

## SCHEDULE F: AGENCY WORKFORCE PLAN

### AGENCY OVERVIEW

The mission of the TMB is to protect and enhance the public's health, safety, and welfare by establishing and maintaining standards of excellence used in regulating the practice of medicine and ensuring quality health care for the citizens of Texas through licensure, discipline and education.

#### Goals, Objectives and Strategies A:

##### Goal: Licensure

Protect the public by licensing qualified practitioners or non-profit entities, by determining eligibility for licensure through credential verification or renewal, and by collecting information on professionals regulated by the Texas Medical Board and its associated boards and advisory committees.

- Objective
  - To ensure 100 percent compliance with Board rules by applicants for processing each licensure application in a timely manner in order to protect the public.
    - Strategy – Conduct a timely, efficient, and cost-effective licensure process through specific requirements for credentials verification of initial licensure and license renewals.

##### B: Goal: Enforce Acts

Protect the public by conducting investigations of allegations against licensees and taking appropriate corrective and/or disciplinary action when necessary; by educating the public, staff, and licensees regarding the functions and services of the Texas Medical Board and its associated boards and advisory committees.

- Objective
  - To ensure 100 percent timely due process of all enforcement cases and to respond to all complaints in order to protect the public.
    - Strategy – Conduct competent, fair, and timely investigation; ensure due process for respondents; monitor the resolution of complaints; maintain adequate monitoring of all probationers in a timely fashion and contact consumer complainants in a timely and regular manner.
    - Strategy – Protect Texas citizens by identifying potentially impaired physicians and other license types regulated by the TMB's associated boards and committees; and directing these practitioners to evaluation and, if necessary, to treatment and monitoring for the participants in recovery.
    - Strategy – Improve public awareness by providing information and educational programs through public presentations, outreach to medical societies and professional associations, medical school visits, agency website and publications, and appropriate social media.

### Agency Functions

The TMB currently regulates, through licensure and enforcement, over 160,000 licensees and entities and is responsible for approximately 26 different types of licenses, permits, and certifications. Although the TMB provides direct services to these licensees, the agency's primary responsibility is to protect the public by assuring professional standards and accountability of those who provide care to Texas patients.

### Anticipated Changes to the Mission, Goals, and Strategies over the Next Five Years

With the conclusion of the 87<sup>th</sup> legislative session, the Governor signed into law HB 1616, which offers physicians an expedited pathway to licensure for qualified physicians to practice in multiple states through the Interstate Medical Licensure Compact (IMLC). On March 1, 2022, the agency began accepting IMLC applications. As of June 1, 2022, the agency has received over 900 IMLC applications from physicians wanting to practice in Texas or outside of Texas. Given the continued growth of the Compact itself, it is estimated that the agency could receive as many as 9,000 IMLC applications to process annually. Even with the increase in applications, the staff continues to fulfill the agency's mission. We see no changes to the mission, goals, and strategies in the next five years.

### TMB's Organization and Structure

The Executive Director of the agency is appointed by the Medical Board and serves at the pleasure of the Board as the chief executive and administrative officer of the agency. The agency is organized by function, rather than by license type, to increase the efficiency of operations. The Executive Director oversees the agency's Medical Director as well as the agency's departments which include the General Counsel's Office, Human Resources, Governmental Affairs and Communications, Finance, and Information Technology. The Executive Director approved an agency restructure that created the Director of Operations for FY 22. The Director of Operations oversees the Licensure, Registrations, Enforcement Support, Investigations, and Compliance departments.

## **II. WORKFORCE PROFILE**

### Current Staffing Levels

For FY 22, the TMB's FTE cap increased by 7 FTEs from 217.5 FTEs in FY 21. The FY 22 FTE appropriated cap is 224.50. The increase in FTEs is to address the additional licensee applications the agency will receive since the passing of the Interstate Medical Licensure Compact (IMCL) that provides a voluntary, expedited pathway to licensure for qualifying physicians who wish to practice in multiple states. HB 1616 was passed by the 87<sup>th</sup> Texas Legislature, making Texas the 33<sup>rd</sup> member state to join the Compact. On March 1, 2022, the agency began accepting applications for the IMCL. As of May 6, the agency had received 745 applications.

The additional 7 FTEs are as follows:

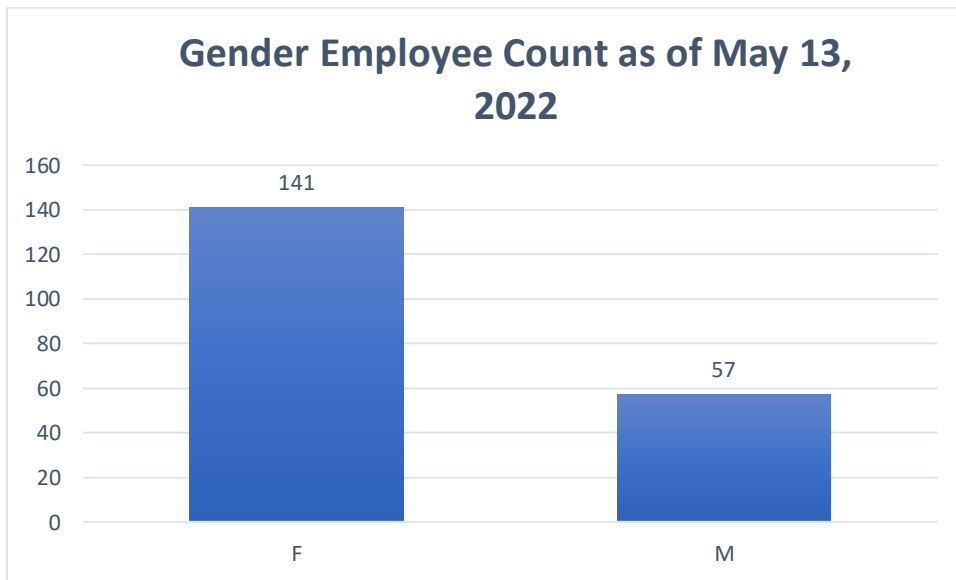
- One full-time Program Supervisor budgeted annually at \$54,999.96 in the Registration Dept.
- Three full-time License & Permit Specialist III budgeted annually at \$37,336.44 in the Registration Dept.
- Two full-time License & Permit Specialist IV budgeted annually at \$44,604.00 in the

Registration Dept.

