



# *2021-2025 STRATEGIC PLAN* Supplemental Schedules

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# TEXAS DEPARTMENT OF LICENSING AND REGULATION

## *2021-2025 STRATEGIC PLAN*

### Supplemental Schedules

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## 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

### 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 Measures

- 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

### 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  — Indirect Administration**

**Provide support to the sections of the agency which administer Goals A & B**

**Objective: Indirect Administration**

Provide executive, human resources, financial, general counsel, and information technology services to the agency.

**Strategy  — 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  — Information Resources**

Develop, implement, and maintain licensing software systems; develop and implement IT security measures; and support online and contact center services.

**Strategy  — Other Support Services**

Provide fair and transparent procurement processes, state property accounting and management, facilities and vehicle management, and inventory controls.

## Performance Measure Definitions

### Agency: Department of Licensing and Regulation

<b>GOAL:</b>	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.
<b>OBJECTIVE:</b>	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 collected from agency licensing systems pursuant to TDLR procedures for processing performance measures.

**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**

Total number of licenses held collected from agency licensing systems pursuant to TDLR procedures for processing performance measures.

**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**

Total number of licenses held collected from agency licensing systems pursuant to TDLR procedures for processing performance measures.

**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, and Twitter.

**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 as reported by the Contact Center and Customer Relationship Management software databases, including the following resolution types: Queue Call, Resolved Faxes, and Resolved Emails. The denominator is the “Number of Contacts Received” comprised of external phone calls, faxes, and emails, as reported by the Contact Center and Customer Relationship Management software databases, including the following resolution types: Abandoned and Queue Call. 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.

**Calculation Method**

Non-cumulative

**New Measure**

No

**Target Attainment**

Higher than target

<b>GOAL:</b>	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.
<b>OBJECTIVE:</b>	Ensure that all individuals, facilities and equipment meet all requirements and qualifications, education, experience, and inspection prerequisites to hold required licenses, certifications or registrations.
<b>STRATEGY:</b>	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**

Total number of licenses held collected from agency licensing systems pursuant to TDLR procedures for processing performance measures.

**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.

**Calculation Method**

Non-cumulative

**New Measure**

No

**Target Attainment**

Higher than target

**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**

Total number of licenses held collected from agency licensing systems pursuant to TDLR procedures for processing performance measures.

**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.

**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**

Total number of licenses held collected from agency licensing systems pursuant to TDLR procedures for processing performance measures.

**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.

**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 the number of new licenses issued to individuals in industries regulated by TDLR.

**Data Source**

Total number of licenses held collected from agency licensing systems pursuant to TDLR procedures for processing performance measures.

**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**

Total number of licenses held collected from agency licensing systems pursuant to TDLR procedures for processing performance measures.

**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.

**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 held by 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**

Total number of licenses held collected from agency licensing systems pursuant to TDLR procedures for processing performance measures.

**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.

**Calculation Method**

Non-cumulative

**New Measure**

No

**Target Attainment**

Higher than target

## PERFORMANCE MEASURE DEFINITIONS (Continued)

<b>GOAL:</b>	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.
<b>OBJECTIVE:</b>	Ensure that all individuals, facilities and equipment meet all requirements and qualifications, education, experience, and inspection prerequisites to hold required licenses, certifications or registrations.
<b>STRATEGY:</b>	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 continuing education courses and school curricula reviewed and approved by TDLR.

**Data Source**

Total number of courses approved collected from agency licensing systems pursuant to TDLR procedures for processing performance measures.

**Method of Calculation**

Total the number of continuing education courses and school curricula approved.

**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)

<b>GOAL:</b>	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.
<b>OBJECTIVE:</b>	Ensure that all individuals, facilities and equipment meet all requirements and qualifications, education, experience, and inspection prerequisites to hold required licenses, certifications or registrations.
<b>STRATEGY:</b>	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 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, and Twitter.

#### 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, and emails as reported by the Contact Center and Customer Relationship Management software databases, including the following resolution types: Abandoned and Queue Call.

#### 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)

<b>GOAL:</b>	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.
<b>OBJECTIVE:</b>	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.

**Calculation Method**

Non-cumulative

**New Measure**

No

**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 percentage of inspections required by statutes and completed by agency and third-party inspectors.

**Purpose**

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

**Data Source**

Total number of inspections completed collected from agency licensing systems pursuant to TDLR procedures for processing performance measures.

**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 and Elevator 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 and enforcement action may also impact the measure.

**New Measure**

No

**Calculation Method**

Non-cumulative

**Target Attainment**

Higher than target

## PERFORMANCE MEASURE DEFINITIONS (Continued)

<b>GOAL:</b>	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.
<b>OBJECTIVE:</b>	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.
<b>STRATEGY:</b>	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 required by statutes and 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**

Total number of inspections completed collected from agency licensing systems and tracking databases pursuant to TDLR procedures for processing performance measures.

**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**

Total number of plan reviews completed collected from agency licensing systems and tracking databases pursuant to TDLR procedures for processing performance measures.

**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)

<b>GOAL:</b>	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.
<b>OBJECTIVE:</b>	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.
<b>STRATEGY:</b>	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)

<b>GOAL:</b>	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.
<b>OBJECTIVE:</b>	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.
<b>STRATEGY:</b>	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

## Historically Underutilized Businesses (HUB)

TDLR continues to excel in Historically Underutilized Businesses (HUBs) program purchasing. We have consistently exceeded the statewide average, with purchases made in fiscal year 2019 surpassing the average by over 16 percent--a three-fold increase over the prior year.

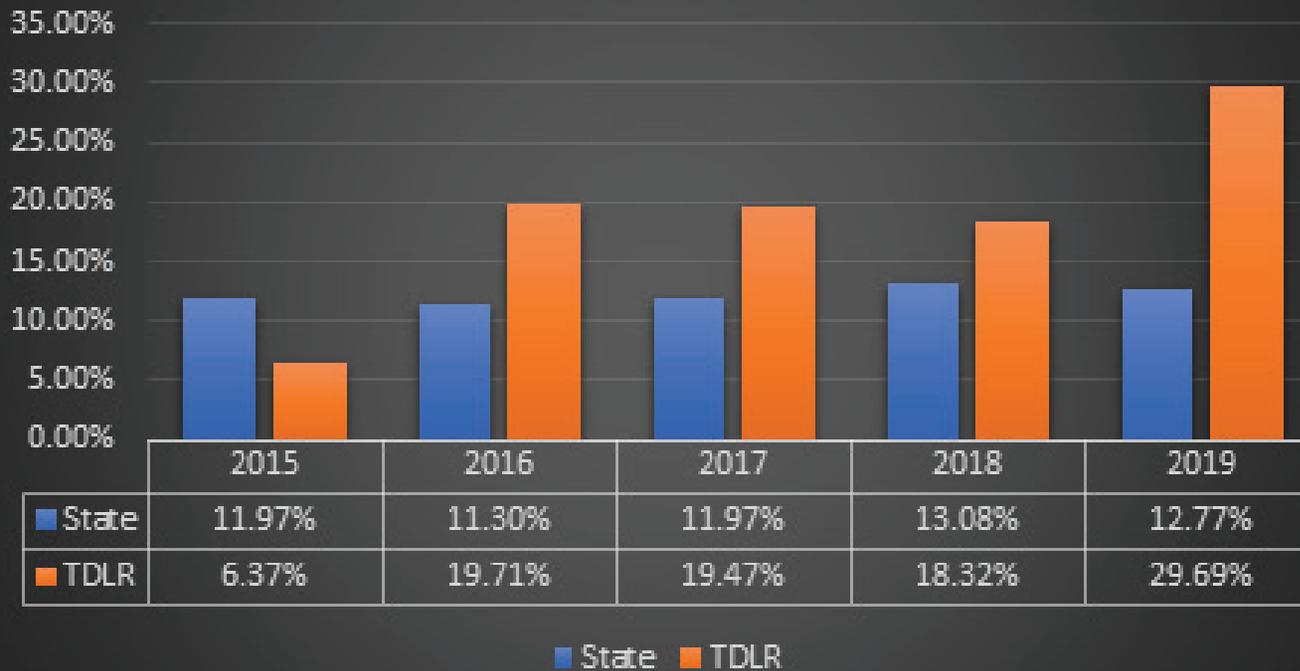
TDLR's commitment to improving the procurement opportunities for HUBs is evidenced by its appointment of Deputy Executive Director of Administrative Services, Mike Arismendez, as TDLR's HUB coordinator. Previously, he was presiding officer of the Commission of Licensing and Regulation. In his lead role with the HUB program, he is tasked with the following:

- exploring new opportunities to increase HUB contract awards;
- engaging with HUBs at conferences and fairs;
- collaborating with other state agency HUB coordinators to identify and implement best practices for improving our HUB contracting results;
- providing leadership and critical information to financial services division staff about HUBs;
- pursuing TDLR's goal to exceed the requisite number of HUB contracts and subcontracts awarded annually; and
- preparing reports on HUB activity for the Texas Comptroller of Public Accounts (CPA).

The agency's strategy and continued efforts in the HUB plan include:

- consistently making good faith efforts to award procurement opportunities wherever possible, such as the increase of almost 21 percent of HUB dollars spent in other services in fiscal year 2019;
- identifying HUB vendors for all good and services through the CPA Centralized Master Bidders List (CMBL) to;
- attending statewide HUB events and conferences, representing TDLR and expanding vendor prospects;
- complying with CPA's HUB program rules, purchasing procedures, and reporting requirements;
- utilizing Department of Information Resources HUB resellers for information technology purchases; and
- hosting internal HUB forums in which businesses are invited to deliver presentations that demonstrate their capability to do business with TDLR.

## Comparative HUB Utilization



*“Exceeding Texas’s HUB averages is yet another example of TDLR’s ongoing commitment to excellence. TDLR’s free, open and inclusive communication with all members of the Texas business community has served both the state and the agency well. The TDLR formula for HUB program success includes great HUB leadership; and identifying and implementing best practices with the goal of exceeding requirements, not just meeting them. This translates into success for historically underutilized businesses and for Texas. Kudos to TDLR’s continued commitment and success!”*

**—Helen Callier,  
Texas Commission of  
Licensing and Regulation**

## AGENCY OVERVIEW

The Texas Department of Licensing and Regulation (TDLR) serves Texans by providing low-cost licensing and regulatory services that encompass a wide range of programs professions, occupations, businesses, facilities, and equipment. By Fiscal Year 2021, TDLR will issue over 234 license types within 40 programs to more than a million licensees. Uniform processes are applied to license application development, facility inspection, complaint investigation, violation prosecution, curriculum review, and examination development through a functionally aligned organizational structure.

TDLR, in its infancy, began as the Bureau of Labor Statistics in 1909. The Bureau was tasked with collecting and reporting statistical information to the Governor regarding labor and industry within the state of Texas. Gradually, the Bureau's responsibilities increased to include the administration and enforcement of laws impacting the health and safety of employees, employers, and the public. In 1973, the agency's name evolved to the Texas Department of Labor and Standards. In 1989, the agency was renamed the Texas Department of Licensing and Regulation and the Commission of Licensing and Regulation was created to act as the agency's governing body.

TDLR's proven success in innovating and streamlining programs has resulted in a steady increase in the agency's responsibilities. In 2019, the 86th Legislature transferred oversight of the Motor Fuel Metering and Quality, and Motorcycle Operator Training and Safety programs to TDLR. Additionally, TDLR received funding to establish an anti-trafficking unit to work with law enforcement and non-governmental agencies to investigate suspected human trafficking in its regulated programs. TDLR has continued to make great strides in the transformation of these new and existing programs, even while faced with the challenge of the COVID-19 pandemic.

TDLR will continue to be transformative and innovative as it uses available technology and resources to respond to current and future challenges. Protecting the health and safety of our employees and Texans, while practicing fiscal restraint and balancing the needs of licensees, remains TDLR's top priority.

## AGENCY VISION, MISSION, AND PHILOSOPHY

While TDLR's vision, mission, and philosophy currently remain unchanged, revisions may occur during the next five-years as the agency adapts to the challenges resulting from the COVID-19 pandemic and the changing needs of Texans.

### TDLR's MISSION

To earn the trust of Texans every day by delivering innovative regulatory solutions for our licensees and those they serve.

### TDLR's VISION

To be the best at creating 'next' practices that provide low-cost licensing and regulatory services and an exceptional customer experience.

### TDLR's PHILOSOPHY

To achieve smaller, smarter government, we:

- Honor the public by being fair, transparent, and efficient;
- Value our customers and coworkers by seeking and using their input;
- Foster innovation and change by challenging the status quo;
- Recruit, empower, and reward high-performing employees; and
- Transform programs and improve services for customers.

## TDLR'S CORE VALUES

- **Accountable** to Texans
- Create an **exceptional customer experience**
- **Integrity** in all we do
- Lead through **innovation**
- Open and free communication
- **Respect** for all
- **Teamwork** built on individual strengths and ingenuity

## STRATEGIC GOALS AND OBJECTIVES

**Goal:** Fully implement and administer the recommendations resulting from the Sunset review process.

**Objective:** Eliminate inefficiencies, remove redundancies and simplify interactions to improve TDLR regulatory program services, ensuring the agency is responsive to elected representatives and the people of Texas.

**Goal:** Improve efficiencies, streamline rules, and decrease regulatory burdens by removing redundancies and eliminating process bottlenecks for all TDLR programs.

**Objective:** Identify and maintain efficiencies to eliminate regulatory burdens and improve agency processes, while ensuring licensees and consumers are provided exceptional services.

**Goal:** Focus the agency's regulatory and educational outreach efforts on protecting public health and safety, combatting human trafficking, and preventing consumer harm.

**Objective:** Prioritize enforcement efforts to promptly resolve complaints that ensure consumer protection while protecting public health and safety by educating consumers and licensees about regulated industries.

**Goal:** Position TDLR to respond effectively to the next pandemic, natural disaster, or crisis.

**Objective:** Ensure TDLR's ability to continue to provide exceptional service during critical and emergency events while proactively identifying methods to minimize the harmful impact of unforeseen events on the livelihood of licensees and Texans.

## CORE BUSINESS FUNCTIONS

TDLR's core business functions include the licensing and regulation of a variety of professionals, occupations, businesses, facilities, and equipment. The agency is functionally aligned into three key areas: Licensing Services; Regulatory Services; and Administrative Services and Strategic Response.

