

# **Appendix D**

## **Agency Workforce Plan**

## Office of Public Utility Counsel's Workforce Plan

The Office of Public Utility Counsel's (OPUC's) goal is to provide an exceptional work environment for our employees by providing a safe and productive office, developing technical expertise, recruiting skilled employees, and promoting collegiality, responsibility, efficiency, and effectiveness. OPUC expects challenges in the next five years in hiring qualified candidates with the necessary level of education and expertise and in retaining an experienced workforce in which 40% of the employees are either eligible to retire or have already retired and returned to work.

### I. Current Workforce Profile

#### A. Critical Workforce Skills

1. Management

- Performance Management
- Planning
- Training
- Mentoring

2. Technical Expertise

- Background in Math, Engineering, Economics, Accounting, Finance or related degree
- Knowledge of principals of economic regulation
- Familiarity with applicable state and federal laws and rules
- Policy development

3. Legal

- Interpret state and federal rules and regulations
- Analyze and draft administrative rules
- Ability to apply the law to technical issues
- Litigation expertise
- Negotiation skills
- Knowledge of appellate procedures

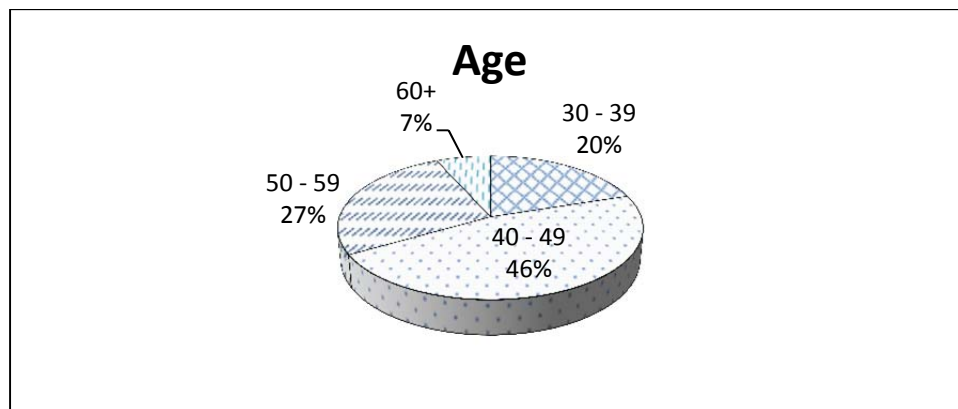
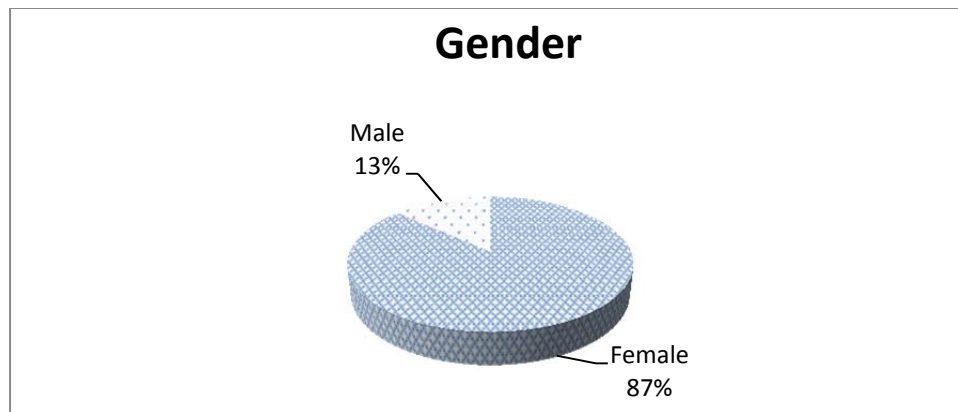
4. External Relations

Verbal and written communication skills  
Knowledge and experience with Media  
Legislative and Regulatory analysis  
Interpersonal Skills

