

Schedule F -TBPG Workforce Plan for Fiscal Years 2021-2025

TBPG Overview

The Texas Board of Professional Geoscientists regulates the non-exempt public practice of geoscience. Core staff activities include:

- Reviewing applications for licensure/issuing new licenses to qualified applicants
- Facilitating the TBPG Appointed Board's review of waiver requests (of license requirements) for appropriate action
- Processing license, registration and certification renewal applications
- Investigating complaints against unlicensed individuals and firms and the TBPG's licensees, registrants, and certification holders and facilitating the TBPG Appointed Board's review of proposed disciplinary action for appropriate action
- Facilitating the TBPG Appointed Board's activities related to its review of individual issues (complaint case reviews and application and waiver request reviews)
- Providing information to the public regarding the regulation of the non-exempt public practice of geoscience by the TBPG
- Providing customer service to licensees, registrants, and certification holders and the general public related to TBPG's programs
- Completing administrative tasks related to the operation of the TBPG as a state agency (fiscal processes, human resources processes, interacting with and providing reports to "oversight" state agencies and Legislative entities)
- Implementation of/ensuring compliance with existing and newly passed federal and state law

The TBPG notes the following issues that need to be tracked more closely over the next biennium:

- Utilization of the system the TBPG has set up that integrates the review process of initial applications for PG licensure (including examination requests), Geoscience Firm registration, and Geoscientist-in-Training certification programs with the TBPG regulatory database so that new licenses, registrations and certifications are issued and tracked efficiently and effectively.
- Utilization of the system the TBPG has set up that integrates the online and "in-house" PG licensure, Geoscience Firm registration, and Geoscientist-in-Training certification renewal processes with the TBPG regulatory database so that new licenses, registrations and certifications are issued and tracked efficiently and effectively.
- Utilization of the system the TBPG has set up that integrates the investigation and adjudication of complaints against licensees, registrants, and certificate holders with the TBPG regulatory database.

A great deal of TBPG staff time has been and will continue to be spent in daily operations (completing implementing administrative, financial, licensing and enforcement functions).

TBPG continues to need staff that can implement existing systems and processes and develop and refine work systems as the needs of the TBPG change over time.

Current Workforce Profile (Supply Analysis)

There are many important functions that must be performed by the TBPG. Over time, the TBPG Executive Director must make adjustments to the TBPG's use of positions, detailing key duties and responsibilities in position descriptions and completing annual evaluations of staff performance. This strategy maximizes the utilization of staff resources appropriated to the agency. At this time, the agency has particularly highly skilled staff in place in all key positions. This ensures that the agency can manage all of its fiduciary responsibilities.

A. Critical Workforce Skills

There are several critical skills that are important to the agency's ability to operate. TBPG has dedicated its focus on workforce planning issues that will address the most critical areas in the agency. These issues include placing greater emphasis on employees with knowledge, skills and abilities in management and leadership, flexible budgeting, development of work systems and policy, licensing and related customer service; enforcement, and implementing outreach programs/communications systems. Key knowledge, skills and experience include:

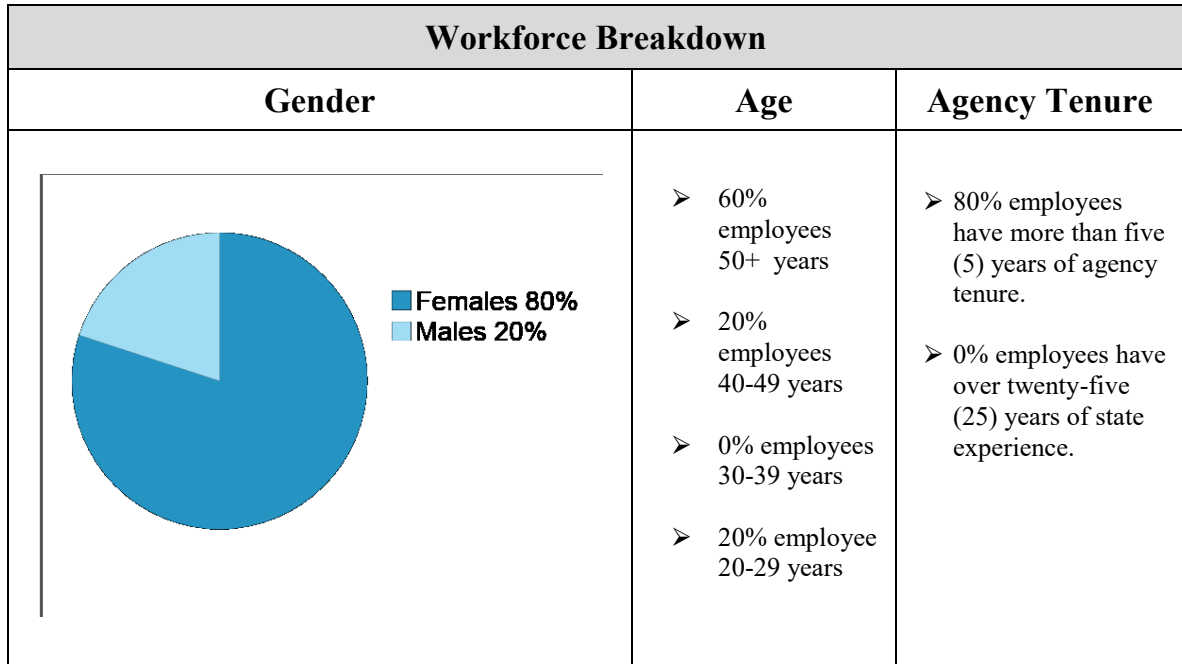
- Leadership and management skills
- High level communications skills
- Implementation of an effective licensing and enforcement database product
- Revenue/budget tracking and reporting of performance measures
- Conducting complaint investigations; adjudicating complaints involving violations
- Maintaining licensing functions (applications reviews, coordination of renewal and late notices, consumer service/support, etc.) and developing new programs
- Interpreting legal statutes and developing policy
- Human resource knowledge

B. Workforce Demographics

The TBPG is authorized 7.5 full time employees. There are currently 5 employees who are on staff to execute the functions of the TBPG.

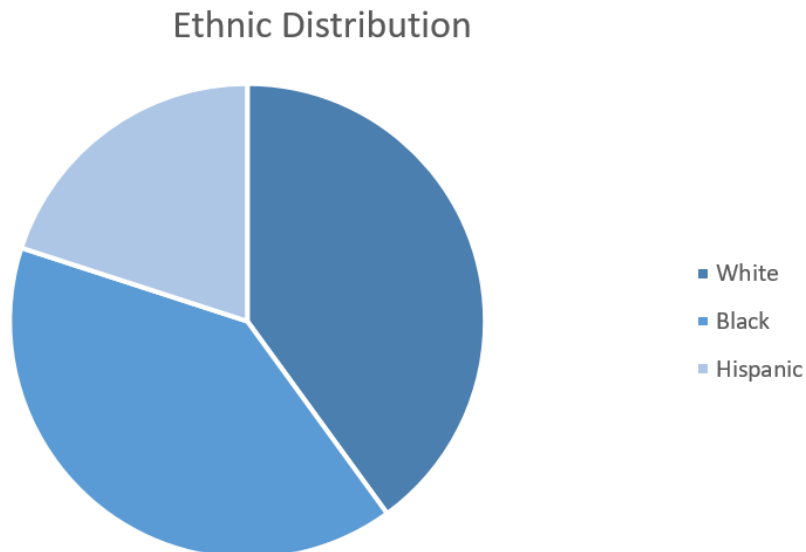
The TBPG's workforce is comprised of 80% females and 20% males. Over 60% of the employees are over the age of 50. The percentage of employees with more than five years of state experience is 80%.

Figure 1: Workforce Breakdown



The ethnic distribution of the staff is 40% White, 40% Black, and 20% Hispanic. The following pie charts display the gender and ethnicity of the TBPG workforce as of May 11, 2020.

