

Agency Workforce Plan



For the Period 2009-2013

TEXAS OFFICE OF STATE-FEDERAL RELATIONS
WASHINGTON, DC



**AGENCY WORKFORCE PLAN
FOR THE FISCAL YEARS 2009-2013 PERIOD
BY THE**

TEXAS OFFICE OF STATE-FEDERAL RELATIONS

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A handwritten signature in black ink that reads "Ed Pérez".

ED PÉREZ, EXECUTIVE DIRECTOR

The Texas Office of State-Federal Relations

WORKFORCE PLAN

OVERVIEW

Agency's mission

Our mission is to promote communication and build relationships between the state and federal governments, to advance the interests of the people of the State of Texas.

Agency's strategic goals and objectives

GOAL: Increase the influence of the Governor and the Legislature over federal action that has a direct or indirect economic, fiscal, or regulatory impact on the state.

OBJECTIVE: Provide timely communication on state-federal issues to the Governor, the Legislature, state agencies, Congressional offices, and federal agencies such that by August 31, 2009, 90 percent of customers express satisfaction with OSFR services, and maintain or increase the current level of Texas' proportionate share of funding (6.52 percent).

GOAL: Indirect Administration.

OBJECTIVE: Indirect Administration.

Business functions:

Policy, Communication, and Administration.

Anticipated changes to the mission, strategies, and goals over the next five years:

No changes are anticipated. OSFR's mission, strategies, and goals are expected to remain relatively constant. As was discussed in the External/Internal Assessment, OSFR has recently begun to focus on a more limited number of priority issues and has increased its emphasis on efforts to increase the return of federal funds to the state.

ADDITIONAL CONSIDERATIONS

What are the key economic and environmental factors facing the agency?

The Agency's performance is dependent, in large part, on the actions of federal decision makers, including elected officials. Economic factors may also play a key role as federal spending may be constrained by limited revenues and increasing demands from traditional federal programs and spending related to the ongoing war on terror and homeland security efforts.

What are the key issues and challenges facing the agency that will affect the agency's mission, strategies, or goals?

OSFR's Executive Director is appointed by the Governor, with the advice and consent of the Senate. When a new Governor takes office, a new Executive Director is normally appointed, which usually precipitates a significant change in Agency personnel. Second, due to the small number of Agency employees, internal promotional opportunities are limited so that the "upper rungs" of OSFR's "career ladder" are few, and promotional opportunities become

in actuality, positions with other state agencies, the federal government, Congressional offices, or the private sector. Third, while most state offices experience increased activity during a Texas legislative session, OSFR personnel work with the U.S. Congress, which is in session year-round, every year. The Agency meets both federal and state legislative demands for information and service. Additionally, the cost of living in the Washington, D.C. area, and state employees' reduced access to state-provided benefits, also affect OSFR's hiring options.

What are current customer demands compared to customer demands predicted for the future?

More requests for information and assistance are anticipated via e-mail. OSFR may be challenged to respond in timely manner to more requests without any additional staff. An additional challenge in this area may arise as OSFR continues to increase the intensity of its efforts to influence federal action and increase the return of federal funds to the state.

What are the agency's long range business plans?

OSFR anticipates that its current business plans will continue. The Agency will continue to focus on providing high quality service to all its customers – both in Texas and Washington, D.C. – while also conserving state budget resources.

How is the agency currently organized and structured?

See the table for OSFR in Appendix B and discussion in External/Internal Assessment of recent changes.

How will the agency's structure look in five years and how will the current structure evolve?

OSFR's structure will remain primarily the same; however, this is dependent on decisions of Texas officials, the Texas Legislature, and other state agencies which assign representatives within OSFR's D.C. office. With a total authorized staffing level of only seven FTEs, the options for restructuring are fairly limited.

CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)

<i>Age</i>	
18-25	2
26-35	1
36-45	
46-55	1
56+	1

<i>Race</i>	
Native American	
Asian/Pacific Islander	
Hispanic	1
Black	
White	4

<i>Gender</i>	
M	F
3	2

<i>Tenure (years)</i>	<i>OSFR</i>
Less than Two	2
Between Two and Five	
Between Five and Ten	2
More than Ten	1

Percentage of workforce eligible to retire within the next five years

Two staff members, representing 40 percent of the workforce, will be eligible to retire from state service within five years.

Agency turnover

High turnover rates are anticipated, in keeping with historical trends, due to environmental factors mentioned under “Additional Considerations” below, and detailed above in the External/Internal Assessment. The rate for FY 2007 was 40 percent.

