STRATEGIC PLAN FOR FISCAL YEARS

2011-12 THROUGH 2015-16

OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE

JULY 1, 2010

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OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE
FISCAL YEARS 2011-12 THROUGH 2015-16

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 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 all municipalities in the State having populations of not less than 7,000 nor more than 500,000 inhabitants to which the law applies, and in all parish fire departments and fire protection districts regardless of population, 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 in fairness and integrity, and built on the concept of dedication and excellence of service.

STATE OUTCOME GOAL

<u>PUBLIC SAFETY</u>

The Office of State Examiner 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 insure a continuity of public safety protection across both rural and urban areas of the state. Carefully developed and administered employment tests have long been recognized by private and public organizations for their value in identifying applicants who possess the knowledge, skills and abilities (KSAs) or competencies necessary to perform well on the job, to be responsive to training, to contribute to the general welfare of the organization and its customers, and to commit to a long term employment relationship. Citizens of the state of Louisiana deserve to live and work in an environment where they are free from threats and hazards that imperil their lives and property, and should be assured of a standard of professionalism from public safety employees throughout the state. It is, therefore, necessary that government must attract and retain personnel who possess the qualities that assure public safety.

Evolving from a statutory mandate to serve in an advisory capacity, the Office of State Examiner has become established as a single point of support, having developed and refined a range of services that provides stakeholders an unparalleled resource for information, advice, consultation, and collaboration. Based on seven decades of experience, the agency provides effective oversight 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. Civil service boards are comprised of residents of the areas served, most of whom have little or no personnel administration experience. Board membership changes fairly frequently due, in part, to staggered appointments. It is, therefore, unreasonable to expect them to develop the necessary expertise to administer the civil service system without adequate support, and local boards depend heavily on the Office of State Examiner. Additionally, local authorities and employees generally do not have a working knowledge of how the system is intended to operate, nor are they necessarily equipped with an understanding of complex HR practices. The OSE fills the gap by providing 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 telepone and through correspondence. Support is augmented by seminars, training manuals and videos, as well as the agency's website. Assistance from our team of experts in all areas of support is based on a mix of best practice thinking, practical experience with public safety services, knowledge of employment law - particularly civil service law, and a commitment to peerless public service.

HR POLICIES
BENEFITTING WOMEN AND FAMILIES

The Office of State Examiner has adopted a policy (effective 08/02) which addresses responsible leave management and unplanned absences. This special policy encourages responsible usage, a condition which we hope will improve the efficiency of service to those served by this office. The policy is intended to encourage advance leave planning, so that we may more efficiently meet work demands while also allowing employees to have needed time away from the office. The Office of State Examiner is sensitive to the needs and concerns associated with family care situations, and for this reason unforeseen family care issues (that is, absences which could not have been reasonably anticipated) which require employees to be absent from work have been excluded as unplanned absence. Such family care issues include doctor's appointments for, or a sudden illness of a child or other family member for whom the employee is responsible. The Office of State Examiner has also adopted a Family and Medical Leave policy which provides for leave of absence in accordance with the provisions of the Family and Medical Leave Act of 1993.

PROGRAM GOALS

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

II. To advance the public safety and welfare of the citizens of Louisiana by providing operational guidance to fire and police civil service boards, governing and appointing authorities, department chiefs and other public officers, and the employees of the classified fire and police services regarding the legal requirements of the Municipal Fire and Police Civil Service System and the administration and management of personnel within the classified service.
(LSA-R.S. 33:2479(G)(1),(2),(4),(5),(6); R.S. 33:2539(1),(2),(4),(5),(6); R.S. 332483; and R.S. 2543)

NOTE: Due to the implementation of the Activity Performance Review System in FY 2009/10, the Office of State Examiner was reorganized to more effectively provide services and to improve outcome goals. The reorganization resulted in the modification of the agency's goals, which remain central to mission of the Municipal Fire and Police Civil Service System, and to the operations of the Office of State Examiner.

OBJECTIVES, STRATEGIES, AND RELATED PERFORMANCE INDICATORS

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

OBJECTIVE I.1: By June 30, 2016, efficiently and cost-effectively respond to the needs of administrators, classified employees, and the 2.6 million Louisiana residents protected by the MFPCS System by providing, through validated selection tests, lists of qualified eligibles for hire and promotion within 30 days of giving tests.

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.

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

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

STRATEGY I.1.4. 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.

PERFORMANCE INDICATORS:

Input Number of exams requested.
Number of entrance exams administered.
Number of new validation studies conducted for customized exams.

	Number of customized exams developed and administered.
	Number of regional examinations and special request examinations administered for entrance classes.
	Number of candidates tested.
	Number of entrance level hires who begin working test period.
	Number of promotional appointees who begin working test period.
Output:	Number of tests administered within 90 days of receipt of request.
	Total number of lists of exam results submitted.
	Number of lists of exam results submitted within 30 days or less.
	Number of lists of exam results submitted after 30 days.
	Number of entrance level hires who successfully complete the working test period.
	Number of promotional appointees who are deemed qualified, and confirmed by local appointing authorities following working test probational period.
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 entrance level hires who are deemed a “good hire” by local appointing authorities following a working test probational period.
	Percent of promotional appointees who are deemed qualified, and confirmed by local appointing authorities following working test probational period.
	Percent of survey respondents indicating satisfaction with OSE Testing Services
	Percent of tests administered within 90-day target period from receipt of request to date of exam.
	Percent of jurisdictions requesting fast-track scores being provided eligibility lists within 7 days of test.
Efficiency:	Average number of days from date of test to date scores are mailed.
	Percent reduction (year-to-date) in the average number of workdays between date of examination to date lists of exam results are mailed.
	Cost per covered citizen.

❑ **GOAL II:** **To advance the public safety and welfare of the citizens of Louisiana by providing operational guidance to fire and police civil service boards, governing and appointing authorities, department chiefs and other public officers, and the employees of the classified fire and police services regarding the legal requirements of the Municipal Fire and Police Civil Service System and the administration and management of personnel within the classified service.**

OBJECTIVE II.1 **By June 30, 2016, achieve a 98% positive rating on resource services provided to assist local officials and classified employees in the efficient operation of the MFPCS system and to insure that it operates in accordance with the law.**

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

STRATEGY II.1.2. Provide timely recommendations to civil service boards on new and revised class plans.

STRATEGY II.1.3. Provide each board member and board secretary with an operations manual and accompanying interactive CD-rom which serves as a reference for the proper completion of various forms, including personnel action forms, posting notices, and subpoenas.

STRATEGY II.1.4. Produce training videos for use by members of civil service boards 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.

STRATEGY II.1.5. Review minutes of all civil service board meetings reported to the Office of State Examiner in order to offer timely advice on the operation of the system in accordance with civil service law.

STRATEGY II.1.6. Speak to state conferences of employee groups, chief's associations, and associations of appointing authorities when requested.

STRATEGY II.1.7. 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.

STRATEGY II.1.8. Conduct annual survey to obtain feedback on services provided by Office of State Examiner.

STRATEGY II.1.9. Provide a virtual desktop on website with secure access by civil service board secretaries where they can prepare posting notices, subpoenas, etc.

STRATEGY II.1.10. Provide summaries of Attorney General Opinions, Appellate and Supreme Court decisions, and Ethic Board Opinions relevant to the Municipal Fire and Police Civil Service.

STRATEGY II.1.11. Establish a statewide registry for persons interested in Firefighter, Police Officer, and Communications Officer job opportunities in other jurisdictions.

STRATEGY II.1.12. Provide links to other internet sites related to the Municipal Fire and Police Civil Service System.

PERFORMANCE INDICATORS:

Input:
- Number of advisory telephone calls.
- Number of telephone inquiries requiring follow-up.
- Number of written requests for guidance.
- Number of civil service minutes reviewed.
- Number of informational categories on agency website.
- Number of visitors annually to agency website.

Output:
- Number of letters written providing information/advice.
- Number of personnel action forms (PAFs) reviewed for compliance with civil service law.
- Number of PAFs returned to jurisdictions for corrections because of errors in application of civil service law.
- Number of potential jurisdictions to which the law applies and with whom contact has been initiated by the OSE.
- Number of revisions to classification plans submitted for adoption by civil service boards.
- Number of revisions to board rules submitted for adoption by civil service boards.
- Number of training videos produced per year.
- Number of training videos distributed.
- Number of training manuals distributed.
- Number of approved promotional candidates verified for compliance with civil service law.
- Number of legislative bills impacting the Municipal Fire and Police Civil Service System tracked on OSE website.
- Number of informational categories added to agency website.

Outcome:	Percentage of local civil service boards and jurisdictions indicating overall satisfaction with OSE services.
	Percentage of survey respondents utilizing agency legislative tracking site and finding the site helpful and informative.
	Percentage of personnel action forms reviewed which are returned for correction.
Efficiency	Average number of working days to respond to telephone inquiries.
Efficiency	Average number of working days to respond to written requests for guidance.

DEVELOPMENT
OF
STRATEGIC PLAN

STRATEGIC PLAN
FISCAL YEARS 2010-11 THROUGH 2015-16

OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE

DEVELOPMENT OF STRATEGIC PLAN
FISCAL YEARS 2010-11 THROUGH 2015-16

SITUATION INVENTORY

Who are the customers/clients, other stakeholders, and expectation groups for the Office of State Examiner?

CUSTOMERS

Customers of government are defined to include anyone who receives or uses the services of a government program or whose success or satisfaction depends upon the actions of a department, office, institution, or program.

The customers of the Office of State Examiner are the members of the local Municipal Fire and Police Civil Service Boards and board secretaries; the classified employees within the system; the departmental chiefs, mayors, city and parish councils and police juries, fire boards of commissioners, and other government officials; candidates seeking employment in the classified service; and individuals seeking information about the operation of the system. The customers of the Office of State Examiner include also the citizens and residents of the areas served by, and who benefit from, the public safety protection provided by members of the system. The latter represents a population of 1.6 million who reside in 40 parishes.

The 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. Few possess a background or training in personnel administration; therefore, they depend heavily upon the Office of State Examiner (OSE) in order to effectively carry out the duties imposed upon them by the state constitution and laws. The OSE works closely with the board members in determining how each position in the classified service is to be allocated, assists them in developing and maintaining classification plans, and provides advice on how to conduct meetings and hearings in accordance with state law. At the request of the local board, the OSE develops and administers tests of original entrance and promotion, then furnishes the results to the local board. The OSE also assists the civil service boards in determining if appointments and promotions are made in accordance with civil service law. The assistance and training provided to civil service board members is a continuous process, as board membership changes on a regular basis. The terms of office for civil service board members are for three years, with the terms of the respective appointees expiring on a staggered basis in each jurisdiction. As of this writing, there are 357 dedicated citizens serving on local Municipal Fire and Police Civil Service Boards.

