

APPENDIX E

WORKFORCE PLAN

I. Agency Overview

The Texas State Board of Public Accountancy (the Board) operates under the authority of the Texas Occupations Code, Chapter 901 (West, 2013), better known as the *Act*. According to Section 901.005(d) of the *Act*, “The terms ‘accountant’ and ‘auditor’ and derivations, combinations, and abbreviations of those terms, have an implication of competence in the profession of public accountancy on which the public relies in personal, business, and public activities and enterprises.” To this end, the Board examines, certifies and licenses CPAs and restricts the use of this term to these licensees.

The Board has the responsibility and authority to regulate the practice of public accountancy in Texas. This is accomplished through activities that include Qualifications and Licensing, Enforcement, Public Information, and Administration and Support. The Board’s office is located in Austin, Texas.

During the early 1990s, the agency’s budgeted full-time equivalent employees (FTEs) was 43 because practice units and sole proprietorships were licensed for the first time. Currently the total number of licensees is growing at a relatively stable rate of 2% per year, and the Board does not anticipate a significant increase in FTEs because the increased workload is being offset by better use of technology.

A. Agency Mission

The mission of the Board is to protect the public by ensuring that persons issued certificates as CPAs possess the necessary education, skills, and capabilities and that they perform competently in the profession of public accountancy.

B. Board Goals

1. Goal 01 - Public Standards

To establish standards in education, examination, and experience for Texas CPAs in the private and public sectors that will protect the public and meet the requirements for certification, licensing, and practice throughout domestic and international jurisdictions, but not necessarily restrict entry to the profession.

- a. Objective - In each year of the biennium, qualify only those individuals and accounting firms that have met the requirements of the *Act*.

- (1) Strategy – Licensing. Manage a comprehensive licensing and examination program.

- (2) Strategy – Examination. Promote uniformity and reciprocity with other licensing jurisdictions and ensure that all sections taken by candidates are graded consistently.

- b. Objective – Ensure that only those accounting firms providing services according to the industry standards are allowed to offer a full range of accounting services to the public.

- (1) Strategy – Peer Review. Develop and implement a comprehensive peer review program for all accounting firms utilizing industry standards as the measure of competence and oversight through the Peer Review Oversight Board.

- c. Objective – Ensure that only registered CPE sponsors provide high-quality CPE for Texas CPAs.

- (1) Strategy – Sponsor Review. Develop and implement a comprehensive sponsor review program to ensure the availability of high-quality CPE courses.

2. Goal 02 - Protect Public/Enforcement

To aggressively enforce state regulations relating to the accounting profession; ensure swift, fair, and effective disciplinary action for violators of these standards; and require the re-education and rehabilitation of those violating these laws. To aggressively develop and implement high standards for the accounting profession in emerging issues as they relate to the welfare of the general public.

APPENDIX E

- a. Objective – Ensure that complaints are resolved swiftly according to established time frames, emphasizing voluntary compliance and education as the preferred means of resolution, and ensure that enforcement actions are effective and fair.

- (1) Strategy – Enforcement. Operate a system of enforcement that includes investigation and resolving complaints and promulgating rules to effectuate the *Act*.

3. Goal 03 - Public Education

To inform the public concerning Board functions and the procedures by which complaints are filed, processed, and resolved so that the citizens of Texas may better utilize CPA services and be protected from exploitation.

- a. Objective – In each year of the biennium, ensure that 100% of active licensees receive information on Board activities, rules, new legislation, disciplinary actions and other pertinent information; respond to 90% of all requests for information within 30 days.
 - (1) Strategy – Provide education. Develop and operate a coordinated system of public information to provide all interested parties information concerning the *Act*, as well as Board rules and procedures pertaining to qualification, examination, licensing, enforcement, and peer review.

4. Goal 04 - Historically Underutilized Businesses

To establish and carry out policies governing purchasing and public works contracting that foster meaningful and substantive inclusion of historically underutilized businesses.

- a. Objective - To include historically underutilized businesses (HUB) in at least 10% of the total value of contracts and subcontracts awarded annually by the agency in purchasing and public works contracts and subcontracts.
 - (1) Strategy - Develop and implement a plan for increasing the use of historically underutilized businesses through purchasing and public works contracts and subcontracts.

