



June 8, 2018

The Honorable Greg Abbott  
The Honorable Dan Patrick  
The Honorable Joe Straus  
Texas State Auditor's Office  
Texas Department of Information Resources  
Sunset Advisory Committee  
Legislative Budget Board  
Texas State Library Publications Clearinghouse  
Legislative Reference Library

Dear Ladies and Gentlemen:

We are pleased to submit the Texas Board of Professional Engineers' Strategic Plan for fiscal years 2019 through 2023.

If you have any questions, please me at (512) 440-3080 or via email at [lance.kinney@engineers.texas.gov](mailto:lance.kinney@engineers.texas.gov).

Sincerely,

Lance Kinney, P.E.  
Executive Director

Enclosure.

email: Board Members, Texas Board of Professional Engineers

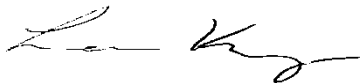


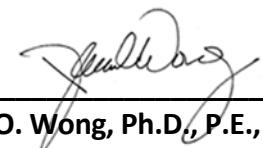
Texas Board of Professional Engineers  
Agency Strategic Plan  
For Fiscal Years  
**2019 – 2023**

## Board Members

BOARD MEMBERS	DATES OF SERVICE	HOMETOWN
Daniel O. Wong, Ph.D., P.E. Board Chair	Appointed Chair 04/11/13	Missouri City
Sina K. Nejad, D.Eng., P.E. Vice Chair	04/11/13 – 09/26/19	Beaumont
R. Kyle Womack, P.E. Board Secretary	04/11/13 – current (09/26/17)	Horseshoe Bay
Edward L. Summers, Ph.D., CPA Board Treasurer	07/27/06 – current (09/26/17)	Austin
Sockalingam Kannappan, P.E.	05/25/09 – current (09/26/17)	Baytown
Elvira Reyna	06/17/08 – 09/26/19	Denton County
Lamberto J. Ballí, P.E.	01/07/11 - 09/26/21	San Antonio
Albert L. Cheng	05/13/16 – 09/26/21	Houston
Catherine H. Norwood, P.E.	05/13/16 – 09/26/21	Midland

## June 8, 2018

  
**SIGNED: \_\_\_\_\_**  
**Lance Kinney, Ph.D., P.E., Executive Director**

  
**APPROVED: \_\_\_\_\_**  
**Daniel O. Wong, Ph.D., P.E., Board Chair**

**Texas Board of Professional Engineers  
Strategic Plan**

**TABLE OF CONTENTS**

TBPE Mission	4
Agency Goals and Action Plan	4
Redundancies and Impediments	8
Schedule A – Budget Structure	10
Schedule B – Performance Measure Definitions	12
Schedule C – Historically Underutilized Business Plan	35
Schedule F – Agency Workforce Plan	36
Schedule G – Report on Customer Service	39

## **Texas Board of Professional Engineers Agency Mission**

*Our mission is to protect the health, safety and welfare of the people of Texas by regulating and advancing the practice of engineering through licensure of qualified individuals, compliance with the laws and rules, and education about professional engineering.*

## **Texas Board of Professional Engineers Agency Operational Goals and Action Plan**

Since 2011, TBPE staff has successfully implemented a continuous improvement initiative called the Journey Toward Excellence (JTE) using the Malcolm Baldrige structure for guiding principles. A key part of this program was to create a Strategic Planning process that would expand upon the framework required by law and could be used to more effectively guide and drive agency functions. The JTE approach to Strategic Planning is an annual cycle which starts by gathering Board member and stakeholder input regarding agency goals, objectives, and strategies. This was most recently done in May 2018. Targeted questionnaires were also sent to stakeholder groups and Advisory Committee members. Those efforts culminate in this biennial strategic plan which includes establishment of unified goals and objectives. The JTE program integrates all staff and agency leadership in implementation of the action plan that includes individual projects and strategies.

### **Goal 1- Licensing**

We will provide a licensing system to ensure that only qualified and competent Texas licensees and registered firms practice professional engineering in Texas.

#### **Specific Action Items to Achieve the Goal:**

1. Provide licensing assistance, review and evaluate all applications for Professional Engineer (PE) licensure, and license those individuals found to be qualified.
2. Provide engineering examinations required for PE licensure.
3. Provide assistance, review and evaluate all applications for Engineer-In-Training (EIT) certification and certify those individuals found to be qualified.
4. Provide registration assistance, review and evaluate all applications for registration, and register those firms found to be qualified.

5. Maintain and provide accurate and timely information regarding licensing processes and the law and Board rules.
6. Provide an effective PE license, EIT certification and firm registration renewal process.

### **Describe how your Goal or Action Item Supports each Statewide Objective**

TBPE is accountable to the citizens of Texas and the regulated community by effectively and efficiently processing and renewing licenses, certificates, and registrations. We value innovation and continuous improvement to optimize processes and procedures, minimize waste and eliminate redundancy, and streamline licensing regulations while still ensuring competent and ethical practice. TBPE actively monitors a wide variety of performance measures related to licensure processes. TBPE strives for exemplary service, clarity, and ease of use in all of our customer interactions, and each action item above is focused on maintaining these high standards and finding new ways to improve the customer experience. Due to the nature of this core agency function, these action items will be ongoing through August 31, 2023.

## **Goal 2 – Compliance and Enforcement**

Provide the public with swift, fair, and effective enforcement of the Texas Engineering Practice Act to protect the health, safety, and welfare of the people of Texas.

### **Specific Action Items to Achieve the Goal:**

1. Investigate and reach final resolution of reported violations of the Texas Engineering Practice Act and Board rules in a timely and consistent manner.
2. Promote ethical and professional behavior of licensed professional engineers.

### **Describe how your Goal or Action Item Supports each Statewide Objective**

TBPE is accountable to the citizens of Texas and the regulated community by effectively and efficiently enforcing the Texas Engineering Practice Act and Board Rules. We value innovation and continuous improvement to optimize processes and procedures, minimize waste and eliminate redundancy, and streamline regulations while still ensuring compliance with the Engineering Practice Act and Rule. TBPE actively monitors a wide variety of performance measures related to compliance and enforcement processes. TBPE strives for exemplary service, clarity, and ease of use in all of our customer interactions, and each action item above is focused on maintaining these high standards and finding new ways to improve the customer

experience. Due to the nature of this core agency function, these action items will be ongoing through August 31, 2023.

### **Goal 3 – Communications and Outreach**

Enhance opportunities to communicate with our stakeholders in the most innovative, effective, and meaningful ways possible.

#### **Specific Action Items to Achieve the Goal:**

1. Develop and implement programs to enhance education, communications, outreach, and engagement of customers and each stakeholder group, including the innovative use of online processes and communications technology. For FY2018-19 particular emphasis on outreach will be toward engineering faculty, engineering students, and historically exempt industries concerning the value of professional licensure.
2. Increase the number and frequency of Board webinars.
3. Customer Service – Enhance and integrate the comprehensive customer service program to provide continuous improvement of the customer experience.

#### **Describe how your Goal or Action Item Supports each Statewide Objective**

TBPE is accountable to the citizens of Texas and the regulated community by providing effective and efficient communications. We value innovation and continuous improvement to optimize processes and procedures and minimize waste and eliminate redundancy and actively monitor a wide variety of performance measures related to communications and customer service. TBPE strives for exemplary service, clarity, and ease of use in all of our customer interactions, and each action item above is focused on maintaining these high standards and finding new ways to improve the customer experience. Due to the nature of this core agency function, these action items will be ongoing through August 31, 2023.

### **Goal 4 – Organizational Resource Development**

Foster Organizational Resource Development by providing for staff needs and professional development, to build an engaged and productive workforce.

#### **Specific Action Items to Achieve the Goal:**

1. Employee Training - Provide employees appropriate training for professional and personal growth. Track and report employee training to encourage participation.
2. Internal Communications - Enhance internal communications at all levels within the agency. Fully integrate cross functional teams to address and agency improvement projects.
3. Work Place Improvements - Ensure a well-maintained, safe, and healthy physical environment.
4. Organizational Improvements - Enhance workforce and organizational engagement.

