




# *2023-2027 STRATEGIC PLAN*

## Supplemental Schedules





A scenic photograph of a field filled with bluebonnets and red wildflowers, likely in Texas, under a soft sunset sky. The flowers are in sharp focus in the foreground, while the background shows a rolling green hill.

# **TEXAS DEPARTMENT OF LICENSING AND REGULATION**

## *2023-2027 STRATEGIC PLAN*

### **Supplemental Schedules**

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# SCHEDULE A: BUDGET STRUCTURE

## 2022 STRATEGIC PLANNING CYCLE FOR THE 88TH (2023) TEXAS LEGISLATIVE SESSION (FY 2024-2025)

### **A. Goal: 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 (Results/Impact):**

- 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

#### **A.1.1 Strategy: LICENSE, REGISTER AND CERTIFY – Issue Licenses, Registrations and 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 (Volume):**

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

#### **A.1.2 Strategy: LICENSE BUSINESSES AND FACILITIES**

Issue licenses in the quickest, most effective and consistent manner to businesses that 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**

#### **A.1.3 Strategy: EXAMINATION/CONTINUING EDUCATION – 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 (Volume):**

- Number of Courses Approved

#### **A.1.4 Strategy: CUSTOMER SERVICE – Provide Customer Service**

Deliver prompt, courteous, and accurate information and service to all who contact the agency.

#### **Explanatory Measure:**

- Number of Contacts Received

#### **A.1.5 Strategy: TEXAS.GOV – Texas.gov. Estimated and Nontransferable**

Process online payment for fees and penalties.

## **B. Goal: 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 (Results/Impact):**

- 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**

### **B.1.1 Strategy: CONDUCT INSPECTIONS – 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 health and safety of Texans who use them.

#### **Explanatory Measure**

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

#### **Output Measure (Volume)**

- Total Number of Inspections Completed – **Key**

### **B.1.2 Strategy: BUILDING PLAN REVIEWS – 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 (Volume):**

- Number of Plan Reviews Completed

### **B.1.3 Strategy: RESOLVE COMPLAINTS – 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 (Volume):**

- Number of Complaints Closed – **Key**

### **B.1.4 Strategy: INVESTIGATION – 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**



## C. 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.

#### C.1.1 Strategy: CENTRAL ADMINISTRATION

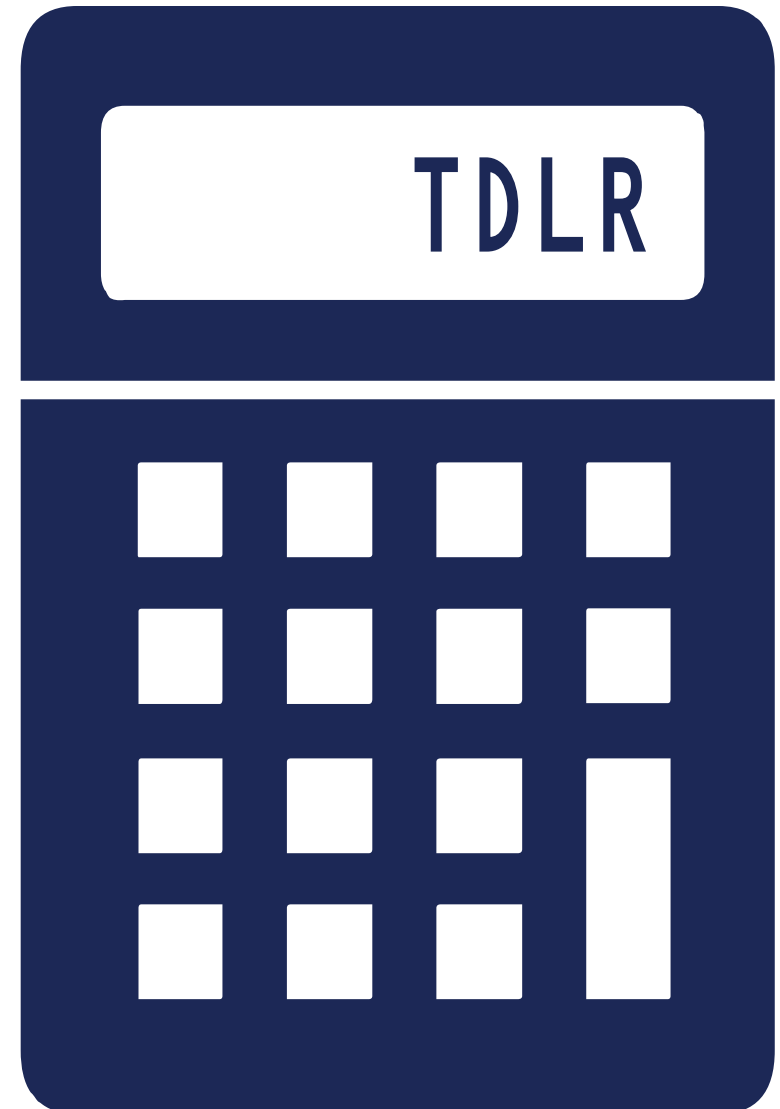
Provide liaison activities with executive, legislative and governmental entities; communicate with stakeholders and media; provide information regarding the agency's programs; provide legal counsel support; administer the agency's internet presence; manage the agency's day-to-day operations and fiscal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

#### C.1.2 Strategy: INFORMATION RESOURCES

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

#### C.1.3 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

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 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.

#### New Measure

No

#### Calculation Method

Non-cumulative

#### 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.

#### **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

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 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 the number of persons desiring to become licensed are factors beyond TDLR's control.

#### New Measure

No

#### Calculation Method

Non-cumulative

#### 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**

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.

**New Measure**

No

**Calculation Method**

Non-cumulative

**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 MEASURES – FY 24-25

## 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.

#### **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 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**  
 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 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 educational requirements are factors beyond TDLR’s control.

**New Measure**  
 No

**Calculation Method**  
 Cumulative

**Target Attainment**  
 Higher than target

# PERFORMANCE MEASURES – FY 24-25

## 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 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.

#### **New Measure**

No

#### **Calculation Method**

Cumulative

#### **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.

**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.

#### **New Measure**

No

#### **Calculation Method**

Non-cumulative

#### **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 but do not include Architectural Barriers and Motor Fuel Metering and Quality inspections.

#### **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 due to be completed during the reporting period, plus any inspections from the previous reporting period which are still due at the beginning of the current reporting period. The result is multiplied by 100 to achieve a percentage.

#### **Data Limitations**

External Factors: Industrialized Housing and Buildings 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, and the number of third-party inspectors are factors beyond TDLR's control.

Internal Factors: Turnover in inspectors 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**

<b>Definition</b>	
The total number of Architectural Barriers inspections completed by third party inspectors during the reporting period.	
<b>Purpose</b>	
This performance measure shows the number of Architectural Barriers inspections completed.	
<b>Data Source</b>	
AB database.	
<b>Method of Calculation</b>	
Total number of Architectural Barriers inspections completed during the reporting period.	
<b>Data Limitations</b>	<b>Calculation Method</b>
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.	Cumulative
<b>New Measure</b>	<b>Target Attainment</b>
No	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: Industrialized Housing and Buildings 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, and the number of third-party inspectors are factors beyond TDLR’s control.

Internal Factors: Turnover in inspectors 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 plans for new and renovated equipment, facilities, and housing to ensure they meet all safety codes and legal requirements.

<b>Output Measure:</b>	<b>Number of Plan Reviews Completed</b>	
	<p><b>Definition</b></p> <p>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 (AB), Elevators (only by agency staff) and Industrialized Housing and Building plan reviews are included in this calculation.</p> <p><b>Purpose</b></p> <p>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.</p> <p><b>Data Source</b></p> <p>Total number of plan reviews completed collected from agency licensing systems and tracking databases pursuant to TDLR procedures for processing performance measures.</p> <p><b>Method of Calculation</b></p> <p>Total the number of plan reviews from the reports for the current reporting period.</p> <p><b>Data Limitations</b></p> <p>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.</p> <p>Internal Factors: Turnover in plan reviewers, rule changes, enforcement action and changes to the plan review process may also impact the measure.</p> <p><b>New Measure</b></p> <p>No</p>	<p><b>Calculation Method</b></p> <p>Cumulative</p> <p><b>Target Attainment</b></p> <p>Higher than target</p>

# PERFORMANCE MEASURES – FY 24-25

## 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.

#### **New Measure**

No

#### **Calculation Method**

Non-cumulative

#### **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 MEASURES – FY 24-25

## 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.

#### **New Measure**

No

#### **Calculation Method**

Cumulative

#### **Target Attainment**

Lower than target

## Historically Underutilized Businesses (HUB)

In accordance with state law and regulations and the State of Texas Disparity Study, TDLR continues to be fully committed to making a good faith effort to effectively promote and increase contract opportunities directly with HUBs, and indirectly through subcontracting opportunities.

TDLR strengthens its use of HUBs by implementing policies focusing on vendor outreach, education, and recruitment. The agency also works continually to educate and train staff in HUB-related topics, and to communicate and distribute HUB-related information as needed. In our efforts to build a strong HUB program, TDLR ensures good faith efforts are always made to utilize HUBs in all procurement opportunities.

TDLR's Financial Services Division, through our Purchasing and Contracting Section, coordinates business opportunities for HUBs. The Contract and Procurement Manager serves as TDLR's HUB Coordinator and is responsible for coordinating all functions and activities related to the implementation of rules and regulations governing the HUB program, as well as reporting HUB activities to TDLR management, the Texas Comptroller of Public Accounts (CPA), and the Legislative Budget Board.

TDLR continues to achieve and exceed state-established HUB goals through the following program activities:

- exploring new opportunities to increase HUB contract awards;
- engaging with HUBs at vendor conferences and fairs;
- collaborating with other state agency HUB coordinators to identify and implement best practices for improving TDLR's HUB contracting results;
- providing leadership and essential information to Financial Services Division staff about HUBs;
- pursuing TDLR's goal to regularly exceed the requisite number of HUB contracts and subcontracts awarded annually; and
- preparing reports on HUB activity for the CPA.

