

WORKFORCE PLAN

June 23, 2014

TEXAS STATE BOARD OF DENTAL EXAMINERS



I. Agency Overview

The Mission of the Texas State Board of Dental Examiners is to protect the public health and safety and promote high quality and safe dental care by providing enforcement, licensing, peer assistance, and related information services to licensees and their patients.

The main functions of the Board are:

- License qualified dentists and dental hygienists after successful completion of a clinical examination, and or by credentials;
- Register dental assistants after successful completion of required education and subsequent competency examination;
- Register qualified dental laboratories;
- Register mobile/portable dental units;
- Annually renew dental and dental hygiene licenses and dental assistant and dental laboratory registrations;
- Investigate all complaints received;
- Prosecute complaints through informal or formal disciplinary means as provided by applicable statutes; and
- Monitor on-going compliance of disciplined licensees/registrants with their respective Board Orders.

Goal – Quality Dental Care

To ensure quality dental care for the people of Texas through effective regulation of the practice of dentistry (Texas Occupations Code, Title 3, Subtitle D).

Objective 1 – Complaint Resolution

By 2019, protect the public by ensuring that all jurisdictional and filed complaints are investigated and that appropriate remedial or disciplinary action is taken; by communicating to the public, licensees/registrants/certificate holders and staff regarding the functions and services of the agency; and by operating an effective peer assistance program.

Objective 2 – Licensing

By 2019, protect the public by ensuring that all licensees/registrants/certificate holders meet or exceed minimal standards and hold a current and renewed license/registration/certificate; by collecting information from individuals and entities under the jurisdiction of the agency; and by communicating to the public, licensees/registrants/certificate holders and staff regarding the functions and services of the agency (Texas Occupations Code, Title 3, Subtitle D).

II. Current Workforce Profile

The Board had the following workforce profile in FY2012:

- 65% female and 35% male
- 81% white, 11% black, 8% Hispanic and 0% other
- 4% under 30 years, 24% 30 – 39 years, 29% 40 – 49 years, 31% 50 – 59 years, and 12% over 60 years; and
- 42% less than 2 years service, 32% 2 – 4 years, 21% 5 – 9 years, 3% 10 – 14 years and 2% 15 years or more

Current Staffing Levels

The Board's full-time-equivalent (FTE) cap increased this biennium from 36 FTEs in FY 2013 to 56.8 FTEs in FY 2014 and 58 FTEs in FY 2015. The FTE increases were granted in both the General Appropriations Act and in House Bill 3201, which, as detailed in the Strategic Plan, made improvements to the enforcement process and required the Board to collect and report certain information from licensees.

Employee Turnover

The employee turnover rate for FY 2013 was 26.1 %, which is very high compared to the employee turnover rate of 14.0 % for regulatory agencies in general. The high turnover rate is most likely based on gaps in staffing levels and low salary levels. Results from the Survey of Employee Engagement indicated that employees are most dissatisfied with their salary levels and an informal employee survey indicates that employees feel high amounts of stress to "get work done" and do not have a good work-life balance.

The projected turnover rate for the next five years should gradually fall more in line with 14.0 %. Due to substantial increases in staffing levels and moderate salary increases, it is expected that the turnover rate will, at the very least, decrease from the FY 2013 high level. Additionally, the workforce plan will also include other measures to increase employee retention.

Workforce Skills Critical to the Board's Mission and Goal

The regulation of dentistry is specialized and requires a variety of critical workforce skills and credentials in order to perform the core business functions. Based on the agency's mission and goals, the following identify the critical workforce skills and credentials for the agency to successfully administer and provide services to our stakeholders, public, legislators, and other interested parties:

