



Agency Workforce Plan

2017-2021



Workforce Plan

I.

OVERVIEW OF AGENCY SCOPE AND FUNCTIONS

The Texas Comptroller of Public Accounts, created by the Texas provisional government on Dec. 30, 1835, was directed to keep an accounting of the infant nation's debts and pay them as money became available. The office continued as an appointed position in the Republic of Texas and, after statehood, became an elected position authorized by Article IV, Section 23, of the Texas Constitution of 1850.

Today, the Comptroller's office serves virtually every citizen in the state. As Texas' chief tax collector, accountant, revenue estimator, treasurer and purchasing manager, the agency is responsible for writing the checks and keeping the books for the multi-billion-dollar business of state government.

As chief financial officer, the Comptroller's office collects taxes and fees owed the state. Most of the office's duties and powers are enumerated in the Texas Tax Code and in Chapter 403 of the Texas Government Code. As guardian of the state's fiscal affairs, agencies depend on the Comptroller's office to pay their bills and issue paychecks to state employees. Legislators rely on the Comptroller's office to chart the course of the Texas economy, produce annual financial reports and estimate future state revenues. Local officials and businesses look to the agency for economic development guidance and data analysis. Taxpayers rely upon it for assistance and guidance regarding compliance with tax laws. And all Texas residents depend on the Comptroller's office to safeguard their tax dollars and ensure they are handled wisely.

The 74th Texas Legislature's Senate Bill 20 amended Chapter 404 of the Government Code to transfer the powers and duties of the state treasurer to the Comptroller's office on Sept. 1, 1996. As the state's cashier, the Comptroller's office receives, disburses, counts, safeguards, records, allocates, manages and reports on the state's cash. In addition, the Texas Comptroller chairs the state's Treasury Safekeeping Trust, which invests, manages and oversees more than \$50 billion in assets.

The 80th Legislature's House Bill 3560 transferred the statewide procurement, fleet management, historically underutilized business (HUB) and support services duties of the Texas Building and Procurement Commission, now renamed the Texas Facilities Commission, to the Comptroller's office on Sept. 1, 2007. At that time, the Comptroller's office became the state's purchasing manager, awarding and managing hundreds of statewide contracts on behalf of more than 200 state agencies and 1,600 cooperative purchasing members.

But the work of the Comptroller's office doesn't end there. The agency is committed to cultivating a healthy economic environment in Texas by providing a variety of services to business owners, taxpayers, local officials, HUBs and everyday Texans.

Business Owners and Business Taxpayers

The Comptroller's office provides Texas business owners with many online resources to help them get ahead, from tax help and economic data to up-to-the-minute information on the impact of proposed legislation. In the past year, the agency has worked to streamline its hundreds of thousands of web pages into a single website, Comptroller.Texas.Gov, which offers business owners and taxpayers:

- online tax payments, sales tax permitting, downloadable tax forms and registration as a state vendor;
- general information about state taxes, including relevant statutes, Comptroller rules and preprinted tax-related forms;
- the latest news, trends and analysis on issues affecting the state's economy and business climate, including economic indicators and forecasts and in-depth reports;
- the Texas EDGE (Economic Data for Growth and Expansion) Data Center, which allows users to tap into data and analysis, including customizable research, for revenue planning, financial analysis, economic forecasting, site-location decisions and issues affecting trade, industry and growth;
- Where the Money Goes, the Comptroller's award-winning transparency tool, which can be used to identify opportunities to do business with the state through a review of state agency expenditures and vendors;

- access to the state's Centralized Master Bidders List, which offers registered vendors opportunities to do business with the state; and
- up-to-date information on federal actions related to endangered species, air and water that could affect Texans and the Texas economy, including interactive maps that display endangered species habitats, pending environmental action alerts, economic impacts and more.

In addition to its web resources, the Comptroller's office offers telephone assistance for each of the taxes it administers, as well as toll-free telephone filing for certain sales tax reports. Agency field offices throughout Texas can accept tax returns and payments, assist with tax permit applications and returns, answer taxability and collection-related questions and process requests for permits, licenses and decals. The agency also provides taxpayer seminars at locations around the state as well as online to provide useful information for buyers, sellers and service providers.