**B. Workforce Demographics as of June 1, 2018**

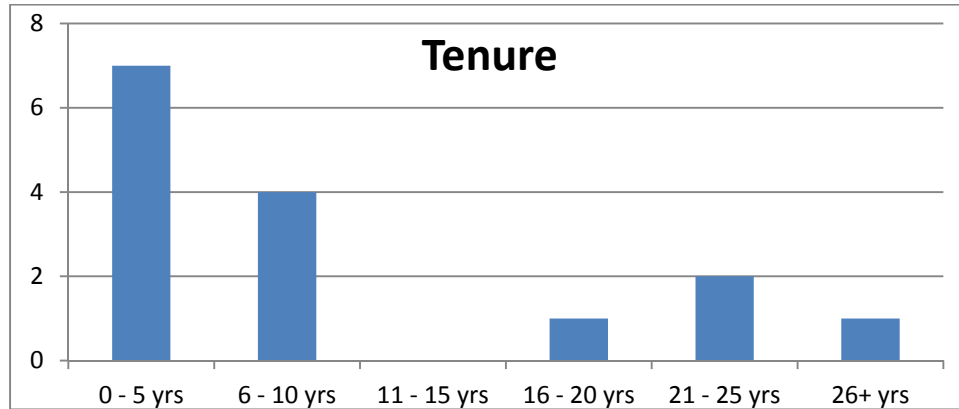
1. Gender and Age

OPUC has a total of 15 full-time equivalents (FTEs). Of those 15 employees, 13 are female (87%) and two are male (13%). The average age of OPUC employees is 46, with 80% of employees over the age of 40.



2. Tenure

Of OPUC staff, seven employees (46%) have less than five years' experience with the Office while four employees (27%) have more than 15 years' experience. The employees that have less than five years' experience will require additional training to develop critical agency knowledge. It can be expensive for the agency to train employees only to then have them leave. OPUC may also face a lack of institutional knowledge if the employees with significant knowledge leave the agency.



3. Workforce by Job Category

The main job categories of OPUC employees are Administrative, Professional, and Administrative Support. The Professional category totals more than 73% of the agency's employees. Because OPUC's mission is to provide legal and technical services to residential and small commercial consumers, the Office requires a highly educated and credentialed workforce.

4. Diversity

OPUC strives to recruit and retain a qualified, diverse workforce. OPUC's current workforce is summarized in the tables below by occupational category, race/ethnicity, and gender. Percentage goals represent the State Civilian Workforce, as reported by the Civil Rights Division (CRD) of the Texas Workforce Commission in the EEO/Minority Hiring Practices Report for FYs 2015-2016. The CRD analyzed the workforce using an 80% benchmark from the EEOC Uniform Guidelines on Employee Selection to determine utilization within each occupational category.

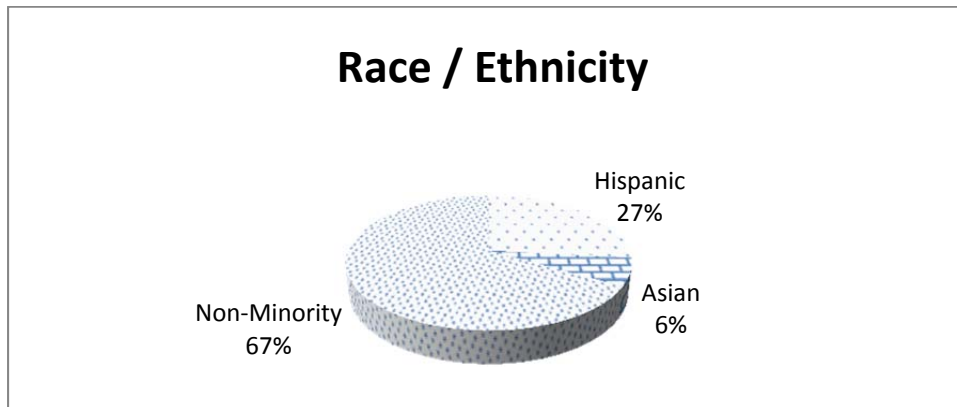
When using the EEOC Uniform Guidelines and applying the 80% benchmark, the agency exceeded the percentage goals for Hispanic employees in the Professional and Administrative Support occupations. The agency also exceeded the percentage goal for female employees in the Administrative, Professional, and Administrative Support occupations.

