



**AGENCY STRATEGIC PLAN**

**FOR THE FISCAL YEARS 2011 – 2015 PERIOD**

**BY**

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



<u><b>Board Members</b></u>	<u><b>Dates of Term</b></u>	<u><b>Hometown</b></u>
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<b>Stephen M. Griffith</b> Assistant Presiding Officer	October 30, 2007 – August 30, 2013	Sugar Land
<b>Dr. Johnny E. Lovejoy, II</b> Secretary	January 12, 2009 – August 30, 2013	San Antonio
<b>Melissa Goodwin</b>	September 21, 2009 – August 30, 2015	Austin
<b>James Oakley</b>	March 11, 2010 – August 30, 2011	Spicewood
<b>Joseph Pennington</b>	September 21, 2009 – August 30, 2015	Jersey Village
<b>Patricia Scheckel- Hollingsworth</b>	October 30, 2007 – August 30, 2011	Arlington
<b>Joel Richardson</b>	October 30, 2007 - August 30, 2013	Canyon
<b>Ruben Villescas</b>	September 21, 2009 – August 30, 2015	Pharr

**June 18, 2010**

Signed: \_\_\_\_\_  
Timothy A. Braaten, Executive Director

Approved: \_\_\_\_\_  
Charles Hall, Presiding Officer

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### 3. Statewide Vision, Mission, and Philosophy

#### The Vision of Texas State Government

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We must set clear priorities that will help maintain our position as a national leader now and in the future by:

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

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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 HIGH .... WE ARE NOT HERE TO ACHIEVE INCONSEQUENTIAL THINGS!”

The Vision, Mission, and Philosophy is from *Vision Texas: Statewide Planning Elements for Texas State Government*



## The Philosophy of Texas State Government

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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 task 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. And 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: State of Texas Strategic Plan*



## 4. Relevant Statewide Goals and Benchmarks

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### 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.

##### Benchmarks

Percent of state's population whose local officials and emergency responders have completed a terrorism training / exercise program.

- The percent of licensed peace officers obtaining proficiency certificates is an indicator.
- The percent of the state licensee population without documented complaints is an indicator.

#### Regulatory

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

- Implementing clear standards;
- Ensuring compliance
- Establishing market-based solutions; and
- Reducing the regulatory burden on people and business.

##### Benchmarks

- Percent of state professional licensee population with no documented violations
- Percent of new professional licensees as compared to the existing population
- Percent of documented complaints to professional licensing agencies resolved within six months
- Percent of individuals given a test for professional licensure who received a passing score
- Percent of new and renewed professional licenses issued via Internet

*Source: State of Texas Strategic Plan*



## **5. Agency Mission**

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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.

## **6. Agency Philosophy**

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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.

## 7. External / Internal Assessment

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### I. Agency Scope

*(data verified as of April 15, 2010)*

Established by Senate Bill 256 during the 59<sup>th</sup> 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 61<sup>st</sup> Legislature in 1969 (Article 4413(29aa), V.A.C.S.).

The Commission evolved into a contemporary agency that now administers professional programs for the improvement of approximately 98,181 law enforcement and corrections personnel employed by more than 2,602 state and local government agencies, administers programs dedicated to the development of human resources, and protects the citizens of Texas from crime.

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 67 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 103 licensed academies, 4 academic providers, and 165 additional training contractors who offered 34,354 courses in fiscal year 2009.

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 remains steadfast in their duties while constantly pursuing a higher ethical standard for the law enforcement profession.

In the 81<sup>st</sup> 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 forty-six full-time employees. Despite the primary regulatory nature of the agency, since its inception the Commission has relied 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.

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 to 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 81<sup>st</sup> legislature, the General Revenue-Dedicated account became a cumulative account, and in future years unappropriated receipts will remain in this account. The agency receives less than 5% 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 365,014 individuals. This is the total number of Personal Identification Numbers (PID) in the Commission files.

### Active Law Enforcement Agencies as of 11/13/2009

911 Center	9	0.3%
Air Port	8	0.3%
City Marshal	70	2.7%
College	91	3.5%
Constable	680	25.8%
Contract Jail	15	0.6%
County Attorney	58	2.2%
County Court	11	0.4%
County Park Ranger	1	0.0%
District Attorney	125	4.7%
District Court	17	0.6%
Emergency Services District	5	0.2%
Fire Marshal	213	8.1%
Hospital	6	0.2%
Intercounty Cooperative Jail Facility	1	0.0%
ISD	166	6.3%
Municipal	834	31.7%
Parole	9	0.3%
Port Authority	5	0.2%
Probation	24	0.9%
Sheriff	254	9.7%
State of Texas	20	0.8%
Water District	10	0.4%

**Number of Certificates Held by Law Enforcement and Correction Personnel as of 4/15/2010**

<b>Certificates held by active licensees</b>		<b>Inactive Certificate Holders</b>		<b>Total</b>
Academic Recognition Award	837	Academic Recognition Award	42	879
Advanced Jailer Proficiency	5,225	Advanced Jailer Proficiency	103	5,328
Advanced Peace Officer	44,060	Advanced Peace Officer	2,363	46,423
Advanced Telecommunicator	2,101	Advanced Telecommunicator	119	2,220
Basic Jailer	21,840	Basic Jailer	2,188	24,028
Basic Peace Officer	64,509	Basic Peace Officer	5,554	70,063
Basic Telecommunicator	3,383	Basic Telecommunicator	10	3,393
Civil Process Proficiency Certificate	291	Civil Process Proficiency Certificate	5	296
Drug Recognition Expert	700	Drug Recognition Expert	49	749
Firearms Instructor Proficiency	3,720	Firearms Instructor Proficiency	175	3,895
Instructor Proficiency	18,559	Instructor Proficiency	1,124	19,683
Intermediate Jailer Proficiency	5,745	Intermediate Jailer Proficiency	156	5,901
Intermediate Peace Officer	49,025	Intermediate Peace Officer	3,103	52,128
Intermediate Telecommunicator	2,626	Intermediate Telecommunicator	187	2,813
Investigative Hypnotist	484	Investigative Hypnotist	24	508
Master Jailer Proficiency	3,100	Master Jailer Proficiency	18	3,118
Master Peace Officer	30,008	Master Peace Officer	862	30,870
Mental Health Officer	3,775	Mental Health Officer	309	4,084
SFST Instructor Proficiency Certificate	427	SFST Instructor Proficiency Certificate	0	427
Special Investigator	1,971	Special Investigator	81	2,052
Standardized Field Sobriety Testing Practitioner	4,368	Standardized Field Sobriety Testing Practitioner	371	4,739
<b>Total Individuals</b>	<b>78,100</b>	<b>Total Individuals</b>	<b>16,909</b>	<b>95,009</b>

**License Type by Appointment Type as of 4/15/2010**

(Some individuals hold multiple licenses)

<b>Active License Count by appointment</b>		<b>Inactive* License Count by last appointment</b>		<b>Total</b>
<b>Jailer</b>		<b>Jailer</b>		
Contract Jailer	1,968	Contract Jailer	1,713	3,681
Jailer	24,674	Jailer	7,354	32,028
<b>Peace Officer</b>		<b>Peace Officer</b>		
Chief of Police	863	Chief of Police	82	945
City Marshal	32	City Marshal	4	36
Constable	705	Constable	75	780
PO (Ret State Employee)	182	PO (Ret State Employee)	21	203
PO (Special Ranger NIC)	8	PO (Special Ranger NIC)		8
PO (Special Ranger Retired)	966	PO (Special Ranger Retired)	84	1,050
PO (Special Ranger TSC)	28	PO (Special Ranger TSC)	2	30
Regular Peace Officer	66,609	Regular Peace Officer	5,350	71,959
Reserve Officer	4,080	Reserve Officer	988	5,068
Sheriff	225	Sheriff	42	267
Special Game Warden	106	Special Game Warden	24	130
<b>Total Individuals</b>	<b>90,060</b>	<b>Total Individuals</b>	<b>14,640</b>	<b>104,700</b>

*\*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 81<sup>st</sup> 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. Nine 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 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. The table below does not include continuing education violations as they occur every two years.

**Enforcement and Investigation Activity**

<b>Fiscal Year</b>	<b>Criminal Misconduct Investigations Opened</b>	<b>Criminal Misconduct Investigations Closed</b>	<b>Cases Closed by Exception</b>	<b>Forwarded to ELS for Prosecution</b>
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<b>2007</b>	<b>555</b>	<b>510</b>	<b>183</b>	<b>327</b>
<b>2008</b>	<b>603</b>	<b>624</b>	<b>259</b>	<b>365</b>
<b>2009</b>	<b>781</b>	<b>829</b>	<b>432</b>	<b>397</b>

**Disposition of Criminal Misconduct Cases**

<b>Fiscal Year</b>	<b>License Revocations</b>	<b>License Suspension</b>	<b>Licenses Surrendered as Part of a Plea</b>	<b>Licenses Cancelled</b>	<b>Reprimands Issued</b>
<b>2007</b>	<b>61</b>	<b>117</b>	<b>48</b>	<b>45</b>	<b>92</b>
<b>2008</b>	<b>85</b>	<b>106</b>	<b>64</b>	<b>10</b>	<b>68</b>
<b>2009</b>	<b>60</b>	<b>98</b>	<b>57</b>	<b>10</b>	<b>95</b>

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 2007, 555 criminal misconduct investigations were opened. Of those, 327 were forwarded for prosecution and the Commission took disciplinary action against 363 licenses. In fiscal year 2008, 603 criminal misconduct investigations were opened. Of those, 365 were forwarded for prosecution and the Commission took action on 333. In fiscal year 2009, 555 criminal misconduct investigations were opened. Of those, 397 were forwarded for prosecution and the Commission took action on 320 open and pending cases.

