



THE UNIVERSITY OF TEXAS AT AUSTIN  
**CENTER FOR TRANSPORTATION RESEARCH**

## Technical Memorandum

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**Subject:** DPS-CTR IAC Contract – Technical Assistance to TxDPS Driver License Division, Technical Memorandum Task 5: Evaluate the Management and Operating Structure of DPS and DLD

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## **List of Acronyms and Abbreviations**

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CPA	Texas Comptroller of Public Accounts
CSR	Customer Service Representative
CTR	The University of Texas at Austin's Center for Transportation Research
DLD	Driver License Division of TxDPS
DLO	Driver License Office
DPS	Texas Department of Public Safety
DMV	Texas Department of Motor Vehicles
LPS	License and Permit Specialist
VTR	Vehicle Title and Registration Division of DMV

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# Task 5 Executive Summary

This technical memo includes eight chapters:

- Chapter 1 provides a short summary of vehicle services in all states, which is detailed more extensively in Technical Memorandum 1,
- Chapter 2 describes the organization of DPS-DLD and DMV,
- Chapter 3 details the Legislative Request by DPS to the 86<sup>th</sup> Legislature,
- Chapter 4 analyzes the DLD and DMV workforce,
- Chapter 5 discusses the results of the DLD Frontline Staff Survey,
- Chapter 6 discusses the results of the DLD Administrative Staff Survey, and
- Chapter 7 provides a summary of six DLD Frontline Staff Workshops and one Administrative Staff Workshop.
- Chapter 8 compiles the most pertinent observations from the chapters.

Extensive documentation of supporting data for each chapter is referenced in the appendices, which are provided in a companion document.

The observations from Chapter 8 are provided here.

- Vehicle Services functions are handled through various organizational structures in other states. In Texas, DPS-DLD and DMV provide driver license and vehicle titling-registration services respectively, in addition to other responsibilities of each agency. Each entity is organized to provide their various services in their own way. In 2008, Deloitte conducted a Management and Organizational Structure Study for DPS and recommended organization changes to DPS that affected DLD. These changes were implemented and are part of the current organizational structure.
- To address staffing and customer wait time issues, DPS submitted a “Driver License Plan – Exceptional Item and Statutory Change Requests” to the 86<sup>th</sup> Legislature. The statutory request included increasing the driver license term to eight (8) years. The budget portion included funding for more staff, additional salary for staff, and the opening of additional DLD offices. The request totaled \$420 million. The Legislature approved increasing the driver license terms to eight (8) years and increased funding of \$200 million to increase salaries, hire additional staff, and open two more DLOs.
- DLD and DMV have hired employees using the job titles of Customer Service Representative (CSR) and License and Permit Specialist (LPS).
- DLD and DMV frontline staff (CSR or LPS) have similar demographics. They are approximately 80% women and 20% men. Racial makeup is similar also.
- As part of the legislation that increased staffing and funding for salaries, in September 2019, DLD reclassified employees from the CSR to the LPS job title family as the pay

scale for LPS is higher. Their FTE allotment was increased with 2597 FTEs identified for LPS positions.

- Before September 1, 2019, the CSR and LPS positions at DLD had an aggregate average pay of \$2705/month. After reclassification and salary adjustments, they are now LPSs with an aggregate average salary of \$3545/month.
- DMV has 268 full-time employees with the CSR or LPS job title and an aggregate average salary of \$3156/month.
- In prior to September 1, 2019, DLD CSR and LPS employees were paid on average \$451/month less than comparable titles at DMV. After reclassification in September 2019, DLD LPS employees are paid on average \$389/month more than DMV comparable titles. This creates an equity issue if DLD were to be moved to DMV. DMV would need \$1.25 million per year to adjust DMV salaries to match current DLD LPS salaries.
- DLD LPSs are a group of employees that:
  - Like to serve people and solve problems,
  - Are reasonably satisfied with their management, and
  - Are dedicated and want a career with DLD.
- DLD LPSs have many varied responsibilities and training is required. A training program with additional on-the-job training helps most LPSs feel they can handle all types of transactions and situations after one year on the job.
- DLD LPS have many ideas to improve the workplace and decrease wait times for customers. Implementation of those ideas may differ based on the office size (and population served).
- Security is a major concern for employees, both in the office and for their property.
- DLD management has noted that the recent reclassification of job titles and salary increases has resulted in an increase in quantity and qualification of job applicants.
- DPS Administrative Staff report that morale is generally high, and they believe that DLD will be better either continuing under DPS or as a standalone agency.
- All DLD employees (both frontline and administrative staff) value their benefits with salary, retirement, and insurance rated highest and in that order.

# Chapter 1. Vehicle-Driver Services in the US and Texas

Vehicle-driver services are handled differently by various states in the US. This chapter provides a short summary of US vehicle services and Texas vehicle services.

## 1.1. United States

Every state has a mechanism to issue and renew driver licenses, but approaches vary. Some have driver license services contained in a law enforcement agency, some use an agency responsible for motor vehicle registrations and driver licenses, and some have a safety regulation agency issue driver license. The literature review contains information on where driver licenses are issued in other states. Figure 1.1, which was also in the literature review for this study (TM1), summarizes the approaches other states have used to organize driver license programs.

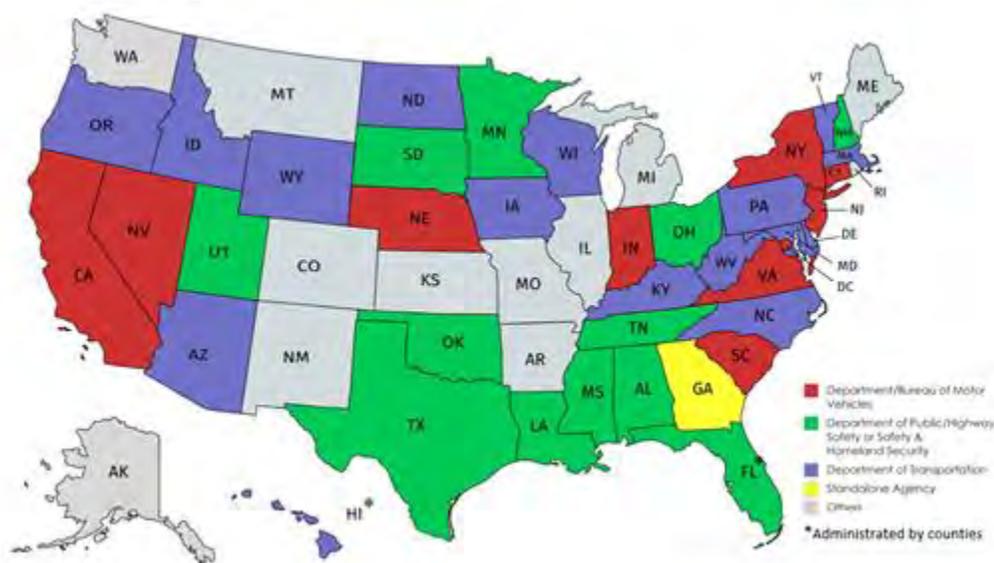


Figure 1.1 Driver License Program by State.

No matter where the services reside, the public must be able to interface with an office to obtain a new or renewed license. Drivers must visit a physical driver license office (DLO) to acquire a license (although some renewal and modification actions can be done online). This point of delivery is common for all agencies.

## 1.2. Vehicle-Driver Services in Texas

In Texas, driver license services are housed in the Texas Department of Public Safety. Vehicle registration is handled by the Department of Motor Vehicles. The duties of these agencies are described below.

## 1.2.1. Texas Department of Public Safety (DPS)

The DPS has a wide range of duties, including law enforcement, criminal investigations, emergency management, intelligence and counterterrorism, law enforcement support, regulatory services (including the vehicle safety inspection program), and the driver license program (including commercial driver licenses [CDLs] and non-commercial licenses).

## 1.2.2. Texas Department of Motor Vehicles (DMV)

The DMV has a wide range of duties also, encompassing regulation of vehicle manufacturers, dealers, moving companies, and other motor vehicle-related businesses, including motor carriers, salvage dealers; administration of the state's Lemon Law; regulation of the trucking industry and oversize/overweight permits; licensing of motor vehicle dealers; and issuance of vehicle titles and registrations.

## Chapter 2. Organization of DPS-DLD and DMV

The duties and the organization of both DPS and DMV are described below.

### 2.1. DPS-DLD

The areas of DPS responsibility fall into three general groups: Homeland Security, Law Enforcement Operations, and Law Enforcement Services. The DPS organization chart is shown in Figure 2.1. The DPS Driver License Division (DLD) is a part of the Law Enforcement Services group.

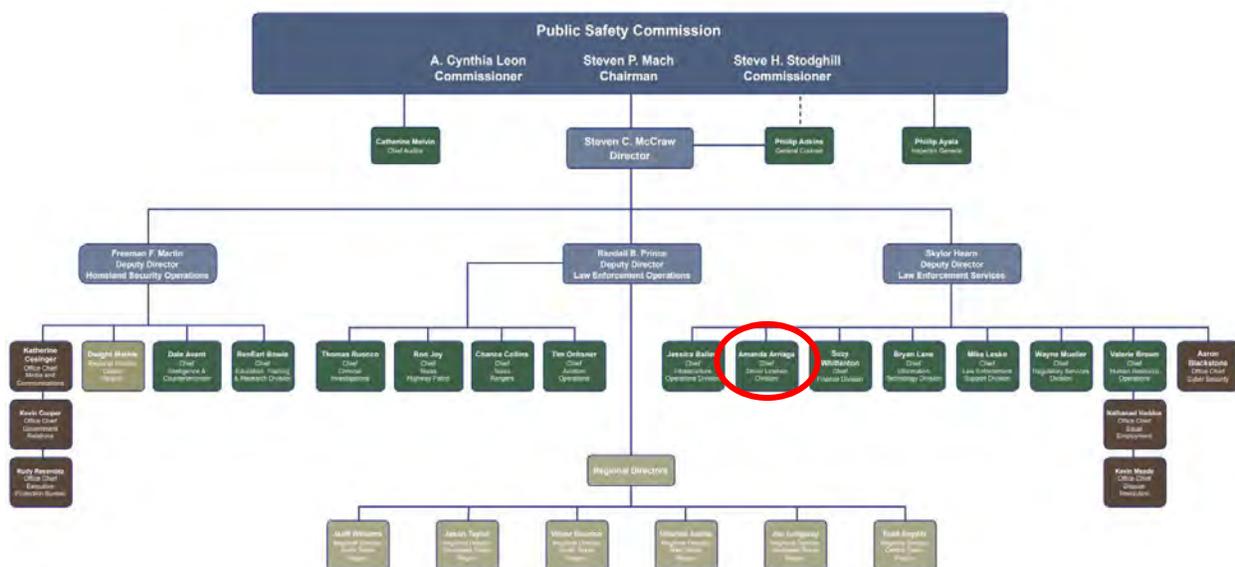


Figure 2.1 DPS Organization Chart.

The Law Enforcement Services group provides support services for law enforcement and additional services, like the driver license program (issuance and renewal) and regulatory services (including the vehicle safety inspection program). Figure 2.2 shows the organization chart for this group. The Deloitte Management and Organizational Structure Study (Deloitte, 2008) recommended this organization for the Law Enforcement Services Group.

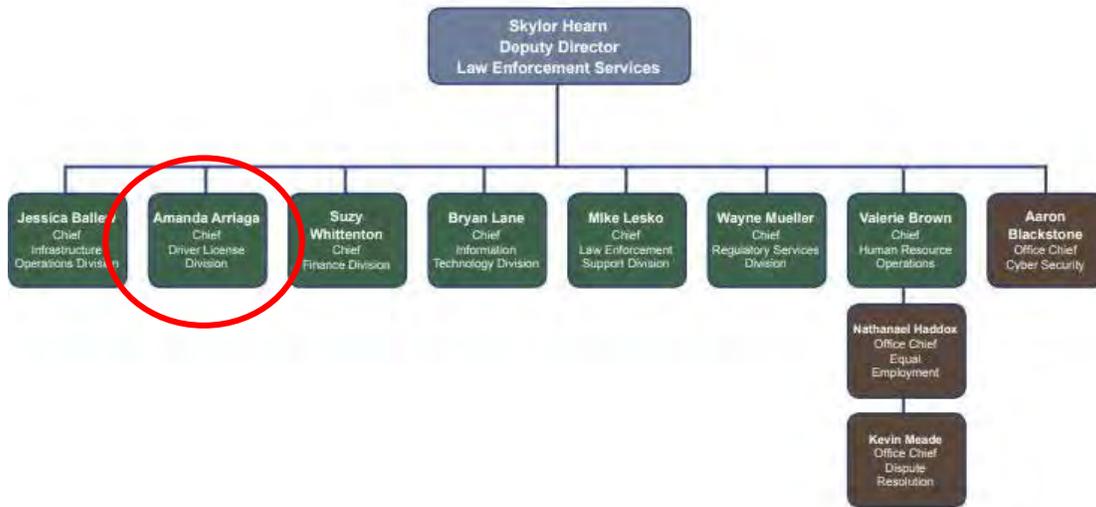


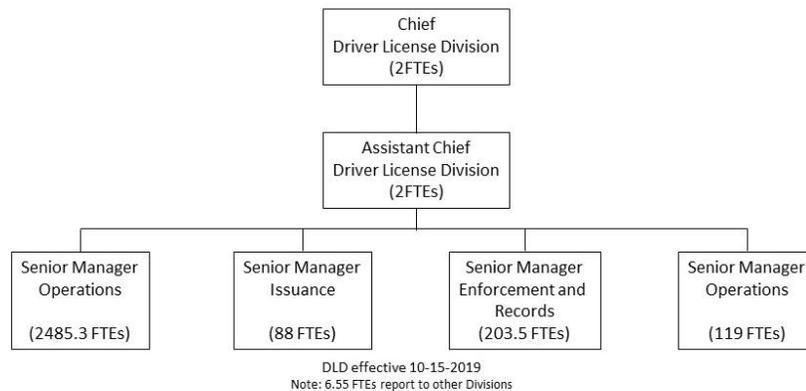
Figure 2.2 DPS Law Enforcement Services Group Organization Chart.

DLD ensures driver education requirements are met and issues new and renewal driver licenses (CDL and non-CDL, including road tests); identification (ID) cards; Election Identification Certificates; and suspensions and reinstatements of driver licenses. Many of the duties and activities DLD is responsible for appear in the list below:

- Process new or renewal driver licenses for multiple categories (CDL and non-CDL)
  - Process change of address requests
  - Process legal name changes
  - Take photograph of licensee for use on license
  - Manage the Texas sex offender driver license program, which requires annual renewals for 80,000 individuals
  - Conduct knowledge and driving skills tests for personal vehicle drivers and commercial vehicle drivers
- Process new or renewal ID cards
- While issuing a new or renewed license, address the following:
  - Organ donor requests
  - Charity donation request for four different charities

- o Voter registration (if licensee desires, obtain necessary information and transmit it to the Texas Secretary of State)
- o Review all documentation to prove US citizenship in compliance with the Real ID Act
- o Collect information for males aged 18 to 26 and report weekly to the Selective Service System
- Operate a phone information system
- Handle mail-in renewals
- Send letters to driver license and ID card holders to advise that they need to renew their license or ID card
- Collect, process, and store confidential data for 20+ million individuals
- Develop and manage driver license property contracts for 230 locations across the second-largest state in the US
- Hire, supervise, and manage approximately 3,000 employees

A description of the DLO types, general locations, and the growing number of transactions per year are presented in TM 1. Figure 2.3 provides the DLD organizational structure.



*Figure 2.3 DLD Organization Chart.*

At the DLO level, DLD has an optimal staffing model document to detail the staffing needs for all combinations of offices according to the number of workstations and whether or not the office is also responsible for CDLs. This plan includes Customer Service Representatives (CSRs) (now License and Permit Specialists [LPSs]), Lead Workers, Supervisors, Assistant Managers, and Administrative Assistants. This information can be used to justify or assign FTEs for expansions of offices and addition of new offices and also to plan personnel budgets. This document can be found in Appendix A.

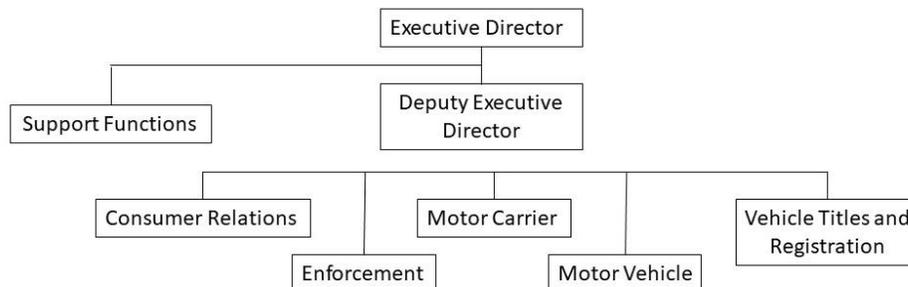
## 2.2. DMV

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DMV is organized into several divisions by function, which include the following:

- Regulate vehicle manufacturers, dealers, moving companies and other motor vehicle-related businesses, including motor carriers and salvage dealers,
- Administer the state’s Lemon Law, which can provide relief to consumers who can prove the new car they bought is a lemon,
- Handle consumer relations – provide a clearinghouse for solving customer problems,
- Regulate commercial motor carriers, moving companies, and passenger carriers, including oversized and overweight permits for the trucking industry,
- License motor vehicle manufacturers and dealers, and
- Issue motor vehicle titles, registration, and license plates.

Figure 2.4 shows a simplified organization chart for DMV. DMV, for all functions, is authorized to have 779 FTEs at the time of this report. VTR has 16 regional service centers around the state and supports all 254 county tax assessor-collectors that process registration and title applications for them statewide. The use of county tax assessor-collector personnel multiplies their workforce, using employees local to the area served, to handle titling and annual registration for approximately 22 million vehicles in Texas.



*Figure 2.4 General DMV Organization Chart.*

## Chapter 3. Legislative Request for DLD

As part of the 86<sup>th</sup> Legislative Session, DPS submitted the Driver License Plan – Exceptional Item and Statutory Change Requests to address DLD staffing and customer wait times.

### 3.1. Legislative Request

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This plan, shown in Appendix B with all the supporting documentation and calculations, asked for legislative and funding proposals as follows:

## Legislative Proposals

1. Extend the term of the driver license from 6 to 8 years.
2. Extend the term of the CDL from 5 to 8 years.
3. Waive the driving test for applicants under 18 who have taken driver education.
4. Partner with a third party to expand the locations to conduct renewal or duplicate DL/ID transactions.

## Funding Proposals

1. Reclassify employees from Customer Service Representative (CSR) to License and Permit Specialist (LPS) with pay increases to address staff turnover.
2. Fully staff all current DLOs.
3. Increase DLO capacity in underserved areas.

The request, if approved, would total \$420 million.

## 3.2. Legislative Outcome

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The 86<sup>th</sup> Legislature increased the term of driver licenses and CDLs to eight (8) years and appropriated \$212.4 million for DPS's Exceptional Item Request to hire additional employees, give existing employees a raise in pay, and open two new DLOs (Angleton and Denton).

On September 1, 2019, DLD FTEs were increased by 713, but House Bill 2048 (which repealed the Driver Responsibility Program) required elimination of 43 DLD staff positions administering that program, resulting in a net increase of 670 FTEs.

From FY 2017 to FY 2018, DLD was reduced in staff by 108 FTEs due to a required 4% reduction in FTEs, so some of the 670 additional FTEs make up for those lost in 2018.

In September 2019 DLD began hiring to address the need for and allocation of additional staff and began an effort to reclassify DLD staff and increase pay.

### 3.2.1. New Staff Allocations

Table 3.1 lists the funded positions and FTEs as of November 30, 2019; this information was provided by DPS Human Resources. FTEs are *full-time equivalents*, meaning an equivalent full-time employee. The term *positions* refers to all employees identified, whether full- or part-time. The data shows that a significant number of FTEs remain to be filled, and that most are planned to be customer service personnel.

**Table 3.1 Funded Positions and FTEs at DLD.**

Group	Positions (people)	FTEs
All DLD	2983	2949.35
All DLD (Vacant)	467	457.8
LPS/CSR	2663	2597
LPS/CSR (vacant)	424	414.8

### 3.2.2. Hiring Additional Staff

DLD has begun the process of hiring, but there are currently still more staff to hire.

To hire the number of new employees needed, DLD modified their hiring process. The standard process used to hire one or a few employees at a time would not enable DLD to fill positions fast enough. DLD moved to more of a job fair model, with mass screening of applications and invitations to attend a Driver License Open House Event. The Open House provided for group interviews and immediate contingent job offers. The contingency is that prospective employees must pass a background check. Each Open House Event averages 2.5 hours, reducing the time it takes to conduct interviews from 3 to 5 days to a few hours. The overall process time is reduced substantially.

### 3.2.3. Staff Turnover and Applications

Part of the reason that DPS asked for an additional funds to reclassify and increase staff salaries was to reduce staff turnover. DLD has reported that in the last several years, staff turnover has been in the 22 to 25% range. This places a large burden on:

- management to schedule staff to maintain customer service and hire replacement staff,
- remaining staff to provide customer service with fewer people, and
- training personnel to constantly train new workers.

DLD provided information on employee separations between September 2017 through March 2020. This information, displayed in Figure 3.1, shows that the average number of CSR-LPS voluntary separations (no retirements) was 20.5 per month before July 2019 and 12.5 from July 2019 through March 2020. This drop would indicate that the reclassifications and salary increases have had the desired effect on employee retention. Employee feedback from an employee survey, discussed later, indicate that employees are grateful for the pay increase.

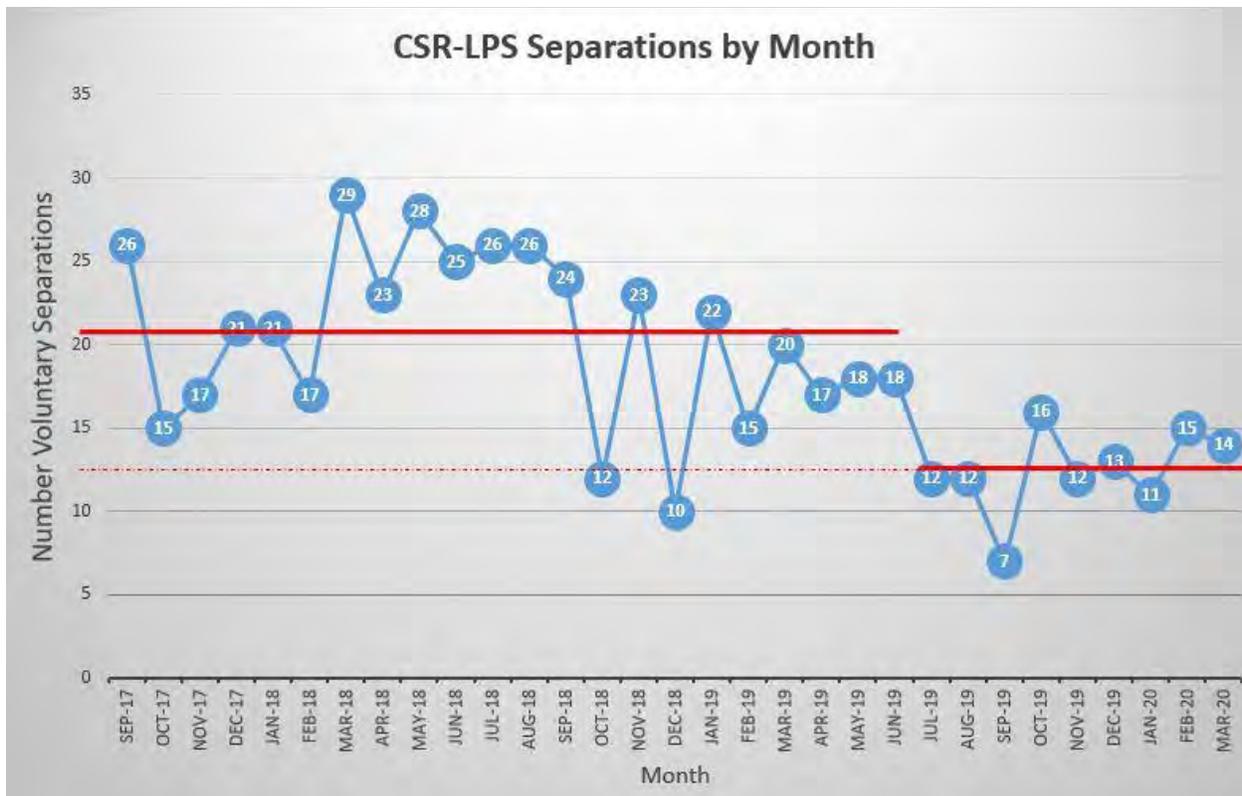


Figure 3.1 CSR-LPS Voluntary Separations by Month.

An analysis of DLD hiring data from FY 2019 shows that in the last year DLD posted positions for 1175 frontline staff and referred 14291 applicants to the hiring manager for possible interviews. This equates to an average of 12.16 applicants per position. Applicants referred to the hiring manager ranged as high as 148 applicants per position. This information proves that there is continued interest in working for DLD.

## Chapter 4. Analysis of DLD and DMV Workforce

The research team acquired workforce data from DLD and DMV for analysis. For DLD, since they have experience recent changes due to the 86<sup>th</sup> Legislature, data was acquired for FY 2016, FY 2017, FY 2018, and FY 2019. The data identified as FY 2019 is actually as of October 2019 (one month into FY 2020) and represents progress in hiring for the increased FTE allotments and reclassification of almost all CSRs to LPSs with subsequent pay increases. For DMV, only the most current data was acquired.

### 4.1. DLD Workforce Analysis

The team used four years of data to perform current calculations and identify trends across the four years. The complete analysis is in Appendix C.

For this analysis, the team broke out customer service staff as any employee with a job title of Customer Service Representative II–V or License and Permit Specialist II–V. These are the people that serve the public at the driver license service station. Some may be lead workers, but those are also included as customer service staff.

### 4.1.1. Staff Numbers and Salary

Because they are so significant, staffing and salary are discussed in this section with graphs and tables that are also provided in Appendix C. Figure 4.1 shows that a decrease in staff from FY 2016 to FY 2018, but the FY 2019 staff is significantly increased. Some reasons for this are documented in Section 4.2. Across all four years is a decreased reliance on part-time staff.

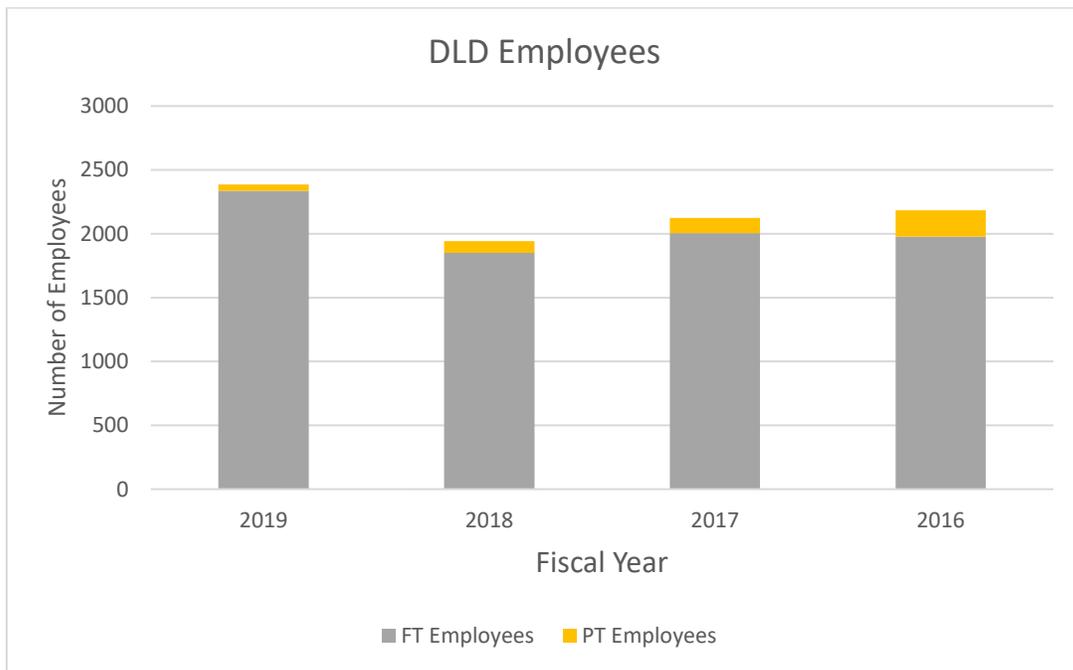


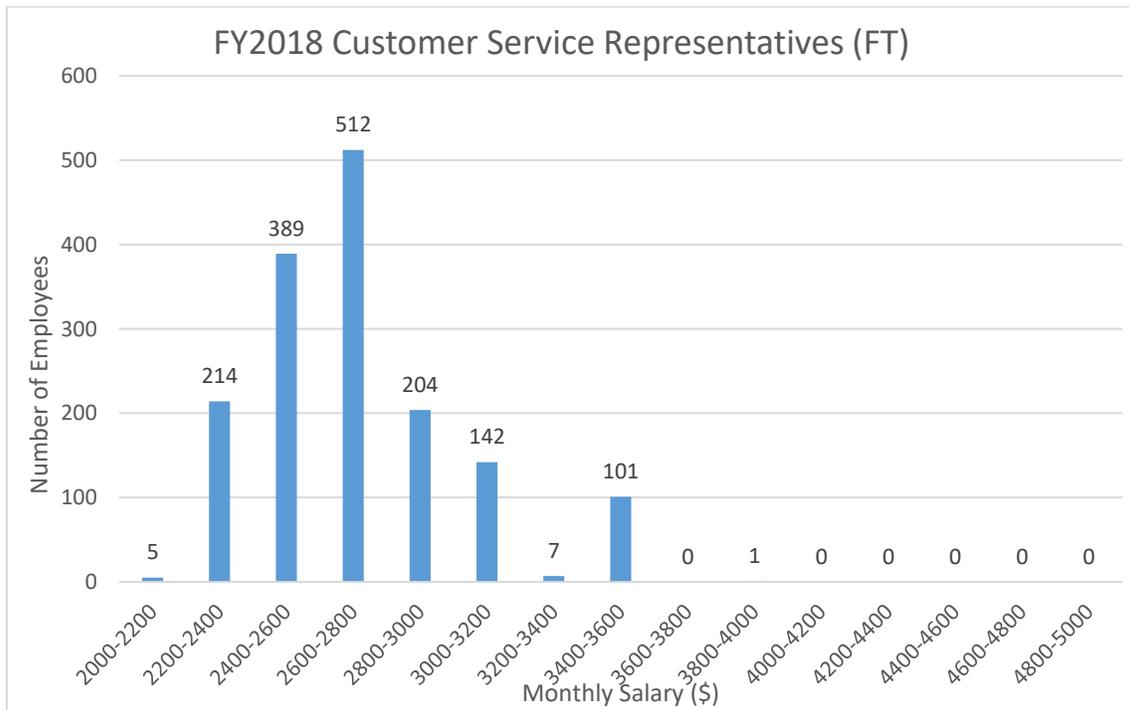
Figure 4.1 Full-Time and Part-Time DLD Staff by Fiscal Year.

Table 4.1 shows a breakout of full-time staff and full-time customer service staff and some key statistics. It shows increased staff levels as of FY 2019 (October 2020). It shows the reclassification of staff from CSR to LPS. It also shows that the reclassification and pay increases given accordingly have raised the average frontline staff pay by \$840 per month to \$3545. This was one of the goals of the legislative request.

**Table 4.1 Full-Time Employee Data by Fiscal Year.**

DLD Full-Time Employees				
Year	2019	2018	2017	2016
All FT Employees	2337	1850	2004	1976
All FT Employees Avg Mo Sal (\$)	\$ 3,775.21	\$ 2,973.77	\$ 2,949.84	\$ 2,965.65
FT License and Permit Splst	2075			
FT Customer Service Rep	3	1575	1712	1662
FT License and Permit Splst or Customer Service Rep Average Monthly Salary (\$)	\$ 3,545.06	\$ 2,705.18	\$ 2,681.08	\$ 2,680.74

Figures 4.2 and 4.3 show histograms of the DLD customer service staff monthly salary. This is the result of the reclassification and pay increases. The horizontal scale (x-axis) is the same for both histograms so the differences can be seen more clearly. Currently (FY 2019) staff is represented by fewer but higher bins of the histogram.



**Figure 4.2 Histogram of FY2018 Frontline Staff Monthly Salaries.**

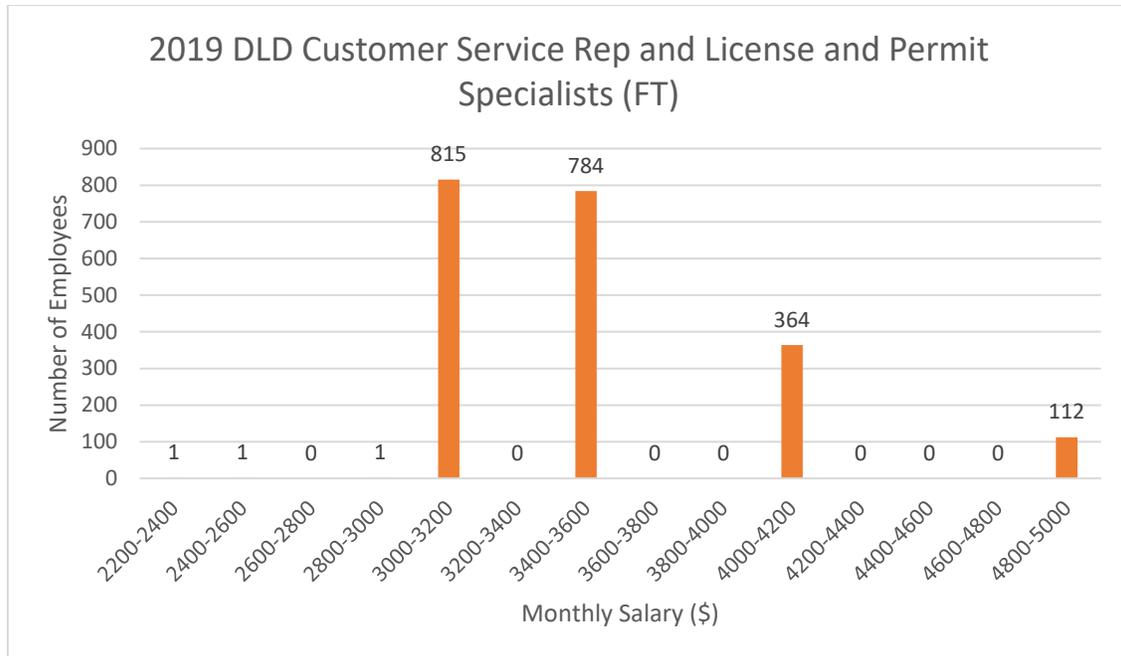


Figure 4.3 Histogram of FY2019 Frontline Staff Monthly Salaries.

Reclassification of frontline staff was part of the plan submitted to the legislature and involved moving employees from the CSR job titles to the LPS job titles. The titles are very similar in duties, with the LPS adding technical support to the duty list. Based on the actual duties performed by the DLD frontline staff, this move was easily justifiable. CSRs are in the state “A” pay group. LPSs are in the state “B” pay group. Although there is overlap, the B salary group has higher pay ranges.

A discussion of the job titles and their use is found in Appendix E.

#### 4.1.2. Frontline Staff Demographics

This section summarizes other information gleaned from workforce data.

- The workforce is 82.7% women, has been in the 81% to 82% range for the last four years, and has shown a slight but consistent increase in the percentage of women in the last four years.
- Frontline staff race/ethnicity has remained fairly consistent, but there is a trend over the four years of increases in the percentage of Black and Hispanic staff and decreases in the percentage of white staff. Asian staff percentages remain consistent.
- The average monthly salary of frontline staff by race/ethnicity shows that:
  - o Salaries are fairly even by ethnicity, and
  - o Salary increases at the end of FY 2019 (September 1, 2019) benefitted all races/ethnicities.

## 4.2. DMV Workforce Analysis

Because DMV has not had significant changes in the last few years, the research team acquired current workforce data for analysis. The complete analysis can be found in Appendix D.

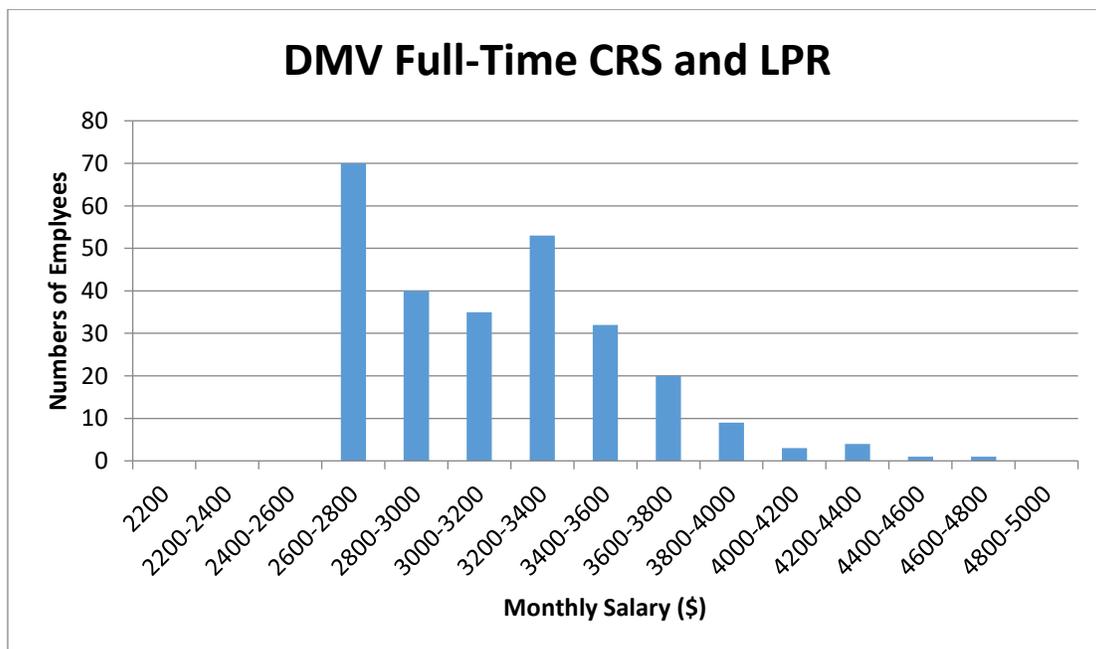
### 4.2.1. Employee Numbers and Salary

Table 4.2 shows that at the time the data was acquired from DMV, there were 714 total employees. For their frontline staff, they have a combination of 73% CSRs and 27% LPSs. The average monthly salary for all frontline staff is \$3156.18 per month.

**Table 4.2 DMV Employee Data.**

All Employees	714
All Full-Time Employees	709
Full-Time LPS	74
Full-Time CSR	194
Part-Time CSR	5
Full-Time LPS and CSR Average Monthly Salary (\$)	\$ 3,156.18

Figure 4.4 shows the histogram of full-time CRS and LPR monthly average salaries. There is a large group at the lower end of the pay range.



*Figure 4.4 Full-Time CSR and LPR Monthly Salary Histogram.*

## 4.2.2. Customer Service Staff Demographics

This section summarizes other information gleaned from workforce data.

- The workforce is 81% women.
- The race/ethnicity of the workforce show some areas of over- and under-representation according to state demographics.

## Chapter 5. DLD Frontline Staff Survey

The research team conducted a survey of DLD frontline staff. The survey sought information on employee demographics, job satisfaction information, employee attitudes about management, and ideas for improving the job and serving customers better.

The survey was sent to over 2000 full-time DLD employees with the job title of CSR or LPS. The survey had a 45% response rate, producing a snapshot of DLD employee information at a 98% confidence level and a 3% margin of error. This result produces an extremely good indicator of the population. The complete analysis is presented in Appendix F with a summary presented in this section.

### 5.1. Demographics

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The demographics of the survey respondents are summarized here.

- The largest age group was the 50–59-year age group.
- Combining employees in their twenties and thirties would produce the largest age group, indicating many younger employees took the survey.
- Women represented 82.7% of respondents, which matches exactly with the DLD employee data.
- White survey respondents are slightly more represented than in the DLD employee data.
- Employees with 5 to 10 years with DLD responded more than groups with other levels of experience, but a significant number of employees with experience of one year or less also responded.
- Employees responding to a question about their salary range produced a histogram significantly different than DLD data. This is likely to the recent salary actions with raises, respondents answering about their take-home pay rather than their gross salary, and the addition of longevity pay, which is not included in DLD data on pay.

### 5.2. Job Satisfaction

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The results from the several job satisfaction questions were as follows:

- Employees are overwhelmingly satisfied with serving customers (87%), helping people solve problems (91%), and working with diverse customers (91%).
- Only 56% of employees expressed satisfaction with the respect they get from customers.
- The vast majority of employees are satisfied with the respect they get from their supervisor, coworkers, and others outside of the office.
- Most employees are satisfied with the training they get.

### 5.3. Management, Conditions, and Benefits

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A substantial group of questions addressed satisfaction with management, working conditions, and employee benefits. These questions yielded these results:

- There is a high degree of satisfaction with DPS and DLD management and only 12% expressing dissatisfaction with their office supervisor.
- Most are satisfied with fair treatment from management.
- There is high satisfaction with coworkers, employee teamwork and support, job safety, and working hours.
- Despite the substantial levels of satisfaction with salary level and promotion opportunity, about 20% of employees expressed some degree of dissatisfaction with their salary level.
- There was substantial satisfaction with employee workload and the ability to take time off when desired; however, some were on the dissatisfied side.
- There was a high degree of satisfaction with vacation time, insurance, sick leave, and holiday benefits.
- In terms of the compensation components that employees most value, salary ranked the highest with retirement benefits and insurance at second and third.

### 5.4. Career

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This section describes responses to questions about career and career growth, summarized as:

- Most employees (62%) believe there is an opportunity for individual career growth at DLD.
- Most employees believe there are opportunities to improve their skills.
- Many criteria are used to evaluate employees, but just under about 15% of employees responded they did not know how they were evaluated.
- When asked how long they planned to work for DLD, 72% indicated they plan to make a career at DLD.

## 5.5. Training

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Most employees see training received on office procedures and equipment as helpful and most have had some form of customer service training.

## 5.6. Transaction Times

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Survey questions about transaction times produced the following:

- A “long” transaction (new license, ID card, or election certificate) generally takes less than 20 minutes to complete.
- A “short” transaction (renewal, change of address, etc.) generally takes less than 10 minutes.
- Most employees were able to process transactions on their own in less than 2 weeks, but about one-third took longer than 2 weeks.
- Most employees felt able to handle most situations encountered in the job within one year.

## 5.7. Wait Times and Ideas for Improvement

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The survey included questions about wait times and whether employees have ideas for improving wait times or the office itself. Most employees hear many complaints from customers about wait times. They also have many ideas on ways to improve office workflow and wait times. These comments are found in Appendix F.7. These comments were organized by topic, with redundant comments removed, and were discussed at employee workshops held in several offices around the state. These workshops are discussed later in this chapter.

## Chapter 6. DLD Administrative Staff Survey

The research team conducted a survey for DLD administrative staff (all employees other than CSRs and LPSs). This included job titles from Administrative Assistant to Director, and all DLD support and management staff. The survey sought information on employee demographics, job satisfaction, employee attitudes about management, and opinions on morale and where DLD should reside.

The survey was sent to 255 employees and 130 employees completed survey. This represents a 51% completion rate. These numbers give us survey results with a 95% confidence level and a 6% margin of error. This means that our sample produced results that provide extremely good indicators of the population. The complete analysis is presented in Appendix G with a summary presented in this section.

## 6.1. Demographics

---

The demographics of the survey respondents are summarized here.

- The largest age group was the 50–59-year age group, closely followed by the 40–49-year age group. Only one respondent was in their twenties. This may speak to an age gap in the workforce, which may become a future problem for DLD.
- The service time of employees responding is skewed to more experienced employees. This also may point to a future problem for DLD.

## 6.2. Management, Conditions, and Benefits

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A substantial group of questions dealt with satisfaction with management, working conditions, and employee benefits, yielding the following responses:

- There is a general satisfaction with management from DPS to DLD to Office Supervisor levels.
- There is some dissatisfaction with salary and comments bear this out. Some are dissatisfied with being left out of the reclassification and salary increases afforded to CRS and LPS employees.
- There is a high level of satisfaction with employee benefits.

## 6.3. Career

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Questions regarding respondents' perceptions of career outlook returned these responses:

- The compensation components that these employees most value are salary, retirement benefits, and insurance (exactly the same as the survey of CSR and LPS employees).
- The vast majority of employees (67%) plan to make a career at DLD.

## 6.4. Employee Morale and Opinions on DLD Movement

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The responses to questions on morale and movement of DLD are summarized here.