### **Describe how your Goal or Action Item Supports each Statewide Objective**

TBPE is accountable to the citizens of Texas and the regulated community by providing effective and efficient processes through an engaged and high performing workforce. We value innovation and continuous improvement to optimize processes and procedures and minimize waste and eliminate redundancy and actively monitor performance measures related to our workforce. TBPE believes that an engaged workforce will provide excellent service and value to our customers and each action item above is focused on maintaining these high standards and finding new ways to improve our organization. Due to the nature of this core agency function, these action items will be ongoing through August 31, 2023.

## **Goal 5 – Process and Product Improvement**

Strive to improve all agency processes and procedures by employing and building upon the latest technology, performance monitoring to support data-driven operations, and continuous improvement procedures.

### **Specific Action Items to Achieve the Goal:**

1. Process Documentation - Thoroughly define and document agency processes.
2. Performance Measures - Develop, implement and act on meaningful and appropriate performance measures.
3. Software and Hardware Development and Improvements - Implement solutions which are innovative, adaptive, expandable, secure, and stable.
4. Process Analysis and Improvement – Review and implement continuous improvement principles to all agency processes and procedures

### **Describe how your Goal or Action Item Supports each Statewide Objective**



TBPE is accountable to the citizens of Texas and the regulated community by developing and implementing the most effective and efficient processes and procedures. We value innovation and continuous improvement to optimize processes and procedures and minimize waste and eliminate redundancy and actively monitor a wide variety of performance measures related to agency operations. TBPE strives for exemplary service, clarity, and ease of use in all of our customer interactions, and each action item above is focused on maintaining these high standards and finding new ways to improve internal operations. Due to the nature of this core agency function, these action items will be ongoing through August 31, 2023.

### **Goal 6 – Historically Underutilized Business Purchases**

Establish and implement policies governing purchasing and public works contracting which foster meaningful and substantive inclusion of Historically Underutilized Businesses (HUB). This Goal is required by Texas Government Code Section 2161.

#### **Specific Action Items to Achieve the Goal:**

1. Include HUBs for total contracts and subcontracts that will meet or exceed the state average percent usage for contracts awarded annually by the agency.

#### **Describe how your Goal or Action Item Supports each Statewide Objective**

TBPE is accountable to the citizens of Texas and the regulated community by adhering to state purchasing laws and including Historically Underutilized Businesses. The contract and purchasing procedures used by the TBPE provide active monitoring of performance to achieve agency core functions. Due to the nature of this core agency function, these action items will be ongoing through August 31, 2023.

## **Texas Board of Professional Engineers Redundancies and Impediments**

The TBPE was reviewed by the Texas Sunset Commission proceeding the 2013 legislative session. Agency functions, the enabling statute, and general operations were reviewed and continued for another 12 years. The funding mechanism that the TBPE operates under, the Self-Directed, Semi-Independent program, was also reviewed by the Sunset Commission. No

redundancies or impediments were identified during those reviews. During FY 2018, the TBPE was audited by the State Auditor’s Office (SAO). The SAO report issued to the Board in February 2018 was favorable and did not identify any redundancies or impediments. TBPE and its staff have fully implemented the legislative procedural and reporting revisions. TBPE regularly seeks input from various stakeholder groups including customers, advisory committees, and professional organizations in the engineering community.

## **Texas Board of Professional Engineers Schedule A – Budget Structure**

TBPE is a Self-Directed Semi-Independent (SDSI) agency. The SDSI program was originally a pilot project started in 1999 by Governor George W. Bush and implemented by the legislature to look for more efficient and effective ways for state agencies to operate and improve service delivery while reducing appropriations from state general revenue. Being SDSI, the agency is self-funded through fees collected and does not receive any funding through general appropriations. The SDSI program was reconfirmed after a successful Sunset review in 2013 with the passage of House Bill 1685.

Since the pilot project began, the agency has been fiscally conservative and responsible and has developed internal policies to maintain a stable balance of revenues and expenditures. Agency finances are closely monitored by the Board, including the Board Treasurer along with the agency Executive Director and Chief Financial Officer providing guidance and control of agency budget practices. A fund balance policy has been established by the Board to determine when expenditure and revenue adjustments may be necessary to maintain a reasonable and responsible account balance. This policy has been very effective and has been shared as a model for other SDSI agencies.

Through efficient use of resources and conservative spending control, the agency has been able to improve services and handle an increase in workload with only minimal changes to staffing and without raising fees. Using a continuous budget process instead of a biennial appropriation cycle, TBPE is able to actively monitor and control spending and explore best practices that must account for performance and productivity using business modeling and recognized quality systems such as the Baldrige Excellence Criteria and continuous process improvement concepts. The Board's budgeting process and controls have been recently reviewed through SAO and Comptroller audits with no significant findings.

### **Agency Goals**

The relationship between the SDSI funding mechanism and the agency goals is critical. Goals are not funded specifically like traditional funding mechanisms, but taken as a whole. That requires continuous monitoring of all aspects of agency performance to maintain the balance for all of the necessary services. The six Agency Goals listed in this strategic plan are both operational and cross-functional:

- Licensing
- Compliance & Enforcement
- Communications and Outreach
- Organizational Resource Development
- Process and Product Improvement
- Historically Underutilized Business Purchases

## Objectives and Measures

As described in Schedule B, the agency keeps and reports a number of measures (Output, Outcome, Efficiency and Explanatory) to monitor and evaluate performance for all aspects of operations and to show progress toward objectives.

## Linking Goals and Budget

After reviewing effective agency operations and the best way to coordinate and monitor the budget, the agency has determined that a budget structure with similar categories rolled together and overlapping the various Agency Goals and objectives makes the most sense. This structure has been audited by both independent auditing firms and the State Auditor's Office, and the Sunset Commission. All agency budget information is regularly reported to the appropriate legislative offices, the Office of the Governor, and others as required by statute.

Example budget categories are:

### Revenue:

- License Fees
- Penalties
- Other

### Expenditures:

- Salaries and Wages
- Payroll Related Costs
- Professional Fees and Services
- Travel
- Materials and Supplies
- Communication and Utilities
- Repairs and Maintenance
- Rental and Leases
- Printing and Reproduction
- Other Operating Expenditures
- Capital Outlay

Transfers Out / SDSI Contribution

## Texas Board of Professional Engineers Schedule B – Performance Measures

The TBPE collects data and sets goals on 33 performance measures. Some of the measures are required by legislation or other agencies for specific purposes (strategic plan, SDSI, HUB, etc.) and some have been developed as internal measures of performance within the agency. Depending on the report, these are reported quarterly, semi-annually, annually, or biennially. In general, Performance Measures should meet at least one of the following criteria:

- Direct connection to the Engineering Practice Act
- Direct effect on agency budget
- Fundamental/Core Agency function (from strategic plan)
- Workload/Volume Indicator – Drives operations
- Indicator of the Health of the Engineering Profession

Since TBPE is an SDSI agency, performance measures are not reported as part of the LAR process, but TBPE does maintain all current Performance Measures in the standard format set up by the LBB. The following measures are Outcome, Output, Efficiency or Explanatory as defined by the LBB, but are organized in this report by agency function. This allows the audience to focus on particular related service areas.

