



OFFICE OF STATE EXAMINER
FIRE & POLICE CIVIL SERVICE

**STRATEGIC PLAN
FOR FISCAL YEARS
2017-18 THROUGH 2021-22**

JULY 1, 2016

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EXECUTIVE SUMMARY

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. 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 continue to examine problems which occur and to make adjustments as may be necessary. To this end, our goals track the legislation that encompasses responsibilities and duties incumbent upon the Office of State Examiner, specifically Louisiana R.S. 33:2471 et seq., and R.S. 33:2531 et seq. 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. We are aware of our accomplishments, and feel that we offer a level of service which is both professional and effective.

Robert S. Lawrence
State Examiner

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.

PROGRAM: ADMINISTRATION

The table of organization for the Office of State Examiner comprises 19 employees, each of whom are in the state classified service. The Office of State Examiner, Municipal Fire and Police Civil Service, is one agency with one program and two activities.

Testing Services

Employment tests in both the private and public sectors are widely viewed to be one of the most cost-effective means of identifying candidates for hiring or promotion who possess the necessary knowledge, skills and abilities (KSAs) to be successful in their prospective jobs. According to the American Management Association, 41% of employers test job applicants in basic literacy and/or math skills, 68% engage in various forms of employment testing, and 34% of job applicants tested lacked sufficient skills for the jobs they sought. For nearly seventy years, the Office of State Examiner (OSE) has been charged by the 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 for employment selection, including the EEOC Uniform Guidelines on Employee Selection Procedures. Each test prepared and administered by the OSE is based on a

thorough and extensive job analysis. Entrance tests often measure competencies associated with applicants' trainability, such as reading comprehension, math, mechanical aptitudes, and listening skills. Promotional tests generally evaluate job knowledge or expertise that candidates must possess immediately upon promotion, and some upper-level and specialty classes involve assessment center testing where candidates are given a job simulation exercise that allows a pool of trained raters to evaluate management and interpersonal communications skills. On average, the agency administers over 500 examinations each year and tests approximately 6,000 candidates per year, which can rise to 8,000 candidates per year during following disasters and economic downturns, such as 9/11, the storms of the mid-2000's, and the financial crash of 2008. Of all candidates tested, approximately 20% are screened out of the selection process. Our process of designing the test around the local job analysis information insures that it will measure knowledge and skills required on the job. While this process is extensive and time-consuming, we believe the outcome is worth the effort. There has never been a successful legal challenge to an OSE test.

Resource Services

Constitutionally and statutorily mandated services provided under this activity include: the development of classification plans based on local job analysis; the review of all personnel movements within the system; the review of requests for examinations by civil service boards; the review of lists of candidates approved by local civil service boards for compliance with the law; maintaining a tracking site for fire and police related legislation, the development and distribution of training materials, including manuals and videos; disseminating information via the agency website and seminars, and responding to requests for information through agency in-person visits, letters, and 24-hour availability by telephone. Through the provisions of these services, the MFPCS system operates in accordance with the law and provides the employees in the system with the confidence that they may do their jobs free from political influence in a climate that provides fair hiring and promotions and an independent, objective review of disciplinary actions, to ensure that they are only taken in good faith for cause. Management and administrative personnel, on the other hand, are provided with the tools necessary to insure compliance with federal and state law in the effective management of fire and police personnel. The Municipal Fire and Police Civil Service System is currently comprised of 103 jurisdictions, each of which have established a fire and police civil service board. Research reveals that approximately 41 additional jurisdictions may be operating full-time, paid fire or police departments, which appear to be required to establish civil service for their employees. 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. The system is extremely cost-effective in that most of the work is done locally through the independent local civil service boards. Qualified fire and police personnel serve with confidence even in rural areas because they are assured of a professional, merit-based system. The 2.9 million citizens who live in the areas served benefit from the quality of first responders made possible through the system.

PROGRAM: GOALS

1. 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)**
2. To advance the public safety and welfare of the citizens of Louisiana by providing operational guidance to fire and police civil service boards, governing and appointing authorities, department chiefs and other public officers, and the employees of the classified fire and police services regarding the legal requirements of the Municipal Fire and Police Civil Service System and the administration and management of personnel within the classified service. **(LSA-R.S. 33:2479(G)(1),(2),(4),(5),(6); R.S. 33:2539(1),(2),(4),(5),(6); R.S. 33:2483; and R.S. 33:2543)**

STATE OUTCOME GOAL: PUBLIC SAFETY

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 telephone 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.

**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, 2022, efficiently and cost-effectively respond to the needs of administrators, classified employees, and the 2.6 million Louisiana residents protected by the Municipal Fire and Police Civil Service (MFPCS) System by providing validated selection tests and lists of qualified eligibles for hire and promotion.

STRATEGY I.1.1.	Validate selection procedures in accordance with professional standards and principles established for employment selection, including EEOC <i>Uniform Guidelines on Employee Selection Procedures</i> , 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 maintain efficiencies regarding 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

Kind of Indicator	Performance Indicator
Input Indicator No. I.1.a.	Number of exams requested.

Input Indicator No. I.1.b.	Number of approved roll calls verified.
Input Indicator No. I.1.c.	Baseline number of test questions in item bank.
Output Indicator No. I.1.a.	Number of examinations administered.
Output Indicator No. I.1.b.	Number of candidates tested.
Output Indicator No. I.1.c.	Number of item bank modifications.
Output Indicator No. I.1.d.	Number of validation studies (customized or standard exams) completed.
Outcome Indicator No. I.1.a.	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.b.	Percent of tests administered within 90-day target period from receipt of request to date of exam.
Efficiency Indicator No. I.1.a.	Average number of days from date of test to date scores are mailed.
Efficiency Indicator No. I.1.c.	Cost per covered citizen.
Quality Indicator No. I.1.a.	Percent of survey respondents indicating satisfaction with OSE Testing Services.

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, 2022, 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 assistance and resources in the efficient operation of the MFPCS system and to insure it operates in accordance with the law.

