SCHEDULE F: AGENCY WORKFORCE PLAN

AGENCY OVERVIEW

The Office of Court Administration (OCA) provides resources and information for the efficient administration of the Judicial Branch of Texas. The agency was created in 1977 and operates under the direction of the Chief Justice of the Supreme Court of Texas.

OCA operates in conjunction with the Texas Judicial Council, which is the policy-making body for the Judicial Branch. The Council was created in 1929 by the 41st Legislature to continuously study and report on the organization and practices of the Texas Judicial system.

OCA provides personnel and resources to support the:

- Texas Judicial Council
- Judicial Committee on Information Technology
- Conference of Regional Judge/State Board of Regional Judges for Title IV-D Account
- Council of Regional Presiding Judges
- Texas Indigent Defense Commission
- Judicial Branch Certification Commission

- Council of Chief Justices
- Judicial Districts Board
- Judicial Compensation Commission
- State Prosecuting Attorney
- State Law Library
- State Commission on Judicial Conduct
- Office of Capital and Forensic Writs

OCA serves as the employing agency (for the purposes of administering salaries, benefits, and the like) for the child support courts and child protection courts programs. The associate judges who hear these cases are appointed by the presiding judges of the administrative judicial regions.

OCA is also tasked with various administrative services including accounting, human resources, and payroll for the State Prosecuting Attorney's office.

In FY2017, OCA was authorized 239.6 FTEs, which included a grant from the Criminal Justice Division that provides a part-time Domestic Violence Training Attorney position.

CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)

CRITICAL WORKFORCE COMPETENCIES

OCA employs staff primarily in six occupational categories: legal, planning/research/statistics, information technology, accounting/finance/auditing, administrative support, and human resources. For each occupational discipline, five broadly-defined competency clusters have been identified that include the critical employee competencies required for OCA to accomplish its mission. The

competency clusters are interdisciplinary and relate to positions within each occupational category. The competency clusters are as follows:

CORE COMPETENCIES	**ADMINISTRATIVE/MANAGERIAL COMPETENCIES**
Analyze Information	Provide leadership
Write effectively	Develop internal policies
Use computer information systems	Design reports
Interpret written information	Identify programmatic issues
Maintain confidentiality	Manage change

PROGRAM PLANNING/EVALUATION COMPETENCIES	**FISCAL MANAGEMENT COMPETENCIES**
Design programs/special projects	Develop department budgets
Research information	Evaluate costs
Implement programs	Monitor for fiscal compliance
Evaluate program effectiveness	Manage contracts
Determine delivery strategies	Develop internal controls
Audit compliance	

PUBLIC RELATIONS/MARKETING COMPETENCIES

Identify stakeholders

Build partnerships

Market services

Assess stakeholder needs
Communication

In FY2017, OCA had 228 employees on the payroll. More than half of OCA's employees are located throughout the state, and the remainder are located at headquarters in Austin. In FY2017, OCA's workforce was 71 percent female and 29 percent male. The average age of OCA employees was 52 years; 83 percent of employees were age 40 and above. **Figure D-1** shows the age distribution of OCA employees.

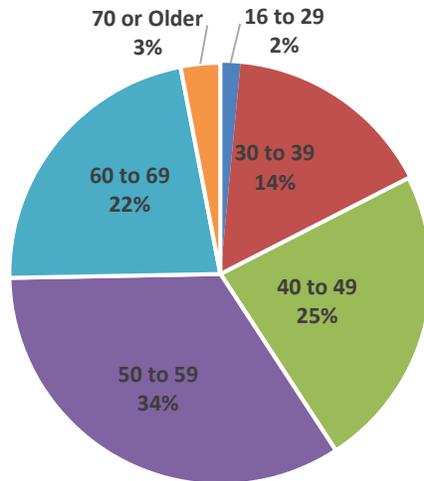## Fig. D-1-Age Distribution of OCA Employees

Figure D-2 provides data on OCA employee tenure. The average length of agency service is approximately 9 years.

