

Appendix E: Workforce Plan

TEXAS OPTOMETRY BOARD WORKFORCE PLAN FISCAL YEARS 2013-2014

I. AGENCY OVERVIEW

The agency was created in 1921 by the 37th Legislature under the name Texas State Board of Examiners in Optometry. The 61st Legislature in 1969 changed the agency's name to Texas Optometry Board. Sunset legislation in 2005 extended the agency until 2017.

The agency implements and enforces the Texas Optometry Act. This includes promulgating rules to interpret and clarify the provisions of the Act. The agency also provides and disseminates consumer information regarding the role of the agency.

Primary functions of the agency are the examination and determination of the fitness of applicants for licensure, the licensing of successful applicants, and the permanent monitoring of that license, including auditing the required yearly mandatory continuing education for renewal of licenses. In addition, the agency resolves complaints received against its licensees, conducts investigations, and issues remedial sanctions in accordance with the Act and promulgated rules.

As a state agency, the Texas Optometry Board must comply with all requirements of record keeping and reports required of a state agency.

A. Agency Mission

The mission of the Texas Optometry Board is to promote, preserve, and protect the health, safety and economic welfare of the people of Texas through the regulation of the practice of optometry.

B. Strategic Goals and Objectives

The agency has two goals:

<i>GOAL 1</i>	<i>To manage a quality program of examination and licensure to ensure the initial and continuing competency of optometrists and enforce the optometry statutes to ensure that the public is protected from incompetent services, fraud and misrepresentation.</i>
Objective	Operate an efficient and comprehensive optometry licensure and enforcement system.
Strategies	Participate in training, both in-house, state-wide and national in scope Develop additional methods of automation and on-line renewal and licensure Continue to resolve complaints in a short period of time
<i>GOAL 2</i>	<i>To establish and carry out policies governing purchasing that foster meaningful and substantive inclusion of historically underutilized businesses.</i>
Objective	Develop and implement a plan for increasing the use of historically underutilized businesses through purchasing contracts.
Strategies	Locate historically underutilized businesses & maintain up-to-date list Contact businesses on list before making purchases

C. Anticipated Changes in Strategies

The final decision by the Sunset Advisory Commission, incorporated into House Bill 1025,

79th Legislature, Regular Session, continued the agency with minor changes through 2017. Therefore the agency is not anticipating any changes in strategy. Rather, the agency will continue to search for organizational efficiencies, especially through Health Profession Council initiatives, such as:

- Broad sharing of information technology employees
- Sharing of human resource employees and functions

II. CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)

A. Critical Workforce Skills

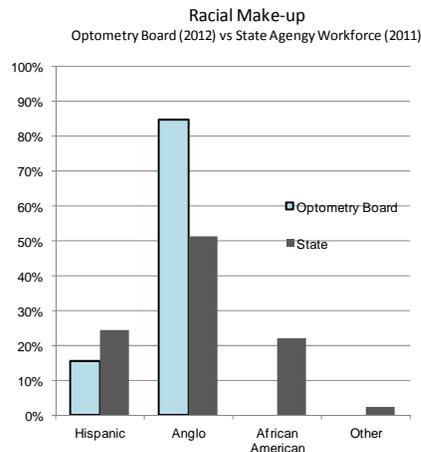
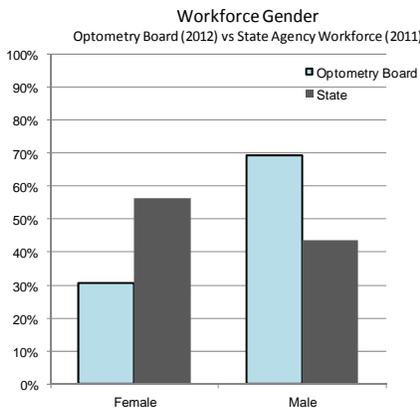
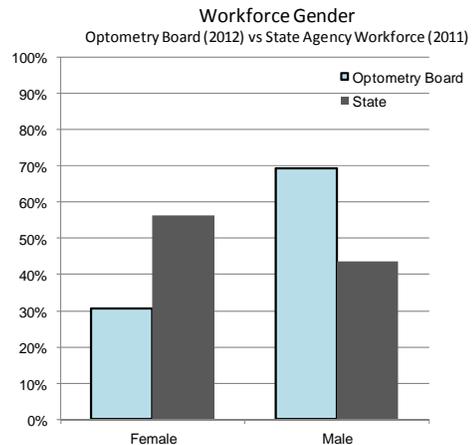
Currently the agency requires these critical skills to adequately perform its mission:

- Investigation
- Customer service
- Interpretation of laws and rules
- Human resources and management
- Accounting
- Information technology
- Administration of programs

B. Workforce Demographics

The following graphs depict the Agency’s workforce demographics as of May 1, 2012. Since the agency has seven FTE’s (one employee is a part-time employee), each employee has a significant impact on any statistical analysis of the workforce.

