

DEPARTMENT OF CIVIL SERVICE
State Police Commission

Strategic Plan
FY 2017/2018 – 2021/2022



State Police Commission
Post Office Box 66555
Baton Rouge, Louisiana 70896

Table of Contents

Introduction	3
Agency Vision, Mission, & Philosophy	4
Agency Goals	5
Administrative Program	6
Operational Support Program	9
Performance Indicator Documentation	12
Appendix	20

Introduction

The State Police Commission (SPC) is a governmental regulatory agency established by the Louisiana Constitution¹ to regulate the classified state police service. The state police service is established and includes all regularly commissioned full-time law enforcement officers employed by the Department of Public Safety and Corrections, office of state police, or its successor, who are graduates of the state police training academy course of instruction and are vested with full state police powers, as provided by law, and persons in training to become such officers. In order to perform its constitutionally and legislatively mandated duties, the SPC is vested with broad and general rule making and subpoena powers for the impartial administration and regulation of the state police service, including the power to adopt rules for regulating employment, adopting a uniform pay and classification plan; to require an appointing authority to institute an employee training and safety program; and generally to accomplish the objectives and purposes of the merit system of state police service as herein established. The SPC is seven member body that has exclusive jurisdiction and final authority over the administration of the state police service. Six of the Commission members are appointed by the Governor; the seventh is an employee representative elected by the classified members of the State Police Service serving a six year term. The director of the Commission is appointed by the Commissioners and is responsible for the day-to-day operations.

¹ Article X, Part IV, Sec 43 -55 of the Louisiana Constitution of 1974

VISION STATEMENT:

To enable the Office of State Police to meet the staffing needs in a timely fashion by hiring and promoting the best qualified applicants.

MISSION STATEMENT:

The mission of the State Police Commission is to provide a separate merit system for the commissioned officers of Louisiana State Police. In accomplishing this mission, the program administers entry-level law enforcement examinations and promotional examinations, processes personnel actions, issues certificates to those eligible, and schedules appeal hearings and pay hearings. The unique needs of Louisiana State Police require troopers to be regulated by an independent civil service system which is separate and unique from the Department of State Civil Service.

PHILOSOPHY:

The State Police Commission was created by constitutional amendment to provide an independent civil service system for all regularly commissioned full-time law enforcement officers employed by the Department of Public Safety and Corrections, Office of State Police, or its successor, who are graduates of the State Police training academy of instruction and are vested with full state police powers, as provided by law, and persons to become such officers. It is our philosophy to hire employees who deliver the highest quality of service to the community to safeguard lives and property, reduce crime and disorder and enhance public safety and pledge to do so with honor and integrity, while maintaining the highest ethical standards.

GOALS:

- I. Promulgate and enforce rules, regulations and procedures for the impartial administration and regulation of the state police service.
- II. To hear and decide all removal and disciplinary cases, with subpoena power and power to administer oaths.
- III. Promote effective personnel management practices for the Office of State Police, conduct investigations, review contracts, review performance appraisal programs, and issue general circulars and transmittals.
- IV. Maintain an equitable and uniform pay system for all Louisiana State Police commissioned officers. Establish new positions, recommend pay adjustments and allocate positions.
- V. Test and certify applicants for employment by the Office of State Police. The Louisiana State Police Training Academy has developed a training program in which the cadet is trained and educated to become self-disciplined, vocationally competent, mentally mature, physically sound, emotionally stable, and a leader in the community. Cadets participate in a demanding course of study involving classroom work, independent assignments, and practical "hands on" training.
- VI. To enable the Office of State Police to meet the staffing needs in a timely fashion by hiring and promoting the best qualified applicants. The promotional exam is a reflection of knowledge about leadership, policy and procedure, writing skills, and current laws.

ADMINISTRATIVE PROGRAM

Authority

Article X, Part IV, Section 41-55 Louisiana Constitution of 1974

Mission

The State Police Commission is dedicated to provide a separate merit system for the commissioned officers of Louisiana State Police.

Program Activity

The State Police Commission is one agency, one program and one activity.

Objective I.1

The Administration program will maintain an average time of 4 months to hear and decide an appeal, with at least 75% of all appeal cases disposed within 3 months.

Strategy I.1.1:

Encourage a speedier turnaround on final Commission decisions with a goal of ten (10) days by utilizing various means of communication.