Fig. D-2-OCA Tenure
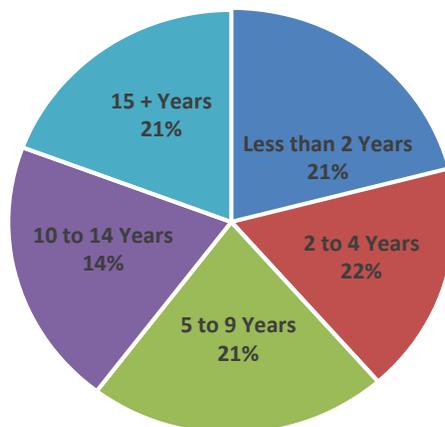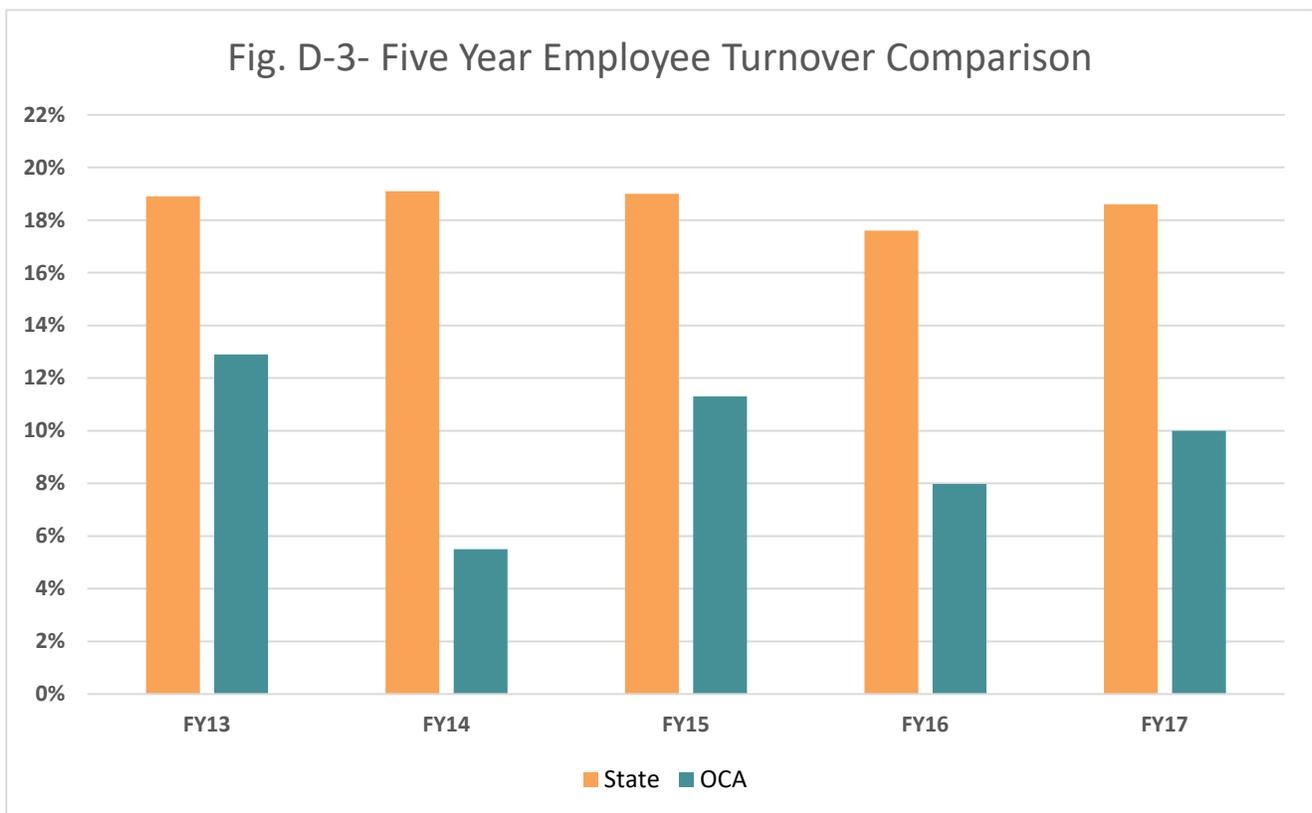## Percentage of Employees

Table D-1 compares OCA's diverse workforce to statewide averages.

