

**Office of the Texas Secretary of State
Workforce Plan
FY2018**

I. Agency Overview

The Office of the Secretary of State is an agency created by the Texas Constitution. Since its creation, the Agency has been given numerous duties by the actions of the Legislature. The Secretary of State is the chief elections officer of the State, the principal repository of most business related filings, publisher of the Texas Register, and manager of several special purpose appropriations.

The Office is organized into five functional divisions: Executive, Administrative Services, Elections, Information Technology, and Business, Commercial, and Public Filings, which includes the Business Entity Filings, Uniform Commercial Code, and Government Filings sections.

Currently the agency is budgeted for 205 FTEs for FY2018 / 203 FTEs for FY2019 and anticipates no increase over the next five years. The possibility of an increase in FTEs would only occur if the Legislature assigned new duties to the agency.

A. Agency Mission

The mission of the Office of the Secretary of State is to provide a secure and accessible repository for public, business, and commercial records and to receive, compile, and provide information. In addition, our mission is to ensure the proper conduct of elections, to maintain the official statewide list of registered voters, to authorize the creation and registration of business entities, and to publish state government rules and notices. Additionally, we serve as liaison to the Governor on Texas-Mexico border issues. We also serve as Chief International Protocol office for the State. We assist our staff with personal and professional development; promote a diverse workforce and the effective use of resources.

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B. Strategic Goals and Objectives

The Office of the Secretary of State has three main goals:

Goal 1	Provide and Process Information Efficiently; Enforce Laws/Rules
Objective	<ul style="list-style-type: none"> • Process Documents & Provide Accurate & Reliable Information on a Timely Basis • File & Publish Administrative Rules and Agency Public Notices
Strategy	<ul style="list-style-type: none"> • File/Reject Statutory Filings • Publish the Texas Register and Texas Administrative Code
Goal 2	Maintain Uniformity & Integrity of Elections; Oversee Election Process
Objective	Interpret Election Laws/HAVA; Publish Constitutional Amends; Reimburse Election Costs
Strategy	<ul style="list-style-type: none"> • Provide Statewide Elections Administration • Manage Primary Election Funds; Reimburse Voter Registration Postage • Publish and Interpret Constitutional Amendments • Administer the Federal Help America Vote Act (HAVA)
Goal 3	International Protocol
Objective	<ul style="list-style-type: none"> • To provide protocol services; to encourage cooperation between local, state, and federal governments. • Provide protocol services and representation on Border Issues and Mexican Affairs. Encourage cooperation on issues relating to Mexico and the border.
Strategy	<ul style="list-style-type: none"> • To provide protocol services; to represent the Governor and the State of Texas at meetings, events, and conferences with the diplomatic corps, government officials, and business leaders. • To monitor issues relating to Mexico and the border and recommend action. • Work with Mexican federal, state and local officials on issues affecting Texas, Mexico and the border region.

C. Anticipated Changes in Strategies

The Agency is requesting no changes in the strategies for the FY 2020-21 biennium.

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II. Current Workforce Profile (Supply Analysis)

A. Critical Workforce Skills

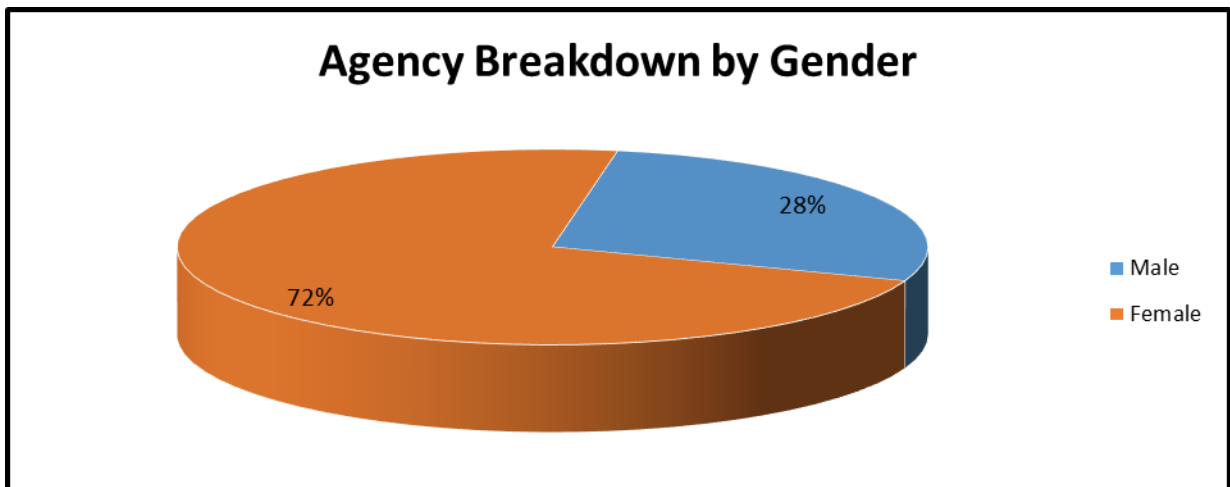
The following workforce skills are critical to the successful operation of the Office of the Secretary of State.

