

SCHEDULE F: AGENCY WORKFORCE PLAN

SECTION I: OVERVIEW

MISSION

The mission of the Texas Medical Board (TMB or agency) is to protect and enhance the public's health, safety, and welfare by establishing and maintaining standards of excellence used in regulating the practice of medicine and ensuring quality health care for the citizens of Texas through licensure, discipline, and education.

TMB currently regulates, through licensure and enforcement, over 180,000 licensees and entities and is responsible for approximately 26 different types of licenses, permits, and certifications. Although TMB provides direct services to these licensees, its primary responsibility is to protect the public by assuring professional standards and accountability of those who provide care to Texas patients.

ORGANIZATIONAL STRUCTURE

TMB is overseen by a nineteen-member policymaking board appointed by the governor with the advice and consent of the senate. The board is made up of twelve physicians and seven members of the public. The board also oversees the boards for the Texas State Board of Acupuncture Examiners, Texas Physician Assistant Board, Texas Board of Medical Radiologic Technology, and the Texas Board of Respiratory Care as well as the advisory committees for Medical Physicist Licensure and Perfusionist Licensure. Each board consists of nine members appointed by the governor with the advice and consent of the senate except for the Texas Physician Assistance Board who has thirteen members. The advisory committees are served by seven members appointed by the TMB president.

An Executive Director, appointed by the nineteen-member board, serves as the chief executive and administrative officer of the board who is responsible for the administration and enforcement of the Texas Medical Practice Act and other applicable laws. A Medical Director, who is a licensed physician in Texas, is employed by the Executive Director and is responsible for implementing and maintaining policies, systems, and measures regarding clinical and professional issues and determinations by the board. TMB is organized into three core business functions; Licensing, Enforcement, and Administrative Support, rather than by license type, to increase the efficiency of operations in a cost-effective manner.

CORE BUSINESS FUNCTIONS

TMB has three core business functions:

- **Licensing** – includes the Licensure and Registrations departments. Licensure processes applications and permits for medical and health professionals, facilities, and entities. Registrations manage license and permit renewals, performs criminal history background checks, audits continuing education requirements, and licenses physicians through the Interstate Medical Licensure Compact pathway.
- **Enforcement** –includes Investigations, Litigation, Compliance, the Office of the General Counsel, and Operations Support. Investigations reviews complaints against licensed professionals and entities. Litigation handles disciplinary hearings before board panels and the State Office of Administrative Hearings. Compliance monitors adherence to disciplinary orders. General Counsel provides legal support to the Executive Director, board members, committees, and staff. Operations Support provide operational assistance.

- Administrative Support – includes the Office of the Executive Director, Finance, Strategic Initiatives, Human Resources, Information Technology, and Governmental Affairs and Communications. These areas provide executive oversight, financial management, data analysis, workforce support, technology services, communications, legislative coordination, procurement, and workplace safety, and other support services. The Executive Director also oversees the Texas Physician Health Program, which supports licensees with mental health or substance use disorders.

GOALS, OBJECTIVES AND STRATEGIES

Goal A - Licensure	Protect the public by licensing qualified practitioners or non-profit entities, by determining eligibility for licensure through credential verification or renewal, and by collecting information on professionals regulated by TMB and its associated boards and advisory committees.
Objective A.1	To ensure 100 percent compliance with board rules for processing each licensure application in a timely manner in order to protect the public.
Strategy A.1.1	Conduct a timely, efficient, and cost-effective licensure issuance and renewal process by which credentials are verified and applications are reviewed.
Goal B – Enforce Acts	To protect the public by conducting investigations of allegations against licensees and taking appropriate corrective and/or disciplinary action when necessary; by educating the public, staff, and licensees regarding the functions and services of the Texas Medical Board, and its associated boards and advisory committees.
Objective B.1	To ensure 100 percent timely due process of all enforcement cases and to respond to all complaints in order to protect the public.
Strategy B.1.1	Conduct competent, fair, and timely investigation; ensure due process for respondents; monitor the resolution of complaints; maintain adequate monitoring of all probationers in a timely fashion; and contact consumer complainants in a timely and regular manner.
Strategy B.1.2	Protect Texas citizens by identifying potentially impaired physicians and other license types regulated by TMB's associated boards and committees, directing these practitioners to evaluation and, if necessary, to treatment and monitoring for the participants in recovery.
Objective B.2	To maintain 100 percent of the agency's ongoing public awareness programs through public presentation, outreach to medical societies and professional associations, medical school visits, agency website and publications, and appropriate social media.
Strategy B.2.1	Provide public awareness and educational programs to educate the public and licensees regarding the agency's functions, services, and responsibilities

ANTICIPATED CHANGES TO THE MISSION, GOALS, AND STRATEGIES OVER THE NEXT FIVE YEARS

No anticipated changes to the agency's mission, goals, or strategies are anticipated in the next five years.