Historically Underutilized Business (HUB) Owners

Texas law requires state agencies and universities to work with businesses certified as HUBs. The goal of the Comptroller's Statewide HUB Program is to actively involve HUBs in the Texas procurement process and ensure they receive a fair share of state business.

- Minority-, woman- and service-disabled veteran-owned businesses can apply for certification as HUBs and pick up valuable tips for winning a share of billions in state contracts and subcontracting opportunities. HUB-certified companies received more than \$2 billion in contracts and nearly \$786 million in subcontracting opportunities in fiscal 2015.

Local Officials

The Comptroller's office provides local governments with vital management assistance to help them streamline operations, improve customer service and ensure compliance with state laws. The agency provides a wealth of online information for local taxing authorities, including local sales and use tax information and tax rate histories for each taxing jurisdiction, answers to frequently asked questions and historical information on local sales and use tax and mixed beverage tax allocation payments.

- The agency's TxSmartBuy initiative provides an online shopping cart system that allows local governments to purchase goods and services from existing, prearranged

state contracts. The system greatly simplifies the purchasing process for hundreds of thousands of common items.

- The Texas Cooperative Purchasing Program (CO-OP) gives member governments access to more than 200 state contracts.
- Local governments can obtain up-to-date data for revenue planning and analysis, economic forecasting and site location decisions.
- The Comptroller's office oversees TexPool, an \$18 billion local government investment pool that serves more than 2,500 participants throughout the state. The TexPool program offers a convenient and effective choice for the investment of local funds. As an AAA-rated local investment vehicle, it's a vital tool for maintaining safe and stable community revenues.
- The agency's State Energy Conservation Office (SECO) assists local governments in developing energy efficiency and renewable energy programs and offers loans and grants to help them slash utility bills by improving or retrofitting buildings.
- The agency's Property Tax Assistance Division provides advisory and monitoring services for Texas' system of local property taxation, including explanations of exemptions and reporting requirements and rights and remedies under Texas law.

Everyday Texans

From economic news to in-depth special reports, the Comptroller's office offers cutting-edge analysis and data on issues that affect all Texans. By leveraging the power of modern communication tools including the internet, social media and video, the agency keeps Texans up to date with a changing world.

- The Comptroller's transparency pages provide detailed information about state spending. This information includes downloadable tax and financial data from a variety of sources in raw, machine-readable, platform-independent datasets. Links to local government transparency efforts and general information about the state budget process are available as well. By demystifying state spending and providing easy access to those numbers, the agency ensures greater accountability to the public.
- Anyone can sign up to receive agency email updates on topics ranging from franchise taxes to economic indicators, or subscribe to Fiscal Notes, which provides in-depth articles on issues and events affecting the state.

- The agency offers a searchable online database of unclaimed property to reunite owners or their heirs with abandoned or unclaimed properties. Claims can be generated online.
- Fraud can be reported to the agency's Criminal Investigations Division, which works to keep taxes as low as possible by detecting, deterring and publicizing criminal conduct and fraud involving state tax laws.
- The Comptroller's office offers a variety of programs to support and develop an educated and trained Texas workforce, including a one-stop center for planning a college career in Texas, with information on Texas colleges and universities, scholarships, savings strategies and more.

AGENCY MISSION

The Office of the Texas Comptroller of Public Accounts will serve the people of Texas by applying the tax and fiscal laws fairly and consistently. We will continue to improve our services through innovative management and technology, carrying out all our duties with integrity, openness and at the least cost to the taxpayer.

AGENCY PHILOSOPHY

We will carry out our duties openly, ethically and fairly. We will emphasize transparency and ensure greater accountability by making records freely accessible. We will listen to those we serve and ask them to judge our performance. We will deliver more services at lower costs by continually examining and improving the efficiency of our work. Employees will be rewarded for initiative, good ideas and productivity. While mindful that the human element is the source of creativity, we will seek out and use innovative technology to do our jobs simpler, smarter and faster. We will keep our word and deliver what we promise.