Licensing Services includes:

- *Licensing* – evaluates applications to issue and renew licenses.
- *Customer Service* – responds to public and licensee inquiries through phone, email, social media, and personal interaction at the front desk lobby.
- *Education and Examination* – reviews and approves school applications, continuing education providers and courses, and manages licensing examination development.

## Regulatory Services includes:

- *Regulatory Program Management* – provides technical expertise, program management, research, industry outreach, inspections, and management of third-party reviewers and inspectors.
- *Field Inspections* – inspects business facilities and schools, and engages in industry outreach to ensure public safety and consumer protection.
- *Enforcement* – evaluates, investigates, and resolves complaints; prosecutes violations; and raises public awareness and increases consumer protection by coordinating with local, state, and federal agencies.

## Administrative Services and Strategic Response includes:

- *Information Technology* – develops, maintains and oversees TDLR's cybersecurity, software development, and IT infrastructure.
- *Financial Services* – provides budget, revenue, expenditure, reporting, and contracting and procurement services for the agency.
- *Strategic Response* – prepares for and responds to critical and/or emergency events and oversees continuity of operations.
- *Asset and fleet management*

## Executive Director oversight exists for the following functions:

- executive management, legal counsel, human resources, project management and transformation, and support for the Commission.
- legislative outreach, public relations, internal communication, advisory board support, anti-trafficking initiatives and web and social media services.

## CURRENT WORKFORCE PROFILE

### CRITICAL WORKFORCE SKILLS

To achieve the agency's vision, mission and goals, employees demonstrate a high level of proficiency in a variety of critical skills including:

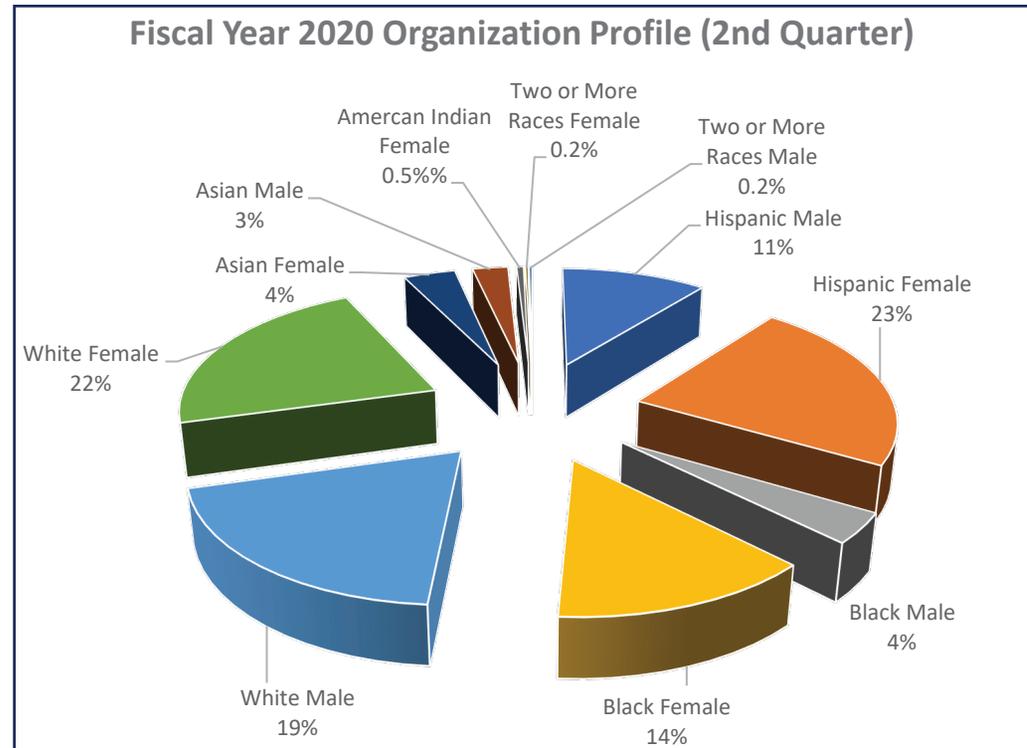
- Internal and external teamwork and collaboration;
- Working knowledge of laws, regulations, rules, and policies applicable to TDLR;
- Technological proficiency with multiple software applications and hardware systems;
- Resolution-based and next-issue avoidance customer service;
- Innovative critical thinking and problem-solving;
- Critical response management;
- Data-driven decision-making and analysis;
- Respect-based and transformational leadership;
- Legislative and stakeholder outreach;
- Effective organizational and time management skills;
- Research and information analysis;
- Cultural competency and awareness;
- Process and project management acumen;
- Technical understanding of TDLR programs;
- Tactical legal and financial services;
- Skillful inspection and investigative techniques;
- Electronic reporting;
- Public safety and consumer protection-based resolution of cases;
- Effective communication and public speaking;
- Plain language and multi-lingual skills;
- Inventory and asset management; and
- Database development, management and integration.

## DIVERSE WORKFORCE DEMOGRAPHICS

Due to an increased licensee population and growing responsibilities, TDLR's authorized workforce for Fiscal Year 2020 is 555.2 full-time equivalent (FTE) positions, an increase of 17.8% from the previous fiscal year. That number will increase by 1.5% in Fiscal Year 2021 to 564.2 FTE positions. Of these FTEs, over 80 percent work in TDLR's Austin offices, while nearly 20 percent work in locations throughout the state. TDLR, a proud member of the We Hire Vets employer recognition program, is committed to employing veterans, who currently comprise 12.9 percent of the agency's workforce.

## COMMITMENT TO A QUALIFIED AND DIVERSE WORKFORCE

TDLR is committed to providing equal employment opportunities to its dedicated, talented and diverse workforce.



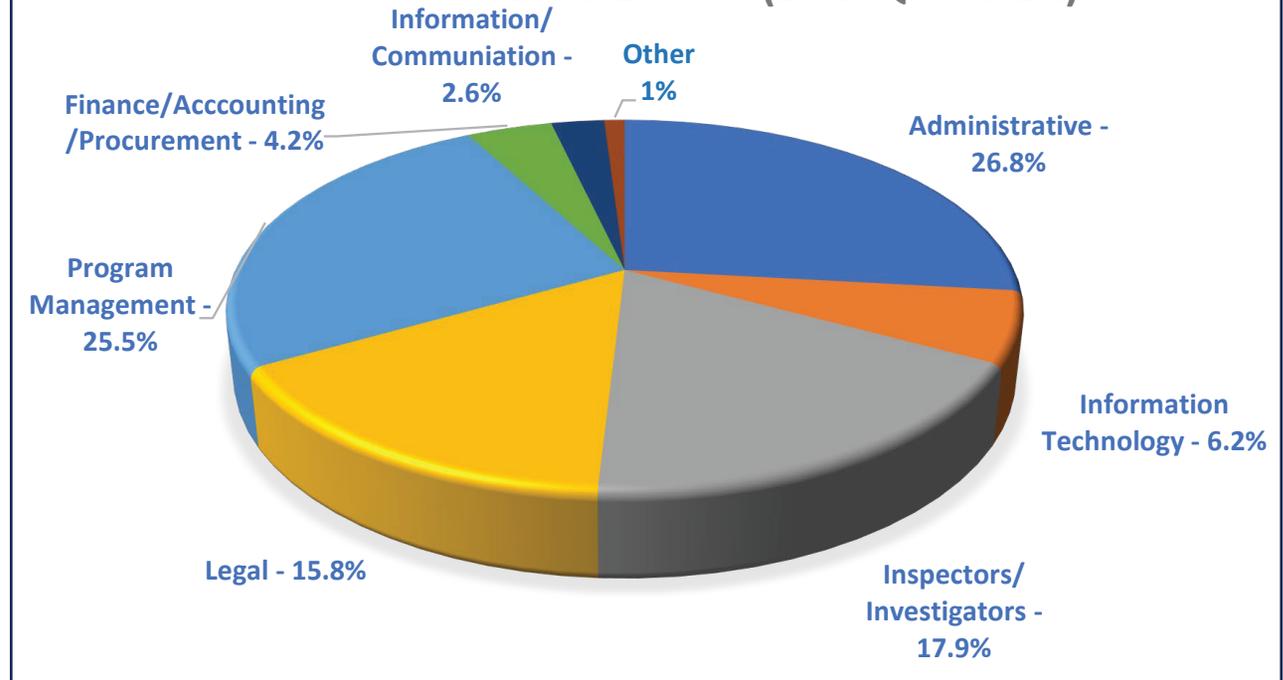
The agency's workforce was 33.5 percent Hispanic, less than four percent lower than the civilian workforce composition; and 17.6 percent Black, nearly four percent higher than the civilian workforce composition during this same period.



