

# **Texas Board of Veterinary Medical Examiners**



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## **Schedule F: Agency Workforce Plan & Texas Workforce System Strategic Plan**

FY 2021 - 2025

## **SCHEDULE F: AGENCY WORKFORCE PLAN**

### **OVERVIEW OF AGENCY SCOPE AND FUNCTIONS**

The Texas State Board of Veterinary Medical Examiners was created in 1911 by the 32nd Legislature and charged with regulating the practice of veterinary medicine, surgery and dentistry. The 82nd Legislature added the licensure and regulation of equine dental providers and the 83rd Legislature added the licensure and regulation of licensed veterinary technicians. As the years have passed, different legislative bodies have refined the Board's responsibilities and authority. The Board's current enabling statute is located in Texas Occupations Code, Chapter 801.

#### **Agency Mission**

The mission of the Texas State Board of Veterinary Medical Examiners is to establish and enforce policies to ensure the best possible quality of veterinary and equine dental provider services for the people of Texas.

#### **Agency Programs**

Today, the Board's primary program responsibilities include Licensing and Examination, Legal/Enforcement, and Peer Assistance.

#### **Licensing and Examination**

The Licensing Division is charged with ensuring that only those persons who have demonstrated the ability to meet or exceed the minimum qualifications required to be a licensed veterinarian in the state of Texas enter the practice and provide veterinary services to Texas citizens. The Board is also responsible for renewing the more than 10,000 licenses currently held by practitioners, and for collecting fees associated with the licensing and examination functions.

#### **Enforcement**

The enforcement program is designed to protect consumers of veterinary and equine dental provider services and ensure veterinarians, equine dental providers, and licensed veterinary technicians comply with the Veterinary Licensing Act through the investigation of complaints and compliance inspections as well as the investigation of the unlicensed practice of veterinary medicine.

The legislature has granted the Board authority to utilize many tools for the enforcement efforts. Those tools include the ability to refuse to examine an applicant; suspension, probation or revocation of a license; issue reprimands, require the make-up of missed continuing education and/ or requiring additional continuing education; impose administrative penalties; and hold informal conferences concerning alleged violations of the Act.

#### **Peer Assistance**

The Peer Assistance program assists veterinarians and veterinary students who are impaired by chemical dependency or mental illness.

The program, authorized by Chapter 467 of the Health and Safety Code, is administered under contract through the Professional Recovery Network and is approved by the Texas Commission on Alcohol and Drug Abuse.

## Our Compact with Texans

The Texas State Board of Veterinary Medical Examiners is the State's agency that regulates the practice of veterinary medicine by licensing and regulating veterinarians, equine dental providers, and licensed veterinary technicians. It also takes action against non-licensed persons who violate the Veterinary Licensing Act by practicing without a license. The Board and its staff are committed to excellence in their service to the public and the veterinary profession. The Board's first priority is to protect the public. It must maintain high standards for veterinarians who seek licensure in Texas and those who are already in practice. The Board also has a commitment to its licensees to keep them informed about the law, its rules, and related information.

All individuals who contact the Board can expect:

- Easy access to agency services;
- Consumer friendly processes;
- Agency staff that are courteous, knowledgeable, and responsive to their needs;
- Answers to questions and requests for information provided in a timely manner; and Services provided in an efficient manner that meets the customer's needs and yet remains fiscally responsible.

## State Employee Workforce Profile

The Board had the following workforce profile in FY2018:

- 75.0% female and 25.0% male
- 13.2% under 30 years, 20.6% 30 – 39 years, 20.6% 40 – 49 years, 30.9% 50 – 59 years, and 14.7% over 60 years; and
- 50.0% less than 2 years' service, 33.8% 2 – 4 years, 8.8% 5 – 9 years, 7.4% 10 – 14 years and 0% 15 years or more.

