

APPENDIX E

TEXAS STATE BOARD OF PLUMBING EXAMINERS

Workforce Plan

CURRENT WORKFORCE PROFILE

General Information

The Texas State Board of Plumbing Examiners (TSBPE) believes that an employee's performance at work has a direct influence on the agency's overall performance, and can have an effect on the Board's budget. As the State of Texas population increases, demands for state services has also increased. Continued budget restrictions, employee caps, and a possible shortage of trained state workers in future years can lead to an inadequate workforce, causing agencies to take longer to meet public service demands. As agencies struggle to fill positions, current employees are required to take on additional responsibilities. When agencies are not adequately staffed, existing state employees may have to work longer hours that can lead to fatigue and increased error rates, loss of productivity, and possibly low morale.

Workforce Skills Critical to the Mission and Goals of TSBPE: Eighteen (18) of the Board's employees, including the Executive Director, Director of Enforcement, Chief Investigator, Investigators and Examiners, are licensed plumbers. The licensing requirement is critical, in addition to computer and public speaking skills, for these positions. Other administrative skills, common to other agencies, such as state accounting, purchasing, information technology skills, and administrative technical skills, are critical to the support of the agency's mission, goals and strategies.

FUTURE TSBPE WORKFORCE PROFILE (DEMAND ANALYSIS)

Expected Workforce Changes Driven by Factors Such as Changing Mission, Technology, Work, Workloads, and/or Work Processes: The Agency does not expect any change in its mission. However, due to the anticipated growth in the economy and the plumbing industry, the Board expects its workload will increase. Therefore, the Agency will need additional FTEs.

Future Workforce Skills Needed: Future workforce skills critical to the mission and goals of the Agency are expected to remain the same. However, in order to develop new skills related to future needs, additional training is made available as funding allows.

Anticipated Increase or Decrease in the Number of Employees Needed: Because the population of the state is expected to increase and the economy to continue to improve, and based on the current mission of the Agency, additional personnel as described in the agency planned request will be needed.

Critical Functions That Must Be Performed to Achieve the Strategic Plan: Performance of all Agency functions, including issuing and renewing licenses, reviewing criminal backgrounds of applicants with criminal convictions, scheduling, administering and grading a variety of examinations, processing consumer complaints, as well as accounting and human resource functions, is critical to achieving the Agency's strategic plan goals.

Anticipated Surplus or Shortage of Skills: The Agency is concerned that its ability to attract future employees that possess the needed skills may be impaired by the disparity of salaries between state employees and private industry employees.

STRATEGY FOR WORKFORCE DEVELOPMENT

Changes in Organizational Structure: Under the current mission, the Agency does not anticipate any changes in its organizational structure.

Retention Programs: The Agency supports its employees by rewarding merit increases to employees who perform above satisfactory levels, subject to budgetary constraints. Additionally, the Agency continually strives to maintain a work environment that allows for flexibility, without compromising productivity or customer service.

Recruitment Plans: To the fullest extent possible, the Agency will strive to recruit the number of qualified individuals required to carry out the Agency's mission, including qualified veterans and persons of minority, disability and female gender. The Board will utilize a wide range of recruitment sources, including but not limited to statewide minority, disability and female organizations, educational institutions and the Texas Workforce Commission.

Organizational Training, Employee and Career Development: The Agency provides organizational training, including equal employment opportunity, sexual harassment and procedural training. The Agency utilizes cross training between departments, to enhance the knowledge and skill levels of all employees. The Agency provides for the cost or reimbursement of training for its employees, when the training is in the best interest of the Agency. The Agency provides for training and certification of its employees in the areas of investigation, purchaser certification, information resource training, financial operations and supplemental plumbing training and certification.

Leadership Development: Cross training is essential in leadership development for a small Agency. Department managers share their experience and knowledge with staff. The Agency provides leadership training for its department managers, subject to budgetary constraints. The agency encourages team building.

Succession Planning: All of the factors indicated for organizational training: employee, leadership and career development are essential in planning for succession. The ability to properly compensate the most well trained individuals is of the utmost importance when developing those employees that show an interest in succession. Additionally, the Agency also looks for qualified individuals and resources outside of the agency.

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Organizational Chart - Fiscal Year 2016

