

2017 - 2021 Strategic Plan

TDLR

A Bold Direction for Tomorrow's Texas

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“The sheer velocity of change in Texas business today is a catalyst for leaders in government to see beyond the status quo of best practices and move to the standard of continuous innovation of ‘next’ practices.”

Randy Nesbitt
Chief Innovation Officer
Texas Department of Licensing and Regulation

SCHEDULE A - BUDGET STRUCTURE

Goal A. Licensing – License, Certify, and Register Qualified Individuals and Businesses – Accept and review applications to ensure that licenses, certificates, and registrations are issued to or renewed for qualified individuals or businesses, thereby protecting the health and safety of Texans.

Objective: Regulate All Applicable Individuals and Facilities According to Law – Ensure that all individuals, facilities and equipment meet all requirements and qualifications, education, experience, and inspection prerequisites to hold required licenses, certifications or registrations.

Outcome Measures

- Percent of Licenses with No Recent Disciplinary Actions – Key
- Percent of Licenses Who Renew Online – Key
- Percent of New Individual Licenses Issued Online – Key
- Percent of Contacts Responded to by Staff at TDLR

Strategy A.1.1. Issue Licenses, Registrations & Certificates to Qualified Individuals – Issue licenses in the quickest, most effective and consistent manner to individuals who have demonstrated to the agency their competency to hold a license.

Efficiency Measures

- Percentage of New Individual Licenses Issued within 10 Days
- Percentage of Individual License Renewals Issued within 7 Days

Explanatory Measure

- Total Number of Licenses Held by Individuals – Key

Output Measures

- Number of New Licenses Issued to Individuals – Key
- Number of Licenses Renewed for Individuals – Key

Strategy A.1.2. License Businesses and Facilities – Issue licenses in the quickest, most effective and consistent manner to businesses who have demonstrated to the agency they have met requirements to hold a license, and for facilities and equipment for which it has been demonstrated are safe for the public.

Explanatory Measure

- Total Number of Licenses Held by Businesses – Key

Strategy A.1.3. Administer Exams to Applicants – Test all applicants applying for those licenses, certifications, or registrations which require an examination to ensure that applicants have the minimum level of competency.

Output Measure

- Number of Courses Approved

BUDGET STRUCTURE (Continued)

Strategy A.1.4. Provide Customer Service – Deliver prompt, courteous, and accurate information and service to all who contact the agency.

Explanatory Measure

- Number of Contacts Received

Strategy A.1.5. Texas.gov – Process online payment for fees and penalties.

Goal B. Enforcement – Protect the Public by Enforcing Laws Administered by the Agency – Ensure the health and safety of the public by investigating and prosecuting violations of the laws and rules for the industries, occupations, and professions entrusted to the agency for regulation.

Objective: Enforce Laws to Achieve Compliance in Regulated Industries/Occupations – Protect Texans through the inspection and investigation of facilities, businesses, and equipment, and the investigation and prosecution of complaints and violations, thereby ensuring health and safety of Texans and discouraging infractions of the laws and rules.

Outcome Measures

- Percent of Complaints Resulting in Disciplinary Action
- Percent of Complaints Closed within Six Months – Key
- Recidivism Rate of Those Receiving Disciplinary Action
- Inspection Coverage Rate – Key

Strategy B.1.1. Enforce Laws by Conducting Routine, Complex, and Special Inspections – Inspect facilities, businesses, and equipment through routine, complex, and special inspections as needed to ensure the safety and health of Texans who use them.

Explanatory Measure

- Total Number of Architectural Barrier Inspections Completed by Third Party Inspectors

Output Measure

- Total Number of Inspections Completed – Key

Strategy B.1.2. Perform Building Plan Reviews – Review all plans for new and renovated equipment, facilities, and housing to ensure they meet all safety codes and legal requirements.

Output Measure

- Number of Plan Reviews Completed

Strategy B.1.3. Enforce Compliance by Settlement, Prosecution, Penalty and Sanction – Resolve all complaints through fast, fair, and efficient prosecution or settlement of cases, assessing penalties and sanctions when warranted.

Efficiency Measure

- Average Time for Closing Complaints (Days)

Output Measure

- Number of Complaints Closed – Key

BUDGET STRUCTURE (Continued)

Strategy B.1.4. Investigate Complaints – Review all complaints submitted to the agency to determine if the complaint alleges a violation of the laws or rules; investigate all jurisdictional complaints to identify and document all violations of the laws or rules.

Explanatory Measure

Number of Complaints Opened – Key

Goal C. Indirect Administration – Provide support to the sections of the agency which administer Goals A and B.

Objective: Indirect Administration – Provide executive, human resources, financial, general counsel, and information technology services to the agency.

Strategy C.1.1. Central Administration – Provide liaison activities with executive, legislative and governmental entities; communicate with stakeholders and media; provide information regarding the agency's programs; provide legal counsel support; administer the agency's internet presence; manage the agency's day-to-day operations and fiscal resources; and develop workforce planning.

Strategy C.1.2. Information Resources – Develop, implement, and maintain licensing software systems; develop and implement IT security measures; and support online and contact center services.

Strategy C.1.3. Other Support Services – Provide fair and transparent procurement processes, state property accounting and management, facilities and vehicle management, and inventory controls.

SCHEDULE B – PERFORMANCE MEASURE DEFINITIONS

Agency: Department of Licensing and Regulation

GOAL:	Accept and review applications to ensure that licenses, certificates, and registrations are issued to or renewed for qualified individuals or businesses, thereby protecting the health and safety of Texans.
OBJECTIVE:	Ensure that all individuals, facilities and equipment meet all requirements and qualifications, education, experience, and inspection prerequisites to hold required licenses, certifications or registrations.

Outcome Measure: **Percent of Licenses with No Recent Disciplinary Actions**

Definition

The percent of the total number of licenses held by individuals at the end of the reporting period who have not had a disciplinary action within the last thirty-six months. Disciplinary action includes written reprimands, denials, suspensions, probations, revocations, restitutions ordered, and/or penalties assessed on which the Commission or the Executive Director has acted. For purposes of this measure, the term “licenses” includes licenses, certificates, permits and registrations.

Purpose

This measure provides an indication of licensees’ compliance with the agency’s statutes and rules.

Data Source

Total number of licenses held: IHB – SQL Server database maintained by IHB section; Licensing - “LICENSECNT” report from TULIP; “WMApplicationsDays” from HP3000, “Population” from Versa Analytics; “DES Instructor Population” from DES Access database. Licensees with Disciplinary Actions report from Legal Files.

Method of Calculation

The numerator for this measure is calculated by subtracting the total number of licenses held by individuals that have had disciplinary actions during the last thirty-six months from the total number of licenses held by individuals at the end of the reporting period. The denominator is the total number of licenses held by individuals. The result is multiplied by 100 to achieve a percentage.

Data Limitations

External Factors: General market and economic conditions, statutory changes, addition or elimination of programs or license types, and changes in the number of licensees are factors beyond TDLR’s control.

Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Higher than target

PERFORMANCE MEASURE DEFINITIONS (Continued)

Outcome Measure: **Percent of Licenses Who Renew Online**

Definition

The percent of the total number of licenses issued to individuals for whom online renewal was available that did renew online during the reporting period. For purposes of this measure, the term “licenses” includes licenses, certificates, permits and registrations.

Purpose

This measure tracks the use of self-service online license renewal technology by the licensee population.

Data Source

The number of licenses issued to individuals who renewed online from the following reports: “PERFRENLIC” from TULIP; “Renewals” from Versa Analytics; and “DES Instructor Licenses Issued” from DES Access database; and the total number of licenses issued to individuals for whom online renewal was available during the reporting period.

Method of Calculation

The numerator for this measure is the total number of licenses issued to individuals who renewed online. The denominator is the total number of licenses issued to individuals for whom online renewal was available. The result is multiplied by 100 to achieve a percentage.

Data Limitations

External Factors: General market and economic conditions, statutory changes, addition or elimination of programs or license types, and changes in the number of individuals who choose to remain in the occupation, and the number of those licensees with access to both the internet and credit cards are factors beyond TDLR’s control.

Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Higher than target

PERFORMANCE MEASURE DEFINITIONS (Continued)

Outcome Measure: **Percent of New Individual Licenses Issued Online**

Definition

The percent of all new licenses issued online to individuals for whom online application was available during the reporting period. For purposes of this measure, the term “licenses” includes licenses, certificates, permits and registrations.

Purpose

This measure tracks the use of self-service online licensing technology by the applicant population.

Data Source

The number of new licenses issued online to individuals from the following reports: “PERFORGLIC” from TULIP; “Originals” from Versa Analytics; “DES Instructor Licenses Issued” from DES Access database; and the total number of new licenses issued to individuals for whom online application was available during the reporting period.

Method of Calculation

The numerator for this measure is the total number of new licenses issued to individuals online during the reporting period. The denominator is the total number of new licenses issued to individuals for whom online application was available during the reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations

External Factors: General market and economic conditions, statutory changes, addition or elimination of programs or license types, and changes in the number of individuals who choose to enter the occupation, and the number of those applicants with access to both the internet and credit cards are factors beyond TDLR’s control.

Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Higher than target

PERFORMANCE MEASURE DEFINITIONS (Continued)

Outcome Measure: Percent of Contacts Responded to by Staff at TDLR

Definition

The percent of contacts responded to by the TDLR Contact Center. This does not include external phone calls received after business hours, on weekends, or on holidays when TDLR offices are closed. For the purpose of this measure, the term “contacts” include external phone calls, faxes, emails, Facebook, Twitter, and web chats.

Purpose

This measure provides an indication of the service level provided by the TDLR Contact Center in providing information to the licensees and the public.

Data Source

A subset of the Contact Center software database extracted to an Excel spreadsheet for further calculations.

Method of Calculation

The numerator for this measure is the total number of “Contacts Responded To” comprised of external phone calls, faxes, emails, Facebook, Twitter, and web chats as reported by the Contact Center software database, including the following resolution types: Callback Lodged, Direct Call, IVR, Queue Call, Recalled, and Transferred. The denominator is the “Number of Contacts Received” comprised of external phone calls, faxes, emails, Facebook, Twitter, and web chats as reported by the Contact Center software database, including the following resolution types: Abandoned, Callback Lodged, Direct Call, Hangup, IVR, Queue Call, Recalled, Transferred, and Unanswered. External phone calls received do not include calls after business hours, state holidays, and weekends. The result is multiplied by 100 and expressed as a percentage.

Data Limitations

External Factors: General market and economic conditions, statutory changes, addition or elimination of programs or license types, and changes in the number of licensees are factors beyond TDLR’s control.

Internal Factors: Rule changes and turnover in Contact Center staff may also impact the measure.

New Measure

No

Calculation Method

Non-cumulative

Target Attainment

Higher than target

PERFORMANCE MEASURE DEFINITIONS (Continued)

GOAL:	Accept and review applications to ensure that licenses, certificates, and registrations are issued to or renewed for qualified individuals or businesses, thereby protecting the health and safety of Texans.
OBJECTIVE:	Ensure that all individuals, facilities and equipment meet all requirements and qualifications, education, experience, and inspection prerequisites to hold required licenses, certifications or registrations.
STRATEGY:	Issue licenses in the quickest, most effective and consistent manner to individuals who have demonstrated to the agency their competency to hold a license.

Efficiency Measure: Percentage of New Individual Licenses Issued within 10 Days

Definition

The percentage of new licenses issued to individuals within 10 days during the reporting period. This is measured from the time in days elapsed from receipt of the completed application until the license is issued. For purposes of this measure, the term “licenses” includes licenses, certificates, permits and registrations.

Purpose

This measure indicates the ability of TDLR to process new applications in a timely and efficient manner.

Data Source

IHB – SQL Server database maintained by IHB; Licensing – “PERFORGLIC” from TULIP; BOX – “WMApplicationDays”; and “Originals” from Versa Analytics; “DES Instructor Licenses Issued” from DES Access database.

Method of Calculation

The numerator for this measure is the number of new licenses issued to individuals within 10 days during the reporting period. The denominator is the total number of new licenses issued to individuals during the reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations

External Factors: General market and economic conditions, statutory changes, addition or elimination of programs or license types, and the number of persons desiring to become licensed are factors beyond TDLR’s control.

Internal Factors: Turnover in TDLR staff may also impact the measure.

Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Higher than target

PERFORMANCE MEASURE DEFINITIONS (Continued)

Efficiency Measure: **Percentage of Individual License Renewals Issued within 7 Days**

Definition

The percentage of renewed licenses issued to individuals within 7 days during the reporting period. This is measured from the time in days elapsed from receipt of the completed renewal application until the date the renewal license is issued. For purposes of this measure, the term "licenses" includes licenses, certificates, permits and registrations.

Purpose

This is a measure of TDLR's ability to process renewal applications in a timely and efficient manner.