### **Compliance & Enforcement**

1. Percent of Licensees with No Disciplinary Actions taken by the Board (Outcome)
2. Number of complaints Received from the Public and the Number of complaints initiated by Agency Staff (Outcome)
3. Number of enforcement Cases that Allege a Threat to Public Health, Safety and Welfare and the Disposition of those Cases (Outcome)
4. Total Number of Complaints Resolved and the Number of those from the Public (Outcome)
5. Average Time for Complaint Resolution (Efficiency)
6. Recidivism Rate of Licensees (Outcome)
7. Number of complaints Dismissed and Resolved by Enforcement Action (Outcome)
8. Number of Sanctions imposed by Board Action by Type (Outcome)
9. Number of Complaints Alleging Unlicensed Practice (Outcome)
10. Number of Board Actions Taken by Type (Output)
11. Percentage of continuing Education Audits in compliance with requirements (Explanatory)

### **Licensing**

1. Total Number of Individuals Licensed (Explanatory)
2. Number of New Licenses Issued to Individuals. (Output)
3. Percent Eligible Licenses Renewed By Renewal Period (Output)

4. Average Processing Time per New Individual Licenses Issued (by type) (Efficiency)
5. Percentage of Individual License Applications Received On-Line (Explanatory)
6. Percentage of Individual License Renewals Handled On-Line (Explanatory)
7. Total Number of Firms Registered (Explanatory)
8. Number of New Firm Registrations (Output)
9. Percent Eligible Firm Registrations Renewed by Quarter (Output)
10. Percentage of Firm Renewals Handled Online (Explanatory)
11. Number of Individuals Examined (by exam type) (Explanatory)
12. Total Number of Certificate Holders (EITs) (Explanatory)

### **Communications**

1. Percentage Rating for Customer Service / Satisfaction (Outcome)
2. Number of Attendees for Outreach Events (Output)
3. Average Cost Per Attendee for Outreach Activities (Efficiency)
4. Number of Outreach Events (Output)
5. Number of Website Hits / Downloads (Select Pages) (Output)

### **Workforce**

1. Staff Training Hours (Output)
2. Overall Job Satisfaction (Explanatory)

### **Finance**

1. Percentage of Total Dollar Value of Purchasing and Public Works Contracts and Subcontracts Awarded to HUBs (Outcome)
2. Percentage of Revenue Budget Collected (Output)
3. Percentage of Expenditure Budget Spent (Output)

### **C&E 1 - Percent of Licensees with No Disciplinary Actions taken by the Board**

#### ***Definition***

(Outcome Measure) The percent of the total number of licensed individuals at the end of the quarterly reporting period who have not received a Disciplinary Action from the Board within the preceding year. This includes any action by the Board at or above the level of an Informal Reprimand.

#### ***Key Measure***

This has been designated as a Key Measure by TBPE staff.

#### ***Purpose/Importance***

The percent of licensees with no disciplinary action taken by the Board is a function of effective programs for Licensing, Compliance & Enforcement as well as Outreach and Communication

activities. All of these efforts reduce the number of license holders with Board disciplinary actions against them.

***Source/Collection of Data***

TBPE internal database – Texas Informational Database of Engineers (TIDE). This query generates values for one fiscal quarter.

***Data Limitations***

None

***Calculation Type***

Non-cumulative. This calculation method is based on data from TIDE for a particular date.

***New Measure***

No

**C&E 2 - Number of complaints Received from the Public and the Number of complaints initiated by Agency Staff**

***Definition***

(Outcome Measure) The number of enforcement cases opened as a result of a public (non-staff) complaint or other information and the number opened as a result of a staff-initiated complaint or other information.

***Key Measure***

This has been designated as a Key Measure by TBPE staff.

***Purpose/Importance***

This measure indicates the number of all cases opened as a result of public (non-staff) complaints compared to the number initiated by staff. This measure addresses enforcement workload. It is important to monitor the balance of public and staff initiated cases to ensure consistent, fair and effective enforcement of the Texas Engineering Practice Act. This measure is an indicator of the Health of the engineering profession in Texas.

***Source/Collection of Data***

TIDE. This query generates values for one fiscal quarter

***Data Limitations***

None

***Calculation Type***

Non-cumulative. This calculation method is based on data from TIDE for a particular date.

***New Measure***

No

**C&E 3 - Number of Enforcement Cases that Allege a Threat to Public Health, Safety, or Welfare and the Disposition of those Cases**

***Definition***

(Outcome Measure) Number of Enforcement Cases that Allege a Threat to Public Health, Safety, or Welfare and the Disposition of those Cases. This data includes all enforcement cases

closed that did not exclusively involve a violation of rules related to continuing education documentation or clerical violation. Rules: 137.5(a), 137.5(c), 137.17(p)(2), 137.17(p)(3) & 133.97(e).

**Key Measure**

This has been designated as a Key Measure by TBPE staff.

**Purpose/Importance**

This measure is an indicator of number of non-clerical enforcement cases addressed by the Board. It is a measure of effective enforcement of the Texas Engineering Practice Act.

**Source/Collection of Data**

TIDE. This query generates values for one fiscal quarter

**Data Limitations**

None

**Calculation Type**

Non-cumulative. This calculation method is based on data from TIDE for a particular date.

**New Measure**

No

**C&E 4 - Total Number of Complaints Resolved and the Number of those from the Public**

**Definition**

(Output Measure) This measure is reported as the total number of cases resolved and the number of those that were initiated by the public (non-staff).

**Key Measure**

This has been designated as a non-Key Measure by TBPE staff.

**Purpose/Importance**

The measure reflects the workload associated with resolving complaints and is an indicator of workload for external cases.

**Source/Collection of Data**

TIDE. This query generates values for one fiscal quarter.

**Data Limitations**

None

**Calculation Type**

Non-cumulative.

**New Measure**

No

**C&E 5 - Average Time for Complaint Resolution**

**Definition**

(Efficiency Measure) The average length of time to resolve all complaints during the reporting period.



**Key Measure**

This has been designated as a Key Measure by TBPE staff.

It is required to be reported by statute. Texas Engineering Practice Act Section 1001.254(b)(5) and Chapter 472.104(5)(H).

**Purpose/Importance**

The measure reflects the agency's efficiency in resolving complaints (both internal and external). It is also related to staffing and productivity.

**Source/Collection of Data**

TIDE. This query generates values for one fiscal quarter.

**Data Limitations**

None

**Calculation Type**

Non-cumulative.

**New Measure**

No

**C&E 6 - Recidivism of Licensees****Definition**

(Outcome Measure) The number of licensees who received a Board action within the last fiscal year (based on case close date) who had at least one other Board Action within the preceding four fiscal years (for a total period of 5 fiscal years).

**Key Measure**

This has been designated as a Key Measure by TBPE staff.

**Purpose/Importance**

The measure is intended to show how effectively the agency enforces its regulatory requirements and prohibitions. It is important that the agency enforce the Texas Engineering Practice Act and Board rules strictly enough to ensure consumers are protected from unsafe, incompetent and unethical practice by licensed professional engineers. This measure addresses the effectiveness of enforcement as a deterrent for future violations.

**Source/Collection of Data**

TIDE. This query generates values for one fiscal quarter.

**Data Limitations**

None

**Calculation Type**

Non-cumulative. This calculation method is based on data from TIDE for a particular date.

**New Measure**

No

## **C&E 7 - Number of complaints Dismissed and Resolved by Enforcement Action**

### ***Definition***

(Outcome Measure) Number of enforcement cases that were resolved during the reporting period broken down by the type of action taken by the Board or the number dismissed (closed as No Violation).

### ***Key Measure***

This has been designated as a Key Measure by TBPE staff.

### ***Purpose/Importance***

The measure is intended to show the extent to which the Board exercises its disciplinary authority. It is important that both the public and licensees have an expectation that the agency will work to ensure fair and effective enforcement of the Texas Engineering Practice Act and this measure seeks to indicate agency responsiveness to this expectation. The types of Actions required by 1001.254(b)(6)(B) include: stipulation, agreed settlement, consent order, default and order following a contested case. Since April 2018, this measure is a combination of two measures that reported resolution of enforcement cases. This measure reports all cases resolved for the reporting period.

### ***Source/Collection of Data***

TIDE. This query generates values for one fiscal quarter.

### ***Data Limitations***

None

### ***Calculation Type***

Non-cumulative.

### ***New Measure***

No

## **C&E 8 - Number of Sanctions imposed by Board Action by Type**

### ***Definition***

(Outcome Measure) Number of Sanctions imposed as a result of disciplinary action taken by the Board.

### ***Key Measure***

This has been designated as a Key Measure by TBPE staff.

### ***Purpose/Importance***

The measure is intended to show the types of sanctions imposed by the Board. For any Board Action, multiple sanctions may be imposed including: penalty, ethics courses, censure of license or other restrictions or limitations.

### ***Source/Collection of Data***

TIDE. This query generates values for one fiscal quarter. Each case can have only one Board Action, but a case can have more than one Sanction.

### ***Data Limitations***

None

### ***Calculation Type***

Non-cumulative.

***New Measure***

No

**C&E 9 - Number of Complaints Alleging Unlicensed Practice**

***Definition***

(Outcome Measure) The number of enforcement cases closed due to the unlicensed practice of engineering in Texas. Cases related to this measure are classified as B Cases.