**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.

<b>TOTAL % SPENT WITH HUBs</b>					
<b>FY 2007</b>		<b>FY 2008</b>		<b>FY 2009</b>	
<b>TCLEOSE</b>	<b>STATE</b>	<b>TCLEOSE</b>	<b>STATE</b>	<b>TCLEOSE</b>	<b>STATE</b>
26.8%	13.6%	20.2%	13.5%	44.0%	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 21<sup>st</sup> 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.

## **8. Agency Goals**

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### **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. Highway 290 East and Interstate Highway 35, with an authorized staff of 46 FTEs.

### **Mission**

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.

#### **Goal 1 Licensing and Course Development**

To create new incentives and opportunities for law enforcement career-oriented individuals to grow in their professional competency.

#### **Goal 2 Regulate Licensed Law Enforcement Population**

To develop and implement programs designed to contribute to the reduction of per capita incidence of officer misconduct

### **Goal 3 Indirect Administration**

Indirect Administration

#### **Objectives and Strategies**

The Commission has three main goals and five strategies:

##### *Goal 1 License and Approve Courses*

To create new incentives and opportunities for law enforcement career oriented individuals to demonstrate required competence and to grow in their profession.

*Objective 1 Licensing and Examinations:* Contribute to a continuing reduction in the threat of crime in Texas by ensuring the competency of new and existing law enforcement professionals.

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

*Strategy 1-1-2 Course Development:* Manage development, delivery and quality of law enforcement training and education.

##### *Goal 2 Regulation*

To develop and implement programs to contribute to the reduction of licensee misconduct.

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

*Strategy 2-1-1 Enforcement:* Revoke licenses, suspend licenses, or reprimand licenses for violations of statute or TCLEOSE rules.

*Strategy 2-1-2 Technical Assistance:* Provide technical service through field assistance to provide timely and effective personal consultation and to reduce the need for 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 mission of TCLEOSE.

## 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 46 full-time employee (FTE) positions in three divisions: Education, Training and Credentialing; Enforcement and Legal Services; and Fiscal and Staff Services. One additional FTE is needed to perform legislatively required statewide racial profiling data repository functions.

The office of the Executive Director develops and implements agency policies as required by statute, plans, directs, and also 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

#### *Course Development Program [Strategy 1-1-2]*

- Developing, 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 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
- Mediate disciplinary actions
- Investigating rule and law violations
- Taking enforcement actions against licensees
- 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
- Approve 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 the 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 TCLEOSE mission
- Budgeting and planning
- Handling open records requests from citizens, administrators, and agencies
- Maintain racial profiling data
- Maintain the Texas Peace Officers' Memorial
- Maintain information resources material, financial data, purchasing, and human resources services for TCLEOSE employees
- Facilities management
- Risk management
- Providing memorial and achievement award activities

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

Legislation passed in the 81<sup>st</sup> legislature necessitates the addition of one FTE, bringing the number of authorized employees to 47. This additional FTE will administer the statewide racial profiling data repository. Some additional goals in the area of selection and retention of law enforcement personnel are anticipated as more officers move 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 of many Viet Nam 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.

## **9. Objectives and Outcome Measures**

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### **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 licensed peace officers obtaining proficiency certificates
- Percent of licensees with no criminal misconduct disposition
- Percent of jailers obtaining proficiency certificates
- Percent of 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:**

- Percent of administrative prosecutions resulting in disciplinary action
- Percent of administrative prosecutions receiving final Commission action within six months
- Percent reduction in number of administrative rule violations

### **Objective 3–1 Indirect Administration**

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

## 10. Strategies and Output, Efficiency, and Explanatory Measures

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### 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 individuals examined
- 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 Course Development

Manage development, delivery and quality of law enforcement training and education

#### Output Measures:

- Number of TCLEOSE approved courses maintained
- Number of new TCLEOSE approved courses developed
- Number of on-site training provider evaluations
- Number of POSEIT continuing education courses completed
- Total number of law enforcement personnel attending COMMISSION training

#### Efficiency Measures:

- Average cost per on-site training provider evaluation
- Average cost per exam administered

#### Explanatory Measures:

- Total number of training providers licensed

### Strategy 2-1-1 Enforcement

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

#### Output Measures:

- Complaints resolved
- Number of individuals w/training deficiencies / training violations identified
- Number of SOAH Hearings for Criminal Misconduct Cases

- Number of SOAH Hearings from F-5 Separation Disputes

**Efficiency Measures:**

- Average time for complaint resolution
- Average cost per complaint resolved

**Explanatory Measures:**

- Number of agencies audited for law and rule compliance
- Jurisdictional complaints received
- 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

## 11. Technology Resource Planning

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### 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 1<sup>st</sup> 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	<b>1-1</b>	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)	<b>1-1</b> <b>2-1</b> <b>3-1</b>	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.	<b>1-1</b>	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	Current	Decrease customer calls for support	Best Practice
Reconfigure Wide area network to utilize a single point of entry through	1-1 2-1 3-1	1-1-1 1-1-2 2-1-1 2-1-2 3-1-2	Planned	Delete one existing T1 Line.	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	<b>2-1</b> <b>3-1</b>	2-1-1 3-1-1	Planned	Compliance with HB 3381	Innovation
Establish a web based Audit Report collection application	<b>1-1</b> <b>1-2</b> <b>2-2</b>	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	<b>1-1</b> <b>2-1</b> <b>3-1</b>	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	<b>1-1</b> <b>2-1</b> <b>3-1</b>	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

### List of Total Training Provided by POSEIT

Course	Course #	Course Hours	Total Classes	Total People	Contact Hours
1st Responder to Computer Crimes	5014	4	1,269	1,234	5,076
Accident Reconstruction	2071	8	1	1	8
Amber Alert for Law Enforcement	5012	4	7,565	6,963	30,265
Asset Forfeiture	3255	4	15,761	13,363	63,060
Basic Crime Investigation DE	32001	8	8,567	7,448	68,536
Campus Crime Stoppers	5013	4	2,446	2,274	9,784
Child Abuse Correspondence with Exercises	3222	8	1,227	1,211	9,816
Child Abuse Correspondence without Exercises	3221	4	1,147	1,112	4,588
Child Abuse Web with Exercises	3224	8	44,448	30,388	355,576
Child Abuse Web without Exercises	3223	4	11,095	10,522	44,380
Crime Stoppers for Law Enforcement	5011	4	3,866	3,553	15,464
Cultural Diversity Correspondence	391	4	1,568	1,537	6,272
Cultural Diversity Correspondence with Exercises	392	8	2,055	2,030	16,440
Cultural Diversity Web	393	4	12,893	12,050	51,572
Cultural Diversity Web with Exercises	394	8	58,828	40,044	470,571
Ethics for Law Enforcement Distance	3925	4	11,522	9,832	46,284
Family Violence Correspondence	3211	4	1,147	1,118	4,588
Family Violence Correspondence w/ Exercises	3212	8	1,333	1,313	10,664
Family Violence Web	3213	4	11,434	10,815	45,736
Family Violence Web w/ Exercises	3214	8	46,923	31,947	375,385
Human Trafficking	3270	4	938	888	3,752
Identity Theft	3277	4	14,634	12,885	58,552
Inmates with Mental Illness DE	35001	5	3,588	3,239	17,940
Juvenile Justice Procedures Course w/o Exercises	3611	4	2,145	2,145	8,580
Juvenile Justice Procedures Course with Exercises	3612	8	2,842	2,743	22,736
Legal Liabilities for Jailers (DE)	35003	3	3,980	3,503	11,948
Legal Standards for Law Enforcement Officers (DE)	32004	6	7,300	6,309	43,900
New Supervisor's Course	3737	16	1	1	16
Overview of Drugs (DE)	32006	3	11,538	10,165	34,951
Police Administration POSEIT	5021	2	1,439	1,397	2,880
Racial Profiling	3256	7	17,451	14,029	122,134
Remedial Cultural Diversity Correspondence	70391	4	25	25	100
Remedial Cultural Diversity Web	70393	4	19	19	76
Remedial Cultural Diversity Web w/ Exercises	70394	8	28	28	224
Remedial Cultural Diversity Correspondence w/ Exercise	70392	8	30	30	240
Rural Organized Crime DE	32002	3	10,096	8,912	30,720
Sex Crimes DE	32003	5	6,808	5,983	34,184
Sex Offender Characteristics Correspondence w/o Ex	3251	4	1,096	1,064	4,384
Sex Offender Characteristics Correspondence with E	3252	8	1,168	1,151	9,344

Sex Offender Characteristics Web w/o Exercises	3253	4	10,834	10,284	43,348
Sex Offender Characteristics Web with Exercises	3254	8	43,581	30,219	348,640
Sexual Assault Correspondence w/o Exercises	3241	4	1,104	1,073	4,416
Sexual Assault Correspondence with Exercises	3242	8	1,190	1,173	9,520
Sexual Assault Web w/o Exercises	3243	4	11,057	10,471	44,236
Sexual Assault Web with Exercises	3244	8	40,481	28,299	323,780
Suicide Prevention in Corrections (DE)	35002	4	8,568	7,616	34,273
Terrorism Awareness for Emergency First Responders	3331	5	9,348	8,238	46,739
The Crime Victim (DE)	32005	5	5,231	4,643	26,271
Use of Force in Corrections (DE)	35004	2	1,444	1,367	2,889
			<hr/>	<hr/>	<hr/>
			461,789	365,419	2,919,754

# **APPENDIX A**

## **Description of Agency's Planning Process**

## 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 process at the Commission began during the summer of 2009. All Commissioners attended a two-day strategic planning process in Austin, Texas. 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: Sunset recommendation implementation; agency structure; Commissioner communications; reduction in data system risks; creation of a legislative agenda; concentration on the Peace Officer Memorial Fund; and a tracking of all unfinished actions.