Data Source

IHB – SQL Server database maintained by IHB program; Licensing – "PERFRENLIC" from TULIP; BOX – "WMAApplicationDays"; "Renewals" from Versa Analytics; "DES Instructor Licenses Issued" from DES Access database.

Method of Calculation

The numerator for this measure is the number of renewal licenses issued to individuals within 7 days during the reporting period. The denominator is the total number of renewed licenses issued to individuals during the reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations

External Factors: General market and economic conditions, statutory changes, addition or elimination of programs or license types, and the number of persons desiring to renew licenses are factors beyond TDLR's control.

Internal Factors: Turnover in licensing TDLR staff may also impact the measure.

Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Higher than target

PERFORMANCE MEASURE DEFINITIONS (Continued)

Explanatory Measure: Total Number of Licenses Held by Individuals

Definition

Total number of licenses held by individuals at the end of the reporting period. For purposes of this measure, the term “licenses” includes licenses, certificates, permits and registrations.

Purpose

This measure indicates the total population of licenses held by individuals regulated by TDLR.

Data Source

IHB – SQL Server database maintained by IHB program; Licensing- “LICENSECNT” report from TULIP; “WMApplicationDays” from HP3000; “Population” from Versa Analytics; “DES Instructor Population” from DES Access database.

Method of Calculation

Total the number of licenses held by individuals at the end of the reporting period.

Data Limitations

External Factors: General market and economic conditions, statutory changes, addition or elimination of programs or license types, and the number of persons who renew or become licensed are factors beyond TDLR’s control.

Internal Factors: Fee and rule changes are variables that impact the measure.

Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Higher than target

PERFORMANCE MEASURE DEFINITIONS (Continued)

Output Measure: Number of New Licenses Issued to Individuals

Definition

The number of new licenses issued to individuals during the reporting period. For purposes of this measure, the term “licenses” includes licenses, certificates, permits and registrations.

Purpose

This measure provides data relating to new businesses and job generation created under the statutes regulated by TDLR.

Data Source

IHB – SQL Server database maintained by IHB program; Licensing “PERFORGLIC” from TULIP; BOX – “WMApplicationDays”; “Originals” from Versa Analytics; “DES Instructor Licenses Issued” from DES Access database.

Method of Calculation

Total the number of new licenses issued to individuals for all TDLR programs during the reporting period.

Data Limitations

External Factors: General market and economic conditions, statutory changes, addition or elimination of programs or license types, and the number of persons desiring to enter occupations regulated by TDLR are factors beyond TDLR’s control.

Calculation Method

Cumulative

New Measure

No

Target Attainment

Higher than target

PERFORMANCE MEASURE DEFINITIONS (Continued)

Output Measure: Number of Licenses Renewed for Individuals

Definition

The number of renewed licenses issued to individuals during the current reporting period. For purposes of this measure, the term “licenses” includes licenses, certificates, permits and registrations.

Purpose

This measure provides data relating to the number of individuals desiring to remain licensed under the statutes regulated by TDLR.

Data Source

IHB – SQL Server database maintained by IHB program; Licensing - “PERFRENLIC” from TULIP; BOX – “WMAApplicationDays”; “Renewals” from Versa Analytics; “DES Instructor Licenses Issued” from DES Access database.

Method of Calculation

Total the number of renewed licenses issued to individuals for all TDLR programs during the reporting period.

Data Limitations

External Factors: General market and economic conditions, statutory changes in the criteria for renewing, addition or elimination of programs or license types, and the number of persons desiring to renew are factors beyond TDLR’s control.

Internal Factors: Rule and fee changes may also impact the measure.

Calculation Method

Cumulative

New Measure

No

Target Attainment

Higher than target

PERFORMANCE MEASURE DEFINITIONS (Continued)

GOAL:	Accept and review applications to ensure that licenses, certificates, and registrations are issued to or renewed for qualified individuals or businesses, thereby protecting the health and safety of Texans.
OBJECTIVE:	Ensure that all individuals, facilities and equipment meet all requirements and qualifications, education, experience, and inspection prerequisites to hold required licenses, certifications or registrations.
STRATEGY:	Issue licenses in the quickest, most effective and consistent manner to businesses who have demonstrated to the agency they have met requirements to hold a license, and for facilities and equipment for which it has been demonstrated are safe for the public.

Explanatory Measure: **Total Number of Licenses Held by Businesses**

Definition

The number of licenses issued to businesses at the end of the reporting period. For purposes of this measure, the term “licenses” includes licenses, registrations, permits and certificates; and the term “businesses” includes businesses, facilities, construction projects and pieces of equipment.

Purpose

This measure indicates the total population of businesses regulated by TDLR.

Data Source

AB – “AB Projects Entered by FY” from HP3000; BLR – JO database; ELE – “Active Certificates”; IHB – SQL Server database maintained by the IHB program; Licensing - “LICENSECNT” report from TULIP; TOOLS program for TOW and VSF; BOX and TCW – “WMApplicationDays” from HP3000; “Population” from Versa Analytics; “DES Instructor Population” from DES Access database; and Word database maintained by Program Specialist for WXM.

Method of Calculation

Total the number of businesses licensed at the end of the reporting period.

Data Limitations

External Factors: General market and economic conditions, statutory changes, addition or elimination of programs or license types, and the number of businesses that renew or become licensed are factors beyond TDLR’s control.

Internal Factors: Fee and rule changes are variables that may also impact the measure.

New Measure

No

Calculation Method

Non-cumulative

Target Attainment

Higher than target

PERFORMANCE MEASURE DEFINITIONS (Continued)

GOAL:	Accept and review applications to ensure that licenses, certificates, and registrations are issued to or renewed for qualified individuals or businesses, thereby protecting the health and safety of Texans.
OBJECTIVE:	Ensure that all individuals, facilities and equipment meet all requirements and qualifications, education, experience, and inspection prerequisites to hold required licenses, certifications or registrations.
STRATEGY:	Test all applicants applying for those licenses, certifications, or registrations which require an examination to ensure that applicants have the minimum level of competency.

Output Measure: Number of Courses Approved

Definition

The total number of Continuing Education courses and school curricula approved by TDLR during the reporting period.

Purpose

This measure provides data relating to the number of new Continuing Education courses and school curricula reviewed and approved by TDLR by Education and Examination personnel for student and licensee use in meeting various educational requirements.

Data Source

“PERFORGEDU” from TULIP; “Original Curricula” from Versa Analytics; and from “New DE Curriculum Tracking”, “COS BAR New Course Approvals”, “Curriculum in EE” and “Approved Credit Curriculum Schools” Excel spreadsheets maintained by Education & Examination.

Method of Calculation

Total the number of new Continuing Education courses approved with event code of “Requirements Met” in TULIP and total number of school curricula listed as approved in Versa and the Excel spreadsheets for the reporting period.

Data Limitations

External Factors: General market and economic conditions, statutory changes, addition or elimination of programs or license types, and changes in educational requirements are factors beyond TDLR’s control.

Calculation Method

Cumulative

New Measure

No

Target Attainment

Higher than target

PERFORMANCE MEASURE DEFINITIONS (Continued)

GOAL:	Accept and review applications to ensure that licenses, certificates, and registrations are issued to or renewed for qualified individuals or businesses, thereby protecting the health and safety of Texans.
OBJECTIVE:	Ensure that all individuals, facilities and equipment meet all requirements and qualifications, education, experience, and inspection prerequisites to hold required licenses, certifications or registrations.
STRATEGY:	Deliver prompt, courteous, and accurate information and service to all who contact the agency.

Explanatory Measure: **Number of Contacts Received**

Definition

The total number of contacts offered to the TDLR Contact Center from the general public and the licensee population during the reporting period. This does not include external phone calls received after business hours, on weekends, or on holidays when TDLR offices are closed. For purposes of this measure the term “contacts” include external phone calls, faxes, emails, Facebook, Twitter, and web chats.

Purpose

This measure provides the number of contacts received by TDLR.

Data Source

A subset of the Contact Center software database extracted to an Excel spreadsheet for further calculations.

Method of Calculation

The “Number of Contacts Received” from the general public and the licensee population during the reporting period. Contacts are comprised of external phone calls, faxes, emails, Facebook, Twitter and web chats as reported by the Contact Center software database, including the following resolution types: Abandoned, Callback Lodged, Direct Call, Hangup, IVR, Queue Call, Recalled, Transferred, and Unanswered.

Data Limitations

External Factors: General market and economic conditions, statutory and rule changes in professions or programs regulated, addition or elimination of programs or license types, and changes in the number of persons licensed are factors beyond TDLR’s control.

Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Lower than target

PERFORMANCE MEASURE DEFINITIONS (Continued)

GOAL: Ensure the health and safety of the public by investigating and prosecuting violations of the laws and rules for the industries, occupations, and professions entrusted to the agency for regulation.

OBJECTIVE: Protect Texans through the inspection and investigation of facilities, businesses, and equipment, and the investigation and prosecution of complaints and violations, thereby ensuring health and safety of Texans and discouraging infractions of the laws and rules.

Outcome Measure: **Percent of Complaints Resulting in Disciplinary Action**

Definition

Percent of complaints that were closed during the reporting period that resulted in disciplinary action. A complaint is any case in the Legal Files system involving a potential violation of TDLR's statutes or rules, generated from any source internal or external to the agency, which could result in disciplinary action. Disciplinary action includes written reprimands, denials, suspensions, probations, revocations, restitutions ordered, and/or penalties assessed on which the Commission or the Executive Director has acted. A complaint is closed when the agency's action to resolve the case is concluded for any reason, including but not limited to insufficient evidence, informal resolution, issuance of a warning letter, or entry of a final order for disciplinary action, and a "date closed" is entered on the "Case File Setup" screen for the case in the Legal Files system.

Purpose

This measure indicates the effectiveness of complaint processing by TDLR.

Data Source

"Percent Resulting in Disciplinary Action" from the Performance Measures Report extracted from the Legal Files system.

Method of Calculation

The numerator for this measure is the number of complaints closed with disciplinary actions during the reporting period. The denominator is the total number of complaints closed during the reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations

External Factors: General market and economic conditions and the complexity and severity of the complaints filed are factors beyond TDLR's control.

Internal Factors: Turnover in enforcement staff may also impact the measure.

New Measure

No

Calculation Method

Non-cumulative

Target Attainment

Higher than target

PERFORMANCE MEASURE DEFINITIONS (Continued)

Outcome Measure: **Percent of Complaints Closed within Six Months**

Definition

The percent of complaints closed during the reporting period, that were closed within a six month period from the time they were opened by the agency. A complaint is any case in the Legal Files system involving a potential violation of TDLR’s statutes or rules, generated from any source internal or external to the agency, which could result in assessment of administrative penalties or license revocation, suspension or denial. A complaint is closed when the agency’s action to resolve the case is concluded for any reason, including but not limited to insufficient evidence, informal resolution, issuance of a warning letter, or entry of a final order for disciplinary action, and a “date closed” is entered on the “Case File Setup” screen for the case in the Legal Files system.

Purpose

This measure indicates the effectiveness of complaint processing by TDLR.

Data Source

“Percent Closed within Six Months” from the Performance Measures Report extracted from the Legal Files system.

Method of Calculation

The numerator for this measure is the number of complaints during the reporting period closed within six months from the date opened. The denominator is the number of complaints closed during the reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations

External Factors: General market and economic conditions and the complexity and severity of the complaints filed are factors beyond TDLR’s control.

Internal Factors: Turnover in enforcement staff may also impact the measure.

Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Higher than target

PERFORMANCE MEASURE DEFINITIONS (Continued)

Outcome Measure: Recidivism Rate of Those Receiving Disciplinary Action

Definition

The number of repeat offenders at the end of the reporting period as a percentage of all disciplinary actions during the reporting period. Disciplinary action includes written reprimands, denials, suspensions, probations, revocations, restitutions ordered, and/or penalties assessed on which the Commission or the Executive Director has acted.

Purpose

This measure shows how effectively the agency deters future violations by enforcing its regulatory requirements and educating its regulated industries.

Data Source

The report generated from the Legal Files system which includes disciplinary actions.

Method of Calculation

The numerator for this measure is the total number of individuals with a disciplinary action for the reporting fiscal year, as well as at least one additional disciplinary action in the reporting fiscal year or the two preceding fiscal years, but only for programs which were regulated for the entire three fiscal years. The denominator is the total number of individuals receiving disciplinary actions in the reporting fiscal year. The result is multiplied by 100 to achieve a percentage.

Data Limitations

External Factors: General market and economic conditions and the complexity and severity of the complaints filed are factors beyond TDLR's control. TDLR also does not find out about all violations committed, only those that are discovered during inspections or sting operations, or those reported in complaints.

Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Lower than target

PERFORMANCE MEASURE DEFINITIONS (Continued)

Outcome Measure: Inspection Coverage Rate

Definition

The total number of inspections completed by agency and third-party inspectors divided by the total number of inspections required by statutes. Inspections for this measure include those required in BLR, BOX, IHB, ELE, BAR, COS, APR, TOW, VSF, DES, OPS, MID, MLD, LAS, MAS, OEP, and BRE regulated industries, but do not include Architectural Barriers inspections.

Purpose

This measure indicates the effectiveness of TDLR's inspection process.

Data Source

BLR – JO database; BOX – List of inspection events provided by the Combative Sports program; IHB – SQL Server database maintained by IHB program; ELE, BAR, COS, APR, and BRE inspections recorded in TULIP; "Initial School Inspections" and "Periodic School Inspections" from Versa Analytics; DES inspections recorded in "New DE School Inspection List" Excel spreadsheet maintained in Education & Examination; "Facility Inspections Due" from Versa Analytics; and TOW/VSF inspections recorded in TOOLS.

Method of Calculation

The numerator for this measure is the total number of inspections completed during the reporting period. The denominator is the total number of inspections completed during the reporting period, plus inspections still due at the end of the reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations

External Factors: IHB inspections lag by one month and Boiler inspections lag by one quarter, to account for delayed third-party reporting deadlines. General market and economic conditions, construction trends, statutory changes, addition or elimination of programs or license types, and the number of third-party inspectors are factors beyond TDLR's control.

Internal Factors: Turnover in inspectors, rule changes, enforcement action and changes to the inspection process may also impact the measure.

New Measure

No

Calculation Method

Non-cumulative

Target Attainment

Higher than target

PERFORMANCE MEASURE DEFINITIONS (Continued)

GOAL:	Ensure the health and safety of the public by investigating and prosecuting violations of the laws and rules for the industries, occupations, and professions entrusted to the agency for regulation.
OBJECTIVE:	Protect Texans through the inspection and investigation of facilities, businesses, and equipment, and the investigation and prosecution of complaints and violations, thereby ensuring health and safety of Texans and discouraging infractions of the laws and rules.
STRATEGY:	Inspect facilities, businesses, and equipment through routine, complex, and special inspections as needed to ensure the safety and health of Texans who use them.

Explanatory Measure: **Total Number of Architectural Barriers Inspections Completed by Third Party Inspectors**

Definition

The total number of Architectural Barriers inspections completed by third party inspectors during the reporting period.

Purpose

This performance measure shows the number of Architectural Barriers inspections completed.

Data Source

AB database.

Method of Calculation

Total number of Architectural Barriers inspections completed during the reporting period.

Data Limitations

External Factors: General market and economic conditions, construction trends, statutory changes, and the number of registered accessibility specialists and their workloads are factors beyond TDLR's control.

Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Higher than target

PERFORMANCE MEASURE DEFINITIONS (Continued)

Output Measure: Total Number of Inspections Completed

Definition

The total number of inspections for AB, BLR, BOX, IHB, ELE, BAR, COS, APR, TOW, VSF, DES, OPS, MID, MLD, LAS, MAS, OEP, and BRE programs completed by agency and third-party inspectors.

Purpose

This measure indicates TDLR's efforts to assure compliance with statutes and rules via inspections.

Data Source

AB - AB Database; BLR – JO database; BOX – List of inspection events provided by the Combative Sports program; IHB – SQL Server database maintained by IHB program; ELE, BAR, COS, APR, and BRE inspections recorded in TULIP; “Initial School Inspections” and “Periodic School Inspections” from Versa Analytics; DES inspections recorded in “New DE School Inspection List” Excel spreadsheet maintained in Education & Examination; “Facility Inspections” from Versa Analytics; and TOW/VSF inspections recorded in TOOLS.

Method of Calculation

Total the number of inspections from all sources.

Data Limitations

External Factors: IHB inspections lag by one month and BLR inspections lag by one quarter, to account for delayed third-party reporting deadlines. AB inspections are completely done by third-party inspectors. General market and economic conditions, construction trends, statutory changes, and the number of and work performed by third-party inspectors are factors beyond TDLR's control.

Calculation Method

Cumulative

New Measure

No

Target Attainment

Higher than target

PERFORMANCE MEASURE DEFINITIONS (Continued)

GOAL:	Ensure the health and safety of the public by investigating and prosecuting violations of the laws and rules for the industries, occupations, and professions entrusted to the agency for regulation.
OBJECTIVE:	Protect Texans through the inspection and investigation of facilities, businesses, and equipment, and the investigation and prosecution of complaints and violations, thereby ensuring health and safety of Texans and discouraging infractions of the laws and rules.
STRATEGY:	Review all plans for new and renovated equipment, facilities, and housing to ensure they meet all safety codes and legal requirements.

Output Measure: Number of Plan Reviews Completed

Definition

The total number of construction/engineering plans reviewed by agency and third-party plan reviewers for compliance with applicable building and safety standards. Architectural Barriers, Elevators (only by agency staff) and Industrialized Housing and Building plan reviews are included in this calculation.

Purpose

This measure indicates the number of plan reviews completed by agency and third-party reviewers to ensure that building designs comply with applicable building and safety standards.

Data Source

AB – AB database; ELE - Excel spreadsheet maintained by Elevator Program; and IHB – SQL Server database maintained by IHB program.

Method of Calculation

Total the number of plan reviews from the reports for the current reporting period.

Data Limitations

External Factors: General market and economic conditions, construction trends, statutory changes, and the number of third-party reviewers are factors beyond TDLR's control. AB plan reviews are completely performed by third-party reviewers.

Internal Factors: Turnover in plan reviewers, rule changes, enforcement action and changes to the plan review process may also impact the measure.

Calculation Method

Cumulative

New Measure

No

Target Attainment

Higher than target

PERFORMANCE MEASURE DEFINITIONS (Continued)

GOAL:	Ensure the health and safety of the public by investigating and prosecuting violations of the laws and rules for the industries, occupations, and professions entrusted to the agency for regulation.
OBJECTIVE:	Protect Texans through the inspection and investigation of facilities, businesses, and equipment, and the investigation and prosecution of complaints and violations, thereby ensuring health and safety of Texans and discouraging infractions of the laws and rules.
STRATEGY:	Resolve all complaints through fast, fair, and efficient prosecution or settlement of cases, assessing penalties and sanctions when warranted.

Efficiency Measure: Average Time for Closing Complaints (Days)

Definition

The average length of time to resolve a complaint, for all complaints closed during the reporting period. A complaint is any case in the Legal Files system involving a potential violation of TDLR’s statutes or rules, generated from any source internal or external to the agency, which could result in assessment of administrative penalties or license revocation, suspension or denial. A complaint is closed when the agency’s action to resolve the case is concluded for any reason, including but not limited to insufficient evidence, informal resolution, issuance of a warning letter, or entry of a final order for disciplinary action, and a “date closed” is entered on the “Case File Setup” screen for the case in the Legal Files system.

Purpose

This measure indicates the effectiveness of complaint processing by TDLR.

Data Source

“Average Days to Close” from the Performance Measures Report extracted from the Legal Files system.

Method of Calculation

The numerator for this measure is the cumulative sum of the number of days it took to close each complaint in the reporting period. The denominator is the total number of complaints closed in the reporting period.

Data Limitations

External Factors: General market and economic conditions and the complexity and severity of the complaints filed are factors beyond TDLR’s control.

Internal Factors: Turnover in enforcement staff may also impact the measure.

Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Lower than target

PERFORMANCE MEASURE DEFINITIONS (Continued)

Output Measure: **Number of Complaints Closed**

Definition

The total number of complaints closed during the reporting period. A complaint is any case in the Legal Files system involving a potential violation of TDLR’s statutes or rules, generated from any source internal or external to the agency, which could result in assessment of administrative penalties or license revocation, suspension or denial. A complaint is closed when the agency’s action to resolve the case is concluded for any reason, including but not limited to insufficient evidence, informal resolution, issuance of a warning letter, or entry of a final order for disciplinary action, and a “date closed” is entered on the “Case File Setup” screen for the case in the Legal Files system.

Purpose

This measure indicates the effectiveness of complaint processing by TDLR.

Data Source

Cases Closed” from the Performance Measures Report extracted from the Legal Files system.

Method of Calculation

The sum of the number of complaints closed during the reporting period minus any complaints that were opened in error and subsequently closed during the same reporting period.

Data Limitations

External Factors: General market and economic conditions and the complexity and severity of the complaints filed are factors beyond TDLR’s control.

Internal Factors: Turnover in enforcement staff may also impact the measure.

Calculation Method

Cumulative

New Measure

No

Target Attainment

Higher than target

PERFORMANCE MEASURE DEFINITIONS (Continued)

GOAL:	Ensure the health and safety of the public by investigating and prosecuting violations of the laws and rules for the industries, occupations, and professions entrusted to the agency for regulation.
OBJECTIVE:	Protect Texans through the inspection and investigation of facilities, businesses, and equipment, and the investigation and prosecution of complaints and violations, thereby ensuring health and safety of Texans and discouraging infractions of the laws and rules.
STRATEGY:	Review all complaints submitted to the agency to determine if the complaint alleges a violation of the laws or rules; investigate all jurisdictional complaints to identify and document all violations of the laws or rules.

Explanatory Measure: **Number of Complaints Opened**

Definition

The total number of complaints opened during the reporting period. A complaint is any case in the Legal Files system involving a potential violation of TDLR's statutes or rules, generated from any source internal or external to the agency, which could result in assessment of administrative penalties or license revocation, suspension or denial.

Purpose

This measure indicates the case workload of TDLR.

Data Source

"Cases Opened" from the Performance Measures Report extracted from the Legal Files system.

Method of Calculation

The sum of the number of complaints opened minus any complaints that were opened in error and subsequently closed during the same reporting period.

Data Limitations

External Factors: General market and economic conditions, the number of transactions or business activities involving an industry or business regulated by TDLR are factors beyond TDLR's control.

Calculation Method

Non-cumulative

New Measure

No

Target Attainment

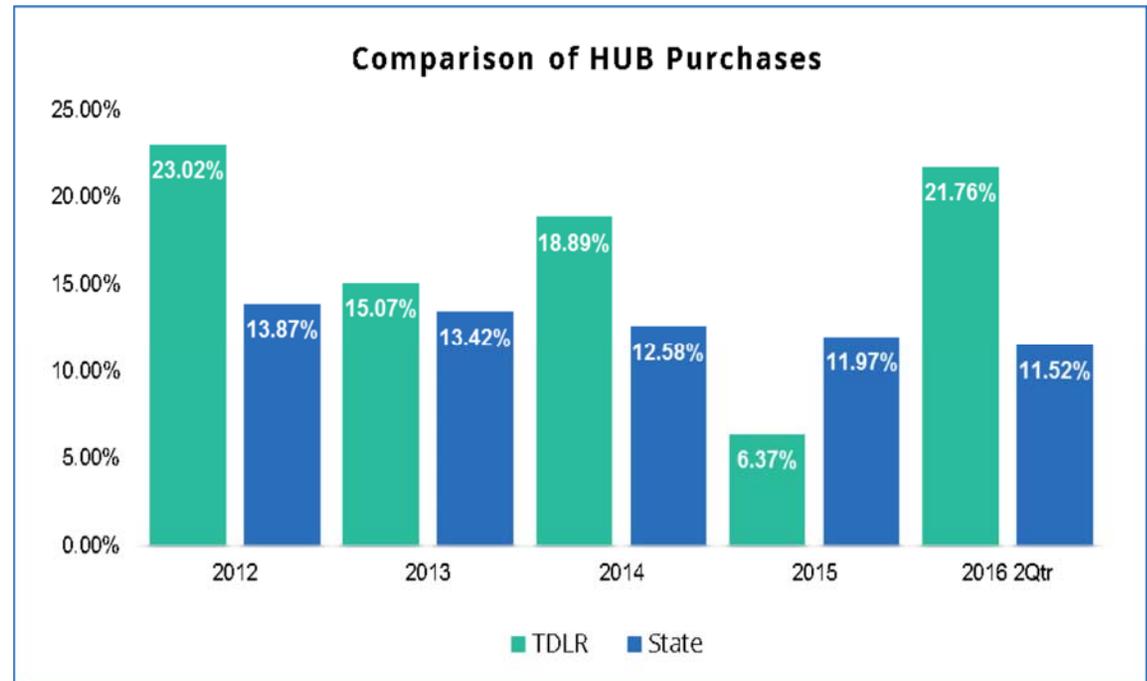
Lower than target

SCHEDULE C - HISTORICALLY UNDERUTILIZED BUSINESS (HUB) PLAN

The Texas Department of Licensing and Regulation (TDLR) has worked hard to increase the procurement opportunities for all Texas businesses. This increase in procurement opportunities has extended to HUBs as evidenced in the chart below. TDLR has consistently outperformed the state average for HUB-related purchases.