- Individual employee morale is high and has not changed much in the last year.
- Most respondents believe a move of DLD to DMV would not be a positive change.
- More respondents believe a move to a stand-alone agency may be a positive change.
- Most respondents believe that DLD should stay at DPS.

## Chapter 7. DLD Employee Workshops

DLD helped to arrange seven employee workshops. Six workshops were for frontline staff that work at DLOs and have the job title of LPS. One workshop was for administrative staff and was for those with other than LPS job titles.

### 7.1. Frontline Staff Workshops

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Six Frontline Staff Workshops were scheduled at three locations and represented small, large, and mega center offices. Workshops were held in Boerne, Lubbock, and Houston on Saturdays in February 2020. Details of the workshops can be found in Appendix H.

These workshops presented results from the employee survey, the customer survey, and a group discussion. In some cases, the research team was able to interview DLD local management.

From the workshops, the following trends emerged:

- Having an appointment-only system would not work for a small office serving rural customers, as many customers do not have internet access.
- There are customers that cannot read or write. They would not be able to make appointments over the internet or read a list of required documents.
- Some things will work in a large office that will not work in a small office and vice versa. This is a characteristic of the rural versus urban clientele and the availability of internet access.
- Employee safety is a significant concern. This includes office safety and in leaving the office (parking lot).
- Staffing a triage desk helps ensure that customers have the correct documents before waiting in line.
- Updating the queue system questions (used to assign a customer to the proper queue when they sign in), letters sent to customers, and website guidance can reduce confusion and ensure better understanding of required documents to bring to the DLO.
- DLD works with customers to find ways to deal with a lack of required documents. For instance, some customers do not have birth certificates. DLD works to find other acceptable documents on a case-by-case basis.
- The recent reclassification of job titles and increase in salary has attracted more and better qualified applicants.
- There are many other comments that should be reviewed in Appendix H.

## 7.2. Administrative Staff Workshop

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One Administrative Staff Workshop was scheduled and held as an online webinar on April 7, 2020. This workshop presented a summary of the salary and service time data acquired from DLD, a summary of the Frontline Staff and Administrative Staff surveys, and summary of the Customer Survey. There was a group discussion of some of the comments received in the Administrative Staff Survey, producing the following additional points.

- There are many DLD areas besides DLOs that have backlogs and produce wait times of 3 weeks, such as resolving discrepancies and clearing bars to get a license back once suspended. These areas need FTEs too, but did not get any.
- Even if more FTEs were allocated, there is no room at Austin HQ to house them.
- The call center cannot respond to all calls; those callers give up and go to a DLO in person for information.

## Chapter 8. Summary and Comparisons

The following represents points of comparison and summary from this technical memo.

- Vehicle Services functions are handled through various organizational structures in other states. In Texas, DPS-DLD and DMV provide driver license and vehicle titling-registration services respectively, in addition to other responsibilities of each agency. Each entity is organized to provide their various services in their own way. In 2008, Deloitte conducted a Management and Organizational Structure Study for DPS and recommended organization changes to DPS that affected DLD. These changes were implemented and are part of the current organizational structure.
- To address staffing and customer wait time issues, DPS submitted a “Driver License Plan – Exceptional Item and Statutory Change Requests” to the 86<sup>th</sup> Legislature. The statutory request included increasing the driver license term to eight (8) years. The budget portion included funding for more staff, additional salary for staff, and the opening of additional DLD offices. The request totaled \$420 million. The Legislature approved increasing the driver license terms to eight (8) years and increased funding of \$200 million to increase salaries, hire additional staff, and open two more DLOs.
- DLD and DMV have hired employees using the job titles of Customer Service Representative (CSR) and License and Permit Specialist (LPS).
- DLD and DMV frontline staff (CSR or LPS) have similar demographics. They are approximately 80% women and 20% men. Racial makeup is similar also.
- As part of the legislation that increased staffing and funding for salaries, in September 2019, DLD reclassified employees from the CSR to the LPS job title family as the pay

scale for LPS is higher. Their FTE allotment was increased with 2597 FTEs identified for LPS positions.

- Before September 1, 2019, the CSR and LPS positions at DLD had an aggregate average pay of \$2705/month. After reclassification and salary adjustments, they are now LPSs with an aggregate average salary of \$3545/month.
- DMV has 268 full-time employees with the CSR or LPS job title and an aggregate average salary of \$3156/month.
- In prior to September 1, 2019, DLD CSR and LPS employees were paid on average \$451/month less than comparable titles at DMV. After reclassification in September 2019, DLD LPS employees are paid on average \$389/month more than DMV comparable titles. This creates an equity issue if DLD were to be moved to DMV. DMV would need to evaluate job duties of DMV CSR and LPS employees for possible classification and salary adjustments. This might require up to \$1.25 million per year to adjust DMV salaries to match current DLD LPS salaries.
- DLD LPSs are a group of employees that:
  - Like to serve people and solve problems,
  - Are reasonably satisfied with their management, and
  - Are dedicated and want a career with DLD.
- DLD LPSs have many varied responsibilities and training is required. A training program with additional on-the-job training helps most LPSs feel they can handle all types of transactions and situations after one year on the job.
- DLD LPS have many ideas to improve the workplace and decrease wait times for customers. Implementation of those ideas may differ based on the office size (and population served).
- Security is a major concern for employees, both in the office and for their property.
- DLD management has noted that the recent reclassification of job titles and salary increases has resulted in an increase in quantity and qualification of job applicants.
- DPS Administrative Staff report that morale is generally high, and they believe that DLD will be better either continuing under DPS or as a standalone agency.
- All DLD employees (both frontline and administrative staff) value their benefits with salary, retirement, and insurance rated highest and in that order.

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## Appendix A. DLD Staffing Model

Office Size (# Workstations) and w/CDL	Number of Installed Workstations (FPS)	CSR II - IV Total	Lead (1:15)	Supervisor (1:15)	Asst Mgr (1:45)	Admin Asst (1:45)	Total With Leadership	ROUNDED Total (nearest 1.0)
Small (1)	1	2.3					2.3	2.0
Small (2)	2	4.5					4.5	5.0
Small (2) w/CDL	2	9.0	1.0				10.0	10.0
Small (3)	3	5.6					5.6	6.0
Small (3) w/CDL	3	10.1	1.0				11.1	11.0
Small (4)	4	6.8					6.8	7.0
Small (4) w/CDL	4	11.3	1.0				12.3	12.0
Medium (5)	5	10.1					10.1	10.0
Medium (5) w/CDL	5	14.6	2.0	1.0			17.6	18.0
Medium (6)	6	11.3					11.3	11.0
Medium (6) w/CDL	6	15.8	2.0	1.0			18.8	19.0
Medium (7)	7	12.4	1.0	1.0			14.4	14.0
Medium (7) w/CDL	7	16.9	2.0	1.0			19.9	20.0
Medium (8)	8	16.9	1.0	1.0			18.9	19.0
Medium (8) w/2 CDL	8	30.4	2.0	2.0			34.4	34.0
Medium (9)	9	18.0	1.0	1.0			20.0	20.0
Large (10)	10	19.1	1.0	1.0			21.1	21.0
Large (10) w/2 CDL	10	32.6	2.0	2.0			36.6	37.0
Large (11)	11	20.3	1.0	1.0			22.3	22.0
Large (12)	12	24.8	1.0	2.0			27.8	28.0
Large (12) w/2 CDL	12	39.4	2.0	3.0			44.4	44.0
Large (13)	13	27.0	2.0	2.0			31.0	31.0
Large (14)	14	28.1	2.0	2.0			32.1	32.0
Large (15)	15	29.3	2.0	2.0			33.3	33.0
Large (16)	16	30.4	2.0	2.0			34.4	34.0
Large (16) w/2 CDL	16	43.9	2.0	3.0	1.0	1.0	50.9	51.0
Large (20) w/2 CDL	20	51.8	2.0	3.0	1.0	1.0	58.8	59.0
DLC (22)	22	43.9	2.0	3.0	1.0	1.0	50.9	51.0
DLC (24) w/2 CDL	24	60.8	3.0	4.0	1.0	1.0	69.8	70.0
DLC (30)	30	54.0	2.0	3.0	1.0	1.0	61.0	61.0
DLC (30) w/2 CDL	30	67.5	3.0	4.0	1.0	1.0	76.5	77.0
DLC (32)	31	55.1	2.0	4.0	1.0	1.0	63.1	63.0
DLC (34)	34	58.5	2.0	4.0	1.0	1.0	66.5	67.0
DLC (34) w/CDL	34	65.3	2.0	4.0	1.0	1.0	73.3	73.0
DLC (36)	36	60.8	2.0	4.0	1.0	1.0	68.8	69.0
DLC (36) w/2 CDL	36	74.3	3.0	5.0	1.0	1.0	84.3	84.0
DLC (40)	40	66.4	2.0	4.0	1.0	1.0	74.4	74.0
DLC (42) w/2 CDL	42	84.4	4.0	5.0	1.0	1.0	95.4	95.0
DLC (50)	50	79.9	3.0	5.0	1.0	1.0	89.9	90.0

Appendix B. Driver License Plan – Exceptional Item  
and Statutory Change Request

Texas Department of Public Safety  
Driver License Plan  
86<sup>th</sup> Session  
Exceptional Item and Statutory Change Requests

## Driver License – 86<sup>th</sup> Session – Legislative Plan

### LEGISLATIVE PROPOSALS

#### **1. Extend the term of the Driver License from 6 to 8 years**

##### Proposal:

Currently, the expiration of a traditional DL or ID is 6 years. Title 6, Code of Federal Regulations §37.5(a) provide that REAL ID Compliant driver licenses and identification cards that are not temporary or limited-term, can be valid for a period not to exceed eight years.

The expiration term of a Driver License could be increased from 6 years to 8 years. As of 2014, 12 states<sup>1</sup> have a DL term of 8 years.

This change will have an impact to customers, as they will now only have to come into a driver license office once every 16 years, rather than once every 12 years.

##### Funding impact:

The current fee for a 6 year license is \$24 or \$4/year. In order to keep the fee neutral for the customer, it could be increased to \$32 for an 8 year license.

This change would likely have an immediate positive increase on the Mobility Fund, as the transaction fee will collect an additional \$8 per transaction

##### Timing for change:

Upon the effective date, all DLs/IDs issued after that date will have an 8 year term, rather than a 6 year term.

This change could have the effect that, in year 7 after implementation, there should be a decrease in the number of customers coming into our offices.

Programming will be required to implement this change.

#### **2. Extend the term of the Commercial Driver License from 5 to 8 years**

##### Proposal:

Tex. Trans Code 522.051 limits the term of a Commercial Driver License to five years. 49 CFR 383.73(a)(9) and 383.73(d) allow a CDL to be valid for up to eight years.

The hazardous materials endorsement is what is only valid for 5 years. A customer seeking a CDL with a hazmat endorsement would still receive a license with a term of 5 years, to prevent the issue where the endorsement expires before the license.

As of 2015, 6 states<sup>2</sup> have a CDL term of 8 years.

---

<sup>1</sup> DC, Delaware, Florida, Georgia, Iowa, Idaho, Maryland, Montana, New York, Oregon, Virginia, Wisconsin

<sup>2</sup> Florida, Iowa, New York, Oregon, Virginia, Wisconsin

This change will have an impact to customers, as they will now only have to come into a driver license office to renew their CDL once every 8 years, rather than once every 5 years.

Funding impact:

The current fee for a 5 year license is \$60 or \$12/year. In order to keep the fee neutral to the customer, it could be increased to \$96 for an 8 year license.

This change would likely have a positive increase on the Mobility Fund.

Timing for change:

Upon the effective date, all CDLs issued after that date will have an 8 year term, rather than a 5 year term.

This change could have the effect that, in year 6 after implementation, there should be a decrease in the number of customers coming into our offices.

Programming will be required to implement this change.

**3. Waive the Driving Test for applicants under 18 who have taken Driver Education**

Proposal:

From 1992-2009, a waiver of the skills tests was allowed for applicants presenting Texas Driver Education Certification (DE-964) indicating completion of the Laboratory phase of the Driver and Traffic Safety Education Course was implemented. In 2009, House Bill 339 was passed which stated "The director may not waive the driving test required by Section 521.161 for an applicant who is under 18 years of age." Prior to the implementation of this bill, the skills test was waived for applicants that completed both the classroom and behind the wheel training of driver education.

From 1992 until implementation of HB 339, DL applicants who completed driver education were not required to complete a skills examination at DPS. When HB 339 went into effect, offices were overwhelmed by the demand for skills exams. Even though third party non-commercial skills exams are an option for customers, the department's demand is still higher than capacity causing as much as 90 day wait times for DPS administered exams.

Each of these skills tests takes approximately 20 minutes. DPS has conducted the following Class C Skills Tests per Fiscal Year:

- In FY 17 DPS conducted 562,275 Class C Skills Tests.
- In FY 18, DPS conducted 487,086 Class C Skills Tests

On average, 40% of all skills tests administered are for customers age 18 and under.

The goal of this proposal is not to sacrifice public safety in favor of efficiency. Any customer who is eligible to have their in-house drive test waived must have completed a driver education course that consists of 32 hours classroom instruction and 44 hours combined behind-the-wheel and in-car observation. Teenagers specifically are required to be part of the Graduated Driver License program, where they receive a learner license, then a provisional driver license, prior to being provided with a full driver license. Teen drivers are also required to complete the Impact Texas Driver program/video. This program is a 2-hour video that educates drivers on the dangers of distracted driving.

In addition, this proposal does not eliminate the need to conduct drive tests for customers who are over 18. Currently, first time applicants who are between 18 and 25 are only required to take a 6 hour course per Education Code 1001.1015. First time applicants who are 25 and older are not required to take any driver education course. However, all drivers 18 years of age and older are required to complete the Impact Texas Driver program/video. In order to waive the drive tests for population over 18, it would be prudent to require those applicants to have completed driver education as stringent as those under 18.

By allowing drive tests to be waived for the customers who have proof of successfully completing driver education, Customer Service Representatives will be able to use the time previously spent on conducting drive tests to serving additional customers at the counter.

Funding impact:

This proposal has no direct impact on funding. However, for every drive test that is not required to be conducted, the CSR is able to be conduct transactions in the DL office.

Timing:

This proposal could be implemented on the effective date.

**4. Partner with a 3<sup>rd</sup> party to expand the locations to conduct renewal or duplicate DL/ID transactions**

Proposal:

DPS is currently authorized to partner with municipalities and counties to provide DL/ID renewal and duplicate transactions, and charge a fee up to \$5 per transaction.

DPS is also currently authorized to partner with a 3<sup>rd</sup> party to provide fingerprinting services statewide. The contract requires that the vendor have offices within 25 miles of at least 90% of the population, and must have offices within 50 miles of 100% of the population.

In order to increase the number of locations to obtain DL services, DPS could be given the authority to conduct limited transactions through a third party vendor, using the model of the current fingerprinting process. This process would be an expansion of the current authority to partner with municipalities and counties to provide limited DL services. This type of limited third party partnership could provide more than 150 additional service locations statewide.

Funding impact:

If the third party vendor is authorized to assess a fee, as with the current partnership with municipalities and counties this could be an additional cost to the customer for the convenience of conducting transactions in these alternative offices.

This should have no impact to the Mobility Fund.

Timing:

This opportunity would be solicited on the Open Market. In order to fully adhere to all procurement rules, it is estimated that it would take 12 months for the contract to be in place.

The vendor would also require time to implement the program and become fully trained in the DL processes, in order to conduct the transactions.

## **FUNDING PROPOSALS**

### **1. Reclassification of employees from Customer Service Representative (CSR) to License and Permit Specialist (LPS)**

#### Proposal:

Issuing a Driver License is a public safety function, ensuring that all persons who receive those credentials are properly vetted. In support of law enforcement and homeland security, CSRs ensure that driver licenses and identification cards are issued securely, lawfully, and to the true person. CSRs also ensure that license holders are able to safely operate motor vehicles. The employees who conduct this service are Customer Service Representatives (CSR), classified as A11 and making \$26,000/year at the entry level.

CSRs in Driver License Offices are required to:

- Understand and interpret state and federal laws, rules and policies;
- Confirm that an applicant's identity is properly documented and authenticated;
- Confirm lawful presence and residency; and
- Determine a licensee's physical and cognitive ability to safely operate motor vehicles on the roadways of Texas.

Due to the important, technical and professional role that CSRs perform, the positions should be reclassified to License and Permit Specialist.

The job knowledge, expertise, and responsibility required to perform the basic requirements of any of the CSR positions has increased significantly throughout the years. CSR tasks include but are not limited to:

- Issuing Texas driver licenses, identification cards and election identification certificates;
- Providing information on voter registration and veterans benefits;
- Providing mobile services, including identification cards for customers who are homebound and CDL driving skills for local, county and state entities;
- Reviewing and validating driver history data from other states;
- Conducting Medical Advisory Board (MAB) investigations and other enforcement related activities;
- Representing the Department in administrative hearings;
- Administering knowledge and skills examinations;
- Managing enforcement and compliance efforts of the Commercial Driver License Program, including the receipt and processing of medical certification cards;
- Auditing programs of record such as Third Party Skills Testing and CDL Issuance;
- Managing enforcement and compliance efforts, and administration of the Driver Responsibility Program;
- Managing and maintaining all records associated with the identity of a customer; and
- Assisting citizens with driver license related questions and concerns.

CSRs must have a combination of skills to be able to interpret all laws, rules and policies correctly, interact with the public and provide customer service and have the ability to work in fast paced and stressful environment.

The Texas population continues to experience enormous growth which equates to more citizens seeking to obtain a driver license or identification card, increased transactions in the driver license office, and increased withdrawal actions for traffic and non-traffic offenses. As a result, CSRs often work beyond assigned hours to meet customer demand, and interact with frustrated customers.

The salary compensation offered to CSRs hinders our ability to attract and retain qualified employees. The turnover rate at the entry level routinely runs between 25 and 30 percent. Due to the important technical and professional role that CSRs perform, the positions should be reclassified to License and Permit Specialists with the appropriate increase in salary.

Funding Impact:

The cost to reclassify CSR to LPS is \$25,656,730 per year.

The potential salary increase per employee is outlined in the chart below. Overall costs are outlined in the following chart. Though we are reflecting the average increase at both the entry level and requested level, the Exceptional Item request is at the requested salary level.

Proposed Salary Increase per Employee

Current Position	Proposed Position	Current Monthly Salary	Current Annual Salary	Entry Level		Requested Level		Total Average Salary per LPS	
				Average Monthly Salary Increase	Average Annual Salary Increase	Average Monthly Salary Increase	Average Annual Salary Increase	Entry Level	Requested level
CSR II	LPS II	\$2,249.19	\$26,990.28	\$410.49	\$4,925.86	\$776.72	\$9,320.65	\$31,916.14	\$36,310.93
CSR III	LPS III	\$2,514.58	\$30,174.96	\$497.34	\$5,968.02	\$1,072.14	\$12,865.63	\$36,142.98	\$43,040.59
CSR IV	LPS IV	\$2,867.10	\$34,405.20	\$598.31	\$7,179.77	\$1,326.05	\$15,912.59	\$41,584.97	\$50,317.79
CSR V	LPS V	\$3,583.67	\$43,004.04	\$793.69	\$9,524.30	\$1,369.57	\$16,434.84	\$52,528.34	\$59,438.88

Timing:

If funded, this request could go into effect for all current employees on September 1, 2019.

**2. Fully Staff all current Driver License offices**

Proposal:

Currently, there are not enough employees to serve all DL customers throughout the state. As of September 1, 2018, there are 229 offices, 1138 workstations and only 918.5 of them are manned at any given time. In order to provide optimal customer service throughout the state, additional staff must be added to the Driver License Division (DLD).

Due to the influx of new residents to Texas, the number of customers requiring an original Driver License will continue to increase. Original DL applications must be processed in an office. Without additional capacity, the wait times at offices will continue to grow.

To meet customer demands, all workstations in existing DL offices need to be staffed.

DPS has created an optimal staffing model chart. Staffing requirements from this model were applied to each of the current offices to determine the optimal number of employees needed. The optimal staffing model per office size can be found in Appendix A. A list of the impact of this request for additional staff per office can be found in Appendix B.

In order to fully staff the current DL offices, an additional 854.7 DL FTEs are needed. In order to support new DL employees, 106.9 indirect FTEs are needed as well, for a grand total of \$178.6M.

Funding impact:

The cost to fully staff all current Driver License offices is outlined below.

Current FTE Classification	Current FTE Numbers	Additional FTE needed by Classification
Regional Manager	9	3
Assistant Manager	31	15
Administrative Assistant	21.5	15
Program Supervisor III (Office Supervisor)	101	22
LPS Team Lead	106	27
LPS IV (Hearing Officer/Limited Term Specialist)	52	14
LPS IV (CDL Examiner)	149	118
LPS II – III	1283.8	640.7
Indirect FTE's		106.9
<b>Total</b>	<b>1753.3</b>	<b>961.6</b>
Estimated FY 20-21 Cost for Additional DLD FTEs		\$159,152,672
Estimated FY 20-21 Cost for Indirect DLD FTEs		\$19,491,930
<b>Total</b>		<b>\$178,644,602</b>

Timing:

If funded, new DL employees would likely be staffed in offices by November/December 2019. DPS would immediately post the positions once the GAA is signed and begin the hiring process, which includes completion of a thorough background check. Every new employee would also need 8 weeks of training before conducting transactions. An outline of the process to complete the hiring process is below.

May 1, 2019 – Solicit contract to hire HR temps to be in place by 7.1.19.

May 1, 2019 – Contact background vendor and alert them that an additional influx of background checks will be needed in July & August.

July 1, 2019 – Post for all License & Permit Specialist positions. Recommend a 10 day posting, and then a continual rolling posting:

- a. Conduct all pre hire functions, including interviews and background checks.
  - i. Applicant screening and interview boards/open house

- ii. Background checks for successful applicants  
Sept 1, 2019 – Proposed start date for employees.
- Sept 2019 – Nov 2019 – Training for new employees (8 weeks)
- Nov/Dec 2019 – Current DL offices fully staffed with trained employees

**3. Increase DL Office Capacity in Underserved Areas:**

Proposal:

In 2009, the population was 24.8M and grew 18% by 2018 to 29.3M. By 2030, the population of Texas is estimated to be 37,155,084 million, a 26.52% increase over the current population.

In order to keep up with projected population growth, DL will continue to need to add capacity in terms additional offices, additional workstations and additional FTEs. In some areas of the state, even properly staffing the existing office will not appropriately address the area due to population increases.

As the population of Texas continues to grow, several existing driver license offices (leased and state-owned) are inadequately sized to meet that growth in the metropolitan statistical areas (MSA) of Texas. In order to keep up with projected population growth, DL must increase the size of offices and convert some smaller offices within designated metro areas into larger fully staffed offices to meet customer demands.

Funding Impact:

The chart below outlines the proposed expansion of Driver License offices throughout the state. Adding capacity in these 15 locations would lead to an additional 846 DL FTEs, 106.4 indirect FTEs and 444 additional manned workstations for a cost of \$190,075,953 over the biennium.

**Expansion of DL Office Capacity**

	Requirements	Current FTE's	Additional DL FTEs Required	Total FTE's	*DL Office Equipment, Contracting & Services	FY 20-21 Costs	DL Estimated Costs
1	Combine Plano and McKinney	36	61	97	42 Workstations	\$5,770,972 \$6,631,601	\$12,402,573
2	Increase size of DL Office in North San Antonio	21	74	95	42 Workstations	\$6,943,245 \$7,832,416	\$14,775,661
3	Combine South Austin and San Marcos Offices	24	71	95	42 Workstations	\$6,648,213 \$7,544,471	\$14,192,684
4	Open New Office in Katy	NA	95	95	42 Workstations	\$8,876,660 \$9,797,605	\$18,674,265
5	Increase size of Temple Office	6.5	37.5	44	12 Workstations	\$3,595,969 \$4,142,546	\$7,738,515
6	Increase size of Denton Office	10.5	33.5	44	12 Workstations	\$3,247,637 \$3,786,738	\$7,034,375
7	Combine El Paso Offices – Hondo Pass and Northwest	20.5	74.5	95	42 Workstations	\$6,886,841 \$7,797,850	\$14,686,691
8	Combine Beaumont, Orange and Port Arthur	11	50	61	24 Workstations	\$4,800,663 \$5,474,977	\$10,275,640
9		27.5	67.5	95		\$6,343,423	\$13,576,565

	Combine Fort Worth South and Cleburne Offices				42 Workstations	\$7,233,142	
10	Increase size of Wichita Falls Office	15.5	28.5	44		\$2,736,994	\$5,993,348
					12 Workstations	\$3,256,354	
11	Increase size of Abilene Office	11.5	32.5	44		\$3,051,543	\$6,642,616
					12 Workstations	\$3,591,073	
12	Combine New Boston and Texarkana Offices	6	38	44		\$3,579,258	\$7,680,336
					12 Workstations	\$4,101,078	
13	Combine El Paso Offices - Scott Simpson and Gateway	34	61	95		\$5,702,243	\$12,324,668
					42 Workstations	\$6,622,425	
14	Combine McAllen and Mission Offices	17	53	70		\$5,061,912	\$10,803,745
					24 Workstations	\$5,741,833	
15	Combine Houston East and Humble Offices	26	69	95		\$6,489,023	\$13,855,273
					42 Workstations	\$7,366,250	
16	Indirect FTE and Costs		106.4				\$19,418,998
	<b>TOTAL</b>	<b>267</b>	<b>846</b>	<b>1113</b>	<b>444 workstations</b>		<b>\$190,075,953</b>

\*Note: DL Office Equipment, Contracting & Services costs listed for each facility project does not include the estimates for construction, lease, furniture, and other associated costs included in a facilities construction project.

In addition, since the Exceptional Item was produced, a request for an office in Angleton for \$8M in FY 20 has been added to HB 1. This funding will provide for a remodel of the existing office to include 7 workstations or a new leased facility with 12 workstations and 28 employees. The addition of CDL testing or to build a new-owned location would require additional funding.

**Timing:**

If funded, new DL offices, staffed, with employees, would likely be in place by December 2020. We would engage TFC as soon as the GAA is signed so that they could begin the solicitations. Once a build to suit lease is signed, it still may take several months to close any land deals, and 6 - 12 months for construction depending on delivery method, new or build out.

Employees would be hired in parallel with this process to have staff ready when the buildings are able to be opened.

**Total Cost for Driver License Exceptional Item Request**

Current FTE Classification	Current FTE Numbers	Additional FTE needed by Classification
Regional Manager	9	3
Assistant Manager	31	15
Administrative Assistant	21.5	15
Program Supervisor III (Office Supervisor)	101	22
LPS Team Lead	106	27
LPS IV (Hearing Officer/Limited Term Specialist)	52	14
LPS IV (CDL Examiner)	149	118
LPS II - III	1283.8	640.7
Total FTE Required (DL office changes)		846
Indirect FTEs (agency positions)		213.3
<b>Total</b>	<b>1753.3</b>	<b>1914</b>

Estimated FY 20-21 Cost for Reclassification		\$51,313,460
Estimated FY 20-21 Cost for Additional DLD FTEs		\$159,152,672
Estimated FY 20-21 Cost for DLD FTEs (DL Office Changes)		\$170,656,954
Estimated FY 20-21 Cost for Indirect FTE's		\$38,910,928
<b>Total</b>		<b>\$420,034,014</b>

## Appendix C. DLD Employee Data Analysis

Data collection included acquiring employee data for DLD employees. The requested data was provided as of October 1, 2019 in a spreadsheet and included the following records:

- Employee Name
- Department Description
- Department Short Description
- State Job Code
- State Job Code Description
- Hours (worked per week)
- Hourly Pay Rate
- Monthly Pay Rate
- Annual Pay Rate
- Gender
- Race
- Hire Date
- Full/Part Time
- Work Location Code
- DLD Region
- Work Address
- Work County
- Work City
- Work State
- Work Zip Code
- Work Email (FY 2019 only)

All information, except for Email Address was obtained for Fiscal Years 2016 to 2019. Information labeled FY 2019 was actually as of October 1, 2019 (one month into FY 2020) and represented progress on additional hiring from increased FTE allotments on September 1, 2019 and reclassification of most CSRs to LPSs with subsequent salary increases.

Some records were duplicative in their information; for instance, Hours was either 20 or 40 and coincided with the Full/Part Time record and Yearly Pay Rate is simply 12 times the Monthly Pay Rate. Likewise, State Job Code and State Job Code Description reference the state job title.

This information provides a snapshot of DLD employees on the day of data capture and can be used for aggregate analysis and trends. The data changes as employees are hired or leave DLD employment.

Some analysis includes all DLD Employees (both full and part time), and then focuses on those full-time DLD employees that provide customer service. DLD frontline staff analysis includes only those employees with State Job Code Descriptions of Customer Service Representative and License and Permit Specialist.

### C.1. All DLD Employees

The 86<sup>th</sup> Legislature gave DPS additional FTEs for DLD. DLD has been hiring more people, and according to DLD management, will continue to hire. Figure C.1 shows all DLD employees by fiscal year, broken out into full- and part-time staff. The figure shows the increased staffing levels in general as well as a decrease in part-time staff since 2016. Part-time staff are all customer service positions.



Figure C.1. Full-Time and Part-Time DLD Staff by Fiscal Year.

### C.2. All DLD and Frontline Staff

The additional FTEs given to DPS in the 86<sup>th</sup> Legislature have been used to add to the frontline staff. Frontline staff are those that work at the Driver License Offices in positions to issue and renew licenses.

Figure C.2 shows the number of all DLD employees and DLD frontline staff.

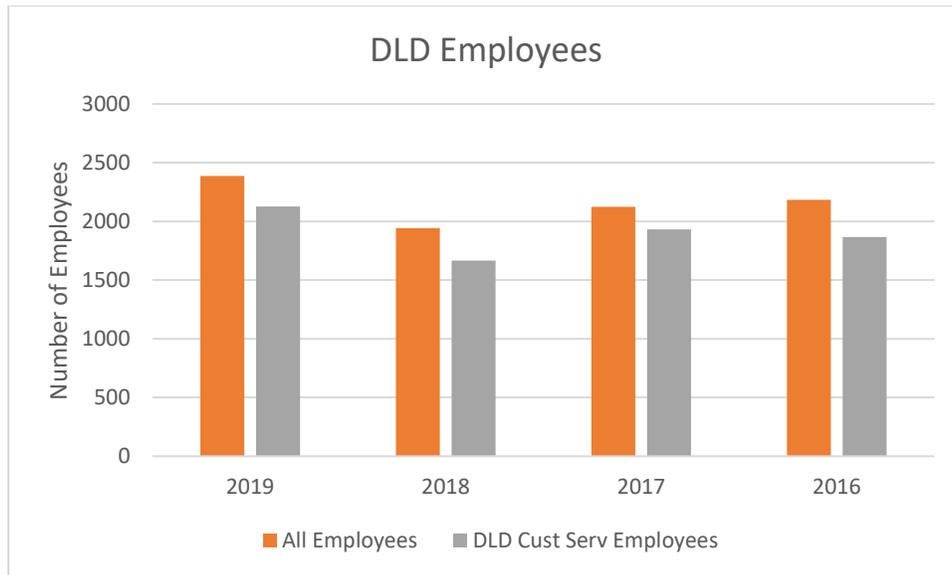


Figure C.2. All DLD Employees and Frontline Staff.

### C.3 Full-Time Staff and DLD Frontline Staff

DLD administration indicated that staff turnover has been as high as 22% annually. Part of the problem was the low salaries of frontline staff. DPS was successful in getting extra money from the 86<sup>th</sup> Legislature to not only increase staff numbers, but also to address the salary issue and other technologies to improve efficiency. In FY 2016 through FY 2018, DLD customer service staff were in position titles called Customer Service Representatives II through V.

In FY 2019 (actually beginning September 1, 2019—the beginning of FY 2020), they initiated a concerted effort to reclassify and increase salaries of all full-time frontline staff. These positions were largely reclassified to the title of License and Permit Specialist II through V, except for part-time employees and a very few full-time staff as of October 1, 2019. The average monthly salary went up by \$840 to \$3545 per month from FY 2018 to FY 2019.

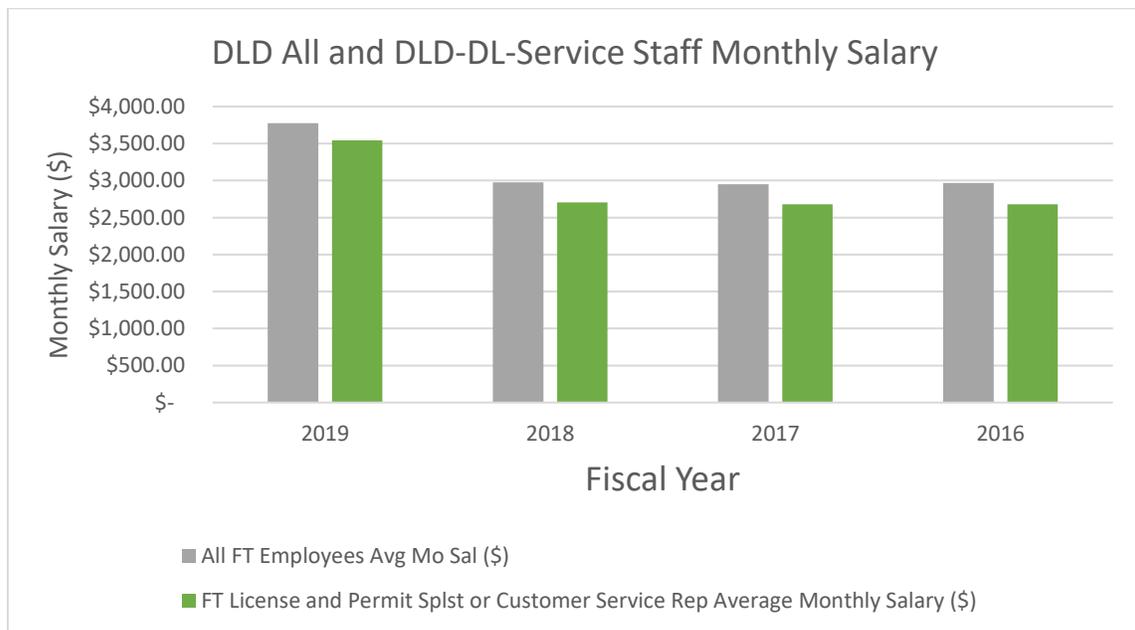
From FY 2016 to FY 2018 Customer Service staff was 85% of DLD staff. In FY 2019, Customer Service staff represented 89% of DLD employees, an increase of 503 more full-time customer service staff

Table C.1 shows full-time staff employee numbers and average monthly salaries for all DLD staff and Customer Service staff. It should be said that “All FT Employees” includes management and support staff in addition to customer service staff.

**Table C.1. Full-Time Employee Data by Fiscal Year.**

DLD Full-Time Employees				
Year	2019	2018	2017	2016
All FT Employees	2337	1850	2004	1976
All FT Employees Avg Mo Sal (\$)	\$ 3,775.21	\$ 2,973.77	\$ 2,949.84	\$ 2,965.65
FT License and Permit Splst	2075			
FT Customer Service Rep	3	1575	1712	1662
FT License and Permit Splst or Customer Service Rep Average Monthly Salary (\$)	\$ 3,545.06	\$ 2,705.18	\$ 2,681.08	\$ 2,680.74

Figure C.3 shows this salary increase graphically.



*Figure C.3. Full-Time Staff Monthly Salaries by Fiscal Year.*

Figure C.4 shows a histogram of the monthly salaries of full-time frontline staff in FY 2018. Figure C.5 shows a histogram of the monthly salaries of full-time frontline staff in FY 2019. The FY 2019 graph shows a significant change compared to the distribution of FY 2018, grouping employees in only a few bins. These correspond mostly to the License and Permit Specialists II, III, IV, and V, with some exceptions and also the average salary increases of \$840 per month.

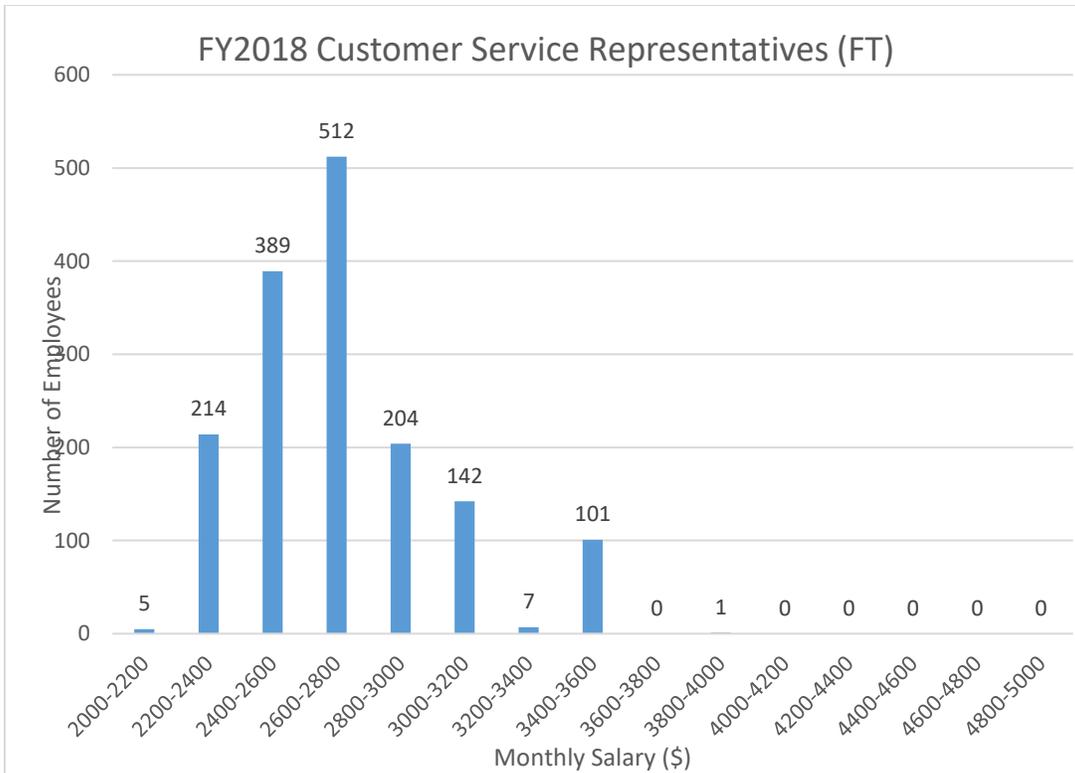


Figure C.4. Histogram of FY2018 Frontline Staff Monthly Salaries.

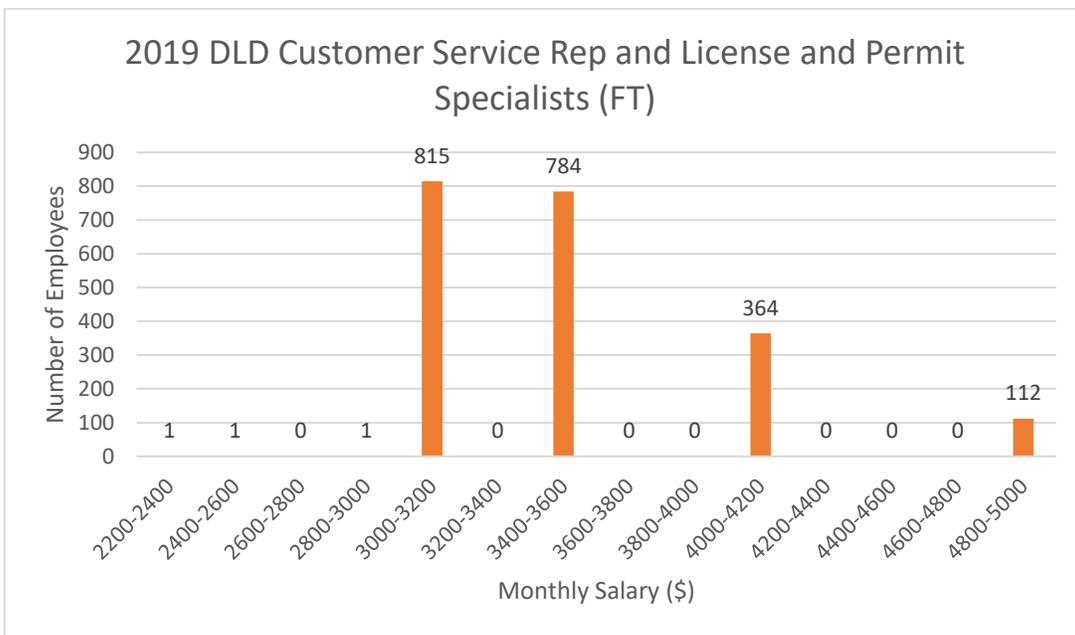


Figure C.5. Histogram of FY2019 Frontline Staff Monthly Salaries.

Figure C.6 shows the years of state employment for frontline staff in FY 2018, and Figure C.7 shows the years of state employment for frontline staff in FY 2019. The FY 2018 data shows a spike in the number of employees with five to ten years of service. The FY 2019 data shows this

same spike. Figure C.7 also shows a spike in the number of employees that were new hires to state service. This also shows the hiring surge that DLD initiated.

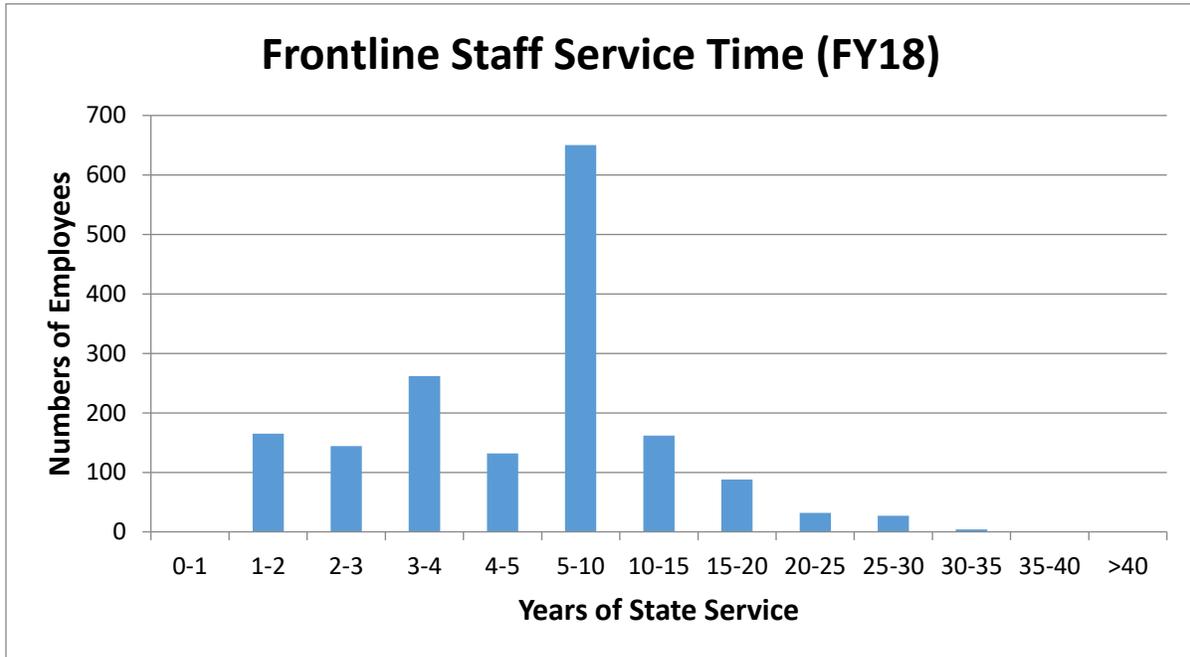


Figure C.6. State Service Time of Frontline Staff (FY 2018)

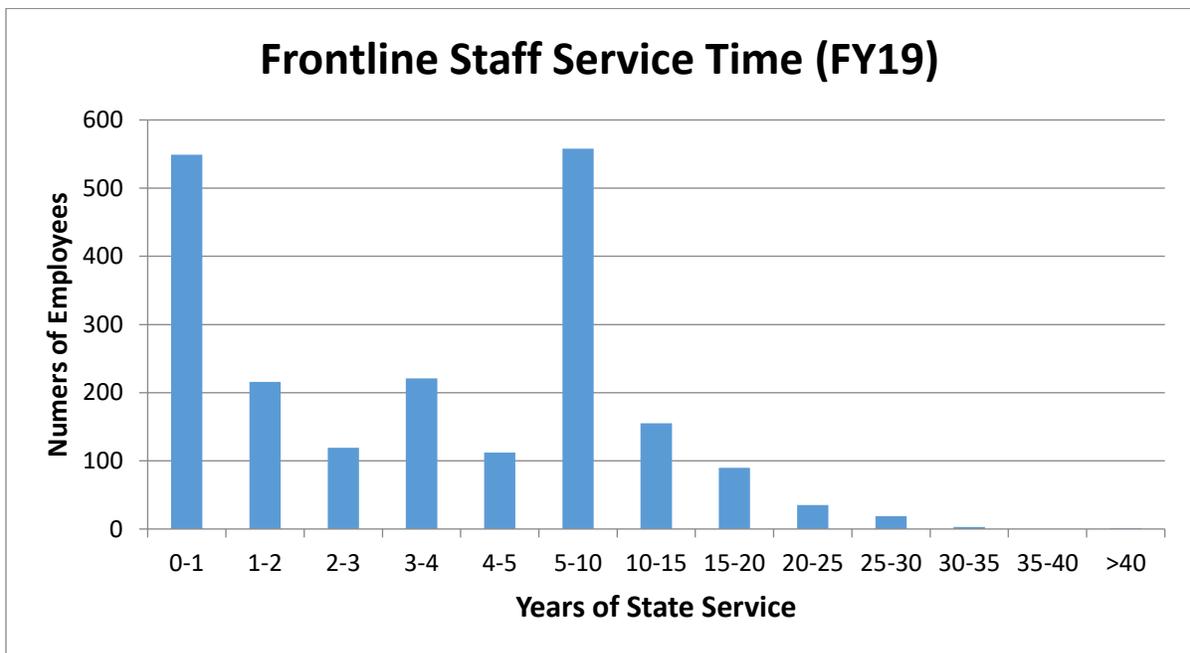


Figure C.7. State Service Time of Frontline Staff (FY 2019)

## C.4 Full-Time Frontline Staff Demographics

This section shows some of the demographics of frontline staff.