COMPACT WITH TEXANS – WHAT YOU CAN EXPECT

The Comptroller's office serves every citizen in the state in its role as steward of the state's fiscal affairs. Each of the agency's strategic goals supports the desire to provide the public with quality customer service.

Customer Service Principles

- Dynamic Assistance
- Quality Work
- Accessible Staff and Facilities
- Fair and Equitable Treatment

- Innovation and Improvement
- Privacy and Confidentiality
- Fast Response to Problems

Dynamic Assistance

The Taxpayer Bill of Rights summarizes the agency's commitment to customer service for Texas taxpayers. It is designed to ensure that the service received from the Comptroller's office not only meets your needs, but exceeds your expectations.

As a Texas taxpayer you have the right to...

- Fair and Equitable Treatment
- Privacy and Confidentiality
- Understand the Taxes You Pay
- Pay Only What You Owe
- Representation
- Contest a Decision
- Request a Waiver of Penalties
- Simpler Tax Filing
- Courteous, Accessible Assistance from a Real Person
- Know How Government Spends Your Tax Dollars

Quality Work

The agency's trained, professional staff aims to get every aspect of your affairs right the first time. If our staff does not deliver quality service, contact our customer service liaison at 1-888-334-4112.

Accessible Staff and Facilities

You may contact agency staff by e-mail, telephone or letter or visit any of the offices located across Texas.

Headquarters Address:

111 East 17th Street
Austin, Texas 78774

Mail correspondence, including requests for private letter rulings and general information letters, to:

P.O. Box 13528
Austin, Texas 78711

Agency switchboard:

1-800-531-5441
(8 a.m.- 5 p.m., CST, Mon.-Fri.)

Fair and Equitable Treatment

The Comptroller's office promises tax and fiscal processes that are fair, equitable and timely.

Innovation and Improvement

Customer input is critical to the agency's continuous improvement efforts. Customers are surveyed on a regular basis to obtain input and ideas to improve agency processes.

Privacy and Confidentiality

The Comptroller's office will follow the letter of the law when it comes to your privacy and confidentiality.

Fast Response to Problems

Despite the agency's best efforts, problems may arise. All complaints are handled with a sense of urgency. If you file a complaint you can expect a response within 10 working days. Contact our customer service liaison at 1-888-334-4112, via the web at <https://comptroller.texas.gov/cpahelp/> or by letter to Customer Service Liaison, P.O. Box 13528, Austin, Texas 78711.

Fraud Prevention

The State Auditor's Office is authorized to investigate allegations of fraud and illegal acts affecting state resources. Anyone with information about the misuse or misappropriation of state resources can report this information by phone to 1-800-TX-AUDIT or use the State Auditor's fraud website.

Our Customer Service Standards

Agency staff will treat all customers with care and attention whether filing a tax return, undergoing an audit or simply seeking information.

- Online tax information will be available 24 hours a day, seven days a week.
- Qualifying taxpayers can file a variety of state sales tax returns via the Internet 24 hours a day, seven days a week.
- Telephone messages will be returned within 24 hours.
- Complaint letters will receive responses within 10 working days.

The Comptroller's office regularly assesses its customer satisfaction levels through a number of surveys and report cards. Because of the complexity and range of duties performed by the agency, service areas individually survey their customers. The agency also monitors its progress through the use of performance measures designed to evaluate the

level of customer satisfaction with major areas of the agency. A separate Comptroller's Report on Customer Service is available on the agency's website at Comptroller.Texas.Gov.

OUR GOALS, OBJECTIVES AND STRATEGIES

GOAL I.

Improve voluntary compliance with the tax laws.

Texas Tax Code, Titles 2 and 3.

As state government's chief tax collector, the Comptroller administers the state's tax laws through auditing, enforcement and the dissemination of tax policy information. Voluntary compliance is viewed as the cornerstone of tax administration. The state's ability to fund its many programs depends in large part on taxpayers meeting their tax responsibilities willingly.

