



Texas Secretary of State Workforce Plan

June 1, 2024

I. Agency Overview

The Secretary of State is one of six state officials named by the Texas Constitution to form the Executive Department of State. The Secretary is appointed by the Governor, with confirmation by the Senate, and serves at the pleasure of the Governor.

The Secretary serves as chief election officer for Texas, assisting county election officials with the application and interpretation of elections laws throughout Texas. The Agency is the repository for official business and commercial records, publishes government rules and regulations, commissions notaries public and serves as keeper of the state seal and attester to the Governor's signature on official documents. Additionally, the Secretary of State serves as senior advisor and liaison to the Governor for Texas Border and Mexican Affairs and serves as Chief International Protocol Officer for Texas.

The Agency's authorized workforce for Fiscal Year 2024 and 2025 is 291 full-time-equivalent (FTE) positions. Over the next five years, the Texas population is expected to continue to grow and remain the nation's top state for doing business, meaning more Texans will be participating in elections and more business entities will have a need to process business filings. These realities are already putting a strain on our staff, who are experiencing high and growing workloads and will continue to do so over the next five years. In addition, many of our most experienced subject matter experts are at or near retirement age and succession planning is needed to ensure that the Agency continues to have a high level of expertise to provide our customers.

In the upcoming Legislative Appropriations Request, the Agency anticipates requesting additional FTEs to address the continued increases in operational workload demands in the Business, Elections and Administrative areas of the Agency. The Agency will also seek additional staff to support our Information Technology needs and strengthen cybersecurity.

The Agency is requesting no changes in the strategies for the FY 2026-27 biennium.

II. Current Workforce Profile (Supply Analysis)

A. Critical Workforce Skills

The following workforce skills are critical to the successful operation of the Office of the Secretary of State:

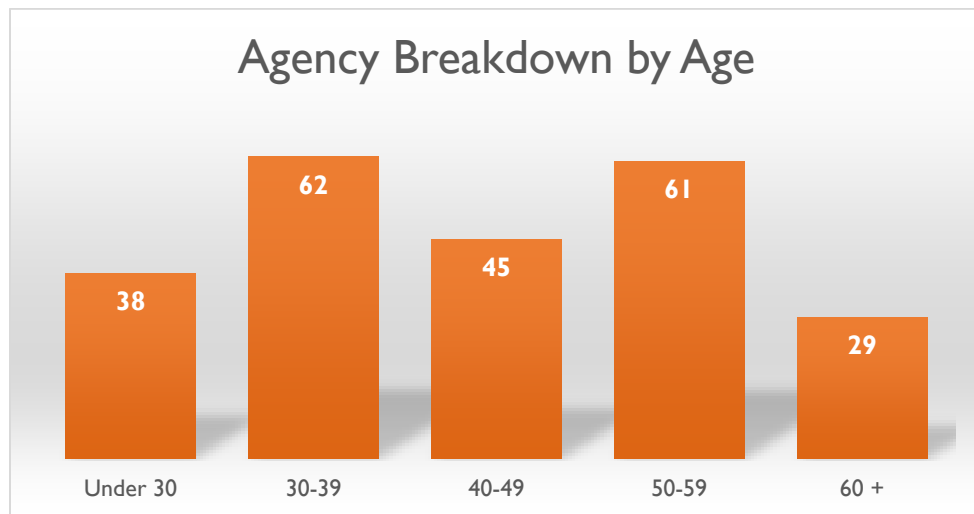
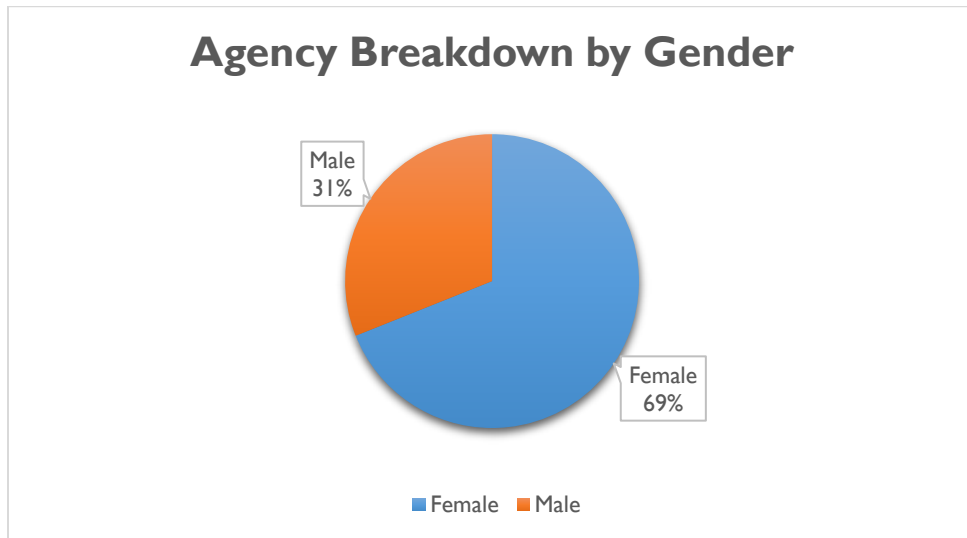
- Communication Skills (Listening, Verbal and Written)
- Interpersonal Abilities
- Leadership and Management
- Teamwork
- Analytical Skills and Problem Solving
- Flexibility and Adaptability
- Managing multiple projects (multi-tasking)
- Customer Service
- Development and maintenance of information technology systems
- Administrative and Clerical Skills
- Legal Research and Analysis
- Administrative Management
- Document Publishing
- Financial Management
- E-Commerce
- Grant Management