Projected employee attrition rate over the next five years

High attrition rates are anticipated, in keeping with historical trends, due to environmental factors mentioned on previous page, under “Additional Considerations.”

Workforce skills critical to the mission and goals of the agency

Policy experience, state or federal legislative experience, strong analytical and communication skills, administrative skills, and information technology expertise are all critical to the continued success of OSFR.

ADDITIONAL CONSIDERATIONS

What will be the skill and experience level of the current workforce five years into the future?

Anticipating the same amount of turnover and attrition rates as has historically been the case, it is likely that 75 percent of OSFR’s current workforce will have left in five years. OSFR has worked to increase the salary levels during the past two years to attract and retain staff with state and/or federal government experience. If salary levels cannot be offered to attract experienced staff, it is likely that up to 75 percent of the Agency’s workforce could have a relatively low experience level five years in the future.

How will the agency’s attrition rate affect the agency’s ability to do its work?

The high attrition rates may require new employees to rapidly learn job requirements and acquire essential skills. OSFR requires staff with specialized skills, contacts with state and federal offices, and expertise related to both state and federal appropriations and policy. Significant training could be required for new employees if staff with these skills cannot be retained or recruited.

What challenges affect the agency’s ability to recruit and retain mission critical skills?

Financial challenges are great for OSFR. Specifically employment competition from federal government and Congressional offices for more “prestigious” positions and higher cost of living considerations in the Washington, D.C. area, make it difficult to retain quality employees. Furthermore, a short career ladder (due to OSFR’s small size) often leads quality employees to look elsewhere for new job challenges and employment opportunities. The lack of access to state-based training courses has also been a continuing challenge for OSFR, as administrative employees are required to keep up with state-mandated training, and therefore must make at least annual trips to Austin to maintain required skills. This creates a financial burden for OSFR (as an out-of-state agency) in the area of travel expenditures.

FUTURE WORKFORCE PROFILE (DEMAND ANALYSIS)

Expected workforce changes driven by factors such as changing mission, goals, strategies, technology, work, workloads, and/or work processes

Workforce changes are anticipated due to employee turnover rates; there could also be an impact on the Agency related to changes related to Texas elected officials.

Future workforce skills needed

Future workforce skills will likely be very similar to current workforce skills, with an anticipated increase in computer literacy.

Anticipated increase or decrease in the number of employees needed to do the work

OSFR's legislative staff is not expected to change in size. The number of OSFR's authorized FTEs was reduced from 17.0 in FY 2002-2003 to 7.0 in FY 2004-2005. OSFR has reorganized its staff to continue providing high quality service within the constraints of the lower staffing level.

Neither an increase nor a decrease in the number of OSFR employees is anticipated, assuming that the current level of advocacy and responses to inquiries is continued. Changes in state leadership or directives from the Agency's Advisory Policy Board and the Texas Legislature could affect the demands on the Agency.

OSFR does not anticipate any further reductions in administrative staff.

Critical functions that must be performed to achieve the strategic plan

- Increase the influence of the Governor and the Legislature over federal action that has a direct or indirect economic, fiscal, or regulatory impact on the state.
- Provide timely communication on state-federal issues to the Governor, the Texas Legislature, state agencies, Congressional offices, and federal agencies.
- Administer the Agency operations in compliance with all state statutes and rules.

ADDITIONAL CONSIDERATIONS

Will new programs be added or old programs deleted?

No changes in programs are anticipated. However, changes in state leadership or directives from the Agency's Advisory Policy Board and Texas Legislature could affect the Agency's operations.

How will jobs and workload change as a result of technological advancements; industry changes; and economic, social, and political conditions? What are the consequences/results of these changes?

Technological advancements will continue to improve the speed of communication and office efficiency. Political changes, both in Washington, D.C. and in Austin, will also continue to affect the workload. Administrative staff will continue to be provided training and improve efficiency as technological advancements in accounting systems and software are made.

Do current workers have the necessary skills to do the work?

OSFR's five current legislative staff have over 56 years of combined experience in state, local, and federal government operations and policy. However, it is likely that some training on state systems and procedures to insure continued compliance with all administrative requirements will be necessary in the future.

Will the way the work is being done need to change?

Administrative work is increasingly being done through on-line or electronic methods, requiring new training and skills to be pursued by administrative staff. Legislative staff has had, and will continue to have, more effective communications due to increasing technological capabilities.