### C.4.1 Gender

DLD customer service staff averages about 82% female and 18% male; however, the female staff has increased from 81% in 2016 to 82.7% in 2019. Figure C.3 displays this data and shows the trend.

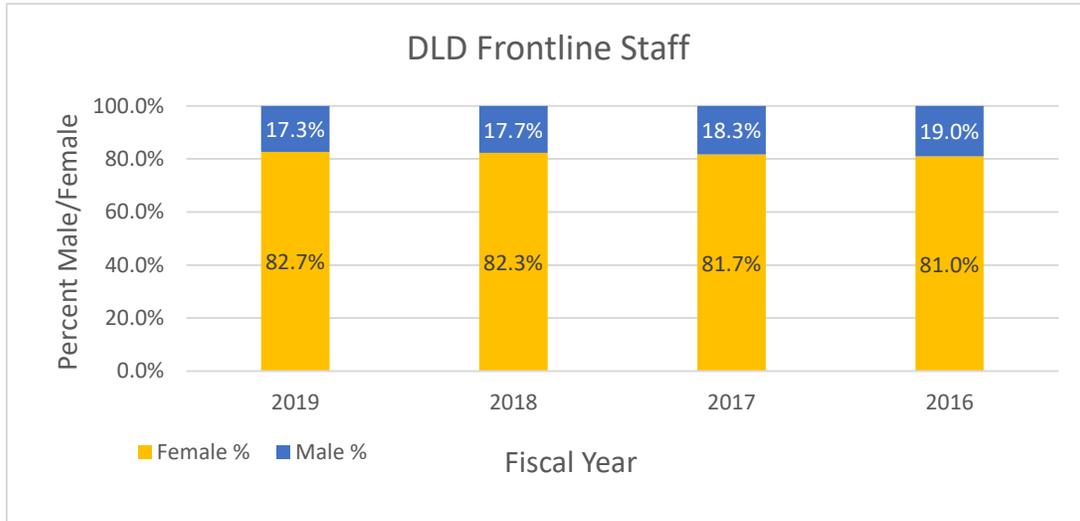


Figure C.5. Customer Service Staff Gender.

### C.4.2. Race/Ethnicity

The data obtained from DLD contained race/ethnicity information in the categories of White, Hispanic, Black, Asian, and a very few others (3) that were grouped for analysis as Other.

Table C.2 shows the projected race/ethnicity of the Texas population according to the Texas Demographics Center (Texas Demographics Center, 2019).

**Table C.2. Texas Projected 2020 Population Race/Ethnicity**

Race/Ethnicity	Population	Percentage
White	12,138,523	40.9
Hispanic	11,804,659	39.8
Black	3,557,892	12.0
Asian	1,525,540	5.1
Other	651,054	2.2
Total	29,677,668	100

Figure C.6 shows the ethnicity of frontline staff by numbers of employees. It shows the general makeup of the customer service workforce has not changed much over the four fiscal years shown and that when many new employees were added in FY 2019, they seem to be added in the same proportions.

Figure C.7 shows this same information as a percentage of frontline staff. This format also shows a relatively stable population by ethnicity, but a closer look shows two things:

- The percentage of white employees has dropped each fiscal year from 39% to 33.9%, and
- The demographics of the customer service population do not match that of the state in general.

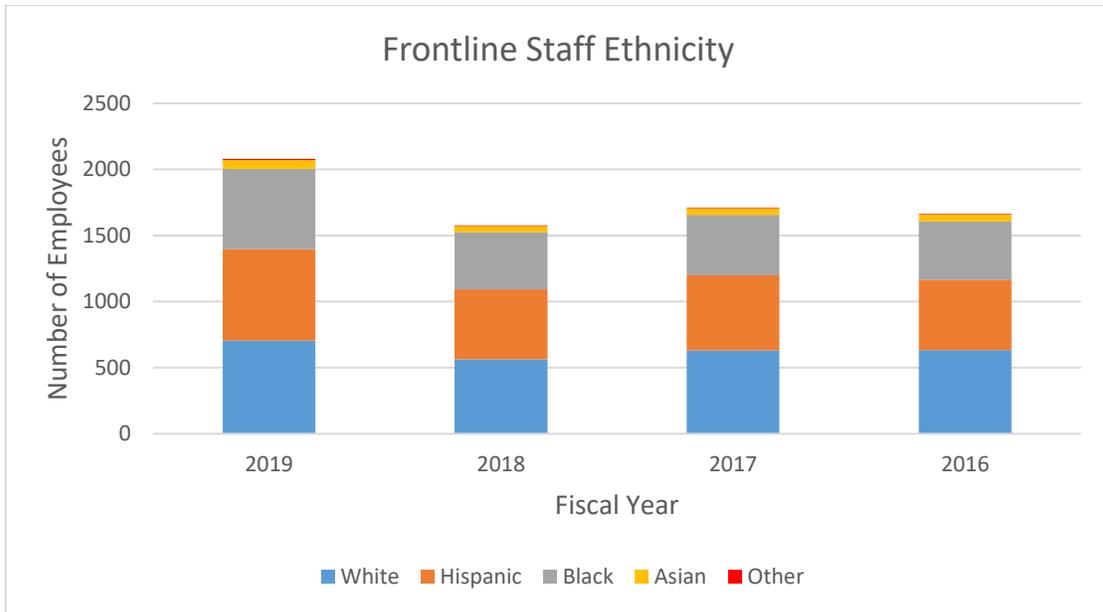


Figure C.6. Numbers of Frontline Staff by Ethnicity.

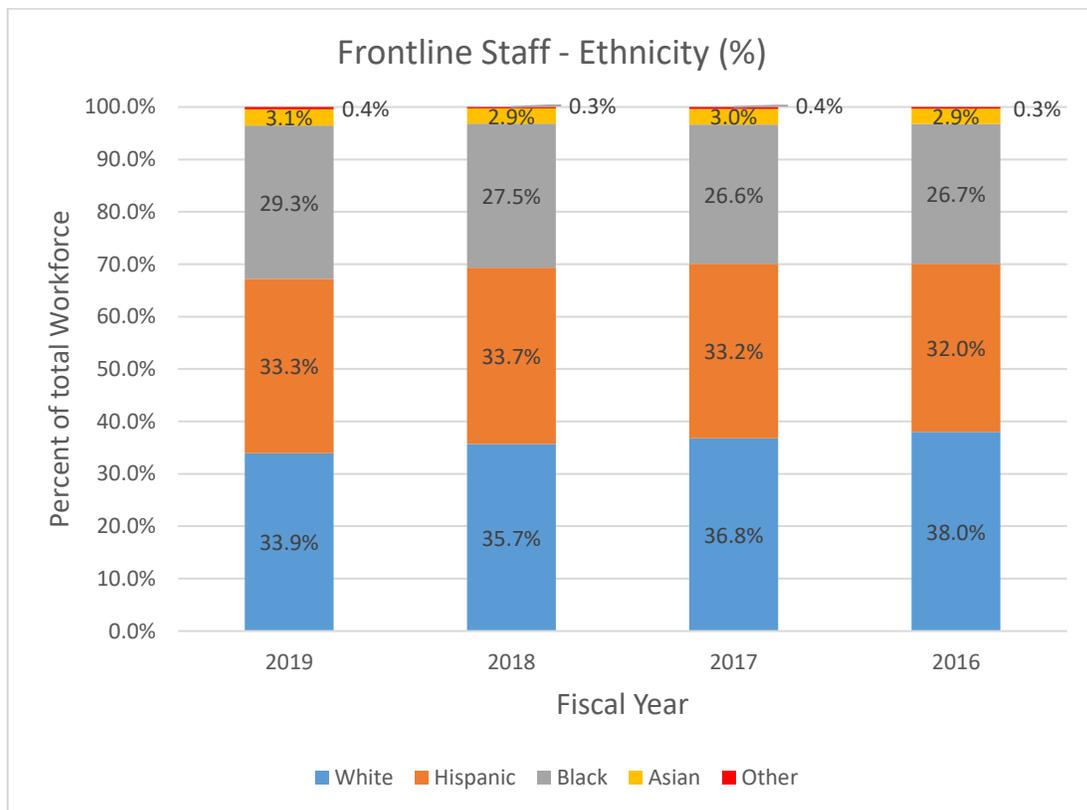


Figure C.7. Ethnicity of Frontline Staff by Percentage.

Figure C.8 shows the average monthly salary of frontline staff by race/ethnicity. It shows that:

- Salaries are fairly even by ethnicity, and
- Salary increases in FY 2019 benefitted all races/ethnicities.

The “Other” category only represents 3 to 10 people in any year, skewing the results for that group. There do not seem to be pay discrepancies by race/ethnicity, and all benefitted in the pay raises of FY 2019.

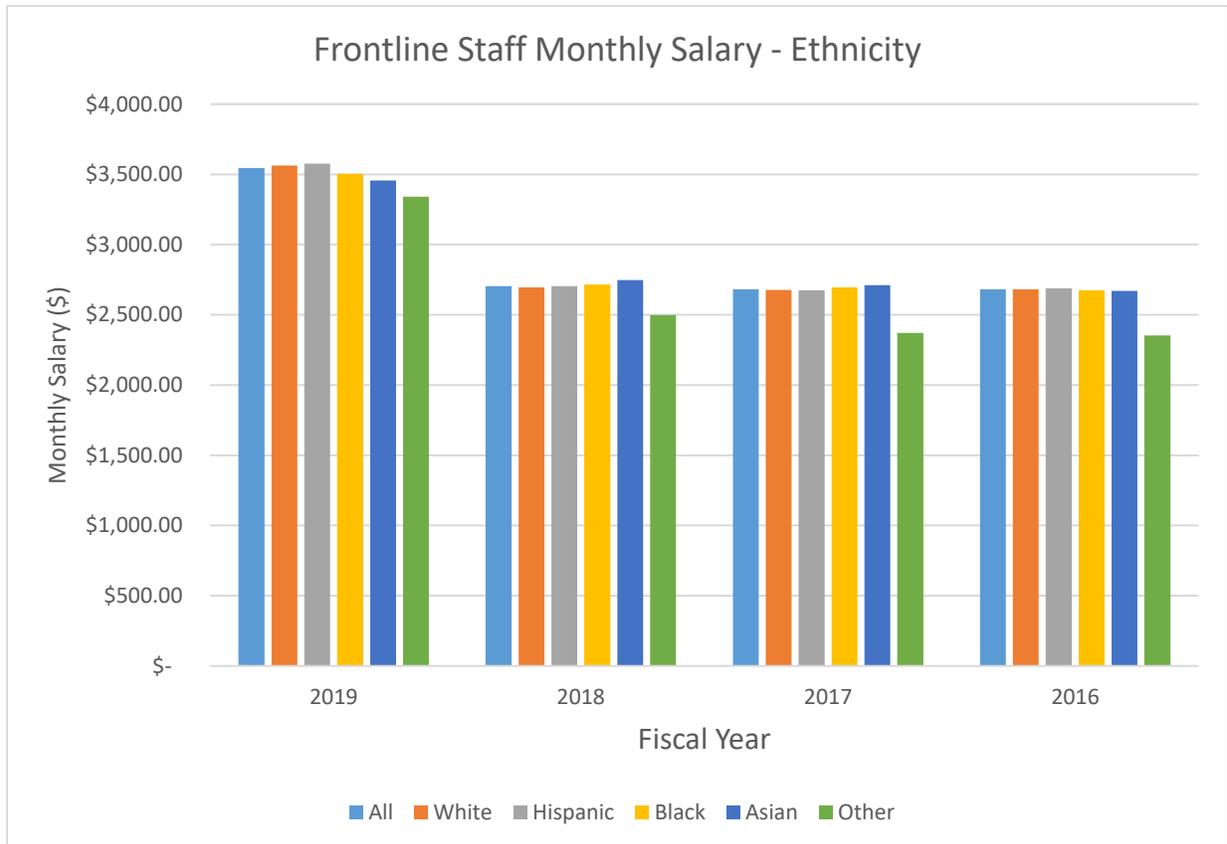


Figure C.8. Frontline Staff Average Monthly Salary by Race/Ethnicity.

## Appendix D. DMV Employee Data Analysis

Data collection included acquiring employee data for DMV employees. The requested data was provided in response to an open records request on December 17, 2019 and received in a spreadsheet including the following records:

- Employee Name
- Class Code
- Class Title
- Hours (worked per week)
- Full/Part Time
- Hourly Pay Rate
- Monthly Pay Rate
- Annual Pay Rate
- Gender
- Race
- DMV Service Time
- State Service Time

Data was only requested for current date and not previous fiscal years.

Some records were duplicative in their information, for instance Hours coincided with the Full/Part Time record and Yearly Pay Rate is 12 times Monthly Pay Rate. Likewise, Class Code and Class Title reference the state job title.

This information provides a snapshot of DMV employees on the day of data capture and can be used for aggregate analysis and trends. The data changes as employees are hired or leave DMV employment.

Some analysis includes all DMV Employees (both full and part time), and then focuses on those Full-Time DMV employees that provide customer service. DMV frontline staff analysis includes only those employees with Class Title of Customer Service Representative and License and Permit Specialist. DMV uses the titles of Customer Service Representative III, IV, and V and License and Permit Specialist III, IV, and V.

## D.1. All DMV Employees

Figure D.1 is a graph showing a gender breakdown of all DMV employees. This graph shows that DMV has a total of 714 employees, of which two-thirds are female. DMV is a much smaller agency than DLD.

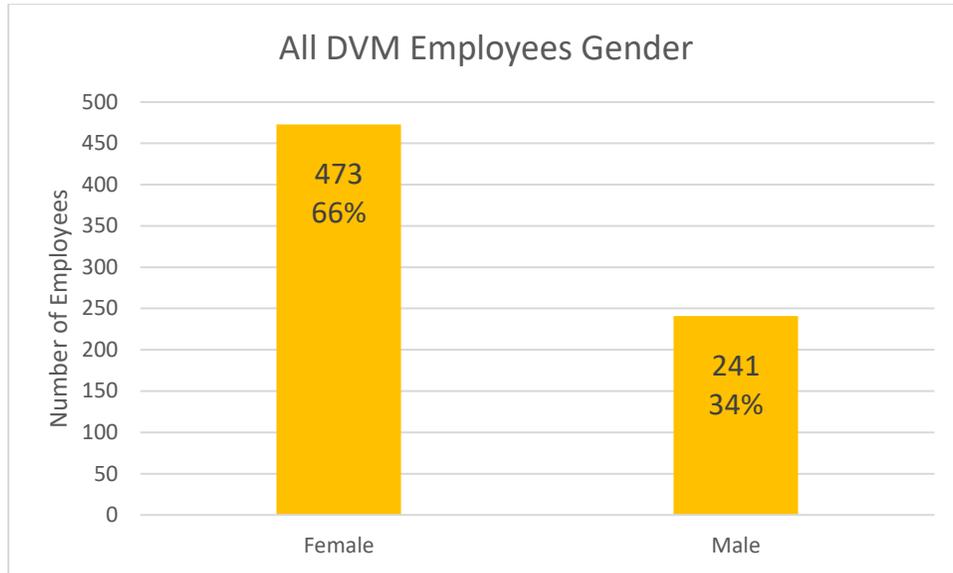


Figure D.1. All DMV Employees by Gender.

## D.2. DMV Frontline Staff

Figure D.2 shows the gender breakdown for only DMV frontline staff; 81% are female and 19% male. As Figure D.1 and D.2 indicate, Frontline Service staff represent 38% of DMV staff.

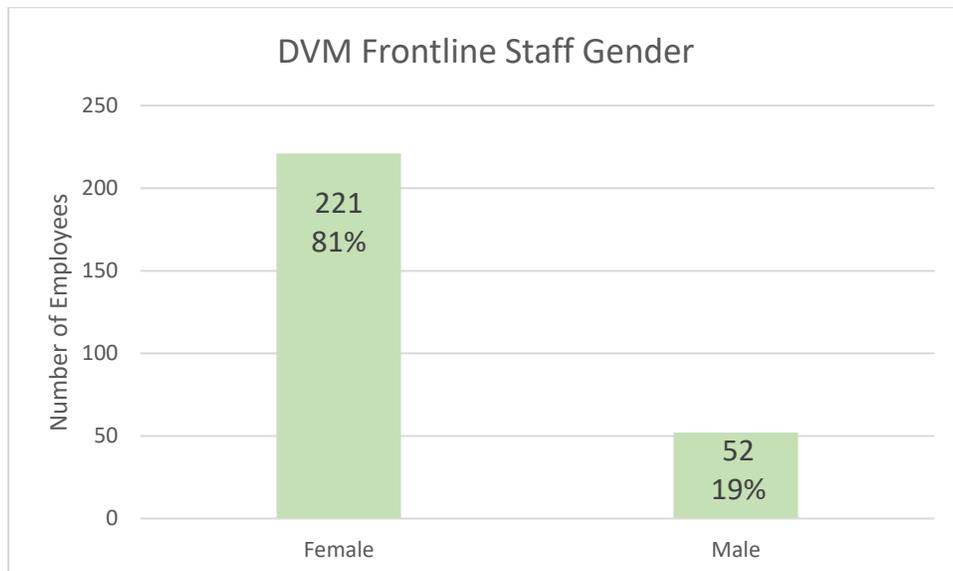
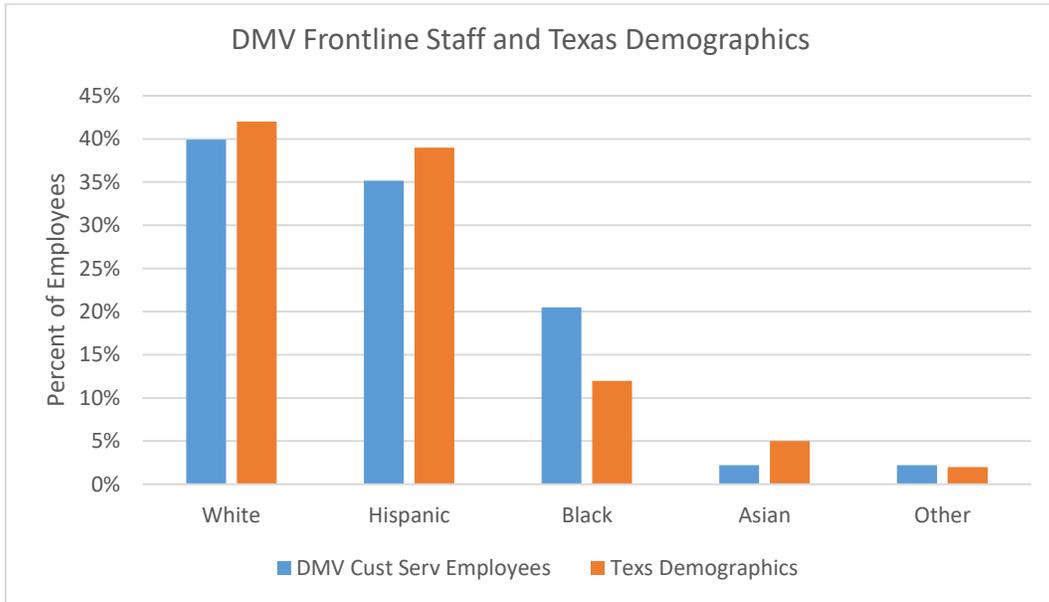


Figure D.2. DMV Frontline Staff by Gender.

Figure D.3 shows the race/ethnic breakdown of DMV frontline staff compared to the demographics of Texas. There are a few areas of over and under representation.



*Figure D.3. Race/Ethnicity of DMV Frontline Staff and Texas Demographics.*

Figure D.4 shows the state service time of DMV CRS and LPR employees. Originally, DMV provided DMV service time, which misrepresented the state service time because DMV was only created by the legislature on November 1, 2009 (from several other state agencies) and data showed the longest serving employee only had 10 years' service time. This was corrected to show all state service time. One can see a fairly even distribution, except for an influx of new employees with less than one year of experience.

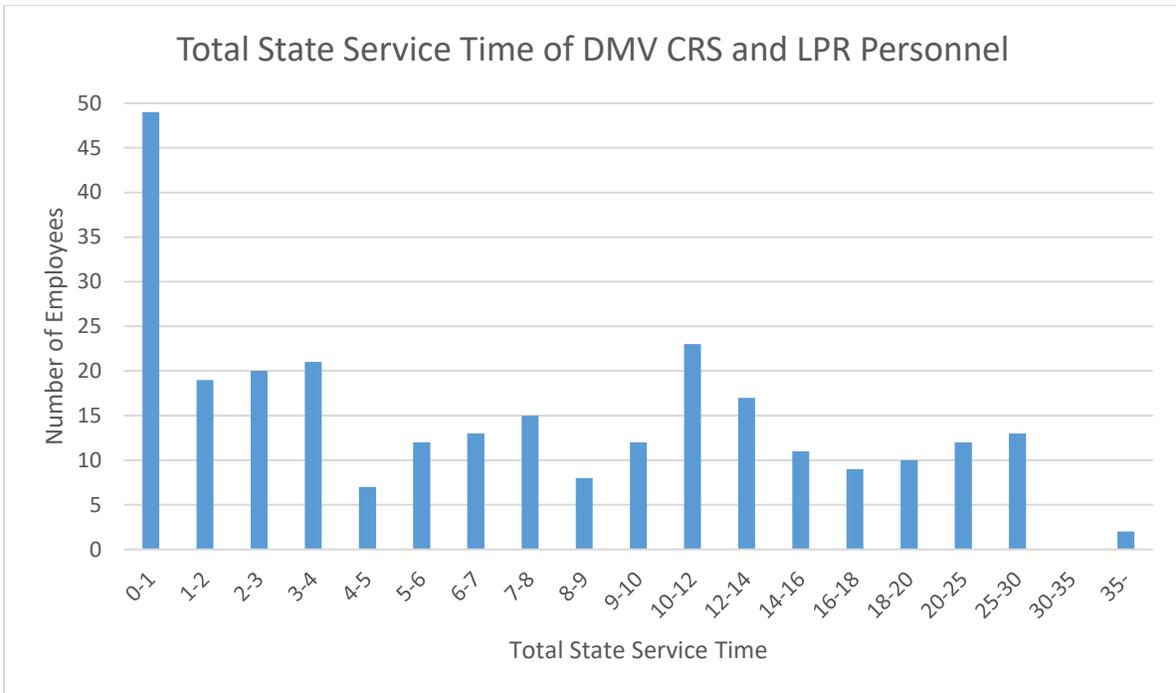


Figure D.4. State Service Time of CRS and LPR Employees.

Figure D.5 shows the histogram of full-time CRS and LPR monthly average salaries. There is a large group at the lower end of the pay range. The average monthly salary for all combined is \$3156.18 per month. The gender breakdown shows female average monthly salary of \$3158.78 and male average monthly salary of \$3145.25.

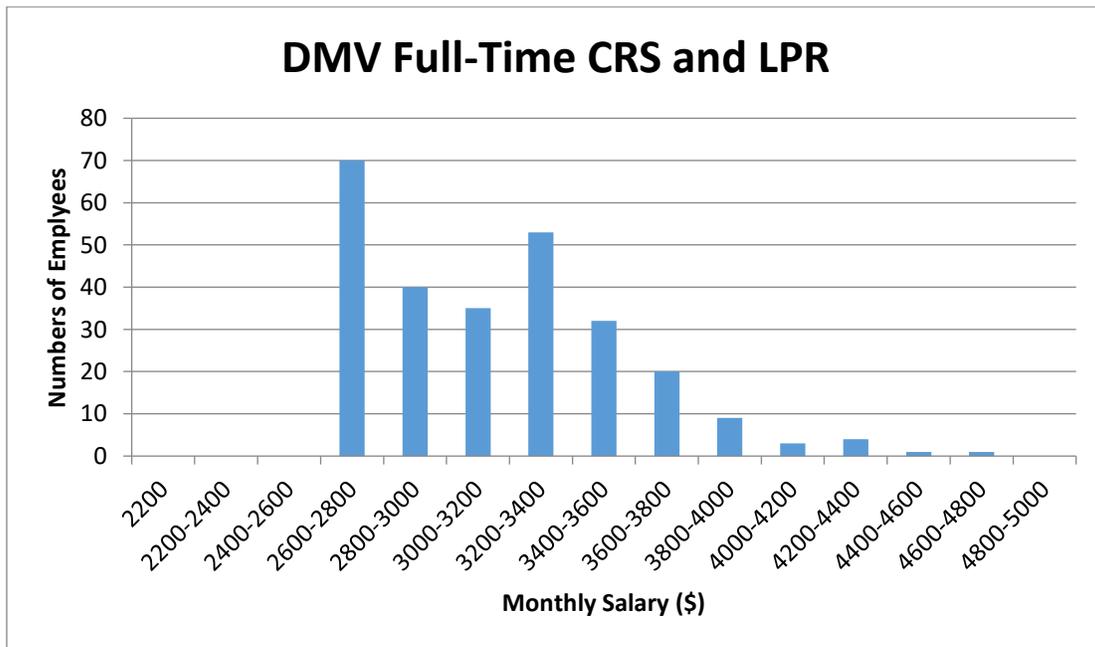


Figure D.5. Full-Time CSR and LPR Monthly Salary Histogram.

## Appendix E. DLD and DMV Customer Service Titles

Prior to FY 2019, DLD used only the Customer Service Representative II, III, IV, and V titles. When the personnel data was acquired from DLD (effective October 1, 2019 and representing FY 2019), they had initiated a reclassification effort where all but 3 full-time and the 50 part-time frontline staff were reclassified to the License and Permit Specialists II, III, IV, and V. This DLD effort also resulted in salary increases. The average monthly salary of all frontline staff went up from \$2705 to \$3545 per month, an increase of \$840 per month. This was part of DLD’s plan to address turnover rates that DLD indicated were 22% per year.

DMV uses a combination of Customer Service Representative III, IV and V titles and License and Permit Specialists III, IV, and V. This mix of titles for frontline staff yields an average monthly salary of \$3156.18 per month.

Table E.1 shows the titles, state pay schedule, and salary range for Customer Service Representatives. Table E.2 shows the titles, state pay schedule, and salary range for License and Permit Specialists.

**Table E.1. Customer Service Representatives**

<u>CLASS TITLE</u>	<u>CLASS CODE</u>	<u>SALARY GROUP</u>	<u>SALARY RANGE</u>
CUSTOMER SERVICE REPRESENTATIVE I	0130	A09	\$23,781 - \$34,859
<b>CUSTOMER SERVICE REPRESENTATIVE II</b>	<b>0132</b>	<b>A11</b>	<b>\$26,332 - \$41,355</b>
CUSTOMER SERVICE REPRESENTATIVE III	0134	A13	\$29,439 - \$46,388
CUSTOMER SERVICE REPRESENTATIVE IV	0136	A15	\$32,976 - \$52,045
CUSTOMER SERVICE REPRESENTATIVE V	0138	A17	\$36,976 - \$58,399

**Table E2. License and Permit Specialists**

<u>CLASS TITLE</u>	<u>CLASS CODE</u>	<u>SALARY GROUP</u>	<u>SALARY RANGE</u>
LICENSE AND PERMIT SPECIALIST I	0170	B12	\$27,840 - \$43,798
<b>LICENSE AND PERMIT SPECIALIST II</b>	<b>0171</b>	<b>B14</b>	<b>\$31,144 - \$49,134</b>
LICENSE AND PERMIT SPECIALIST III	0172	B16	\$34,918 - \$55,130
LICENSE AND PERMIT SPECIALIST IV	0173	B18	\$39,521 - \$64,449
LICENSE AND PERMIT SPECIALIST V	0174	B20	\$45,158 - \$73,788

In general, LPS classifications have a higher pay range than CSR classifications. Neither DLD nor DMV uses the CSR I or LPS I title, and DMV does not use the CSR II or LPR II titles. DLD has moved most frontline staff to the LPS titles.

Both the Customer Service Representative and License and Permit Specialist job descriptions are similar and require less supervision, and have more responsibility as they progress from level I to V. The License and Permit Specialist is more specific to licenses and permits and include this language in the description. Both may interface with the public. One area of difference is in the Experience and Education section of the job description. This section from each job title is shown below.

**Customer Service Representative****EXPERIENCE AND EDUCATION**

Experience in customer service, clerical, or administrative support work. Graduation from a standard senior high school or equivalent is generally preferred. Experience and education may be substituted for one another.

**License and Permit Specialist****EXPERIENCE AND EDUCATION**

Experience in customer service, clerical, administrative, or technical support work. Graduation from a two-year college or equivalent is generally preferred. Experience and education may be substituted for one another.

Both titles give credit for customer service, clerical, and administrative support work. The CSR prefers a minimum of high school graduation. The LPS prefers graduation from a two-year college or equivalent. Since these are expressed as preferences, both titles could be filled with employees that have graduated from high school and even those without a high school diploma.

## Appendix F. DLD Frontline Staff Survey Analysis

The research team conducted a survey for DLD frontline staff. The survey sought information on employee demographics, job satisfaction information, employee attitudes about management, and ideas for improving the job and serving customers better. The survey was built in Qualtrics, the web-based survey service used at the University of Texas at Austin. The survey questions were reviewed by several CTR staff members before finalization.

Using employee email addresses provided by DLD, email invitations to complete the survey were sent on December 7, 2019, and again on December 20, 2019, to all DLD employees with the job title of Customer Service Representative or License and Permit Specialist. These are frontline employees that serve customers seeking new or renewed driver license (including ID cards and Election Certificates) and are the target of the survey. Additionally, DLD sent an email to the same employee group telling them about the survey and encouraging participation.

The survey consisted of approximately 68 questions and participation was both anonymous and optional.

DLD provided the employee email addresses on November 26, 2019 representing data as of October 1, 2019. Employee numbers at large organizations change almost continually, and this data cache acquisition was the basis for all HR data analysis, including the survey request population. Based on this list of emails, 2078 individual emails were sent. Of these, about 30 were bounced back as not being employees any longer. This left 2048 emails sent that were not returned and could have chosen to participate in the survey.

On January 23, 2020, nine-hundred-thirty-one (931) completed surveys were downloaded from the Qualtrics website for analysis. This represents a 45% completion rate. These numbers give survey results with a 98% confidence level and a 3% margin of error. This means that the sample produced results that are extremely good indicators of the population.

There were a few surveys where people did not answer a question. In these instances, the total survey responses do not add to 931. Also, there are some question where the respondent was asked to select all answers that apply, producing total responses of more than 931.

Below is a compilation of the survey responses with some accompanying commentary.

### F.1. Demographics

This section covers various demographic information of responding employees.

A histogram of respondent ages is shown in Figure F.1. It is interesting that the largest group is the age group of 50 to 59, but there are significant numbers of employees that are in their twenties and thirties. If the latter two groups were combined, they would be the largest age group.

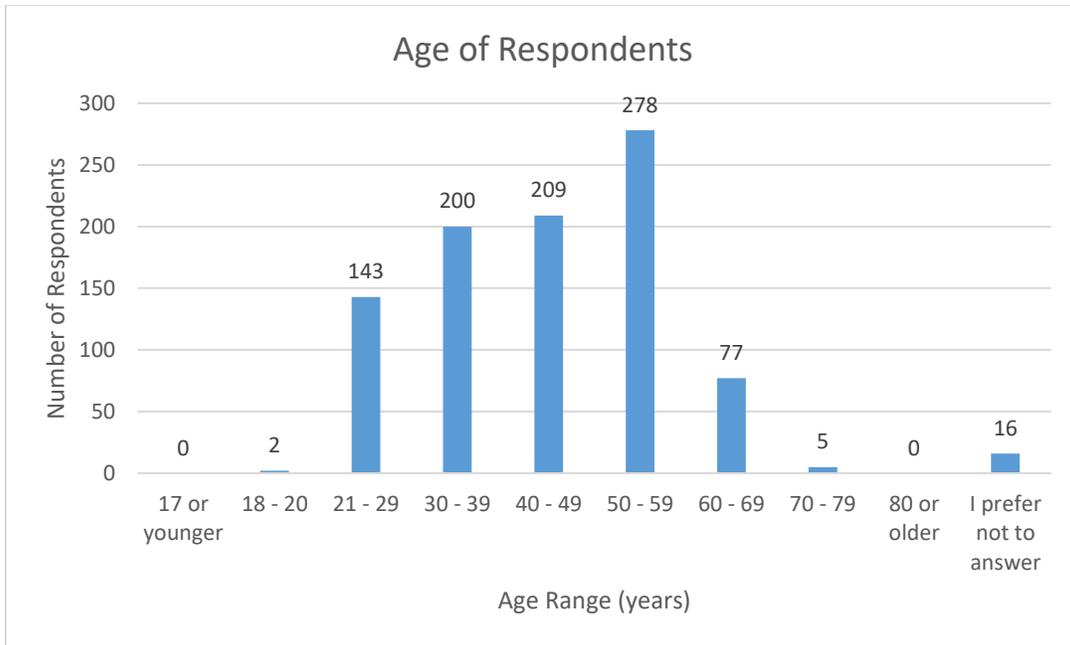


Figure F.1. Age of Respondents

Figure F.2 shows the gender of respondents. Of respondents that indicated their gender, 82.7% are female. This is very similar to the employee data acquired from DLS.

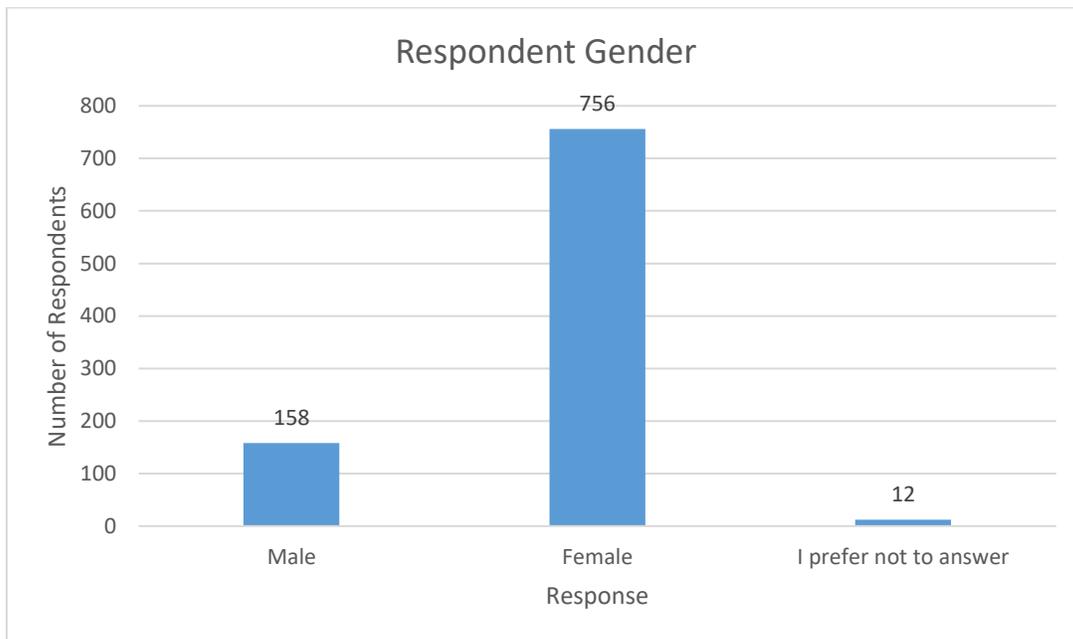


Figure F.2. Respondent Gender.

Figure F.3 shows survey respondent race/ethnicity. These results represent different percentages than are found in the employee pool at large, which is approximately one-third each White, Hispanic, and Black (employee demographics are provided in Appendix C). This survey was optional and more White employees took the survey. If the White numbers were reduced slightly

and added to the Hispanic number, that respondent group would be more in line with the employee demographic percentages.

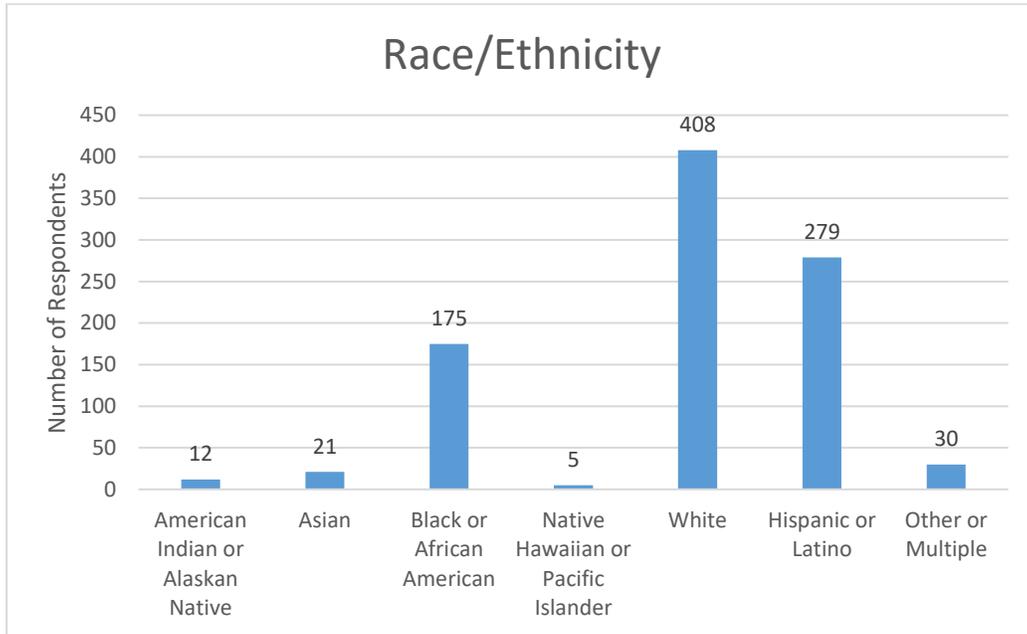


Figure F.3 Survey Respondent Race/Ethnicity.

Figure F.4 shows the length of DLD employment. The largest group has been with DLS for 5 to 10 years. On the whole, the frontline staff population has not been with DLD very long. This agrees with the approximate 22% turn-over rate that DLD has reported.

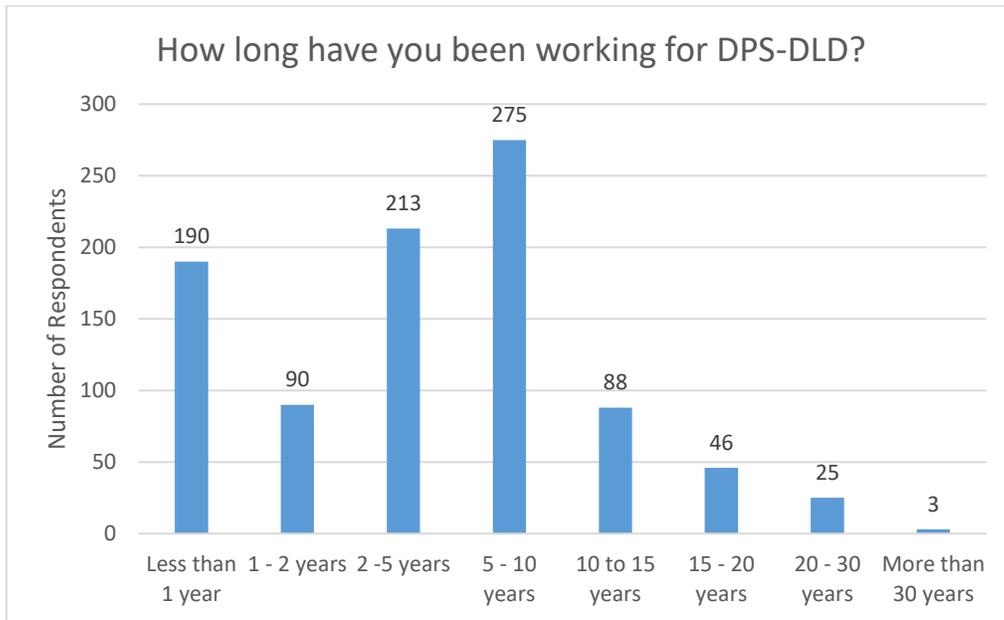


Figure F.4 Employee DLD Longevity.

Figure F.5 shows the reported salary range histogram. This information is different from the salary histogram developed in Appendix B, Figure B.5. Figure F.5 shows a wide distribution of salaries while Figure B.5 show salaries in only a few bins. Some of these differences could include:

- Not understanding the impact of the job reclassification that took place beginning on September 1, 2019 and its impact on salary.
- Viewing monthly salary in terms of “take-home” (net) rather than gross salary.
- Including longevity pay in salaries. Longevity is not included in the DLD employee data.

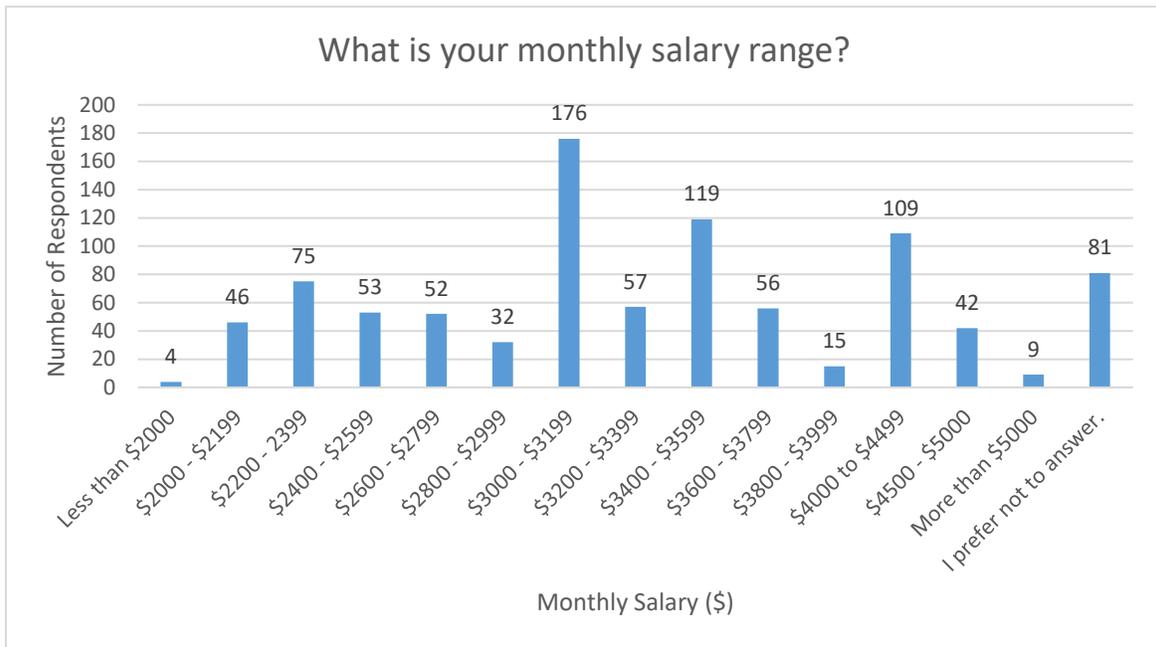


Figure F.5. Employee Monthly Salary Histogram.

## F.2. Job Satisfaction

This section covers various areas of job satisfaction of responding employees.

Figure F.6 shows answers to the question of the employee level of job satisfaction regarding serving customers. This shows that the vast majority like serving customers.