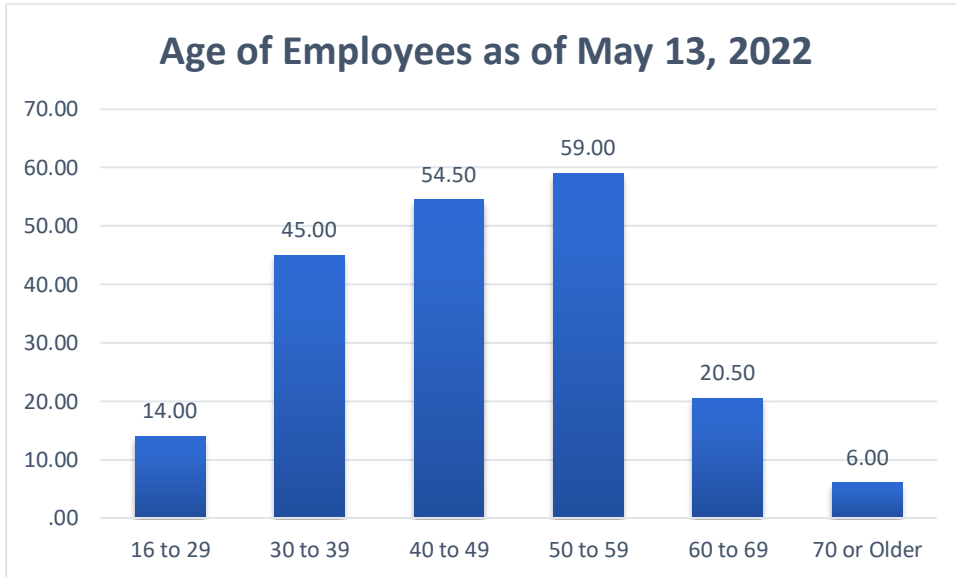
- One full-time Administrative Assistant III budgeted annually at \$34,760 in the Enforcement Section of the Litigation Dept.

Workforce Demographics

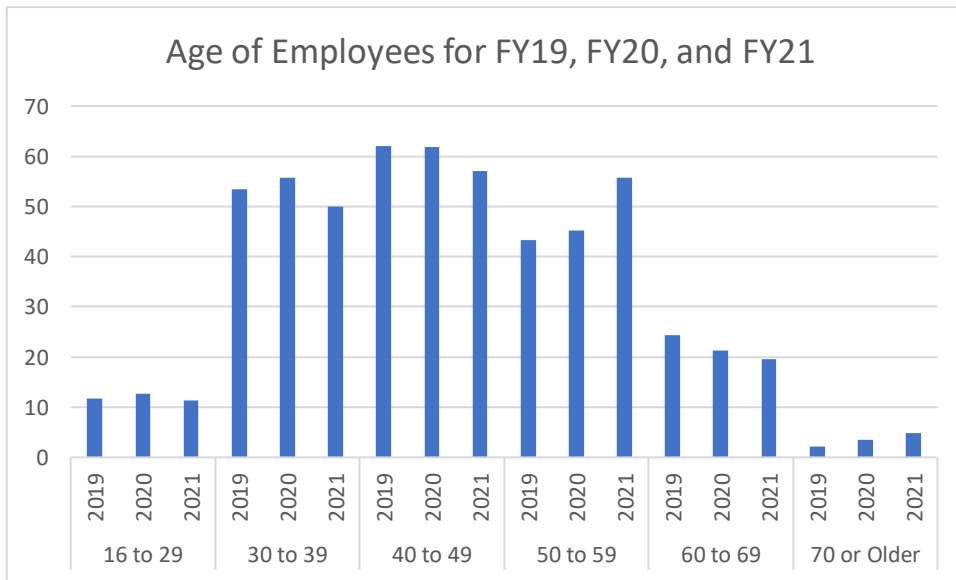
The following charts profile the Agency’s workforce as of May 13, 2022. This data was retrieved from the Centralized Accounting Payroll/Personnel System (CAPPS) and the Texas State Auditor’s Office On-line Systems. The Texas Medical Board (TMB) workforce is comprised of 141 (71.2%) females and 57 (28.8%) males with an appropriated FTE position count of 224.50. The agency has a mature workforce with employees over the age of 40 accounting for 70.7% of the staff. Additionally, the workforce has key work experience and institutional knowledge as at least half of our workforce has worked five or more years.



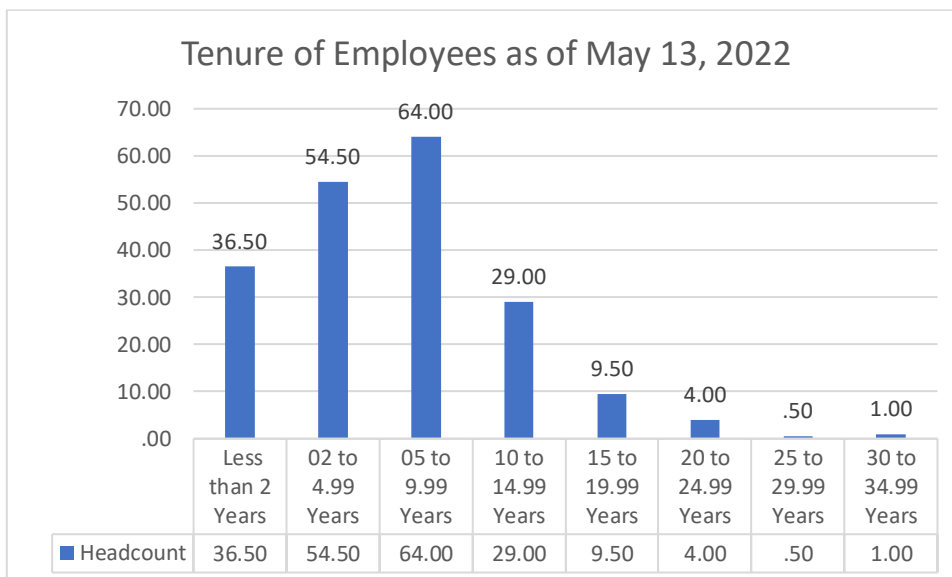
As of May 13, 2022, the TMB estimates approximately 11.8% (category 60 to 70 or older) of its workforce will be eligible, or possibly eligible to retire within the next 12 months. The agency estimates that over the next five years, at least 26.8% (category 50 to 59) of the current workforce will meet retirement eligibility requirements.



The following table identifies that the TMB’s population history reflects a mature workforce since FY 19.



The following table shows the tenure of our current workforce as of May 13, 2022, for FY 22 (September 1, 2021 through May 13, 2022). The chart shows that 108 employees have been employed with the agency for over five years. Our highest employee headcount of agency service is the employees who have been with the agency for five to ten years. The next highest, with a 54.50 employee headcount, is employees who have been with the agency for two to five years. The TMB’s workforce possesses the institutional knowledge to perform the agency’s mission. Managers were recently surveyed, and they reported that their employees have the necessary skills, abilities, and work knowledge to achieve the agency’s mission.



**Employee Turnover Data**

Prior to the COVID-19 pandemic in March of 2020, the TMB granted employees whose positions allowed them to work remotely to telecommute at least 3 days per week. These employees were established and accustomed to working from home. Since COVID-19, other state agencies were required to allow their employees to work remotely. Some of these agencies have elected to continue to have their employees work remotely. Since working remotely has become the norm, the TMB is no longer part of a small group of state agencies who provide a flexible work schedule that includes working remotely. Many state agencies have implemented a remote work schedule for their workforce. Having the availability to work remotely was once a recruitment tool for the TMB. We were able to attract potential employees with this work schedule. However, since remote work has become the norm for other state agencies, TMB can no longer provide this as an incentive to accept our job offers. Additionally, since the TMB’s salaries have not increased, we cannot compete with other state agencies that have a greater budget.