GAP ANALYSIS

Anticipated surplus or shortage of employees

Neither a surplus nor a shortage is anticipated; however, political changes in the federal environment can create a surplus or shortage of employees, depending on the job market.

Anticipated surplus or shortage of skills

No shortage of legislative staff skills is anticipated, assuming that experienced staff can be recruited and retained. A shortage of administrative skills may occur if there are significant changes in reporting and training requirements.

ADDITIONAL CONSIDERATIONS

What new skills will the agency need to accomplish its mission and goals?

No new skills are anticipated.

Does the agency's workforce currently have the anticipated skills?

All required skills are currently in place.

What job functions/skills will no longer be required?

No reduction in job functions/skills is anticipated.

STRATEGY DEVELOPMENT

Succession planning

OSFR is a small state agency -- seven authorized FTEs -- which lacks a hierarchical structure and is headed by an Executive Director who is appointed by the Governor, with the advice and consent of the Texas Senate. There are few opportunities for promotion within this environment. OSFR works to recruit and retain highly qualified individuals who can assist the Agency in achieving its mission to serve as the state's voice in Washington, D.C.

Specific goals to address workforce competency gaps or surpluses:

Recruitment plans

OSFR will continue to work to recruit employees with experience in state and/or federal government policy who can effectively communicate and who thrive in a technologically advancing environment. The Agency will use traditional recruiting methods such as advertising in specialty publications in Washington, D.C. and listings with the Texas Workforce Commission. Additionally, OSFR is committed to sending notices of all available positions to organizations serving primarily minority populations in order to fulfill Equal Employment Opportunity goals.

Retention plans

OSFR continues to explore ways to retain employees while operating within budget constraints and the limited benefits available to state of Texas employees working in Washington, D.C. While OSFR has authority to offer a cost-of-living adjustment to its employees, no appropriations are provided for this purpose. The Agency has recently started considering additional benefits to employees.

Career development programs

OSFR will continue to pursue and approve necessary and beneficial training for its employees in order to provide a more effective and capable working environment, and in order to comply with state administrative requirements. Due to the Agency's location in Washington, D.C., state-subsidized training programs are not available to most of OSFR's staff.

Leadership development

OSFR will continue to pursue opportunities related to leadership training for its employees. The Agency's Executive Director and Austin Director have participated in, and completed, the Governor's Executive Development Program (GEDP).

Organizational training and employee development

The Agency will continue to explore options for staff development. Due to pressure from constant demands from both Texas and Washington, D.C., opportunities for formal training are limited. Additionally, given the Agency's primary location in Washington, D.C., state-subsidized training programs are not available to most of OSFR's staff.

ADDITIONAL CONSIDERATIONS

What will the agency do about its surplus or shortage?

OSFR is examining options to improve retention rates of legislative staff, as addressed below. OSFR's administrative staff will continue to be trained on appropriate programs and procedures in order to ensure the acquisition of required skills.

What will the agency do differently in its recruiting, training, and retention programs to ensure it has, and will continue to have, a high-quality, diverse workforce with the skills vital to accomplishing its mission?

To attract a high-quality, diverse workforce, OSFR encourages the ongoing referral of qualified applicants by sending all job vacancy notices to several colleges and minority organizations in Texas. Additionally, OSFR advertises job vacancies in specialized publications. Salary levels have been increased to attract and retain more experienced individuals. Professional development opportunities are also being explored in order to create a positive work environment and retain a high-quality workforce. OSFR continues to examine other options to retain and recruit quality employees.

How will the agency address staffing or skill imbalances due to changing programs, turnover, and retirements during the next three to five years?

OSFR will continue its efforts to recruit, develop, and retain highly qualified legislative and administrative staff.

How will individuals for leadership positions be identified, assessed, and developed?

OSFR is a small agency with no hierarchy. All staff except the Office Manager report directly to the Executive Director. All staff members are expected to be have specialized expertise and possess leadership abilities when hired. OSFR will continue to encourage all employees to pass knowledge and skills to other staff and to potential successors, in order to maintain and develop a high level of leadership qualities within the Agency.

Are there any functions or processes that should be outsourced, streamlined, or deleted?

In 2003, the Agency began using contract governmental consultants to supplement legislative staff efforts and provide specialized expertise. Additional efficiencies are being achieved, in administration, by outsourcing preparation of the Legislative Appropriations Request for the FY 2008-2009 biennium.

How will the workforce plan's success be evaluated?

Because human resources are the most important component of OSFR's operations, the success of the workforce plan will be measured using the Agency's established performance measures.