The classified employees of the Municipal Fire and Police Civil Service depend upon the OSE to ensure that the system functions in the manner in which it was created: to provide a structured, competitive merit system; continuous employment during changes of local government administration, a system of equal pay for equal work, a method through which an employee may seek relief if he feels he has been subjected to discrimination in employment practices or working conditions, as well as relief from unfair disciplinary or corrective actions. The classified employees depend upon the OSE to provide promotional tests that are fair and job related, and to also provide feedback on examination performance so that future study efforts might be guided accordingly. Classified employees also turn to the Office of State Examiner when questions arise about the operation of the Municipal Fire and Police Civil Service system.

The 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 departmental chiefs and governing authorities are provided an orderly and efficient system of personnel administration. 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. 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.

Those candidates seeking employment in the classified service depend upon the OSE to develop and utilize tests that are fair and job related, to provide information on locations where upcoming examinations are being administered, and to provide guidance on the process for reporting their scores to jurisdictions other than where they tested, but where employment opportunities might be available or desired.

The final type of customer for the OSE are the individuals seeking records or information of a public nature under the public records statutes. These individuals have an expectation that those records that fall within the public domain will be made available within a reasonable amount of time.

STAKEHOLDERS

Stakeholders are defined as groups or individuals who have a vested interest in the organization.

The stakeholders of the Office of State Examiner include those entities previously identified as customers, as well as employee associations, municipal or civic associations, the citizens of the communities served by the various fire and police departments, and fire and police training facilities. The benefits to the community include professional employees who are employed and promoted on the basis of skills and professional abilities, thus responding to the primary need of public safety in the area. The overall program is geared to provide an equitable employment situation for employees and potential employees within the system, with the end result being greater efficiency within the departments, increased professionalism of employees, improved law enforcement and fire protection within the communities, and sustained higher employee morale.

EXPECTATION GROUPS

Expectation groups are defined as those entities which expect certain levels of performance or compliance but do not receive services from an organization.

The expectation groups associated with the Office of State Examiner include the Equal Employment Opportunity Commission, the Department of Justice, the Legislature, and any court before which the operations of the Office of State Examiner may be reviewed.

The Office of State Examiner is expected to use professionally acceptable standards in conducting job analyses, developing classification plans, and validating examinations that are used as part of the selection process in the respective jurisdictions. The standards by which these activities are reviewed are found in the Equal Employment Opportunity Commission's Uniform Guidelines on Employee Selection Procedures, adopted by four Federal agencies in 1978. In addition, the EEOC also oversees provisions of the Americans With Disabilities Act which pertain to hiring and employment practices.

What services are provided by the Office of State Examiner?

- Testing for entrance and promotion in the respective jurisdictions.
- Lists of eligibles furnished to local civil service boards.
- Study guides and pre-examination booklets.
- Individual and group analyses.
- 24-hour access phone number for information on firefighter and police officer 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 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 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.
- Competitive and promotional application forms.
- Newsletter of topics pertinent to those served by this office.
- Training videos for civil service board members.

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, § 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 2568.
Louisiana Revised Statute 33:2591.

What is the history of the operation of the Office of State Examiner, Municipal Fire and Police Civil Service, and what is the current status of the organization?

Historical Perspective - Office of State Examiner

1934 - Act 22 of the Second Extraordinary Session of 1934 created a State Civil Service Commission composed of the following: Governor, Lieutenant Governor, Speaker of the House of Representatives, State Superintendent of Public Education, Attorney General, Secretary of State, and the Superintendent of the Bureau of Criminal Identification and Investigation. The Commission was given the power to investigate the heads of all municipal police and fire departments, except those elected by direct vote of the people and to "require of them proof of their competence to hold such position." The Commission was given the power to remove such head if he was found to be incompetent, as well as the power to pass on all new heads. Members of the police and fire departments could be dismissed by the department head, but his action was subject to review by the Commission. The Commission could also suspend members of the force on its own initiative or, after inquiry or hearing, compel a person's dismissal.

1940 - Act 253 of 1940 created the Municipal Fire and Police Law which applied to cities with populations from 16,000 to 100,000. The six original cities in the system were Alexandria, Baton Rouge, Lafayette, Lake Charles, Monroe, and Shreveport. Act 253 created a five member civil service commission in each city, and also created the office of State Civil Service Examiner to be appointed by the governor with the consent of the Senate. The Municipal Fire and Police Law provided that seniority should be the basis for all promotions, as well as for reductions in force. The Department of Civil Service temporarily administered the Municipal Fire and Police Civil Service System from 1940 to 1944.

1942 - The population minimum for inclusion in the system was lowered from 16,000 to 13,000, thus including the cities of New Iberia and Bogalusa. In 1942 the system covered 575 classified fire fighters and 500 police officers.

1944 - The Municipal Fire and Police Civil Service was officially separated from State Civil Service on July 27, 1944, by Act 102 of 1944.

1948 - The upper population limit for inclusion in the system was changed from 100,000 to 250,000.

1952 - Act 302 of 1952 incorporated the Fire and Police Civil Service into the Constitution of 1921 by amendment. Following passage by the Legislature, the amendment was approved by the voters in November 1952.

1964 - Act 282 of 1964 broadened the scope of applicability to municipalities with populations of 7,000 to 13,000, and included all fire protection districts.

1970 - Act 643 of 1970 created a classified fire and police civil service in all municipalities having a population between 250,000 and 500,000.

1974 - Article X, Section 16 of the Louisiana Constitution of 1974 provided for the establishment of a system of classified fire and police civil service in municipalities with populations exceeding 13,000, and in all fire protection districts operating a regularly paid fire department. Section 17 provided that permanent appointments shall be made only after certification by the applicable municipal fire and police civil service board under a general system based upon merit, efficiency, fitness, and length of service as provided in Article XIV, Section 15.1 of the Constitution of 1920, subject to change by law enacted by two-thirds of the elected members of each house of the legislature. Section 18 provided that "Except as inconsistent with this Part, the provisions of Article XIV , Section 15.1 of the Constitution of 1921 are retained and continued in force and effect as statutes." The applicable statutes are Louisiana Revised Statutes 33:2471 et seq., and 33:2531 et seq.

1992 - Act 497 of 1992 amended and reenacted Louisiana R.S. 22:1419(A), relative to dedications of the Insurance Rating Commission Expense fund to create the Municipal Fire and Police Civil Service Operating Fund in the state treasury by dedicating 2/100 of 1 percent of gross insurance premiums for the operation of the Office of State Examiner.

1999 - Act 931 of 1999 further amended R.S. 22:1419(A)(2) to provide for increased dedications of the Insurance Rating Commission Expense fund to the Municipal Fire and Police Civil Service Operating Fund in the amounts of 2.25 1/100ths for premiums paid in 1998, 2.37 1/100ths by 2001, and 2.5 1/100ths by 2003 and every year thereafter. (Act 415 of 2008 redesignated R.S. 22:1419 as R.S. 1476)

2006 - In the aftermath of Hurricanes Katrina and Rita in August and September, 2005, the Legislature amended the Municipal Fire and Police Civil Service Law, thereby giving the OSE the authority, if needed, to call for and administer certain entrance examinations without requiring civil service board action. Many jurisdictions found themselves suddenly in need of fire and police personnel. While some departments in the most heavily hit areas were almost completely depleted of personnel due to the storms' impact, the increased demand to provide services and protection in response to sudden surges in population taxed the personnel resources in other departments. Following the storms, enabling legislation was passed, which serves to expedite the hiring process for entrance classes. For example, Act 2006 No. 493 gives the OSE the authority to call for and administer competitive entrance tests without local board action. Candidates are able to submit their applications along with their scores to civil service boards statewide, which may then be certified to the appointing authority as eligible for appointment. As a result, the examination and certification process, in many instances, can be reduced by several weeks.

GROWTH OF MUNICIPAL FIRE AND POLICE CIVIL SERVICE SYSTEM 1975 - 2009

FISCAL YEAR	NO. OF JURISDICTIONS	NO. OF CANDIDATES EXAMINED	NO. OF EMPLOYEES IN SYSTEM	OSE STAFF
1974-75	48	3,720	4,245	20
1980-81	52	5,480	5,183	19
1981-82	55	5,320	5,450	19
1982-83	55	7,741	5,550	19
1983-84	55	6,615	5,850	19
1984-85	56	6,593	6,000	16
1985-86	58	8,531	6,100	15
1986-87	63	6,318	5,990	12.75
1987-88	64	7,216	6,175	13
1988-89	68	7,456	6,073	12
1989-90	71	6,777	6,137	12
1990-91	73	6,940	6,407	12
1991-92	76	7,533	6,453	14
1992-93	82	5,835	6,552	14
1993-94	84	6,395	6,668	14
1994-95	88	6,074	6,868	15
1995-96	90	6,523	7,036	15
1996-97	92	6,448	7,306	15
1997-98	93	5,765	7,404	17
1998-99	96	6,250	7,434	17
1999-00	96	6,129	7,647	17
2000-01	96	6,394	7,803	17
2001-02	96	7,281	7,817	17
2002-03	97	5,728	7,914	17
2003-04	100	6,448	8,391	17
2004-05	103	6,128	8,348	19
2005-06	104	5,404	8,423	19
2006-07	107	5,185	8,513	19
2007-08	107	6,251	8,647	19
2008-09	107	7,061	9,149	18

Current Status of the Office of State Examiner, Municipal Fire and Police Civil Service

As of June 30, 2010, the Office of State Examiner serves 107 jurisdictions in 40 parishes throughout the state. The Municipal Fire and Police Civil Service System includes 9,149 classified fire and police 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 18 employees, each of whom are in the state classified service (see Appendix D for a current organizational chart).

Duplication of Effort

The Office of State Examiner, the Department of State Civil Service and the State Police Commission all administer civil service systems for different groups of classified employees. There is actually more similarity between State Police and State Civil Service, than between either of those groups and our office: Both deal with one commission and similar laws. These systems and the Office of State Examiner serve different constituent groups and function under different legal authority, and with different provisions of law. While all entities provide civil service examinations and eligibility lists, the Office of State Examiner works exclusively with *local* governing authorities and civil service boards. The Office of State Examiner also must accommodate and adapt to the rule making ability of civil service boards in *each* jurisdiction served by the agency, rather than working under a standard set of rules adopted by one board or commission. Each jurisdiction has its own classification plan, and tests which are administered by the Office of State Examiner must reflect the requirements of the job as it exists locally. This would be similar to the Department of State Civil Service having to conduct independent job analyses and develop separate examinations appropriate for Administrative Specialist positions in each state agency utilizing that class. The Office of State Examiner also has a different test validation requirement than do the other civil service entities because of the uses and applications made of the test scores according to state law. The Office of State Examiner has no responsibility for recruitment, as do the other entities, in that the local civil service boards in the system bear this responsibility.

