

Texas Department of Protective and Regulatory Services

Address: Agency Mail Code E-502
701 W. 51st
P.O. Box 149030
Austin, TX 78714-9030

Telephone: (512) 438-5948

Fax: (512) 438-3848

E-Mail: cookcm@auste654b.aust.tdprs.state.tx.us

Mission

The mission of the Texas Department of Protective and Regulatory Services (PRS) is to protect the unprotected.

Description of Agency Services and Responsibilities

The Texas Department of Protective and Regulatory Services (PRS) was created by the 72nd Legislature and charged with protecting children and people who are elderly or have disabilities from abuse, neglect and exploitation, and with licensing child-care facilities and child-placing agencies. In accordance with House Bill 7, which combined health and human services agencies under one umbrella, the following programs transferred to PRS on September 1, 1992: all functions of child protective services; the functions, programs, and activities of the Texas Department of Mental Health and Mental Retardation (TDMHMR) related to the investigations of abuse and neglect within its facilities; all functions of adult protective services; and all activities related to regulating child-care facilities and child-placing agencies.

In addition, House Bill 7 mandated the establishment of a system within PRS to receive and catalog complaints. In response to this mandate, PRS created the Ombudsman Office. Under House Bill 1510, 73rd Legislature, three additional programs were transferred to PRS: the Services to At-Risk Youth program from the Texas Department of Human Services, maternity home regulation from the Texas Department of Health, and the functions of the Office of Youth Care Investigations from the Health and Human Services Commission. House Bill 1111, 74th Legislature, clarified that PRS is also responsible for investigations in community MHMR centers.



Agency Leadership

James R. Hine, Executive Director

Board Member	Term	Hometown
Maurine Dickey, LMSW-AP, <i>Chairman</i>	05/05/95 - 02/01/01	Dallas
Penny Beaumont	03/29/93 - 02/01/99	Bryan
Jon M. Bradley	05/05/95 - 02/01/01	Dallas
Catherine Clark Mosbacher	05/05/95 - 02/01/97	Houston
Bill Sheehan	03/23/93 - 02/01/99	Dumas
Susan Stahl	06/30/92 - 02/01/97	Dallas

Total FTEs: 5,742**Current Organizational Issues**

The Texas Department of Protective and Regulatory Services (PRS) has been involved in a comprehensive effort to rethink its organizational structure and improve its service delivery system. PRS invested the resources of many employees in this effort to allow for the incorporation of the ideas of the employees on the front-line of service delivery. The process began with a six-week examination of the current service-delivery system by a diverse group of employees from all levels of the agency. This employee task force submitted a recommendation to the executive director that PRS be reorganized by functions, rather than traditional programs, and included in its report a series of general recommendations for agency improvement.¹ A second group of employees worked on recommendations for a new support structure that would lend itself better to a functional organization and save funds expended for support services.²

Considering the recommendations of these two groups, the Executive Director simplified the organization of PRS by establishing five Deputy positions reporting to him—Legal, Finance, Information Technology, Government Relations, and Programs.

Another new unit within the Programs Division, called Community Initiatives for Program Development, was established to promote community prevention activities that supplement or complement traditional PRS programs.

The Executive Director also established a Division of Management Analysis within PRS in mid-April 1996 to assist with a detailed reorganization and agency improvement effort that considered the recommendations of the employee task forces, the PRS board's philosophy and the agency mission, and the agency's strategic plan. Recommendations of legislative oversight entities such as the Texas Sunset Advisory Commission, the State Auditor's Office and other legislative committees were considered at every step of the reorganization and improvement effort.



The Executive Director drafted a statement of his vision, philosophy and charge to guide the agency in its transition. This statement emphasized the need for increased central policy direction and control, improved data for budgetary and performance reporting purposes, adequate flexibility in the field for the purposes of rapid response and quality service delivery, more effective and efficient delivery of support services in the field and a transfer of funds saved through administrative efficiency into service delivery.

The Division of Management Analysis worked with agency divisions to explore the feasibility of employee recommendations. PRS has completed the realignment of functions in its State Office and implemented many improvements, especially in the area of support services. This effort involved individual “tollgate” meetings between the executive director and each of his divisions in which issues regarding management layers, span of control, opportunities to improve efficiency and other issues were discussed. The meetings also focused on accountability issues; divisions were organized to ensure that each critical function had a clear “owner” who could be held responsible for performance.

PRS now begins the challenging task of thoroughly considering employee recommendations regarding agency core functions such as the intake process for receiving reports of child abuse and neglect, the process of investigating allegations of abuse and neglect, the prevention of abuse and neglect and the delivery of a variety of social and protective services to children and adults.

Agency Liaisons for the Survey of Organizational Excellence

Christine Cook, Director

Division of Management Analysis

(512) 438-5948

and

Wes Yeager, Analyst

Division of Management Analysis

(512) 438-3911

¹ Texas Department of Protective and Regulatory Services, Findings of the Functional Review Task Force Phase I: Service Delivery Alternatives, February 28, 1996.

² Texas Department of Protective and Regulatory Services, Findings of the Functional Review Task Force Phase II: Service Delivery Alternatives, March 15, 1996.