Communication Skills (Listening, Verbal, and Written)	Interpersonal Abilities
Leadership/Management	Teamwork
Analytical/Problem Solving	Flexibility/Adaptability
Managing multiple projects	Customer Service
Development and maintenance of computer systems.	Administrative/Clerical
Personal computer skills	Legal
Administrative management	Document publishing
E-Commerce	Financial management
Database management	Grant management

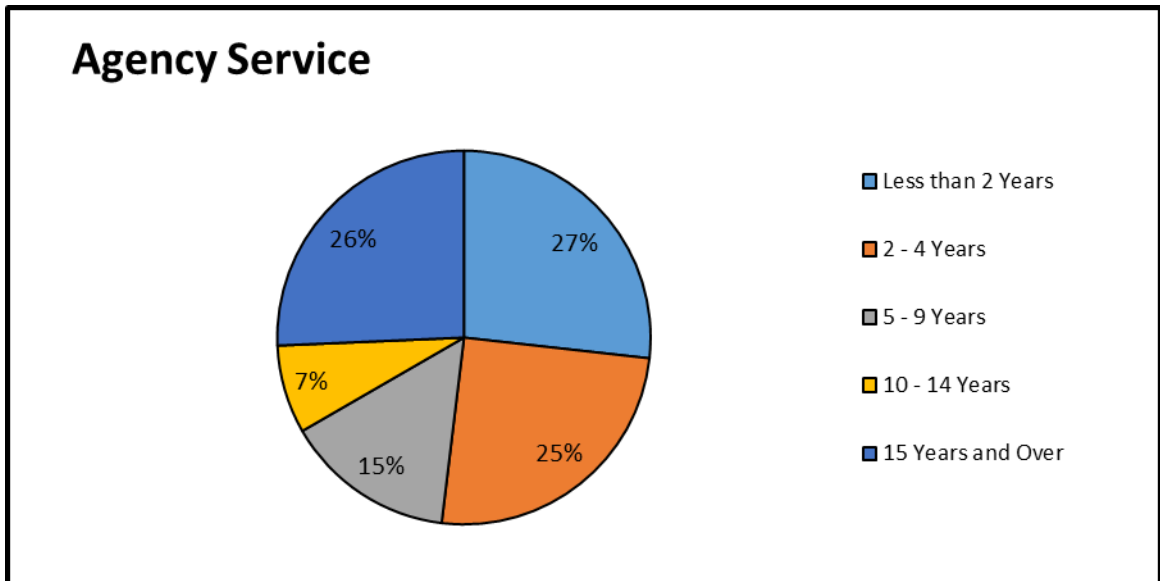
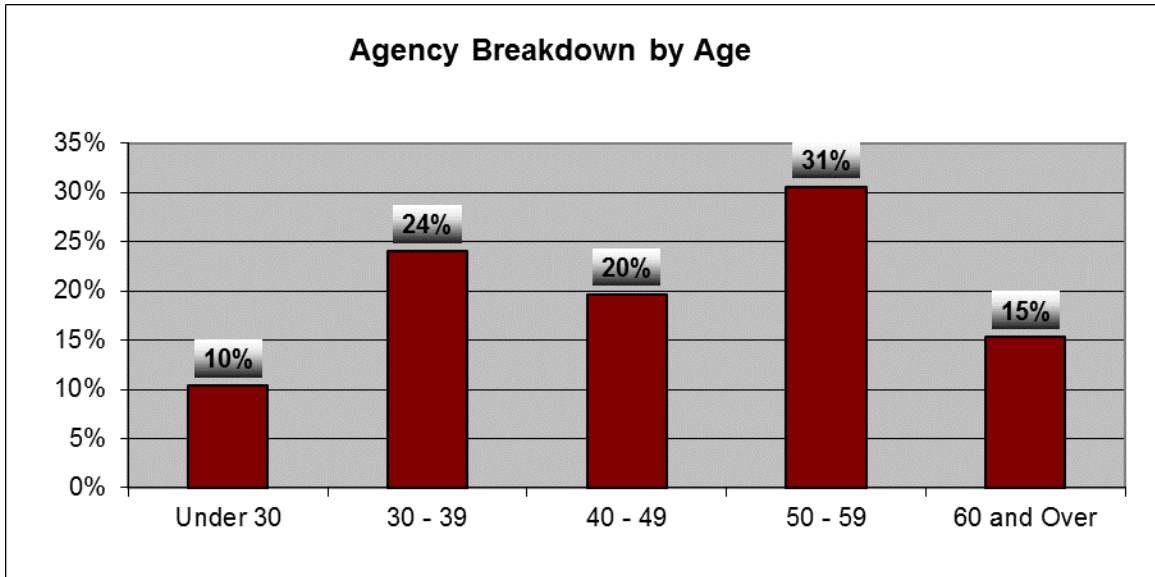
B. Workforce Demographics