Figure 1. Workforce Breakdown

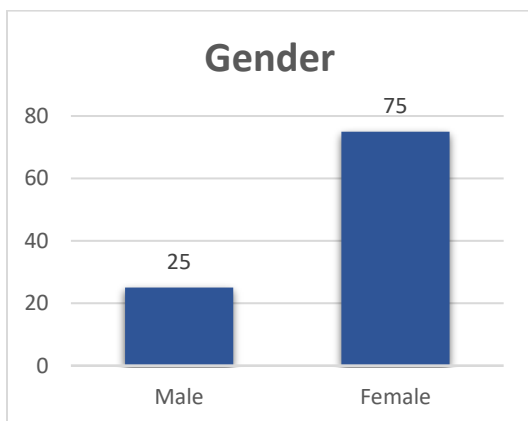


Figure 2. Workforce Breakdown

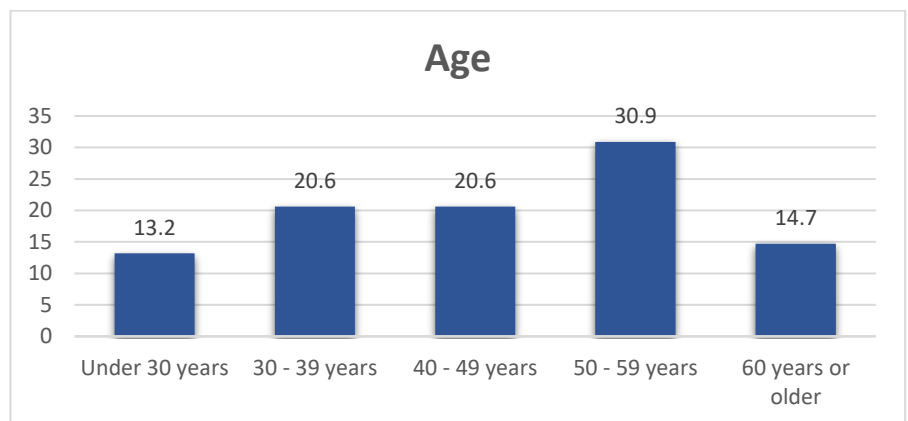
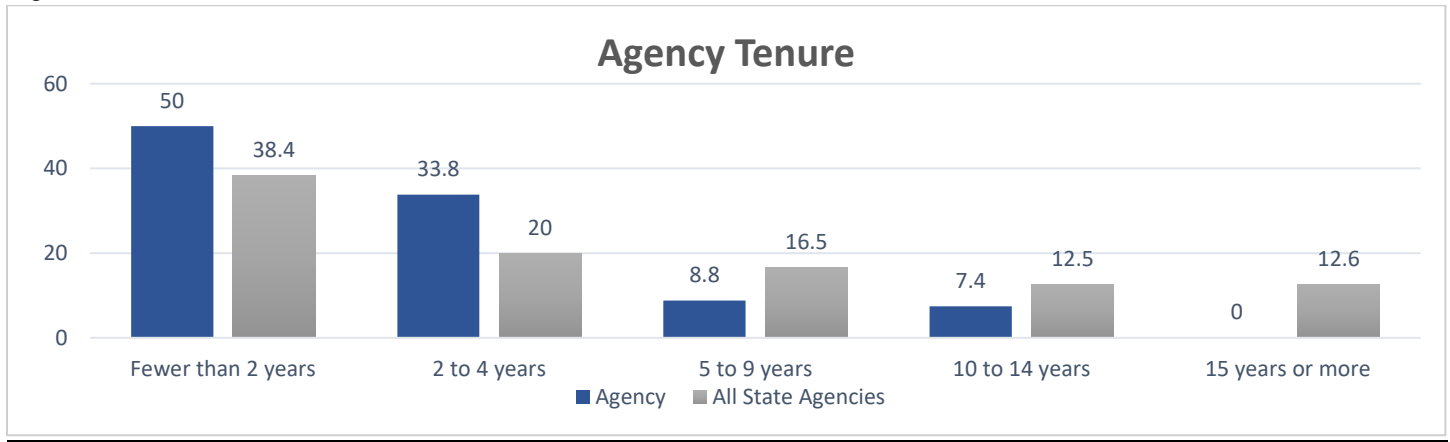