The gender makeup of agency employees is similar to figures for all state agencies combined (the figures for the Optometry Board do not include the Board Members). However, with the loss of an employee that the agency cannot now afford to replace, the ethnicity diversity of the agency lags behind other agencies. The agency will continue to seek a diverse workforce.



Because the agency is small, a comparison of the African American, Hispanic, and fe-

male employees to the statewide civilian workforce by category may not be that useful (several categories would have only one agency employee so classified). The table below compares the agency to the 2004 state civilian workforce statistics (SCW):

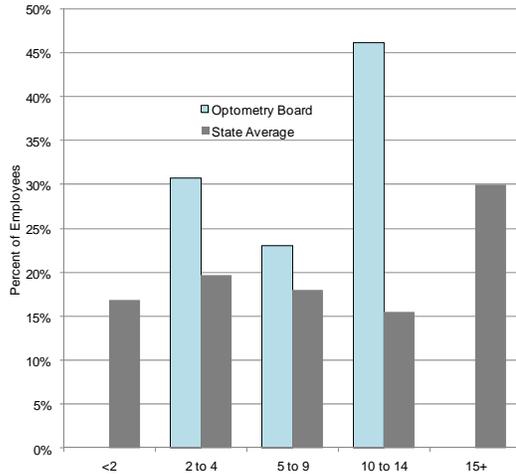
Category	Employees in Agency	African American	Hispanic	Female	
Administration	1	0%	0%	0%	
		9%	23.7%	38.8%	SCW
Professional	1.5	0%	0%	0%	
		11.7%	19.9%	54.5%	SCW
Technical	1	0%	0%	0%	
		0%	27%	55.6%	SCW
Admin Sup	3.5	0%	15%	31%	
		13.2%	31.9%	66.2%	SCW

C. Employee Turnover

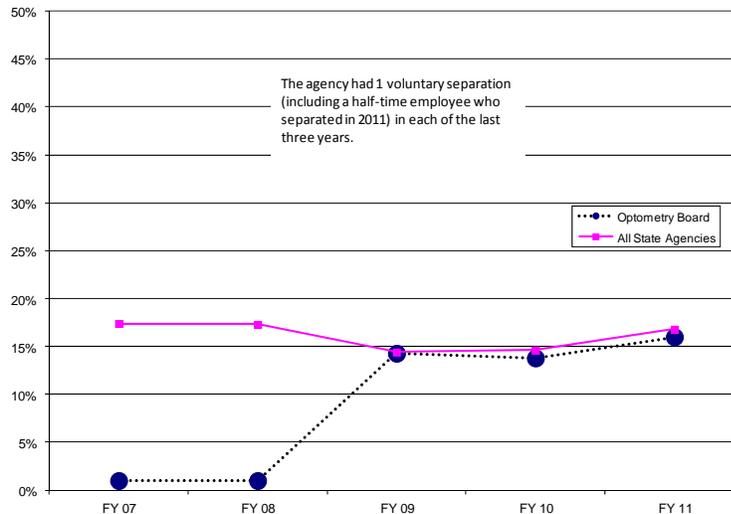
Of particular importance is the employee tenure at the agency, although this figure has improved markedly as several employees have remained at the agency for several years. Thus more employees have significant tenure at the agency. Increasing tenure means taking steps to reduce turnover, including increased employee morale and hiring employees with stable employment goals. Thus there was no turnover for FY 2007 and 2008. The separation in 2011 was a .5 FTE. The agency did not fill that position because of budget constraints.

The agency has been able to serve the public despite some turnover since the majority of new employees have employment histories with state government. Because many agencies operate similarly, the agency is able to quickly utilize their skills (training is still provided in the specific procedures and laws of the agency).