SECTION II: CURRENT WORKFORCE PROFILE

EMPLOYEE DEMOGRAPHICS

Gender and Age

TMB's workforce is comprised of 73 percent females (177 employees) and 27 percent males (67 employees) for fiscal year 2025, as presented in figure 1. Ages of TMB's workforce are grouped into categories with 66 percent (162 employees) making up the total workforce at the age of 40 or over for fiscal year 2025, as presented in figure 2.

Figure 1: Number of Employees by Gender

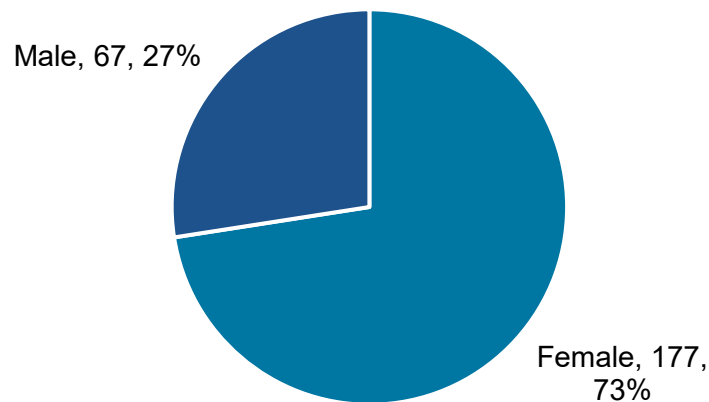
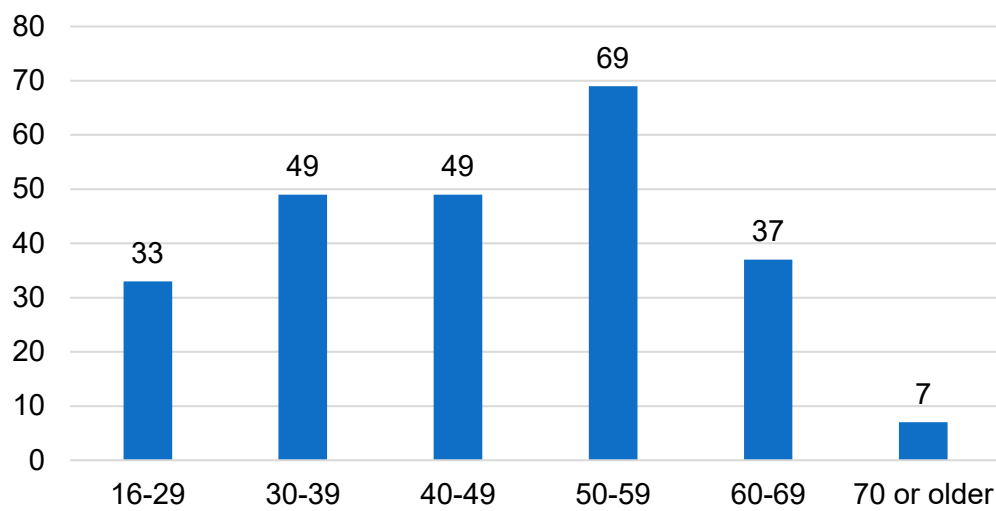
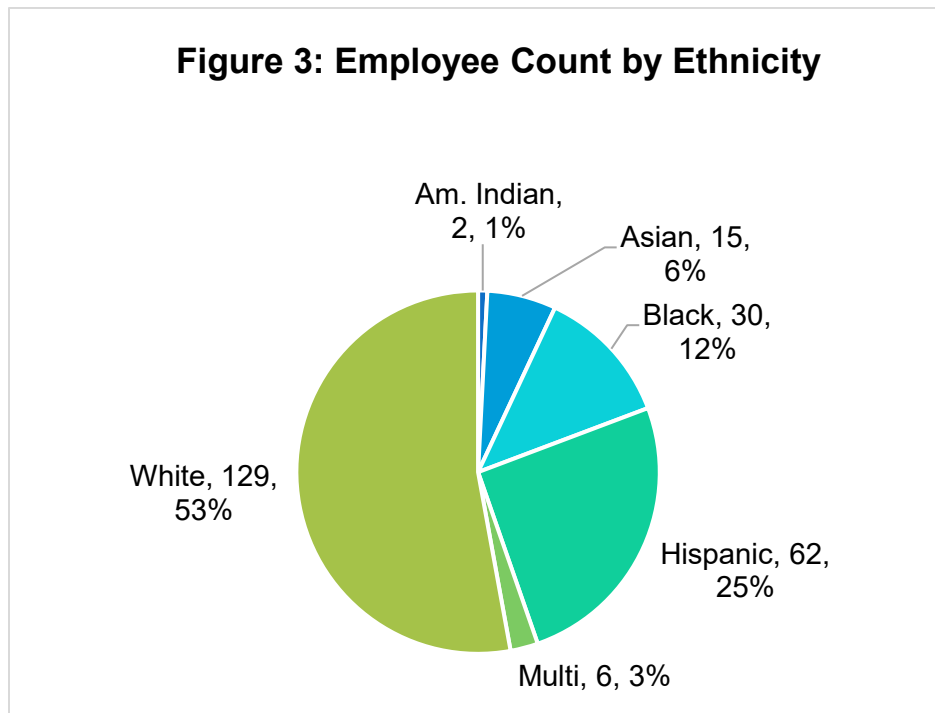


