



# **Office of Consumer Credit Commissioner Agency Workforce Plan**

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**Strategic Plan  
Fiscal Years 2025-2029  
June 1, 2024**

## **Agency Overview**

The mission of the OCCC is to regulate nonbank financial services and to educate consumers and industry providers, fostering a fair, lawful, and healthy financial services market that grows economic prosperity for all Texans.

The OCCC's mission is primarily achieved through the licensing, registration, examination, consumer assistance, education, and supervision of non-depository financial service providers. The OCCC recognizes the need for a healthy financial services environment and seeks to achieve a balance between consumer protection, access to financial services, and the profitable operation of financial service providers in Texas. The OCCC promotes the highest principles of professional conduct and ethics, and stewardship and conservation of funds while engaging in limited, balanced, and effective regulation.

The industries regulated by the OCCC operate within a financial service marketplace that adjusts to evolving products and business practices and changes in federal, state, and municipal regulation. The degree to which these influences affect the OCCC's regulated population varies and can influence staffing requirements. The OCCC adjusts staffing strategies to align with changes in the regulated industries to ensure the agency performs its core functions effectively and efficiently.

The OCCC's greatest asset is its workforce. By attracting and developing the right talent, the OCCC strengthens its ability to meet its mission. A high-performing and engaged workforce is vital to ensuring continuous improvements in successful agency operations.

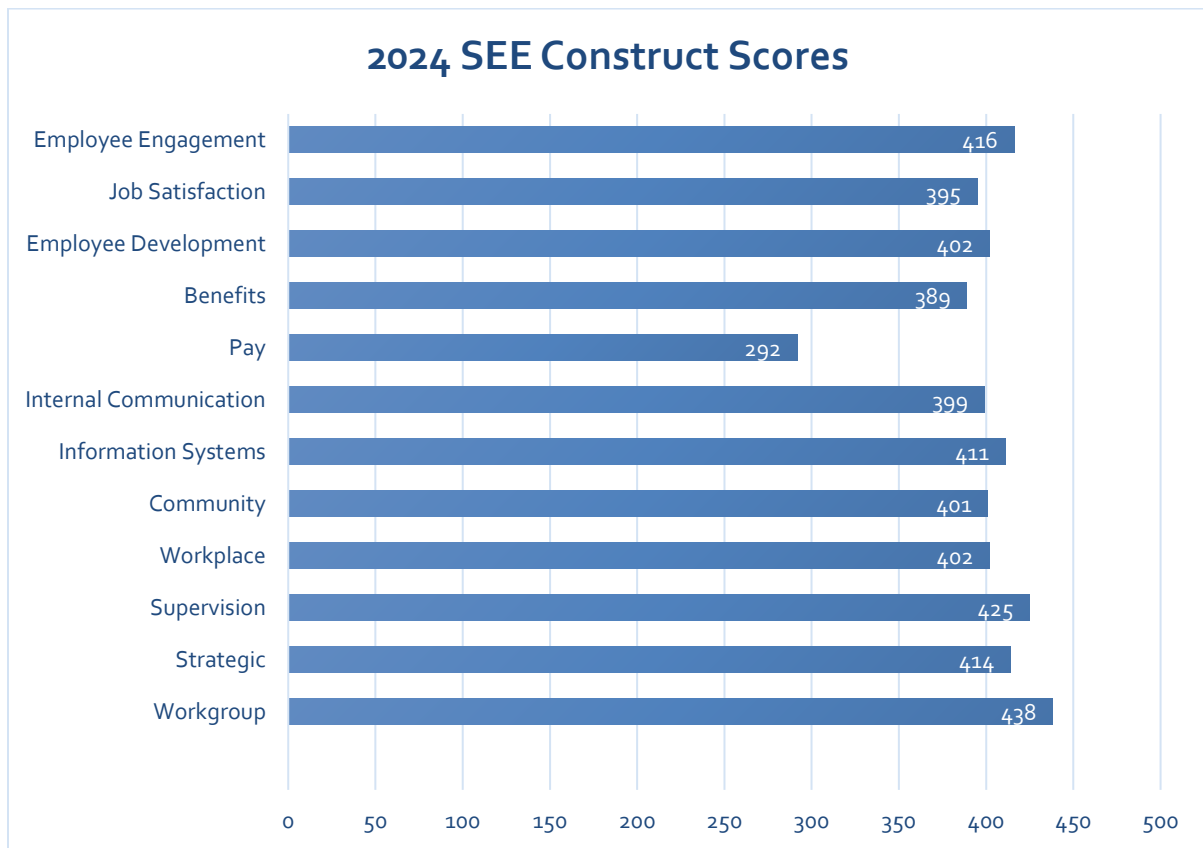
The OCCC focuses on employee retention, encouraging opportunities for professional development and career progression. The OCCC also recognizes the need for enhanced staff interdisciplinary skill sets and succession planning. Over the next five years, the OCCC anticipates increased training initiatives to enhance the knowledge, skills, and abilities of agency staff across all functions and divisions.