***Key Measure***

This has been designated as a Key Measure by TBPE staff.

***Purpose/Importance***

It is critical that all individuals that offer and perform engineering services to the public are licensed with the Board. This measure is an indicator of the degree of unlicensed practice and a measure of effective enforcement of the Texas Engineering Practice Act.

***Source/Collection of Data***

TIDE. This query generates values for one fiscal quarter.

***Data Limitations***

None

***Calculation Type***

Non-cumulative. This calculation method is based on data from TIDE for a particular date.

***New Measure***

No

**C&E 10 - Number of Board Actions Taken by Type**

***Definition***

(Output Measure) The total number of cases closed by Board Actions taken by the agency during the reporting period.

***Key Measure***

This has been designated as a Key Measure by TBPE staff. It is required to be reported by statute. Texas Engineering Practice Act Section 1001.254(b)(6).

***Purpose/Importance***

The measure reflects the workload associated with the number of actions taken by the Board. It is important that the agency enforce the Texas Engineering Practice Act and Board rules strictly enough to ensure consumers are protected from unsafe, incompetent, and unethical practice by licensed professional engineers as well as other violations of the Act.

***Source/Collection of Data***

TIDE. This query generates values for one fiscal quarter. Each case can have only one Board Action, but a case can have more than one Sanction.

***Data Limitations***

None

**Calculation Type**

Non-cumulative.

**New Measure**

No

**C&E 11 - Percentage of Continuing Education Audits in compliance with requirements**

**Definition**

(Explanatory Measure) The percentage of audits performed by staff to verify continuing education documentation from license holders that have renewed during the reporting period which are timely and are not referred for possible enforcement action based on non-compliance.

**Key Measure**

This has been designated as a non-Key Measure by TBPE staff.

It is not required to be reported by statute. It is historically reported to the Board quarterly.

**Purpose/Importance**

The Board is statutorily required to implement a continuing education program for the renewal of all active licenses. Part of that requirement is a periodic, random audit of compliance with the continuing education requirements in terms of amount and quality of continuing education activities. The number that are not referred to enforcement indicates the general acceptance of and compliance with the continuing education program and rules.

**Source/Collection of Data**

This query generates values for one fiscal quarter. Audit candidates are randomly selected from all active license holders that renewed during the renewal period in question. Data concerning continuing education audits is collected by the continuing education coordinator.

**Data Limitations**

None

**Calculation Type**

Non-cumulative.

**New Measure**

No

**Lic 1 - Total Number of Individuals Licensed**

**Definition**

(Explanatory Measure) Total number of individual licenses in good standing, i.e. not delinquent or expired at the time the report is executed. Reported as total, active, and inactive licenses.

**Key Measure**

This has been designated as a Key Measure by TBPE staff

**Purpose/Importance**

The measure reflects the total number of currently licensed individuals, which indicates the size of the agency's primary constituency.

**Source/Collection of Data**

The information is derived from the TIDE database. This query generates values for one fiscal quarter

**Method of Calculation**

Three separate numbers are reported: the number of individuals in Active status, the number of individuals in Inactive Status, and the total number of individuals who are licensed (sum of Active and Inactive).

**Data Limitations**

None

**Calculation Type**

Non-cumulative.

**New Measure**

No

**Lic 2 - Number of New Licenses Issued to Individuals****Definition**

(Output Measure) The number of licenses issued to individuals during the reporting period. The reporting period is for the fiscal quarter. The reporting period may also be for the quarter since the last board meeting.

**Key Measure**

This has been designated as a Key Measure by TBPE staff.

**Purpose/Importance**

A successful licensing structure must ensure that legal standards for professional education and practice are met prior to licensure. This measure is a primary workload indicator which is intended to show the number of unlicensed persons who were documented to have successfully met all licensure criteria established by statute and rule as verified by the agency during the reporting period.

**Source/Collection of Data**

TIDE. This query generates values for one fiscal quarter.

**Method of Calculation**

This measure counts the total number of new licenses issued to individuals during the reporting period, regardless of when the application was originally received. Licenses are counted as new for persons who were previously licensed but whose license expired and were required to meet the same criteria as a new applicant.

**Data Limitations**

This measure is defined as an Output Measure because it is an indicator of workload for the agency, but it is completely independent of agency processes. The agency processes all applications received, but has no control over the number of new applications submitted or the number of individuals who successfully complete the examination requirements.

**Calculation Type**

Non-cumulative.

***New Measure***

No

**Lic 3 - Percent Eligible Licenses Renewed By Renewal Period**

***Definition***

(Output Measure) Percentage of eligible licensees that renewed their license timely (by the expiration date). Reported for each renewal period.

***Key Measure***

This has been designated as a Key Measure by TBPE staff.

***Purpose/Importance***

License renewal is intended to ensure that persons who want to continue to practice engineering in Texas satisfy current legal standards established by statute and Board rules. This measure is intended to show the number that renewed relative to the number that could have renewed for the same period.

***Source/Collection of Data***

TIDE database. This query generates values for one fiscal quarter.

***Method of Calculation***

The measure is a ratio of individual licenses eligible for renewal and the number renewed during the reporting period. This measure includes license holders who have renewed by all methods, including paper renewals and online renewals. This report will exclude any late renewals where a late fee was assessed.

***Data Limitations***

The agency has no control over the number of licensees who do not renew their license.

***Calculation Type***

Non- Cumulative.

***New Measure***

No.

**Lic 4 - Average Processing Time per New Individual Licenses Issued (by type)**

***Definition***

(Efficiency Measure) The average processing time of initial individual license applications from the time the application is received (payment date or military payment waiver) until a final action is taken on the application (approved for licensure, approved for exams, denied, administratively withdrawn, or withdrawn by the applicant). The report is executed for the fiscal quarter and fiscal year.

***Key Measure***

This has been designated as a Key Measure by TBPE staff.

***Purpose/Importance***

This measures the ability of the agency to process new applications in a timely manner and its responsiveness to its primary constituent group. This measure is also tied to staffing and

productivity. This is a primary measure of effectiveness for the Licensing department. It can be used to demonstrate the effectiveness of changes made in staffing, processes or procedures.

**Source/Collection of Data**

TIDE database. This query generates values for one fiscal quarter.

**Method of Calculation**

The average number of days is calculated as the difference between the date the application is received (based on fee receipt date) and the date a final action on the application is taken such as, approved for licensure, approved for exams, denied, administratively withdrawn, or withdrawn by the applicant during the reporting period (based on the status change in TIDE). This measure is reported for a specific period and calculates the average of all applications reaching a final action in that period. It is not dependent on the results from the previous reported period.

**Data Limitations**

None

**Calculation**

Non-cumulative.

**New Measure**

No

**Lic 5 - Percentage of Individual License Applications Received On-Line**

**Definition**

(Explanatory Measure) The percent of individual license applications processed using the on-line system during the reporting period. The reporting period is by fiscal quarter.

**Key Measure**

This measure has been designated as not Key by TBPE staff.

**Purpose/Importance**

The agency has developed an on-line license application system. This results in a convenience for applicants, potential savings in agency cost, manpower, and processing time, and more accurate licensing and financial data.

**Source/Collection of Data**

TIDE. This query generates values for one fiscal quarter.

**Method of Calculation**

The total number of individual license applications received and processed online is divided by the total number of individual license applications received during the reporting period.

**Data Limitations**

This measure is considered an Explanatory Measure because other than significant policy changes, such as the decision to eliminate the credit card transaction fees, the agency has no control over the preferences of individual license applicants.

**Calculation Type**

Non-Cumulative.

**New Measure**

No

## **Lic 6 - Percentage of Individual License Renewals Handled On-Line**

### ***Definition***

(Explanatory Measure) The percent of individual license renewals processed using the on-line renewal system (ECHO) during the reporting period. The percentage is of the total number of timely renewals. The reporting period is the calendar quarter.

### ***Key Measure***

This measure has been designated as not Key by TBPE staff.

### ***Purpose/Importance***

The agency has developed an on-line license renewal and profile management system called ECHO. This results in a savings in agency cost, manpower, and processing time, and more accurate licensing and financial data.

### ***Source/Collection of Data***

TIDE database. This query generates values for one fiscal quarter.