Figure 2: Age of Employees



Ethnicity

As seen in figure 3, in fiscal year 2025, 53 percent of TMB employees (129 employees) identified as White, followed by 25 percent (62 employees) identifying as Hispanic. African Americans represented 12 percent (30 employees) of the workforce, while Asians accounted for 6 percent (15 employees). The remaining 4 percent (8 employees) consisted of individuals from other ethnic backgrounds.



Length of Service

The approximate average length of service for TMB's workforce in fiscal year 2025 is 7.4 years. The majority, 49.59 percent (121 employees), have been employed with the agency for four or less years, as presented in figure 4.

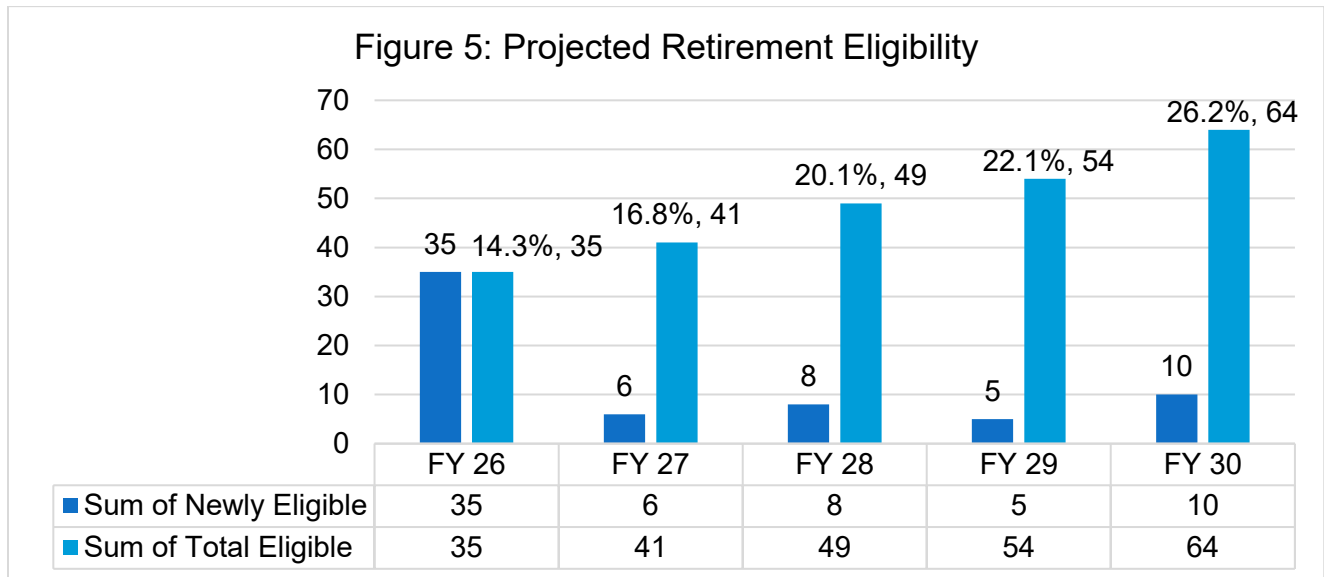
Figure 4: Employee Count by Years of Agency Service

Years of Service	Employee Count	Percentage
0-4 years	121	49.59%
5-9 years	39	15.98%
10-14 years	46	18.85%
15-19 years	27	11.07%
20-24 years	5	2.05%
25-29 years	5	2.05%
30+ years	1	0.41%
Grand Total	244	100.00%

RETIREES

Workforce Retirement Eligibility

TMB estimates approximately 14.3 percent (35 employees) of its workforce will be eligible, or possibly eligible, to retire by the end of fiscal year 2026, as presented in figure 5. This number increases to 16.8 percent, or 41 employees, eligible to retire in fiscal year 2027. The top two impacted departments within TMB are Investigations and Enforcement. Additionally, five members of TMB's leadership team will be eligible to retire as of August 31, 2026.