Nearly 80 percent of TDLR employees are over the age of 40, while the overall state agency workforce is comprised of almost 58 percent of employees in that same demographic. 31 percent of TDLR employees are eligible for retirement in the next five years. Four percent of agency employees are return-to-work retirees.

TDLR's employment of individuals under the age of 40 is approximately 35 percent lower than the state agency workforce composition. Although TDLR maintains a diverse workforce, we will continue efforts to attract and recruit employees in underrepresented demographics.

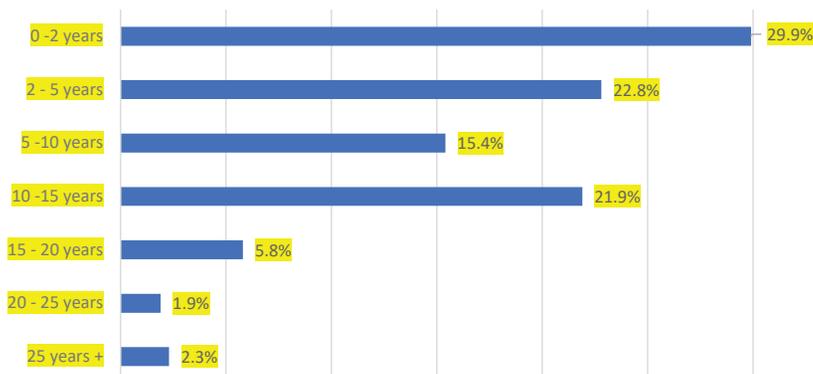
**FISCAL YEAR 2020 WORKFORCE BY OCCUPATIONAL CATEGORY (2ND QUARTER)**



Age	Percent of Workforce
Under the age of 30	4.7%
30 to 39 years of Age	17.8%
40 to 49	29.6%
50 to 59	33.8%
Above 60 years of age	14.1%

Due to TDLR's growth, over 52 percent of employees have worked for the agency for less than five years. While many of these employees have experience in programs regulated by TDLR, they also offer a fresh perspective that complements the critical knowledge transferred to them by more tenured staff.

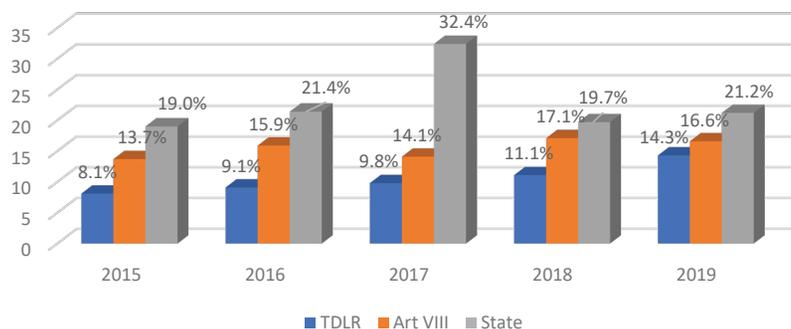
## LENGTH OF AGENCY SERVICE FISCAL YEAR 2020



## EMPLOYEE TURNOVER

While TDLR's turnover rate has remained lower than the state and regulatory average, since Fiscal Year 2015 the agency's turnover rate has been steadily rising. While 28 percent of those employees transferred from TDLR to another state agency, 34 percent left state employment. In addition, retirements accounted for 26 percent of agency separations, more than double from the previous year. 30 percent of those completing the State of Texas Employee Exit Survey listed better pay as the reason for departure, with 60 percent indicating the new positions provided better pay. Although separations have increased, 80 percent of surveyed employees leaving the agency stated they would want to work for TDLR in the future.

### Comparison of Turnover Rates



## SELECTED POSITIONS AND TURNOVER

In Fiscal Year 2019, employees in the attorney, manager and purchaser classifications comprised 10.2 percent of TDLR's employees yet accounted for 17.7 percent of the agency's turnover. Retirements accounted for only 2.9 percent of separations in these three classifications.

Classification	Percent of Total FTEs	Percent of Agency Turnover
Attorney	4.1	7.4
Manager	5.4	7.4
Purchaser	0.7	2.9

## GENDER AND TURNOVER

In Fiscal Year 2019, TDLR's workforce was composed of 63 percent female and 37 percent male. Turnover in the male demographic was slightly higher than the agency composition for that demographic.

Gender	Headcount	Separations	Percent of Separations
Female	300.0	40	58.8
Male	176.0	28	41.2

## ETHNICITY AND TURNOVER

In Fiscal Year 2019, separations were proportionate in relation to the agency composition for each ethnicity.

Ethnicity	Headcount	Separations	Percent of Separations
Asian	32.0	6	8.8%
Black	81.25	11	16.2%
Hispanic	163.75	22	32.4%
White	195.25	29	42.6%

## PROJECTED TURNOVER

TDLR projects its turnover rate for the next five fiscal years will fluctuate due to the current global economic uncertainty but anticipates separations will remain below that of state and Article VIII averages. During this unprecedented time, TDLR has maintained our commitment to a supportive work culture which promotes flexibility, employee recognition, career progression and growth, and extracurricular programs and activities, factors that have contributed to increased retention and our low turnover rate.

## INCREASED RETENTION

TDLR successfully recruits and retains diverse and highly qualified employees who are skilled to carry-out TDLR's mission, vision and goals. We attribute our low turnover rate to our leadership and employees embodying our Core Values, transparency in agency initiatives, organizational cohesion, and opportunities for professional growth and advancement. TDLR's active recruitment and retention of veterans resulted in TDLR earning the "We Hire Vets" designation from the Texas Workforce Commission, recognizing at least 10 percent of our workforce are veterans.

### Flexibility:

- Remote and telecommuting work opportunities;
- Adapting to COVID-19 pandemic by modifying TDLR work environments that include locations, technology adjustments and responsibilities;
- Work life balance encouraged with hours flexible and compressed work schedules; and
- Business casual environment.