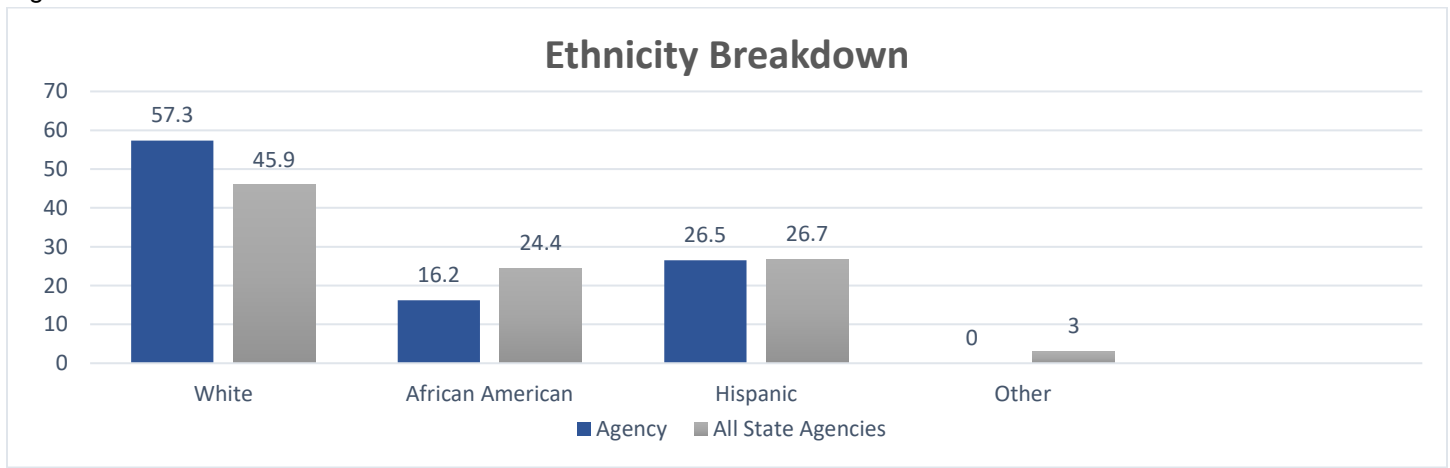
Figure 3. Workforce Breakdown



The agency strives for diversity within its workforce, and fairness in its hiring practices. With being such a small agency with a small budget, it faces the challenge to gather a diverse and qualified applicant pool. The main sourcing site for the agency is Texas Work Force Commission's WorkIn Texas platform. To have a better diverse and qualified applicant pool, there needs to be an added recruiting budget to be able to post on diverse job boards. A small budget limits the Board to its competitiveness with larger governmental entities and its ability to recruit experience personnel and newly trained employees.

- 57.3% white, 16.2% black, 26.5% Hispanic, and 0% other

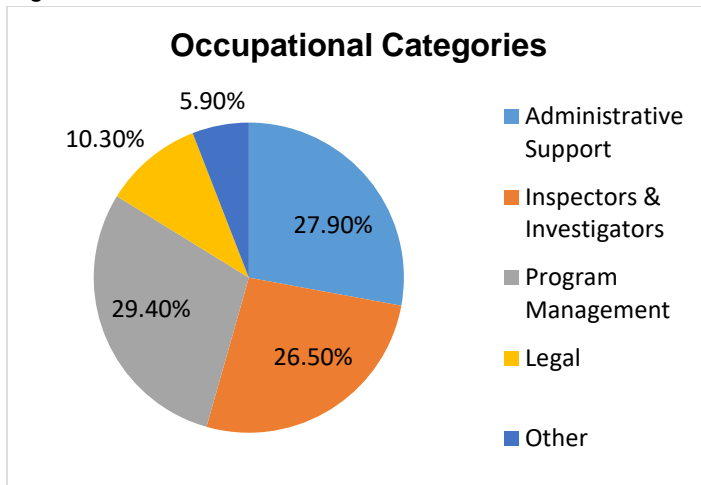
Figure 4. Workforce Breakdown



## **Staffing Levels**

The Board had the following full-time-equivalent (FTE) cap for FY 2018 of 22 FTEs.

