

APPENDIX F

Texas State Board of Plumbing Examiners Workforce Plan

General Information: The Texas State Board of Plumbing Examiners (TSBPE) believes that an employee's performance at work has a direct influence on TSBPE's overall performance, and can have an effect on the Agency's budget. As the State of Texas population continues to increase (estimated to be 29.4 million in May 2020), demands for State services have also increased. Currently TSBPE maintains more than 98,000 licenses, registrations and endorsements within 18 license and registration types.

Budget restrictions, employee caps, hiring freezes and a possible shortage of trained State workers in future years can lead to an inadequate workforce, causing agencies to take longer to meet public service demands. As agencies struggle to fill positions, current employees are required to take on additional responsibilities. When agencies are not adequately staffed, existing State employees may have to work longer hours that can lead to fatigue and increased error rates, loss of productivity, and possibly low morale.

Workforce Skills Critical to the Mission and Goals of TSBPE: Fifteen (15) of the Agency's employees, including the Executive Director, Director of Enforcement, Chief Examiner, and all Investigators and Examiners are licensed plumbers. The licensing requirement is critical, in addition to computer and public speaking and communication skills, for these positions. Other administrative skills, common to other agencies, such as State accounting, purchasing, information technology skills, and administrative technical skills, are critical to the support of the agency's mission, goals and strategies.

FUTURE TSBPE WORKFORCE PROFILE (DEMAND ANALYSIS)

Expected Workforce Changes Driven by Factors Such as Changing Mission, Technology, Work, Workloads, and/or Work Processes: The Board does not expect any major changes in its mission. However, due to the continued growth in the Texas economy and the plumbing industry, the Agency expects its workload will continue to increase and will need additional FTEs to carry out its mission and duties.

Future Workforce Skills Needed: Future workforce skills critical to the mission and goals of the TSBPE are expected to remain about the same. However, in order to develop new skills related to future needs, additional training is made available as funding allows.

Anticipated Increase in the Number of Employees Needed: Because the population of the state is expected to increase and the economy continues to expand, and based on the current mission of the TSBPE, additional personnel as described in the Agency planned request will be needed.

Critical Functions That Must Be Performed to Achieve the Strategic Plan: Performance of all TSBPE functions, including issuing and renewing licenses, reviewing criminal backgrounds of applicants with criminal convictions, scheduling, administering and grading a variety of examinations, processing consumer complaints, as well as accounting and human resource functions, is critical to achieving the TSBPE's strategic plan goals.

Anticipated Surplus or Shortage of Skills: The TSBPE is concerned that its ability to attract future employees that possess the needed skills may be impaired by the disparity of salaries between state employees and private industry employees.

STRATEGY FOR WORKFORCE DEVELOPMENT

Changes in Organizational Structure: Under the current mission, the TSBPE does not anticipate any changes in its organizational structure.

Retention Programs: TSBPE supports its employees by rewarding merit increases to employees who perform above satisfactory levels, subject to budgetary constraints. Additionally, we continually strive to maintain a work environment that allows for flexibility, without compromising productivity or customer service.

Recruitment Plans: To the fullest extent possible, TSBPE will strive to recruit the number of qualified individuals required to carry out the Agency's mission, including qualified veterans and persons of minority, disability and female gender. TSBPE will utilize a wide range of recruitment sources, including but not limited to statewide minority, disability and female organizations, educational institutions and the Texas Workforce Commission.

Organizational Training, Employee and Career Development: The Agency provides organizational training, including equal employment opportunity, sexual harassment and procedural training. TSBPE utilizes cross-training between departments, to enhance the knowledge and skill levels of all employees. TSBPE provides for the cost or reimbursement of training for its employees, when the training is in the best interest of the Agency. TSBPE provides for training and certification of its employees in the areas of investigation, purchaser certification, information resource training, financial operations and supplemental plumbing training and certification.

Leadership Development: Cross-training is essential in leadership development for a small agency. Department managers share their experience and knowledge with staff. TSBPE provides leadership training for its department managers, subject to budgetary constraints. The Agency encourages team building.

Succession Planning: All of the factors indicated for organizational training: employee, leadership and career development are essential in planning for succession. The ability to properly compensate the most well trained individuals is of the utmost importance when developing those employees that show an interest in succession. Additionally, TSBPE also looks for qualified individuals and resources outside of the Agency.

Workforce Demographics: Effective with fiscal year 2020, TSBPE was granted one (1) new strategy for Consumer Education and Public Awareness, which included three (3) new full-time equivalent (FTE) positions. TSBPE was also granted four (4) additional FTEs: one in the Examination strategy, one in the Licensing strategy, one in the Enforcement strategy, and one in the Indirect Administration (Accounting) strategy. These additional FTEs were needed for the new strategy and to manage an ever-increasing licensee population.