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## ***Spending with Historically Underutilized Businesses (HUBs) is a priority for TDLR.***

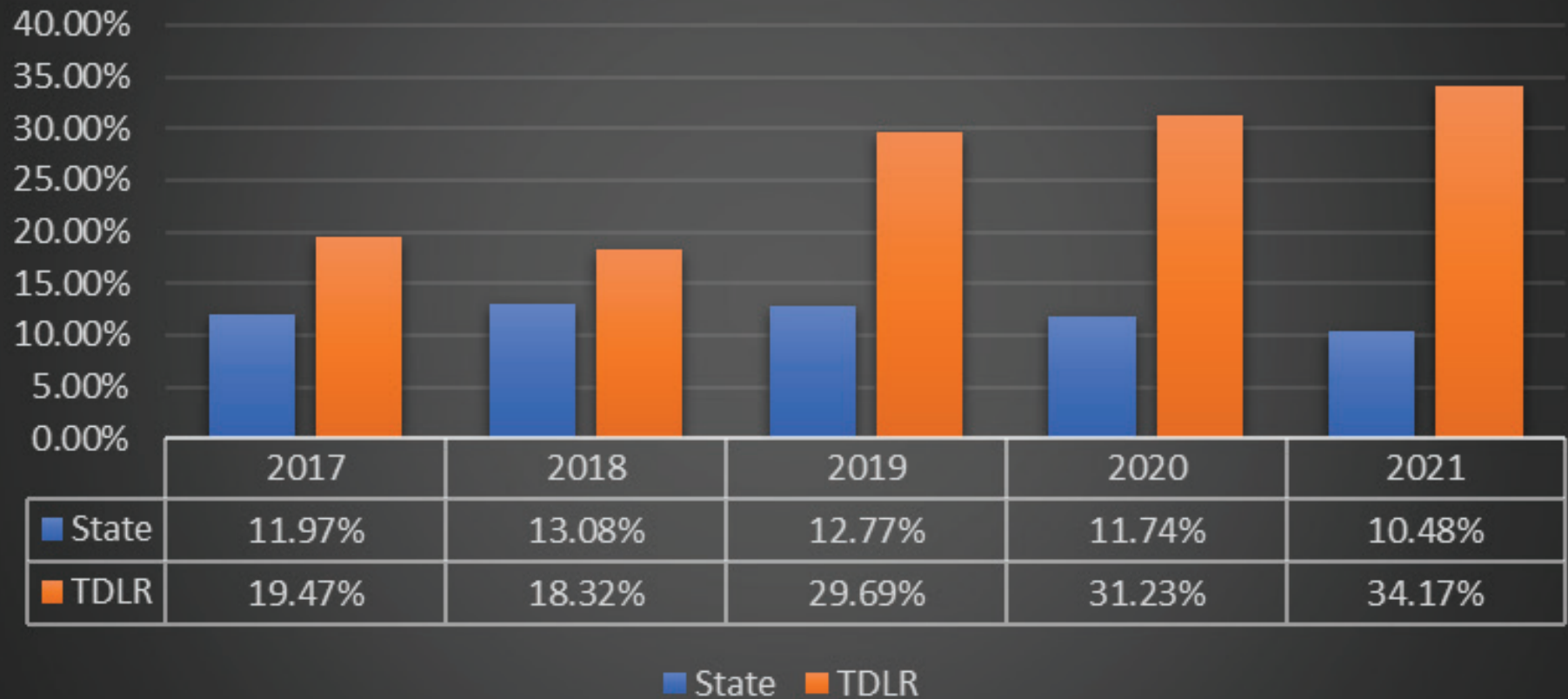
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The agency's HUB strategy includes:

- consistently making good faith efforts to award procurement opportunities whenever possible, as is reflected in TDLR's outperformance in overall HUB contracting by almost 20% when compared to the state average for the past two fiscal years;
- identifying HUB vendors for needed goods and services through the CPA Centralized Master Bidders List (CMBL);
- attending statewide HUB events and conferences to represent TDLR and expand vendor prospects;
- developing prime contractor and HUB subcontractor relationships through TDLR's Mentor-Protégé Program;
- complying with CPA's HUB program rules, purchasing procedures, and reporting requirements;
- using the Department of Information Resources' list of HUB resellers for information technology purchases; and
- hosting internal HUB forums in which businesses are invited to deliver presentations that demonstrate their ability to do business with TDLR.

# HISTORICALLY UNDERUTILIZED BUSINESSES

## Comparative HUB Utilization





## AGENCY OVERVIEW

The Texas Department of Licensing and Regulation (TDLR) was created in 1909 as the Bureau of Labor Statistics to enforce labor laws, inspect factories, and collect and report labor and industry statistical information within the state of Texas. The Bureau's responsibilities gradually increased to include the administration and enforcement of laws impacting the health and safety of employees, employers, and the public. To reflect its increasing scope, the name was changed to the Texas Department of Labor and Standards in 1973. 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 emerged as the state's premier licensing agency and is responsible for licensing and regulating a wide range of professions, occupations, businesses, facilities, and equipment for the state of Texas. Today, TDLR issues over 214 license types within 37 programs to more than 860,000 licensees. TDLR's expanded regulatory responsibilities through legislative action can be attributed to the agency's demonstrated ability to seamlessly integrate new and transferred programs and innovate processes to maximize efficiencies in existing programs.

In 2021, TDLR successfully completed sunset review. The Sunset Commission found TDLR performs critical functions for the state, specifically recognizing the agency's use

of functional alignment eliminates duplicate administrative functions and maximizes efficiency through similar licensing, customer service, and enforcement processes across all its programs.

TDLR is committed to fostering innovative solutions to current and future challenges. Providing low-cost licensing services and protecting the health and safety of Texans through the strategic allocation of resources remains our top priority.

### AGENCY VISION, MISSION, AND PHILOSOPHY

TDLR's vision, mission, and philosophy remain centered on excellence in service to our licensees and the public. While presently unchanged, we anticipate revisions to our vision, mission, and philosophy as the agency adapts to new realities, implements Sunset recommendations, and embraces further innovation to processes pioneered under our new agency leadership.

#### TDLR'S MISSION

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

#### TDLR'S VISION

To be the best at creating 'next' practices that deliver 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

TDLR's Core Values reflect what is truly important to us as an organization. These are not values that change from time to time, situation to situation, or person to person; rather they are the foundation of the agency culture and guide our employees as they fulfill the agency's mission, vision and philosophy.

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

# AGENCY WORKFORCE PLAN

## STRATEGIC GOALS AND OBJECTIVES

### Goal:

**Fully implement the recommendations resulting from the Sunset review process and resulting Sunset Bill, House Bill 1560, 87th Legislature.**

### Objective:

Improve services for Texans by streamlining licensing programs, developing data driven processes and eliminating inefficient or redundant regulations and processes.

### Goal:

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

### 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 Texans.

### Goal:

**Implement modern technology solutions to improve TDLR's mission-critical licensing and regulatory services.**

### Objective:

Improve efficiency of TDLR processes through increased automation that will reduce wait times for licensure, ensure ease of access to services and information while increasing the safety and security of our customers' sensitive information.

## CORE BUSINESS FUNCTIONS

The agency is aligned into the following key areas: Licensing Services, Regulatory Services and Administrative Services.

### Licensing Services includes:

- Licensing – reviews and processes applications to issue and renew licenses and certificates of operation.
- Customer Service – responds to public and licensee inquiries through phone, email, and social media.
- Education and Examination – reviews and approves license applications for continuing education providers, and courses; manages the development and delivery of licensing examinations through a third-party vendor; performs audits on regulated schools; and provides training and outreach.

### Regulatory Services includes:

- Regulatory Program Management – provides valuable subject matter knowledge for TDLR programs and assists with technical and clinical matters that require an industry or professional perspective, and answers complex questions about state regulations, code requirements, and health care professional standards.
- Field Inspections – performs risk-based inspections on-site and periodic inspections on-site and virtually throughout the state at business facilities and schools and engages in industry

outreach to ensure public safety and consumer protection.

- Enforcement – evaluates the criminal history of applicants to determine whether licensure is appropriate, investigates and resolves complaints against licensees, prosecutes violations, and increases consumer protection by working with local, state, and federal agencies.

### Administrative Services includes:

- Executive management, legal counsel, human resources, information technology and security, financial services, and commission and advisory board support.
- Coordination and oversight of legislative outreach, media relations, and internal communication.
- Coordination of asset and fleet management, facilities operations, and response to critical events.

In addition, recent legislation has allowed TDLR to dedicate efforts to ensuring public safety and consumer protection through two highly specialized and skilled teams combating human trafficking and payment card skimmers.

- Anti-Trafficking Unit – coordinates with all levels of law enforcement and non-governmental organizations to inspect regulated facilities suspected of human trafficking and partners with Enforcement Division to expedite prosecution of licensed and unlicensed service providers suspected of trafficking.

- Financial Crimes Intelligence Center (FCIC) – statewide fusion center that coordinates law enforcement investigations into various types of financial crimes with a focus on organized crime, payment card skimming and shimming. The FCIC is overseen by the Smith County District Attorney’s Office through contractual partnership with TDLR.

## CURRENT WORKFORCE PROFILE

### CRITICAL WORKFORCE SKILLS

TDLR maintains a workforce committed to excellence in carrying out the agency’s mission, goals, and objectives through the following core skill sets:

#### Customer Service

- Resolution-based and next-issue avoidance customer service
- Internal and external teamwork and collaboration
- Legislative and stakeholder outreach

#### Communication

- Plain language and multi-lingual skills
- Cultural competency and awareness
- Public speaking and presentation
- Clear and concise writing

- Media relations and outreach

#### Technical Knowledge

- Database development, management, and integration
- Fluency with information technology, software applications, and equipment
- Tactical legal skills including analysis, advisement, research, writing, rulemaking, negotiation, settlement, and litigation skills
- Policy analysis and development
- Process and project management acumen
- Quality analysis and process improvement
- Astute fiscal management including procurement and contract management

#### Servant Leadership and Management

- Coaching, mentoring, and motivating
- Performance management and staff development
- Relationship building
- Change management
- Visionary and strategic thinking and planning

**In addition, employees across diverse programs and divisions maintain the following critical skills:**

- Knowledge of relevant local, state, and

federal laws, rules, regulations, and policies

- Innovative critical thinking and problem-solving
- Effective organizational and time management skills
- Data driven decision-making and analysis
- Research and information analysis
- Skillful inspection and investigative techniques
- Public safety and consumer protection-based resolution of cases
- Inventory and asset management
- Critical response management
- Adaptability