STRATEGY II.1.1.	Provide support to those involved in the operation of the system (current and potential jurisdictions) at the local level through telephone support, meeting attendance, correspondence, seminars, webinars, one-on-one training and orientations.
STRATEGY II.1.2.	Provide timely recommendations to civil service boards on new and revised Rules of the Board (class plans and board rules).
STRATEGY II.1.3.	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.1.4.	Produce and distribute resources (videos, manuals, circulars, summaries of relevant publications) for use by members of civil service boards, civil service board secretaries, governing authorities, and appointing authorities to familiarize them with the Municipal Fire and Police Civil Service System and to demonstrate how to effectively carry out their duties. The resources provided will be available on the OSE website.
STRATEGY II.1.5.	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.1.6.	Conduct annual survey to obtain feedback on services provided by Office of State Examiner.

PERFORMANCE INDICATORS

Kind of Indicator	Performance Indicator
Input Indicator No. I.1.a.	Number of reviews to current and proposed classification descriptions.
Input Indicator No. I.1.b.	Number of reviews to current and proposed board rules.
Input Indicator No. I.1.c.	Number of visitors annually to agency website.
Output Indicator No. I.1.a.	Number of letters/emails written providing information/advice.
Output Indicator No. I.1.b.	Number of revisions to classification plans submitted for adoption by civil service boards.
Output Indicator No. I.1.c.	Number of revisions to board rules submitted for adoption by civil service boards.
Outcome Indicator No. I.1.a.	Number of new jurisdictions added for which board have been sworn in.
Outcome Indicator No. I.1.b.	Number of legislative bills impacting the Municipal Fire and Police Civil Service System tracked on OSE website.
Outcome Indicator No. I.1.c.	Number of opportunities to train attended or held by OSE staff.
Efficiency Indicator No. I.1.a.	Number of personnel action forms (PAFs) reviewed for compliance with civil service law.
Efficiency Indicator No. I.1.c.	Number of civil service minutes reviewed.
Quality Indicator No. I.1.a.	Percentage of local civil service boards and jurisdictions indicating overall satisfaction with OSE services.

APPENDIX A

**DEVELOPMENT
OF
STRATEGIC PLAN**

**STRATEGIC PLAN
FISCAL YEARS 2017-18 THROUGH 2021-22**

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

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.

The Office of State Examiner is charged by the state constitution and statutes with the responsibility for developing and administering employment tests for the purpose of identifying applicants who are qualified and have the skills necessary for jobs in the fire and police services within the state of Louisiana. In order for a test to be used for selection it must be validated and supported by adequate documentation, and administered fairly and impartially. The validation of exams is done at all times with a goal of selecting qualified applicants while minimizing adverse impact on protected groups; therefore, the OSE adheres to the professional standards and principles established from employment selection, including the EEOC *Uniform Guidelines on Employee Selection Procedures*. 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 \$.33, 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.

GOAL II

- I. 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.

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/ webinars, and response to requests for information through agency in-person visits; emails; letters, and 24-hour availability by telephone.

SITUATION INVENTORY

As of June 30, 2016, the Office of State Examiner serves 111 jurisdictions comprising 9,047 classified fire and police employees. Of the 111 jurisdictions served, 107 have a functioning civil service board, to which a total of 409 sworn members have been appointed to serve three-year terms. (Two fire protection districts for which fire civil service boards had been established no longer operate a regular paid fire department. Two other fire protection districts were incorporated within larger fire protection districts, and their civil service boards were dissolved. There are jurisdictions in 41 parishes throughout the state. The Office of State Examiner has identified approximately 45 fire protection districts that appear to be operating full-time paid fire departments, according to records obtained from various sources, including the Louisiana Fire Supplemental Pay Board, the Firefighters' Retirement System, the Office of the State Fire Marshal, and the Office of the Legislative Auditor. The OSE has contacted these jurisdictions, each of which are now in various stages of compliance. The agency commits significant resources toward these pending jurisdictions; therefore, they are included in its performance estimates.

PRINCIPAL CLIENTS

- 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 2.9million who reside in 40 parishes.
- 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 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 Department of Labor, the Legislature, and any court before which the operations of the Office of State Examiner may be reviewed.

LEGAL AUTHORITY

The Office of State Examiner, Municipal Fire and Police Civil Service, acts under the authority of Sections 16 through 20 of Article X of the Louisiana Constitution of 1974 which provides a civil service system for firefighters and police officers in municipalities having a population between 13,000 and 400,000, and all fire protection districts.

- LSA-R.S. 33:2471 et seq. provides for civil service procedures in municipalities of populations between 13,000 and 400,000, and LSA-R.S. 33:2591 makes the system applicable to municipalities having populations between 250,000 and 500,000.
- Additionally, Act 282 of the 1964 Louisiana Legislature provides a civil service system for firefighters and police officers in municipalities of not less than 7,000 nor more than 13,000, and all parish fire departments and fire protection districts.

AVOIDING DUPLICATION OF EFFORT

The Louisiana Municipal Fire and Police Civil Service System, the Department of State Civil Service and the State Police Commission serve different constituent groups and function under different legal authorities, and under different provisions of law. State Civil Service, the State Police Civil Service, and the Municipal Fire and Police Civil Service (MFPCS) all provide for employment based on merit, efficiency, fitness, and length of service; however, the Fire and Police Civil Service is distinguishable from the other systems in applicable law, composition, and function.

There is actually more similarity between State Police Civil Service and State Civil Service, inasmuch as each is administered by a single commission which possesses constitutionally-granted, broad and general rule-making authority, including the adoption of a uniform pay plan. These commissions possess, as well, the authority to affect agency and departmental policies. For example, the State Civil Service Commission administers classified state employment through the Department of State Civil Service, which, under its director, oversees the implementation of rules, and enforces policies and procedures. Conversely, the MFPCS System is comprised of many individual local fire and police civil service boards which function independently within their own jurisdictions. They are limited in their rule-making authority to the adoption of a classification plan and leaves of absence. Rules, regulations and orders of the local board that are not in conflict with other laws have the force and effect of law. The fire and police civil service boards' primary functions are to assure that appointments and promotions are

made in accordance with the Fire and Police Civil Service Law, and to hear appeals when classified employees feel that disciplinary actions had been taken without cause.

