

TEXAS BOARD OF CHIROPRACTIC EXAMINERS
Agency #508

WORKFORCE PLAN for Fiscal Years 2011-2015

Current Workforce Profile

A. Critical Workforce Skills

The Board of Chiropractic Examiners is a small state agency with an authorized workforce of eleven (11) Full Time Equivalent employees. Because of the agency's small size it is important that each employee have good general office skills and also have additional specific knowledge and skills related to his or her particular area of responsibility.

Some essential skills are listed below:

1. Knowledge of applicable statutes and rules.
2. Knowledge of state accounting and purchasing rules and procedures.
3. Knowledge of their specific area such as initial licensing, license renewals, complaint processing, investigative techniques, open records requests, the Administrative Procedures Act, and working with the State Office of Administrative Hearings (SOAH).
4. Commitment to customer service.
5. Willingness to cross train and develop skills to back-up fellow employees.
6. Skill in working with agency computer software and databases.
7. Willingness to acquire new skills as needs develop in the agency.
8. Good communication skills.
9. Skill in analyzing and solving problems.
10. Ability to produce large volumes of accurate work under time pressure.

B. Workforce Demographics

The following table presents a profile of the agency's workforce as of June, 2010.

Agency Employees By Gender	Hispanic	African American	Anglo	Total	Total %
Female	2	1	3	6	55%
Male	0	1	4	5	45%
Total	2	2	7	11	100%
Percent of Total	18%	18%	64%	100%	

Five of the agency's employees are over the age of 50. Two employees are under the age of 30. The most senior employee has five years of experience with the agency. Two other employees have four years of experience with the agency. Most employees have had at least

five or more years of experience with the state or other government agencies. After a period of instability in 2005-2006, the agency has had much better employee retention for 2007-2010 and expects this positive trend to continue for the next 3-5 years barring reductions in force caused by budget cut backs.

C. Employee Turnover

Establishing an experienced, stable workforce is important for any organization. The Board of Chiropractic Examiners had a high turnover ratio during Fiscal Year 2006, but has since become much more stable. A new Executive Director was hired in May of 2006 and has hired nine of the ten current employees, excluding himself. With one exception, the only employees who have left the agency in the last four years have done so because they either retired or took a job at much higher pay elsewhere. For the next five years, turnover is expected to be driven primarily by employees who leave because they find better opportunities and higher pay at other state agencies or by forced layoffs due to mandatory budget reductions.

D. Retirement Eligibility

Two employees are either eligible to retire now or will be eligible to retire within the next five years. Neither is expected to retire for at least 4-7 years. In addition, one other current employee is a state retiree from another agency who chose to come to work at the Chiropractic Board four years ago and one employee is retired from Travis County.

Future Workforce Profile

These are the changes the TBCE anticipates in its workforce within the few years. .

A. Critical Functions

The agency employs one legal assistant, who is expected to pass the state Bar Exam in July, 2010. If she is successful, the agency will attempt to hire her as an Assistant Legal Counsel to handle many of the agency's enforcement matters and to assist with the review and adoption of rules. If forced by budget reductions, the agency may have to reduce its staff by one or two employees (probably administrative assistants) during the 2011-2012 biennium. It is expected that any necessary staff reductions will be temporary and will be restored when the state's fiscal condition improves. No other changes in the critical functions to be performed by staff are expected.

B. Expected Workforce Changes

1. The agency expects the average age of its workers to continue to increase over the next five years.
2. Employees, both current and future, will become more adept in using current technology.

C. Anticipated Increase/Decrease in Number of Employees Needed to Do the Work

1. The agency may be forced to reduce the number of FTEs by 2 employees during the 2011-2012 biennium if the state decides to impose an additional 5%-10% budget reduction during the appropriations process. The agency does not expect to add any employees during the next five years, except to replace any FTEs whose positions may be eliminated because of budget reductions during the 2011-2012 biennium and possibly to add an administrative assistant to support the Executive Director.
2. Additional increased demands on the workforce will be met by changes in operations and better use of technology.

D. Additional Critical Competencies

The agency relies on competent and knowledgeable staff to fulfill its obligation to protect the public. In addition to the critical competencies listed earlier, there are additional ones that are essential for future positions:

1. Ability to set goals,
2. Ability to be self-directed, and
3. Ability to take ownership of responsibilities within agency guidelines.

Gap Analysis

A. Anticipated Surplus or Shortage of Workers or Skills

After analyzing the workforce information, the agency has determined that, at the moment, there is only one gap between the agency's current workforce supply and demand that must be addressed, barring a reduction in force caused by a decrease in appropriations.

1. The Executive Director needs a highly competent administrative assistant to assist him in carrying out his duties in managing the agency. The E.D. currently is forced to spend too much of his time in administrative tasks related to his job simply because they must be done and there is no one else available to do them. It is envisioned that the administrative assistant would carry most of the load in maintaining calendars, organizing files, planning and preparing for board meetings, drafting documents for preliminary review, and coordinating various jobs and projects under the direction of the Executive Director. The agency does not plan to request authorization to fill that position for 2011-2012 because of the budget crisis and will seek to redistribute existing work loads if possible to close the gap.
2. The agency may eventually need one or two field investigators to assist with enforcement activities in Houston and the Dallas-Fort Worth areas. However, the field investigators are not a critical item at this time.

Strategy Development

In order to address some of the deficits between the current workforce and future demands, the agency has developed several goals for the current workforce plan. These are based on a range of factors identified through analyzing the agency and its workforce. The agency's workforce development plan can be grouped into two key areas.

1. Continue to develop skills of current employees.

Goal: Provide in-agency and off-site training for current employees.

Rationale: The training and development of current employees is critical to the success of the agency. It must analyze existing staff to determine which employees demonstrate the potential to develop new competencies and match the correct employee with the proper training best suited to develop his or her skills.

Action Steps:

- Identify new skill sets required as a result of program changes or technological advancements.
- Conduct assessment of the level of risk facing the agency regarding the potential loss of knowledge particularly in areas where there is a high turnover rate.
- Develop strategies to ensure that institutional knowledge is retained by promoting cross-training as an agency value.

2. The agency has some difficulty in attracting and retaining skilled employees.

Goal: Become an employer of choice.

Rationale: Finding and developing a workforce is just the beginning. If the agency is to recruit and retain the right workers in the right jobs at the right time, it must recognize that there is a competitive market for good workers and take appropriate actions. The agency will focus on rewarding good performance, providing a structured approach to staff development, creating a culture that supports innovation and excellence, and compensating staff fairly to the extent possible within the agency's limited budget.

Action Steps:

- Develop and implement plan to pay employees appropriately within the agency's budget limitations.
- Create a positive work environment in which employees know that they are appreciated and are empowered to do their jobs.

- Create opportunities that allow employees who are seeking new challenges to work on special projects or develop skills in new areas.
- Seek out state training opportunities for employees that are free to allow employees to continue to develop their skills.