

**Texas State Board of Plumbing Examiners (#456)**  
**Workforce Plan**  
**Submitted June 18, 2010**

**OVERVIEW**

**Agency Mission**

The mission of the Texas State Board of Plumbing Examiners is to help protect the health and safety of the citizens of the State of Texas by ensuring that our drinking water, air, and medical gases are not contaminated and that we may live and work in the safe conditions that properly installed plumbing systems are designed to provide. Through enforcement of the Plumbing License Law, including examination, licensing and registration of the plumbing industry, the Board ensures that qualified individuals following clear standards protect the citizens' health and safety.

**Agency Goals**

**A. Goal**

ENSURE PUBLIC HEALTH AND SAFETY THROUGH SAFE PLUMBING - To protect the health of Texas by ensuring that each person has access to clean water, clean air and uncontaminated medical gases through quality plumbing installed and maintained by competent plumbers and inspected by competent inspectors; to ensure that plumbers who install and maintain public water supplies and sewage disposal system and medical gas systems and inspectors who inspect such systems have the most up-to-date knowledge, skills, and competencies to prevent the transmission of water-borne diseases and gases and the unintended cross-connection of breathable and lethal gases. (The Plumbing License Law, Occupations Code, Title 8, Chapter 1301)

**B. Goal**

INCREASE USE OF HISTORICALLY UNDERUTILIZED BUSINESSES (HUBs) - Establish and implement policies governing purchasing and public works contracting that will foster meaningful and substantive inclusion of HUBs. (Government Code, Chapter 2161)

**Agency Objectives**

**A.1. Objective:**

Evaluate, license and register applicants and enforce the Plumbing License Law and the Texas State Board of Plumbing Examiners Rules.

## **B.1. Objective:**

The Board's objective is to include historically underutilized businesses in 100% of Professional Services contracts, at least 40% of Other Services contracts and at least 40% of Commodities contracts for fiscal year 2010.

## **Agency Business Functions:**

The main functions of the Board include:

- administering written and hands-on practical examinations for Tradesman Plumber-Limited, Journeyman Plumbers, Master Plumbers, Plumbing Inspectors, Water Supply Protection Specialists, Medical Gas Piping Installers, and Multi-purpose Residential Fire Protection Sprinkler Specialist Installer
- issuing registrations for Plumber's Apprentices, Drain Cleaners, Drain Cleaner-Restricted, and Residential Utilities Installers
- renewing licenses and registrations
- approving Continuing Professional Education programs
- investigation of consumer complaints
- monitoring of plumbing job-site compliance
- imposing administrative penalties
- issuing citations to alleged violators
- suspending and revoking licenses
- reviewing criminal histories of applicants
- assisting local authorities with the enforcement of the Plumbing License Law

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

The agency does not anticipate any changes to its mission, strategies or goals over the next five years.

## **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 will also increase. Continued budget restrictions, employee caps, 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.

A retirement analysis of the agency reveals that ten (10) employees are eligible to retire within the next five years, or 41.7%. Seven (7) of those employees are eligible to retire within the next two years, or 29.2%. Workforce planning allows agencies to address issues that drive workforce changes such as the aging workforce and growing retirement eligibility. To prepare, the Board's workforce plan includes cross-training employees to minimize the effects of vacancies created by retirement or attrition.

## Demographics Information to include Age, Gender, Race and Tenure

Although TSBPE is considered a small state agency (24 FTEs), retaining a mission-critical skilled workforce is imperative to obtain optimum performance. As of May 31, 2010, the agency's workforce has the following demographics:

**Age:** Average agency age = 49.0. Average age in the Examination & Licensing Strategy = 51.7; Average age in the Inspections & Enforcement Strategy = 46.7; Average age in the Indirect Administration Strategy = 51.8. Agency age range = from 23 to 70.