Though comprised of many boards, the MFPCS System is designed to function with the Office of State Examiner established to serve in an advisory capacity to all local boards and local officials regarding the obligations imposed on them by state law, to assist in developing class plans, and to administer all employment exams. In contrast to the State Systems, the OSE does not have authority to implement policies and procedures that are imposed upon appointing authorities of local governments that operate fire and police departments. ,

The Office of State Examiner works primarily with civil service boards and officials of *local* governments. . The OSE also must accommodate and adapt to the rule making authority of the local civil service boards served by the agency, rather than working under a standard set of rules adopted by one board or commission. State Civil Service provides for a single job specification that applies to agencies across all state government departments, and develops but one test that may be administered for employment in any number of agencies. The Office of State Examiner, on the other hand, must analyze the duties and responsibilities of each position in each jurisdiction under the system. It must prepare a class plan for each jurisdiction, comprising the separate classes of positions based upon the similarities of duties, responsibilities and consequent qualification requirements. The OSE, therefore, must also prepare and administer employment tests that are customized to the specific job duties of a class of positions within each individual jurisdiction. Whereas State Civil Service or the State Police Civil Service may conduct job analyses to develop and administer one or two exams per year, the OSE undertakes these projects to develop and administer several hundred customized exams each year. Furthermore, because tests developed by the Office of State Examiner are essentially pass/fail (passing score of 75), rather than based on the top three scores, the test validation methodology used by the OSE is different than that which may be used by the other systems. Another distinguishing function is that the other state systems serve a recruitment 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.

PRESERVATION OF DATA

Preservation of public records is governed by R.S. 44:36 and provides that all public bodies must work with the archives administrator for the state of Louisiana in order to develop a records retention schedule. After taking inventory of the records and reports maintained by the Office of State Examiner, a retention schedule was developed with the assistance of the Records Management and History Division of the Louisiana Secretary of State. The retention schedule was updated on May 27, 2015. The Office of State Examiner purges records according to this schedule.

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.

SUMMARY OF SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Experienced/dedicated workforce • Employee morale • Employees display a strong commitment to agency mission • Good training program for new employees 	<ul style="list-style-type: none"> • 16% of staff eligible to retire • Current technology outdated • Manuals need to be updated • Limited resources
Opportunities	Threats
<ul style="list-style-type: none"> • Current information on best practices for HR issues available • Continued development and use of internet-based services • Number of jurisdictions continues to grow 	<ul style="list-style-type: none"> • Proposed legislation to abolish statutory dedications • Workforce reduction legislation and hiring freezes associated with the economic recession • Desire for reform of current civil service provisions • Reduction in state revenues • New technology will result in new skills and competencies needed to do the work

APPENDIX B

**PERFORMANCE INDICATOR
DOCUMENTATION**

**STRATEGIC PLAN
FISCAL YEARS 2017-18 THROUGH 2021-22**

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

PERFORMANCE INDICATOR MATRIX

GOAL I

OBJECTIVE I.1: By June 30, 2012, efficiently and cost-effectively respond to the needs of administrators, classified employees, and the 2.6 million Louisiana residents protected by the Municipal Fire and Police Civil Service (MFPCS) System by providing, validated selection tests and lists of qualified eligibles for hire and promotion.

Input	Output	Outcome	Efficiency	Quality
<ol style="list-style-type: none"> 1. Number of exams requested. 2. Number of approved roll calls verified. 3. Baseline number of test questions in item bank. 	<ol style="list-style-type: none"> 1. Number of examinations administered. 2. Number of candidates tested. 3. Number of item bank modifications. 4. Number of validation studies (customized or standard exams) completed. 	<ol style="list-style-type: none"> 1. Percent of eligibility lists provided within 30-day target period from date of exam to date lists of exam results are mailed. 2. Percent of tests administered within 90-day target period from receipt of request to date of exam. 	<ol style="list-style-type: none"> 1. Average number of days from date of test to date scores are mailed. 2. Cost per covered citizen. 	<ol style="list-style-type: none"> 1. Percent of survey respondents indicating satisfaction with OSE Testing Services.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I OBJECTIVE I.1

INPUT INDICATOR NO. I.1.a.

Indicator Name: **Number of exams requested.**
LAPAS Code: **23619**

1. Indicator type/ Indicator level:
Input/General
2. Rationale, Relevance, Reliability:
The total number of exams requested serves as a baseline from which work will be measured and is reasonable indicator of workload.
3. Use:
The number of exam requests is a global indicator of the magnitude and scope the Office of State Examiner's responsibility to assist local civil service boards in their statutory obligation to maintain eligibility lists for appointments to classified positions. The indicator provides a baseline from which outcome and efficiency-based indicators are determined.
4. Clarity:
In order that the Office of State Examiner may prepare and administer an entrance or promotional examination, a formal request must be made by the local civil service board of the jurisdiction for which an eligibility list must be established and certified.
5. Data collection procedure/source/reporting:
The number of exams requested will be maintained in an internal database tracking system. Overall tallies for this indicator are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:
The total number of exams requested will be tallied prior to the reporting period.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I OBJECTIVE I.1

INPUT INDICATOR NO. I.1.b.

Indicator Name: **Number of approved roll calls verified.**
LAPAS Code: **New (combines 23626 and 25690)**

1. Indicator type/ Indicator level:
Input/Supporting
2. Rationale, Relevance, Reliability:
Our objective is to assure that, prior to the administration of competitive and promotional tests, persons approved to take the tests are processed to ensure proper assembly and packing of test administration materials.
3. Use:
This indicator helps management to identify where additional training and support for local boards is needed as it relates to the application of civil service law.
4. Clarity:
Roll calls are received prior to the administration of every examination given by the Office of State Examiner. It is a list of each of the applicants approved by the local civil service boards to take the examination.
5. Data collection procedure/source/reporting:
A running tally of verified roll calls will be maintained in a database tracking system. Overall tallies for this indicator are counted as roll calls are processed. Data will be reported annually, or as required by OPB.
6. Calculation methodology:
The total number of competitive roll calls be tallied prior to the reporting period.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator combines two performance indicators from previous years (competitive and promotional), this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I OBJECTIVE I.1

INPUT INDICATOR NO. I.1.c.