Our Objectives:

- Increase the accuracy of audits and improve assessments from audits
- Achieve average account closure rates, ratios and turnaround times
- Improve taxpayer ratings of accuracy and speed of information disseminated
- Issue timely position letters, motions to dismiss or case resolution agreements

Our Strategies:

- Maintain an ongoing program of audit and verification activities
- Improve compliance with tax laws through contact and collection programs
- Provide information to taxpayers, government officials and the public
- Provide tax hearings, represent the agency and provide legal counsel

GOAL II.

Efficiently manage the state's fiscal affairs.

Texas Constitution (Art. III, Sec. 49a, 49g, 49k); Texas Local Gov't Code, Sections 112.003, 154.008; Texas Gov't Code, Chapters 41, 401, 403, 404, 604, 608, 659-662, 666, 815, 825, 830, 840, 1201, 2101, 2103, 2155, 2162, 2175, 2252, and 2254; Texas Education Code, Chapter 57; Texas Election Code, Chapter 19; Texas Property Code, Chapter 74.

As Texas' chief financial officer, cashier and purchasing manager, the Comptroller manages most of the state's fiscal affairs. The Comptroller is state government's primary accountant, responsible for writing the state's checks and monitoring all spending by state agencies. The Comptroller is also the state's official revenue estimator, providing the Legislature with anticipated state revenue information.

Our Objectives:

- Maintain the state's accounting system
- Achieve a variance of +/- 3.5 percent or less between estimated and actual total state tax revenue collections
- Certify the General Appropriations Act
- Obtain a customer satisfaction rating of good or excellent
- Increase the use of direct deposits
- Ensure the accuracy of the property value study
- Maximize state revenue by processing monies electronically
- Ensure the receipt of quality, cost-effective goods and services

Our Strategies:

- Project, account, audit and report receipts and disbursements for the state
- Issue payments
- Provide assistance and training to state agencies
- Maintain an integrated and uniform financial management system
- Conduct a property value study and provide assistance to appraisal districts
- Ensure that the state's assets and cash receipts are properly secured
- Provide statewide procurement and support services to state agencies and cooperative entities

GOAL III.

Expediently manage the receipt and disbursement of state tax revenue.

Texas Gov't Code, Chapter 403; Texas Tax Code, Titles 2 and 3; Texas Property Code, Chapters 72-76.

As the state's chief tax collector, the Comptroller is responsible for collecting more than 60 separate taxes, fees and assessments, including local sales taxes on behalf of more than 1,400 cities, counties and other local governments. This responsibility includes maintaining taxpayer accounts, processing tax payment exceptions and adjustments and paying all unclaimed property claims.

Our Objectives:

- Generate taxpayer refunds
- Return tax allocations
- Maintain document processing times

Our Strategy:

- Improve tax and voucher data processing, tax collection and disbursements

GOAL IV.

Develop and maintain a skilled workforce, committed to quality performance.

(No specific statutory authorization).

The Comptroller's complex and varied duties require experienced, highly trained employees. We pledge to provide useful training and educational opportunities for all staff. Extensive efforts have been made to make high-quality training available and accessible to all employees.

Our Objective:

- Ensure that each year the Comptroller's workforce will be able to attend classes that will enable them to become more productive and knowledgeable employees.

Our Strategy:

- Make high-quality training available and accessible to those who need it, when they need it.

GOAL V.

Maximize customer satisfaction by improving services while minimizing administrative burdens on those we serve.

(No specific statutory authorization).

The Comptroller's office serves two types of customers. Our external customers are the taxpayers, vendors, state agencies and government officials for whom we provide various services. The nature of our agency's relationship with its external customers is different from those in the private sector, in that most of our customers are required by law to do business with us. Nonetheless, our success in improving voluntary compliance with tax laws, for example, depends in large part on the level of satisfaction our external customers feel toward our services.

Within the agency, our divisions support each other, thus creating internal customers. The level of service we provide to one another is a crucial factor in our efforts to achieve our goals.

Our Objective:

- Attain highest ratings possible from those we serve as evidenced by feedback provided through surveys, cards or any other measuring device used by the agency.

Our Strategy:

- Improve services delivered to our internal and external clients in support of the Comptroller of Public Accounts' mission to serve the people of Texas.

GOAL VI.**Establish and carry out policies governing purchasing and contracting that foster meaningful and substantive inclusion of Historically Underutilized Businesses (HUBs).**

Texas Gov't Code, Chapter 2161.