- Decision Making
- Independent Judgment
- Detail Oriented
- Problem Solving
- Communication
- Customer Service
- Interpersonal Relationships
- Proficient with Basic Technology
- Legislative Process
- Rulemaking
- Policy Development and Implementation
- Risk Assessment
- Data Analysis/Management
- Certified Peace Officers
- Investigation
- Interviewing and Information Gathering
- Compliance Regulation
- Dental Degree and License
- Dental Practice Standard of Care
- Law Degree and License
- Litigation
- Negotiation
- Mediation/Conflict Resolution
- Research/Writing/Editing
- Administrative Law
- Paralegal Credentials
- Emerging and Advanced Computer Technology
- Telecommunication Technology
- Computer/Automated Services Skills

Salary Levels

Due to overall budgetary constraints, the Board has hired new employees at the minimum of the salary range for their positions. The average salary for the Board is \$47,876, which is 12.8 % less than the average salary of all regulatory agencies. The Board consistently sees employees leaving to other agencies for a higher salary. As such, the high turnover rate is harmful to the agency productivity when skilled workers leave and the agency population contains a high percentage of novice workers. The current budget constraints limit the Board's ability to provide salary increases for performance or even one-time merit increases.

III. Future Workforce Profile

Expected Workforce Changes

To continue to meet the Board's workload, legislative and public needs, the agency must make better use of available budget/FTEs, cross-train within and outside of departments, establish automated procedures to provide efficiency and streamline processes, improve communication across departments, and prepare and plan for changes in staff and management and increase the use of technology throughout the agency.

Future Workforce Skills Needed

The critical skills described above will continue to be needed in the future. With a new focus on communication, as described in the Strategic Plan, the future workforce will need to increase communication and customer service skills. This will be accomplished through staff training and an enhanced focus by management. Specifically, the Board will look to add a public information specialist to the current staff. Additionally, with new technology initiatives, as described in the Strategic Plan, the future workforce will also be required to gain proficiency with new software programs. This again will be accomplished with training and documented procedures.

IV. Workforce and Gap Analysis

Similar to many other small agencies, recruitment and retention of staff is frequently a challenge, primarily due to uncompetitive salary levels. Key managerial staff and employees assigned to perform critical functions for the agency are unable to commit to the Board for extended period of times because of the need for an increased salary. Many positions with the Board are seen as entry level positions and not long-term career positions. Succession Planning and knowledge transfer is necessary in this climate and must be a focus for the Board in the future. Currently, the Board is lacking in these areas, with insufficient documented procedures.

The Board's workforce should be used efficiently and effectively. As such, staff should be provided effective education and training in cases where such education and training would result in better organizational and individual performance.

Due to budget constraints, it is difficult for departments to attract and retain staff with the skills needed to address change management, process re-engineering and problem solving at a supervisory level. Ongoing internal training to match the agency culture and expectations could assist with this deficit as well as additional funding for salaries. It is the Board's future goal to have all management positions trained in these areas within the next five years.

The Board continues to experience difficulty in recruiting professional employees, particularly in the positions that require IT, dental, legal or law enforcement expertise. As the Board continues to operate within its current budget constraints that do not allow for salary increases, it's likely that the agency will find itself with the same shortage of professional staff in the future.

V. Workforce Strategies

In order to address workforce gaps, it is the Board's goal to focus efforts on the strategies listed below. Throughout the Workforce and Strategic Plans, the Board has described the need to focus on these areas. Without a strong workforce, the Board will not be able to perform its critical services and meet the needs of the public and licensees.

- Recruitment and Retention – find and hire qualified candidates and encourage current employees to stay due to increased job satisfaction
- Staff and Management Development – prepare employees and management to perform required job skills
- Succession Planning and Knowledge Transfer – ensure that there are qualified employees to fill critical positions that become open and then transfer the required knowledge to perform the job from the departing employee to the new employee
- Reorganization – redeploy staff and make necessary organizational adjustments to respond to changes due to legislative mandates and technology improvements
- Position Classifications – add new job classifications and rewrite job descriptions to better reflect future functional requirements
- Salary Actions – institute equity adjustments, promotions, and merit increases as needed to meet future needs and encourage retention

Subsequent to implementation of the strategies, ongoing evaluation and adjustments to the Workforce Plan will be necessary for continuous improvement.