### Employee Recognition:

- Peer recognition notices in weekly agency newsletter;
- "You Can Count on Me" peer recognition program that rewards exceptional core value driven performance by granting employees administrative leave;
- Agency length of service awards;
- Town Hall recognition from Leadership for exceptional work performance; and
- Merit increases, retention contracts, and bonuses, salary adjustments, and sign-on bonuses.

### Career Progression and Growth:

- Peer and management mentoring;
- Cross-training opportunities to advance skills and knowledge;
- Professional growth through bill analysis and implementation, cost estimate, and strategic planning special projects;
- Trainings provided by HR staff on application process and interviewing skills;
- Internal-only job postings; and
- Robust personal and professional development platform through LinkedIn Learning.

### Extracurricular Programs and Activities:

- Variety of Wellness Program initiatives to promote healthy behaviors, physical activity, and work life balance;
- Employee Recognition Team (ERT) that regularly hosts events and activities to promote employee morale, culminating in a biennial agency luncheon;
- TDLR's Veterans' Day luncheon and recognition program;
- Veterans' Association provides resources and support for TDLR veteran members and their families;
- TDLR Chapter of Toastmasters International, teaching public speaking and leadership skills, held on-site at no cost to employee for membership;
- TDLR's State Employee Charitable Campaign Committee that promotes activities to raise funds and generate camaraderie among staff.

## TDLR'S FUTURE WORKFORCE PROFILE

TDLR employs a highly qualified workforce, performing complex and diverse duties in a variety of program and technical areas. Our future workforce must continue to be intelligent, innovative, multi-talented, culturally competent, customer-focused, and solution-centered. Further developing the technological competence of all staff emerged as a focus for the future workforce to ensure seamless continuity of operations in the wake of critical and emergency events such as the global COVID-19 pandemic.

Maintaining TDLR's workforce and broadening the skillset of current employees is vital to TDLR continuing to achieve our vision of providing low-cost licensing and regulatory services and an exceptional customer experience. TDLR has demonstrated the ability to effectively align transferred programs, seamlessly implement new programs and innovate processes to maximize efficiencies in existing programs. Our success shows that efficient regulatory oversight at the lowest cost possible can be achieved through the strategic allocation of employees, appropriations, and other resources. TDLR's responsibilities have consistently increased through population growth and legislative action, although TDLR's staff allocation has grown at a lower rate. In consideration of the economic impact of the COVID-19 pandemic, even greater efforts are being directed toward effectively training and developing current staff to adapt to evolving responsibilities. Maintaining appropriations to properly compensate and retain staff with increased workloads will enable TDLR to continue to provide and enhance the quality of service citizens of Texas deserve.

## FUTURE WORKFORCE SKILL NEEDS

Over the next five years, TDLR anticipates a gap in technical experience and institutional knowledge due to increased workloads, the alignment of new and current programs, and retirements. Organizational development efforts to train and mentor our current workforce along with recruitment and retention strategies will enable us to attract and maintain a diverse and highly skilled workforce.

## TDLR WILL REQUIRE:

- Employees with technological competence and analytical skills to create a virtual work process throughout the agency.
- Information Technology professionals with knowledge in information security, technology support, web development, accessibility, and software applications.
- Technical experts whose unique professional skills and industry knowledge ensure an understanding of state regulatory requirements.
- Customer Service staff with strong written and oral communication; technological, bilingual, and problem-solving abilities to match the volume and complexity of inquiries.
- Employees with analytical skills to process and review license applications.
- Inspectors with strong communication, technological, bilingual and critical thinking skills to meet the complexity of inspections and educate licensees across multiple industries.
- Investigators, prosecutors and legal assistants with skills to timely and efficiently resolve an increasing number and variety of complaints.
- Project management professionals to streamline and implement process innovations and programs.
- Experienced professionals with procurement, contract review, and management expertise.

## EXPECTED WORKFORCE CHANGES

### ADAPTING TO GROWING AND SHIFTING RESPONSIBILITIES

As the population of Texas and the number of programs TDLR regulates continue to grow, TDLR anticipates an increase in the agency's workload. To continue to deliver cost-effective customer service, safeguard the public, and ensure an efficient regulatory environment, TDLR must maintain our current workforce and retain skilled staff. TDLR's commitment to developing multi-functional employees for interdivisional sharing of responsibilities will continue to be vital to our success. The COVID-19

pandemic significantly impacted the work of employees, increasing the workload for some divisions, and affecting the fluidity of operations. TDLR is addressing this by distributing the workload throughout multiple divisions, a collaboration which promotes cross-training, contributes to the transfer of institutional and technical knowledge, and increases the efficiency of operations. Employees must remain skilled at adapting to changing tasks and priorities and develop a range of program knowledge.

TDLR is currently undergoing a review by the Sunset Advisory Commission. We anticipate some program changes will occur and may contribute to an adjustment of employee responsibilities which will align with existing efforts. In addition, the ongoing transition of the Motor Fuel Metering and Quality and the Motorcycle Operator Training and Safety Program will expand the scope and breadth of the TDLR's responsibilities into new areas. While many of the critical skills needed to properly oversee these programs are possessed by staff, subject-matter expertise in this area must be developed. While TDLR has successfully recruited subject matter experts to join its workforce, the agency must respond to retention challenges such as retirement eligibility to ensure the transfer of program knowledge to all employees. To meet these growing and shifting responsibilities, the agency must continue to utilize staff across functional areas and programs, while maintaining current full-time equivalent allocations.

## **TECHNOLOGY**

The COVID-19 pandemic response requires a well-functioning, adaptive workforce who can perform virtually and readily serve licensees and the public with the same degree of excellence in customer service absent face-to-face interaction or in-office resources. TDLR's response to this ongoing challenge is to modify internal processes and policies to allow work-from-home. Information Technology staff has moved quickly to equip employees to telework. In this unprecedented circumstance, we continue to evaluate the technical viability of an adaptive workforce based on our network capacity and resources. We also continue to assess internal processes for carrying out agency functions through a virtual work

environment. To prepare for future critical and emergency events, all staff must be technologically competent and able to proficiently use databases, software applications and technical hardware.

## **RETIREMENTS AND SEPARATIONS**

Nearly one-third of employees will be eligible for retirement in the next five years. The potential loss of these employees with vital institutional and technical knowledge requires continued careful succession planning.

## GAP ANALYSIS

### ANTICIPATED SHORTAGE IN KEY STAFF

The following gaps between anticipated needs and current workforce have been identified:

- A significant number of employees who possess institutional knowledge are eligible for retirement. 31 percent of TDLR's workforce will be eligible for retirement within the next five years, including nearly 47 percent of our directors and managers.
- TDLR has an aging workforce which impacts succession planning. The agency's workforce does not reflect the growing number of members of Generations Y and Z entering the workplace with these generations accounting for one-third of the country's workforce but less than 23 percent of TDLR's current workforce.

### ANTICIPATED SHORTAGE OF SKILLS

TDLR aggressively recruits, trains, and retains a diversely skilled staff, but continues to see a shortage of technology and technical program skills. TDLR needs staff capable of maximizing the use of available technology and information systems. Additionally, the agency has been challenged, due to competition from the private sector, in recruitment of employees with experience in regulated technical areas such as air-conditioning and refrigeration, boilers, elevators, electrical and industrialized housing and buildings.