## **Employee Engagement**

The OCCC participates in a biennial Survey of Employee Engagement (SEE) administered by the Institute for Organizational Excellence at the University of Texas at Austin. In February 2024, surveys were emailed to 66 employees statewide. Of the 66 employees invited to take the survey, 58 employees responded, for a response rate of 87.9%. Response rates higher than 50% suggest soundness while rates lower than 30% could indicate problems. The OCCC's response rate is considered high and indicates employees are engaged and invested in the OCCC.

The OCCC's overall score on the survey was 401, an increase from an overall score of 379 in 2022. The score is an evaluation of employee engagement within 12 constructs or organizational topics. Based on these constructs, 58% of OCCC staff are either highly engaged or engaged which is more favorable than nationwide polling data which indicates about 30% of employees are highly engaged or engaged.

Construct scores above 350 are desirable, and when scores dip below 300, there may be cause for concern.

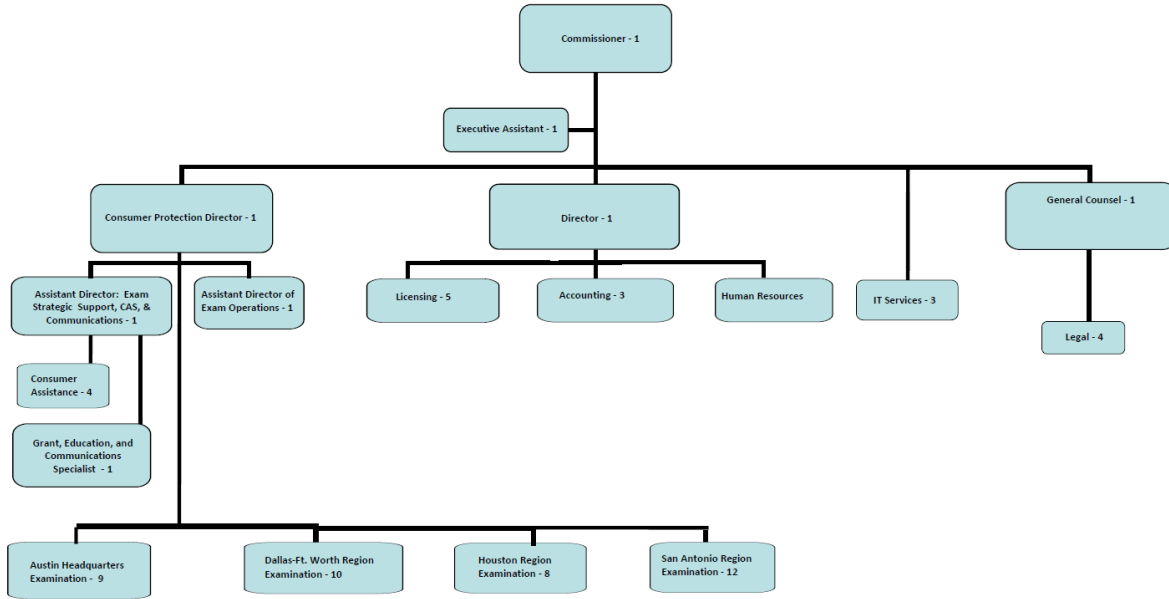


The data from the SEE provides information not only about employees’ perceptions of the effectiveness of the OCCC, but also about employee job satisfaction. The process and results of this survey are important to the continued development and success of the OCCC. The employee feedback from the survey assists the OCCC in developing and maintaining a high-quality workforce. To accomplish this, the OCCC utilizes the construct scores as a tool to link employee programs with the implementation of the OCCC’s mission, goals, and strategies.

