AGENCY WORKFORCE PLAN

I. OVERVIEW

OIEC Mission

To assist, educate, and advocate on behalf of the injured employees of Texas.

OIEC Strategic Goals and Objectives

Goal 1—To assist injured employees in the workers' compensation system and protect their rights.

Objective 1.1—To provide assistance to all unrepresented injured employees requesting assistance each year.

Goal 2 —To increase injured employee education regarding their rights and responsibilities and refer them to local, state, and federal programs.

Objective 2.1—To increase the knowledge of all injured employees and refer them to local, state, and federal programs each year.

Goal 3—To advocate on behalf of injured employees as a class.

Objective 3.1—To advocate on behalf of injured employees as a class in judicial, legislative, rulemaking, and administrative processes and ensure injured employee's rights are protected each year.

Goal 4 —To modernize OIEC's technology resources and to improve efficiency by creating an OIEC Case Management System to replace the legacy claims management system, COMPASS. (While OIEC does seek funding for its 5055 strategy, it does not anticipate seeking a change to its budget structure for the acquisition of a Case Management System.)

Core Business Functions

OIEC was established to assist and provide services to unrepresented injured employees when assistance is requested. OIEC's core business functions include:

- Assisting injured employees in the workers' compensation system by providing free ombudsman services in TDI-DWC's administrative dispute resolution system;
- Educating injured employees about their rights and responsibilities and improving their ability to effectively navigate through the workers' compensation system; and
- Advocating on behalf of injured employees as a class within the Texas workers' compensation system.

OIEC also refers injured employees to the Texas Workforce Commission, DWC, and/or other social or regulatory services.

Additionally, OIEC provides outreach presentations, workshops, seminars to workers' compensation system stakeholders regarding OIEC, its role, and its services.

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

The 2024-2025 budget structure was reviewed and recommendations for changes to the 2026-2027 budget structure were submitted and have been approved by the Legislative Budget Board and the Governor's Office of Budget, Planning, and Policy.

II. CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)

Demographics information, including age, gender, and length of service

Three percent of the employees at OIEC are under the age of 30 and 39 percent of the agency's employees are 50 or older. The average age of an OIEC employee is 47 years. OIEC employees have an average of 10 years of state service.

Office of Injured Employee Counsel—
Workforce Statistics by Equal Employment Opportunity (EEO) Category

Category	Black	Hispanic	Anglo	Male	Female
Officials, Admin. (A)	0%	43%	57%	43%	57%
Professional (P)	21%	52%	22%	15%	85%
Technical (T)	0%	0%	0%	0%	0%
Para-Professional (Q)	14%	71%	14%	3%	97%
All Categories	18%	56%	22%	14%	86%

Percent of veterans employed by OIEC

Three percent of veterans employed by the OIEC.

Employee Turnover

OIEC's turnover rate in FY 2024 was 15 percent and in FY 2025 it was 24 percent.

Office of Injured Employee Counsel—
OIEC Turnover information FY2024

Classification	Category	Black	Hispanic	Anglo	Male	Female	Total
Administrative Assistant	Para-Professional	2	0	0	1	1	2
Customer Service Representative	Para-Professional	3	3	1	1	6	7
Director	Officials and Administrators	0	0	2	2	0	2
Ombudsman	Professional	4	4	2	2	8	10
All Classifications	All Categories	9	7	5	6	15	21

Office of Injured Employee Counsel—
OIEC Turnover information FY2025

Classification	Category	Black	Hispanic	Anglo	Male	Female	Total
Administrative Assistant	Para-Professional	0	1	2	0	3	3
Attorney	Professional	0	0	1	0	1	1
Customer Service Representative	Para-Professional	2	4	1	0	7	7
Ombudsman	Professional	7	10	7	2	22	24
All Classifications	All Categories	9	15	11	2	33	35

Projected Employee Turnover Rate over the Next Five Years

Approximately six percent of all agency staff are currently eligible to retire. The percentage increases to 16 percent through August 31, 2031. Eight percent of the OIEC management staff are currently eligible to retire. The percentage of management eligible to retire increases to 23 percent through August 31, 2031.