The Commissioners urged the staff to hold a strategic planning session and in the fall of 2009, the staff and the Presiding Officer reviewed the mission, vision, philosophy and performance measures, and as a group created a list of goals. Following is this list of the ideas coming out of that meeting.

R	<ul style="list-style-type: none"> <li>• Fully implement the Sunset Legislation HB 3389</li> </ul>
R	<ul style="list-style-type: none"> <li>• Fully implement the Racial Profiling Repository</li> </ul>
R	<ul style="list-style-type: none"> <li>• Increase communication with Commissioner and Stakeholders</li> </ul>
R	<ul style="list-style-type: none"> <li>• Enhance the committee structure and the use of SMEs</li> </ul>
NR	<ul style="list-style-type: none"> <li>• Provide trend analysis throughout the organization that identifies best practices and needed change</li> </ul>
R	<ul style="list-style-type: none"> <li>• Become a paperless organization allowing for electronic submission and processing of all forms</li> </ul>
NR	<ul style="list-style-type: none"> <li>• Perform a reliability/validation experiment and test analysis of our entry level licensing exam</li> </ul>
NR	<ul style="list-style-type: none"> <li>• Pursue through funding and assignment type expansion of distant learning in all areas of the Commission</li> </ul>
R	<ul style="list-style-type: none"> <li>• Pursue the use of technology to enhance all communications, distant learning, and classroom instruction</li> </ul>
NR	<ul style="list-style-type: none"> <li>• Review the learning objectives in all licensing exams and develop a test question for each necessary objective</li> </ul>
NR	<ul style="list-style-type: none"> <li>• Consider all areas of the Commission’s responsibility and see where short on-line</li> </ul>

	tutorials would solve problems
NR	<ul style="list-style-type: none"> <li>• Work with stakeholders and create short courses from existing assets that will satisfy the training needs of jail booking, bailiff, and road and bridge supervisors</li> </ul>
R	<ul style="list-style-type: none"> <li>• Strengthen the internal team concept at the Commission</li> </ul>
NR	<ul style="list-style-type: none"> <li>• Examine the use of medication in minor non-violent Class B cases as a way to speed up the SOAH process</li> </ul>
R	<ul style="list-style-type: none"> <li>• Examine how the F-5 process is slowing down the misconduct process</li> </ul>
R	<ul style="list-style-type: none"> <li>• Stimulate agencies to perform more quality background investigation – examine the need for a suggested format “at least” to this level</li> </ul>
NR	<ul style="list-style-type: none"> <li>• Enhance throughout the state the concept of predictive validity and how this can help agencies in many areas</li> </ul>
NR	<ul style="list-style-type: none"> <li>• Constantly look for new and acceptable ways that field services can enhance the quality of law enforcement in Texas</li> </ul>
R	<ul style="list-style-type: none"> <li>• Encouraging quick response to problems and concerns in the field</li> </ul>
R	<ul style="list-style-type: none"> <li>• Promote field services educational programs with a constant objective of reducing mistakes while improving quality</li> </ul>
NR	<ul style="list-style-type: none"> <li>• Consider the need for a Commission liaison within every agency in the state</li> </ul>
R	<ul style="list-style-type: none"> <li>• Analyze the training coordinator’s conference and look for improved change</li> </ul>
R	<ul style="list-style-type: none"> <li>• Conduct agency evaluations and audits in all agencies without personnel appointed and determine a future course of action</li> </ul>
NR	<ul style="list-style-type: none"> <li>• Examine the public information request and determine if fees should be considered for some request</li> </ul>

**NR = Non-routine R = Routine**

The initiatives were determined to be either routine or non-routine with the consideration that one must do the routine first, and if time permits, also satisfy non-routine goals.

After the Commissioners’ 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 meeting 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                  | 2. Maintain the auditing process and always discuss best practices during these auditing visits (both training providers and agency audits). |
|                           | 3. Encourage FSA regional meetings – consider annual three- to four-hour seminar feedback meetings.  |

4. Blast e-mail notification of updates and upgrades to all training providers.
  5. Make use of list servers for communications and to reduce travel costs.
- F-5 Process
6. Merge the F-5S and F-5R so that agencies know when someone is removed from an academy.
  7. Strive for more timely response to F-5R requests.
  8. Revisit the F-5 form to see if improvements are appropriate.
- Forms
9. See if the Commission can (with permission) fill in forms, particularly L-1, if blanks occur.
  10. Continue to explain all the reasons and need to move to electronic reporting.
- Hiring
11. Continue to promote accuracy on the F-5 reports.
- POSEIT
12. Examine the time delay in POSEIT courses transferring to the TCLEDDDS system.
- Rules
13. Consider adding a commentary to the rules in order to help all readers interpret the actual rule and the reasons behind the rule.
- Training Coordinator's Conference
14. At the training coordinator's conference, do the following:
    - 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
15. The Commission and the state need to consider funding for all electronic data access and reporting.
- Technology
16. The Commission should consider using broadband technology.
- Training
17. The Commission should consider having all intermediate courses available 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 1<sup>st</sup> 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 Regulation

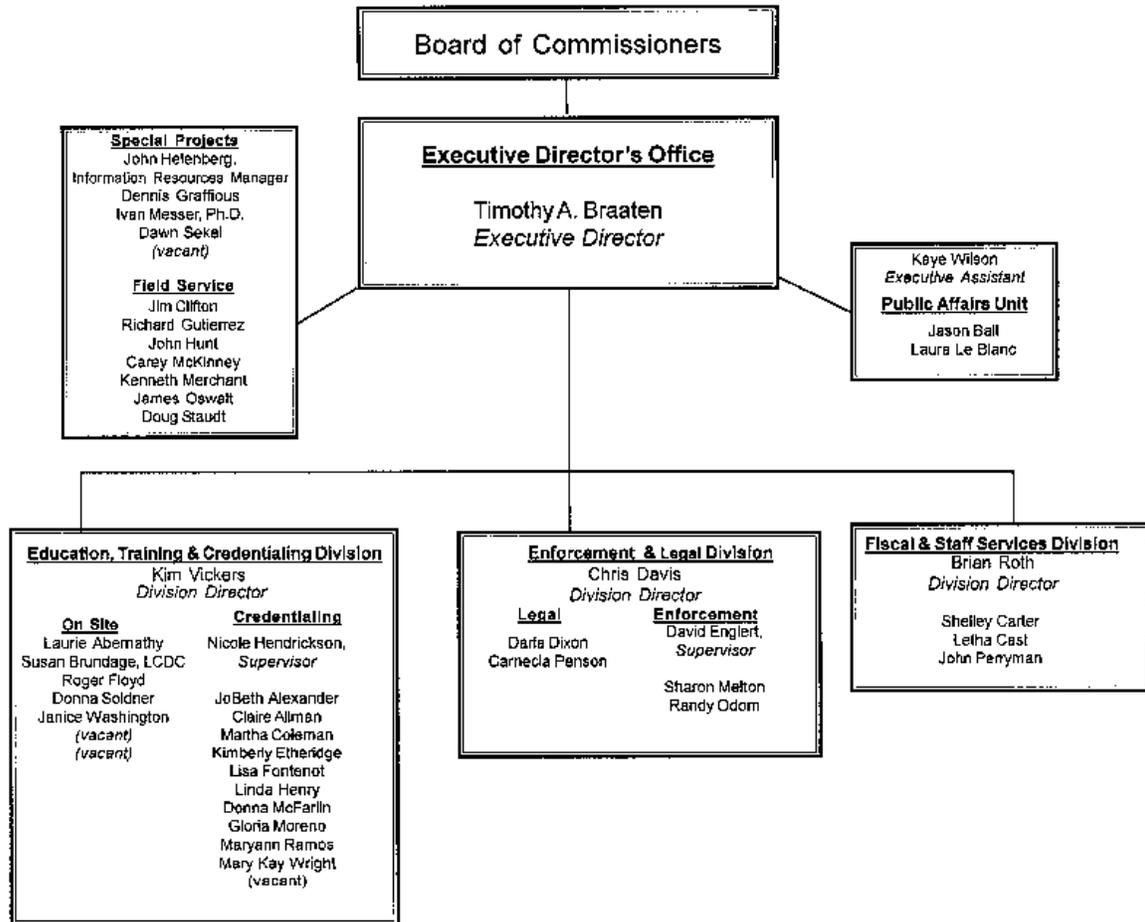
31. The Commission should consider regulation of the canine training function
32. The Commission should provide guidelines for high-speed pursuits.
33. The Commission should consider facilitating a state recognized identification card.

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.

