

Agency Strategic Plan

For the Period
2011 - 2015

Appendix E Workforce Plan

Our Vision

To rise to the challenge of creating and sustaining a successful State Agency by increasing and embracing open communication, respecting opposing opinion, maintaining an open mind, and finding the balance of compassion and duty.

Our Mission

The State Board of Dental Examiners will safeguard the dental health of Texans by developing and maintaining programs to ensure that only qualified persons are licensed to provide dental care; and ensure that violators of laws and rules regulating dentistry are sanctioned as appropriate.

Our Philosophy

We will act with the highest standard of ethics, accountability, efficiency, and openness. We will earn the public trust by regulating the practice of dentistry in a balanced and sensible manner.

Our Compact with Texans – What You Can Expect From Us

The Texas State Board of Dental Examiners (SBDE), we recognize our responsibilities to both consumers and the dental industry. We work to fulfill our legislative mandate to regulate the dental industry while protecting the people and businesses that are served by dentistry. We pledge to provide quality service to all of our customers.

The SBDE strives for excellent customer service through our professional attitude, competence and efficiency. As a customer of the SBDE, you can expect us to:

- Treat you with courtesy and respect.
- Be fair, ethical and professional.
- Provide timely and responsible service.
- Give you clear, accurate and consistent information.
- Strive for continuous improvement in all our services.

Our Customer Service Principles

The SBDE uses seven principles of quality customer service for our populations:

- Accessible Facilities and Staff.
- Timely Assistance.
- Quality Work.
- Fast Response to Problems.
- Fair and Equitable Treatment.
- Privacy and Confidentiality.
- Innovation and Improvement.

Accessible Staff and Facilities

Agency staff can be contacted by e-mail, telephone or letter.

Dental Board Address:

Texas State Board of Dental Examiners
333 Guadalupe, Tower 3, Suite 800
Austin, Texas 78701-3942

Agency Switchboard:

(512) 463-6400
(8 a.m. – 5 p.m., Central Standard Time, Mon – Fri)

Fax Machine:

(512) 463-7452

E-Mail:

Correspondence: information@tsbde.state.tx.us

Complaints: complaints@tsbde.state.tx.us

Open Records: openrecords@tsbde.state.tx.us

Timely Assistance

- Helpful information resources are available at our main office and with our field investigative staff. Information is also available online at www.tsbde.state.tx.us.
- You will get fast, accurate responses to your information needs.
- If you have a complaint, it will be handled by an agency expert.
- The rule, publications and forms are readily available and written clearly.

The main office of the SBDE is open between 8 a.m. and 5 p.m., Central Standard Time, Monday through Friday. Information is available on the agency's website 24 hours a day, 7 days a week. A Fax machine is available 24 hours a day, 7 days a week as well.

Quality Work

The agency's trained, professional staff strive to get every aspect of a customer's affairs right the first time.

Fast Response to Problems

Agency staff will treat all customers with care and attention whether applying or renewing a license, seeking information, filing a complaint on a dental professional with the Board or conducting business regarding an on-going investigation.

Despite the agency's best efforts, there are anticipated complications that can cause delays when delays arise. All complaints are handled with a sense of urgency. If a complaint is filed, a response can be expected within 30 days.

Fair and Equitable Treatment

The SBDE promises all of its processes are fair, equitable and timely. For special needs, staff are available for assistance at: information@tsbde.state.tx.us.

Privacy and Confidentiality

The Dental Board office will follow the letter of the law when it comes to customer privacy and confidentiality.

Innovation and Improvement

Customer input is critical to the agency's continuous improvement efforts. Customers are surveyed on a regular basis to obtain input and ideas to improve agency processes. Constructive criticism is encouraged and welcomed.

Our Customer Service Standards

- Licensure information is available online 24 hours a day, 7 days a week.
- The complaint process is explained online and is available for customers to read 24 hours a day, 7 days a week.
- Telephone messages will be returned within 48 hours.
- Consumers who file a complaint on a dental professional with the Board will receive a response within 30 days.

The SBDE regularly assesses its customer service satisfaction levels through surveys. The agency also monitors its progress through the use of performance measures designed to evaluate the level of customer satisfaction with major areas of the agency.

