

*Texas Board of Professional Land Surveying*

*Workforce Plan*



*As Submitted in  
TBPLS Strategic Plan  
Fiscal Years 2017-2021*

## **SCHEDULE F: AGENCY WORKFORCE PLAN AND THE TEXAS WORKFORCE SYSTEM STRATEGIC PLAN**

### **SUMMARY**

This Workforce Strategic Plan for the Texas Board of Professional Land Surveying outlines the Process used to make all employees a part of this planning process.

Our key goals and objectives in developing and implementing this plan are as follows:

1. Attracts and retain highly skilled and motivated employees.
2. Assist employees in the development of skills as their job duties and responsibilities grow and develop.
3. Meet the needs of both future and existing land surveyors in the State of Texas.

The Texas Board of Professional Land Surveying is a state agency whose function is to license and regulate land surveyors in the State of Texas. We develop and administer exams to those individuals who desire to become professional land surveyors. We also investigate complaints received regarding professional land surveyors and the Board takes appropriate action to resolve these complaints. We approve continuing education courses offered to professional land surveyors as well as ensure that licensed land surveyors receive continuing education as required in our Act and Rules.

During the next five (5) fiscal years we do not anticipate any changes to our mission, strategies or goals.

### **OVERVIEW**

#### 1. Introduction

Workforce planning at the Texas Board of Professional Land Surveying (TBPLS) in the past has been relatively unsophisticated and has been aimed at solving immediate needs as they arise. At the present time, we have the following positions:

Executive Director

Executive Assistant – 2 full time employees

Administrative Assistants – 1 full time employee and 1 half-time employee

Investigator – 2 half-time employee

Our aim is to ensure TBPLS has the right people in the right jobs and that they are provided with the necessary tools and training to be able to perform their jobs at the highest level.

#### 2. The Process

As we have developed this plan, we have placed specific emphasis on including all employees in the process. We feel that being a small agency offers an unusual opportunity to obtain input and feedback from all employees, making the implementation of any plan more effective since it was developed as a true team effort.

We will refine this plan as necessary in order to make certain that our goals are being met within the time frame we feel is appropriate.

### 3. Time Frame

This initial Workforce Strategic Plan is based on a period of five fiscal years. However, we will revisit and adjust the plan as necessary at the end of each fiscal year.

## **CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)**

### 1. Existing Workforce

At this time, we have five and a half (5.5) FTE's working for the TBPLS.

### 2. Age and Tenure

The overall age profile at the TBPLS indicates that some of the full time employees have close to 20 years employment with the State and are thus getting close to retirement possibilities.

The average age for employees is 55. The average length of service for all full time employees is 12 years. However, using the "Rule of 80", employees will be eligible for retirement in the following years:

2016: 1 Full Time Employee

After 2016: 1 Part-Time Employee

### 3. Workforce Diversity

At this time, TBPLS employs four female employees and three male employees. Two employees is Hispanic, the rest are Caucasian.

### 4. Absenteeism

The absenteeism rate at the TBPLS is extremely low.

### 5. Past and Future Separations

One separation occurred in 2008 and another in 2009. Both of these employees returned to work in the same position, thereby retaining institutional knowledge and reducing training.

One staff member retired in August 2010 and the Executive Director retired in November 2010. The Executive Director hired in October 2010, resigned April 2012 and was replaced May 2012.

The Administrative Assistant hired in 2011, resigned May 2012. Her replacement has resigned effective June 29, 2012. In both cases, these individuals accepted job offers in line with their previous profession. Considering the current job market and the number individuals with years of experience in different fields.

An Administrative Assistant hire in 2014, separated in 2015.

No other separations are foreseen at this time. However, we are aware of the cost of separation and plan to keep dialogue going with all employees as to their needs and goals in order to help ensure a stable workforce.

### 6. Recruitment

In as much as our separation rate is so low, recruitment has not been a major concern in the past. Recently hired individuals became aware of employment opportunities with the Board through Work-In-Texas Web site. No costs were incurred on recruitment during the past fiscal year and

none are anticipated during this fiscal year. The Board gives preference to military personnel when reviewing job applications for open positions.

#### 7. Skills

Determining the skill level of the TBPLS employees is somewhat difficult in as much as each employee performs dramatically different types of work. However, each employee works very independently and with limited supervision and, where job functions do overlap, all employees work well together.

Each employee has been offered training in any area they feel would be necessary to make the performance of their jobs easier and more productive. Some of the training offered and taken has been through the Comptroller of the State of Texas, the State Auditor's Office, or through private organizations.

In addition, we are in the process of updating our procedures manual for all areas which should enable cross training to take place more efficiently.