The following chart profiles the agency’s workforce as of June 1, 2018, and includes both full-time and part-time employees. The agency’s workforce is comprised of 72 percent females and 28 percent males. 66 percent of our agency workforce is over the age of 40 and 34 percent is under the age of 40.

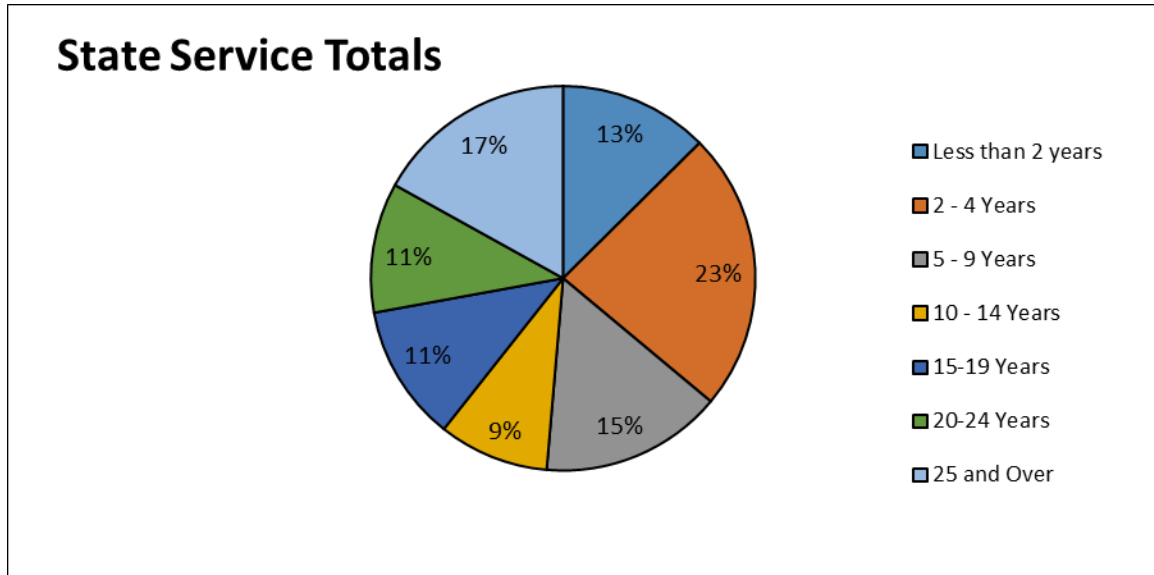
Workforce Breakdown



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The following table compares the percentage of full-time African American, Hispanic, and Female Secretary of State employees (as of June 1, 2018) to the statewide civilian workforce as reported by the Texas Workforce Commission.