## DIVERSE WORKFORCE DEMOGRAPHICS

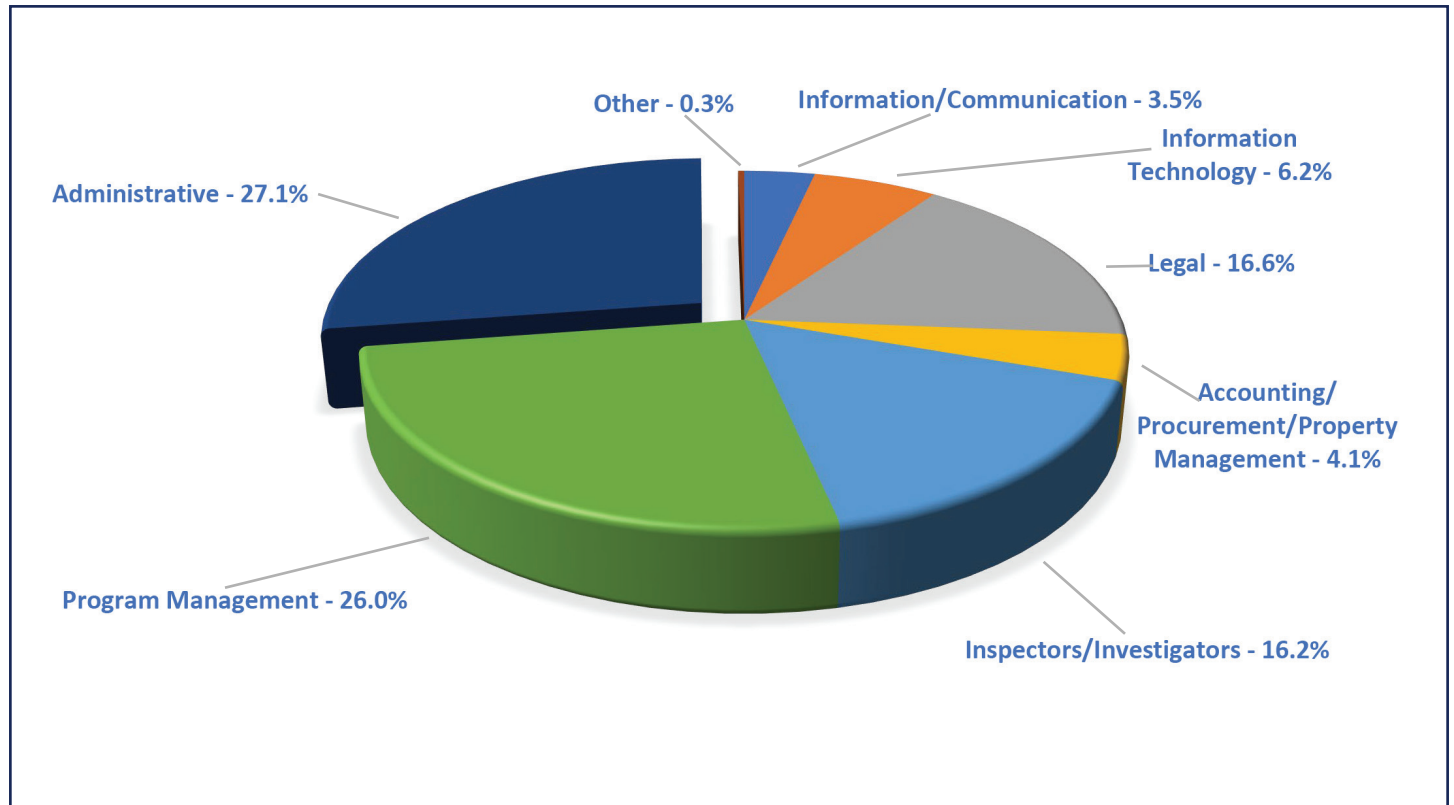
TDLR’s authorized workforce for Fiscal Year 2022 and 2023 is 564.2 full-time equivalent (FTE) positions. Of these FTEs, 84% work in TDLR’s Austin offices, while 16% work in locations throughout the state. TDLR, a proud member of the *We Hire Vets* employer recognition program since 2019, is committed to employing veterans, and they currently comprise 12.2% of the agency’s workforce.

# AGENCY WORKFORCE PLAN

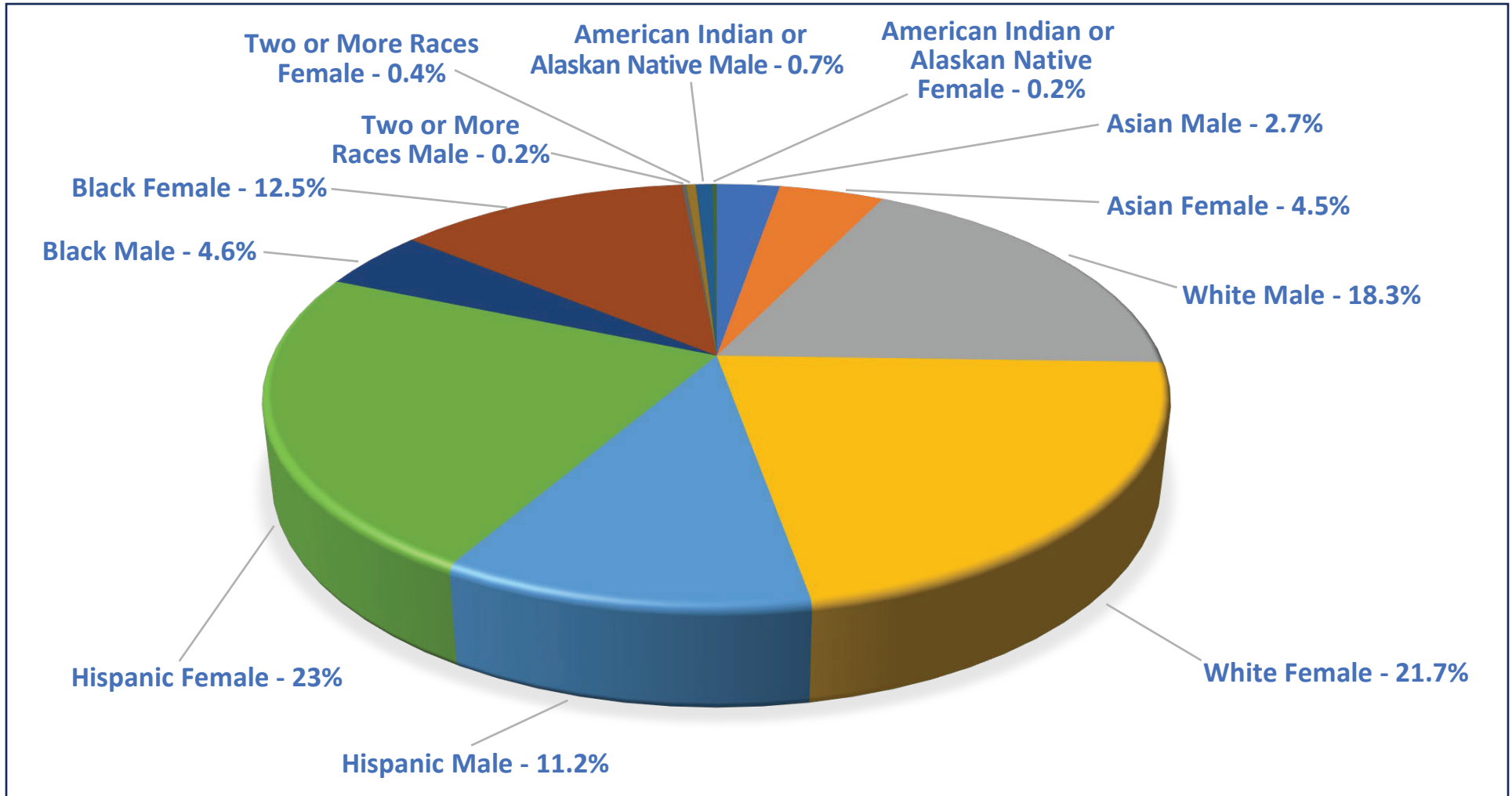
## FISCAL YEAR 2022 WORKFORCE BY OCCUPATIONAL CATEGORY (2nd Quarter)

### COMMITMENT TO A QUALIFIED AND DIVERSE WORKFORCE

TDLR maintains a culture of inclusion and belonging which values all employees and recognizes the benefit that diverse backgrounds bring to the agency. This culture is reflected in our commitment to providing equal employment opportunities to all, resulting in a talented and diverse workforce dedicated to fulfilling the agency's mission.



## FISCAL YEAR 2022 ORGANIZATIONAL PROFILE (2nd Quarter)



TDLR's workforce is 34.2% Hispanic, over 10% higher than the overall state agency workforce composition, and 7.2% Asian, over 4% higher than the overall state agency workforce composition. TDLR's workforce is 17% Black, almost 7% lower than the overall state agency workforce.



