

**BUREAU OF OCCUPATIONAL LICENSES
STRATEGIC PLAN FOR FISCAL YEARS 2017 - 2022**

**Submitted July 1, 2016
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This document contains the Strategic Plan for the Bureau of Occupational Licenses. The Bureau was created within the Department of Self-Governing Agencies by section 67-2601, Idaho Code. By written agreement, the Bureau provides 30 regulatory Boards and Commissions with administrative, investigative, legal, and fiscal services. All costs of operating the Bureau are paid from fees collected by those Boards and Commissions.

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MISSION STATEMENT

To assist the professional Boards and Commissions we serve in their mandate to provide for the protection of the health, safety, and welfare of the general public. To assist the public with understanding the role of professional Boards and Commissions. To assist applicants and licensees with processes and with understanding the rules and laws governing their professions.

VISION

To exceed the expectations of the Boards, Commissions, and public we serve through competent and courteous service.

KEY EXTERNAL FACTORS

Economic and Population Trends

The Boards and Commissions that contract with the Bureau of Occupational Licenses for services are subject to economic changes, population trends, and other factors that directly affect an applicant's entry into a particular licensed profession. These trends influence the number of new applicants and the number of licenses renewed annually which, in turn, impacts the amount of revenue collected by a Board or Commission for its operations.

The structure of the Bureau helps protect the Boards and Commissions from economic swings by sharing resources. Each Board and Commission benefits by sharing of office space, personnel, and other operating overhead. Utilizing a single Bureau fund allows the Boards and Commissions some latitude when unexpected expenditures occur from legal expenses, renewal downturns, investigative costs, or other factors.

Services Provided

Below are some examples of the workload over the past few years:

- The Bureau currently serves 30 Boards and Commissions.
- There were 864 complaints in FY2016.
- There were 4,840 inspections conducted FY2016.
- The number of licensees was 63,476 in FY2016.
- The Bureau held 187 Board meetings in FY2016.

Technology

The need to keep abreast of technological advances is always a challenge. The Bureau's current licensing database has helped to automate processes and streamline the workload. Technology is expensive, but it helps ensure service delivery is keeping up with current trends such as on-line renewal. Adequate technology is key to efficient and effective service delivery.

Law and Rule Changes and Board Turnover

Each Board and Commission is subject to changes in the laws and rules that govern its respective profession. The Bureau presented 15 sets of rules and 10 law changes to the 2016 Legislature. These changes were brought by the Boards to keep current with federal requirements, to streamline processes, and to keep pace with changes in the respective professions. Constant changes occur in Board appointees requiring flexibility on the part of the Bureau staff to respond to educational needs and changes in Board philosophy and direction.

GOAL I. TO PROVIDE CONTINUED IMPROVEMENT IN THE SERVICE PROVIDED TO THE BOARDS.

Objectives	Action Plan	Performance Measures	Benchmarks	How Established	Key Strategies
Objective 1 Provide training and informational materials to improve the knowledge and effectiveness of Board members.	Provide Board member orientation packets and training.	All new Board members receive packets of information within 30 days of being appointed.	100%	Governor's Office and Bureau staff	1. Continue to revise information as needed. 2. Continue to make packet available on web. 3. Provide training at Board meetings.
	Provide training or information on Open Meeting Law; Role of the Board; Bureau services/processes; and regulatory issues specific to each Board in Idaho and nationally.	Boards are offered training options annually.	100%	Governor's Office and Bureau staff	1. Schedule Open Meeting Law and Role of the Board training as requested. 2. Assist Board members to attend national training in their profession. 3. Provide information on Bureau of Occupational Licenses services and processes.
	Provide education for Boards and new members on the various discipline processes.	Make available as requested.	100%	Administrative Procedures Act and Bureau staff	Explain the role of the Board, the investigative unit, the Prosecuting Attorney, and the Administrative Attorney in discipline.
	Keep all Board members informed of the status of pending law and rule changes.	Agendas for regular meetings always include legislative update item.	100%	Based on updates at Boards' meetings and notification once scheduled for legislative hearings	1. Continue to have the legislative update as an agenda item. 2. Continue to contact Board members when their law or rule changes are on the legislative committee agendas, and regularly update Boards on the status of law and rule changes.
Objective 2 Provide for efficient and effective administrative support to the Boards.	Review documents for consistency among laws, rules, applications, and correspondence.	Documents reviewed annually as needed.	100%	Board direction and staff review	Continue to review each profession's processes and documentation.
	Review application documents and the website for compliance with legislative changes.	Full review done annually.	100%	Board direction and staff review	Review annually after effective date of laws and rules.
	Ensure all meeting agendas have the correct time and place and are posted in a timely manner. Ensure all minutes contain accurate and consistent information.	All minutes completed two weeks after meeting and all meeting agendas comply with Open Meeting Laws.	100%	Open Meeting Laws and Bureau staff	1. Continue to review all minutes, agendas, and other correspondence prior to sending or posting. 2. Maintain a spreadsheet to track minutes' completion, review, and posting. 3. Minutes template, agenda template, and style guide to be reviewed and updated regularly.
	Maintain "To Do" lists and address items as soon as possible after a Board meeting. Communicate to the Board regarding action taken on "To Do" items and follow-up needed.	All items are addressed by the next meeting.	0 items (except ongoing) beyond the next meeting.	Board direction and Bureau staff	1. To do lists regularly reviewed by technical records specialists and management. 2. Regular reports to the Board on action taken and updates.
Objective 3 Provide for efficient and effective investigation of complaints.	Continue to streamline the complaint intake process.	Complaint acknowledgement letter sent to complainant within 10 days.	No less than 95%	Board direction and Bureau staff	Continue to get files to investigators within 10 days of intake process completion.
	Complete investigations in a timely fashion.	Routine investigative cases should be complete within one year.	No less than 95%	Board direction, industry standards, and federal requirements as applicable	1. Be sure that investigators are aware of law and rule changes. 2. Review investigation and inspection forms annually. 3. Review processes annually. 4. Send monthly caseload logs with prioritization to investigators. 5. Conduct