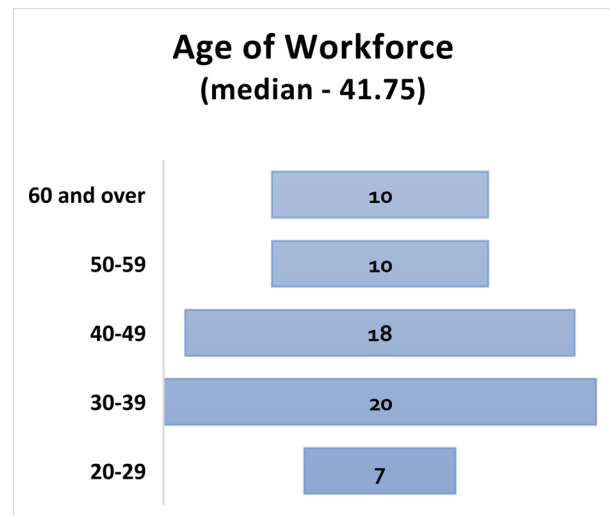
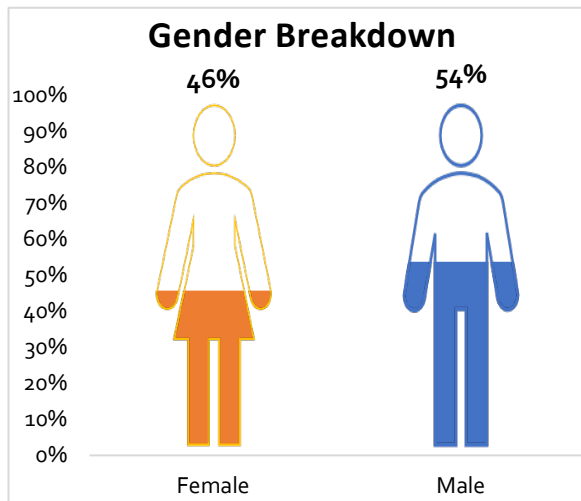
### **Workforce Analysis**

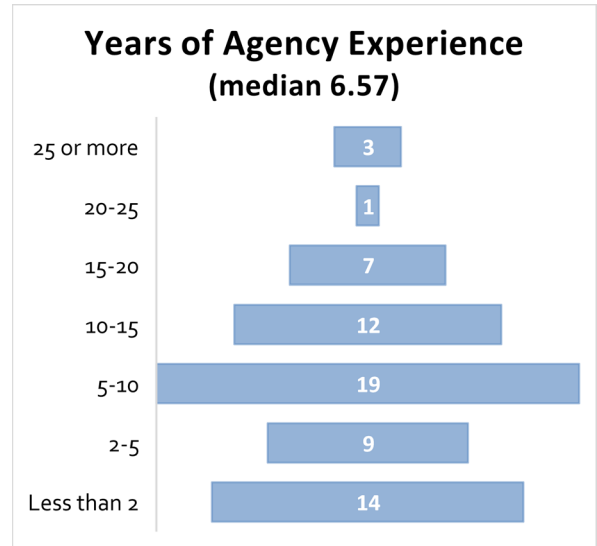
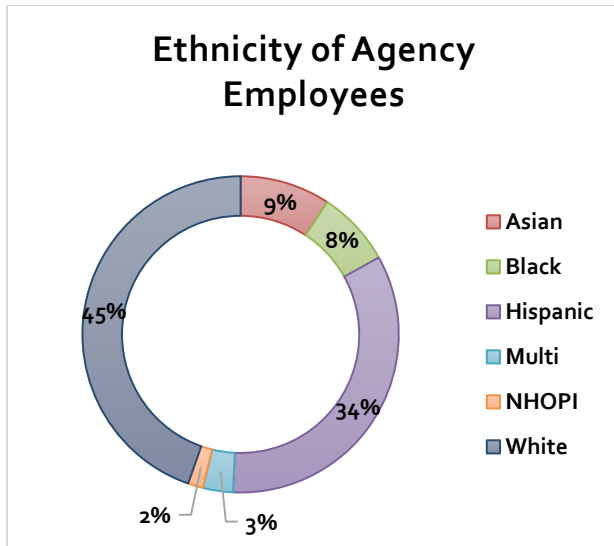
The OCCC is a small state agency that is authorized to employ 75 full-time equivalent employees (FTEs). As of May 2024, the OCCC is staffed at 65 (FTEs); 36 of these FTE’s are located in the Austin headquarters and 30 FTE’s work in various regions across the state including Dallas-Fort Worth, the Rio Grande Valley, Houston, and San Antonio. The OCCC is divided into seven teams, which includes Consumer Protection (incorporates Consumer Assistance), Licensing, Accounting, Administration, Human Resources, Legal, and Communications. Agency staff are comprised of financial examiners, attorneys, licensing and permit specialists, accountants, compliance analysts, other professionals, and support personnel.

