

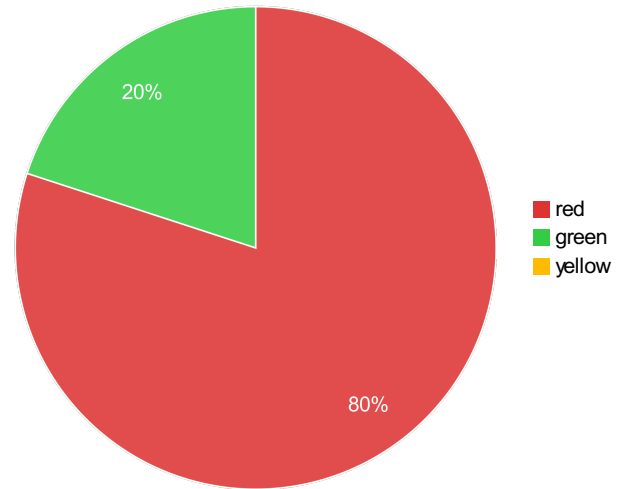
Teacher Standards and Practices Commission

Annual Performance Progress Report

Reporting Year 2018

Published: 9/28/2018 11:21:00 AM

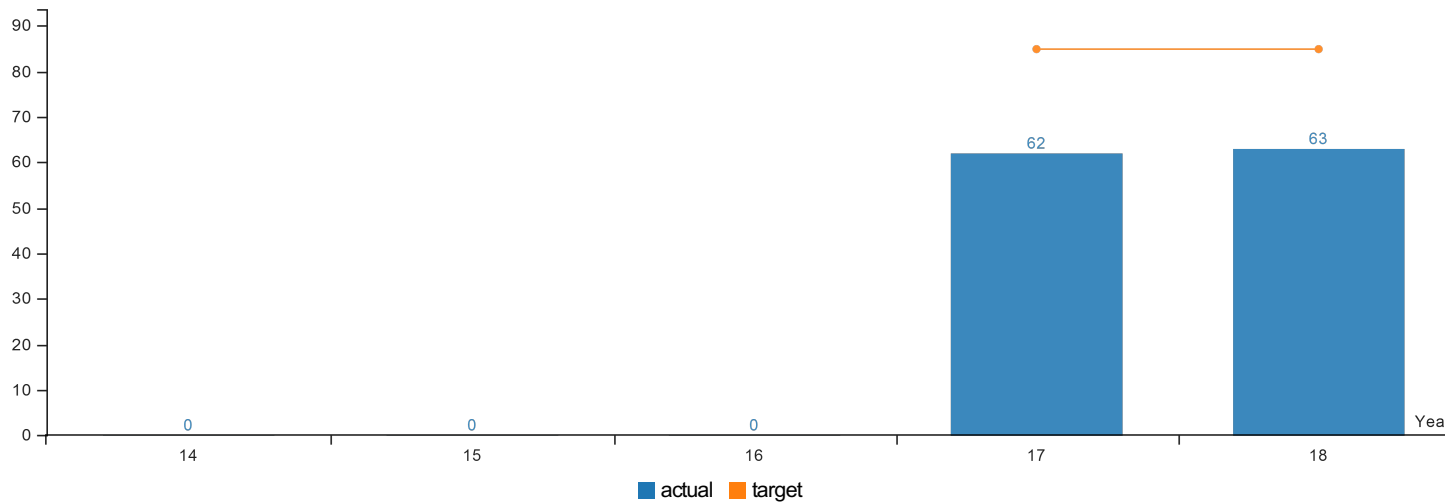
| KPM # | Approved Key Performance Measures (KPMs) |
|-------|--|
| 1 | EMAIL CUSTOMER SERVICE- Percent of emails responded to within 3 days. |
| 2 | APPLICANT CUSTOMER SERVICE- Percent of license applications initially processed within 30 days. |
| 3 | INVESTIGATION SPEED- Percent of investigated cases resolved in 180 days (unless pending in another forum). |
| 4 | PHONE CUSTOMER SERVICE- Percent of phone calls responded to that are not abandoned. |
| 5 | CUSTOMER SERVICE- Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent" overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information. |



| Performance Summary | Green | Yellow | Red |
|---------------------|-----------------|----------------------|-----------------|
| | = Target to -5% | = Target -5% to -15% | = Target > -15% |
| Summary Stats: | 20% | 0% | 80% |

| | |
|--------|--|
| KPM #1 | EMAIL CUSTOMER SERVICE - Percent of emails responded to within 3 days. |
| | Data Collection Period: Jan 01 - Sep 15 |