This history of success is a direct result of TDLR's commitment to executing its plan for awarding HUBs at least 28% of the total value of contracts and subcontracts in each fiscal year. The key elements of TDLR's HUB plan are:

1. TDLR has made a significant commitment to HUB contracting and subcontracting and assigned oversight to its deputy executive director, Brian Francis. The agency's HUB coordinator is responsible for:
 - organizing training programs for recruiting and retaining HUBs;
 - preparing reports on HUB activity for the Texas Comptroller of Public Accounts (CPA);
 - providing leadership and critical information to Financial Services staff about HUBs;
 - exploring new opportunities to increase HUB contract awards; and
 - directing and supporting TDLR's goal to include HUBs in at least 28% of the total value of contracts and subcontracts awarded annually.



2. TDLR complies with CPA's HUB program rules and purchasing procedures.
3. TDLR uses the CPA Certified Master Bidders List (CMBL) to identify certified HUB vendors.
4. TDLR requires that purchases from HUB vendors are made throughout all categories, ensuring that wherever possible, all underutilized groups are represented in our purchasing practices.

TDLR's HUB purchases for FY 2015 fell well behind TDLR's historic levels, as well as relative to the state average for HUB purchases. The decrease was the direct result of one of TDLR's longstanding HUB vendors, Neubus, graduating from the HUB ranks. It was also related to TDLR's marked increase in technology related (IT and communications) purchases with non-HUB vendors and its reliance on Texas Industries for the Blind and Handicapped (TIBH) for the majority of its consumable supplies.

HISTORICALLY UNDERUTILIZED BUSINESS PLAN (Continued)

TDLR is committed to redoubling its efforts to reverse the disappointing results for FY 2015, which is not indicative of our strong track record of success in which we have outpaced the state average in five of the last six fiscal years. However, we take responsibility for the results. We have developed a few adjustments in our HUB plan we believe can put us back on track to meeting our goal of awarding HUBs 28% of the total value of contracts and subcontracts in Fiscal Year 2016.

The following are the adjustments TDLR made in its HUB plan:

1. TDLR will use HUB vendors for consumable goods and office supplies as opposed to TIBH if cost for TIBH is more than 5% higher or if delivery is required.
2. TDLR will use HUB vendors for IT purchases if cost is no more than 2% above a non-HUB vendor.
3. TDLR will evaluate current key contracts that will end in 2016 and ensure that the process for rebidding those contracts will increase the opportunities for HUB vendors to participate in the process and earn the contracts.

These adjustments in the first half of FY 2016 have resulted in near record purchases for HUBs as indicated on the chart on page 26.

SCHEDULE F - AGENCY WORKFORCE PLAN

AGENCY OVERVIEW

The Texas Department of Licensing and Regulation (TDLR) is responsible for licensing and regulating a broad range of occupations, professions, businesses, facilities, and equipment in Texas. The agency was established in 1909 as the Bureau of Labor Statistics to enforce labor laws, inspect factories, and encourage the growth of Texas industry. During the 1930's, authority began shifting from labor issues to include industry regulation. The agency's name was changed to the Texas Department of Labor and Standards in 1973, to better reflect its dual responsibilities. In 1989, the agency was reorganized as TDLR.

The agency uses a functionally-aligned organizational structure to apply uniform processes to issue licenses, conduct inspections, monitor third-party inspectors and examination providers, investigate complaints, prosecute violators, review curriculum, develop examination content, and educate licensees and the public.

Since 1999, TDLR's responsibilities have steadily grown with the Governor and Legislature's confidence and trust in our ability to successfully transform programs and take on new licensing responsibilities. TDLR was recognized as the "Model Regulatory Agency" for Texas in its last Sunset Commission review and ranked one of "Austin's Top 25 Mid-sized Employers" by the Austin American-Statesman three times. Additionally, the Texas Quality Foundation recognized TDLR with the Foundation's Progress Level Award for outstanding organizational management and performance.

A. AGENCY VISION, MISSION, AND PHILOSOPHY

TDLR's vision, mission, and philosophy continue to define the direction of the agency.

TDLR's Mission

To honor the trust of all Texans, safeguard the public, and provide a fair and efficient licensing and regulatory environment at the lowest possible cost.

TDLR's Vision

To be the leader in public service by creating innovative, low-cost licensing and regulatory "next" practices, and cultivating highly-engaged employees who provide exceptional customer service.

TDLR's Philosophy

To achieve smaller, smarter government, we:

- honor the public by being fair, open, and consistent;
- serve the citizens of Texas responsibly through transparency and efficiency;
- seek input and feedback from our stakeholders and employees;
- provide clear and simple communication;
- reduce licensing costs and regulatory burdens;
- value the dignity and worth of our customers and coworkers;
- foster innovation and change by challenging the status quo;
- pursue efficient and cost-effective public-private partnerships;
- develop core value-driven leaders; and
- recruit, retain, and reward high-performing employees.

TDLR's Core Values

Accountability

We are each responsible to the citizens of Texas and take great pride in our successes. We own up to our mistakes and acknowledge them as opportunities for growth.

Customer Service

We provide quick, easy, and accessible service, treating each person with honor and respect.

AGENCY WORKFORCE PLAN (Continued)

Innovation

We foster a culture of creativity to generate bold ideas, deliver valuable change, and position the agency for the future.

Integrity

We are trustworthy, honest, and ethical in all we do.

Open and Free Communication

We seek participation from all of our customers and coworkers and listen to all viewpoints.

Respect

We value our customers and coworkers, treating everyone with courtesy and dignity.

Teamwork

We succeed together by combining our talents, passion, and ingenuity to serve the citizens of Texas.

B. STRATEGIC GOALS AND OBJECTIVES

Goal: LICENSING

Objective: License, certify and register qualified individuals and businesses.

Continuously improve the process of issuing licenses while ensuring licensees are competent and qualified.

Goal: REGULATION

Objective: Protect the public by enforcing laws administered by the agency.

Providing regulatory oversight and timely resolution, to ensure compliance with the required regulations, focusing on consumer harm and threats to public safety.

Goal: CUSTOMER SERVICE

Objective: To accurately and promptly respond to customer inquiries.

Respond accurately, courteously and timely to inquiries received by phone, fax, email, social media, and in person, as well as facilitate customer self-service options through web/mobile tools.

Goal: SKILLS

Objective: To attract and retain employees who are committed to outstanding service and performance.

Provide opportunities for growth, essential training to staff, and a wide range of salary and benefit incentives to recognize employees who exemplify TDLR's core values.

Goal: LEADERS

Objective: To develop staff to meet current and future leadership needs.

Using succession planning, the agency will continue to grow leaders from within, evaluate competencies, provide developmental opportunities - including training, job-shadowing, and mentoring.

C. CORE BUSINESS FUNCTIONS

TDLR's licensing and regulatory responsibilities cover a wide variety of occupations, businesses, facilities, and equipment. The agency is functionally aligned to maximize effectiveness overseeing 25 diverse programs, including 139 license types and a licensee population that exceeds 650,000.

Administration

Leads TDLR through "next" practice expertise in executive management, legal counsel, human resources, information technology, financial services, project management, process improvement, analytics, government affairs, communication, public relations, and support for the Commission and Advisory Boards.

Compliance

Provides agency technical expertise, program management, research, industry outreach, reviews, inspections, and monitors third-party reviewers and inspectors.

AGENCY WORKFORCE PLAN (Continued)

Customer Service

Assists the public and licensees through phone, email, social media, and personal interaction.

Education and Examination

Reviews and approves pre-licensure and continuing education providers and courses; manages licensing examination development and delivery through a public-private partnership.

Enforcement

Evaluates, investigates and resolves complaints; prosecutes violations; coordinates with local, state, and federal agencies to raise public awareness and increase consumer protection.

Field Operations

Performs inspections and provides industry outreach to ensure public safety and consumer protection.

Licensing

Processes applications; reviews qualifications and issues licenses or certificates of operation to qualified occupations, businesses, facilities, and equipment.

D. ANTICIPATED CHANGES TO MISSION, STRATEGIES, AND GOALS

TDLR created a new statement of purpose, developed new agency strategic goals, and refined its mission to more precisely reflect who we serve, what we do, and how we do it.

TDLR'S CURRENT WORKFORCE PROFILE

A. WORKFORCE DEMOGRAPHICS

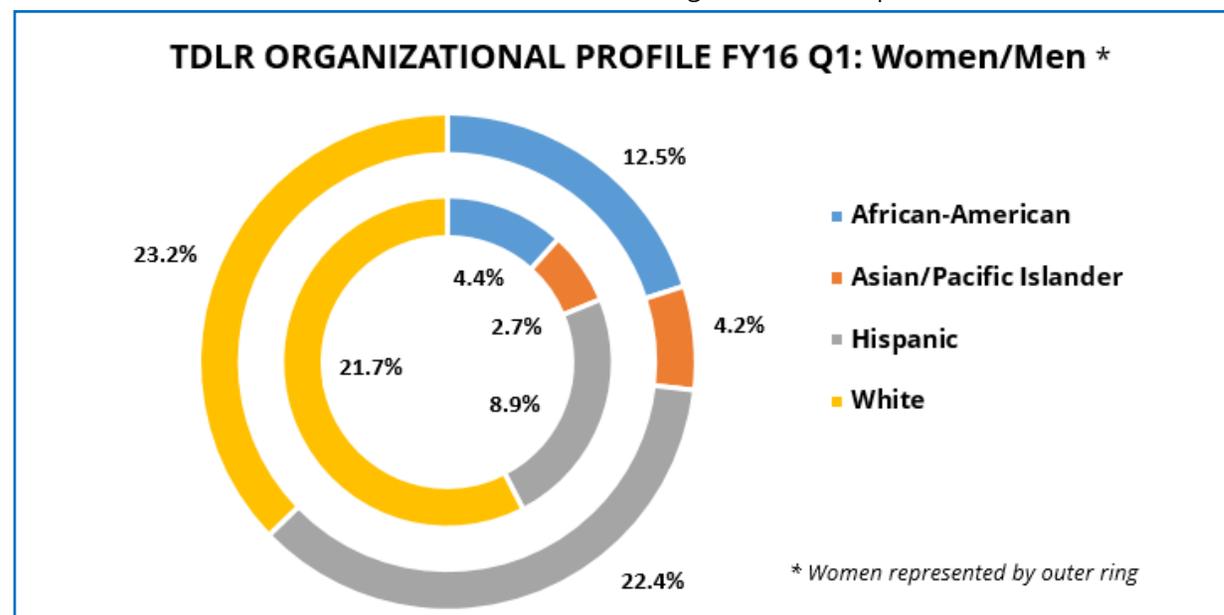
In the 2016-2017 biennium, TDLR's authorized workforce increased 17.3 percent to 448.2 full-time

equivalent (FTE) positions to manage additional programs and an increase in licensee population. The majority of employees work in Austin and 60 employees are located throughout the rest of the state.

Commitment to a Qualified and Diverse Workforce

TDLR employs a highly motivated and qualified workforce that reflects the diversity of Texas and provides equal opportunities to all employees and applicants.

In the first quarter of Fiscal Year 2016, over 62% of TDLR employees were female. The agency's workforce consisted of 31.3% Hispanic, compared to 24.1% of the State's workforce; and 6.9% Asian/Pacific Islander, nearly 5% higher than the State workforce composition. However, Black employees only accounted for 16.9% of the agency's workforce, over 7% lower than the State's overall workforce composition during this same period. While the overall composition of the agency's workforce is diverse, TDLR continues to strive for diversity in all job categories. Agency recruitment will continue to find more ways to reach those segments underrepresented at TDLR.



AGENCY WORKFORCE COMPOSITION FY16 Q1						
JOB CATEGORY	BLACK		HISPANIC		FEMALE	
	TDLR %	STATE %	TDLR %	STATE %	TDLR %	STATE %
Administrative Support	21.7	19.8	41.0	32.8	88.4	86.7
Officials/Administrators	10.0	11.9	15.0	18.3	20.0	48.9
Paraprofessionals	15.5	33.8	35.1	29.9	85.6	71.2
Professionals	18.1	14.0	24.2	18.6	59.1	49.4
Technicians	10.8	22.6	29.2	33.5	10.8	62.1

AGENCY WORKFORCE PLAN (Continued)

TDLR has been recognized *three times* as one of the *top mid-sized employers in Austin* by the Austin-American Statesman.