Our Goals

To ensure quality dental care for the people of Texas.

The Dental Board's office offers a work environment based on the concepts of innovation, inspiration and creativity. Recruiting and retaining a skilled work force to meet the overall goal and objectives, both short and long term, are critical to the agency's continued success. Through innovative employees come innovative ideas that improve the way the agency functions.

Our Objectives

During the 2011-2015 biennium and beyond, the Dental Board will strive to maintain optimum staffing levels. Each and every employee is critical to the Agency's functions which include:

- Providing customer service.
- Providing administrative services.
- Licensing qualified dentists and dental hygienists.
- Registering dental laboratories and qualified dental assistants.
- Issuing permits to Mobile Dental Facilities.
- Annually renewing the license or registration of dentists, dental hygienists, dental assistants, dental laboratories and mobile dental facilities.
- Investigating all complaints received.
- Prosecuting complaints through informal and formal disciplinary means.
- Monitoring on-going compliance of disciplined licensees and registrants.

Strategies

Equal Employment Opportunity Program

The Dental Board office successfully implements the Equal Employment Opportunity Program which ensures ethnic minorities and females are utilized in proportion to their availability in the work force. Currently, minorities comprise 15 percent of the agency's total labor force and women comprise 70 percent of the agency's labor force.

The Texas Workforce Commission lists statistics for the statewide civilian work force using a series of broad job categories. **Exhibit 1** compares these statistics with Dental Board staffing patterns:

EXHIBIT 1

Statewide Employment Statistics

Job Category	Caucasian Americans			African Americans			Hispanic Americans			Females			Males		
	No	SBDE	State	No	SBDE	State	No	SBDE	State	No	SBDE	State	No	SBDE	State
Officials / Administrators	5	100%	74%	0	0%	9%	0	0%	13%	5	100%	49%	0	0%	51%
Professionals	13	100%	62%	0	0%	11%	0	0%	0%	4	30%	55%	9	70%	45%
Technical	1	100%	52%	0	0%	15%	0	0%	0%	0	0%	0%	1	100%	48%
Para-Professionals	2	100%	*	0	0%	*	0	0%	*	2	100%	*	0	0%	*
Administrative Support	7	58%	50%	2	17%	20%	3	25%	28%	12	100%	88%	0	0%	12%

Source: State statistics extracted from "Equal Employment Opportunity and Minority Hiring Practices Report, January 2008."

* - Statistics on Statewide Para-professionals is not available.

Training

To facilitate employee training, the agency's Human Resources Staff continually monitor required Equal Opportunity Employment (EEO) training for all employees.

Training opportunities in professional and personal development are available through the Texas Comptroller's Office, the State Office of Risk Management, and Health Professions Council.

The Director of Enforcement (DoE) monitors required Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE) training for all agency investigators. The DoE attends biennial Police Chief Training conducted at the Bill Blackwood Institute, Law Enforcement management Institute of Texas, at Sam Houston State University.

The agency also supports training and Continuing Legal Education for the General Counsel, staff attorneys and legal assistants.

Agency staff also take advantage of business-oriented training seminars, workshops, conferences and technical training courses offered by SkillPath.

Additional Incentives

To further retain skilled employees, the Dental Board offers a flexible daily work schedule and compressed work week option. This program allows the agency to benefit from reduced absenteeism and leave usage, as well as higher employee morale and lower turnover.

Another support program offered to agency personnel is the Employee Assistance Program offered through Alliance Work Partners. Alliance Work Partners provides employees with confidential, personal support for

a wide range of issues, from everyday concerns to serious problems.

Employees are also eligible for a one-time merit salary increase as funds allow. Administrative leave is also awarded to staff for outstanding performance.

Health and Wellness Program

To improve the health, fitness, well-being and productivity of Dental Board employees, the Human Resources staff routinely distribute a Wellness Newsletter prepared by Alliance Work Partners that includes tips for healthier living.

To maintain morale, welfare, and encourage camaraderie, Agency staff periodically host luncheons and activities throughout the year and will invite staff from other state agencies as well.

Outsourcing

The SBDE is committed to the quality of service it provides to the citizens of Texas. The agency evaluates its functions to determine if the functions can be done more efficiently at a lower cost by utilizing other state agencies or the private sector.