The Comptroller of Public Account's HUB Program is committed to promoting equal opportunities in the contract awards process for HUBs throughout the state and to serving as an exemplary model for other state agencies in meeting the HUB mandate.

Our Objective:

- Include HUBs in at least 32.9 percent of all agency dollars spent for special trade construction; 26 percent of all agency dollars spent for other services; and 21.1 percent of all dollars spent for commodities.

Our Strategy:

- Maintain ongoing program of activities to ensure HUB vendor participation in the procurement process.

II.**CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)****CORE FUNCTIONS AND CRITICAL WORKFORCE SKILLS****Core Functions**

- Collect state taxes and fees
- Enforce tax laws
- Provide tax assistance
- Oversee the state's fiscal affairs
- Estimate state revenue
- Monitor state expenditures

- Process and deposit state revenue
- Manage statewide purchasing and contracts

Critical Workforce Skills

A number of critical skills are important to the agency's ability to operate. The Comptroller's office could not effectively accomplish basic business functions without these skills:

- Customer service
- Analysis/research
- Problem solving
- Communication (verbal and written)
- Computer proficiency (skills requirements range from entry-level end-user to highly skilled information technology specialist)
- Information security analysis
- Project management
- Investigation
- Auditing/accounting
- Financial analysis
- Management

Workforce Demographics

As of May 2016, the Comptroller's office had a total headcount of 2,705 employees. The following tables profile the agency's workforce, including both full-time and part-time employees.

The Comptroller's workforce is 41.6 percent male and 58.4 percent female. More than 44 percent of the agency's workforce is 50 years or older, with 27.2 percent of the workforce having 21 or more years of state service.

Approximately 60 percent of the workforce has 10 years or less of experience working in the Comptroller's office with proficiency levels ranging from minimal knowledge to working knowledge of processes. Almost 22 percent of the Comptroller's workforce has 11 to 20 years of tenure, with expertise ranging from working knowledge to the mastery level. Employees with 21 years or more of experience with the Comptroller's office, with expertise levels ranging from mastery to acknowledged subject-matter expertise, comprise 19.1 percent of the workforce. These employees are also keepers of institutional business knowledge.

To prevent a decline in knowledge and experience levels within the next five years, strategies have been implemented to address the transfer of institutional business knowledge and professional expertise.

WORKFORCE BREAKDOWN

Gender

	Number of Employees	Percent of Employees
Male	1,124	41.6%
Female	1,581	58.4%

Source: Uniform Statewide Payroll System

Agency Tenure

	Number of Employees	Percent of Employees
0–5 years	1,038	38.4%
6–10 years	561	20.7%
11–15 years	352	13.0%
16–20 years	238	8.8%
21–25 years	159	5.9%
26–30 years	170	6.3%
31–35 years	89	3.3%
36–40 years	83	3.1%
Over 40 year	15	0.5%

Source: Uniform Statewide Payroll System.

Agency Age

	Number of Employees	Percent of Employees
20–29 years	235	8.7%
30–39 years	614	22.7%
40–49 years	655	24.2%
50–59 years	789	29.2%
60–69 years	392	14.4%
70 and older	20	0.8%

Source: Uniform Statewide Payroll System

COMPTROLLER WORKFORCE VERSUS STATEWIDE CIVILIAN WORKFORCE

The following table compares the percentage of African American, Hispanic and female Comptroller employees (as of May 2016) to the statewide civilian workforce as reported by the Texas Workforce Commission's Civil Rights Division. For most job categories, the agency is comparable to or above statewide workforce statistics.

