



**AGENCY STRATEGIC PLAN
FOR THE FISCAL YEARS 2013 – 2017 PERIOD**

BY

**TEXAS COMMISSION ON LAW ENFORCEMENT
OFFICER STANDARDS AND EDUCATION**



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June 22, 2012

Signed: _____
Kim Vickers, Executive Director

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Statewide Vision, Mission, and Philosophy

The Vision of Texas State Government

We must continue to adhere to the priorities that have made Texas a national economic leader:

Ensuring the economic competitiveness of our state by adhering to principles of fiscal discipline, setting clear budget priorities, living within our means, and limiting the growth of government;

Investing in critical water, energy, and transportation infrastructure needs to meet the demands of our rapidly growing state;

Ensuring excellence and accountability in public schools and institutions of higher education as we invest in the future of this state and ensure Texans are prepared to compete in the global marketplace;

Defending Texans by safeguarding our neighborhoods and protecting our international border; and

Increasing transparency and efficiency at all levels of government to guard against waste, fraud, and abuse, ensuring that Texas taxpayers keep more of their hard-earned money to keep our economy and our families strong.

The Mission of Texas State Government

Texas state government must be limited, efficient, and completely accountable. It should foster opportunity and economic prosperity, focus on critical priorities, and support the creation of strong family environments for our children. The stewards of the public trust must be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials must seek new and innovative ways to meet state government priorities in a fiscally responsible manner.

Aim highwe are not here to achieve inconsequential things!

The Vision, Mission, and Philosophy is from *STRENGTHENING OUR PROSPERITY: THE STATEWIDE STRATEGIC PLANNING ELEMENTS FOR TEXAS STATE GOVERNMENT*



The Philosophy of Texas State Government

The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise we will promote the following core principles:

- First and foremost, Texas matters most. This is the overarching guiding principle by which we will make decisions. Our state, its future, is more important than party, politics, or individual recognition.
- Governments should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local government closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. Just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.
- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse, and providing efficient and honest government.
- Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

Source: Strengthening Our Prosperity



Relevant Statewide Goals and Benchmarks

Statewide Planning Elements for Texas State Government

Public Safety and Criminal Justice

To protect Texans by preventing and reducing terrorism and crime; securing the Texas / Mexico border from all threats; achieving an optimum level of state-wide preparedness capable of responding and recovering from all hazards; and confining, supervision, and rehabilitating offenders by:

- Preventing and reducing terrorism and crime
- Securing the Texas/Mexico border from all threats
- Achieving an optimum level of statewide preparedness capable of responding and recovering from all hazards

Benchmarks

- Percentage of state's population whose local officials and emergency responders have completed a training/exercise program in the last year
- Number of active peace officers, county jailers, and telecommunicators providing public safety response and enforcement
- Number of contracted training providers conducting basic and continuing education training to peace officers, county jailers, and telecommunicators
- Number of new law enforcement agencies in the state
- Number of professional licensees who are awarded advanced technical certification

Regulatory

To ensure Texans are effectively and efficiently served by high-quality professionals and businesses by:

- Implementing clear standards
- Ensuring compliance

Benchmarks

- Percentage of state professional licensee population with no documented violations
- Percentage of new professional licensees as compared to the existing population
- Percentage of documented complaints to professional licensing agencies resolved within six months
- Percentage of individuals given a test for professional licensure who received a passing score
- Percentage of new and renewed professional licenses and certifications issued via internet
- Number of administrative actions taken against professional licensees
- Number of administrative actions taken against contracted training providers who provide basic and continuing education to professional licensees



Agency Mission

The mission of the Texas Commission on Law Enforcement Officer Standards and Education, as a regulatory State agency, is to establish and enforce standards to ensure that the people of Texas are served by highly trained and ethical law enforcement, corrections, and telecommunications personnel.

Agency Philosophy

The Texas Commission on Law Enforcement Officer Standards and Education conducts agency business with fairness and conviction. We approach our responsibilities to all people of Texas with a deep sense of purpose and commitment. We believe in a state where we look to our laws for justice and equity, where laws are enforced by well-qualified persons with the highest standards of ethics and accountability. Our core values are integrity, dedication, and quality responsive customer service.

I. Agency Scope

(Data verified as of May 1, 2012)

Established by Senate Bill 256 during the Legislature in 1965, the Texas Commission on Law Enforcement Officer Standards and Education (Commission) was created to conduct studies and make recommendations to the governor and the legislature for the establishment of training, education, and certification standards to improve law enforcement performance. The standards developed had an immediate positive impact and were adopted as requirements by action of the Legislature in 1969 (Article 4413(29aa), V.A.C.S.).

The Commission has evolved into a contemporary regulatory agency that now conducts oversight of all licensing, credentialing, and training of approximately 110,800 law enforcement, corrections, and telecommunications personnel employed by more than 2,650 state and local government agencies, administers programs dedicated to the development of human resources, and protects the citizens of Texas from crime.

Unfortunately, the Commission revokes or suspends over 400 licenses each year. These peace officers and jailers have been convicted of a crime that demands administrative disciplinary action against their license. The Commission is a law enforcement agency, initiating and investigating instances of alleged criminal violations of various Texas criminal statutes in connection with the Texas Occupations Code §1701 (Law Enforcement Officers.) Additionally, the Commission takes administrative action including suspension and revocation of Texas peace officer and jailer licensees who fail to meet legislatively mandated continuing education requirements. The Commission remains steadfast in their duties while constantly pursuing a higher ethical standard for the law enforcement profession.

The Commission relies on both public-to-public and public-to-private partnerships to make advanced technical studies related to law enforcement and police administration, and to encourage and stimulate research by public and private agencies from which new programs emerge.

Other responsibilities include identifying contemporary, issue-oriented programs and causing their implementation through partnerships with units of state and local government. The Commission benefits from a willingness on the part of state and local government to make public safety a high priority.

Through a partnership of higher education and law enforcement agencies, licensing examinations are held across the state of Texas, including at the Commission. This association with other institutions expands the Commission's abilities to address the training and educational needs of peace officers and civilian law enforcement personnel. These licensing examinations are available in electronic formats at 75 locations throughout Texas.

The Commission, unlike Peace Officer Standards and Training Commissions (POSTs) in some other states, does not operate a police academy. Texas finds it more efficient to empower state and local government to establish schools, to ensure that curricula conforms to basic standards, and to provide training to the law enforcement community through a system of 106 licensed academies, 3 academic providers, and 173 additional training contractors who offered 54,598 courses in fiscal year 2011. Due to budget and personnel cuts from the legislature, the Commission does not have sufficient resources to create new curricula with existing staffing levels. Rather, the Commission has entered into cooperative efforts with various law enforcement training entities throughout the state in populating multiple curriculum committees who meet to create and maintain law enforcement related curricula for the state.

In the legislature, the Commission went through Sunset review. The Commission, according to HB 3389, is authorized to continue for twelve more years. This legislation assigned two additional tasks to the Commission. The state of Texas now has minimum standards for the creation of a law enforcement agency. Provision 1701.163 of the Occupations Code spells out the minimum standards for any entity that wishes to be served by a newly formed law enforcement agency. Secondly, the Sunset legislation created a statewide racial profiling repository to be housed at the Commission.

The Texas Peace Officers' Memorial, on the grounds of the Capitol Complex, honors those Texas peace officers who have died in the line of duty. The Memorial was dedicated in May 1999 after completion with the assistance of both public and private donors. Commission staff and volunteers continue to conduct extensive research on hundreds of officers who have been killed in the line of duty in Texas since the mid-1800s to the present to ensure that the Memorial continues to be a timely and accurate tribute to law enforcement.

II. Organizational Aspects

The Commission is a small regulatory agency composed of a strong, diverse work group, with the long-standing reputation of being able to respond quickly to changing conditions, needs, and demands. Currently, the Commission consists of thirty-seven full-time employees. In carrying out the primary regulatory nature of the agency, the Commission relies heavily upon research, education and training programs, and direct assistance to foster voluntary compliance with state standards and to raise the bar for law enforcement professionalism. The Commission is committed to providing good customer service and cooperation with Texas law enforcement officers and agencies to better facilitate voluntary compliance with administrative rules and state statutes.

Nine Commissioners appointed by the Governor to overlapping six-year terms govern the Commission. The requirements for appointment are set out in Sections 1701.051, 1701.052, and 1701.053 of the Occupations Code. The Commission's enabling statute was moved by the Legislature from chapter 415 of the Government Code to Chapter 1701 of the Occupations Code in 1999.

The legislature authorized the Commission in 1999 to begin appointing peace officers to enhance its investigative functions.

The agency identifies career education and skills development as prerequisites for advancement and professional growth. Personnel policy affords each employee opportunities for education and training pertinent to career goals and skill levels.

III. Fiscal Aspects

The agency is mainly funded by appropriations made from a General Revenue dedicated account. The State of Texas receives revenue generated through court cost surcharges collected from persons who are convicted of criminal offenses. A portion of these assessments are deposited in the State Treasury to the Law Enforcement Officer Standards and Education account. In the legislature, the General Revenue-Dedicated account became a cumulative account, and in future years unappropriated receipts will remain in this account. The agency receives about 6% of its funding through General Revenue appropriations.

The Commission is authorized to accept donations, contributions, grants, and gifts from private individuals, foundations, and the federal government, as well as to establish reasonable and necessary fees.

IV. Service Population Demographics

Texas ranks first in the nation in the number of licensed law enforcement personnel and law enforcement agencies. The growth in law enforcement has generally increased at about the same rate as the growth in general population. The Commission holds records on 408,261 individuals. This is the total number of Personal Identification Numbers (PID) in the Commission files.

Active Law Enforcement Agencies as of 05/01/2012

| | | |
|---------------------------------------|-----|--------|
| 911 Center | 12 | 0.43% |
| Airport (CCP 2.12 (11) & (12)) | 8 | 0.29% |
| City Marshal (CCP 2.12 (3)) | 83 | 3.01% |
| College | 80 | 2.90% |
| Constable (CCP 2.12 (2)) | 704 | 25.52% |
| Contract Jail | 14 | 0.51% |
| County Attorney (CCP 2.12 (5)) | 68 | 2.46% |
| County Court | 14 | 0.51% |
| County Park Ranger | 1 | 0.04% |
| District Attorney (CCP 2.12 (5)) | 132 | 4.78% |
| District Court | 20 | 0.72% |
| Emergency Services District | 7 | 0.25% |
| Fire Marshal | 231 | 8.37% |
| Hospital | 8 | 0.29% |
| Intercounty Cooperative Jail Facility | 1 | 0.04% |
| ISD | 177 | 6.42% |
| Municipal (CCP 2.12 (3)) | 833 | 30.19% |
| Parole | 5 | 0.18% |
| Port Authority | 5 | 0.18% |
| Private College (CCP 2.12(8)) | 16 | 0.58% |
| Probation | 53 | 1.92% |
| Railroad (CCP 2.121) | 1 | 0.04% |
| Sheriff (CCP 2.12 (1)) | 254 | 9.21% |
| State of Texas | 20 | 0.72% |
| Tribal Police | 1 | 0.04% |
| Water District | 11 | 0.40% |

Total: 2759

License Type by Appointment Type as of 5/01/2012

(Some individuals hold multiple licenses)

| Active License Count by appointment | | Inactive* License Count by last appointment | |
|-------------------------------------|--------|---|--------|
| Jailer | | Jailer | |
| Contract Jailer | 895 | Contract Jailer | 1603 |
| Jailer | 24,862 | Jailer | 7057 |
| Peace Officer | | Peace Officer | |
| Chief of Police | 1015 | Chief of Police | 125 |
| City Marshal | 55 | City Marshal | 3 |
| Constable | 687 | Constable | 33 |
| PO (Ret State Employee) | 170 | PO (Ret State Employee) | 51 |
| PO (Special Ranger NIC) | 10 | PO (Special Ranger NIC) | 1 |
| PO (Special Ranger Retired) | 1008 | PO (Special Ranger Retired) | 51 |
| PO (Special Ranger TSC) | 30 | PO (Special Ranger TSC) | 1 |
| Regular Peace Officer | 68080 | Regular Peace Officer | 6173 |
| Reserve Officer | 3009 | Reserve Officer | 1080 |
| Sheriff | 230 | Sheriff | 6 |
| Special Game Warden | 101 | Special Game Warden | 24 |
| Total Individuals | 89,732 | Total Individuals | 14,897 |

**Many individuals hold appointments as both jailers and as peace officers.*

V. Economic Variables

Service populations are affected by local economic conditions in their ability to employ the most qualified law enforcement officers. These conditions impact the Commission's ability to set the most effective standards for law enforcement and corrections personnel. However, diligence and perseverance over time allow for better and more efficient methods of finding and training our law enforcement and corrections personnel. The internet is one of those methods. The legislature charged the Texas Workforce Commission to create and to house a Texas law enforcement employment web site.

The Commission's distance education program allows all licensees, other than constables and chiefs of police, to meet their legislatively required continuing education requirements at little or no charge. This program is available in all areas of the state via the internet.

VI. Impact of Federal Statutes and Regulations

In 1968, following the Report of the President's Commission on Law Enforcement and Administration of Justice, Congress created the Law Enforcement Assistance Administration (LEAA) to implement their recommendations to improve state and local response to a rising crime rate. Foremost among those recommendations was an increase in the training and education level of the nation's police. LEAA appropriations had a positive impact, but funding was discontinued in 1980. The President's Commission also recommended the creation of state commissions on police

standards and training. The purpose of these proposed law enforcement commissions was to establish standards for selection, psychological fitness, training, education, and promotion of officers.

“The quality of police service will not significantly improve until higher educational requirements are established for its personnel. As was indicated earlier in this chapter, the complexity of the police task is as great as that of any other profession. The performance of this task requires more than physical prowess and common sense.” (Task Force Report)

The Americans with Disabilities Act (ADA) identified additional training needs and other concerns for law enforcement administrators within Texas. While this Act had little direct impact on the Commission, it substantially affected the law enforcement agencies which come under its purview.

The application of the overtime provision of the Fair Labor Standards Act to local governments affects law enforcement administration. Training activities for in-service officers are adversely impacted and sometimes curtailed due to the inability of local government to provide funds for overtime.

The Federal Funding of Community Policing initiatives placed as many as 100,000 additional police officers on the nation’s streets. Texas’ portion of the additional officers required training, testing, and licensing. Community Policing is a critical issue in curriculum development, and the Commission continues to prepare and maintain curricula to assist agencies in meeting these and other training needs.

The National Highway Traffic Safety Administration (NHTSA) directs funds to the states through the Texas Department of Transportation to administer programs in the area of traffic safety, alcohol impairment, and drug recognition. The Commission works with NHTSA and local agencies in program and continuing education development in Texas and in other states throughout the nation.

The training of local law enforcement officers to respond to hazardous materials emergencies is required by the Occupational Safety and Health Administration (OSHA). The development and delivery of this program is the responsibility of the Commission. The basic peace officer curriculum contains this required training.

Since early 2000, preventing and reducing terrorism has become a major goal of law enforcement throughout Texas and the United States. In Texas, we have hundreds of miles of borders, both water and land. Securing our borders is a primary function of the federal government; however, when federal efforts fall short, responsible states are compelled to provide this safety for our citizens. The Commission is cognizant of this ever increasing threat to Texans and works with state and federal agencies to assist, where possible.

Homeland security in a post 9-11 world is the responsibility of every Texan, but the first preventers and responders are the state and local law enforcement officers. Ten years after the attack, we still lack the institutions, processes, interoperability, and information for law enforcement agencies at all levels to operate collaboratively and effectively to prevent terrorist acts and secure the U.S. borders.

Higher education in homeland security for Texas peace officers can help eliminate this lack of preparedness and readiness. The Commission should make use of university and college degree programs that include homeland/border security and intelligence research, best practices development, and national defense and foreign policy analysis.

The goal of this proposal is to strengthen the law enforcement community’s homeland security (HLS) capacity and preparedness to respond to domestic incidents. This can be accomplished through the facilitation and collaboration by the TCLEOSE with higher education degree programs to build on and complement established training programs. This will serve to enhance the strategic perspective of law enforcement practitioners so that they may respond with judgment and innovation to situations which cannot be specified in advance. The TCLEOSE’s strategic plan should include a higher education component that enhances the extensive homeland security infrastructure model that is already in place in Texas.