5. Goal 05 – Customer Service

To develop and carry out procedures to provide quality customer service to external customers.

- a. Objective – To provide customer satisfaction on background information, the Board facilities, the Board staff, the Board's website, printed information, and overall performance.
 - (1) Strategy – Develop and implement procedures to provide quality customer service in each of the agency's divisions.

C. Anticipated Changes in Strategies

1. Computer-Based Exam

The computer-based examination makes the exam available to candidates during four testing windows each year. The computer-based format created a significant change for the Board and how the exam is offered. The Board no longer needs to rent large convention facilities or tables and chairs. Since Texas does not have a residency requirement, the exam is available to candidates at Prometric testing centers in any of the 55 licensing jurisdictions affiliated with NASBA and, as of 2011, at selected international sites.

2. Credit Card Payments

In May 2006, the Board initiated online fee payment for the eligibility application. Since 2007, individual CPAs have been able to renew their licenses online using a credit card.

APPENDIX E

3. Trends in Number of Expected Licensees and Exam Candidates

Since 1980, the number of licensees governed by the Board has increased 261% (from 22,806 to 82,551 in 2013). Currently the growth rate is approximately 2% per year and the Board anticipates that it will hold steady at that rate over the next five years.

The number of examination candidates taking the Uniform CPA Examination had decreased because of increased educational and conditioning requirements and initiation of the computer-based examination, but has been steadily increasing again. In 1999, the number of examination candidates had fallen to 7,528, but by 2011 the number had risen to 11,775. The annual number began to climb again after a low of 5,720 in 2001, and it is projected to increase for the next several years.

4. Legislative Changes

The 78th Legislature, Regular Session (2003), approved amendments to the *Act*, which became effective September 1, 2003: Article 8930, *Tex. Rev. Civ. Stat.* (West, 2012) as amended by Senate Bill 736, 77th Legislature, and SB 1382 of the 78th Legislature, established the *Self-Directed, Semi-Independent Agency Project Act*. This Act created self-directed, semi-independent status for three agencies, the Texas State Board of Public Accountancy, the Texas Board of Architectural Examiners, and the Texas Board of Professional Engineers.

The 80th Legislature, Regular Session (2007), approved additional amendments to the *Act*:

Legislation effective September 1, 2007, created a “practice privilege” for CPAs and CPA firms licensed in a substantially equivalent state to temporarily practice in Texas without licensure and without providing notice or paying a fee prior to practicing in Texas unless preparing financial statements or attestations.

Two pieces of additional legislation (1) defined rules for reinstatement of a license for certain individuals who had moved to another state and (2) set the requirements for exemption from payment of the \$200 professional fee for certain government employees.

The 81st Legislature, Regular Session (2009), passed legislation transferring authority for administering the Fifth-Year Accounting Students Scholarship Program from the Texas Higher Education Coordinating Board to the Texas State Board of Public Accountancy. The transfer was effective September 1, 2009, and, after close coordination between the two agencies during the fall of 2009, the Accountancy Board put rules into place and assumed full responsibility for the program on January 1, 2010. Fees to support the program come from a \$10 fee charged to each Texas CPA at the time of annual license renewal. The Board was able to triple the amount of money committed to the trust fund and, for the 2009-2010 and 2010-2011 academic years, to offer larger scholarships to a greater number of accounting students.

The 83rd Legislature, Regular Session (2013), codified Article 8930, T.R.C.S. into Texas Government Code, Chapter 472. Section 472.110(d). Effective September 1, 2013, House Bill 1685 requires the agency to remit all administrative penalties collected to the comptroller for deposit into the general revenue fund.

II. Current Workforce Profile

A. Critical Workforce Skills

The skills listed below are important to the agency to provide basic business functions.

1. Legal Skills

- analyzing professional accounting guidelines
- conducting investigations
- interpreting legal statutes
- providing effective communication

2. Computer Services

- database development and maintenance
- system design, development, and installation
- upgrading and installation of software and hardware
- training of staff in use of equipment and software

APPENDIX E

3. Customer Service

- providing customer satisfaction surveys
- providing timely responses to calls and written requests or emails
- distributing information quickly and accurately
- providing information in a courteous manner

4. Budgeting

- The most challenging task facing the Board is to provide the services that will protect the public. To meet this challenge, the Board must be able to hire qualified staff and avail itself of other resources necessary to carry out its functions. The Board and two other state agencies are currently operating under *Article 8930, V.T.C.S., the Self-Directed, Semi-Independent Agency Project Act (SDSI)*. This legislation allows TSBPA to operate in a more business-like manner to meet the challenges of the 21st century.