Workforce Skills Critical to the Mission and Goals of the Agency

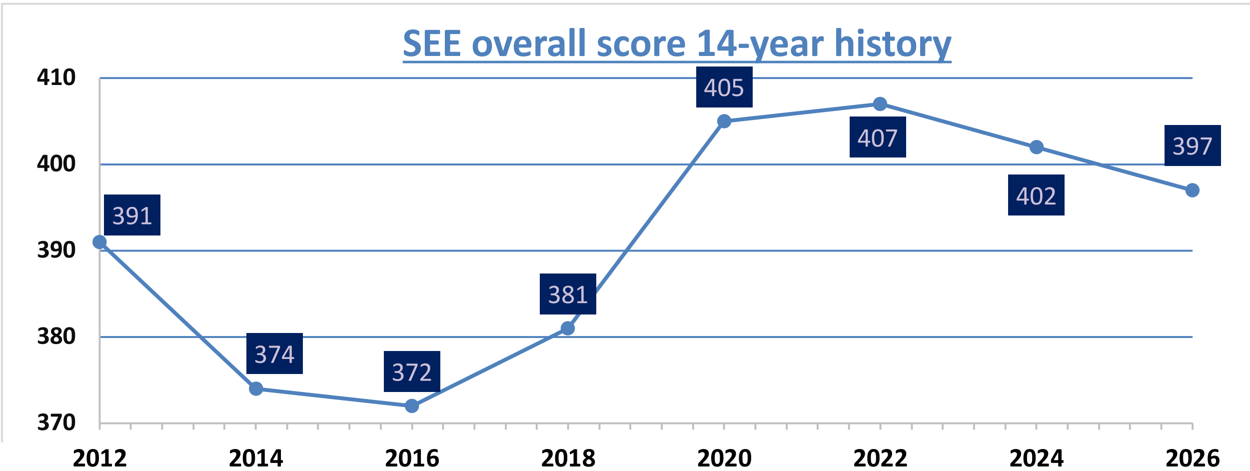
OIEC by statute requires staff who have knowledge of Texas workers' compensation laws and rules and are able to clearly and effectively communicate that knowledge on behalf of and to system participants. OIEC also needs staff to learn or possess an understanding of reviewing medical documentation and the ability to present legal arguments, articulate business writing skills, and time management skills.

Employee Engagement

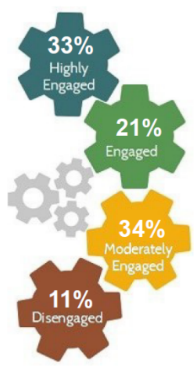
Since 2008, OIEC employees have participated in the agency's Survey of Employee Engagement (SEE) survey. In 2026, we had a 73.4% participation rate.

High response rates show employees are invested in the agency and will contribute towards making improvements. OIEC's Human Resources office discusses the SEE results with managers and encourages them to develop strategies to build on strengths and address areas with lower scores.

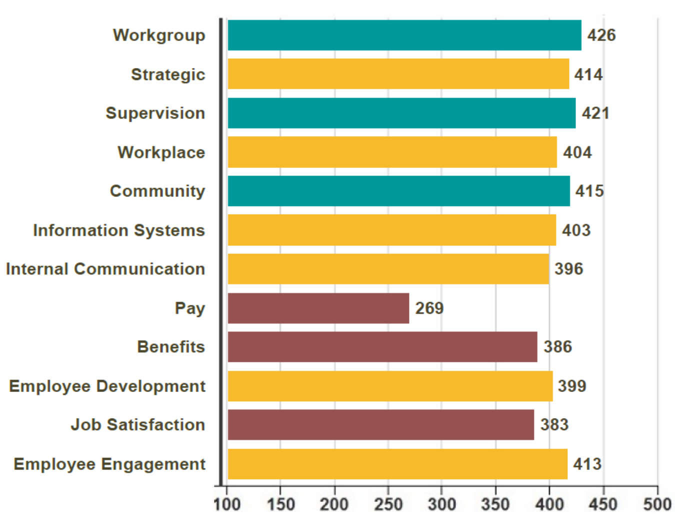
In 2012, the Institute for Organizational Excellence began including an overall score for agency survey results. OIEC's score has consistently stayed above 350 (a desirable score) over the last 14 years.