As of May 14, 2022, for FY22, (table below) the highest job classification in turnover has been the License & Permit job series and our Attorney job series. The data shows that out of the seven employees who held the License & Permit Specialist series, three were direct transfers to another state agency and four left state employment. For the Attorney job series, out of four who left the agency, two were direct transfers to another state agency and two left state employment.

It is worth noting that the staff who fill the Call Center positions hold the License & Permit Specialist III job titles. These positions are not eligible to telecommute as the agency does not have the technology to provide this flexibility. Without the ability to offer working remotely, it is possible that this job series may always have a high turnover.

Additionally, the recruitment efforts for the Investigator V title, which requires a Registered Nurse or a Licensed Vocational Nurse, have been difficult as the demand for these credentials remains crucial due to the COVID-19 pandemic. With the continuation of this pandemic, private sector employers are offering over-time pay, sign-on bonuses, and retention bonuses. As a state government employer, we do not have the budget or the flexibility to negotiate a starting salary or offer any of the incentives mentioned above. Without the ability or the flexibility to

compete with the private sector or other state agencies, the TMB will continue to unsuccessfully fill current or future vacancies for the Investigator V job series.

The TMB anticipates that employee turnover may continue to trend upward over the next five years due to retirement, higher salaries with other state agencies or the private sector, and escalating workloads due to the freezing of several positions.

The following table shows turnover headcount by Job Classification Title for the period beginning September 1, 2021, through May 13, 2022 (part of FY 22).

Fiscal Year	Job Classification Title	Headcount	Terminations including Interagency Transfers	Terminations excluding Interagency Transfers
2022	0152 - Administrative Assistant II	13.00	1	1
2022	0172 - License and Permit Specialist III	25.00	4	3
2022	0173 - License and Permit Specialist IV	16.00	3	1
2022	1012 - Accountant I	1.00	1	
2022	1020 - Accountant V	1.00	1	
2022	1353 - Investigator IV	15.00	1	1
2022	1572 - Program Specialist III	7.00	2	2
2022	1584 - Program Supervisor V	3.50	1	
2022	1603 - Manager IV	4.00	1	1
2022	1604 - Manager V	3.00	1	
2022	1729 - Human Resources Specialist I	1.00	1	1
2022	3504 - Attorney III	4.00	2	2
2022	3505 - Attorney IV	6.00	2	
2022	3574 - Legal Assistant II	2.50	1	
2022	5112 - Substance Abuse Counselor II	1.00	1	1

For FY 21, the titles Investigator IV and Investigator V had the highest turnover rate at the TMB. The seven individuals who resigned, left state government employment. They did not transfer to another state agency. The Texas Workforce Commission (TWC) forecasted that registered nurses were one of the job classifications among 25 occupations expected to add most jobs from 2018 to 2028. The TWC assessed that because of the demand for registered nurses or licensed vocational nurses, state agencies would experience higher-than-average turnover rates due to competitive demand.

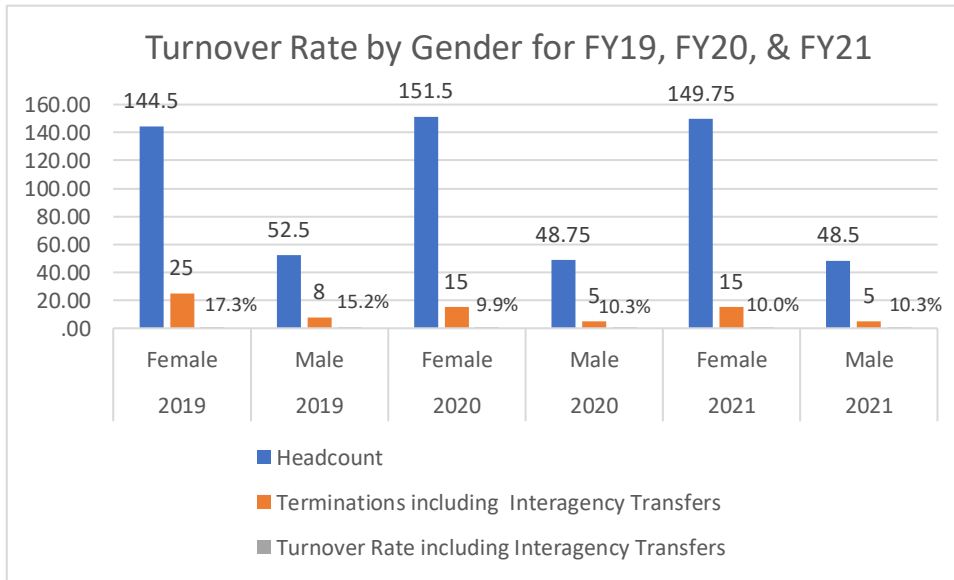
The following table shows the turnover headcount for FY 21:

Fiscal Year	Job Classification Title	Headcount	Terminations including Interagency Transfers
2021	0057 - Clerk II	1.00	1
2021	0172 - License and Permit Specialist III	23.75	2
2021	0173 - License and Permit Specialist IV	13.75	1
2021	0213 - Data Base Administrator III	1.00	1
2021	0229 - Systems Support Specialist II	2.50	1
2021	1016 - Accountant III	1.75	1
2021	1353 - Investigator IV	16.25	4
2021	1354 - Investigator V	17.75	3
2021	1572 - Program Specialist III	6.00	1
2021	1601 - Manager II	1.25	1
2021	1603 - Manager IV	4.00	1
2021	3503 - Attorney II	1.75	1
2021	3504 - Attorney III	4.50	
2021	3505 - Attorney IV	6.25	1
2021	5112 - Substance Abuse Counselor II	1.00	1