TCLEOSE should identify and establish liaisons with schools that offer accredited distance degree programs with courses that are delivered entirely online in an asynchronous format. Online degree programs allow students who have been drawn from a wide range of geographic locations, sizes of agency, and levels of government to gain an understanding of the scope and complexity of the nation’s homeland security enterprise. Texas state colleges and universities should be encouraged to establish these degree programs. Distance degree programs reduce costs for classroom and office space, thereby reducing the tuition and fee costs and provide busy law enforcement professionals in Texas with the flexibility and access they want and need in higher education in homeland security.

The Commission should establish formal working agreements with universities and colleges that offer undergraduate and graduate degree distance education programs in homeland security to provide Texas peace officers with the skills and knowledge to:

- Develop strategies, plans, and programs to prevent terrorist attacks and reduce the vulnerability to terrorism in their communities
- Build the organizational arrangement needed to strengthen homeland security, including local/tribal/state/federal, civilian-military and interagency cooperation and interoperability
- Help mayors, county judges, and state officials improve homeland security preparedness by conducting “real world” actionable policy and strategy development

The Commission will continue to maintain and enhance its efforts to provide distance education materials and other federal and state resources to provide for effective training to our rural and geographically remote law enforcement agencies.

The Commission has entered into multiple Memorandums of Understanding with state and federal agencies that have as their primary goal of improving Texas law enforcement. We will continue these efforts into the future.

VII. Other Legal Issues

The Commission enforces the Occupations Code and the duly enacted administrative rules. In doing so, the Commission investigates jurisdictional complaints of criminal misconduct, administrative rule violations, corporate license violations, and continuing education violations. Continuing education requirements dictate that each peace officer receive the required hours of training in each two-year training unit and each jailer receive the required hours of training in every four-year training cycle. The two-year training unit is the same two years as the State of Texas biennium.

Enforcement and Investigation Activity

| Fiscal Year | Criminal Misconduct Investigations Opened | Criminal Misconduct Investigations Closed | Cases Closed by Exception | Forwarded to ELS for Prosecution |
|--------------------|--|--|----------------------------------|---|
| 2009 | 781 | 829 | 432 | 397 |
| 2010 | 699 | 714 | 450 | 264 |
| 2011 | 1084 | 1069 | 418 | 651 |

Disposition of Criminal Misconduct Cases

| Fiscal Year | License Revocations | License Suspension | Licenses Surrendered as Part of a Plea | Licenses Cancelled | Reprimands Issued |
|--------------------|----------------------------|---------------------------|---|---------------------------|--------------------------|
| 2009 | 60 | 98 | 57 | 10 | 95 |
| 2010 | 39 | 77 | 53 | 21 | 74 |
| 2011 | 42 | 166 | 66 | 23 | 354 |

The highest priority of the Commission is to take action against the licenses of peace officers and jailers who commit criminal misconduct. In fiscal year 2011, 1084 criminal misconduct investigations were opened. Of those, 651 were forwarded for prosecution and the Commission took disciplinary action against the licenses. In fiscal year 2010, 699 criminal misconduct investigations were opened. Of those, 264 were forwarded for prosecution. In fiscal year 2009, 781 criminal misconduct investigations were opened. Of those, 397 were forwarded for prosecution.

VIII. Historically Underutilized Businesses (HUB)

A HUB is a for profit business that can be a sole proprietorship, partnership, joint venture, corporation, limited partnership or company with its principal place of business located in the State of Texas. HUBs must have at least 51% of the assets and interests of all classes of stock and securities owned by one or more persons who are members of the following groups that have been identified as economically disadvantaged. They are Native Americans, American Women, Black Americans, Hispanic Americans, and Asian Pacific Americans. HUB owners must be active participants in the business and also be citizens of the United States and residents of the State of Texas.

HUB Goal

To establish procurement and contracting practices that support the promotion and utilization of qualified HUBs in all applicable procurements, contracts, and subcontracts made by the agency by an increase of at least 5% above the statewide average.

HUB Objective

To make a good faith effort to meet and exceed the statewide HUB goals in all applicable procurement categories.

HUB Strategy

- To implement good faith efforts to identify, solicit, and utilize qualified HUBs in all applicable procurement opportunities.
- To use the Guide on how to search the Centralized Master Bidders List (CMBL) to determine the availability of Historically Underutilized Businesses (HUBs)
- To utilize statewide contracts which are generated by the Comptroller of Public Accounts and Department of Information Resources when available. These contracts include HUB subcontracting sections in accordance with Texas Government code, Chapter 2161, Subchapter F for all contracts expected to exceed \$100,000 as well as provide other standard language and to provide greater efficiency for taxpayers.

| TOTAL % SPENT WITH HUBs | | | | | |
|--------------------------------|--------------|----------------|--------------|----------------|--------------|
| FY 2009 | | FY 2010 | | FY 2011 | |
| TCLEOSE | STATE | TCLEOSE | STATE | TCLEOSE | STATE |
| 44.0% | 14.5% | 45.6% | 15.9% | 31.9% | 14.5% |

IX. Self-Evaluation and Opportunities for Improvement

The environment in which law enforcement and, subsequently, the Texas Commission on Law Enforcement Officer Standards and Education will conduct business in this decade will be one characterized by rapid change, diverse interests, complex challenges, and numerous opportunities. To be effective in such an environment, an agency must be competent, unencumbered, capable of adjusting to rapidly changing situations, project-oriented, and mission-

driven. The Commission must work harder and smarter, increase the involvement of citizens and law enforcement practitioners at the local level, and explore new methods for the delivery of its services. To that end, employees must be career-oriented and empowered with the authority to make decisions, enter into partnerships, and administer programs.

Survey research to document the state of law enforcement in Texas is ongoing. The research must be continued using previous findings as a benchmark to determine needs and progress. Barriers and limitations to the access of advanced training programs and formal education must be removed, and the Commission has a substantial role in that effort. The ethics of law enforcement must also be given high priority in basic and continuing education training programs. The establishment and enforcement of ethical standards and practices must be given strong support at the local and legislative levels. Character must be the foundation for employment and promotion.

Texas should continue to attract, recruit, and train the very best individuals to serve its citizens. The raising of standards calls for new strategies for the recruiting of peace officers, jail personnel, and telecommunicators. The Commission should assist in the development of those new strategies through improvements to training and employment standards. Standards and practices must continually be reevaluated to determine if they are the best fit for the Century. Research areas to focus on include: job task analysis, training needs analysis, agency survey research, standards related research, and research and review of best practices throughout the nation.

The Commission should assist law enforcement throughout the state in adapting to a future of rapid change. With cities and counties being challenged daily to provide fair and equitable law enforcement with limited resources, there is an urgent need for administrators, training coordinators, and licensees to be provided with a knowledgeable, personal contact that provides effective problem solving with viable suggestions. The Field Services Agent Initiative is designed to provide this timely, effective, on-site assistance to law enforcement practitioners throughout the great State of Texas. This initiative provides technical assistance and promotes voluntary compliance, reducing the need for intrusive regulation.

The Commission should continue to enhance its efforts to improve the quality and availability of distance education programs for the continuing education of its licensees. The benefits for local and state law enforcement agencies have been substantial. POSEIT has been recognized as an exemplary program by the CALEA. The International Association of Chiefs of Police, the National Organization of Black Law Enforcement Executives, the National Sheriff's Association, and the Police Executive Research forum created CALEA to bring professional, organizational, and administrative concepts to police management. The Commission is the first state POST to be so honored and recognized.

Agency Goals

Overview

The Texas Legislature created the Texas Commission on Law Enforcement Officer Standards and Education in 1965 to ensure that Texas is served by highly trained and ethical law enforcement and city/county corrections personnel by providing hiring and training standards to state law enforcement agencies. The Commission is responsible for issuing licenses and maintaining proficiency certificates for all peace officers, county jailers, armed public security officers, and telecommunicators, as well as monitoring the statutory compliance of all appointed and non-appointed licensees. The Commission is responsible for taking enforcement action (revocation or suspension) against licensees convicted of, or placed on community supervision for criminal offenses, as well as those who fail to comply with training and licensing requirements. Beyond setting licensing standards, the Commission has a wide range of responsibilities; including developing, implementing, and maintaining basic and advanced training program curricula for education and training of officers, county jailers, and

telecommunicators; prosecuting officer violations; creating and maintaining licensing exams; honoring and memorializing peace officer service; providing field assistance across Texas; and providing intergovernmental assistance.

The challenges to these responsibilities are the increasing size of the licensee population and the diversity of Texas. The U.S. Census Bureau estimates that the need for law enforcement, corrections personnel, and telecommunicators will increase by 11% by the year 2016. Texas is growing more rapidly than the rest of the United States, and a 15% to 20% growth in the number of licensees in the next seven years is plausible and more accurate. This growth in the licensed population, coupled with the difference between rural and metropolitan areas, creates a difficult task for an agency to create, monitor, and maintain minimum standards that fit the very different regions of Texas. Flexibility and adaptability will be key to meeting these challenges.

The Commission office is located in Austin, Texas, at U.S. East Highway 290 and Interstate Highway 35, with an authorized staff of 37 FTEs.

Mission

The mission of the Texas Commission on Law Enforcement Officer Standards and Education, as a regulatory State agency, is to establish and enforce standards to ensure that the people of Texas are served by highly trained and ethical law enforcement, corrections, and telecommunications personnel.

Goal 1 Licensing and Standards Development

To develop, implement, and enforce professional standards, and to create new incentives and opportunities for the law enforcement community to grow in their professional competencies.

Goal 2 Regulate Licensed Law Enforcement Population

To develop, implement, and enforce processes designed to ensure compliance with professional standards and state statutes, and to investigate violations relating to the agency's mission.

Goal 3 Indirect Administration

Indirect Administration

Objectives and Strategies

The Commission has three main goals and five strategies:

Goal 1 Licensing and Standards Development

Objective 1 Licensing and Examinations:

Ensure the competencies of new and existing law enforcement licensees through development and implementation of professional standards.

Strategy 1-1-1 Licensing: Issue licenses and certificates to individuals who demonstrate required competencies.

Strategy 1-1-2 Standards Development: Set standards for training academies and manage development, delivery, and quality of law enforcement training and education.

Goal 2 Regulation

Objective 1 Enforcement/Regulation: Reduce the per capita incidence of licensee misconduct in Texas within the provisions of statutes and rules that govern the agency.

Strategy 2-1-1 Enforcement: Investigate violations of administrative and criminal statutes relating to the agency's mission, and take disciplinary action through revocation, suspension, or reprimanding licenses/licensees.

Strategy 2-1-2 Technical Assistance: Provide assistance to the law enforcement community through timely and effective personal consultation, thus reducing the incidents requiring regulatory sanctions.

Goal 3- Indirect Administration

Objective 1 Indirect Administration: Provide efficient and effective indirect administration at the greatest value to the state.

Strategy 3-1-1 Indirect Administration: Perform ancillary supportive administrative and executive services to efficiently assist in achieving the agency's mission.

Core Business Functions

Under the direction of an executive director appointed by the Commission, the staff of the Texas Commission on Law Enforcement Officer Standards and Education implements and enforces the legislative mandates of Chapter 1701 of the Occupations Code and the Commission's adopted rules. The Commission is authorized 37 full-time employee (FTE) positions.

The office of the Executive Director develops and implements agency policies as required by statute, and plans, directs, and coordinates the programs and resources of the agency.

Major Programs and their General Duties:

Licensing Program [Strategy 1-1-1]

- Assisting officers and departments in the review and maintenance of their licenses
- Licensing law enforcement academies, contractual providers, and academic providers
- Issuing and maintaining licenses and proficiency certificates for peace officers, jailers, and telecommunicators
- Developing, maintaining, and administering licensing examinations
- Approving and verifying mandated continuing education requirements
- Providing distance education to law enforcement agencies

Standards Development Program [Strategy 1-1-2]

- Develop, monitor, and facilitate the implementation of professional licensing standards
- Approving, and maintaining curriculum and training
- Conducting programs research and reporting results
- Analyzing compliance trends
- Providing distance education to law enforcement agencies

- Maintaining internet web service

Enforcement Program [Strategy 2-1-1]

- Conducting audits of law enforcement agencies
- Conducting audits of agency programs delivered by law enforcement academies, contractual providers, and academic providers
- Serving as a liaison for state agencies and educational entities assisting in the agency mission
- Mediate disciplinary actions
- Investigating rule and law violations
- Taking enforcement actions against licensees, agencies, and training providers
- Forwarding complaints to agencies that come to the Commission but do not fall within Occupations Code 1701
- Providing distance education to law enforcement agencies

Technical Assistance Program [Strategy 2-1-2]

- Providing field assistance to agencies regulated by TCLEOSE
- Approving agencies
- Evaluating and assisting academies, training providers and programs
- Providing distance education to law enforcement agencies
- Conducting audits of law enforcement agencies
- Conducting audits of TCLEOSE programs delivered by law enforcement academies, contractual providers, and academic providers
- Serving as a liaison for state agencies and educational entities assisting in the TCLEOSE mission
- Training Coordinators' Conference
- Providing a state flag to the families of deceased peace officers (line-of-duty and honorably retired)

Indirect Administration Program [Strategy 3-1-1]

- Serving as a liaison for state agencies and educational entities assisting in the agency's mission
- Budgeting and planning
- Handling open records requests from citizens, administrators, and agencies
- Maintain racial profiling data
- Texas Peace Officers' Memorial duties and requirements
- Maintain information resources material, financial data, purchasing, and human resources services for agency employees
- Facilities management
- Risk management
- Providing memorial and achievement award activities

Anticipated Changes to the Mission, Strategies, and Goals over the next Five Years

Some additional goals in the area of selection and retention of law enforcement personnel are anticipated due to a noted increase in officers moving throughout the state and between states. Customers are requesting more background information on officers and jailers, and more and more cities and counties are examining officers and licensees for character flaws that are often only discovered by thorough background investigations. The Commission expects employee turnover rate over the next five years to roughly equal the average turnover rate for all state agencies.

The Commission also expects a greater and greater reliance upon distance learning education as travel and absence from the home become more expensive and undesirable. This will burden not only existing technology but also necessitate additional development of new and expanded training courses. E-learning and individual pace learning will be examined for effectiveness in certain basic training courses.

A major demand upon the Commission will be the anticipated retirements and/or influx of many Viet Nam and Gulf War age police officers, and the recruitment, selection, testing, and training demands this will place on academies, police agencies and upon the Commission.

Agency administrators are asking for greater onsite assistance and consultation that will help them satisfy the Commission rules and will also give them situation specific solutions to the problems encountered with recruitment, selection, training, and retention.

Personnel planning in law enforcement is becoming increasingly difficult as technology demands greater intellect, and human resources become more limited. Returning military personnel are anticipated to fill the many vacancies throughout the state. Returning veterans bring experience to departments and many create e-learning requirements for training and continuing education.

Preliminary research indicates that there may be a relationship between education and reduced incidence of criminal misconduct by officers. If this relationship can be verified, many agencies may consider additional education requirements or incentives for the limited purpose of avoiding criminal misconduct occurrences.

Objectives and Outcome Measures

Objective 1–1 Licensing and Examinations

Contribute to continuing reduction in the threat of crime in Texas by ensuring the competency of law enforcement professionals.

Outcome Measures:

- Percent of appointed peace officers obtaining proficiency certificates
- Percent of appointed jailers obtaining proficiency certificates
- Percent of appointed telecommunicators obtaining proficiency certificates

Objective 2–1 Law Enforcement License Regulation

Reduce the per capita incidence of officer misconduct in Texas within the provisions of statutes and rules that govern the Commission.

