

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
- Texas Indigent Defense Commission
- Judicial Branch Certification Commission
- Council of Chief Justices
- Judicial Districts Board
- Judicial Compensation Commission
- State Prosecuting Attorney
- State Law Library
- Judicial Conduct Commission
- Office of Capital Writs

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.

During the 83rd Legislative Session OCA was approved funding to restore positions and provide additional positions, including new Specialty Courts, to accomplish the agency mission and goals.

In FY 2014 and FY2015, OCA was authorized 223.6 FTEs, which includes a grant from NICS Act Record Improvement Program that provides a full-time Protective Order Resource Attorney position.

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

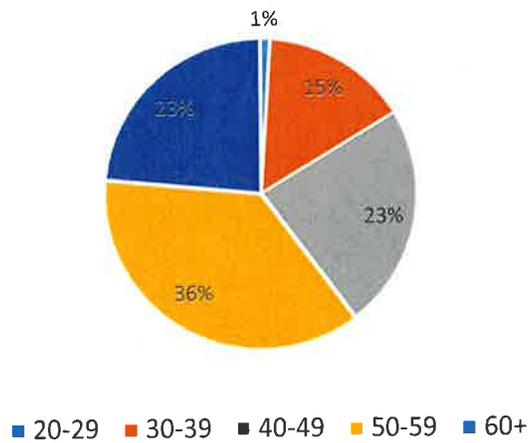
Assess stakeholder needs

Communication

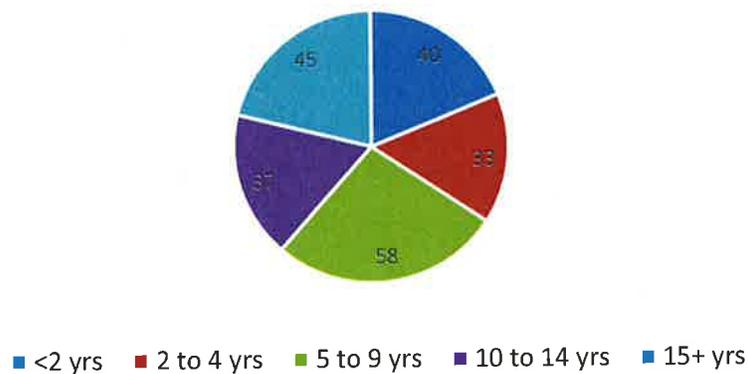
WORKFORCE DEMOGRAPHICS

As of March 31, 2014, OCA had 213 employees on the payroll: 127 located throughout the state and 86 at its headquarters office in Austin. OCA's workforce is 66 percent female and 34 percent male. The average age of OCA employees is 51 years; 84 percent of employees are age of 40 and above. **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 Tenure
Number of Employees**



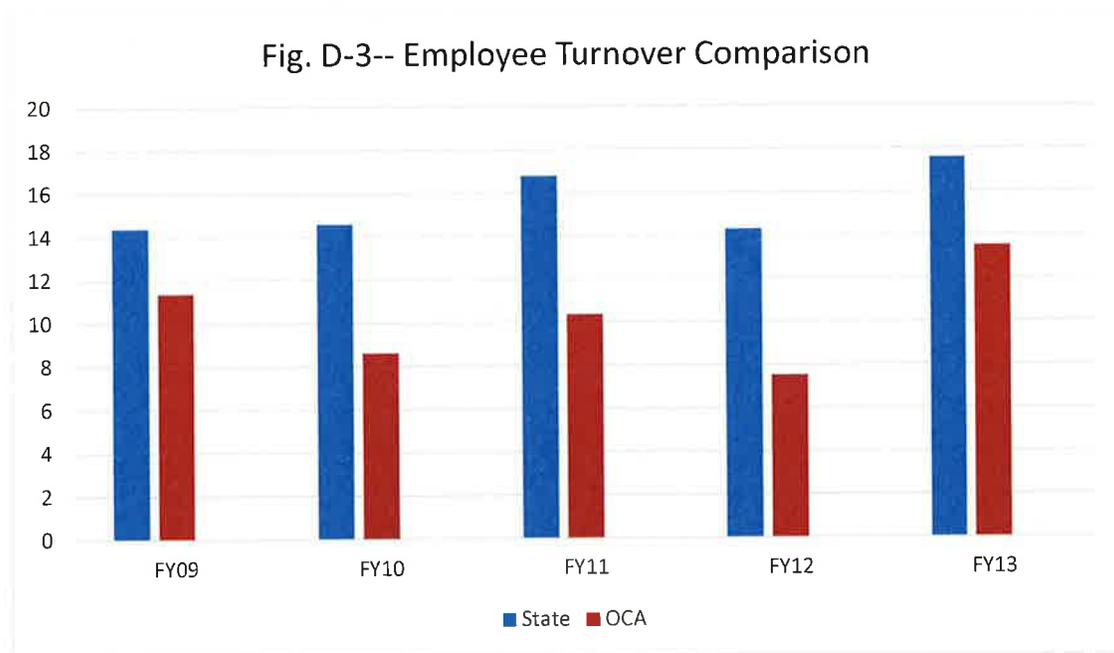
OCA's diverse workforce compares favorably to statewide averages in several categories, as **Table D-1** shows.