## STRATEGY DEVELOPMENT

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

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

**Goal:** Continue developing critical skills in current staff to maintain successful administration of programs.

**Rationale:** Executive and divisional leadership as well as staff throughout the agency with indispensable knowledge are eligible for retirement.

**Action:** TDLR's Office of Project Management and Transformation (OPTM) has begun evaluating divisions for transformation opportunities. OPTM and Human Resources will formalize efforts to identify divisions where career progression tracks can be defined through promotion and reclassification opportunities, allowing staff to take on additional responsibilities and leadership to develop staff. In addition, we will formalize documentation of processes and procedures for core functions and produce guidance documents to record the protocol used for decision-making. We will also assign backups to positions where gaps are identified and continue efforts for mentoring, job shadowing, and cross-training. This will allow less-tenured staff to work with senior subject-matter experts to develop and sharpen specific skills.

**Issue:** Attracting and retaining workers within a growing generational demographic.

**Goal:** Increase hiring and retention of employees who recently entered the workforce to maintain diversity.

**Rationale:** TDLR is committed to employing a qualified and diverse workforce. Less than five percent of TDLR's 519 FTEs are filled by employees under 30.

**Action:** TDLR will continue recruitment efforts to identify qualified individuals who have more recently entered the workforce and possess critical knowledge and skills. TDLR has significantly increased outreach efforts at job fairs but must broaden the scope of our efforts to identify applicants with experience in skilled technical trades regulated by TDLR. TDLR's existing internship program is also being refined to expand the eligibility for students and recent graduates to experience TDLR.



**Issue:** Need to develop critical and future workforce skills to meet the agency's growing technological demands.

**Goal:** Provide tactical training that strengthens skillsets and abilities of all employees to contribute to TDLR's vision, mission, and goals.

**Rationale:** The agency's responsibilities require employees to expand their knowledge of programs, use multiple systems, and develop additional technological competencies to create efficiencies and maximize productivity.

**Action:** TDLR will carefully curate training to meet division-specific technological needs, program requirements, and fill knowledge gaps.

**Issue:** TDLR has been challenged, due to competition from the private sector, in prospective employees with experience in regulated technical areas.

**Goal:** Attract employees with experience in regulated technical areas.

**Rationale:** TDLR has had minimal success in recruiting qualified applicants to fill vacancies in our regulated technical areas.

**Action:** Offer competitive salaries, benefits, and recruitment contracts; and promote awareness of TDLR's flexible work schedules, telecommuting opportunities, employee recognition and the wellness program to attract qualified applicants.

## REPORT ON CUSTOMER SERVICE

The TDLR Customer Service Division guides the customer's journey through TDLR processes. Customer Service Representatives (CSRs) handled 453,847 inquiries in FY19, as well as answering questions directly from social media and in-person visits to the front lobby at our EOT campus. Customer contacts vary from licensing application questions to consumer complaints to requests for answers found in the published laws and rules for 39 programs. Our CSRs are the first point of contact for Texans and customers from all over the world with questions for TDLR. Feedback from our CSRs is used by the division to recommend or implement division and agency-wide process improvements.

## INVENTORY OF EXTERNAL CUSTOMERS SERVED BY STRATEGIES IN GENERAL APPROPRIATIONS ACT

Strategy – Customer Service: TDLR's primary customers for this strategy include anyone who contacts us. Core services include responding to phone calls, emails, social media posts, and walk-in visits.

## INFORMATION-GATHERING METHOD OF SURVEY

In April 2020, TDLR received feedback from customers through an online customer satisfaction survey. TDLR sent survey invitations to our 939,972 email subscribers, as well as 57,479 Facebook followers and 3,836 Twitter followers; 11,210 people completed the survey. The survey asked customers, if they received specific services in the last two years, to rate the quality of services received.

## Survey Analysis

Overall, respondents expressed satisfaction with our friendly and courteous manner on the phone, our website, mobile access to the site, agency brochures and printed material, accuracy of information, timeliness, and the knowledge and expertise of our staff. Some survey participants expressed dissatisfaction with the complaint handling process. In response to this feedback, TDLR continues to look for ways to improve the complaint resolution process.

## PERFORMANCE MEASURE INFORMATION FOR CUSTOMER SERVICE STANDARDS AND CUSTOMER SATISFACTION

Through the first half of Fiscal Year 2020, TDLR was contacted 321,531 times; we have projected 630,000 contacts for the entire year. We successfully responded to 64.71 percent of those contacts.

In Fiscal Year 2019, TDLR customer service representatives handled 453,847 inquiries through telephone calls, email, and social media, as well as in-person visits to our front lobby. During this time, the average complaint resolution time was 151.96 days. Through March 2020, TDLR's average time for resolution of complaints about licensees or unlicensed activity was 157.58 days.

## **Output Measures**

### **Total Customers Surveyed**

TDLR emailed 939,972 invitations to participate in the survey, and 11,210 people completed the survey.

### **Total Customers Served**

TDLR's total license population is approximately 1,016,726 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 \$100 for the software used to conduct the survey. With 11,210 customers participating, the survey cost approximately \$0.01 per person.

## **Explanatory Measures**

### **Total Customers Identified**

TDLR has more than 1,016,726 licensees as its primary customers. Our customers also include Texans who rely on the services of the licensed occupations, professions, industries, and equipment.

### **Total Customer Groups Inventoried**

This inventory consists of individuals, businesses, facilities, and equipment licensed in TDLR's 39 programs. It also includes all Texans who rely on the services of the licensed occupations, professions, and industries.

### **Challenges:**

Although TDLR has traditionally seen the CSR role as an entry-level position, the knowledge and judgment required to perform the job make it a much more demanding role. Retaining experienced employees is difficult because, once trained, CSRs can and do move to other positions within the agency, earning more money and usually specializing in fewer processes and statutes than what CSRs are currently required to know.

