibility lists provided within 30-days from date of exam to date scores are mailed.

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

Total number of eligibility lists submitted for certification by civil service boards.

GOAL II: To establish and maintain entry level statewide eligibility lists containing names of persons eligible for appointment by any municipality, parish, or fire protection district under the municipal fire and police civil service system.

OBJECTIVE II.1: By June 30, 2031, efficiently and cost-effectively respond to the needs of administrators and applicants by providing 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 entry level exams in different regions across the state.

ACTION PLAN II.1.1.2 Provide online testing for entry level exams.

PERFORMANCE INDICATORS:

Outcome: 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.

GOAL III: To provide operational guidance to fire and police civil service boards, governing and appointing authorities, department chiefs and other public officers, and the employees of the classified fire and police services regarding the legal requirements of the Municipal Fire and Police Civil Service System and the administration and management of personnel within the classified service.

OBJECTIVE III.1: By June 30, 2031, efficiently and cost-effectively respond to the needs of stakeholders in the MFPCS System by providing assistance and resources for the 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, trainings and orientations.

ACTION PLAN III.1.1.1 Provide additional methods of support through new 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 and training materials for use by stakeholders 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 Schedule regional training for stakeholders within the MFPCS system.

STRATEGY III.1.4 Assist civil service boards with the adoption and amendment to the rules of the board, which include classification plans, leave of absence rules, and procedural rules in order for the boards to effectively carry out their duties.

ACTION PLAN III.1.4.1 Conduct job analyses on current and proposed classification plans at the request of the civil service boards in a timely manner, while continuing to research enhancements to the process through technology.

PERFORMANCE INDICATORS:

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

Number of personnel action forms (PAFS) reviewed for compliance with civil service law.

Number of individuals trained through seminars or individual orientation.

Number of revisions to classification plans recommended for adoption by civil service boards.

Number of revisions to board rules recommended for adoption by civil service boards.

Louisiana Strategic Plan Update FY 2026-2027 through FY 2030-2031 Top Five Performance Indicators

Instructions: Use the boxes below to identify the top five performance indicators that highlight the efforts to achieve the agency's vision, mission, and philosophy.

Department and Agency Name: State of Louisiana, Municipal Fire and Police Civil Service, Office of State Examiner
Performance Indicator 1 <i>(Please identify the objective associated with this performance indicator)</i>
Performance PI Code: 25677 Number of lists of exam results submitted within 30 days or less. Objective I.1: By June 30, 2031, efficiently and cost-effectively respond to the needs of administrators, classified employees, and the civil service boards by providing validated selection tests and lists of qualified eligible for hire and promotion.
Performance Indicator 2 <i>(please identify the objective associated with this performance indicator)</i>
Performance PI Code: 25678 Number of tests administered within 90 days of received board approved applicants. Objective I.1: By June 30, 2031, efficiently and cost-effectively respond to the needs of administrators, classified employees, and the civil service boards by providing validated selection tests and lists of qualified eligible for hire and promotion.
Performance Indicator 3 <i>(please identify the objective associated with this performance indicator)</i>
Performance PI Code: 25623 Number of regional examinations and special request examinations administered for entrance classes. Objective II.1: By June 30, 2031, efficiently and cost-effectively respond to the needs of administrators and applicants by providing entry level eligibility lists.
Performance Indicator 4 <i>(please identify the objective associated with this performance indicator)</i>
Performance PI Code: 23626 Number of lists of approved promotional candidates verified for compliance with civil service law. Objective III.1: By June 30, 2031, efficiently and cost-effectively respond to the needs of stakeholders in the MFPCS System by providing assistance and resources for the operation of the MFPCS system and to ensure it operates in accordance with the law.
Performance Indicator 5 <i>(please identify the objective associated with this performance indicator)</i>
Performance PI Code: 25691 Number of reviews to current and proposed classification descriptions. Objective III.1: By June 30, 2031, efficiently and cost-effectively respond to the needs of stakeholders in the MFPCS System by providing assistance and resources for the operation of the MFPCS system and to ensure it operates in accordance with the law.