

SCHEDULE F: AGENCY WORKFORCE PLAN**I. Agency Overview**

The Texas State Board of Pharmacy (Board) is comprised of eleven Governor-appointed Board members to include seven pharmacists, one pharmacy technician, and three members who represent the public.

The Board employs and over 100 staff members who oversee a licensee population that at the end of fiscal year 2023 consisted of 39,914 licensed pharmacists, 75,314 registered pharmacy technicians and pharmacy technician trainees, and 8,370 licensed pharmacies (facilities). In addition, the Board operates the Texas Prescription Monitoring Program (PMP) which collects and monitors prescription data for all Schedule II, III, IV, and V Controlled Substances (CS) dispensed by a pharmacy in Texas or to a Texas resident from a pharmacy located in another state. The PMP also provides a database for monitoring patient prescription history for practitioners and the ordering of Texas Schedule II Official Prescription Forms.

A. Agency Mission

Mission - The Texas State Board of Pharmacy, as a leader in protecting the public health of the citizens of Texas, shall uphold quality standards for licensing and facilitate regulation that promotes innovative, multidisciplinary, and collaborative practices and education which produce quality care and positive patient outcomes.

Agency Action Plan - The Texas State Board of Pharmacy approaches its mission with integrity and prioritizes the health and safety of the citizens of Texas in all aspects of facilitating pharmacy regulation. Our processes and services are built on our core values of protecting public health and acting in accordance with the highest standards of ethics.

We carry out our mission through the following functions:

- License/Registration issuance and regulation
- Rulemaking in accordance with applicable Texas and federal laws
- Complaint processing and adjudication when appropriate
- Conducting compliance inspections
- Educating our constituency
- Providing practice and information resources
- Hosting our state Prescription Monitoring Program
- Offering excellent customer service

B. Agency Strategic Goals and Organizational Structure

Goal One	To establish and implement reasonable standards for pharmacist, pharmacy technician and pharmacy technician trainee education and practice, and for the operations of pharmacies to assure that safe and effective pharmaceutical care is delivered to the citizens of Texas [Texas Pharmacy Act (Occupations Code, Sec. 551-569)].
Objective	Continue to operate a licensure system for pharmacists, pharmacy technicians, pharmacy technician trainees, and pharmacies that will assure that all licensees and registrants meet minimum licensing standards.
Goal Two	To assertively and swiftly enforce all laws relating to the practice of pharmacy to ensure that the public health and safety are protected from the following: incompetent pharmacists, pharmacy technicians and pharmacy technician trainees; unprofessional conduct, fraud, and misrepresentation by licensees; and diversion of prescription drugs from pharmacies; and to promote positive patient outcomes through the following: reduction of medication errors by encouraging or requiring licensees to implement self-assessment programs and continuous-quality improvement programs, including peer review processes; and enforcement of rules relating to patient counseling and drug regimen review, including prevention of misuse and abuse of prescription drugs, and to operate the Prescription Monitoring Program for the State of Texas. [Texas Pharmacy Act (Occupations Code, Sec. 551-569), and Health and Safety Code, Chapter 481, Controlled Substances, and Chapter 483, Dangerous Drugs.]
Objective	Deter and reduce the incidence of violations of the law through compliance inspections of 40% of the licensed pharmacies located in Texas each year; through technical assistance to licensees; through education and increased licensee access to information by contacting all licensees; and to resolve complaints received within an average of 180 days.

The Board's functional structure at the end of FY2025 comprised the following teams.

Office of the Executive Director

Operations

Licensing

Compliance

Enforcement

Legal

Prescription Monitoring Program (PMP)

Information Technology

C. Anticipated Changes to the Mission, Strategies and Goals over the Next Five Years

No changes to the Agency Mission or Action Plan are anticipated in the next five years. The Texas State Board of Pharmacy constantly seeks ways to be effective in fulfilling its core functions, achieving performance measures, and implementing plans to continuously improve.

