

# TEXAS STATE BOARD OF PLUMBING EXAMINERS

## Workforce Plan

### CURRENT WORKFORCE PROFILE

#### General Information

The Texas State Board of Plumbing Examiners (TSBPE) believes that an employee's performance at work has a direct influence on the Agency's overall performance, and can have an effect on the Board's budget. As the State of Texas population increases, demands for state services have also increased. Continued budget restrictions, employee caps, hiring freezes and a possible shortage of trained state workers in future years can lead to an inadequate workforce, causing agencies to take longer to meet public service demands. As agencies struggle to fill positions, current employees are required to take on additional responsibilities. When agencies are not adequately staffed, existing state employees may have to work longer hours that can lead to fatigue and increased error rates, loss of productivity, and possibly low morale.

**Workforce Skills Critical to the Mission and Goals of TSBPE:** Thirteen (13) of the Board's employees, including the Executive Director, Director of Enforcement, and all Investigators and Examiners are licensed plumbers. The licensing requirement is critical, in addition to computer and public speaking skills, for these positions. Other administrative skills, common to other agencies, such as state accounting, purchasing, information technology skills, and administrative technical skills, are critical to the support of the agency's mission, goals and strategies.

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

**Expected Workforce Changes Driven by Factors Such as Changing Mission, Technology, Work, Workloads, and/or Work Processes:** The Board does not expect any change in its mission. However, due to the continued growth in the Texas economy and the plumbing industry, the Board expects its workload will continue to increase and the Agency will need additional FTEs to carry out its mission and duties.

**Future Workforce Skills Needed:** Future workforce skills critical to the mission and goals of the Agency are expected to remain the same. However, in order to develop new skills related to future needs, additional training is made available as funding allows.

**Anticipated Increase in the Number of Employees Needed:** Because the population of the state is expected to increase and the economy continues to expand, and based on the current mission of the Agency, additional personnel as described in the Agency planned request will be needed.

**Critical Functions That Must Be Performed to Achieve the Strategic Plan:** Performance of all Board functions, including issuing and renewing licenses, reviewing criminal backgrounds of applicants with criminal convictions, scheduling, administering and grading a variety of examinations, processing consumer complaints, as well as accounting and human resource functions, is critical to achieving the Agency's strategic plan goals.

**Anticipated Surplus or Shortage of Skills:** The Board is concerned that its ability to attract future employees that possess the needed skills may be impaired by the disparity of salaries between state employees and private industry employees.

## **STRATEGY FOR WORKFORCE DEVELOPMENT**

**Changes in Organizational Structure:** Under the current mission, the Board does not anticipate any changes in its organizational structure.

**Retention Programs:** The Board supports its employees by rewarding merit increases to employees who perform above satisfactory levels, subject to budgetary constraints. Additionally, the Board continually strives to maintain a work environment that allows for flexibility, without compromising productivity or customer service.

**Recruitment Plans:** To the fullest extent possible, the Board will strive to recruit the number of qualified individuals required to carry out the Agency's mission, including qualified veterans and persons of minority, disability and female gender. The Board will utilize a wide range of recruitment sources, including but not limited to statewide minority, disability and female organizations, educational institutions and the Texas Workforce Commission.

**Organizational Training, Employee and Career Development:** The Board provides organizational training, including equal employment opportunity, sexual harassment and procedural training. The Board utilizes cross training between departments, to enhance the knowledge and skill levels of all employees. The Board provides for the cost or reimbursement of training for its employees, when the training is in the best interest of the Agency. The Board provides for training and certification of its employees in the areas of investigation, purchaser certification, information resource training, financial operations and supplemental plumbing training and certification.

**Leadership Development:** Cross training is essential in leadership development for a small Agency. Department managers share their experience and knowledge with staff. The Board provides leadership training for its department managers, subject to budgetary constraints. The Board encourages team building.

**Succession Planning:** All of the factors indicated for organizational training: employee, leadership and career development are essential in planning for succession. The ability to properly compensate the most well trained individuals is of the utmost importance when developing those employees that show an interest in succession. Additionally, the Board also looks for qualified individuals and resources outside of the agency.

## Survey of Employee Engagement Results

The Texas State Board of Plumbing Examiners participated in the 2018 Survey of Employee Engagement administered by the University of Texas at Austin's Institute for Organizational Excellence. The survey was conducted during April 2018. Of the 27 employees who were invited to participate in the survey, 26 employees responded, or **96.3%**. As a general rule, rates higher than fifty percent (50%) suggest soundness of the Agency's health, according to the institute. High rates mean that employees have an investment in the organization and are willing to contribute towards making improvements within the workplace. With this level of engagement, employees have high expectations from leadership to act upon the survey results.

The overall score is a broad indicator for comparison purposes with other entities. Scores above 350 are desirable; when scores dip below 300, there should be cause for concern. The TSBPE overall score for this survey was **395**, up from an overall score of 356 two years ago.

It appears the overall attitudes of most employees are generally good. The Agency continues to maintain an experienced workforce with **38%** of employees having tenure of 3 - 10 years. Additionally, **19%** of employees are considered very experienced with 11+ years. **35%** are new hires and have anywhere from 0 to 2 years of experience.

Employees overall feel the work atmosphere is a safe one where workers are ethical and treat each other with respect. Scoring also indicated that employees understand their roles and consider the organization's reputation to be positive.

The main Agency weakness, as identified in this and previous surveys, is employee attitude regarding pay. The general consensus of employees is that their pay is not comparable to positions in other organizations or in relation to their job duties. Merit increases have been very limited, particularly for those in Investigator and Examiner positions. This lower score suggests that pay is a central concern or reason for discontent.

Employee development, which was a weakness in prior surveys, continues to show marked improvement. Most employees used the available resources to obtain training and increase their skills and value.

The Agency has examined the findings of the survey and discussed them with the employees for more specific input and prioritized areas for improvement. The Agency has also utilized the results of the survey to recognize those areas identified as substantial and relative strengths.