## Agency Organizational Structure



The OCCC's current workforce profile is illustrated in the charts below. Male employees represent 54% of the workforce and female employees represent 46%. The average age of all employees is 44 and the median age is 42. The average agency tenure is 8.6 years, and the median tenure is 6.6 years which is an improvement of 13% and 5%, respectively, from the 2023 Workforce Plan.





### Retirement Eligibility

Twelve employees are eligible for retirement within the next five years. The OCCC does not anticipate retirement will account for a majority of separations in the immediate future. Effective implementation of strategies related to succession planning, recruitment, retention, staff development, and general sharing of the OCCC’s knowledge bases are vital to the agency’s continued effectiveness, continuity, and adaptability.

### Staff Turnover

The OCCC competes with non-depository financial service providers, other state agencies, and federal regulatory agencies for its professional staff, especially within the financial examiner series. Changes in the economy can have a direct impact on the OCCC’s ability to recruit and retain employees. Positive job markets can lead staff to seek other jobs, or for staff to evaluate opportunities outside of state government. Over the next five years, the OCCC is focused on human capital strategies with plans to embrace a dynamic new generation of workers with strong technological programs and innovative employee engagement opportunities.

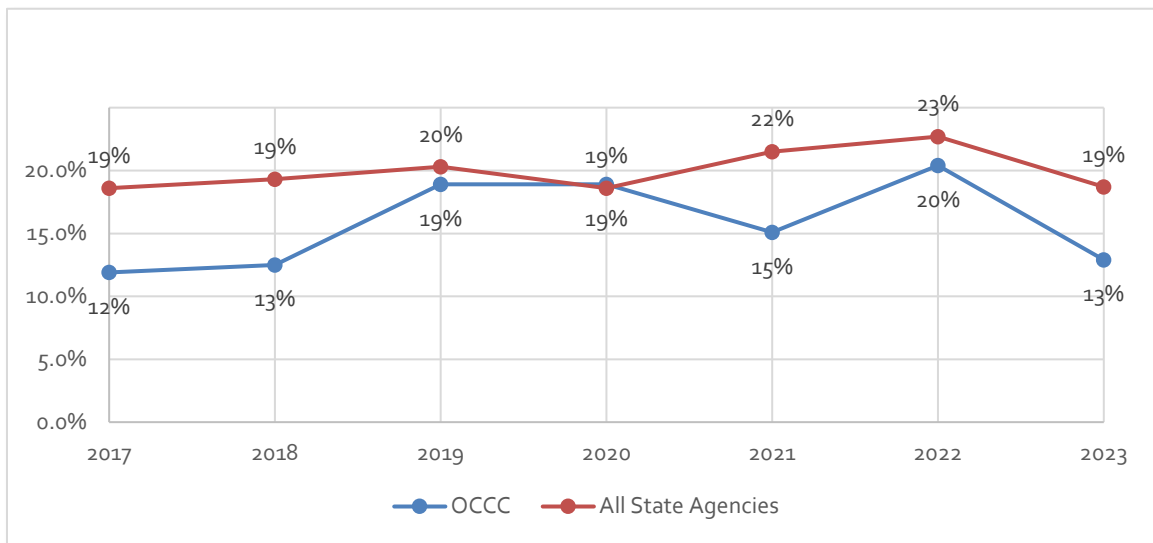
The retention of qualified staff is vital to the OCCC’s continued success. The OCCC seeks to limit turnover throughout all its functional areas, with particular focus on retention of financial examiner series due to the significant investment in training for these employees.

To remain a preferred employer, the OCCC offers flexible work schedules to eligible staff. Flexible work schedules, including some hybrid work opportunities, can be a powerful retention tool for the agency. Employees value the ability to prioritize their work-life balance and have indicated that flexible scheduling has increased their job satisfaction, increased their health and well-being, and has significantly reduced travel and commuting stress. Additionally, the OCCC’s flexible work scheduling program has allowed the agency to attract a diverse talent pool, and the reduction in travel has resulted in cost savings, for both the agency and as well as agency employees.

In particular, the job duties of Financial Examiners require significant travel. As a result, financial examiners must juggle professional and personal commitments. Travel is frequently cited as a reason for separation from employment. When possible, the OCCC utilizes a hybrid examination model that reduces on-site examination time, tempers the travel burden, and decreases the impact of travel on the budget. Licensees have favorably received the hybrid examination model noting that by incorporating technology and communication advancements some examination burden has been eased.