* Upward Trend = positive result



| Report Year | 2014 | 2015 | 2016 | 2017 | 2018 |
|-------------------------------|---------|---------|---------|------|------|
| Email Customer Service | | | | | |
| Actual | No Data | No Data | No Data | 62% | 63% |
| Target | TBD | TBD | TBD | 85% | 85% |

How Are We Doing

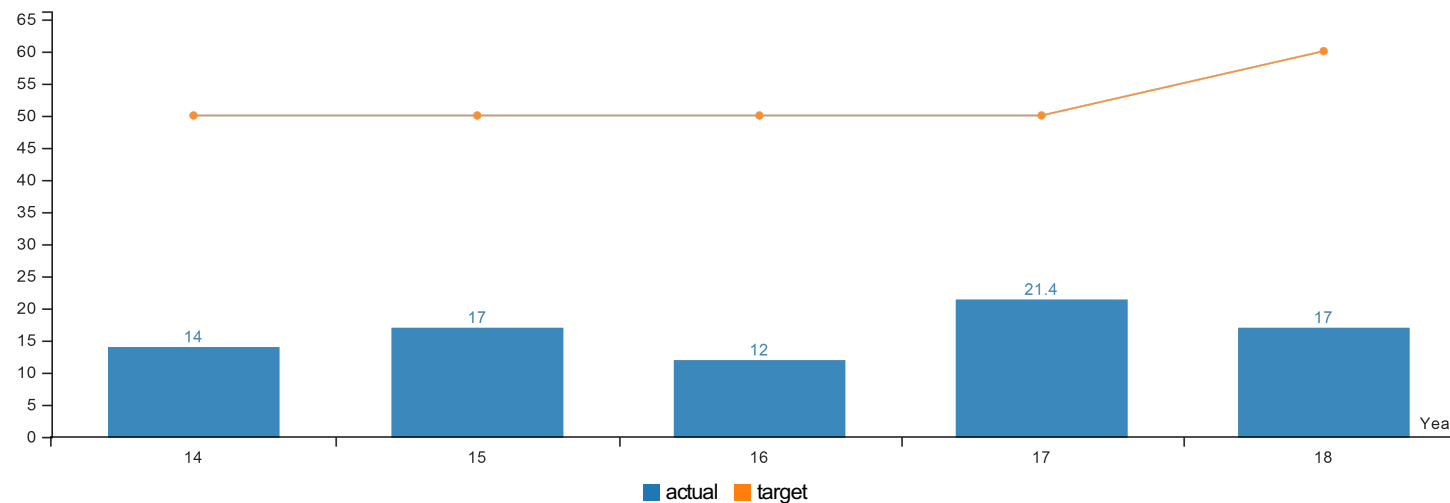
The agency is not able to consistently meet this KPM, but in previous summers, the email backlog has grown to over 2000. Staff managed to keep the total below 1200 during 2018.

Factors Affecting Results

During the early months of 2018, the agency's Public Service Representative Team was fully staffed with three (3) permanent positions and two (2) Limited Duration positions, for a total of five (5) experienced, knowledgeable staff members. In April of 2018, one Public Service Representative in a Limited Duration position left the agency. Due to revenue concerns and training considerations for a position ending 6/30/2019, management elected not to replace the position. Prior to the loss, the Limited Duration PSR held primary responsibility for the email responses, with some backup from other PSRs. With that FTE loss, a directive to focus on the Phone Customer Service KPM, and the impending busy summer season, the email backlog immediately began to climb. Other licensure staff was assigned to respond to emails for one hour each day, but it wasn't enough. The email backlog grew from 148 pending in early April to over 400 by early May. Over summer, the total grew to over 1100, but immediately began decreasing in September.

| | |
|--------|--|
| KPM #2 | APPLICANT CUSTOMER SERVICE - Percent of license applications initially processed within 30 days. |
| | Data Collection Period: Jan 01 - Sep 15 |

* Upward Trend = positive result



| Report Year | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|------|------|------|--------|------|
| Percent of applications initially processed in 30 days | | | | | |
| Actual | 14% | 17% | 12% | 21.40% | 17% |
| Target | 50% | 50% | 50% | 50% | 60% |