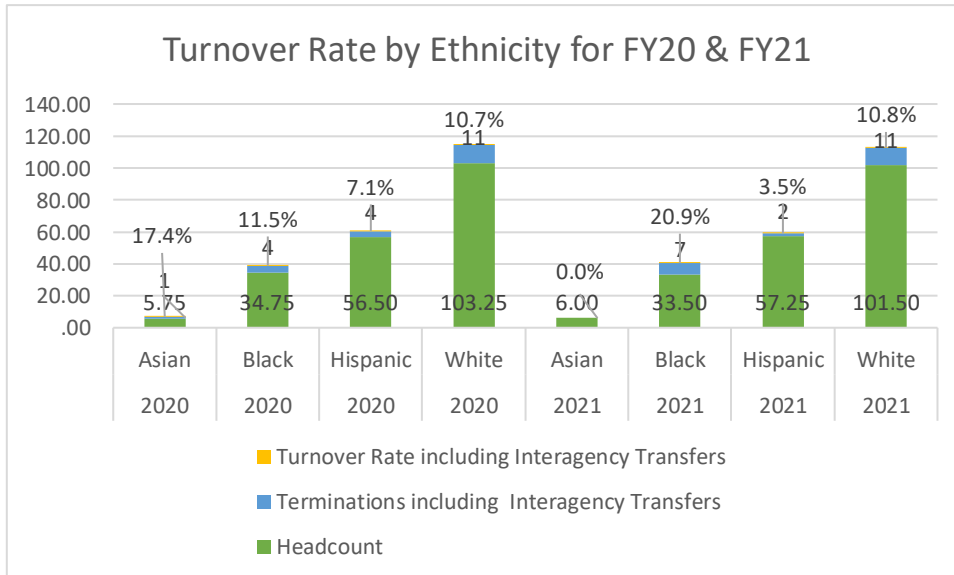
The following table shows that as of May 13, 2022, we have had 23 terminations. Three male and 20 Female employees have left the TMB. These numbers are likely to increase due to higher wages in other state agencies and the private sector. Additionally, three and half months remain for FY 22.

Fiscal Year	Gender	Headcount	Terminations including Interagency Transfers	Terminations excluding Interagency Transfers
2022	Female	145.50	20	11
2022	Male	53.50	3	2

The following chart provides the turnover by gender for FY 19, FY 20, and FY 21:



The following table shows the turnover rate breakdown by ethnicity for FY 20 and FY 21. The highest turnover in ethnicity for both FY 20 and FY 21 has been the White category followed by Black and then Hispanic. For FY 22, as of May 13, 2022, twenty-three employees have left the agency. Out of the 23 employees who have left, one was from the Asian category; seven from the Black category; six from the Hispanic; and nine from the White category.



The following table shows the turnover breakdown category by Reason as of September 1, 2021 through May 13, 2022, for current FY 22.

The data shows one employee left due to death; one employee was dismissed for cause; one employee retired; 10 employees transferred to other state agencies, and 10 employees left voluntary from the agency.

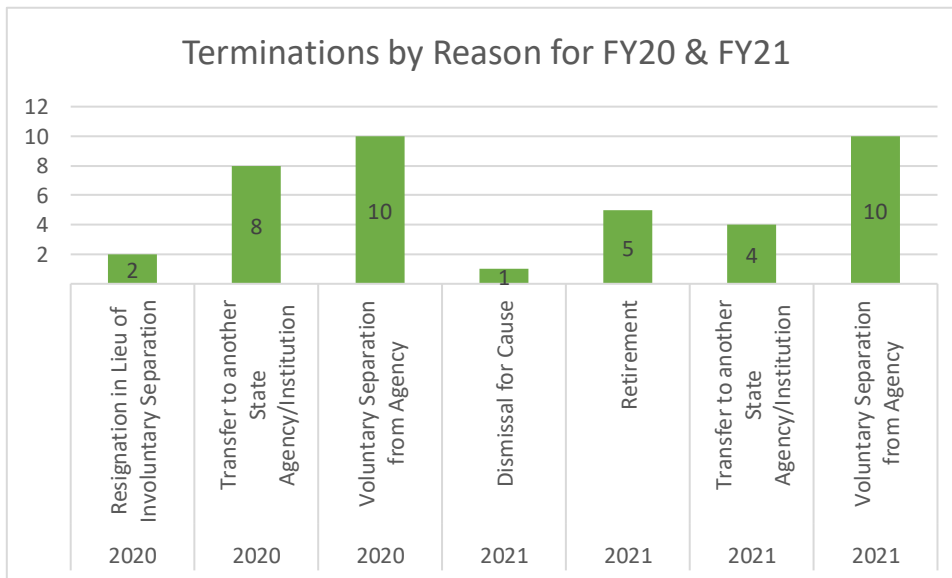
We are losing employees to the public sector due to higher salaries and hiring incentives and we are losing employees to other state agencies who can pay higher wages. We will be losing



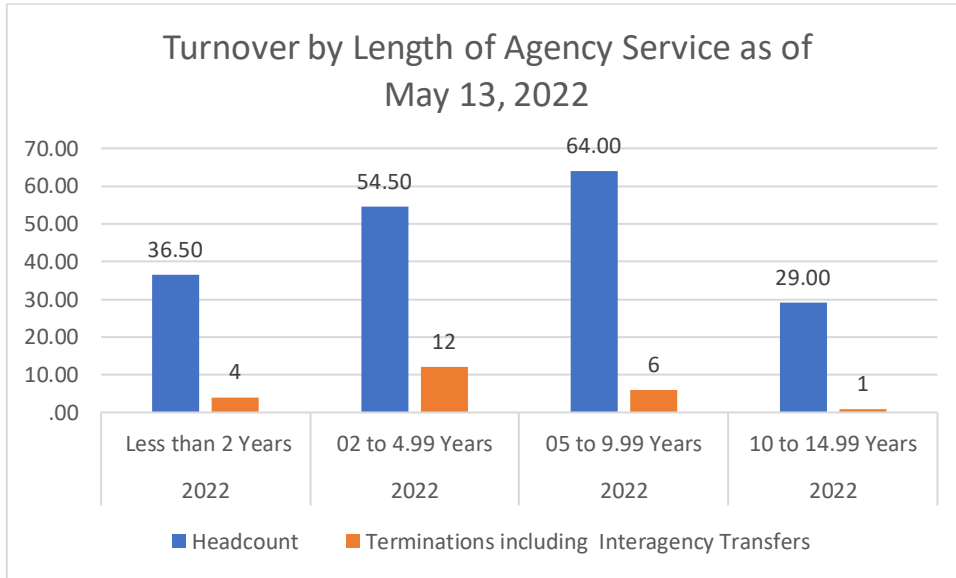
one employee who is scheduled to retire on August 31, 2022. Additionally, we have completed employment references for at least two other employees who have applied to other state agencies and who are in the last recruitment step for the two agencies.