## **APPENDIX B**

### **Current Organizational Chart**

**TEXAS COMMISSION ON LAW ENFORCEMENT OFFICER STANDARDS  
AND EDUCATION**  
ORGANIZATIONAL CHART - STAFF



04/21/10

## **APPENDIX C**

### **Five-Year Projections for Outcomes**

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

**FY 2011 - 2015**

Outcome	2011	2012	2013	2014	2015
Percent of Licensed Peace Officers Obtaining Proficiency Certificates	16.5%	16.5%	17%	17%	17%
Percent of Licensees With No Criminal Misconduct Dispositions	99.4%	99.4%	99.5%	99.5%	99.5%
Percent of Jailers Obtaining Proficiency Certificates	12%	12%	12.5%	12.5%	13%
Percent of Telecommunicators Obtaining Proficiency Certificates	10%	11%	12%	12%	12%
Percent of Administrative Prosecutions Resulting in Disciplinary Action	96%	96%	97%	97%	97%
Percent of Administrative Prosecutions Receiving Final Commission Action within Six Months	90%	91%	92%	92%	92%
Percent Reduction in Number of Administrative Rule Violations	10%	8%	4%	2%	0%

## **APPENDIX D**

### **List of Measures Definitions**

Goal No.	1	Licensing and Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	1	Percent of Licensed Peace Officers Obtaining Proficiency Certificates
Calculation Method:	N	
Key Measure:	N	
New Measure:	N	
Target Attainment:	H	
Priority:	L	
Cross Reference:	Agy 407 080-R-S70-1 01-01 OC 01	

**BL 2012 Definition**

This measure represents the percent of licensed peace officers who improve their professional competencies by satisfying requirements for one or more of the Commission’s Peace officer proficiency certificates during the reporting period.

**BL 2012 Data Limitations**

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

**BL 2012 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.

**BL 2012 Methodology**

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

**BL 2012 Purpose**

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

Goal No.	1	Licensing and Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	2	Percent of Licensees with No Criminal Misconduct Dispositions
Calculation Method:		N
Key Measure:		Y
New Measure:		N
Target Attainment:		H
Priority:		M
Cross Reference:		Agy 407 080-R-S70-1 01-01 OC 02

**BL 2012 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 voluntary 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.

**BL 2012 Data Limitations**

This measure is accurate only to the extent that criminal violations of licensees are reported to the Commission by the licensee’s agency or the arresting agency as required by Commission rule.

**BL 2012 Data Source**

The sources are licensees, agencies and frequently media and the general public. This measure includes only criminal misconduct cases that are finalized by a formal Commission vote within the reporting period. This measure is contained in the Legal section monthly reports. Licensees include both peace officers and jailers.

**BL 2012 Methodology**

The percent of licensees with no recent violations is determined by dividing the number of licensees without recent violations (numerator) by the total number of licensees (denominator) during the reporting period. This measure does not include disciplinary actions taken for administrative rule violations, continuing education violations or corporate license violations.

**BL 2012 Purpose**

This measure is indicative of the amount of criminal activity among law enforcement and corrections personnel reported to the Commission.

Goal No.	1	Licensing and Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	3	Percent of Jailers Obtaining Proficiency Certificates
Calculation Method:	C	
Key Measure:	N	
New Measure:	N	
Target Attainment:	H	
Priority:	M	
Cross Reference:	Agy 407 080-R-S70-1 01-01 OC 03	

**BL 2012 Definition**

This measure represents the percent of jailers who improve their professional competencies by satisfying requirements for one or more of the Commission’s jailer proficiency certificates.

**BL 2012 Data Limitations**

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

**BL 2012 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.

**BL 2012 Methodology**

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

**BL 2012 Purpose**

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

Goal No.	1	Licensing and Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	4	Percent of Telecommunicators Obtaining Proficiency Certificates
Calculation Method:	C	
Key Measure:	N	
New Measure:	N	
Target Attainment:	H	
Priority:	M	
Cross Reference:	Agy 407 080-R-S70-1 01-01 OC 04	

**BL 2012 Definition**

This measure represents the percent of telecommunicators who improve their professional competencies by satisfying requirements for one or more of the Commission’s telecommunicator proficiency certificates.

**BL 2012 Data Limitations**

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

**BL 2012 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.

**BL 2012 Methodology**

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

**BL 2012 Purpose**

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

Goal No.	2	Regulate Licensed Law Enforcement Population
Objective No.	1	Law Enforcement License Regulation
Strategy No.	1	Percent of Admin Prosecutions Resulting in Disciplinary Action
Calculation Method:	N	
Key Measure:	N	
New Measure:	N	
Target Attainment:	H	
Priority:	M	
Cross Reference:		Agy 407 080-R-S70-1 02-01 OC 01

**BL 2012 Definition**

Percentage of jurisdictional complaints (criminal misconduct, administrative rule violations, continuing education violations, corporate license violations) forwarded for administrative prosecution which result in a disciplinary action taken by the Commission during the reporting period.

**BL 2012 Data Limitations**

This measure only counts complaints when the Commission takes formal action. This measure excludes any complaints closed administratively by the Legal section.

**BL 2012 Data Source**

Commission electronic files and employee logs and reports. This information is contained in the Legal section monthly reports.

**BL 2012 Methodology**

The number of disciplinary actions taken by the Commission is divided by the total number of cases recommended for administrative prosecution by the Enforcement section during the reporting period.

**BL 2012 Purpose**

This measure identifies the percentage of actual cases forwarded to the Legal section that are subsequently sanctioned by the Commission excluding files that are closed administratively by the legal section.

Goal No.	2	Regulate Licensed Law Enforcement Population
Objective No.	1	Law Enforcement License Regulation
Strategy No.	2	Percent of Admin Prosecutions Receiving Final Commission Action within Six Months
Calculation Method:	N	
Key Measure:	N	
New Measure:	N	
Target Attainment:	H	
Priority:	L	
Cross Reference:		Agy 407 080-R-S70-1 02-01 OC 03

**BL 2012 Definition**

A documented jurisdictional complaint is one that falls under statutes and rules governing the Commission. The percent of documented jurisdictional complaints resolved within six months is derived based on the total number of documented jurisdictional complaints forwarded for administrative prosecution that receive formal Commission action within six months of referral to the Legal section.

**BL 2012 Data Limitations**

The length of time from referral for administrative action until the actual Commission action making the final disciplinary sanction.

**BL 2012 Data Source**

All relevant Commission data files are electronic and are maintained in the Commission’s database. This information is contained in the Legal section monthly reports.

**BL 2012 Methodology**

Because the Commission’s files are in an electronic format, the Commission can easily determine what percentage of complaints are resolved within six months. To calculate this measure, the Commission determines how many cases were forwarded for administrative prosecution by the Legal section during the reporting period (denominator) and determines how many of those were closed within six months (numerator).

**BL 2012 Purpose**

This measure is intended to measure the efficiency by which the Commission handles complaints and finalized in six months from the time of receipt.

Goal No.	2	Regulate Licensed Law Enforcement Population
Objective No.	1	Law Enforcement License Regulation
Strategy No.	3	Percent Reduction in # of Administrative Rule Violations
Calculation Method:	C	
Key Measure:	N	
New Measure:	N	
Target Attainment:	L	
Priority:	H	

Cross Reference:

**BL 2012 Definition**

The percent reduction in the number of administrative rule violations during each year. This is a prevention measure.

**BL 2012 Data Limitations**

None.

**BL 2012 Data Source**

The Enforcement section monthly report records administrative rule violations.

**BL 2012 Methodology**

Subtract this years administrative rule violation numbers from last years administrative rule violations and divide the remainder by last years administrative rule violation number to get the percentage reduction this year.

**BL 2012 Purpose**

This measure will evaluate the public relations success and the education success of TCLEOSE in stimulating voluntary compliance with the law and rules.

Goal No.	1	Licensing and Course 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	
Target Attainment:	L	
Priority:	H	
Cross Reference:		Agy 407 080-R-S70-1 01-01-01 EF 01

**BL 2012 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.

**BL 2012 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.

**BL 2012 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.

**BL 2012 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).

**BL 2012 Purpose**

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

Goal No.	1	Licensing and Course 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	
Target Attainment:	N	
Priority:	H	
Cross Reference:		Agy 407 080-R-S70-1 01-01-01 EX 01

**BL 2012 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.

**BL 2012 Data Limitations**

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

**BL 2012 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.

**BL 2012 Methodology**

This measure will be calculated by querying our computer system to sum the number of current active but not appointed licensees. Active license means having taken minimum continuing training requirements within the last two years.

**BL 2012 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 Course 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	
Target Attainment:	N	
Priority:	H	
Cross Reference:		Agy 407 080-R-S70-1 01-01-01 EX 02

**BL 2012 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.

**BL 2012 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.

**BL 2012 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.

**BL 2012 Methodology**

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

**BL 2012 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 Course 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	
Target Attainment:	H	
Priority:	H	
Cross Reference:	Agy 407 080-R-S70-1 01-01-01 OP 01	

**BL 2012 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.

**BL 2012 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.

**BL 2012 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.

**BL 2012 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.

**BL 2012 Purpose**

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

Goal No.	1	Licensing and Course 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	
Target Attainment:	H	
Priority:	M	
Cross Reference:	Agy 407 080-R-S70-1 01-01-01 OP 02	

**BL 2012 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).

**BL 2012 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.

**BL 2012 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.

**BL 2012 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.

**BL 2012 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 Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	1	Licensing
Measure Type	OP	
Measure No.	3	Number of Individuals Examined
Calculation Method:	C	
Key Measure:	N	
New Measure:	N	
Target Attainment:	H	
Priority:	H	
Cross Reference:	Agy 407 080-R-S70-1 01-01-01 OP 03	

**BL 2012 Definition**

The number of individuals examined is a count of the actual number of people the Commission tests, 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.

**BL 2012 Data Limitations**

None.

