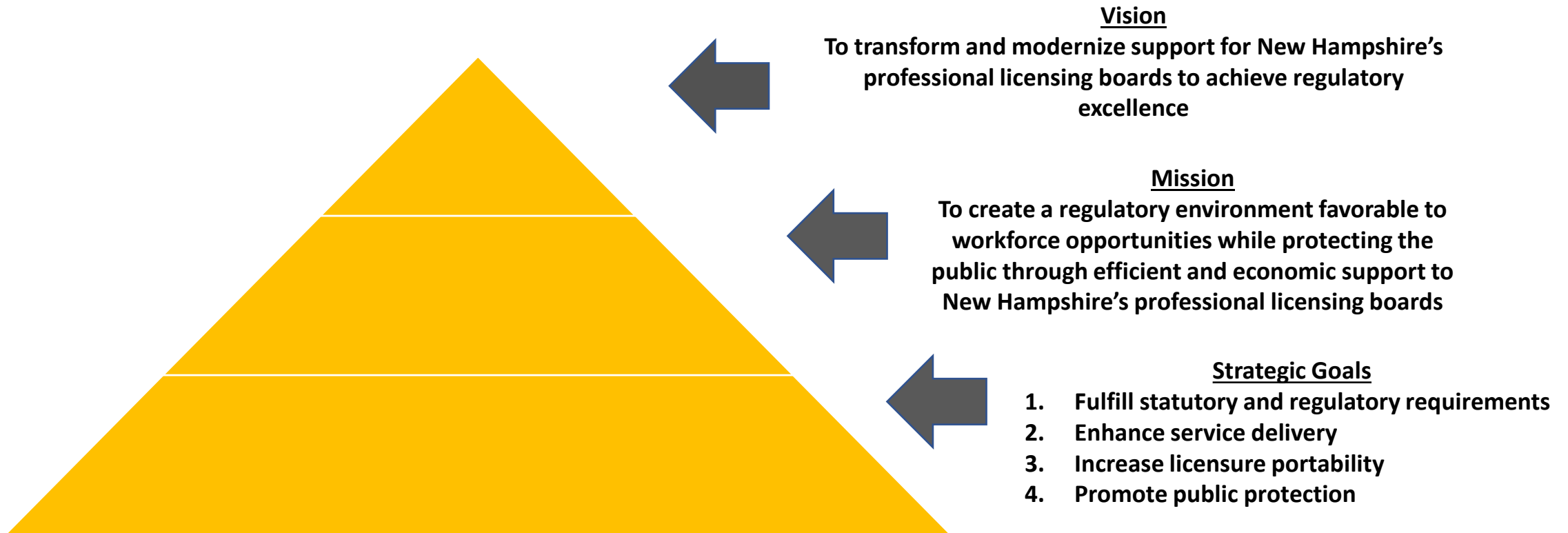


NH Office of Professional Licensure and Certification

FY25-27 Strategic Plan

Adopted July 2024

Guiding Principles



**Office of Professional
Licensure and Certification**

Strategic Goal #1: Fulfill all Statutory and Regulatory Requirements

1. The OPLC will establish internal controls for the agency and work with all professional licensing boards to establish internal controls for each board.
 - A. *Strategies:*
 - 1) The OPLC will inventory all statutory and regulatory requirements.
 - 2) The OPLC Internal Controls Administrator will utilize the guide established by the Department of Administrative Services to document controls in place.
 - 3) The OPLC will seek necessary statutory changes and work with the professional licensing boards to promulgate necessary rules.
 - 4) The OPLC will draft policies and procedures implementing statutory and regulatory requirements, and document those controls in a manual.
 - B. *Performance Measures:*
 - 1) 100% of all agency and board statutes and rules are inventoried.
 - 2) The OPLC has completed the DAS guide for the agency and each board.
 - 3) The OPLC has identified all statutory changes needed and notified the appropriate professional licensing board.
 - 4) The OPLC has assisted the board to promulgate necessary rules.
 - 5) 100% of rules required by statute are in place.
 - 6) The OPLC has drafted and implemented all policies and procedures required to ensure the OPLC and the boards are fulfilling all statutory and regulatory requirements.