### ***Method of Calculation***

The total number of renewals processed using the ECHO system is divided by the total number of timely individual licenses renewed during the reporting period.

### ***Data Limitations***

This measure is considered an Explanatory Measure because other than significant policy changes, such as the decision to eliminate the credit card transaction fees, the agency has no control over the renewal preferences of individual licensees.

### ***Calculation Type***

Non-Cumulative.

### ***New Measure***

No

## **Lic 7 - Total Number of Firms Registered**

### ***Definition***

(Explanatory Measure) Total number of firms registered at the end of the reporting period. The reporting period is the fiscal quarter.

### ***Key Measure***

This has been designated as a Key Measure by TBPE staff

### ***Purpose/Importance***

The measure reflects the total number of currently registered firms which indicates the size of the agency's engineering business constituency.

### ***Source/Collection of Data***

TIDE database. This query generates values for one fiscal quarter.

### ***Method of Calculation***

The total number of firms registered at the end of the reporting period. Three separate numbers are reported: the number of 'regular' registered firms, the number of sole practitioners, and the total number of firms that are registered (sum of regular and sole practitioner).



**Data Limitations**

None

**Calculation Type**

Cumulative

**New Measure**

No

**Lic 8 - Number of New Firm Registrations**

**Definition**

(Output Measure) The number of new registrations issued to engineering firms during the reporting period.

**Key Measure**

This measure is designated as a Key Measure by TBPE staff.

**Purpose/Importance**

A successful licensing structure must ensure that legal standards for registration are met for engineering firms. This measure is a primary workload indicator which is intended to show the number of engineering firms who were documented to have successfully met all registration criteria established by statute and rule as verified by the agency during the reporting period.

**Source/Collection of Data**

TIDE database. This query generates values for one fiscal quarter.

**Method of Calculation**

This measure counts the total number of new registrations issued to firms in Texas during the reporting period, regardless of when the application was originally received.

**Data Limitations**

This measure is defined as an Output Measure because it is an indicator of workload for the agency, but it is completely independent of agency processes. The agency processes all firm registration applications, but has no control over the number of new applications submitted or the number of firms that successfully complete the registration requirements.

**Calculation Type**

Non-cumulative.

**New Measure**

No

**Lic 9 – Percent Eligible Firm Registrations Renewed by Fiscal Quarter**

**Definition**

(Output Measure) The percentage of eligible firms that renewed timely during the reporting period. The reporting period is by fiscal quarter.

**Key Measure**

This has been designated as a Key Measure by TBPE staff.

***Purpose/Importance***

Firm registration renewal is intended to ensure that engineering firms who want to continue to offer or perform engineering services in Texas satisfy current legal standards established by statute and Board rules. This measure is intended to show the number that renewed relative to the number of entities that could have renewed for the same period.

***Source/Collection of Data***

TIDE database. This query generates values for one fiscal quarter.

***Method of Calculation***

The measure is a count of firm registrations eligible for renewal and the number renewed during the reporting period. This measure is a sum of registrations that have renewed by all methods, including paper renewals and online renewals. This report will exclude all payments where a late fee was assessed.

***Data Limitations***

The agency has no control over the number of licensees who do not renew their license.

***Calculation Type***

Not Cumulative.

***New Measure***

No.

**Lic 10 - Percentage of Firm Renewals Handled On-Line*****Definition***

(Explanatory Measure) The percent of firm registration renewals processed using the on-line renewal system (ECHO) during the reporting period. The percentage is of the total number of timely renewals. The reporting period is by the fiscal quarter.

***Key Measure***

This measure has been designated as Not Key by TBPE staff.

***Purpose/Importance***

The agency has developed an on-line firm registration renewal and profile management system called ECHO. This results in a savings in agency cost, manpower, and processing time, and more accurate licensing and financial data.

***Source/Collection of Data***

TIDE database. This query generates values for one fiscal quarter.

***Method of Calculation***

The total number of firm renewals processed using the ECHO system is divided by the total number of firm registrations renewed during the reporting period.

***Data Limitations***

This measure is defined as an Explanatory Measure because other than significant procedural changes, such as eliminating the credit card transaction fee, the agency has no control over the renewal preferences of firms.

***Calculation Type***

Non-Cumulative.

## ***New Measure***

No

### **Lic 11 - Number of Individuals Examined (by exam type)**

#### ***Definition***

(Explanatory Measure) The number of examinations, by type, administered during the reporting period whose results are to be reported to the TBPE. If an individual took more than one examination during the reporting period, each examination is reported. The reporting period is by fiscal quarter and fiscal year.

#### ***Key Measure***

This measure has been defined as not Key by TBPE staff.

#### ***Purpose/Importance***

The measure reflects the number of individuals examined which is a primary step in licensing the individual. It is a general indicator of workload. The functions related to exam registration, administration and grading are handled by a third party under contract.

#### ***Source/Collection of Data***

TIDE database and data retrieved from the National Council of Examiners for Engineering and Surveying (NCEES). The FE exam information is obtained directly from the NCEES records. The PE exam information is derived from the TIDE database. This data is reported after grades are released for a given exam period; so there are only two data points per year.

#### ***Method of Calculation***

This measure is the total number of examinees that attended an examination, including all that have the status pass, fail, or other statuses such as IRR, INV, etc. This number is determined after the PE examination data has been merged into TIDE. From the Flex Report, subtract the number of examinees with the status "no grade" from the total number of examinees to determine the number of individuals that attended the exam. The number of examinees for the Fundamentals of Engineering and the Principles and Practice of Engineering examinations is reported separately. Structural exam information (Lateral and Vertical) is not included in the PE exam totals and is reported separately.

#### ***Data Limitations***

This measure is defined as explanatory because it is an indicator of workload, but has no direct effect on staff or budget. The FE examinations are offered year around through NCEES. The PE examinations are only offered twice each year for most exams. Beginning in 2018 the some of the PE exams are offered as computer based exams throughout the year. As NCEES moves more exams to CBT the method for calculating the exam numbers will be modified. The agency has no control over the number of FE examinations scheduled or individuals examined and since the number of PE examinations given is primarily dependent on how many individuals apply for licensure or EIT certificates, there is very little impact on the number of PE examinations.

#### ***Calculation Type***

Non-cumulative.

### ***New Measure***

No.

### **Lic 12 - Total Number of Certificate Holders (EITs)**

#### ***Definition***

(Explanatory Measure) Total number of Engineer in Training (EIT) certificate holders. This report is executed for each fiscal quarter and reported each fiscal quarter and fiscal year.

#### ***Key Measure***

This has been designated as Not Key by TBPE staff.

#### ***Purpose/Importance***

The measure reflects the total number of currently registered Engineers in Training. With decoupling, the number of EITs can have a direct effect on agency workload.

#### ***Source/Collection of Data***

TIDE database. This query generates values for one fiscal quarter.

#### ***Method of Calculation***

The total number of individuals registered at the end of the reporting period.

#### ***Data Limitations***

None

#### ***Calculation Type***

Cumulative.

#### ***New Measure***

No.

### **Comm 1 - Percentage Rating for Customer Service / Satisfaction**

#### ***Definition***

(Outcome Measure) The percent of the total number of licensed individuals surveyed who indicate that the agency provides services or products that meet their needs and expectations.

#### ***Purpose/Importance***

Feedback from our regulated community is an important tool to determine the agencies effectiveness. This measure is an indicator of customer satisfaction with the agency's performance, services, and products.

#### ***Source/Collection of Data***

That data is collected from yearly customer service surveys of a sample of licensed individuals.

#### ***Method of Calculation***

Calculated as total number of survey respondents indicating that they 'agree' or 'strongly agree' on the overall quality question divided by the number of respondents to customer service survey. Presented as a percentage.

#### ***Data Limitations***

Agency has no control over survey response rate.

**Calculation Type**

Non-Cumulative

**New Measure**

No

**Comm 2 - Number of Attendees for Outreach Events**

**Definition**

(Output Measure) Total number of attendees for outreach events presented by agency staff during the reporting period.

**Key Measure**

This has been designated as a Key Measure by TBPE staff.

**Purpose/Importance**

An important aspect of increasing overall compliance with the Act and Board rules is to educate and inform the public and the engineering community of the roles, responsibilities, and requirements for professional engineers and potential licensees. Outreach presentations are an important part of this communication effort.