B. Workforce Demographics

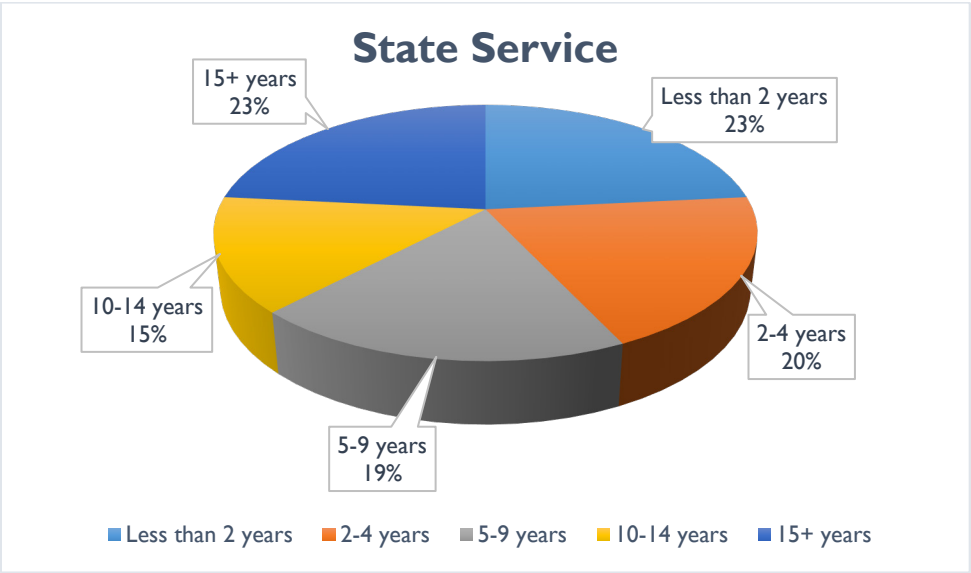
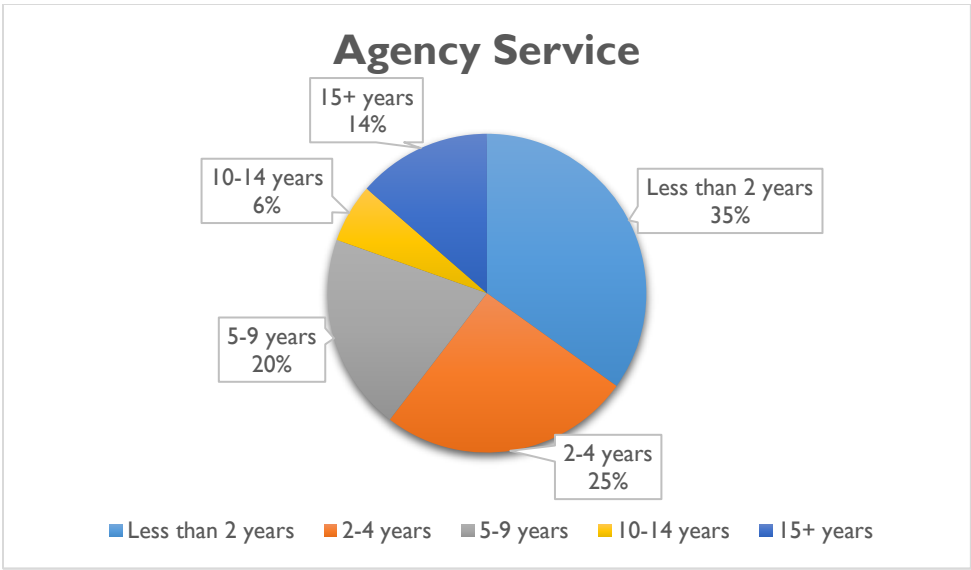
The following charts profile the Office’s workforce. As of April 1, 2024, the Agency’s total headcount was 235 employees. This includes 234 full-time employees and 1 part-time employee.