Indicator Name: **Baseline number of test questions in item bank.**
LAPAS Code: **25684**

1. Indicator type/ Indicator level:
Input/General
2. Rationale, Relevance, Reliability:
The number of test questions in the item bank represents a measure of the magnitude of the project, and provides a baseline from which output is measured.
3. Use:
The number of test questions in the item bank demonstrates the magnitude of the challenge to maintain viable test materials and the need to assure that test questions comply with technical standards for item construction. Developing examinations from an item bank that includes outdated, unsourced or poorly performing items reduces efficiency in exam development, and affects the quality of the examinations.
4. Clarity:
The item bank is the list of all test questions used by the Office of State Examiner.
5. Data collection procedure/source/reporting:
The total number of test questions in the item bank from the previous fiscal year. This is counted once, to establish baseline. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:
Each item in the item bank is counted.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I OBJECTIVE I.1

OUTPUT INDICATOR NO. I.1.a.

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

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

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I OBJECTIVE I.1

OUTPUT INDICATOR NO. I.1.b.

Indicator Name: **Number of candidates tested.**
LAPAS Code: **23624**

1. Indicator type/ Indicator level:
Output/General
2. Rationale, Relevance, Reliability:
Our objective is to assist local civil service boards to establish eligibility lists from which vacancies in the classified service may be filled by the appointing authority.
3. Use:
The number of candidates tested is a global indicator of the magnitude and scope the Office of State Examiner's responsibility to assist local civil service boards in their statutory obligation to maintain current eligibility lists. The number of candidates tested is a useful tool for planning and forecasting purposes.
4. Clarity:
Not applicable
5. Data collection procedure/source/reporting:
The number of candidates tested will be collected in a database tracking system as exams are administered. Overall tallies are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:
The total number of candidates tested will be tallied prior to the reporting period.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I OBJECTIVE I.1

OUTPUT INDICATOR NO. I.1.c.

Indicator name: **Number of item bank modifications.**
LAPAS Code: **New (combines 25685 and 25686)**

1. Indicator type/ Indicator level:
Output/General
2. Rationale, Relevance, Reliability:
This is an indicator of work product associated with the objective.
3. Use:
Personnel in the Testing Services Division receive specialized training with emphasis on the principles of item writing. Test questions are revised when sources are updated or deleted when the item is considered obsolete. A low value to this indicator may be due to other projects taking precedence. Management must take the necessary steps to assure that this work is accomplished.
4. Clarity:
The item bank is the list of all test questions used by the Office of State Examiner.
5. Data collection procedure/source/reporting:
This indicator will be maintained in a database tracking system as new/revised test questions are added to the item bank. Overall tallies are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:
The total number of new/revised test questions will be tallied prior to the reporting period.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator is a combination of previously used indicators, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I OBJECTIVE I.1

OUTPUT INDICATOR NO. I.1.d.

Indicator Name: **Number of new validation studies (customized or standard exams) completed.**
LAPAS Code: **New (combines 23621, 23622, and 25683)**

1. Indicator type/ Indicator level:
Input/General
2. Rationale, Relevance, Reliability:
Our objective is to improve the content validity of examinations by ensuring that each examination is supported by a job analysis which ties the examination to knowledge skills and abilities required to perform the job for which the exam is given. The total number of validation studies conducted serves as the baseline from which work will be measured and is a reasonable indicator.
3. Use:
The number of validation studies conducted is a global indicator of the magnitude and scope the Office of State Examiner's responsibility to assure that examinations developed and administered by the agency are job-related, and are predictive of successful performance in the job to which an applicant may be appointed.
4. Clarity:
The validation study, or job analysis, is the analysis of the knowledge, skills and abilities required for successful job performance.
5. Data collection procedure/source/reporting:
The total number of new validation studies conducted will be updated as each job analysis project is completed. Overall tallies for this indicator are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:
The total number of new validation studies conducted will be tallied prior to the reporting period.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator is a combination of previously used indicators, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I OBJECTIVE I.1

OUTCOME INDICATOR NO. I.1.a.

Indicator Name: **Percent of eligibility lists provided within 30-day target period from date of exam to date lists of exam results are mailed.**
LAPAS Code: **23616**

1. Indicator type/ Indicator level:
Outcome/Supporting
2. Rationale, Relevance, Reliability:
Our objective is to provide results of examinations to local civil service boards as soon as possible following the administration of exams, in order that the boards may certify lists of eligible candidates to the appointing authority. Although civil service boards are required to maintain promotional employment lists for a period of eighteen months, exams are frequently requested by the civil service board in order to fill an immediate staffing need, particularly in the competitive classes.
3. Use:
The percent of lists of exam results submitted to local civil service boards within 30 days is a measure of efficiency.
4. Clarity:
Not applicable.
5. Data collection procedure/source/reporting:
The time frame between the date an exam is administered and the results are reported to the board will be maintained in a database tracking system as scores are reported. Overall tallies are calculated as the database is revised. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:
The percent of lists of exam results submitted within a 30-day period from the administration of exam to date results are reported to civil service board will be tallied for each reporting period.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I OBJECTIVE I.1

OUTCOME INDICATOR NO. I.1.b.

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

1. Indicator type/ Indicator level:
Outcome/Supporting
2. Rationale, Relevance, Reliability:
A high percentage indicates responsiveness.
3. Use:
We are able to determine from this indicator that we are being responsive to the needs of local jurisdictions. The occurrence of exams that are administered outside of a 120 day window indicates a need to review work processes.
4. Clarity:
Not applicable.
5. Data collection procedure/source/reporting:
Records will be maintained in a database tracking system. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:
The number of exams administered within a 120-day period divided by the total number of exams requested.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the Testing Services Manager.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I OBJECTIVE I.1

EFFICIENCY INDICATOR NO. I.1.a.

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

LAPAS Code: **23615**

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

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I OBJECTIVE I.1

EFFICIENCY INDICATOR NO. I.1.b.

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

1. Indicator type/ Indicator level:
Efficiency/General
2. Rationale, Relevance, Reliability:
Our objective is to provide quality services at the least possible expense to the taxpayers.
3. Use:
Cost per covered citizen is an indication of efficiency.
4. Clarity:
Not applicable.
5. Data collection procedure/source/reporting:
Cost per covered citizen is obtained from census information for areas covered and actual fiscal year expenditures. Actual expenditures are obtained at the end of each fiscal year. Data will be 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. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the Deputy State Examiner.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL I OBJECTIVE I.1

QUALITY INDICATOR NO. I.1.a.