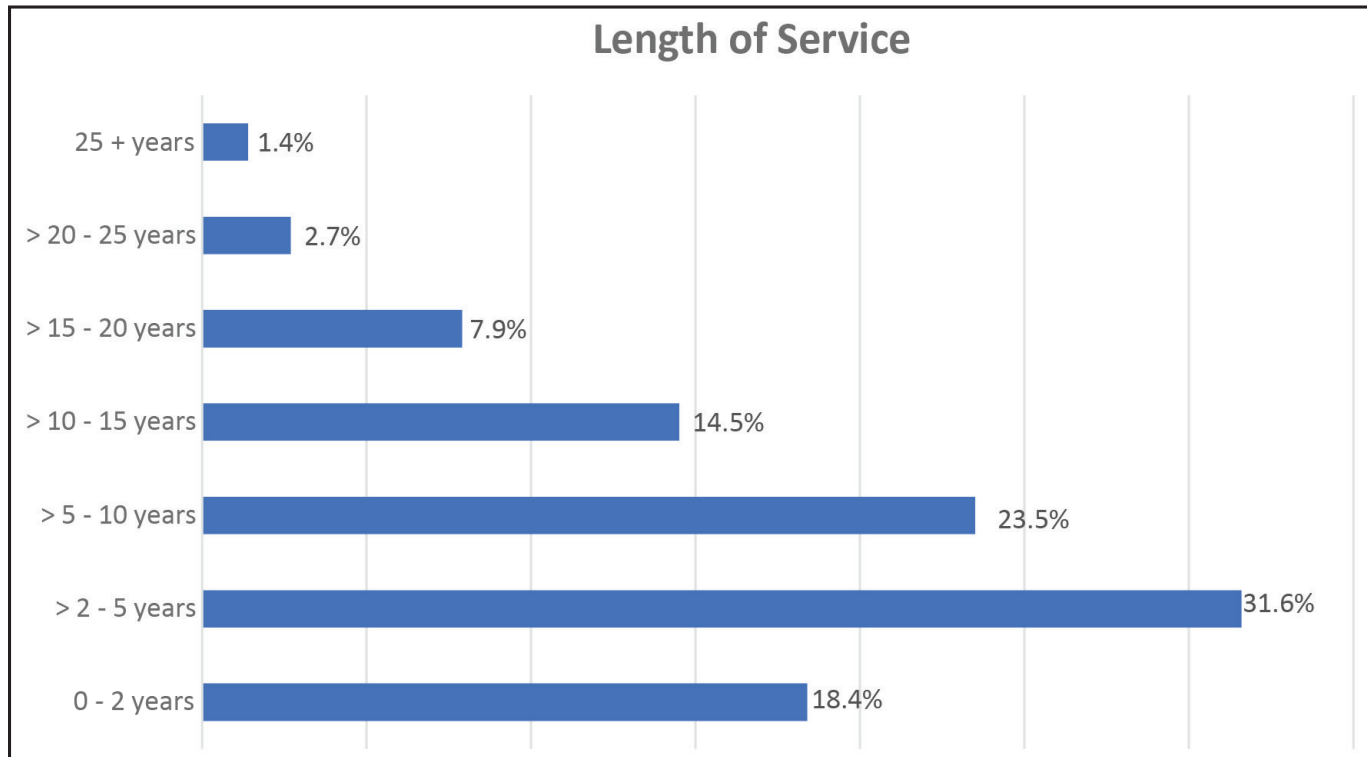
# AGENCY WORKFORCE PLAN

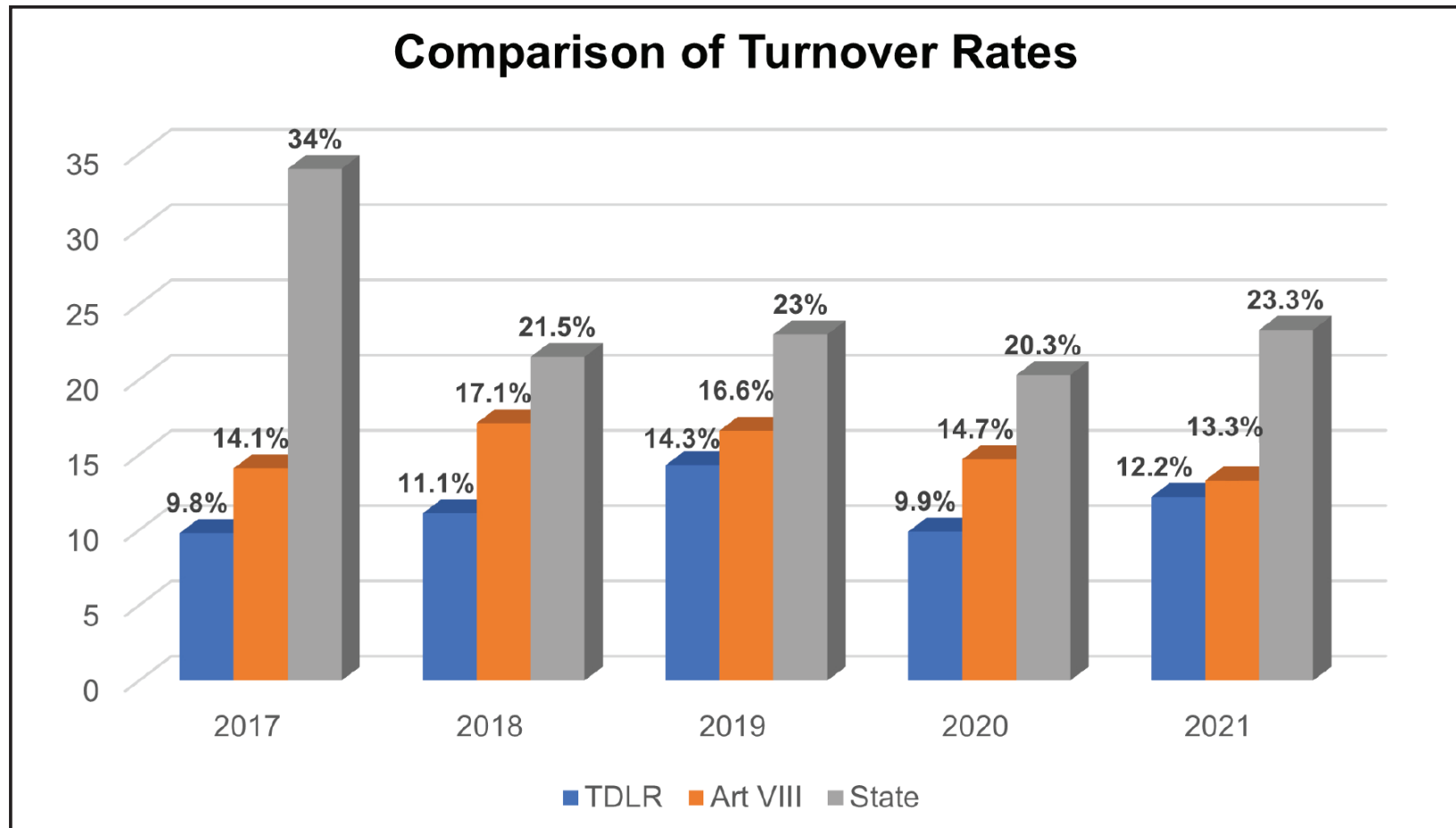
Age	Percent of Workforce
Under the age of 30	4.3%
30 to 39 years of age	16.7%
40 to 49	30.1%
50 to 59	35.7%
Above 60 years of age	13.2%

Nearly 80% of TDLR employees are over the age of 40, while the overall state agency workforce is comprised of almost 63% percent of employees in that same demographic, and 31% of TDLR employees are eligible for retirement in the next five years. Nearly 4% of agency employees are return-to-work retirees.

TDLR's employment of individuals under the age of 30 is approximately 10% lower than the state agency workforce composition and employment of individuals under the age of 40 is nearly 17% lower than state agency workforce composition. Although TDLR maintains a diverse workforce, efforts will continue to attract and recruit employees in underrepresented demographics.

Due to TDLR's recent growth, 50% of employees have worked for the agency for less than five years. These employees are steadily gaining experience in programs regulated by TDLR, through the critical knowledge transferred to them by more tenured staff.





## EMPLOYEE TURNOVER

TDLR's turnover rate has consistently remained lower than the state and other Article VIII agency averages. In previous years, a large percentage of employees who left transferred to another state agency.

Recently, more employees have indicated they are leaving state employment altogether. In 2021, less than 8% of employees transferred from TDLR to another state agency, while 63% left state employment. In addition, retirements

accounted for 30% of agency separations, down from 37% in 2020. Of the employees completing the exit survey, 72% stated they would want to work for TDLR again in the future.

# AGENCY WORKFORCE PLAN

## SELECTED POSITIONS AND TURNOVER

In Fiscal Year 2021, employees in the customer service representative, administrative assistant, and investigator/inspector classifications comprised 27% of TDLR's employees but accounted for 45.3% of the agency's turnover. Retirements accounted for 20.7% of separations in these three classifications.

Recruiting and retaining employees in mission-centric positions (such as customer service representatives, investigators, inspectors, and administrative assistants) that perform critical support functions across multiple divisions has proved challenging. TDLR has struggled to competitively compensate these employee demographics because the private sector, and in some instances, other state agencies offer significantly higher pay for comparable work. Increased appropriations will be vital to ensuring all staff can be adequately compensated for the work performed.

Another area of significant concern is the turnover of employees in the Director classification. In 2021, nearly 32% of Directors left the agency, and of those 83% were retirements. Within the next five years, 53% of Directors are eligible for retirement.

Classification	Percent of Agency Turnover	Percent of Total FTEs
Customer Service Representative	20.3%	8.7%
Investigator/Inspector	15.6%	13.5%
Director	10.6%	2.8%
Administrative Assistant	9.4%	4.8%

## GENDER AND TURNOVER

In Fiscal Year 2021, TDLR's workforce was composed of 63% female and 37% male. Turnover in the male demographic was slightly higher than the agency composition for that demographic.

Gender	Headcount	Separations	Separation Rate
Female	317	39	12.3%
Male	200	25	12.5%

## ETHNICITY AND TURNOVER

In Fiscal Year 2021, separations were proportionate in relation to the agency composition for each ethnicity.

Ethnicity	Headcount	Separations	Separation Rate
Asian/Pacific Islander	35	4	11.4%
Black	90	15	16.7%
Hispanic	175	14	8%
White	212	31	14.6%
Two or More Races	2	0	n/a
American Indian or Alaskan Native	3	0	n/a

## PROJECTED TURNOVER

We project our turnover rate for the next five fiscal years will fluctuate because of the competitive job market, increasing salaries in the private sector and a growing demand for remote-only opportunities. During this unprecedented time, we continue to maintain our commitment to a supportive work culture which promotes flexibility, self-care, employee recognition, career progression and growth, and extracurricular programs and activities – factors that contribute to continued employee retention and job satisfaction.

## EMPLOYEE RETENTION

Our retention of diverse and highly qualified employees who have the skills to fulfill our mission, vision and goals is a result of our unique organizational culture. We attribute our success to our top-down employee engagement initiatives championed by executive leadership, transparency in organizational communication, promotion of work-life balance and personal well-being, organizational cohesion, and opportunities for professional growth and advancement.

As a result of our active recruitment and retention of veterans, we earned the *We Hire Vets* designation from the Texas Workforce Commission, recognizing that at least 10% of our workforce are veterans.

### Employee Flexibility and Support

- Work-life balance with flexible and compressed work schedules
- Equipping employees for remote and hybrid work environments and opportunities
- Access to a robust Employee Assistance Program (EAP) which provides counseling, training, and a variety of other support services
- Encourage physical and mental well-being through agency-promoted health activities and initiatives incentivized through an agency wellness store to reward participating employees
- Business casual environment

### Employee Recognition

- Peer recognition notices in weekly agency newsletter
- State and agency length of service acknowledgements
- Recognition from leadership for exceptional work performance
- Salary adjustments, merit increases and bonuses
- Retention and recruitment contracts

### Career Progression and Growth

- *Stepping Stones for Success*, an agency initiative that provides comprehensive training to all employees on core functions, operations, and processes of agency divisions
- Peer and management mentoring
- Cross-training opportunities to advance skills and knowledge
- Trainings provided by Human Resources staff on application process and interviewing skills
- Internal-only job postings
- Personal and professional development platform through *LinkedIn Learning*
- TDLR Chapter of Toastmasters International, teaching public speaking and leadership skills, held virtually and on-site at no cost to employees for membership

### Extracurricular Programs and Activities

- Fun-Filled Fridays to promote agency culture and encourage employee camaraderie through interactive participation in teambuilding activities
- Employee Recognition Team hosts periodic events and activities to promote employee morale
- Veterans Association provides resources and support for TDLR veteran members and their families
- Annual Veterans Day luncheon and recognition program
- Friday Forums led by executive leadership to provide employees with up-to-date information on agency news and initiatives
- State Employee Charitable Campaign Committee promotes activities to raise funds and foster fellowship among staff

## TDLR'S FUTURE WORKFORCE PROFILE

We employ a highly qualified, mission-driven workforce that performs complex and diverse duties in a variety of program and technical areas. Our future workforce must continue to be intelligent, innovative, adaptable, multi-talented, culturally sensitive, customer-focused, and solution-centered. Basic technological competence is necessary to ensure seamless continuity of operations in the wake of critical

# AGENCY WORKFORCE PLAN

and emergency events; however, greater technological proficiency is likely to be required of all employees in the future as the agency increases its use of technology to fulfill its mission-critical activities. Broadening the skill sets of employees through ongoing professional development is a priority, and we are committed to providing quality training and professional development opportunities that focus on agency and division critical skills and technical requirements for all employees.

Our regulatory responsibilities have increased steadily due to legislative action and population growth. However, staff allocation has not grown at a comparable rate. As a result, staff are experiencing increased workloads due to evolving responsibilities, and we are increasingly focused on developing multi-functional employees for interdivisional sharing of responsibilities. Retaining our current workforce through competitive compensation in addition to recruiting and retaining new staff is vital to achieving our vision of providing low-cost licensing and regulatory services and exceptional customer service.