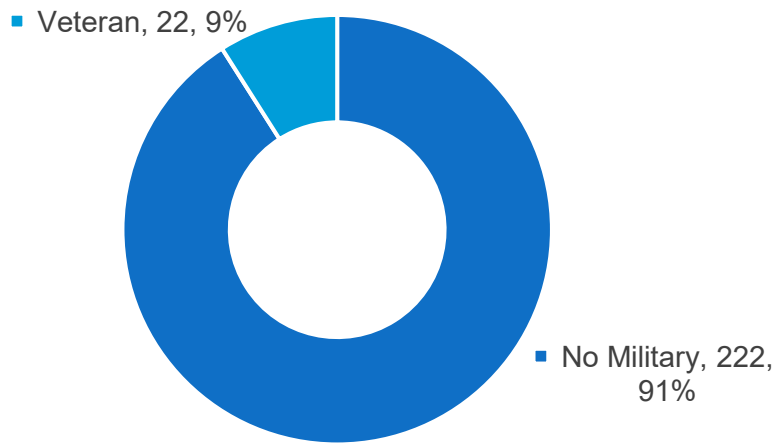


Return-to-Work Retirees

Additionally, TMB currently employs 22.18 percent (11 employees) return-to-work retirees as of its total workforce, that bring with them invaluable expertise in state and institutional matters.

VETERAN REPRESENTATION

TMB employed 9 percent of veterans (22 employees), in fiscal year 2025 as presented in figure 6. TMB has designated a veteran liaison in the Human Resources department who works closely with hiring supervisors to communicate and participate in veteran hiring initiatives.