The Agency’s workforce is comprised of 69% females and 31% males. Approximately 57% of the Office’s workforce is over the age of 40 and 43% is under the age of 40.

Workforce Breakdown



Approximately 60% of the Agency’s workforce has 4 years or less of agency service and 43% of the workforce has 4 years or less of state service. The Agency will have a need for continuing strong training programs to ensure our employees are well-trained to serve the State of Texas.

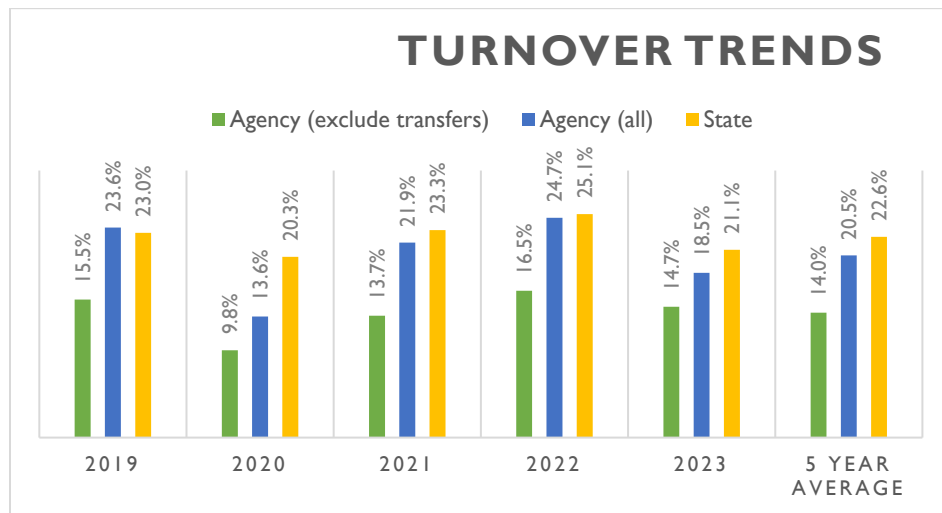


The Agency is committed to providing equal employment opportunities to all individuals. The following table compares the percentage of African American, Hispanic and female employees of the Agency as of April 1, 2024 to the State Agencies Workforce Composition as reported by the Texas Workforce Commission, Civil Rights Division.