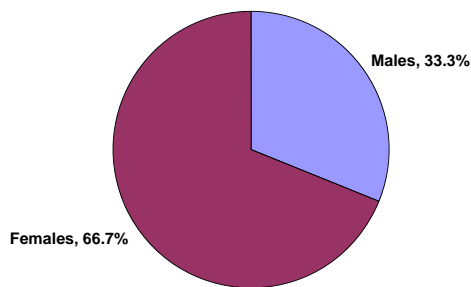
5. Regulatory Process Experience

- Staff will need to keep current with rules concerning CPE, licensing, peer review, and enforcement.

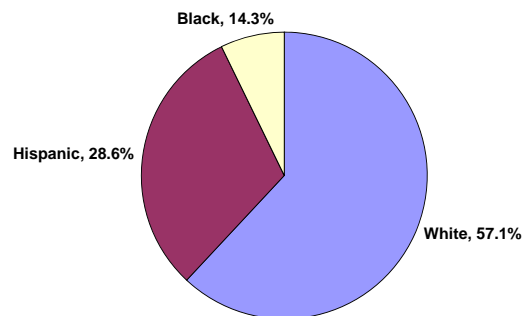
B. Workforce Demographics

The Board is budgeted for 42 full-time employees. The following graphs profile the agency's workforce by age, ethnicity, gender, and tenure as of December 31, 2013:

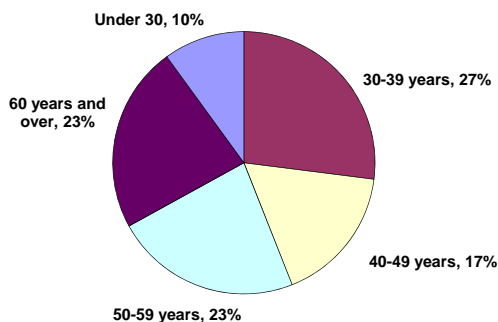
WORKFORCE BY GENDER



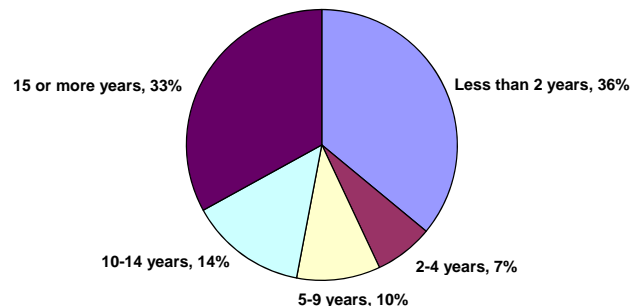
WORKFORCE BY ETHNICITY



WORKFORCE BY AGE



WORKFORCE BY TENURE



The table that follows compares the percentages of African American, Hispanic American, and Female employees (as of December 31, 2013), to the statewide civilian workforce as reported by the Texas Commission on Human Rights.

APPENDIX E

Job Category	African American		Hispanic American		Females	
	TSBPA %	State %	TSBPA %	State %	TSBPA %	State %
Officials, Administration	0	9	0	19.5	62.5	39.3
Professional	5.6	11.3	50	17.4	72.2	59.1
Para-Professional	28.6	14.7	14.3	48.2	71.4	40.8
Technical	28.6	14.2	28.6	21.4	57.1	41.5
Administrative Support	50.0	13.6	0	30.5	50.0	65.6

C. Employee Turnover

The Board's employee turnover rate in FY 2013 was 11.9%, compared to the statewide turnover rate of 17.6%.

Younger employees (by age and length of service) have a higher turnover rate. The greatest area of turnover is with employees with less than one year of experience who are under the age of 40.

Recruiting and competing with other state agencies and private industry for qualified applicants remains a challenge. Generally, the Board is able to hire applicants with the minimal requirements for entry-level positions. Typically, entry-level employees stay from 12 to 18 months before accepting higher paying jobs elsewhere. In some instances, the Board has offered entry-level positions to employees who accepted better paying jobs before reporting to work or who stayed only for a short period of time before accepting a better paying position.

