

WORKFORCE PLAN

Texas Behavioral Health Executive Council June 2022

Overview

History:

The Texas Behavioral Health Executive Council (“Council”) was created by H.B. 1501 2019 by the 86th Legislature. The enabling legislation for the Council is found in Chapter 507 of the Occupations Code.

Mission:

The mission of the Council is to protect and promote the welfare of the people of Texas by ensuring that behavioral health services and social work practice are provided by qualified and competent practitioners who adhere to established professional standards. This mission is derived from the duly enacted statutes governing each regulated profession, as well as the law creating the Council, and supersedes the interest of any individual or special interest group.

The Council accomplishes this mission through its regulation of marriage and family therapy, professional counseling, psychology, and social work by:

- ❑ Establishing educational, experience, examination, and continuing education requirements;
- ❑ Adopting professional standards for the practice of each profession;
- ❑ Investigating and enforcing compliance with the requirements of the statutes and rules governing each profession; and
- ❑ Serving as a source of information to the public, the professions, and governmental entities.

Goals and Objectives:

Licensure:

Objective: Ensure that practitioners meet required competency standards through 2027

Strategy: To operate a quality licensure program through an efficient and cost effective program of licensure, including education, experience, and examination requirements, continuing education requirements and renewal requirements.

Strategy: Provide for the processing of occupational license, registration, or permit fees through Texas.gov.

Enforcement and Laws and Rules:

Objective: Ensure that all practitioners comply with established law and rules through 2027.

Strategy: Operate a quality investigations/enforcement program in response to complaints concerning marriage and family therapy, professional counseling, psychology, and

social work practice consistent with the due process laws of Texas, in a timely manner and with a focus during enforcement on rehabilitation of the licensed provider.

Business Functions:

The Council is charged with regulating the practice of marriage and family therapy, professional counseling, psychology, and social work in the State of Texas. The Council reviews applications for licensure in accordance with its own rules and Chapters 501, 502, 503, 505, and 507 of the Occupations Code. The Council administers the jurisprudence examinations for each profession and approves most applicants to sit for the national examinations. There are 10 types of licensure available through the Council, excluding temporary and provisional licenses: Licensed Marriage and Family Therapist, LMFT Associate, Licensed Professional Counselor, LPC Associate, Licensed Psychological Associate, Licensed Psychologist, Licensed Specialist in School Psychology, Licensed Baccalaureate Social Worker, Licensed Master Social Worker, and Licensed Clinical Social Worker.

The Council investigates complaints and resolves them either by dismissal or disciplinary action. Disciplinary action ranging from reprimand to revocation is usually attained by agreed order.

The Council provides information about its functions and licensees to various segments of the public including insurance companies, health maintenance organizations, and individual consumers. The agency's website has become its primary means of conveying information to its licensees, as well as to all other entities seeking information about the Council and its operations.

Anticipated Changes to Mission, Strategies, and Goals for the Next Five Years:

The Council does not anticipate changes to its mission or strategic goals, objective, or strategies for the next five years, but does anticipate changes to its rules, policies, procedures, and workforce as a natural consequence to the evolving circumstances faced by a new agency.

Factors Expected to Result in Changes to the Agency:

Key economic, environmental, and other factors that may result in changes at the agency within the next five years:

- Potential for staff turnover if compensation packages do not remain competitive with other agencies or the private sector, or do not keep pace with cost-of-living increases;
- Additional requirements and reporting mandated by the legislature or other state or federal officials;
- Increasing demands on the agency and staff due to a greater need for more behavioral health providers within the state;
- Conscious and deliberate efforts by the Council and agency leadership to continually reassess agency operations, rulemaking, communications, etc., in an effort to improve the delivery of services to the public;
- Information technology increasingly used by the agency and other entities with which the agency interfaces;

- ❑ Significant reductions in state revenue projected by the Comptroller of Public Accounts;
- ❑ Customers demanding more timely services and greater access to agency functions and information; and
- ❑ Static funding for state agencies not identified as top priorities for state funding.

Supply Analysis

Current Workforce Analysis

Classified, Exempt, and Temporary Workers

The Council has authorization for a total of 68 classified employees as of June 1, 2022, with one 1 FTE, a Deputy Director I, who serves as the agency head. Of the remaining 67 positions, 10 are vacant.

Diversity

The workforce diversity for the agency is:

Gender		
Male	20	34%
Female	38	66%
Race/Ethnicity		
Hispanic	11	21%
Asian or Pacific Islander	4	7%
White	35	60%
Black	6	12%
Age		
Under 30	5	9%
30-39	19	33%
40-49	9	15%
50-59	17	29%
60+	8	14%
State Tenure¹		
Less than 2 years	18	31%
2 years or more but less than 5 years	11	19%
5 years or more but less than 10 years	9	16%
10 years or more but less than 15 years	8	14%
15 years or more but less than 20 years	3	5%
20 years or more but less than 25 years	3	5%
25 years or more	6	10%

¹ State tenure is being reported in lieu of agency tenure because the agency had only 1 FTE prior to September 1, 2020 when it assumed regulatory control over the professions under its jurisdiction. All staff have tenure of 2 years or less with the agency because it did not exist prior to September 1, 2019.