**BL 2012 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.

**BL 2012 Methodology**

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

**BL 2012 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 Course 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	
Target Attainment:	H	
Priority:	M	
Cross Reference:	Agy 407 080-R-S70-1 01-01-01 OP 04	

**BL 2012 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.

**BL 2012 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.

**BL 2012 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.

**BL 2012 Methodology**

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

**BL 2012 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 Course 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:	Y	
Target Attainment:	H	
Priority:	H	

Cross Reference:

**BL 2012 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.

**BL 2012 Data Limitations**

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

**BL 2012 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.

**BL 2012 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.

**BL 2012 Purpose**

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

Goal No.	1	Licensing and Course 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:	Y	
Target Attainment:	H	
Priority:	H	

Cross Reference:

**BL 2012 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.

**BL 2012 Data Limitations**

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

**BL 2012 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.

**BL 2012 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.

**BL 2012 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 Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	2	Course 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	
Target Attainment:	L	
Priority:	M	
Cross Reference:	Agy 407 080-R-S70-1 01-01-02 EF 01	

**BL 2012 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.

**BL 2012 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.

**BL 2012 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.

**BL 2012 Methodology**

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

**BL 2012 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 Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	2	Course Development and Academy Evaluations
Measure Type	EF	
Measure No.	2	Average Cost Per Exam Administered
Calculation Method:	C	
Key Measure:	N	
New Measure:	N	
Target Attainment:	L	
Priority:		
Cross Reference:		Agy 407 080-R-S70-1 01-01-01 EF 03

**BL 2012 Definition**

The average cost per exam administered is the average cost to maintain, administer, score and notify individuals of test results for any single examination.

**BL 2012 Data Limitations**

The Commission has limited control over number of exams given. This influences the denominator in the calculation.

**BL 2012 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 Education and Training monthly report and the monthly expenditure reports.

**BL 2012 Methodology**

The average cost per exam administered is calculated by taking the total cost of administering examinations statewide during any given period (numerator) and dividing by the total number of exams administered statewide during that period (denominator). The numerator includes the percentage of staff salaries and related costs committed to the examination function, and the costs of supplies (e.g., paper, postage)

**BL 2012 Purpose**

This measure captures the cost of exam administration and is a measure of agency efficiency in administering exams.

Goal No.	1	Licensing and Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	2	Course 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	
Target Attainment:	N	
Priority:	H	
Cross Reference:	Agy 407 080-R-S70-1 01-01-02 EX 01	

**BL 2012 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.

**BL 2012 Data Limitations**

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

**BL 2012 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.

**BL 2012 Methodology**

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

**BL 2012 Purpose**

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

Goal No.	1	Licensing and Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	2	Course Development and Academy Evaluations
Measure Type	OP	
Measure No.	1	Number of TCLEOSE Approved Courses Maintained
Calculation Method:	C	
Key Measure:	Y	
New Measure:	N	
Target Attainment:	H	
Priority:	M	
Cross Reference:	Agy 407 080-R-S70-1 01-01-02 OP 01	

**BL 2012 Definition**

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

**BL 2012 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.

**BL 2012 Data Source**

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

**BL 2012 Methodology**

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

**BL 2012 Purpose**

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

Goal No.	1	Licensing and Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	2	Course Development and Academy Evaluations
Measure Type	OP	
Measure No.	2	Number of New TCLEOSE Approved Courses Developed
Calculation Method:	C	
Key Measure:	N	
New Measure:	N	
Target Attainment:	H	
Priority:	M	
Cross Reference:	Agy 407 080-R-S70-1 01-01-01 EF 03	

**BL 2012 Definition**

A new course is a course not previously listed in the Commission Course Catalog, developed by or under the direction of the Commission.

**BL 2012 Data Limitations**

Courses can vary from 618 hours to 2 hours and each still counts as one new course.

**BL 2012 Data Source**

Commission publication files are kept by staff. This information is contained in the Education and Training monthly reports.

**BL 2012 Methodology**

Counting of the new curriculum developed.

**BL 2012 Purpose**

This measure documents the curriculum products developed.

Goal No.	1	Licensing and Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	2	Course Development and Academy Evaluations
Measure Type	OP	
Measure No.	3	Number of On-site Training Provider Evaluations
Calculation Method:	C	
Key Measure:	Y	
New Measure:	N	
Target Attainment:	H	
Priority:	H	
Cross Reference:	Agy 407 080-R-S70-1 01-01-02 OP 03	

**BL 2012 Definition**

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

**BL 2012 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.

**BL 2012 Data Source**

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

**BL 2012 Methodology**

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

**BL 2012 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 Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	2	Course Development and Academy Evaluations
Measure Type	OP	
Measure No.	4	# of POSEIT Continuing Education Courses Completed
Calculation Method:	C	
Key Measure:	N	
New Measure:	N	
Target Attainment:	H	
Priority:	H	
Cross Reference:	Agy 407 080-R-S70-1 01-01-02 OP 04	

**BL 2012 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.

**BL 2012 Data Limitations**

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

**BL 2012 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.

**BL 2012 Methodology**

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

**BL 2012 Purpose**

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

Goal No.	1	Licensing and Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	2	Course Development and Academy Evaluations
Measure Type	OP	
Measure No.	5	Total # of Law Enforcement Personnel Attending TCLEOSE Training
Calculation Method:	C	
Key Measure:	N	
New Measure:	N	
Target Attainment:	L	
Priority:	M	
Cross Reference:	Agy 407 080-R-S70-1 01-01-02 OP 05	

**BL 2012 Definition**

The total number of law enforcement personnel attending training sessions provided by Commission employees during the reporting period.

**BL 2012 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.

**BL 2012 Data Source**

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

**BL 2012 Methodology**

Counting the number in attendance will include estimates at times. Each training session will be reported to the Education and Training Division for recording.

**BL 2012 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 Time for Complaint Resolution
Calculation Method:	N	
Key Measure:	N	
New Measure:	N	
Target Attainment:	L	
Priority:	M	
Cross Reference:		Agy 407 080-R-S70-1 02-01-01 EF 01

**BL 2012 Definition**

Average time for complaint resolution is the average time it takes during the reporting period for the Commission to resolve a jurisdictional complaint once it is received.

**BL 2012 Data Limitations**

Because the Commission relies on certified court documents from the criminal justice system, the Commission must wait on the courts to take action and for certified documents to become available.

**BL 2012 Data Source**

Because these files are electronic, the calculation of this measure involves a simple query of the data. This average time includes the investigation time, the administrative prosecution time and time delays until the next Commission meeting for final action.

**BL 2012 Methodology**

Staff enters jurisdictional complaints into TCLEDDDS, which records the entry data. Because the Commission's files are electronic, the Commission can easily track the time it requires to close a case. This measure is calculated by averaging the amount of time it takes to close a case, based on all closed cases.

**BL 2012 Purpose**

This measure is intended to measure the efficiency by which the Commission handles complaints by reporting the length of time an action is pending final resolution.

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.	2	Average Cost Per Complaint Resolved
Calculation Method:	N	
Key Measure:	N	
New Measure:	N	
Target Attainment:	L	
Priority:	L	
Cross Reference:		Agy 407 080-R-S70-1 02-01-01 EF 02

**BL 2012 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.

**BL 2012 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.

**BL 2012 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.

**BL 2012 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.

**BL 2012 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	
Target Attainment:	N	
Priority:	M	
Cross Reference:		Agy 407 080-R-S70-1 02-01-01 EX 01

**BL 2012 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.

**BL 2012 Data Limitations**

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

**BL 2012 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.

**BL 2012 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.

**BL 2012 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	Jurisdictional Complaints Received
Calculation Method:	C	
Key Measure:	N	
New Measure:	N	
Target Attainment:	N	
Priority:	M	
Cross Reference:		Agy 407 080-R-S70-1 02-01-01 EX 02

**BL 2012 Definition**

Jurisdictional complaints received is a count of the actual number of complaints received by the Commission during the reporting period that fall within the Commission’s jurisdiction. These involve violation of Commission Rules (Chapter 1701 of the Occupations Code) and/or criminal activity of peace officers and corrections employees. Such complaints are resolved through procedures prescribed by the Texas Administrative Procedures Act. Jurisdictional complaints include criminal misconduct, administrative rule violations. Continuing education violations and corporate violations.

**BL 2012 Data Limitations**

This measure is only accurate to the extent that people report relevant complaints to the Commission.

**BL 2012 Data Source**

All relevant Commission data files are electronic and are therefore readily available for the calculation of this measure. This information is available in the Enforcement section monthly reports.

**BL 2012 Methodology**

This measure will be calculated by querying our computer files to sum the number of jurisdictional complaints the Commission receives during any given time period.

**BL 2012 Purpose**

This measure is an indicator of the amount of Commission rule violations and criminal activity in the law enforcement and corrections community. This number provides an indication of open cases awaiting adjudication or disposition 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	EX	
Measure No.	3	Number of Licenses Revoked
Calculation Method:	C	
Key Measure:	N	
New Measure:	N	
Target Attainment:	N	
Priority:	H	
Cross Reference:		Agy 407 080-R-S70-1 02-01-01 EX 03

**BL 2012 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.

**BL 2012 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.

**BL 2012 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.

**BL 2012 Methodology**

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

**BL 2012 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.	4	Number of Licenses Suspended
Calculation Method:	C	
Key Measure:	N	
New Measure:	N	
Target Attainment:	N	
Priority:	H	
Cross Reference:		Agy 407 080-R-S70-1 02-01-01 EX 04

**BL 2012 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.

**BL 2012 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.

**BL 2012 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.

**BL 2012 Methodology**

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

**BL 2012 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.	5	Number of Licenses Surrendered
Calculation Method:	C	
Key Measure:	N	
New Measure:	N	
Target Attainment:	N	
Priority:	H	
Cross Reference:		Agy 407 080-R-S70-1 02-01-01 EX 05

**BL 2012 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.

**BL 2012 Data Limitations**

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

**BL 2012 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.

**BL 2012 Methodology**

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

**BL 2012 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.	6	Number of Reprimands Issued
Calculation Method:	C	
Key Measure:	N	
New Measure:	N	
Target Attainment:	N	
Priority:	H	
Cross Reference:		Agy 407 080-R-S70-1 02-01-01 EX 06

**BL 2012 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.

**BL 2012 Data Limitations**

None.