Indicator name: **Percent of survey respondents indicating satisfaction with OSE Testing Services**
LAPAS Code: **23612**

1. Indicator type/ Indicator level:
Quality/Key
2. Rationale, Relevance, Reliability:
Our objective is to provide the highest level of service to stakeholders. Survey provides a measure of the agency's service.
3. Use:
Results of the survey indicate those areas of operations where the agency is meeting the needs of its stakeholders, and where the agency needs to focus more attention.
4. Clarity:
Not applicable.
5. Data collection procedure/source/reporting:
A survey will be conducted in the fourth quarter of each year. The survey will poll stakeholders in a variety of major service areas provided by the OSE. Data will be reported quarterly, or as required by OPB
6. Calculation methodology:
Results of the survey will be tallied and averaged.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to ensure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

PERFORMANCE INDICATOR MATRIX

GOAL II

OBJECTIVE II.1: By June 30, 2022, 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 assistance and resources in the efficient operation of the MFPCS system and to insure it operates in accordance with the law.

Input	Output	Outcome	Efficiency	Quality
<ol style="list-style-type: none"> 1. Number of reviews to current and proposed classification descriptions. 2. Number of reviews to current and proposed board rules. 3. Number of visitors annually to agency website. 	<ol style="list-style-type: none"> 1. Number of letters/emails written providing information/ advice. 2. Number of revisions to classification plans submitted for adoption by civil service boards. 3. Number of revisions to board rules submitted for adoption by civil service boards. 	<ol style="list-style-type: none"> 1. Number of new jurisdictions added for which board have been sworn in. 2. Number of legislative bills impacting the Municipal Fire and Police Civil Service System tracked on OSE website. 3. Number of opportunities to train attended or held by OSE staff. 	<ol style="list-style-type: none"> 1. Number of personnel action forms (PAFs) reviewed for compliance with civil service law. 2. Number of civil service minutes reviewed. 	<ol style="list-style-type: none"> 1. Percentage of local civil service boards and jurisdictions indicating overall satisfaction with OSE services.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II OBJECTIVE II.1

INPUT INDICATOR NO. II.1.a.

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

1. Indicator type/ Indicator level:
Input/General
2. Rationale, Relevance, Reliability:
The Office of State Examiner has a responsibility to assure that local civil service boards maintain classification plans that accurately reflect duties and responsibilities of positions in the classified service. When a local civil service board makes revisions to this classification plan, our office reviews all proposed changes (revisions and adoptions) to assure proper validation and compliance with state and federal laws.
3. Use:
Reviews may result in our office providing advice and guidance to a local civil service board. If this indicator results in low performance, this demonstrates that local civil service boards are not keeping their classification plans up-to-date. As our office has the responsibility to assure classification plans are maintained, if we are not being responsive, we are not effectively managing this function and will need to evaluate our work methods toward improvement.
4. Clarity:
Not applicable
5. Data collection procedure/source/reporting:
The number of reviews to current and proposed classification descriptions will be updated as each review is completed. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:
Each review of a current or proposed classification description will be added.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:
Gathering of data for this performance indicator will be the responsibility of the Resource Services Manager.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II OBJECTIVE II.1

INPUT INDICATOR NO. II.1.b.

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

1. Indicator type/ Indicator level:
Input/General
2. Rationale, Relevance, Reliability:
The Office of State Examiner has a responsibility to assure that local civil service boards maintain a set of board rules that comply with civil service laws as well as any other state and federal laws as deemed appropriate. When a local civil service board makes revisions to the board rules, our office reviews all proposed changes (revisions and adoptions) to assure proper compliance with these laws.
3. Use:
Reviews may result in our office providing advice and guidance to a local civil service board. If this indicator results in low performance, this demonstrates that local civil service boards are not keeping their board rules up-to-date. As our office has the responsibility to assure board rules are maintained, if we are not being responsive, we are not effectively managing this function and will need to evaluate our work methods toward improvement.
4. Clarity:
Not applicable
5. Data collection procedure/source/reporting:
The number of reviews to current and proposed board rules will be updated as each review is completed. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:
Each review of a current or proposed board rule change will be added.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:
Gathering of data for this performance indicator will be the responsibility of the Executive Management Officer.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II OBJECTIVE II.1

INPUT INDICATOR NO. II.1.c.

Indicator Name: Number of visitors annually to agency website.
LAPAS Code: **17006**

1. Indicator type/ Indicator level:
Input/General
2. Rationale, Relevance, Reliability:
This indicator is a measure of the usefulness of the website and its value as a source of information.
3. Use:
This indicator will be helpful in planning future website categories.
4. Clarity:
Not applicable.
5. Data collection procedure/source/reporting:
Data will be collected from a counter imbedded in the website. Data will be collected and counted each time the website is accessed. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:
The total number of visitors (hits) will be counted.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II OBJECTIVE II.1

OUTPUT INDICATOR NO. II.1.a.

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

1. Indicator type/ Indicator level:
Input/General
2. Rationale, Relevance, Reliability:
The Office of State Examiner receives many written requests for guidance during any given workweek. Such requests usually deal with policy or the application of civil service law, and only those in upper management are designated to respond. The number and scope of these advisories are such that they frequently require a significant dedication of time and effort.
3. Use:
Personnel in the both the Testing and Resource Services division write letters/emails that provide information and/or advice. Agency management responds to written requests only in writing, which often involves complex subject matter. All correspondence issued from the Office of State Examiner is subject to an extensive review process to assure the advice we provide is accurate and clearly reflects the position of our agency. Inasmuch as this indicator is representative of actual work, the OSE must consider the impact that written responses have upon productivity in order to remain responsive through effective planning and prioritization.
4. Clarity:
Not applicable.
5. Data collection procedure/source/reporting:
The data will be collected and recorded in a database tracking system as correspondence is mailed or faxed. Data will be reported annually, or as required by OPB.
6. Calculation methodology:
The number of letters will be added.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II OBJECTIVE II.1

OUTPUT INDICATOR NO. II.1.b.