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?

Employees eligible for retirement: 40% of the employees of the Office of State Examiner will qualify for retirement under one or more eligibility requirements during the period covered by this strategic plan. Two employees currently have thirty or more years of employment with the state of Louisiana, and four other employees will be eligible due either to years of state service or qualifying age. These employees represent 80.1% of the combined agency experience, and, should they be eligible to retire at present, the effect would be a reduction of the current average agency experience from 9.7 years to 2.9 years. Four persons occupy the highest level positions of the agency: the State Examiner, who has 30 years of state service; the Deputy State Examiner, and the two Human Resources Assistant Division Administrators, who oversee the operations and functions of the Testing Division and the Personnel Management and Classification Division. Two employees serve in our testing division: one employee, with 35 years of experience, is our most experienced employee in the testing division; the other, with 20 years of experience, develops all exam plans in the testing division.

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. Often, this requires taking simple measures to assure employees have a safe and positive environment in which to work, as well as to being open to opportunities to make adjustments in work assignments in order to keep work interesting and fulfilling. We have been able make adjustments in the agency's organizational structure in order to offer employees greater challenges while also improving services to stakeholders. Office reorganization has resulted, in some instances, in the reallocation of key positions to levels commensurate with responsibility. We also demonstrate a commitment to training that provides necessary tools to accomplish job duties, maximizes efficiency, and increases employee retention. We foster a "family friendly" office culture, with policies that allow greater flexibility in work schedules. The inclusive, participatory management style of the current State Examiner has also encouraged growth and professional development among all employees, a factor which has impacted positively on the overall morale of the agency.

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?

Proposed legislation to abolish statutory dedications. Current projections for the state's economic health indicates a significant decline in revenues for the current and subsequent fiscal years. In order to curb expenses, the state has mandated severe cuts which have been particularly onerous to higher education and to health and human services. As a result, many are calling for the abolishment of statutory dedications in order to spread the burden over all state departments and agencies. Due to its close association with the public safety sector of government, OSE operations are funded from a special tax of 2.5/100ths of one percent of the gross direct insurance premiums paid into the state. The gross direct insurance premiums is the same source from which Firefighter and Police Retirement Systems are funded. The *Municipal Fire and Police Operating Fund* has averaged approximately $1.8 million over recent years; a sufficient amount to meet the agency's current workload demands and for the foreseeable future. With the statutory dedication in place the agency is able to meet its obligations under the law and to fulfill its mission. However, if the statutory dedication is repealed, the agency will have to be funded from the State General Fund, resulting in a less stable operating budget. There is no provision in law that permits the agency to self-generate its funding.

Workforce reduction legislation and hiring freezes associated with the economic recession, and the subsequent reduction in state revenues: The most far-reaching impact on the OSE has been the arbitrary effect of hiring freezes and work-force reduction legislation on staffing. The OSE has been staffed at a minimum level for many years, and the only way we have been able to meet our responsibilities is to create a culture that expects top performance, not just from a few employees, but from every employee on staff. This means that the loss of even one position creates a gaping hole. We had an employee retire under the provisions of an early retirement bill which required the abolishment of the position of any employee taking advantage of the offer. At the time, the agency had 19 positions, and the loss of the one position represented over five percent of our workforce and fifty percent of our clerical staff. We asked for an exemption, but it was not granted. To compound the problem, the other clerical position in the office was filled by a probational employee. When it came obvious that the person was not working up to our standards, it was a difficult decision to make in the face of a hiring freeze. Do we keep a warm body in the position to preserve the position, or do we act responsibly? We take hiring decisions very seriously, even for the lowest level position in the agency. We had to let the probational employee go, even if it meant that our workforce had now been slashed by 10.5%.

Reducing the size of state government by such arbitrary means is not effective in the long run. It is imperative that we not look to across-the-board cuts and hiring freezes as a viable means of achieving the reduction. As we seek to streamline and reinvent state government, such arbitrary measures are counterintuitive to what we hope to accomplish. The personal impact on our office is that we had to redistribute tasks so that professional level employees have had to assume clerical tasks, thus impeding their training and our overall efficiency. This is particularly troubling when considering that our source of funding is a tax collected on the total gross insurance premiums in the state and not state general fund. Since the implementation of these workforce reduction measures, we have continued to have adequate funding for our authorized positions.

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: In the case of a municipality, the system becomes applicable when the city operates a paid fire or police department, and when the population reaches 7,000 or over as a result of the last decennial census. The 2000 Census identified three additional municipalities to which the Municipal Fire and Police Civil Service System will apply. During the past decade, severe hurricanes affected a number of population centers throughout the state. We anticipate that the 2010 Federal Decennial Census will indicate fluctuations in the populations of several municipalities, such that the system will become applicable to those which heretofore were not required to establish civil service. In the case of a fire protection district, the system becomes applicable when 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). Therefore, due to population growth in some areas following the hurricanes, fire protection districts which had previously been volunteer departments, but have since hired full time personnel, will be required to establish civil service. Many jurisdictions are not aware of the requirements or applicability of the system, and the Office of State Examiner, therefore, sees an obligation to identify those entities to which the system applies and offer their governing authorities the essential guidance necessary for compliance with the provisions of this law.

The research involved in identifying new jurisdictions has traditionally been very extensive and time consuming. The decennial census has always been a logical tool to use in identifying new municipalities; however, identifying new paid fire departments was often dependent upon word-of-mouth reports. We verify full time employment in fire districts through supplemental pay records, legislative auditor reports, and information obtained from the Louisiana Firefighters' Retirement System; however, one of the problems encountered is that departments often use a name that is misleading. An example would be fire protection districts which use the name of a small town within its response area as the name of the fire department. The population of the town might be well below the required 7,000 inhabitants (thus making the system not applicable to a *municipal* fire department), but a close examination of the organization of the department may indicate that it is, in fact, a parish fire protection district that would denote applicability of our system.

Also, some departments continue to use the word "volunteer" in their names, despite the fact that some of its personnel are full time paid employees. The advent of internet capabilities within our office, as well as resources made available through other state agency websites such as that of the State Fire Marshal, have given this office the opportunity to identify new jurisdictions with a higher degree of certainty. In the 2001 - 2006 Strategic Plan, we had identified 27 jurisdictions as definitely meeting the criteria for inclusion in our system, and reported that we had identified another 42 jurisdictions that required further research. We have conservatively projected that approximately half of the additional 42 potential jurisdictions will meet system applicability criteria, and this continues to represent an increase of 50% over our current workload. As reported in the 2001 - 2006 Strategic Plan, there were 96 jurisdictions under the MFPCS System. At this writing, there are 107; indicating a significant accomplishment by the OSE over the six-year period.

Of course, the Office of State Examiner has a legal obligation to contact and provide services to all jurisdictions to which the civil service law applies. As noted, our client base is nearly 50% larger than the number of jurisdictions we currently serve, and it continues to grow. Despite a backlog of projects which have accumulated as a result of our chronic staffing shortages, progress is being made; however, it may be considered unreasonable to establish contact with jurisdictions and advise them of system applicability, then not be able to follow through with the required services. In order to mitigate this problem, we have increased the size of our staff to accommodate our dramatic growth in jurisdictions, and have redistributed personnel assignments in order to more efficiently provide services. We have reorganized the agency from three "divisions" to two. The Testing Services Division continues its primary mission of providing validated selection procedures, and the new Resource Services Division has consolidated the functions of the Personnel Management and Classification Division and the Administrative Services Division in order to be more responsive to jurisdictions' needs. The restructuring will permit the agency to more effectively provide operational training to the new jurisdictions. Resources will be gradually redistributed to the Testing Division as the workload shifts to that function once the local systems are operational.

An additional problem with bringing new jurisdictions onboard is that the Office of State Examiner has no legal means of forcing compliance with the provisions of the law. The system is mandatory for those departments meeting eligibility criteria, and the Attorney General has opined that jurisdictions may not simply choose not to be included. It is our intention to establish contact with the Office of the Attorney General in this regard to discuss appropriate methods for requiring compliance.

*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 Office of State Examiner desires to facilitate discussions between the two client groups in a non-contentious atmosphere that will allow common ground to be explored between the opposing sides of the argument for reform. 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 State Examiner has been invited to speak before state conventions for both the Professional Firefighters of Louisiana and the Louisiana Police Chiefs' Association, as well as meet with members of the respective groups to discuss the opportunities for change in the system.

The challenge facing the Office of State Examiner is that we must be prepared to move in whatever direction is 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 is required by our existing law. Additional documentation is needed and different test formats might be appropriate if the system moves to promoting on the basis of test scores.

Continued development and use of internet-based services: The Office of State Examiner embraces the progressive mission of the State of Louisiana to provide "world-class government services" to its citizens and others through the effective use of technology. The Office of State Examiner attempts to anticipate and be responsive to the needs of those whom we serve through the use of the Internet and the agency's presence on the world wide web. The agency has become a resource of instant support and information in matters related to the fire and police classified service, and we will continue to search for ways which will improve accessibility and expand the availability of information. The Office of State Examiner maintains a website from which visitors may access information about the MFPCS System and the jurisdictions which comprise the system. Included on the website is an interactive personnel action form whereby appointing authorities are able to complete personnel actions online, and print the document for proper distribution. Visitors may track legislation during legislative sessions, access general state statutes which deal with the fire and police services, and obtain copies of certain Attorney General Opinions related to these services. Maintaining an informative and resource-rich website is an objective that has become an important aspect of service to our clients. More recently, the agency developed a training video, which is available for viewing on the website. The video demonstrates how a typical civil service board meeting is conducted, and provides important lessons in the application of civil service law. The Office of State Examiner will endeavor to find new ways to use technology to provide information more effectively and efficiently.

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. 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. 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 legal mission for the Office of State Examiner.

GOAL I

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

Our legal authority for setting this goal may be found in Louisiana Revised Statutes 33:2479(G)(1),(3) and (5), and 33:2539(1),(3)and (5). Additionally, the agency conforms to The Equal Employment Opportunity's *Uniform Guidelines on Employee Selection Procedures*, which was adopted by four Federal agencies in 1978, and which is now the standard by which the U.S. Justice Department, the EEOC, and the courts would measure our efforts should our selection procedures be challenged. The *Guidelines* state that any component of the selection process that is used as a part of the selection process should be validated in accordance with the standards.