II. Workforce Analysis

A. Current Workforce Profile

As of the end of fiscal year 2025, TSBP employed 108.75 full-time equivalent (FTE) staff. Key workforce demographics are summarized below:

- 63% of TSBP employees are females, and 37% are males.
- The agency's workforce ethnicity distribution includes approximately:
 - 46% Caucasian employees
 - 31% Hispanic employees
 - 16% African American employees
 - 4% Asian employees, and
 - 3% of two or more race employees.
- The age distribution of the agency's workforce is as follows:
 - 11% of employees are in the 16-29 age group.
 - 29% are in the 30-39 age group.
 - 26% are in the 40-49 age group.
 - 20% are in the 50-59 age group.
 - 11% are in the 60-69 age group, and
 - 2% are in the 70 or older age group.
- The agency's workforce tenure distribution is as follows:
 - 32% for less than two years.
 - 17% for 2-4.99 years
 - 24% for 5-9.99 years
 - 10% for 10-14.99 years
 - 10% for 15-19.99 years
 - 3% for 20-24.99 years
 - 3% for 25-29.99 years, and
 - 1% for 30-34.99 years

** Percentages may not total 100% due to rounding.

- Projected employee retirement eligibility by calendar year is as follows:
 - In 2026 - 14 employees will be eligible for retirement (12 currently eligible; 2 additional employees will be eligible in October)
 - In 2027 - 2 employees will be eligible.
 - In 2028 - 6 employees will be eligible.
 - In 2029 - 3 employees will be eligible

- In 2030 - 1 employee will be eligible

Between 2026 and 2030, 26 employees (24%) of the agency's workforce will be eligible for retirement. Of these employees, 10 currently serve in leadership roles. Collectively, these employees represent 430 years of TSBP knowledge and experience that would be lost upon retirement.

The agency and state turnover rate have been steadily declining over the last two fiscal years. As mentioned in the Annual SAO report on Turnover, this decrease may be partially attributed to the employee increases approved by the 88th Legislature, as well as additional salary adjustments implemented by our agency. The 88th Legislature also approved reallocations for over 500 job classifications, improving market competitiveness. While these efforts have supported retention, TSBP must continue to focus on workforce development and succession planning due to anticipated retirements in the coming years.

Fiscal Year	Agency Turnover	Statewide Turnover
2025	8.4%	15.4%
2024	10.5%	16.5%
2023	20.8%	18.7%

* Sources for "Current Workforce" Data: Auditor's Office (SAO), Electronic Classification Analysis System (E-Class), SAO Annual Report on Classifies Employee Turnover for Fiscal Year 2024, CAPPS Retirement Forecast Report, State of Texas Classified Turnover Dashboard FY25, and CAPPS TX_HR_AGY_RETIREMENT_FORECAST report.

B. Critical Workforce Skills

To effectively carry out its mission of protecting the public health of the citizens of Texas, TSBP requires employees across all departments to possess a diverse set of technical, regulatory, and operational skills. Critical skills include:

- **Regulatory Knowledge and Application:** Understanding and consistent application of applicable laws, rules, and policies across all agency functions.
- **Analytical and Critical Thinking:** Ability to evaluate complex information, interpret data, identify risks, and support sound, objective, and consistent decisions.
- **Customer Service:** Ability to provide accurate, timely, and professional service while maintaining regulatory standards.
- **Technology Proficiency:** Competence in utilizing agency systems, databases, and digital tools to support daily agency operations.
- **Attention to Detail and Accuracy:** Ability to manage high volumes of information accurately and ensure compliance with regulatory requirements.
- **Adaptability:** Capacity to respond to changes in workloads, laws, regulations, technology, and agency priorities.
- **Collaboration:** Ability to work effectively across departments to support agency-wide initiatives and improve efficiency.

- **Ethical Judgment and Confidentiality:** Ability to appropriately handle highly confidential and sensitive information, while exercising sound judgment in accordance with applicable laws, regulations and agency policies.

Additionally, select positions require professional licensure or certifications, including Registered Pharmacist (RPh) and Pharmacy Technician credentials.

C. Future Workforce Profile

TSBP continues to experience increasing demand for its services across all areas of operation, resulting in a growing workload for the agency's workforce. In addition, the complexity of pharmaceutical practices continues to evolve, requiring the agency to adapt to changing regulatory and operational needs. While the critical workforce skills previously identified remain essential, a higher level of proficiency in these skills will be necessary to effectively meet future demands.

