

APPENDIX D—WORKFORCE PLAN

AGENCY OVERVIEW

The Office of Court Administration (OCA) provides resources and information for the efficient administration of the Judicial Branch of Texas. The agency was created in 1977 and operates under the direction of the Chief Justice of the Supreme Court of Texas.

OCA operates in conjunction with the Texas Judicial Council, which is the policy-making body for the Judicial Branch. The Council was created in 1929 by the 41st Legislature to continuously study and report on the organization and practices of the Texas Judicial system.

OCA provides personnel and resources to support the:

- Texas Judicial Council
- Judicial Committee on Information Technology
- Conference of Regional Judge/State Board of Regional Judges for Title IV-D Account
- Council of Regional Presiding Judges
- Court Reporters Certification Board
- Process Server Review Board
- Texas Indigent Defense Commission
- Council of Chief Justices
- Judicial Districts Board
- Judicial Compensation Commission
- Guardianship Certification Board
- State Prosecuting Attorney

OCA serves as the employing agency (for the purposes of administering salaries, benefits, and the like) for the child support courts and child protection courts programs. The associate judges who hear these cases are appointed by the presiding judges of the administrative judicial regions.

OCA is also tasked with various administrative services including accounting, human resources, and payroll for the State Prosecuting Attorney's office.

In FY 2013, OCA was authorized 209.1 FTEs, which includes personnel in four grant-funded programs: one Program Supervisor, five Clerks, and one part-time accounting position for the National Criminal Background Check System Record Improvement Project, funded by the Bureau of Justice Statistics; one Attorney position for the Domestic Violence Resources Program, funded by the Office of the Governor Criminal Justice Division; two part-time Interpreter positions for the Texas Remote Interpreters Project, funded by the Office on Violence Against Women; and one Attorney position for the Child Protection Courts Enhancement Project, funded by the Texas Center for the Judiciary.

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CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)

CRITICAL WORKFORCE COMPETENCIES

OCA employs staff primarily in six occupational categories: legal, planning/research/statistics, information technology, accounting/finance/auditing, administrative support, and human resources. For each occupational discipline, five broadly-defined competency clusters have been identified that include the critical employee competencies required for OCA to accomplish its mission. The competency clusters are interdisciplinary and relate to positions within each occupational category. The competency clusters are as follows:

CORE COMPETENCIES

Analyze Information

Write effectively

Use computer information systems

Interpret written information

Maintain confidentiality

PROGRAM PLANNING/EVALUATION COMPETENCIES

Design programs/special projects

Research information

Implement programs

Evaluate program effectiveness

Determine delivery strategies

Audit compliance

ADMINISTRATIVE/MANAGERIAL COMPETENCIES

Provide leadership

Develop internal policies

Design reports

Identify programmatic issues

Manage change

FISCAL MANAGEMENT COMPETENCIES

Develop department budgets

Evaluate costs

Monitor for fiscal compliance

Manage contracts

Develop internal controls

PUBLIC RELATIONS/MARKETING COMPETENCIES

Identify stakeholders

Build partnerships

Market services

Assess stakeholder needs

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WORKFORCE DEMOGRAPHICS

As of May 31, 2012, OCA had 208 employees on the payroll: 129 located throughout the state and 79 at its headquarters office in Austin. OCA's workforce is 67 percent female and 33 percent male. The average age of OCA employees is 50 years; 84 percent of employees are over the age of 40. **Figure D-1** shows the age distribution of OCA employees, and **Figure D-2** provides data on OCA employee tenure. The average length of agency service is approximately 8 years.