Objective I.1

The Office of State Examiner is charged by the state constitution and statutes with the responsibility for developing and administering employment tests for the purpose of identifying applicants who are qualified and have the skills necessary for jobs in the fire and police services within the state of Louisiana. In order for a test to be used for selection it must be validated and supported by adequate documentation, and administered fairly and impartially. The validation of exams is done at all times with a goal of selecting qualified applicants while minimizing adverse impact on protected groups; therefore, the OSE adheres to the professional standards and principles established form employment selection, including the EEOC *Uniform Guidelines on Employee Selection Procedures*. At all times, public agencies must be good stewards of the public fisc, and continuously evaluate procedures that will improve efficiencies and provide effective services in the face of increasing costs. The OSE currently provides services to the citizens of Louisiana covered by the fire and police civil service system more cost-effectively than those which are otherwise available, at a per capita cost of only $.59, and there has never been a successful legal challenge to one of our examinations. 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.

<u>GOAL II</u>

II.	**To advance the public safety and welfare of the citizens of Louisiana by providing operational guidance to fire and police civil service boards, governing and appointing authorities, department chiefs and other public officers, and the employees of the classified fire and police services regarding the legal requirements of the Municipal Fire and Police Civil Service System and the administration and management of personnel within the classified service.**

Our legal authority for setting this goal may be found in Louisiana Revised Statutes 33:2479(G)(1),(2),(4), and (5); 33:2483; 33:2539(1),(2),(4), and (5); and 33:2543.

<u>Objective II.1</u>

The Municipal Fire and Police Civil Service System is currently comprised of 107 jurisdictions, each of which have established a fire and police civil service board. Research reveals that approximately 25 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, the central, independent oversight 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; tracking site for fire and police related legislation; training materials including manuals and videos; local and statewide information via agency website, seminars, and response to requests for information through agency in-person visits; letters, and 24-hour availability by telephone.

APPENDIX B

PERFORMANCE INDICATOR DOCUMENTATION

STRATEGIC PLAN
FISCAL YEARS 2011-12 THROUGH 2015-16

OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE

PERFORMANCE INDICATOR MATRIX

GOAL I
OBJECTIVE I.1

OBJECTIVE I.1 By June 30, 2016, efficiently and cost-effectively respond to the needs of administrators, classified employees, and the 2.6 million Louisiana residents protected by the MFPCS System by providing, through validated selection tests, lists of qualified eligibles for hire and promotion within 30 days of giving tests.

Kind of Indicator	Performance Indicator
Input Indicator No. I.1.a.	Number of exams requested.
Input Indicator No. I.1.b.	Number of entrance exams administered.
Input Indicator No. I.1.c.	Number of new validation studies conducted for customized exams.
Input Indicator No. I.1.d.	Number of customized exams developed and administered.
Input Indicator No. I.1.e.	Number of regional examinations and special request examinations administered for entrance classes.
Input Indicator No. I.1.f.	Number of candidates tested.
Input Indicator No. I.1.g.	Number of entrance level hires who begin working test period.
Input Indicator No. I.1.h. Output Indicator No. I.1.i	Number of promotional appointees who begin working test period. Number of tests administered within 90 days of receipt of request.
Output Indicator No. I.1.j.	Total number of lists of exam results submitted.
Output Indicator No. I.1.k.	Number of lists of exam results submitted within 30 days or less.
Output Indicator No. I.1.l.	Number of lists of exam results submitted after 30 days.

Output Indicator No. I.1.m.	Number of entrance level hires who successfully complete the working test period.
Output Indicator No. I.1.n.	Number of promotional appointees who are deemed qualified, and confirmed by local appointing authorities following working test probational period.
Outcome Indicator No. I.1.o.	Percent of eligibility lists provided within 30-day target period from date of exam to date lists of exam results are mailed.
Outcome Indicator No. I.1.p.	Percent of entrance level hires who are deemed a "good hire" by local appointing authorities following a working test probational period.
Outcome Indicator No. I.1.q.	Percent of promotional appointees who are deemed qualified, and confirmed by local appointing authorities following working test probational period.
Efficiency Indicator No. I.1.r. Efficiency Indicator No. I.1.s. Efficiency Indicatory No. I.1.t.	Percent of survey respondents indicating satisfaction with OSE Testing Services. Percent of tests administered within 90-day target period from receipt of request to date of exam. Percent of jurisdictions requesting fast-track scores being provided eligibility lists within 7 days of test.
Efficiency Indicator No. I.1.u. Efficiency Indicator No. I.1.v	Average number of days from date of test to date scores are mailed. Percent reduction (year-to-date) in the average number of workdays between date of examination to date lists of exam results are mailed.
Efficiency Indicator No. I.1.w.	Per capita cost for providing qualified eligibles in jurisdictions covered by MFPCS System.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.a

1. Indicator name:

   Number of exams requested.

2. Indicator type:

   Input

3. Rationale:

   This is an obvious indicator of work product.

4. Data collection procedure/source:

   The number of exams requested will be maintained in a database tracking system.

5. Frequency and timing of

   (a) collection:
   Overall tallies are calculated as the database is revised.
   (b) reporting:
   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. Definitions of any unclear terms:

   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.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    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 board's 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.

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.b

1. Indicator name:

   Number of entrance exams administered

2. Indicator type:

   Input

3. Rationale:

   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.

4. Data collection procedure/source:

   The total number of entrance exams administered will be maintained in a database tracking system.

5. Frequency and timing of

   (a) collection:
   Overall tallies are calculated as the database is revised.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number of entrance exams administered will be tallied prior to the reporting period.

7. Definitions of any unclear terms:

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    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.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.c

1. Indicator name:

   Number of new validation studies conducted for customized exams.

2. Indicator type:

   Input

3. Rationale:

   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.

4. Data collection procedure/source:

   The total number of new validation studies conducted will be updated as each job analysis project is completed.

5. Frequency and timing of

   (a) collection:
   Overall tallies are calculated as the database is revised.
   (b) reporting:
   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. Definitions of any unclear terms:

   The validation study, or job analsyis, is the analysis of the knowledge, skills and abilities required for successful job performance.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The number of validation studies conducted is a global indicator of the magnitude and scope the Office of State Examiner's responsibility to assure that examinations developed and administered by the agency are job-related, and are predictive of successful performance in the job to which an applicant may be appointed.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.d

1. Indicator name:

   Number of customized exams developed and administered

2. Indicator type:

   Input

3. Rationale:

   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.

4. Data collection procedure/source:

   The aggregate number will be maintained in a database tracking system as customized exams are developed and administered.

5. Frequency and timing of

   (a) collection:
   Overall tallies are calculated as the database is revised.
   (b) reporting:
   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. Definitions of any unclear terms:

   Customized examinations are designed for specific use in the jurisdictions for which the tests are given, based upon an evaluation of the specific knowledge and skills needed to perform the unique set of duties assigned to a class of positions in a single jurisdiction. For example, the duties and responsibilities of positions of the class of Police Lieutenant in the city a Abbeville may be very different from those of the positions of Police Lieutenant in the city of Shreveport. Customized exams

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    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.

INDICATOR NO. I.1.e

1. Indicator name:

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

2. Indicator type:

   Input

3. Rationale:

   In order to be responsive to the immediate staffing needs, especially in light of natural disasters such as Hurricanes Katrina, Rita, Gustav and Ike in recent years, the OSE was given authorization by the Legislature under R.S. 33:2492 and 33:2552 to offer tests for certain entrance classes. The OSE administers exams upon the request of department chiefs. Candidates receive a score which is to be submitted with their applications to the civil service board of the jurisdiction for which they seek employment.

4. Data collection procedure/source:

   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.

5. Frequency and timing of

   (a) collection:
   Overall tallies are calculated as the database is revised.
   (b) reporting:
   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. Definitions of any unclear terms:

   No unclear terms.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Testing

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    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.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.f

1. Indicator name:

Number of candidates tested.

2. Indicator type:

   Input

3. Rationale:

   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.

4. Data collection procedure/source:

   The number of candidates tested will be collected in a database tracking system as exams are administered.

5. Frequency and timing of

   (a) collection:
   Overall tallies are calculated as the database is revised.
   (b) reporting:
   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. Definitions of any unclear terms:

   N.A.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    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.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.g

1. Indicator name:

   Number of entrance level hires who begin a working test period.

2. Indicator type:

   Input

3. Rationale:

   Our objective is to provide high-quality candidates eligible for appointment in the classified fire and police positions. The number of entrance level hires is indicative of the agency's role in filling vacancies in the classified fire and police services.

4. Data collection procedure/source:

   The total number of entrance level hires will be maintained in a database tracking system as personnel action forms are submitted by the appointing authorities.

5. Frequency and timing of

   (a) collection:
   Overall tallies are calculated as the database is revised.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number of entrance level hires will be tallied prior to the reporting period.

7. Definitions of any unclear terms:

   An entrance level hire is a candidate who has been selected and appointed to the lowest class of positions in a group of classes who has held no prior position in the department or in the service. Typically includes Firefighter, Police Officer, Communications Officer, Department Records Clerk, and Jailer. A working test period is the period of at least six months to not more twelve months during which a candidate is evaluated based on his ability to perform the duties of the position to which he has been appointed.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The number of entrance level hires who begin a working test establishes a baseline from which the quality of candidates may be determined, and represents the degree to which the agency is instrumental in the selection and employment of qualified applicants.

INDICATOR NO. I.1.h

1. Indicator name:

   Number of promotional appointees who begin working test period

2. Indicator type:

   Input

3. Rationale:

   Our objective is to provide high-quality candidates eligible for appointment in the promotional fire and police positions of the classified service. The number of promotional appointees who begin a working test period is indicative of the agency's role in filling vacancies in the classified fire and police services.

4. Data collection procedure/source:

   The total number of promotion appointees will be maintained in a database tracking system as personnel action forms are submitted by the appointing authorities.

5. Frequency and timing of

   (a) collection:
   Overall tallies are calculated as the database is revised.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number of entrance level hires will be tallied prior to the reporting period.

7. Definitions of any unclear terms:

   A promotional appointee is a candidate who has been selected and appointed to a promotional position in class of positions from a position in a lower class. A working test period is the period of at least six months to not more twelve months during which a candidate is evaluated based on his ability to perform the duties of the position to which he has been appointed.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The number of promotional appointees who begin a working test establishes a baseline from which the quality of candidates may be determined, and represents the degree to which the agency is instrumental in the selection and employment of qualified applicants.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.i.

1. Indicator name:

Number of tests administered within 90 days of receipt of request.

2. Indicator type:

   Output

3. Rationale:

   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.

4. Data collection procedure/source:

   This information will be maintained in a database tracking system as tests are scheduled and administered..

5. Frequency and timing of

   (a) collection:
   Overall tallies are calculated as the database is revised.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   For each test, the time frame between the request and the test date will be monitored.

7. Definitions of any unclear terms:

   N.A.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    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.

INDICATOR NO. I.1.j.