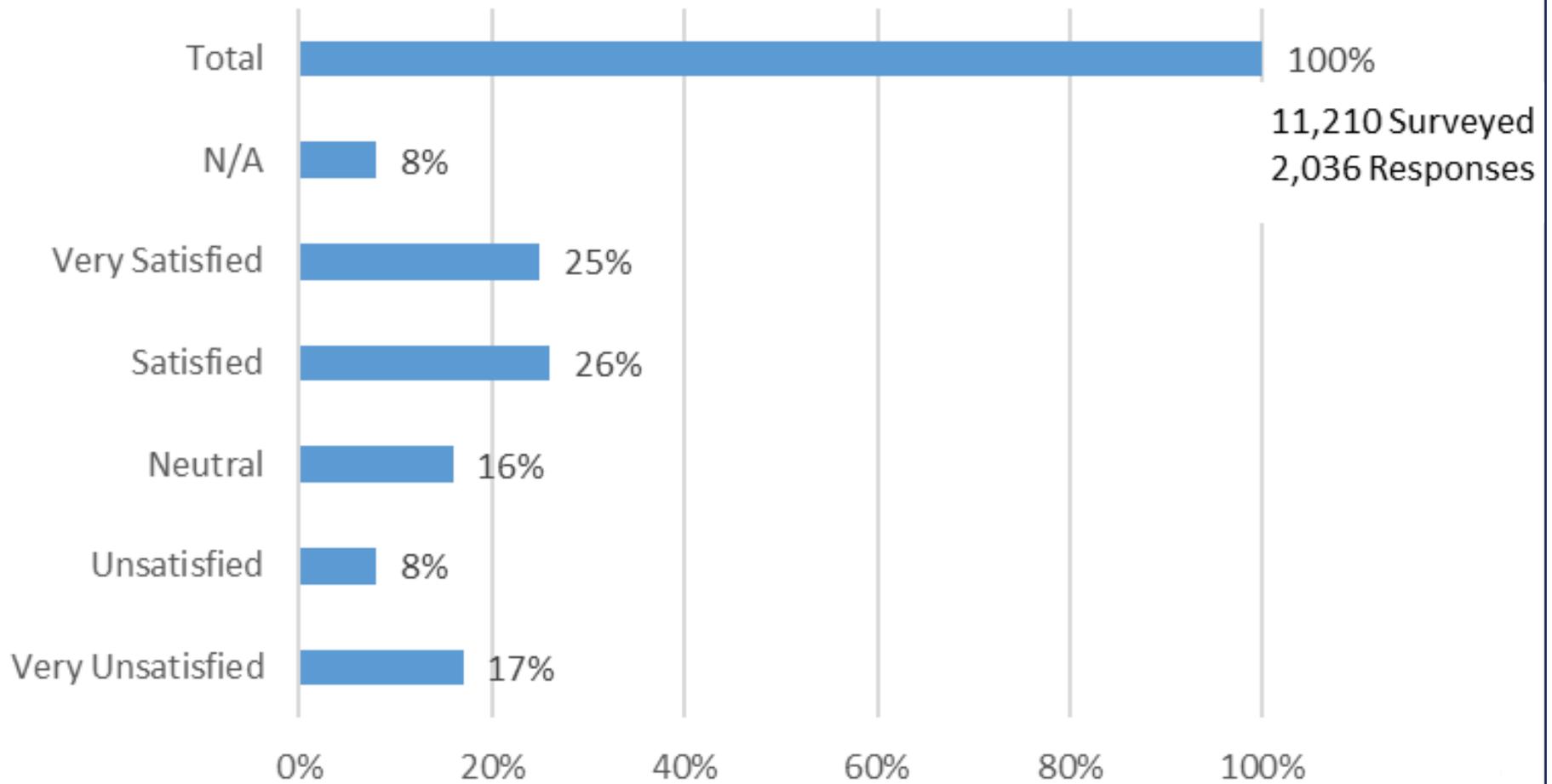
Working on the front lines requires a high level of empathy and emotional intelligence, as well as good judgment, and technical skill using multiple agency databases and software applications. CSRs, because they are helping customers whose livelihoods depend on them for fast, reliable assistance, act as agency counselors and intermediaries as both the voice of the agency and the voice of the customers, especially when the news is not good. Managing through customer's sharing of their frustration can be traumatizing, which requires extra self-care on behalf of division staff to avoid burn out.

Customer Service receives approximately 160,000 emails and transcripts annually much of it previously sent in unencrypted methods containing personally identifiable information (PII). Customer Service saw this as a challenge to solve and working with Information Technology staff, implemented a secure way for customers to submit their requests for assistance using the Go Anywhere application at [www.tdlr.texas.gov/help](http://www.tdlr.texas.gov/help). The Division is working to transition the dozens of industries away from the less secure, industry-specific email addresses still in use on agency forms and web pages. Customer Service staff are also promoting the use of innovative tools and software by other divisions within the agency.

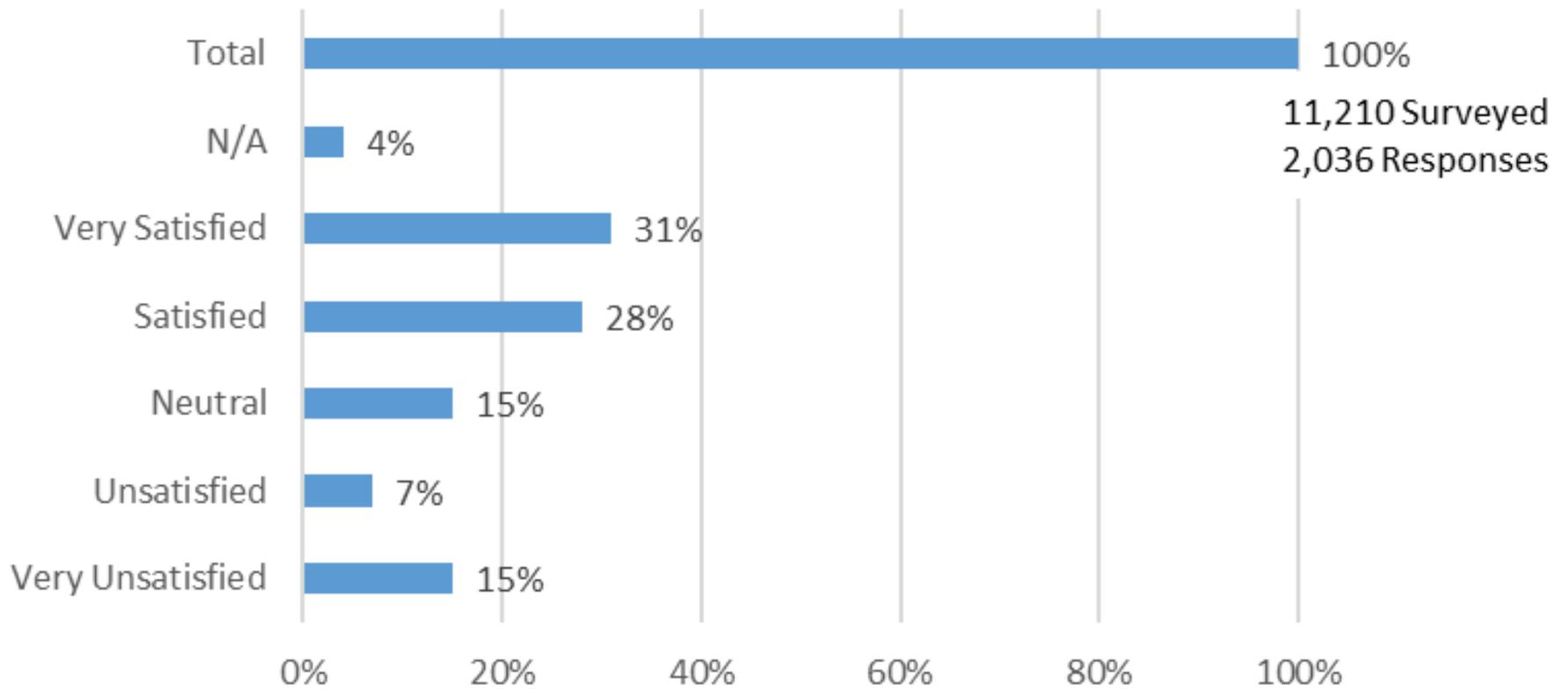
### **What is needed:**

- To develop additional practices and procedures to ensure we promote the best customer experience in everything we do.
- Additional financial resources to retain highly qualified, experienced employees.
- Resources beyond what is currently available to care for the emotional and physical health of frontline employees.
- Use of technology to allow employees to work remotely and provide for an improved employee experience, continuity of operations, and disaster preparedness.