**BL 2012 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.

**BL 2012 Methodology**

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

**BL 2012 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.	7	Number of License Cancellations
Calculation Method:	C	
Key Measure:	N	
New Measure:	N	
Target Attainment:	L	
Priority:		
Cross Reference:		Agy 407 080-R-S70-1 02-01-01 EX 04

**BL 2012 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.

**BL 2012 Data Limitations**

None.

**BL 2012 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.

**BL 2012 Methodology**

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

**BL 2012 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	Complaints Resolved
Calculation Method:	C	
Key Measure:	Y	
New Measure:	N	
Target Attainment:	H	
Priority:	M	
Cross Reference:	Agy 407 080-R-S70-1 02-01-01 OP 01	

**BL 2012 Definition**

Complaints resolved is a count of the actual number of complaints resolved during the reporting period. A complaint is opened for one of four types of violations, which are criminal misconduct, administrative rule violation, continuing education/training violation, or corporate license violation. A complaint is considered resolved when the complaint is formally closed (by the Executive Director or by Commission action) during the reporting period.

**BL 2012 Data Limitations**

None.

**BL 2012 Data Source**

Complaint information is entered upon receipt by staff. All relevant Commission data files are maintained in TCLEDDS and are therefore readily available for the calculation of this measure. Monthly reports of the Enforcement section and Legal section are reviewed for resolution data.

**BL 2012 Methodology**

This measure will be calculated by querying computer files to sum the number of complaints the Commission resolves during any given time period. A complaint is considered resolved when the complaint is formally closed (by the Executive Director or by Commission action) during the reporting period.

**BL 2012 Purpose**

This measure is an indicator of the number of complaints the Commission resolves during any given time 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.	2	# Individuals w/Training Deficiencies/ Training Violations Identified
Calculation Method:	C	
Key Measure:	N	
New Measure:	N	
Target Attainment:	L	
Priority:	M	
Cross Reference:		Agy 407 080-R-S70-1 02-01-01 OP 02

**BL 2012 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.

**BL 2012 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.

**BL 2012 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.

**BL 2012 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.

**BL 2012 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.	3	Number of SOAH Hearings for Criminal Misconduct Cases
Calculation Method:	C	
Key Measure:	N	
New Measure:	Y	
Target Attainment:	L	
Priority:	H	
Cross Reference:		

**BL 2012 Definition**

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

**BL 2012 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.

**BL 2012 Data Source**

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

**BL 2012 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.

**BL 2012 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.	4	Number of SOAH Hearings for F-5 Separation Disputes
Calculation Method:	C	
Key Measure:	N	
New Measure:	Y	
Target Attainment:	L	
Priority:	H	

Cross Reference:

**BL 2012 Definition**

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

**BL 2012 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.

**BL 2012 Data Source**

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

**BL 2012 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.

**BL 2012 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	
Target Attainment:	L	
Priority:		
Cross Reference:		Agy 407 080-R-S70-1 02-01-01 OP 02

**BL 2012 Definition**

Number of individuals who commit administrative rule violations during the reporting period. This includes peace officers and jailers.

**BL 2012 Data Limitations**

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

**BL 2012 Data Source**

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

**BL 2012 Methodology**

This measure is calculated from Enforcement section reports.

**BL 2012 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	
Target Attainment:	L	
Priority:		
Cross Reference:		Agy 407 080-R-S70-1 02-01-01 OP 02

**BL 2012 Definition**

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

**BL 2012 Data Limitations**

None.

**BL 2012 Data Source**

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

**BL 2012 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.

**BL 2012 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:	Y	
Target Attainment:	L	
Priority:	H	

Cross Reference:

**BL 2012 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.

**BL 2012 Data Limitations**

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

**BL 2012 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.

**BL 2012 Methodology**

This measure will be calculated by a hand count.

**BL 2012 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	EX	
Measure No.	1	Total Number of Achievement Award Nominations
Calculation Method:	C	
Key Measure:	N	
New Measure:	N	
Target Attainment:	L	
Priority:	M	
Cross Reference:	Agy 407 080-R-S70-1 03-01-01 EX 01	

**BL 2012 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.

**BL 2012 Data Limitations**

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

**BL 2012 Data Source**

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

**BL 2012 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.

**BL 2012 Purpose**

This measure counts the submissions of nominations for Achievement Awards.

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	
Target Attainment:	L	
Priority:	M	
Cross Reference:	Agy 407 080-R-S70-1 03-01-01 OP 01	

**BL 2012 Definition**

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

**BL 2012 Data Limitations**

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

**BL 2012 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.

**BL 2012 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 229.1 through 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.

**BL 2012 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	
Target Attainment:	L	
Priority:	M	
Cross Reference:	Agy 407 080-R-S70-1 03-01-01 OP 02	

**BL 2012 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.

**BL 2012 Data Limitations**

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

**BL 2012 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.

**BL 2012 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.

**BL 2012 Purpose**

This measure counts the number of trips made and the number of flags mailed.

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	
Target Attainment:	L	
Priority:	M	
Cross Reference:	Agy 407 080-R-S70-1 03-01-01 OP 04	

**BL 2012 Definition**

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

**BL 2012 Data Limitations**

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

**BL 2012 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.

**BL 2012 Methodology**

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

**BL 2012 Purpose**

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

**APPENDIX E**

**Workforce Plan**

## **Agency 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. Highway 290 East and Interstate Highway 35, with an authorized staff of 46 FTEs.

## **Agency Mission**

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.

## **Strategic Goals and Objectives**

The Commission has three main goals and five strategies:

### *Goal 1 License and Approve Courses*

To create new incentives and opportunities for law enforcement career oriented individuals to demonstrate required competence and to grow in their profession.

*Objective 1 Licensing and Examinations:* Contribute to a continuing reduction in the threat of crime in Texas by ensuring the competency of new and existing law enforcement professionals.  
*Strategy 1-1-1 Licensing:* Issue licenses and certificates to individuals who demonstrate required competencies.

*Strategy 1-1-2 Course Development:* Manage development, delivery and quality of law enforcement training and education.

### *Goal 2 Regulation*

To develop and implement programs to contribute to the reduction of licensee misconduct.

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

*Strategy 2-1-1 Enforcement:* Revoke licenses, suspend licenses, or reprimand licenses for violations of statute or TCLEOSE rules.

*Strategy 2-1-2 Technical Assistance:* Provide technical service through field assistance to provide timely and effective personal consultation and to reduce the need for 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 mission of TCLEOSE.

## **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 46 full-time employee (FTE) positions in three divisions: Education, Training and Credentialing; Enforcement and Legal Services; and Fiscal and Staff Services. One additional FTE is needed to perform legislatively required statewide racial profiling data repository functions.

The office of the Executive Director develops and implements agency policies as required by statute, plans, directs, and also 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

*Course Development Program [Strategy 1-1-2]*

- Developing, 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 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
- Mediate disciplinary actions
- Investigating rule and law violations
- Taking enforcement actions against licensees
- 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
- Approve 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 the 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 TCLEOSE mission
- Budgeting and planning
- Handling open records requests from citizens, administrators, and agencies
- Maintain racial profiling data
- Maintain the Texas Peace Officers' Memorial
- Maintain information resources material, financial data, purchasing, and human resources services for TCLEOSE employees
- Facilities management
- Risk management
- Providing memorial and achievement award activities

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

Legislation passed in the 81<sup>st</sup> legislature necessitates the addition of one FTE, bringing the number of authorized employees to 47. This additional FTE will administer the statewide racial profiling data repository. Some additional goals in the area of selection and retention of law enforcement personnel are anticipated as more officers move 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 of many Viet Nam age police officers and the recruitment, selection, testing, and training demands this will place on academies, police agencies and upon the Commission.