How Are We Doing

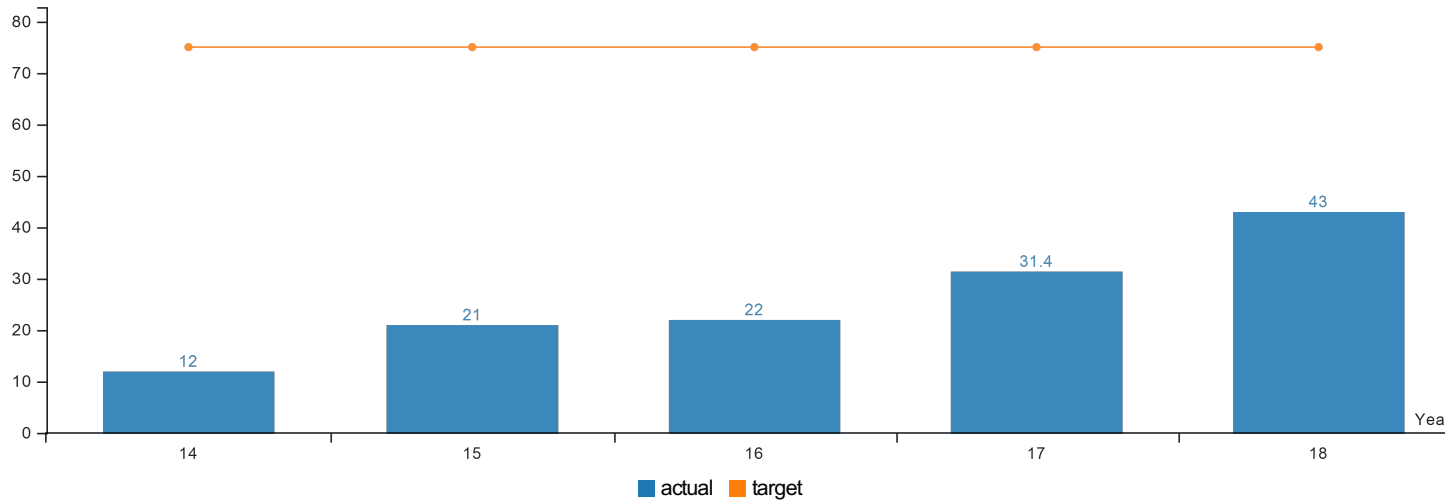
In 2017, the agency was typically processing applications within 20 weeks of filing. In 2018, even during August when evaluators' contact with district increases, applications received their "first look" no longer than 12 weeks from submission. In fact, from January 2018 through March 2018, the agency was initially processing applications within about 4 weeks. While we did not maintain the 4 week rate throughout the entire year, the agency stayed close to the target, with initially processing 64% of 2018 applications within 60 days or less.

Factors Affecting Results

The agency experienced a delay in implementation of the online database (eLicensing). The system is currently available to educators to submit their application and pay the fee online, but the work of the evaluators is still completed almost entirely in the Legacy database. When an application is submitted, the applicant is directed to a webpage for information about what else must be submitted (e.g. transcripts, a district support letter, fingerprinting). Office practice has been that until those items have been received and an application is considered "complete", the evaluation staff should not review the file. With the implementation of eLicensing, the agency expects the required documents and license status to be much more transparent to applicants and districts. Better informed applicants should be able to submit the required documents in a timely manner, decreasing the overall processing time.

| | |
|--------|---|
| KPM #3 | INVESTIGATION SPEED - Percent of investigated cases resolved in 180 days (unless pending in another forum). |
| | Data Collection Period: Jan 01 - Aug 01 |

* Upward Trend = positive result



| Report Year | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|------|------|------|--------|------|
| Percent of investigated cases resolved in 180 days (unless pending in another forum) | | | | | |
| Actual | 12% | 21% | 22% | 31.40% | 43% |
| Target | 75% | 75% | 75% | 75% | 75% |

How Are We Doing

With eight (8) months of complete data for 2018, TSPC is resolving 43.4% of our Professional Practices cases within 180 days.

TSPC has been making progress in key areas:

- The average length of a TSPC investigation in 2018 is currently 7.2 months.
 - In 2017, the average was reported at 8.8 months
- The 2017 percent of cases completed in 180 days was reported at 31.4%
- To date in 2018, TSPC has improved that number by twelve (12) percentage points.