While our culture of appreciation and recognition continues to motivate employee performance, turnover has increased. In addition, we have had difficulty recruiting for several positions at current salary levels, particularly in front-line roles, professional roles such as attorneys, technical roles in industries we regulate, and in Information Technology (IT) roles. The ability to compete for highly qualified applicants

will continue to prove crucial in our efforts to maintain the diverse and skilled workforce needed to carry out the agency's mission. We must implement attractive recruitment and retention strategies to differentiate ourselves in an increasingly competitive job market. Key to doing so is increased funding that enables us to properly compensate employees and continue to provide and enhance the quality of service Texas deserves.

## **FUTURE WORKFORCE SKILL NEEDS**

Over the next five years, we anticipate an overall shortage of critical workforce skills due to the challenges in recruiting across several positions because of an increasingly tight labor market and lack of competitive compensation. In addition, we anticipate a gap in institutional knowledge and technical experience due to growing workloads, the alignment of current programs, implementation of Sunset recommendations, 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**

- Administrative assistants with advanced organizational skills and proficiency in office software and hardware to support cross-functional teams
- Employees with technological proficiency to seamlessly transition to automated

processes under a centralized licensing system, and analytical skills to process and review license applications

- Customer service staff with strong written and oral communication, and technological, bilingual, and problem-solving abilities to match the volume and complexity of inquiries
- Employees with technological proficiency across multiple software programs that can increase productivity through efficient use of technological resources
- IT professionals with knowledge in information security, technology support, web development, accessibility, and software applications
- Subject matter experts whose unique professional skills and industry knowledge ensure an understanding of state regulatory requirements
- Inspectors with strong communication, technological, bilingual, and critical thinking skills to meet the complexity of inspections and educate licensees from multiple industries
- Investigators, prosecutors, and legal assistants with skills to quickly resolve an increasing number and variety of complaints
- Finance professionals with experience in procurement and contract review and management expertise.



## EXPECTED WORKFORCE CHANGES



### TECHNOLOGY

Advanced technological skills will be required for all employees in our future workforce. Our employees must excel beyond technological competence to skillfully use databases, software applications and technical hardware. Increasingly, people expect to be able to do things online, including interacting with government agencies. Accordingly, excellent customer service in this landscape requires a well-functioning, adaptive workforce who can perform virtually as well as face-to-face.

### ADAPTING TO GROWING AND SHIFTING RESPONSIBILITIES

The Sunset Advisory Commission review of TDLR led to a realignment of resources to implement a risk-based approach in our regulatory activities. As a result of this realignment, our employees have experienced an increased workload. For example, risk-based inspections and investigations are being prioritized under shortened timelines, while periodic inspections and increased complaint investigations for a growing number of licensees are still required. As the population of Texas continues to grow, we anticipate further increases in the agency's workload. To continue to deliver cost-effective customer service, safeguard the public, and ensure an efficient regulatory environment, we must expand our current workforce and retain skilled staff.

### RETIREMENTS AND SEPARATIONS

Nearly one-third of employees will be eligible for retirement in the next five years, including over 50% of our agency leadership. The potential loss of these employees with vital institutional and technical knowledge requires continued careful succession planning. Mentoring, job shadowing, and cross-training will continue to be essential to maintaining institutional knowledge and technical expertise as well as to developing and enhancing critical workforce skills.

## GAP ANALYSIS

### ANTICIPATED SHORTAGE IN KEY STAFF

We have identified the following gaps between anticipated needs and our current workforce:

- Loss of critical skills and core competencies due to turnover amid recruitment challenges in a changing workforce landscape;
- An aging workforce which impacts succession planning; and,
- Loss of institutional knowledge and expertise due to turnover of critical staff as a result of retirements. The amount of our workforce eligible for retirement within the next five years is 31%, including nearly 53% of the agency's directors.

### ANTICIPATED SHORTAGE OF SKILLS

We work hard to recruit, train, and retain a diversely-skilled staff, but continue to see a shortage of technological skills and subject matter expertise. We need staff capable of maximizing the use of available technology and information systems. Additionally, our recruitment efforts have been challenging, because of competition from the private sector. This applies particularly to employees in frontline roles critical to the fulfillment of our mission and employees in professional and highly technical positions.

# AGENCY WORKFORCE PLAN

## STRATEGY DEVELOPMENT

### **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: We will continue to formalize efforts to identify divisions where career progression tracks can be defined through promotion and reclassification opportunities, and identify areas where staff can develop leadership skills. 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, allowing less-tenured staff to collaborate 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: We endeavor to employ a qualified and diverse workforce. Less than 5% of our 514 employees are under the age of 30.

Action: We will continue recruitment efforts to identify qualified individuals who have more recently entered the workforce and possess critical knowledge and skills. This year, we instituted a more robust internship initiative to attract undergraduate and graduate students to gain experience at TDLR through selected positions with career path opportunities. We have significantly increased outreach efforts at job fairs but must broaden the scope of our efforts to identify applicants with experience in skilled technical trades we regulate. We have also identified pathways for individuals within skilled trades to join the agency in entry-level positions and undergo training that allows them to gain the knowledge necessary to grow within their position and technical area.

### **Issue: Ongoing development of critical and future workforce skills to meet the agency's growing technological demands.**

Goal: Continue to provide training that strengthens skill sets and abilities of all employees to contribute to our vision, mission, and goals.

Rationale: The agency's many responsibilities require employees to expand their knowledge of regulatory programs, use multiple systems, and develop advanced technological competencies to create proficiencies and maximize productivity.

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

### **Issue: Attracting and retaining employees in technical and frontline positions.**

Goal: Engage in recruitment initiatives to increase hiring and retention of employees in professional, technical, and frontline positions.

Rationale: Competition from the private sector has made it challenging to recruit qualified applicants to fill vacancies in our administrative services and regulatory divisions.

Action: Offer competitive salaries, benefits, and recruitment contracts and promote awareness of our flexible work schedules, telecommuting opportunities, employee recognition, and wellness program to attract qualified applicants.

## REPORT ON CUSTOMER SERVICE

Our Customer Service Division guides the customer through TDLR processes. Customer service representatives (CSRs) handled 445,068 inquiries in FY21, including responding to emails, phone calls, and social media posts. Customer contacts are varied and include everything from licensing application questions to consumer complaints to requests for answers found in the published laws and rules for 37 programs.

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

#### Strategy – License, Register and Certify

TDLR's primary customers for this strategy are applicants for licensure or current licensees in one or more of the agency's 37 programs. Key services are initial application processing; renewal processing; reciprocity determinations; criminal background checks; accreditation of verified military experience; and providing specialized services to military spouse applicants.

#### Strategy – License Businesses and Facilities

TDLR's primary customers for this strategy are owners of businesses, facilities, and equipment that are required to be licensed or registered in one or more of the agency's 37 programs. Key services are initial application processing and renewal processing.

#### Strategy – Examinations/Continuing Education

TDLR's primary customers for the examination strategy are people required to take an examination to receive or renew an occupational license. Key services are: electronic delivery of examinations throughout Texas; availability of special accommodations for taking examinations, including those offered in other languages; online posting of Candidate Information Bulletins and pass rates; online reporting of student hours into the Student Hour and Enrollment Automatic Reporting System (SHEARS) and Program Automation for Licensing of Massage Students (PALMS); and the availability of performance reports for new students enrolling in a barber or cosmetology school and massage school. TDLR's primary customers for the continuing education strategy are

course providers and individuals required to complete continuing education (CE) hours to renew their licenses. Twenty-six of TDLR's programs require CE. Key services are approval of providers and courses, online posting of licensees' completion of CE hours, and auditing of CE hours.

#### Strategy – Customer Service

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

#### 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 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 and cosmetology establishments and schools; boilers; driver education schools; industrialized (modular) builders and manufacturers; licensed dog and cat breeder facilities; massage establishments and schools; midwife schools; mold remediation projects; motor fuel devices; orthotic and prosthetic facilities; used automotive parts recyclers; vehicle storage facilities; and water wells. Key services include inspections of the businesses and equipment outlined above; online availability of architectural barriers project registrations; online availability of boiler and elevator inspection reports; online access of inspection results by vehicle storage facilities; and technical memoranda and staff assistance to help building owners, building officials, and local law enforcement understand laws and rules. In addition, TDLR staff provides training and services for third-party inspectors who conduct inspections for the following programs: architectural barriers, boilers, elevator safety, industrialized housing and buildings, and mold remediation.

# REPORT ON CUSTOMER SERVICE

## **Strategy – Building Plan Reviews**

TDLR's primary customers for this strategy are individuals and businesses who are building, renovating, or modifying commercial facilities; elevator 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 people with disabilities who use the facilities described above. Key services include the certification of RAS, approval of design review agencies, and the development and adoption of standards and procedures.

## **Strategy – Resolve Complaints**

TDLR's primary customers for this strategy are individuals who file complaints. Key services 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 conviction 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 37 programs; and investigation of licensee or applicant 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 Texas House of Representatives, our Commissioners, the Legislative Budget Board, the Sunset Advisory Commission, the

Comptroller of Public Accounts, advisory board members, public-private partners, and other government agencies. Key services include communicating with governmental partners and 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; managing and developing anti-trafficking efforts; responding to requests under the Texas Public Information Act; administering 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 other 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, the Department of Information Resources, and the Comptroller of Public Accounts. Key services include fair and transparent procurement processes; state property accounting and management; facilities and vehicle management; and inventory controls.





## INFORMATION-GATHERING METHOD OF SURVEY

In April 2022, we solicited feedback from customers through an online customer satisfaction survey. We sent survey invitations to our 1,097,878 email subscribers and posted the link to the survey on social media, including Facebook, Twitter, and LinkedIn. The survey asked customers, if they received specific services in the last two years, to rate the quality of services received. We received completed responses from 6,962 people.

We also sought individual feedback through nine regional face-to-face meetings, and two virtual sessions. The face-to-face sessions were open discussions of the full range of issues, providing detailed and personal responses.



TEXAS DEPARTMENT OF LICENSING & REGULATION

### We Still Want To Hear From You

Our in-person and virtual **Strategic Planning Sessions for 2022** have concluded, but we still want to hear from you.

If you weren't able to join us, it's not too late to share your ideas and opinions about how we're doing, and how we can improve.

Two ways you can participate right now:

- Complete our [Customer Service Survey](#), which will measure how we can improve service to our customers.
- [Answer the four questions](#) we asked during our in-person and virtual sessions.
  - What does TDLR do well?
  - What changes would you make to TDLR's laws, rules, or processes?
  - What problems or issues is your program, profession, or industry facing right now?
  - During the next five years, what major changes do you expect in your program, profession, or industry?

How you can participate later:

- You can present public comments regarding strategic planning during [upcoming advisory board and Commission meetings](#).