During fiscal years 2016 through 2019, TSBPE experienced a significant number of retirements and agency transfers. Budget and employee cuts directly affect the TSBPE’s ability to retain qualified staff.

Agency Turnover: Provided below is a chart reflecting TSBPE's turnover rate since fiscal year 2015. When retirements and transfers to other State agencies are removed from the equation, the Agency's turnover rate remains relatively low (usually 1 to 2 persons per year). TSBPE's turnover rate remains relatively low due to leadership and the dedication employees have towards the mission to protect the health and safety of Texas citizens.

Agency Turnover Rates *

FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020 (to date)
3.6%	21.8%	18.0%	11.9%	7.7%	2.6%
2 FTEs	8 FTEs	6 FTEs	7 FTEs	5 FTEs	1 FTE
includes 1 retirement & 1 transfer to another State Agency	Includes 2 retirements & 2 transfers to another State agency	includes 3 retirements & 1 transfer to another State agency	includes 2 retirements & 4 transfers to another State agency	includes 3 transfers to another State agency	includes 1 retirement

* Turnover percentage rates provided above are taken from the Texas State Auditor's Office Workforce Summaries, which do not include transfers to other State agencies.

A retirement analysis of TSBPE reveals that fourteen (14) employees are eligible to retire within the next five years, or 43.8%. Eleven (11) of those employees are eligible to retire within the next two years, or 34.4%. Workforce planning allows agencies to address issues that drive workforce changes such as the aging workforce and growing retirement eligibility. To prepare, TSBPE's workforce plan includes cross-training employees to minimize the effects of vacancies created by retirement or attrition. In addition, when filling open positions that require plumbing knowledge, the agency seeks individuals with skills that are valuable now and in the future.

Demographics Information to include Age, Gender, Race and Tenure

Although TSBPE is considered a small state agency (38 FTEs, 32 positions filled as of May 31, 2020), retaining a mission-critical skilled workforce is imperative to obtain optimum performance. **68.8%** of TSBPE's current workforce report to the Austin location, while **31.2%** work from their home offices and are located throughout the State. Veterans comprise **6.3%** of the TSBPE workforce.

As of May 31, 2020, the agency's current workforce of 32 FTEs has the following demographics:

Age: Average agency age = **50.8 years**. Average age in the Examination & Licensing Strategy = **49.3**; Average age in the Inspections & Enforcement Strategy = **54.5**; Average age in the Indirect Administration Strategy = **46.0**. Agency age range = from **26 to 67**.

Gender: **14 Female = 43.8%, 18 Male = 56.3%.**

Race: Black = **2 or 6.3%**, Multi-Racial = **1 or 3.1%**, Hispanic = **14 or 43.8%**, White = **15 or 46.8%**.

Tenure – Agency Service: Average for Entire Agency = **6.0 years**; Average for Examination & Licensing Strategy = **3.0 years**; Average for Inspections & Enforcement Strategy = **7.1 years**; Average for Indirect Administration Strategy = **10.2 years**.

Tenure - State of Texas Service: Average for Entire Agency = **8.2 years**; Average for Examination & Licensing Strategy = **5.6 years**; Average for Inspections & Enforcement Strategy = **8.1 years**; Average for Indirect Administration Strategy = **14.0 years**.

TSBPE is proud of its diverse workforce and will continue to seek out new ways to reach under-represented demographics.

Percentage of Workforce Eligible to Retire Within the Next Five Years: **14 employees, or 43.8%**, could retire within the next five years. It is estimated that **11** of those eligible employees will retire within the next five years.

Percentage of Workforce Eligible to Retire Within the Next Two Years: **11 employees, or 34.4%**, could retire within the next two years.