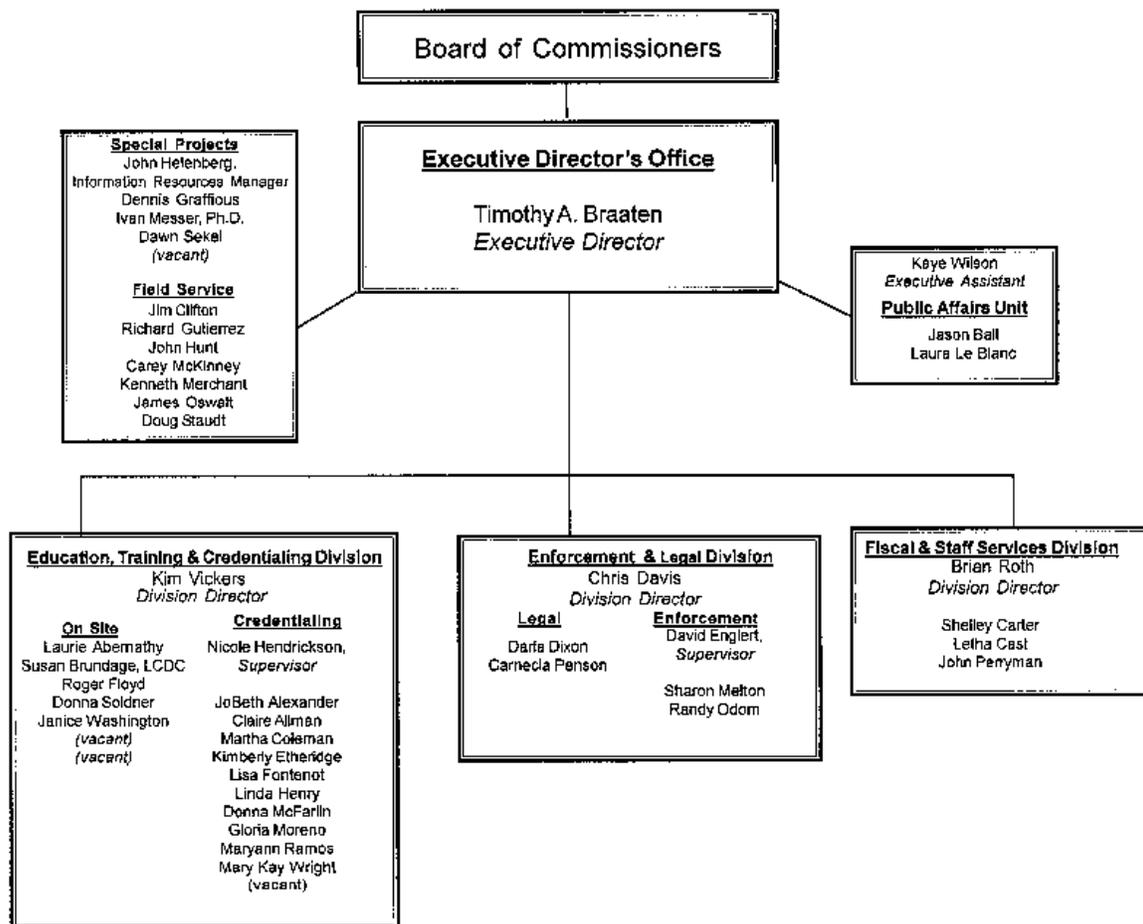
Agency administrators are asking for greater onsite assistance and consultation that will help them satisfy the Commission rules and will also give them situation specific solutions to the problems encountered with recruitment, selection, training, and retention.

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

### TEXAS COMMISSION ON LAW ENFORCEMENT OFFICER STANDARDS AND EDUCATION ORGANIZATIONAL CHART - STAFF



04/21/10

## Current Workforce Profile

### Workforce Demographics (as of May 1, 2010)

Gender:	Male	45.2%
	Female	54.8%
Age:	60+	16.7%
	50-59	40.5%
	40-49	28.6%
	30-39	14.3%
	Under 30	0.0%
Race:	African-American	11.9%
	Hispanic	7.1%
	Caucasian	81.0%

Approximate Average State Employment Tenure: 10 years

Fiscal Year 2009 Employee Turnover: 14.1%

FY 2009 Statewide Employee Turnover: 14.4%

Approximate Percentage of Employees Eligible to Retire within Five Years: 29%

The following table compares the percentage of African American, Hispanic American, and female employees (as of May 1, 2010) to percentages calculated from the Texas Workforce Commission Civil Rights Division Minority Hiring Practices Report 2008. The agency continues to work toward increasing diversity in its workforce.

Job Categories	State Civilian Workforce		
	African American	Hispanic American	Female
Officials, Administration	9.1%	12.8%	49.3%
Professional	11.3%	14.9%	55.2%
Technical	15.3%	20.7%	52.1%
Para-Professional	20.0%	29.7%	77.9%
Administrative Support	19.4%	27.5%	88.2%
Skilled Craft	7.9%	24.4%	4.5%
Service & Maintenance	33.1%	30.2%	55.3%

Job Categories	TCLEOSE Workforce							
	African American		Hispanic American\		Female		Other Male	
	Total	Percent	Total	Percent	Total	Percent	Total	Percent
Officials, Administration	0	0.0%	0	0.0%	0	0.0%	3	100.0%
Professional	0	0.0%	0	0.0%	4	50.0%	4	50.0%
Technical	0	0.0%	0	0.0%	1	33.3%	2	66.6%
Para-Professional	3	17.6%	1	5.9%	8	47.1%	8	47.1%
Administrative Support	2	18.2%	2	18.2%	10	90.9%	1	9.1%
Skilled Craft	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Service & Maintenance	0	0.0%	0	0.0%	0	0.0%	0	0.0%
<b>Total</b>	<b>5</b>	<b>11.9%</b>	<b>3</b>	<b>7.1%</b>	<b>23</b>	<b>54.8%</b>	<b>18</b>	<b>42.9%</b>

Job Categories	TCLEOSE Total Employees
Officials, Administration	3
Professional	8
Technical	3
Para-Professional	17
Administrative Support	11
Skilled Craft	0
Service & Maintenance	0
<b>Total</b>	<b>42</b>

## Survey of Employee Engagement

TCLEOSE has participated in the University of Texas Survey of Employee Engagement. The agency uses the survey to analyze its organizational effectiveness and develop strategies to address identified weaknesses. The Commission had a response rate of 93% for this survey. The latest FY 2010 survey shows positive growth in all areas compared to the previous survey.

Dimensions	Constructs		Scores		
			<i>Current</i>	<i>Previous</i>	
	Work Group	Supervision	392	353	
		Team	377	342	
		Quality	394	393	
	Accommodations	Pay	274	264	
		Physical Environment	430	387	
		Benefits	421	379	
		Organization	Strategic	424	407
			Diversity	376	364
			Information	Information System*	388
	Internal Communication	352		321	
	External Communication	412		389	
	Personal	Employee Engagement*	407	N/A	
		Employment Development	428	383	
		Job Satisfaction	410	385	

\* This construct is new and was not measured in the previous survey

## **Employee Turnover**

The agency's employee turnover rate has been consistently lower than the state average over the last six years. The following table shows the agency's turnover rate since FY 2004, compared to the state average for the same time period. TCLEOSE data excludes transfers.

<i>Fiscal Year</i>	<i>State</i>	<i>TCLEOSE</i>
2009	14.4%	14.1%
2008	17.3%	7.1%
2007	17.4%	4.8%
2006	15.8%	14.8%
2005	16.9%	11.6%
2004	15.1%	11.4%

The Commission expects its turnover rate to mirror the overall state turnover rate during the next five years due to national demographic and economic factors.

Progressive organizations provide learning opportunities for their employees. Learning organizations respond more quickly and effectively to the ever-increasing demand for flexibility and adaptability to time-sensitive customer needs. Learning organizations also see people grow and with professional growth comes increased self-confidence, self-esteem, and self-assuredness. The result is turnover in an organization with limited promotional possibilities. Organizations that stress self-improvement benefit from this professional development and should not be criticized when people leave seeking to achieve their personal ambitions.

Not all turnover is bad for the individual. Many times it is a positive retention figure in that the individual accomplished something for themselves and for their family that was not possible at their present organization. This positive turnover benefits the organization by providing more opportunities for those who remain.

Turnover in an organization is only bad when people leave for the same or lesser jobs. People who improve themselves or retire should not be considered as "turnover" and lumped into a term that has come to have a negative connotation.

## **Critical Workforce Skills**

The Commission has many knowledgeable and qualified employees. Critical skills are resiliency, good faceless verbal skills, analytical ability, and logical decision making.

Future needs require documentation of historical facts and changes that would otherwise be lost when long term employees retire. Efforts have begun to make sure this historical knowledge is documented.

## **Future Workforce Profile (Demand Analysis)**

### **Expected Workforce Changes**

The Texas Commission on Law Enforcement Officer Standards and Education will experience the workforce changes occurring across the country. With an aging population and a more technologically based economy, we will see a smaller pool of applicants for the Commission and for law enforcement in general. The pool available for our customers is becoming critical as retirements far exceed job seekers. Persons entering public service in the 21<sup>st</sup> Century will need to possess many more skills; however, character should be first, with skill development second. Many agencies are having difficulty recruiting individuals with the requisite character at present salary levels. Attracting people of character and integrity will be the challenge of the future for law enforcement.

### **Future Workforce Skills Needed**

To meet future increased demands, the agency will need additional personnel. Near-maximum efficiencies have been made with present employees. It is anticipated that there will be a 15% to 20% increase in licensees by 2016. A large number of Viet Nam era retirees will necessitate higher than average need to fill retirement vacancies.

With anticipated growth of Texas cities and counties, along with increasing demand for police officers, jailers and telecommunicators, demands for licensing and training will only increase. Field service agent assistance is designed to reduce the need for invasive regulatory action into licenses while reducing the need for legal action. Increased training and credentialing demands will far outweigh any savings from a reduction in regulatory responsibilities.

Future employees will need to possess the same critical skills needed as our present employees have acquired, and will continue to obtain.

### **Anticipated Increase in Number of Employees Needed**

Although the Commission is authorized to have 46 FTEs, the 5% reduction requires that the agency maintain a vacancy rate of 1.2 FTEs over the 2010-2011 biennium.

The need for the Commission is to have the existing authorized compliment of people fully funded. Once 46 positions are funded, our anticipated need for FY2012-FY2013 is one additional employee to administer a racial profiling data repository in accordance with legislation passed in the 81<sup>st</sup> legislature.

### **Critical Functions that must be Performed to Achieve the Strategic Plan**

The functions of test design and administration, distance learning, curriculum development, examination validation, web management, license and certificate issuance, racial profiling data collection, records management, public information response, standardized reporting,

compliance auditing, legal research, disciplinary actions and hearings, achievement awards, flag presentations, and technology infrastructure are all critical to the achievement of the strategic plan.

## **Gap Analysis**

A major gap identified by our customers during our strategic planning, process and also through numerous personal contacts by Commissioners, the Executive Director and staff is the ongoing need to more effectively communicate with all the regulated agencies, academies and training providers. Although the Commission utilizes monthly newsletters, a comprehensive website, advisory councils and numerous other methods of communication, we have an ongoing need to make greater strides in effective communications.