**Source/Collection of Data**

Data concerning outreach attendees is collected by the outreach coordinator. Data is reported to the outreach coordinator from individual presenters or by other means, such as webinar attendance records. Data is reported on a fiscal year quarter basis.

**Method of Calculation**

This measure counts the number of attendees at outreach presentations and webinars given by staff during the reporting period.

**Data Limitations**

This measure is defined as an Output Measure because it is an indicator of workload for the agency. It is based primarily on customer requests but the control of responding to the requests is dependent on agency processes and policies related to outreach.

**Calculation Type**

Non-cumulative.

**New Measure**

No.

**Comm 3 - Average Cost Per Attendee for Outreach Activities**

**Definition**

(Efficiency Measure) Average cost expended per attendee for outreach activities completed during the reporting period.

**Key Measure**

This has been designated as a Key Measure by TBPE staff.

***Purpose/Importance***

An important aspect of increasing overall compliance with the Act and Board rules is to educate and inform the public and the engineering community of the roles, responsibilities, and requirements for professional engineers and potential licensees. Outreach presentations are an important part of this communication effort. This measure represents the ability of the agency to control costs related to outreach activities.

***Source/Collection of Data***

Data concerning outreach attendees is collected by the outreach coordinator. Data is reported to the outreach coordinator from individual presenters or by other means, such as webinar attendance records. Cost data is derived from actual travel reimbursement cost to employees. Data is reported on a fiscal year quarter basis.

***Method of Calculation***

The total cost (including any reimbursed travel expenses) for all outreach activities during the reporting period, divided by the number of attendees at outreach presentations and webinars given by staff during the reporting period.

***Data Limitations***

This measure is defined as an Efficiency Measure because it is an indicator of how well the agency uses resources to perform this important service to the engineering community. It is based primarily on customer requests but the control of responding to the requests and the responsible allocation of resources are dependent on agency processes and policies related to outreach. The average cost will vary according to distance traveled, the number of events, and event attendance.

***Calculation Type***

Non-Cumulative

***New Measure***

No.

**Comm 4 - Number of Outreach Events*****Definition***

(Output Measure) Total number of outreach events that staff presents during the reporting period broken down by Audience Type.

***Key Measure***

This has been designated as a Key Measure by TBPE staff.

***Purpose/Importance***

An important aspect of increasing overall compliance with the Act and Board rules is to educate and inform the public and the engineering community of the roles, responsibilities, and requirements for professional engineers and potential licensees. Outreach presentations are an important part of the communication efforts of the agency.

***Source/Collection of Data***

Data concerning outreach events is collected by the outreach coordinator. Data is reported to the outreach coordinator from individual presenters. Data is reported on a fiscal year quarter basis.

**Method of Calculation**

This measure counts the number of outreach presentations given by staff during the reporting period.

**Data Limitations**

This measure is defined as an Output Measure because it is an indicator of workload for the agency. It is based primarily on customer requests but the control of responding to the requests is dependent on agency processes and policies related to outreach.

**Calculation Type**

Non-Cumulative

**New Measure**

No.

**Comm 5 - Number of Website Hits / Downloads (Select Pages)****Definition**

(Output Measure) The number of visits to particular agency websites.

**Purpose/Importance**

An important aspect of encouraging compliance with the Act and board rules is to inform the public and the engineering community of the roles, responsibilities, and requirements for professional engineers. It is also vital to communicate board activities and other information to the general public. An accurate and informative website is critical to communicating this information..

**Source/Collection of Data**

This information is collected from website statistics tracking software provided by Google Analytics.

**Method of Calculation**

The number of visits to specific pages is totaled for the reporting period. These include:

- Index page
- PE Search
- Downloads
- Lic App
- ECHO Login

**Data Limitations**

The agency has no control over the number of visitors to the Web site.

**Calculation Type**

Non-cumulative

**New Measure**

No.

## **WF 1 - Staff Training Hours**

### ***Definition***

(Output) This measure shows the number of training hours taken by staff.

### ***Key Measure***

This has been designated as a non-Key Measure by TBPE staff.

### ***Purpose/Importance***

TBPE wants to hire and retain qualified people. Part of that retention is a commitment to each employee to give him or her the opportunity to grow professionally and personally. TBPE encourages and expects each employee to get training throughout the year. TBPE provides the opportunity and resources for training through the budget process. This measure shows the number of training hours taken by all staff whether they are paid classes or free.

### ***Source/Collection of Data***

Training hours will be collected monthly from staff and put into a spreadsheet that can be used to show performance. Once data is collected, it can be rolled up for totals or averaged.

### ***Data Limitations***

None.

### ***Calculation Type***

Non-cumulative

### ***New Measure***

No.

## **WF 2 - Overall Job Satisfaction**

### ***Definition***

(Explanatory Measure) The job satisfaction is one of the roll-up indicators for agency performance measured by the Survey of Employee Engagement (SEE). The survey is given to all staff every two years and is made up of more than 70 questions related to each individual's job. The job satisfaction number is ranked on a 1 to 5 scale and multiplied by 100 so it is expressed with a 500 point maximum. The SEE allows comparison with previous surveys as well as with other agencies of the same size (number of employees) and purpose (mission - regulatory).

### ***Key Measure***

This has been designated as a Key Measure by TBPE staff.

### ***Purpose/Importance***

TBPE leadership and staff have put in a significant effort to improving job satisfaction. Much of the agency strategic plan and the Journey Toward Excellence program is aimed at improving communication and working relationships amongst staff with the ultimate goal of providing better service to customers. This measure is an indicator of the effectiveness of those efforts.

### ***Source/Collection of Data***

This is from the regular Texas Survey of Employee Engagement.

### ***Data Limitations***

None.

### ***Calculation Type***

Non-cumulative



## ***New Measure***

No.

### **Fin 1 - Percentage of Total Dollar Value of Purchasing and Public Works Contracts and Subcontracts Awarded to HUBs**

#### ***Definition***

(Outcome Measure) The percentage dollar value of Contracts and Subcontracts awarded to Historically Underutilized Business (HUB) during the reporting period.

#### ***Purpose/Importance***

It is a statewide initiative to give preference whenever possible to Historically Underutilized Businesses (HUBs).

#### ***Source/Collection of Data***

The data is derived from information available from the Comptrollers Website. Data is reported on a fiscal year basis.

#### ***Method of Calculation***

The measure is calculated by dividing the total dollar amount of contracts and subcontracts awarded to HUBs by the total dollar amount of contracts and subcontracts awarded during the reporting period. This data is reported semi-annually to the Texas Comptroller and also considers the number of HUB contracts awarded and the dollar amount of HUB contracts awarded. The Comptroller report includes expense group and HUB group detailed figures.

#### ***Data Limitations***

Agency has no control over number of bids during a reporting period.

#### ***Calculation Type***

Non-Cumulative

#### ***New Measure***

No

### **Fin 2 - Percentage of Revenue Budget Collected**

#### ***Definition***

The actual amount of revenue collected and reported in the agency Annual Financial Report at the end of the fiscal year divided by the approved revenue budget amount for that fiscal year.

#### ***Key Measure***

This measure has been designated as Not Key by TBPE staff.

#### ***Purpose/Importance***

This measure helps indicate the effectiveness of the agency budgeting process for fees collected.

#### ***Source/Collection of Data***

Annual budgeted amount comes from the approved agency budget each August. Actual revenue amount comes from the Annual Financial Report Exhibit II.

**Method**

The actual amount of revenue collected and reported in the agency Annual Financial Report at the end of the fiscal year divided by the approved revenue budget amount for that fiscal year.

**Data Limitations**

None

**Calculation Type**

Non-Cumulative.

**New Measure**

No.

**Fin 3 - Percentage of Expenditure Budget Spent**

**Definition**

The actual amount of expenditures reported in the agency Annual Financial Report at the end of the fiscal year divided by the approved expenditure budget amount for that fiscal year.

**Key Measure**

This measure has been designated as Not Key by TBPE staff.

**Purpose/Importance**

This measure helps indicate the effectiveness of the agency budgeting process for planned expenditures.

**Source/Collection of Data**

Annual budgeted amount comes from the approved agency budget each August. Actual expenditure amount comes from the Annual Financial Report Exhibit II.

