

Schedule F: Agency Workforce Plan and the Texas Workforce System Strategic Plan

Overview

A. Agency Mission

The mission of the Texas Board of Chiropractic Examiners is to execute the statutory authority of the Texas Chiropractic Act (Texas Occupations Code, chapter 201) to ensure the health, safety and welfare of the people of Texas by licensing skilled professionals and enforcing standards of practice.

B. Agency Strategic Goals and Objectives

Goal A: To ensure public protection

Objective A.1: Ensure all chiropractors meet minimum licensing standards

Objective A.2: Ensure chiropractors comply with established law

C. Core Business Functions

The Texas Board of Chiropractic Examiners licenses Doctors of Chiropractic (DCs). The Board also investigates alleged violations of the Chiropractic Act and the Board's rules.

D. Anticipated Changes to the Mission, Goals and Strategies Over Next Five Years

The TBCE does not anticipate any changes within the mission and goals over the next five years. The agency will reevaluate goals and strategies each year.

Current Workforce Profile

A. Critical Workforce Skills

The Board of Chiropractic Examiners is a small state agency with an authorized workforce of thirteen (13) full time equivalent employees. Because of the agency's small size it is important that each employee have good general office skills and also have additional specific knowledge and skills related to his or her particular area of responsibility.

Some essential skills are listed below:

1. Knowledge of applicable statutes and rules.
2. Knowledge of state accounting and purchasing rules and procedures.
3. Knowledge of their specific area such as initial licensing, license renewals, complaint processing, investigative techniques, open records requests, the Administrative Procedures Act, and working with the State Office of Administrative Hearings (SOAH).
4. Commitment to customer service.
5. Willingness to cross train and develop skills to back-up fellow employees.
6. Skill in working with agency computer software and databases.

7. Willingness to acquire new skills as needs develop in the agency.
8. Good communication skills.
9. Skill in analyzing and solving problems.
10. Ability to produce large volumes of accurate work under time pressure.

B. Workforce Demographics

The following table presents a profile of the agency's workforce as of May 2018.

Agency Employees By Gender	Hispanic	African American	White	Total
Female	1	0	4	5
Male	0	1	4	5
Total	1	1	8	10

C. Employee Turnover

For the next five years, turnover is expected to be driven primarily by employees who leave because they find better opportunities and higher pay or retire.

D. Retirement Eligibility

Two employees are eligible to retire in the next two years.

Future Workforce Profile

These are the changes the TBCE anticipates in its workforce within the few years.

A. Critical Functions

Budget reductions may cause the agency to reduce its FTEs during the 2019 -2020 biennium. It is expected that any necessary staff reductions will be temporary and will be restored when the state's fiscal condition improves. No other changes in the critical functions to be performed by staff are expected.

B. Expected Workforce Changes

TBCE's workload has increased due to increased numbers of new licensees, as well as an increase in the complexity of enforcement cases and hearings. Advances in technology will continue to impact the agency by requiring that employees be able to function proficiently in a business environment that is dependent upon electronic data and documents. The agency expects the average age of its workers to continue to increase over the next five years.

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

The agency was forced to reduce the number of FTEs by one employee during the 2018-2019 biennium due to 5%-10% budget reduction during the appropriations process and to statute changes related to sunset. The agency does not expect to add any employees during the 2019-2020, except to replace any FTEs lost to turnover or statutory changes.

Additional increased demands on the workforce will be met by changes in operations and better use of technology.

D. Additional Critical Competencies

The agency relies on competent and knowledgeable staff to fulfill its obligation to protect the public. In addition to the critical competencies listed earlier, these additional attributes are essential for future positions:

1. Ability to set goals,
2. Ability to be self-directed, and
3. Ability to take ownership of responsibilities within agency guidelines.

Gap Analysis

A. Anticipated Surplus or Shortage of Workers or Skills

Like most other small state agencies, retention of staff is frequently a challenge due to high workloads and lack of funding to provide competitive salaries.

TBCE employees continue to need training in critical and future workforce skills. There is a small deficit in change management, process re-engineering and problem-solving skills. Ongoing internal training will address these issues. Technology skills are also lacking in some employees, but skills are adequate for performance.

B. Strategy Development

In order to address some of the deficits between the current workforce and future demands, the agency has developed several goals for the current workforce plan. These are based on a range of factors identified through analyzing the agency and its workforce. The agency's workforce development plan can be grouped into two key areas.

1. Continue to develop skills of current employees.

Goal: Provide in-agency and off-site training for current employees.

Rationale: The training and development of current employees is critical to the success of the agency. It must analyze existing staff to determine which employees demonstrate the potential to develop new competencies and match the correct employee with the proper training best suited to develop his or her skills.

Action Steps:

- Identify new skill sets required as a result of program changes or technological advancements.
- Conduct assessment of the level of risk facing the agency regarding the potential loss of knowledge particularly in areas where there is a high turnover rate.
- Develop strategies to ensure that institutional knowledge is retained by promoting cross- training as an agency value.

2. The agency has some difficulty in attracting and retaining skilled employees.

Goal: Become an employer of choice.

Rationale: Finding and developing a workforce is just the beginning. If the agency is to recruit and retain the right workers in the right jobs at the right time, it must recognize that there is a competitive market for good workers and take appropriate actions. The agency will focus on rewarding good performance, providing a structured approach to staff development, creating a culture that supports innovation and excellence, and compensating staff fairly to the extent possible within the agency's budget.

Action Steps:

- Develop and implement plan to pay employees appropriately within the agency's budget limitations.
- Create a positive work environment in which employees know that they are appreciated and are empowered to do their jobs.
- Create opportunities that allow employees who are seeking new challenges to work on special projects or develop skills in new areas.
- Seek out state training opportunities for employees that are free to allow employees to continue to develop their skills.