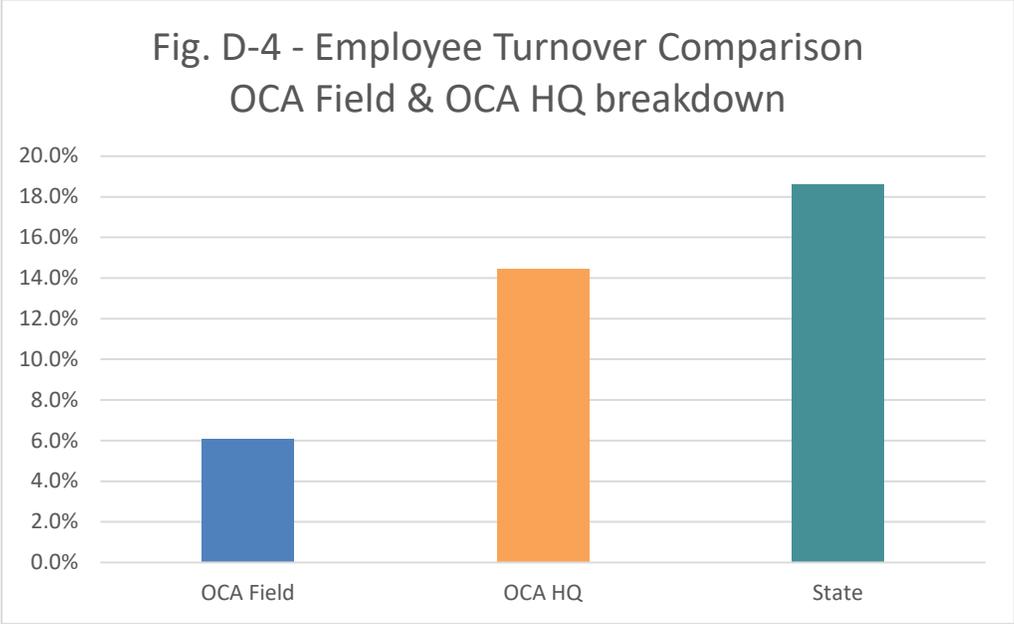| TABLE D-1—OCA WORKFORCE DIVERSITY STATISTICS					
Group	**EEO Code**	**# of State Employees**	**% State Workforce**	**# of OCA Employees**	**% OCA Workforce**
African-Am.	Officials/Administrators	2372	63	0	0
	Admin Support	8397	2	3	1
	Service/Maintenance	3370	1	0	0
	Professionals	19,192	5	21	9
	Para-Professional	7727	2	0	0
	Protective Services	18,190	5	0	0
	Skilled/Craft	904	<1	0	0
	Technicians	7235	2	0	0
	Total African-American	**67,387**		**24**	
Hispanic	Officials/Administrators	3211	1	1	<1
	Admin Support	14,991	4	5	2
	Service/Maintenance	4892	1	0	0
	Professionals	28,144	7	60	26
	Para-Professional	6514	2	0	0
	Protective Services	12,742	3	0	0
	Skilled/Craft	2811	1	0	0
	Technicians	9890	3	3	1
	Total Hispanic	**83,175**		**69**	
Female	Officials/Administrators	11,509	3	3	1
	Admin Support	37,178	10	11	5
	Service/Maintenance	6085	2	0	0
	Professionals	98,083	26	140	61
	Para-Professional	15,356	4	1	<1
	Protective Services	23,888	6	0	0
	Skilled/Craft	811	<1	0	0
	Technicians	23,117	6	5	2
	Total Female	**216,027**		**160**	
Other Races	Officials/Administrators	2809	1	0	0
	Admin Support	3577	1	1	<1
	Service/Maintenance	639	<1	0	0
	Professionals	30,664	8	4	2
	Para-Professional	449	<1	0	0
	Protective Services	1068	<1	0	0
	Skilled/Craft	335	<1	0	0
	Technicians	5974	2	4	2
	Total Other Races	**45,515**		**9**	

