

APPENDIX E. WORKFORCE PLAN

OCA MISSION

TO PROVIDE RESOURCES AND INFORMATION FOR THE EFFICIENT ADMINISTRATION OF THE JUDICIAL BRANCH OF TEXAS

I. Agency Overview

The Office of Court Administration (OCA) provides resources and information for the efficient administration of the Judicial Branch of Texas. The agency was created in 1977 and operates under the direction of the Chief Justice of the Supreme Court of Texas.

The OCA operates in conjunction with the Texas Judicial Council, which is the policy-making body for the Judicial Branch. The Council was created in 1929 by the 41st Legislature to continuously study and report on the organization and practices of the Texas Judicial system.

OCA provides personnel and resources to support the:

- Texas Judicial Council
- Task Force on Indigent Defense
- Judicial Committee on Information Technology
- Council of Chief Justices
- Conference of Regional Judges / State Board of Regional Judges for Title IV-D Account
- Judicial Districts Board
- Council of Regional Presiding Judges
- Judicial Compensation Commission
- Court Reporters Certification Board
- Guardianship Certification Board
- Process Server Review Board

OCA also serves as the employing agency (for the purposes of administering salaries, benefits, and the like) for the child support courts and child protection courts programs.

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The associate judges who hear these cases are appointed by the presiding judges of the administrative judicial regions.

In FY 2010, the Office of Court Administration was authorized 195.0 FTEs by the General Appropriations Act (SB 1, 81st Legislature, R.S., Article IV). In addition, the Legislative Budget Board and the Governor's Office authorized a temporary increase of 6.0 FTEs to allow OCA to hire contractor staff to complete mission-critical information technology projects. Of the FTEs authorized for FY 2010, two were added to support a new child protection court established by the presiding judges of the administrative judicial regions and three were added for the Task Force on Indigent Defense to support its increased funding and growing numbers of discretionary grants to counties. These increases were offset by a reduction in authorized FTEs for Strategy A.1.4, Assistance to Administrative Judicial Regions. In FY 2011, another 3.3 FTEs were authorized for the Office of Capital Writs. This office was established by SB 1091, 81st Legislature, R.S. Funding for this new office was placed in OCA's appropriation pattern for FY 2011. It is anticipated that these FTEs will be moved to a separate agency during the 82nd Legislature.

Of the agency's 195.0 full-time equivalent positions authorized for FY 2010, approximately 62% (or 120) are located across the state. Of these 120, the majority are associate judges and court coordinators who schedule and hear child support and child abuse and neglect cases under the specialty courts programs overseen by the presiding judges of the administrative judicial regions. Other staff located outside Austin include two employees who provide administrative assistance to the presiding judges and four collections specialists who report to OCA's collection improvement program manager. The designated headquarters for all other OCA employees is Austin, Texas.

II. Current Workforce Profile (Supply Analysis)

A. Critical Workforce Competencies

OCA employs staff primarily in six occupational categories: legal, planning/research/statistics, information technology, accounting/finance, administrative support, and human resources. For each occupational discipline, five broadly-defined competency clusters have been identified which include the critical employee competencies required for OCA to accomplish its mission. The competency clusters are interdisciplinary and relate to positions within each occupational category. The competency clusters are as follows:

Core Competencies

- Analyze Information
- Write effectively
- Use computer information systems
- Interpret written information
- Maintain confidentiality

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Administrative/Managerial Competencies

- Provide leadership
- Develop internal policies
- Design reports
- Identify programmatic issues
- Manage change

Program Planning/Evaluation Competencies

- Design programs/special projects
- Research information
- Implement programs
- Evaluate program effectiveness
- Determine delivery strategies

Fiscal Management Competencies

- Develop department budgets
- Evaluate costs
- Monitor for fiscal compliance
- Manage contracts
- Develop internal controls

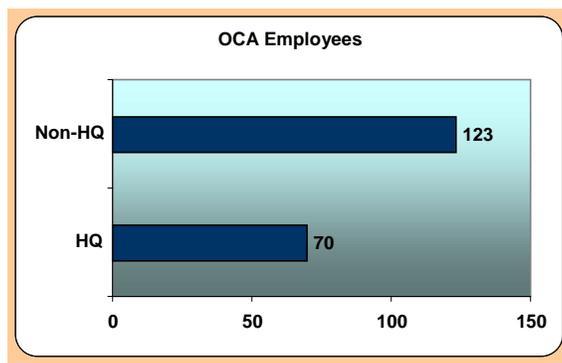
Public Relations/Marketing Competencies

- Identify stakeholders
- Build partnerships
- Market services
- Assess stakeholder needs

B. Workforce Demographics

Number/Location of Employees

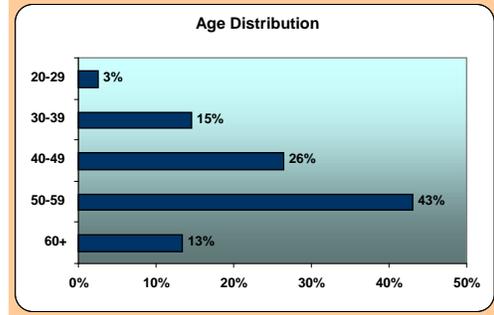
As of March 31, 2010, OCA had 193 employees on the payroll; 123 located throughout the state and 70 at its headquarters office in Austin.