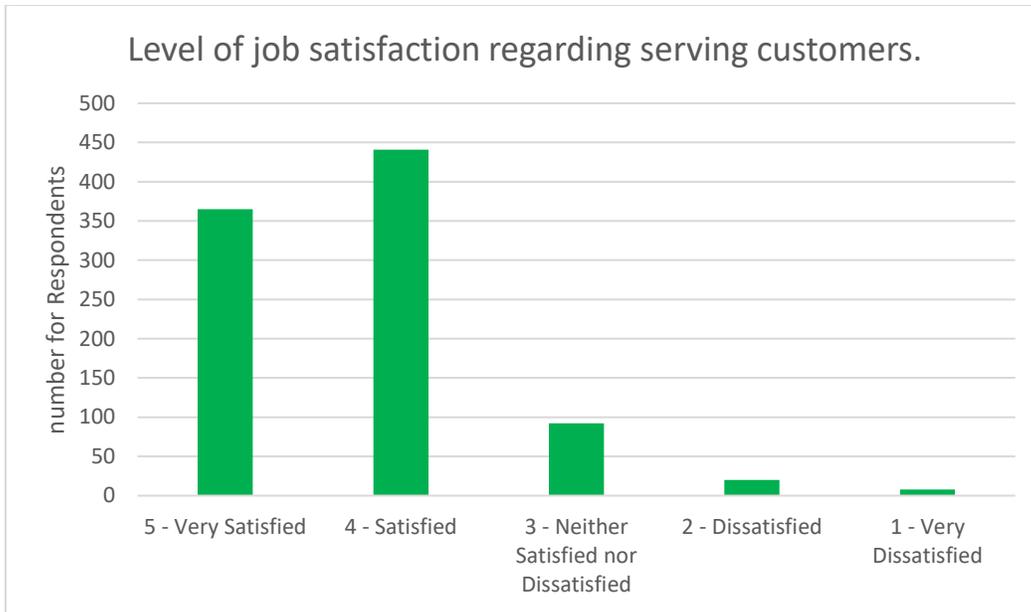


Figure F.6. Satisfaction Serving Customers.

Figure F.7 displays the level of job satisfaction when it comes to helping people solve problems. The results again show that most employees like to help people solve problems. Ninety-one percent are either very satisfied or satisfied.

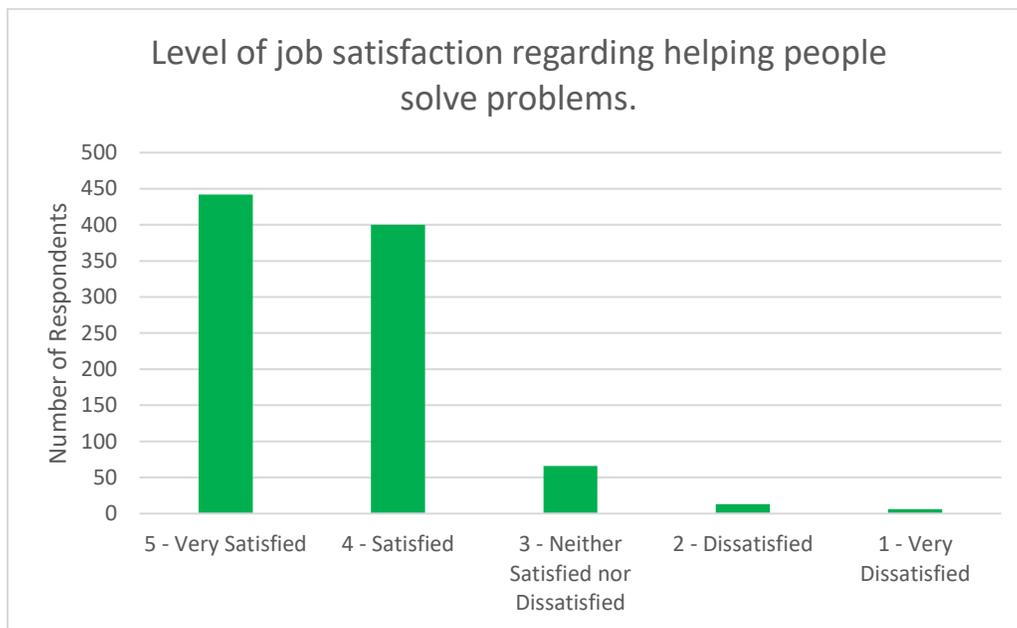


Figure F.7. Satisfaction Soling Problems.

Figure F.8 shows the level of job satisfaction regarding working with diverse customers. Ninety percent of employees are very satisfied or satisfied.

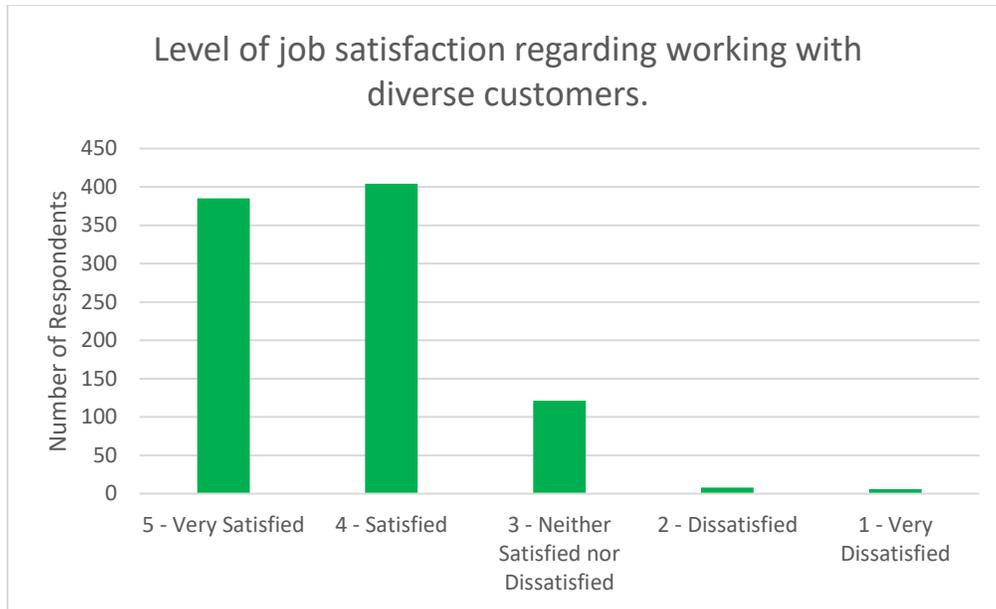


Figure F.8. Satisfaction with Diverse Customers

Figure F.9 shows employee job satisfaction with respect from customers. Here we see a shift to less satisfaction. The majority (56%) are satisfied, but there is some dissatisfaction entering the picture.



Figure F.9. Satisfaction – Respect from Customers.

Figure F.10 displays job satisfaction regarding respect from the supervisor. In this graph, we move back to most employees being satisfied (77%) with many (44%) being very satisfied.



Figure F.10. Satisfaction – Respect from Supervisor.

Figure F.11 shows the level of job satisfaction regarding respect from coworkers. Overall, most are satisfied with the level of respect they get from coworkers, although the levels of very satisfied and satisfied are reversed.

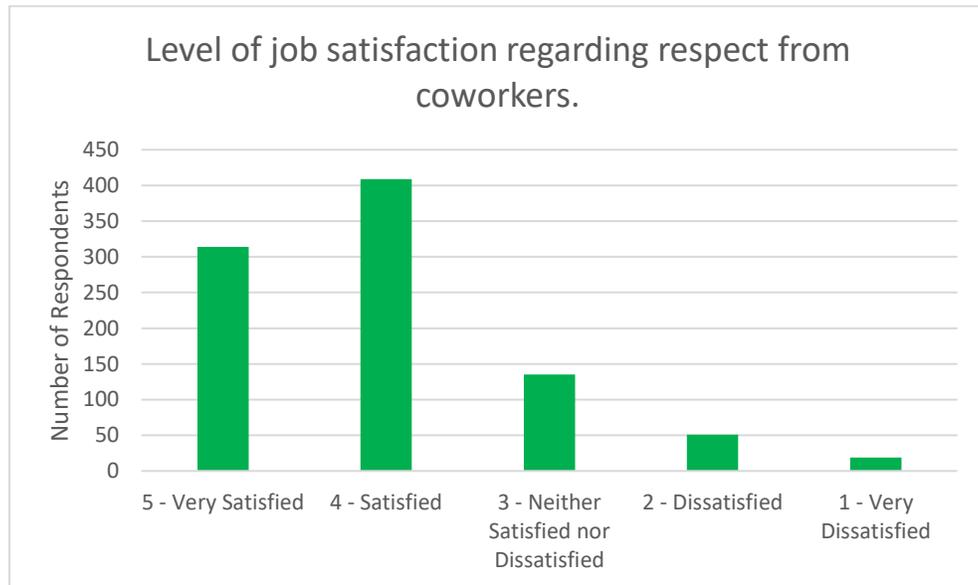


Figure F.11. Satisfaction – Respect from Coworkers.

Figure F.12 represents the job satisfaction regarding respect from others outside of the office. This graph looks similar to F.11 in terms of respect from coworkers, with only a little more that are neither satisfied nor dissatisfied.

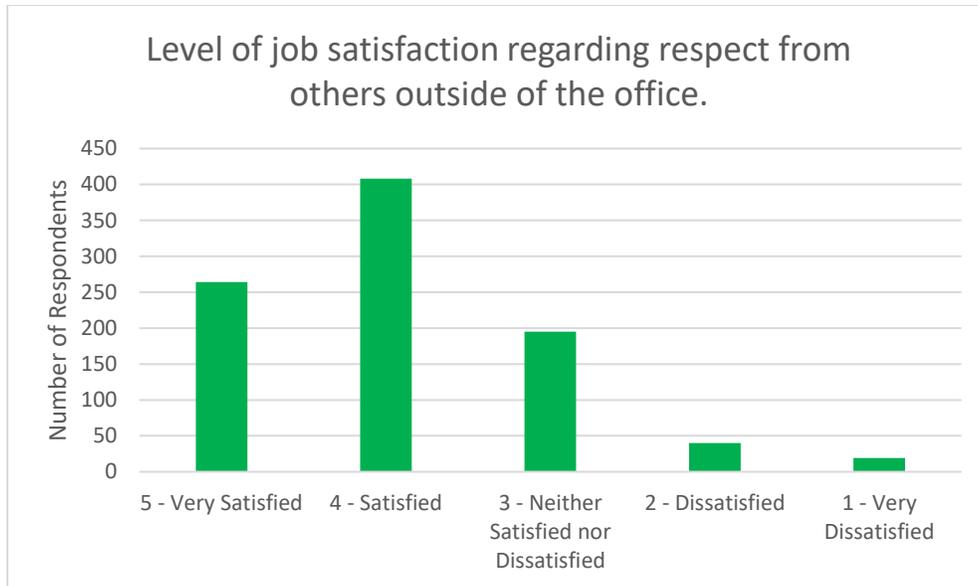


Figure F.12. Satisfaction – Respect from Others Outside the Office.

Figure F.13 shows the level of job satisfaction regarding job training. This may be a memory of an employee’s initial training or additional training with implementation of new equipment. Most are still satisfied, but there appear to be more less-satisfied employees.



Figure F.13. Satisfaction – Job Training.

### F.3. Management, Conditions, and Benefits

This section covers various areas of employee satisfaction with management, working conditions, and employee benefits.

Figure F.14 displays satisfaction with DPS Administrative Support. Only eleven percent (11%) show some level of dissatisfaction. Most employees are satisfied with DPS administrative support in their job.

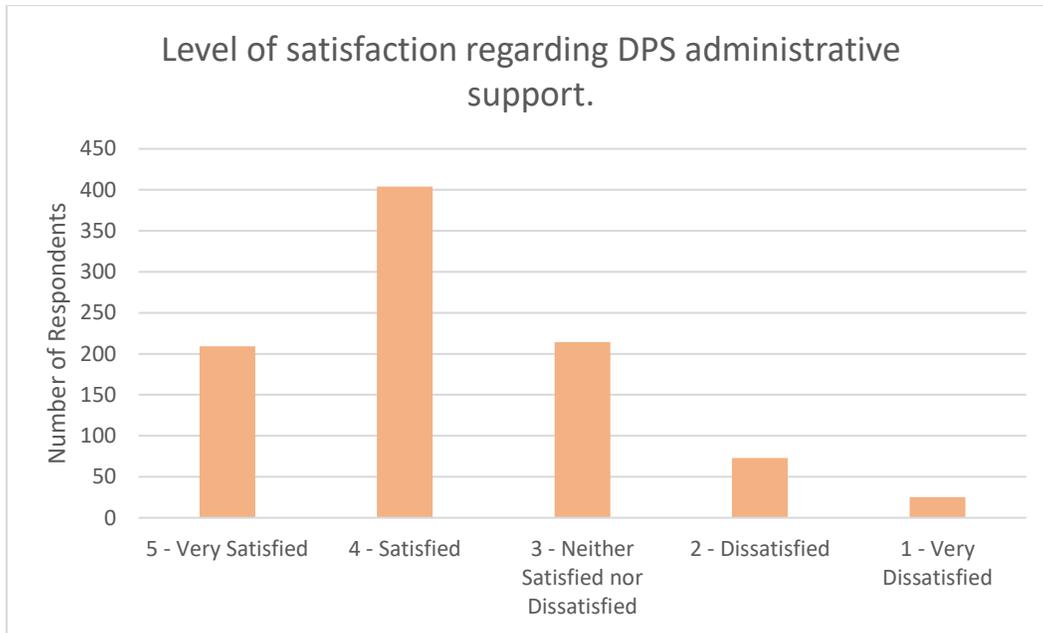


Figure F.14. Satisfaction – DPS Administrative Support.

Figure F.15 shows the satisfaction with DLD Management. This is different than the question from Figure F.14, in that that question dealt with all DPS and not just DLD. This data shows that there is a majority that are satisfied with DLD management even though the dissatisfaction increased to fifteen percent (15%).



Figure F.15. Satisfaction – DLD Management.

Figure F.16 displays the satisfaction with the employee’s direct office supervisor. The satisfaction with direct supervision is high and the highest response was “Very Satisfied.”



Figure F.16. Satisfaction – Office Supervisor.

Figure F.17 shows the response to the question about the employee’s satisfaction regarding fair treatment by management. There is more dissatisfaction and increased neither satisfied nor dissatisfied, but there is still 64% that are satisfied.

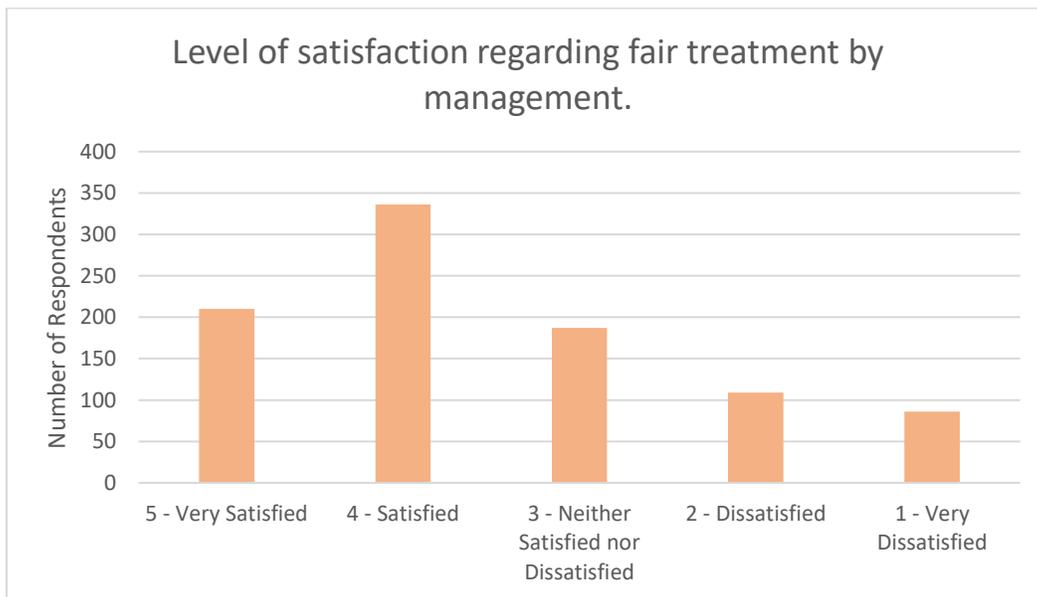


Figure F.17. Satisfaction – Fair Treatment by Management.

Figure F.18 shows a high level of employee satisfaction with coworkers. This question is about support and working with coworkers rather than Figure F.11, which was about respect from coworkers.

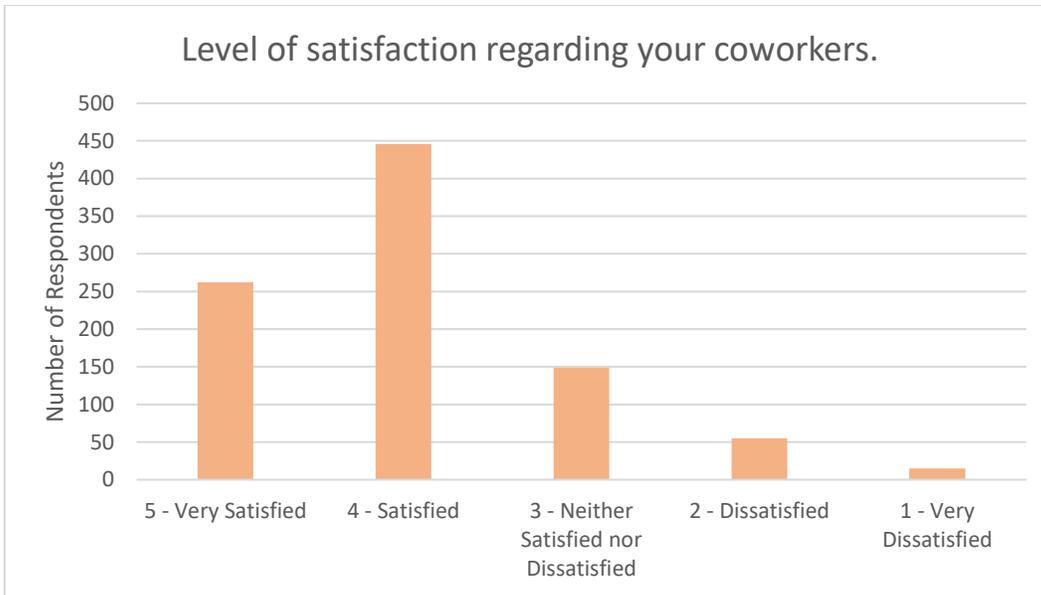


Figure F.18. Satisfaction – Coworkers.

Figure F.19 summarizes the level of employee satisfaction with the employee teamwork and support. One sees a slight amount more of dissatisfaction than satisfaction with coworkers shown in Figure F.18.

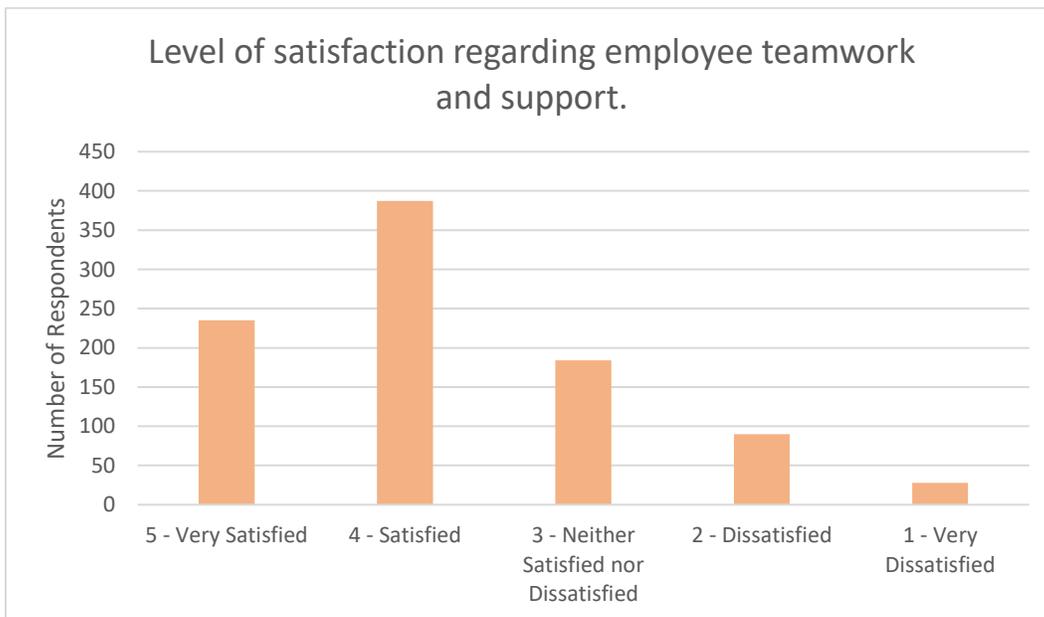


Figure F.19. Satisfaction – Employee Teamwork and Support

Figure F.20 displays the employee’s level of satisfaction regarding job safety. Most are satisfied with the safety of their job, but there is more dissatisfaction (17%) than shown in other questions.



Figure F.20. Satisfaction – Job Safety.

Figure F.21 shows employee satisfaction with their salary. The “Very Satisfied” level is lower than most other questions asked, and the dissatisfied levels increased to about twenty percent (20%). This is after almost all of these employees were reclassified in September 2019 and received an average of \$840 increase in monthly salary. This does not speak to whether the pay raise boosted salaries to market rates, but a study posted by the website Payscale.com indicated that only 19% of employees of even overpaid workers are satisfied with their salary (PayScale, 2017).



Figure F.21 Satisfaction – Salary Level.

Figure F.22 shows the employee’s level of satisfaction with their work hours. Seventy-five percent (75%) are satisfied with their work hours.



Figure F.22. Satisfaction – Work Hours.

Figure F.23 shows employee satisfaction with promotion opportunity. This is an area where there is a pronounced movement toward dissatisfaction. Twenty-six percent (26%) are dissatisfied, but there are twenty-seven percent (27%) that are neither satisfied nor dissatisfied. There are less than 50% that are satisfied.



Figure F.23. Satisfaction – Promotion Opportunity.

Figure F.24 displays employee satisfaction with their workload. The number of employees that are very satisfied is lower, but there is still about two-thirds of employees satisfied with their workload.



Figure F.24. Satisfaction – Workload.

Figure F.25 shows employee satisfaction regarding insurance benefits. In this graph, we return to a similar picture as found in many responses: most employees are satisfied (with some very satisfied and a larger amount satisfied), some are in between, and a very few employees are dissatisfied. Most employees are satisfied with their insurance benefits.

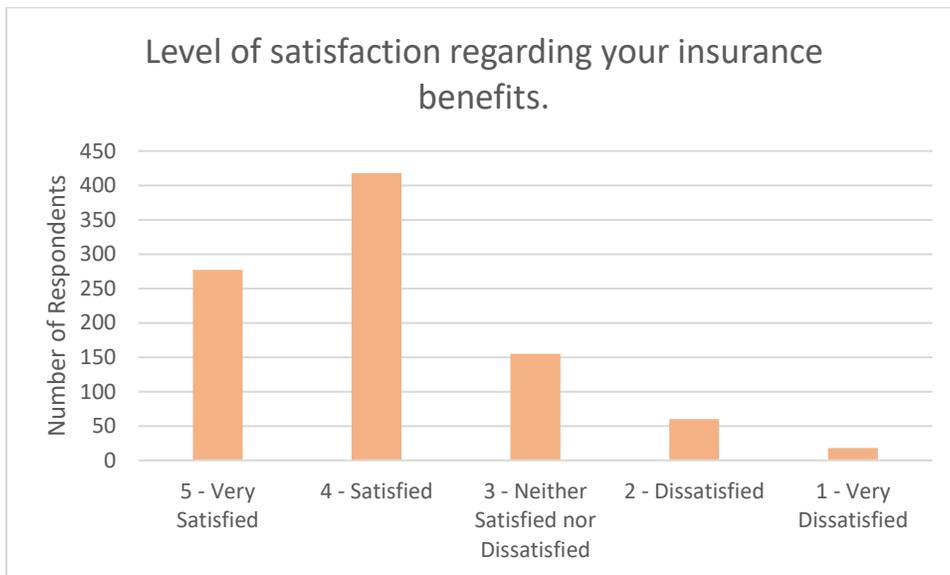


Figure F.25. Satisfaction – Insurance Benefits.

Figure F.26 displays the histogram of the responses regarding satisfaction with vacation time benefits. In this figure, the satisfaction is overwhelming at 85%.



Figure F.26. Satisfaction – Vacation Time Benefits.

Figure F.27 shows the satisfaction with being able to take vacation time off when desired. There is some more dissatisfaction with this, in that maybe due to work load they are not able to take off when they want to. This is understandable in a production environment like DLD. Certain staff levels must be maintained for the office to function.

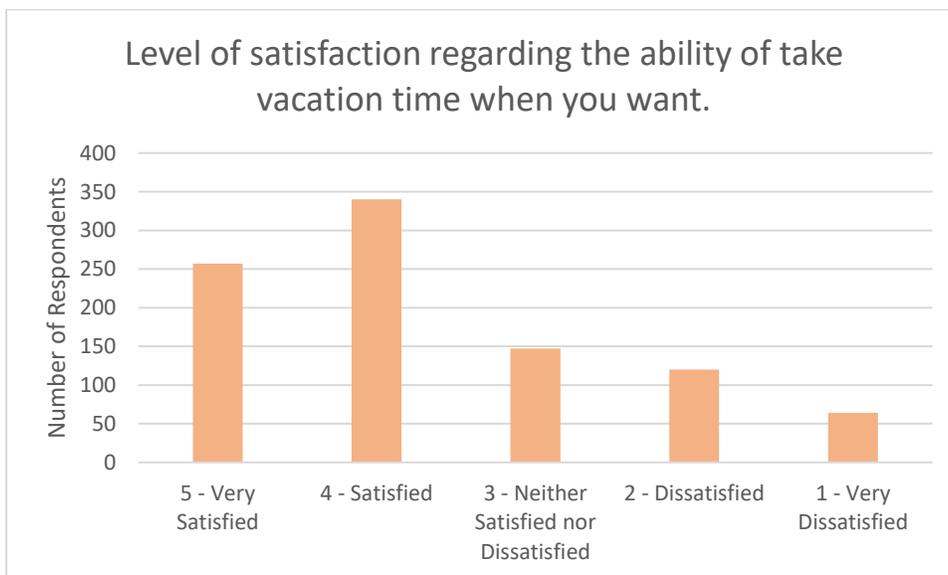


Figure F.27. Satisfaction – Take Vacation Time Off When Desired.

Figure F.28 displays the histogram of satisfaction with Sick Leave Benefits. This response looks very much like the satisfaction with vacation benefits from Figure F.26.



Figure F.28. Satisfaction – Sick Leave Benefits.

The histogram in Figure F.29 shows the satisfaction regarding the ability to take leave time unexpectedly if needed. There is slightly more dissatisfaction with this, as the production environment may not allow as much flexibility on this issue.



Figure F.29. Satisfaction – Take Leave Time Unexpectedly.

The last histogram in this benefits section, Figure F.30, deals with employee satisfaction about Holiday Benefits. There is practically no dissatisfaction with the holiday benefits for employees.



Figure F.30. Satisfaction – Holiday Benefits.

Figure F.31 covers the opportunities to learn new skills. This would provide a path to faster processing or promotion potential. Most are satisfied with their ability to learn new skills, but there is a number of responses of neither satisfied nor dissatisfied.



Figure F.31. Satisfaction – Opportunities to Learn New Skills.

Figure F.32 displays employee’s satisfaction with the opportunities to use new technologies. The histogram shows many more responses of neither satisfied not dissatisfied and may depend on new technologies being implemented by DLD.

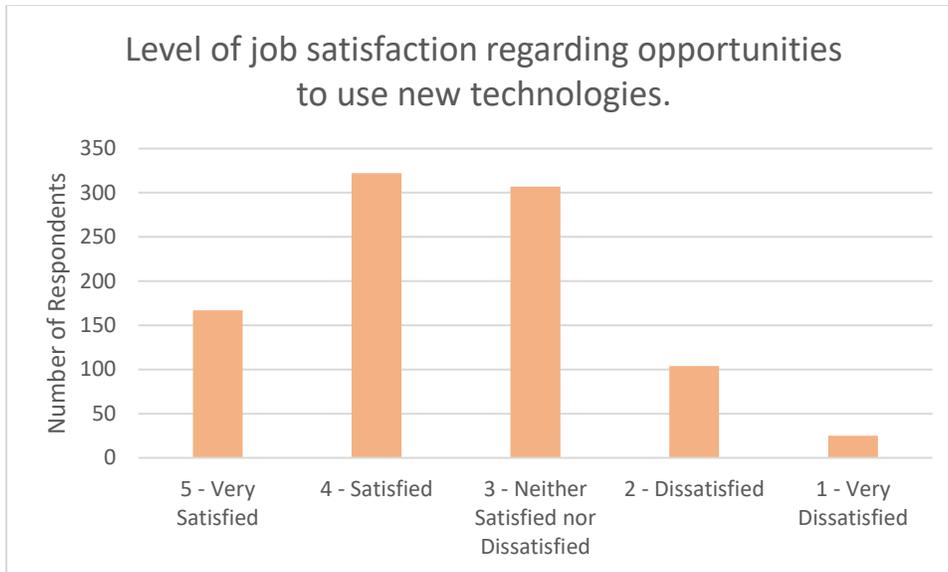


Figure F.32. Satisfaction – Opportunities to Use New Technologies.

Satisfaction with working conditions is an important issue. Figure F.33 shows employee satisfaction with Office Conditions, such as cleanliness, lighting, furnishings, and equipment.

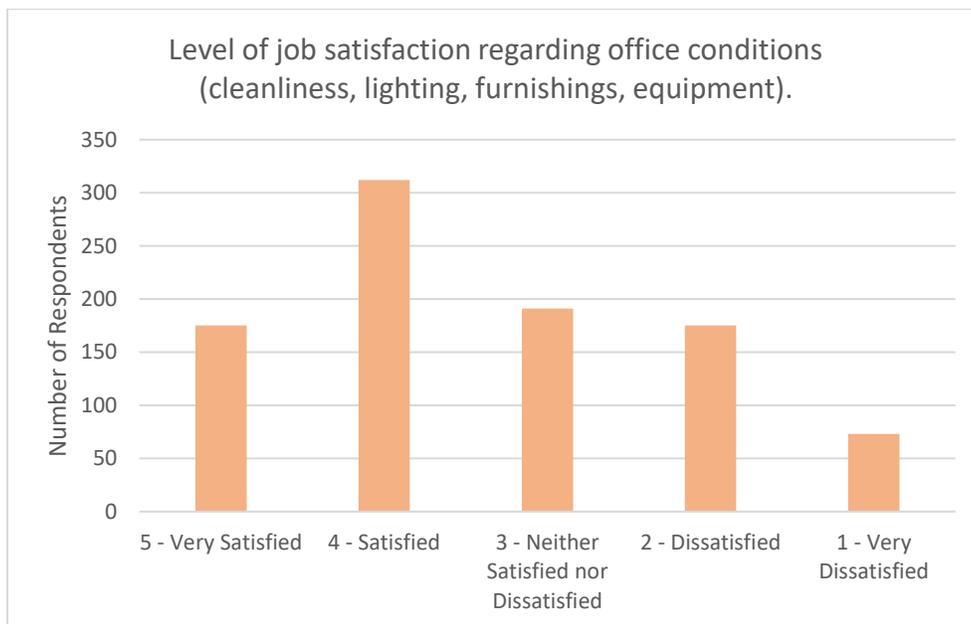


Figure F.33. Satisfaction – Office Conditions.

## F.4. DLD Career

This section describes and employee’s immediate and long-term outlook for DLD employment.

Figure F.34 describes the employee’s ranking of their total compensation package and what means the most to them. This may be a big reason they work at DLD. Salary is by far the most meaningful to the most employees. Retirement Benefits and Insurance are cited by many.

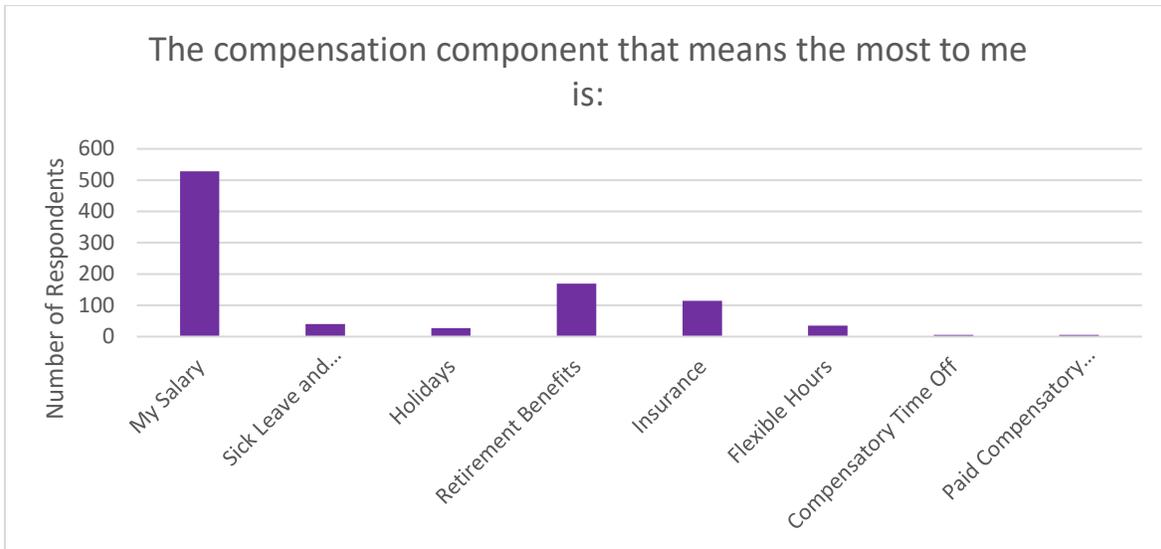


Figure F.34. Most Meaningful Part of Compensation.

Receiving salary increases is expected by most employees over time and this affects employee retention. Figure F.35 shows the employee’s response to when they last received a salary increase. The results show that the most responses are for receiving a salary increase less than a year ago. Many other responses indicate other time frames. For those hired very recently, they may have been hired after almost all CSRs were reclassified to LPS job descriptions, but almost all others were reclassified in September 2019 and received an average salary increase of \$840 per month. This result, along with the data shown in Figure F.5 on what the employee indicates is their salary, may indicate some people are not aware of how this action affected them.

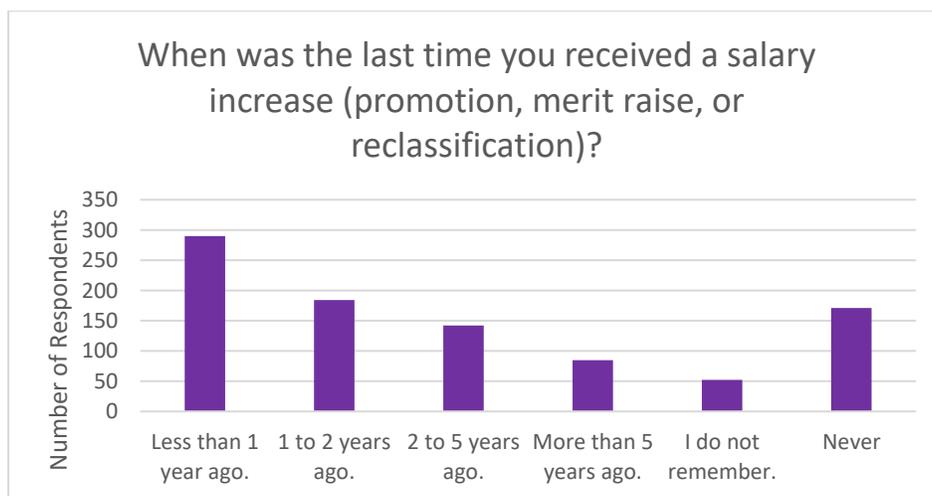


Figure F.35. Last Salary Increase.

Figure F.36 displays the histogram for an employee's perception of opportunity for career growth and development. Sixty-two percent (62%) believe there is opportunity. Twenty-four percent (24%) do not. The remainder are undecided.

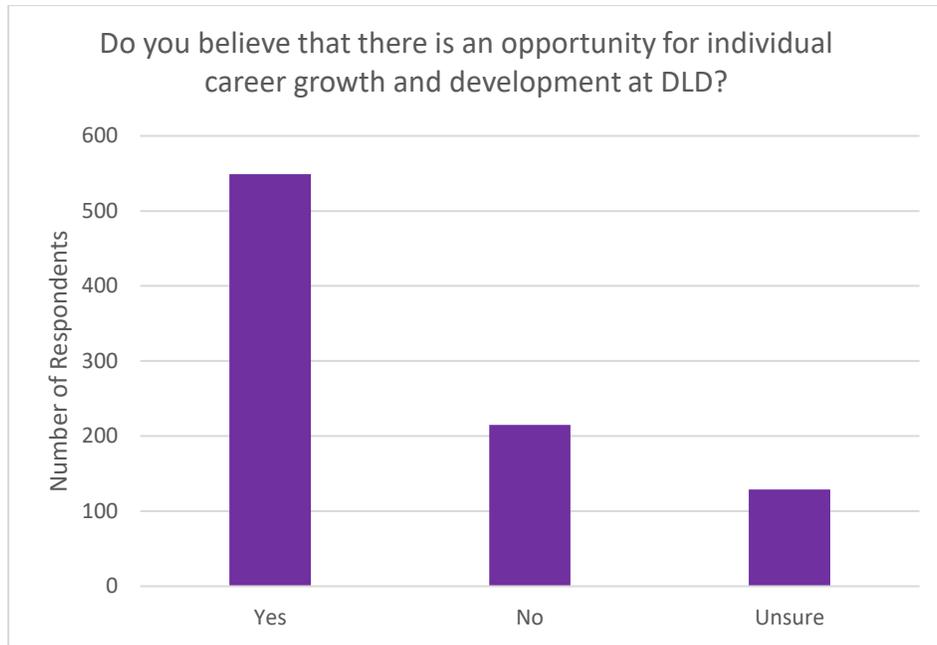


Figure F.36. Opportunity for Career Growth and Development.

Figure F.37 shows the responses about whether there are opportunities to improve your skills and abilities. Most employees believe there are opportunities to improve. Employees either indicated yes or no. There were no employees that were unsure on this point.

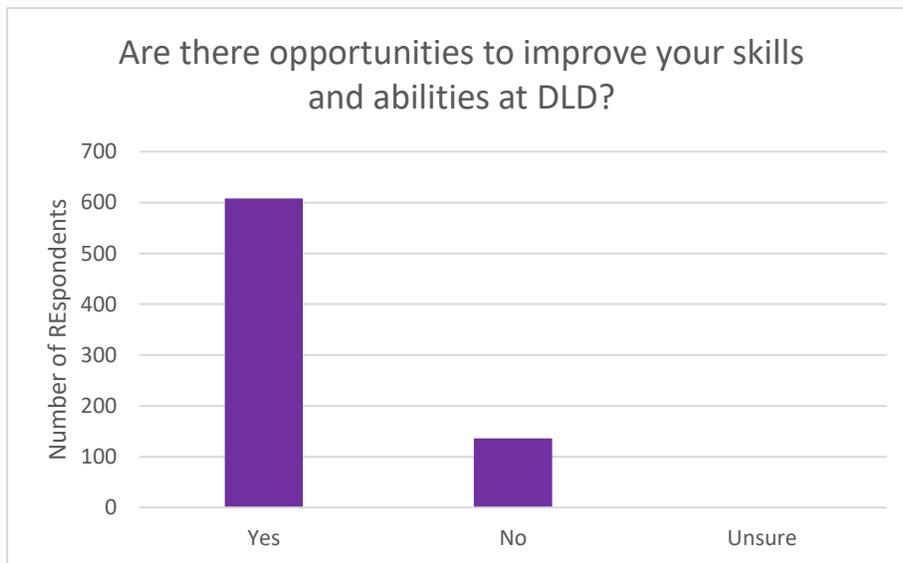


Figure F.37. Opportunities to Improve Skills and Abilities.

Most employees want to know how they will be evaluated in their job. Evaluations may result in pay increases and promotions to higher responsibility levels. Figure F.38 shows these evaluation factors, as perceived by employees.

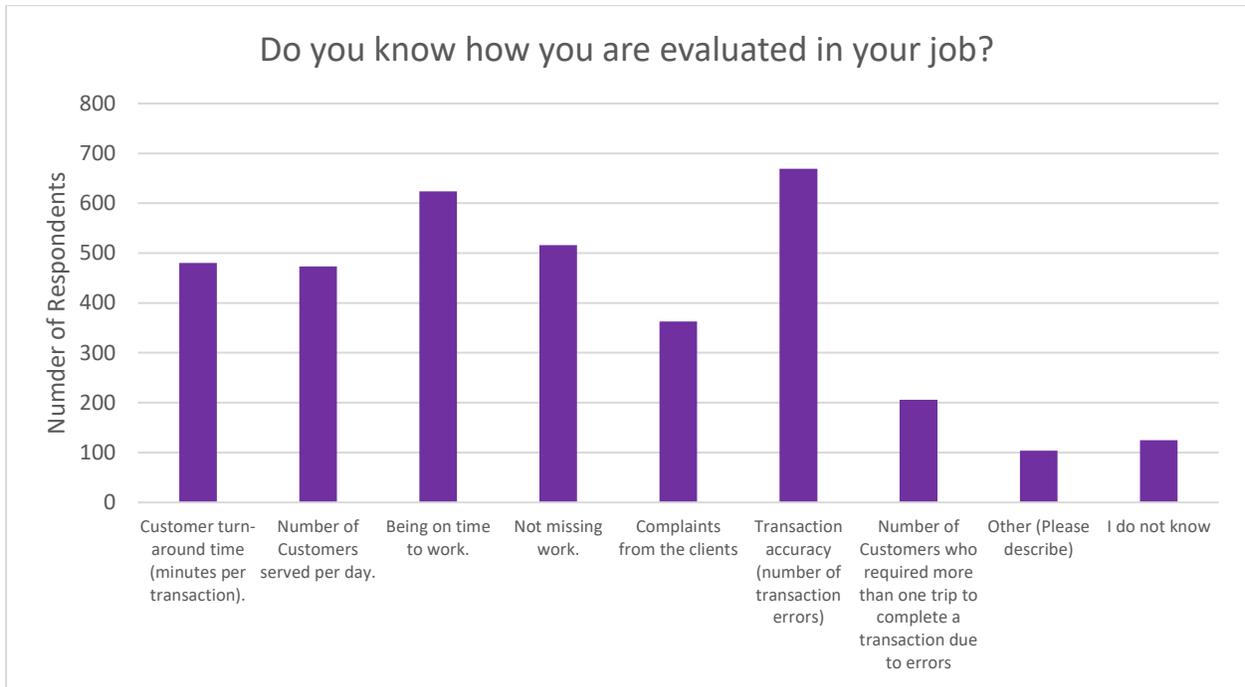


Figure F.38. How Employees are Evaluated.

The last histogram in this section deals with career. How long do they expect to work at DLD? Figure F.39 shows the vast majority of respondents plan to stay with DLD for their career. This is a good sign for DLD stability.

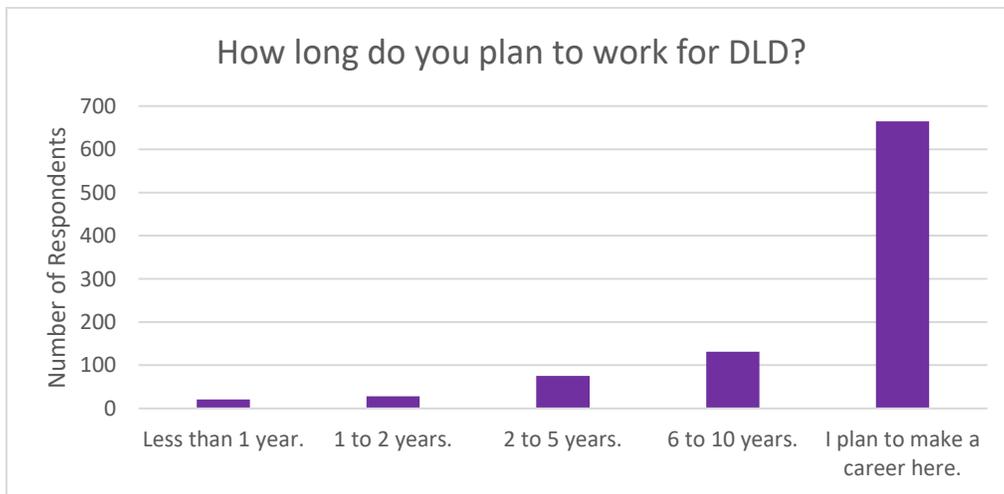


Figure F.39. Planned Length of DLD Employment.

## F.4. Transaction Time

This section covers employee job duties as it pertains to transaction times and how long before they felt proficient. This has a direct impact on customer wait times. The mix of customer transactions, the number of customers, and the transaction time relate to throughput and customer wait times.

Figure F.40 covers the time it takes for a frontline staff to complete a “new” transaction for one customer. This has been described by some DLD employees as a “long” transaction as opposed to a “short” transaction. One can see that this data shows that 90% of employees believe it takes 20 minutes or less to complete this transaction.