Indicator Name: **Number of revisions to classification plans submitted for adoption by civil service boards.**
LAPAS Code: **23627**

1. Indicator type/ Indicator level:
Output/Supporting
2. Rationale, Relevance, Reliability:
This is an obvious indicator of work product.
3. Use:
The agency must provide recommendations for updated class descriptions to local civil service boards upon determining changes in assignments of duties and responsibilities. A low performance in this indicator will demonstrate that we are not being responsive, which may require adjustments in work assignments and/or cross training of other personnel in updating class descriptions.
4. Clarity:
Not applicable.
5. Data collection procedure/source/reporting:
A count of class descriptions recommended to local boards will be collected from the job analysis database. The count of class descriptions recommended to local boards will be updated as recommendations are forwarded. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:
Totals will be calculated on an on-going basis.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II OBJECTIVE II.1

OUTPUT INDICATOR NO. II.1.c.

Indicator Name: **Number of revisions to board rules submitted for adoption by civil service boards.**

LAPAS Code: **23628**

1. Indicator type/ Indicator level:
Output/ Supporting
2. Rationale, Relevance, Reliability:
This is an obvious indicator of work product.
3. Use:
The agency must provide recommendations for revisions to the rules of local civil service boards upon the determination of changes in civil service law or employment law. A low performance in this indicator will demonstrate that we are not being responsive, which may require adjustments in work assignments and/or cross training of other personnel in updating class descriptions.
4. Clarity:
Not applicable.
5. Data collection procedure/source/reporting:
A count of revisions to board rules submitted for adoption by civil service boards will be maintained in the database tracking system. The count of rule revisions submitted to local boards will be updated as recommendations are forwarded. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:
Totals will be calculated on an on-going basis.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II OBJECTIVE II.1

OUTCOME INDICATOR NO. II.1.a.

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

LAPAS Code: **23626**

1. Indicator type/ Indicator level:
Outcome/ General
2. Rationale, Relevance, Reliability:
Once the Office of State Examiner has identified jurisdictions which potentially meet the criteria for compliance, performed necessary research, and established contact with appropriate authorities, the jurisdiction is provided resources to assure the MFPCS law is carried out effectively and efficiently. When new jurisdictions are added, it created additional work for our staff in both the Resource Services and Testing Divisions.
3. Use:
The number of potential jurisdictions identified as meeting the criteria for establishing a civil service system represents present work as well as the immediate future growth of the classified service. Work involved in researching and identifying potential jurisdictions is labor intensive and requires specific dedication of time and energy of the agency's administration and the resources of the Resource Services Division. As jurisdictions are added, the workload will shift and to the Testing Services Division. The management team must plan for the unavoidable increase in workload throughout its operations in order to maintain productivity, including the addition of positions to the table of organization.
4. Clarity:
Not applicable.
5. Data collection procedure/source/reporting:
As new civil service boards are sworn in, these jurisdictions will be removed from the potential jurisdiction database and placed on the current roster of civil service jurisdictions. The total of jurisdictions with newly sworn civil service boards will be added. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:
The total of jurisdictions with newly sworn civil service boards will be added.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II OBJECTIVE II.1

OUTCOME INDICATOR NO. II.1.b.

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

LAPAS Code: **17001**

1. Indicator type/ Indicator level:
Outcome/ General
2. Rationale, Relevance, Reliability:
Tracking legislative bills that impact the fire and police services is an effective means of providing support and guidance in order that stakeholders may effectively carry out their statutory duties.
3. Use:
Tracking legislative bills is a cost effective service to jurisdictions and stakeholders, and enhances productivity of agency personnel by reducing the number of inquiries regarding changes in the statutes.
4. Clarity:
Not applicable.
5. Data collection procedure/source/reporting:
Legislative bills are obtained from the Legislature's website and tracked throughout the legislative process through enactment. Data will be reported annually, or as required by OPB.
6. Calculation methodology:
As bills are filed they will be added and tracked.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II OBJECTIVE II.1

OUTCOME INDICATOR NO. II.1.c.

Indicator Name: **Number of opportunities to train attended or held by OSE staff.**

LAPAS Code: **New (revised 17003)**

1. Indicator type/ Indicator level:
Outcome/ General
2. Rationale, Relevance, Reliability:
The OSE disseminates information via the agency website and seminars, and responding to requests for information through agency in-person visits, letters, and 24-hour availability by telephone. Each of these measures provides for an opportunity to train.
3. Use:
Training seminars (either held by OSE staff or as requested in the field) provide direct hands-on training for local officials charged with administering the system at the local level, and is a direct measure of administrative support offered by the Office of State Examiner.
4. Clarity:
Not applicable.
5. Data collection procedure/source/reporting:
Data will be collected as the seminars and individual orientation and will be reported quarterly, or as required by OPB.
6. Calculation methodology:
The total number of training sessions during the reporting period will be counted.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator is a revised version of a previously used indicator, similar information has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II OBJECTIVE II.1

EFFICIENCY INDICATOR NO. II.1.a.

Indicator Name: **Number of personnel action forms reviewed for compliance with civil service law.**

LAPAS Code: **4150**

1. Indicator type/ Indicator level:
Output/General
2. Rationale, Relevance, Reliability:
Once the personnel actions are reported via the personnel action form, personnel within the Office of State Examiner review the actions taken vis-a-vis civil service law.
3. Use:
The personnel assigned to the Resource Services Division is generally responsible for this critical function. However, it is sometimes necessary to divert personnel assigned to the function to other projects, which causes a backlog in unprocessed forms. When the number forms processed fails to keep pace with the number received, we must be prepared to realign duties and cross-train other personnel as necessary so that this critical function is not delayed past the point when timely advice will be valuable to those at the local level.
4. Clarity:
Not applicable.
5. Data collection procedure/source/reporting:
When personnel action forms are reviewed, the information is entered into a database. Data is entered into the database at the time of review. Data will be reported quarterly, or as required by OPB.
6. Calculation methodology:
The number of personnel action forms reviewed will be an aggregate of those found to be in compliance with civil service law and those which found to be not in compliance and which must be returned to the local civil service board for corrective action.
7. Scope:
No aggregations or disaggregation of the indicator are needed
8. Caveats:
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

PERFORMANCE INDICATOR DOCUMENTATION

GOAL II OBJECTIVE II.1

EFFICIENCY INDICATOR NO. II.1.b.

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

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

PERFORMANCE INDICATOR DOCUMENTATION

**GOAL II
OBJECTIVE II.1**

QUALITY INDICATOR NO. II.1.a.