Strategy I.1.2:

Make better use of pre-hearing /status conferences to promote orderly and prompt conduct of adjudications.

Strategy I.1.3:

Encourage settlement of cases when feasible.

Performance Indicator:

Input: Number of cases docketed

Output: Number of hearings conducted

Outcome: Number of decisions rendered
Number of settlements decided

Efficiency: Percentage of cases docketed to those where a decision was rendered.

Objective II.1.1

Maintain a one (1) day turnaround on personnel actions such as Certificates of eligibles, details, position descriptions, etc

Strategy II.1.1:

Maintain or increase staff and budget to ensure the one (1) day turnaround is maintained.

Performance Indicator:

Input: Number of incoming personnel actions

Output: Number of outgoing personnel actions in a twenty-four (24) hour turnaround

Outcome: Number of decisions rendered

Efficiency: Percentage of personnel actions where a decision was rendered

Objective III.1.1

Continue to refine and develop, on-going strategic implementation processes resulting from the revisions of the promotional examination on an annual basis.

Strategy III.1.1:

The State Police Commission is currently administering promotional examinations once per calendar year and we are currently developing a new test concept in which we would conduct one major examination and several smaller exams periodically through the calendar year. This would allow troopers who become qualified after the major examination an opportunity to take the examination.

Performance Indicator:

Input: Number of applicants applying for the examination.

Output: Number of applicants actually participating in the examination process.

Outcome: Applicants certified eligible for promotions.

Efficiency: Percentage of applicants taking the examinations to the number of applicants applying for the examination

OPERATIONAL SUPPORT PROGRAM

The Operational Support Program will develop initiatives that expand the ability of State Police to adequately recruit and retain qualified personnel. Complete initiatives that will broaden and expand State Police ability to recruit and retain qualified personnel by June 30, 2022.

Strategy I:

Develop a database to track contacts made by recruiters.

Strategy II:

Develop and incorporate a program of instruction into ongoing Leadership courses that focus on the benefits of equal employment opportunity and recruitment.

Strategy III:

Maintain the Mentoring Program to monitor, assist and counsel cadets during the Training Academy.

Strategy IV:

Maintain a plan that clearly defines and reinforces the agency's commitment to recruitment and retention.

Strategy V:

Establish semi-annual "contact goals" for department needs and troop commanders.

Strategy VI:

Maintain the Public Information officers' participation in the recruiting process.

Strategy VII:

Maintain networking with military installations, colleges and universities and other potential sources of qualified candidates.

Strategy VIII:

Maintain programs that target minorities.

Performance Indicators:

Input	Number of recruiting contacts Number of minority recruiting contacts
Output	Percent increase in minority recruiting Attrition rate Percentage of minority contacts
Outcome	Number of minorities hired

Objective IV.1.1

Maintain existing indicators for State Police Sergeants, Lieutenants and Captains until a new examination is developed which could drastically change indicators at that time. Improve the hiring process by certifying more eligibles on the certificate for hire during FY 2017 through 2022.

Strategy IV.1.1:

Utilize the website to attract more applicants nationwide and locally.

Strategy IV.1.2:

Make use of the website for downloading applications and requests.

Strategy IV.1.3:

Develop a more cooperative agreement with Louisiana State Police Recruiters to match goals and objectives more closely for hiring and recruiting.

Performance Indicators:

Input: Increase the number of applicants testing

Output: Greater number of applicants participating in the selection process

Outcome: More certified applicants for hire as Louisiana State Police Cadets

Efficiency: Total number of applicants

PERFORMANCE INDICATOR DOCUMENTATION

July 1, 2017

Program: Administration

Objective: Improve the appeal and discipline process by eliminating at least 30 days for return on Commission decisions during 2017 through 2022.

Indicator Name: Number of incoming appeals docketed and number of appeals disposed of and an average time to hear and decide appeals (in months).