TEXAS STATE BOARD OF PLUMBING EXAMINERS

Organizational Chart Fiscal Year 2020

Executive Director

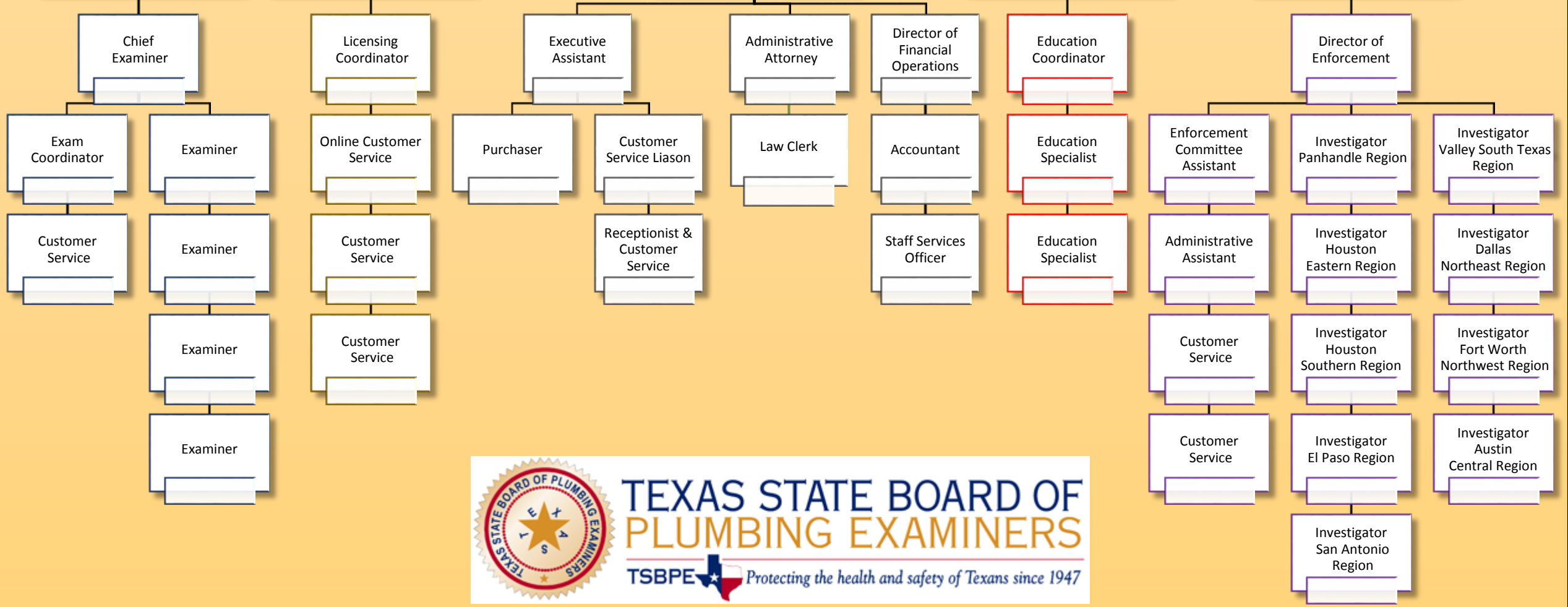
Examination Department

Licensing Department

Administration/Finance

Education/Outreach

Enforcement Department



SURVEY OF EMPLOYEE ENGAGEMENT RESULTS

The Texas State Board of Plumbing Examiners (TSBPE) participated in the 2019 Survey of Employee Engagement administered by the University of Texas at Austin's Institute for Organizational Excellence. The survey was conducted during November and December 2019. Of the 26 employees who were invited to participate in the survey, 22 employees responded, or 84.6%. As a general rule, rates higher than fifty percent (50%) suggest soundness of an Agency's health, according to the Institute. High rates signify that employees have an investment in the organization and are willing to contribute towards making improvements within the workplace. With this level of engagement, employees have high expectations from leadership to act upon the survey results.

The overall score is a broad indicator for comparison purposes with other entities. Scores above 350 are desirable; when scores dip below 300, there should be cause for concern. The TSBPE overall score for this survey was **411**, up from an overall score of 395 in 2018 and 356 in 2016.

It appears the overall attitudes of most employees are generally good. TSBPE continues to maintain an experienced workforce with **41%** of employees having tenure of 3 - 10 years. Additionally, **9%** of employees are considered very experienced with 11+ years. **36%** are new hires and have anywhere from 0 to 2 years of experience.

Twelve items crossing several survey constructs were selected to assess the level of engagement among individual employees. For TSBPE, **41%** were Highly Engaged, **27%** were Engaged, **27%** were Moderately Engaged, and **5%** were Disengaged. For comparison purposes, according to nationwide polling data, 30% are Highly Engaged, 30% are Engaged, 50% are Moderately Engaged, and 20% are Disengaged.

Highly Engaged employees are willing to go above and beyond in their employment. Engaged employees are more present in the workplace and show an effort to help out. Moderately Engaged employees are physically present, but put minimal effort towards accomplishing the job. Disengaged employees are basically not very disinterested in performing their jobs.

Overall, TSBPE employees believe the work atmosphere to be a safe one where workers are ethical and treat each other with respect. Scoring also indicated that employees understand their roles and consider the organization's reputation to be positive.

The main weakness, as identified in this and in previous surveys, is employee attitude regarding pay. The general consensus of employees is that their pay is not comparable to positions in other organizations or in relation to their job duties. Merit increases have been very limited, not only in Investigator and Examiner positions, but in office staff as well. This lower score suggests that pay is a central concern or reason for discontent.

Employee development, which was a weakness in prior surveys, continues to show marked improvement. Most employees used the available resources to obtain training and increase their skills and value.

TSBPE administration has examined the findings of the survey and discussed them with the employees for more specific input and prioritized areas for improvement. Administration has also utilized the results of the survey to recognize those areas identified as substantial and relative strengths.