1. Indicator name:

Total number of lists of exam results submitted

2. Indicator type:

   Output

3. Rationale:

   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.

4. Data collection procedure/source:

   The total number of lists of exam results submitted will be maintained in a database tracking system as results are submitted.

5. Frequency and timing of

   (a) collection:
   Overall tallies are calculated as the database is revised.
   (b) reporting:
   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. Definitions of any unclear terms:

   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.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Reporting exam results to civil service boards by the State Examiner is a statutory obligation.

INDICATOR NO. I.1.k.

1. Indicator name:

Number of lists of exam results submitted within 30 days or less

2. Indicator type:

   Output

3. Rationale:

   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.

4. Data collection procedure/source:

   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.

5. Frequency and timing of

   (a) collection:
   Overall tallies are calculated as the database is revised.
   (b) reporting:
   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. Definitions of any unclear terms:

   N.A.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    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.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.l.

1. Indicator name:

Number of lists of exam results submitted after 30 days.

2. Indicator type:

   Output

3. Rationale:

   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.

4. Data collection procedure/source:

   The total number of lists of exam results reported after a 30-day period will be maintained in a database tracking system as results are submitted.

5. Frequency and timing of

   (a) collection:
   Overall tallies are calculated as the database is revised.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number of exam results submitted after a 30-day period will be tallied prior to the reporting period.

7. Definitions of any unclear terms:

   N.A.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The number of lists of exam results reported after a 30-day period is an indicator of the efficiency with which the agency provides eligible candidates for appointment.

INDICATOR NO. I.1.m.

1. Indicator name:

   Number of entrance level hires who successfully complete the working test period.

2. Indicator type:

   Output

3. Rationale:

   Our objective is to provide high-quality candidates eligible for appointment in the classified fire and police positions. The number of entrance level hires who successfully complete the working test period is indicative of the agency's role in filling vacancies in the classified fire and police services.

4. Data collection procedure/source:

   The number of entrance level hires who successfully complete the working test will be maintained in a database tracking system as personnel action forms are received from the appointing authorities.

5. Frequency and timing of

   (a) collection:
   Overall tallies are calculated as the database is revised.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number of entrance level hires who successfully complete the working test period will be maintained in a database tracking system as PAFs are received.

7. Definitions of any unclear terms:

   The working test period (also known as the probationary period) is for the period of at least six months but not more than one year during which an employee who is appointed from an eligibility list must prove to the appointing authority that he/she is able to perform the duties and responsibilities of the position to which he/she has been appointed. The working test period is required by statute.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The number of entrance level hires who successfully complete the working test period establishes a baseline from which the quality of candidates may be measured, and represents the degree to which the agency is instrumental in the selection and employment of qualified applicants.

INDICATOR NO. I.1.n.

1. Indicator name:

   Number of promotional appointees who are deemed qualified, and confirmed by local appointing authorities following working test probational period.

2. Indicator type:

   Output

3. Rationale:

   Our objective is to provide high-quality candidates eligible for promotion in the classified fire and police services. The number of promotional appointees who successfully complete the working test period is indicative of the agency's role in the state's outcome goal for public safety.

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4. Data collection procedure/source:

   This indicator will be maintained in a database tracking system as personnel action forms are received from the appointing authorities.

5. Frequency and timing of

   (a) collection:
   Overall tallies are calculated as the database is revised.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number of promotional appointees deemed qualified and confirmed will be tallied prior to the reporting period.

7. Definitions of any unclear terms:

   See No. 7 under Indicator I.1.l.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The number of promotional employees who successfully complete the working test period establishes a baseline from which the quality of candidates may be measured, and represents the degree to which the agency is instrumental in the selection and employment of qualified applicants.

INDICATOR NO. I.1.o.

1. Indicator name:

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

2. Indicator type:

   Outcome

3. Rationale:

   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.

4. Data collection procedure/source:

   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.

5. Frequency and timing of

   (a) collection:
   Overall tallies are calculated as the database is revised.
   (b) reporting:
   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. Definitions of any unclear terms:

   N.A.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The percent of lists of exam results submitted to local civil service boards within 30 days is a measure of efficiency.

INDICATOR NO. I.1.p.

1. Indicator name:

   Percent of entrance level hires who are deemed a "good hire" by local appointing authorities following a working test probational period.

2. Indicator type:

   Outcome

3. Rationale:

   Our objective is to improve the quality of applicants for entrance classes in the fire and police services. A high percentage of new employees who are successful in the working test period indicates that we are successful in this objective.

4. Data collection procedure/source:

   A comparison will be made between the number of candidates who begin a working test to those who successfully complete the working test period.

5. Frequency and timing of

   (a) collection:
   Overall tallies are calculated as the database is revised.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number of successful candidates will be divided by the total number of candidates who began a working test period.

7. Definitions of any unclear terms:

   N.A.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The percentage of entrance level candidates who are successful in the working test period is an indication of the validity of the selection procedures developed by the OSE.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.q.

1. Indicator name:

   Percent of promotional appointees who are deemed qualified, and confirmed by local appointing authorities following working test probational period.

2. Indicator type:

   Outcome

3. Rationale:

   Our objective is to improve the quality of applicants for promotional classes in the fire and police services. A high percentage of promotional employees who are successful in the working test period indicates that we are successful in this objective.

4. Data collection procedure/source:

   A comparison will be made between the number of candidates who begin a working test to those who successfully complete the working test period.

5. Frequency and timing of

   (a) collection:
   Overall tallies are calculated as the database is revised.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number of successful candidates will be divided by the total number of candidates who began a working test period.

7. Definitions of any unclear terms:

   N.A.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The percentage of promotional candidates who are successful in the working test period is an indication of the validity of the selection procedures developed by the OSE.

INDICATOR NO. I.1.r.

1. Indicator name:

   Percent of survey respondents indicating satisfaction with OSE Testing Services

2. Indicator type:

   Outcome

3. Rationale:

   Our objective is to provide the highest level of service to stakeholders. Survey provides a measure of the agency's service.

4. Data collection procedure/source:

   A survey will be conducted in the fourth quarter of each year. The survey will poll stakeholders in a variety of major service areas provided by the OSE.

5. Frequency and timing of

   (a) collection:
   Overall tallies are calculated as the database is revised.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Results of the survey will be tallied and averaged.

7. Definitions of any unclear terms:

   N.A.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Results of the survey indicate those areas of operations where the agency is meeting the needs of its stakeholders, and where the agency needs to focus more attention.

INDICATOR NO. I.1.s.

1. Indicator name:

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

2. Indicator type:

   Efficiency.

3. Rationale:

   A high percentage indicates responsiveness.

4. Data collection procedure/source:

   Records will be maintained in a database tracking system.

5. Frequency and timing of

   (a) collection:
   As database is revised.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The number of exams administered within a 90-day period divided by the total number of exams requested.

7. Definitions of any unclear terms:

   A promotional appointee is a candidate who has been selected and appointed to a promotional position in class of positions from a position in a lower class. A working test period is the period of at least six months to not more twelve months during which a candidate is evaluated based on his ability to perform the duties of the position to which he has been appointed.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The number of promotional appointees who begin a working test establishes a baseline from which the quality of candidates may be determined, and represents the degree to which the agency is instrumental in the selection and employment of qualified applicants.

INDICATOR NO. I.1.t.

1. Indicator name:

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

2. Indicator type:

   Efficiency

3. Rationale:

   This indicator measures responsiveness of the OSE following requests to expedite scoring of examinations where staffing is critical.

4. Data collection procedure/source:

   To be maintained in a database tracking system as special requests are received.

5. Frequency and timing of

   (a) collection:
   Overall tallies are calculated as the database is revised.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The number of tests fast-tracked within 7 days divided by total number of fast-track requests received.

7. Definitions of any unclear terms:

   An exam is placed on the fast-track upon special request of the appointing authority when staffing decisions are imminent or when there is a critical need to fill a vacancy. Such exams are given priority in the scoring process.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    It is a measure of efficiency and responsiveness to stakeholders.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.u.

1. Indicator name:

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

2. Indicator type:

   Efficiency

3. Rationale:

   Our objective is to provide examination scores to local civil service boards within an established time frame. This is an obvious indicator against which progress is to be measured.

4. Data collection procedure/source:

   Average number of workdays from date of test to date scores are mailed as of the end of previous fiscal year.

5. Frequency and timing of

   (a) collection:
   To be maintained in a database tracking system as each test is administered and the results are mailed.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   For each test, 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. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    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.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.v.

1. Indicator name:

   Percent reduction (year-to-date) in the average number of workdays between date of examination to date lists of exam results are mailed.

2. Indicator type:

   Efficiency

3. Rationale:

   Our objective is to provide exam results in the shortest period of time possible following the administration of tests.

4. Data collection procedure/source:

   Average number of workdays between date of exam to date lists of exam results are mailed will be maintained in a database tracking system, and will be compared with year-to-date performance.

5. Frequency and timing of

   (a) collection:
   Overall tallies are calculated as the database is revised.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Current average number of workdays between date of examination to the date lists of exam results are mailed will be subtracted from year-to-date performance and divided by year-to-date performance. (Ex:33(ytd) - 28 = 5; 5 / 33 = 15.2% reduction)

7. Definitions of any unclear terms:

   N.A.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The agency is committed to providing exam results as soon after exams are administered in order to facilitate staffing in the fire and police services. A reduction in the time between the date an exam is administered and the date results are submitted is an indication of operational efficiency.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I
OBJECTIVE I.1

INDICATOR NO. I.1.w.

1. Indicator name:

   Per capita cost for providing qualified eligibles in jurisdictions covered by MFPCS System.

2. Indicator type:

   Efficiency.

3. Rationale:

   Our objective is to provide quality services at the least possible expense to the taxpayers.

4. Data collection procedure/source:

   Cost per covered citizen is obtained from census information for areas covered and actual fiscal year expenditures.

5. Frequency and timing of

   (a) collection:
   Actual expenditures are obtained at the end of each fiscal year.
   (b) reporting:
   Data will be reported 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. Definitions of any unclear terms:

   N.A.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Deputy State Examiner.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Cost per covered citizen is an indication of efficiency.

PERFORMANCE INDICATOR MATRIX

GOAL II
OBJECTIVE II.1

OBJECTIVE II.1 By June 30, 2016, achieve a 98% positive rating on resource services provided to assist local officials and classified employees in the efficient operation of the MFPCS system and to insure that it operates in accordance with the law.