Indicator Name: **Percentage of local civil service boards and jurisdictions indicating overall satisfaction with OSE services.**
LAPAS Code: **14310**

1. Indicator type/ Indicator level:
Quality/Key
2. Rationale, Relevance, Reliability:
This indicator is a measure of our success in providing services.
3. Use:
Management will use the results of the survey to make improvements to services.
4. Clarity:
Not applicable.
5. Data collection procedure/source/reporting:
Upon completion of annual 4th quarter survey. Data will be reported annually, or as required by OPB.
6. Calculation methodology:
Totals will be calculated for various levels of satisfaction from which percentage will be derived.
7. Scope:
No aggregations or disaggregation of the indicator are needed.
8. Caveats:
There do not appear to be significant limitations for this indicator.
9. Accuracy, Maintenance Support:
The Office of State Examiner reports performance indicators as required by the Office of the Legislative Auditor. As this indicator has been used to measure past performance, this indicator has been listed in reports filed to the Office of the Legislative Auditor. We have not received any feedback on this performance indicator. The office uses internal databases with regular computer back-ups to maintain information to assure it is verifiable at any point in time.
10. Responsible Person:
Gathering of this performance indicator will be the responsibility of the Resource Services Manager.

APPENDIX C

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

**STRATEGIC PLAN
FISCAL YEARS 2017-18 THROUGH 2021-22
OFFICE OF STATE EXAMINER
MUNICIPAL FIRE AND POLICE CIVIL SERVICE**

Jurisdiction	Jur Code	Jur Size	Fire	Police
Abbeville	AB	SML	31	57
Ascension FPD #3	AC	FPD	33	
Alexandria	AX	L	116	177
Ascension FPD #2 (Inactive)	AF	FPD		
Baker	BK	L	23	33
Bastrop	BA	SML	45	21
Baton Rouge	BR	L	403	748
Bayou Cane FPD	BY	FPD	46	
Benton FPD #4	BN	FPD	31	
Bogalusa	BO	L	28	5
Bossier City	BC	L	184	192
Breaux Bridge	BB	SML		33
Broussard				32
Caddo FPD #1	CA	FPD	23	
Caddo FPD #2 (Inactive)	CB	FPD		
Caddo FPD #3	CC	FPD	20	
Caddo FPD #4	CD	FPD	11	
Caddo FPD #5	CE	FPD	9	
Caddo FPD #6	CF	FPD	5	
Caddo FPD #7	CG	FPD	9	
Calcasieu FPD #1	UA	FPD	16	
Calcasieu FPD #2	UB	FPD	15	
Calcasieu Ward 7 District 1	UG	FPD	1	
Calcasieu Ward 8 District 2	UH	FPD	1	
Carencro	CN	SML	0	18
Central FPD #4	XD	FPD	30	
Concordia FPD #2 (Inactive)	VB	FPD	0	
Covington	CO	SML	13	40
Crowley	CR	L	35	12
Denham Springs	DS	SML	22	42
DeRidder	DR	SML	14	32
Desoto FPD #1	DA	FPD	13	
Desoto FPD #8	DH	FPD	23	
DeSoto FPD #9	DI	FPD	8	
Donaldsonville	DO	SML	13	
East Baton Rouge FPD #3	EC	FPD	7	
East Baton Rouge FPD #5	EE	FPD	16	
East Baton Rouge FPD #6	EF	FPD	14	
East Baton Rouge FPD #9	EG	FPD		
East-Central Bossier FPD	ES	FPD	8	
Eunice	EU	SML	19	44
Franklin	FR	SML	12	17
Grant FPD #5 (Inactive)	GE	FPD		
Gonzales	GZ	SML	22	46
Hammond	HM	L	58	96

Harahan	HR	SML	15	30
Houma	HO	L	49	113
Iberia FPD #1	IA	FPD	23	
Jefferson FPD	JF	FPD	276	
Jennings	JN	SML	15	29
Kenner	KN	L	95	192
Lafayette	LY	L	252	336
Lafourche FPD	LF	FPD	38	
Lake Charles	LC	L	188	194
Leesville	LE	SML	14	34
Lincoln FPD #1	LN	FPD	9	
Livingston FPD #4	LD	FPD	13	
Minden	MI	L	12	19
Monroe	MR	L	237	234
Morgan City	MC	SML	36	44
Natchitoches	NT	L	45	70
Natchitoches FPD #6	NF	FPD	0	
New Iberia	NI	L	55	
Oakdale	OK	SML	3	33
Opelousas	OP	L	63	26
Ouachita FPD	OF	FPD	150	
Pineville	PI	L	60	61
Plaquemine	PQ	SML	19	5
Plaquemines Parish	PP	FPD	72	
Rapides FPD #2	RB	FPD	76	
Rapides FPD #3	RC	FPD	4	
Rapides FPD #4	RD	FPD	7	
Rapides FPD #7	RG	FPD	3	
Rayne	RA	SML		48
Red River Parish FPD	RR	FPD	17	
Ruston	RU	L	65	49
Scott	SC	SML		18
Shreveport	SH	L	635	623
St. Bernard #1-2 FPD	SB	FPD	115	
St. George FPD	SG	FPD	138	
St. John FPD	SJ	FPD	32	
St. Landry FPD #1	YA	FPD	18	
St. Landry FPD #2	YB	FPD	4	
St. Landry FPD #3	YC	FPD	16	
St. Martinville	SM	SML		30
St. Tammany FPD #1	QA	FPD	173	
St. Tammany FPD #2	QB	FPD	23	
St. Tammany FPD #3	QC	FPD	10	
St. Tammany FPD #4	QD	FPD	129	
St. Tammany FPD #5	QE	FPD	4	
St. Tammany FPD #6	QF	FPD	3	

St. Tammany FPD #7	QG	FPD	5	
St. Tammany FPD #8	QH	FPD	17	
St. Tammany FPD #9	QI	FPD	8	
St. Tammany FPD #11	QK	FPD	5	
St. Tammany FPD #12	QL	FPD	61	
St. Tammany FPD #13	QM	FPD	1	
South Bossier Fire District 2		FPD	16	
Sulphur	SU	L	60	73
Tangipahoa FPD #1	TA	FPD	24	
Terrebonne #10	TJ	FPD	10	
Ville Platte	VP	SML	16	33
Washington FPD #7	WG	FPD	10	
West Baton Rouge FPD #1	WA	FPD	21	
West Feliciana FPD #1	FA	FPD	2	
West Monroe	WM	L	54	54
Westwego	WE	SML	11	31
Youngsville	YV	SML	15	
Winnfield	WI	SML	3	40
Zachary	ZA	SML	32	45
Total			4938	4109
Total			9,047	