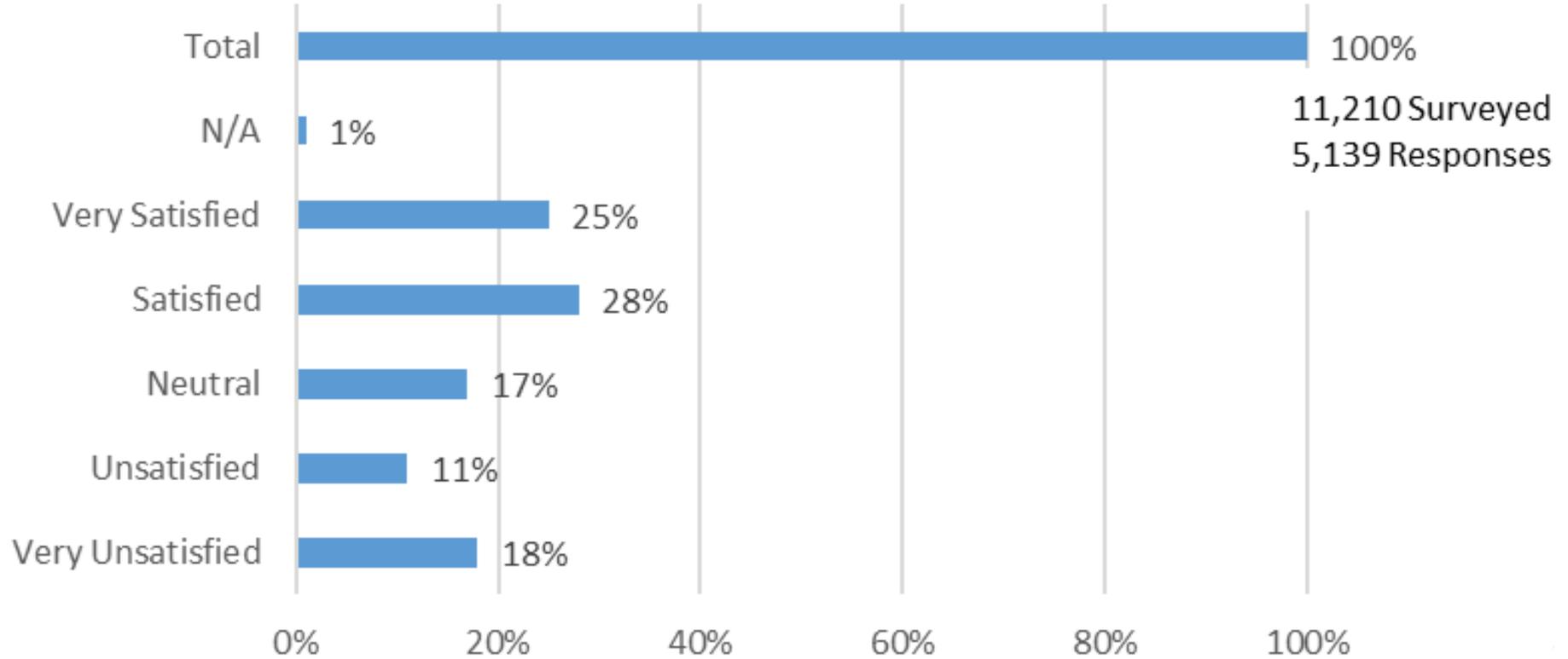
How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?

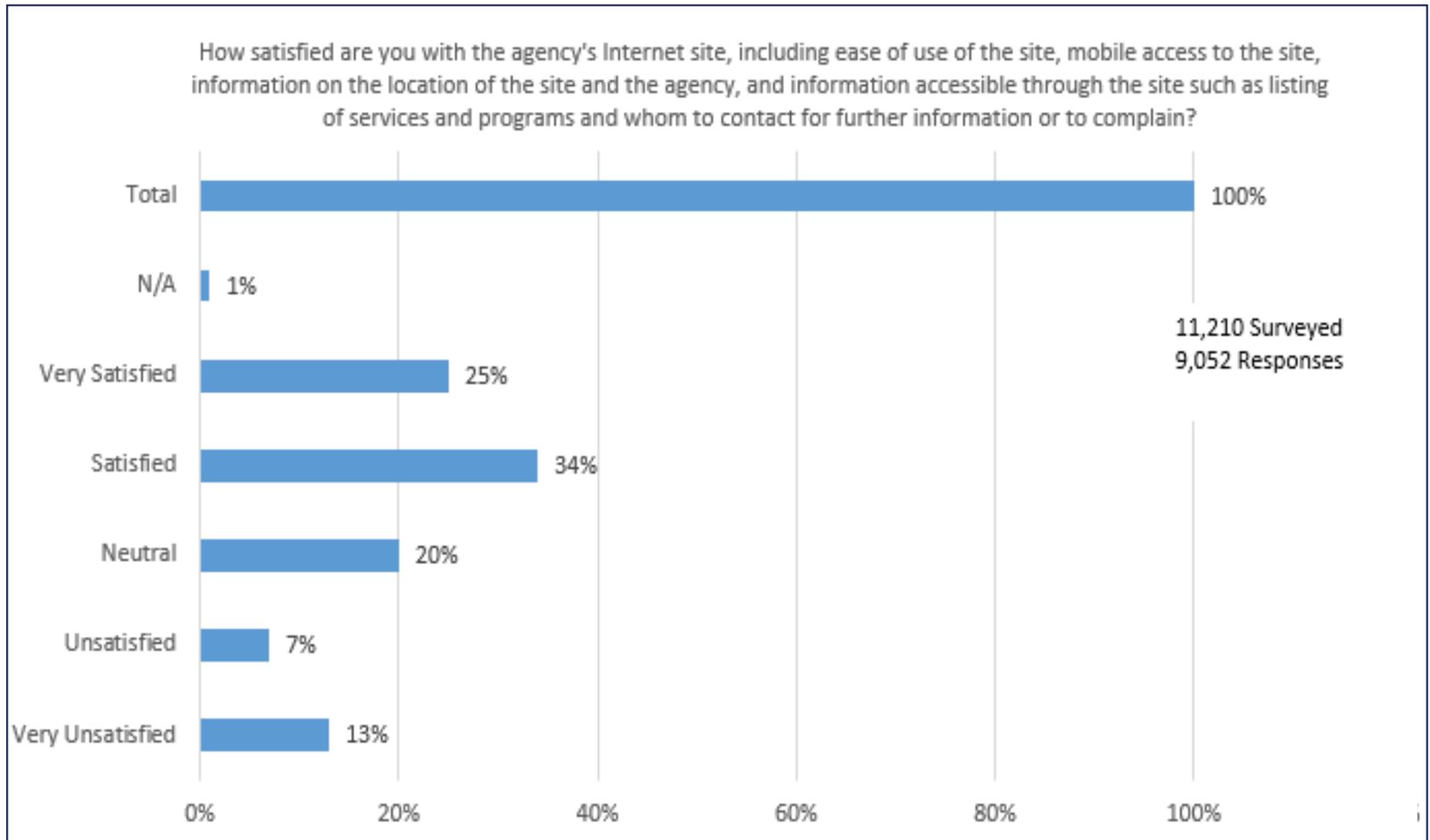


How satisfied are you with the agency staff, including employee courtesy, friendliness and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?



How satisfied with agency communications, including toll-free telephone access, the average wait time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?





How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?