Organizational Structure

The Dental Board's office accomplishes its mission through give program divisions: Executive; Administration; Licensing; Enforcement; and Legal. Within this framework, the agency is a cohesive organization dedicated to carry out its mission in a manner consistent with statutory requirements to ensure dental health and safety of the public.

HUMAN RESOURCES

The Dental Board has complex and varied duties that require experienced and highly skilled employees. The agency meets this challenge by offering minimum competitive salaries, training opportunities, innovative human resources policies and a participatory management team.

Staffing Pattern and Profile

The agency strives to hire qualified employees and seeks to develop a “team approach” to problem solving in order to accomplish the SBDE’s mission and to serve the citizens of Texas in an efficient and cost efficient manner.

Funding for parity was approved by the 80th Texas Legislature (Regular Session) which has resulted in the agency seeing stabilization in the Enforcement and Legal Divisions.

Demographic Age of Employees and Tenure

Over 51 percent of the Dental Board employees are 50 years or older (See **Exhibit 2**). Statistics show that almost one-half of the work force has less than two years of experience working for the Dental Board. (See **Exhibit 3**)

Employee Turnover

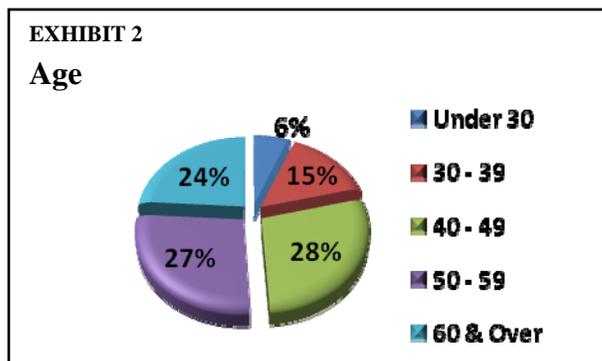
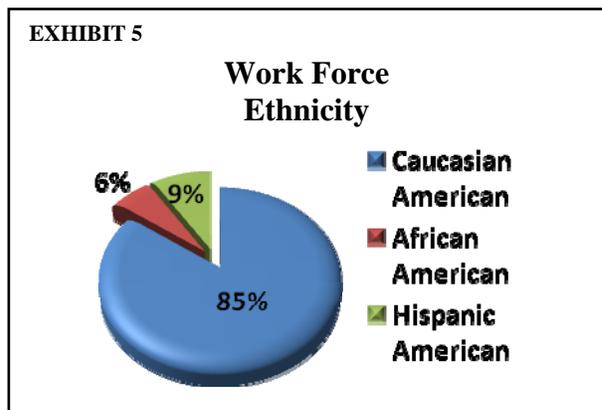
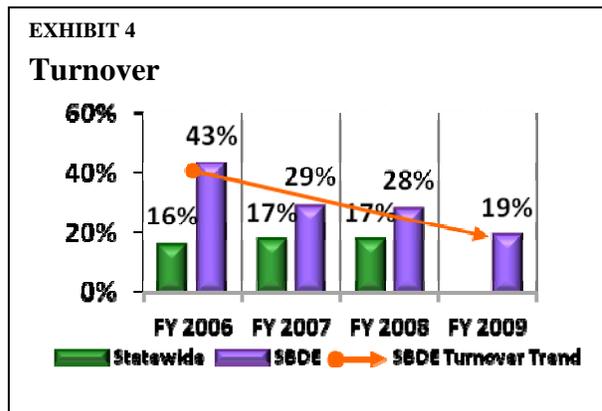
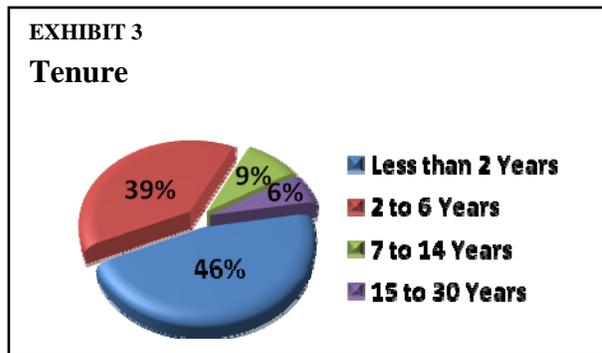
Depicted in **Exhibit 4**, is the historical turnover rate for the agency. Turnover for the SBDE is markedly higher to that of other State agencies within Article VIII and statewide.

