



Licensing Workload Assessment Executive Summary



The National Association for Regulatory Administration
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Full Licensing Workload Assessment, which includes an example and calculation spreadsheet available through NARA Membership.

Introduction

A comprehensive workload formula will enable states and provinces to develop an individualized workload standard that is appropriate to their specific needs, program idiosyncrasies, and demographic and geographical factors.

While the variables are many, certain tasks are essential to maintaining an effective regulatory program. **The licensing process must emphasize the prevention of harm through risk reduction.** There should be sufficient time allotted on-site or remotely to observe program activities and patterns of interaction between program participants and staff (e.g., children and staff in a child care center, or residents and staff in an adult assisted living facility); and to accomplish the specific task(s) at hand. A workload formula must consider program complexities and allow for ample time for licensing staff to observe the various components of a multi-faceted program.

Many and varied elements enter into such a determination. Often, the people responsible for budget planning do not have a keen understanding of the imperative role of licensing for ensuring quality care. Their approach to answering the question of what is an adequate workload size may be simplistic and, therefore, inadequate.

This full Licensing Workload Assessment document contains a workload formula that provides a conceptual framework and scheme for quantifying more objectively the elements that comprise a particular licensing program. It is designed to enable the licensing program manager to convert the data elements of a particular program into a work demand/resource need formulation.

Any legislative body that mandates by law the licensure of an enterprise that is concerned with the protection of society's most vulnerable citizens needs to be willing to appropriate the resources required to fully carry out the intent of the statute. It is hoped that this formula may be of assistance to managers and administrators of human care licensing programs.

This calculation should be redone periodically to confirm an accurate workload calculation or account for changes, such as:

- ensuring the workload calculation is applicable, particularly as personnel or technological efficiencies are implemented
- OR**
- accounting for any differences in licensing program implementation, for example, if the number of inspections increases or decreases or if a new type of program is defined with different requirements impacting workload.

Elements of the Workload Formula

The workload formula will require data collection to occur over a period of time in order to determine the time elements required to carry out certain key tasks to be identified by the particular state or province. The steps outlined below are considered basic for developing a workload standard for a specific state or province.

Step I: Determining Workload Size for the State or Province

Step II: Determining the Total Number of Person Days Required to Regulate the Workload

A. Time Required to Conduct Field Inspections and Related Activities

B. Time Required to Handle Office-Based and Supplementary Activities

C. Total Number of Work Days Required to Accomplish Step II

Step III: Determining the Total Number of Person Days Involved in Activities Other than Direct Licensing Activities

Step IV: Determining the Total Number of Work Days Available in a Calendar Year

Step V: Determining the Work Force Required to Meet the Workload

To determine the number of staff that will be required to carry out the anticipated workload for the “X” year, one must complete the following calculations:

- Take the total number of work days required to complete Step III and subtract it from the total number of available work days based on Step IV to equal the number of days available for staff to achieve licensing workload.
- Take the total number of person days required to regulate the workload (Step II) and divide by the number of work days required to carry out the workload.

To determine the overall positions needed in comparison to the current staffing level, subtract the total number of currently budgeted staff from the total number of staff required to achieve the workload.