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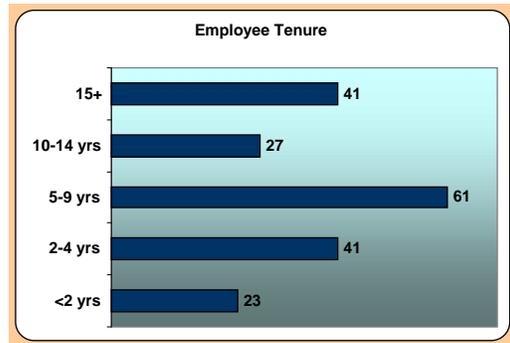
Age Distribution

The average age of OCA employees is 50 years; 82% of employees are over the age of 40.



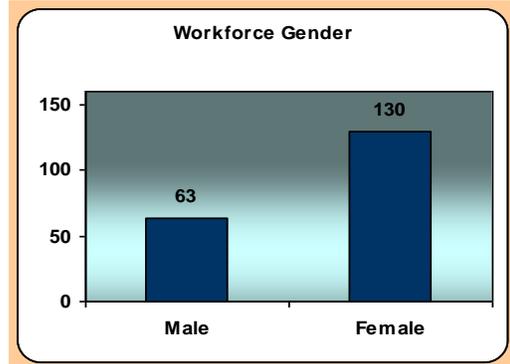
Employee Tenure

The average agency service is approximately 8 years.



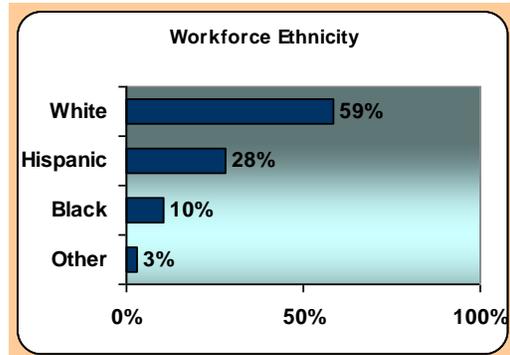
Workforce Gender

OCA's workforce is 67% female and 33% male.



Workforce Ethnicity

The chart to the right shows the distribution of the OCA workforce among ethnic groups.



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OCA has a diverse workforce that exceeds state averages among African-Americans, Hispanics, and females in some categories, as shown in the chart below.

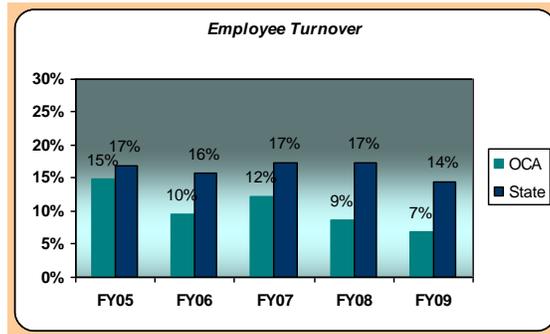
Group	EEO Code	State Workforce	OCA Workforce	No. of Employees
African-American	Officials/Administrators	9.0%	-0-	-0-
	Professional	11.7%	11.5%	18
	Technical	17.0%	-0-	-0-
	Admin Support	13.2%	20.0%	2
	Paraprofessional	12.8%	-0-	-0-
	Total African-American			20
Hispanic	Officials/Administrators	23.7%	16.7%	1
	Professional	19.9%	28.7%	45
	Technical	27.0%	20.0%	3
	Admin Support	31.9%	40.0%	4
	Paraprofessional	44.8%	20.0%	1
	Total Hispanic			54
Female	Officials/Administrators	38.8%	50.0%	3
	Professional	54.5%	67.5%	106
	Technical	55.6%	26.7%	4
	Paraprofessional	39.7%	100.0%	5
	Admin. Support	66.2%	90.0%	9
	Total Female			128
Other	Officials/Administrators	-0-	-0-	-0-
	Professional	-0-	6.0%	1
	Technical	-0-	26.7%	4
	Paraprofessional	-0-	20.0%	1
	Admin. Support	-0-	-0-	-0-
	Total Other			6

Data for statewide workforce came from information provided by the Civil Rights Division of the Texas Workforce Commission in the EEO and Minority Hiring Practices Report, January, 2007.