Strategic Goal #1: Fulfill all Statutory and Regulatory Requirements

2. The OPLC will educate staff and board members to ensure proper execution of their duties.

A. Strategies:

- 1) The OPLC will establish training modules for board members and staff.
- 2) The OPLC will require staff to participate in quarterly training.
- 3) The OPLC will document board member and staff training attendance.
- 4) The OPLC will establish an orientation for board members, which includes providing written materials.
- 5) The OPLC will develop a program to promote additional educational opportunities to professionalize OPLC's workforce, including LEAN, CPS, and Investigator courses.
- 6) The OPLC will establish an onboarding program for new staff members.

B. Performance Measures:

- 1) 80% of board members attend the Annual Administrative Law training.
- 2) The OPLC has created a quarterly training opportunity for staff.
- 3) The OPLC has created a board orientation program.
- 4) 90% of staff attend a quarterly training.
- 5) 100% of board members attend an orientation session within 60 days of appointment.
- 6) The OPLC has created an onboarding program for new staff members.

Strategic Goal #1: Fulfill all Statutory and Regulatory Requirements

3. The OPLC will provide superior administrative support to its professional licensing boards.

A. Strategies:

- 1) The OPLC will evaluate support necessary for each professional licensing board through its inventory of board statutes and rules.
- 2) The OPLC will procure a document management system to ensure it can provide necessary information to regulatory boards.
- 3) The OPLC will establish an orientation process for board members.
- 4) The OPLC will survey board members to identify gaps in support and develop plans to provide additional support, if appropriate.

B. Performance Measures:

- 1) 100% of professional licensing board statutes and rules are inventoried to determine support needs.
- 2) The OPLC has procured a document management system.
- 3) The OPLC has established an orientation process for board members.
- 4) 100% of agency and board documents are scanned and organized into a document management system.
- 5) The OPLC has solicited board feedback through biannual surveys, with an 80% response rate and 80% satisfaction rate.

Strategic Goal #2: Enhance Service Delivery

1. The OPLC will finish migration to a new licensing portal that will enable customer self-service.

A. Strategies:

- 1) The OPLC will complete migration to new licensing portal.
- 2) The OPLC will develop a survey to capture and respond to customer feedback.

B. Performance Measures:

- 1) The OPLC has migrated to a new licensing portal.
- 2) The OPLC has developed and implemented a customer service survey.
- 3) The OPLC's customer service survey results in an 85% satisfaction rate.

2. The OPLC will increase public transparency in OPLC operations.

A. Strategies:

- 1) OPLC will create a publicly accessible hearings docketing system, allowing public access to publicly available case information and e-filing of cases for parties.
- 2) The OPLC will revamp website to ensure information is provided to the public in a way that is easier to access and understand.

B. Performance Measures:

- 1) The OPLC has implemented an online hearings docketing system.
- 2) The OPLC has redesigned its website.

Strategic Goal #2: Enhance Service Delivery

3. The OPLC will establish an in-house data center to analyze workforce trends and provide reports to interested stakeholders.

A. Strategies:

- 1) The OPLC will complete migration to a new licensing portal, collecting key data for all license types, as required by the OPLC Universal Application established in the Plc 300s.
- 2) The OPLC will apply for and secure grant funding to fund the initiative.
- 3) The OPLC will create a data analyst position.
- 4) The OPLC will analyze workforce trends and release monthly reports to the public.

B. Performance Measures:

- 1) The OPLC has completed migration to a new licensing portal.
- 2) The OPLC requires all license types to complete the Universal Application, collecting key, consistent data points.
- 3) The OPLC has applied for and received grant funding.
- 4) The OPLC has created a data analyst position and hired a qualified applicant.
- 5) The OPLC releases reports to the public on workforce trends, based on analyzing data.

Strategic Goal #2: Enhance Service Delivery

4. The OPLC will increase proactive communications with stakeholders.

A. Strategies:

- 1) The OPLC will reduce call volume by eliminating the need to contact the agency.
- 2) The OPLC will create a dedicated programs information officer position to develop and implement a communications strategy.
- 3) The OPLC will finish migrating to a new licensing portal that provides for customer self-service.
- 4) The OPLC will create and implement crisis, internal, and external stakeholder communications plans.

B. Performance Measures:

- 1) The OPLC has migrated to a new licensing portal that permits customers to conduct business without staff support.
- 2) The OPLC has created and hired a programs information officer.
- 3) The OPLC has created crisis, internal, and external stakeholders' communications plans and documented these plans.
- 4) The OPLC has implemented the communications plans.
- 5) 100% of licensees receive electronic notifications of licensure changes, renewals, and rulemaking notices.
- 6) OPLC's average call abandonment rate is less than 1%.
- 7) OPLC's average call wait time is less than 30 seconds.

