

APPENDIX E

Workforce Plan

Overview

A. Agency Mission

The mission of the Texas Board of Chiropractic Examiners is to promote, preserve, and protect the health, safety, and economic welfare of the people of Texas through the regulation of the practice of chiropractic. To that end, the Board examines and licenses chiropractors, registers chiropractic facilities, registers chiropractic radiological technicians, and enforces the law that governs the practice of chiropractic (Occupations Code, Title 3, Subtitle C, Chapter 201).

The Board and its employees also provide information to the public, including verification of licensure and general information about the practice of the profession of chiropractic in Texas.

B. Agency Strategic Goals and Objectives

Goal A: To ensure public protection

Objective A.1: Ensure all chiropractors meet minimum licensing standards

Objective A.2: Ensure chiropractors comply with established law

C. Core Business Functions

The Texas Board of Chiropractic Examiners licenses Doctors of Chiropractic (DCs) and registers chiropractic facilities and chiropractic radiological technicians. The Board also investigates alleged violations of the Chiropractic Act and the Board's rules.

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

The TBCE does not anticipate any changes within the mission and goals over the next five years. The agency will reevaluate goals and strategies each year.

Current Workforce Profile

A. Critical Workforce Skills

The Board of Chiropractic Examiners is a small state agency with an authorized workforce of eleven (11) Full Time Equivalent employees. Because of the agency's small size it is important that each employee have good general office skills and also have additional specific knowledge and skills related to his or her particular area of responsibility.

Some essential skills are listed below:

1. Knowledge of applicable statutes and rules.

2. Knowledge of state accounting and purchasing rules and procedures.
3. Knowledge of their specific area such as initial licensing, license renewals, complaint processing, investigative techniques, open records requests, the Administrative Procedures Act, and working with the State Office of Administrative Hearings (SOAH).
4. Commitment to customer service.
5. Willingness to cross train and develop skills to back-up fellow employees.
6. Skill in working with agency computer software and databases.
7. Willingness to acquire new skills as needs develop in the agency.
8. Good communication skills.
9. Skill in analyzing and solving problems.
10. Ability to produce large volumes of accurate work under time pressure.

B. Workforce Demographics

The following table presents a profile of the agency’s workforce as of June, 2010.

Agency Employees By Gender	Hispanic	African American	Anglo	Total	Total %
Female	1	1	4	6	60%
Male	0	1	3	4	40%
Total	1	2	7	10	100%
Percent of Total	10%	20%	70%	100%	

Six of the agency’s employees are over the age of 50. Three employees are under the age of 35. The three most senior employees have over five years of experience with the agency. The other five employees have four years or less of experience with the agency. Most employees have had at least five or more years of experience with the state or other government agencies. After a period of instability in 2005-2006, the agency has had much better employee retention for 2007-2012 and expects this positive trend to continue for the next 3-5 years barring reductions in force caused by budget cutbacks.

C. Employee Turnover

Establishing an experienced, stable workforce is important for any organization. The Texas Board of Chiropractic Examiners had a high turnover ratio during Fiscal Year 2006, but has since become much more stable. The previous Executive Director (hired in May of 2006, left in September of 2011) hired all of the ten current employees, including the current Executive Director, who previously served as a Legal Assistant and Board Attorney. With one exception, the only employees who have left the agency in the last six years have done so because they either retired or took a job at much higher pay elsewhere. For the next five years, turnover is expected to be driven primarily by employees who leave because they find better opportunities and higher pay at other state agencies or by forced layoffs due to mandatory budget reductions.

D. Retirement Eligibility

One employee is eligible to retire now and one is eligible to retire in two years. However, they are not expected to retire for at least 4-7 years. In addition, one other current employee is a state retiree from another agency who chose to come to work at the Chiropractic Board five years ago, and one employee

is retired from Travis County.

Future Workforce Profile

These are the changes the TBCE anticipates in its workforce within the few years.

A. Critical Functions

If forced by budget reductions, the agency may have to reduce its staff by one employee during the 2013-2014 biennium. It is expected that any necessary staff reductions will be temporary and will be restored when the state's fiscal condition improves. No other changes in the critical functions to be performed by staff are expected.

B. Expected Workforce Changes

TBCE's workload has increased due to increased numbers of new licensees, as well as an increase in the complexity of enforcement cases and hearings. Advances in technology will continue to impact the agency by requiring that employees be able to function proficiently in a business environment that is dependent upon electronic data and documents. The agency expects the average age of its workers to continue to increase over the next five years.

C. Anticipated Increase/Decrease in Number of Employees Needed to Do the Work

The agency may be forced to reduce the number of FTEs by one employee during the 2013-2014 biennium if the state decides to impose an additional 5%-10% budget reduction during the appropriations process. The agency does not expect to add any employees during the next five years, except to replace any FTEs whose positions may be eliminated because of budget reductions during the 2013-2014 biennium and possibly to add a Board Attorney or Legal Assistant.

Additional increased demands on the workforce will be met by changes in operations and better use of technology.

D. Additional Critical Competencies

The agency relies on competent and knowledgeable staff to fulfill its obligation to protect the public. In addition to the critical competencies listed earlier, there are additional ones that are essential for future positions:

1. Ability to set goals,
2. Ability to be self-directed, and
3. Ability to take ownership of responsibilities within agency guidelines.

Gap Analysis

A. Anticipated Surplus or Shortage of Workers or Skills

Like most other small state agencies, retention of staff is frequently a challenge due to high workloads and lack of funding to provide competitive salaries. The TBCE currently lacks enough staff in Enforcement to sufficiently run as effective an Enforcement program as we would like.

TBCE employees continue to need training in critical and future workforce skills. There is a small deficit in change management, process re-engineering and problem-solving skills. Ongoing internal training will address these issues. Technology skills are also lacking in some employees, but skills are adequate for performance.

B. Strategy Development

In order to address some of the deficits between the current workforce and future demands, the agency has developed several goals for the current workforce plan. These are based on a range of factors identified through analyzing the agency and its workforce. The agency's workforce development plan can be grouped into two key areas.

1. Continue to develop skills of current employees.

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

Rationale: The training and development of current employees is critical to the success of the agency. It must analyze existing staff to determine which employees demonstrate the potential to develop new competencies and match the correct employee with the proper training best suited to develop his or her skills.

Action Steps:

- Identify new skill sets required as a result of program changes or technological advancements.
- Conduct assessment of the level of risk facing the agency regarding the potential loss of knowledge particularly in areas where there is a high turnover rate.
- Develop strategies to ensure that institutional knowledge is retained by promoting cross-training as an agency value.

2. The agency has some difficulty in attracting and retaining skilled employees.

Goal: Become an employer of choice.

Rationale: Finding and developing a workforce is just the beginning. If the agency is to recruit and retain the right workers in the right jobs at the right time, it must recognize that there is a competitive market for good workers and take appropriate actions. The agency will focus on rewarding good performance, providing a structured approach to staff development, creating a culture that supports innovation and excellence, and compensating staff fairly to the extent possible within the agency's limited budget.

Action Steps:

- Develop and implement plan to pay employees appropriately within the agency's budget limitations.
- Create a positive work environment in which employees know that they are appreciated and are empowered to do their jobs.
- Create opportunities that allow employees who are seeking new challenges to work on special projects or develop skills in new areas.
- Seek out state training opportunities for employees that are free to allow employees to continue to develop their skills.