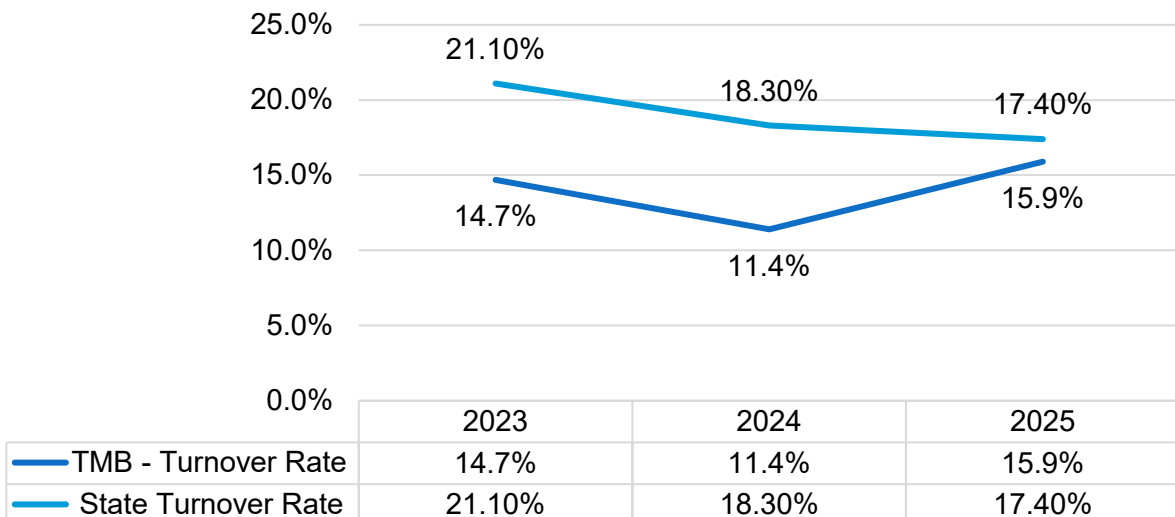
Figure 6: Vetern Employment

TURNOVER ANALYSIS

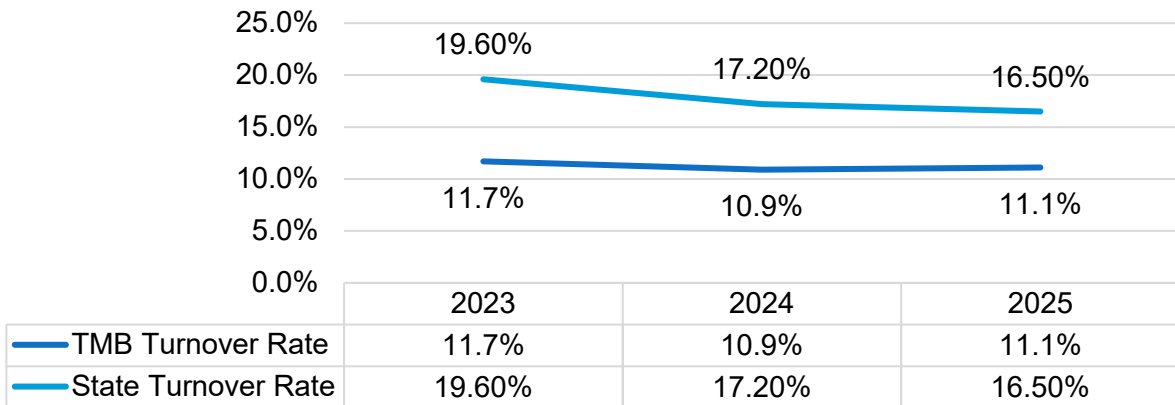
Overall Turnover

Beginning in fiscal year 2023, TMB's employee turnover rates dropped and remained below the statewide turnover rates, as presented in figure 7a (includes interagency transfers) and 7b (excludes interagency transfers). Higher compensation and work life balance continue to be the main reasons for employees leaving TMB as indicated through internal exit interviews and the 2026 Survey of Employee Engagement (SEE). While the 89th Texas Legislature provided salary adjustments for Attorneys (6%), no statewide cost-of-living increase was provided for all state employees. Additionally, data shows that TMB continues to lose employees to other state agencies with higher competitive salaries.

**Figure 7a: Turnover Rates for FY 2023 -2025
(Includes Interagency transfers)**



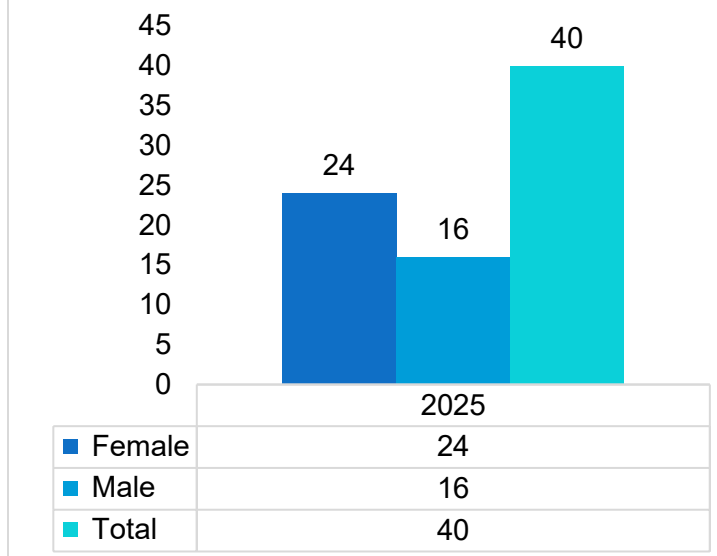
**Figure 7b: Turnover Rates for FY 2023 -2025
(Excludes Interagency transfers)**



Turnover by Gender

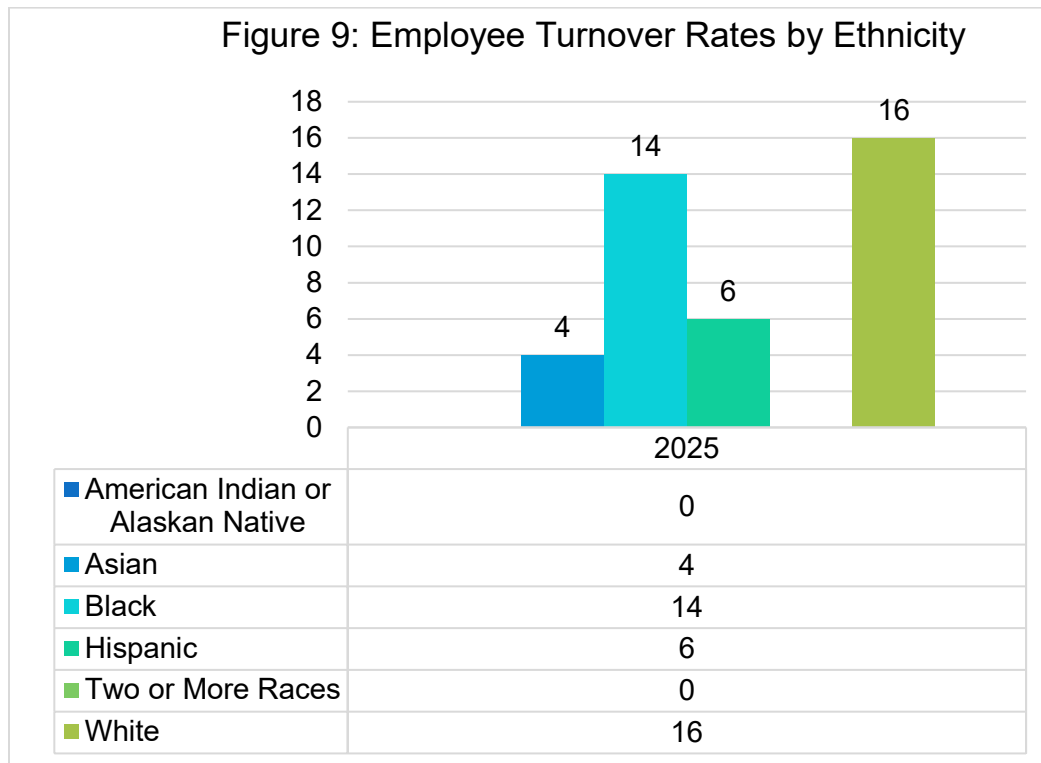
During FY2025, as represented on figure 8, approximately overall turnover percentage was 16.4%, with female employee turnover representing 9.8 percent (24 female employees) and male turnover representing 6.6 percent (16 male employees).