Statewide Employment Statistics

Job Category	African American	African American	Hispanic American	Hispanic American	Female	Female
	Comptroller	State	Comptroller	State	Comptroller	State
Officials/Administrators	13.1%	7.1%	22.2%	20.9%	53.5%	37.5%
Professional	15.6%	11.0%	23.9%	18.6%	53.1%	54.9%
Technical	12.4%	13.8%	14.5%	28.8%	40.5%	51.3%
Administrative Support	24.3%	13.6%	38.9%	33.0%	70.3%	72.8%
Service/Maintenance	21.1%	12.2%	31.3%	53.7%	72.1%	51.4%

Source: Uniform Statewide Payroll System and Texas Workforce Commission (TWC); statistics extracted from TWC's Equal Employment Opportunity and Minority Hiring Practices Report, Fiscal Years 2013-2014

Employee Turnover

While the state's turnover rate has hovered around 17 percent during the past five years, the agency's turnover rate has averaged about 6 percentage points lower, at 11 percent. During the past two years, the average gap between the agency and state turnover rates — 6.7 percent — has been close to that experienced during the economic downturn in 2009, when the agency's turnover rate was 7.3 percentage points lower than the state average.

Overall Turnover

Fiscal Year	Comptroller	State
2015	10.8%	18.0%
2014	10.1%	17.5%
2013	12.7%	17.6%
2012	12.0%	17.3%
2011	11.4%	16.8%
2010	9.3%	14.6%
2009	7.1%	14.4%

Source: State Auditor's Office (SAO); SAO statistics derived from An Annual Report on Full-Time Classified State Employees Turnover (for respective fiscal years)

Despite its relatively low staff turnover, 2,112 employees left the agency during the past seven years. Approximately 48 percent of the employees lost were within the first five years of employment, as indicated in the following table. Only 26 percent of the employees with more than 20 years of experience left the agency.

Turnover by Length of Service

Fiscal Year	# Terms	0-5 Years	6-10 Years	11-15 Years	16-20 Years	21-25 Years	26-30 Years	31+ Years
2015	307	153	49	23	15	20	28	19
2014	286	143	35	20	14	27	19	28
2013	350	158	43	37	18	29	25	40
2012	338	169	27	37	27	20	19	39
2011	339	184	39	23	15	23	28	27
2010	286	125	31	14	20	24	35	37
2009	206	88	25	15	19	17	28	14

Source: Uniform Statewide Payroll System

As indicated by the following table, however, 43 percent of the employees lost in fiscal 2015 were in job classifications critical to the agency's tax and revenue administration functions.

Turnover by Job Classification

Classification Job Series	Total Terminations
Auditor	62
Tax Compliance Officer	33
Accounts Examiner	22
Program Specialist	16

Source: Uniform Statewide Payroll System (Fiscal 2015 data)

When looking at turnover by age, the number of employees under 50 who have left over the past seven years is roughly equivalent to those who are over 50, as indicated by the following table. Both age groups are hovering around 50 percent.

Turnover by Age

Fiscal Year	# Terms	<20	20-29 Years	30-39 Years	40-49 Years	50-59 Years	60-69 Years	70-79 Years
2015	307	0	44	62	48	80	66	7
2014	286	1	51	50	50	75	55	4
2013	350	1	66	64	38	98	82	1
2012	338	0	49	75	47	105	59	3
2011	339	0	49	68	65	100	51	6
2010	286	0	42	44	36	119	44	1
2009	206	0	24	33	31	82	35	1

Source: Uniform Statewide Payroll System

Some level of turnover will always occur, of course, with both positive and negative outcomes. There can be a financial gain as experienced employees are replaced with entry-level staff. Losing experienced employees, however, can negatively affect the agency due to the loss of knowledge and skill.

Retirement Eligibility

From 2007 to 2015, an average of 96 employees, almost 4 percent of the agency's staff, retired each year. Data from the Employees Retirement System shows that almost 27 percent of the agency's staff will be eligible to retire within the next five years.

The loss of institutional business knowledge and expertise in key management and senior-level professional positions, coupled with normal attrition, continues to be a problem for the agency as well as the state. It is important to minimize the loss of technical knowledge and organizational experience.

Employees Eligible to Retire

Fiscal Year	Eligible Employees	Percent of Total Agency FTE Cap
2016	444	15.7%
2017	88	3.1%
2018	92	3.3%
2019	77	2.7%
2020	69	2.4%
Total Eligible Employees	760	26.9%

Source: Employees Retirement System

III.

