

## FISCAL YEAR 2023-2027 WORKFORCE PLAN

Human resources investments are crucial to the continued efficiency and effectiveness of agency operations. In Texas government, as in the private sector, we must pay adequate wages if we expect to attract and retain quality employees. Our employees are our most valuable resource and Texas cannot afford to have less than the best. In addition to the initial investment of hiring qualified staff, the meeting of each employee's ongoing profession development and training needs is also crucial to the success of agency operations.

Human resource investments, such as provision of the up-to-date technology and ongoing training for agency staff, help position the agency as public and private sector employers compete for the same work force pool. The agency has a distinct advantage in that it has a highly educated and qualified staff who carry out their responsibilities in an efficient and effective, customer-service oriented manner. This proactive, progressive work environment, along with the general reputation of the agency, has definitely been an asset when recruiting staff. However, the fact that state salaries are not competitive with those in the private sector continues to greatly hinder recruiting of qualified staff.

### I. Current Workforce Profile

#### A. *Critical Workforce Skills*

There are several critical skills and knowledge areas that are important to the agency's ability to operate. Without these skills and knowledge areas, the TSBP could not provide basic business functions. They are as follows:

- extensive knowledge of healthcare systems and the practice of pharmacy and drug distribution, including legal and regulatory requirements;
- extensive knowledge of state administrative rules and regulations, including the management of human resources, budgetary, and appropriations process;
- extensive knowledge of information resource systems, including web-based applications;
- thorough knowledge of the Texas Administrative Procedures Act, rules of evidence, and other administrative and criminal laws and procedures;
- thorough knowledge of investigative procedures; and
- strong interpersonal skills and customer service.

Additionally, a license to practice pharmacy by the TSBP is a critical requirement for many of the agency's positions, including the Executive Director/Secretary.

#### B. *Workforce Demographics*

At the end of FY2021, the TSBP workforce is comprised of 29% males and 71% females. On average, employees at the agency were 45.80 years of age and had 7.84 years of agency length of service. Of the agency's employees, 65% are over the age of 40 and 55.3% of employees have less than five year's agency service

These percentages are high enough to warrant strong training programs to ensure our employees can assume key positions in the event of unexpected turnover.

The agency's overall workforce profile, as shown in **Table 1**, indicates that the agency needs to continue its efforts to recruit and retain qualified minority applicants at all levels of job categories.

**Table 1**

	New Hires														Grand Total
	White		Black		Hispanic		Amer. Indian /Alaskan		Asian		Other (includes NHOPI)		Total		
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
Officials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professional	1	1	-	-	1	-	-	-	-	1	-	-	2	2	4
Para-Professional*	-	2	-	-	-	1	-	-	-	-	-	-	-	3	3
Admin. Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>1</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>5</b>	<b>7</b>

\*Data reflects actual staff as of 8/31/21.

### **C. Employee Turnover**

Agency employee turnover decreased from 12.7% in FY2019 to 7.80% in FY2020 and decreased again to 6.8% in FY2021, with the majority citing “retirement” or “better pay/benefits” as the reason for leaving the agency. In FY2021, this turnover rate is less than the overall state of Texas turnover rate of 21.5%.

### **D. Retirement Eligibility**

It is estimated that between fiscal years 2023 and 2027, 20.6% of the agency's workforce will be eligible to retire.

## **II. Future Workforce Profile**

One key factor that continues to affect the ability of the agency to serve and protect the public interest is the continuing demand for agency services in every area of its operation. This continued increase in demand for services, together with the increase in the complex nature of modern health and pharmaceutical care, continues to tax the agency's ability to respond to future challenges.

In addition, according to the Office of the State Auditor's (SAO) Annual Report on Classified Employee Turnover for Fiscal Year 2021, the statewide turnover rate was 21.5%. The SAO further reported that the top three reasons employees that reported in exit surveys for leaving state employment during fiscal year 2021 were retirement, better pay/benefits, and poor working conditions/environment.

The TSBP results from the Survey of Organizational Excellence also reported the top two areas of concern among employees of the agency were Pay and Benefits. Inadequate funding for the agency by the legislature for salary increases for all employees, results in the agency not able to

offer salaries that are competitive to those paid in the private sector.

### III. Gap Analysis

After analyzing the workforce information, TSBP has determined there are two primary gaps between the agency's workforce supply and demand that must be addressed.

- Key positions in management, including the Executive Director/Secretary position, are not being targeted for succession planning.
- Historically, TSBP has been limited in its ability to attract and retain qualified employees due to the inability of the agency not able to offer salaries that are competitive to those paid in the private sector.

### IV. Strategy Development

<b>GAP</b>	<b><i>LACK OF SUCCESSION PLANNING FOR THE EXECUTIVE DIRECTOR/SECRETARY AND KEY MANAGEMENT STAFF</i></b>
<b>Goal</b>	Develop a competent, well-trained workforce.
<b>Rationale</b>	The training and development of current employees is critical to the success of the agency. TSBP should continue analyzing existing staff to determine which employees demonstrate the potential or interest to develop new competencies and assume new or modified positions.
<b>Action Steps</b>	<ul style="list-style-type: none"> <li>• Expand training programs to include programs such as effective leadership and contemporary management training skills, effective project management, and assessing and managing risks.</li> <li>• Conduct an assessment of the level of risk facing the agency regarding the potential loss of knowledge particularly in areas where loss is likely due to the imminent loss of key employees.</li> </ul>
<b>GAP</b>	<b><i>TSBP WANTS TO ATTRACT AND RETAIN QUALIFIED EMPLOYEES</i></b>
<b>Goal</b>	Become an employer of choice.
<b>Rationale</b>	If the agency is to recruit and retain qualified employees, TSBP may want to request increased agency appropriations for salaries to improve attraction and retention of qualified employees. TSBP will also continue to re-examine its organizational structure and requirements to see if other job classifications could meet the needs of these positions.
<b>Action Step</b>	If appropriate, request additional appropriations to enhance employee compensation to increase competitiveness in Austin job market.