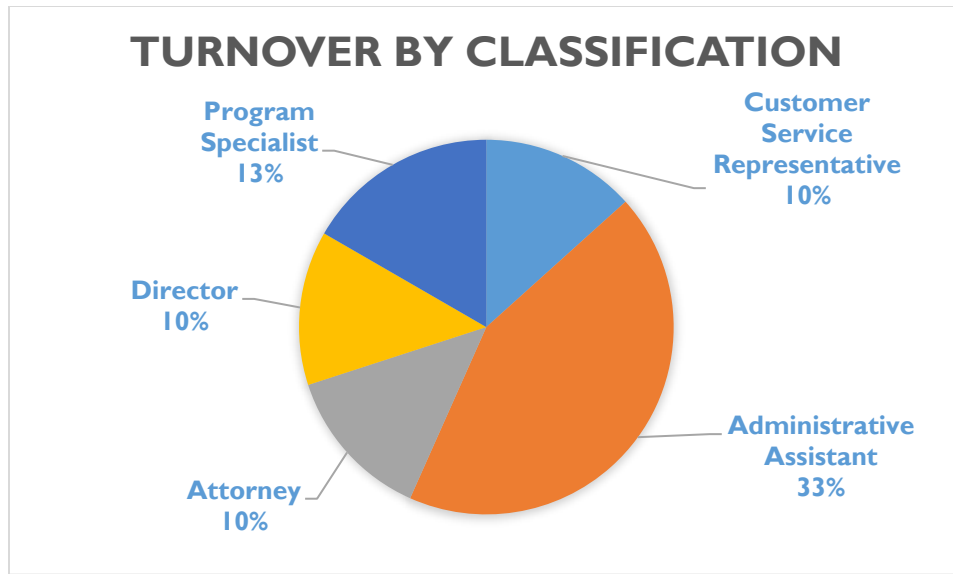
Job Category	African American		Hispanic American		Females	
	SOS %	State %	SOS %	State %	SOS %	State %
Administrators	23.08	12.85	15.38	16.16	53.85	57.8
Professional	2.86	11.46	28.57	17.76	60	58.52
Technical	16.67	17.59	27.78	28.19	27.78	58.31
Administrative Support	20.75	18.28	32.08	33.68	67.92	81.57
Protective Service	0	37.57	1	25.23	0	49.82
Para-Professional	18.1	N/A	33.62	N/A	81.03	N/A

C. Employee Turnover

Turnover is an important issue in any organization, and the Agency is no exception. Our turnover rate has improved over the last five years and has generally been lower than the state-wide turnover rate. The Agency’s 5-year average turnover rate was 20.5% while the 5-year average State turnover rate was 22.6%.



In Fiscal Year 2023, employees in the Administrative Assistant, Program Specialist, Customer Service Representative, Attorney and Director classifications accounted for 76% of the Agency’s 18.5% overall turnover rate. In addition, retirements accounted for 10% of the Agency’s separations.



The Agency's projected turnover rate for the next five years will fluctuate because of the competitive job market, increasing opportunities in the private sector, and a growing demand for remote-only opportunities.

D. Retirement Eligibility

As of April 1, 2024, 15% of the Agency staff will be eligible to retire within the next five years. The Information Technology Division is an area of significant concern with 27% of staff eligible to retire within the next 5 years.