FUTURE WORKFORCE PROFILE (DEMAND ANALYSIS)

Critical Functions

- Possible expansion of or changes to existing taxes, or the enactment of new taxes.
- Legislative mandates affecting the administration and delivery of agency services.

Expected Workforce Changes

- Increased use of technology to revise and streamline work processes.
- Greater demand for web-related services.
- Increased use of vendors that supply service technology solutions expands the need for contract management skills.

Anticipated Increase/Decrease in Number of Employees Needed

- Current staff can maintain existing service levels, but attrition creates overload and leads to backlogs and decreased customer service. Additionally, about 27 percent of agency employees will be eligible to retire over the next five years, potentially creating a loss of institutional knowledge.
- Continuous review and development of efficient work processes and reallocation of resources as needed must occur to ensure "smarter" working.
- Planning must be used effectively to prevent knowledge and skills gaps.

- The likelihood of new or additional programs being added to the agency is high, as each legislative session results in revisions to the Texas tax codes, which affects the number of employees needed to do the work.

Future Workforce Skills Needed

As the agency increasingly employs technology to streamline processes, meet the demands of customers and provide more efficient services, additional skills may be required for the future workforce, including advanced systems design and analysis, complex web design and information security analytics. Other skill requirements with increased focus include project and contract management. The need for staff with communication skills, both verbal and written, continues to rise. Current staff will continue to interact with taxpayers, legislators and others and more than minimal communications proficiency is required to perform these duties effectively.

To serve its constituency, the agency also requires a workforce able to communicate in multiple languages. The agency may need to establish minimal proficiency standards for some of its employees and provide training in common conversational phrases, expanding into tax specific-phrases and up to complex dialogue.

IV.

GAP ANALYSIS

Anticipated Surplus or Shortage of Workers or Skills

Workforce information gathered from agency divisions makes it clear that the primary gap that must be addressed between the agency's current workforce supply and future demands is the transfer of institutional business knowledge and technical expertise (mastery level). Overall, the agency workforce currently has the skills needed to do the required work. In the next five years, however, the agency could experience a shortage of required skills, particularly in management and senior-level professional positions, due to potential retirements and normal attrition.

- A potential skills "gap," in terms of institutional business knowledge and technical expertise, exists between tenured/skilled employees (those with 15+ years of service) and employees with less tenure (10 years or less).
- New technologies are continually introduced as current and legacy systems are replaced.
- The agency will continue its efforts to identify critical positions for succession planning.

As part of the workforce planning process, Human Resources distributed a questionnaire to division management and used the responses to develop a profile of current division skill levels and future workload demands. The following skills were identified as priorities for employees during the next five years:

- Accounting
- Advanced Financial Analysis
- Advanced Information Technology
- Analysis
- Auditing
- Budgeting
- Collections
- Communication
- Compliance (Federal/State Agency)
- Computer Proficiency (Basic/End User)
- Customer Service
- Information Security Analysis/Cybersecurity
- Investigation
- Management
- Privacy/Confidentiality
- Problem Solving
- Project Management
- Property Appraisal
- Purchasing/Contracts
- Recruitment
- Research
- Software Applications (CAPPS, COBOL, etc.)
- Training
- Web Administration/Graphics/Social Media

In general, the survey results found mastery-level of proficiency in these areas. The agency's immediate focus will be to retain employees who are performing at acceptable levels and to identify future needs and develop strategies to either train existing staff to fill potential gaps or to develop recruiting strategies to select and hire employees with skills in gap areas.

Few appreciable gaps in workers or skill needs were identified during the planning period. Questionnaire results indicate minimal skill gaps in Problem Solving and Project Management. Human Resources will work with agency divisions to identify the source of these gaps and determine appropriate solutions.

V.**STRATEGY DEVELOPMENT**

One of the agency's six primary goals is to:

Develop and maintain a skilled workforce, committed to quality performance

To address any deficits between the Comptroller's current staff and future demands, several strategic goals have been incorporated into the agency's workforce plan. These objectives were developed based on factors identified through an agency workforce analysis. The Comptroller's future workforce requirements can be met through the accomplishment of two key objectives:

OBJECTIVE: DEVELOP A COMPETENT, WELL-TRAINED WORKFORCE*Rationale*

Almost 27 percent of the Comptroller's staff is expected to be eligible for retirement within the next five years. One of the most critical issues facing the agency is the potential skills gap that could occur due to employee retirements. The agency relies heavily on a competent and knowledgeable staff and the loss of mastery-level expertise and institutional business knowledge will have a significant impact on agency services. The training and development of current employees is critical to the success of the agency. The agency must continually assess existing staff to determine which employees demonstrate the potential or interest to develop new competencies and assume new or modified positions.

