

Operational Boundaries

Approved: December 14, 2023

Texas Department of Motor Vehicles (TxDMV) Board is responsible for setting the policy direction of the department. The Board's formal connection to the day-to-day operations of TxDMV and the conduct of its business is through the department's Executive Director (ED) who is appointed by, and reports to, the Board. Authority and accountability for the day-to-day operations of TxDMV and all staff, except those few who report directly or jointly to the Board, is the responsibility of the ED and their management team.

In accordance with its policy-making responsibilities, the Board has established the following policy boundaries for the department. The intent of the boundaries is not to limit the ability of the ED and staff to manage the day-to-day operations of the department, but to define the roles and responsibilities of the Board and the ED more clearly and reduce staff uncertainty about limitations on their authority to act in the best interest of the department. It is the Board's intent that the ED and staff operate in the best interests of the department and the state without having to seek daily Board consultation or approval.

The ED and all department employees shall always act in an exemplary manner consistent with the responsibilities and expectations vested in their positions. The ED and all department employees shall act in a manner consistent with Board policies as well as with those practices, activities, decisions, and organizational circumstances that are legal, prudent, and ethical. It is the responsibility of the ED to ensure that all department employees understand and adhere to these boundaries.

Accordingly, the TxDMV operational boundaries are as follows:

1. The day-to-day operations of the department should be conducted in a manner consistent with the vision, mission, values, strategic framework, and performance metrics established by the Board.
2. A team-oriented approach should be followed on all enterprise-wide decisions to ensure openness, high-performance success, and transparency both internally and externally.
3. Department staff should fully consider any financial conditions and decisions which risk adverse fiscal consequences, compromise Board financial priorities, or fail to show an acceptable level of foresight as related to the resource needs and benefits of department initiatives.
4. Department staff should provide timely, accurate, and honest information allowing the Board, public, stakeholders, executive branch officials, and the legislature the greatest ability to evaluate all sides of an issue or opportunity before forming an opinion or taking action.
5. Department staff should take reasonable care to avoid or identify conflicts of interest or the appearance of impropriety in a timely manner, especially when awarding purchases, negotiating contracts, or hiring employees.

Operational Boundaries

Approved: December 14, 2023

6. Department staff should maintain adequate administrative policies and procedures that are understandable and aid in staff recruitment, development, and retention.
7. Department staff should maintain an organizational structure that supports and promotes all program areas from an enterprise-wide perspective. No organizational silos or subagencies should be allowed to prevent the overall success of the organization or disproportionately impact resources.
8. Department staff should empower and encourage all staff to deliver a positive experience to every TxDMV customer, stakeholder, and vendor interacting with the department.
9. should work to anticipate and resolve issues in a timely and responsive manner.
10. Department staff should maximize the effective deployment and utilization of department assets – people, processes, and capital equipment to fully succeed.
11. Department staff should protect and build the goodwill and respect of our customers, stakeholders, executive branch, and legislature. All communications should be clear, accurate, and transparent with timely follow-up.
12. Department staff should leverage identified opportunities to create additional stakeholder value; to ensure that processes, programs, and projects are properly designed, budgeted, and vetted with outside impacted parties; and to clarify expectations and plans so the TxDMV continues to support all stakeholders.
13. The ED is responsible for the ongoing monitoring of all program and fiscal department performance and providing information to the Board. Performance reporting must result in products that adequately describe the accomplishments of program goals, objectives, and outcomes, as well as proposals to correct identified problems.
14. In advance of Board-involved policy decisions, the ED will provide relevant information and ensure Board members comprehensively understand issues/matters related to the pending policy decision. Additionally, the ED will develop a process for planning activities to be performed leading up to a policy decision and the timeframe for conducting these planning activities. It is imperative the planning process describes the expected timing of Board deliberations, consultation, and involvement in each activity.
15. When seeking clarification on informational items, Board members may directly approach the ED and his or her designee(s) to obtain information to supplement, upgrade, or enhance their knowledge of the issue and improve the Board's decision-making capacity. Any Board member

Operational Boundaries

Approved: December 14, 2023

requests that require significant additional work should be presented to the Board or related Committee Chair for further direction.

16. Department staff should seek stakeholder input on matters that affect stakeholders prior to public presentation of recommendations or proposals to the Board.
17. Department staff should measure results, track progress, and report timely and consistent performance metrics for primary department programs, and for operational areas identified as specific interests of Board members.
18. The department will have the courage to admit a mistake or failure and work to address the issue as quickly and effectively as possible.
19. The department will celebrate successes.

The Board expects the ED to work with department staff to present any concerns, proposals or revisions to each boundary as identified. The ED will then consult with the Board on the interpretation and adjust this document as necessary, so it remains mutually understood and agreed to by both the Board and the department.