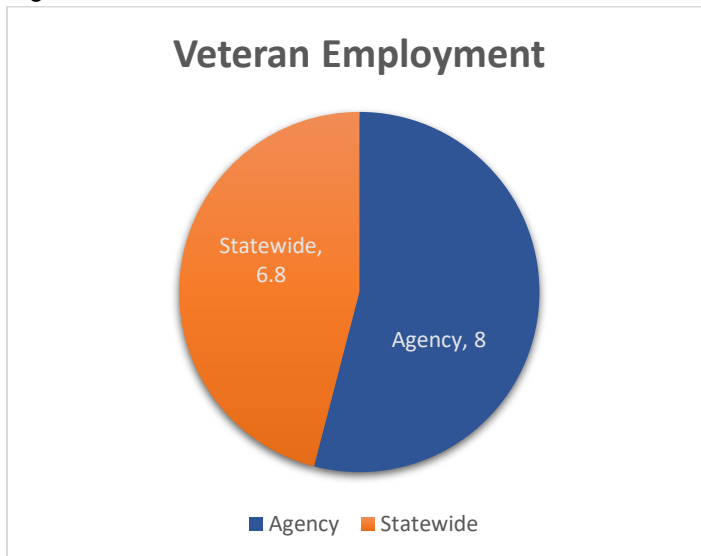
Figure 5. Workforce Breakdown



## **Veteran Employment**

Many Veterans, who bring valuable experience with them, see state employment as an opportunity to continue public service while pursuing second careers. In fiscal year 2018, the agency's total percent of 8.0 veterans employed was higher than the statewide average of 6.8 percent.