Experienced Workforce

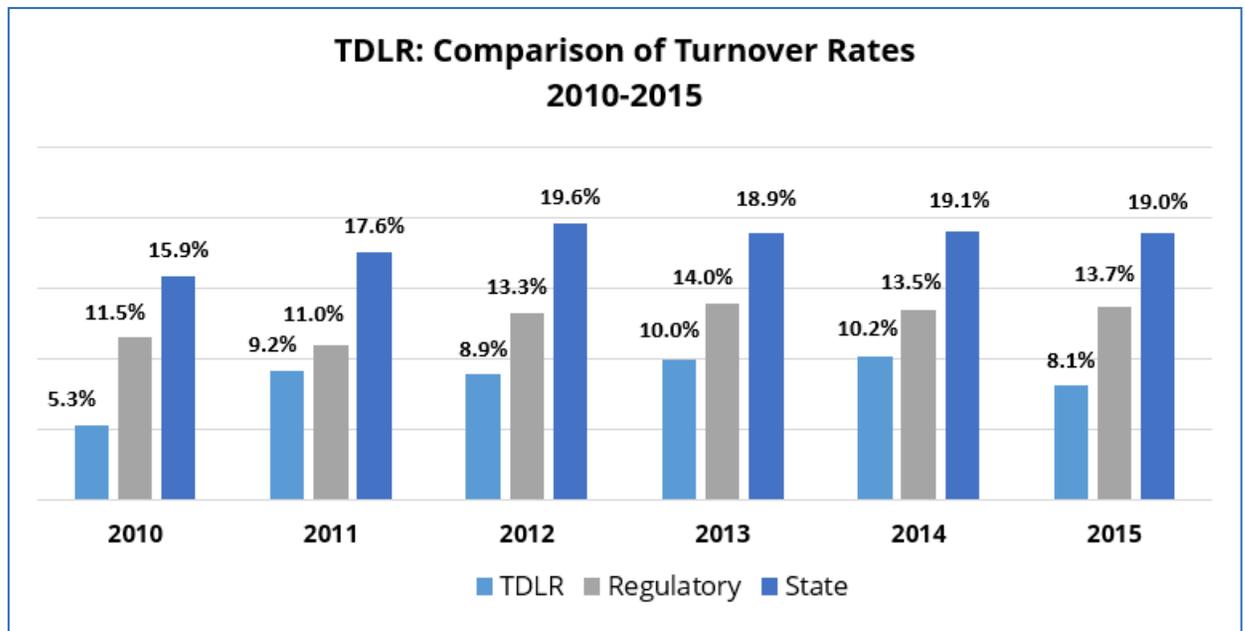
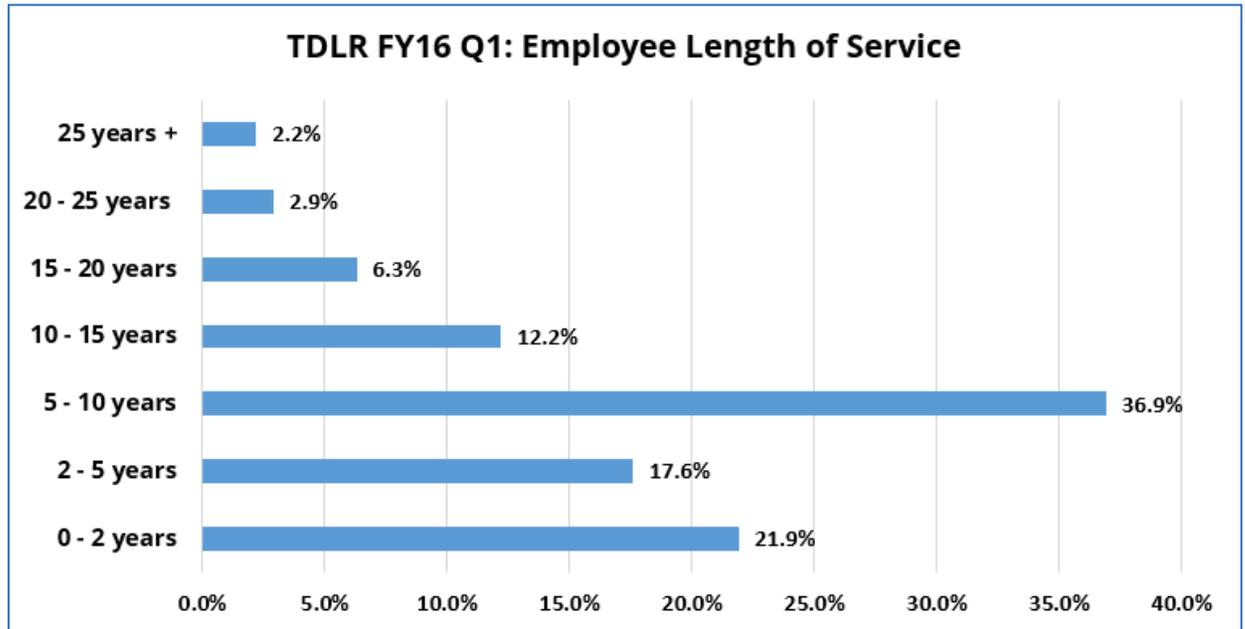
Sixty percent of our employees have five or more years of experience with agency programs and provide critical knowledge. Newer employees contribute new perspectives and challenge the status quo. This combination of talent provides the winning formula we need to develop and improve our services, while meeting the needs of all of our customers.

B. EMPLOYEE TURNOVER

In 2015, TDLR experienced its lowest turnover rate in 5 years, a direct result of TDLR's efforts to provide a positive work environment with work/life balance, wellness benefits, and competitive pay. Retirements accounted for 26% of agency turnover in fiscal year 2015 while 20% of those completing State of Texas Employee Exit Surveys listed career advancement as the reason for departure. Only 10% of departing employees left the agency for better pay.

Projected Turnover

TDLR projects its turnover rate for 2016 will continue to be below the state average.



AGENCY WORKFORCE PLAN (Continued)

Selected Positions and Turnover

In Fiscal Year 2015, administrative assistants, license and permit specialists, and program specialists comprised 27.7% of TDLR's employees yet accounted for 41.9% of the agency's turnover. Retirements accounted for nearly 40% of these separations, while another 23% transferred to other state agencies for higher pay.

TURNOVER BY CLASSIFICATION FY15

CLASSIFICATION	% OF TOTAL FTES	% OF AGENCY TURNOVER
Administrative Assistants	7.8	16.1
License and Permit Specialists	8.4	12.9
Program Specialists	11.5	12.9

Length of Service and Turnover

FTEs with less than five years of experience included almost 36% of employees but accounted for 48.4% of turnover.

LENGTH OF SERVICE WITH TURNOVER RATE

LENGTH OF SERVICE	% OF TOTAL FTES	% OF AGENCY TURNOVER
Less than 2 years	20.9	22.6
2-5 years	14.7	25.8
5-10 years	43.9	32.3
10-15 years	10.2	9.7
15-20 years	5.2	6.5
20-25 years	2.9	0.0
Over 25 years	2.2	3.2

Age and Turnover

As TDLR's workforce ages, there will inevitably be increases in the number of employees retiring. The 60-69 age group is representative of this as they accounted for over 25% of the separations yet were only 13.7% of the agency population. More than 11% of the employees over the age of 60 retired from TDLR in Fiscal Year 2015 and accounted for 75% of the separations in this age group.

AGE DISTRIBUTION WITH TURNOVER

FY15 AGE GROUPS	TOTAL FTES	% OF TOTAL FTES	TOTAL SEPARATIONS	% OF AGENCY TURNOVER
Under 30 years	11.0	2.8	2	6.5
30-39 years	69.75	18.1	5	16.1
40-49 years	135.0	35.1	10	32.3
50-59 years	110.25	28.7	6	19.4
60-69 years	52.75	13.7	8	25.8
70 years and over	6.0	1.6	0	0.0

AGENCY WORKFORCE PLAN (Continued)

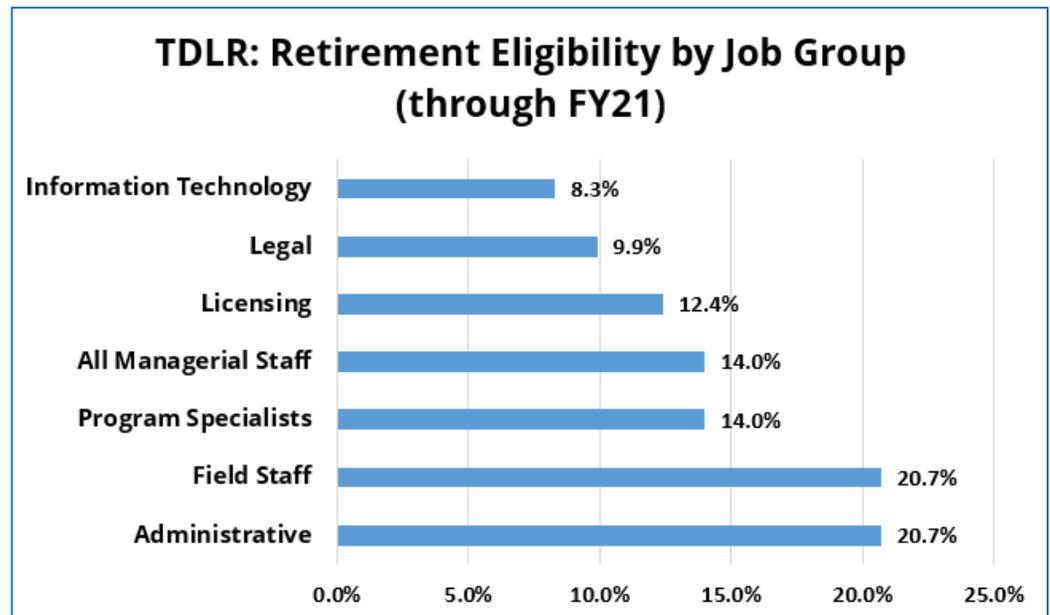
C. INCREASED RETENTION

TDLR's turnover rate has remained significantly lower than the statewide rate for the past decade which is a direct result of leadership's commitment to maintaining a positive work environment. In addition to the comprehensive state benefits package, TDLR retention strategies include:

- flexible work hours, compressed work weeks, and telecommuting opportunities;
- open communication between all staff, including opportunities for staff to give feedback through surveys, offer suggestions, voice concerns, pose questions to the executive team, use of the agency's online forum "ThinkTDLR", employee brainstorming sessions, and staff meetings;
- merit pay, bonuses, and equity salary adjustments;
- transparency by the executive team by keeping employees regularly informed about issues affecting the agency through town hall meetings and via internal emails, e-newsletters such as In the Loop, Under the Dome, Under the Umbrella, and videos;
- strong executive leadership, communication, and vision;
- opportunities for employees to participate in activities instrumental to the agency's growth, such as program integration and bill implementation teams, bill and cost analysis teams, and strategic planning teams;
- the "You Can Count On Me" program, which allows employees to recognize and reward their coworker's contributions to the agency's success by granting four hours of administrative leave;
- length of agency service awards, including recognition of state agency experience;
- a wellness program, to promote nutrition, fitness, and stress-relief;
- recently chartered TDLR Toastmasters Club;
- a dynamic employee recognition team that regularly schedules activities to honor and recognize TDLR employees;
- special programs throughout the year to celebrate cultural diversity; and
- job shadowing to develop skills and enrich professional and personal growth.

D. RETIREMENT ELIGIBILITY

In 2015, one quarter of TDLR's separations were the result of retirements. This rate is likely to increase as nearly 30% of TDLR's workforce will be eligible to retire within the next five years.



AGENCY WORKFORCE PLAN (Continued)

E. CRITICAL WORKFORCE SKILLS

Each employee's knowledge and skills contribute to TDLR achieving its vision, mission, and goals. TDLR employees possess the following critical skills:

- creative leadership and change management;
- mentoring and coaching;
- exceptional customer service;
- knowledge of and ability to implement laws, rules, and policies;
- stakeholder outreach;
- media relations;
- complex analytics, innovative problem-solving, and trend analysis;
- project management;
- technical knowledge of regulated industries;
- ability to recruit and hire qualified employees;
- legislative analysis;
- inspection and investigation techniques;
- effective communication, including bilingual and plain language skills;
- tactical legal and financial analysis;
- crisis management;
- astute fiscal and accounting services;
- expertise in information technology, telecommunications, and social media; and
- fostering professional partnerships with private sector vendors, municipalities, and other state agencies.

TDLR'S FUTURE WORKFORCE PROFILE

TDLR's vision is to be the leader in public service by creating innovative, low-cost licensing and regulatory "next" practices, and cultivating employees who provide exceptional customer service. We have a proven record of success in streamlining processes, realigning transferred programs, increasing process

efficiencies, and implementing new programs. Our success shows that a conservative and strategic allocation of employees, appropriations, and other resources to TDLR results in efficient regulatory oversight at the lowest possible cost.

While TDLR's regulatory responsibilities and licensee population have increased over the past twelve years, our staff has grown at a significantly slower rate. Our future workforce must continue to be diverse, multi-talented, intelligent, customer-focused and innovative, and will come from a very competitive job market. For TDLR to effectively provide and improve upon the quality of service that the citizens of Texas expect and deserve, we will need the necessary appropriations to properly compensate and retain current staff, attract and hire exceptional employees, address recurring database challenges, and improve service delivery.