As of May 15, 2010, the turnover rate for Fiscal Year 2010 is 15.4 percent. State employees report that they primarily leave state employment voluntarily. In the last two to three years, many have reported that higher pay in other positions, or in the private sector, as the primary reason for leaving the SBDE.

Despite high turnover rates reported in past years, the Dental Board continues to monitor and analyze the reasons why employees leave the agency. Sixty percent of those responding to the Texas Employee Exit Survey indicated that they would want to work for the SBDE again in the future.

Ethnicity

Exhibit 5 depicts Dental Board workforce ethnicity as of May 15, 2010.



Projected Retirement Eligibility

The SBDE could potentially see over 50 percent of its employees retire within the next 5 to 10 years. **Exhibit 6** depicts Dental Board workforce retirement eligibility over the next six years. **Exhibit 7** illustrates retirement eligibility by job category.

EXHIBIT 6
Projected Retirement Eligibility

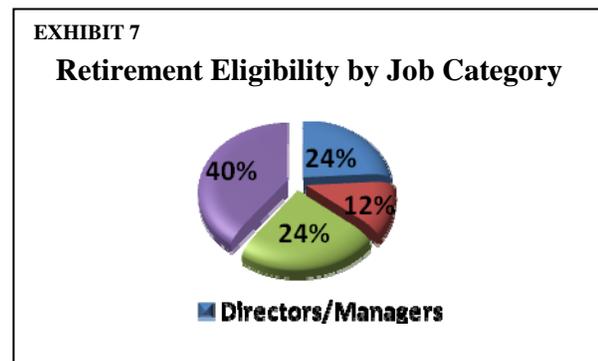
Fiscal Year	Projected Retirements	Percentage of Total FTEs (FTE Cap = 37)
2010	1	2.70%
2011	2	5.41%
2012	1	2.78%
2013	2	5.56%
2014	0	0%
2015	2	5.56%

Future Work Force Profile

After analyzing work force information gathered from agency divisions, it has been determined that the agency work force currently has the necessary skills to do the required work. In the next five years, however, the agency could experience a shortage of required skills, particularly in management due to potential retirements and normal attrition.

There is a potential skills imbalance “gap” between tenured/skilled employees (employees with 10+ years of service) with institutional business knowledge and technical expertise and employees with less tenure (10 years or less service). Consequently the future work force may lack mission critical skills unless steps are taken to develop less tenured employees.

The agency will continue to work with divisions on succession plan and developing desired skill sets and competencies for these positions.



Bridging the Gap

In order to address deficits within the agency’s current work force and future demands, four key strategic objectives that have been incorporated into this work force plan:

1. *Attract and develop a skilled work force committed to outstanding performance.*
2. *Retain the right employees for the job.*
3. *Achieve results with a customer-focused, performance-based agency culture.*
4. *Cultivate leaders among the staff – Doing more with less.*

1. Attract and develop a skilled work force committed to outstanding performance.

Goal

Become the employer of choice.

Rationale

There is a competitive job market for qualified individuals. The agency will continue to reward exceptional performance within statutory limitations, provide staff development through training opportunities, provide career opportunities, and support innovation and excellence.

Practical Steps

- Create customized recruitment strategies based on managers’ staffing goals, current/future program priorities and specific job vacancies.
- Provide assessment tools to identify applicants who have an aptitude for the position for which they apply.
- Offer alternative work schedules to attract applicants, telecommuting, flexible work hours.
- Identify and cross-train employees.

2. Retain the right employees for the job.

Goal

Ensure that the Dental Board work force has the appropriate skills, knowledge and motivation to achieve the agency mission.

Rationale

The Dental Board, like many State agencies, faces the threat of high turnover due mostly to salary limitations. The loss of experienced, trained employees directly impacts service delivery. To address the deficits between

the current work force and future demands, the agency has developed several practical steps based on a range of factors identified through analyzing the agency and its work force.