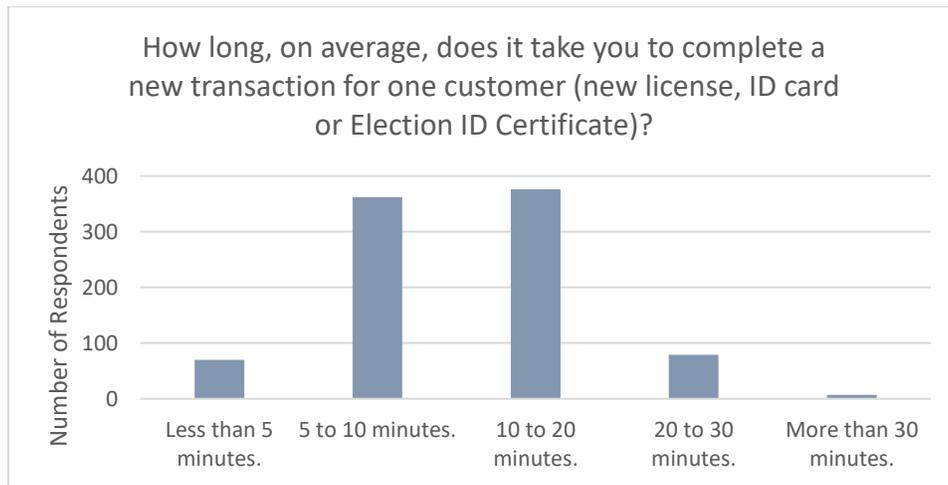


Figure F.40. New Transaction Time.

A renewal transaction should take less time. When this question is posed to employees, they responded as shown in Figure F.41. The results show that 94% of employees say this takes 10 minutes or less.

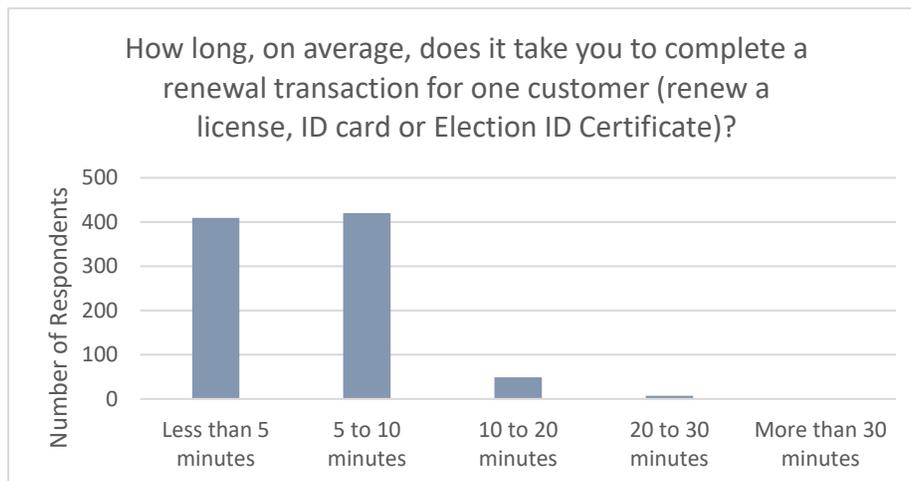


Figure F.41. Renewal Transaction Time.

Figure F.42 covers how long until an employee was working on their own to process transactions. This is a function of training received and the ability to see varied types of transactions. Most responses indicated more than 2-weeks was needed.

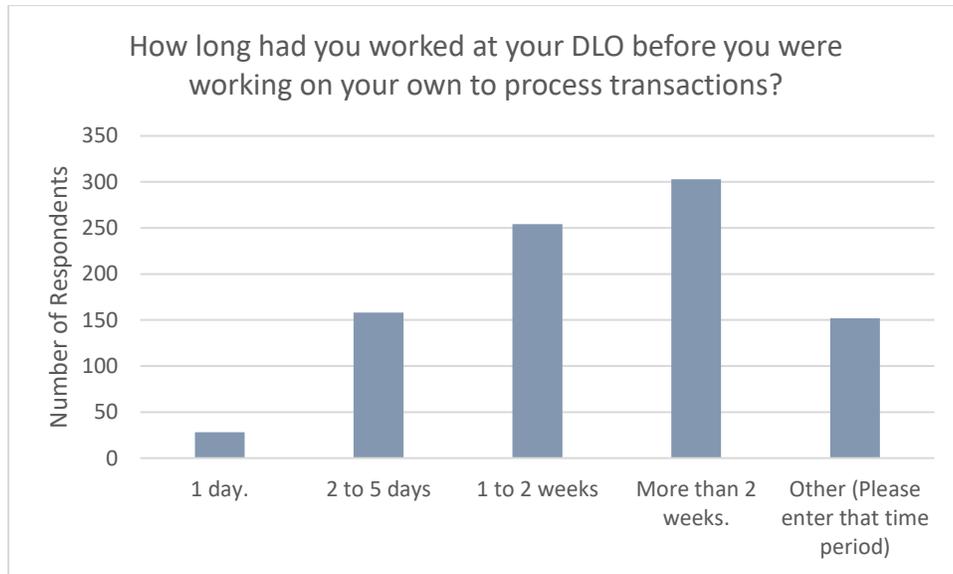


Figure F.42. Time to Process Transaction on Their Own.

Figure F.43 covers the length of time for an employee to know how to process transactions in order to handle any situation. This has an impact on transaction time. Most employees feel comfortable in all situations within a year.

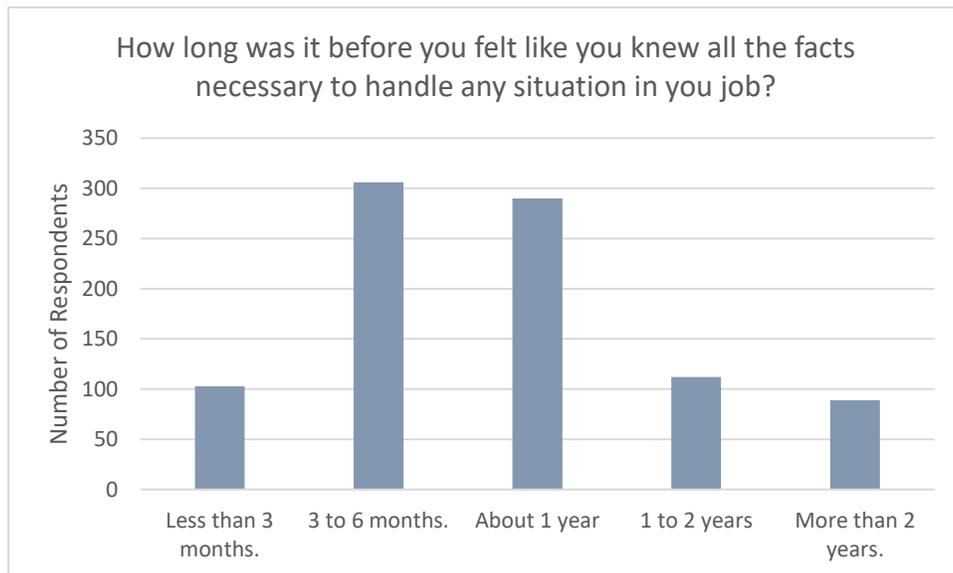


Figure F.43. Time to be Proficient in Transactions.

## F.5. DLD Training

This section covers employee job duties and training they received either as a new employee or on-going or update training. It includes training on rules and procedures as well as workplace equipment and on-the-job-training. The responses are displayed in Figures F.44 to F.55. Most employees see training received as helpful and most have had some form of customer service training.

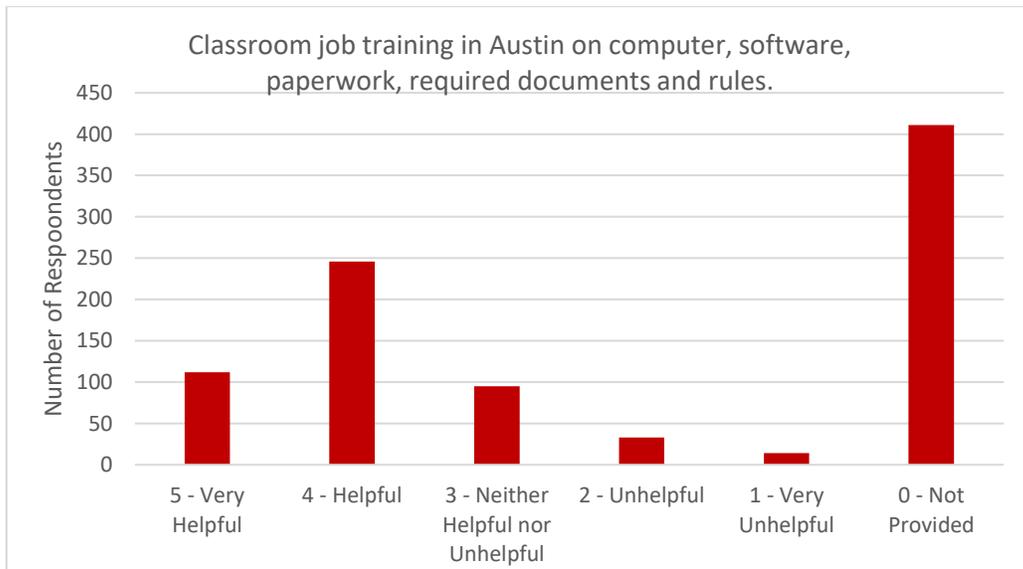


Figure F.44. Classroom Training in Austin.

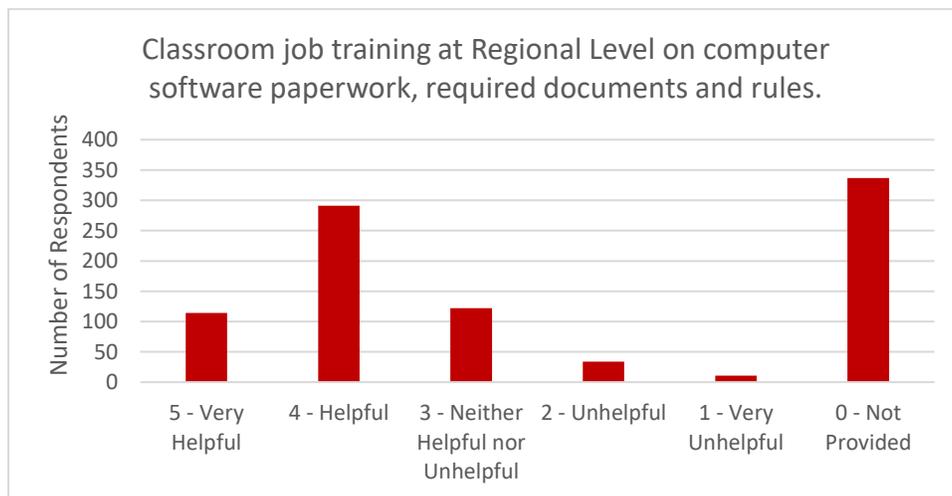


Figure F.45. Classroom Training at Regional Level.

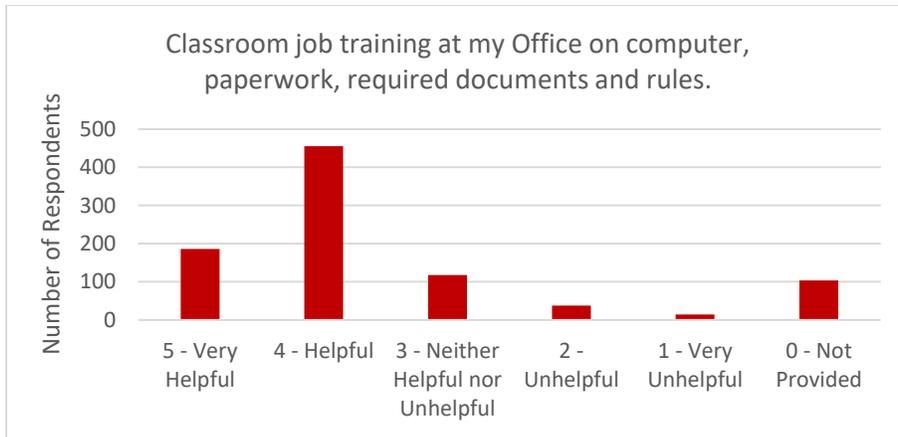


Figure F.46. Classroom Training at My Office.

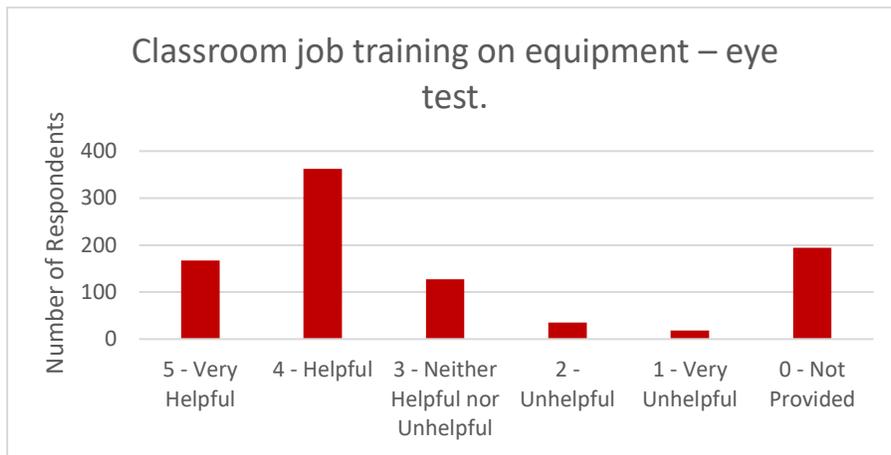


Figure F.47. Training on Eye Test Equipment.

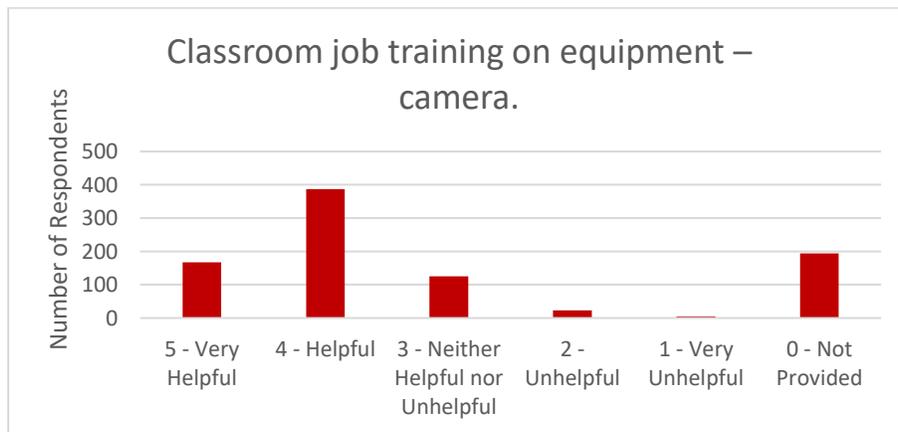
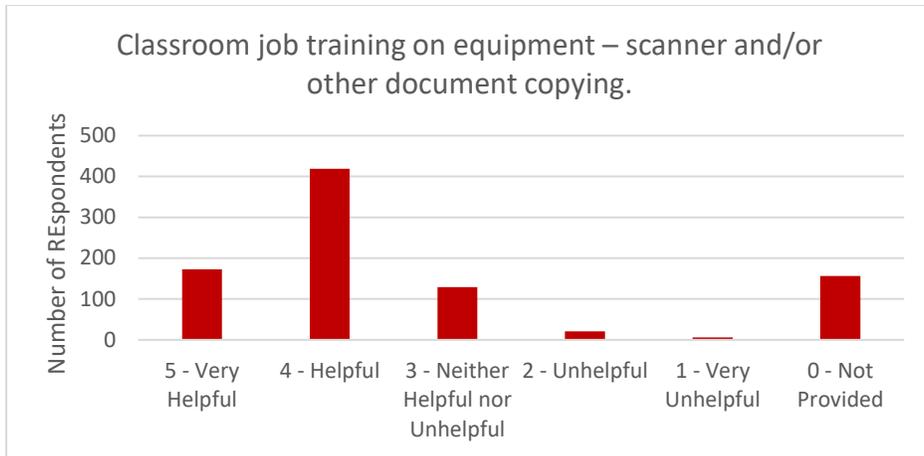
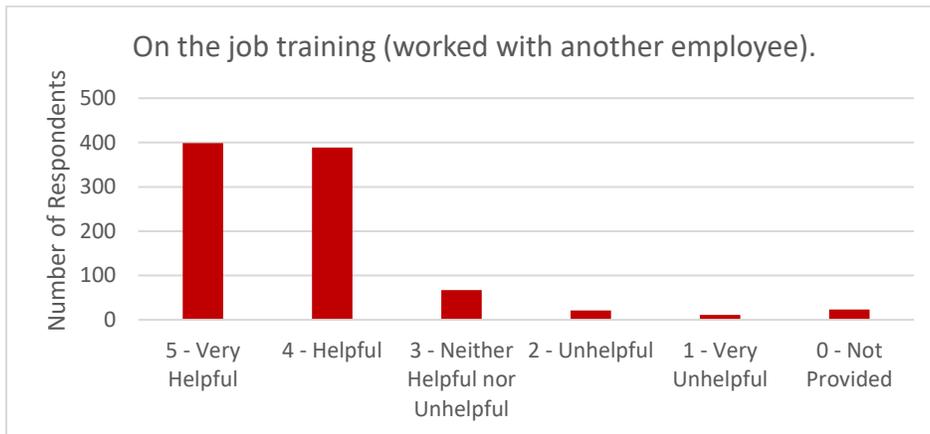


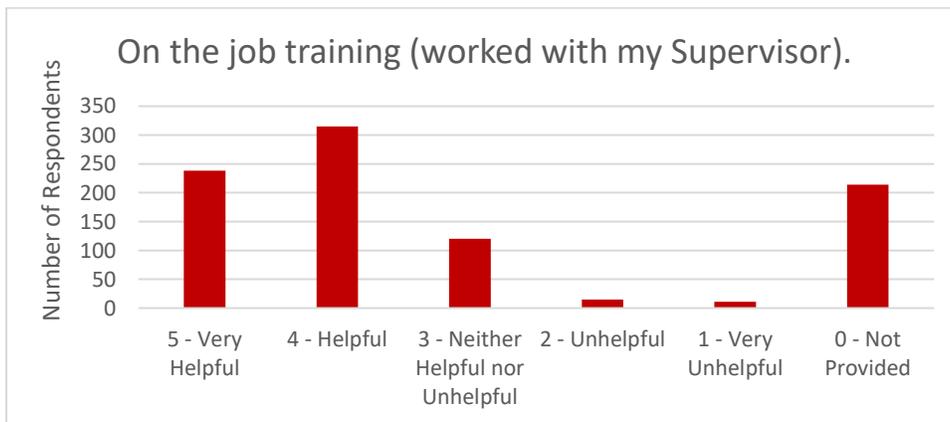
Figure F.48. Training on Camera Equipment.



*Figure F.49. Training on Scanner/Copier.*



*Figure F.50. On-the-Job Training with Another Employee.*



*Figure F.51. On-the-Job Training with My Supervisor.*

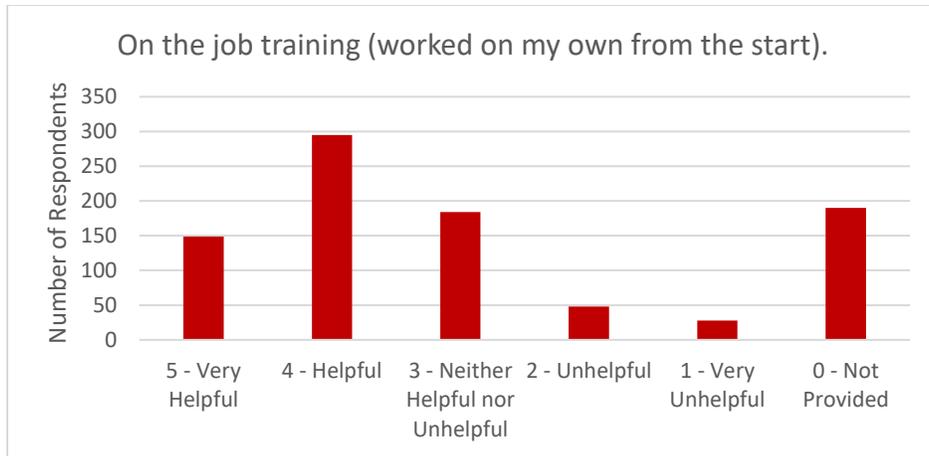


Figure F.52. On-the-Job Training on My Own.

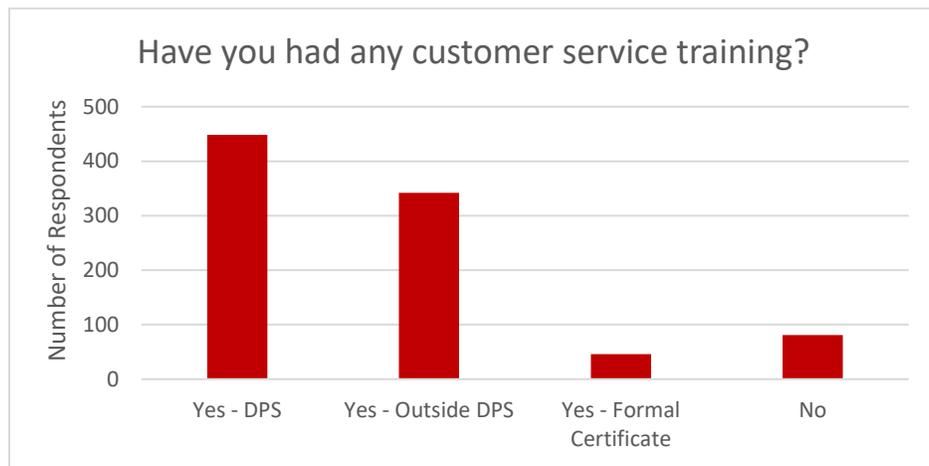


Figure F.53. Customer Service Training.

## F.6. Wait Times and Ideas for Improvement

The section of this appendix covers the employees’ perceptions of customer wait times and ideas for improvement.

Figure F.54 deals with customer complaints about wait times and the frequency of those complaints. Twenty-one percent (21%) of employees report that customers do not complain about wait times. The other seventy-nine percent (79%) received numerous complaints about this. This may be a function of customer volume and may be related to urban/rural offices.



Figure F.54 Wait Time Complaints.

Figure F.55 covers the perception of how wait times have changed recently, especially with the Real ID requirements.



Figure F.55. Changes in Customer Wait Times.

Employees often have ideas on how to make their work more efficient. Figure D.56 shows the numbers of employees that have some ideas in this regard.

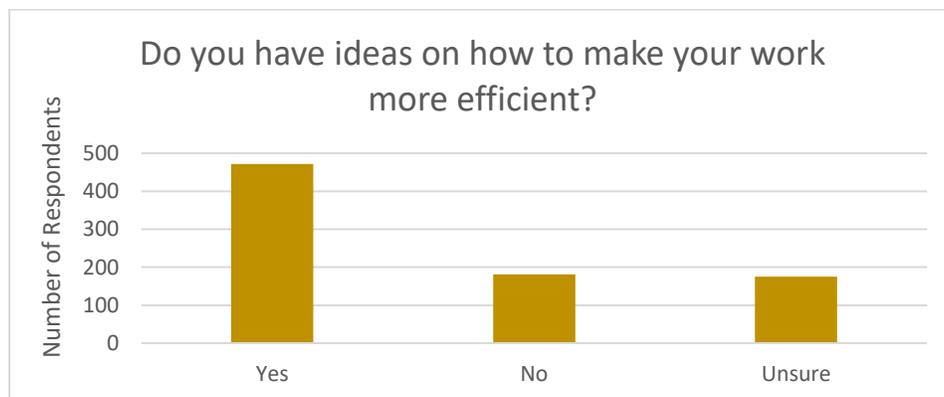


Figure F.56. Employees with Ideas for Efficiency.

Figure F.57 shows most employees have not discussed efficiency ideas with their supervisor.

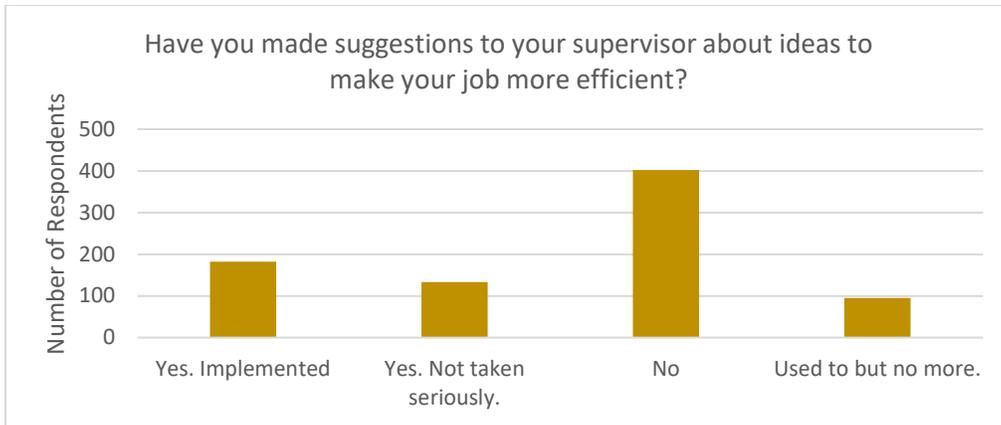


Figure F.57. Discussed Efficiency Ideas with Supervisor.

Figure F.58 shows that many employees have discussed efficiency ideas with other employees.

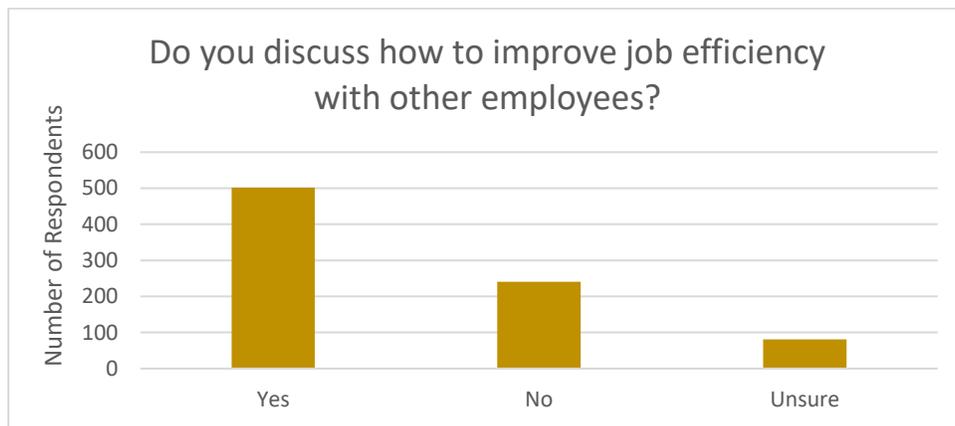


Figure F.58. Discussed Efficiency Ideas with Other Employees.

Many employees also have ideas on how to decrease customer wait times, as Figure F.59 indicates.

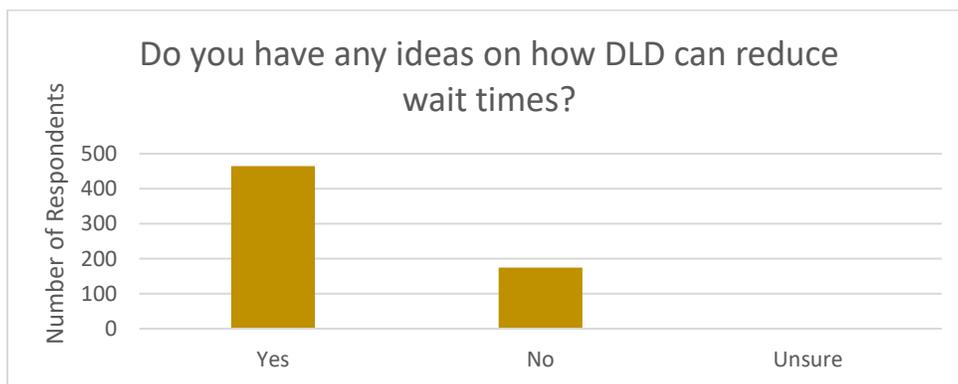


Figure F.59. Employees with Ideas to Reduce Customer Wait Times.

## F.7. Employee Written Responses

At several points in the survey, employees could respond with their ideas or comments on a question. Tables F.1 to F.5 show many of these select responses.

Table F.1 shows responses for a question about making suggestions for improvement that the employee felt were not taken seriously. This is an issue dependent on employee perception. Ideas can have many reasons for not being implemented.

**Table F.1 Suggestions for Improvements in Efficiency Made but Not Taken Seriously.**

<b>Have you made suggestions to your supervisor about ideas to make your job more efficient? - Yes, but they are ignored or not taken seriously [If so, please explain] - Text</b>
Internet in our area is terrible, computers are out of date, and building is too small for the customer base we get every day.
When an idea is presented to possibly assist customers with understanding requirements on the website for example we are told the website has to be worded the way it is. But customers do not always understand the legal speak. Most customer complaints are due to the information not being stated clearly enough
Yes, I have explained that and also the idea of having an extra person to help us, such as we have had in the past. It did not get taken seriously, because they would not work in the supervisor's eyes. They are not here 95% of the time, and I am so I do not appreciate that, I know what would help this office.
Advised on how to maintain flow of customers, by reviewing documents at the front, then the credit was given to another employee
I took to management an idea about creating an office email for customers to send their documents to instead of us using our personal email addresses. I have not heard from anyone since May and it does not look like it will happen. By giving out our personal emails, we open ourselves up to customers continuously emailing us for information or asking for favors months after their transaction took place.
Suggested one person per office to train new hires, this way all new hires are on the same page when it comes to policy
<b>9/80 WORK SCHEDULES</b>
Not ignored or not taken seriously, but request for orders take way to long that is needed to do our job and to schedule a cdl test if not paid before the day of the test should not hold up testers waiting on customers
Our prior supervisor that left, I had made her aware that if we had a shared drive within the office it would help if in case there is someone that is not able to come in to work. This would allow for the team member to continue the work without any type of delays.
Employees are put down and made to feel stupid for asking for basic needed office supplies. Suggestions are challenged. Only suggestions from certain employees are considered, so the rest of us employees pass our ideas on to that co-worker to pass on to supervisor.
I was told that to have an ergonomic workstation would be too expensive and that if enough people complained, they would have to shut this building down and we would be transferred to other offices. I like it here, so I stopped complaining.
Have a lower counter to make it easier for the customers to reach their arms and thumbs when it comes to getting their fingerprints. The supervisor would just listen, and it has been years like this. They depended on the county since they were the ones who had provided the current desk/counter. In addition to having a spacious desk to have a good workspace for the computer, equipment and serving the customers.
I have requested supervisor support in ensuring all employees put the customer waiting for service first and behind the scene duties second(stocking shelves etc.); with the inclusion of our three office supervisors our office has the staffing to utilize all 24 work stations yet we only utilize 8 to 12 per day during operating hours

Table F.2 shows responses for a question about making suggestions for improvement where the employee was made to feel stupid or the ideas would not work, so they quit making suggestions. This is also an issue dependent on employee perception. Ideas can have many reasons for not being implemented. Some responses recount this experience.

**Table F.2. Suggestions for Improvements in Efficiency – Made to Feel Stupid.**

<b>Have you made suggestions to your supervisor about ideas to make your job more efficient? - I used to, but I was made to feel like I was stupid or told they would not work, so I don't say anything anymore. (Please enter any comments here) - Text</b>
Its Austin decisions to what they think is better and how it would work. I think that our opinions should be evaluated, because we are the front line and we are the ones dealing with angry customers. We try our best to ease the situation and please them.
Suggestions on how to make the office flow, smoother. Offer suggestions on the flow will be better during the evening to get the customer in and out without having to wait and make sure they have what they need
Asked about combining driving test info and IMPACT together, told that's not how we do it. we need a mirror to view the entire lobby (due to the photo screens blocking our visibility) but told NO we don't need anything to see if customers are in the lobby
EXACTLY! AND TRY TO TELL AUSTIN ANYTHING TO MAKE MY JOB EASIER... WHAT IN THE WORLD DO THEY EVEN CARE ABOUT? THEY DONT WORK THE FRONT LINES ANYWAY!
SHE MAKES ME FEEL AS IF I AM INADEQUATE AND I HAVE NO VALID POINTS WHATSOEVER.
I was advised that my suggestions were already made and not implemented.
I don't anymore. When having offices meeting brought it up and supervisor looks at you the whole time... I'm out
There is a lot of resistance in accepting change. The mentality of "if it isn't broken don't fix it" holds back any change that can happen.
THEN WHEN THE FAVORITE SUGGEST THE SAME THING ITS A GOOD IDEAN AND IS SHARED AND IMPLEMENTED
I was informed I was probationary and to be careful what I say.
Supervisors are constantly changing how training should be in their way.
Yes. I was not made to feel dumb, but the suggestions were denied for unknown reasons.
OUR OFFICE NOT WELCOMING TO NEW IDEA, WE DO NOT DO IT THAT WAY AND MOVE ON
Asst. and Regional Mgr. are very belittling all the time as well as rude. Employees are scared to death to speak up for fear of retribution from managers.
I always have ideas on how to improve but my current boss is very dismissive, so I have just given up.
As a smaller office I feel like we're not taken seriously by anyone up the chain of command
I don't say anything. In this job if you complain, you need to do the job you are complaining about.
They told me it won't work.
The management does not want to hear any ideas, they tell that is how it is and how it's going to be.
So far nearly every suggestion I've made has been me with "this is just the way we do things and always have" as if that is a good reason to keep doing something...

Table F.3 shows responses for a question about discussing ideas to improve efficiency with other employees. Many of these responses are actual ideas for improving efficiency, mostly in the office environment. Some of these same ideas are also seen in Table F.4 and are suggestions for improving wait times.

**Table F.3. Discuss Improvements for Job Efficiency with Other Employees.**

<b>Do you discuss how to improve job efficiency with other employees?</b>
DLS could be improved with several keystrokes, one example is emergency contacts. Most of the time it is a spouse - there needs to be a tap to click that auto-enters the same address as the applicant instead of us typing it in again just like the mailing address is auto entered with a click of the small box.
Wish we had an online resources tool where information is updated and correct and not worry if there is an email that overrides the information in the guide. Be able to find updates as needed from informational releases faster.
Work out lunch schedules and opening & closing schedules
APPOINTMENTS ONLY FOR SMALL OFFICES, OPEN MORE OFFICES
Continuous process of "lining people up". Our wait times reduce drastically, and we are more likely to leave work on time or close to. It is a win for the customers and a win for us as well.
Some of the forms we have need to be updated to keep up with questions that are being asked. The form DL-14A has a lot of looking up and down the form when you are typing. If it was in one consistent order that would allow the LPS to increase their typing speed and finish a transaction faster.
I created a small information cut out for DL applicants ages 25 and up giving them the direct link to the DL Handbook to study for Basic Knowledge or TDLR website for Adult Driver Ed, double sided English and Spanish, as well as organizing the office to open up space
All of us LPS discuss situations we come in contact/conflict with etc.....the people in HQ do not come to our offices and sit with us on a weekly basis to see how and what we deal with. It sounds good to them on paper so let's implement it. All the new changes are supposed to make things faster, but it does nothing but slow us down.
For new employees, show them where they can find training aides in SharePoint.
Because supervisor/lead positions are often switched per company policy, it makes more sense to me to have employees training new employees rather than a lead or supervisor who may not have a complete understanding of the task.
A new queueing system. More info released to public about major DL updates and changes.
Better work equipment and chairs. During peak seasons change closing hours to shorter time because we work longer hours already during those times. So, if we close at 4:30pm we still help those that are inside the building and we should be able to be done an hour later which would be 5:30pm and not 7pm!!!!
Instead of the employees picking where they want to be for their job duty, it should be done by the supervisor and it should be rotated often. Some employees get stuck doing the same duty for a few days straight when it should be rotated.
Smoother transactions with new hardware, ex. too many USB connections utilized that the towers may cause for the operating system or software to run slow. Causing for us to have to re-start CPU's causing delays.
ADLETS testing on CDL should not have to sign up for the first 3 if they are not wanting to take all 3 at the same time. We have customers who either only want one/day or study in between tests. Sometimes hours in between. On DL permits for adults, a permit should be assigned WITHOUT having to go through a "Fail" screen three times
Have designated test area signs outside for CDL exams. Trucks often block the flow of traffic or take up too much space in the parking lot. We would also not have to search for their truck when we get outside.
People higher up should work at the counter some so they don't forget what is truly going on.
Copy paste redundant information not having to type same things over again.
Transactions take too many screens and go through the same screen multiple times (Ex. restrictions and endorsements).
We need to get a better system of calling customers rather than lining them up
Separating CDL from everything else DL related in office.
We have made a habit of working the line prior to our door opening by checking for birth certificates/passports/ resident cards etc., so that customers don't come into the office and wait hours only to be told they are missing documents

<b>Do you discuss how to improve job efficiency with other employees?</b>
1. Problem customers with issues that cannot be resolved right away should be handed over to Lead or supervisor to take over so employee can focus on next customers. 2. Do not Return the same irate customer to same CSR to handle, would be better to start fresh with new CSR to avoid awkwardness.
Leads should be the ones that collect and hand out money bags. Leads should also check out money for employees at the end of the days, that way it helps employees concentrate more on helping customers and to get the line out faster.

Table F.4 shows responses for the question about ideas to reduce customer wait times. Many employees had suggestions. Most redundant ideas have been removed from this list.

A few suggestions are exact opposites of each other.

For instance, there are suggestions to:

- Have a better queueing system,
- Require appointments only, and
- Eliminate appointments and go to a first-come-first-served system.

Additionally, there are suggestions to:

- Extend office hours,
- Shift office hours, and
- Have everyone work M-F, 8 am to 5 pm only.

However, the ideas presented are considerations that DLD should evaluate for possible implementation.

**Table F.4. Ideas for DLD to Reduce Customer Wait Times.**

<b>Do you have any ideas on how DLD can reduce wait times? - Yes. (Please enter ideas here) - Text</b>
Hire more employees, provide more fully functional workstations, have more employees at front desk to review paperwork.
Allowing more people to be eligible to be processed online.
Do some remodeling in our offices to have more space for customers to sit. Have 2 people at our info counter and vetting to reduce times in line and making sure they have documents needed. Instead of waiting until called to counter.
Allow customers to make actual appointments for renewals/duplicate/new issuance but still have a get in line option for walk ins. Maryland offers to check wait times for DLOs on their website which has so much more information on their site than ours do by 1000% percent
Make appointments for everyone. If elderly, the CSR can help to make them an appointment. EVEN FOR SMALL OFFICES!
Send customer's letters that are clearer. Instead of saying Proof of Citizenship, list specific documents needed to renew.
Update internet on what customers need for transactions. Some don't know what "proof of lawful presence" means.
Dedicated Duplicate and Renewal desks while others handled by rest of crew in DLD offices.
Develop a system that calls the next number automatically when you are done with your customer and if you need to go on break or lunch you need to let your supervisor know so they can stop the system from summoning numbers.
Tablets. Customer enters in information. We edit.
Online check-in that prompts customer to have everything they need and be called at a certain time.
Allow customers to fill out the forms online and we pull up their information in the office. Remove fingerprints for renewals and duplicates. Request only one proof of residence for original applicants instead of two.

<b>Do you have any ideas on how DLD can reduce wait times? - Yes. (Please enter ideas here) - Text</b>
Make online payments for ODL's and interlock restricted DL's available.
NO PHOTOS FOR DUPLICATES LET EASY STUFF BE DONE AT NEMO AND HAVE THE EMPLOYEES AT NEMO Q LOOK THROUGH ALL PAPERWORK
Certain windows dedicate to first time or renewal. Different window for replacement and name change.
Educate Texas residents on all requirements. Use all mass media (Facebook, news affiliates, newspaper, etc.). We spend the majority of our time discussing what documents that validates citizenship/lawful presence.
Have information people, at a 1 to 4 desk ratio, doing the job of reviewing documents and ensuring they have it correct so people know they have the correct documents and not have to wait till they are at the counter to be turned away.
Set up advance appointment system like the one for Road Test and allow elderly to call in their request for appointment.
Originals: have a kiosk at the Airport with information, have a traveling mobile site at the malls, schools, and grocery stores. Renewal/Duplicates: access to a website that will allow applications to be filled out online and verified once in office
Make ALL offices 8-5 Monday -Friday, so all staff arrives and leaves at the same time.
Longer hours at ALL Driver License Offices.
Applicants should be able to see what the current wait time is. Reduce unnecessary requirements.
GIVING US BETTER SCANNERS, PRINTERS, CAMERAS. IT TAKES FOREVER TO LOAD SOMETIMES, ESPECIALLY IN THE MORNINGS.
Smaller offices can administer road test and renewals only. Mega Centers can do all transactions. Appointments can be made up to a week in advance for a \$1 fee and refunded back if the customer makes it to their appointment. Most people line up early in the morning, so open from 7am to 5:30 vs 7:30am to 6pm and smaller offices 7:30 to 5:00
Give incentive to renew/replace online (few dollars off?), open more offices (mega centers) and keep the surrounding offices OPEN not close down the closest 2, hire and retain more people, when corresponding with customers use easier to understand language such as state you will need your State issued Birth Certificate or valid passport or other lawful presence document( not just Citizenship status)
Have the customer's sign in with their info and a list of documents they should need should appear / be printable so they can be aware of what they should have and if they don't have it they can have a print out of what to bring.
Make renewal available at local Supermarket Kiosks like DMV for Vehicle Registrations. Renewals, Duplicates, Address Change can all be done at a Supermarket Kiosk.
Make it more available at third party
If the lines continue to escalate, it might help to run a 2nd shift trial from 3pm-11pm
USING LINES INSTEAD OF NEMO-Q AND GETTING RID OF THE KIOSKS AND PUTTING BACK AN INFORMATION DESK
More interaction with the customers in the waiting areas, ways to vet the customer documents before they even wait to make sure they have what they need. Instead of recipes and commercials, our monitors should be explaining requirements and procedures in a simple and understandable way, the same way we explain to them at our stations.
Make an appointment, and do not overload the customer service worker with appointments. Make the website user friendly, and the language on the website should be for people who don't know anything about the dl process.
ONLY ALLOW A CERTAIN AMOUNT OF PEOPLE IN THE OFFICE- NO FAMILIES. IF ONLY ONE PERSON IS HERE FOR A SERVICE, A FAMILY OF FIVE SHOULD NOT BE COMING IN TO HELP THAT ONE PERSON. THEY ARE TAKING SPACE NOT HELPING THE OFFICE BE EFFICIENT.
Can threatening employees be treated as a felony? If so, please post where customers can read and understand.
Appointments only, available more than one day in advance.
Having supervisors and leads going to lunch at the same time makes our job harder, because when we have questions it takes us longer on a transaction if we don't have anyone around to help.
More readable signs. Make the MVN have sound. For example, have every now and then a message appears on the screen about the RealID with audio. It grabs customer's attention.
Change how the current appointment system prioritizes incoming appointments over walk-in customers. This can become a bottleneck and the walk-in customers are continuously pushed back in the queue without a reliable timeframe.
When customers leave and do not have what they need they should pull a new ticket. With wait times already long, most customers pull a ticket and go to work all day before they return to the office. We call the customer and they are not here. Now as long as they are back by closing we can still process them. Most people know this in the general public, so it is now routine for this office.

<b>Do you have any ideas on how DLD can reduce wait times? - Yes. (Please enter ideas here) - Text</b>
ALL DRIVE TEST VIA THIRD PARTY
Stop having customers email DPS documents to print. It takes up a lot of time, it is a waste of ink and paper, and customers come to the office expecting you to do it.
Call the tickets in order and lining them up 3 per counter
Separate the CDL from the DL, to reduce wait times and errors.
Stop all appointments. Just have a first come first serve system. Appointments never work, there are too many delays. Equipment malfunctions, customers are late, the customers without appointments get upset they are being skipped, and it is hard completing transactions with the demand of RealID and meeting domicile. The customers are not prepared enough to keep up with the demand of having a 10-minute appointment. The language barrier is a major issue.
Customer to enter all their information and pay online then come in office for us to take picture and hand them the license.
The driver license needs to be extended to 10 years.

The last survey question asks for any additional comments. Over 250 employees had final comments. Table F.5 has a selection of these comments.

The following is a list of some most stated comments:

- Many employees like their jobs and are grateful for the recent reclassifications and raises.
- There are concerns about employees being able to take accrued time off because of staffing and long hours.
- There is a safety concern in the office and in parking areas for staff.
- There is a desire to have management visit offices more and observe operations.