Figure 1. Veteran Breakdown



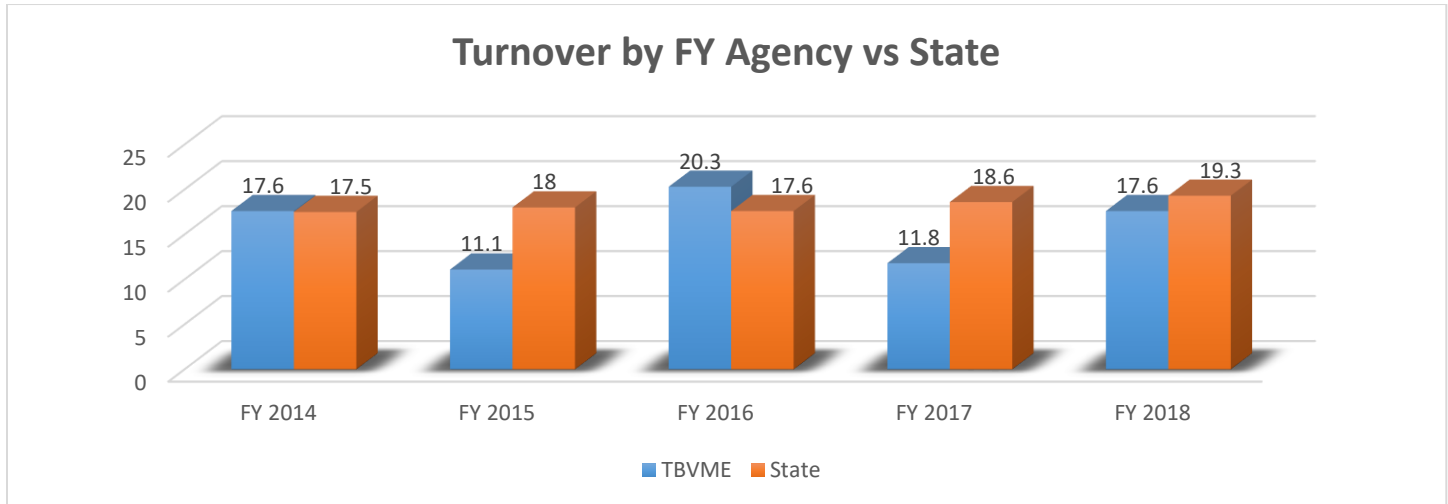
## **Employee Turnover**

The employee turnover rate for FY 2018 was 17.6 percent, which was lower than the statewide employee turnover rate of 19.3 percent and higher than the turnover rate for Article VIII agencies. The majority of high turnover rate was due to a mass exit initiated by the state legislature through the Sunset review. When the new executive administration started on November FY 2018, there were seven key vacancies. Shortly after their arrival, four employees were already on their way out of the agency, which is quite common when there is new leadership. Two employees were hired and then left the organization on their own accord when met with performance issues. In FY 2017 and FY 2018, the turnover endured was good turnover in order to rebuild and meet the needs and mission of the agency. Though there is a minute advancement opportunity within the agency, the agency continues to push CEUs and other educational and professional advancement to further the

employees and the agency. Merit increases, one-time merits, employee engagement, and other retention tools are utilized to ensure tenure with the agency. In return, this also ensures we are moving towards the SAO's compensation plan for personnel grades and that there is no compression within the agency.

The projected turnover rate for the next five years should gradually fall more in line with 14.0 percent. Due to increases in staffing levels and moderate salary increases, the agency expects the turnover rate will decrease from the FY 2018 level.

Figure 1. Employee Turnover



### **Workforce Skills Critical to the Board's Mission and Goal**

The regulation of veterinary practices is specialized and requires a variety of critical workforce skills and credentials in order to perform the core business functions. Based on the agency's mission and goals, the following identify the critical workforce skills and credentials needed for the agency to successfully administer and provide services to our stakeholders, public, legislators, and other interested parties:

- Continuation of Executive Level Management
- State Budgeting/Governmental Fund Accounting
- Business Office Management
- Decision Making
- Independent Judgment
- Detail Oriented
- Problem Solving
- Communication
- Exceptional Customer Service
- Interpersonal Relationships
- Knowledge of Legislative Process
- Knowledge of Rulemaking Process
- Skill in Policy Development and Implementation
- Risk Assessment
- Data Analysis/Management
- Investigative
- Interviewing and Information Gathering
- Law Degree and License
- Compliance Regulation

- Veterinarian Degree and License
- Veterinarian Practice Standard of Care
- Litigation
- Negotiation
- Mediation/Conflict Resolution
- Research/Writing/Editing
- Administrative Law
- Paralegal Credentials
- Emerging and Advanced Computer Technology
- Telecommunication Technology
- Proficiency with Basic Technology
- Computer/Automated Services Skills

### **Salary Levels**

Due to overall budgetary constraints, the Board has hired new employees below the minimum of the salary range for their positions. The average salary of \$46,836 in fiscal year 2018 represented an increase of 4.6 percent compared to the average agency salary in fiscal year 2014. In fiscal year 2018, 98.4 percent of employees were paid below the midpoint of the salary range in which they were assigned. As such, the high turnover rate is harmful to the agency productivity when skilled workers leave, and the agency population contains a high percentage of novice workers. The current budget constraints limit the Board's ability to truly provide salary increases for performance or one-time merit increases to continue to follow the SAO's compensation schedule.

### **Current Workforce Profile**

The board's current workforce consists of 21 full time positions. Classifications are as follows:

- Executive Director (1)
- Director II (1)
- General Counsel I (1)
- Contracted CFO (essential contract due to running finances) (1)
- Staff Services Officer IV (1)
- Executive Assistant II (1)
- Legal Assistant - Open Position (1)
- Program Supervisor VI (1)
- Program Supervisor III (1)
- Administrative IV (1)
- Legal Secretary III (1)
- Investigator III (1)
- Investigator IV (4)
- Investigator V (1)
- Program Specialist I (1)
- License & Permit Spec II (1)
- License & Permit Spec I (1)
- Receptionist (1)

## **Future Workforce Profile**

### **Expected Workforce Changes**

To continue to meet the Board's workload, legislative and public needs, the agency must continue to cross-train within the department, use of succession planning, source for a Legal Assistant/Paralegal, establish automated procedures to provide efficiency and streamline processes, improve communication across departments, prepare and plan for changes in staff and management, and increase the use of technology throughout the agency.