Fiscal Year	Reason	Terminations
2022	Death	1
2022	Dismissal for Cause	1
2022	Retirement	1
2022	Transfer to another State Agency/Institution	10
2022	Voluntary Separation from Agency	10

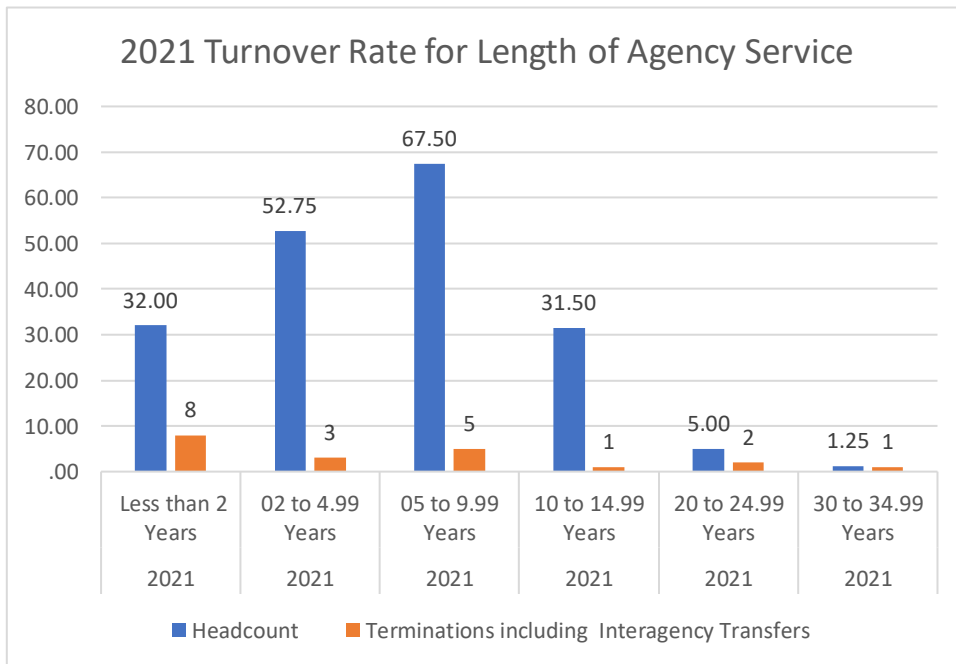
The following table provides the turnover breakdown by reasons why employees left in FY 20 and FY 21. The data shows that 10 employees in each fiscal year left state government and 10 transferred to other state agencies in FY 20 while four in 2021 transferred to other state agencies. The number for employees transferring to other state agencies has already increased as well as the employees leaving state employment in FY 22 with only three and half months remaining in FY 22.



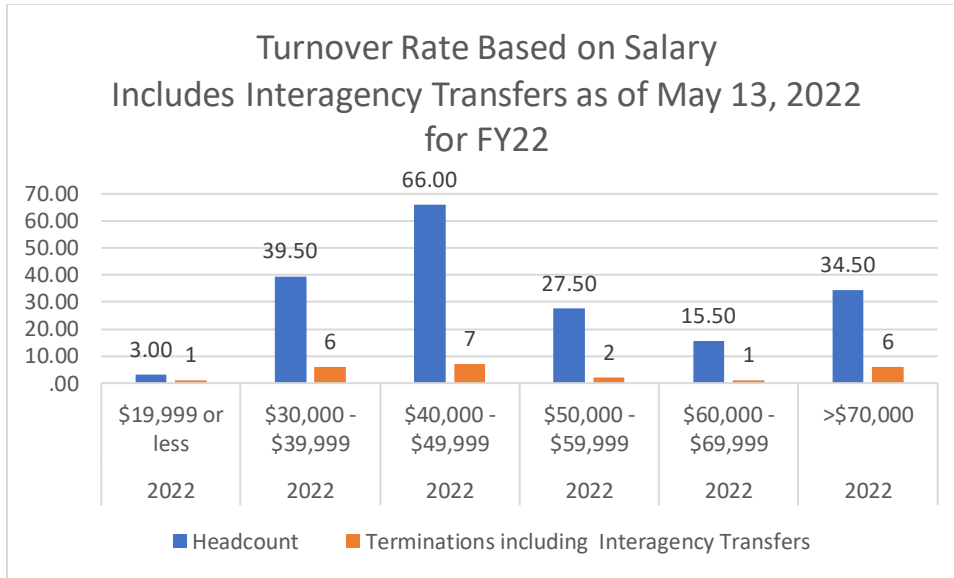
The following chart shows the current breakdown by length of agency service as of May 13, 2022. Twelve employees with 2 to 5 years of agency service have left the agency and the next highest is 5 to 10 years with six employees leaving the agency. Our data shows we are losing employees who have longer tenure with the agency and who possess the knowledge, skills, and abilities to perform the agency’s mission.



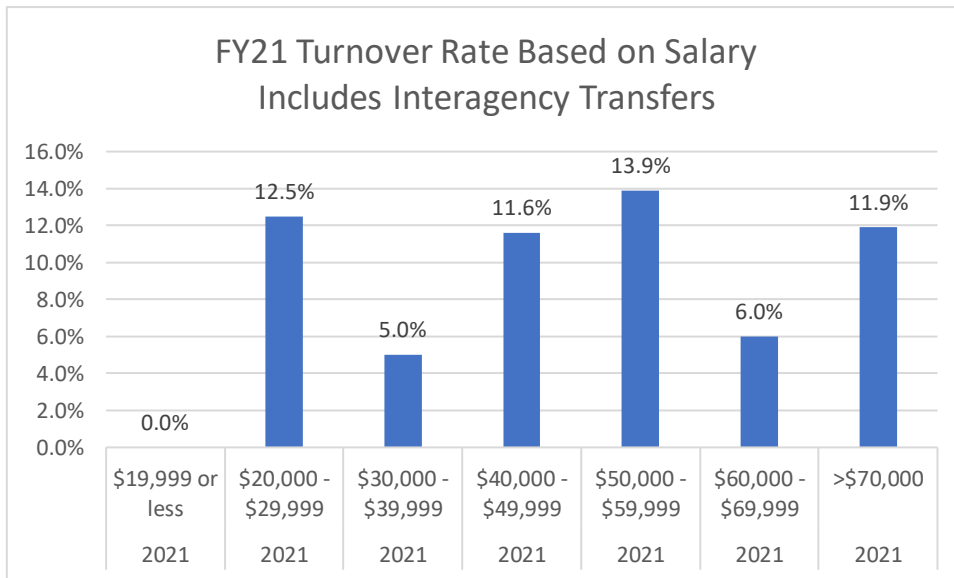
The following table identifies the FY 21 turnover rate by Length of Agency Service. The highest turnover rate in this category was for employees working 2 years or less, followed by employees who worked 5 to 10 years.



The following table provides the current turnover rate based on salary as of May 13, 2022 for FY 22. Data shows the turnover headcount is high with employees between \$40,000 to \$49,999 with the next highest two categories being \$30,000 to \$39,000 and greater than \$70,000.



In Fiscal Year 2021, the highest turnover rate was for employees making \$50,000 to \$59,999 at 13.9%. The second highest was 12.5% for employees making \$20,000 to \$29,999. The state-wide turnover for employees making \$50,000 to \$59,999 was 12.7%. The state-wide turnover for employees making \$20,000 to \$29,999 was 39.6%, higher than TMB. Most of these employees in this salary category state-wide are in jobs within the Social Services occupational category. The state-wide turnover for employees making \$70,000 or greater was 9.8% which is lower than the TMB.