<u>Projected Agency Terminations</u>		<u>Projected Agency Retirements</u>	
FY2025	40		6
FY2026	40		6
FY2027	38		5
FY2028	38		5
FY2029	38		5

III. Future Workforce Profile (Demand Analysis)

A. Expected Workforce Changes

The Agency is currently undergoing a major information technology modernization project that will streamline services and retire legacy systems. Therefore, the Agency will continue to increase use of technology to improve efficiency and deliver better customer service. Advanced technological skills will be required for all employees in our future workforce. Increasingly, employees will need to be cross trained in more than one functional area as human resources are shifted to meet performance measures and improve customer service. In addition, people expect to be able to do things online, including interacting with government entities. Accordingly, excellent customer service in this landscape requires a well-functioning, adaptive workforce that can perform virtually as well as face-to-face. The Agency must increasingly rely on technological advances as a means of meeting customer demands. We expect the demand for services to increase as the population of Texas continues to grow.

B. Future Workforce Skills Needed

Given that many of the Agency’s most trusted subject matter experts are nearing retirement age, succession planning is critical. The Agency must recruit, retain and develop staff who have the specialized expertise necessary to properly carry out the duties of the Agency. Over the next five years, the Agency must also acquire subject matter expertise in strategic planning, project management and new advances in information technology. Customer service skills are critically important in the information age where our customers expect better, faster and more accurate information.

C. Anticipated Increase in Number of Employees Needed to Do the Work

The Agency received an additional 68 full-time-equivalent (FTE) positions during the FY 2024-25 biennium, primarily to address additional agency responsibilities relating to elections. The Agency will request additional FTEs in the Legislative Appropriations Request to address the continued increases in operational workload demands throughout the agency, especially relating to increased business activities filings. The Agency will also seek additional positions to support our IT needs and strengthen cybersecurity.

IV. Gap Analysis

Anticipated Surplus or Shortage of Workers or Skills

The condition of the local economy has a powerful influence over the labor pool available to state government. The Agency has tenured employees with a considerable amount of institutional knowledge of Agency operations and applicable laws and regulations. Although the Agency's turnover rate has decreased, a 20.5% turnover rate will still negatively impact the skill and experience level of the personnel, and the Agency will need to expand its recruitment efforts. The primary challenge affecting the Agency's ability to recruit and retain mission critical skills is the pay afforded by the Agency's budget constraints. The Human Resources department has noted that the more specific the job skill requirements are, the more difficult recruiting has been.

As the Texas economy expands and unemployment rates decrease, we can expect that employees will seek employment in a sector (including other state agencies) that provides significantly higher pay for similar positions. Some employees have thorough job knowledge and excel in clerical tasks given to them but lack certain analytical and technical skills. This gap can be narrowed by offering necessary training to existing personnel, as current salaries will not attract applicants with the analytical and technical skills needed. All current job functions will continue to be required.

V. Strategy Development

The Agency plans to reallocate full-time-equivalent employees at least once in each biennium. As electronic filing and electronic access to public information expands, employees will be reallocated to maximize the Agency's performance outcomes.

To attract and retain qualified employees, the Agency will need to provide competitive salaries and potentially adjust job classifications. That includes the salaries of experienced attorneys in the Business and Public Filings Division and the Elections Division, who are critical to the operations of the Agency and should be paid accordingly to remain competitive with other state agencies and with the private sector, adjustment.

The Agency will continue to utilize the tools authorized by the Legislature to provide compensation adjustments and retention programs, such as performance rewards, one-time merit salary awards, and return-to-work programs as available funding allows. Employee training is and will remain a high priority in the effort to recruit, retain and develop our workforce. The Agency currently pays for certifications or licenses that are directly related to the individual employee's business function in the agency. Other employee incentive tools include flex scheduling and limited tele-work opportunities. The Agency is also in the process of establishing an Employee Assistance Program to support the overall health and well-being of our employees.

To address succession planning, the Agency recognizes and retains potential future leaders through pay raises and promotions, training opportunities, mentoring, and job assignments. This program is designed to ensure continuity in key or critical positions and identify individuals with the potential to assume new roles and higher levels of responsibility. It creates opportunities for professional growth through voluntary mentoring and tailored training and retains critical program knowledge and information.