Ideas and suggestions from strategic planning sessions really do make a difference. We make policy and rule changes based on your feedback, and we share your feedback with state lawmakers. **Your ideas can create real change for Texas.**

Keep up with the latest information about 2022 Strategic Planning [on our website](#) and on social media:

- **Facebook:** [TDLR](#)
- **Twitter:** [@tdlrlicense](#) and [@TexasFights](#) (Combative Sports)
- **Instagram**
- **LinkedIn**

We look forward to hearing from you!



**tdlrlicense**  
@tdlrlicense

We still want to hear from you on our Customer Service survey and your suggestions for our Strategic Plan. Take a moment now and tell us how you're feeling:  
[tdlr.texas.gov/stratplan.htm](http://tdlr.texas.gov/stratplan.htm)

9:00 PM · Apr 20, 2022 · Twitter Web App



**Texas Dept. of Licensing and Regulation - TDLR**  
April 19 at 7:30 PM · 🌐

How are we doing? Part of our Strategic Planning includes a Customer Service Survey to assess how we're responding to our licensees and stakeholders. Please take a moment to complete our report card: [http://surveys.tdlr.texas.gov/\\_/TDLR-Customer...](http://surveys.tdlr.texas.gov/_/TDLR-Customer...)



**Customer Service Survey**

1

2 Comments

Like

Comment

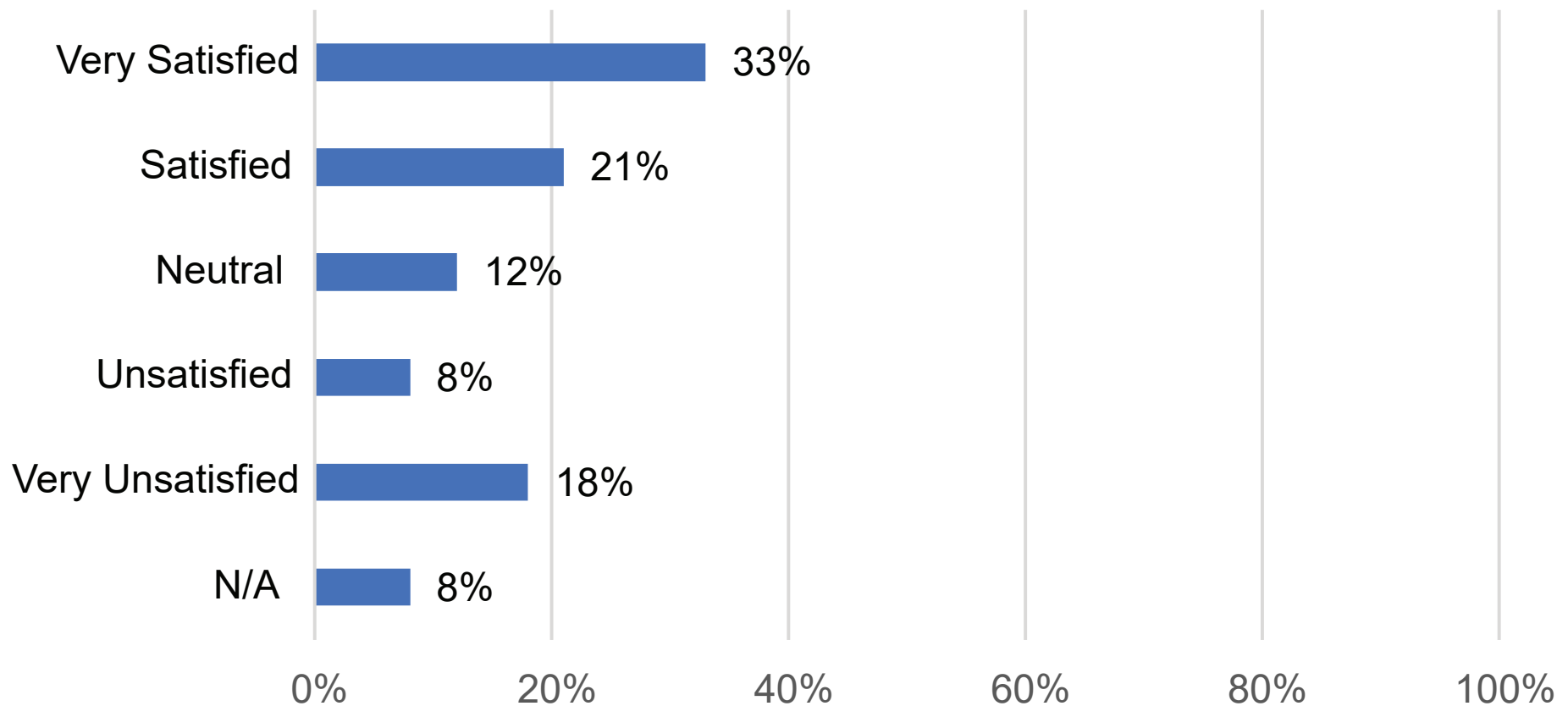
Share

Most relevant

Write a comment...

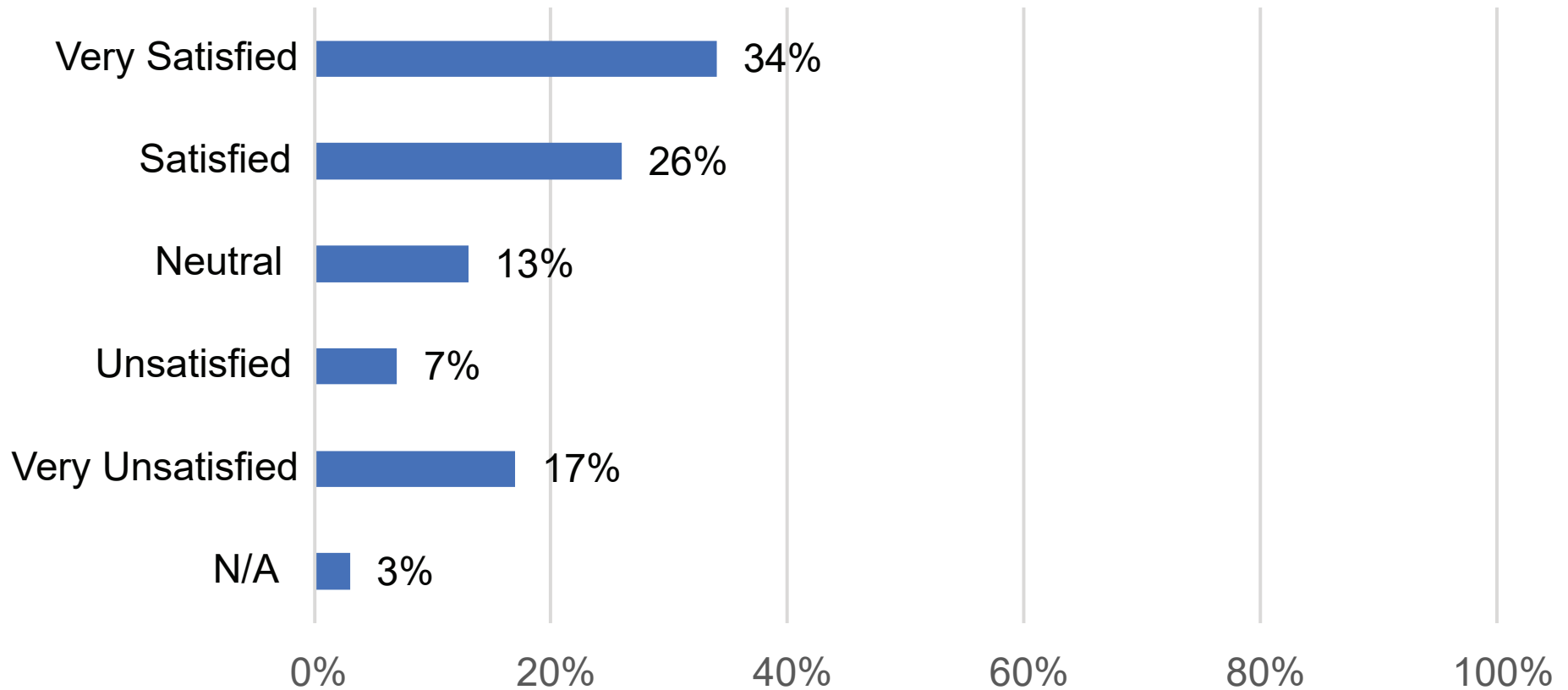
# REPORT ON CUSTOMER SERVICE

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



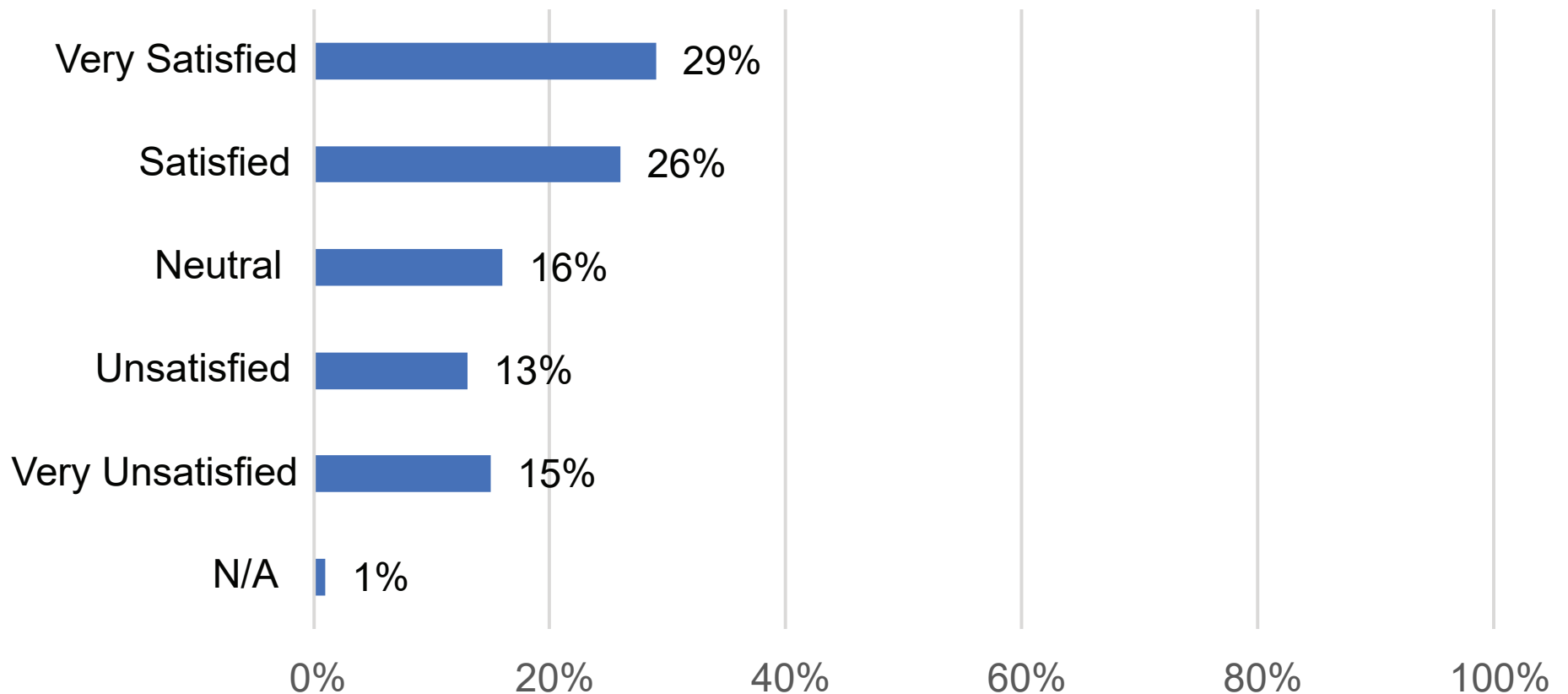


How satisfied are you with the agency staff, including employee courtesy, friendliness and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?