Outcome Measures:

- Number of disciplinary actions taken
- Percent of administrative prosecutions receiving final Commission action within one year

Objective 3–1 Indirect Administration

Provide efficient and effective indirect administration at the best value to citizens

Strategies and Output, Efficiency, and Explanatory Measures

Strategy 1-1-1 Licensing

Issue licenses and certificates to individuals who demonstrate required competencies

Output Measures:

- Number of new licenses issued to individuals
- Number of licenses reactivated
- Number of examinations administered
- Number of proficiency certifications issued
- Number of separation reports received and processed
- Number of F-5R reports of separation review requests received and processed

Efficiency Measures:

- Average licensing cost per individual license issued

Explanatory Measures:

- Total number of licensed individuals (licensed but not appointed)
- Total number of licensed individuals (appointed)

Strategy 1-1-2 Standards Development and Academy Evaluations

Set standards for training academies and manage development, delivery, and quality of law enforcement training and education

Output Measures:

- Number of TCLEOSE developed courses maintained
- Number of on-site training provider evaluations
- Number of POSEIT continuing education courses completed
- Total attendance at TCLEOSE training sessions

Efficiency Measures:

- Average cost per on-site training provider evaluation

Explanatory Measures:

- Total number of training providers licensed
- Number of licensees with criminal misconduct dispositions

Strategy 2-1-1 Enforcement

Revoke licenses, suspend licenses or reprimand licensees for violations of statutes or Commission rules

Output Measures:

- Number of individuals w/training deficiencies / training violations identified
- Number of jurisdictional complaints that are pending (not active)
- Number of Jurisdictional complaints that are active (not pending)
- Number of SOAH Hearings for Criminal Misconduct Cases
- Number of SOAH Hearings for F-5 Separation Disputes

Efficiency Measures:

- Average cost per complaint resolved

Explanatory Measures:

- Number of agencies audited for law and rule compliance
- Number of licenses revoked
- Number of licenses suspended
- Number of licenses surrendered
- Number of reprimands issued
- Number of license cancellations

Strategy 2-1-2 Technical Assistance

Deploy field service agents to provide timely and effective personal consultation and to reduce the need for regulatory sanctions

Output Measures:

- Number of administrative violations
- Number of Field Service Agent site visits
- Number of new law enforcement entities created

Strategy 3-1-1 Indirect Administration

Perform ancillary, supportive administrative and executive services, and effectively assist in achieving the mission of the Commission

Output Measures:

- Total number of cases researched for the Texas Peace Officers' Memorial
- Total number of State of Texas flags presented for Texas peace officers
- Number of open records / public information responses

Explanatory Measures:

- Total number of Achievement Award nominations

Technology Resource Planning

Part 1: Technology Assessment Summary

The Texas Commission on Law Enforcement Officer Standards and Education (Commission) continues to expand and improve our use of technology to accomplish our mission. The commission is currently expanding three major technology areas; the Texas Commission on Law Enforcement Data Distribution System (TCLEDDS), the Peace Officer System for Education and Internet Training (POSEIT), the agency's network infrastructure, and the website which includes several custom web applications. The Commission has greatly increased its technology resources over the past two years and plans to continue the expansion into the coming years to serve the state and citizens more effectively.

The TCLEDDS application allows TCLEOSE to effectively track licensee training, personal information, disciplinary actions, awards, and service history. Law enforcement agencies, who subscribe to the application, are able to track the same areas and submit certain forms electronically. Additions to the system include an expansion of the Enforcement and Legal applications to include more of the business process and reduce paper files. Expansion of the web interface will include the ability to e-mail status reports on submitted forms and ability for agencies to request pre-employment reports.

POSEIT has delivered Internet-based training to rural areas of the state that previously have not had the ability to easily access the legislatively required training. The system allows licensees across the state to train on over twenty topics free of charge. Two courses; Crime Stoppers and Amber Alert, are available to anyone who registers for an account. The original courses were developed in Macromedia Authorware and will not function correctly in the newer operating systems such as Windows Vista and Windows 7. The Commission has begun the process of converting these legacy courses to Adobe Flash format and will continue the process until all course have been migrated. (See pages 22 and 23 for data reference POSEIT utilization.)

The Commission's website has taken on a new look as of September 2010, and continues to be updated to meet the needs of our customers. The website update was a result of the Commission's Sunset Review in 2009 recommendation for an up-to-date look and feel. The previous site was created in 1997 and had not been updated until the new site was launched. Since September 2009 the Commission has dedicated a full time employee to the website and future development. In February 2010, the Departmental Reporting System (DRS) was launched to allow smaller agencies who do not subscribe to TCLEDDS to electronically submit information via the Commission website. DRS will continue to improve adding new features to assist agencies report information electronically. In May 2010, the Commission launched an internal application to electronically track audits of law enforcement agencies conducted by agency investigators, previously a paper system. House Bill 3389 placed on the Commission the responsibility of collecting racial profiling data from law enforcement agencies and providing the collected information back to the public via a web application. This application will allow agencies to electronically submit racial profiling information via DRS and make it searchable by the general public from our website.

The network infrastructure needed to support these technology initiatives is moderate and located at two facilities to facilitate disaster recovery. The Commission is currently working with the Department of Information Resources to expand and reinforce the methods in which the two facilities are linked. This reinforcement also assists the Commission in updating its primary telecommunications system to a Voice over IP (VoIP) system. The VoIP system will increase the manner in which incoming calls to the agency are received, prioritized, and routed, increasing efficiency and allowing a smoother transition of services in the event of disaster recovery application.

Part 2: TECHNOLOGY INITIATIVE ALIGNMENT

| TECHNOLOGY INITIATIVE | RELATED AGENCY OBJECTIVE(S) | RELATED SSP STRATEGY/(IES) | CURRENT OR PLANNED | ANTICIPATED BENEFIT(S) | INNOVATION, BEST PRACTICE, BENCHMARKING |
|---|--|---|--------------------|---|---|
| Transform existing Paper records for Officer Licensing and Certification into Share Point Services Electronic Files | 1-1 | 1-1-1 | Planned | Quicker retrieval of legacy records, resulting in faster processing times for various agency process | Benchmarking |
| 2. Replace existing analog telephone system with Voice Over Internet Protocol (VOIP) | 1-1 2-1 3-1 | 1-1-1 1-1-2 2-1-1 2-1-2 3-1-2 | Current | Provide a mechanism for faster responses times and a more efficient means of transferring callers within agency | Best Practice |
| Establish a PCI certified Credit Card Fee Collection System. | 1-1 | 1-1-1 | Current | Process records and requests for materials quicker | Best Practice |
| Upgrade existing Distance Education Learning Web Site to industry best practices standards. | 1-1 | 1-1-1 1-1-2 | Planned | Decrease customer calls for support | Best Practice |
| Reconfigure Wide area network to utilize a single point of entry through fiber | 1-1 2-1 3-1 | 1-1-1 1-1-2 2-1-1 2-1-2 3-1-2 | Planned | Increased Service Reliability | Best Practice |
| Maintain and upgrade the Texas Commission on Law Enforcement Data Distribution System (TCLEDDS) | 1-1 2-1 3-1 | 1-1-1 1-1-2 | Current | Improve and sustain licensee records tracking and retrieval | Benchmarking |
| Establish a web based Racial Profiling Collection application | 2-1 3-1 | 2-1-1 3-1-1 | Current | Compliance with HB 3381 | Innovation |
| Establish a web based Audit Report collection application | 1-1 1-2 2-2 | 1-1-1 1-1-2 1-1-1 2-1-2 3-1-2 | Current | Improve the Law Enforcement Agency audit record tracking | Innovation |
| Establish a web based Departmental Reporting application | 1-1 2-1 3-1 | 1-1-1 1-1-2 3-1-1 | Current | Reduce the number of paper records by creating an electronic reporting application | Innovation |
| Upgrade and expand agency website | 1-1 2-1 3-1 | 1-1-1 1-1-2 2-1-1 2-1-2 3-1-2 | Current | Increase the ease of operation and availability of information | Benchmarking |

APPENDIX A

Discussion of Current-Year Activities and Agency's Planning Process

Current Year Activities

The Commission is in a year of transition with a new command staff. Focused goals for 2012 include an educational campaign to clarify the mission and purpose of the agency to law enforcement agencies, clients and the legislature, and to develop consistency as related to client and law enforcement agency disciplinary issues. Focused efforts have been made to raise funding necessary for the repair of the Texas Peace Officers' Memorial. The Commission has been successful in securing federal grants to fund critical FTE positions lost in the Legislature. These positions are an integral part of facilitating and monitoring compliance of developed and prescribed professional standards for law enforcement personnel and agencies. Additionally, efforts are being made to prepare for the likely potential of future licensing of Texas law enforcement telecommunicators.

The Strategic Planning Process

The Commission incorporates the strategic plan as part of its planning and budgeting process. It reviews the planning process as an ongoing activity. Commissioners and staff members receive information from a variety of sources and adjust activities and strategies accordingly to meet the changing needs and demands of Texas citizens and the law enforcement practitioners who serve them.

Performance reviews, reports, and performance target analyses provide the means to project necessary adjustments to plans and strategies. These activities occur at least monthly among and between managers and staff.

Numerous practitioner-based volunteer work groups are involved in many operational aspects of the Commission. Review, critique, and development of new ideas and programs are regularly obtained from and through these groups.

The strategic planning session was conducted at the Commission in January 2012. Commissioner Lovejoy facilitated this process, which determined commissioner goals and action items.

These items referred to areas where the Commission wanted the Executive Director and staff to concentrate their efforts. These areas were:

- continue to make customer service a priority
- continue working toward improved communication, both internally and externally
- help complete the Texas Peace Officers' Memorial fundraising and repairs by the 2013 ceremony
- complete an Intermediate core course review and implementation
- establish a legislative agenda
- study and develop a method to apply and pay for certificates on-line
- study and recommend upgrade to firearms standards
- facilitate a database for a central clearinghouse for available training
- develop consistency as related to disciplinary issues

After the Commissioners' and the staff's planning sessions, informational and feedback meetings with customers were planned in regions around the state. Sessions were held in the following areas on the dates recorded, and these meetings were well attended.

| | | |
|-------------------|-----------|--------------|
| January 17, 2012 | Midland | 26 attendees |
| January 18, 2012 | Amarillo | 28 attendees |
| January 19, 2012 | Arlington | 19 attendees |
| February 21, 2012 | Houston | 89 attendees |
| February 22, 2012 | McAllen | 21 attendees |
| February 29, 2012 | Austin | 35 attendees |

A summary of the suggestions received has been placed into functional categories. Following is a summary of the six regional strategic planning meetings.

- Background Investigations 1. The Commission should create a process through which completed background investigation could be transferred between agencies where the receiving agency just fills in the latest material from the last background.
- BPOC 2. Put practice tests for the BPOC on-line
3. In the BPOC, use TCC guidelines rather than American Red Cross
4. Sample test questions for each chapter of the BPOC
- POSEIT 5. Have Intermediate core courses available on-line
6. Charge a fee for on-line courses
7. Tap doctorate students to assist with on-line training Standards Development
8. Tap legislature for funding for the development of Intermediate core courses on-line
9. Update curriculums that are available on-line
- Rules 10. Be able to qualify for the Advanced Instructor certificate without having applied for the Basic Instructor certificate
11. Give CEUs rather than giving course hours for courses
12. Offer an abbreviated course to peace officers to become certified as a telecommunicator (like current peace officer to jailer)
13. Add categories to the F-5 for General Discharge and Dishonorable Discharge
14. Require psychological exams for applicants returning from the military
15. Hiring requirements and licensing for detention facilities
16. Do not create “last change agreements”
17. Charge an annual fee per officer for a training program
18. Drop the shotgun qualification requirement
- Training Coordinator’s Conference 19. Do not hold the training coordinator’s conference over Halloween
- TCLEDDS 20. TCLEDDS should update information on the web to the current training cycle
21. On-line ability to identify officers within the agency (self audit)
22. TCLEDDS should show courses still needed to complete required unit/cycle training per licensee
23. Ability to identify officers within an agency that hold certain certificates

24. Training coordinator should have the ability to run a condensed summary report
25. Ability to determine remaining requirements for next certificate level
26. TCLEDDS assistant should demonstrate how to run crystal reports to determine in-service hours needed, certification level, etc.
27. Capability of printing a department list with the mandated training requirements

Training

28. Those that obtained FTO hours prior to 2004 should be able to receive credit
29. Create a steering committee to review curriculum

Website

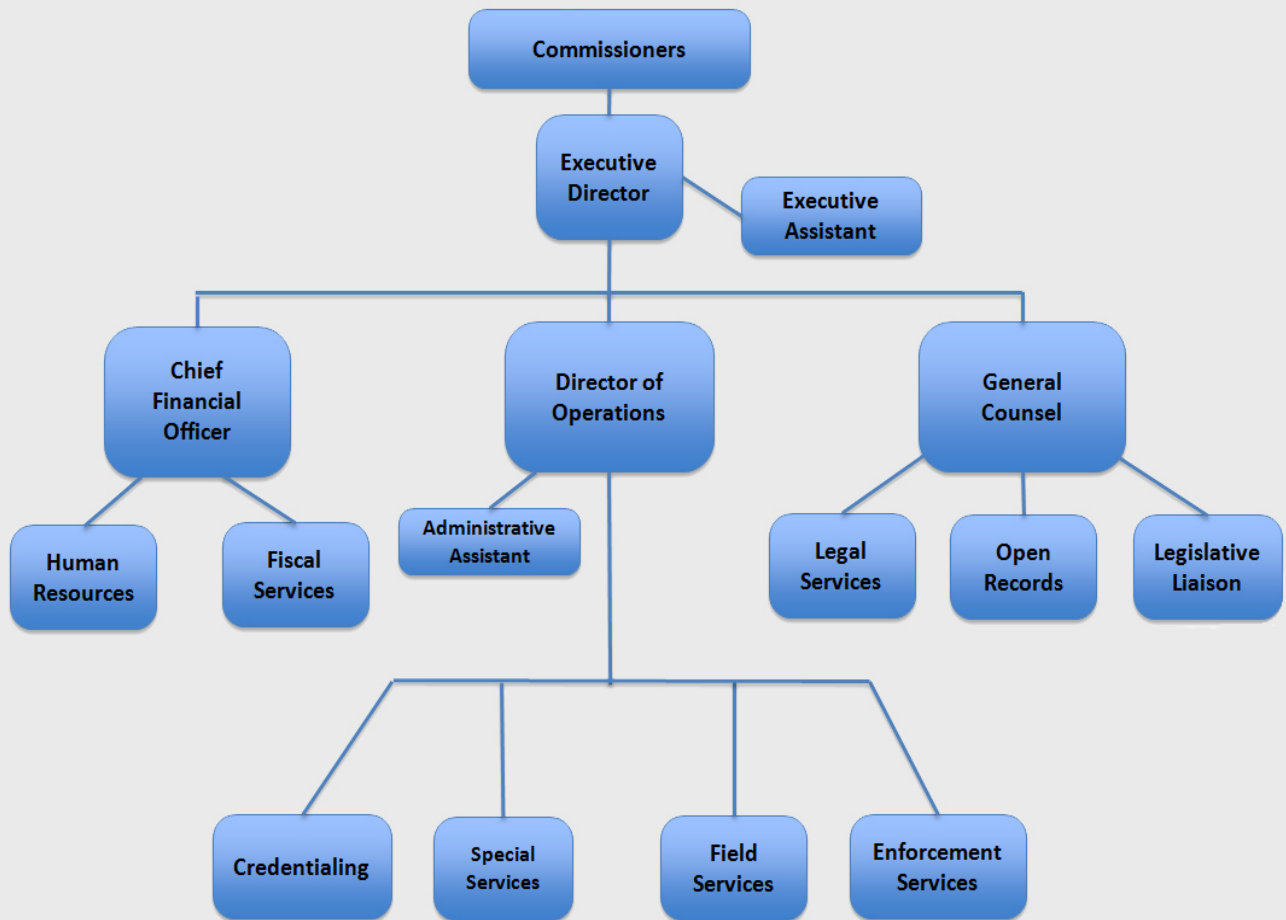
30. Place information on the website which shows which states has BPOCs that are recognized for lateral entry by TCLEOSE
31. Website should show generic job description for jailers and peace officers for use by regional academies who don't know where their graduates may go to work

The Commission has embarked on a biennial planning process that encourages informed productive input from all customers. It is the Commission's desire to promote input throughout the biennium, not just once every two years. Quality customer service and responsiveness translates into greater input and improved dialogue. We are seeing the benefits at the Commission.