Fig. D-1—Age Distribution of OCA Employees

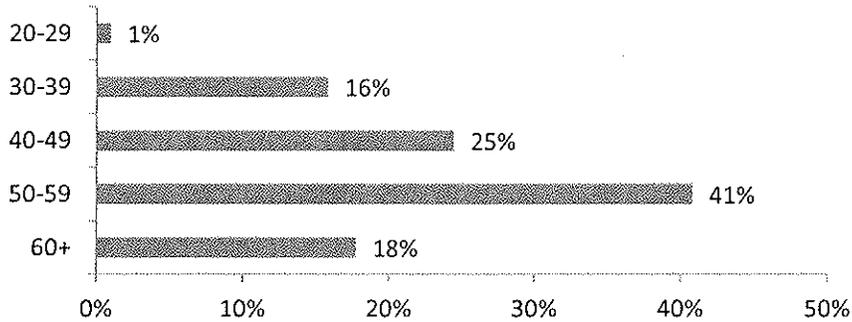
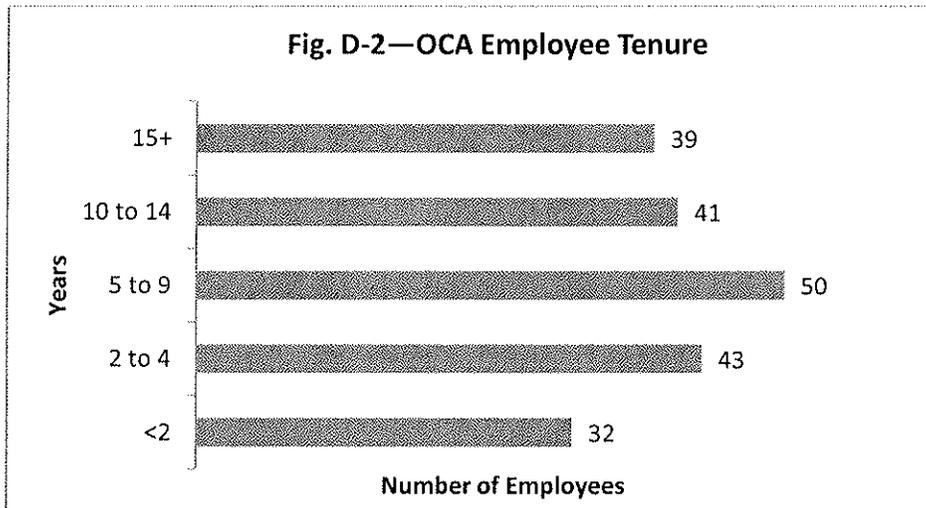


Fig. D-2—OCA Employee Tenure



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OCA’s diverse workforce compares favorably to statewide averages in several categories, as **Table D-1** shows.

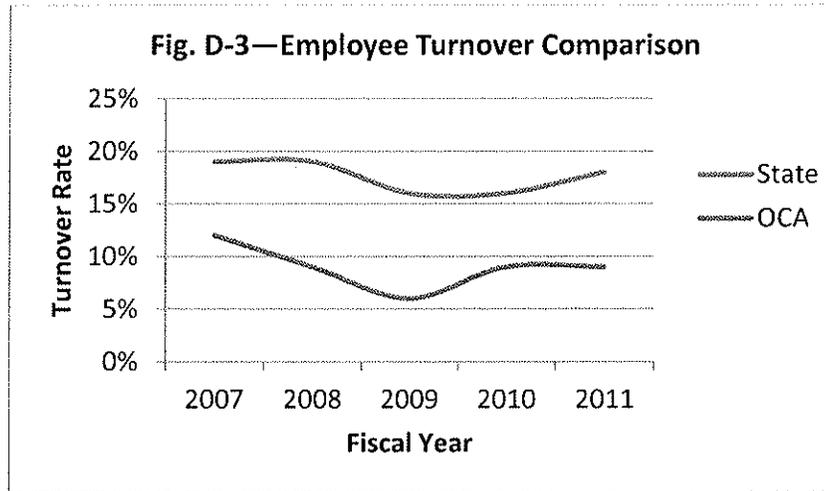
TABLE D-1—OCA WORKFORCE DIVERSITY STATISTICS				
Group	EEO Code	State Workforce	OCA Workforce	No. of Employees
African-American	Officials/Administrators	7.5%	-0-	-0-
	Professional	9.7%	10.7%	18
	Technical	13.9%	-0-	-0-
	Admin Support	12.7%	25.0%	3
	Paraprofessional	14.1%	-0-	-0-
	Total African-American			21
Hispanic	Officials/Administrators	21.1%	16.7%	1
	Professional	18.8%	29.2%	49
	Technical	27.1%	15.4%	2
	Admin Support	31.9%	33.3%	4
	Paraprofessional	49.9%	50%	1
	Total Hispanic			57
Female	Officials/Administrators	37.5%	50.0%	3
	Professional	53.3%	67.3%	114
	Technical	53.9%	30.8%	4
	Admin. Support	67.1%	100.0%	12
	Paraprofessional	39.1%	100.0%	2
	Total Female			135
Other Races	Officials/Administrators	-0-	-0-	-0-
	Professional	-0-	1.2%	2
	Technical	-0-	38.5%	5
	Admin. Support	-0-	-0-	-0-
	Paraprofessional	-0-	-0-	-0-
	Total Other Races			7

Data for statewide workforce came from information provided by the Civil Rights Division of the Texas Workforce Commission in the EEO and Minority Practices Report, January 2011.