Indicator LAPAS PI Code: 4211, 4212, 4213, 7144, 4210

1. **Type and Level:** Input, Output, Outcome, Efficiency Key and Supporting Indicator
2. **Rationale, Relevance, and Reliably:** The number of properly filed appeals is counted and the number of appeals disposed of is counted. Also the outcome of the appeals is available and amount of time taken to render the decision is calculated.
3. **Use:** As each appeal is filed, it is docketed by giving it a case number and notice of docketing is issued to all parties involved and posted on the LASPC website and on the bulletin board outside the State Police Commission's office for public review.
4. **Clarity:** The indicator's name is clearly identified.
5. **Data Source, Collection and Reporting:** Internal log. Collection is monthly. The information is about three (3) months old when reported. Information is reported on a state fiscal year basis and also on a quarterly basis.

6. **Calculation Methodology:** Addition and Subtraction
7. **Scope:** Indicator is a statewide figure for one client group served by a program and the method of calculations is consistent.
8. **Caveats:** No limitations or weaknesses
9. **Accuracy, Maintenance, Support:** Yes with no findings
10. **Responsible Person:** Cathy Derbonne, Executive Director, State Police Commission, (225) 925-7104, Cathy.Derbonne@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

July 1, 2017

Program: Administration

Objective: Improve the hiring process by certifying more eligible candidates on the certificates for hire during 2017 through 2022.

Indicator Name: To maintain existing testing, grade processing, and certification levels for the State Police Cadet hiring process.

Indicator LAPAS PI Code: 4217,4218, 4219, 4220, 4221, 4222,4223

1. **Type and Level:** Input, Output, Outcome, Efficiency Quality (specifically quality of candidates).
2. **Rationale, Relevance, and Reliability:** The indicator is a valid measure of performance targeted in this objective.
3. **Use:** The number of applicants applying for testing versus the number of applicants actually testing and provide information for the budgeting process.
4. **Clarity:** The indicator's name is clearly identified.
5. **Data Source, Collection and Reporting:** Data is collected on a daily basis and compiled monthly and reported annually in the Operational Plan and quarterly in LSPAS.
6. **Calculation Methodology:** Addition
7. **Scope:** Indicator is a statewide figure for one client group served by a program and the method of calculations is consistent.
8. **Caveats:** No limitations or weaknesses

9. **Accuracy, Maintenance, Support:** Yes with no findings
10. **Responsible Person:** Cathy Derbonne, Executive Director, State Police Commission, (225) 925-7104, Cathy.Derbonne@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

July 1, 2017

Program: Administration

Objective: Maintain a one day turnaround on personnel actions such certificates of eligible, details, position description, etc. during 2017 through 2022.

Indicator Name: To maintain a one (1) day turnaround time on processing personnel actions.

Indicator LAPAS PI Code: 4216, 4214

1. **Type and Level:** Input, Output, Outcome, Efficiency Key and Supporting Indicator
2. **Rationale, Relevance, Reliability:** The number of commissioned officers to the number of personnel actions processed on annual basis and the numbers are used for staffing adjustments and budgeting reasons.
3. **Use:** Maintained daily, compiled monthly and reported annually in the Operational Plan and quarterly on LAPAS.
4. **Clarity:** The indicator's name is clearly identified.
5. **Data Source, Collection and Reporting:** Internal log. The information is about three (3) months old when reported. Information is reported on a state fiscal year basis.
6. **Calculation Methodology:** Addition
7. **Scope:** Indicator is a statewide figure for one client group served by a program and the method of calculation is consistent.

8. **Caveats:** No limitations or weaknesses
9. **Validity, Reliability and Accuracy:** Yes with no findings
10. **Responsible Person:** Cathy Derbonne, Executive Director, State Police Commission, (225) 925-7104, Cathy.Derbonne@la.gov

PERFORMANCE INDICATOR DOCUMENTATION

July 1, 2017

Program: Administration

Objective: Maintain existing indicators for State Police sergeants, lieutenants and captains and continue to develop on-going strategic implementation resulting from the revision of the promotional examination on an annual basis during 2017 through 2022.

Indicator Name: To maintain existing indicators for State Police Sergeants, Lieutenants and Captains.