Figure 8: Employee Turnover Rates by Gender



Turnover by Ethnicity

Figure 9 reflects employee turnover by ethnicity for FY25. White employees accounted for the highest percentage of turnover at 6.56 percent (16 employees), followed by Black employees at 5.74 percent (14 employees), Hispanic employees at 2.46 percent (6 employees) and Asian employees at 1.64 percent (4 employees).



Turnover by Job Classification

Figure 10 provides employee turnover by job classification for FY25. The top three highest job classifications continue to be Investigators, License and Permit Specialists, and Attorneys. The Clerk job classification is primarily associated with higher education internship positions, where employees often separate upon completion of educational programs or to pursue other career advancement opportunities. Turnover within certain classifications, particularly Investigator position, which require an active Texas Registered Nurse or Licensed Vocational Nurse, are difficult to recruit and retain due to external market factors that include higher compensation opportunities, sign-on incentives offered by private medical entities. Additionally, the agency's budget does not provide flexibility to compete with competing salaries at other state agencies and opportunities for remote work continues to be not available to our License and Permit Specialists positions in the Call Center.

Figure 10: Turnover by Job Classification

Job Classification	Terminations
Accounting Technician	1
Attorney	5
Clerk	6
Cybersecurity Analyst	1
Deputy Director	1
Director	2
Executive Assistant	1
Government Relations Specialist	1

Human Resources Specialist	1
Investigator	6
IT Support Specialist	2
Legal Assistant	3
License and Permit Specialist	6
Program Specialist	2
Research Specialist	1
Staff Services Officer	1

WORKFORCE SKILLS CRITICAL TO TMB'S MISSION AND GOALS

Workforce skills critical to the success of TMB's mission and goals include the following abilities and competencies for employees to effectively perform their job tasks

Accounting and Financial Management	Ethical Judgment and Risk Assessment	Negotiation
Adaptability and Change Management	Inspections and auditing	Policy development and Implementation
Attention to detail	Interpersonal skills and teamwork	Project and Process Management
Customer Service and Communication	Investigation and case development	Regulatory compliance and Enforcement
Coding and Programming	Leadership and Supervisory Skills	Knowledge Transfer
Critical thinking and Problem-solving	Legal Research and Policy Interpretation	Business Analysis and Systems Development
Data analysis and reporting	Medical terminology and technical writing	Time Management
Cybersecurity Awareness	Technology Proficiency	Strategic Thinking

WORKFORCE ALLOCATION

Department Allocation

The Investigations Department is TMB's largest department with 20 percent, (48 employees) followed by Licensure Department with 17 percent, (41 employees). Information on TMB's workforce allocation by department is presented in figure 11.

Figure 11: Department Workforce Allocation

Departments	Headcount	Percentage
Compliance	13	5%
Executive	11	5%
Finance	20	8%
General Counsel	8	3%
Governmental Affairs & Comm.	5	2%
Human Resources	5	2%

Investigations	48	20%
IT	19	8%
Licensure	41	17%
Litigation	20	8%
Operations Div	13	5%
Physician Health Program	8	3%
Registrations	33	14%
Grand Total	244	100%

Occupational Category

Administrative Support, Program Management, Compliance, Inspection, and Investigation, and Legal occupational categories make up 83.79 percent of the agency's workforce allocation, as presented in Figure 12.