APPENDIX B

Current Organizational Chart

TCLEOSE Organizational Chart



APPENDIX C

Five-Year Projections for Outcomes

**Outcome Projections for the Texas Commission on Law Enforcement
Officer Standards and Education**

FY 2013 - 2017

| Outcome | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|-------|-------|-------|-------|-------|
| Percent of Licensed Peace Officers Obtaining Proficiency Certificates | 17% | 17% | 17% | 17% | 17% |
| Percent of Licensees With No Criminal Misconduct Dispositions | 99.5% | 99.5% | 99.5% | 99.6% | 99.6% |
| Percent of Jailers Obtaining Proficiency Certificates | 12.5% | 12.5% | 13% | 13.5% | 14% |
| Percent of Telecommunicators Obtaining Proficiency Certificates | 12% | 12% | 12% | 12% | 13% |
| Percent of Administrative Prosecutions Resulting in Disciplinary Action | 97% | 97% | 97% | 97% | 98% |
| Percent of Administrative Prosecutions Receiving Final Action | 92% | 92% | 92% | 93% | 93% |
| Percent Reduction in Number of Administrative Rule Violations | 4% | 2% | 1% | 1% | 1% |

APPENDIX D

List of Measures Definitions

| | | |
|---------------------|---|--|
| Goal No. | 1 | Licensing and Standards Development |
| Objective No. | 1 | Licensing and Examinations |
| Measure No. | 1 | Percent of Appointed Peace Officers Obtaining Proficiency Certificates |
| Calculation Method: | | N |
| Key Measure: | | Y |
| New Measure: | | N |
| Range: | | H |
| Priority: | | L |

Definition

This measure represents the percent of appointed peace officers who satisfy requirements for one or more of the Commission’s Peace officer proficiency certificates during the reporting period.

Data Limitations

The Commission is reliant upon information submitted by officers, agencies and academies.

Data Source

Data entered into TCLEDDS by staff or directly by agencies or academies. Commission data files indicate which peace officers are eligible for proficiency certificates. This information is contained in the Credentialing monthly reports.

Methodology

This measure is calculated by dividing the number of individual officers who receive a peace officer proficiency certificate (numerator) by the number of licensed peace officers (denominator).

Purpose

This measure is an indication of the percentage of peace officers who increase their law enforcement skills and knowledge beyond basic training standards during each reporting period.

| | | |
|---------------------|---|---|
| Goal No. | 1 | Licensing and Standards Development |
| Objective No. | 1 | Licensing and Examinations |
| Measure No. | 2 | Percent of Appointed Jailers Obtaining Proficiency Certificates |
| Calculation Method: | | N |
| Key Measure: | | N |
| New Measure: | | N |
| Range: | | H |
| Priority: | | M |

Definition

This measure represents the percent of jailers who satisfy requirements for one or more of the Commission’s jailer proficiency certificates.

Data Limitations

The Commission is reliant upon information submitted by jailers and employing agencies.

Data Source

Data entered into TCLEDDS by staff or directly by employing agencies. Commission data files indicate which jailers are eligible for proficiency certificates. This information is contained in the Credentialing section monthly reports.

Methodology

This measure is calculated by dividing the number of jailers who receive a jailer proficiency certificate (numerator) by the number of jailers (denominator).

Purpose

This measure is an indication of the percentage of jailers who increase their criminal justice skills and knowledge beyond the basic training standards.

| | | |
|---------------------|---|---|
| Goal No. | 1 | Licensing and Standards Development |
| Objective No. | 1 | Licensing and Examinations |
| Measure No. | 3 | Percent of Appointed Telecommunicators Obtaining Proficiency Certificates |
| Calculation Method: | | N |
| Key Measure: | | N |
| New Measure: | | N |
| Range: | | H |
| Priority: | | M |

Definition

This measure represents the percent of telecommunicators who satisfy requirements for one or more of the Commission’s telecommunicator proficiency certificates.

Data Limitations

The Commission is reliant upon information submitted by telecommunicators and employing agencies.

Data Source

Data entered into TCLEDDS by staff or directly by employing agencies. Commission data files indicate which telecommunicators are eligible for proficiency certificates. This information is contained in the Credentialing section monthly reports.

Methodology

This measure is calculated by dividing the number of telecommunicators who receive a telecommunicator proficiency certificate (numerator) by the number of telecommunicators (denominator).

Purpose

This measure is an indication of the percentage of telecommunicators who increase their law enforcement skills and knowledge beyond the basic training standards.

| | | |
|---------------------|---|--|
| Goal No. | 2 | Regulate Licensed Law Enforcement Population |
| Objective No. | 1 | Law Enforcement License Regulation |
| Measure No. | 1 | Number of Disciplinary Actions Taken |
| Calculation Method: | | C |
| Key Measure: | | Y |
| New Measure: | | N |

Range:

Priority:

Definition

The total number of disciplinary actions taken against a licensed peace officer, jailer, telecommunicator, or licensed training provider during the reporting period.

Data Limitations

This measure counts only formal Commission disciplinary actions and excludes those closed or inactive licensees on administrative hold.

Data Source

Commission files, employee logs, and reports. This information is in the Legal section’s monthly reports.

Methodology

Grand total of license revocation, suspension, reprimand, and cancellation actions taken.

Purpose

Measures proficiency by provides the number of actions taken to compare with the total number of actions referred to the Legal section

| | | |
|---------------------|---|---|
| Goal No. | 2 | Regulate Licensed Law Enforcement Population |
| Objective No. | 1 | Law Enforcement License Regulation |
| Measure No. | 2 | Percent of Administrative Prosecutions Receiving Final Action w/in One Year |
| Calculation Method: | | N |
| Key Measure: | | Y |
| New Measure: | | N |

Range:

Priority:

Definition

The percentage of all open complaints (pending and active) that are resolved within one fiscal year, either through disciplinary action or dismissal.

Data Limitations

This measure excludes potential actions against inactive licensees placed on administrative hold from being considered closed.

Data Source

Commission files, employee logs, and reports. This information is in the Legal section’s monthly reports.

Methodology

Grand total of resolved disciplinary actions divided by the grand total of pending and active open complaints

Purpose

Measure efficiency by providing the percentage of open complaints resolved against the total number of open complaints.

| | | |
|---------------------|----|--|
| Goal No. | 1 | Licensing and Standards Development |
| Objective No. | 1 | Licensing and Examinations |
| Strategy No. | 1 | Licensing |
| Measure Type | EF | |
| Measure No. | 1 | Average Licensing cost Per Individual License Issued |
| Calculation Method: | N | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | L | |
| Priority: | H | |

Definition

Average licensing cost per individual license issued is the average cost to issue one license to one individual. This definition includes peace officer, jailer and temporary jailer licenses.

Data Limitations

Staff salaries and other fixed costs are relatively constant, and the demand for law enforcement and corrections personnel is dependent on economic conditions, military commitments, retirements, etc., thus this measure can be quite variable.

Data Source

All relevant Commission data files are electronic and are therefore readily available for the calculation of this measure. Included in these electronic files are the pertinent payroll and purchasing files needed to calculate this measure. These data are kept in TCLEDDS, USPS, and USAS. This information is available in the Credentialing section monthly reports and in the monthly expenditure reports.

Methodology

The average cost for a license issued is calculated by taking the total cost of issuing all licenses during a given period (numerator) and dividing by the number of licenses issued during that period (denominator). The numerator includes the percentage of staff salaries and related costs committed to the licensing function, and the costs of supplies (e.g., paper, postage). The numerator equals 55% of Strategy A.1.1.

Purpose

This is a measure of the efficiency of the Commission in processing license applications.

| | | |
|---------------------|----|---|
| Goal No. | 1 | Licensing and Standards Development |
| Objective No. | 1 | Licensing and Examinations |
| Strategy No. | 1 | Licensing |
| Measure Type | EX | |
| Measure No. | 1 | Total Number of Licensed Individuals (Licensed but not Appointed) |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | N | |
| Priority: | H | |

Definition

Total number of individuals licensed (but not appointed) counts all licensees who are not currently appointed but whose training, employment, or other records are maintained by the Commission. This count includes both peace officer and jailer licenses.

Data Limitations

This measure is completely dependent upon the number of licensees who maintain their qualifications for appointment.

Data Source

Because Commission data files are electronic, the calculation of this measure involves a simple query of the data. The status of all licensees is kept in the TCLEDDS electronic files. This information is available in the Credentialing monthly report.

Methodology

This measure will be calculated by querying our computer system to sum the number of current active but not appointed licensees.

Purpose

This measure is a count of the total number of files of licensed, non-appointed officers maintained by the Commission. It indicates how many files of licensees the Commission maintains for personnel not employed in law enforcement or corrections. This is a count of the number of trained licensees that could be appointed if anyone wished to hire or appoint them.

| | | |
|---------------------|----|--|
| Goal No. | 1 | Licensing and Standards Development |
| Objective No. | 1 | Licensing and Examinations |
| Strategy No. | 1 | Licensing |
| Measure Type | EX | |
| Measure No. | 2 | Total Number of Licensed Individuals (Appointed) |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | N | |
| Priority: | H | |

Definition

Total number of individuals licensed (appointed) is a computer generated count of licensees who are currently appointed by a law enforcement agency or corrections facility.

Data Limitations

Persons employed who hold two licenses are counted only once. This number fluctuates daily as we receive termination reports and new applications. This counts only licensees employed by a governmental agency or contract jails. This measure calculates individuals licensed, not each individual license. This measure includes only peace officers and jailers.

Data Source

Because Commission data files are electronic, the calculation of this measure involves a simple query of the data. The status of all licensees is kept in the TCLEDDS electronic files. This information is available in the Credentialing section monthly reports.

Methodology

This measure will be calculated by querying our computer files to sum the number of current active licensees who are appointed.

Purpose

This measure is a count of the total number of files of appointed licensees maintained by the Commission. It indicates how many files of appointed officers the Commission maintains.

| | | |
|---------------------|----|--|
| Goal No. | 1 | Licensing and Standards Development |
| Objective No. | 1 | Licensing and Examinations |
| Strategy No. | 1 | Licensing |
| Measure Type | OP | |
| Measure No. | 1 | Number of New Licenses Issued to Individuals |
| Calculation Method: | C | |
| Key Measure: | Y | |
| New Measure: | N | |
| Range: | H | |
| Priority: | H | |

Definition

New licenses are those licenses issued to applicants who have never previously been issued that particular type of license. These licenses include those for peace officers as well as jailers.

Data Limitations

The number of applications received is dependent on the employment activities of local law enforcement and criminal justice agencies and institutions (such as increases in staffing, terminations, retirements and other budgetary considerations). This measure includes both peace officers and jailers.

Data Source

Licensing data is entered into TCLEDDS. Because Commission data files are electronic, the calculation of this measure involves a simple query of the data. This information is available from the Credentialing section monthly reports.

Methodology

This measure will be calculated by querying computer files to sum the number of new peace officer, jailer, and temporary jailer licenses issued during the reporting period.

Purpose

This measure indicates how many new individuals are licensed for a new duty.

| | | |
|---------------------|----|-------------------------------------|
| Goal No. | 1 | Licensing and Standards Development |
| Objective No. | 1 | Licensing and Examinations |
| Strategy No. | 1 | Licensing |
| Measure Type | OP | |
| Measure No. | 2 | Number of Licenses Reactivated |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | H | |
| Priority: | M | |

Definition

The number of licenses reactivated is a count of the number of law enforcement and county jail personnel who reactivate their license during the reporting period after allowing their license to become inactive (due to the lack of continuing education).

Data Limitations

The number of applications received is dependent on the employment activities of local law enforcement agencies (such as increases in staffing, terminations, retirements and other budgetary considerations). Former State of Texas honorably retired peace officers as defined by Occupations Code, Section 1701-356 are exempt from continuing education and will not need to reactivate.

Data Source

Application data is entered into TCLEDDS. Because Commission data files are electronic, the calculation of this measure involves a simple query of the data. This information is available from the Credentialing section monthly reports.

Methodology

This measure will be calculated by querying computer files to sum the number of licenses reactivated during the specified time period who were inactive for two or more years.

Purpose

This measure is an indication of how many individuals are re-entering the law enforcement or corrections employment field.

| | | |
|---------------------|----|-------------------------------------|
| Goal No. | 1 | Licensing and Standards Development |
| Objective No. | 1 | Licensing and Examinations |
| Strategy No. | 1 | Licensing |
| Measure Type | OP | |
| Measure No. | 3 | Number of Examinations Administered |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | H | |
| Priority: | H | |

Definition

The number of individuals examined is a count of the number of examinations that are administered by the Commission, either at the Commission’s site or at a regional test site. This number represents individuals who take an initial examination and individuals who take a first and second re-test. This includes all peace officer and jailer examinations given statewide during the reporting period.

Data Limitations

None.

Data Source

Examination answer sheets are scanned into TCLEDDS and captured through electronic means. Because the data files are now electronic, the calculation of this measure involves a simple query of the data. This information is available from the Education and Training section monthly reports.

Methodology

This measure will be calculated by querying computer files to sum the number of individuals examined during the specified time period.

Purpose

This measure is an indication of how many individuals are being examined by the Commission during any given reporting period.

| | | |
|---------------------|----|---|
| Goal No. | 1 | Licensing and Standards Development |
| Objective No. | 1 | Licensing and Examinations |
| Strategy No. | 1 | Licensing |
| Measure Type | OP | |
| Measure No. | 4 | Number of Proficiency Certifications Issued |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | H | |
| Priority: | M | |

Definition

Number of certifications issued is a count of the total number of proficiency certificates the Commission issues during the reporting period. This is a raw number count.

Data Limitations

The number of certifications issued is affected by a number of local agency decisions, including turnover, retirements, incentive pay, and tenure. TCLEOSE does not control the number of applications for certifications which may vary due to many local decisions. These include peace officer, jailer and telecommunicator proficiency certifications and civilians who are also qualified for proficiency certifications.

Data Source

Staff enter data into TCLEDDS. Because Commission data files are electronic, the calculation of this measure involves a simple query of the data. This information is available from the Credentialing section monthly reports.

Methodology

This measure will be calculated by querying our computer files to sum the number of certifications issued during the specified time period.

Purpose

This measure is an indication of how many individuals go above and beyond basic training to obtain advanced certification.

| | | |
|---------------------|----|---|
| Goal No. | 1 | Licensing and Standards Development |
| Objective No. | 1 | Licensing and Examinations |
| Strategy No. | 1 | Licensing |
| Measure Type | OP | |
| Measure No. | 5 | Number of Separation Reports Received and Processed |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | H | |
| Priority: | H | |

Definition

F-5 separation reports are required by and are submitted when a license holder leaves an agency. This measure calculates the number of F-5 reports received and processed by TCLEOSE.

Data Limitations

The number received is dependent on the statewide law enforcement agency turnover rate.

Data Source

Separation data is entered into TCLEDDS. Because Commission data files are electronic, the calculation of this measure involves a simple query. This information is available from the Credentialing section monthly reports.

Methodology

The measure is calculated by querying the computer files to sum the number of separation reports submitted on all peace officers, jailers, and temporary jailers during a particular reporting period.

Purpose

This measure indicates how many licensees are separated during a given reporting period.

| | | |
|---------------------|----|---|
| Goal No. | 1 | Licensing and Standards Development |
| Objective No. | 1 | Licensing and Examinations |
| Strategy No. | 1 | Licensing |
| Measure Type | OP | |
| Measure No. | 6 | Number of F-5R Reports of Separation Review Requests Received and Processed |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | H | |
| Priority: | H | |

Definition

The F-5R is a request to TCLEOSE of all previous F5 separation reports for a previously hired Texas peace officer or jailer. F-5R reports of separation are required by Texas Occupations Code 1701.451 by each and every law enforcement agency considering the hiring of a licensee prior to employment.

Data Limitations

The number received is dependent upon the hiring activities of Texas law enforcement agencies.

Data Source

An F-5R is entered into TCLEDDS. Because Commission data files are electronic, the calculation of this measure requires a simple query. This information is available through Crystal Reports.

Methodology

This measure will be calculated by querying the computer files to sum the number of F-5R reports of separation reviews submitted on all peace officers, jailers, and temporary jailers during a particular reporting period.

