

**FISCAL YEAR 2019-2023 WORKFORCE PLAN**

Human resources investments are crucial to the continued efficiency and effectiveness of agency operations. In Texas government, as in the private sector, we must pay adequate wages if we expect to attract and retain quality employees. Our employees are our most valuable resource and Texas cannot afford to have less than the best. In addition to the initial investment of hiring qualified staff, the meeting of each employee's ongoing profession development and training needs is also crucial to the success of agency operations.

Human resource investments, such as provision of the up-to-date technology and ongoing training for agency staff, help position the agency as public and private sector employers compete for the same work force pool. The agency has a distinct advantage in that it has a highly educated and qualified staff who carry out their responsibilities in an efficient and effective, customer-service oriented manner. This proactive, progressive work environment, along with the general reputation of the agency, has definitely been an asset when recruiting staff. However, the fact that state salaries are not competitive with those in the private sector continues to hinder recruiting of qualified staff.

**I. Current Workforce Profile*****A. Critical Workforce Skills***

There are several critical skills and knowledge areas that are important to the agency's ability to operate. Without these skills and knowledge areas, the TSBP could not provide basic business functions. They are as follows:

- extensive knowledge of healthcare systems and the practice of pharmacy and drug distribution, including legal and regulatory requirements;
- extensive knowledge of state administrative rules and regulations, including the management of human resources, budgetary, and appropriations process;
- extensive knowledge of information resource systems, including web-based applications;
- thorough knowledge of the Texas Administrative Procedures Act, rules of evidence, and other administrative and criminal laws and procedures;
- thorough knowledge of investigative procedures; and
- strong interpersonal skills and customer service.

Additionally, a license to practice pharmacy by the TSBP is a critical requirement for many of the agency's positions, including the Executive Director/Secretary.

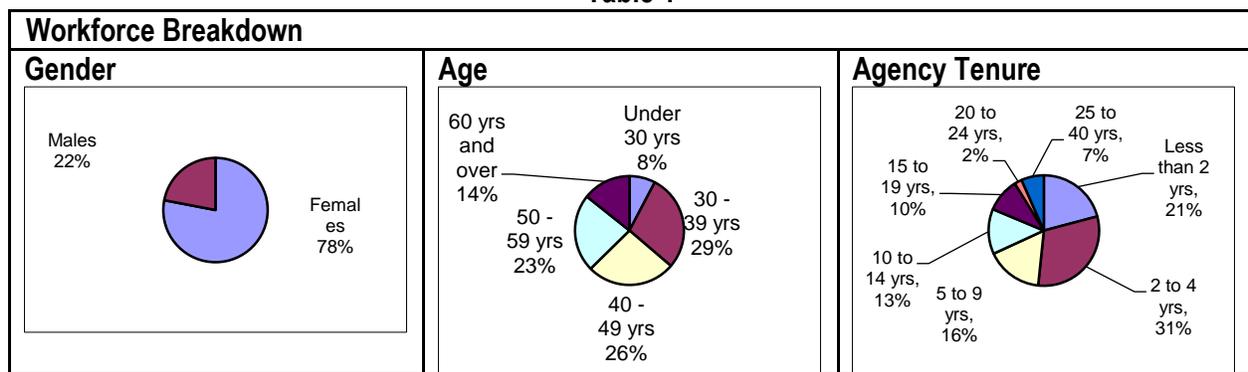
---

**B. Workforce Demographics**

At the end of FY2017, the TSBP workforce is comprised of 22% males and 78% females. On average, employees at the agency were 49.6 years of age and had 9.2 years of agency length of service. Of the agency's employees, 63% are over the age of 40 and 52% of employees has less than five year's agency service

These percentages are high enough to warrant strong training programs to ensure our employees are able to assume key positions in the event of unexpected turnover.

**Table 1**



The agency's overall workforce profile, as shown in **Table 2**, indicates that the agency needs to increase its efforts to recruit and retain qualified minority applicants at all levels of job categories.

**Table 2\***

	WHITE		BLACK		HISPANIC		OTHER		TOTAL		GRAND TOTAL
	M	F	M	F	M	F	M	F	M	F	
Administrators	0	5	1	0	0	0	0	0	1	5	6
Professional	6	15	0	3	2	1	0	1	8	20	28
Para-Prof	9	18	0	2	2	11	0	0	11	31	42
Admin Support	0	5	1	2	0	7	0	0	1	14	15
<b>TOTALS</b>	<b>15</b>	<b>43</b>	<b>2</b>	<b>7</b>	<b>4</b>	<b>19</b>	<b>0</b>	<b>1</b>	<b>21</b>	<b>70</b>	<b>91</b>

Data reflects actual staff as of 8/31/17.