**Table F.5. Final Comments.**

<b>Do you have any additional comments you would like to make? - Yes. (Please enter ideas here) - Text</b>
I like what I do and helping others comes naturally to me. I look at it as (I TREAT OTHERS AS I LIKE TO BE TREATED) and specially elders (my parents) or people that come to us for information.
Management could praise us a little more it's always nice to know you're doing a good job instead of what we do wrong. Management having a human side and not only a business side and know that things happen. Not having favorites in the office and treat everyone fairly.
The salary increase has made working for DPS a lot more enjoyable because we are getting paid better for the work we do.
I think this survey is a great tool for the offices who conduct transactions but not as good for HQ employees
I just would like to say that I am so very grateful and appreciative of this job. It makes me extremely happy and I love this job, and the opportunity it gives me to help my community and customers. I wish it would be run differently by my immediate supervisor, and that we would get some positive feedback sometimes.
LOVE MY JOB, JUST WISH THE SALARY WAS HIGHER FOR WHAT WE HAVE TO DEAL WITH ON A DAILY BASIS. SOME OF THE CUSTOMERS ARE RUDE AND ANGRY AND SOMETIMES MAKE US NERVOUS. WITH EVERYTHING GOING ON IN THE WORLD RIGHT NOW WE ALWAYS HAVE TO BE AWARE OF PEOPLES BEHAVIORS
Those who work hard often have to work harder and end up burning out. There should be recognition/incentives for those that are producing more on a consistent basis.
I love my job just don't like working 9 to 9 1/2 hours EVERY DAY. I feel like this wears on the employees and affects the work ethic and call ins for sick time
I believe it is critical for morale that upper echelons visit DLD offices. We do see on occasion the Regional Manager, but it feels as if there is a box being checked. There is very little to no interaction. Maybe spending some time during peak days/times will get a firsthand account of some of the issues faced on the ground.

<b>Do you have any additional comments you would like to make? - Yes. (Please enter ideas here) - Text</b>
Customer Service has been overlooked for a number of years and always placed last in funding, training, etc.
Please update uniform to a dri-fit material, it will last longer and look more professional
DPS has the potential to be a state-of-the-art facility but there are so many walls to jump, medical questions, voter information etc. There are things that are beyond the scope and extend the process.
The results of the budget increase have been great. We need more facilitators and train the trainers. We also desperately need more Leads. Most offices doubled in staff but didn't get another lead.
Please keep us with DPS and not transfer us to DMV
We should have a secret shopper program so the behaviors of LPS can be evaluated firsthand. Management would be shocked with the results of how poorly the customers are treated.
It is my personal opinion that DPS needs to be more knowledgeable regarding mental illness, and how that can pertain to the Sick Leave Pool, Sick Leave, and FMLA. The lack of job coverage and safety for those with a mental illness is dumbfounding. It is a terrifying thing to live with a mental illness and not know if one has support and job safety through DPS.
BETTER PAY. WE WORK FOR THE TEXAS GOVERNMENT, AND DEAL WITH SO MANY DIFFERENT SITUATIONS. THEN OF COURSE ANGRY CUSTOMERS. I DON'T THINK THE PAY IS ENOUGH FOR THE WORKLOAD WE DO. WE RISK OUR LIVES DOING ROAD TESTS.
Thank you DLD for opening more promotional opportunities and the raise across the board.
I have seen many changes in the DLD during my employment. There have been vast improvements.
I would like to know who I can share my ideas with outside of my direct management.
I feel are mgmt. team does a great job of keeping us informed and make sure we know the laws.
CAN WE PLEASE BE ISSUED A WARMER JACKET? THESE WIND BRAKERS DO NOT HELP IN THE COLD. ALSO, EMPLOYEES WHO DO THEIR JOB, SHOW UP ON TIME AND PROCESS APPLICANTS IN A TIMELY MANNER SHOULD BE COMMENDED AND THE ONES WHO DO NOT SHOULD BE REPREMENDED.
I am proud of working for DPS and wish to remain part of this agency
We received more help in offices but now we need more equipment to have these helpers working at full capacity
The department should allow us to take earned time off more easily
CHANGE THE COLORS OF OUR WORK SHIRTS LIKE THE NAVY FADES FAST AND IT TAKES TOO LONG TO GET NEW ONES SO WE ARE STUCK WITH THE FADED ONES.
THANK YOU FOR THIS WONDERFUL JOB!
I am not permitted to take my leave. I can't sell it. They only way to get it is to use sick time. An office of over 40 employees has two slots for employee leave at one time (which combines several paygrades).
Yes, we need more protection for the employees. IRS, SOCIAL SECURITY OFFICE AND IMMIGRATION all have a glass or security implemented. We are scared and these people are getting out of hand because they do not meet the requirement the state of Texas asks... We don't make the rules we just follow them to protect their identity. Each day we keep getting more customers who scream, yell at us or even video tape us for doing our job... every day before work I pray for things not to get out of hand with someone and keep my coworkers safe. These real id act has caused us rude comments such as if we are being racist? Or why do I have to show my papers? Or I have been a citizen all my life I do not need to show you anything... and since they do not get what they need that is when they get rude and again for doing our job.
I strongly believe that the raises given by Legislation and the extra employees hired has tremendously helped out DLD. I honestly thought it would take at least one year to see a difference, but it has shown the money and extra people helped the public get in and out faster.
Some ideas that would be beneficial would be implementing commissioned security at the office at all times.
Consider work/life balance and do not have employees working 1-2 hours over every single day.
YES, WE NEED TO INCREASE SECURITY. I FEEL THAT WE NEED A TROOPER IN THE FRONT OF THE OFFICE AND ONE IN THE BACK. THEIR OFFICE IS IN THE BACK AND IF SOMETHING WERE TO HAPPEN IT WOULD TAKE TIME FOR THEM TO COME.
THANK YOU FOR THE PAY INCREASE. BUT THEY SHOULD HAVE ONE EVERY YEAR OF SOME KIND OF PERCENT LIKE NORMAL JOBS SO THAT YOU CAN KEEP PEOPLE ON STAFF.
My co-workers as well as I appreciate the raise, but it still does not give merit to what's expected to do our job. We have to be knowledgeable about fraudulent documents of all types, the different birth certificates from ALLLL STATES, passports

<b>Do you have any additional comments you would like to make? - Yes. (Please enter ideas here) - Text</b>
<p>from ALLLLL COUNTRIES, not to mention the hundreds of immigration documents we come across on a daily basis. Processing transactions for Sex Offenders Male and Female, as well getting in vehicles with them, handling CDL questions and transactions and being disrespected by customers for giving them information that is required BY THE STATE to get them the Driver License or ID. Sometimes being threatened or cursed at. Also knowing how to perform CPR at a moment's notice. We are expected to stay and work at our desk with limited breaks because of customer demand and long lines. The customers complain if they see us getting away from our desk just to stretch or go to the restroom. Not to mention the pressure to work constantly to get rid of the LONG LINES!!!!</p>
<p>We need to have panic buttons in ALL offices, especially the offices that don't have Troopers all the time! All employee parking needs to be gated and have lights and cameras and restricted access to employees only where we park! We do NOT get paid enough; there is no pay increase for merit, time or performance. That's one of the reasons turnover is so bad. We have no reason to stay long term.</p>
<p>I wish these questions were asked by our supervisors. I want there to be open discussions about how to improve our office daily. Also, constructive criticism conversations both ways are needed to improve team building skills</p>
<p>In the short time I have been an employee I have been blown away by the care with which I have been trained. This organization beats any other organization that I have ever worked for in regard to training, tools for success, access to self-improvement materials, care and consideration given to me by my supervisors and other staff. I feel very "heard" and appreciated and plan on being with the agency for a very long time.</p>
<p>DLD has improved so much compared to last year.</p>
<p>Any way the concealed handgun license can merge in with the driver license department? Many customers come in to change their address but must go on a website to change their concealed handgun license.</p>
<p>I FEEL AS IF THE SAFETY OF THE OFFICE IS NOT IMPORTANT TO DPS. WE HAVE ONE TROOPER AND ALOT OF THE TIME HE IS NOT HERE. SO NO TROOPER IN THE OFFICE AT TIMES. DUE TO THE LARGE NUMBER OF CUSTOMERS THAT WE SERVE I BELEIVE SECURITY SHOULD BE A PRIORITY.</p>
<p>Please try to get Marriage license on the DL 57 brochure and internet</p>

# Appendix G. DLD Administrative Staff Survey Analysis

The research team conducted a survey for DLD Administrative Staff also. The survey sought information on employee demographics, job satisfaction information, employee attitudes about management, and opinions on morale and where DLD should reside. The survey was built in Qualtrics, the web-based survey service used at the University of Texas at Austin. The survey questions were reviewed by several CTR staff members before finalization.

Using employee email addresses provided by DLD, email invitations to complete the survey were sent to all administrative staff on February 21, 2020 with a request to complete the survey by March 6, 2020. This represented all employees that did not receive the Frontline Staff Survey and was the balance of the DLD employees.

The survey consisted of approximately 49 questions and participation was both anonymous and optional.

DLD provided the employee email addresses on November 26, 2019 for employees of record on October 1, 2019. Employee numbers at large organizations change almost continually, and this data cache acquisition was the basis for all HR data analysis, including the survey request population. Based on this list of emails, 260 individual emails were sent. Of these, about five were bounced back as not being employees any longer. This left 255 emails sent that were not returned and represent employees who could have chosen to participate in the survey.

On March 9, 2020, one-hundred-thirty (130) completed surveys were downloaded from the Qualtrics website for analysis. This represents a 51% completion rate. These numbers give survey results with a 95% confidence level and a 6% margin of error. This means that the sample produced results that are extremely good indicators of the population.

There were a few surveys where people did not answer a question. In these instances, the total survey responses do not add to 130.

Below is a compilation of the survey responses and comments.

## **G.1. Demographics**

This section covers various demographic information of responding employees.

A histogram of respondent ages is shown in Figure G.1. The largest groups are those in their forties and fifties, representing over half of respondents.

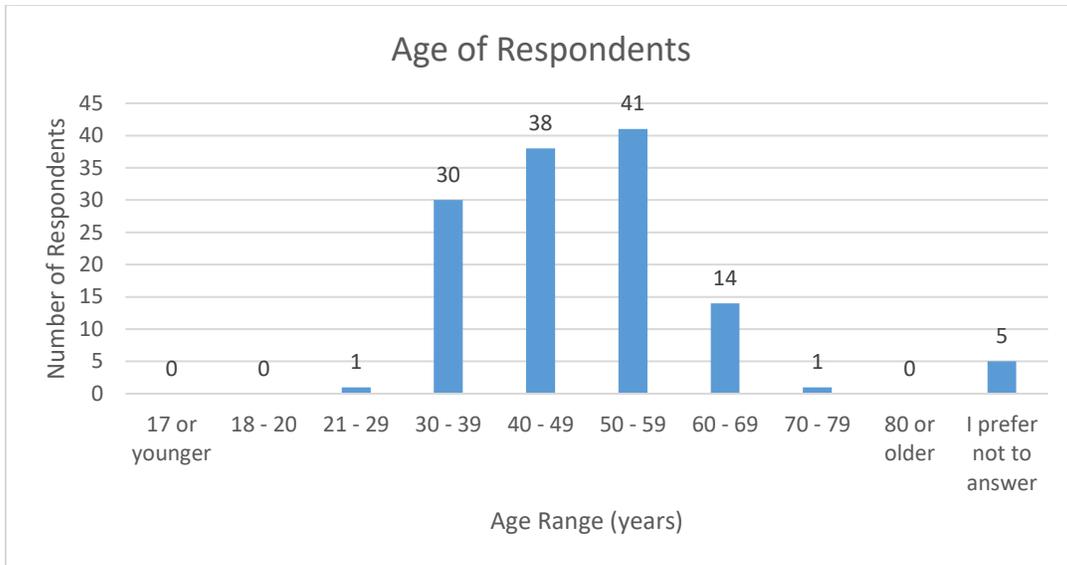


Figure G.1. Age of Respondents

Figure G.2 shows the gender of respondents. Of respondents that indicated their gender, 80% are female. This is very similar to the frontline staff data acquired from DLS (81% female).

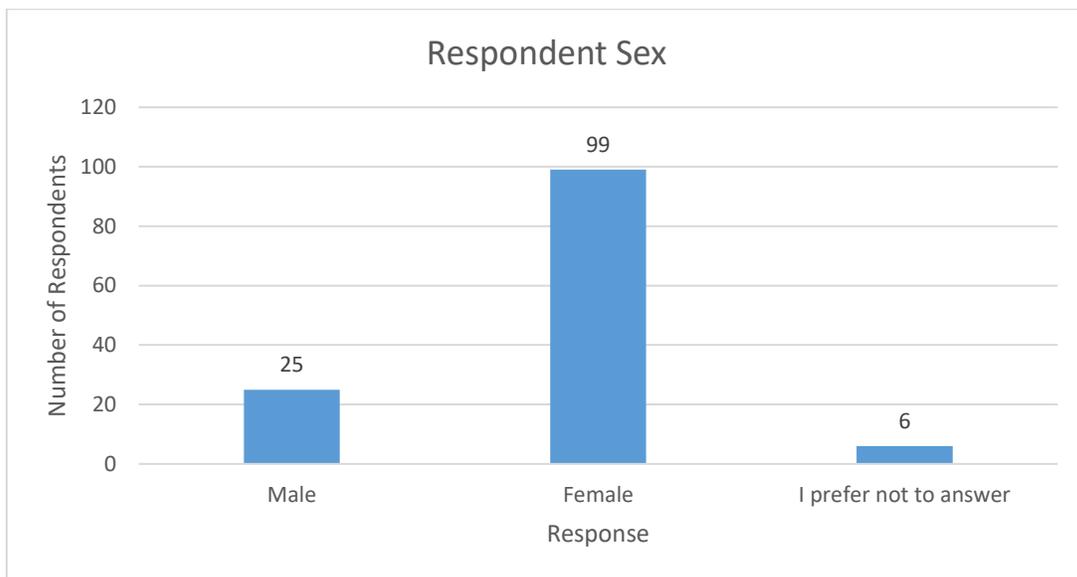


Figure G.2. Respondent Gender.

Figure G.3 shows survey respondents' race/ethnicity. These results show a different makeup than the customer service staff, which is approximately one-third each for White/Hispanic/Black employees from the employee data in Appendix B.

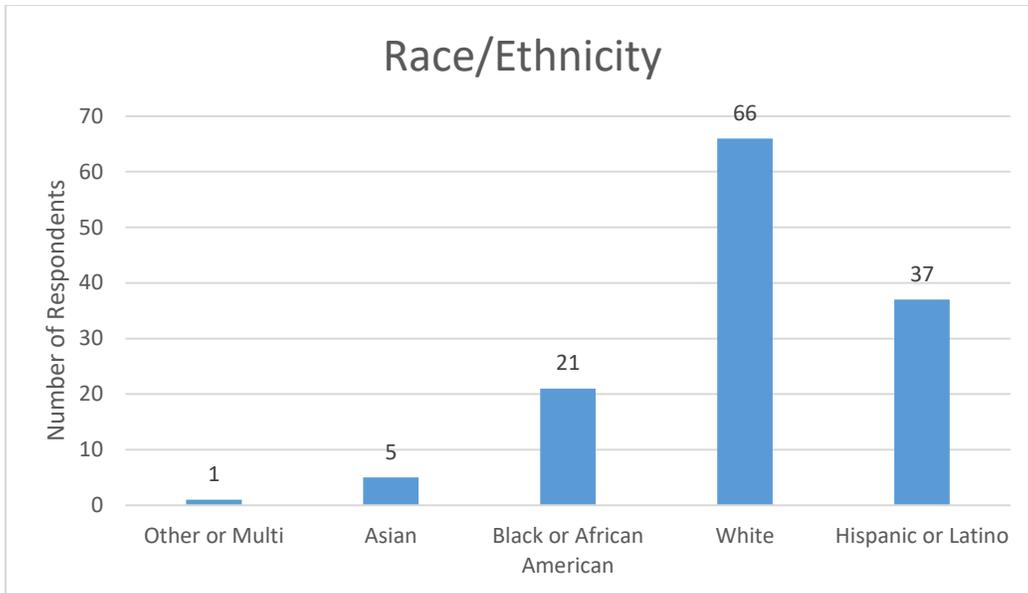


Figure G.3 Survey Respondent Race/Ethnicity.

Figure G.4 shows the length of DLD employment. The largest group has been with DLS for 5 to 10 years, but there are a substantial number of respondents that have more than 10 years of service. In this group there are few employees that have less than 5 years with DLD. This may indicate a developing age gap that may become a concern for the future.

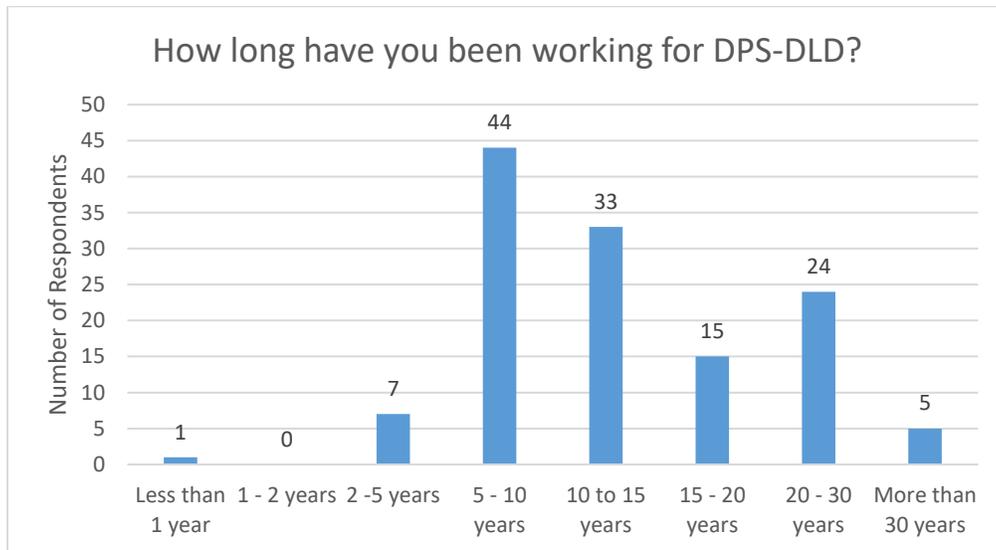


Figure G.4 Employee DLD Longevity.

Figure G.5 shows the reported salary range histogram. The administrative staff job titles range from Administrative Assistants to Directors, but most of the respondents are part of the management staff and have higher salaries than the customer service staff. This data, like that of the customer service staff, is what employees report and may represent an employee’s take-home pay rather than gross pay.

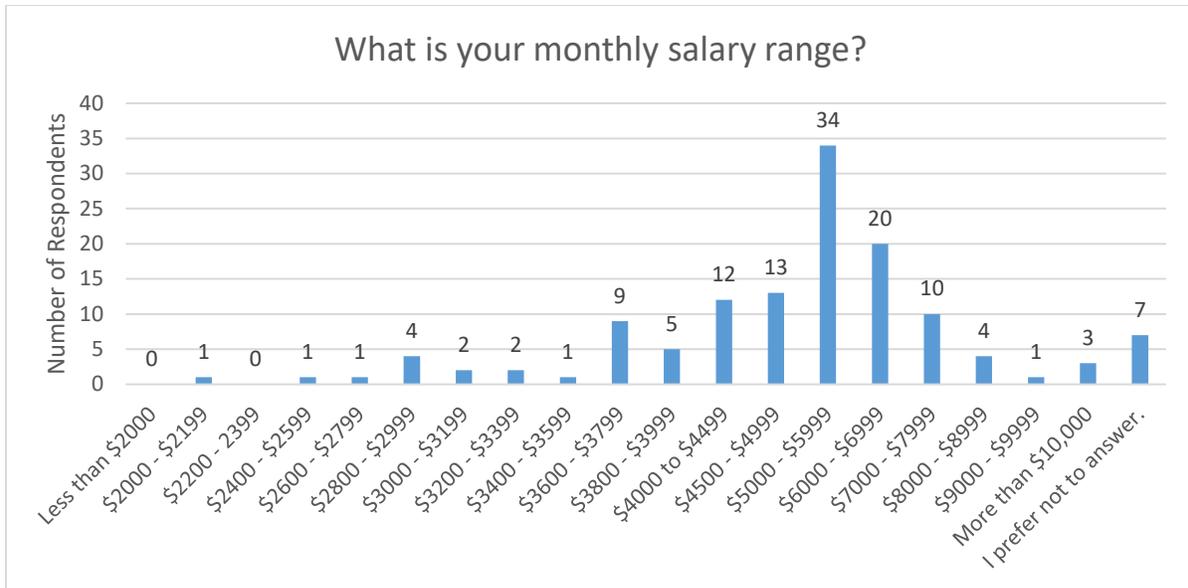


Figure G.5. Employee Monthly Salary Histogram.

## G.2. Job Satisfaction

This survey had only one question on job satisfaction, addressing job training. Figure G.6 shows the results: most are satisfied, with little dissatisfaction expressed.

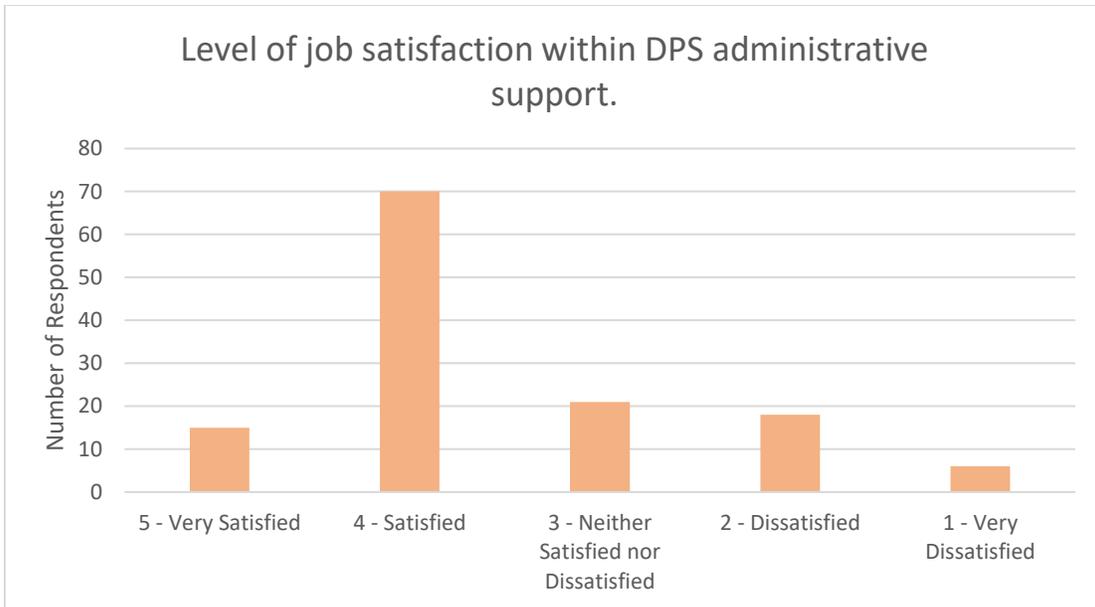


Figure G.6. Satisfaction – Job Training.

## G.3. Management, Conditions, and Benefits

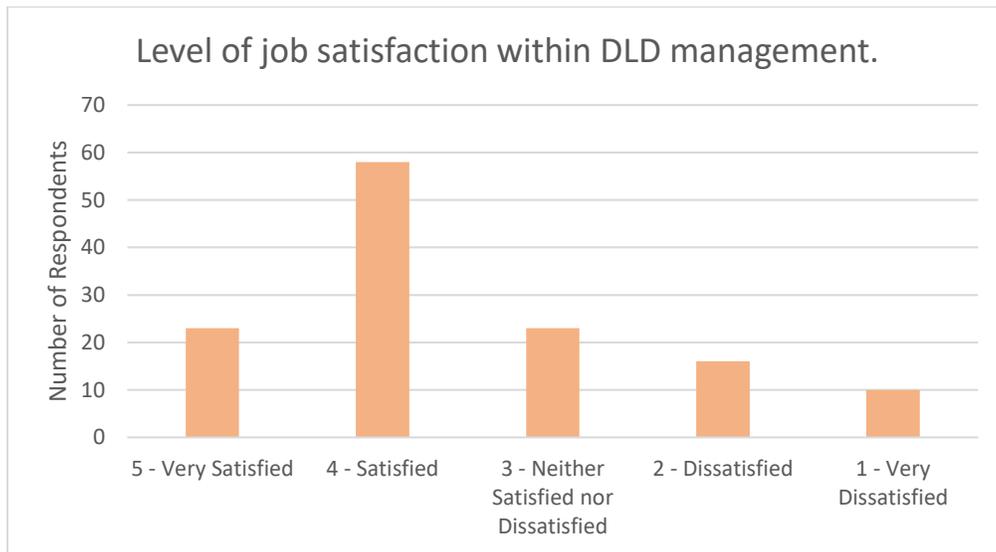
This section covers various areas of employee satisfaction with management, working conditions, and employee benefits.

Figure G.7 displays satisfaction with DPS administrative support. Most employees are satisfied with DPS administrative support in their job.



*Figure G.7. Satisfaction – DPS Administrative Support.*

Figure G.8 shows the satisfaction with DLD management. This data shows that the majority of employees are satisfied with DLD management.



*Figure G.8. Satisfaction – DLD Management.*

Figure G.9 displays the high level of satisfaction with the employee’s direct office supervisor. There is more satisfaction with one’s direct supervisor than with DLD or DPS management.



*Figure G.9. Satisfaction – Office Supervisor.*

Figure G.10 shows the response to the question about the employee’s satisfaction regarding fair treatment by management. Respondents expressed more dissatisfaction in this area, with 21% expressing some level of dissatisfaction.



*Figure G.10. Satisfaction – Fair Treatment by Management.*

Figure G.11 shows a high level of employee satisfaction with coworkers.

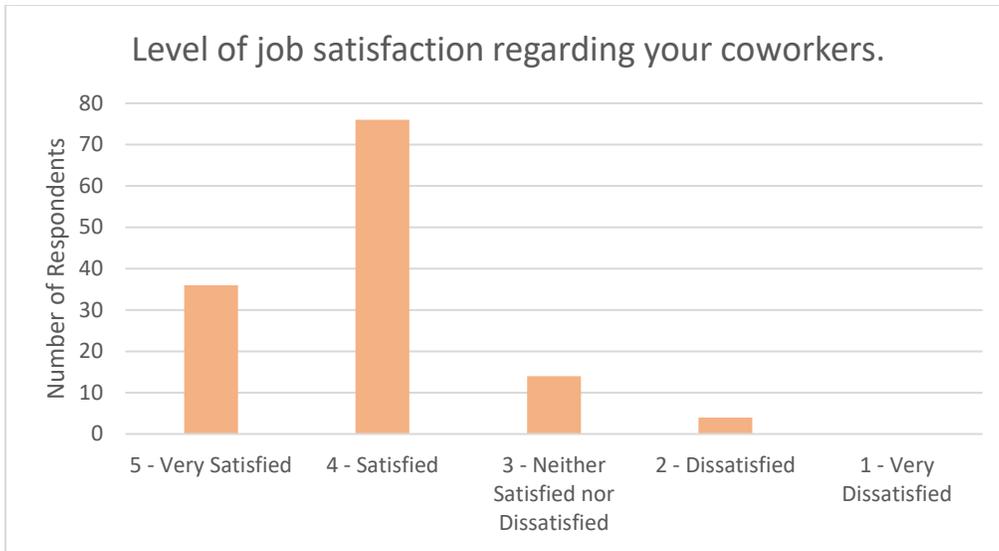


Figure G.11. Satisfaction – Coworkers.

Figure G.12 summarizes the level of employee satisfaction with the employee teamwork and support. One sees slightly more dissatisfaction than satisfaction with coworkers in Figure G.11.



Figure G.12. Satisfaction – Employee Teamwork and Support

Figure G.13 displays the employee's level of satisfaction regarding job safety. Most are satisfied with the safety of their job.



Figure G.13. Satisfaction – Job Safety.

Figure G.14 shows employee satisfaction with their salary. The level of dissatisfaction is higher than that of the frontline staff (shown in Appendix F). Frontline staff were reclassified with a salary increase as part of a concerted effort to address employee turnover. Administrative staff were not part of this effort. Several comments were made about this.



Figure G.14 Satisfaction – Salary Level.

Figure G.15 shows the employee’s level of satisfaction with their work hours. Seventy-nine percent (79%) are satisfied with their work hours.



Figure G.15. Satisfaction – Work Hours.

Figure G.16 shows employee satisfaction with promotion opportunity. This is an area where there is a pronounced movement toward dissatisfaction. Twenty-six percent (26%) are dissatisfied.

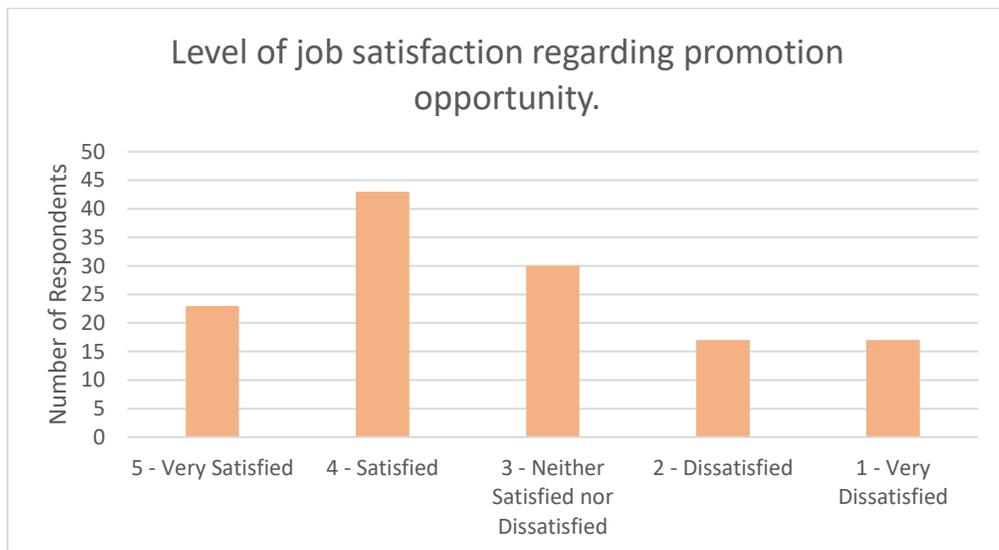


Figure G.16. Satisfaction – Promotion Opportunity.

Figure G.17 displays employee satisfaction with their workload. Twenty-one percent (21%) are dissatisfied with their workload.



Figure G.17. Satisfaction – Workload.

Figure G.18 shows employee satisfaction regarding insurance benefits. The level of dissatisfaction is very low, with no responses of “very dissatisfied.”



Figure G.18. Satisfaction – Insurance Benefits.

Figure G.19 displays the histogram of the responses regarding satisfaction with vacation time benefits. In this figure, the satisfaction is overwhelming at 90%. Only three respondents out of 130 indicated dissatisfaction with vacation benefits.

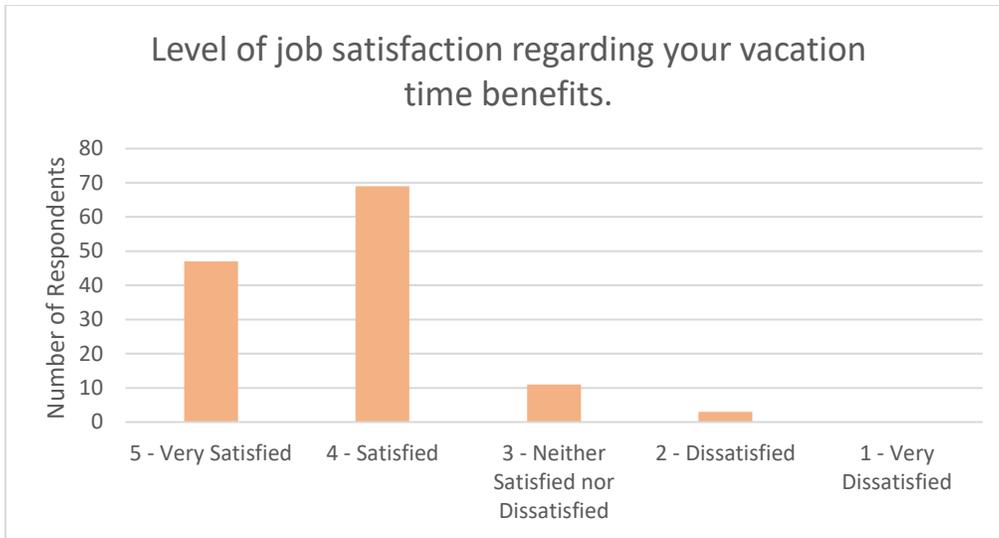


Figure G.19. Satisfaction – Vacation Time Benefits.

Figure G.20 shows the satisfaction with being able to take vacation time off when desired. There is much less dissatisfaction than the frontline staff result shown in Appendix F. This may be due to the job demands not allowing frontline staff to take off when desired, whereas administrative staff can take time off when desired.

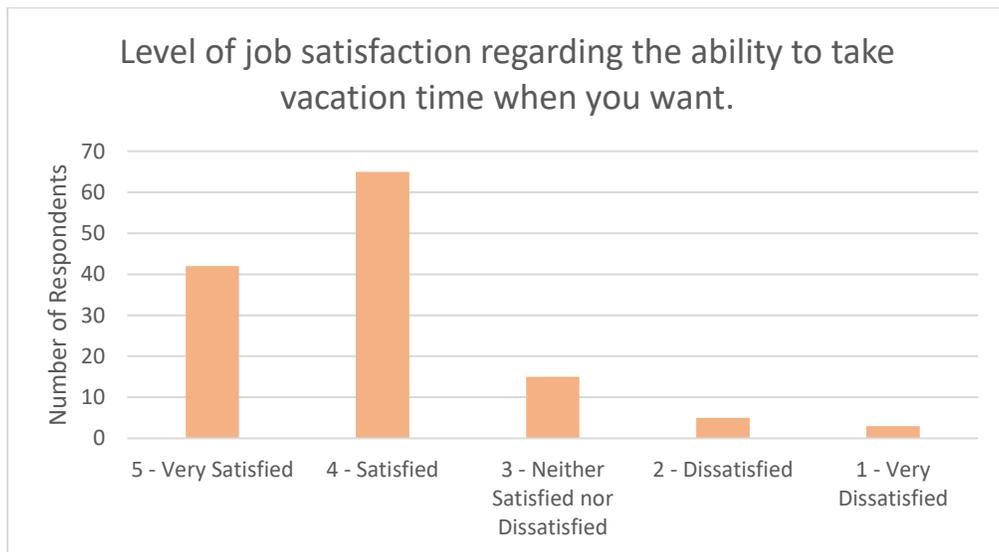


Figure G.20. Satisfaction – Take Vacation Time Off When Desired.

Figure G.21 displays the histogram of satisfaction with Sick Leave Benefits. This response looks very much like the satisfaction with vacation benefits from Figure G.19.

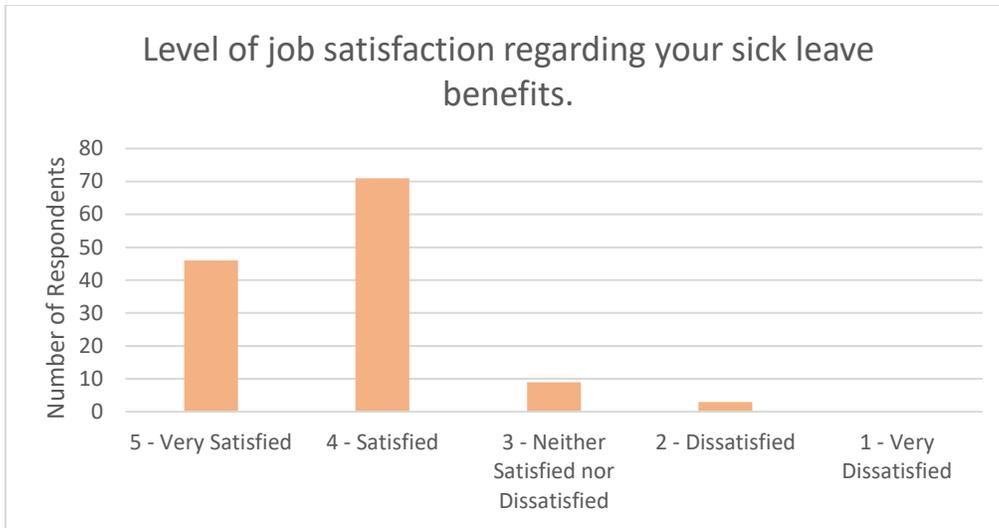


Figure G.21. Satisfaction – Sick Leave Benefits.

The histogram in Figure G.22 shows the satisfaction regarding the ability to have leave time unexpectedly if needed. There is slightly more dissatisfaction with this issue.



Figure G.22. Satisfaction – Take Leave Time Unexpectedly.

The last histogram about benefits, Figure G.23, deals with employee satisfaction about holiday benefits. There is practically no dissatisfaction with the holiday benefits for employees.



Figure G.23. Satisfaction – Holiday Benefits.

Figure G.24 covers the opportunities to learn new skills. This would provide a path to faster processing or promotion potential. Most are satisfied with their ability to learn new skills, but there is a number of responses of neither satisfied nor dissatisfied.



Figure G.24. Satisfaction – Opportunities to Learn New Skills.

Figure G.25 displays employee’s satisfaction with the opportunities to use new technologies. The histogram shows many more responses of neither satisfied not dissatisfied and may depend on new technologies being implemented by DLD.

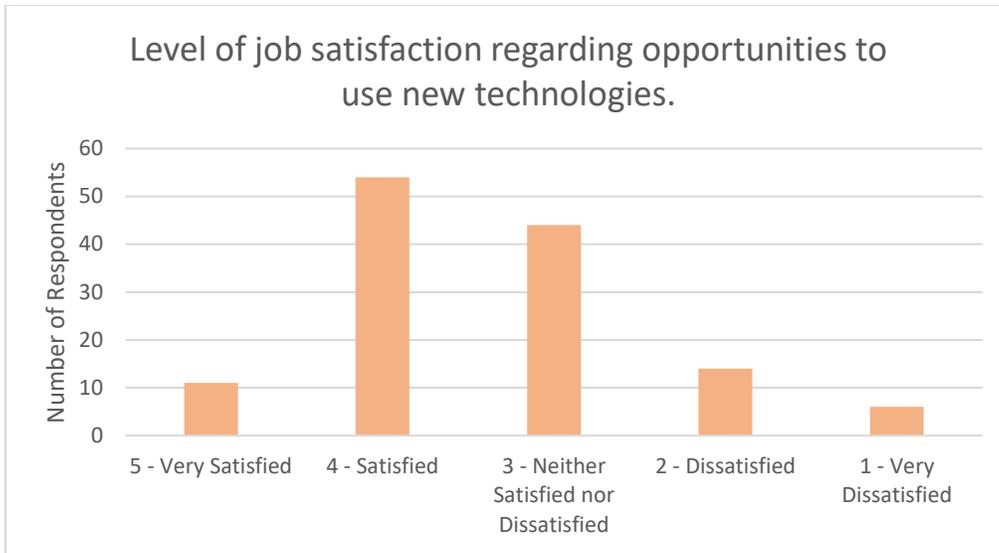


Figure G.25. Satisfaction – Opportunities to Use New Technologies.

Satisfaction with working conditions is an important issue. Figure G.26 shows employee satisfaction with office conditions, such as cleanliness, lighting, furnishings, and equipment.

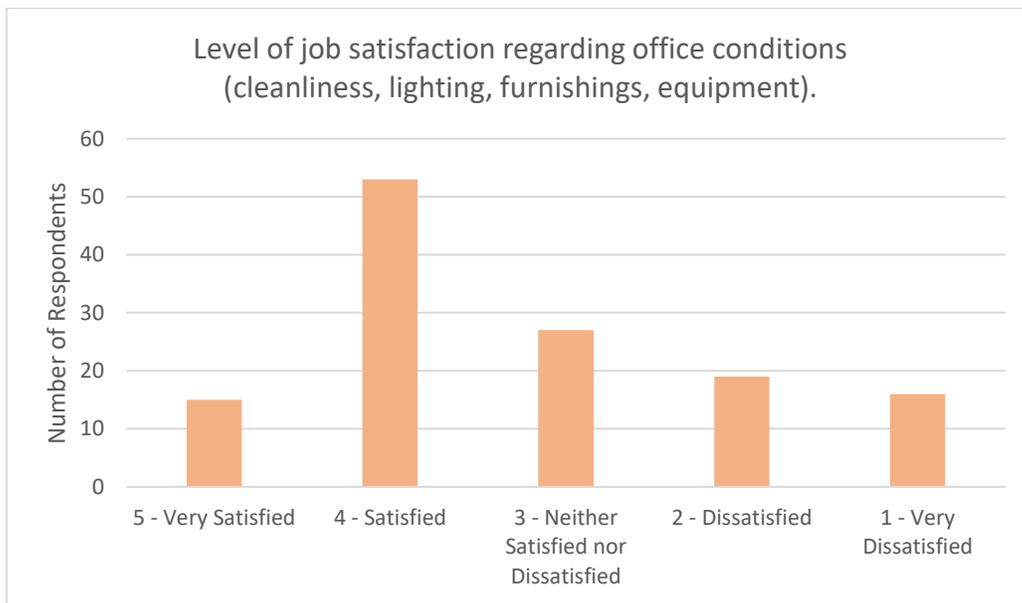


Figure G.26. Satisfaction – Office Conditions.

## G.4. DLD Career

This section describes an employee’s immediate and long-term outlook for DLD employment.

Figure G.27 describes the employee’s ranking of their total compensation package and the compensation component that means the most to them. This component may motivate their decision to remain at DLD. Salary is by far the most meaningful to the most employees. Retirement

benefits and insurance are cited by many. These were the same rankings of compensation components given by frontline staff.

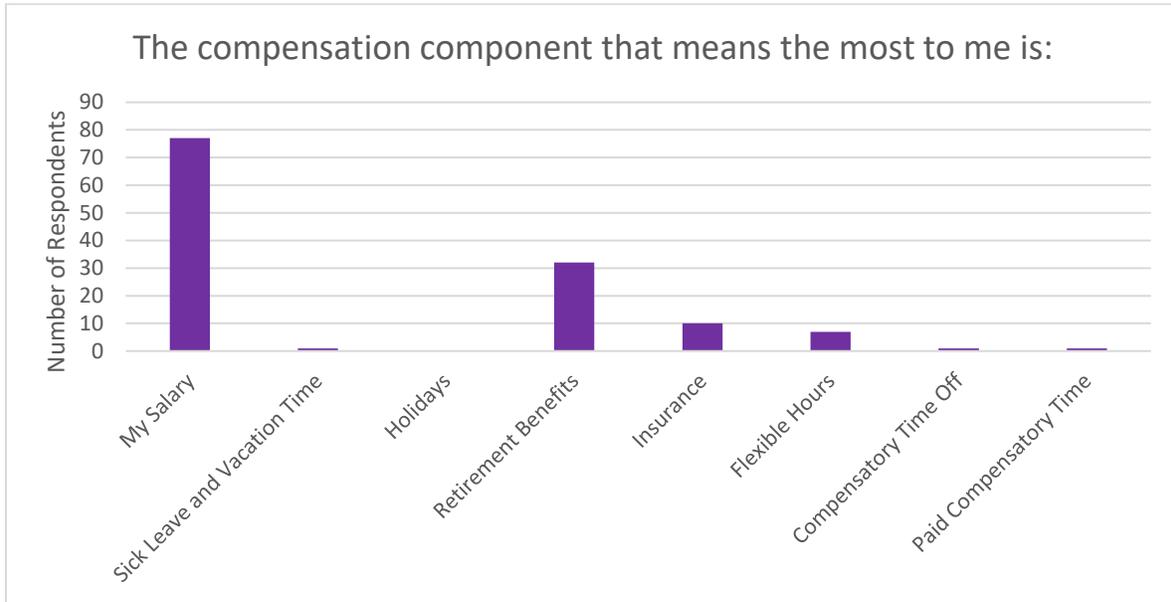


Figure G.27. Most Meaningful Part of Compensation.

Most employees expect salary increases across time and this affects employee retention. Figure G.28 shows the employee’s response to when they last received a salary increase. The results show that the most respondents received a salary increase either 2 to 5 years ago, less than a year ago, or more than 5 years ago—ranked in that order. There were comments made that the administrative staff were not included in the reclassification, with salary increases given only to frontline staff.