Purpose

This measure indicates how many F-5R separation report review requests are received and processed during a given reporting period.

| | | |
|---------------------|----|---|
| Goal No. | 1 | Licensing and Standards Development |
| Objective No. | 1 | Licensing and Examinations |
| Strategy No. | 2 | Standards Development and Academy Evaluations |
| Measure Type | EF | |
| Measure No. | 1 | Average Cost Per On-Site Training Provider Evaluation |
| Calculation Method: | N | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | L | |
| Priority: | M | |

Definition

The average cost includes per diem, travel, salary of evaluators and the amount of time spent in preparation, travel, on-site, and documentation of activity; the total of which is divided by number of evaluations conducted. On-site training providers include all Commission approved training locations including academies, contract providers, and academic alternatives.

Data Limitations

Time spent on associated activities is difficult to identify and capture. Time spent by support personnel and supervisory staff is difficult to allocate specifically.

Data Source

Evaluator keeps a log of time spent, which is multiplied by a flat hourly rate. Travel and per diem costs are kept in the agency's USPS and USAS files. The Education and Training section monthly reports document the on-site evaluations.

Methodology

The salary costs are added to the travel and per diem costs. This total is divided by the number of evaluations.

Purpose

This measures the ability of the agency to efficiently conduct this activity as it relates to improving academy performance.

| | | |
|---------------------|----|---|
| Goal No. | 1 | Licensing and Standards Development |
| Objective No. | 1 | Licensing and Examinations |
| Strategy No. | 2 | Standards Development and Academy Evaluations |
| Measure Type | EX | |
| Measure No. | 1 | Total Number of Training Providers Licensed |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | N | |
| Priority: | H | |

Definition

An entity is licensed and authorized by the Commission to conduct law enforcement training under Section 1701, Texas Occupations Code. Entities include academies, contract providers, and academic alternatives.

Data Limitations

This count does not differentiate the three kinds, academies, training providers, and academic alternatives.

Data Source

Commission maintained records are entered into TCLEDDS. Data is constant (varies little from FY to FY). This information is available in the Education and Training section monthly reports.

Methodology

Total number of licensed academies, contract training providers, and academic providers.

Purpose

Provides an idea of the training pool across the state during the reporting period.

| | | |
|---------------------|----|---|
| Goal No. | 1 | Licensing and Standards Development |
| Objective No. | 1 | Licensing and Examinations |
| Strategy No. | 2 | Standards Development and Academy Evaluations |
| Measure Type | EX | |
| Measure No. | 2 | Number of Licensees with Criminal Misconduct Dispositions |
| Calculation Method: | C | |
| Key Measure: | Y | |
| New Measure: | N | |

Range:

Priority:

Definition

A licensee is considered to be in violation when he or she has been: convicted of, or given court-ordered community supervision for a criminal misconduct offense for which the Commission may take disciplinary action; or upon surrender of a Commission issued license based upon allegation of criminal misconduct during the reporting period. The total number of licensees includes both active and appointed licensees.

Data Limitations

Limitations can be due to a lack of reporting of a disposition by the licensee, arresting or appointing agency, or courts. This measure counts cases inactive licensees which will be put on administrative hold.

Data Source

E-1 Reports where disposition reported by the licensee, arresting or appointing agency, or courts. Some reported by tips of members of the public or media. This information is in the Legal section’s monthly reports.

Methodology

Grand total of active or inactive licensees receiving a criminal disposition.

Purpose

Measure efficiency by providing the number of licenses subject to criminal misconduct proceedings against the total number of criminal misconduct actions taken by the Legal section.

| | | |
|---------------------|----|--|
| Goal No. | 1 | Licensing and Standards Development |
| Objective No. | 1 | Licensing and Examinations |
| Strategy No. | 2 | Standards Development and Academy Evaluations |
| Measure Type | OP | |
| Measure No. | 1 | Number of TCLEOSE Developed Courses Maintained |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | H | |
| Priority: | M | |

Definition

A maintained course is a course developed by TCLEOSE that is kept current to accepted standards. If a course is updated more than once, it is counted only once during the reporting period.

Data Limitations

Sometimes one is comparing and adding very different products. A course update counts the same as a four-hour update. Each curriculum is counted only once each reporting period.

Data Source

Education and Training monthly reports are reviewed for indications of curricula revisions upgraded during a specific reporting period.

Methodology

The number of updated course curriculum developed by TCLEOSE is counted each reporting period.

Purpose

This measure documents the curriculum updates. Monthly reports record maintenance activity.

| | | |
|---------------------|----|---|
| Goal No. | 1 | Licensing and Standards Development |
| Objective No. | 1 | Licensing and Examinations |
| Strategy No. | 2 | Standards Development and Academy Evaluations |
| Measure Type | OP | |
| Measure No. | 2 | Number of On-site Training Provider Evaluations |
| Calculation Method: | C | |
| Key Measure: | Y | |
| New Measure: | N | |
| Range: | H | |
| Priority: | H | |

Definition

The number of training providers evaluated includes academies, contract providers or academic alternative licensees during the reporting period.

Data Limitations

Not all evaluations are the same, since some are for large multi-million-dollar operations serving either large agencies or a number of agencies, while others are for very small programs only affecting a few officers.

Data Source

Commission publication files are kept by staff. The Education and Training monthly reports document the number of on-site evaluations.

Methodology

Count is actual number of on-site training provider evaluations conducted.

Purpose

This measure while promoting quality operations of training programs also ensures compliance with administrative rules, agency contract license agreements and the Occupations Code.

| | | |
|---------------------|----|--|
| Goal No. | 1 | Licensing and Standards Development |
| Objective No. | 1 | Licensing and Examinations |
| Strategy No. | 2 | Standards Development and Academy Evaluations |
| Measure Type | OP | |
| Measure No. | 3 | # of POSEIT Continuing Education Courses Completed |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | H | |
| Priority: | H | |

Definition

The number of continuing education courses completed during the reporting period through Peace Officer System for Education and Internet Training (POSEIT). POSEIT continuing education courses are available on the agency’s distance learning servers.

Data Limitations

The POSEIT courses are verified for completion. There are no foreseen limitations.

Data Source

The POSEIT system has a counter and a recorder of completed courses as well as the percentage of individual course completion. This information is available in the Education and Training monthly reports.

Methodology

Count of the number of course completions during the reporting period.

Purpose

This measure counts the number of courses completed during a specific reporting period.

| | | |
|---------------------|----|---|
| Goal No. | 1 | Licensing and Standards Development |
| Objective No. | 1 | Licensing and Examinations |
| Strategy No. | 2 | Standards Development and Academy Evaluations |
| Measure Type | OP | |
| Measure No. | 4 | Total Attendance at TCLEOSE Training Sessions |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | L | |
| Priority: | M | |

Definition

The total number of law enforcement personnel attending training sessions provided by Commission employees during the reporting period, which may include estimates and double-counting of individuals who attend more than one session.

Data Limitations

Session length and number of people in attendance at each training session will vary. Some sessions can be as long as 40 hours. Counting the number in attendance will include estimates at times. Individuals who attend more than one training session will be double-counted by the measure.

Data Source

Data is obtained by counting all in attendance. This information is available from the Education and Training monthly reports.

Methodology

Attendance at each training session will be reported to the Education and Training Division for recording.

Purpose

This measures the number of people who have been trained by Commission staff.

| | | |
|---------------------|----|---|
| Goal No. | 2 | Regulate Licensed Law Enforcement Population |
| Objective No. | 1 | Law Enforcement License Regulation |
| Strategy No. | 1 | Enforce through License Revoc, Suspension, Reprimand, or Cancellation |
| Measure Type | EF | |
| Measure No. | 1 | Average Cost Per Complaint Resolved |
| Calculation Method: | N | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | L | |
| Priority: | L | |

Definition

The average cost per complaint resolved is determined by supplies, staff time, court documents, travel and related expenses to resolve each complaint the Commission reviews during the reporting period. This measure includes cost data from both the Legal and Enforcement divisions.

Data Limitations

Complaints are made up of criminal misconduct, administrative rule violation, continuing education/training violations and corporate license violations. Of the four distinct types of complaints, only continuing education training violation fluctuates. Continuing education training violation occurs every two years in the beginning of the even fiscal year. This greatly impacts that quarterly report and also greatly impacts even year annual cost reports as compared to odd fiscal year cost reports.

Data Source

Some Commission data files are electronic, and are readily available for the calculation of this measure. Included in these electronic files are USPS and USAS files needed to calculate this measure. Other files are in paper form and must be individually evaluated. The Enforcement section and Legal section monthly reports are utilized to calculate this result.

Methodology

This measure is calculated by summing the costs of resolving a complaint (staff salaries, benefits, supply costs, etc.) and dividing by the number of cases closed.

Purpose

This measure is intended to measure the efficiency by which the Commission handles complaints.

| | | |
|---------------------|----|---|
| Goal No. | 2 | Regulate Licensed Law Enforcement Population |
| Objective No. | 1 | Law Enforcement License Regulation |
| Strategy No. | 1 | Enforce through License Revoc, Suspension, Reprimand, or Cancellation |
| Measure Type | EX | |
| Measure No. | 1 | # Agencies Audited for Law and Rule Compliance |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | N | |
| Priority: | M | |

Definition

The number of agencies audited for rule and law compliance is the actual number of on-site audits performed by the Commission during the reporting period. Auditing procedures are structured to be effective in the discovery of discrepancies between Commission computerized records on individual officers, and those maintained by the agency being audited. When discrepancies are discovered, an investigation to determine whether violations exist is initiated. If the investigation results in a finding of non-compliance, appropriate administrative actions authorized under statutes and rules may be initiated against a licensee. Agencies targeted for audit may be determined by a request from a law enforcement administrator, by information indicating a need, or by geographical regions. Audits also offer the opportunity to provide assistance to administrators and other officers in matters dealing with licensing statutes and rules.

Data Limitations

Only includes law enforcement agencies, not academies or training providers.

Data Source

Staff enter audit information into TCLEDDS. Calculation of this measure involves a simple query of TCLEDDS. Enforcement section and Education and Training monthly reports record the number of audits each month.

Methodology

This measure is calculated by querying our computer files to sum the number of law enforcement agencies the Commission has audited in any given time period.

Purpose

To identify areas, agencies, and licensees where improvement in service delivery can be targeted. This measure is indicative of the number of agencies that the Commission audits to ascertain compliance with the Occupations Code and the administrative rules of the Commission.

| | | |
|---------------------|----|---|
| Goal No. | 2 | Regulate Licensed Law Enforcement Population |
| Objective No. | 1 | Law Enforcement License Regulation |
| Strategy No. | 1 | Enforce through License Revoc, Suspension, Reprimand, or Cancellation |
| Measure Type | EX | |
| Measure No. | 2 | Number of Licenses Revoked |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | N | |
| Priority: | H | |

Definition

Revocation of a license removes the authority for a licensee to perform that occupation during the reporting period. Revocation of a license is an administrative procedure providing a licensee with the opportunity for a due process hearing. This hearing is conducted pursuant to the Texas Administrative Procedures Act. The procedure is the result of an investigation involving the reported misconduct of a licensee. Revocation of a license is permanent.

Data Limitations

The Commission has limited control over the violations, which cause revocations to take place. The Commission also relies on many information sources to identify violations.

Data Source

When a revocation is acted upon by the Commission at a Commission meeting, this action is entered into the database. These actions occur at regular Commission business meetings. The number of licenses revoked is recorded in the Legal section's monthly reports.

Methodology

A computer report is generated on a quarterly basis to calculate the number of persons revoked.

Purpose

The measure is a count of the total number of revocations taken by the Commission. Revocations are the most severe sanction that the Commission can take against a licensee.

| | | |
|---------------------|----|---|
| Goal No. | 2 | Regulate Licensed Law Enforcement Population |
| Objective No. | 1 | Law Enforcement License Regulation |
| Strategy No. | 1 | Enforce through License Revoc, Suspension, Reprimand, or Cancellation |
| Measure Type | EX | |
| Measure No. | 3 | Number of Licenses Suspended |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | N | |
| Priority: | H | |

Definition

Suspension of a license removes the authority for a licensee to perform that occupation for a specified period of time during the reporting period. Suspension of a license is an administrative procedure providing a licensee with the opportunity for a due process hearing. This hearing is conducted pursuant to the Texas Administrative Procedures Act. Suspension is the result of an investigation involving the reported misconduct of a licensee.

Data Limitations

The Commission has limited control over the violations which cause suspensions to take place, and over the information required to identify activity which could result in suspension.

Data Source

Completed case information is entered into the Commission's database. When a suspension is acted upon by the Commission at a Commission business meeting, it is entered into the database. The number of licenses suspended is recorded in the Legal section's monthly reports.

Methodology

A computer report is generated on a quarterly basis to calculate the number of persons suspended.

Purpose

The measure counts the number of suspensions made by the Commission suspension is the second most severe sanction that the Commission can take against a license.

| | | |
|---------------------|----|---|
| Goal No. | 2 | Regulate Licensed Law Enforcement Population |
| Objective No. | 1 | Law Enforcement License Regulation |
| Strategy No. | 1 | Enforce through License Revoc, Suspension, Reprimand, or Cancellation |
| Measure Type | EX | |
| Measure No. | 4 | Number of Licenses Surrendered |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | N | |
| Priority: | H | |

Definition

Surrender of a license removes the authority for a licensee to perform that occupation during the reporting period. Surrender of a license is a voluntary procedure provided for in Commission Rules, and is the result of a negotiated settlement to allegations of licensee misconduct. Surrenders may be permanent or for a specific term.

Data Limitations

The Commission has limited control over the violations, and the information needed to identify circumstances where these actions should be generated.

Data Source

The case information is entered into the Commission's TCLEDDS database. When a surrender is approved by the Commission at a Commission business meeting, this action is entered into the database. The number of licenses surrendered is recorded in the Legal section's monthly reports.

Methodology

A computer report is generated on a monthly basis to calculate the number of persons who surrender their licenses.

Purpose

The measure counts the number of licenses surrendered to the Commission. A surrender is less expensive than the revocation of a license.

| | | |
|---------------------|----|---|
| Goal No. | 2 | Regulate Licensed Law Enforcement Population |
| Objective No. | 1 | Law Enforcement License Regulation |
| Strategy No. | 1 | Enforce through License Revoc, Suspension, Reprimand, or Cancellation |
| Measure Type | EX | |
| Measure No. | 5 | Number of Reprimands Issued |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | N | |
| Priority: | H | |

Definition

Reprimands may be issued in lieu of suspensions upon proof of mitigating factors which reduce the severity of the rule violation. Reprimand is written notice of non-compliance with a rule, putting a licensee on notice that additional non-compliance or misconduct may result in more severe administrative action, up to and including suspension of a license during the reporting period.

Data Limitations

None.

Data Source

The case information is entered into the Commission's database. Once a reprimand has been issued, this action is entered into the database. The number of reprimands are reported monthly in the Legal section's monthly report.

Methodology

A computer report is generated on a monthly basis to calculate the number of persons who are reprimanded.

Purpose

The measure counts the number of reprimands issued.

| | | |
|---------------------|----|---|
| Goal No. | 2 | Regulate Licensed Law Enforcement Population |
| Objective No. | 1 | Law Enforcement License Regulation |
| Strategy No. | 1 | Enforce through License Revoc, Suspension, Reprimand, or Cancellation |
| Measure Type | EX | |
| Measure No. | 6 | Number of License Cancellations |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | L | |
| Priority: | | |

Definition

Number of license cancellations during the reporting period. Licenses are cancelled when it is determined that the license was issued to an individual who did not satisfy the minimum standards in the Occupations Code or the Administrative Rules. Some reasons why a person may have been able to become licensed, not meeting Commission standards, are agency error, individual misrepresentations, or human error.

Data Limitations

None.

Data Source

Cancellation case information is forwarded to the Commission at their next scheduled business meeting. The number of cancellations are reported in the Legal section's monthly report.

Methodology

A computer report is generated on a monthly basis to calculate the number of cancellations.

Purpose

The measure counts the number of licenses issued that should not have been issued.

| | | |
|---------------------|----|---|
| Goal No. | 2 | Regulate Licensed Law Enforcement Population |
| Objective No. | 1 | Law Enforcement License Regulation |
| Strategy No. | 1 | Enforce through License Revoc, Suspension, Reprimand, or Cancellation |
| Measure Type | OP | |
| Measure No. | 1 | # Individuals w/Training Deficiencies/ Training Violations Identified |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | L | |
| Priority: | M | |

Definition

The number of individuals with such deficiencies or violations identified are through an audit of an individual licensee’s training record. Since training deficiencies are identified for each individual licensee, there may be numerous deficiencies within a department. This count represents the total number individuals with deficiencies and/or violations identified during the reporting period.