D. SWOT Analysis

Strengths TSBP employs a highly skilled and knowledgeable workforce with strong regulatory expertise across all departments. The agency's mission-driven focus supports consistent service delivery and effective regulatory oversight. Turnover has decreased over the last two fiscal years, resulting in improved workforce stability and continuity. The depth of experience among current staff also provides a strong foundation for mentorship, knowledge transfer, and leadership development.	Weaknesses TSBP faces workforce challenges related to a significant number of employees nearing retirement eligibility, which may result in the loss of critical institutional knowledge. Succession planning processes are still developing and will require continued focus to ensure effective knowledge transfer and leadership continuity. Additionally, as a smaller agency, TSBP relies on several manual and time-intensive processes due to the limited technological resources, which can impact operational efficiency and workload management.
Opportunities Anticipated retirements provide an opportunity for the agency to strengthen succession planning, develop internal talent, and formalize knowledge transfer processes. Expanding training and mentorship opportunities will better position employees to assume critical roles and support leadership continuity. Additionally, recent increases in IT staffing provide an opportunity to enhance systems capabilities and improve operational efficiency. Continued evaluation and targeted investment in technology will allow the agency to reduce manual processes and better support future growth. Strategic recruitment efforts and partnership can further support the development of a sustainable and qualified workforce.	Threats A significant portion of the agency's workforce will become eligible for retirement in the coming years, which may impact operational continuity if not proactively addressed. The agency must also remain competitive in attracting and retaining qualified candidates in a labor market where private-sector salaries may be higher. Increasing service demands and the growing complexity of pharmaceutical practice may place further strain on agency resources. Additionally, limited technological resources and reliance on manual processes may hinder the agency's ability to efficiently scale operations and meet future demands.

III. Workforce Strategies

Based on an analysis of the agency's workforce and operational needs, TSBP has identified two primary workforce gaps that will need to be addressed to support continued operational effectiveness and long-term sustainability.

- **Succession Planning and Knowledge Transfer:** A significant portion of the workforce is nearing retirement eligibility, creating a potential gap in institutional knowledge and leadership continuity. Succession planning and knowledge transfer process require further development to ensure operational continuity and prepare employees to assume key roles.
- **Workload Growth and Operational Efficiency:** Demand for agency services continues to increase, requiring staff to manage growing workloads across program areas. Continued evaluation of staffing capacity and resource alignment will be necessary to maintain efficient operations.

To effectively address gaps in the current workforce and proactively prepare for future demands, TSBP will work on the following action steps:

Gap	Succession Planning and Knowledge Transfer
Goal	Strengthen succession planning and knowledge transfer to ensure continuity of operations.
Rationale	A significant portion of TSBP's workforce is nearing retirement eligibility, creating a risk of loss of institutional knowledge and leadership continuity.
Action Steps	• Identify positions with higher retirement eligibility risk. • Document key duties, processes, and institutional knowledge. • Provide cross-training opportunities to increase staff familiarity with essential functions. • Encourage mentorship between experienced and newer employees. • Provide training and development opportunities to prepare employees for future roles.
Gap	Workload Growth and Operational Efficiency
Goal	Strengthen the agency's ability to manage increasing workload demands while continuing to meet operational expectations.
Rationale	The amount of work performed by the agency continues to increase each year. TSBP must ensure it can effectively manage this growth while continuing to meet expected timelines and responsibilities.
Action Steps	• Monitor workload trends across program areas. • Evaluate staffing needs based on changes in workload. • Review processes to identify opportunities to improve efficiency. • Continue system improvements that support employee productivity.

IV. Conclusion

TSBP's workforce is essential to the agency's ability to fulfill its mission of protecting the public health of the citizens of Texas. As workload demands continue to increase and the complexity of the agency's responsibilities evolved, maintaining a qualified and adaptable workforce remains a priority. Additionally, a portion of the workforce is approaching retirement eligibility, highlighting the importance of succession planning and effective knowledge transfer.

Through the strategies outlines in this workforce plan, TSBP is committed to strengthening its workforce and supporting continued operational effectiveness. By focusing on employee development, knowledge sharing, and process and system improvements, the agency will be better positioned to meet future demands and carry out its regulatory responsibilities.