Indicator LAPAS PI Code: 4224, 4228, 4229, 4238

1. **Type and Level:** Input, Output, Outcome, Efficiency
2. **Rationale:** The number of promotional applicants applying for testing versus the actual number of applicants testing and information is used for budget preparation for Professional Services funding.
3. **Use:** Funding request
4. **Clarity:** The indicator's name is clearly identified.
5. **Data Source, Collection and Reporting:** Data is collected on an annual basis and reported annually in the Operational Plan and quarterly in LAPAS.
6. **Calculation Methodology:** Addition

7. **Scope:** Indicator is a statewide figure for one client group served by a program and the method of calculation is consistent.
8. **Caveats:** No limitations or weaknesses
9. **Accuracy, Maintenance, Support:** Yes with no findings
10. **Responsible Person:** Cathy Derbonne, Executive Director, State Police Commission, (225) 925-7104, Cathy.Derbonne@la.gov

APPENDIX

Principal and Clients and Users

The principal clients and users of the State Police Commission are commissioned Louisiana State Troopers and members of the public interested in becoming a Louisiana State Trooper. This would include applications taken on a nationwide basis. Attorneys representing appellants in disciplinary hearings are also a part of the client population served. These attorneys work directly with the State Police Commission in all phases of the administrative hearing process.

Duplication of effort

Duplication of effort shall be avoided by no other civil service system handling any matters pertaining to commissioned Louisiana State Troopers.

Objectives

All objectives are relative to the attainment of the goals.

Description of any program evaluation used to develop objectives and strategies:

The State Police Commission's current operational plan and recent performance audit were consulted as Louisiana: Vision 2020 and the Louisiana State Police strategic update.

Identification of the primary person who will benefit from or be significantly affected by each objective:

These are the same for all objectives: any commissioned state trooper or any individual seeking employment as a Louisiana State Trooper and those individuals appearing before the Commission to participate in the adjudicatory process.

Identification of potential external factors which are beyond the control of the State Police Commission and which could significantly affect the achievement of its goals or objectives and the attainment of its performance indicators:

The chief product of the State Police Commission is to conduct fair and impartial due process administrative hearings and Knowledge, Skills and Abilities (KSA's) linked entry and promotional examination for Louisiana State Troopers. We are currently reporting the number of appeals filed, number of hearing conducted, backlog number of cases and length of time from filing the appeal to the time a decision is rendered. Once a case is docketed or heard, either party may withdraw the request for hearing and request to enter into a settlement conference. Hence, the performance indicator of the number of hearings docketed or decisions rendered is not within the State Police Commission's control. In order for a decision to be rendered, we must obtain the signatures of all participating Commission members in that decision. The commission meets on a monthly basis and there are times when decisions are given to the Commission at one meeting and concurrences are not obtained until the next monthly meeting. Also, if there is a problem with a decision, the members may need to meet with the Referee again and have some revisions made or further discuss other points of law or a further review of evidence submitted. Fairness, impartiality and constitutional due process is not measurable nor time bound. Another immeasurable quality is the perception of the parties when a decision is not rendered in their favor, which is to be expected, therefore, all commission decisions are subject to review by the Court of Appeals, First Circuit.

Another immeasurable quality which exists is the number of cadet or promotional applicants that will apply for examinations. Cadet applicants are recruited by the Louisiana State Police recruiters, internet, police presence, word of mouth, or law enforcement monster boards, etc. Once

the State Police Commission received the application and it is reviewed for the necessary qualification requirements, a test date is assigned to the applicant and they are notified by mail. At that time we assume all will appear for testing and prepare for the entire number of scheduled applicants. There is no way we can estimate from our number of applicants scheduled how many will actually take the examination. Also, we cannot determine from the number that is actually tested how many will be hired. Once the test is given and return of grades is complete, an applicant may choose to not further the process when contacted by Louisiana State Police. The complete hiring process can take about six (6) months to complete and an applicant can be dismissed from the process for various reasons, such as negative polygraph results, negative background investigation, unsuitable physically, etc. Our intent is to embrace the diversification and demographics of those who compete to become troopers and those who are within the system as well.

For promotional applicants, the same holds true as to the uncertainty of how many will show up for the actual examination. Promotional examinations are currently administered once per calendar year. Currently there are three versions of each promotional level examination based on Subject Matter Expert recommendations, an item analysis on each item, advanced statistical analysis to determine if tests are psychometrically valid, determine proper weighting of each item for grading purpose, calculate grades, compile data and submit final report. Currently there is no penalty for an individual scheduling an exam and not showing up for the exam; therefore; applicants will schedule the exam just in case they decide they need to take the examination to attempt to improve their score. Again, all these issues are budget driven.