Solving this problem would facilitate greater transparency of government. We will continue to seek more effective means with our present communications strategies and pursue additional efforts to enhance the communications between ourselves and our customers.

## **Strategic Development**

To meet the needs of the ever-increasing customer demands, the agency has accomplished the following:

- we have recruited and trained seven field service agents who are being well-received and effective in the performance of their tasks
- we have embodied the concept of career development in our everyday management and supervision
- we have and continue to emphasize the need to hire character and train competence
- we have again redesigned the organizational structure to promote efficiency
- we have re-engineered many of the paper flow processes and we have come up to real-time in our turnaround of documents
- we have successfully migrated to a new and more comprehensive data network
- we have revamped our performance measure calculations and have rededicated ourselves to performance monitoring
- we have revisited our rulemaking process and have enhanced communication of prospective rules and administrative changes

During the next two years, we will:

- promote better communications and information sharing by maximizing present communication methods, developing new means for communication and enhancing the field service assistance communications
- update and distribute best practices for our customers to help in their self-improvement efforts
- enhance the availability of online training through partnerships with other providers
- develop more paperless reporting in an effort to avoid future personnel costs as we experience greater demand in licensees

## **APPENDIX F**

### **Survey of Employee Engagement Results**



## **Survey of Employee Engagement**

The Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE) experienced positive growth in all constructs in comparison to the last iteration of the survey. The constructs with the most positive growth are: Employee Development, Physical Environment, Benefits, Supervision, and Team. Together, these constructs were identified by employees as having the most significant improvement compared to the previous iteration of the survey. Information on the following pages illustrate scoring in each category.

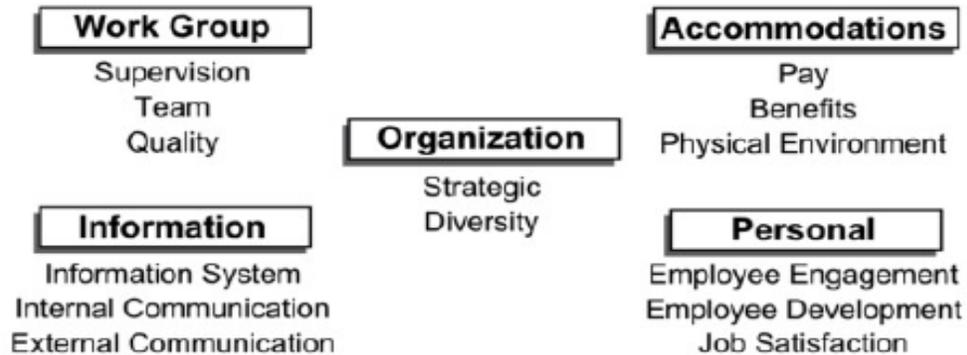
Survey conducted by Noel Landuyt, Ph.D. Organizational Excellence Group University of Texas Austin

# Survey Constructs

## Survey Framework

### Workplace Dimensions

Survey Constructs



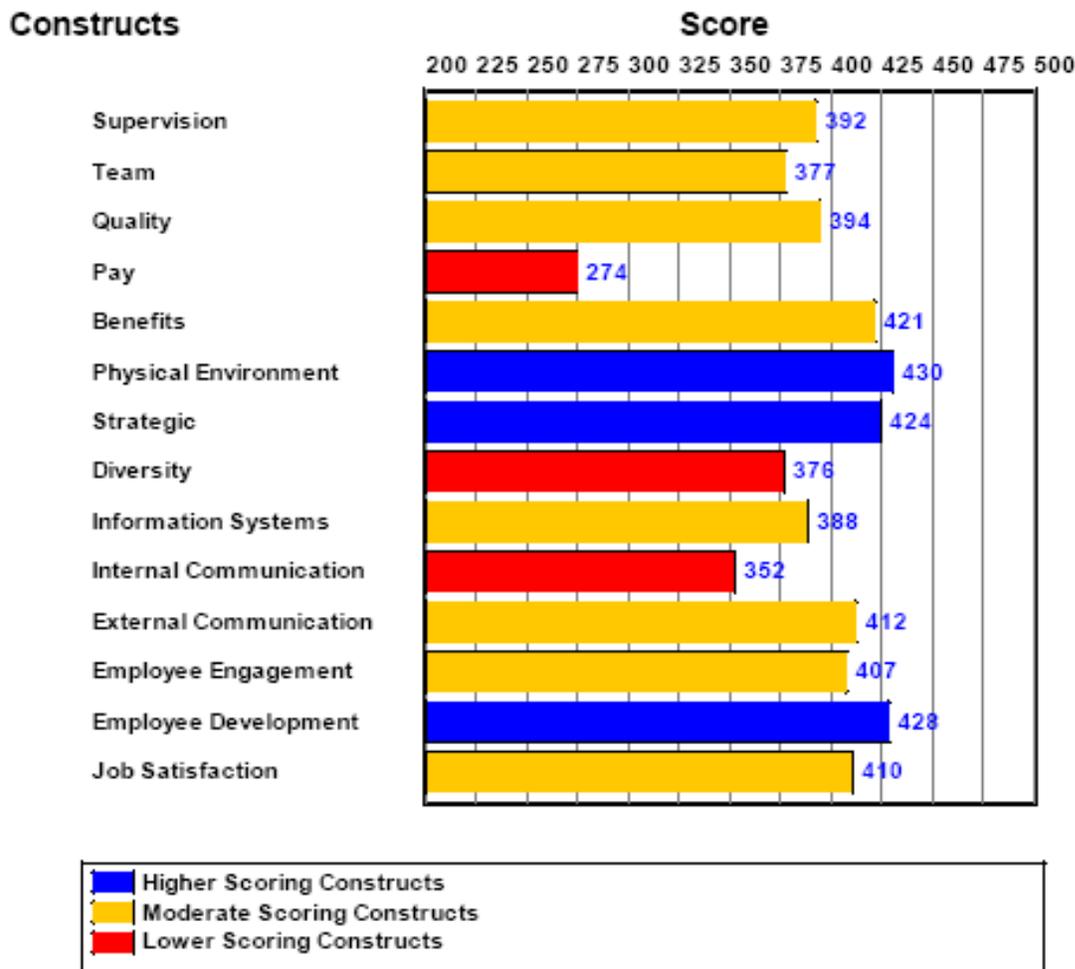
### Construct Summary: Scoring from High to Low

Score	Construct	Score	Construct
430	Physical Environment	394	Quality
428	Employee Development	392	Supervision
424	Strategic	388	Information Systems
421	Benefits	377	Team
412	External Communication	376	Diversity
410	Job Satisfaction	352	Internal Communication
407	Employee Engagement	274	Pay

## Construct Analysis

Constructs have been color coded to highlight the organization's areas of strength and areas of concern. The 3 highest scoring constructs are blue, the 3 lowest scoring constructs are red, and the remaining 8 constructs are yellow.

Each construct is displayed below with its corresponding score. Highest scoring constructs are areas of strength for this organization while the lowest scoring constructs are areas of concern. Scores above 350 suggest that employees perceive the issue more positively than negatively, and scores of 375 or higher indicate areas of substantial strength. Conversely, scores below 350 are viewed less positively by employees, and scores below 325 should be a significant source of concern for the organization and should receive immediate attention.



# **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

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 Contacts | <ol style="list-style-type: none"> <li>1. The Commission needs to continue to emphasize quality background checks.</li> <li>2. Maintain the auditing process and always discuss best practices during these auditing visits (both training providers and agency audits).</li> <li>3. Encourage FSA regional meetings – consider annual three- to four-hour seminar feedback meetings.</li> <li>4. Blast e-mail notification of updates and upgrades to all training providers.</li> <li>5. Make use of list servers for communications and to reduce travel costs.</li> </ol> |
| F-5 Process                        | <ol style="list-style-type: none"> <li>6. Merge the F-5S and F-5R so that agencies know when someone is removed from an academy.</li> <li>7. Strive for more timely response to F-5R requests.</li> <li>8. Revisit the F-5 form to see if improvements are appropriate.</li> </ol>  |
| Forms                              | <ol style="list-style-type: none"> <li>9. See if the Commission can (with permission) fill in forms, particularly L-1s, if blanks occur.</li> <li>10. Continue to explain all the reasons and need to move to electronic reporting.</li> </ol>  |
| Hiring                             | <ol style="list-style-type: none"> <li>11. Continue to promote accuracy on the F-5 reports.</li> </ol>  |
| POSEIT                             | <ol style="list-style-type: none"> <li>12. Examine the time delay in POSEIT courses transferring to the TCLEDDS system.</li> </ol>  |
| Rules                              | <ol style="list-style-type: none"> <li>13. Consider adding a commentary to the rules in order to help all readers interpret the actual rule and the reasons behind the rule.</li> </ol>   |
| Training Coordinator's Conference  | <ol style="list-style-type: none"> <li>14. At the training coordinator's conference, do the following:             <ol style="list-style-type: none"> <li>a.) have a class on rules, regulations, and paperwork required by the Commission (TCLEOSE Simplified)</li> <li>b.) have a breakout session on advanced instructional tips</li> </ol> </li> </ol>  |

- 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

- TCLEDDS 15. The Commission and the state need to consider funding for all electronic data access and reporting.
- Technology 16. The Commission should consider using broadband technology.
- Training 17. The Commission should consider having all intermediate courses available 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 1<sup>st</sup> 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 Regulation
- 31. The Commission should consider regulation of the canine training 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.



## TCLEOSE Satisfaction Survey – First, Last Name

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

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E6uK1MhOcpBUy	XcMu0yThI_2fw t	qF5Er_2fDIGSTY			IBiho3YMuzWRSi