Figure 2: Ethnic Distribution



C. Employee Turnover

Turnover is an important issue in any organization and TBPG is no exception. The TBPG turnover rate in Fiscal Year 2020 to date has been 27%.

D. Retirement Eligibility

During fiscal years 2020-2021, no employees are eligible to retire. One employee is retired from state government (from another state agency) and has been rehired with the state with TBPG. It is a benefit to TBPG to have tenured employees. It is also important to maintain tenured employees' employment with TBPG to preserve institutional knowledge and organizational experience.

Future Workforce Profile (Demand Analysis)

Agency leadership continues to revise work processes, cross train existing staff, and reorganize business units to operate effectively and respond to business needs. The changes and resulting performance have been within an acceptable range, but staff resources are stretched.

Considering the agency has operated at an absolute minimal staffing level over the past 3 years, It would be ideal if the Legislature were to allow current FTE allocation to remain as is. It would be very difficult for the agency to perform its functions and maintain productivity if the legislature were to require an additional cut from the base funding as we are still operating at levels created by past reductions.

Critical Functions: TBPG's most critical functions are identified below:

- Licensing: processing initial and renewal applications for licenses/registrations/certifications, providing notices to licensees, administering state and national licensing examinations to candidates, interpreting statutes, rules and policies, providing customer support services to existing licensees, and the general public.
- Compliance/Enforcement: performing compliance reviews, evaluating referrals, providing complaint investigations, conducting education and outreach activities, and interpreting statutes, rules and policies.
- Financial Services: Revenue/budget tracking and reporting of performance measures
- Administrative services: maintaining an accessible, accurate, and reliable licensing and enforcement database; providing required licensing notices/letters/rule reviews and updates; processing board, investigation, and licensing actions.

Anticipated Workforce Changes: The changes implemented by TBPG Management should continue into the next biennium to continue operational improvement. Those implemented changes include:

- Continued identification and elimination of workflow (production) bottlenecks.
- Cross-training of employees in core functional areas.
- Greater employee/team accountability and performance expectations.
- Utilizing temporary employment options (internship, 3-6 month FTE, temp service) to respond to workload spikes.

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

The TBPG's current level of allocated FTEs is sufficient to complete its mission at current business projections. Any reductions will jeopardize the agency's ability to continue meeting its core objectives and responsibilities. Currently, all staff members work directly on critical functions. The Executive Director implements board decisions, manages and drives agency operations, establishes policies/goals, and oversees staff productivity. The other TBPG staff are utilized as follows:

- One staff member serves as the Compliance Coordinator assigned to compliance reviews, investigations, enforcement actions, and outreach activities.
- One staff member serves as the Licensing Coordinator assigned to all functions related to the issuance and renewal process of licenses/registrations/certifications, qualify applicants to sit for examinations, administering state and national licensing examinations, database management, and related customer service efforts.
- One staff member serves as the Chief Financial Officer, Risk Management Coordinator, Human Resources Officer and related functions.
- One staff member serves as the Operations Coordinator, providing program support for all core functions, board related actions, and related duties as assigned by leadership.
- One currently vacant position will be in program support for both licensing and enforcement efforts.
- The TBPG has employed the use of technology to maximize efficiency and minimize the number of staff needed to complete core responsibilities/duties.
- TBPG staff are continuously cross-trained to assist when higher seasonal or unexpected workloads are experienced in any area due to business spikes or personnel changes.

Future Workforce Skills Needed

To administer the Texas Geoscience Practice Act effectively, the TBPG relies on a competent and knowledgeable staff. In addition to the critical competencies listed before, these are additional ones essential for the TBPG to maintain in its staff in the future:

- Change Management
- Process analysis
- Collaboration
- Negotiation and facilitation
- Project management
- Performance management
- Strategic planning
- Leadership and management skills
- High level communication skills
- Human resource knowledge
- Database management
- Web management
- External communication
- Publication skills