Kind of Indicator	Performance Indicator
Input Indicator II.1.a.	Number of advisory telephone calls.
Input Indicator II.1.b.	Number of telephone inquiries requiring follow-up.
Input Indicator II.1.c.	Number of written requests for guidance.
Input Indicator II.1.d.	Number of civil service minutes reviewed.
Input Indicator II.1.e.	Number of informational categories on agency website.
Input Indicator II.1.f.	Number of visitors annually to agency website.
Output Indicator II.1.g.	Number of letters written providing information/advice.
Output Indicator II.1.h.	Number of personnel action forms (PAFs) reviewed for compliance with civil service law.
Output Indicator II.1.i.	Number of PAFs returned to jurisdictions for corrections because of errors in application of civil service law.
Output Indicator II.1.j.	Number of potential jurisdictions to which the law applies and with whom contact has been initiated by the OSE.
Output Indicator II.1.k.	Number of revisions to classification plans submitted for adoption by civil service boards.
Output Indicator II.1.l.	Number of revisions to board rules submitted for adoption by civil service boards.
Output Indicator II.1.m.	Number of training videos distributed.
Output Indicator II.1.n.	Number of training manuals distributed.
Output Indicator II.1.o.	Number of approved promotional candidates verified for compliance with civil service law.
Output Indicator II.1.p.	Number of legislative bills impacting the Municipal Fire and Police Civil Service System tracked on OSE website.

Output Indicator II.1.q.	Number of informational categories added to agency website.
Outcome Indicator II.1.r.	Percentage of local civil service boards and jurisdictions indicating overall satisfaction with OSE services.
Outcome Indicator II.1.s.	Percentage of survey respondents utilizing agency legislative tracking site and finding the site helpful and informative.
Outcome Indicator II.1.t.	Percentage of personnel action forms reviewed which are returned for correction.
Efficiency Indicator II.1.u.	Average number of working days to respond to telephone inquiries.
Efficiency Indicator II.1.v.	Average number of working days to respond to written requests for guidance.

INDICATOR NO. II.1.a.

1. Indicator name:

Number of advisory telephone calls.

2. Indicator type:

   Input

3. Rationale:

   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.

4. Data collection procedure/source:

   Data will be collected from a call accounting software.

5. Frequency and timing of

   (a) collection:
   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.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Telephone inquiries will be added.

7. Definitions of any unclear terms:

   Not applicable

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of data for this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    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 have an affect upon 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.

INDICATOR NO. II.1.b.

1. Indicator name:

   Number of telephone inquiries requiring follow-up.

2. Indicator type:

   Input.

3. Rationale:

   The objective of the Office of State Examiner is to provide appropriate advice and guidance, which, at times, requires further research. The indicator is a direct measure of work performed. .

4. Data collection procedure/source:

   Data will be collected from a call accounting software.

5. Frequency and timing of

   (a) collection:
   Data will be collected as telephone inquiries are received, and when call-backs are made.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Call-backs will be totaled.

7. Definitions of any unclear terms:

   N.A.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    This performance indicator is useful in determining where additional training and staff development may be necessary.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II
OBJECTIVE II.1

INDICATOR NO. II.1.c.

1. Indicator name:

   Number of written requests for guidance.

2. Indicator type:

   Input

3. Rationale:

   The Office of State Examiner responds to many written requests for guidance during any given workweek. Because such requests usually deal with policy or the application of civil service law, only those in upper management are designated to respond. The number and scope of these requests are such that they frequently require a significant dedication of time and effort.

4. Data collection procedure/source:

   The data will be collected and recorded in a database tracking system as requests are received by mail or by fax.

5. Frequency and timing of

   (a) collection:
   Data will be collected as requests are received.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The number of written requests received in our office will be added.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Agency management receives written requests for guidance in the application of civil service law, which often involves complex subject matter. Only employees with advanced skills are permitted to respond; therefore, the indicator is used to monitor employee training and development.

INDICATOR NO. II.1.d.

1. Indicator name:

    Number of civil service minutes reviewed.

2. Indicator type:

    Input

3. Rationale:

    A primary means of assisting local civil service boards and appointing authorities in the operation of the civil service system at the local level is though a diligent review of the minutes of the civil service board meetings from each jurisdiction. When problems are noted, contact is made with appropriate local personnel via telephone or letter so that corrective action might be taken.

4. Data collection procedure/source:

    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.

5. Frequency and timing of

    (a) collection:
    Data will be gathered daily as the minutes of the meetings are processed. The overall total will be compiled at the time of reporting.
    (b) reporting:
    Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

    See above.

7. Definitions of any unclear terms:

    Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

    No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

    Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    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.

INDICATOR NO. II.1.e.

1. Indicator name:

   Number of informational categories on agency website.

2. Indicator type:

   Input

3. Rationale:

   Offering information on the agency website is a method of utilizing e-government technology to expand services and support to local jurisdictions.

4. Data collection procedure/source:

   The agency web support specialist will maintain an up-to-date list of the available informational categories.

5. Frequency and timing of

   (a) collection:
   Data will be collected as often as the website is updated.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number of informational categories will be counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Informational categories posted to the agency's website provides a cost-effective service to persons seeking specific information. This promotes productivity of personnel who may otherwise be required to respond to routine telephone calls or letters of inquiry, and frees time for other necessary tasks.

INDICATOR NO. II.1.f.

1. Indicator name:

   Number of visitors annually to agency website.

2. Indicator type:

   Outcome

3. Rationale:

   This indicator is a measure of the usefulness of the website and its value as a source of information.

4. Data collection procedure/source:

   Data will be collected from a counter imbedded in the website.

5. Frequency and timing of

   (a) collection:
   Data will be collected and counted each time the website is accessed.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   The total number of visitors (hits) will be counted.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    This indicator will be helpful in planning future website categories.

INDICATOR NO. II.1.g.

1. Indicator name:

Number of letters written providing information/advice.

2. Indicator type:

   Output.

3. Rationale:

   The Office of State Examiner receives many written requests for guidance during any given workweek. Such requests usually deal with policy or the application of civil service law, and only those in upper management are designated to respond. The number and scope of these advisories are such that they frequently require a significant dedication of time and effort.

4. Data collection procedure/source:

   The data will be collected and recorded in a database tracking system as correspondence is mailed or faxed.

5. Frequency and timing of

   (a) collection:
   Daily.
   (b) reporting:
   Data will be reported annually, or as required by OPB.

6. Calculation methodology:

   The number of letters will be added.

7. Definitions of any unclear terms:

   N.A.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Agency management responds to written requests only in writing, which often involves complex subject matter. Inasmuch as this indicator is representative of actual work, management must consider the impact that written responses have upon productivity in order to remain responsive through effective planning and prioritization .

INDICATOR NO. II.1.h.

1. Indicator name:

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

2. Indicator type:

   Output

3. Rationale:

   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.

4. Data collection procedure/source:

   When personnel action forms are reviewed, the information is entered into a database.

5. Frequency and timing of

   (a) collection:
   Data is entered into the database at the time of review.
   (b) reporting:
   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 be not in compliance and which must be returned to the local civil service board for corrective action.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    As we are a very small office, only one person 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.

INDICATOR NO. II.1.i.

1. Indicator name:

   Number of PAFs returned to jurisdictions for corrections because of errors in application of civil service law.

2. Indicator type:

   Outcome

3. Rationale:

   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.

4. Data collection procedure/source:

   A log is kept of personnel action forms returned to the jurisdictions.

5. Frequency and timing of

   (a) collection:
   A log is kept of personnel action forms returned to local civil service boards for corrective action at the time the from is returned.
   (b) reporting:
   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. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    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.

INDICATOR NO. II.1.j.

1. Indicator name:

   Number of potential jurisdictions to which the law applies and with whom contact has been initiated by the OSE.

2. Indicator type:

   Input

3. Rationale:

   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.

4. Data collection procedure/source:

   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.

5. Frequency and timing of

   (a) collection:
   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.
   (b) reporting:
   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. Definitions of any unclear terms

   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.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The number of potential jurisdictions identified as meeting the criteria for establishing a civil service system represents present work as well as the immediate future growth of the classified service. Work involved in researching and identifying potential jurisdictions is labor intensive and requires specific dedication of time and energy of the agency's administration and the resources of the Resource Services Division. As jurisdictions are added, the workload will shift and to the Classification and Test Development divisions. The management team must plan for the unavoidable increase in workload throughout its operations in order to maintain productivity, including the addition of positions to the table of organization.

INDICATOR NO. II.1.k.

1. Indicator name:

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

2. Indicator type:

   Output

3. Rationale:

   This is an obvious indicator of work product.

4. Data collection procedure/source:

   A count of class descriptions recommended to local boards will be collected from the job analysis database.

5. Frequency and timing of

   (a) collection:
   The count of class descriptions recommended to local boards will be updated as recommendations are forwarded.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Totals will be calculated on an on-going basis.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The agency must provide recommendations for updated class descriptions to local civil service boards upon determining changes in assignments of duties and responsibilities. A low performance in this indicator will demonstrate that we are not being responsive, which may require adjustments in work assignments and/or cross training of other personnel in updating class descriptions.

INDICATOR NO. II.1.l.

1. Indicator name:

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

2. Indicator type:

Output

3. Rationale:

This is an obvious indicator of work product.

4. Data collection procedure/source:

A count of revisions to board rules submitted for adoption by civil service boards will be maintained in the database tracking system.

5. Frequency and timing of

(a) collection:
The count of rule revisions submitted to local boards will be updated as recommendations are forwarded.
(b) reporting:
Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

Totals will be calculated on an on-going basis.

7. Definitions of any unclear terms:

Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

The agency must provide recommendations for revisions to the rules of local civil service boards upon the determination of changes in civil service law or employment law. A low performance in this indicator will demonstrate that we are not being responsive, which may require adjustments in work assignments and/or cross training of other personnel in updating class descriptions.

INDICATOR NO. II.1.m.

1. Indicator name:

   Number of training videos distributed.

2. Indicator type:

   Output.

3. Rationale:

   Each civil service board is comprised of local citizens having limited knowledge of the fire and police services, and the applicability of civil service law. Due to limited resources and understaffing the agency is not able to provide formal training to civil service board members and local administrators about the application of civil service law. However, the agency provides training in the fundamentals through manuals and training videos.

4. Data collection procedure/source:

   A running tally of training videos provided will be maintained in a database tracking system.

5. Frequency and timing of

   (a) collection:
   As materials are provided.
   (b) reporting:
   Data will be reported annually, or as required by OPB.

6. Calculation methodology:

   Addition

7. Definitions of any unclear terms:

   N.A.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The number of training videos distributed is useful in determining the extent to which the OSE is providing support to local jurisdictions.

INDICATOR NO. II.1.n.

1. Indicator name:

   Number of training manuals distributed.

2. Indicator type:

   Output.

3. Rationale:

   Each civil service board is comprised of local citizens having limited knowledge of the fire and police services, and the applicability of civil service law. Due to limited resources and understaffing the agency is not able to provide formal training to civil service board members and local administrators about the application of civil service law. However, the agency provides training in the fundamentals through manuals and training videos.