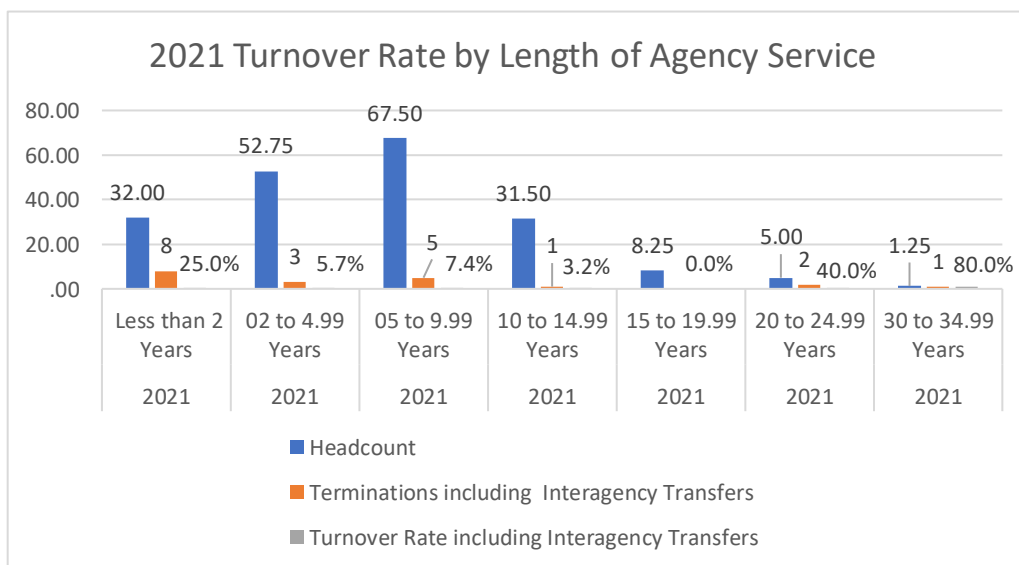


The following table shows that as of May 13, 2022, the agency’s number of terminations by length of agency service has been the following:

Fiscal Year	Length of Agency Service	Terminations
2022	Less than 2 Years	4
2022	02 to 4.99 Years	12
2022	05 to 9.99 Years	6
2022	10 to 14.99 Years	1

Data reflects that employees with the agency for more than 2 years but less than 10 years are leaving the agency. If this trend continues, we will lose employees with the regulatory experience to fulfill the agency’s mission.

The following table shows the breakdown of turnover rate by length of agency for FY21. The category of less than two years was 25% (Statewide was 48.4%) and for employees with five years or less it was 5.7% (Statewide was 21.7%). The TMB’s next highest turnover rate was for employees with 5 years but less than 10 years of employment at 7.4%.



The following table provides the FY 20 breakdown with the Program Specialist III job classification series in the Physician Health Program (PHP) Department showing the highest termination rate with 5 individuals leaving TMB (64.5%). Our Investigator IVs and Vs had a combined headcount of 3 while the License & Permit Specialist III also had 3 individuals leaving the agency.

Our Investigator Vs require a Registered Nurse degree or Licensed Vocational Nurse Degree (LVN). Recruiting and retaining staff with these required medical credentials with the salary allocated for this job classification has and continues to be difficult to fill pre- and post-COVID. With the continuation of COVID and the demand for nurses, it is likely that the TMB will continue to experience higher-than-average turnover rates for this job classification as the agency does not have the budget to compete with sign-on bonuses or higher salaries as other private sectors

(Hospitals, Health Clinics, and 24-Hour Emergency Care Facilities) and other state agencies with a robust budget for salaries.

We will also likely continue to see a high turnover in the License & Permit Specialist III due to the inability to work remotely for the employees working in the Call Center.

Job Classification Title	Headcount	Terminations including Interagency Transfers	Turnover Rate including Interagency Transfers	Terminations excluding Interagency Transfers	Turnover Rate excluding Interagency Transfers
0152 - Administrative Assistant II	14.75	2	13.6%	1	6.8%
0172 - License and Permit Specialist III	24.00	3	12.5%	2	8.3%
0174 - License and Permit Specialist V	6.75	1	14.8%		0.0%
1016 - Accountant III	2.00	1	50.0%		0.0%
1353 - Investigator IV	17.00	1	5.9%	1	5.9%
1354 - Investigator V	17.50	2	11.4%	2	11.4%
1572 - Program Specialist III	7.75	5	64.5%	2	25.8%
1573 - Program Specialist IV	2.00	1	50.0%	1	50.0%
1603 - Manager IV	4.75	1	21.1%		0.0%
3504 - Attorney III	5.00	1	20.0%	1	20.0%
3574 - Legal Assistant II	2.25	1	44.4%	1	44.4%
4436 - Physician I	1.00	1	100.0%	1	100.0%

The following table breaks down the turnover for FY 21 by job classification. The Investigator IV and Investigator V category series continued to be one of the highest turnover rates at the TMB. The seven individuals who resigned, left state government employment. They did not transfer to another state agency. The Texas Workforce Commission (TWC) forecasted that registered nurses were one of the job classifications among 25 occupations expected to add most jobs from 2018 to 2028. The TWC assessed that because of the demand for registered nurses or licensed vocational nurses, state agencies would experience higher-than-average turnover rates due to competitive demand.

Job Classification Title	Headcount	Terminations including Interagency Transfers	Turnover Rate including Interagency Transfers	Terminations excluding Interagency Transfers	Turnover Rate excluding Interagency Transfers
0057 - Clerk II	1.00	1	100.0%	1	100.0%
0172 - License and Permit Specialist III	23.75	2	8.4%	1	4.2%
0173 - License and Permit Specialist IV	13.75	1	7.3%	1	7.3%
0213 - Data Base Administrator III	1.00	1	100.0%	1	100.0%
0229 - Systems Support Specialist II	2.50	1	40.0%		0.0%
1016 - Accountant III	1.75	1	57.1%	1	57.1%
1353 - Investigator IV	16.25	4	24.6%	4	24.6%
1354 - Investigator V	17.75	3	16.9%	3	16.9%
1572 - Program Specialist III	6.00	1	16.7%		0.0%
1601 - Manager II	1.25	1	80.0%	1	80.0%
1603 - Manager IV	4.00	1	25.0%	1	25.0%
3503 - Attorney II	1.75	1	57.1%	1	57.1%
3505 - Attorney IV	6.25	1	16.0%		0.0%
5112 - Substance Abuse Counselor II	1.00	1	100.0%	1	100.0%

### Projected Turnover Rate Over the Next Five Years

The TMB anticipates that employee turnover may continue to trend upward over the next five years due to escalating workloads, the inability to fill frozen positions, and not having a budget to support salary increases and retirement.

We have several managers that are eligible or will become eligible to retire within the next five years. If these employees elect to retire, the agency will lose crucial institutional knowledge and expertise. Additionally, we have key IT employees who are eligible or will be eligible to retire. To avoid a gap in the work skills for these key positions, succession planning with the Executive Director or Department Managers must be put in place. A plan to create a formal process that includes, but is not limited to, cross-training of employees, mentoring, peer-to-peer sharing, documentation of agency procedures, and a formal process that allows transfer of knowledge to other employees should be put in place and practiced across the agency.