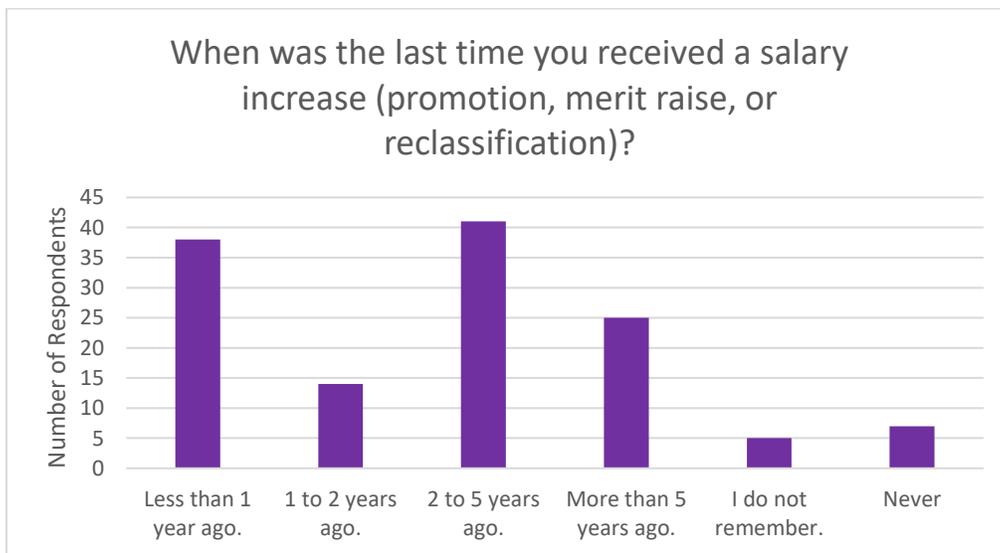
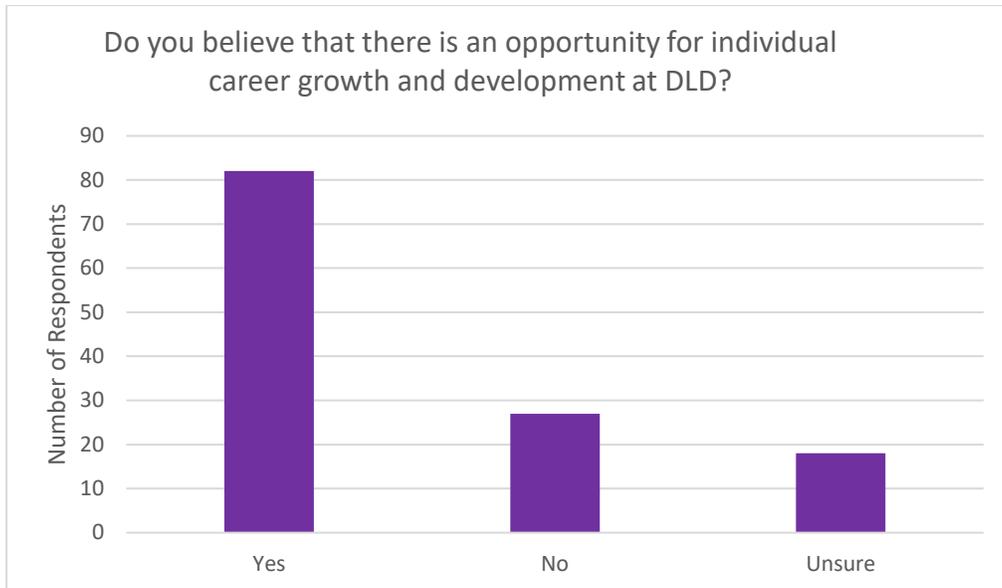


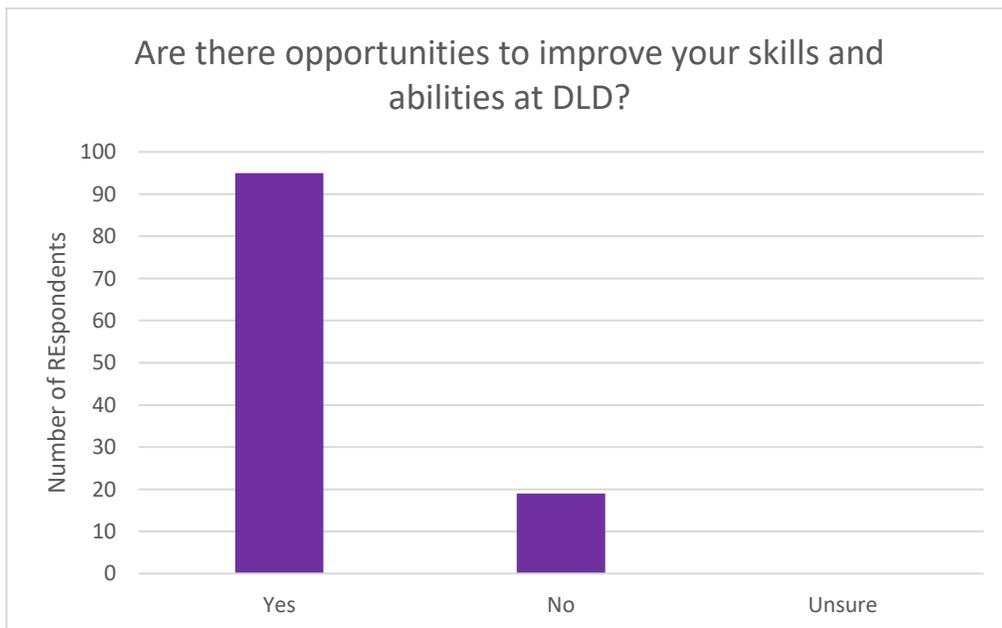
Figure G.28. Last Salary Increase.

Figure G.29 displays the histogram for an employee’s perception of opportunity for career growth and development. Sixty-two percent (65%) believe there is opportunity. Twenty-four percent (21%) do not. The remainder are undecided. This is very similar to the frontline staff.



*Figure G.29. Opportunity for Career Growth and Development.*

Figure G.30 shows the responses about whether there are opportunities to improve your skills and abilities. Most employees (83%) believe there are opportunities to improve skills. Employees either indicated yes or no. There were no employees that were unsure on this point.



*Figure G.30. Opportunities to Improve Skills and Abilities.*

The last histogram in this section deals with career longevity at DLD. Figure G.31 shows the vast majority of respondents plan to stay with DLD for the remainder of their career. This is a good sign for DLD stability. This is a similar result to that of the frontline staff.

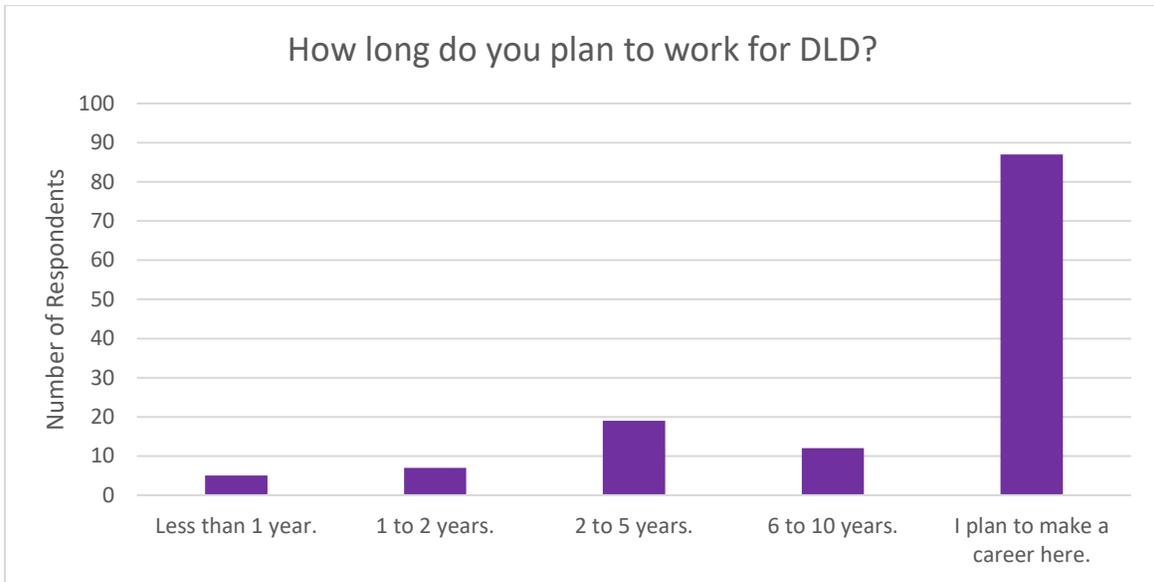


Figure G.31. Planned Length of DLD Employment.

## G.5. DLD Training

This section covers the one survey question on customer service training administrative staff were given. Of note in Figure G.32 is that even though direct customer service with the public is likely not part of their job, most administrative staff have received customer service training from DPS.

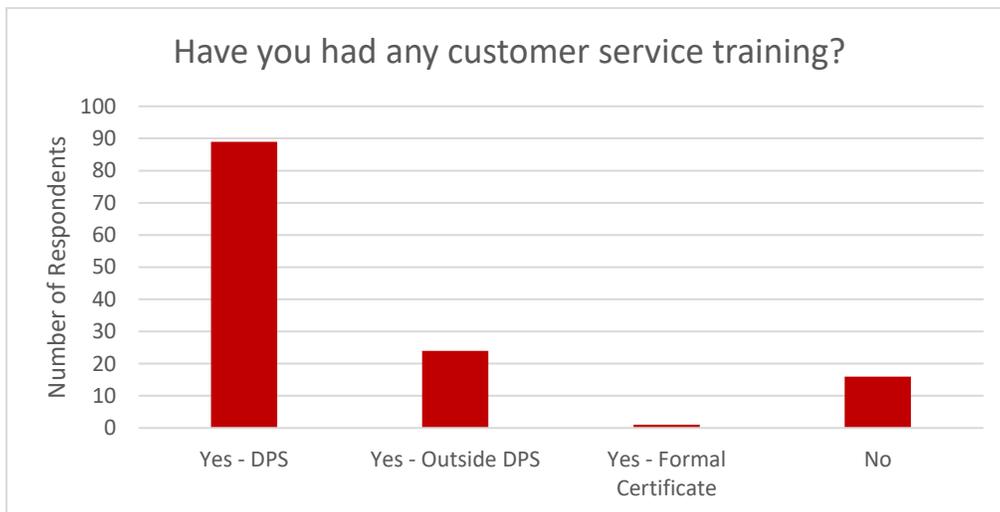


Figure G.32. Customer Service Training.

## G.6. Wait Times and Real ID

Figure G.35 shows the administrative staff's perception of how wait times have changed recently, especially with the Real ID requirements.



Figure G.35. Changes in Customer Wait Times.

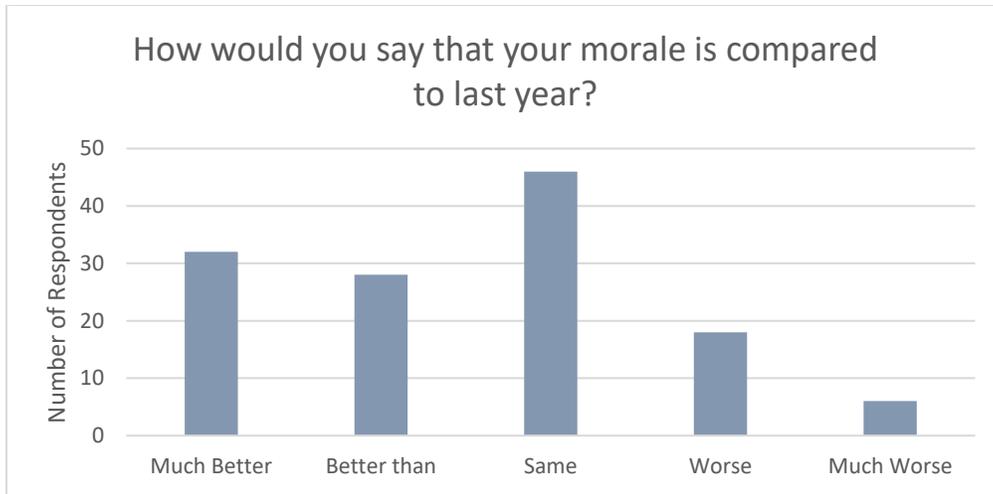
## G.7. Employee Morale and Opinions on DLD Movement

The section covers the employee's perception of morale and opinions on DLD movement.

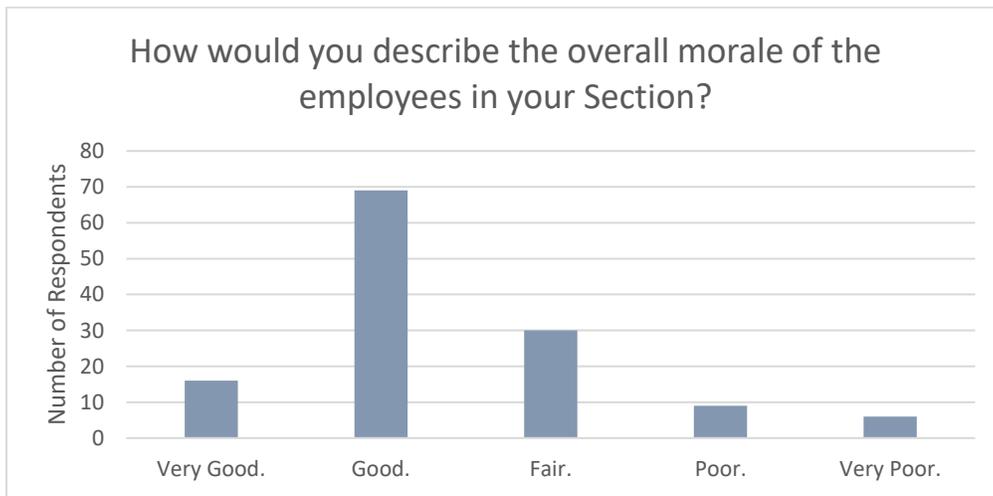
Figures G.36 through G.39 describe the respondent's morale and their opinion of DLD morale at various levels. Morale is shown to be generally good and remains mostly unchanged from the past year.



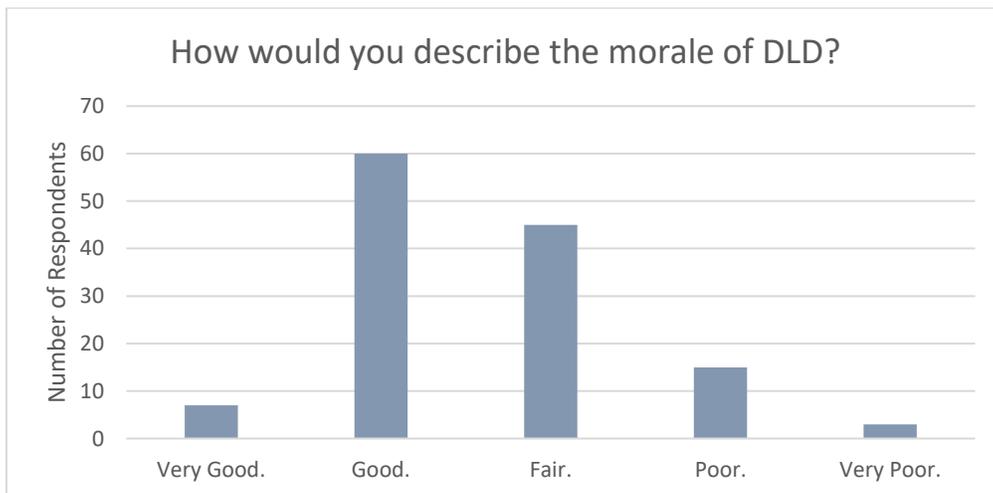
Figure G.36. Respondent's Morale.



*Figure G.37. Respondent's Morale Change.*



*Figure G.38. Respondent's Section Morale.*



*Figure G.39. Respondent's Opinion of DLD Morale.*

Figures G.40 through G.45 shows the respondent's opinion of movement of DLD. Based on these, one can make the following summary statements:

- Most respondents believe a move of DLD to DMV would not be a positive change.
- More respondents believe a move to a stand-alone agency may be a positive change.
- Most respondents believe that DLD should stay at DPS.
- Results are split on whether the discussions of movement affect morale.
- Many respondents have comments on a possible move of DLD (These will be explored in the next section).

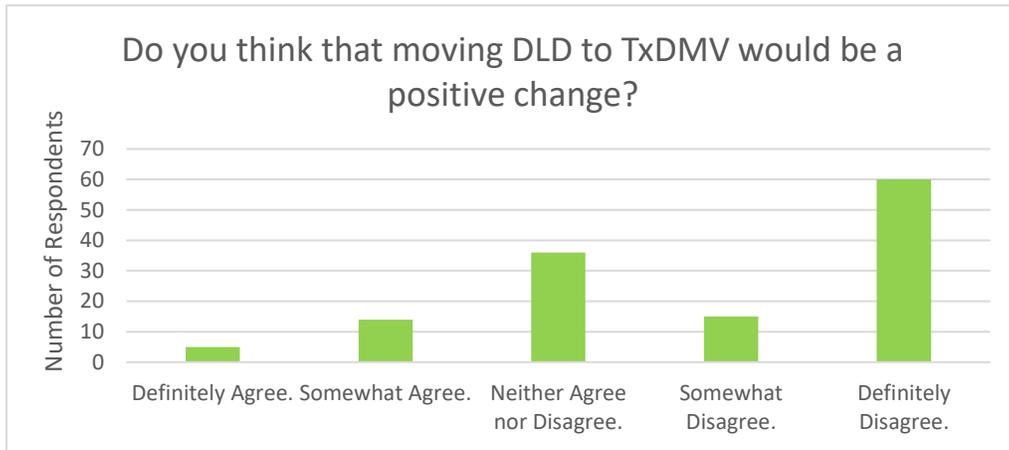


Figure G.40. Movement of DLD to DMV.

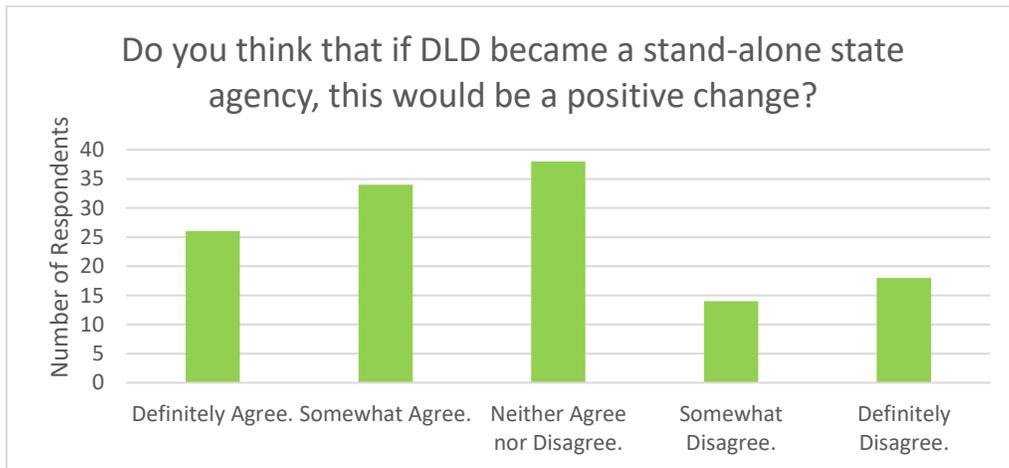


Figure G.41. Movement of DLD to Stand-Alone Agency.

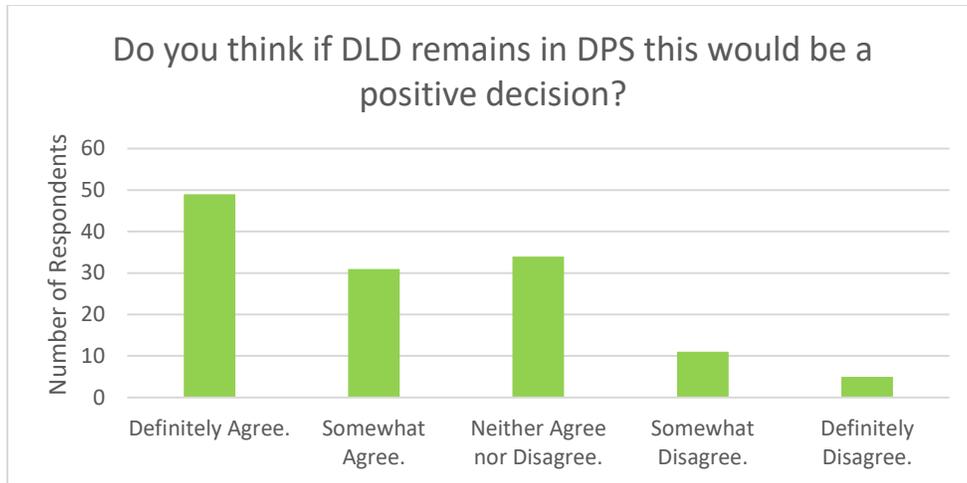


Figure G.42. DLD Staying with DPS.



Figure G.43. DLD Movement and Morale.

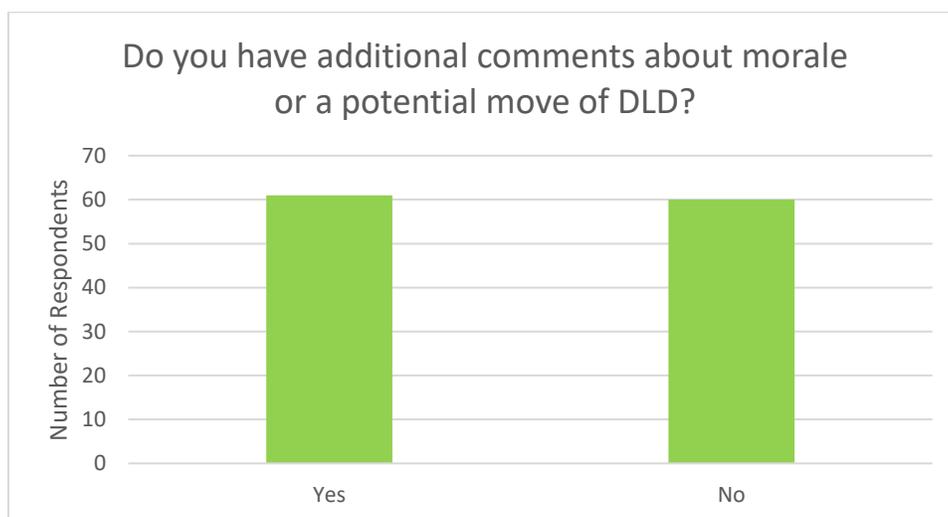


Figure G.44. Comments on Morale or Movement of DLD.



Figure G.45. Additional Comments to Make.

## G.8. Employee Written Responses

The last two questions in the survey ask if employees had 1) comments about morale or a potential move of DLD [select responses in Table G.1] and 2) any other general comments [select responses in Table G.2].

**Table G.1 Comments About Morale or a Potential Move of DLD.**

<b>Do you have additional comments about morale or a potential move of DLD?</b>
Moving DLD out of TXDPS is important because next to the Rangers and Troopers and other services, DLD takes a back seat and is frequently raided for funds by the law enforcement divisions.
DLD should stay in DPS to retain a level of law enforcement with such an important document. DLD is the forefront of security in Texas.
I think the thought of DL moving is/can be scary. A lot of people have known someone who worked for a company and when a move occurred some were left without a job. Especially those in management. It leaves those who have been with DLD for a time to feel though they may be the first to go and will lose the time and benefits associated with retirement.
Morale within my peer group is low. A very large pay raise was given to 99% of DLD employees. The other 1% were told they would not receive any pay raise. It wasn't until several employees formally complained that we were given a small raise. We did not receive any support from Management, and this has caused a decrease in morale.
There is concern among the employees that if DPS is moved to the DMV there will be reduction of staff and salary. I have heard from people that have come from the DMV to DPS say that the standard of training and technology compared to DPS is outdated or not enough. They said they saw a world of difference when they moved to DPS and it was for the better.
Moving us will not change the length of our lines. It will still be the same requirements. It will still be the same people making decisions. It will just be at a different location and a different name.
Any thought of moving to DMV would be detrimental to the function of the division. DMV is not used to the extreme number of Federal requirements and laws that DLD deals with on a regular basis. DLD is a much larger organization with many more moving parts and the requirements for security dealing with not only our products but also our documents and programs might prove to be a financial and security nightmare for DMV.
I am apprehensive about any move that isn't prepared to take on the infrastructure we require. DLD requires HUGE IT and support resources that I do not believe DMV is prepared to handle. We can't move somewhere and have them adjust, they need to be prepared and ready to receive the massive responsibility this division is responsible for. Right now, I think DPS is the only feasible place for us to be.
The only thing that worries me is losing the Trooper in the office. Some Texans get really upset and threaten employees and we need some assistance with that. It happens all the time, at least 3 times a month.

In my opinion, change can be positive and an opportunity for new management with other experience and education could very positively impact DLD. In the last two years, all teambuilding activities such as group lunches and holiday celebrations have been discontinued - partly because management is not encouraging these and partly because employees don't want to spend time with their supervisors who they perceive do not care about them anyway.

DLD morale has very little to do with the potential move - poor morale is a result of abysmal leadership in the past 2.5 years

It's hard to say if a move will be positive, no matter where, because we don't have details of how it will affect us. Will they keep the same leadership team? Where will our office location be? There are so many questions with no answers.

It makes zero difference where DLD is if the legislature refuses to provide a large number of FTEs and current technology to every section in the DLD. The population of Texas has doubled since 1980 and long lines and wait times were problematic then. The only thing to "FIX" DLD is FTEs, technology and accountability of employees.

DMV leadership is obsessed with the merger of DLD. They made comments to external parties (other states, vendors, AAMVA) about how the merger was a "done deal". When the end of session came about and no merger happened, this led to extreme awkwardness and jealousy that has not decreased. It's hard for a DL employee to believe that DMV leadership is objective about a merger when it clearly seems to be a power grab.

Table G.2 shows any final comments. Responses are consolidated and duplicates eliminated.

**Table G.2. Final Comments.**

<b>Do you have any final comments?</b>
DLD leadership intentionally excluded headquarters support staff from the division-wide salary increases that happened last year. It was stated by our Chief that we already "made what we deserved" when addressing the other field employees. I know from talking to my co-workers that this was a very damaging statement and has had a lasting impact on morale in my opinion.
My only real concern is for the security and safety of the people we serve. The rest is a byproduct of a business. Morale and satisfaction are important but take a back seat to people's security. We have to keep the documents we deliver out of the hands of those that would do harm, due to lack of driving skills for some or for fraudulent use from others.
I think the Driver License Division is moving in a positive direction. We have hard working employees that care about their position and management that backs the work done.
DLD has undergone numerous leadership changes at almost every level over the last 10 years. This does not allow for DLD to grow, improve, or maintain a position morale. Leadership needs time to adapt to DLD world and make changes that benefit our customers and employees. Positive change takes thought and time. Leadership changes every year stops the growth.
How benefits, salary, time off, personnel policies would stay the same or improve if DLD was a stand-alone agency needs to be discussed to alleviate anxiety.
While I understand changes in leadership at the division chief level, frequent reorganizations cause undue stress and apprehension among the employees. Frequent leadership shuffles in the private sector are a sign of a dysfunctional organization.
DLD needs to become more a part of how DPS does things and less of a band of renegades. That just makes for a negative workplace and stands up a wall that employees have to push against all day every day. It's absolutely exhausting.
DLD Management has implemented a re-organization almost once per year in the past 4 years and the re-org is typically effective immediately with no prior management communication or feedback from any employee below the Sr. Manager level. This creates a manager vs. employee dynamic and also involves office moves and general upheaval. The biggest issue is that there doesn't seem to be an organizational purpose or gain from the reorganization - just an opportunity for additional experience and advancement for some Sr. Managers while also increasing the workload and undesirable assignments for a Sr. Manager incumbent the Chief might want to push out of the Division.
DPS has failed the driver license division by not being responsive to legislative directives and mandates. Legislation is not implemented for years after passage and the division is constantly reacting to well-deserved criticism. Department actions have proven the talk does not match the walk when it comes to prioritizing DL activities to properly serve Texans.
Providing security in our offices is a concern should we move to our own entity or to TXDMV. What are the plans to continue to provide security for our offices?
Seek consultations from field offices for changes and improvements. Value field office employees. You provide more money, but also requested for the offices to have extended hours until 9pm, which is hard to maintain a work and life balance.
I feel that the decision has been made and this survey does not matter
A merger of DL into the current leadership of DMV will not work. Current DMV leadership disparages all of the efforts of the DPS and spreads false information about progress on issues like compliance with REAL ID. If DL merged into a new agency or became a standalone agency, an executive search would have to be conducted to find a leader who actually has the subject matter expertise, the experience and had both at the scope that Texas needs. Texas has seen other large agency executive directors fail when an SME with a very limited scope gets the position.
TXDMV does not have the funding or means to support DLD. So much is already a large part of DPS, it would be a large waste of money to taxpayers to make this move. Improve the support received at the offices and open more locations in more areas to help with the large population.
Micro-managing by upper regional management is terrible and affects morale of everyone below them. Keeps everyone stressed and on edge.
In learning about customer service wait time, from what I have observed, it is a big challenge to improve the wait times in the next years. The majority of the employees who work the counter are new, so it takes a bit longer to process transactions. I am not saying that time will not improve, but what I am saying is customer wait time will improve with time.

## Appendix H. Employee Workshops

DLD helped to arrange six employee workshops. These were scheduled at three locations and represented small, large, and mega center offices. Workshops were held in Boerne (1 session), Lubbock (1 session), and Houston (4 sessions) on Saturdays in February 2020.

CTR organized presentations at the workshops, detailing the employee survey and the in-progress customer survey. Then there was a discussion of the consolidated employee survey suggestions for improving office flow, customer wait times, and general comments, all sub-grouped by topic. The comments for discussion are shown in Tables H.1 to H.3.

**Table H.1. Improving Office Workflow.**

<b>Employee ideas to improve job efficiency</b>	
<b><u>Equipment/Computer/Software</u></b>	
1	DLS could be improved with several keystrokes, one example is emergency contacts. Most of the time it is a spouse - there needs to be a tap to click that auto-enters the same address as the applicant instead of us typing it in again just like the mailing address is auto entered with a click of the small box.
2	Wish we had an online resources tool where information is updated and correct and not worry if there is an email that overrides the information in the guide. Be able to find updates as needed from informational releases faster.
3	Some of the forms we have need to be updated to keep up with questions that are being asked. The form DL-14A has a lot of looking up and down the form when you are typing. If it was in one consistent order that would allow the LPS to increase their typing speed and finish a transaction faster.
4	Smoother transactions with new hardware, ex. too many USB connections utilized that the towers may cause for the operating system or software to run slow. Causing for us to have to re-start CPU's causing delays.
5	On DL permits for adults, a permit should be assigned WITHOUT having to go through a "Fail" screen three times
6	Copy paste redundant information not having to type same things over again.
7	Transactions take too many screens and go through the same screen multiple times (Ex. restrictions and endorsements).
<b><u>Scheduling/Queueing</u></b>	
8	Work out lunch schedules and opening & closing schedules
9	Appointments only for small offices and open more offices.
10	Continuous process of "lining people up". Our wait times reduce drastically, and we are more likely to leave work on time or close to. It is a win for the customers and a win for us as well.
11	Organizing the office to open up space
12	A new queueing system.
13	We need to get a better system of calling customers rather than lining them up
14	We have made a habit of working the line prior to our door opening by checking for birth certificates/passports/resident cards etc., so that customers don't come into the office and wait hours only to be told they are missing documents
<b><u>Management</u></b>	
15	All of us LPS discuss situations we come in contact/conflict with etc.....the people in HQ do not come to our offices and sit with us on a weekly basis to see how and what we deal with. It sounds good to them on paper so let's implement it. All the new changes are supposed to make things faster, but it does nothing but slow us down.
16	People higher up should work at the counter some so they don't forget what is truly going on.
17	For new employees, show them where they can find training aides in SharePoint.

<b>Employee ideas to improve job efficiency</b>	
18	Because supervisor/lead positions are often switched per company policy, it makes more sense to me to have employees training new employees rather than a lead or supervisor who may not have a complete understanding of the task.
19	Better work equipment and chairs. During peak seasons change closing hours to shorter time because we work longer hours already during those times. So, if we close at 4:30pm we still help those that are inside the building and we should be able to be done an hour later which would be 5:30pm and not 7pm!!!!
20	Instead of the employees picking where they want to be for their job duty, it should be done by the supervisor and it should be rotated often. Some employees get stuck doing the same duty for a few days straight when it should be rotated.
21	ADLETS testing on CDL should not have to sign up for the first 3 if they are not wanting to take all 3 at the same time. We have customers who either only want one/day or study in between tests. Sometimes hours in between.
22	Have designated test area signs outside for CDL exams. Trucks often block the flow of traffic or take up too much space in the parking lot. We would also not have to search for their truck when we get outside.
23	Separating CDL from everything else DL related in office.
24	1. Problem customers with issues that cannot be resolved right away should be handed over to Lead or supervisor to take over so employee can focus on next customers. 2. Do not Return the same irate customer to same CSR to handle, would be better to start fresh with new CSR to avoid awkwardness.
25	Leads should be the ones that collect and hand out money bags. Leads should also check out money for employees at the end of the days, that way it helps employees concentrate more on helping customers and to get the line out faster.

**Table H.2. Customer Wait Times.**

<b>Ideas on how DLD can reduce wait times</b>	
<b><u>Increase online transactions</u></b>	
1	Allowing more people to be eligible to be processed online.
2	Make online payments for ODL's and interlock restricted DL's available.
3	No photos for duplicates.
4	Give incentive to renew/replace online (few dollars off?), open more offices (mega centers) and keep the surrounding offices OPEN not close down the closest 2.
5	Customer to enter all their information and pay online then come in office for us to take picture and hand them the license.
<b><u>Appointment, Triage, and Queueing</u></b>	
6	Make appointments for everyone. If elderly, the CSR can help to make them an appointment. EVEN FOR SMALL OFFICES!
7	Online check-in that prompts customer to have everything they need and be called at a certain time.
8	Tablets. Customer enters in information. We edit.
9	Allow customers to fill out the forms online and we pull up their information in the office. Remove fingerprints for renewals and duplicates. Request only one proof of residence for original applicants instead of two.
10	Have information people, at a 1 to 4 desk ratio, doing the job of reviewing documents and ensuring they have it correct so people know they have the correct documents and not have to wait till they are at the counter to be turned away.
11	Set up advance appointment system like the one for Road Test and allow elderly to call in their request for appointment.
12	Applicants should be able to see what the current wait time is.
13	Have the customer's sign in with their info and a list of documents they should need should appear / be printable so they can be aware of what they should have and if they don't have it they can have a print out of what to bring.
14	Using lines instead of NEMO-Q and getting rid of the kiosks and putting back an information desk.
15	Appointments only, available more than one day in advance.
16	Change how the current appointment system prioritizes incoming appointments over walk-in customers. This can become a bottleneck and the walk-in customers are continuously pushed back in the queue without a reliable timeframe.

	<b>Ideas on how DLD can reduce wait times</b>
17	Call the tickets in order and lining them up 3 per counter
	<b><u>Better Directions</u></b>
18	Update internet on what customers need for transactions. Some don't know what "proof of lawful presence" means.
19	More readable signs. Make the MVN have sound. For example, have every now and then a message appears on the screen about the RealID with audio. It grabs customer's attention.
	<b><u>Separate Functions</u></b>
20	Dedicated Duplicate and Renewal desks while others handled by rest of crew in DLD offices.
21	Originals: have a kiosk at the Airport with information, have a traveling mobile site at the malls, schools, and grocery stores. Renewal/Duplicates: access to a website that will allow applications to be filled out online and verified once in office
22	All drive tests via third party.
	<b><u>Operations</u></b>
23	Longer hours at ALL Driver License Offices.
24	Smaller offices can administer road test and renewals only. Mega Centers can do all transactions. Appointments can be made up to a week in advance for a \$1 fee and refunded back if the customer makes it to their appointment. Most people line up early in the morning, so open from 7am to 5:30 vs 7:30am to 6pm and smaller offices 7:30 to 5:00
25	Make renewal available at local Supermarket Kiosks like DMV for Vehicle Registrations. Renewals, Duplicates, Address Change can all be done at a Supermarket Kiosk.
26	Make it more available at third party
27	Instead of recipes and commercials, our monitors should be explaining requirements and procedures in a simple and understandable way, the same way we explain to them at our stations.
28	Only allow a certain amount of people in the office – no families. If only one person is here for service, a family of five should not be coming in to help that one person. They are taking space not helping the office be efficient.
29	Can threatening employees be treated as a felony? If so, please post where customers can read and understand.
30	Having supervisors and leads going to lunch at the same time makes our job harder, because when we have questions it takes us longer on a transaction if we don't have anyone around to help.
31	When customers leave and do not have what they need they should pull a new ticket. With wait times already long, most customers pull a ticket and go to work all day before they return to the office. We call the customer and they are not here. Now as long as they are back by closing we can still process them. Most people know this in the general public, so it is now routine for this office.
32	Stop having customers email DPS documents to print. It takes up a lot of time, it is a waste of ink and paper, and customers come to the office expecting you to do it.
33	The driver license needs to be extended to 10 years.

**Table H.3. General Comments.**

	<b>Additional comments?</b>
	<b><u>Salary</u></b>
1	The salary increase has made working for DPS a lot more enjoyable because we are getting paid better for the work we do.
2	Love my job, just wish the salary was higher for what we have to deal with on a daily basis. Some of the customers are rude and angry and sometimes make us nervous. With everything going on in the world right now, we always have to be aware of people's behaviors.
3	Thank you for the pay increase. But they should have one every year of some kind of percent like normal jobs so that you can keep people on staff.
4	The results of the budget increase have been great. We need more facilitators and train the trainers. We also desperately need more Leads. Most offices doubled in staff but didn't get another lead.

<b>Additional comments?</b>	
5	My co-workers as well as I appreciate the raise, but it still does not give merit to what's expected to do our job. We have to be knowledgeable about fraudulent documents of all types, the different birth certificates from ALL STATES, passports from ALL COUNTRIES, not to mention the hundreds of immigration documents we come across on a daily basis. Processing transactions for Sex Offenders Male and Female, as well getting in vehicles with them, handling CDL questions and transactions and being disrespected by customers for giving them information that is required BY THE STATE to get them the Driver License or ID. Sometimes being threatened or cursed at. Also knowing how to perform CPR at a moment's notice. We are expected to stay and work at our desk with limited breaks because of customer demand and long lines. The customers complain if they see us getting away from our desk just to stretch or go to the restroom. Not to mention the pressure to work constantly to get rid of the LONG LINES!!!!
6	Better pay. We work for the Texas government, and deal with so many different situations. Then of course angry customers. I don't think the pay is enough for the workload we do. We risk our lives doing road tests.
<b><u>Uniform</u></b>	
7	Please update uniform to a dri-fit material, it will last longer and look more professional
8	Can we please be issued a warmer jacket? These wind breakers do not help in the cold.
9	Change the colors of our work shirts. Navy fades fast and it takes too long to get new ones, so we are stuck with faded ones.
<b><u>Management</u></b>	
10	We should have a secret shopper program so the behaviors of LPS can be evaluated firsthand. Management would be shocked with the results of how poorly the customers are treated.
11	We received more help in offices but now we need more equipment to have these helpers working at full capacity
12	I love my job just don't like working 9 to 9 1/2 hours EVERY DAY. I feel like this wears on the employees and affects the work ethic and call ins for sick time
13	I am not permitted to take my leave. I can't sell it. They only way to get it is to use sick time. An office of over 40 employees has two slots for employee leave at one time (which combines several paygrades).
14	In the short time I have been an employee I have been blown away by the care with which I have been trained. This organization beats any other organization that I have ever worked for in regard to training, tools for success, access to self-improvement materials, care and consideration given to me by my supervisors and other staff. I feel very "heard" and appreciated and plan on being with the agency for a very long time.
15	Please try to get Marriage license on the DL 57 brochure and internet
<b><u>Safety</u></b>	
16	We need more protection for the employees. IRS, SOCIAL SECURITY OFFICE AND IMMIGRATION all have a glass or security implemented. We are scared and these people are getting out of hand because they do not meet the requirement the state of Texas asks. Each day we keep getting more customers who scream, yell at us or even video tape us for doing our job... every day before work I pray for things not to get out of hand with someone and keep my coworkers safe. These real id act has caused us rude comments such as if we are being racist? Or why do I have to show my papers? Or I have been a citizen all my life I do not need to show you anything... and since they do not get what they need that is when they get rude and again for doing our job.
17	We need to increase security. I feel that we need a trooper in the front of the office and one in the back. Their office is in the back and if something was to happen, it would take time for them to come.
18	We need to have panic buttons in ALL offices, especially the offices that don't have Troopers all the time! All employee parking needs to be gated and have lights and cameras and restricted access to employees only where we park! We do NOT get paid enough; there is no pay increase for merit, time or performance. That's one of the reasons turnover is so bad. We have no reason to stay long term.
19	I feel as if the safety of the office is not important to DPS. We have one trooper and a lot of the time he is not here. So, no trooper in the office at times. Due to the large number of customers that we serve, I believe security should be a priority.

The discussion sessions involved going through each table by subtopic and discussing the applicability and feasibility of each. The groups were asked to pick the ideas that most applied to their setting and that they saw as either as an improvement or as concern.

## H.1. Boerne Workshop

The Boerne workshop was held on February 8, 2020, at the DLO. Present were 11 employees from three small nearby offices along with two local managers. The workshop began at 9:45 a.m. and finished at 11:45 a.m. Darren Hazlett presented a summary of the salary and service time data acquired from DLD, a summary of the Frontline Staff Survey, and a summary of the Customer Survey. Dr. Han presented literature search information on DLD functions in other states. Then there was a group discussion on employee ideas from the employee survey. It produced the following list of most pertinent suggestions.

<b>Employee ideas to improve job efficiency</b>	
<b><u>Equipment/Computer/Software</u></b>	
1	DLS could be improved with several keystrokes, one example is emergency contacts. Most of the time it is a spouse - there needs to be a tap to click that auto-enters the same address as the applicant instead of us typing it in again just like the mailing address is auto entered with a click of the small box.
3	Some of the forms we have need to be updated to keep up with questions that are being asked. The form DL-14A has a lot of looking up and down the form when you are typing. If it was in one consistent order that would allow the LPS to increase their typing speed and finish a transaction faster.
7	Transactions take too many screens and go through the same screen multiple times (Ex. restrictions and endorsements).
<b><u>Scheduling/Queueing</u></b>	
14	We have made a habit of working the line prior to our door opening by checking for birth certificates/passports/resident cards etc., so that customers don't come into the office and wait hours only to be told they are missing documents
<b><u>Management</u></b>	
17	For new employees, show them where they can find training aides in SharePoint.
19	Better work equipment and chairs.
<b>Ideas on how DLD can reduce wait times</b>	
<b><u>Increase online transactions</u></b>	
1	Allowing more people to be eligible to be processed online.
2	Make online payments for ODL's and interlock restricted DL's available.
3	No photos for duplicates.
<b><u>Appointment, Triage, and Queueing</u></b>	
7	Online check-in that prompts customer to have everything they need and be called at a certain time.
12	Applicants should be able to see what the current wait time is.
13	Have the customer's sign in with their info and a list of documents they should need should appear / be printable so they can be aware of what they should have and if they don't have it they can have a print out of what to bring.
<b><u>Better Directions</u></b>	
18	Update internet on what customers need for transactions. Some don't know what "proof of lawful presence" means.
<b><u>Separate Functions</u></b>	
20	Dedicated Duplicate and Renewal desks while others handled by rest of crew in DLD offices.
27	Instead of recipes and commercials, our monitors should be explaining requirements and procedures in a simple and understandable way, the same way we explain to them at our stations.
32	Stop having customers email DPS documents to print. It takes up a lot of time, it is a waste of ink and paper, and customers come to the office expecting you to do it.
<b>Additional comments?</b>	

	<b>Employee ideas to improve job efficiency</b>
	<b><u>Uniform</u></b>
7	Please update uniform to a dri-fit material, it will last longer and look more professional
8	Can we please be issued a warmer jacket? These wind breakers do not help in the cold.
9	Change the colors of our work shirts. Navy fades fast and it takes too long to get new ones, so we are stuck with faded ones.
	<b><u>Management</u></b>
15	Please try to get Marriage license on the DL 57 brochure and internet
	<b><u>Safety</u></b>
18	We need to have panic buttons in ALL offices, especially the offices that don't have Troopers all the time! All employee parking needs to be gated and have lights and cameras and restricted access to employees only where we park! We do NOT get paid enough; there is no pay increase for merit, time or performance. That's one of the reasons turnover is so bad. We have no reason to stay long term.

Additional comments were:

- Having an appointment-only system would not work for a small office serving rural customers, as many customers do not have internet access.
- There are customers that cannot read or write. They would not be able to make appointments over the internet or read a list of required documents.
- Some things will work in a large office that will not work in a small office and vice versa. This is a characteristic of the rural versus urban clientele and the availability of internet access.

## H.2. Lubbock Workshop

Mike Murphy and Darren Hazlett travelled to Lubbock on February 14, 2020 and were able to visit the Lubbock DLO during office hours. The following is the account of the DLO visit on February 14 and the Employee Workshop on February 15.