Percentage of Workforce Eligible to Retire:

As of 6/1/22 – 8.62%

As of 8/31/23 – 10.35%

Total Agency Turnover Rate:

The employee turnover rate for this agency was 21.1% for fiscal year 2021, slightly below the statewide turnover rate of 21.5%.

Projected Employee Turnover Rate During the Next Five Years:

The Council, having only been created as of September 1, 2019, cannot determine with any reasonable degree of certainty the turnover rate for staff within the next five years. However, the Council would estimate, based upon its employee turnover rate for fiscal year 2021, the statewide turnover rate², and the unemployment rate and highly competitive labor market in Texas, that its turnover rate will fall somewhere between 18% and 21% over the next five years.

Workforce Skills Critical to the Mission and Goals of the Council:

All agency staff must be proficient in the use of computers and other standard office equipment (e.g., copiers, scanners), as well as typical software programs and suites used in office environments. Examples include Microsoft Office 365 (e.g., Outlook, Word, Excel), Adobe, etc. Additionally, all agency staff must have excellent customer service skills because all staff are required in some way, to interact with stakeholders and members of the public which necessitates the ability to appreciate diversity and how it affects business processes.

Workforce Allocation:

See attached organizational chart.

Demand Analysis

Future Workforce Analysis

Expected Changes to the Workforce:

The Council anticipates changes to its future workforce due to the following factors.

- ❑ The trend of the legislature and other entities to place new mandates on the agency which increases the workload on staff.
- ❑ The current and projected need for more behavioral health practitioners due to the projected increase of the total population in the state.
- ❑ Increasing numbers of employees becoming eligible for retirement.
- ❑ Increasing use of automated or online technologies to enhance or improve agency efficiencies and public access.
- ❑ Turnover of staff caused by non-competitive compensation packages.

Future Workforce Skills Needed:

To continue to meet the Council’s workload, legislative, and public needs, the agency must make better use of available budget/FTEs, cross-train within and outside of departments, establish

² SAO’s Report No. 22-702, Annual Report on Classified Employee Turnover for Fiscal Year 2021

automated procedures to provide efficiency and streamline processes, improve both internal and external communications, prepare and plan for change in leadership as retirements or separations occur, and increase the use of technology throughout the agency.

With anticipated increased workload and to meet future workforce required skill sets, the Council must commit to developing the work skills of its current workforce, as well as recruiting individuals that possess the critical work skills necessary for the agency to carry out its mission.

GAP ANALYSIS

A comparison of the Council's workforce supply to the agency's workforce demand reveals that there are some areas of concern that need to be addressed.

- **Staff Turnover Due to Non-Competitive Salaries a Concern:** The agency's ability to carry out its mission depends heavily on the agency retaining its trained, experienced staff. The loss of seasoned staff to a new agency such as the Council, would have significant and pronounced negative effects on agency performance. Compensation packages which are not competitive with other agencies or the private sector increase the likelihood for employee turnover, and thus must be kept competitive where feasible.

Gap Strategy Development

Gap Strategy: Succession Planning

Staff Position Books

Positions at the agency should develop training manuals which include materials pertinent to each position including policies and procedures, as well as form letters, checklists, etc. These manuals are invaluable in training new staff and should be updated and added to as procedures in various areas change or are enhanced. These manuals assist with the standardization of agency functions, the cross-training of staff, and serve as valuable training resources for new staff.

Cross Training of Staff

When possible, staff are provided cross training for other positions within the agency. This is difficult to achieve because of the intricacies of each position and the resulting amount of time required to cross train for another position. Additionally, staff do not receive any kind of increased salary for cross training in other positions.

Gap Strategy: Employee Development

Staff Training

The agency hopes to assist all staff with improving their leadership, writing, and editing skills by sending them to various training opportunities. However, inadequate funding for staff development and limited training opportunities make it difficult to send all those in need to training.

Staff Involvement in Rulemaking and Policy Development

Opinions and input are sought from key staff persons before changes are made to rules, policies, and procedures. This allows the agency to make full use of the expertise of staff and facilitates both development and implementation of the changes by investing the staff in the success of the changes.

Gap Strategy: Retention of Staff

Flextime

The Council provides the options of flextime and the 4 day work week for most positions. However, at small state agencies alternative scheduling is inherently limited because the office must remain open each weekday from 8am to 5pm. Therefore, not all staff are able to participate in these alternate work schedules. Staff are informed of the availability of these options, as well as their limitations, before they are hired.

Telecommuting

The Council provides the options of telecommuting for most positions.

Promotion from Within

When a vacancy occurs in the agency, qualified internal staff are encouraged to apply for the position. Such upward mobility of staff provides added impetus to entry level staff to perform their duties to the best of their abilities.

Gap Strategy: Increased Use of Online Services

Enhanced Use of Board Website

The Council's website is the single most powerful tool for increasing efficiency and customer service that the Council has at its disposal. The Council is steadily working toward making its website a comprehensive source of information easily accessible by the public 24/7.

Gap Strategy: Legislative Appropriation Request

The Council will request additional funding through the legislative appropriations process for salary increases where needed to ensure a competitive compensation package for those staff identified as deserving a merit salary increase.

BHEC ORGANIZATION CHART