### **Future Workforce Skills Needed**

The critical skills described above will continue to be needed in the future. With a new focus on communication, the future workforce will need to increase communication and customer service skills. This will be accomplished through staff training and an enhanced customer focus by management. With new technology initiatives, the future workforce will also be required to gain proficiency with new software programs, which will be accomplished with training and documented procedures. The new workforce will need the skills to heavily multitask. Due to the agency being as small as it is, the employees have to cross-train. Multi-tasking is difficult for many employees and those who are proficient at it, usually take employment elsewhere for more money than the agency can offer.

### **Workforce and Gap Analysis**

The agency faces challenges in recruiting and retention like other smaller agencies due to uncompetitive salary levels. Key staff are assigned to perform critical functions for the agency and were unable to commit to the Board for extended periods of time due to the need for a salary increase and the rise of cost of living in Austin, Texas. Others were released due to the mass exit initiated by the state legislature through the Sunset review in order for the agency to rebuild and succeed. Together the data of 83.8% turnover had fewer than five years of agency length of service. Over the next five years the agency will need to focus on first year through five-year employees. This will help stabilize the workforce and will push succession planning and ensure effective knowledge transfer processes from our most tenured employees. The agency will also have to focus on how to keep their high performers who are also great at cross-training to stay with the agency and not seek other employment.

Training and development for all employees is crucial. To stay relevant within the workforce will help all levels of employees succeed in their jobs. TBVME's performance evaluation form requires supervisors to identify training and development opportunities and activities for employees to help improve critical technical and interpersonal skills. Employees are encouraged to seek development and training opportunities they see as beneficial to their current and/or desired positions within the agency.

Due to budget constraints, it is difficult for departments to attract and retain talent with the skills needed to address change management, process re-engineering, and problem solving at a supervisory level. Ongoing internal training to match the agency culture and expectations could assist with this deficit as well as additional funding for salaries.

The Board continues to experience difficulty in recruiting professional employees, particularly in the position that require Chief Financial Officer expertise. As the Board continues to operate within its current budget constraints that do not allow for salary increases, it is likely that the agency will find itself with the same shortage of professional staff in the future.



## **Workforce Strategies**

In order to address workforce gaps, the Board's goal is to focus efforts on the strategies listed below. Throughout the Workforce and Strategic Plans, the Board has described the need to focus on these areas. Without a strong workforce, the Board will not be able to perform its critical services and meet the needs of the public and licensees.

- Training and Development - Identify and encourage employee participation in training opportunities available through the Comptroller's Office, Employee Assistance Program and various professional organizations the state offers; and (2) support employees attending continuing education courses required to maintain job-related licenses and/or certifications. The agency will also continue to develop leadership training and provide access to training for all levels of management, including developmental opportunities.
- Recruiting and Retention – Recruit and hire qualified candidates and encourage current employees to stay by cross-training and promotion. The continuation to advertise jobs online using the agency website, WorkinTexas.com, USJobs.com and Indeed.com will be the main platforms. The Personnel Officer and management will target recruitment efforts for critical or hard to fill positions through, local job fairs, colleges and universities and minority, veteran, and professional organizations. For more diverse applicants, the board may advertise on diverse Job Boards depending on funds.
- Staff and Management Development – prepare employees and management to perform required job skills in order to be successful in current position and advance in the workforce.
- Succession Planning and Knowledge Transfer – ensure there are qualified employees in all positions to fill critical positions that become open and then transfer the required knowledge to perform the job from the departing employee to the new employee. In return this will allow for the agency to move forward with no gaps in the departing position.
- Reorganization – redeploy staff and make necessary organizational adjustments to respond to changes due to environmental changes, legislative mandates and technology improvements.
- Position Classifications –job descriptions need to better reflect the future functional requirements of the agency as well as match 50% or hire of the SAO's job descriptions to stay consistent with the classification series for the FYs.
- Salary Actions – institute equity adjustments, promotions, and merit increase as needed to meet future needs and encourage retention.

Ongoing evaluation and adjustments to the Workforce Plan will be necessary for continuous improvement. The agency will continue to improve on all aspects in order to meet the mission and goals of the agency.