**Driver License and Permit Specialist Focus Group meeting  
Lubbock DLO  
February 14 – 15, 2020  
Tom Valdez – Manager Region 5**

**Darren Hazlett  
Mike Murphy**

**Background**

This is the second of six focus group meetings that Darren Hazlett has organized with DPS-DLD to gain input from Driver License and Permit Specialists (DLPS) about insights regarding their interactions with the public and opportunities to improve processes and efficiency.

There are 47 Driver License Offices in Region 5, the largest being Lubbock, Amarillo, Abilene, and Wichita Falls. Region 5 has an allocation of 164 FTEs based on the most recent information provided by DLD; however, additional FTEs might have been assigned to Region 5 as a result of SB 116.

On February 14, Darren and Mike met with Tom Valdez and other DLO staff to review operations and ask questions about processes and interactions with DLD in Austin. The meeting with the DLPS was held on Saturday, February 15, at the Lubbock DLO with 16 DLPS personnel from Region 5 offices (primarily consisting of smaller, one- to four-person facilities).

**Table 1 Region 5 Offices and sizes (focus group meeting attendees—blue)**

Office - City Location	Full Time Employees	All Services that Occupy multi-service Building	FY 2017 Trans	FY 2018 Trans	FY 2019 Trans	Office Owner
Abilene	16	DL	32,315	32,567	31,937	Lease
Amarillo	39	DL/HP	55,356	53,396	49,497	Lease
Anson	1	DL/HP/County	2,095	2,314	2,240	County
Baird	0	DL/County	572	509	407	County
Ballinger	1	DL/HP/CVE/County	1,695	1,065	1,382	County
Borger	2	DL/HP	5,446	5,305	5,505	DPS
Bowie	3	DL/HP/CVE	5,199	6,249	8,436	Lease-Pd by HP
Breckenridge	0	DL/CVE/HP/County	1,654	1,632	1,420	County
Brownfield	1.5	DL,HP,CVE,RGR	3,431	3,709	4,204	DPS
Brownwood	2.5	HP,CVE,RGR/CID/RSD/CID	10,245	10,301	10,324	DPS
Canadian	0	DL/County	437	534	493	County
Childress	2	DL/HP/CVE/RGR/COMM	3,226	3,426	3,356	DPS
Clarendon	0	DL/HP	352	316	344	DPS
Coleman	0	DL/County	1,057	901	1,064	County
Colorado City	1	DL/HP/CVE/County	1,078	1,037	1,203	County
Comanche	1	DL/HP/County	2,759	2,009	2,591	County
Crosbyton	0	DL/HP	1,104	973	1,013	DPS
Dalhart	0	DL/County	1,459	1,404	1,352	County
Denver City	1	DL/County	2,607	2,738	3,062	County
Dimmitt	1	DL/County	1,557	1,422	1,455	County
Dumas	3	DL/HP/CVE/RGR	6,699	6,410	6,423	DPS

**Table 1 Region 5 Offices and sizes (Focus Group meeting attendees –blue) (continued)**

Office - City Location	Full Time Employees	All Services that Occupy multi-service Building	FY 2017 Trans	FY 2018 Trans	FY 2019 Trans	Office Owner
Eastland	2	DL,HP,CVE,RGR/ADM	4,610	4,078	4,090	DPS
Floydada	1	DL/County	891	806	845	County
Frona	0	DL/City	874	639	860	City
Graham	4	DL/HP/CVE/RGR	5,262	5,267	5,425	Lease
Haskell	1	DL/HP/CVE/County	1,628	1,771	2,120	County
Hereford	2.5	DL/HP/CVE/RGR	6,154	6,478	6,398	Lease
Levelland	3	DL/County	7,118	7,041	8,340	County
Littlefield	1	DL/County	2,969	2,209	2,224	
Lubbock	38.5	DL	2,969	2,209	2,224	County
Muleshoe	1	DL/County	58,892	59,450	54,785	DPS
Munday	0	DL/County	2,078	1,962	1,769	County
Pampa	5	DL/HP/RGR/RSD/CVE	1,087	1,042	1,147	County
Panhandle	0	DL/County	6,371	6,462	6,974	DPS
Perryton	2	DL	209	223	254	County
Plainview	4	DL/HP/CVE/RGR	3,403	3,574	3,713	Lease
Post	1	DL/County	9,283	9,303	9,342	DPS
Quanah	0	DL/County	1,154	1,192	1,540	County
Roby	0	DL/County	194	271	258	County
Seymour	0	DL	2,095	2,314	2,240	County
Snyder	1	DL/HP/RGR/CVE	1,087	1,042	1,147	County
Spearman	0	County	2,934	2,948	3,028	DPS
Sweetwater	1	DL/HP/CVE	117	118	115	County
Tulia	0	DL/HP/County	3,534	3,697	3,832	DPS
Vega	1	DL/County	617	513	1,028	County
Vernon	1	DL/County	634	1,196	1,544	County
Wichita Falls	19	DL/HP/HP-SE/COMM/CVE/CID/RGR/RSD/TDEM/HP-AIS	3,966	3,876	3,616	County

The Focus Group Meeting was attended by 14 female and 2 male employees from various office locations, as indicated in Table 1. In addition, Tom Valdez and an employee from the Lubbock DLO assisted during the meeting.

### Meeting Presentations

Darren prepared a three-page handout based on comments received from over 930 survey responses from DLPS employees. He presented a summary of the Employee Survey results followed by a summary of the Customer Survey Results to date (survey ongoing). Mike took notes and added comments during the discussions as appropriate.

### February 14 – meeting with Tom Valdez and tour of Lubbock Office (commentary)

The following notes were taken during the Friday, February 14 meeting with Tom and other members of the Lubbock DLO staff. The following bullet points include specific questions / responses or other information provided during this meeting.

1. Discussion with Information Desk employees (2 employees, 1 assisted NEMO-Q customers upon arrival).

Question: We were told by a survey taker during a phone call that he is not able to renew online because he is a veteran. This is because he must present his original discharge paperwork (DD-214) each time he renews his license and the online system states that veterans cannot complete this online.

Response: Actually, that is not correct. If a veteran provides the original copy of the DD-214 form when obtaining a new license or renewing a license, the original form is scanned into the system and no longer is required to be presented in person. Some individuals bring a photocopy of their discharge which is not acceptable for our records.

2. Question: We have been told by an individual who was born on a U.S. military base, as was his two brothers, as military dependents, that their military hospital birth certificates were not accepted by DPS as valid. The caller was born on a military base in the U.S., his two brothers were born on Guantanamo Bay, Cuba.

Answer: If the birth certificate is the original document from a U.S. military installation this should be sufficient. Mike – I have sent an email to the Department of Homeland Security to verify.

3. Question to Tom V. Do you hold regional meetings with your employees?

Answer: Yes, I hold regional meetings with my supervisors about twice a year to discuss policy, operational changes, new technology (such as the new kiosks) and similar issues.

4. Question to Tom V. Do DLD staff visit you and your offices in the field?

Answer - Yes, periodically, I have visits from DLD upper management; the primary individuals who I will now interact with are Sheri Gipson and Mimzie Herkoltz-Dennis.

5. Question to Tom V. Are you allocated a certain number of FTEs and budget which you allocated to the different DLOs you manage, or is this done at the DLD level in Austin?

Answer: DLD makes the allocations of FTEs for offices – they allocate the budget amounts.

6. Comment from Tom V. Due to the new funding allocation given by the Legislature this past year, we have been able to fill open FTE slots and are currently down to 4-1/2 open slots in my Region.

This past legislative session DLD was at the top of the funding priority, which has helped.

The Permian Basin is an area of that state that has a hard time keeping DLO staff due to the higher paying salaries associated with the oil industry – the new higher salaries have helped in that area of the state as well.

7. Question to Tom V. Your operations at the Lubbock office seem to be going very smooth. Do you ever have a line of customers that form outside the building?

Answer - It is rare for us to have a line of customers outside the building. If a line occurs it may be first thing in the morning when we open – perhaps 10 or so people waiting at the door. My staff will pull 10 tickets from the NEMO-Q kiosks and when we open the doors, each customer is handed a ticket. Their number is immediately called, so in effect there is no waiting – they are served right away.

I imagine that circumstances at large metro DLOs and mega-centers, such as Dallas or Houston, are much different. They likely have long lines forming before the doors open and lines that can form during the day. I'm not really sure how they handle the large numbers of customers.

8. Question to Tom V. Do you ever have meetings with DLD and the other Regional Directors to discuss best practices or how different offices handle problems, such as long lines of customers outside the building?

Answer: We have our regional meetings – there is likely little similarity between the types of issues and problems we deal with in our Region and the big metro areas. Many of my offices are small, perhaps 1 to 3 employees. I do have larger offices such as Amarillo, Lubbock, Abilene and Wichita Falls – but they aren't likely to face the same conditions that the big metro areas face.

9. Question to Tom V. Have the Federal REAL ID requirements affected your operations and ability to quickly serve customers?

Answer: Yes, there have been a number of new issues that the citizenship verification documentation has placed on us. For example, a person who was born a number of years ago, might have a birth certificate that just says:

Boy ——— Sanchez; or  
Girl ——— Sanchez

The actual first name of the person wasn't recorded on the birth certificate. There are other circumstances such as individuals who were delivered by a mid-wife and don't even have a birth certificate. The issues we have been facing are different – but we don't just leave the customer by themselves to figure out how to obtain proper

documentations. We work with them and suggest other types of acceptable documentation they may have access to but didn't think of. For example, if the person doesn't have a valid birth certificate as previously mentioned, but they've had children who do have valid birth certificates, in cases we can use their children's birth certificates to help establish citizenship for that person. However, each case is different.

10. Question to Tom V. CTR has had some customers complain that they see a person with a friend or family member with them, taking a waiting area seat, but it is obvious that they are not at DLO to get a license. This can result in a number of waiting area seats being filled by people who are not customers. We understand that DPS cannot tell individuals that their friends or family cannot come in the building with them. Has this cause a problem for you?

Answer: Typically, not. We do have some families who might bring four or five family members with a minor who is getting their learners permit. However, our waiting area space can usually accommodate this situation with no problem. We have also had individuals who do not want to sit in the waiting area chairs, they will find a place along the wall and sit on the floor instead. They aren't bothering anyone and aren't causing a problem, so we leave them alone.

11. Question to Tom V: You mentioned that you are down to 4-1/2 open FTE slots – have you had a problem filling vacancies in the past – before the funding from the recent legislation helped raise salaries?

Answer: We have generally not had a problem filling open slots since our jobs are considered a good job with good pay for this area. More often we lose people through retirement rather than quitting their job – though that does happen. I sometimes have had a person who quit later ask to be hired back. If they were a good employee, then there usually is not a problem hiring them again. We have seen more applicants and better-quality applicants since salaries were raised.

12. Tom V: As I mentioned before, my Region has many small offices with perhaps only one or two employees. This presents some problems which rarely happen in my bigger DLOs. If there is only one person working at a DLO, there is no one to relieve them for lunch break or other types of situations when they need to leave their work area. If they are sick, that means the office must close down unless other options are available. However, those smaller offices rarely have queues of customers.

13. Do you have enough staff to handle employees who are out for sick leave or other reasons?

Tom V. Generally, yes, though we know how many absences we can absorb before there is a problem. We have rules about how many people can take vacation at the same time for example. This is particularly an issue for offices that perform test drives.

14. Question to Tom V. Regarding the NEMO-Q system – do you think it has worked for your operation?

Answer: Yes, NEMO-Q seems to work ok, though it has been off-line a few times. We can access the data to make decisions about changing customer assignments based on the number of short or long duration processes we have. However, we can usually work this out ourselves as well – though NEMO-Q does provide the data.

We will be getting a new queuing system in the near future. Lubbock and Garland will be among the first offices to operate the new system on a pilot basis. The pilot installations will likely occur in March – though I don't know about other offices that might be involved in the pilot program.

This new system will require every person to have an appointment, though each office manager can set aside a certain number of appointments for walk-ins. There are some areas in our Region that don't have internet access, so this is needed; and not everyone has a computer.

The new queuing systems will be placed in every DLO office, not just the large or mega-center locations.

15. Darren – Tom V. Do you think it is necessary to have law enforcement present at a DLO?

Tom V: Yes, especially in some places, if they have been having problems.

16. Darren - Do you think that the Driver's License function fits in a Law Enforcement Agency?

Tom V. Yes, I think, in my 37 years of experience, it has worked well to have the Driver's License function in DPS. If the Driver's License Program is moved, there are some problems that will move with it no matter where it is placed.

We have heard that some customers complain about trying to call for information, but no one ever answers the phone. Have you seen this as a problem?

Tom V. It will not work to have DLPSs trying to serve customers sitting in front of them and answer phones too. That is why the call center was set up in Austin – it is located at DLD.

17. Do you think it would work to have callers routed to other offices where staff might not be as busy (this is done by the TxDOT – Travel Information Centers) any office can answer questions about another region of the state.

Tom V. We already have that function – the call center can route calls to smaller offices so that the DLPS can pick up and answer the call if they are not busy.

18. Do you think that if the Driver's License Program was moved to TxDMV that the counties would become involved in issuing both vehicle registrations and driver's licenses? Do you think this is realistic?

Tom V. Some county offices already have the option to service replacement driver's license or renewal requests. However, they only get \$5 for each transaction – at first some counties thought it would be a good idea to take on issuing licenses, but at \$5 per transaction, they've had second thoughts about taking on the additional workload. Can you imagine a county registration office with a queue of driver's license customers standing outside?

Another point is that some DLO offices are located in county offices – so if the county closes our office must close.

19. Some observations about the Lubbock DLO

- a. Announcements are made over a PA system in both English and Spanish
- b. There are two waiting areas that are on opposite sides of the office – a customer can choose either area. One has 29 chairs, the other has 32 chairs.
- c. There are 3 NEMO-Q kiosks. One is lower than the other two and designed for individuals in a wheelchair or perhaps with other special needs.
- d. There are signs indicating the steps that a customer goes through in the process.
- e. There is a vertical file with all of the different types of forms that might be needed by customers, these are placed between the NEMO-Q kiosks and the information desk. The NEMO-Q kiosk is the first step in the process.
- f. There is an information desk with 2 employees, one employee will leave the desk to work with customers using the NEMO-Q kiosk.
- g. There are 10 processing stations with one DLPS each. – each workstation is numbered – the number hangs from the ceiling above the station. The stations are designed such that the customer can sit down during processing – there are two seats on the customer side of the processing station.
- h. The processing stations are designed to prevent customers from seeing the information being entered by other DLPS employees for security purposes.
- i. The 10 processing workstations are within a locked enclosure to prevent individuals from inadvertently walking into that workspace.

- j. There is a separate area with 5 workstations for taking the driving test. This area is surrounded by a low cubicle type wall – cell phone calls are not permitted in this area.
- k. There is a supervisor’s office with glass enclosures located in the corner of the main area so that the supervisor can observe and quickly response to any needs that arise.

End of Day 1 February 14 discussions.

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Day 2, Saturday February 15 – Employee Focus group meeting

20. Tom and Darren began the meeting by asking the attendees to introduce themselves and tell which office they are from. Darren began the meeting by explaining how the meeting was organized. Two presentations followed by discussions about comments summarized in 3 pages from the employee survey.

21. Darren gave two presentations; the 1<sup>st</sup> summarized results from the employee survey and the 2<sup>nd</sup> summarized some current results of the customer survey. Darren encouraged the attendees to ask questions and also stated that the meeting was scheduled to end at noon and that he would stop the meeting then so attendees could get back on the road in a reasonable time. The meeting started just after 10AM and the handouts of employee comments were distributed at 11:05 AM allowing about 55 minutes for discussion.

22. The comments were arranged by Topic as follows. Attendee comments are provided under each section in blue text for ease of reference.

a. Employee ideas to improve job efficiency (page 1)

i. Equipment / Computer / Software

- There are too many redundancies between input screens – requiring entering the same information multiple times. The input screens could be streamlined to improve efficiency.
- Actually, I like having the redundancy across different screens. This helps especially with CDL licenses – they are complicated and there are a lot of questions to ask and information to enter. For example, I’ve sometimes forgotten to ask about whether the CDL

driver has a tanker endorsement – If I've missed it on an earlier screen, I will likely remember to ask on a later screen. This saves problems if I issue the license and take payment without the endorsement. I then find out that the CDL operator has a tanker endorsement and have no other option but to issue a correction which requires the customer to make an extra payment.

- How about if instead of customers filling out the paperwork, we asked the questions verbally when they are at our window and they just answer the questions. At the end, we would print out the form for them to review and sign if no changes were needed?
  - That won't work because you couldn't ask confidential information openly with other customers around who might hear the person's address or other information as you ask the questions.
- We have facial recognition software that operates on our systems, but it has an override. I've found that if someone has gotten a tattoo, lost or gained weight or even a woman who is not wearing her makeup might not be recognized by our software. I have to override the system fairly often.
  - Darren – I have used a facial recognition software that can identify a person regardless of the age of the photo – it works really well. Certainly, updated facial recognition software is available to handle some of the issues you mentioned.
- The new fingerprint systems are much better than the older software. The older fingerprints are sometimes smudged or hard to make out. The newer digital fingerprint equipment is much better and more legible.

ii. Scheduling / Queuing

- Though we've been able to hire more people, we didn't get more stations.....
- I don't think appointments for renewals will work. (no details given)

iii. Management

- There are some folks who think supervisors really don't understand the types of questions and problems we have to deal with – they might have been a DLPS at one time, but things have changed.
- In Wichita Falls, our supervisors are always working the counters with us – that way they stay current on the problems and best solutions and also help us ensure customers are served promptly.

b. Ideas on how DLD can reduce wait times (page 2)

i. Increase (the number of) online transactions

ii. Appointments, Triage and queuing

- Some DLOs will allow a customer to come in early in the morning, pull and ticket then they go to work or do some errands. The ticket might be called, but if no one comes forward, the ticket is not struck off the list, but is parked along with other tickets for which no one responded. Later in the day a person with a parked ticket comes back in near closing time and comes forward with the parked tickets are called. This causes some people to have to work until 7:00 pm rather than getting off at 5:30 pm or a more reasonable time.
- A suggestion was to have information people on a 1 – 4 ratio so that reviewing documents and answering questions can proceed smoothly. However, this is already done (perhaps in some, but not all offices?)
- I don't like the ideas of putting kiosks at grocery stores, malls and other places that can do certain driver's license functions – that takes our jobs away.
- I agree that we should not do new photos for duplicate licenses
- Another problem is that there are still a lot of folks who can't read or write. Thus, you have to work with them longer to get the paperwork properly filled out and the documentation in order.

iii. Better directions

- The REAL ID compliance program has made our jobs a lot harder and it isn't going to go away in October 2020. This will continue for years and has an effect on return customers who have to go back home to get the proper documents, angry customers who have had a driver's license for 50 years or more and don't understand why DPS is now requiring them to prove they are a citizen.
- Many customers are confused by the use of the words 'bring a 'copy' of your.....' they think this means a photo copy; when what the website or the letter they received actually means is bring an original of the document (birth certificate etc.). We should change all of the references to clear up this confusion.
- Renewal letters should be rewritten so that the customer has better directions about what they are supposed to do and what they need to have with them if they visit the office.
- The monitors in the waiting areas should be running information about driver's license requirements, processes, documentation needed for REAL ID —— not commercials and recipes

iv. Separate functions

v. Operations

c. Additional Comments?

i. Salary

ii. Uniform

- Our uniforms should be updated to a dri-fit material. The colors are fine if taken care of properly. Many also agreed that employees should be issued a warmer jacket.

iii. Management

- Some attendees agreed that it would be beneficial to have a 'secret shopper' program so that the behaviors of some DLPS that do not treat customers properly can be observed.

iv. Safety

- I think one of the biggest problems is security – especially in smaller offices or in offices that the DPS troopers were removed. I’ve had situations when a customer has come in to renew a license and as I’m processing the information, a screen pops up that this person has an open arrest warrant. What should I do, often the other two people in our office are also helping customers and it’s very awkward for me to say I must step away from my work station for a minute and be right back (so I can call a DPS trooper). Sometimes this alerts the person and they run out of the office. There is no good way to handle this in smaller offices.
  - Not only are there no DPS troopers at DLO offices in many cases, DPS troopers have lost their secretary so we can’t contact anyone if we need assistance.
  - The warrant screen should pop up early in the application process, not after we’ve entered several screens of data.
  - We’ve installed a jabber box so that someone in the back can listen to what’s going on in front – we can send that person a message that we have an open warrant at our station.
  - Another person said they just text the DPS officer that they have an open warrant in front of them.
  - Some offices don’t have security cameras – all offices should have them.

### **H 3. Houston Workshops 1 and 2**

**Driver License and Permit Specialist Employee Workshop Meeting  
Houston Region 2 Headquarters  
February 22, 2020**

**Sylvia Guerra Region 2 Manager and Amelia Flores Southeast Region Manager**

**Darren Hazlett  
Mike Murphy  
Zhe Han**

#### **Background**

This is the third of four Employee Workshop meetings that Darren Hazlett has organized with DPS-DLD. This Workshop at the Houston Region 2 Headquarters included two sessions, one

from 9:30 – 11:30 AM and the 2<sup>nd</sup> from 1:30 – 3:30 PM. The purpose of these meetings was to gain input from Driver License and Permit Specialists (DLPS) regarding their interactions with the public and opportunities to improve processes and efficiency.

Prior to the two scheduled meetings, Darren, Mike and Zhe met with Sylvia and Amelia to discuss their background, experience and to obtain responses to questions about processes and interactions with DLD – Austin.

#### Discussions with Sylvia and Amelia

1. **Amelia** – I am over the South East Region within includes 56 offices, most of which are small. I have worked for DPS 23 years, all in DLD and started as a Driver License Specialist. **Sylvia**: I have worked for DPS for 24 years, not all of this time has been in DLD.
2. We are moving from the NEMO-Q queuing system to the Applus appointment system. We anticipate that 75 – 80% of our customers will have scheduled appointments which can be made days or weeks in advance. The remaining time slots will be for walk in customers.
3. We have quarterly Regional meetings with staff
4. We also have management meetings in Austin and other parts of the state with Sheri Gipson and Mimzie Dennis; these are called Regional Huddles. These are called Regional Huddles. The Huddles are moved to different parts of the state.
5. Our supervisors do perform various tasks to support their staff – some supervisors conduct driving tests at lunch hour.
6. It's hard to imagine DLD moving to TxDMV – there are too many questions that need to be answered, some of our buildings are leased, others are state owned; it's hard to see a vision. It's also hard to see DLD as a stand-alone state agency
7. It is good to be part of an Enforcement Agency due to safety issues. Though not all offices have DPS officers, it helps to have them present to control irate customers.
8. Last session, we were the funding priority at DPS. It is possible that if we become a stand-alone agency, we would get more funding.
9. We have talked informally with TxDMV folks – they really don't have the infrastructure to support DLD.
10. Right now, morale is high due to the reclassifications and increased hiring.
11. We are not sure what would happen to morale if we moved to TxDMV – there will be a lot of people asking, 'what will happen to me?'
12. There is a certain prestige associated with working a lot of years for DPS – they want to continue working for DPS.

13. Safety is definitely an issue – if we moved to TxDMV would they need to hire security or depend on local police?
14. We want to ask you how you think DLD Customers rate DLD performance regarding transaction time, wait time and overall management?

	<u>Sylvia</u>	<u>Amelia</u>
Wait Time	Poor	Poor
Transaction Time	Good	Good
Overall Management	Fair	Fair

15. What do you think about the Legislative Budget Board’s Outcome Measures of 35 minutes for a short transaction and 45 minutes for a long transaction?

We do achieve these times for some transactions, but not all. It is probably more feasible for appointments than for walk-ins.

16. After the recent funding increase for DLD, we’ve been getting better caliber employees. In the past many applicants would not even pass the background check. We recruited at Junior Colleges, but not many students wanted to work for DLD due to our pay scale.
17. Sylvia – I haven’t had a lot of turn-over in my offices. We’ve had career progression and an opportunity to promote.
18. Amelia – In my area, we compete with Texas A&M for employees and I’ve had DLD employees resign to work for A&M. They also offer good benefits and higher salaries.
19. We’ve held open houses to talk to potential employees and focused on benefits such as retirement. Many of our employees look at a DLD job as a career. Younger applicants are not as interested in retirement, but we tell them it will become important to you in the future.

### Meeting Presentations

Darren presented a summary of the Employee Survey results followed by a summary of the Customer Survey Results to date (survey ongoing). He prepared a 3-page handout based on comments received from over 930 survey responses from DLPS employees that was discussed with the employees. Mike and Zhe took notes and added comments during the discussions as appropriate.

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### Session 1

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The 1<sup>st</sup> Workshop Meeting was attended by 34 Drivers License and Permit Specialists including 30 females and 4 males from the following offices:

#### Region 2A:

Houston North Mega Center  
Houston Dacoma

**Region 2B:**  
Spring

**9:30 – 11:30 AM: Discussions, questions and comments**

1. There are always going to be a range of transactions times (for the same type of transaction); we need to document the circumstances (that result in longer times).
2. How does the employee survey help the Legislature make decisions?
  - a. The State Legislature allocated an additional \$200 million to DPS DLD to increase employee pay and hire additional employees among other things. The survey results show that, when compared to HR data I've obtained, that DPS indeed hired hundreds of new employees and increased pay substantially. DPS did what they said they would do with the additional funds.
  - b. The survey information shows that the majority of Driver's License and Permit Specialists plan to make DPS a career; they are for the most part happy with their supervisor and DLD management.
  - c. The survey also provided a range of comments, which we will discuss in this meeting about your ideas for improving services, problems you think need to be addressed and other issues, which we think, will exist regardless where DLD is located.
3. The growth of Houston and the number of people in Houston has outgrown the number of offices we have. We needed additional people, but we also need more offices.
  - a. DLD asked the Legislature for \$420 million but was only allocated \$212 million. The original plan was to build at least 40 new offices, but the amount that was allocated will only allow construction of 2 new offices.
  - b. DLD does a good job of assessing its needs – however, it's hard to act on needs based on the amount of resources that were allocated. DLD cannot be expected to provide the same level of service that \$420 million would have produced if only \$200 million of funding is received.
4. The peak periods for our offices in Houston are when the kids get out of school; we are bombarded with hundreds of people – sitting on the floor, lining the walls.
5. I am a Latina, regarding the customer service survey – it is a cultural issue taking the survey. Older Latino's may be illiterate – they need their kids to help them with English and understanding the questions. If they have no children close by it will be hard for them to participate.
6. Our computer equipment causes slow transactions and delays. We have too many USBs connected to our computers – each one is for a different purpose and draws

power from the system. This can even cause the computer to shut down. After the meeting, there were additional comments about computers.

- a. We have a USB connected to our computers for the following:
    - i. Photos
    - ii. Fingerprints
    - iii. 2 scanners
    - iv. Keyboard / mouse
    - v. Cameras
    - vi. Signature pad
    - vii. Monitor (old)
  - b. These cause extra power draw on our tower computers which are outdated and causes the system to crash.
  - c. Also, the computer memory is overloaded, it's not getting enough CPU power
  - d. Our Transactions are broken into different programs, we have a lot of different software packages running on our systems – which are out of date.
  - e. Several of the computers in our offices go down frequently.
7. We need to get rid of forms – it takes too much time to evaluate the forms along with evaluating birth certificates, social security cards and other documents.
  8. Though transactions have multiple screens, this is a fail-safe – if I've forgotten to ask about a certain endorsement on a previous screen – a later screen will include the same question so I will catch it there.
  9. Some of our customers have asked about being able to enter their own information at home – then either scan it or upload it to our system. We would only need to have the person review and verify information rather than type it in from a form.
  10. When we take our lunch break we get harassed by customers who think we should continue working. Some offices play around with their lunch schedules to make the workflow better.
  11. We need to open more small offices and open up more space in our offices.
  12. We will be getting a new appointment system that will replace the queuing system though some of our offices think it's more efficient to line people up along the wall and just bypass tickets. The next person in line is the next served and customers have a better idea how long it will be until their transaction is processed.
  13. CTR needs to look at the way the Social Security Office handles lines of people. First thing – no cell phones. In our waiting area, people are always on their cell phones and miss hearing their number called — people are talking too loudly and this makes it hard to hear when the number is called over the intercom system.

14. More people are needed to work the line that is outside the door – check for birth certificates and social security cards. This is done at some offices, but not all offices.
15. People from HQ don't come to our offices to see our operations – Austin DLD has almost no understanding of what we do on a daily basis. They watch us on cameras – they see that we are handling too many customers. We may come up with an idea to improve our workflow – and the customers are ok with it' but Austin says 'no' based on what they've seen on a camera. How do they know if what we are doing works well or not?
16. Our office tried to close the door at 5PM, which is when we are supposed to close, and people called the Governor. Our employees have children in day care – we need to leave at closing time to pick up our children.
17. Supervisors need to work the counters to stay current on questions that come up and to help with angry customers.
18. CDLs are difficult to process – some people don't want to do CDL transactions. Some smaller offices might not get a CDL that often and it's hard to remember all of the steps involved.
19. It definitely causes problems when different DLPSs give different answers to the same question – that's when we need a supervisor present who knows the rules and what we deal with.
20. Lead workers already have a very hard job – asking them to handle the money bags as well is too much.
21. We definitely need to increase the number of online transactions – when need a way to include a new photo for print-off online.
22. Why can't we swipe a person's driver's license with a reader to get the information from it and populate the on-screen form? We could then work with the customer to update or correct information as necessary = however we would need better software to do this. That would require going through DIR – they are the gatekeeper for processes and software.
23. We should concentrate more on triage – NEMO-Q helps us move people to the lines. Leads are so busy with other things, so they aren't calling appointments. We need a better triage system than the way we are doing this now.
24. With online appointments, a lot of people will make an appointment at 2 PM then show up at 10 AM and expect you to honor their appointment. They get mad because we can't take them at 10 AM for a 2 PM appointment – we have to tell them, "you won't be called until your appointment time" — this is added into their wait time.
25. Regarding incomplete transactions – sometime a person with an online ticket pulls a ticket anyway – that ticket becomes an incomplete transaction.

26. Many people don't know what 'proof of lawful presence; means – we need to provide them with a menu that shows all of the required documents and options — it should be somewhat like a Denny's menu with pictures of the different options.
27. I don't support going to longer office hours – we could have morning and evening shifts; but that doesn't mean if there aren't enough people in the evening shift the morning shift people have to stay longer hours. We are baulking about this because we already have to work long hours. When you have to work long hours occasionally, that's not a problem – but when it's all the time, people get burned out.
28. Shift work will if it's voluntary and the supervisors aren't able to move you to another shift once you made a choice. There are too many factors to consider:
  - a. Childcare
  - b. I was originally hired for 4 10-hour days with three days off – but that didn't last long. I don't think there's any way they will let us volunteer for a shift; we will be told which shift we will work.
29. We definitely need warmer jackets.
30. Currently we can only take off one week at a time, twice a year — this also burns out employees.
31. Safety is a big issue – at a previous DLO there was a gentleman who said, 'this is why people come back and shoot – REAL ID'.
32. What do we do if an active arrest warrant pops up? — The only thing we can do is stall because we don't have DPS officers present anymore.
33. We need to have our parking segregated from the customers.
34. If we move to TxDMV will this affect our hours and our pay?
35. Since DPS is bigger than TxDMV, wouldn't it make sense for DPS to absorb TxDMV rather than DMV absorb DLD?
36. We could have a combined office – one side does car registrations and give customers a Fast Pass to the driver's license section. However, this would make wait times even longer.
37. DMV workforce is 'multiplied' since there are many tax assessor collector offices that provide DMV services. DMV has the regional offices; tax assessor collectors are not interested in doing our work.
38. If we move to DMV, we will have to do both drivers license and car registrations – that means we would have more work to do and would lose the benefit of our recent pay increase.
39. In some states, AAA can register cars — this is done in California.
40. DLD lacks representation in DPS – there are organizations that pull for troopers, but there's no one to pull for DLD — and we can't contact a state legislator on our own – we've been told we will be fired if we do.

41. One example of the differences between troopers and DLD is that a bilingual trooper gets paid more – however, if you are a bilingual DLD employee you're not paid any more than someone who speaks one language. However, if a person is paid more for being bilingual they need to be certified.
  - a. There are different dialects of Spanish and not everyone who speaks Spanish can understand the other dialects. Castilian is the Spanish language used in Spanish tests – but not everyone speaks Castilian.
  - b. For example, it can be very hard to explain to a Spanish speaking person that they need a 2<sup>nd</sup> form of verification for the proof of lawful presence.
42. Google translator is good for 'yes' or 'no' type questions – but not more complex questions.
43. Another issue is that we have customers who are illiterate – that is in either English or Spanish. We help those people fill out the forms and to get online and make appointments – they cannot read or write.
44. What about giving the customer a tablet PC to fill in the information ----- we could also use tablets to access DLS outside the building?
45. I've seen that many road test customers don't show up – out of 35 appointments, 10 won't show

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## Session 2

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The second Workshop Meeting was attended by approximately 23 Drivers License and Permit Specialists, comprising 20 females and 3 males from the following offices:

### Region 2B:

Spring  
Houston East  
Baytown  
Humble

1. For CDLs who are taking the written tests, the third failure should automatically fail the applicant without a DLP having to fail that person
2. Multiple screens are helpful if you miss something on a previous screen – you have another chance to catch it.
3. We need to use appointments for all offices – this will speed up processing.
  - a. This could cause a problem for elderly people who don't use a computer
  - b. Same is true for rural customers without internet
  - c. We will need to allow some amount of time for walk ins

4. It is better having people lined up than calling a number; some people don't like standing in a line, some people say it makes them feel like they are in jail; but they can see it helps us serve them faster. When we call a number, the person has to first hear the number being called, then pick up all their belongings, walk to our station and sit down – this all takes time; and when multiplied over the course of a day can increase processing time.
5. We need to consider sectioning off the wait areas for certain types of transactions
6. We're burned out with the heavy workload and long hours – many times we have to work until 7PM to serve the people still inside the building. DLD doesn't want to pay overtime.
7. If we go to morning and evening shifts, we will have to staff up.
8. The Letter that people receive to renew their license should list the types of documents (not copies) that the person must bring.
9. We need to have 3 types of tickets – short, long and CDL. Actually, we need to have people that only do CDLs including the road test.
10. DLD closes smaller offices when a mega-center opens because they think the mega-center can handle the extra load. When Townhurst was closed the mega-center was not able to handle the extra customers. If Conroe is closed, Spring cannot handle the extra customers.
11. It would be a good idea to let customers type in their own information using tablets. The DLPS could just upload and check the information. Though checks and balances are needed to ensure we are meeting Homeland Security requirements.
12. How does the US Department of Immigration handle appointments only?
13. The Appointment system should ask the person if they have each of the documents that will be needed when they arrive at their appointment. If they don't have all of the documents they cannot make the appointment.
14. All people should be able to see the wait time.....NO.... this will only make people angry.
15. The Queue system should show the average wait time for short or long transactions.
16. How do we handle people with an appointment, but they don't have the documents they need – incomplete transaction. Perhaps indicate – incomplete transaction and the reason why it was incomplete – customer did not have a birth certificate or documentation showing lawful presence etc. Under what circumstances can DPS be

at fault for an incomplete transaction? Giving a customer the wrong information or allowing them to make it to the processing window without proper documents – each person should be screened before they wait a long time just to be turned down.

17. If the morning triage can be processed in line (walk ins) before 10 AM that's when the appointments start arriving- we can control the process. We are getting more customers than last year.
18. We are getting more compliments from our customers to Austin (DLD)
19. If all road tests were done by a 3<sup>rd</sup> party tester, we'd have all our personnel inside the office instead of some being inside and others being outside.
20. We should not allow customers to bring their families into the waiting area.

## H.4. Houston Workshops 3 and 4

**Driver License and Permit Specialist Employee Workshop Meeting  
Houston Region 2 Headquarters  
February 29, 2020**

**Sylvia Guerra Region 2 Manager and Amelia Flores Southeast Region Manager**

**Darren Hazlett  
Lisa Loftus-Otway  
Taehoon Lim**

### **Background**

This is the fourth of four Employee Workshop meetings that Darren Hazlett has organized with DPS-DLD. This Workshop at the Houston Region 2 Headquarters included two sessions, one from 9:30 – 11:30 AM and the second from 1:30 – 3:30 PM. The purpose of these meetings was to gain input from Driver License and Permit Specialists (DLPS) regarding their interactions with the public and opportunities to improve processes and efficiency.

### **Meeting Presentations**

Darren presented a summary of the Employee Survey results followed by a summary of the Customer Survey Results to date (survey ongoing). He prepared a 3-page handout based on comments received from over 930 survey responses from DLPS employees that was discussed with the employees. Lisa and Taehoon took notes and added comments during the discussions as appropriate.

### **----- Session 1 -----**

The first Workshop Meeting was attended by 18 Drivers License and Permit Specialists, comprising 16 females and two males, with a 50/50 split for African-American and White or Latino from the following office:

## **Region 2A:**

Houston Gessner Mega Center

### **9:30 – 11:30 AM: Discussions, questions, and comments**

1. Customers who experienced hours of waiting before could rate an hour of waiting as 'Very good'.
2. The Monday before Thanksgiving last year they performed 1300 transactions.
3. There should be a better way to inform customers of documents required for the service they want. It needs to be easily noticeable and visible. Many customers are complaining about this. For example, we could use social media.
4. Allowing 'copy and paste' for repeated information would significantly improve the job efficiency.
5. It would be helpful if the system could automatically type in customers' information on screen when relevant documents were scanned.
6. Providing employees with information on how to handle the equipment could be beneficial.
7. Hardware needs improvement. There have been some issues with the equipment; they are sometimes significant, sometimes not that significant. Although one permit specialist noted she'd only had to call IT once last year as there are work-arounds to reduce getting locked-out. They noted it took up to 20 minutes to reboot a pc. The permit specialist who has found work arounds was asked if a group of Permit specialists could help to develop a FAQ to help other staffers – she said yes they could do this.
8. Work out lunch schedules and opening & closing schedules might improve the job efficiency. – This was not relevant for a mega center as they already rotate lunch times.
9. Lining up people in front of each station should help. Some customers do not pay attention to whether their numbers are being called. Waiting for these customers to come wastes time. It also takes some time for customers to find stations where they are summoned. We are already lining up people at each station.
10. Having people wait in different areas in the waiting room (by dividing the waiting room into two) based on their transaction types (e.g., shorts and longs) should also be helpful.
11. AT Houston Mega center they manage their queue, as there are a range of short and long transactions in the line. So, they will take 10 people and separate them into long and short and then put them in front of a station. This really helps to do

this, but they also noted their building layout also aides in this as they have separate rooms.

12. We do not check customers' documents before they enter the office. We do sometimes have outside queues though.
13. Better arrangement of equipment (or new equipment) should be helpful. Different devices (scanner, etc.) on our desks are not efficiently positioned.
14. We do not think there is a need for designated test area signs for CDL exams.
15. No online payments for ODL's and interlock restricted DL's available.
16. Customers should not be able to enter their information online; they could lie.
17. Implementing a function to have customers check their required documents before online check-in.
18. Some people do not even fill out their forms while they are waiting.
19. Tablets for customers would not do much help. It costs a lot. Also, how do we track them?
20. Showing estimated wait times to customers could better assist customers.
21. Many customers do not know what 'proof of lawful presence' means. We need to make them clearer so that customers can understand what it is and bring proper documents.
22. Customer numbers should be called in an audible voice; customers are not looking at the sign all the time.
23. Some people bring their whole family. We should not allow customers to bring their families into the waiting area.
24. Customers do complain about the website.
25. On question 21 on page 2 of the handout – they through a designated social media person could help in reaching out to young people, as young people look at social media and not the traditional means of communication including email.
26. One person noted that they do not trust the private driving schools noting, we fail a DL taker and then the school passes them the next day.
27. Some people email DPS and ask to print their documents. It takes additional 10 to 15 minutes. In this case, the customers are sent back to the waiting room till the documents are ready.
28. Security should improve; we want to have troopers near our stations so that we can have their help promptly when we need it.

29. We sometimes deal with people who need to be under arrest; the current system can warn us by showing an active arrest warrant. However, the message generally pops up at the end of transactions. If we do not have troopers who can arrest the people immediately, we have no choice but to give them what they want and let them go. We have been asking for having the warnings at the beginning of transactions instead.

## ----- Session 2 -----

The second Workshop Meeting was attended by 11 Drivers License and Permit Specialists; the demographic makeup was all female with a 50/50 split African-American and Latino or White from the following offices:

### **Region 2C:**

Houston Southeast Mega Center (7 LPSs)  
Rosenberg Mega Center (4 LPSs)

1. Allowing 'copy and paste' for repeated information would work but there won't be significant improvement; having online resources with updated and correct information will improve our job efficiency significantly.
2. They noted that at Rosenberg they are always at capacity, as people come and 'claim' their ticket at the beginning of the day, then go to work, and then come back in afternoon knowing they will go to the front of the queue – this infuriates other customers.
3. Matching the updated forms to our screens – currently these do not match for the new forms they have just been issued. Renewals should take 5 – 10 minutes; however, it now takes 10 – 20 minutes just for renewals, which is crazy.
4. Our hardware is outdated. It causes problems every day. It slows down us every day.
5. Having the same screen multiple times is generally helpful.
6. We usually line up people at each station twice a day. Lining up people is helpful especially at the end of a day. This is because many people have already left without completing their transactions after waiting for a long time. Waiting for these people to show up is waste of time.
  - a. We should lock the door 30 minutes before our closing time like the Social Security offices do. We need to process their transactions after hours.
  - b. We do not have a cut-off.

- c. They also noted NEMO had been out for the whole morning on the day before we met with them.
- 7. People who do online transactions would not be able to get a temporary license immediately.
- 8. Some people want duplicates just for updating their photos.
- 9. Having customers fill out forms online would be helpful. The information can be reviewed later at the office. Although uploading could present a security risk
- 10. It is huge waste of time for DPS to receive and print documents for customers.
- 11. Providing customers with samples of 'proof of lawful presence' should help customers prepare what to bring for their transactions.
- 12. The NEMO-Q asks some confusing questions, making customers answer in a wrong way.
  - a. For instance, 'Do you have a DL?' could be misunderstood by customers as 'Do you have your DL with you?'. This may result in increasing wait time by pulling a wrong ticket.
- 13. It is better to have a system that can have customers check their documents before they make appointments.
- 14. We are already working more than regular hours on a routine basis.
- 15. Hiring more new employees for additional shifts (e.g., night and Saturday shifts) could still end up with having the current employees work other than their shifts. For example, after a holiday, there are generally tons of people at the office. In this case, no matter what happens, the current employees will be eventually asked to work for those shifts as there won't be enough numbers of employees anyway.
- 16. They considered any time after 5pm Family time and did not want to work later shifts. The possibility of a 'third shift' specially hired for this shift was discussed.
  - a. At Rosenberg they have two shifts no 7:30 to 5:30 and 9:30 to 6:30. They still regularly work longer than this.
  - b. They also noted that holidays create a backlog, so even a third shift might not help this.
  - c. Most customers they noted currently come in at lunch time and then take work time, so some would not come later anyway.

17. We should be like other government agencies; we need to have a glass shield and close our office 30 minutes before the closing time.
18. We should not allow customers to bring their families into the waiting area. People will bring a whole family to celebrate the first time someone gets a DL – this takes up valuable space in the waiting room and impacts the queue flow.
19. (South East Office) We give a two-hour window to a customer after he/she is summoned. If he/she can come back within that time windows, his/her transaction will be placed on the top of the current queue and processed immediately.
20. Security should improve. South East Office does not have troopers. It is easy for people to find out the DLOs without troopers.

## H.5. Administrative Staff Workshop

A workshop for employees with non-LPS job titles was held on April 7, 2020 via webinar. Present were eight employees representing DLD staff. Darren Hazlett presented a summary of the salary and service time data acquired from DLD, a summary of the Frontline Staff and Administrative Staff surveys, and summary of the Customer Survey. Then there was a group discussion on employee comments from the employee survey. It produced the following list of the most pertinent comments.

- There are many DLD areas besides DLO that have backlogs and produce wait times of 3 weeks, such as resolving discrepancies and clearing bars to get a license back once suspended. These areas need FTEs too, but did not get any.
- Even if more FTEs were allocated, there is no room at Austin HQ to house them.
- The call center cannot respond to all calls; those callers give up and go to a DLO in person for information.

## H.6. Workshop Discussion

This is a summary of pertinent points derived from all the workshops.

- DLD LPSs have many ideas to improve the workplace and decrease wait times for customers. Implementation of those ideas may differ based on the office size and population served.
- Security is a major concern for employees, both in the office and for their property.
- DLD management has noted that the recent reclassification of job titles and salary increases has resulted in an increase in quantity and qualifications of job applicants.

- DPS employees with administrative job titles report that morale is generally high, and they believe that DLD will be better either continuing under DPS or as a standalone agency.
- There are other areas, besides DLOs, that need additional FTEs to address backlogs of work. These backlogs are analogous to wait times.

## References for Appendices

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