TABLE D-1—OCA WORKFORCE DIVERSITY STATISTICS				
Group	EEO Code	State Workforce	OCA Workforce	No. of Employees
African-American	Officials/Administrators	8.99%	-0-	-0-
	Professional	11.33%	9.55%	17
	Technical	14.16%	-0-	-0-
	Admin Support	13.57%	41.66%	5
	Paraprofessional	14.68%	-0-	-0-
	Total African-American			
Hispanic	Officials/Administrators	19.50%	14.28%	1
	Professional	17.40%	30.89%	55
	Technical	21.36%	10.00%	1
	Admin Support	30.53%	33.33%	4
	Paraprofessional	48.18%	50.00%	1
	Total Hispanic			
Female	Officials/Administrators	39.34%	42.85%	3
	Professional	59.14%	66.29%	118
	Technical	41.47%	50.00%	5
	Admin. Support	65.62%	83.33%	10
	Paraprofessional	40.79%	100.00%	2
	Total Female			
Other Races	Officials/Administrators	-0-	-0-	-0-
	Professional	-0-	1.68%	3
	Technical	-0-	40.00%	4
	Admin. Support	-0-	-0-	-0-
	Paraprofessional	-0-	-0-	-0-
	Total Other Races			

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 2013.

EMPLOYEE TURNOVER

The agency's average turnover from FY 2009 to FY 2013 is approximately 10.3 percent; significantly below the state average of 16.1 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 seventeen retirements, fourteen interagency transfers, and sixty-one resignations. Other than retirement the primary reasons given for voluntary employee resignations included the lack of opportunities for upward mobility and higher salaries in the private sector.

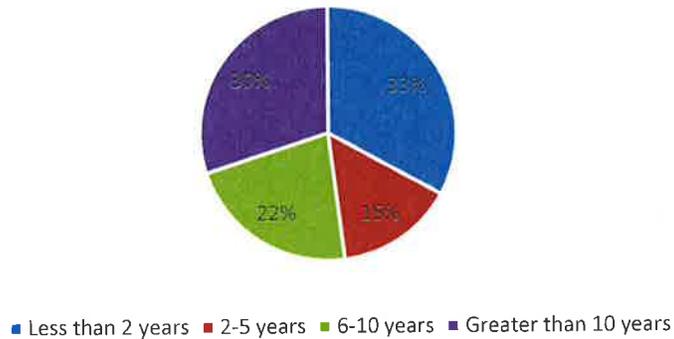


The number of employee retirements and resignations increased in FY13. With approximately 30 percent of our current workforce eligible to retire within the next two years, OCA must continue to support knowledge transfer and cross-training of all employees and be able to attract and retain employees with the requisite experience and skill sets needed to continue providing exceptional support to the courts.

TURNOVER BY LENGTH OF SERVICE

Figure D-4

Fig. D-4--Employee Turnover by Length of Service with OCA



D. RETIREMENT ELIGIBILITY

The potential loss of employees due to retirement remains a concern. As of April 30, 2014, OCA has nine rehired retirees. Six of the rehired retirees were with other state agencies before retiring and had expertise in programs administered by OCA. In addition, 35 employees are eligible to retire at any time. There are another fourteen employees eligible for retirement in less than two years and thirty-eight eligible within the next two to five years (see **Table D-2**). While the majority of these potential retirees are Child Support judges and coordinators, eight are members of the OCA management team and ten are members of our Information Technology program. 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.

TABLE D-2—PROJECTED RETIREMENT ELIGIBILITY	
Eligibility	Number of Personnel
Anytime	44
Less than 2 years	14
2 years	5
3 years	9
4 years	12
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.

Increases in the population correlate with an increase in services and require continual improvements in efficiency. The rapid pace of technological advancement poses challenges to keep systems up to date and staff skilled in using and maintaining them. Our high retirement-eligible percentage is of concern as we face losing critical skills and experience in our workforce. Compensation continues to be an integral factor in retaining and recruiting skilled employees, especially in a competitive job market. OCA will need to be flexible as we face seen and unforeseen changes in the future work environment.

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 only 223 employees to serve approximately 13,000 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 in a competitive job market without competitive salaries, and increases in the cost of benefits and retirement contributions.

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 must also provide internal services to our employees which includes work space.

As **Table D-3** shows, OCA is requesting eight additional FTEs for court administration, two FTEs for IT, and eight FTEs for four new Child Protection Courts.

TABLE D-3—OCA STAFFING REQUESTS			
Strategy	Authorized FTEs	Number Anticipated/ Needed	Increase/ Decrease
Court Administration	48.5	56.5	+8
Information Technology	26.6	28.6	+2
Administrative Regions	1	1	0
Certification	9	9	0
Indigent Defense	11	11	0
Child Support Courts	88.5	88.5	0
Child Protection Courts	39	47	+8
Total	223.6	241.6	+18

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 eight 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
- Focus on customer service
- Enhance communication with internal and external customers
- Identify programmatic issues
- 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 30 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.

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.