A. FUTURE WORKFORCE NEEDS

The expected workload over the next five years coming from our new programs, the increase in population, and changes in technology, reveals a gap in staffing. The agency must continue to develop strong leaders to respond to the growing challenges, and attract employees who can gather and analyze information to ensure licensing and regulatory requirements are met.

TDLR will need employees with:

- advanced skills in the areas of data analytics;
- experience working with databases, information technology security, internet search tools, electronic casefile systems, and office application software;
- communication skills, both written and verbal, as the agency faces a growing volume and variety of customer service interactions;
- strong abilities in web development to make our web services secure, accessible and fully mobile-friendly;
- public speaking skills and the availability to travel as we increase our efforts to educate the licensees and the public;
- expertise in litigation and administrative law procedures, such as rule-making and open records;

AGENCY WORKFORCE PLAN (Continued)

- strong skills in contract management, procurement, and project management; and
- experience and training in the new programs being transferred to TDLR, specifically in the area of health professions, scope of practice, and regulatory provisions.

Compliance

TDLR requires technical experts whose unique professional skills and industry knowledge ensure understanding of and compliance with state regulatory requirements, particularly for the Air Conditioning and Refrigeration Contractors; Barbering; Boilers; Cosmetology; Driver Education and Safety; Electricians; Elevators, Escalators and Related Equipment; health professions; Industrialized Housing and Buildings; and Towing and Vehicle Storage programs.

Customer Service

TDLR requires trained and knowledgeable staff with strong written and oral communication, technological, bilingual and multi-tasking skills to meet the ongoing increase in the number of programs, and the volume and complexity of inquiries.

Enforcement

TDLR will need investigators, prosecutors, and legal assistants to resolve the increasing number of complaints in a timely and efficient manner.

Field Operations

TDLR will need knowledgeable inspectors with strong written and oral communication, technological, bilingual and multi-tasking skills to meet the increased volume and complexity of performing inspections in multiple industries, and an increased need to educate licensees.

Licensing

TDLR will require employees with the knowledge and analytical skills to process and review license applications for a growing number of businesses, facilities, equipment, and individuals.

Information Technology

TDLR will need software developers, network specialists and cyber security personnel to develop, implement, support, maintain, and protect systems, innovative technologies, and confidential information.

B. EXPECTED WORKFORCE CHANGES

Growing Responsibilities

As the Legislature seeks efficiencies and cost savings through consolidation of programs, licensing, and regulatory activities, TDLR's workload will increase with the assignment of new or transferred programs. The agency expects the number of inquiries, applications, reviews, inspections, and complaints to increase, resulting in a greater demand on every division. Identifying efficiencies and training staff across functional areas and programs will continue to be of primary importance, and additional resources will be crucial.

Technology

Each year TDLR relies more on technology to increase operational efficiencies and expand customer service capabilities. Employees proficient in developing and maintaining information infrastructure, adapting to and using new technology and associated changes to work processes, are essential. With these changes, TDLR must address software and hardware upgrades, and information technology security issues.

Retirements

After nearly two decades of public service with TDLR, our Executive Director will retire at the end of Fiscal Year 2016. In addition to this significant loss to the leadership team, 30% of TDLR employees will be eligible for retirement in the next five years. The potential loss of these employees who possess essential agency knowledge requires constant refinement of the agency's succession planning.

C. INCREASE IN STAFF NEEDED

Due to population growth in Texas and consolidation of programs into TDLR, additional employees are needed to continue to deliver cost effective customer service, safeguard the public, and ensure an efficient regulatory environment. Future effectiveness will depend upon receiving the necessary appropriations and staff.

GAP ANALYSIS

A. ANTICIPATED SHORTAGE IN KEY STAFF

The agency identifies the following gaps between anticipated needs and current workforce:

AGENCY WORKFORCE PLAN (Continued)

- Within the next five years, approximately one-third of TDLR's workforce will be eligible for retirement, including 50% of TDLR's executive leadership team, who possess highly specialized skills, leadership abilities, and technical knowledge.
- TDLR continues to face challenges in attracting skilled technical experts. Private sector salary competitiveness limits the pool of qualified applicants.
- Newly acquired programs regulated by TDLR will require recruiting new subject matter experts and innovative ways to retain and train-up current employees.

B. ANTICIPATED SHORTAGE OF SKILLS

TDLR aggressively recruits, trains, and retains a diversely skilled staff, but we anticipate a shortage of skills in the following areas:

Leadership

Many key staff are eligible for retirement, including TDLR's Executive Director who is retiring at the end of Fiscal Year 2016. Through succession planning we hope to assure successful administration of programs without interruption including hiring and developing additional employees for "bench strength," training and mentoring critical staff, and providing leadership development opportunities.

Training

As the agency's responsibilities continue to grow, competent, cross-trained, and technology-savvy employees are vital for the continuity of low-cost licensing services and successful regulatory "next" practices. Additionally, the agency's continued investment and participation in programs such as the Transformative Leadership Program, National Certified Investigator and Inspector Training, Governor's Executive Development Program (GEDP), Executive Leadership for Information Technology Excellence (ELITE), Governor's Center for Management Development, and Toastmasters International are essential to developing innovative solutions for smaller, smarter state government.

Communication Skills

TDLR continues to need staff skilled in written and verbal communications, including those with bilingual, plain language, and social media skills.

Information Technology

Because TDLR relies heavily on information technology and information systems security to streamline our processes and provide secure systems, there is a continuing need to attract and retain qualified technical individuals.

Strategy Development

The following sections outline how TDLR will address our anticipated workforce gaps:

Issue: Retirements create a significant loss of valuable experience and technical knowledge.

Goal: Continue developing key staff to maintain successful administration of programs.

Rationale: Directors, managers, supervisors, and staff who possess vital knowledge are eligible for retirement.

Action: The agency continues to provide opportunities for program/process training and leadership development, including leadership book clubs, conversations in leadership, job shadowing, and formal leadership programs. Additionally, special assignments such as legislative analysis, program implementation, and strategic planning provide opportunities for employees to develop core leadership competencies and enhance analytical writing skills.

Issue: Future Loss of Critical Workforce Skills.

Goal: Maintain and enhance the skills of our workforce through recruitment, training, and retention.

Rationale: A skilled workforce is critical to achieving the agency's mission.

Action: The agency will provide coaching, mentoring, cross-training, succession planning, and learning and development opportunities focusing on new technologies, industry "next" practices, and agency laws and rules. TDLR will also offer training resources and educational tools.

SCHEDULE G - REPORT ON CUSTOMER SERVICE

The Texas Department of Licensing and Regulation (TDLR) focuses on customer service as one of the seven Core Values that define our culture. We provide quick, easy, and accessible service, treating each person with honor and respect. We pride ourselves on providing courteous and timely assistance. Our goal is to answer all customer inquiries in a single contact.

INVENTORY OF EXTERNAL CUSTOMERS SERVED BY STRATEGIES IN GENERAL APPROPRIATIONS ACT

Strategy – License, Register and Certify

TDLR's primary customers for this strategy are individuals who are or desire to be licensed, registered, or certified in one or more of the agency's 25 programs. Key services provided are initial application processing; renewal processing; criminal background checks; online application processing; online renewal; military experience, service, training, or education verification; and expediting applications from military spouses.

Strategy – License Businesses and Facilities

TDLR's primary customers for this strategy are businesses and facilities that are required to be licensed or registered in one or more of the agency's 25 programs. Key services provided are initial application processing, renewal processing, online application processing, and online renewal.

Strategy – Examinations

TDLR's primary customers for this strategy are people required to take an examination to receive an occupational license. Key services provided are electronic delivery of examinations throughout the State of Texas; availability of special accommodations for taking examinations, including those offered in other languages; online posting of student hours into the Student Hour and Enrollment Automatic Reporting Systems (SHEARS); and performance reports available for new students enrolling in a cosmetology school.

Strategy – Continuing Education

TDLR's primary customers for this strategy are course providers and individuals required to complete continuing education hours to renew their licenses. 12 of TDLR's programs require continuing education. Key services provided are approval of providers and courses, and online posting of licensees' completion of continuing education hours.

Strategy – Customer Service

TDLR's primary customers for this strategy include anyone who contacts us. Key services provided include responding to phone calls, emails, social media posts, and walk-in visits.

Strategy – Texas.gov

TDLR's primary customers for this strategy are applicants for licenses and registrations, persons renewing licenses, and individuals paying administrative penalties. Key services provided are online payments for license applications, renewals, registrations, and administrative penalties.

Strategy – Conduct Inspections

TDLR's primary customers for this strategy are the following businesses and equipment for which we perform inspections: barber shops and schools; cosmetology salons and schools; combative sports events; driver education schools; vehicle booting companies; towing companies; vehicle storage facilities; used automotive parts recyclers; industrialized (modular) builders and manufacturers; boilers; and licensed dog and cat breeder facilities.

Key services provided include the inspections outlined above; online availability of architectural barriers project registrations; online availability of boiler and elevator inspection reports; online access of inspection results by towing companies and vehicle storage facilities; and technical memoranda and staff to help building owners, building officials, and local law enforcement to understand laws and rules. In addition, TDLR staff provides training and services for third-party inspectors who conduct inspections for the Architectural Barriers, Boilers, Combative Sports, Elevator Safety, and Industrialized Housing and Buildings programs.

REPORT ON CUSTOMER SERVICE (Continued)

Strategy – Building Plan Reviews

TDLR's primary customers for this strategy are individuals and businesses who are building, renovating or modifying commercial facilities, elevators and escalator owners, and manufacturers and owners of industrialized (modular) houses and buildings. Customers also include the third-party plan reviewers, Registered Accessibility Specialists (RAS), design review agencies, and the people with disabilities who use the facilities described above. Key services provided include the certification of RAS, approval of design review agencies, and the development of standards and procedures.

Strategy – Resolve Complaints

TDLR's primary customers for this strategy are individuals who file complaints. Key services provided include the processing, evaluation, and resolution of complaints through negotiation and formal prosecution; providing information about the complaint investigation and resolution process; developing and applying criminal offense guidelines for the issuance and renewal of licenses; developing and implementing penalty matrices for uniform assessment of sanctions and penalties; and publishing enforcement actions arising from Final Orders of the Commission and the executive director.

Strategy – Investigation

TDLR's primary customers for this strategy are individuals who file complaints. Key services include the ability to file complaints in person, in writing, or online; intake and investigation of complaints related to TDLR's 25 programs; and investigation of an applicant's criminal history.

Strategy – Central Administration

TDLR's primary customers for this strategy are the individuals and businesses who pay a fee, the public, the Office of the Governor, the Texas Senate and House of Representatives, our Commissioners, the Legislative Budget Board, the Comptroller of Public Accounts, Advisory Board members, public-private partners, and other government agencies. Key services provided include liaison activities with executive, legislative and governmental entities; communicating with industry and trade groups; providing information regarding the agency's programs;

providing legal counsel support to the agency, Commission, and Advisory Boards, ensuring agency compliance with ethics laws; responding to open record requests; administrating the agency's websites; evaluating and analyzing data and input to identify process improvements; responding to media inquiries; managing the agency's day-to-day operations and fiscal resources; and developing workforce planning.

Strategy – Information Resources

TDLR's primary customers for this strategy are licensees; registrants; third-party inspectors; applicants; building and business owners; city building officials; the Office of the Governor; executive, legislative and governmental agencies; and the public. Key services include developing, implementing, and maintaining licensing software systems; developing and implementing IT security measures; and supporting online and contact center services.

Strategy – Other Support Services

TDLR's primary customers for this strategy are vendors and public-private partners, including Historically Underutilized Businesses and state agencies such as the Texas Facilities Commission, the State Office of Risk Management, and the Comptroller of Public Accounts. Key services provided include fair and transparent procurement processes; state property accounting and management; facilities and vehicle management; and inventory controls.