### Workforce Skills Critical to TMB's Mission and Goals

The TMB's workforce has performed successfully post COVID-19 pandemic. Employees have functioned well and have been able to perform virtually to readily serve our licensees and the public with the same degree of excellence in customer service without face-to-face interactions or in-office resources.

To continue to successfully accomplish the agency's mission virtually or with face-to-face interactions with licensees and the public, the following critical workforce skills and credentials are needed to successfully regulate, enforce, and administer services to our licensees, stakeholders, public, legislators, and other interested parties:

Critical Skills to accomplish our essential business functions:

- Regulatory and enforcement
- Investigation
- Compliance
- Customer Service and interpersonal relationship skills
- Litigation
- Legal, Health Law
- Legislative and Governmental relations
- Registered Nurse/License Vocational Nurse/Medical Doctor
- Paralegal
- Information Technology, Information Systems, Security, and Web Administration/Database Programmer, Network Systems Analyst
- Finance, Human Resources, Risk Management, Business Continuity
- Governmental Accounting and Reporting

To be able to perform the essential business functions successfully, employees need the following competencies below:

- Decision Making and Problem Solving/Critical Thinking
- Leadership Skills/Personal Responsibility
- Information Technology/Technological; proficient with multiple software applications/Emerging and Advanced Computer Technology/ Computer Troubleshooting/Microsoft Applications
- Ability to adapt to change/Creativity and innovation
- Communication
- Mediation/Conflict Resolution/Risk Assessment

- Rulemaking/Policy Development and Implementation
- Emotional Intelligence/Interpersonal Relationships
- Data Analysis/Data Management
- Bilingual translation (due to HB 1322)
- Functioning organizational and time management skills
- Socialization and Networking
- Self-Awareness/Time Management

All employees must be proficient in various technologies as it relates to their work responsibilities. Employees should have the ability to adapt quickly to changes in the processes and procedures of their departments, and employees must have the aptitude to learn new technologies and be able to troubleshoot while working remotely. Employees must be proficient with Microsoft Office Software, SharePoint, the agency's imaging program, and web-based services that are administered through CAPPS such as the Purchase & Requisition Component, Time & Labor, and the Payroll components as it relates to employee payroll information.

### III. FUTURE WORKFORCE PROFILE

#### Expected Workforce Changes

In addition to the skills described above in the "Workforce Skills Critical to the Mission and Goals of the Agency" section, it is expected that the following would be beneficial to the agency's workforce:

- Continue with the plans to conduct a Compensation Analysis to benchmark TMB salaries with other regulatory state agencies. It is anticipated that this analysis will assist with retaining our knowledgeable staff, attract a quality applicant pool, and motivate our current staff.
- Provide the necessary software tools such as Adobe Reader to the Litigation Attorneys so they may be able to perform their core case work responsibilities remotely or when attending SOAH hearings.
- Seek approval to post and fill the frozen positions in the Registration, Licensure, and Investigations Departments to assist with the increase in applications received and for legislative mandates impacting the licensing and enforcement strategies.
- Purchase the technology needed to allow our Customer Call Center staff the ability to work remotely and to assist with our recruitment and retaining efforts for these positions.
- Purchase new computer equipment such as laptops for all employees whose remote category allows them to work from home.
- Continue with the remote schedule for current staff and newly hired staff that complete their training requirements to be able to work from home. Currently Managers have assessed all positions in their departments and identified which job responsibilities could be performed remotely. Based on the managers' assessments, positions were categorized in 1 to 5 categories. A category 1 represented a field staff employee. A category 2 represented employees to report to the office on an as-needed basis to perform their work responsibilities and to attend meetings. A category 3 employee represents reporting to the office at least 2 or 3 days a week. A category 4 employee represents reporting to the office at least 3 to 4 days a week, and a category 5 employee represents reporting to the office 5 days a week. Approximately 25% of our staff report to the office.



- With employees working remotely, the agency should consider investing in an on-line training tool that provides video courses in business software and tools, career development and career management, customer services, Microsoft 365, Professional Development, Remote Work, Time Management, and Human Resources. Employees can take courses at their own pace. Managers can recommend and identify the courses an employee should take when conducting an employee’s performance appraisal.

Anticipated Changes in the Number of Employees Needed

It is anticipated that the demand for TMB services will continue to grow based on the demographic projections for the state, new licensees to regulate, a business climate that is attractive to physicians, the legislative interest in increasing the health professions workforce and the implementation of the Interstate Medical Licensure Compact (IMLC) that was signed by the Governor on June 7, 2021 and was passed by the 87<sup>th</sup> Texas Legislature. As of May 6, 2022, the agency has received over 900 applications to process and manage. It is imperative that the agency do everything possible to retain staff that performs functions critical to the agency. It is anticipated that we may need to unfreeze some positions that were frozen due to the 5% cut asked of all state agencies during the past legislative session.

**IV. WORKFORCE & GAP ANALYSIS**

Presently, the agency workforce has the necessary skills to perform the agency’s mission. However, over 20% of our workforce is eligible or will become eligible to retire. Additionally, since many other state agencies are now allowing staff to continue to work remotely, working remotely is no longer a recruitment tool or an incentive for employees to remain employed at the TMB. Also, TMB salaries have not kept up with salaries in other state agencies. It is very likely that in the next five years or less the agency could experience a shortage of required skills in management and key positions across the agency. For the period covering September 1, 2021 through May 31, 2022, the current turnover is 11.56%. For FY21 it was 16.8%, for FY 20 it was 10% and for FY19 it was 16.8%. Please see table below for the turnover rates beginning with FY19 to May 31, 2022.

Fiscal Year	Headcount	Terminations including Interagency Transfers	Turnover Rate including Interagency Transfers
2019	197.00	33	16.8%
2020	200.25	20	10.0%
2021	198.25	20	10.1%
2022	199.00	23	N/A

The agency’s turnover rate is trending upward and FY22 is not over yet. We can only expect it to increase. It is imperative that the TMB continue to address workforce salaries to be competitive with other state agencies and the private sector due to continued difficulty in recruiting all level of positions across the agency, specifically in positions that require IT or medical expertise.

Key managerial staff and employees assigned to perform critical functions for the agency are either currently eligible to retire or will be eligible within the next two to five years. Succession planning and knowledge transfer provide the opportunity for the next generation of

employees to launch new ideas that may improve and streamline services to new levels.

Due to budget constraints and the lack of competitive salaries, it continues to be difficult for departments to attract and retain staff 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.

## **V. WORKFORCE STRATEGIES**

The TMB proposes the following strategies to address the issues identified in the workforce analysis.