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EMPLOYEE TURNOVER

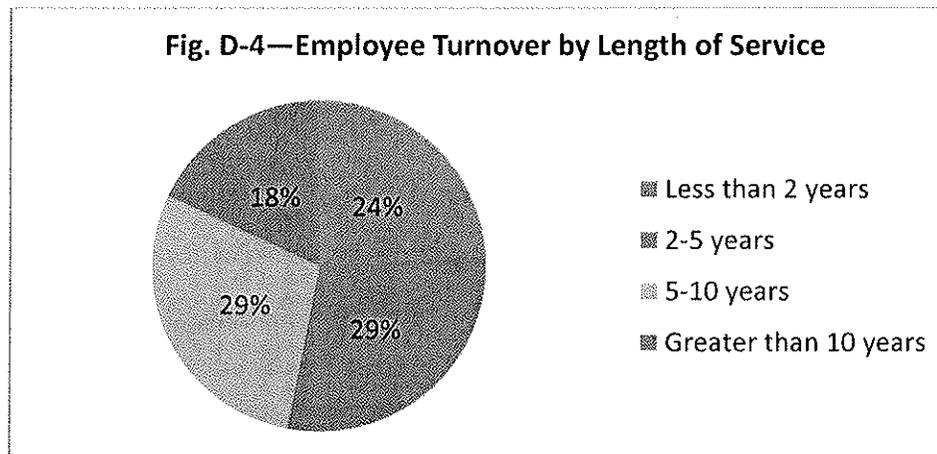
The agency's average turnover from FY 2007 to FY 2011 is approximately 8.9 percent; significantly below the state average of 17.5 percent for the same period. **Figure D-3** compares OCA's turnover rate with the statewide rate for the last five years. Turnover at OCA during this period included seven retirements, four interagency transfers, and 23 resignations. The primary reasons given for voluntary employee resignations included the lack of opportunities for upward mobility and higher salaries in the private sector.



The number of employee retirements and resignations increased in FY10-11. With approximately 21 percent of the current workforce eligible to retire within the next two years, OCA must continue to support knowledge transfer and cross-training of all employees and be able to attract and retain employees with the requisite experience and skill sets needed to continue providing exceptional support to the courts.

TURNOVER BY LENGTH OF SERVICE

Figure D-4 provides information on the agency's turnover by length of service for FY 2011.



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D. RETIREMENT ELIGIBILITY

The potential loss of employees due to retirement remains a concern. As of May 31, 2012, OCA has four rehired retirees. In addition, 23 employees are eligible to retire at any time. There are 12 employees eligible for retirement in less than two years and 36 eligible within the next two to five years (see **Table D-2**). While the majority of these are Child Support and Child Protection Court judges and coordinators, eight are members of the OCA management team. The average agency service tenure is eight years. OCA management continues to encourage and support effective training and development programs that capture institutional knowledge and expertise of experienced employees while creating incentives and challenges for new employees.

Eligibility	Number of Personnel
Anytime	27
Less than 2 years	12
2 years	5
3 years	12
4 years	7
5 years	12

FUTURE WORK FORCE PROFILE

DEMAND ANALYSIS

The business functions, activities, and staffing of OCA are subject to the mandates of the Supreme Court, the Legislature, other courts, and judicial councils and boards supported by the agency. Many of these functions and activities require specialized expertise in judicial administration and in various legal and regulatory areas. This is particularly true in Certification, the Specialty Courts, the Collections Improvement Program, Judicial Information, Information Services, Research and Court Services, and Indigent Defense.

OCA's certification division includes staff that supports the Court Reporters Certification Board, the Guardianship Certification Board, and the Process Server Review Board, which involves processing certification of qualified applicants, collecting certification fees and processing complaints filed against certified persons. The work is very labor intensive and the volume of people applying for certification continues to increase.

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The Specialty Courts include associate judges, who hear child support and child protection cases, and their court coordinators. As the number of cases continues to increase, so does the need for more courts as well as ongoing training for court staff.

OCA's Collection Improvement Program is a process for managing cases when defendants are not prepared to pay court costs, fees and fines. Counties and cities are required, based on population, to implement a collection program. The number required to implement this program grew from 78 to 91 based on the 2010 census.

The Judicial Information staff at OCA has seen the volume and diversity of information collected, maintained, and reported increase exponentially over the past decade. This increase is due to new reporting requirements and recommended changes to monthly court activity reports that quadrupled the number of data elements collected.

The Information Services division at OCA provides direct technical support to a total of 819 judicial customers. Maintaining this level of support requires additional staff as well as the funds to replace broken computers and obsolete software.