NOTE ON DATA SET: The data for KPM #3 was collected from January 2018 to August 2018. As August was the latest Commission meeting in 2018, and there will not be another until November, all data collected after the August 2018 Commission meeting is considered incomplete until the conclusion of the November 2018 meeting. For the purposes of this data, the phrase “length of investigation” denotes from the time the initial complaint is received by TSPC to the time the completed TSPC investigation report is submitted to the agency director.

Factors Affecting Results

TSPC currently has three (3) full time investigators and one (1) limited duration investigator working the investigations caseload. Having four total investigators has proven beneficial in making

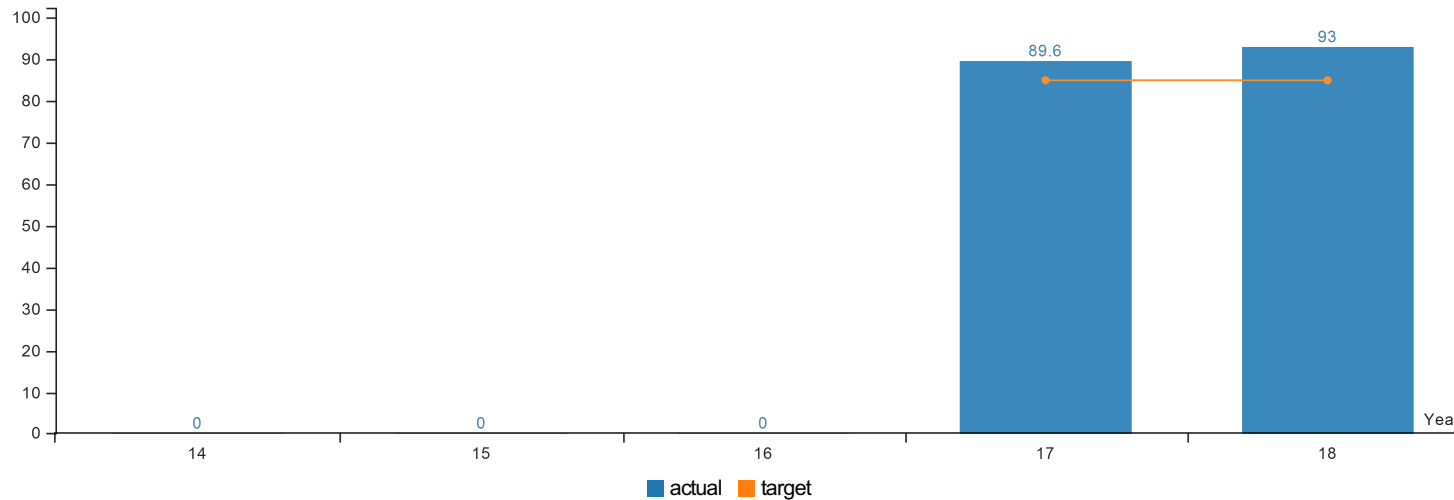
progress toward the agency goal. The backlog of TSPC investigations has been below 200 cases for the entirety of 2018, however individual caseloads for TSPC investigators remain high. The average caseload for a TSPC investigator stands at 56 cases; an ideal caseload per investigator would be 20 to 25 cases per investigator.

Beginning in January 2018, TSPC started to leverage the provisions of HB3351. The law provides TSPC with the authority to require patrons who submit a complaint to TSPC to verify that they have made an attempt to resolve the complaint through the employing school district's complaint process prior to TSPC beginning a full investigation. To date, TSPC has delayed the investigation of 25 patron complaints, and has informed the patrons of the requirement to complete the school district complaint resolution process. As of this report, only three (3) of the 25 complaints have since received a completed TSPC investigation. The remaining 22 complaints reside in a delayed status awaiting patron confirmation that a school district complaint process has been completed.

The performance measure goal of 75% of cases resolved in 180 days is very ambitious, and achieving that mark will be a considerable challenge. There are still numerous variables within the investigation of any given case which are beyond agency control and can push an investigation beyond the 180 day mark. TSPC will continue to work within the agency's capacity to reduce the total number of cases pending investigation, and resolve those cases in the most timely manner possible.

| | |
|--------|--|
| KPM #4 | PHONE CUSTOMER SERVICE - Percent of phone calls responded to that are not abandoned. |
| | Data Collection Period: Jan 01 - Sep 19 |

* Upward Trend = positive result



| Report Year | 2014 | 2015 | 2016 | 2017 | 2018 |
|-------------------------------|---------|---------|---------|--------|------|
| Phone Customer Service | | | | | |
| Actual | No Data | No Data | No Data | 89.60% | 93% |
| Target | TBD | TBD | TBD | 85% | 85% |