### ***Strategy 1 – Recruitment and Retention Programs***

Every department's goal is to attract and retain high performing individuals with valuable work skill sets. Therefore, a variety of recruitment and retention strategies are available throughout the agency including, but not limited to, the following:

- a. Promoting state benefits
- b. Providing telecommuting opportunities
- c. When funds permit, hiring above the minimum salary
- d. Awarding One-Time Bonus and Merit Increases
- e. Awarding equity adjustments
- f. Providing in-house promotional opportunities for current employees
- g. Providing flexible work schedules for positions that allow flexibility
- h. Professional development opportunities
- i. Recognition Programs
- j. Outstanding Performance Leave Awards
- k. Educational Leave/Scholarship opportunities
- l. Fitness Leave/Wellness Leave
- m. Expanding the size and diversity of the applicant pool by broadening the sites where jobs are posted.

### ***Strategy 2 – Career Development Programs***

All managers are responsible for planning the development needs for their employees. The Human Resources Department can assist each individual manager and employees to create development plans based on the required knowledge and skills. Additionally, the Human Resources Department will develop a training for first-line supervisors who were internally promoted to a leader position.

### ***Strategy 3 – Leadership Development and Replacement***

The following are essential to the leadership development and replacement process:

- n. Identify pivotal positions across the agency that are critical to the mission and goals of the agency to include in the succession plan
- o. Ensure that written procedures capture institutional knowledge and important regulatory information is available
- p. Establish a mentor or buddy system to newly hired staff or newly promoted staff
- q. Develop methods for preparing and developing employees for advancement
- r. Develop processes and methods to transfer institutional knowledge
- s. Create a management development program for first-line and senior staff
- t. Provide more cross training opportunities between departments

## VI. 2022 SURVEY OF EMPLOYEE ENGAGEMENT

### Survey

The Institute of Organizational Excellence, part of UT Austin’s School of Social Work, administered the Survey of Employee Engagement (SEE) to Texas Medical Board (TMB) employees in early February 2022 through late February 2022 and provided the results in March 2022.

Many state agencies participate in this survey, which allows the TMB to compare itself to agencies of similar size and mission. TMB was compared to other agencies with between 101 and 300 employees and to agencies involved with the regulation of medical, financial and other service industries. The survey also allows the agency to compare current results to prior years.

The SEE is specifically focused on the key drivers relative to the ability to engage employees towards successfully fulfilling the vision and mission of the organization. The survey consists of 48 primary items used to assess essential and fundamental aspects of how an organization functions, potential barriers to improvement, and internal organizational strengths.

Similar items are grouped together and scores averaged to produce 12 “construct” measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

12 Constructs	
Workgroup	Internal Communication
Strategic	Pay
Supervision	Benefits
Workplace	Employee Development
Community	Job Satisfaction
Information Systems	Employee Engagement

Additionally, six of the primary items are also used to assess the agency’s

climate. These items address: harassment, ethics, fairness, supervisor feedback, and Executive leadership.

### Results

The survey was distributed to 191 TMB employees, of which 162 employees, or **84.9 percent**, responded. The TMB has a response rate that is considered high as it exceeds the 50 percent benchmark that suggests a strong level of soundness of the results. The TMB’s response rate is historically strong and although this year’s response rate is high, results show a slight decline of 3.1 percent from the survey conducted in 2020 (87.9%).

### Overall Score

Overall scores above 350 are desirable, while scores above 400 are considered a product of a highly engaged workforce. **TMB’s overall score was 385**, 4 points higher than the overall score of 381 in 2020.

Scores above 350 suggest employees perceive the construct or dimension more positively than negatively, with scores higher than 375 indicating a substantial strength.

In contrast, scores below 350 suggest employees perceive the construct or dimension less positively, with scores below 325 indicating an area should be a significant source of concern for the organization.

**TMB Strengths**

TMB's top three strengths are considered substantial strengths with each receiving a score of well above 375.

**Supervision, Score: 419**, captures employees' perceptions of the nature of supervisory relationships within the organization. Higher scores suggest that employees view their supervisors as fair, helpful and critical to the flow of work. This is 10 points higher than the previous score of 409 in 2020.

**Workplace, Score: 412**, captures employees' perceptions of the total work atmosphere, the degree to which they consider it safe, and the overall feel. Higher scores suggest that employees see the setting as satisfactory, safe and that adequate tools and resources are available at the time. The Workplace score in 2020 was 403.

**Strategic, Score: 411**, captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. Higher scores suggest that employees understand their role in the organization and consider the organization's reputation to be positive. The Strategic score in 2020 was 410.

*\*Supervision, Workplace, and Strategic were also the top constructs in the 2018 and 2020 SEE.*

**Areas of Concern**

TMB areas of concern, the three lowest ranking constructs, had scores ranging from 209 to 374. As noted above, the tipping point between positive and negative employee perceptions on a construct is 350. While two of the constructs are part of TMB's lowest three, they still had a score greater than 350.

**Pay: Score 209**, captures employees' perceptions about how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. Lower scores suggest that pay is a central concern or reason for discontent and is not comparable to similar organizations.

Employee's perceptions of this construct continued to decline bringing us closer to 2012's score of 207; it remains consistently lower than state agencies of similar size (283), with a similar mission (306), and all state agencies (284). The score had held steady at 215 from 2018 to 2020.

**Employee Development: Score 354**, captures employees' perceptions about the priority given to their personal and job growth needs. Lower scores suggest that employees feel stymied in their education and growth in job competence. The Employee Development score increased 19 points from 335 in 2020.

**Benefits: Score 374**, captures employees' perceptions about how the benefits package compares to packages at similar organizations and how flexible it is. Lower scores suggest that employees perceive benefits as not valuable or unfair in comparison to similar jobs in the community. The Benefits score dipped 2 points from 376 in 2020.

**Climate Analysis**

While not scored as a Construct, the climate in which employees work is also surveyed using the following 6 primary items. The appropriate climate is a combination of a safe, non-harassing environment with ethical abiding employees who treat each other with fairness and respect. The climate in which employees work does, to a large extent, determine the efficiency and effectiveness of an organization.

The scores for climate are presented slightly differently. Scores above a 3.50 are viewed in the same way as Construct scores of 350, as being more positive than negative by employees.

<b>Climate Analysis</b>		
<b>ITEM</b>	<b>2022</b>	<b>2020</b>
Harassment is not tolerated at my workplace.	4.31	4.27
Employees are generally ethical in my workplace.	4.26	4.15
I believe we will use the information from this survey to improve our workplace.	3.48	3.48
I am satisfied with the opportunities I have to give feedback on my supervisor's performance.	3.66	3.64
Upper management (Executive and/or Senior Leadership) effectively communicates important information.	4.00	4.22
I am treated fairly in my workplace.	4.06	4.09

When looking at the individual climate items for 2022, the scores ranged from 3.48 to 4.31. Of the six items, only one fell below the 3.50 tipping point, as it did in 2020: "I believe we will use the information from this survey to improve our workplace" had a score of 3.48. This equates to 19.8% of the respondents. Overall, the table reflects improvements for most of the climate items while others show a slight decline from 2020 to 2022.