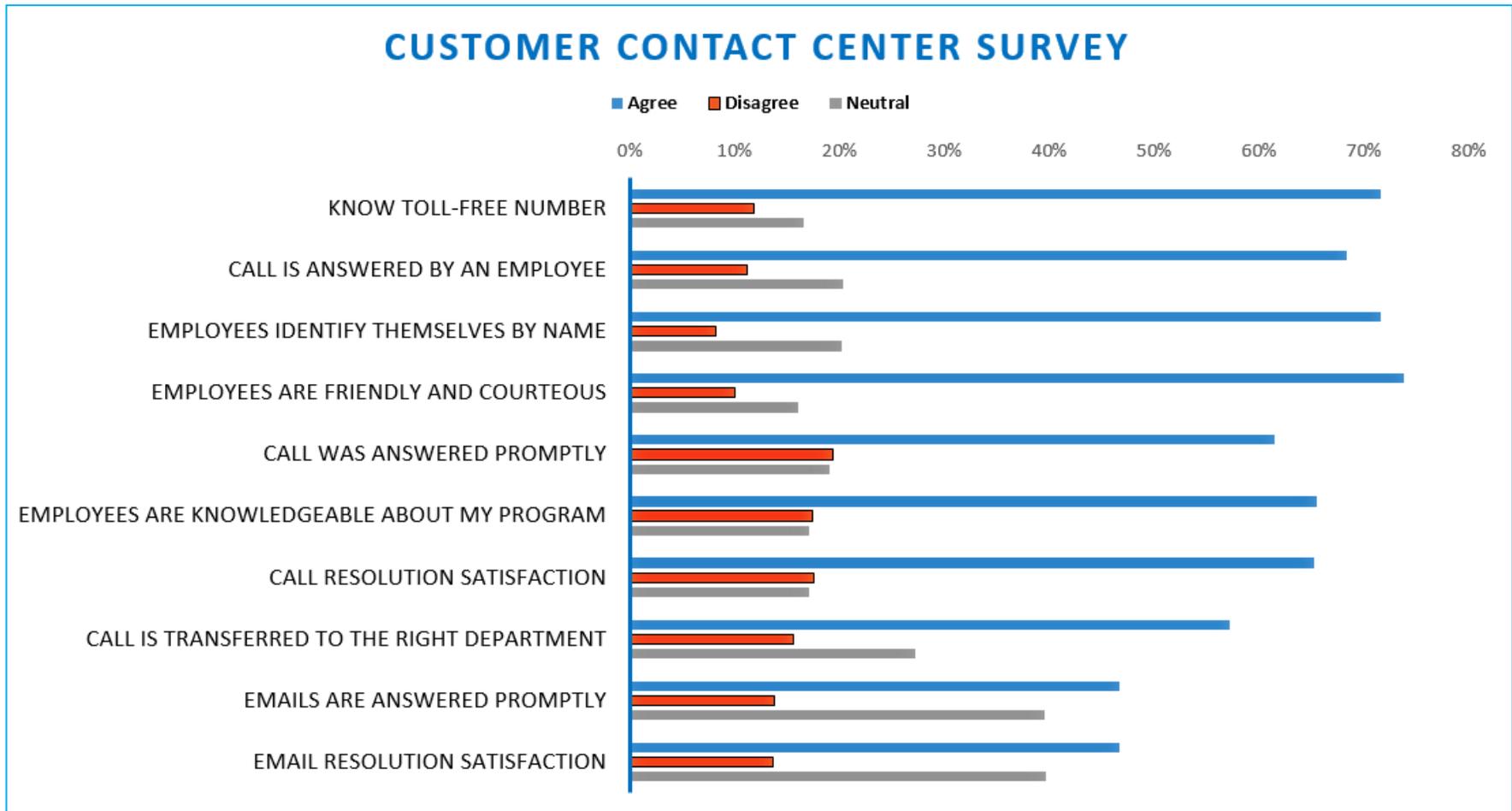
INFORMATION-GATHERING METHOD OF SURVEY

TDLR received feedback from its customers primarily through an online customer satisfaction survey. Invitations to take the survey were sent to our 634,999 email subscribers and 11,155 people completed the survey. The survey asked if customers had received specific services in the last two years, and asked them to rate the services received.

TDLR also sought individual feedback through nine regional face-to-face meetings and through its social media accounts. The face-to-face sessions were open discussions of the full range of issues, providing detailed and personal responses.

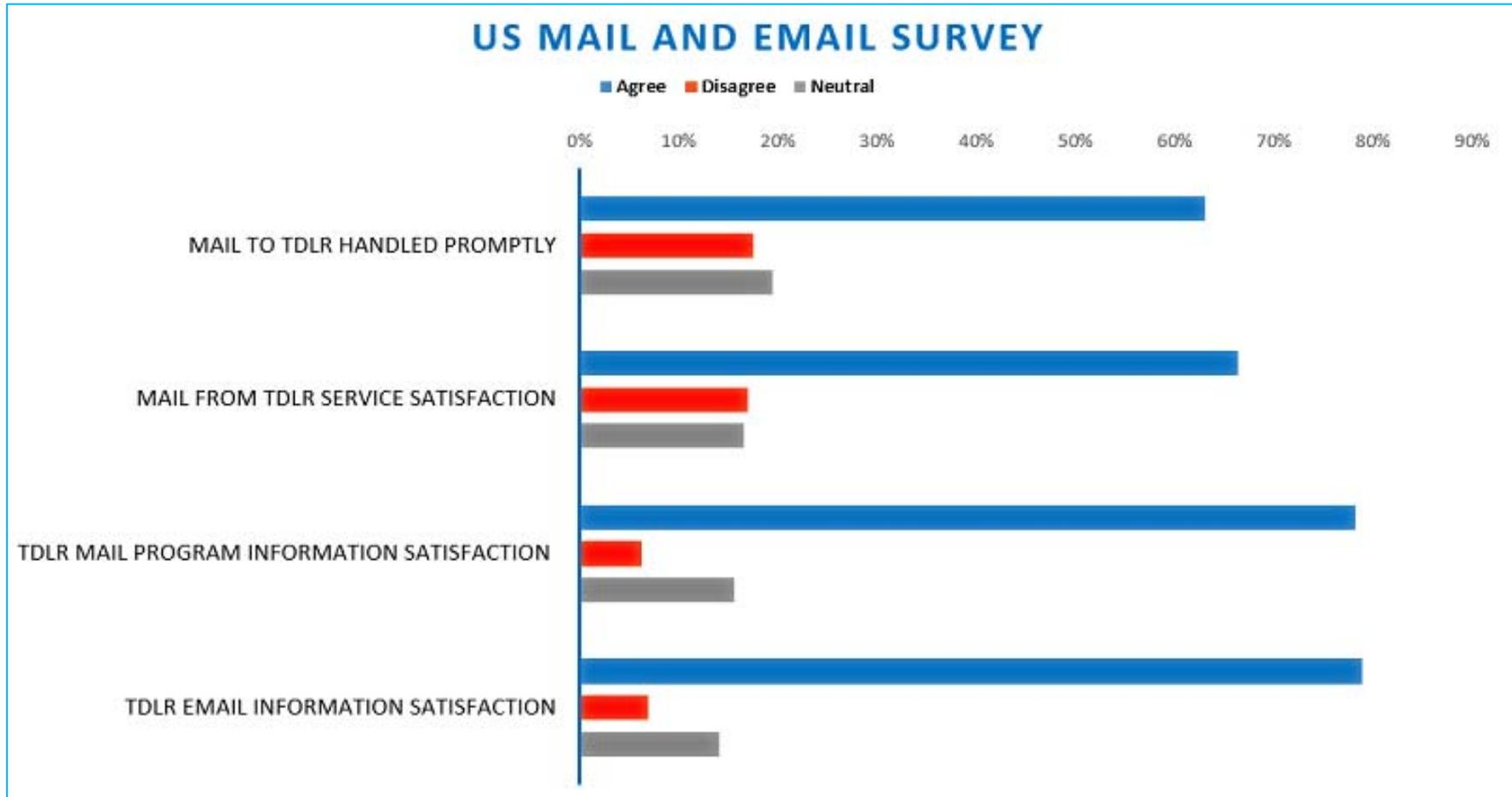
REPORT ON CUSTOMER SERVICE (Continued)

Survey Results



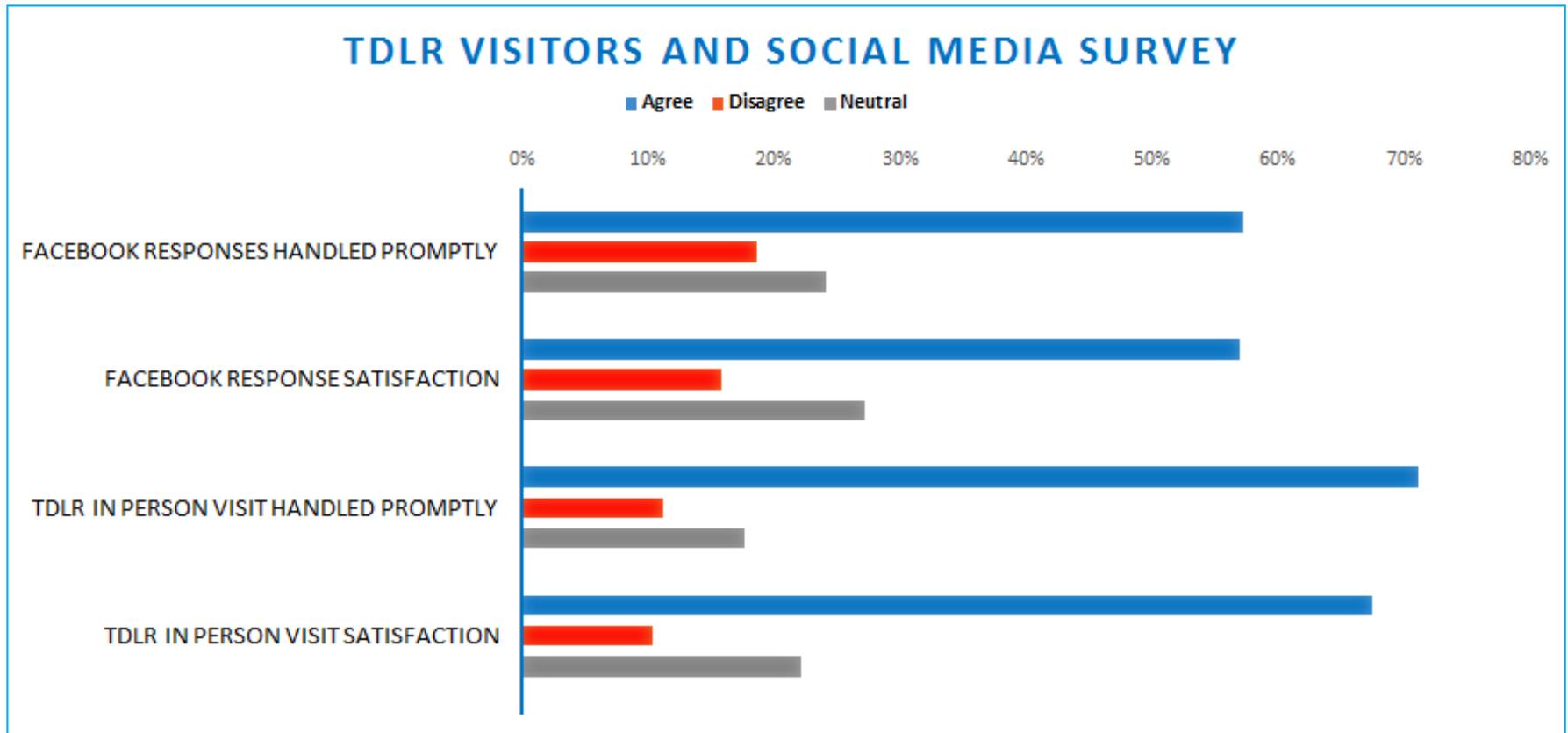
REPORT ON CUSTOMER SERVICE (Continued)