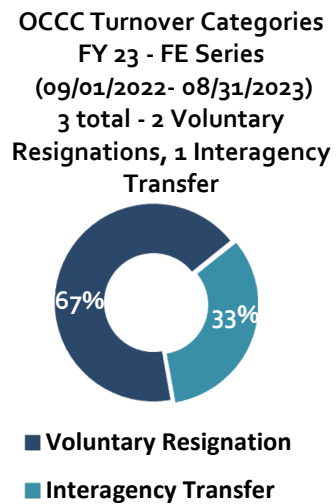
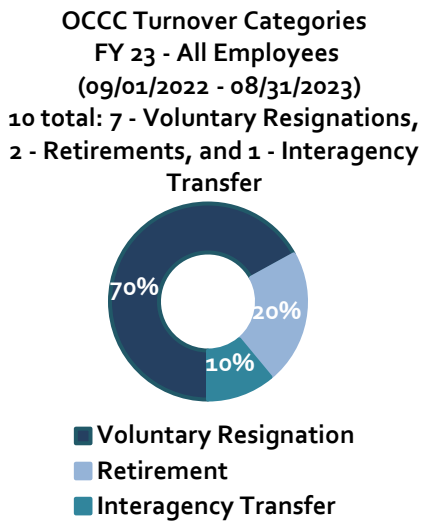
Employees value the benefit of a flexible work schedule, and it has proven to be a successful retention tool. The priority with any flexible or hybrid work schedule must be focused on ensuring that performance measures and customer service needs are met or exceeded. The OCCC is dedicated to harmonizing work scheduling with operational requirements to remain an employer of choice while promoting state service as a career.

The OCCC seeks to maintain an acceptable turnover ratio to limit disruptions and loss of institutional knowledge; some turnover, though is healthy and expected. Many factors and conditions affect an agency's turnover ratio, such as employment market conditions, which may drive higher turnover from time to time. A desirable turnover ratio for the OCCC is between 12 – 16%. Since fiscal year 2017 agency turnover has ranged from a low of 11.9% to a high of 20%. The OCCC has worked to reduce turnover and over the next five years must continue efforts to sustain a qualified workforce.



The Financial Examiner position is one of the most expensive to the OCCC in terms of replacement costs as a result of significant time and monetary investments in training and travel. The OCCC streamlined initial training and investment costs for financial examiners to reduce exposure to inevitable turnover. To further reduce turnover in this job series, especially in the more tenured positions, the OCCC conducts competitive salary reviews to better align with similar state and federal agencies. Turnover in this series also may be a result of the significant amount of travel related to the

job duties. Technological advances have begun to facilitate more opportunities for remote monitoring and supervision, softening some of the need for extensive travel. Over the next five years, the OCCC will continue to balance the amount of travel required by financial examiners with the need to effectively regulate non-depository service providers located throughout the state. The charts below compare and illustrate personnel turnover categories during fiscal year 2023. Staff from Austin headquarters were the largest category of employee turnover, representing seven of the ten separations.



### Training and Development

The OCCC places a priority on the professional development of all staff members and encourages employees to seek out both formal and informal training opportunities. The OCCC conducts an annual financial examiner training school and requires all employees to complete a minimum of three hours of cybersecurity training on an annual basis, with an additional 12 hours of cybersecurity training for members of the OCCC’s cybersecurity committee. Agency employees also regularly attend training through NACCA, AARMR, and other various workshops and seminars to encourage employee career development.

The OCCC invests significantly in the training and development of its Consumer Protection staff, which consists of financial examiners, financial analysts, managers, and administrative personnel. Financial examiners must have the proper training to accurately assess risks and evaluate compliance of regulated industries. The OCCC requires successful completion of a core training curriculum to engage in examinations of regulated industries, while also providing the ability to progress through a career ladder for promotions, job growth, and development. The OCCC will continue to refine its career ladder and assess future requirements and competencies for the OCCC workforce.

Economic and environmental factors facing the OCCC's staff over the next five years include a new generation of workers, rapidly developing technology, employee retention, competition from other regulators and private sector employers.

### **Veterans**

The Texas Government Code, Section 657.004, requires state agencies to meet a veteran employment goal of hiring veterans in full-time positions to equal at least 20% of the total number of employees. The OCCC takes advantage of the resources of the Texas Veterans Commission and the Texas Workforce Commission to strive towards this goal. As of March 31, 2024, the OCCC employs 8 veterans or 11.1%. The agency is dedicated to exploring additional opportunities for outreach to transitioning veterans and is researching veteran specific job fairs as well as prospects for outreach to military transition centers.