Tenure at Agency (Years)



Employee Turnover



D. Retirement Eligibility

One employee is currently eligible for retirement, with another employee eligible in the next five years. A full-time employee and a half-time employee have already retired and returned to work. Thus retirement may be an issue for the agency in the relative near future.

III. FUTURE WORKFORCE PROFILE (DEMAND ANALYSIS)

The Agency's future workforce profile should closely match the current profile (with all positions filled). However, the ability to share agency functions with other members of the Health Professions Council may allow the agency to more accurately employ the type of person needed by the agency the majority of the time. For example, the agency shares its System Analyst with all the smaller Health Professions Council agencies, none of which could afford to hire a full-time employee for this essential task. The agency has also shared employees with larger agencies on a short term basis when the larger agency was hiring and training new employees.

Future workforce skills required should match the current skills required by the agency. During fiscal year 2013, the agency plans to employ an additional half-time employee, provided that funding levels so allow. The new optometry school in San Antonio will mean an increased number of applicants for 2013 and every year thereafter, with a corresponding increase in the number of licensees to regulate beginning in 2013. This increased workload simply cannot be handled just by further increasing the efficiency of the agency, especially since the agency was not able to replace a separating half-time employee because of budget reductions for FY 2012-2013.

Significant future budget cuts may require the agency to create vacancies or not fill vacancies that develop. Each and every employee is necessary to efficiently operate the agency, and the agency will have difficulty meeting its goals strategies without the necessary staff as the number of licensees regulated by the agency continue to increase.

IV. GAP ANALYSIS

A. Gaps Do Exist with Current Staffing or Future Staffing

The agency's current workforce is well qualified and competent to undertake the tasks required by the agency, but the inability to fill a half-time position has made it more difficult to timely accomplish the agency's mission. Although the agency will continue to face vacancies in the future that the agency can afford to fill, the agency should be able to select well qualified individuals to fill the vacancies (if funding permits). Current employees are not only experienced in the critical areas, but they also have either sufficient experience with information technology or the ability to acquire the necessary information technology skills. As the job market in Austin becomes more competitive, the agency may face smaller applicant pools. Continued limiting of benefits and a continued falling behind on compensation may make state agency employment a less attractive option for applicants.

B. Gaps

At present the agency faces a gap such that deadlines are more difficult to meet because of a smaller staff necessitated when the agency was unable to fill a vacancy created in FY 2011. Since funding for that position may still not be available in the future, a gap has been created that could prevent the agency from timely accomplishing all the required duties of the agency. An additional gap, the time gap experienced between the creation of a

vacancy and the filling of the vacancy is a significant hardship as vacancies will occur in the future. A period of at least a month and a-half is required to replace an employee where the agency had only a two week notice of a vacancy creation, and no matter how qualified the new employee is, additional training is always required. Therefore the Agency's strategies will concentrate on reducing turnover, and recognizing the inevitable, coping with vacancies as they occur.

V. STRATEGY DEVELOPMENT

The agency has created the following plan to address gaps, including the time gap (the time between the creation of a vacancy and the filling of that vacancy) and to insure that valuable information possessed by long time employees is transmitted to the agency should that employee leave:

Gap	The time between the creation of a vacancy and the filling of that vacancy
Rationale	In a small agency, the time period that a job vacancy exists (and the training period after the job is filled) is a burden on the agency, since one or more employees must execute at least a substantial portion of the duties usually performed by the person in the vacant position. This creates almost a domino effect with other employees in-turn assisting the helping employees with their regular duties.
Action Steps	Reduce turnover by making the agency a good place to work (recognizing contribution of employees, creating a team approach to accomplishing the tasks of the agency, etc.) Update procedure manuals for each division Cross train additional employees Be prepared to immediately seek replacements for every employee
Gap	Work deadlines more difficult to meet because of fewer staff members
Rationale	Current appropriations do not permit filling the position
Action Steps	Continue to explore methods to accomplish work with less staff input
Gap	Information gap created by the retirement or leaving of a long time employee
Rationale	Unless procedures are in place to record the information possessed by long time employees, the agency will suffer great inefficiencies and possibly make costly mistakes
Action Steps	Update procedure manuals for each division Cross train additional employees Establish permanent lines of communication that survive termination Establish organized record system

Texas Optometry Board Organizational Chart