**Method**

The actual amount of expenditures reported in the agency Annual Financial Report at the end of the fiscal year divided by the approved expenditure budget amount for that fiscal year.

**Data Limitations**

None

**Calculation Type**

Non-Cumulative.

**New Measure**

No .

## **Texas Board of Professional Engineers Schedule C – Historically Underutilized Business Plan**

TBPE regularly submits HUB reports in compliance with Article IX of the 2016-2017 GAA, both Section 7.06 and Section 7.07. The Texas Board of Professional Engineers (TBPE) has made participation in the Historically Underutilized Businesses a goal and a policy.

The Board seeks to contract with historically underutilized businesses (HUBs) whenever they offer the needed goods and services and provide the best value to the state agency. Each of the past two fiscal years, TBPE's overall percentage of expenditures with HUBs has exceeded the consolidated state of Texas performance.

TBPE has had the highest percentage of HUB expenditures in the Commodity Purchasing category followed by Special Trade. The most utilized certified HUB group by TBPE for the past two years has been Woman Owned followed by Hispanic.

The internal goals for each HUB procurement category set by TBPE are reviewed annually to consider purchasing trends and anticipated purchases for the upcoming year. Although the agency is small, with reportable HUB procurement category purchases under \$250,000, the percentage of dollars spent with HUBs was higher than the consolidated Texas agencies in 3 out of 4 categories.

The TBPE purchaser reviews all HUB vendors on the Centralized Master Bidders List (CMBL) for biddable and regular purchases. HUB vendors are preferred, but don't always offer the necessary items for agency needs.

TBPE will strive to maintain HUB purchasing performance above its annual goals and attempt to contract with different HUB vendors when possible.

# Texas Board of Professional Engineers

## Schedule F – Workforce Plan

### FORWARD

The Texas Board of Professional Engineers Workforce Plan provides an overview of agency staffing information. The agency has been successful in meeting its mission and goals and providing excellent service with a highly trained and skilled staff of motivated individuals. The agency has been able to work smarter and leverage technology to address a significant increase in the number of licensees while holding total staffing relatively flat. The Workforce Plan forecasts staffing goals, workforce skills, demographics and trends required to continue to ensure the high standard of agency operations and services.

### OVERVIEW

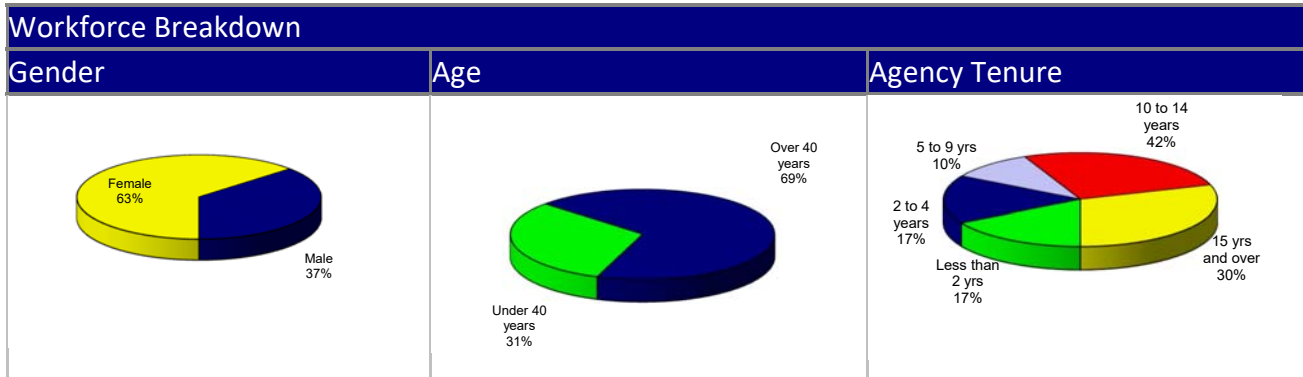
The agency works effectively and efficiently under the SDSI project program and as of April 30, 2018, employs 30 full-time employees, which requires most staff members to perform multiple job functions. The Board expects high standards of performance and customer service that require the agency to maintain a highly engaged and skilled workforce.

The knowledge, skills, and experience of our employees are vital to meet the goals and objectives of the Board. The last five years has seen a significant growth in workload; however, advances in internal technology and staff training and skills have allowed the agency to provide quality customer service to meet its mission and goals with only a small change in staffing. Current strategic goals are aligned to support the development of the agency workforce, including training, communications, agency environment, and succession and retention planning.

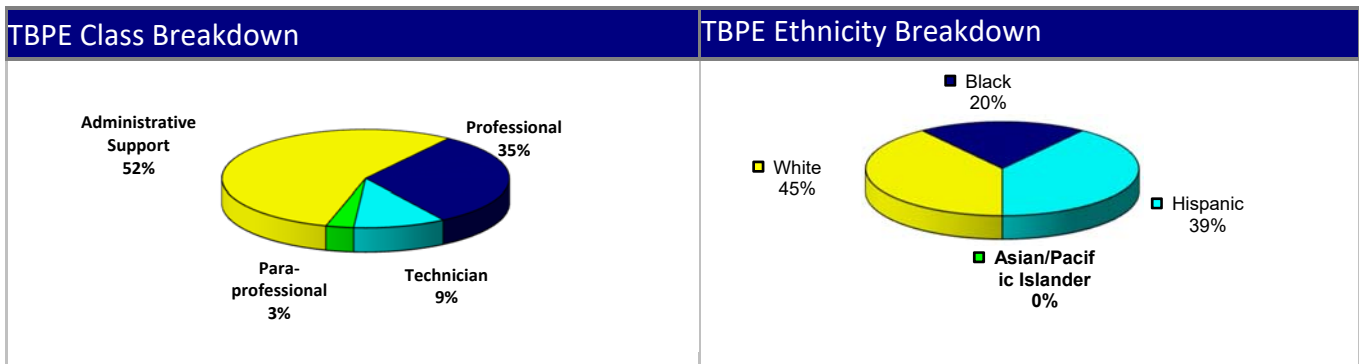
### WORKFORCE DEMOGRAPHICS

#### Gender, Ethnicity, Age

The following charts profile the agency's workforce as of April 2018. The agency's workforce comprises 63.33% females and 36.67% males. 73.33% of the employees are over the age of 40. A little more than 33% of employees have less than five year's agency service. This percentage warrants training programs to ensure our employees maintain professional growth and development.



A total of 32 full-time positions are budgeted for, and 30 are filled, including one exempt position. Using EEO definitions, currently there are: officials and administrators—1; professionals—9; administrative support employees—16; para-professional-1 and technicians—3. Four Professional Engineers are on staff to analyze and evaluate technical engineering issues and the technical/professional credentials of applicants. The ethnic distribution of the staff is 40% White, 40% Hispanic, and 20% Black. There are no Asian/Pacific Islander members currently on staff.



### Employee Turnover

Turnover is an important issue in any organization and the TBPE is no exception. Average tenure in the agency is 11.38 years. To address turnover, the agency is focusing on employee retention, succession planning, and performance improvement issues. The two-year average turnover rate is 8.3%.

### Retirement Eligibility

During the last two years, three staff members have retired. The agency estimates that eleven employees would be eligible to retire within the next five years. The agency has implemented a career ladder program and is working on a retention and succession program, as well as overall staffing and workload issues to address this potential change.

## **FUTURE WORKFORCE PROFILE**

The goals of the agency identified as Customer Communication, Organizational Resource Development, and Process and Product Improvements, along with agency Core Functions of Licensing and Enforcement provide us with a context for future workforce planning.

### **A. Critical Functions**

- Enhancement of communication and outreach functions;
- Enhancement and improvement of internal processes; and
- Continued development of in-house IT initiatives.

### **B. Expected Workforce Changes**

- Increase use of technology to revise and streamline work processes; and
- Increased employee cross-training in functional areas.
- Retention and Recruiting Programs.

### **C. Anticipated Increase/Decrease in Number of Employees Needed to Do the Work**

- Due to continued optimizations, the agency does not anticipate a significant increase in FTE count;
- Agency will review staffing needs in light of improvements and process changes and present revisions to the Board;
- Due to constant workload increases related to agency Core Functions and the goal of providing enhanced educational outreach, additional staff may be considered by the Board, if necessary.