Survey Results



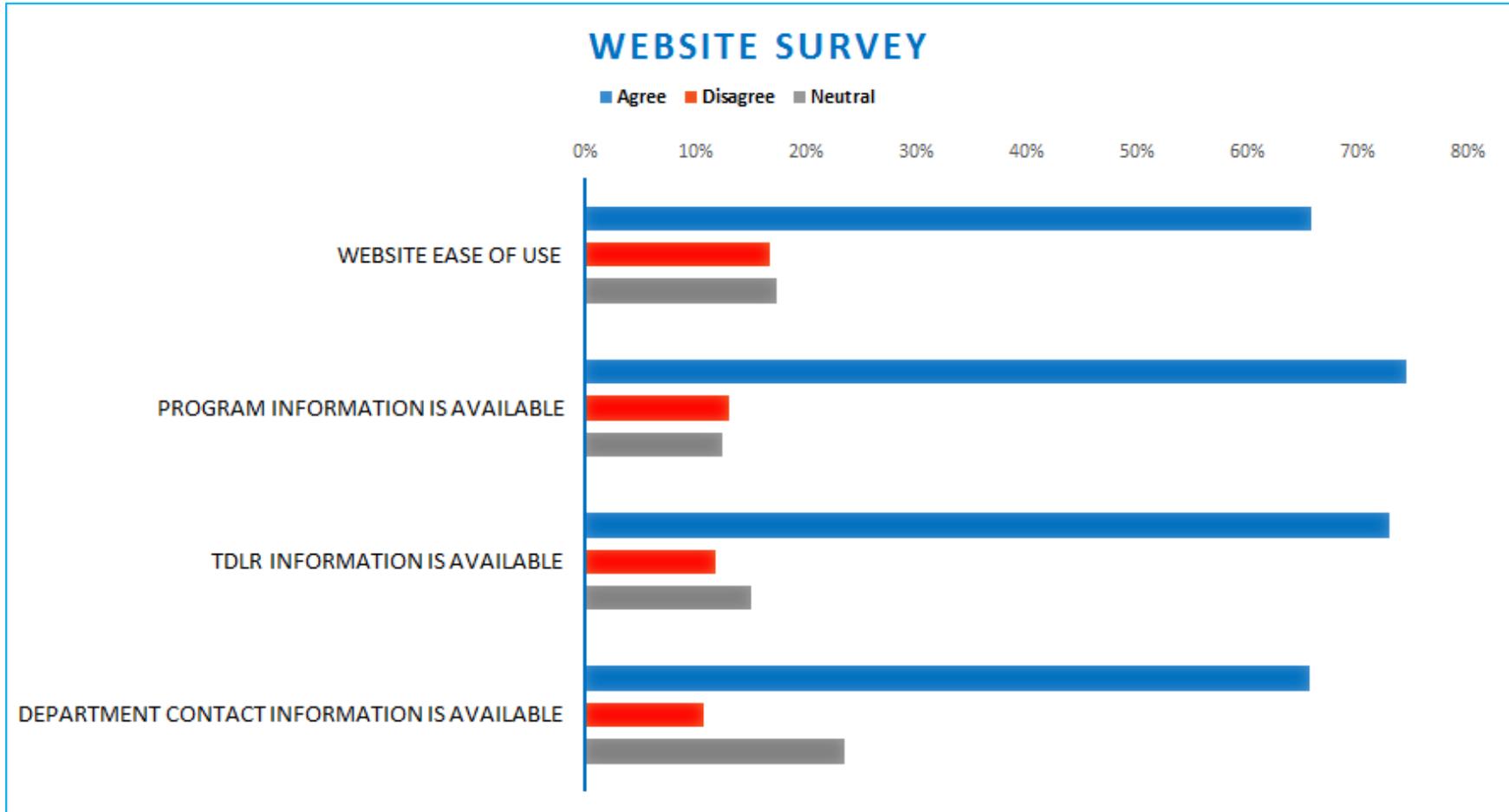
REPORT ON CUSTOMER SERVICE (Continued)

Survey Results



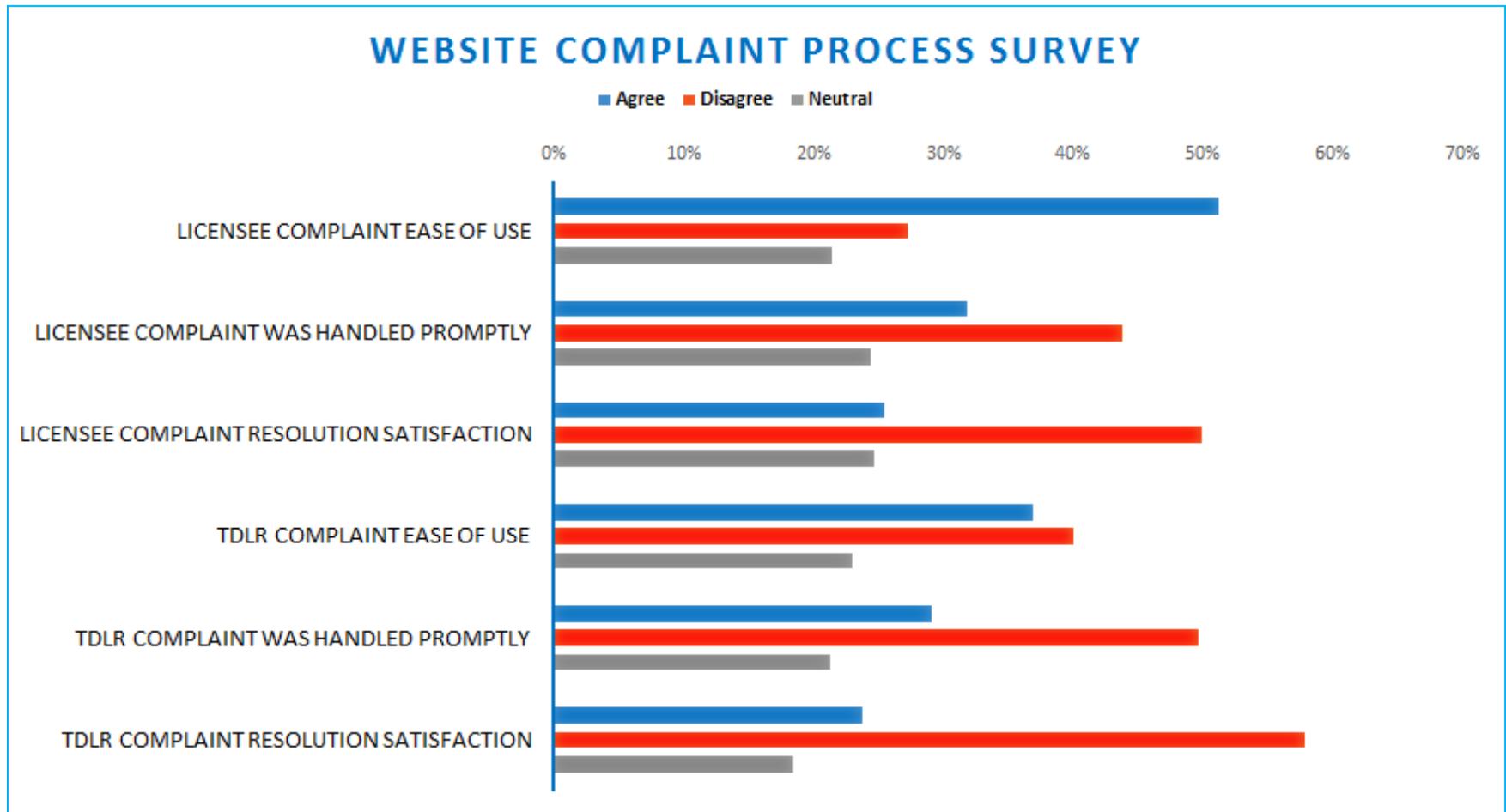
REPORT ON CUSTOMER SERVICE (Continued)

Survey Results



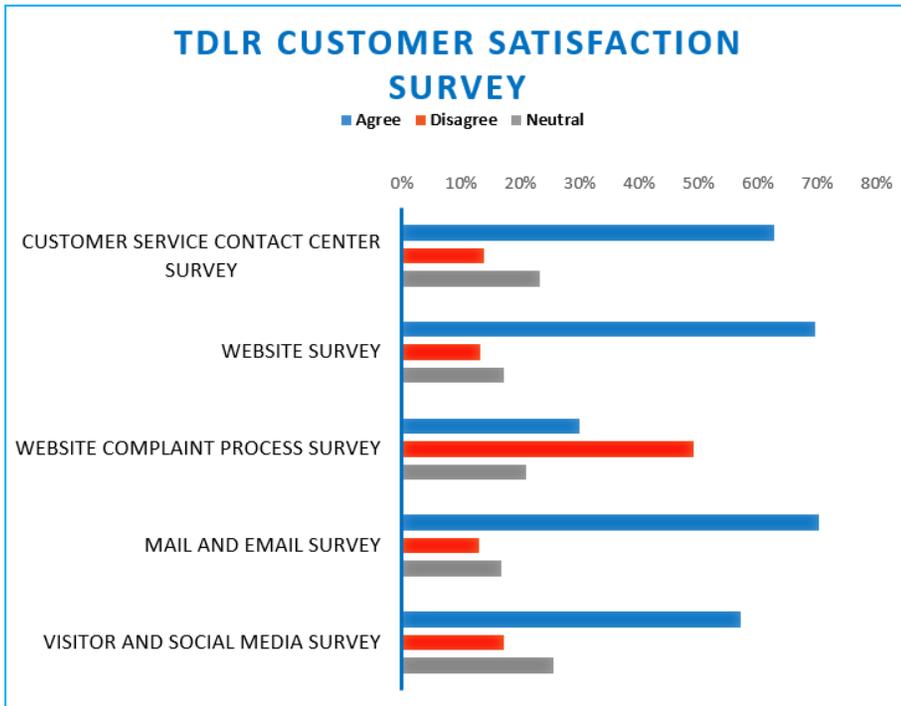
REPORT ON CUSTOMER SERVICE (Continued)

Survey Results



REPORT ON CUSTOMER SERVICE (Continued)

Survey Results



Survey Analysis

Survey participants expressed overall satisfaction with TDLR's customer service. They expressed satisfaction with the information we share via email and mail; our friendly and courteous manner on the phone; our website; our timeliness; and the knowledge and expertise of our staff.

Survey participants expressed some dissatisfaction with the process or outcome for complaints about licensees or unlicensed activity. Some of this dissatisfaction may be attributed to licensees who believe that the playing field is not level or want to limit competition.

Some participants were dissatisfied with the process or outcome for complaints about TDLR and its employees. In response to this feedback, we are streamlining our process to ensure such complaints reach the appropriate supervisor in a timely manner.

The survey appears to indicate that some participants are not satisfied with the timeliness of the customer service they receive via email. TDLR is reviewing and improving its email response time.

TDLR further plans to improve its mobile-friendly web services to better suit customers accessing the internet on mobile devices.

TDLR will improve the survey process by conducting surveys more frequently and asking additional questions about specific aspects of the customer experience.

PERFORMANCE MEASURE INFORMATION FOR CUSTOMER SERVICE STANDARDS AND CUSTOMER SATISFACTION

Through the first half of Fiscal Year 2016, TDLR was contacted 234,389 times, 55% of the projected 425,000 contacts for the year. We successfully responded to 97% of those contacts. In Fiscal Year 2015, TDLR received 409,608 calls and answered 78% of them (note: the performance measure was expanded in Fiscal Year 2016 from "calls" only to "contacts" which includes calls, email, and social media).

Through March 2016 of Fiscal Year 2016, TDLR's average time for resolution of complaints about licensees or unlicensed activity was 185.5 days. In Fiscal Year 2015, the average resolution time was 231 days.

REPORT ON CUSTOMER SERVICE (Continued)

Outcome Measures

Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received

- 79% - Information received by email
- 78% - Printed materials received by mail
- 70% - Website
- 69% - Customer service at TDLR headquarters
- 65% - Customer service by mail
- 63% - Customer service contact center
- 57% - Customer service on Facebook
- 36% - Accessing website to report a complaint about licensee or unlicensed activity
- 30% - Accessing website to report a complaint about TDLR

Percentage of Surveyed Customer Respondents Identifying Ways to Improve Service Delivery

- 6% - Printed materials received by mail
- 7% - Information received by email
- 11% - Customer service at TDLR headquarters
- 13% - Website
- 14% - Customer service contact center
- 17% - Customer service by mail
- 17% - Customer service on Facebook
- 40% - Accessing website to report a complaint about licensee or unlicensed activity
- 49% - Accessing website to report a complaint about TDLR

Output Measures

Total Customers Surveyed

TDLR emailed 634,999 invitations to participate in the survey and 11,155 people completed the survey.

Total Customers Served

TDLR's total license population is over 650,000 including individuals, businesses, facilities, and equipment. We also serve Texans who receive services from our regulated occupations, professions, and industries.

Efficiency Measures

Cost per Customer Surveyed

TDLR paid \$65 for the software used to conduct the survey. With 11,155 customers participating, the survey cost \$.006 per person.

Explanatory Measures

Total Customers Identified

TDLR has over 650,000 licensees as its primary customers. Our customers also include Texans who rely on the services of the licensed occupations, professions, and industries.

Total Customer Groups Inventoried

This inventory includes individuals, businesses, facilities, and equipment licensed in TDLR's 25 programs. It also includes all Texans who rely on the services of the licensed occupations, professions, and industries.

SCHEDULE H - ASSESSMENT OF ADVISORY COMMITTEES

As per the April 2016, Instructions for Preparation and Submitting Agency Strategic Plans for fiscal years 2017 to 2021, the Texas Department of Licensing and Regulation (TDLR) electronically submitted the Schedule H: Assessment of Advisory Committees. The submission included requested information and documentation for the twenty-seven (27) advisory boards or committees that provide advice and recommendations regarding technical matters related to professions regulated by TDLR.

The following are links to the more than 570 pages of information and documentation relating to TDLR's assessment of its advisory committees:

https://www.tdlr.texas.gov/StratPlan/2017/TDLR_Advisory_Comm_Assessment.pdf

https://www.tdlr.texas.gov/StratPlan/2017/TDLR_Advisory_Comm_Assessment_Support_Documents.pdf