What is CLEAR?

CLEAR promotes regulatory excellence through conferences, educational programs, webinars, seminars and symposia. The organization provides networking opportunities, publications, and research services for those involved with, or affected by, professional and occupational regulation. As a neutral forum to encourage and provide for the sharing of best practices, CLEAR serves and supports the international regulatory community and its vital contribution to public protection.

Membership

CLEAR’s membership benefits from:
- discounted conference rates at the premier regulatory conference
- free subscription to CLEAR Exam Review
- discounts on CLEAR publications
- access to our clearinghouse information and referral service
- eligibility to serve on CLEAR’s committees and thereby shape the regulatory agenda for coming years

Much of CLEAR’s work, from the recently published Toolkit for Regulators to the development of the organization’s important training programs, is funded by membership dues. You are cordially invited to consider membership and deepen your involvement with this extraordinary organization.
Toolkit for Regulators

The Toolkit for Regulators has been designed to provide resources to CLEAR members to address the daily operational issues facing regulatory organizations. You will find sample documents from a wide range of agencies that can be replicated for use within your organization. From staffing responsibilities to licensing applications, the following resources can help improve the consistency, efficiency, and communications of any regulatory organization.

The Toolkit consists of administrative documents that have previously been developed by member organizations and individuals. The Toolkit will be useful as you or your agency explore new processes, or review existing documents, and will enable you to see the resources other member organizations have in place. Document categories include Codes of Ethics; Complaint Information and Forms; Disaster Recovery Plans; Investigation Report Forms; License Applications and Information; Newsletters; Strategic Plans; and more.

Upcoming CLEAR Programs

- CLEAR Regulatory Agency Administration Information-Sharing Webinar: Using strategic reviews as a tool to discover the underlying causes of performance of a regulator: experiences, reflections and learning, June 19, 2014
- NCIT Basic and Specialized: Columbus, Ohio, June 23-25, 2014
- CLEAR Call Webinar: The Responsive Regulator: A Follow Up to Adapting Scopes to Public Need, June 25, 2014

New Orleans, Louisiana - 2014

- September 8-10 – NCIT Basic and Specialized
- September 8-10 – Executive Leadership Program for Regulators
- September 9-10 – Advanced Concepts in Regulatory Governance
- September 10 – Introduction to Regulatory Governance
- September 11 – Ethics for the Regulatory Investigator
- September 11-12 – Exhibitor Showcase and Regulatory Expo
- September 11-13 – Annual Educational Conference
Building a Customer-Focused Organization

Cathy Giblin, Registrar and Director of Registration Services, College and Association of Registered Nurses of Alberta

Out of Chaos Comes Order

Department Reorganization 101

- Background
- Desired Future State
- Inputs
- Steps taken
- Challenges along the way
- Next?
Background

CARN is the regulatory body AND professional association for over 36,000 RNs and NPs in Alberta
- Non governmental
- Fee based, autonomous agency
- Non-profit status
- Currently 100+ staff members = approx. 90 FTE
- Registration Services = 31 FTE

Former Department Structure

Desired Future State
New structure

Regulatory Agency Administration Information-sharing webinar

Council on Licensure, Enforcement and Regulation

June 18, 2014

Important preparation

- First Priority: inclusiveness
- Assigned lead for re-organization planning and activities
- “Blog” on department SharePoint site
- HR consultant for job description revisions

Inputs

- Registration management group strategic planning
- Organization all staff survey (2011)
- Workload analysis
- “Department at-a-glance”
- “Issues Identification”
- Job task inventory
- Role/responsibility review
Department at-a-glance

Issues Identification

Steps Taken....

- Established representative staff group
- Complete job description revisions and classification review
- Department values clarification
- Identified training and development needs
- Training and “re-orientation” plan
- Documented workflow, policies and process
- Cubicle “Chinese Fire Drill”
Serendipity (is not an accident)

- Organization wide focus on member & stakeholder relations
- All staff development with Pacific Institute
- Organizational culture survey

Challenges along the way

- Renewal summer 2013
  - Timelines off by 3 months
  - CRM and workflow redesign
- Unexpected staff turnover
- Additional temporary staff added to offset workload
- Heightened scrutiny and attention to department functions and outputs

Next ??

- Transition to new reporting relationships and responsibilities June 2014
- Survive this summer
- Develop performance objectives
- Follow up staff survey late fall/winter 2014
- Repeat workload analysis
Building a Customer-Focused Organization

Mike Skorupka, Deputy Director, Colorado Division of Professions and Occupations

Overview

• Re-Organization Process
• DPO’s 2013 Re-Organization
• Lessons Learned

When to Re-Org?

• Substantial growth in programs, FTE, etc.
• Program Management Requires Different Skills
• Customer Expectations have changed
Recommended Re-Org Steps

1. Determine Objectives:
   • What do you want to do differently or better
   • What is currently not working

2. Develop New Potential Structures
   • Include creative thinkers and develop multiple alternatives
   • Evaluate alternatives considering objectives and interpersonal realities

Recommended Re-Org Steps, cont'd.

3. Circulate New Structure
   • meet to discuss intentions and gather feedback

4. Revise and Repeat

5. Roll-Out

6. Train and Re-Evaluate

DPO Re-Organization Objectives

Better assess and respond to customer needs by:

- Avoiding duplication of efforts
- Improving customer service in all offices
- Driving technology and other advancements
- Maximizing team strengths
New Management Branch Overview

Mike Skorupka
Deputy Director for Management

- Director of Licensing
- Director of Division-Wide Programs and Systems
- Director of Fiscal and Administrative Services
- Director of Enforcement

New Office of Licensing Structure

Office of Licensing

Results Achieved

- New Customer Service Team Re-Focused and Incorporated
- Examinations Office Scope Updated to include Customer Surveys
- New License Design and Quality Control Positions

Licensing Team Lead

Licensing Unit 1: 4 FTE
Licensing Unit 2: 4 FTE
Licensing Unit 3: 4 FTE
Licensing Unit 4: 4 FTE

Examinations and Customer Surveys

Customer Service Director
Customer Call Center: 11 FTE (including new Customer Service Team Lead Role)
License Design and Quality Control: 2 FTE

New Office of Division-Wide Programs and Services

DWPS

Achievements

- Technology Resources Consolidated
- Teams now Targeting Maintenance and Advancement Goals
- Management of Multiple Division-Wide Programs
New Office of Fiscal and Administrative Services

OFAS

- Director of Fiscal and Administrative Services
- Fiscal Team: 4FTE
- Division Planning and Records Management: 2FTE*

Achievements

- Combined Cash Management and Budget Teams
- New Records Management Focus

New Office of Enforcement

Office of Enforcement

- Director of OI and ESP
- OI—14 FTE
- ESP—5FTE

Achievements

- Fiscal FTE moved to fiscal team
- Example of not tampering with what is working!

Lessons Learned

- Communicate early and often
- Focus on results being pursued
- Be willing to revise the structure
- Remember that you are building a team and establishing a culture—the structure will and should change over time
Thank You!

- Thank you for participating in this Regulatory Agency Administration information-sharing webinar.
- CLEAR is always looking for new topics for the webinar series. If you have a speaker to recommend or a presentation that you’d like to share, please contact CLEAR at stthompson@clearhq.org.