4. Data collection procedure/source:

   A running tally of training manuals provided will be maintained in a database tracking system.

5. Frequency and timing of

   (a) collection:
   As manuals are provided.
   (b) reporting:
   Data will be reported annually, or as required by OPB.

6. Calculation methodology:

   Addition

7. Definitions of any unclear terms:

   N.A.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    The number of training manuals distributed is useful in determining the extent to which the OSE is providing support to local jurisdictions.

INDICATOR NO. II.1.o.

1. Indicator name:

   Number of approved promotional candidates verified for compliance with civil service law.

2. Indicator type:

   Output.

3. Rationale:

   Our objective is to assure that, prior to the administration of promotional tests, persons approved to take the tests meet the minimum qualifications according to civil service law.

4. Data collection procedure/source:

   A running tally of verified candidates will be maintained in a database tracking system.

5. Frequency and timing of

   (a) collection:
   As candidates are verified.
   (b) reporting:
   Data will be reported annually, or as required by OPB.

6. Calculation methodology:

   Addition

7. Definitions of any unclear terms:

   N.A.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    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.

INDICATOR NO. II.1.p.

1. Indicator name:

   Number of legislative bills impacting the Municipal Fire and Police Civil Service System tracked on OSE website.

2. Indicator type:

   Output.

3. Rationale:

   Tracking legislative bills that impact the fire and police services is an effective means of providing support and guidance in order that stakeholders may effectively carry out their statutory duties.

4. Data collection procedure/source:

   Legislative bills are obtained from the Legislature's website and tracked throughout the legislative process through enactment.

5. Frequency and timing of

   (a) collection:
   As bills are filed.
   (b) reporting:
   Data will be reported annually, or as required by OPB.

6. Calculation methodology:

   Addition.

7. Definitions of any unclear terms:

   N.A.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Tracking legislative bills is a cost effective service to jurisdictions and stakeholders, and enhances productivity of agency personnel by reducing the number of inquiries regarding changes in the statutes.

INDICATOR NO. II.1.q.

1. Indicator name:

   Number of informational categories added to agency website.

2. Indicator type:

   Output.

3. Rationale:

   Additions to the website improves the administrative support provided to stakeholders.

4. Data collection procedure/source:

   Data will be collected as information is added to the website.

5. Frequency and timing of

   (a) collection:
   As the website is updated.
   (b) reporting:
   Data will be reported annually, or as required by OPB.

6. Calculation methodology:

   Addition.

7. Definitions of any unclear terms:

   N.A.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Informational categories posted to the agency's website provide a cost-effective service to stakeholders who seek specific information. This promotes productivity of personnel who may otherwise be required to respond to routine telephone calls or letters of inquiry, and frees time for other necessary tasks.

INDICATOR NO. II.1.r.

1. Indicator name:

   Percentage of local civil service boards and jurisdictions indicating overall satisfaction with OSE services.

2. Indicator type:

   Outcome.

3. Rationale:

   This indicator is a measure of our success in providing services.

4. Data collection procedure/source:

   Upon completion of annual survey

5. Frequency and timing of

   (a) collection:
   Annual 4th quarter survey
   (b) reporting:
   Data will be reported annually, or as required by OPB.

6. Calculation methodology:

   Totals will be calculated for various levels of satisfaction from which percentage will be derived.

7. Definitions of any unclear terms:

   N.A.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Management will use the results of the survey to make improvements to services.

INDICATOR NO. II.1.s.

1. Indicator name:

   Percentage of survey respondents utilizing agency legislative tracking site and finding the site helpful and informative.

2. Indicator type:

   Outcome.

3. Rationale:

   This indicator is a measure of our success in providing services.

4. Data collection procedure/source:

   Upon completion of annual survey

5. Frequency and timing of

   (a) collection:
   Annual 4th quarter survey.
   (b) reporting:
   Data will be reported annually, or as required by OPB.

6. Calculation methodology:

   Number of those satisfied divided by total number of respondents.

7. Definitions of any unclear terms:

   N.A.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Management will use the results of the survey to make improvements to services.

INDICATOR NO. II.1.t.

1. Indicator name:

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

2. Indicator type:

   Efficiency

3. Rationale:

   Our objective is to educate those responsible for operating the system at the local level so that a smaller percentage of personnel action forms must be returned for corrective action. It is therefore appropriate to examine the percentage of forms returned as an indicator of efficiency.

4. Data collection procedure/source:

   Explained in prior indicator.

5. Frequency and timing of

   (a) collection:
   Data for this indicator will be computed at the time of reporting.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Self explanatory.

7. Definitions of any unclear terms:

   Not applicable.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Personnel Management Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    Our efficiency in training the personnel at the local level is measured by this indicator. If we are not improving the manner in which personnel actions are made and reported in accordance with civil service law, we need to reexamine our training efforts and make changes as needed.

INDICATOR NO. II.1.u.

1. Indicator name:

   Average number of working days to respond to telephone inquiries.

2. Indicator type:

   Efficiency.

3. Rationale:

   This is a measure of responsiveness and is a reasonable indicator.

4. Data collection procedure/source:

   Information will be maintained in a database tracking system..

5. Frequency and timing of

   (a) collection:
   Data will be collected daily.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Total number of days to respond divided by total number of call backs.

7. Definitions of any unclear terms:

   N.A.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    A low average indicates efficiency and responsiveness, whereas a high average indicates an area of our operations needing improvement.

INDICATOR NO. II.1.v.

1. Indicator name:

   Average number of working days to respond to written requests for guidance.

2. Indicator type:

   Efficiency.

3. Rationale:

   This is a measure of responsiveness and is a reasonable indicator.

4. Data collection procedure/source:

   Information will be maintained in a database tracking system..

5. Frequency and timing of

   (a) collection:
   Data will be collected daily.
   (b) reporting:
   Data will be reported quarterly, or as required by OPB.

6. Calculation methodology:

   Total number of days to respond divided by total number of requests.

7. Definitions of any unclear terms:

   N.A.

8. What aggregations or disaggregation of the indicator are needed:

   No aggregations or disaggregation of the indicator are needed.

9. Who is responsible for data collection and quality:

   Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

10. Limitations of the indicator:

    There do not appear to be significant limitations for this indicator.

11. How is this performance indicator used in management decision making and other agency processes?

    A low average indicates efficiency and responsiveness, whereas a high average indicates an area of our operations needing improvement.

APPENDIX C

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

STRATEGIC PLAN
FISCAL YEARS 2011-12 THROUGH 2015-16

OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE

JURISDICTIONS UNDER MUNICIPAL FIRE & POLICE CIVIL SERVICE				
AS OF MAY 18, 2007				
JURISDICTION	**PARISH**	**POPULATION (2000 Census)**	**NO. EMPLOYEES**	
			FIRE	**POLICE**
Abbeville	Vermillion	11,887	36	51
Alexandria	Rapides	46,342	124	195
Ascension FPD (Gonzales)	Ascension	8,156	--	--
Ascension FPD #3 (Prairieville)	Ascension		15	--
Baker	East Baton Rouge	13,793	24	37
Bastrop	Morehouse	12,988	48	37
Baton Rouge	East Baton Rouge	227,818	606	770
Bayou Cane FPD (Houma)	Terrebonne		52	--
Benton FPD #4 (Benton)	Bossier		20	--
Bogalusa	Washington	13,365	41	63
Bossier City	Bossier	56,461	203	227
Bossier East Central F.P.D. #1 (Haughton)*	Bossier	2,792	--	--
Breaux Bridge *	St. Martin	78,281	--	17
Caddo Parish FPD #1 (Blanchard)	Caddo	2,050	19	--
Caddo Parish FPD #2 (Shreveport)	Caddo		2	--
Caddo Parish FPD #3 (Greenwood)	Caddo	2,458	18	--
Caddo Parish FPD #4 (Keithville)	Caddo		12	--
Caddo Parish FPD #5 (Shreveport)	Caddo		11	--
Caddo Parish FPD #6 (Keithville)	Caddo		6	--
Caddo Parish FPD #7 (Oil City)	Caddo	1,219	8	--
Caddo Parish FPD #8 * (Vivian)	Caddo	4,031	--	--
Calcasieu Parish FPD #1 (Moss Bluff)	Calcasieu		12	--

JURISDICTIONS UNDER MUNICIPAL FIRE & POLICE CIVIL SERVICE				
AS OF MAY 18, 2007				
JURISDICTION	**PARISH**	**POPULATION (2000 Census)**	**NO. EMPLOYEES**	
			FIRE	**POLICE**
Calcasieu Parish FPD #2 (Carlyss)	Calcasieu		13	--
Central FPD #4 (Central City)	East Baton Rouge		23	--
Concordia F.P.D. #2 (Vidalia)	Concordia	4,543	--	--
Covington	St. Tammany	8,483	17	50
Crowley	Acadia	14,225	34	34
Denham Springs	Livingston	8,757	26	47
DeRidder	Beauregard	9,808	16	31
DeSoto Parish FPD #8 (Mansfield)	DeSoto	5,582	18	--
Donaldsonville	Ascension	7,605	15	--
East Baton Rouge Parish FPD #3 (Baton Rouge)	East Baton Rouge		7	--
East Baton Rouge Parish FPD #5 (Baton Rouge)	East Baton Rouge		8	--
East Baton Rouge Parish FPD #6 (Baton Rouge)	East Baton Rouge		15	--
East Baton Rouge Parish FPD #9 (Alsen)	East Baton Rouge		--	--
Eunice	St. Landry	11,499	--	34
Franklin	St. Mary	8,354	--	23
Gonzales	Ascension	8,156	23	42
Grant FPD #5 (Pollock)	Grant	376		--
Grand Caillou F.P.D. #4A * (Houma)	Terrebonne			--
Hammond	Tangipahoa	17,639	70	128
Harahan	Jefferson	9,885	15	33
Houma	Terrebonne	32,393	58	118
Iberia Parish FPD #1 (New Iberia)	Iberia		16	--
Jefferson Parish East Bank Consolidated FPD (Metairie)	Jefferson		239	--
Jefferson Parish FPD #3 * (River Ridge)	Jefferson		--	--