Figure 12: Occupational Categories

Occupational Category	Percentage
Accounting, Auditing, and Finance	3.68%
Administrative Support	40.00%
Compliance, Inspection, and Investigation	12.44%
Human Resources and Training and Development	1.59%
Information and Communication	1.99%
Information Technology	6.87%
Legal	10.85%
Library and Records	0.40%
Other	0.40%
Planning, Research, and Statistics	0.50%
Program Management	20.50%
Property Management and Procurement	0.40%
Social Services	0.40%
Grand Total	100.00%

SECTION III: FUTURE WORKFORCE PROFILE

FUTURE WORKFORCE SKILLS

TMB continues to modernize its external systems and internal operations to improve customer service, operational efficiency, and regulatory responsiveness. In fiscal year 2026, the agency launched its redesigned public-facing website to enhance accessibility and improve service delivery for licensees, applicants, complainants, and the public. As modernization efforts continue, the agency requires additional specialized workforce skills, particularly in information technology, litigation, and investigations, to support evolving technology systems, complex enforcement activities, and the efficient delivery of regulatory services.

INFLUENCING FACTORS IN THE LABOR MARKET

TMB continues to operate in a highly competitive labor market for professionals in information technology, legal services, and investigations. Competition from private sector employers, other state agencies, and local governments continues to impact the agency's ability to recruit and retain qualified staff, particularly in roles supporting system modernization, cybersecurity, litigation, and complex enforcement and investigative work.

As the agency advances modernization efforts and expands technology-driven operations, demand remains high for employees with skills in automation, data analytics, systems integration, and digital workflow management. At the same time, attorneys and investigators with regulatory and enforcement experience are increasingly difficult to recruit and retain due to case complexity and broader market demand. Broader workforce expectations, such as career development, flexibility, and succession planning, also continue to influence staffing levels.

STAFFING LEVELS

Salaries

The most significant factor influencing TMB's ability to compete in the labor market is salary competitiveness and the availability of funding to match compensation offered by other state agencies, local governments, and the private sector. Salary pressure is expected to continue increasing as demand for skilled professionals grows, particularly in information technology, healthcare, business analysts, finance, and legal occupations.

Other Factors

Additional workforce considerations include employee expectations related to work-life balance and the desire to contribute meaningfully to mission-driven work. While the private sector may have greater flexibility to adjust compensation and staffing levels in response to workload demands, TMB must balance these expectations within the constraints of the state budget and established compensation structures.

REQUIRED CRITICAL FUNCTIONS

TMB continues to identify critical functions necessary to maintain continuity of operations, fulfill statutory and regulatory responsibilities, and ensure timely and effective service delivery to licensees and the public. These functions include:

- Licensing and registration activities;
- Complaint intake and investigations;
- Enforcement and disciplinary case management;
- Compliance monitoring;
- Customer service; and
- Information technology operations.

These operational areas require specialized technical knowledge, regulatory expertise, analytical decision-making, and coordination across multiple departments. The agency continues to experience workforce challenges in key areas, particularly involving attorneys, investigators, and information technology professionals needed to support increasingly complex enforcement matters, modernization efforts, workflow automation, and technology integration initiatives.

The agency's workforce assessment identified operational areas that rely heavily on institutional knowledge and manual processes. To reduce operational risks and support long-term workforce

sustainability, TMB continues to improve workflow efficiencies, enhance reporting capabilities, expand documentation of key processes, and implement technology solutions that support continuity of operations and improved public service delivery.

SECTION IV: GAP ANALYSIS

RESOURCES AND SKILL REQUIREMENTS

Shortages

TMB continues to experience staffing shortages in three critical areas: Litigation, Investigations, and Information Technology. Litigation attorneys and investigators are essential to managing increasingly complex cases, supporting timely enforcement actions, and ensuring thorough case development and disciplinary proceedings. In addition, strengthening IT staffing remains a priority to support system modernization efforts, including programming, cybersecurity, data management, and systems integration.

As the agency transitions to more advanced technology systems and continues to grow, there is an increasing need for skilled personnel with expertise in modern information technology. These roles are essential not only for implementing new systems but also for developing training materials, producing procedural documentation, and creating operational guides to support effective use across departments.

To address these workforce and operational gaps, the agency recognizes the need to strengthen workforce capabilities through strategic initiatives focused on the following areas:

- Automation technologies
- Artificial intelligence-assisted processes
- Data analytics and reporting
- SQL and database management
- Digital workflow management
- Project coordination and business analysis
- Technology systems support and integration
- Customer service and communication skills

Additionally, the agency will continue assessing workforce skills to identify operational gaps and implement strategies that promote long-term sustainability, including:

- Expanding cross-training to improve knowledge transfer and operational continuity
- Enhancing process of documentation and standardization
- Strengthening reporting and analytics capabilities
- Evaluating opportunities for AI-assisted operational support
- Expanding automation and workflow improvements to reduce reliance on manual processes

As TMB leadership team becomes eligible for retirement, this will create a shortage in leaders within TMB if the next generation of leaders are not developed with the technical and soft skills of project management, problem-solving, data analysis, strategy, and communication.