OCA's Research and Court Services division was forced to cut a key court resources position in FY 2010. As a result, administrative consultation services available to smaller counties and cities have decreased, leaving a void at a time when the population of Texas continues to grow significantly.

The Texas Indigent Defense Commission provides financial and technical support to counties to develop and maintain quality, cost-effective indigent defense systems that meet the needs of local communities and the requirements of the Constitution and state law. The total number of persons served increased by 45 percent from FY 2002 to FY 2011.

While OCA's existing workforce strives, albeit with limited resources, to adequately meet the needs of customers within the Judiciary and the public, the agency is fast approaching a breaking point. Maintaining an exceptional workforce that consistently performs above and beyond acceptable standards requires fair and reasonable incentives including cutting edge technologies and competitive salaries and benefits.

FUTURE WORKFORCE CHALLENGES AND OPPORTUNITIES

OCA is making every effort to elevate and innovate its processes and practices to continue effectively meeting the needs of the Judiciary and the citizens. This is a daunting task considering OCA is authorized to employ only 209 public servants to serve approximately 19,000 customers within the Judicial Branch, as well as a growing population of approximately 26 million Texans. OCA will be challenged to retain and recruit qualified employees without current technology, competitive salaries, and the preservation of the state's defined-benefit retirement plan.

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ANTICIPATED INCREASE/DECREASE IN NUMBER OF EMPLOYEES

The growing population in the state has resulted in an increase in the number of citizens OCA serves. This trend is evident in the increased volume and diversity of information collected by research and court services personnel, the increased number of certifications processed by certification staff, and additional counties participating in the collections improvement program. There is also an increased need within the child support and child protection courts to serve the children of Texas. Increased processing of any service OCA provides also creates a greater need for OCA to maintain the various associated computer programs. In addition to increasing program staff to meet the growing needs of our external customers, OCA should consider increasing administrative support staff to handle the inevitable increase in staff support areas, such as finance and operations.

As **Table D-3** shows, OCA is requesting three additional FTEs for court administration, two FTEs for IT, four FTEs for certification, two FTEs for one new Child Support Court, and six FTEs for three new Child Protection Courts.

Strategy	Authorized FTEs	Number Anticipated/ Needed	Increase/ Decrease
Court Administration	49	52	+3
Information Technology	24.6	26.6	+2
Administrative Regions	2	1	-1
Certification	5	9	+4
Indigent Defense	11	11	0
Child Support Courts	86.5	88.5	+2
Child Protection Courts	31	37	+6
Total	209.1	225.1	+16

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FUTURE WORKFORCE SKILLS NEEDED

OCA relies on a highly educated, experienced, and technically competent workforce to effectively administer judicial system programs. OCA employees must be able to effectively serve the various needs and demands of the judicial, executive, and legislative branches of state government. The following ten critical competencies and skills play increasingly vital roles across all occupational categories and job classifications:

- Cultivate and build strategic partnerships
- Design programs and special projects
- Develop and implement corrective action plans
- Focus on customer service
- Identify programmatic issues
- Identify stakeholders
- Market programs and services
- Manage change
- Understand political constraints

GAP ANALYSIS

ANTICIPATED SURPLUS OR SHORTAGE OF WORKERS OR SKILLS

The agency has identified the following issues:

1. OCA anticipates a higher percentage of turnover among employees in key positions as they become eligible for retirement, with 21 percent of the current workforce eligible within the next two years. Knowledge transfer and succession planning is critical to continued operations, as is the ability to attract, hire, and retain employees with the necessary specialized skills.
2. OCA identified critical skills and competency clusters for the various occupational categories utilized in the agency. Generally, current employees meet or exceed the proficiencies required for current and future demands.

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GOAL TO ADDRESS WORKFORCE COMPETENCY GAPS

While OCA did not identify specific gaps in current workforce skills and competencies, **Table D-4** identifies the agency's plan for maintaining an efficient workforce.

TABLE D-4—PLAN FOR MAINTAINING AN EFFICIENT WORKFORCE	
GOAL	Continue to develop and retain a technically competent, knowledgeable and diverse workforce.
RATIONALE	Competitive salaries and benefits continue to be critical elements of the agency's ability to recruit and retain an effective workforce. Other incentives include: professional development, cross-training, flexible work hours, and telecommuting.
ACTION PLAN	Continue to communicate with employees about overall agency performance and how their individual contributions make a difference to OCA's ongoing mission to provide resources and information for the efficient administration of the judicial branch.