We will continue to offer training and will implement cross training so that skill levels can be better audited and improved for all employees.

### **FUTURE WORKFORCE PROFILE (DEMAND ANALYSIS)**

#### 1. Future Workforce

Workforce requirements for the TBPLS over the next five fiscal years has been determined by employee meetings as well as meeting with individuals who serve on the Board.

We have determined that the following areas are key to our workforce development:

- Being an employer of choice
- Having employees who have been given the training necessary to develop the skills required
- Having flexible work arrangements whenever possible

We do not foresee any additional changes to the workforce level at this time.

#### 2. Being an Employer of Choice

We feel that in order to become or remain an employer of choice the following are required:

- Rewarding exceptional performance
- Promoting equality of employment opportunities
- Valuing employee diversity
- Promoting ethical behavior
- Providing employees with incentives, whenever possible

#### 3. Developing Employee Skills

Determining the training needed or desired by current and future employees to enable them to perform their job functions more effectively has always been important to the TBPLS. To further this goal, we will do the following:

- Discuss specific skills employees need in order to do their jobs more effectively
- Determine types of training employees feel is needed in order to develop these skills
- Providing the training requested whenever possible, whether through another state agency or through a private organization
- Cross train employees so that skills and knowledge are shared

#### 4. Anticipated Increase or Decrease in Employees

At this time, there are no anticipated increases or decreases in employees from those budgeted for this year. We anticipate remaining at 5.5 employees for the foreseeable future.

#### 5. Flexible Work Arrangements

The TBPLS currently has this flexible work arrangements place. One employee works from 7:30 a.m. to 4:30 p.m. to accommodate her schedule and to provide phone and office coverage in the early morning hours. Another employee works from 8:30 a.m. to 5:30 p.m., while another works from 9:00 a.m. to 6:00 p.m. In the future, we plan to look into the feasibility of the following:

- Teleworking
- Volunteer work
- Job sharing
- Increasingly flexible working hours
- Job descriptions that truly reflect the requirements of the job

#### 6. Critical functions

By implementing an effective cross training program it is believed that all employees will have the skills necessary to perform all critical functions at this agency.

Those functions currently are:

- Review and processing of applications
- Preparation and administration of examinations
- Processing and grading examinations
- Approving and monitoring continuing education courses
- Renewing licenses
- Reviewing and investigating complaints

We do not anticipate any changes to these critical functions over the next five fiscal years.

### **GAP ANALYSIS**

#### 1. Anticipated Surplus or Shortage of Employees

We do not anticipate that there will be any surplus or shortage of employees over the next five fiscal years. The number of applications received for a recent opening was consistent with the number of applications received for openings that have occurred during the past four years.

## 2. Anticipated Surplus or Shortage of Skills

We do not anticipate that there will be any surplus or shortage of skills of our employees over the next five fiscal years which cannot be handled with minimum training.

### **STRATEGY DEVELOPMENT**

#### 1. Goals and Strategies

Specific goals to address workforce competency gaps or surpluses include the following:

- Training in various computer software programs as may be necessary
- Cross training of all employees
- Preparation and distribution of a detailed procedure manual for all areas

#### 2. Organizational Structure

We do not anticipate any changes in our organizational structure over the next five years.

#### 3. Retention Programs

Due to the lack of turnover, there are no retention programs presently in place with the agency. However, we will continue to strive to provide our employees with a rewarding and satisfying place to work by providing the following:

- Rewarding (when possible) exceptional job performances
- Promoting job equality
- Providing training whenever possible to increase job knowledge and skills
- Keeping open lines of communication between the Executive Director and the Board

#### 4. Recruitment Plans

The Board has posted all notices of position vacancies with the Texas Workforce Commission and on our web site. We also notify other state agencies of vacancies.

#### 5. Career Development Programs

This is somewhat difficult to accomplish in an agency our size with one Executive Director, two half time Investigators, two Executive Assistant and two Administrative Assistants. However, changes in job duties and functions may be changed in order to develop different career opportunities for our employees.

#### 6. Succession Planning

We have begun discussing with the employees who are or will soon be eligible for retirement what their plans are in order to be ready to act proactively to any changes in our staffing.

#### 7. Leadership Development

This is somewhat difficult to accomplish in an agency our size, however by cross training our employees this will enable them to take leadership roles in various areas, as appropriate.

#### 8. Organizational Training and Employee Development

Training, whether on-line, classroom, or individual, has been offered and will continue to be offered to all employees in order to help them develop the skills they need to be able to perform

their jobs more effectively. At this time, there is no training scheduled for any employee, although as we become aware of more training possibilities, this will change. In addition, as cross training occurs, additional training may become necessary.