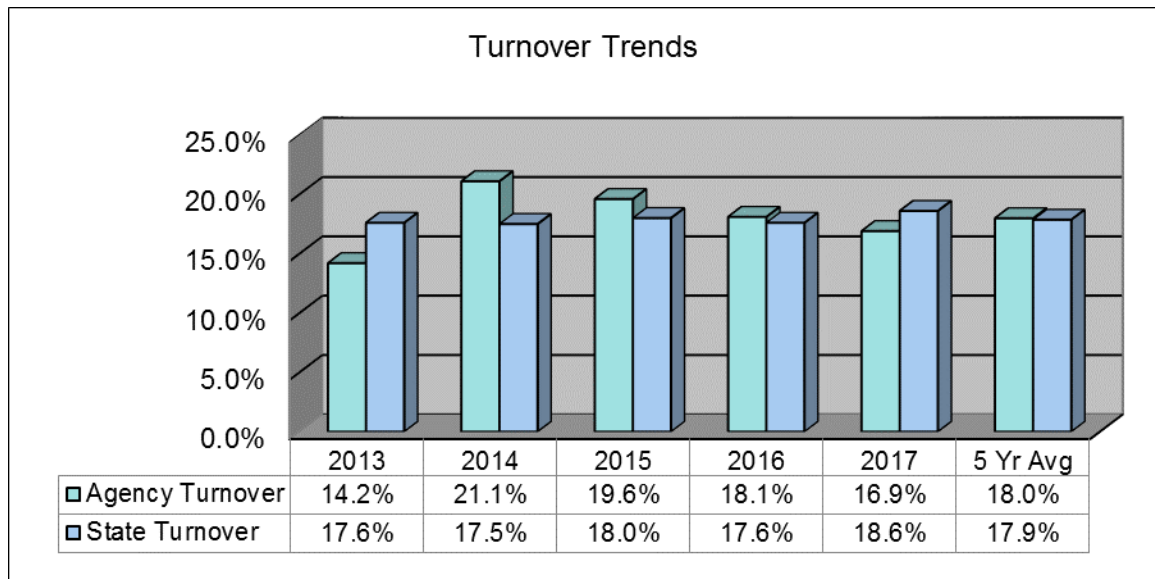
There are several areas of under-represented classes that the Agency should address. Those particular cases are highlighted below.

Job Category	African American		Hispanic American		Females	
	SOS %	State %	SOS %	State %	SOS %	State %
Administrators	11.11	11	33.33	15.38	33.33	53.21
Professional	3.7	10.97	14.81	15.8	62.96	56.23
Technical	12.5	18.44	31.25	25.51	18.75	60.2
Para-Professional	10.53	35.01	44.74	29.69	78.95	70.4
Administrative Support	16.84	18.07	35.79	31.96	86.32	83.44

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Employee Turnover

Over the past five years, the Agency averaged a turnover rate of 18% compared to the statewide average of 17.9%. In FY 2017 the agency was below the state turnover rate by 1.7%. Over the last five years, the agency turnover rate continues to be at or above the state turnover rate (excluding FY2013). The following graph compares the Agency's average turnover to the statewide turnover over the last five years.



D. Retirement Eligibility

Over the next five years retirement will not account for the majority of separations within the agency.

Projected Agency Terminations Projected Agency Retirements

FY18	34	8
FY19	34	8
FY20	34	8
FY21	34	8
FY22	34	8

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III. Future Workforce Profile (Demand Analysis)

Expected Workforce Changes

The Agency will continue to increase use of technology to improve efficiency and deliver better customer services. Higher technical skill levels will be required in managers, information technology staff, and in front line employees. Increasingly, employees will need to be cross-trained in more than one functional area as human resources are shifted to meet performance measures and improve customer service. Given the state budgetary constraints, the agency has not been able to increase staffing or funding even when a workload increase was demonstrated. With these limitations, the agency must increasingly rely on technological advances as a means of meeting customer demands. We expect the demand for services to increase as the population of Texas continues to grow.

Future Workforce Skills Needed

Project management skills will be increasingly important as the life cycle of information systems shortens. Customer service skills are critically important in the information age where our customers expect better, faster, and more accurate information. As the demographics of Texas change, the Agency anticipates the need for more multi-lingual employees in order to serve all our customers.