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C. Employee Turnover

This chart compares OCA turnover rates for the last five years to the statewide rates.



The agency’s average turnover during FY05-FY09 is approximately 10.6%; significantly below the state average of 16.2% for the same period. Turnover at OCA includes retirements and interagency transfers, as well as resignations where employees took jobs with various counties or the private sector.

OCA is committed to operating within necessary budget constraints and will rely on expertise, training and knowledge transfer among the current workforce, as well as a measure of attrition, to maintain a competent and reliable workforce over the next biennium.

The number of employee retirements increased in FY09-10. Further, with 25% of the workforce eligible to retire within the next 2 years, OCA must continue to support knowledge transfer and cross-training of all employees.

There was one promotion at the senior management level and four promotions of internal staff occupying positions that historically experience a higher turnover rate as employees enhance their skills and advance to positions with greater responsibility.

Turnover by length of service

The table below highlights agency service as related to overall turnover for FY10.

Agency Tenure	Percentage of Turnover
Less than 2 years	15%
2-5 years	38%
5-10 years	46%
Greater than 10 years	0%

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D. Retirement Eligibility

The potential loss of employees due to retirement remains a concern. As of March 31, 2010, OCA has 5 rehired retirees. In addition, eleven employees are eligible to retire at any time. There are twenty-one employees eligible for retirement in less than 2 years and forty-one eligible within the next 2-5 years. The average agency service tenure is eight years. OCA management continues to encourage and support effective training and development programs that capture institutional knowledge and expertise of experienced employees while creating incentives and challenges for new employees.

Projected Retirement Eligibility

Eligibility	# Personnel
Anytime	16
Less than 2 years	21
2 years	11
3 years	7
4 years	9
5 years	14

III. Future Work Force Profile

A. Demand Analysis

The business functions, activities and staffing of OCA are subject to the mandates of the Supreme Court, the Legislature, other courts, and judicial councils and boards supported by the agency. Many of these functions and activities require specialized expertise in judicial administration and in various legal and regulatory areas. This is particularly true in Research and Court Services, Indigent Defense, Court Reporters Certification, Guardianship Certification and Process Server Certification.

The Research and Court Services division provides consultation on recommended best practices in administrative operations; works to establish innovative court programs; helps develop and implement programs designed to increase the collection of court costs, fees, and fines; and collects, analyzes, and publishes information related to court activities throughout the state.

The Indigent Defense division serves as staff to the Task Force on Indigent Defense in policy development, dissemination of information, technical support and directing and monitoring the distribution of funds to counties to provide indigent defense services.

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The Court Reporters Certification division serves as staff to the Court Reporters Certification Board, a state board charged with performing licensing and regulatory functions for the court reporting profession.

The Guardianship Certification Board determines the qualifications for obtaining certification, issues certificates to those who meet the requirements, and adopts minimum standards for guardianship services or other similar but less restrictive types of assistance or services

The Process Server Review Board's mission is to improve the standards for persons authorized to serve process and to reduce the disparity among Texas civil courts for approving persons to serve process.

OCA will be challenged to recruit and hire candidates with the appropriate skill sets and the expertise to fill future vacancies in these areas.

Positions within Finance and Operations, Information Services and Legal present opportunities and challenges for experienced applicants from multiple agencies and the state has a rich pool of talent from which to draw, provided OCA is able to offer competitive salaries.

OCA expects an adequate applicant pool to be available for the Child Support Courts and Child Protection Courts Programs as staffing needs arise throughout the state.

B. Future Workforce Challenges and Opportunities

Due to the state's current funding challenges, OCA is faced with absorbing an increased workload without additional human resources.

The number of process servers certified by OCA continues to grow, with over 150 new applications received each month and a total licensee population approaching 5,000. Funding to staff this function was never directly appropriated to OCA; therefore, the agency has relied on internal savings to provide a minimum level of staffing. Without additional resources, it will take longer to process applications and the quality of customer service will suffer as a result.

In FY 2005, the Process Server Review Board (PSRB) was added to OCA's duties and, in FY 2006, the Guardianship Certification Board was added, the latter with one FTE. With three regulatory functions at that point (the Court Reporter Certification Board is the third), the director took necessary steps to shift resources toward regulatory work. Specifically, the Judicial Council had an attorney dedicated to them, and that position was changed to one supporting regulatory work; in addition, the director's executive assistant was charged with supporting the PSRB. Since then, the Judicial Council has not had any dedicated staff, so the director and his executive assistant are the default support for that important board. By contrast, the Task Force on Indigent Defense, a standing

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committee of the Judicial Council by statute, has 10.0 FTEs. OCA has been unsuccessful in persuading the legislature to fund additional dedicated staff for either regulatory work or to support the Judicial Council.