With the implementation of SDSI, the Board's management is exercising its authority and flexibility to manage workforce issues within the parameters of general state guidelines.

D. Retirement Eligibility

29% of the workforce will be eligible to retire in the next five years.

III. Future Workforce Profile

A. Critical Functions

- On April 5, 2004, the CPA examination was administered electronically for the first time by the Board in conjunction with the AICPA, NASBA, and Prometric. The revisions to the CPA examination are significant to Texas and allow candidates to take the exam on a year-round basis, utilizing a computer-based format at Prometric testing centers. Because of this change, the Board has updated materials sent to examination candidates, educational institutions, and the general public, as well as implemented changes to the Board's operating processes and procedures.

B. Expected Workforce Changes

- Employees cross-trained in functional areas to address increased demands.
- Increased use of technology to revise and streamline work processes.

C. Anticipated Increase/Decrease in Numbers of Employees Needed

- No significant increase anticipated in FTE count.

D. Future Workforce Skills Needed

The agency relies on a competent and knowledgeable staff to carry out its functions efficiently and effectively; therefore, the future workforce skills are essentially the same as the critical workforce skills.

APPENDIX E

IV. Gap Analysis – Anticipated Surplus or Shortage of Workers or Skills

Faced with the magnitude of the issues in the field of public accounting, the Board has emerged as a leader among the 55 state and territorial boards of accountancy under the NASBA umbrella. Texas, probably more than any other state, continues to benefit from NAFTA. The Board recognizes that the language of trade is accounting, and, without accountants, the exchange of goods and services cannot take place. Subsequent legislation, such as the Sarbanes-Oxley Act, for example, continues to increase the need for competent accountants, and accounting has proven to be a growing field even in a depressed economy. Technological advances, however, have enabled Board staff to perform existing duties more efficiently so that it can absorb new responsibilities that come its way, such as the administration of the Fifth-Year Accounting Students Scholarships.

Therefore, this state's CPAs, more than any other group or profession, are at the forefront of the economic conditions resulting from NAFTA. To support this far-reaching legislation, the Board must have the resources to enable its staff to provide quality services to its licensees. It must be able to respond to the needs of examination candidates and licensees, as well as to the public.

Providing quality services depends on such basics as being able to respond in a timely manner to public inquiries, requests for information and publications, complaints, and public hearings. It depends on being able to afford supplies and services, the cost of which are often beyond the Board's control. The Board will continue to expand its Internet presence to lessen the need for requests by telephone, email, and mail that require direct staff responses. Finally, it depends on being able to hire and retain the most qualified staff available. Hiring employees with more education and experience not only increases the professional level of the staff, but allows for more advancement opportunities and maintenance of a viable career ladder.

Despite the many challenges facing the Board, no significant changes are anticipated in the number of employees. The Board will provide training to increase the skills of its employees and, to increase flexibility, will continue to cross-train, where feasible, throughout the agency.

V. Strategy Development

A. Develop a competent, well-trained workforce

1. Development of skills and expertise to improve the effectiveness and productivity of the agency by providing opportunities to enhance the employee's present skills and to learn new ones.
2. Management and leadership development – outside training opportunities provided for all levels of agency supervisors and division directors.
3. Organizational development – support services and training activities provided to divisional/cross-functional workgroups and individual employees in the areas of planning, goal setting, managing change, team building, group process, consulting, problem solving, conflict resolution, and other identified areas.
4. Continuing education for certified professional staff – complete continuing education requirements annually to maintain credentials required to fulfill their job responsibilities.

B. Develop plan to retain employees longer than two years

1. Develop strategies to prepare lower-level staff to move into jobs with higher-level skill requirements.
2. Implement mentoring programs matching seasoned employees with new employees.
3. Utilize pay incentives to attract and retain staff by adjusting salaries within assigned pay ranges for employees in positions that are critical or have high turnover rates.

APPENDIX E

VI. Organization Chart

TEXAS STATE BOARD OF PUBLIC ACCOUNTANCY ORGANIZATION CHART

The executive director reports directly to the Board and manages the activities of the various divisions. The agency utilizes management by objectives, allocating resources to those tasks deemed highest in priority to ensure that objectives are met in a timely and efficient manner.