JURISDICTIONS UNDER MUNICIPAL FIRE & POLICE CIVIL SERVICE				
AS OF MAY 18, 2007				
JURISDICTION	**PARISH**	**POPULATION (2000 Census)**	**NO. EMPLOYEES**	
			FIRE	**POLICE**
Jennings	Jefferson Davis	10,986	13	38
Kenner	Jefferson	70,517	92	175
Lafayette	Lafayette	110,257	246	309
LaFourche Parish FPD #3 (Galliano)	LaFourche		19	--
Lake Charles	Calcasieu	71,757	188	180
Leesville	Vernon	6,753	17	34
Lincoln FPD #1 (Vienna)	Lincoln	424	12	--
Livingston Parish FPD (Walker)	Livingston	4,801	9	--
Minden	Webster	13,027	14	28
Monroe	Ouachita	53,107	211	253
Morgan City	St. Mary	12,703	31	52
Natchitoches	Natchitoches	17,865	46	71
Natchitoches FPD #6 (Natchitoches)	Natchitoches		3	--
New Iberia	Iberia	32,623	57	1
Oakdale	Allen	8,137	4	28
Opelousas	St. Landry	22,860	56	79
Ouachita Parish FPD #1 (Monroe)	Ouachita		135	--
Pineville	Rapides	13,829	63	61
Plaquemine	Iberville	7,064	21	33
Pointe Coupee FPD #4 * (Livonia)	Pointe Coupee	1,339	--	--
Rapides Parish FPD #2 (Alexandria)	Rapides		73	--
Rapides FPD #3 (Tioga)	Rapides		5	--
Rapides FPD #4 (Pineville)	Rapides		7	--
Rapides FPD #7 (Ruby-Kolin)	Rapides		2	--
Rayne	Acadia	8,552	--	44

JURISDICTIONS UNDER MUNICIPAL FIRE & POLICE CIVIL SERVICE				
AS OF MAY 18, 2007				
JURISDICTION	**PARISH**	**POPULATION (2000 Census)**	**NO. EMPLOYEES**	
			FIRE	**POLICE**
Ruston	Lincoln	20,546	60	60
St. Bernard Parish FPD #1-2 (Chalmette)	St. Bernard		104	--
St. George FPD (Baton Rouge)	East Baton Rouge		148	--
St. Helena FPD #4*	St. Helena		--	--
St. John the Baptist Parish FPD (LaPlace, Reserve, Garyville, St. John Westside)	St. John the Baptist		17	--
St. Landry Parish FPD #1 (Krotz Springs)	St. Landry	1,219	10	--
St. Landry Parish FPD #2 (Port Barre)	St. Landry	2,287	10	--
St. Landry Parish FPD #3 (Opelousas)	St. Landry		13	--
St. Martinville	St. Martinville	6,989	--	29
St. Tammany Parish FPD #1 (Slidell)	St. Tammany	25,695	154	--
St. Tammany Parish FPD#2 (Madisonville)	St. Tammany	677	23	--
St. Tammany Parish FPD #3 (LaCombe)	St. Tammany		14	--
St. Tammany Parish FPD #4 (Mandeville)	St. Tammany	10,489	126	--
St. Tammany Parish FPD #7 * (Pearl River)	St. Tammany	1,839	--	--
St. Tammany Parish FPD #8 (Abita Springs)	St. Tammany	1,957	4	--
St. Tammany Parish FPD #11 * (Pearl River)	St. Tammany	1,839	--	--
St. Tammany Parish FPD #12 (Covington)	St. Tammany		79	--
St. Tammany Parish FPD #13 *(Goodbee)	St. Tammany		--	--
Scott	Lafayette	7,870	--	22
Shreveport	Caddo	200,145	604	645
South Bossier FPD #2 * (Elmgrove)	Bossier		--	--
Sulphur	Calcasieu	20,512	65	64

Tallulah*	Madison	9,189	--	--
Tangipahoa Parish FPD #1 (Amite)	Tangipahoa	4,110	25	--
Terrebonne FPD #10 (Bayou Delarge)	Terrebonne		8	--
Ville Platte	Evangeline	8,145	17	44
Washington Parish FPD #7	Washington		9	--
West Baton Rouge Parish FPD #1 * (Port Allen)	West Baton Rouge	5,278	--	--
West Baton Rouge Parish FPD #2 (Brusly)	West Baton Rouge	2,020	--	--
West Baton Rouge Parish FPD #4 * (Lobdell)	West Baton Rouge		--	--
West Feliciana FPD #1 (St. Francisville)	West Feliciana		2	--
West Monroe	Ouachita	13,250	48	71
Westwego	Jefferson	10,763	13	36
Winnfield	Winn	5,749	7	35
Zachary	East Baton Rouge	11,275	26	41
TOTALS			**4,807**	**4,370**
TOTAL FIRE AND POLICE EMPLOYEES			**9,177**	

*** These civil service boards have not been sworn in.**

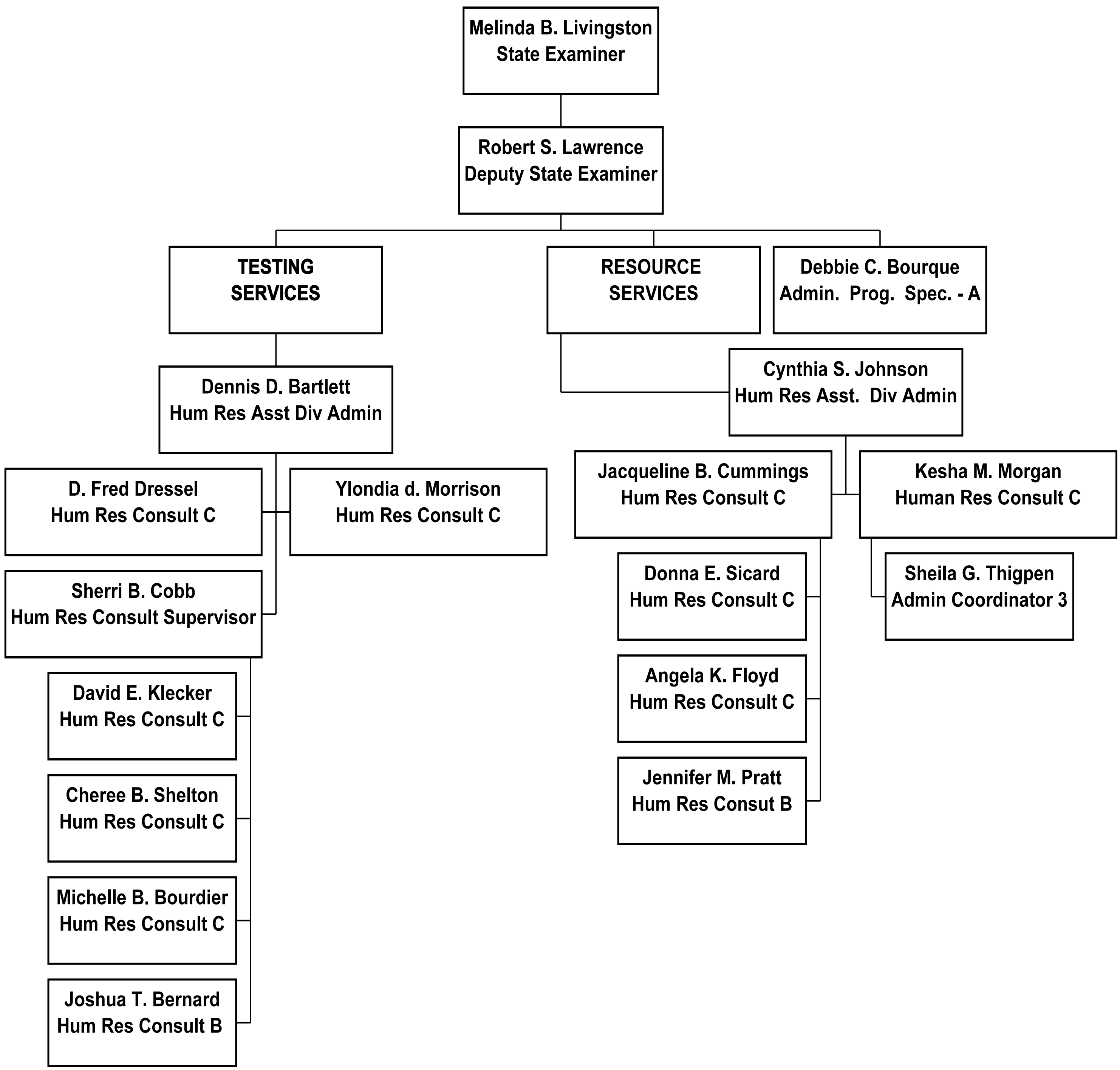
APPENDIX D

ORGANIZATIONAL CHART
FOR
OFFICE OF STATE EXAMINER

STRATEGIC PLAN
FISCAL YEARS 2011-12 THROUGH 2015-16

OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE

OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE



APPENDIX E

STRATEGIC PLANNING CHECKLIST

STRATEGIC PLAN
FISCAL YEARS 2011-12 THROUGH 2015-16

OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE

STRATEGIC PLANNING CHECKLIST

__X__ **Planning Process**

__**X**__ General description of process implementation included in plan process documentation

Consultant used

If so, identify: ____

__X__ Department/agency explanation of how duplication of program operations will be avoided included in plan process documentation

__X__ Incorporated statewide strategic initiatives

_____ Incorporated organization internal workforce plans and information technology plans

__X__ **Analysis Tools Used**

_____ SWOT analysis

_____ Cost/benefit analysis

_____ Financial audit(s)

_____ Performance audit(s)

_____ Program evaluation(s)

_____ Benchmarking for best management practices

_____ Benchmarking for best measurement practices

__X__ Stakeholder or customer surveys

_____ Undersecretary management report (Act 160 Report) used

__X__ Other analysis or evaluation tools used

If so, identify: ____Annual and Bi-annual reports____

** Attach analysis projects, reports, studies, evaluations, and other analysis tools.

__X__ **Stakeholders (Customers, Compliers, Expectation Groups, Others) identified**

_____ Involved in planning process

__X__ Discussion of stakeholders included in plan process documentation

__**X**__ **Authorization for goals**

__X__ Authorization exists

_____ Authorization needed

_____ Authorization included in plan process documentation

__**X**__ **External Operating Environment**

__X__ Factors identified and assessed

__X__ Description of how external factors may affect plan included in plan process documentation

__X__ **Formulation of Objectives**

__**X**__ Variables (target group; program & policy variables; and external variables) assessed

__**X**__ Objectives are SMART

__**X**__ **Building Strategies**

__**X**__ Organizational capacity analyzed

_____ Needed organizational structural or procedural changes identified

__X__ Resource needs identified

__X__ Strategies developed to implement needed changes or address resource needs

__X__ Action plans developed; timelines confirmed; and responsibilities assigned

__X__ **Building in Accountability**

__X__ Balanced sets of performance indicators developed for each objective

__X__ Indicator Documentation Sheets completed

__X__ Internal accountability process or system implemented to measure progress

__X__ **Fiscal Impact of Plan**

_____ Impact on operating budget

_____ Impact on capital outlay budget

__X__ Means of finance identified for budget change

_____ Return on investment determined to be favorable