Data Limitations

Compliance with the continuing education requirements occurs once each biennium and distorts the number of disciplinary actions reported in that month and year.

Data Source

Training information is entered by staff or by agencies independently and electronically. TCLEDDS data files are electronic and are therefore readily available for the calculation of this measure.

Methodology

This measure will be calculated by querying computer files to sum the number of individuals with training deficiencies or training violations the Commission identifies during the reporting period. This number is reported in the Legal section's monthly report.

Purpose

This measure is intended as an indicator of the level of compliance with Commission rules among law enforcement and corrections personnel.

| | | |
|---------------------|----|---|
| Goal No. | 2 | Regulate Licensed Law Enforcement Population |
| Objective No. | 1 | Law Enforcement License Regulation |
| Strategy No. | 1 | Enforce through License Revoc, Suspension, Reprimand, or Cancellation |
| Measure Type | OP | |
| Measure No. | 2 | Number of Jurisdictional Complaints That are Pending (Not Active) |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |

Range:

Priority:

Definition

The average number of jurisdictional complaints (criminal misconduct and administrative rule violations) forwarded for administrative prosecution maintained by the Commission during the reporting period. Pending complaints include those against inactive licensees.

Data Limitations

None

Data Source

Pending Jurisdictional complaints are identified in the TCLEDDS database.

Methodology

This measure is calculated by querying the TCLEDDS database for the number of pending jurisdictional complaints not designated as active for the reporting period.

Purpose

This measure is an indicator of the number of cases pending investigation by the Commission.

| | | |
|---------------------|----|---|
| Goal No. | 2 | Regulate Licensed Law Enforcement Population |
| Objective No. | 1 | Law Enforcement License Regulation |
| Strategy No. | 1 | Enforce through License Revoc, Suspension, Reprimand, or Cancellation |
| Measure Type | OP | |
| Measure No. | 3 | Number of Jurisdictional Complaints That are Active (Not Pending) |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |

Range:

Priority:

Definition

The average number of jurisdictional complaints (criminal misconduct, administrative rule violations, continuing education violations, corporate license violations) forwarded for administrative prosecution maintained by the Commission during the reporting period. Active complaints include those against individuals or entities with active licenses.

Data Limitations

None

Data Source

Active Jurisdictional complaints are identified in the Enforcement Case Log.

Methodology

This measure is calculated by counting the number of Jurisdictional case numbers issued during the reporting period and calculating the average.

Purpose

This measure is an indicator of the average number of cases actively being investigated by the Commission during the reporting period.

| | | |
|---------------------|----|---|
| Goal No. | 2 | Regulate Licensed Law Enforcement Population |
| Objective No. | 1 | Law Enforcement License Regulation |
| Strategy No. | 1 | Enforce through License Revoc, Suspension, Reprimand, or Cancellation |
| Measure Type | OP | |
| Measure No. | 4 | Number of SOAH Hearings for Criminal Misconduct Cases |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | L | |
| Priority: | H | |

Definition

Number of criminal misconduct cases appealed to the State Office of Administrative Hearings (SOAH) and held during the reporting period.

Data Limitations

The decision to appeal a property interest right is determined solely by the license holder. Mediation and other conflict resolution techniques may reduce this number.

Data Source

The SOAH hearings are scheduled through the Legal Services section and a count will be made for each report.

Methodology

The Legal Services section schedules all misconduct hearings and F-5 hearings. This measure will be hand calculated along with a percentage of cases that go to hearing in all categories.

Purpose

Measure of legal and enforcement workload.

| | | |
|---------------------|----|---|
| Goal No. | 2 | Regulate Licensed Law Enforcement Population |
| Objective No. | 1 | Law Enforcement License Regulation |
| Strategy No. | 1 | Enforce through License Revoc, Suspension, Reprimand, or Cancellation |
| Measure Type | OP | |
| Measure No. | 5 | Number of SOAH Hearings for F-5 Separation Disputes |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | L | |
| Priority: | H | |

Definition

Number of F-5 separation reports appealed to the State Office of Administrative Hearings (SOAH) and held during the given reporting period.

Data Limitations

The decision to appeal a liberty interest right is determined solely by the licensee. Mediation and other conflict resolution techniques may reduce this number.

Data Source

The SOAH hearings are scheduled through the Legal Services section and a count will be made for each monthly report.

Methodology

This measure will be hand calculated along with a percentage of F-5's that go to hearing. This number will be reported in all Legal and Enforcement monthly reports.

Purpose

Measure of legal and enforcement workload.

| | | |
|---------------------|----|--|
| Goal No. | 2 | Regulate Licensed Law Enforcement Population |
| Objective No. | 1 | Law Enforcement License Regulation |
| Strategy No. | 2 | Technical Assistance |
| Measure Type | OP | |
| Measure No. | 1 | Number of Administrative Violations |
| Calculation Method: | C | |
| Key Measure: | Y | |
| New Measure: | N | |
| Range: | L | |
| Priority: | | |

Definition

Number of administrative rule violations found during the reporting period. This includes peace officers, jailers, and telecommunicators.

Data Limitations

The agency relies upon self-reporting as well as agency audits, and outside sources.

Data Source

This information is available from the monthly reports of the Enforcement section which opens an administrative violation complaint.

Methodology

This measure is calculated from Enforcement section reports.

Purpose

This measure is an indication of how effective we are at achieving voluntary compliance to agency rules.

| | | |
|---------------------|----|--|
| Goal No. | 2 | Regulate Licensed Law Enforcement Population |
| Objective No. | 1 | Law Enforcement License Regulation |
| Strategy No. | 2 | Technical Assistance |
| Measure Type | OP | |
| Measure No. | 2 | Number of Field Service Agent Site Visits |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | L | |
| Priority: | | |

Definition

This is the number of agency site visits by field service agents during the reporting period.

Data Limitations

None.

Data Source

This is reported in the Education and Training section monthly reports.

Methodology

Add the sum of all monthly reports by agents and region and then sum the totals of each field service agent. Each site visit is counted only once.

Purpose

This piece of data will indicate performance of field service agents by region as compared to other field service agents.

| | | |
|---------------------|----|--|
| Goal No. | 2 | Regulate Licensed Law Enforcement Population |
| Objective No. | 1 | Law Enforcement License Regulation |
| Strategy No. | 2 | Technical Assistance |
| Measure Type | OP | |
| Measure No. | 3 | Number of New Law Enforcement Entities Created |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | L | |
| Priority: | H | |

Definition

This measure counts the number of new law enforcement entities created during the reporting period. A law enforcement entity is legally required to have an agency number issued to them before they can appoint peace officers.

Data Limitations

The number of new agencies is totally dependent upon the demands made by governmental entities.

Data Source

Hand count of new agency numbers issued. The Enforcement section will have this number and this should coincide with the amount of fees collected for this service.

Methodology

This measure will be calculated by a hand count.

Purpose

This measure will provide information on auditing and technical assistance services and the time spent on these activities during any given reporting period.

| | | |
|---------------------|----|---|
| Goal No. | 3 | Indirect Administration |
| Objective No. | 1 | Indirect Administration |
| Strategy No. | 1 | Indirect Administration |
| Measure Type | OP | |
| Measure No. | 1 | Total Number of Cases Researched for the Tx. Peace Officers' Memorial |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | L | |
| Priority: | M | |

Definition

Cases researched include all reported officer deaths, during the reporting period, including cases that are pending, enrolled, inducted, memorialized, rejected and/or deferred.

Data Limitations

Data on many cases that are being researched is hard to obtain and to verify for accuracy.

Data Source

A paper and electronic file created from agency files, family sources, media and historical records. The number of cases researched is obtained from the Public Affairs section.

Methodology

Cases are acted upon from Commission records. TPOM staff keep records and documents in file folders and in an excel spreadsheet. The Commission considers information concerning the death of Texas peace officers who die in the line of duty, conforming to the Eligibility Criteria Rule, Sections 229.1through 229.20. Information is accepted by the Executive Director from any source and a pending file is created. Each case is researched and verified, and recommendations are made by the Director at Commission meetings. Law Enforcement agencies and families of the officers are asked to help document the life and career of each officer including the fatal incident. Commission actions are printed in the Texas Register, the officers' agencies are notified, and family members are contacted, if known and appropriate. Each officer death is researched and reported only once during the reporting period.

Purpose

This measure counts the number of cases being worked on for additions to the Texas Peace Officers' Memorial.

| | | |
|---------------------|----|---|
| Goal No. | 3 | Indirect Administration |
| Objective No. | 1 | Indirect Administration |
| Strategy No. | 1 | Indirect Administration |
| Measure Type | OP | |
| Measure No. | 2 | Total Number of State of Texas Flags Presented for Texas Peace Officers |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | L | |
| Priority: | M | |

Definition

The number of state flags presented to families of deceased Texas Peace Officers pursuant to Occupations Code, Section 1701.161 and Government Code, Section 615.105 during the reporting period. State of Texas flags, certificates and letters from the Governor and Executive Director of TCLEOSE are personally presented to all families of peace officers killed in the line of duty. The same materials are mailed to families in a non-line of duty death of an honorably retired peace officer.

Data Limitations

Presentations are made in those instances in which TCLEOSE is aware of peace officers death.

Data Source

Media, law enforcement agencies and departments as well as personal contacts provide information on deceased peace officers. This data is available from the Public Affairs section.

Methodology

A letter is signed by the Governor, another is signed by the Executive Director of the Commission and a TCLEOSE peace officer personally delivers line of duty death flags. TCLEOSE staff mail Texas flags in non-line of duty deaths.

Purpose

This measure counts the total number of flags mailed and distributed in person.

| | | |
|---------------------|----|---|
| Goal No. | 3 | Indirect Administration |
| Objective No. | 1 | Indirect Administration |
| Strategy No. | 1 | Indirect Administration |
| Measure Type | OP | |
| Measure No. | 3 | Number of Open Records/Public Information Responses |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Range: | L | |
| Priority: | M | |

Definition

Open records/public information requests are handled by a public information officer and reported to the Office of the Attorney General.

Data Limitations

The number of responses are limited by the number of actual requests received.

Data Source

Open records and public information requests are received by or forwarded to the public information officer who keeps a running total of all requests and reports this data monthly to the Office of the Attorney General. Requests are responded to by the public information officer within legal requirements and records are kept as to each response.

Methodology

A count of the total number of responses to open records/public information requests. Cumulative data is available by a single calculation.

Purpose

This measure counts the number of requests received and responded to by the Commission.

| | | |
|---------------------|----|---|
| Goal No. | 3 | Indirect Administration |
| Objective No. | 1 | Indirect Administration |
| Strategy No. | 1 | Indirect Administration |
| Measure Type | EX | |
| Measure No. | 1 | Total Number of Achievement Award Nominations |
| Calculation Method: | C | |
| Key Measure: | N | |
| New Measure: | N | |
| Target Attainment: | L | |
| Priority: | M | |

Definition

Total number of achievement award nominations received by the commission pursuant to Occupations Code, Section 1701.401(d). Achievement Awards are classified as valor, professional achievement, and/or public service. Nominations are sought in December of each year, judging is accomplished in early April and the conferring of awards is accomplished in May of each year.

Data Limitations

The number of nominations are dependent upon submissions from criminal justice professionals.

Data Source

The data will be available each year through a single count.

Methodology

Website, Close-Up newsletter and other media sources are used to solicit submissions. Judges are recruited from the Sheriff’s Association of Texas, TMPA, CLEAT and other law enforcement professional agencies and associations. Criteria has been established and is used. This measure is the count of the total number of nominations received.

Purpose

This measure counts the submissions of nominations for Achievement Awards.

APPENDIX E

Workforce Plan

Overview

The Texas Legislature created the Texas Commission on Law Enforcement Officer Standards and Education in 1965 to ensure that Texas is served by highly trained and ethical law enforcement and city/county corrections personnel by providing hiring and training standards to state law enforcement agencies. The Commission is responsible for issuing licenses and maintaining proficiency certificates for all peace officers, county jailers, armed public security officers, and telecommunicators, as well as monitoring the statutory compliance of all appointed and non-appointed licensees. The Commission is responsible for taking enforcement action (revocation or suspension) against licensees convicted of, or placed on community supervision for criminal offenses, as well as those who fail to comply with training and licensing requirements. Beyond setting licensing standards, the Commission has a wide range of responsibilities; including developing, implementing, and maintaining basic and advanced training program curricula for education and training of officers, county jailers, and telecommunicators; prosecuting officer violations; creating and maintaining licensing exams; honoring and memorializing peace officer service; providing field assistance across Texas; and providing intergovernmental assistance.

The challenges to these responsibilities are the increasing size of the licensee population and the diversity of Texas. The U.S. Census Bureau estimates that the need for law enforcement, corrections personnel, and telecommunicators will increase by 11% by the year 2016. Texas is growing more rapidly than the rest of the United States, and a 15% to 20% growth in the number of licensees in the next seven years is plausible and more accurate. This growth in the licensed population, coupled with the difference between rural and metropolitan areas, creates a difficult task for an agency to create, monitor, and maintain minimum standards that fit the very different regions of Texas. Flexibility and adaptability will be key to meeting these challenges.

The Commission office is located in Austin, Texas, at U.S. East Highway 290 and Interstate Highway 35, with an authorized staff of 37 FTEs.

Mission

The mission of the Texas Commission on Law Enforcement Officer Standards and Education, as a regulatory State agency, is to establish and enforce standards to ensure that the people of Texas are served by highly trained and ethical law enforcement, corrections, and telecommunications personnel.

Goal 1 Licensing and Standards Development

To develop, implement, and enforce professional standards, and to create new incentives and opportunities for the law enforcement community to grow in their professional competencies.

Goal 2 Regulate Licensed Law Enforcement Population

To develop, implement, and enforce processes designed to ensure compliance with professional standards and state statutes, and to investigate violations relating to the agency's mission.

Goal 3 Indirect Administration

Indirect Administration

Objectives and Strategies

The Commission has three main goals and five strategies:

Goal 1 Licensing and Standards Development

Objective 1 Licensing and Examinations:

Ensure the competencies of new and existing law enforcement licensees through development and implementation of professional standards.

Strategy 1-1-1 Licensing: Issue licenses and certificates to individuals who demonstrate required competencies.

Strategy 1-1-2 Standards Development: Set standards for training academies and manage development, delivery, and quality of law enforcement training and education.

Goal 2 Regulation

Objective 1 Enforcement/Regulation: Reduce the per capita incidence of licensee misconduct in Texas within the provisions of statutes and rules that govern the agency.

Strategy 2-1-1 Enforcement: Investigate violations of administrative and criminal statutes relating to the agency's mission, and take disciplinary action through revocation, suspension, or reprimanding licenses/licensees.

Strategy 2-1-2 Technical Assistance: Provide assistance to the law enforcement community through timely and effective personal consultation, thus reducing the incidents requiring regulatory sanctions.

Goal 3- Indirect Administration

Objective 1 Indirect Administration: Provide efficient and effective indirect administration at the greatest value to the state.

Strategy 3-1-1 Indirect Administration: Perform ancillary supportive administrative and executive services to efficiently assist in achieving the agency's mission.

Core Business Functions

Under the direction of an executive director appointed by the Commission, the staff of the Texas Commission on Law Enforcement Officer Standards and Education implements and enforces the legislative mandates of Chapter 1701 of the Occupations Code and the Commission's adopted rules. The Commission is authorized 37 full-time employee (FTE) positions.

The office of the Executive Director develops and implements agency policies as required by statute, and plans, directs, and coordinates the programs and resources of the agency.