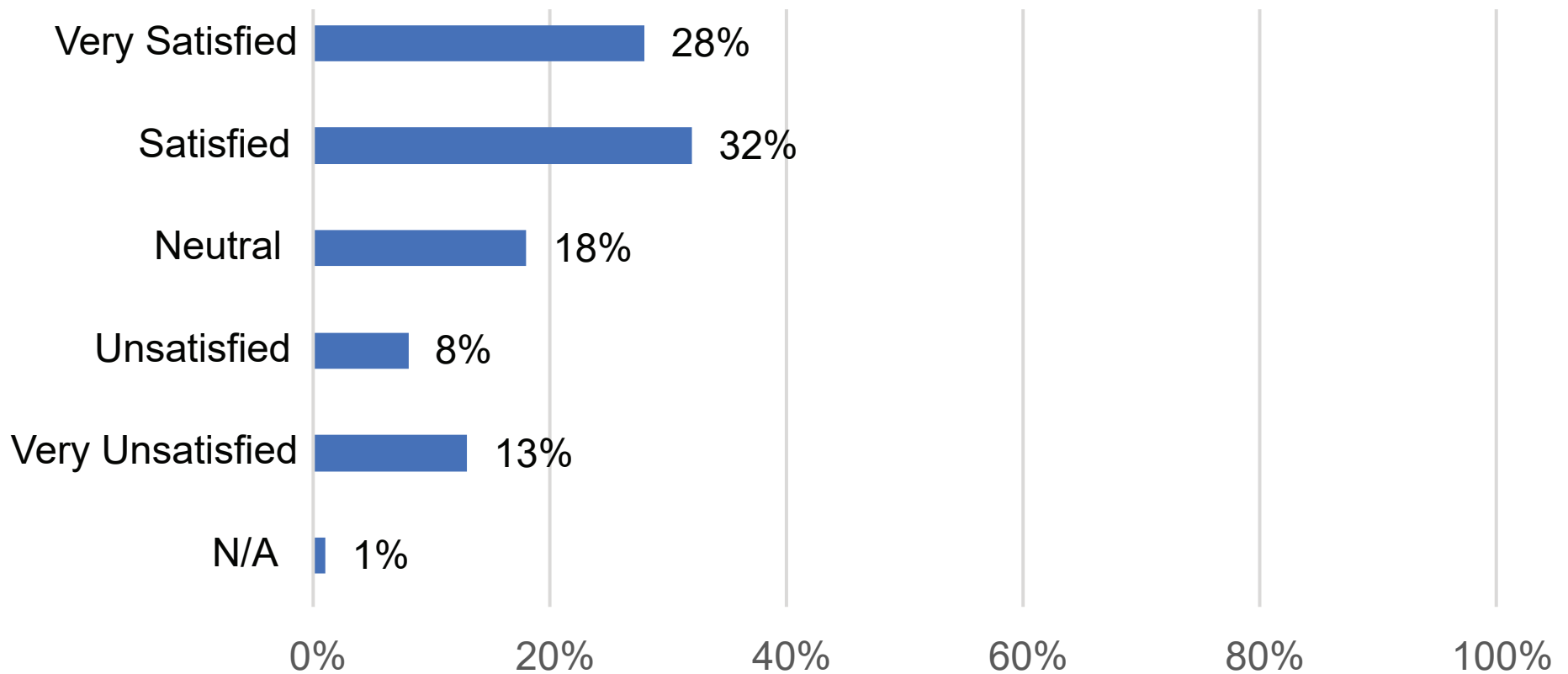


# REPORT ON CUSTOMER SERVICE

How satisfied are you 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?

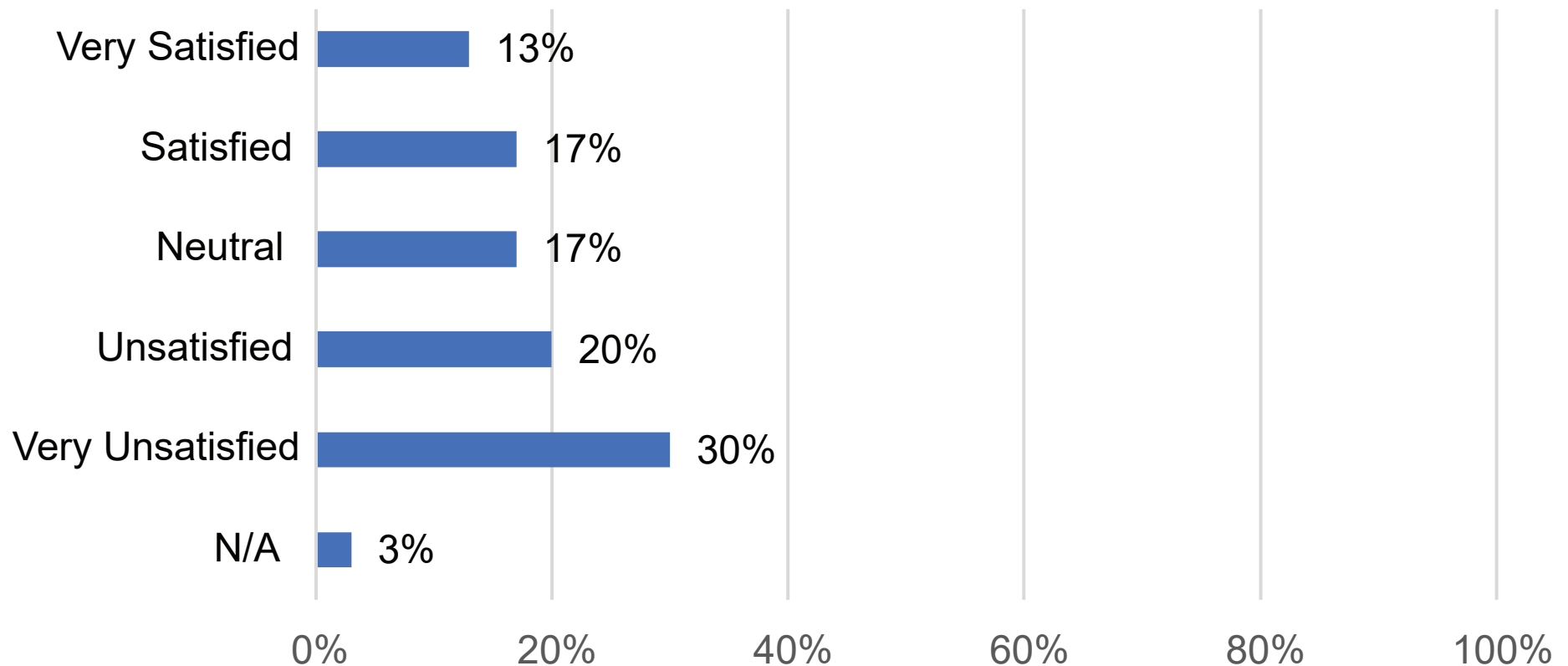


How satisfied are you with the agency's Internet site, including ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as listing of services and programs and whom to contact for further information or to complain?

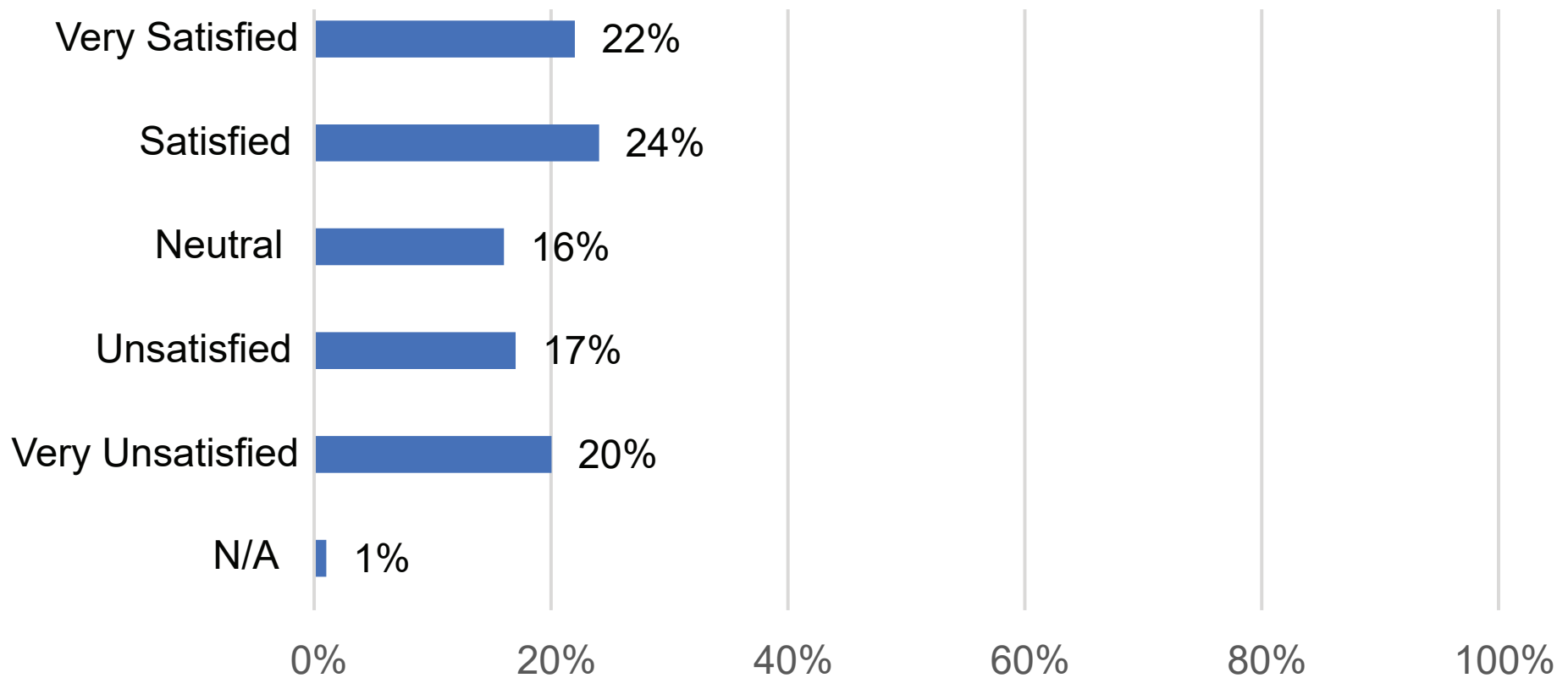


# REPORT ON CUSTOMER SERVICE

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?