How Are We Doing

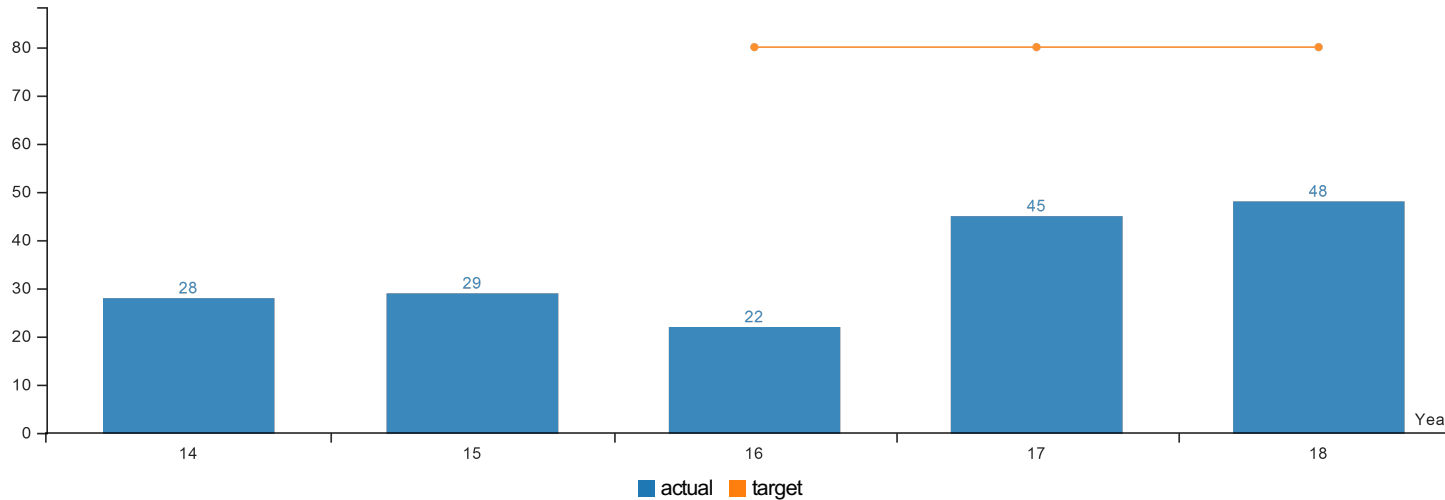
Since January of 2018, agency staff has maintained an abandoned call rate of under 10% on most days. The overall abandoned call rate increased slightly over the busy summer months, but still stayed at or under 10% on most days.

Factors Affecting Results

In April of 2018, one Public Service Representative in a Limited Duration position (through 6/30/2019) left the agency. Due to revenue concerns and training considerations for a position ending 6/30/2019, management elected not to replace the position. The Public Service Representative Team focuses primarily on phone calls and superior service in entering licensure documents received. The loss of the FTE did not greatly affect the agency's ability to meet this KPM, but it did drastically affect the email backlog.

| | |
|--------|---|
| KPM #5 | CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent" overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information. |
| | Data Collection Period: Jan 01 - Aug 31 |

* Upward Trend = positive result



| Report Year | 2014 | 2015 | 2016 | 2017 | 2018 |
|----------------|------|------|------|------|------|
| Overall | | | | | |
| Actual | 28% | 29% | 22% | 45% | 48% |
| Target | TBD | TBD | 80% | 80% | 80% |

How Are We Doing

When a license is issued, the applicant is offered a link to complete a Customer Service Survey. Overall, the results of the survey are positive, with most responses showing the agency performing at or above "Average". Because of improved online processes, many respondents have no need to interact with agency personnel, but those who do report staff interactions believe staff to be knowledgeable and helpful.

Factors Affecting Results

Delay of implementation of more online services, i.e. eLicensing, has caused some delay in the continuous improvement of overall customer service. Educators must submit the application and pay the fee through the online portal, but no additional data or functionality is available. The Legacy database ("Happy") remains as the official licensure record and is the tool used by staff to process applications and track all correspondence. Some of the comments in the survey discuss the agency's website, pointing out that it contains a tremendous amount of information and can be difficult to understand. The agency is in the development process to redesign the website to the Sharepoint 4 platform by the end of 2018.