The agency's average turnover for FY 2017 was approximately 10 percent, which is below the state average of 18.6 percent for the same period.

Figure D-3 compares OCA's turnover rate with the statewide rate for the last five years. Turnover at OCA during FY 2017 included 22 total separations, of which eight were retirements, five were interagency transfers, six were voluntary resignations, and three were involuntary separations. Of the employees who voluntarily transferred or resigned and completed the State Auditor's Office Exit Survey, most of the employees indicated that the reason for leaving was better pay/benefits.

Fig. D-3- Five Year Employee Turnover Comparison

The turnover rate at OCA remained largely stable at an average rate of 10% from FY 2013 to FY 2017. While the Statewide turnover rate is higher than OCA's, it also remained stable at an average rate of 18% from FY 2013 to FY 2017. With one-third of OCA's current workforce eligible to retire within the next two years and close to one-half are eligible within the next five years, OCA must continue to support knowledge transfer and cross-training of all employees and be able to attract and retain employees with the requisite experience and skill sets needed to continue providing exceptional support to the courts.
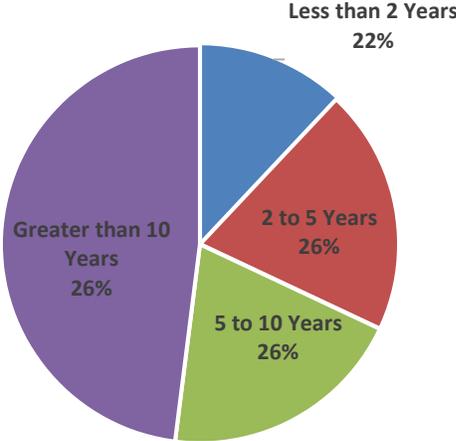
Figure D-4 compares OCA's Austin headquarters turnover to OCA's turnover in other parts of Texas. Agency turnover is higher in the Austin headquarters location than in locations throughout the state.

Fig. D-4 - Employee Turnover Comparison
OCA Field & OCA HQ breakdown

TURNOVER BY LENGTH OF SERVICE

Over half of OCA's employee turnover was from staff with more than 5 years of service with the agency, with almost one-third of the turnover coming from employees with more than 10 years of service.

Fig. D-5 Employee Turnover by Length of Service with OCA

RETIREMENT ELIGIBILITY

The potential loss of employees due to retirement remains a concern. In FY2017, OCA had eight rehired retirees.

As of April 2018, one-third of employees were eligible to retire. Within 5 years, almost half of OCA's workforce will be eligible to retire.

OCA management continues to encourage and support effective training and development programs that capture institutional knowledge and expertise of experienced employees, while creating incentives and challenges for new employees.

FUTURE WORK FORCE PROFILE

DEMAND ANALYSIS

The business functions, activities, and staffing of OCA are subject to the mandates of the Supreme Court, the Legislature, other courts, and judicial councils and boards supported by the agency. Many of these functions and activities require specialized expertise in judicial administration and in various legal and regulatory areas. This is particularly true in Certification, the Children's Courts, Guardianship Compliance, Judicial Information, Information Services, Research and Court Services, and Indigent Defense.