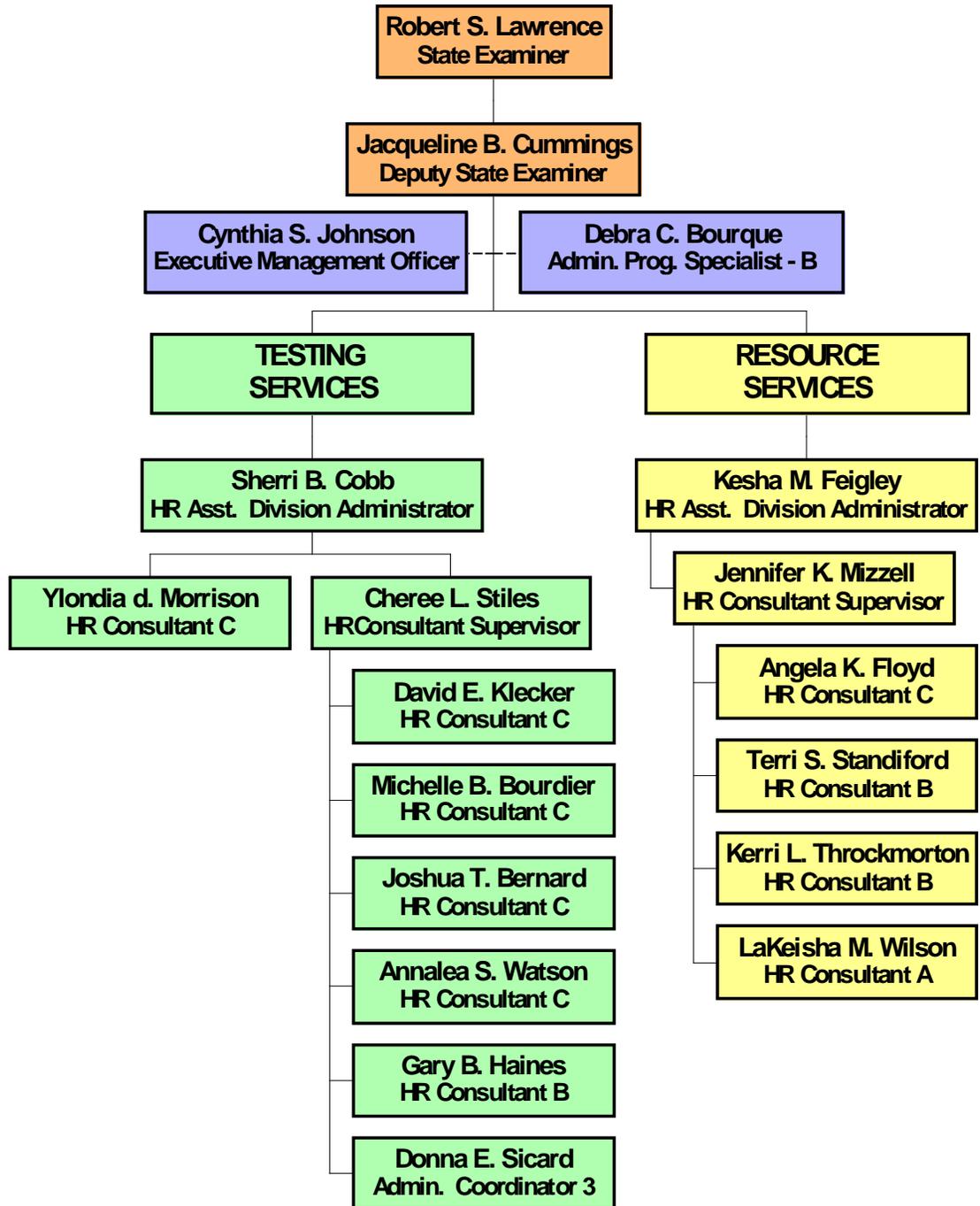
APPENDIX D

**ORGANIZATIONAL CHART
FOR
OFFICE OF STATE EXAMINER**

**STRATEGIC PLAN
FISCAL YEARS 2017-18 THROUGH 2021-22**

**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 2017-18 THROUGH 2021-22**

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

STRATEGIC PLANNING CHECKLIST

- Planning Process**
- General description of process implementation included in plan process documentation
 - Consultant used
 - If so, identify: _____
 - Department/agency explanation of how duplication of program operations will be avoided included in plan process documentation
 - Incorporated statewide strategic initiatives
 - Incorporated organization internal workforce plans and information technology plans
- Analysis 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
 - Stakeholder or customer surveys
 - Undersecretary management report (Act 160 Report) used
 - Other analysis or evaluation tools used
 - If so, identify: Previous performance indicator reports
 - Attach analysis projects, reports, studies, evaluations, and other analysis tools.
- Stakeholders (Customers, Compliers, Expectation Groups, Others) identified**
- Involved in planning process (using customer survey data)
 - Discussion of stakeholders included in plan process documentation
- Authorization for goals**
- Authorization exists
 - Authorization needed
 - Authorization included in plan process documentation
- External Operating Environment**
- Factors identified and assessed
 - Description of how external factors may affect plan included in plan process documentation
- Formulation of Objectives**
- Variables (target group; program & policy variables; and external variables) assessed
 - Objectives are SMART
- Building Strategies**
- Organizational capacity analyzed
 - Needed organizational structural or procedural changes identified
 - Resource needs identified
 - Strategies developed to implement needed changes or address resource needs
 - Action plans developed; timelines confirmed; and responsibilities assigned
- Building in Accountability**
- Balanced sets of performance indicators developed for each objective
 - Documentation Sheets completed for each performance indicator
 - Internal accountability process or system implemented to measure progress
 - Data preservation and maintenance plan developed and implemented
- Fiscal Impact of Plan**
- Impact on operating budget
 - Impact on capital outlay budget
 - Means of finance identified for budget change
 - Return on investment determined to be favorable