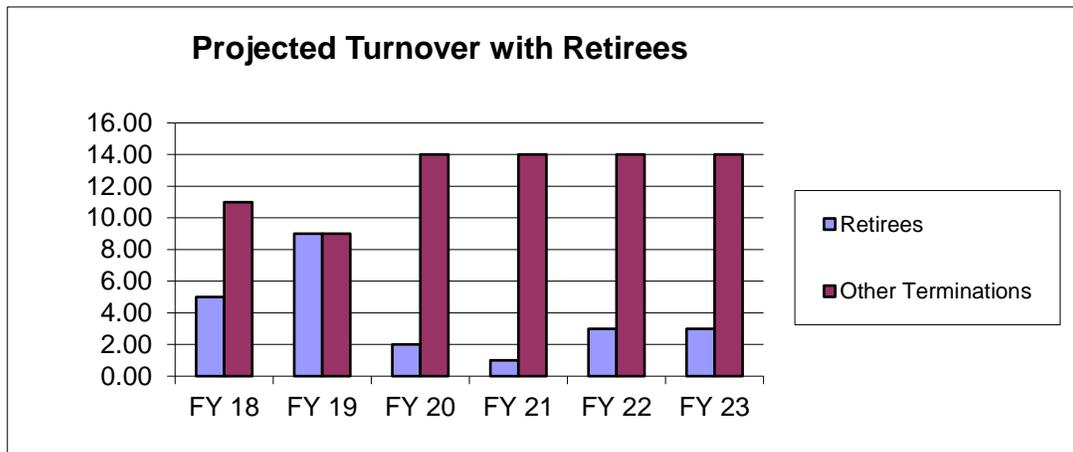
**C. Employee Turnover**

Agency employee turnover increased from 9.8% in FY2015 to 13.2% in FY2016 and slightly decreased to 12.9% in FY2017, the majority citing “better pay/benefits” as the reason for leaving the agency. In FY2017, this turnover rate

compares to the overall state of Texas turnover rate of 18.6%.

***D. Retirement Eligibility***

It is estimated that between fiscal years 2018 and 2022, 21.2% of the agency's workforce will be eligible to retire.



**II. Future Workforce Profile**

One key factor that continues to affect the ability of the agency to serve and protect the public interest is the increased demand for agency services in every area of its operation. Dramatic increases in the demand for licensing, enforcement, and information services are well documented throughout the *Strategic Plan* and in the agency's budget requests. This continued increase in demand for services, together with the increase in the complex nature of modern health and pharmaceutical care, continues to tax the agency's ability to respond to future challenges.

In addition, according to the Office of the State Auditor's (SAO) Annual Report on Classified Employee Turnover for Fiscal Year 2017, the statewide turnover rate was 18.6 percent which was the highest turnover rate of the past five fiscal years and was an increase from the fiscal year 2016 statewide turnover rate of 17.6 percent. The SAO further reported that the top 3 reasons employees reported in exit surveys for voluntarily leaving employment at their state agencies during fiscal year 2017 were:

- Retirement.
- Better pay/benefits.
- Poor working conditions/environment.

The TSBP results from the Survey of Organizational Excellence also reported the top

two areas of concern among employees of the agency were Pay and Benefits. Inadequate funding for the agency by the legislature for salary increases for all employees, results in the agency not able to offer salaries that are competitive to those paid in the private sector.

**III. Gap Analysis**

After analyzing the workforce information, TSBP has determined there are two primary gaps between the agency’s workforce supply and demand that must be addressed.

- Key positions in management, including the Executive Director/Secretary position, are not being targeted for succession planning.
- Historically, TSBP has not been able to attract and retain qualified pharmacists due to the inadequate funding of the agency by the legislature that results in the agency not able to offer salaries that are competitive to those paid in the private sector.

**IV. STRATEGY DEVELOPMENT**

<b>GAP</b>	<b><i>LACK OF SUCCESSION PLANNING FOR THE EXECUTIVE DIRECTOR/SECRETARY AND KEY MANAGEMENT STAFF</i></b>
<b>Goal</b>	Develop a competent, well-trained workforce.
<b>Rationale</b>	The training and development of current employees is critical to the success of the agency. TSBP should continue analyzing existing staff to determine which employees demonstrate the potential or interest to develop new competencies and assume new or modified positions.
<b>Action Steps</b>	<ul style="list-style-type: none"> <li>• Expand training programs to include programs such as effective leadership and contemporary management training skills, effective project management, and assessing and managing risks.</li> <li>• Conduct an assessment of the level of risk facing the agency regarding the potential loss of knowledge particularly in areas where loss is likely due to the imminent loss of key employees.</li> </ul>
<b>GAP</b>	<b><i>TSBP CANNOT ATTRACT AND RETAIN QUALIFIED PHARMACISTS</i></b>
<b>Goal</b>	Become an employer of choice.

<b>Rationale</b>	If the agency is to recruit and retain qualified pharmacists, TSBP must take affirmative actions with the legislature to increase agency appropriations to secure qualified pharmacists. TSBP will also continue to re-examine its organizational structure and requirements to see if other job classifications could meet the needs of these positions.
<b>Action Step</b>	Request additional appropriations to enhance employee compensation, especially in the recruitment and retention of pharmacists.