



The **Strategic Initiatives** Section is a discussion of the agency's most critical needs in the next biennium, to enable us to remain the State's model for occupational licensing.

With input from Commissioners, employees, Advisory Boards, external focus groups, consumers, and licensees, executive leadership has prioritized our strategic planning initiatives to the areas of staffing and resources, technology, complaint resolution, licensing, interim charge, and Advisory Board. Specifically:

- *Staffing and Resources* – As we will likely receive additional responsibilities, we will need to attract and retain knowledgeable staff who excel in process analysis/redesign and critical thinking, possibly hire staff with specialized skills, and plan for more office space to accommodate additional staff.
- *Technology* – Our continued success with innovative and streamlined web services for information and licensing issues will require additional resources in the area of software developers, software, and database conversion costs.
- *Complaint Resolution* – We have identified five statutory changes that would ensure the continued effectiveness of our fair and consistent complaint resolution process.
- *Licensing* – Law changes to allow for temporary, emergency, and “inactive” status licenses in all of the agency's programs, would improve our licensing services.
- *Interim Charge* – Consistent with Senate and House interim charges focusing on streamlining, deregulation, and process improvement, we have identified three changes.
- *Advisory Board* – Travel reimbursement and inclusion of public members on each Advisory Board would enhance the important services these 15 volunteer Board's provide our Commission, staff, and licensees.

### Strategic Planning Initiatives Highlights

- TDLR has taken on new responsibilities with each recent Legislative Session
- TDLR will likely receive additional responsibilities from the Legislature

## Initiatives

- Our agency has learned that successful consolidations depend upon an appropriate level of staff and resources
- Additional highly skilled employees will help us efficiently integrate new programs into our effective and successful business model
- Increased use of cutting-edge technology and development and use of new streamlined processes will be possible with additional technology resources

## Prioritization of Strategic Planning Initiatives

With each recent Legislative Session TDLR has taken on new responsibilities. The agency's successful track record of incubating new agencies, merging existing agencies into TDLR, and implementing new programs has increased the Legislature's confidence in the effectiveness of our functional business model.

With the combined input from Commissioners, employees, Advisory Board members, external focus group participants, consumers, and licensees, executive leadership has prioritized our strategic planning initiatives to the areas of staffing, resources, technology, complaint resolution, licensing, interim charge, and Advisory Board.

### Staffing and Resource Initiatives

As the Legislature finds more cost-effective ways to do business, TDLR will likely receive additional responsibilities. Our agency has learned that successful consolidations depend upon appropriate levels of staff and resources. The specific staffing and resource needs will be determined by the statutory objectives of the programs or agencies transferred and by the ease with which the programs can be incorporated into the TDLR business model. For example, if TDLR is given responsibility for programs that have a greater law enforcement component, the agency will need to hire Texas Commission on Law Enforcement Officer Standards and Education certified investigators. Additionally, the agency will continue to monitor the need for an Elevator Inspector and Commissioned Boiler Inspectors to ensure the safety of Texans.

TDLR will need to attract and retain additional knowledgeable employees who are able to adapt in the areas of process analysis and redesign, critical thinking, and communication. These highly adaptable employees will enable TDLR to efficiently integrate new programs into our business model. TDLR will plan for office space to accommodate additional personnel associated with transferred programs.

### Technology Initiatives

TDLR has been on the cutting-edge of technological advances and continues to lead in the development and use of new processes. We continue to streamline processes to benefit the public. TDLR's web services are a crucial point of contact for information and licensing issues. Development of web services compatible with portable devices will not only enable field employees to be more efficient, but will also provide better service to the public. We will continue to transition to a paperless format and expand the use of teleconferencing. To accomplish these initiatives, TDLR will need additional software developers, software, and database conversion costs. We need greater certainty for costs of services from the Texas Department of Information Resource's data center consolidation.

### Complaint Resolution Initiatives

TDLR remains committed to the resolution of complaints in a fair and consistent manner and will continue to give priority to improving the timeliness and impartiality of the complaint resolution process. The following statutory changes would ensure the continued effectiveness of TDLR's complaint resolution process:

- subpoena authority for all programs;
- cease and desist authority for all programs;
- emergency order authority for all programs;
- creation of license denial standards specific to the Discount Health Care Card program;
- amendment of the Personnel Employment Services law to give TDLR authority to pursue all violations of law and rules, as opposed to limiting our consumer protection to applicant fee violations.

### Licensing Initiatives

To ensure that the department can issue licenses quickly and respond to emergency situations, the department's statutes would need to be amended to allow for temporary and emergency licenses for all of its programs. Additionally the statute should be amended to create an "inactive" license status for all of our programs, similar to that enjoyed by real estate brokers and other professionals.

### Interim Charge Initiatives

Consistent with the Senate and House interim charges focusing on streamlining, deregulation, and process improvement, the agency has identified the following changes:

- simplify requirements for sterilizers in the Barber and Cosmetology programs by removing the FDA listing requirement;
- evaluate the viability and continued regulation of certain licensing programs; and
- strengthen and clarify surety and financial bond requirements for certain license programs.

### Advisory Board Initiatives

The Texas Commission of Licensing and Regulation, composed solely of public members with no financial interest in any of the occupations regulated by TDLR, relies heavily on technical input from its Advisory Boards for the administration of its programs. The members play a vital role in advising the Commission on matters relating to health and safety issues, technical standards, rules, examination content, and continuing education requirements. The statewide elimination of Advisory Board travel reimbursement has adversely affected the attendance of these volunteer members, the frequency of meetings and the timeliness of input. The lack of travel reimbursement creates an impediment to active participation of these non-paid appointees. We believe that the interest of the state is best served by providing travel reimbursements to Advisory Board members, as well as including public members on each of the Advisory Boards.