Surpluses

With the continued transition to more advanced technology systems, employees performing administrative duties will need to be trained to learn new skills and provided with new opportunities to develop new work skills in their current departments or other departments or sections to continue supporting the mission of the agency.

IDENTIFIED RISKS

Workforce shortages and operational risks affect the agency's continuity of operations, service delivery, and long-term workforce sustainability. Risks associated with the loss of institutional knowledge, limited staffing depth, employee turnover and retirements, reliance on manual processes, and evolving technology needs may impact the agency's ability to effectively carry out its mission. These challenges directly affect the agency's capacity to license qualified medical and health professionals, investigate complaints filed against licensees, and take appropriate disciplinary action, including revocation of a license when a licensee poses a significant threat to patient safety. Ultimately, these functions are critical to protecting public health and safety in the State of Texas.

SECTION V: WORKFORCE STRATEGIES

TMB identified workforce strategies focused on succession planning, employee development, recruitment and retention, employee engagement, and wellness. With leadership support, these strategies will strengthen operational continuity and consistency, improve collaboration and morale, enhance workforce readiness and staff development, support the recruitment and retention of knowledgeable staff, and assist in addressing potential retirements.

Succession Planning

Several leadership and mission-critical positions are currently eligible or nearing retirement eligibility. These potential retirements present a risk of losing institutional knowledge and operational expertise. To support continuity of operations, the agency will implement the following actions:

- Identify and develop high-potential employees for advancement
- Train employees with leadership development programs
- Ensure knowledge transfer and document critical processes
- Implement formal mentorship opportunities

These actions will support continuity of operations, improve workforce readiness, and help address potential retirements and agency operational changes and future work demands.

Survey of Employee Engagement

The Institute of Organizational Excellence administered the Survey of Employee Engagement (SEE) to TMB employees in February 2026. Out of 246 employees invited, 212 responded, resulting in a strong participation rate of 86.2%, indicating employee investment in the organization and expectations for leadership to act on results. The agency's overall score was 396, down slightly from a score of 406 in 2024. Results show consistent strengths in Supervision, Workplace, and Workgroup, each scoring above 375, while Pay (266), Employee Development, and Benefits remain the primary areas of concern. Pay continues to be the lowest-rated factor and a persistent driver of dissatisfaction compared to similar organizations.

In response to employee feedback, TMB continues to implement targeted strategies in the areas of employee development, recruitment and retention, engagement, and employee wellness.

Employee Development

TMB will continue investing in employee development through internal and external training opportunities to strengthen workforce capabilities and support career growth. Key focus areas include:

- Communication skills
- Leadership and first-time manager development

- Decision-making skills
- Supervisory and people management training
- Team building and collaboration

These efforts are intended to improve employee performance, enhance workforce readiness, and strengthen overall operational effectiveness.

Recruitment and Retention

The agency will continue strengthening recruitment and retention efforts by improving hiring processes through the upcoming enhanced CAPPs recruitment component, expanding outreach through job fairs and interagency networking, and promoting employee development opportunities that support a positive work environment.

The agency's higher education internship program will continue to serve as a key recruitment pipeline by providing students with hands-on experience and a pathway to employment; to date, at least four interns have transitioned into budgeted positions.

In addition, updated job descriptions and a recent compensation analysis conducted by the Finance team in preparation for the Legislative Appropriation Request (LAR) will support workforce planning, recruitment and retention strategies, and career growth alignment. Based on this analysis, the agency will evaluate the development of career ladders and potential classification adjustments to strengthen long-term retention and advancement opportunities.

Engagement

TMB recognizes the importance of employee engagement in maintaining a productive and positive work environment. Quarterly Town Hall meetings will continue to provide opportunities for open communication, leadership updates, discussion of agency initiatives (including budget and Legislative Appropriation Request updates), and team-building activities.

The internal newsletter, Board Broadcast, will continue to be distributed monthly to share agency updates, operational news, employee milestones, spotlights, benefits information, and wellness resources.

Employee Wellness

TMB continues to recognize the importance of employee wellness and work-life balance, which is also promoted in job vacancies. Human Resources will continue supporting wellness through training and webinar sessions focused on workplace well-being, while ensuring easy access to the Employee Assistance Program via the Human Resource's intranet. Employee wellness is further supported through several agency benefits and practices, including:

- Exercise time
- Flexible work schedules
- Telework arrangements
- Agency-sponsored work activities that promote engagement and job satisfaction

These efforts reflect the agency's ongoing commitment to supporting employee well-being and a healthy work environment.