### **Gap Analysis**

As of April 30, 2024, the agency had ten vacancies, with several positions actively in the recruitment and interview process. The OCCC aggressively markets these positions across multiple recruiting venues, including posting on websites such as LinkedIn, Indeed, Handshake, and Work in Texas. The OCCC has expanded attendance at university career fairs to focus on recruiting at colleges throughout the state and continues to explore and leverage unique and nontraditional recruiting opportunities. Additionally, the OCCC has modified its applicant interest process to more immediately reach out to potential candidates and express interest in the candidate and urge consideration of OCCC positions. The OCCC has seen an increase in qualified applicants using these methods. The OCCC's staffing levels, including anticipated new hires, are sufficient to perform the OCCC's principal business functions. The OCCC expects to recruit classes of new examiners routinely in each of the upcoming years to ensure sufficient bench strength and professional development of the financial examiner workforce. Having a recurring class of incoming new financial examiners shores up the maintenance of a skilled workforce in a future in which turnover rates are likely to exceed historical experience.

The OCCC's future staffing levels are evaluated on an ongoing basis and changes to workforce planning are adjusted based on trends and adjustments in the non-depository financial marketplace. The OCCC's SDSI status gives the agency the fiscal and operational flexibility to enable prompt staffing adjustments. The OCCC will continue to demonstrate the ability to evaluate vacancies and streamline operations, without impact to the ability of the OCCC to fulfill its core mission, goals, and strategies.

### **Critical Workforce Skills**

There are several critical skills that are necessary to ensure the OCCC operates effectively. The OCCC is committed to continued development in these areas for current staff members and the recruitment and training of the next generation of workers. These skills include:

- Financial Examination Experience
- Regulatory and Legislative Experience
- Networked Supervision Expertise



- Compliance Management Systems Experience
- Information Technology Expertise
- Financial Statement Analysis
- Investigative Skill
- FinTech Knowledge
- Database Development & Maintenance
- Risk Management
- Customer Service Skills
- Management and Leadership Skills

### **Succession and Continuity Planning**

The OCCC's goal is to retain its professional workforce and to train and develop employees in the critical skills listed above. Over the next five years, the OCCC will review organizational structures to ensure job design, job responsibilities, and department configurations are effective in supporting agency strategies and goals. The OCCC will expand the use of recruiting sources, including expanded use of social media, as appropriate, to secure the maximum number of qualified applicants.

The OCCC continues to focus on succession planning, which is an ongoing process that agency leadership regularly evaluates. Succession planning involves senior staff mentors teaching and developing the required skills in the next generation of workers through training and experience, interdisciplinary training, and careful evaluation of individual job performance. The OCCC maintains a Continuity of Operations Plan to guide its operations in the face of events that challenge routine continuous operations.

To manage critical roles and capacities, the OCCC has implemented a workforce structure that ensures key leadership positions have personnel who are able to fill the position, should the need arise. This includes Assistant Director positions, Team Lead positions, and Senior Financial Examiner positions who have critical subject matter specialties. Additionally, within the last few years, the examiner career ladder was updated to allow for greater depth of examiner classes that are field based, providing more opportunities to engage and empower employees. This assists employees in developing the skillsets necessary to step into leadership roles in the future, which has resulted in employees taking greater ownership of their work product and career advancement opportunities.

Succession planning is a priority for the OCCC, and the agency is highly committed to this process as it assists the agency in maintaining skilled personnel in key positions. Preparing qualified staff to carry on the roles of senior management and leadership requires specialized training, internal development through mentoring and project assignment, and other educational opportunities to develop and maintain technical and managerial skills.

Recent data supports the notion that succession planning and developing bench-strength through the agency is becoming more robust. Both the median age of the workforce and median years of agency

experience have increased since 2022, supporting enhanced knowledge and skill development unique to the OCCC.

### **Future Strategies**

OCCC workforce planning will continue to evolve and improve to meet the needs of industries, consumers, the public, and other stakeholders by effectively regulating, educating, protecting, and safeguarding the needs of consumers and financial service providers. The OCCC's workforce focus over the next five years is to recruit, develop, and retain qualified employees. The OCCC plans to expand recruitment efforts, increase training opportunities, and ensure competitive compensation by conducting salary analysis and studies, encouraging a cohesive workplace culture, and expanding human capital programs in an effort to support and encourage an engaged workforce.