					quarterly case reviews with investigators.
Objective 4 Provide for efficient and effective inspections.	Continue to streamline the inspection process while maintaining efficiency and effectiveness.	All shops inspections completed/attempted annually.	100%	Board direction, industry standard	1. Train new inspectors 2. Review inspection processes annually. 3. Streamline out-of-business shop processes.

GOAL II. TO PROVIDE QUALITY SERVICE, ON BEHALF OF THE BOARDS, TO THE PUBLIC.

Objectives	Action Plan	Performance Measures	Benchmarks	How Established	Key Strategies
Objective 1 Focus on quality of service.	Require written communications and publications are error-free.	Error-free communications.	95%	Staff expectation	1. Information entered into the IBOL system is entered correctly. 2. Minutes and agendas are reviewed by management prior to posting.
	Administration of exams will be fair and secure.	No complaints from test-takers about security issues.	100%	Industry standard, Board direction	Continue working with third party exam administrators.
Objective 2 Focus on customer service.	Return all calls and e-mails within two days.	Calls logs show 100% of calls returned in two days. E-mail records show the same.	100%	Feedback from customers and licensees	Continue cross training for backups within teams to ensure calls are returned when someone is out of the office.
	Continually look at internal process improvement.	Develop process change plan that will improve customer service.	Ongoing	Staff expectation, feedback from customers and licensees	Review all forms, communications, and website for understandability.
	Improve staff skills in providing excellent customer service.	Create training program on customer service.	Ongoing	Staff expectation, feedback from customers and licensees	Continue to provide staff training on customer service.
	Ensure applications are easy to find and instructions are clear.	Regularly review applications for clarity.	Ongoing	Feedback from staff, customers, licensees and Board members	Make application instructions easy to read and follow.
Objective 3 Provide opportunities for outreach and education on the Bureau and regulatory Boards.	Utilize technology, such as the website, for education.	Measure the number of hits on the website annually and create a benchmark.	Ongoing	Feedback from customers, licensees, and staff	1. FAQ on all Board sites and a general one on main web page. 2. Add the ability to order duplicate licenses and wall certificates online.
	Explain the process when conducting investigations or inspections or talking to the public regarding licensure.	Provide informational pamphlets.	Ongoing	Feedback from customers and licensees	Provide pamphlets that can be handed out with the Bureau general information to investigative staff and make them available on the web as appropriate.

GOAL III. EMPLOYEE TRAINING AND DEVELOPMENT.

Objectives	Action Plan	Performance Measures	Benchmarks	How Established	Key Strategies
Objective 1 Provide training and materials to improve the knowledge and effectiveness of staff.	Facilitate communication among all staff.	All-staff meeting held regularly.	At least one all-staff meeting per year.	Staff goal	1. Hold regular all-staff meetings with opportunities to interact. 2. Continue to allow all staff the opportunity to interact to gain insight into the various aspects of licensure and enforcement. 3. Continue to e-mail system updates to all

					affected users. 4. Hold all-staff briefing of rule and law changes at the end of the legislative session.
	Provide for training opportunities.	Hold-all staff training.	At least one per year.	Staff goal	1. Hold at least one all-staff training annually. 2. Continue to allow staff to attend national conferences pertinent to their Boards or pertinent to investigations as needed. 3. Provide Board-specific trainings on issues and terminology.
	Maintain training and reference manuals for Investigations and Licensing Staff.	Updates as needed.	As required	Staff goal	Continue to update completed manuals. Develop and maintain desk manual for each Board with the TRS staff assigned to that Board.
	Continue to work on policies and procedures as needed and required by law.	Update as required by law.	As required	Staff goal	Review laws and rules for possible update.
	Measure employee satisfaction.		100%	Bureau expectation	Continue to use employee self-evaluation and state annual evaluation process for feedback. Bureau Chief to meet with each employee annually.
	Maintain an electronic file of past rules and laws for investigative and administrative purposes.	Files updated annually with changes.	100%	Bureau expectation	Continue to compile old laws and rules available.