2026 SEE Employee Engagement Levels



OIEC employee engagement results showed that 54% were highly engaged or engaged, compared to 30% for most organizations.



2026 SEE Survey Results

This year's survey named workgroup, supervision, and community as three areas of strength. High scores in these areas show that OIEC employees view their workgroup as effective and unified, have a positive view of their supervisors and workplace, and feel respected and valued within their work community. The three lowest scoring constructs were pay, job satisfaction, and benefits. Pay is typically, the lowest scoring construct on the agency's SEE survey results.

III. FUTURE WORKFORCE PROFILE (DEMAND ANALYSIS)

Expected Workforce Changes Driven by Factors such as Changing Missions, Goals, Strategies, Technology, Work, Workloads, and Work Processes

OIEC does not foresee the elimination of any of its responsibilities over the next five-year period, nor a change in its mission and goals. While the number of disputed workers' compensation claims has declined for several quarters, there are still a sizable number of injured employees who have or will have disputes and will need OIEC assistance.

Future Workforce Skills Needed

OIEC will also need staff who possess all the workforce skills listed above and in addition are able to embrace and utilize new technology.

Anticipated Increase or Decrease in the Number of Employees Needed to Do the Work

There is no current anticipated need to increase or decrease the number of employees needed to do the agency's work with the possible exception of additional business process and technical staff if the Division of Workers' Compensation computer systems are modernized.

Critical Functions that Must Be Performed to Achieve the Strategic Plan

- Customer service functions;
- Ombudsman functions;
- Legal research and analysis functions;
- Training and professional development;
- Workers' compensation research and analysis functions;
- Outreach and educational initiatives;
- Technological resources and data analysis functions;
- Audit, quality assurance, and administrative functions.

IV. GAP ANALYSIS

Anticipated Surplus or Shortage in Staffing Levels

There is currently no surplus or shortage in staffing levels.

Anticipated Surplus or Shortage of Skills

OIEC is constantly training, educating, and mentoring staff to cross-train and prepare for higher duty roles so that there is no loss of institutional skills or knowledge as more experienced staff leave the agency through standard attrition. Also, see explanations in Section V.

V. STRATEGY DEVELOPMENT

Specific Goals to Address Workforce Competence Gaps or Surpluses

Recruitment and Retention. Recruiting and retaining the depth of knowledge and experience necessary to navigate the complexities of the workers' compensation system is a key factor in fulfilling OIEC's mission of assisting, educating, and advocating for Texans who are injured on the job. Based in large part to increased funding for its Ombudsman program from the 88th Texas Legislature, OIEC has seen increased interest in its posted positions and an improvement in the applicants' backgrounds and abilities.

OIEC utilizes various tools to retain its staff such as job audits and reclassifications, alternative work schedules, telecommuting, merit and promotional payments, and continuing professional development opportunities.

OIEC views its Ombudsman program as being the central part of the agency's operations. It offers career advancement opportunities especially through the Ombudsman program, having opportunities for entry-level Ombudsman I positions and leading to higher classifications such as Ombudsman IV for more experienced staff and Ombudsman V and VI managerial positions. When hiring or promoting staff for many higher classification non-Ombudsman positions, OIEC often prefers to promote internal Ombudsman staff because their background greatly assists them in performing the duties of the new position.

Succession Planning. OIEC is working to develop and update a succession plan. The scope of OIEC's succession planning includes identifying and developing key talent within the agency as well as addressing the unique geographical needs of the agency. In particular, OIEC has made efforts to identify future agency leaders and either provide cross-training or promote identified staff into positions of increasing managerial responsibilities. Two of the agency's former transitional managers have upskilled into full-time manager positions based on mentoring from other experienced managers.