Strategic Goal #2: Enhance Service Delivery

5. The OPLC will promote a work culture that is positive and promotes advancement opportunities.

A. Strategies:

- 1) The OPLC will evaluate its organizational structure.
- 2) The OPLC will establish a formal orientation process and additional trainings for staff members.
- 3) The OPLC will contract with a consultant to evaluate work culture and provide recommendations.
- 4) The OPLC will utilize its Labor Management Committee to identify additional strategies to promote positive work culture.
- 5) The OPLC will consistently and regularly solicit feedback from staff regarding workplace culture.

B. Performance Measures:

- 1) The OPLC has contracted with a consultant to evaluate its organizational structure and work culture and make recommendations.
- 2) The OPLC LMC meets at least quarterly.
- 3) The OPLC has developed a process to consistently and regularly solicit feedback from staff members regarding the work environment.
- 4) The OPLC offers voluntary training to staff members at least twice per month on various topics.
- 5) The OPLC offers a mandatory orientation process for all new staff members.

Strategic Goal #3: Increase Licensure Portability

1. The OPLC will collaborate with and assist boards to reduce and streamline regulations.

A. Strategies:

- 1) The OPLC will redraft all board rules based on the OPLC's inventory of the OPLC and board statutory requirements.
- 2) The OPLC will identify potential legislative barriers to reduce and streamline licensure and disciplinary processes and propose necessary changes.

B. Performance Measures:

- 1) 100% of board rules are redrafted by end of FY 27.
- 2) The OPLC has identified and sought legislative changes to reduce and streamline licensure and disciplinary processes.

2. The OPLC will identify and pursue appropriate, available compacts for licensure.

A. Strategies:

- 1) The OPLC will engage with national associations to be aware of national trends in licensure and disciplinary actions.
- 2) The OPLC will pursue legislation to adopt compacts, where appropriate.
- 3) The OPLC and the boards consider all available compacts and, if necessary, pursue legislation within one year of compact drafting.
- 4) The OPLC joins at least one membership for each profession or board within OPLC and actively participates in the membership, as defined by attending at least one annual meeting, virtual or otherwise.

Strategic Goal #3: Increase Licensure Portability

3. The OPLC will collaborate with the boards to adopt rules, establishing requirements for licensure based on military education and experience.

A. Strategies:

- 1) The OPLC has collaborated with the Department of Military and Veterans Affairs to identify pathways to licensure based on military education and experience
- 2) The OPLC will collaborate with the boards to adopt rules establishing license requirements.
- 3) The OPLC will work with DMAV to notify the public and interested stakeholders regarding the initiative, including updates to the website.

B. Performance Measures:

- 1) The OPLC has identified the license types for which military education or experience may qualify an applicant for a license.
- 2) The OPLC has met with the boards regulating eligible license types to obtain feedback.
- 3) The OPLC has adopted rules establishing eligibility requirements.

Strategic Goal #4: Promote Public Protection

1. The OPLC will procure an enforcement case management system designed to track enforcement trends, promote timely processing of enforcement cases, and ensure consistency in outcomes.
 - A. *Strategies:*
 - 1) The OPLC will work with DOIT to procure a case management system.
 - 2) The OPLC will work with DOIT to procure a hearings docketing system.
 - 3) The OPLC will monitor timeframes for enforcement cases and report metrics to the boards.
 - B. *Performance Measures:*
 - 1) The OPLC has procured a case management system.
 - 2) The OPLC has procured and implemented a hearings docketing system.
 - 3) The OPLC tracks timeframes for all cases.
 - 4) The OPLC reports timeframes for enforcement processing, as well as enforcement trends, to the regulatory boards on a quarterly basis.
 - 5) 80% of complaints are dispositioned within 8 months.

Strategic Goal #4: Promote Public Protection

2. The OPLC will collaborate and assist boards in developing and implementing decision-making matrices to use in disciplinary cases, to ensure consistency in application.
 - A. *Strategies:*
 - 1) The OPLC will identify each legitimate basis for disciplinary action for each board.
 - 2) The OPLC will develop a proposed decision-making matrix for each regulatory board to consider using in adjudicating cases.
 - 3) The OPLC will publicize this decision-making matrix to promote transparency.
 - B. *Performance Measures:*
 - 1) Boards have adopted a decision-making matrix for adjudications.
 - 2) The OPLC has published matrices to the public.