

SCHEDULE F: AGENCY WORKFORCE PLAN

Overview

Agency Mission

The mission of the Texas Board of Chiropractic Examiners is to execute the statutory authority of Texas Occupations Code, Chapter 201, and to promote, preserve, and protect the health, safety, and welfare of the people of Texas by licensing skilled professionals and enforcing standards of practice.

Agency Strategic Goals and Objectives

- Goal A: Ensure Public Protection Through Enforcement of Chiropractic Statutes
- Objective A.1: Ensure All Chiropractors Meet Minimum Licensing Standards
- Objective A.2: Ensure Chiropractors Comply with Established Law and Rules

Core Business Functions

TBCE licenses Doctors of Chiropractic (D.C.) in Texas. The Board investigates alleged violations of the Texas Occupations Code, Chapter 201, and the Board's administrative rules. These two functions — licensing and enforcement — constitute the entirety of the agency's core work.

Anticipated Changes to Mission, Goals, and Strategies

TBCE does not anticipate changes to its mission, goals, or core strategies during fiscal years 2027–2031. The agency will reevaluate goals and strategies annually. The planned technology modernization will change how core functions are performed but not what those functions are.

Current Workforce Profile

Authorized Workforce

TBCE has an authorized workforce of fourteen (14) full-time equivalent (FTE) positions, with 12.5 positions filled as of March 24, 2026.

Critical Workforce Skills

Because of the agency's small size, every employee must possess strong general office skills and area-specific knowledge. Critical skills include:

- Knowledge of applicable statutes, rules, and agency policies
- Knowledge of state accounting and purchasing rules and procedures
- Area-specific knowledge (licensing, renewals, complaint processing, investigative techniques, open records, the Administrative Procedures Act, and SOAH proceedings)
- Commitment to customer service

- Willingness to cross-train and develop backup capabilities
- Proficiency with agency computer software and databases; willingness to acquire new skills as technology evolves
- Strong written and oral communication skills
- Ability to produce high volumes of accurate work under time pressure

Workforce Demographics (as of March 2026)

Gender	Hispanic	African American	White
Female	0	1	5.5
Male	1	1	4
Total	1	2	9.5

Employee Turnover and Retirement Eligibility

Turnover over the plan period is expected to be driven primarily by employees who find better opportunities at other agencies or in the private sector, or who retire. Two current TBCE staff members are eligible for retirement prior to September 1, 2031.

Future Workforce Profile and Gap Analysis

Anticipated Workforce Changes

TBCE's workload has increased due to growth in the number of licensees and increasing complexity of enforcement cases. In the last 10 years, the number of licensees has increased more than 25 percent. In addition, technology advances will require all staff to develop and maintain proficiency in electronic data management. The agency's ability to fill all authorized FTE positions is constrained by its small budget and the challenge of offering competitive salaries.

During the 2027–2031 planning period, TBCE anticipates a need for additional staffing to sustain effective licensing, enforcement, and administrative operations. Based on projected workload, the agency anticipates the need for one additional attorney position and two additional administrative assistant positions. The attorney position will support enforcement actions, legal review, rule and policy analysis, and complaint processing. The administrative assistant positions will help manage increased licensing, correspondence, records, scheduling, and general administrative workloads. These positions are expected to improve timeliness, customer service, and the agency's ability to respond to increasing complexity in agency operations

Workforce Strategy 1: Develop Skills of Current Employees

Goal: Provide in-agency and off-site training for current employees.

- Identify new skill sets required by program changes or technology updates.
- Assess risk of institutional knowledge loss in high-turnover areas.
- Promote cross-training as an agency value to ensure operational continuity.
- Seek appropriate funding for professional development to support continuing education, cross-training, succession planning, and staff proficiency with agency systems and technology.

Workforce Strategy 2: Recruit and Retain Skilled Employees

Goal: Become an employer of choice within the constraints of the agency's budget.

- Develop a structured approach to staff development and internal advancement opportunities.
- Create a positive work environment in which employees are empowered to do their jobs and know their contributions are valued.
- Pay employees as competitively as possible within budget limitations.
- Offer special projects and new challenges to employees seeking growth opportunities.