Increases in the population correlate with an increase in services and require continual improvements in efficiency. The rapid pace of technological advancement poses challenges to keep systems up to date and staff skilled in using and maintaining them. Our high retirement-eligible percentage is of concern as we face losing critical skills and experience in our workforce. Compensation continues to be an integral factor in retaining and recruiting skilled employees, especially in a competitive job market. OCA will need to be flexible as we face seen and unforeseen changes in the future work environment.

FUTURE WORKFORCE CHALLENGES AND OPPORTUNITIES

OCA is making every effort to elevate and innovate its processes and practices to continue effectively meeting the needs of the Judiciary and the citizens. This is a daunting task considering OCA was authorized only 239.6 FTEs to serve approximately 13,000 customers within the Judicial Branch, as well as a growing population of over 27 million Texans. OCA will be challenged to retain and recruit qualified employees in a competitive job market without competitive salaries, and increases in the cost of benefits and retirement contributions.

The growing population in the state has resulted in an increase in the number of citizens OCA serves. This trend is evident in the increased volume and diversity of information collected by research and court services personnel, the increased number of certifications processed by certification staff, and additional counties participating in the guardianship compliance program. There is also an increased need within the child support and child protection courts to serve the children of Texas. Increased processing of any service OCA provides also creates a greater need for OCA to maintain the various associated computer programs. In addition to increasing program staff to meet the growing needs of our external customers, OCA must also provide internal services to our employees which includes workspace.

The guardianship compliance program, which started as a pilot program in FY 2016, provides OCA staff to assist courts in monitoring compliance with statutorily-required reporting in cases where individuals' rights and control of personal finances have been given to another individual.

Table D-2 shows OCA's average FTEs by strategy for FY 2016 and FY 2017.

Office of Court Administration - Average FTEs FY 2016 and 2017		
Strategies	**FY 2016**	**FY 2017**
Court Administration	46.4	49
Assistance to Administrative Regions	2	2
Information Technology	30	29.2
Child Support Courts	86	86
Child Protection Courts	43	43
Judicial Branch Certification Commission	8.8	8.8
Texas Indigent Defense Commission	11	11
Totals	**227.2**	**229**

OCA relies on a highly educated, experienced, and technically competent workforce to effectively administer judicial system programs. OCA employees must be able to effectively serve the various needs and demands of the judicial, executive, and legislative branches of state government. The following eight critical competencies and skills play increasingly vital roles across all occupational

categories and job classifications:

- Cultivate and build strategic partnerships
- Design programs and special projects
- Focus on customer service
- Enhance communication with internal and external customers
- Identify programmatic issues
- Market programs and services
- Manage change
- Understand political constraints

GAP ANALYSIS

ANTICIPATED SURPLUS OR SHORTAGE OF WORKERS OR SKILLS

The agency has identified the following issues:

1. OCA anticipates a higher percentage of turnover among employees in key positions as they become eligible for retirement. With almost half of the current workforce eligible within the next five years, knowledge transfer and succession planning is critical to continued operations, as is the ability to attract, hire, and retain employees with the necessary specialized skills.

2. OCA identified critical skills and competency clusters for the various occupational categories utilized in the agency. Generally, current employees meet or exceed the proficiencies required for current and future demands.

GOAL TO ADDRESS WORK FORCE COMPETENCY GAP S

While OCA did not identify specific gaps in current workforce skills and competencies, **Table D-3** identifies the agency's plan for maintaining an efficient workforce.

TABLE D-3—PLAN FOR MAINTAINING AN EFFICIENT WORKFORCE	
GOAL	Continue to develop and retain a technically competent, knowledgeable and diverse workforce.
RATIONALE	Competitive salaries and benefits continue to be critical elements of the agency's ability to recruit and retain an effective workforce. Other incentives include: professional development, cross-training, flexible work hours, and telecommuting.
ACTION PLAN	Continue to communicate with employees about overall agency performance and how their individual contributions make a difference to OCA's ongoing mission to provide resources and information for the efficient administration of the judicial branch.