In FY 2010, budget reductions forced the agency to cut a key court resources position. If funding is not restored in FY 2012-13, this position will remain vacant and fewer resources will be available to local courts in need of administrative consultation services. This will have the biggest impact on smaller counties and cities that have fewer, local resources upon which to draw than their larger, urban counterparts.

As the state attempts to mitigate the effect of a declining economy, OCA will continue to utilize new technologies to maintain and improve operational efficiencies to enable employees to work “smarter” with increasingly limited resources. The agency may also look at the possibility of implementing additional, flexible work schedules as an incentive to recruit and retain a quality workforce.

The agency will also continue to promote interdisciplinary work teams, broaden skills and provide exposure for employees with an interest in agency management.

C. Anticipated Increase/Decrease in Number of Employees

The Legislature authorized 198.3 FTEs for OCA for FY 2011. As mentioned previously in this report, these authorized FTEs include 3.3 FTEs for the Office of Capital Writs, and it is anticipated that these FTEs will be moved to a separate agency during the 82nd Legislature. OCA does not anticipate other changes to its number of authorized FTEs; however, this is contingent on economic factors and decisions made by the 82nd Legislature concerning agency funding. Reductions to OCA’s appropriated budget could impact its ability to retain its current level of staffing.

Strategy	Authorized FTEs	Number Anticipated / Needed	Increase/ Decrease
Court Administration (includes Office of Capital Writs)	36.8	33.5	3.3
Information Technology	28.0	28.0	0.0
Administrative Regions	2.0	2.0	0.0
Child Support Courts Program	86.5	86.5	0.0
Child Protection Courts Program	31.0	31.0	0.0
Indigent Defense	10.0	10.0	0.0
Certification (Court Reporters, Guardianship, and Process Servers)	4.0	4.0	0.0
Total	198.3	195.0	3.3

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D. Future Workforce Skills Needed

OCA relies on a highly educated, experienced, and technically competent workforce to effectively administer judicial system programs. OCA employees must be able to effectively serve the various needs and demands of the judicial, executive and legislative branches of state government. Therefore the following ten critical competencies and skills play increasingly vital roles across all occupational categories and job classifications:

- Cultivate and build strategic partnerships
- Design programs and special projects
- Develop and implement corrective action plans
- Focus on customer service
- Identify programmatic issues
- Identify stakeholders
- Market programs and services
- Manage change
- Understand political constraints

IV. Gap Analysis

A. Anticipated Surplus or Shortage of Workers or Skills

The agency has identified the following issues:

1. As agency leaders and associate judges retire within the next four to five years, OCA continues to support on-going succession training and knowledge transfer.
2. OCA is beginning to see a higher percentage of turnover among employees as they become eligible for retirement, with 40% of the current workforce eligible within the next 5 years. Knowledge transfer and succession planning is critical to continued operations as is the ability to hire and retain employees with the necessary specialized skills.
3. OCA identified critical skills and competency clusters for the various occupational categories utilized in the agency. Generally, current employees meet or exceed the proficiencies required for current and future demands.

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B. Goal to Address Workforce Competency Gaps

While OCA did not identify specific gaps in current workforce skills and competencies, the table below identifies the agency's plan for maintaining an efficient workforce.

<p>Goal</p>	<p>Continue to develop and retain a technically competent, knowledgeable and diverse workforce</p>
<p>Rationale</p>	<p>Salary continues to be important, even in light of the state's current funding challenges. At the same time, there are other incentives to help recruit and retain an effective workforce..</p> <p>Other incentives include:</p> <ul style="list-style-type: none"> • total compensation package, including insurance, retirement, and leave benefits • training opportunities • ongoing communication with employees regarding agency goals and objectives • utilization of administrative leave for exceptional individual performance • telecommuting • flexible working hours • cross-training
<p>Action Plan</p>	<ul style="list-style-type: none"> • While working within necessary budget constraints, continue to maintain a competitive salary structure. • Communicate with employees about total compensation. Although benefits are changing, the state's benefit plan is still excellent, especially the defined benefit retirement plan. • Continue to support training that enhances the skills of our current workforce. • Continue to communicate with employees about agency performance. • Expand the use of administrative leave for exceptional performance. • Continue to support flexible working hours and telecommuting when it is beneficial to the employee and the agency. • Continue to cross-train current employees so that, regardless of additional funding challenges, employees will have the opportunity to expand their skill sets and exceptional service to the people of Texas will continue.