Practical Steps

- Implement a fair compensation program intended to retain and reward employees.
- Develop strategic to address turnover, including:
 - Ensure sufficient FTEs are available for the volume of work to be accomplished.
 - Provide a realistic preview of the job during the interview process.
 - Ensure that supervisors set clear expectations of the new hire (and all employees).
 - Assign a current employee as a peer mentor in the same job to assist the new employee in acclimating to the new position and ensure support from the lead worker; and
 - Have the supervisor, or division director, hold frequent meetings with the new employee to provide immediate feedback and information on how to improve within the position.
- Ensure separating employees participate in the State Auditor Office Exit Survey process and analyze the survey responses to determine appropriate actions for improving retention.
- Grant administrative leave for outstanding performance.
- Establish flexible work schedules to retain staff and meet the needs of the agency using:
 - Telecommuting.
 - Flexible Hours.
 - Provide professional development training in the employee's career field.
 - Expand the Wellness Program to promote organizational satisfaction, reduce employee stress, and reduce turnover.
 - Ensure the Employee Assistance Program makes regular presentations to staff on topics of interest, such as stress in the work place, employee burnout, and prevention strategies.
 - Implement an agency recognition program to ensure that employees know that their work is valued and appreciated by:
 - Providing non-monetary incentive awards high-performing employees.
 - Have management send notes, memos, and e-mails, thanking and congratulating employees who perform exceptionally well on special projects and provide exceptional customer service to internal and external customers.

- Recognize employees who align and support the vision and mission of the agency.
- Provide training for supervisors and managers, and require attendance and successful completion, on topics of agency policy and positive performance to ensure that new employees receive better on-the-job training.
- Explore opportunities for job rotation for employees in extremely difficult and stressful jobs.

3. Achieve results with a customer-focused, performance-based agency culture.

Goal

Improve the quality of services we provide to our customers both external and internal.

Practical Steps

- Exemplify customer service from the top down.
- Value your employees so they can value your customers.
- Align the organization around the customer-focused vision.
- Engage staff buying into and living new behaviors.
 - Measure progress at the individual, team and organizational levels
 - Align all internal systems and components for consistency
 - Reward and recognize people who embody the desired culture
 - Coach those who do not reflect the desired culture
- Consistently monitor the level of customer satisfaction.

4. GROW leaders among the staff.

G – Goal	<i>What do you want?</i>
R – Reality	<i>What is happening now?</i>
O – Options	<i>What could you do?</i>
W – Will	<i>What will you do?</i>

Goal

Provide employees with developmental opportunities, challenges and training designed to expose them to new and increased responsibilities.

Rationale

Workload increases while resources dwindle. The agency finds their value compromised by these fiscal limitations. The answer lies in leveraging the power of the people who work in the agency every day by empowerment to use and implement creative methodologies. By developing the leadership abilities of the staff, we bring greater meaning and satisfaction to the work we do and increase the performance of our team.

Practical Steps

- Identify staff who would benefit from coaching and mentoring to aid their transition into a new role and development within it.
- Identify the nature of the coaching or mentoring that would best support the staff member's induction and development. Include a strong focus on leading and managing people.
- Identify individuals who can offer coaching and mentoring.
- Identify individuals externally who can offer coaching and mentoring.
- Develop and implement training activities that meet individual needs.
- Set a vision for agency improvement and create a leadership strategy to achieve this vision which includes potential and emergent leaders.
- Create job descriptions and role profiles to reflect improvement objectives and opportunities for leaders to develop new skills.
- Establish a collaborative approach to encouraging leadership.
- Document and benchmark the evaluation process.
- Develop a culture for learning.

Succession Planning

Management promotes succession planning and the development of future organizational leaders through mentoring, on-the-job training, and cross-training.

The agency is implementing an updated performance evaluation process. The revised performance appraisal process will allow for the inventory of position competencies and skill requirements and include an employee professional development plan. This model will also include the integration of employee job descriptions, accomplishments and specific behaviors expected for each performance rating as well as manager/employee feedback.



Texas State Board of Dental Examiners

Strategic Plan

(Workforce Plan)

For the Period 2011-2015

June 18, 2010