Major Programs and their General Duties:

Licensing Program [Strategy 1-1-1]

- Assisting officers and departments in the review and maintenance of their licenses
- Licensing law enforcement academies, contractual providers, and academic providers
- Issuing and maintaining licenses and proficiency certificates for peace officers, jailers, and telecommunicators
- Developing, maintaining, and administering licensing examinations
- Approving and verifying mandated continuing education requirements
- Providing distance education to law enforcement agencies

Standards Development Program [Strategy 1-1-2]

- Develop, monitor, and facilitate the implementation of professional licensing standards
- Approving, and maintaining curriculum and training
- Conducting programs research and reporting results
- Analyzing compliance trends
- Providing distance education to law enforcement agencies
- Maintaining internet web service

Enforcement Program [Strategy 2-1-1]

- Conducting audits of law enforcement agencies
- Conducting audits of agency programs delivered by law enforcement academies, contractual providers, and academic providers
- Serving as a liaison for state agencies and educational entities assisting in the agency mission
- Mediate disciplinary actions
- Investigating rule and law violations
- Taking enforcement actions against licensees, agencies, and training providers
- Forwarding complaints to agencies that come to the Commission but do not fall within Occupations Code 1701
- Providing distance education to law enforcement agencies

Technical Assistance Program [Strategy 2-1-2]

- Providing field assistance to agencies regulated by TCLEOSE
- Approving agencies
- Evaluating and assisting academies, training providers and programs
- Providing distance education to law enforcement agencies
- Conducting audits of law enforcement agencies
- Conducting audits of TCLEOSE programs delivered by law enforcement academies, contractual providers, and academic providers
- Serving as a liaison for state agencies and educational entities assisting in the TCLEOSE mission
- Training Coordinators' Conference
- Providing a state flag to the families of deceased peace officers (line-of-duty and honorably retired)

Indirect Administration Program [Strategy 3-1-1]

- Serving as a liaison for state agencies and educational entities assisting in the agency's mission
- Budgeting and planning
- Handling open records requests from citizens, administrators, and agencies

- Maintain racial profiling data
- Texas Peace Officers' Memorial duties and requirements
- Maintain information resources material, financial data, purchasing, and human resources services for agency employees
- Facilities management
- Risk management
- Providing memorial and achievement award activities

Anticipated Changes to the Mission, Strategies, and Goals over the next Five Years

Some additional goals in the area of selection and retention of law enforcement personnel are anticipated due to a noted increase in officers moving throughout the state and between states. Customers are requesting more background information on officers and jailers, and more and more cities and counties are examining officers and licensees for character flaws that are often only discovered by thorough background investigations. The Commission expects employee turnover rate over the next five years to roughly equal the average turnover rate for all state agencies.

The Commission also expects a greater and greater reliance upon distance learning education as travel and absence from the home become more expensive and undesirable. This will burden not only existing technology but also necessitate additional development of new and expanded training courses. E-learning and individual pace learning will be examined for effectiveness in certain basic training courses.

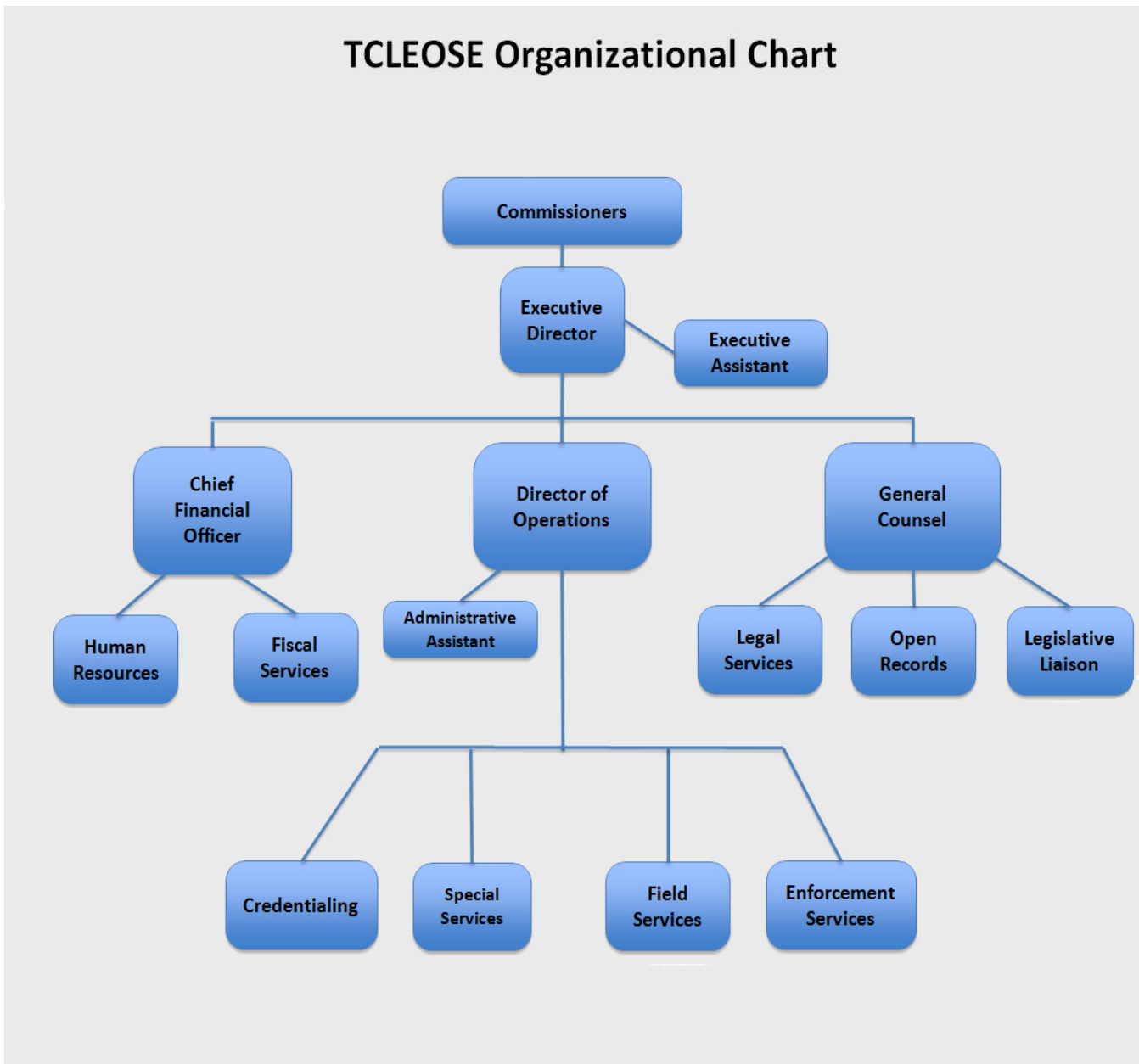
A major demand upon the Commission will be the anticipated retirements and/or influx of many Viet Nam and Gulf War age police officers, and the recruitment, selection, testing, and training demands this will place on academies, police agencies and upon the Commission.

Agency administrators are asking for greater onsite assistance and consultation that will help them satisfy the Commission rules and will also give them situation specific solutions to the problems encountered with recruitment, selection, training, and retention.

Personnel planning in law enforcement is becoming increasingly difficult as technology demands greater intellect, and human resources become more limited. Returning military personnel are anticipated to fill the many vacancies throughout the state. Returning veterans bring experience to departments and many create e-learning requirements for training and continuing education.

Preliminary research indicates that there may be a relationship between education and reduced incidence of criminal misconduct by officers. If this relationship can be verified, many agencies may consider additional education requirements or incentives for the limited purpose of avoiding criminal misconduct occurrences.

Current Organizational Structure



Supply Analysis

Current Staff as of 5/1/12

| | |
|-----------|----|
| Headcount | 37 |
|-----------|----|

| <u>EEO Category</u> | Count | Percentage of Workforce |
|---|-------|-------------------------|
| A - Officials, Administration | 1 | 2% |
| C - Administrative Support | 8 | 22% |
| P - Professional | 7 | 19% |
| Q - Paraprofessionals | 18 | 49% |
| T - Technical | 3 | 8% |
| <u>Ethnicity</u> | | |
| Black | 3 | 8% |
| Hispanic | 3 | 8% |
| White | 31 | 84% |
| <u>Gender</u> | | |
| Female | 20 | 54% |
| Male | 17 | 46% |
| <u>Age</u> | | |
| 16 to 29 | 1 | 3% |
| 30 to 39 | 5 | 13% |
| 40 to 49 | 7 | 19% |
| 50 to 59 | 18 | 49% |
| 60 to 69 | 6 | 16% |
| 70 or Older | 0 | 0% |
| <i>* Demographics include 2 Federal Grant-Funded Field Agents</i> | | |

| Fiscal Year | Ethnicity | Agency | | Statewide | |
|-------------|-----------|-----------|----------------|-----------|----------------|
| | | Headcount | % of Workforce | Headcount | % of Workforce |
| 2011 | Black | 5.75 | 13% | 34103 | 23% |
| 2011 | Hispanic | 3 | 7% | 37735.75 | 25% |
| 2011 | White | 34.5 | 80% | 78913.25 | 52% |
| | | 43.25 | | 150752 | |

FY 2011 Most recent comparison year available

| <u>Years of service</u> | <u>State Service</u> | <u>Agency Service</u> |
|-------------------------|----------------------|-----------------------|
| 0-5 yrs | 17 | 23 |

| | | |
|---|------|------|
| 6-10 yrs | 10 | 8 |
| 11-20 yrs | 6 | 4 |
| 21+ yrs | 4 | 2 |
| State Average Tenure | 9.03 | |
| Agency Average Tenure | | 6.14 |
| <i>* Demographics include 2 Federal Grant-Funded Field Agents</i> | | |

| Employees Eligible to Retire in next 5 years | | | | | | |
|--|------|------|------|------|------|-------|
| | 2013 | 2014 | 2015 | 2016 | 2017 | Total |
| Accounting, Auditing, and Finance | | | | | | |
| Administrative Support | | | 1 | | | 1 |
| Executive Director | | | | | | |
| Human Resources | | | | | | |
| Inspectors and Investigators | | | | | | |
| Information Technology | | | | | 1 | 1 |
| Legal | 1 | | | | | 1 |
| Procedures and Information | | | | | | |
| Program Management | 3 | 1 | | 1 | | 5 |
| Grand Total | 4 | 1 | 1 | 1 | 1 | 8 |
| Percentage of Workforce | 11% | 3% | 3% | 3% | 3% | 22% |

Demand Analysis

The future challenge for TCLEOSE will be to maintain the highest level of service to the state of Texas with the projected workforce remaining approximately the same. Additionally, the retirement projections will result in most strategy areas seeing a reduction of an average 10 years of service or more. This reduction in the agency knowledge alone may damper much of the agency's effectiveness, but creates opportunities to expand in the areas of employee development, retention, and recruitment.

TCLEOSE currently has one Federal Pass-Through Grant which supports 2 Field Service Agents. This grant will end in August 2013. Without further funding, those positions will be eliminated beginning in 2014.

The agency has experienced a greater demand for investigative skills and legal enforcement across the state. The agency has recently reorganized to allow this area to expand, and has added a General Council position to assist in this area.

| Turnover Trend and Projections | | | | | | | | | | | | | Turnover | |
|------------------------------------|-------------|----------|----------|----------|----------|----------|-----------|-------------|----------|----------|----------|----------|-----------|----------------|
| Sum of Agency Terminations | Anticipated | | | | | | | Projections | | | | | Totals | Statewide |
| | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | Totals | 2013 | 2014 | 2015 | 2016 | 2017 | Totals | Trending |
| Accounting, Auditing, and Finance | 0 | 0 | 0 | 0 | 0 | 1 | 1 | | | | | 1 | 1 | Neutral |
| Administrative Support | 1 | 0 | 2 | 1 | 3 | 0 | 7 | 1 | 2 | 1 | 2 | 1 | 7 | Neutral |
| Human Resources | n/a | n/a | n/a | 0 | 0 | 0 | 0 | | | | | | 0 | Neutral |
| Information Technology | n/a | n/a | 0 | 0 | 0 | 0 | 0 | | 1 | | | 1 | 2 | Increase |
| Inspectors and Investigators | n/a | n/a | 0 | 1 | 0 | 2 | 3 | | | 1 | 1 | | 2 | Increase |
| Legal | n/a | 0 | 1 | 0 | 1 | 1 | 3 | 1 | | 1 | | 1 | 3 | Decrease |
| Planning, Research, and Statistics | 0 | 0 | 0 | 0 | 0 | 1 | 1 | | | | | | 0 | Decrease |
| Procedures and Information | n/a | 1 | 0 | 0 | 1 | 0 | 2 | | 1 | | | | 1 | Increase |
| Program Management | 1 | 2 | 3 | 1 | 2 | 1 | 10 | 3 | 1 | 1 | 2 | 1 | 8 | Neutral |
| Grand Total | 2 | 3 | 6 | 3 | 7 | 6 | 27 | 5 | 5 | 4 | 5 | 5 | 24 | Neutral |

| Headcount Trend and Projections | | | | | | | | | | | | | | |
|---|-------------|-----------|-------------|--------------|--------------|-----------|-------------|-----------|-------------|-------------|-------------|---------------|------------------|------------------------------|
| Occupational Categories | End-Proj | | | | | | Projections | | | | | % of Inc/Decr | TCLEOSE Trending | Headcount Statewide Trending |
| | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | | | |
| Accounting, Auditing, and Finance | 1.75 | 2 | 2.25 | 3 | 3 | 3 | 3 | 3 | 3 | 3.25 | 3.25 | 7.69% | Increase | Statewide - Increase |
| Administrative Support | 11.5 | 10.5 | 10.5 | 11 | 9.75 | 9 | 9 | 9 | 8.5 | 8.5 | 9 | 0.00% | Neutral | Statewide - Neutral |
| Human Resources | n/a | n/a | n/a | 0.5 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 0.00% | Neutral | Statewide - Neutral |
| Information Technology | n/a | n/a | 0.5 | 2.5 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 0.00% | Neutral | Statewide - Neutral |
| Inspectors and Investigators | n/a | n/a | 0.5 | 2.25 | 2 | 2.5 | 2.5 | 2.5 | 3 | 3 | 3 | 16.67% | Increase | Statewide - Increase |
| Legal | n/a | 0.25 | 1.25 | 2 | 3 | 3 | 3 | 4 | 4 | 4.5 | 4.5 | 33.33% | Increase | Statewide - Increase |
| Planning, Research, and Statistics | 2 | 1.5 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0.00% | Neutral | Statewide - Neutral |
| Procedures and Information | n/a | 0.75 | 2 | 2 | 2 | 1 | 1 | 1.5 | 1.5 | 2 | 2 | 50.00% | Increase | Statewide - Increase |
| Program Management | 26.25 | 27 | 24.5 | 19.5 | 17.5 | 17.5 | 17.5 | 15.5 | 15.5 | 14 | 14 | -25.00% | Decrease | Statewide - Decrease |
| Grand Total | 41.5 | 42 | 42.5 | 43.75 | 43.25 | 40 | 40 | 39 | 39.5 | 38.8 | 39.8 | -0.63% | Neutral | Statewide - Increase |
| <i>2012 & Projections include 2 Federal Grant-Funded Field Agents</i> | | | | | | | | | | | | | | |

| Turnover by Year | 2013 | 2014 | 2015 | 2016 | 2017 | Total |
|-------------------------------|------|------|------|------|------|-------|
| Total 5 yr Projected Turnover | 5 | 5 | 4 | 5 | 5 | 24 |
| Retiring | 4 | 1 | 1 | 1 | 1 | 8 |
| Normal turnover | 1 | 4 | 3 | 4 | 4 | 16 |

| Turnover by Strategy | lic | course | enf | field | adm | Total |
|-------------------------------|-----|--------|-----|-------|-----|-------|
| Total 5 yr Projected Turnover | 11 | 1 | 7 | 4 | 1 | 24 |
| Retiring | 3 | 1 | 2 | 2 | | 8 |
| Normal turnover | 8 | | 5 | 2 | 1 | 16 |

Average Agency Years' Service at Retirement

| lic | course | enf | techn | adm |
|------|--------|------|-------|-----|
| 15.3 | 13 | 19.5 | 10.5 | N/A |

Average Agency Year's Service for Turnover

| lic | course | enf | techn | adm |
|-----|--------|-----|-------|-----|
| 9.7 | 13 | 10 | 9 | 10 |

Total Agency Year's Service Turnover (thru 2017)

| lic | course | enf | field | adm |
|-----|--------|-----|-------|-----|
| 107 | 13 | 70 | 36 | 10 |

Gap Analysis

When the anticipated increases and reductions in staffing levels are analyzed by strategy the reductions in 2 strategies are significant in the Standards Development and Technical Assistance strategies. This is apparent when considering that the overall projections for workforce headcount are estimated to remain neutral in the next 5 years. The Enforcement strategy has a projected shortage of agency knowledge over the next 5 years.