**Racial /Ethnic – Occupational Diversity**

Job Categories	Total Employee	Caucasian American		African American		Goal	80% Benchmark	Hispanic American		Goal	80% Benchmark	Asian	
Administrative	2	2	100%	0	0%	7.40%	5.92%	0	0%	22.10%	17.68%	0	0%
Administrative Support	2	0	0%	0	0%	14.80%	11.84%	2	100%	34.80%	27.84%	0	0%
Professional	11	8	73%	0	0%	10.40%	8.32%	2	18%	19.30%	15.44%	1	9%

**Gender – Occupational Diversity**

Job Categories	Total Per Category	Male		Female		Goal	80% Benchmark
Administrative	2	0	0%	2	100%	37.40%	29.92%
Administrative Support	2	0	0%	2	100%	72.10%	57.68%
Professional	11	2	18%	9	82%	55.30%	44.24%



**C. Employee Turnover**

OPUC recognizes that turnover is an important issue to any agency and has even more significance in a smaller organization. OPUC’s turnover rate has varied over the last five years with a low of zero percent and a high of 28% with an average over those five years of 13%. However, over the past 10 years OPUC’s average turnover rate was below the State average turnover rate for that same period.

The main driver affecting OPUC’s turnover is employees’ ability to find more lucrative employment either in a larger state agency or in private industry. OPUC employees are attracted to larger state agencies due to higher pay and more opportunities for advancement. Further, private industry opportunities offer even greater potential for increases in pay and career advancement and are still available to employees despite OPUC’s post-employment restrictions.

In fiscal year 2017, the agency had a 6% turnover rate which is a 22% decrease from fiscal year 2016 and a 5% decrease from fiscal year 2015. The decrease in turnover at the agency has led to a more stable workforce.

<b>Employee Turnover</b>					
<b>Fiscal Year</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>OPUC*</b>	0%	21%	11%	28%	6%
<b>All Agencies*</b>	19%	19%	19%	21%	32%

\* Information obtained from the State Auditor’s Office E-Class System

**D. Retirement Eligibility and Projected Attrition**

OPUC did not have any employees retire in fiscal year 2017. However, during fiscal years 2019-2023, four employees may become eligible to retire from state service. Further, OPUC currently has two employees who have already retired and returned to state service. Turnover due to retirement can be challenging for an agency when a significant number of employees leave that have expertise and institutional knowledge which cannot be replaced.

## **II. Demand Analysis**

OPUC will continue to need a highly educated workforce. The challenge for the agency is to maintain and recruit highly educated and specialized employees in the electric, telecommunications, water and wastewater industries. As the national unemployment rate decreases, the ability to attract the high level of skill necessary for employees becomes more difficult. In fact, OPUC is already experiencing lower than optimum staffing levels due to an inability to find qualified candidates. OPUC does not expect a decrease in the need for employees over the next five years unless OPUC's statutory duties are changed.

## **III. Gap Analysis**

OPUC is currently experiencing a shortage of qualified candidates for both our attorney positions and technical experts. The agency is limited in the agency's ability to attract qualified candidates due to lower salaries than are offered for the same type of position in the private sector. If the agency continues to have difficulty attracting the highly educated and skilled workforce necessary, the agency could experience a future shortage of employees. The agency does not currently have any excess staffing and does not anticipate excess staffing will occur in the next five years.

## **IV. Strategy Development**

OPUC has developed workforce goals to address future workforce demands.

Goal 1: Recruit and retain qualified and experienced professionals.

Action Steps:

- Seek opportunities to partner with universities and technical educational institutions to recruit qualified employees.
- Continue to utilize Work in Texas and minority programs to recruit qualified employees.
- Increase employee career planning assistance through training programs and professional development programs.
- Award merit increases, where appropriate, on a regular basis.

Goal 2: Develop a formal agency succession plan.

Action Steps:

- Invest in leadership development of professional staff.
- Identify training programs that focus on developing critical skills.
- Identify staff that have leadership capability and provide opportunities for professional growth.

## V. Conclusion

During the next five years, OPUC must work diligently to attract and retain qualified candidates. While OPUC should not experience a sharp increase in its turnover rate, there is always the possibility of more employees leaving than expected and OPUC must ensure procedures are in place to address unexpected turnover.