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

Due to the need for fiscal constraint in the state, the Agency anticipates no overall change in the authorized number of full-time equivalent employees. The Agency will endeavor to manage the anticipated increases in workload by improving efficiencies and allocating human resources to maximize customer service. If we are able to reduce workforce in one area we will cross-train staff that are willing to re-locate to other areas that are in need of help to meet performance measures. It is not anticipated that new programs will be added or existing programs deleted. However, it is expected that technological advances will cause workload to shift with personnel shifts necessary as a result of those shifts.

Critical Functions

The Agency must continue to encourage its customers to become partners. An informed customer base is critical in maximizing the mutual benefits that accrue from an increasingly sophisticated infrastructure. It is no less true that employers must train employees effectively to deal with all customers.

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IV. Gap Analysis

Anticipated Surplus or Shortage of Workers or Skills

The condition of the local economy has a powerful influence over the labor pool available to state government. The agency has tenured employees with a considerable amount of institutional knowledge of agency operations and applicable laws and regulations. The agency's turnover rate has increased over the last five years and is projected to continue at the same rate in the foreseeable future so one would expect that the skill and experience level of the personnel will decrease, and the agency will need to expand its recruitment efforts. The primary challenge affecting the agency's ability to recruit and retain mission critical skills is the low pay afforded state employees. The HR department has noticed that the more specific the job skill requirements are the more difficult recruiting has been. As the Texas economy expands and unemployment rates decrease, we can expect that employees will seek employment in a sector that provides significantly higher pay. If unemployment continues to stay high than the agency will see some employees fearful of making a change and stay with the agency. Some employees have thorough job knowledge and excel in clerical tasks given to them, but lack certain analytical and technical skills. This gap can be narrowed by offering necessary training to existing personnel, as current salaries will not attract applicants with the analytical and technical skills needed. All current job functions will continue to be required.

V. Strategy Development

The Agency plans to reallocate full-time equivalent employees at least once in each biennium. As electronic filing and electronic access to public information expands, employees will be reallocated to maximize the Agency performance outcomes.

To attract and retain qualified employees, the Agency must be funded at a sufficient level that will allow the Agency to fill all 203 FTE positions, increase the salaries of the Agency's underpaid job classifications, and reclassify tenured and experienced professionals and IT staff. The Agency's entry-level paraprofessional staff; namely, Administrative Assistants and Customer Service Representatives, recently were awarded an equity adjustment. Despite the recent equity adjustments, these classification are paid approximately \$2,000.00 less per year than the statewide average annual salary. In the case of the Agency's professional staff, specifically, the Agency's Attorney series, experienced attorneys in the Business and Public Filings Division and the Elections Division are overdue for a reclassification and an increase in salary. Of the Agency's 10 attorneys in the Attorney Classification, seven remain classified as an Attorney II. Five of the seven attorneys have three or more years of experience and are subject matter experts in their division. Current funding and budgetary constraints make regular reclassifications of key personnel a challenge. Reclassifications and adjustments to salary are needed to remain in parity with other state agencies seeking experienced staff to perform similar work. Additionally, the median annual salary of a Programmer IV position is \$62,400.00. This salary is below the midpoint of the B23 salary schedule, and is significantly less than the statewide average for this classification. To remain competitive with other state agencies and with the private sector, an adjustment to salaries for the positions listed above must be made if

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the Agency is to attract qualified applicants for these positions. Further, if we are to retain current staff, we must make adjustments to the current salaries paid to qualified employees.

When the agency is faced with budget constraints we need to consider nonfinancial factors for influencing employee motivation and engagement. The Agency will continue to utilize all authorized compensation and retention programs, such as performance rewards, one-time merit salary awards, and return to work programs, to the extent of available funding. Employee training will be a high priority in the workforce transition required to meet future challenges. The Agency currently pays for certifications or licenses that are directly related to the individual employee's business function in the agency. Flex scheduling is currently available in the agency by allowing employees to stagger their work hours. In the upcoming fiscal year, the Agency will study the possibility of implementing telecommuting programs and/or compressed work weeks for eligible personnel.

Although the agency does not have a formally designated succession-planning program, the Agency utilizes a variety of practices and procedures that collectively contributes to the continuity of competent personnel in critical positions. The Agency recognizes and retains potential future leaders through pay raises and promotions, training opportunities, mentoring, and job assignments. This program is designed to ensure continuity in key or critical positions and identify individuals with the potential to assume new roles and higher levels of responsibility. It creates opportunities for professional growth through voluntary mentoring and tailored training, and retains critical program knowledge and information.