### **D. Future Workforce Skills Needed**

To administer the variety of activities required in an efficient and effective manner, the agency relies on a competent and knowledgeable staff. In addition to the competencies listed before, additional skills will be essential for future positions:

- Communication skills – both interpersonal and external presentation skills;
- Process analysis and improvement;
- Technical and computer skills;
- Project management;
- Performance management;
- Strategic planning; and
- Business process creation or revision.

The TBPE expects to be able to satisfy and fulfill future workforce needs with the current hiring and retention practices and procedures.

## Schedule G – Report on Customer Service



### Texas Board of Professional Engineers Customer Service Report *May, 2018*

# INTRODUCTION

The Texas Board of Professional Engineers (TBPE) was created in 1937 in the aftermath of the New London School explosion which killed over 300 students and teachers, the result of an improperly designed gas heating system. The agency was created to protect the public health, safety, and welfare by regulating the practice of engineering through licensing of qualified engineers and enforcement of practice requirements.

## Agency Mission

*Our mission is to protect the health, safety and welfare of the people of Texas by regulating and advancing the practice of engineering through licensure of qualified individuals, compliance with the laws and rules, and education about professional engineering.*

## Customer's Voice

The Texas Board of Professional Engineers (TBPE) has continued its Journey Toward Excellence, a series of initiatives designed to improve all areas of organization. One of these areas is customer service, and towards that end the customer service survey has been designed for listening to the voice of the customer.

## Customer Service Quality Standards

TBPE staff recognizes that, in order to best meet our primary mission of protecting the health, safety, and welfare of the citizens of Texas, we must provide the highest level of customer service. With that balance in mind, staff has designated the following as guiding principles and common purpose regarding customer service. These standards apply to all customer interactions with staff, facilities (physical and virtual) and processes.

- **Accuracy** - TBPE will give the correct answer based on current Law and Board Rules. Information provided to customers will be clear and effectively convey the appropriate message. Staff will be knowledgeable and competent. Materials, forms and guidance will be concise and complete.
- **Listening** - TBPE will actively listen to its customers. Whether by personal contact or feedback received through surveys or other methods, TBPE will seek to understand what each individual customer wants and needs and will resolve issues.
- **Respect** - We will treat all customers professionally. All customers will receive courteous communication that is respectful of the customer's time and effort. Staff, facilities and processes will be respectful of customer information and keep it secure.
- **Responsiveness** - TBPE will have an answer for all questions asked. Answers will be as complete as possible within a reasonable amount of time. This includes providing information for predicted questions. It also includes automated responses, informational emails, etc.



- **Resolution** - TBPE will empower its employees at all levels to understand and resolve customer service issues, questions or failures immediately or as soon as possible. Always find the answer for the customer and/or find the correct person to resolve the issue.
- **Ease of Use** - TBPE will create and maintain facilities and processes aimed at making the customer’s experience convenient, timely and efficient. Staff will keep the customer’s perspective in mind in all functions.

**Defining Customers Served**

TBPE serves multiple groups which includes over 65,000 Professional Engineers (PE) licensed to practice in Texas, more than 20,000 Engineers-In-Training, and 10,000 registered engineering firms. The Board is purposeful in communicating with these groups, including connecting with over 23,000 people this year via outreach presentations, webinars, and conference presentations. We also send newsletters, eNewsletters, and license-specific emails for keeping licensees and other interested parties up-to-date.

The TBPE website is the primary means of communicating the mission and objectives of the agency to the general public. It includes clear links to information the public might need, such as how to file a complaint, rosters of current engineers and engineering firms, and contact information for questions. The customer service survey used by TBPE addresses customer interactions on an individual basis (telephone, email, etc.), as well as products (web content, application materials, etc.) and its facilities (both physical and online). The survey is continuously available on the website and is offered in the footer of every standard email. It is also administered annually to a random selection of the customer groups identified above.

**Survey**

The FY 2018 customer service survey was sent on April 3, 2018 via email to 13,000 licensed Professional Engineers and 3,000 registered Engineers In Training. In addition to the directed survey, the same questions are available to any potential customers on the agency website and through a link on all outgoing correspondence. The results below contain all responses received between April 3 and April 23, 2018.

**Results**

The responses for each question are summarized below.

I am a(n):	
Applicant	24
Professional Engineer	1727
Engineer in Training	174
Non-Licensee (Member of the Public)	2
Other	42

### Overall Satisfaction

I am satisfied with the level of service received from this agency. <b>97% positive</b>	
Strongly Agree	953
Agree	956
Disagree	44
Strongly Disagree	16

### Out of State Comparison

Are you licensed in other jurisdictions/states?	
No	1167
Yes	786

If you answered yes, how does the licensing renewal process in Texas compare? <b>95% positive</b>	
Much Better	97
Better	197
About the Same	428
Worse	33
Much Worse	2

### Facility

In the last year I have been to the TBPE facility and found it was clean, accessible and had reasonable operating hours. <b>98% positive</b>	
Strongly Agree	25
Agree	36
Disagree	0
Strongly Disagree	1

### Website

The website is well organized and easy to use. <b>96% positive</b>	
Strongly Agree	453
Agree	1131
Disagree	53
Strongly Disagree	10

_Website forms and files were easy to download and use. <b>97% positive</b>	
Strongly Agree	476
Agree	968
Disagree	43
Strongly Disagree	6

#### **ECHO – Online renewal system**

If you have used the ECHO online system in the last year, were you able to easily log in and update your information? <b>99% positive</b>	
Strongly Agree	739
Agree	738
Disagree	12
Strongly Disagree	3

Were you able to renew your license online to your satisfaction? <b>99% positive</b>	
Strongly Agree	837
Agree	586
Disagree	6
Strongly Disagree	1

#### **Social Media**

Do you follow TBPE on social media using sources such as Facebook, Twitter, RSS Feeds or LinkedIn?	
Yes	130
No	1741

The TBPE social media outlets provide useful information. <b>96% positive</b>	
Strongly Agree	36
Agree	82
Disagree	5
Strongly Disagree	0

### Enforcement Process

I have filed a complaint with the agency about an enforcement issue in the last year.	
Yes	13
No	1835

The website provided adequate information regarding the enforcement process. <b>64% positive</b>	
Strongly Agree	2
Agree	5
Disagree	1
Strongly Disagree	3

Correspondence regarding my complaint or case was clear and easy to understand. <b>67% positive</b>	
Strongly Agree	3
Agree	5
Disagree	1
Strongly Disagree	3

My complaint or case was handled in a timely manner. <b>36% positive</b>	
Strongly Agree	3
Agree	1
Disagree	5
Strongly Disagree	2

Communication with the agency regarding my complaint or case was handled in a professional manner. <b>82% positive</b>	
Strongly Agree	2
Agree	7
Disagree	1
Strongly Disagree	1

### General Communication

I contacted the Board with a question or concern in the last year.	
Yes	257
No	1602

I communicated with the board staff through the following method:	
Phone	148
Email	168
Mail	18
In Person	9

The staff members I've interacted with were courteous and professional. <b>98% positive</b>	
Strongly Agree	148
Agree	92
Disagree	6
Strongly Disagree	0

My question or concern was answered promptly. <b>88% positive</b>	
Strongly Agree	141
Agree	81
Disagree	19
Strongly Disagree	10

My question or concern was answered to my satisfaction. <b>91% positive</b>	
Strongly Agree	131
Agree	92
Disagree	11
Strongly Disagree	12

### Findings

The FY 2018 customer service survey showed a steady customer satisfaction compared to the previous year with an overall rating of 97% positive. With the thorough integration of the TBPE Customer Service Quality Standards into the agency culture and procedures and the continuous improvement efforts of the Journey Toward Excellence mentioned above, the focus on improved customer service is a primary effort at the TBPE. Specifically, staff and leadership at the TBPE have developed strategic goals to address and improve all aspects of customer interaction.

### Performance Measures

TBPE keeps 33 Performance Measures (schedule B in the Agency Strategic Plan) for all aspects of operations including overall customer satisfaction, license application processing times, enforcement case processing time and a number of measures to identify the scope of the customers we serve.