The agency's core business functions are not expected to change in the next 5 years, and neither are the skills required to perform these business functions. The table identifies the majority of the skills needed to perform the core business functions by strategy.

Skills that are marked High are the ones that are critical and upon which the other skills rely. Gaps are identified as those strategies where the High skills per headcount are expected to increase in the next 5 years. This means that the employees assigned those tasks will need to do more of over the next 5 years. This is an opportunity for employee development.

The agency estimates 22% of our workforce to retire in the next 5 years. This would leave 3 strategies with a significantly reduced combined agency years of service. TCLEOSE has identified the knowledge of our agency policies, procedures and programs as a High skill which is most recognizable in the form of years of service. Three strategies are identified as having gaps, and have the greatest potential loss are Licensing, Standards Development and Enforcement. These strategies show need in the areas of retention and possibly leadership development programs.

| A) Anticipated Increase and Reductions in Staff Levels | | | | | | |
|---|------|--------|------|--------|------|--|
| Current Headcount | 14.2 | 1.6 | 9.7 | 10.5 | 4 | |
| Projected Headcount in 2017 | 15 | 0.6 | 11 | 8.9 | 4.25 | |
| Increase or (Reduction) | 0.80 | (1.00) | 1.30 | (1.60) | 0.25 | |
| Gap=Reduction | | Gap | | Gap | | |
| B) Anticipated Surplus and Shortage in Skills | | | | | | |
| High Skills per current headcount | 0.21 | 2.50 | 0.41 | 0.48 | 1.75 | |
| High Skills per projected headcount 2017 | 0.20 | 6.67 | 0.36 | 0.56 | 1.65 | |
| Surplus or (Shortage) | 0.01 | (4.17) | 0.05 | (0.09) | 0.10 | |
| Gap=Shortages | | Gap | | Gap | | |
| C) Anticipated Surplus and Shortage of Agency Knowledge (as indicated by years of service) | | | | | | |
| Total Agy Year of Service-(in 2012) | 101 | 9 | 61 | 38 | 15 | |
| Total Agy Year of Service-(in 2017) | 50 | 6 | 28 | 59 | 25 | |
| Percentage Increase/Decrease | -50% | -33% | -54% | 55% | 67% | |
| Gap=Negative Percentage | Gap | Gap | Gap | | | |

| Skill Category | Skill | 1-1-1 Licensing | 1-1-2 Course Development | 2-1-1 Enforcement | 2-1-2 Technical Assistance | 3-1-1 Administration |
|--------------------------------|---|--------------------|--------------------------------|----------------------|----------------------------------|-------------------------|
| Problem Solving | Analysis | | | X | X | X |
| | Critical Thinking | | X | High | | |
| Information Management | Database development, management, and integration | High | | | | |
| | Software proficiency | | X | | | |
| | Web Development and maintenance | X | | | | |
| Technical Knowledge | Agency policies, procedures and programs | High | High | High | High | High |
| | State and federal laws, rules, and | High | High | High | High | High |
| | Specialized technical knowledge | | | X | High | X |
| | Statistical analysis | | High | | | High |
| | Technical analysis | | | X | X | |
| | Litigation | | | High | | |
| | Auditing | | | X | X | X |
| | Financial analysis | | | | | High |
| Project Management | Organizing | | | | | High |
| | Planning | | High | | | X |
| | Quality analysis and process | | X | | | |
| | Coordination | | | X | X | X |
| Communication | Written - composition and editing | | X | | | X |
| | Verbal - public speaking and presentation | | | X | X | |
| | Interpersonal sensitivity | | | | High | |
| | Customer Service | X | | | X | |
| Management / Leadership | Performance management | | | | | X |
| | Strategic planning | | | | | High |
| | Conducting training | X | | | High | |
| | Meeting planning/facilitation | X | | | X | |
| | Contract management | | | | | X |
| | Grant management | | | | | X |
| | Financial management | | | | | High |
| Administrative Support | Record keeping | X | X | X | X | X |
| | Mail processing | X | | | | |
| | | | | | | |
| | Skills | 9 | 9 | 11 | 13 | 17 |
| | High Skills | 3 | 4 | 4 | 5 | 7 |

Workforce Strategy

Licensing is projected to have the largest number of retirees and normal turnover of all the strategies. This area contains the fewest High skills, but the employees in this area directly serve the law enforcement officers, candidates and entities. They provide excellent customer service and an accurate and efficient website. TCLEOSE realizes that the number of officers and candidates in Texas continues to increase every year. The agency will support our licensing staff with the appropriate programs for retention, career development and leadership development.

The Standards Development strategy was greatly reduced this biennium but still remains an important part of the mission of TCLEOSE. The current full-time employee is estimated to retire in the next 5 years. This possibility affects the future competency in this strategy. Documentation and succession planning should begin soon. Additionally, there will be a need for career development for any employee who assumes these responsibilities upon the retirement of the current employee.

The Enforcement strategy is expected to have an increase in workload over the next 5 years. TCLEOSE is committed to providing the appropriate investigative and enforcement functions as entrusted by the State of Texas.

The Technical Assistance strategy currently includes 2 Federal Grant-Funded Field Agent positions. This grant will end in August 2013. Without further funding, those positions will be eliminated beginning in 2014. The retiring and normal turnover projections also contribute to the gaps identified. This leads the agency toward making succession, recruitment and career development a priority.

There are no gaps identified nor any expected changes for the Administration strategy.

| | | 1-1-1 Licensing | 1-1-2 Course Development | 2-1-1 Enforcement | 2-1-2 Technical Assistance | 3-1-1 Administration |
|-------------------------|---|--------------------|--------------------------------|----------------------|----------------------------------|-------------------------|
| Identified Gaps: | | | | | | |
| 1) | Anticipated Reductions in Staff Levels | | Gap | | Gap | |
| 2) | Anticipated Shortage in Skills | | Gap | | Gap | |
| 3) | Anticipated Shortage of Agency Knowledge (as indicated by years of service) | Gap | Gap | Gap | | |
| Actions Needed: | | | | | | |
| A) | Changes in Organizational Structure | | Possible | | | |
| B) | Succession Planning | | Yes | | Yes | |
| C) | Retention Program | Yes | | Yes | | |
| D) | Career Development Program | Yes | Yes | Yes | Possible | Yes |
| E) | Leadership Development | Possible | | Possible | | |
| F) | Organizational Training | Yes | Yes | Yes | Yes | Yes |

APPENDIX G

Citizen / Customer Survey

Citizen / Customer Survey

I. Inventory of External Customers

All citizens and groups are customers of the Texas Commission on Law Enforcement Officer Standards and Education (Commission). Some are direct customers and many more are indirect customers. Our indirect, external customers are Texas citizens, many of whom do not know the Commission's mission or the objectives of this unique agency. What they do know is what is emphasized in the mission statement of the Commission where it says: "The mission of the Texas Commission on Law Enforcement Officer Standards and Education is to establish and enforce standards to ensure that the people of Texas are served by highly trained and ethical law enforcement and corrections personnel."

Beyond our citizens, cities and counties, police departments, sheriff's departments, constable's offices, training academies and then the most obvious – the license holders themselves are our direct customers. There are over 100,000 license holders who rely upon the Commission to properly screen and develop continuing education and proficiency certificates as well as regulate the attainment of these milestones while ferreting out those who do not live up to the rules, laws, and ethical standards established by the legislature and the Commission.

II. Information Gathering Method Utilized for Customer Service Period

The Commission is a unique regulatory agency. We regulate licensees and we develop, oversee, and regulate the quality of training and continuing education. Peace officers, jailers, telecommunicators, training academies, and training contractors are both customers and providers of input for quality improvement. Advisory committees, made up of expert customers, advise the Commission on curriculum changes. Training coordinator groups make "best practices" recommendations and individual customers submit quality suggestions.

Input at biennium strategic planning sessions provide many ideas that the Commission considers. All suggestions, both verbal and written, are evaluated and many are incorporated into our strategic plan.

After the Commissioner's and the staff's planning sessions, regional customer strategic planning sessions were planned. Sessions were held in the following areas on the dates recorded, and these meetings were well attended.

| | | |
|-------------------|----------|---------------|
| November 12, 2009 | Midland | 44 attendees |
| November 13, 2009 | Amarillo | 44 attendees |
| November 17, 2009 | Dallas | 40 attendees |
| November 18, 2009 | Tyler | 55 attendees |
| January 12, 2010 | Houston | 134 attendees |
| January 14, 2010 | McAllen | 92 attendees |
| March 4, 2010 | Austin | 78 attendees |

A summary of the suggestions received has been placed into functional categories. Following is a summary of the seven regional strategic planning meetings.

| | |
|---------------------------|---|
| Background Investigations | 1. The Commission needs to continue to emphasize quality background checks. |
|---------------------------|---|

| | |
|-----------------------------------|---|
| Contacts | <p>2. Maintain the auditing process and always discuss best practices during these auditing visits (both training providers and agency audits).</p> <p>3. Encourage FSA regional meetings – consider annual three- to four-hour seminar feedback meetings.</p> <p>4. Blast e-mail notification of updates and upgrades to all training providers.</p> <p>5. Make use of list servers for communications and to reduce travel costs.</p> |
| F-5 Process | <p>6. Merge the F-5S and F-5R so that agencies know when someone is removed from an academy.</p> <p>7. Strive for more timely response to F-5R requests.</p> <p>8. Revisit the F-5 form to see if improvements are appropriate.</p> |
| Forms | <p>9. See if the Commission can (with permission) fill in forms, particularly L-1s, if blanks occur.</p> <p>10. Continue to explain all the reasons and need to move to electronic reporting.</p> |
| Hiring | <p>11. Continue to promote accuracy on the F-5 reports.</p> |
| POSEIT | <p>12. Examine the time delay in POSEIT courses transferring to the TCLEDDDS system.</p> |
| Rules | <p>13. Consider adding a commentary to the rules in order to help all readers interpret the actual rule and the reasons behind the rule.</p> |
| Training Coordinator's Conference | <p>14. At the training coordinator's conference, do the following:</p> <ul style="list-style-type: none"> a.) have a class on rules, regulations, and paperwork required by the Commission (TCLEOSE Simplified) b.) have a breakout session on advanced instructional tips c.) have a breakout session on "preparing stellar lesson plans" d.) have more train-the-trainer classes that one can bring back to their agency e.) put all speaker material on a CD or Zip drive |
| TCLEDDDS | <p>15. The Commission and the state need to consider funding for all electronic data access and reporting.</p> |
| Technology | <p>16. The Commission should consider using broadband technology.</p> |
| Training | <p>17. The Commission should consider having all intermediate courses available</p> |

on POSEIT.

18. The Commission should consider the following expressed curriculum needs:
 - a.) additional course material in dealing with the mental health individuals
 - b.) Spanish for telecommunicators
 - c.) handling everyday stress
 - d.) academy for telecommunicators.
19. The Commission needs to consider expanding the BPOC to include:
 - a.) response to bomb calls
 - b.) additional training on ethics
 - c.) more practical information
 - d.) active shooter training
 - e.) technology evidence collection
 - f.) social networking investigation
 - g.) communications and active listening.
20. The Commission needs to make the legal update material available by August of odd years.
21. The Commission needs to consider specialized training for ISD peace officers.
22. The Commission should consider providing a clearinghouse for lesson plans from instructors from across the state.
23. The Commission should require CIT for telecommunicators
24. The Commission should consider specialty licenses for bailiffs and supervisors of road crews.
25. The Commission should consider tutorials for TCLEDDS and Advisory Board members. The Commission should consider posting short tutorials for other common tasks such as a forms education, TCLEDDS simplified, and others.
26. The Commission should update the 1013 course.
27. The Commission needs to make sure that the BPOC learning objective date matches the BPOC curriculum updated date.
- Website 28. The Commission should consider the needs of customers who do not use a Microsoft browser.
29. The Commission should consider linking state training availabilities through the Yahoo Group or create a link on the website to satisfy this need.
30. The Commission should review the website and always make it easy to navigate.
- Additional 31. The Commission should consider regulation of the canine training

Regulation function.

32. The Commission should provide guidelines for high-speed pursuits.

33. The Commission should consider facilitating a state-recognized identification card.

The Commission has embarked on a biennial planning process that encourages informed productive input from all customers. It is the Commission's desire to promote input throughout the biennium, not just once every two years. Quality customer service and responsiveness translates into greater input and improved dialogue. We are seeing the benefits at the Commission.

Throughout the year, both paper and e-mail group surveys are conducted. This past year, paper surveys were used at the Training Coordinators' Conference seeking Coordinators' opinions on the content of the Training Coordinators' Conference. This survey revealed that we were not meeting a recognized need for a greater sophistication in instructional methods. Attendees want to learn how to become better trainers and educators. The Commission has listened, we have heard, and we have revamped the content of the annual training coordinators' conference to concentrate on methods and techniques of instruction.

Items that come before the Commission sometimes need surveys that are time sensitive – requiring short deadlines. The Commission has a very good academy and training coordinator's listserv and this communications method is used to obtain quick feedback on proposed changes and on customer's opinions. Additional listservs of other specific customer groups are being created in order to quickly survey and serve other major customer groups.

Although all of these methods are instrumental in providing customer concerns, none is more beneficial than the daily telephonic and e-mail contacts by our staff. In-house staff comes to know our customers and we view a criticism as a gift. Criticism enables us to correct a customer concern before it becomes a complaint. When criticisms are received with a positive, constructive attitude – not as a personal attack – productive solutions result and favorable, working relationships are strengthened.

Although this is not an empirical customer survey instrument, the customer feedback is extensive, on-going, and genuine. Open communications are fostered, and relationships mature. The Commissioners and staff have come to embrace customer service as a daily responsibility.

III. Input, Suggestions, and Criticism Received

All Commission staff use a "TCLEOSE Satisfaction" survey. This survey creates a recommended customer service contact. As you will see, on the e-mail form is a series of questions that provides a template for all customer contacts. We focus on prompt personal service where our staff identify themselves and request that the customer evaluate their performance. Each staff member is expected to solicit feedback, and this survey is also available from our web page. All e-mail responses go directly to the staff person's direct supervisor, and the employee is provided feedback. Participation levels provide valuable information reference the employee's commitment to quality service.

Response from our customers has been nothing short of remarkable. Commitment and participation by our staff has been equally remarkable.

Quality customer service should permeate every action. Our ability to effectively perform our authorized regulatory function is based upon the need for overwhelming voluntary compliance with the established rules. This can only be accomplished when an agency is considered valid, fair, and having integrity. Quality, responsive customer service establishes and helps maintain this reputation.

IV. Summary

Feedback received from our customers indicates that they are very willing to give quality, positive criticism. They are clearly committed to the mission of professional law enforcement and corrections personnel for Texas, and believe that the Commission serves a necessary regulatory and training oversight responsibility. Many agencies extend their personal and their agency's commitment in whatever way possible.

Sometimes the best customer service comes from the customers' willingness to serve.



Thank you for taking the time to complete this short survey for the TCLEOSE representative that helped you. We value your opinions and thoughts and will use them to improve our service to you and the people of Texas.

Please tell us:

1. Was your phone call or email answered promptly?

- Yes
- No

2. Did our staff member introduce and identify themselves?

- Yes
- No

3. Were your questions or concerns answered to your satisfaction?

- Yes
- No

4. Were the words, the inflection, and the tone of the person you spoke with appropriate?

- Yes
- No

5. Did you receive the follow up documentation promptly by fax, email, or mail?

- N/A
- Yes
- No

6. Did our representative ask for your e-mail address?

- N/A
- Yes
- No

7. Did we ask if there was anything else we could do for you today?

- Yes
- No

8. What one thing could we have done better?

9. Is there anything else you would like to add concerning the representative answering your call, or any other part of TCLEOSE that you may have some thoughts about.

10. If you would like us to contact you, please complete the information below:

Name:

Company:

Email Address:

Phone

Number:

Done