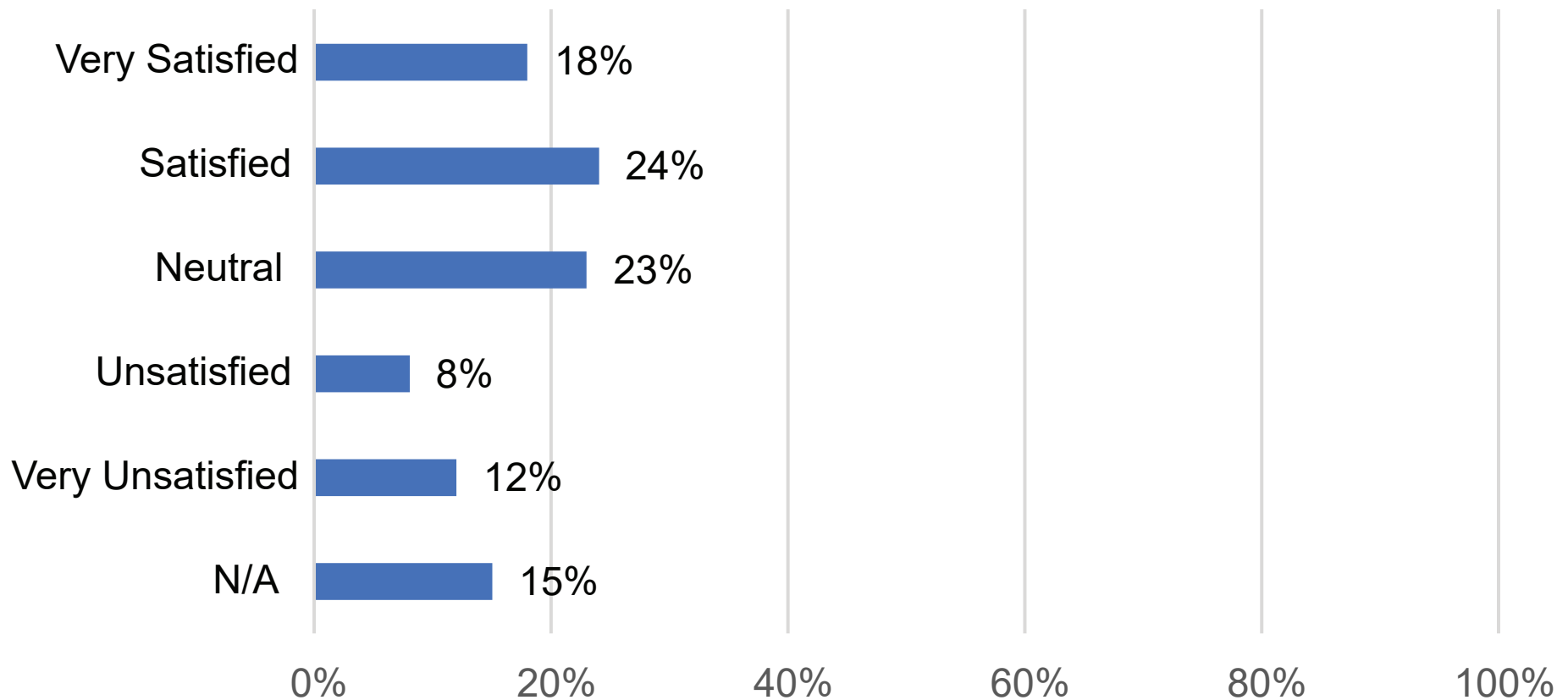


How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person, by phone, by letter, or by website?



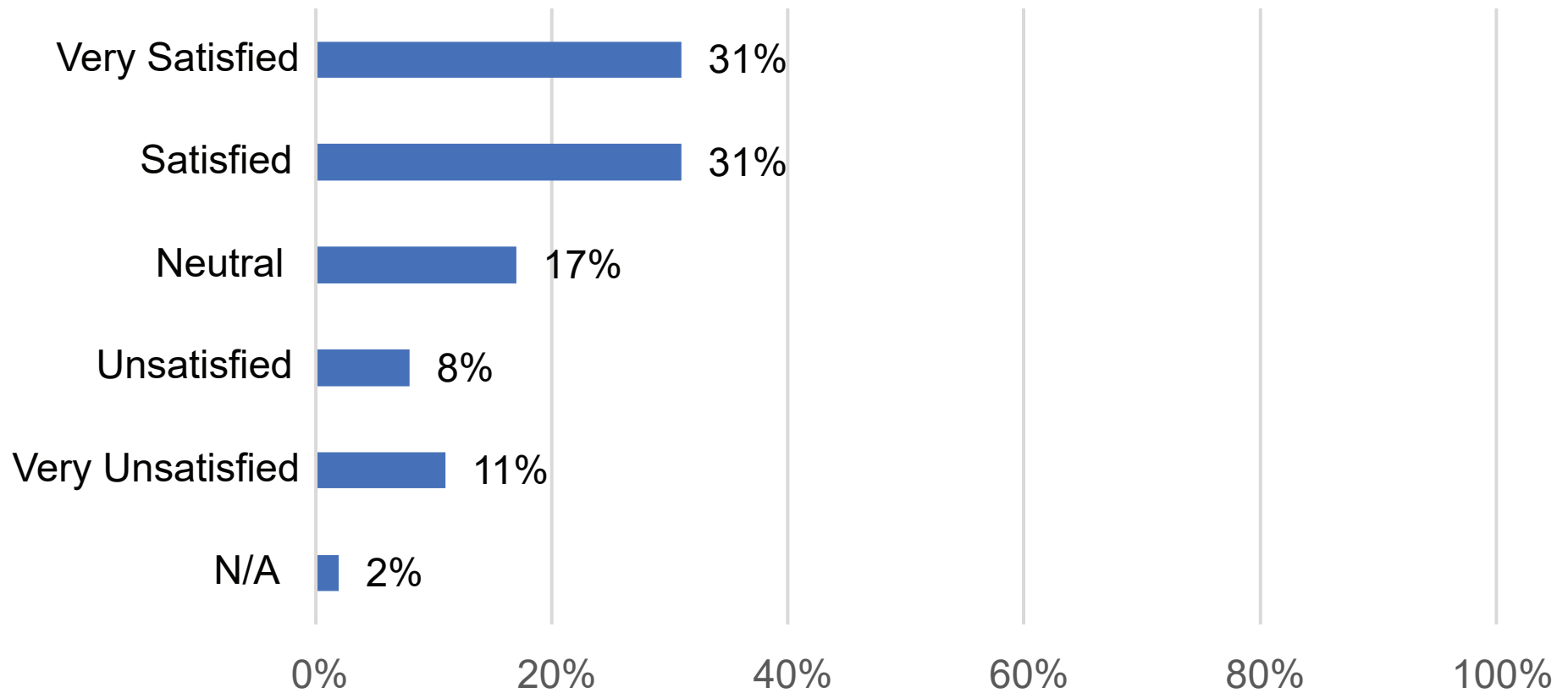
# REPORT ON CUSTOMER SERVICE

How satisfied are you with any agency brochures or other printed material, including the accuracy of the information?





Please rate your overall satisfaction with the agency.



# REPORT ON CUSTOMER SERVICE

## Survey Analysis

The majority of survey participants expressed satisfaction with the agency's facilities, including their ability to access the agency, the office locations, signs, and cleanliness. Some dissatisfaction may be attributed to the closure of our downtown Austin office due to COVID. Our customer service window continues to be closed due to the space being repurposed by the Department of Public Safety.



The majority of survey participants expressed satisfaction with the agency's staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of names plates or tags for accountability. The dissatisfaction may be attributed to our front-line customer service staff needing to refer inquiries to other divisions for resolution. We will continue to develop additional practices and procedures to ensure we promote the best customer experience in everything we do.

The majority of survey participants expressed satisfaction with the agency's communications, including toll-free telephone access, the average wait time spent on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications. Some dissatisfaction may be attributed to not immediately getting to speak with a subject matter expert when additional information is needed.

The majority of survey participants expressed satisfaction with the agency's internet site, including ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as listing of services and programs and whom to contact for further information or to complain.

Many survey participants expressed dissatisfaction with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely. While we provide multiple avenues for the filing of complaints, including email, telephone and online, system limitations do not allow complainants to attach documents to those complaints which requires extra steps. We strive to be responsive to complainants and respondents and periodically communicate the status of active cases from the initiation of a complaint through final resolution. Lastly, we have implemented risk-based prioritization in targeted programs to streamline the complaint resolution process.

Survey participants were most dissatisfied with the agency's ability to timely serve them, including the amount of time they wait for service in person, by phone, by letter, or by website. Staffing shortages are particularly evident in our front-line positions in customer service due to internal and external competition for hiring and retention. We have struggled to fill open positions during the COVID-19 pandemic, due in part to below market salary averages. Additional financial resources to retain highly qualified, experienced employees would be appreciated. Additionally, a single licensing system for all programs with more online services would be extremely helpful.

The majority of survey participants were either neutral or satisfied with the agency's brochures or other printed material, including the accuracy of the information.

Survey participants expressed overall satisfaction with the agency.

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

In Fiscal Year 2021, Customer Service received 527,322 total contacts consisting of phone calls, emails, and social media inquiries. We answered 84.4% of the inbound contacts.

In Fiscal Year 2022, we project 650,000 contacts. From September 2021 through March 2022, TDLR received 241,971 contacts and responded to 91% of those contacts.

### Output Measures

#### Total Customers Surveyed

TDLR emailed 1,097,878 invitations to participate in the survey, and 6,962 people completed the survey.

#### Total Customers Served

TDLR's total license population is approximately 860,549 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 6,962 customers participating, the survey cost approximately \$0.01 per person.

#### Explanatory Measures Total Customers Identified

TDLR has more than 860,622 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 37 programs. It also includes all Texans who rely on the services of the licensed occupations, professions, and industries.

#### Challenges:

Working on the front lines of TDLR's Customer Service division requires a high level of empathy and emotional intelligence, as well as good judgment and technical skill. Because CSRs help customers whose livelihoods depend on them for fast, reliable assistance, they often act as both the voice of the agency and an advocate for the customers, especially when the news is not good. Managing customer expectations and frustration can be difficult. Additional resources are needed to care for the emotional health and physical wellbeing of frontline employees.

Although the CSR role is traditionally seen as an entry-level position, the knowledge and maturity needed to perform this job at TDLR requires a much higher skill level. 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.

###