**Gender:** 10 Female = 41.7%, 14 Male = 58.3%.

**Race:** African American = 2 or 8.3%, Hispanic = 9 or 37.5%, American Indian = 1 or 4.2%, White = 12 or 50.0%.

**Tenure – Agency Service:** Average for Entire Agency = 9 years 7 months; Average for Examination & Licensing Strategy = 14 years 7 months; Average for Inspections & Enforcement Strategy = 6 years 10 months; Average for Indirect Administration Strategy = 10 years 0 months.

**Tenure - State of Texas Service:** Average for Entire Agency = 12 years 4 months; Average for Examination & Licensing Strategy = 20 years 11 months; Average for Inspections & Enforcement Strategy = 6 years 11 months; Average for Indirect Administration Strategy = 15 years 0 months.

**Percentage of Workforce Eligible to Retire Within the Next Five Years:** 10 employees, or 41.7%, could retire within the next five years, and it is estimated that 7 of those eligible employees will retire within the next five years.

**Percentage of Workforce Eligible to Retire Within the Next Two Years:** 7 employees, or 29.2%, could retire within the next two years.

**Agency Turnover:** FY 2005 = 1 employee, or 4.7%; FY 2006 = None, or 0.0%; for FY 2007 = 1 employee, or 4.5%; for FY 2008 2 employees, or 8.9%; FY 2009 = 3 employees, or 13.0%, and for FY 2010 (to date) 2 employees, or 8.3%. Turnover rates have improved since FY 2000, when the agency's turnover rate was 28.6%. This is best explained by the improvement in overall work environment that began during FY 2001. The Board's turnover rate remains very low due to leadership and the dedication employees have towards the agency's mission to protect the health and safety of Texas citizens.

**Projected Employee Attrition Rate over the Next Five Years:** The agency estimates that one to two employees may retire each year over the next five years, and two additional employees may resign over the next five years. If these assumptions prove accurate, based on the projected total FTE cap of 24, the annual attrition rate would be approximately 6.0%.

**Workforce Skills Critical to the Mission and Goals of TSBPE:** Fourteen (14) of the Board's employees, including the Executive Director, Director of Enforcement, Chief Field Representative, Field Representative/Investigators and Examiners, are licensed plumbers. The licensing requirement is critical, in addition to computer and public speaking skills, for these positions. Information Technology skills are equally critical to the agency's mission and goals. Other administrative skills, common to other agencies, such as state accounting, purchasing, 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 agency does not expect any change in its mission. However, due to the anticipated growth in economy in the plumbing industry, the Board expects its workload to increase. Therefore, the agency will need additional FTEs.

**Future Workforce Skills Needed:** Future workforce skills critical to the mission and goals of the agency are expected to remain the same as they are currently.

**Anticipated Increase or Decrease in the Number of Employees Needed:** Because the population of the state is expected to increase and the economy to improve, and based on the current mission of the agency, additional Enforcement personnel will be needed.

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

## **GAP ANALYSIS**

**Anticipated Surplus or Shortage of Employees:** Because the population of the state is expected to increase and the economy improve, and based on the current mission of the agency, additional Enforcement personnel will be needed.

**Anticipated Surplus or Shortage of Skills:** The agency does not anticipate a shortage of skills available for the needs of the agency, under its current mission. However, the agency 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 DEVELOPMENT**

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

**Retention Programs:** The agency supports its employees by rewarding merit increases to employees who perform above satisfactory levels, subject to budgetary

constraints. Additionally, the agency 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 agency will strive to recruit the number of qualified individuals required to carry out the agency's mission, including qualified 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 agency provides organizational training, including equal employment opportunity, sexual harassment and procedural training. The agency utilizes cross training between departments, to enhance the knowledge and skill levels of all employees. The agency provides for the cost or reimbursement of cost of training for its employees, when the training is in the best interest of the agency. The agency provides for training and certification of its employees in the areas of investigator training and certification, purchaser training and certification, information resource training and certification, financial operations training 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 agency provides for leadership training for its department managers, subject to budgetary constraints.

**Succession Planning:** All of the factors indicated for organizational training; employee, leadership and career development are essential in planning for succession. Additionally, the agency will maintain awareness of qualified sources outside of the agency.