

APPENDIX E: WORKFORCE PLAN

Workforce planning is essential in ensuring that the agency retains adequate staff resources to accomplish its mission. In order to comply with regulations required by Section 2056.002 of the Government Code, the agency has conducted a staffing analysis, which includes an ongoing process for workforce planning, identification of staff requirements for agency mandates, and a strategy to meet agency goals. The State Auditor's Office (SAO) compiled the following list of benefits to workforce planning, all of which we find as appropriate goals in this area:

- prepare for the growing number of retirements
- identify gaps between current job skills and job skills needed to perform work in the future
- maintain or recruit a diversified workforce
- provide an orderly way to address new external or internal environmental changes that could change the workforce
- prepare for expansion, restructuring, or reduction in the workforce

Our process was to follow the SAO's model for workforce planning, including the following four phases of analysis:

Phase I: Determine Agency Strategic Direction

Analysis of the staff resource needs of the agency in accomplishing its mission began when the agency was created on September 1, 2013. The agency received 6 FTE's for staffing, including the Executive Director's position. Immediately upon hire, the Executive Director made an analysis of agency needs and reorganized the agency into three distinct functional areas: Pension Benefits Administration, Pension System Administration, and Agency Administration.

Agency Mission

The agency's mission is to provide secure and meaningful benefits for members and their families, prudently manage assets, and recruit/retain additional members by offering a cost-effective solution to the sponsoring entities.

Agency Scope & Key Functions

Authority for the agency exists under Title 8 of the Texas Government Code, Subtitle H, entitled Texas Emergency Services Retirement System. Senate Bill 220, passed by the 83rd Legislature, created the fund as a separate stand-alone agency, and transferred the pension fund, its powers and duties, to the new agency. The primary operational activity for the agency is to administer pension benefits, which requires ongoing work with retirees, actives, departments, and local pension board members. The agency distributes pension benefits to retirees on a monthly basis, as well as death and disability benefits. Our work involves heavy customer contact and responsiveness to our customers is paramount. Another important activity is to manage the assets of the system, which is done via investment, actuary, and auditing contractors, managed by the Board and the Executive Director. Lastly, administration of the agency is the other major category of

Workforce Demographics

Position	Skills	Sex	Race	Retirement Eligibility
Executive Director	Operational Management, Policy Development, State Administration, Legislative, Accounting/Financial Reporting, Reporting to Oversight Bodies, IT Project Mgmt	F	W	N
Executive Assistant	Office Management, Policy Development, Executive Assistance, Meeting Coordination, Human Resources, Purchasing, HR Reporting, Risk Management	F	W	N
Staff Services Officer	Purchasing, Accounting Records, Contracting, Facilities Mgmt, Risk Management	M	W	Y
Contract Specialist (part-time)	Contract Development, Database Development, Advanced Research & Analysis	F	W	Y
Benefits Supervisor	Benefit Program Expertise, Management, IT Project Management, Advanced Research & analysis, Customer Service, Policy Development, Training	F	H	N
Benefits Specialist	Retiree benefits, Comptroller Security & TINS Systems, Death Auditing, Contracts, Research & Analysis, Reporting	F	H	N
Benefits Specialist	Retiree benefits, Customer Service, Research & Analysis, Social Media, Materials Development, Training	F	W	N

The availability of funds for merit increases in fiscal years 2016-2017 will be important to retaining existing staff, as their performance and experience will warrant pay increases. We will be asking for funds for this purpose in our Legislative Appropriations Request.

Phase III: Implement Workforce Plan

We have communicated our workforce plan to staff and continue to do so, because as a new agency, our plans need to be flexible. From a customer service standpoint, it is important that our stakeholders understand our organization as well. For this reason we have made customers aware of the structure of our organization, including our new Benefits Department, who takes calls from retirees, active members, and departments. We have plans to continue to keep our customers aware of organizational changes. For the benefit of visitors to our website, we have placed photos of our staff on the site, along with a description of each of their skillsets and job responsibilities.

We are fortunate in that there is alignment between staff, the Executive Director, and the Board on the Workforce Plan, with a high degree of enthusiasm for the new agency and its potential for success. The belief we have in our mission and commitment to our goals is the greatest resource we have.

Phase IV: Monitor, Evaluate, and Revise

Because the agency is new and due to our potential for growth in the next couple of years, we will continue to monitor availability of staff to meet the needs of the agency. We will review our workforce plan and make adjustments as needed on at least an annual basis.