Action Steps

- With input from divisions, reassess annually the critical skills and competencies needed to stay "ahead of the curve" of anticipated need.
- Monitor the level of risk facing the agency regarding the potential loss of knowledge, particularly in areas where loss is likely due to the imminent retirement of employees in key positions, and identify potentially critical knowledge losses.
- Develop recruiting strategies to attract and select for the potential knowledge loss. Through this process, the agency can create a pipeline of qualified candidates prior to the knowledge loss.
- Develop knowledge-transfer strategies to ensure that institutional business knowledge and technical expertise are transferred to less-experienced employees. Promote these strategies, including cross-training, as an agency priority and include accountability measures.
- Enhance and expand the agency's management development program, including task-specific training for new or up-and-coming managers.
- Enhance the existing internship program to create a pipeline of potential employees with appropriate knowledge and skills.
- Encourage employees to pursue professional certification(s) in their areas of employment when feasible and available.
- Expand virtual training and just-in-time training opportunities to enable employees to complete training as needed, remotely if necessary.

OBJECTIVE: ATTRACT AND RETAIN THE RIGHT EMPLOYEES FOR THE JOB

Rationale

Recruitment is the cornerstone of any effort to build a quality workforce. Retaining employees in a competitive market remains a continuing challenge. Retention of state employees requires a partnership between state leadership and state agencies. State leaders must continue to offer competitive salaries and benefits packages. State agencies should take responsibility to recruit quality workers, recognize excellent performance and provide development opportunities. The Comptroller's office will focus on identifying strategies to retain employees and increase overall applicant interest in positions with the agency.

Action Steps

- Identify classification job series with the highest turnover and implement more aggressive retention strategies for these positions.
- Enhance and expand recruiting efforts to portray the Comptroller's office as an employer of choice.
- Improve the Comptroller's marketing materials to better reflect a modern workplace that offers positions and responsibilities similar to those in the private sector.
- Create programs that allow employees seeking new challenges to work on special projects, rotations and/or developmental or "stretch" assignments.
- Assess the impact of flexible work schedules such as telecommuting and alternative work schedules to determine their impact on overall employee satisfaction and retention. Maintain or enhance such programs when applicable and consistent with the agency's overall business objectives.
- Develop a recruiting plan/strategy to minimize possible knowledge gaps with a strong pipeline of new employees.

VI.

SUCCESSION PLANNING PROGRESS

The Comptroller's office has implemented and will continue to put into practice the action steps outlined above. Various divisions have implemented strategies such as opportunities for employees to work on special projects, development projects or "stretch assignments"; staff cross-training with subject-matter experts; structured on-the-job training programs; and recognition programs.

The agency has created an eight-month Leadership Academy program to further develop the skills and enhance the growth of high-potential managers. As part of this program, members are assigned to action-learning project teams to address current agency challenges. These projects culminate in presentations, recommendations and potential solutions such as mentoring opportunities and non-monetary rewards. These items have been identified in the action steps listed above to attract, retain and develop employees. The agency is pursuing creative collaborations such as these to promote innovative approaches to employee engagement and knowledge transfer.

The Comptroller's competency-based performance appraisal system allows for an inventory of position competencies and skill requirements and includes an employee professional development plan. This model integrates the identification of skills and competencies with a roadmap toward meeting agency needs.

Human Resources and Organizational Development staff continues to work in conjunction with the agency's business continuity team to promote effective planning throughout the agency. The agency's objective is to develop a sustainable business continuity program that includes communication planning, with testing, training and exercises, and continuous monitoring and improvement. With these initiatives, the Comptroller's office is taking a renewed approach to business continuity planning.



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