AGENCY STRATEGIC PLAN

FOR FISCAL YEARS 2009-2013

By

TEXAS BOARD OF PROFESSIONAL ENGINEERS

July 11, 2008

SIGNED:_____
Dale Beebe Farrow, P.E., Executive Director

APPROVED:_____
G. Kemble Bennett, Ph.D., P.E., Board Chair

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Board Members

BOARD MEMBERS	DATES OF SERVICE	HOMETOWN
G. Kemble Bennett, Ph.D., P.E. Board Chairman	Appointed Chair 07/10/08	College Station
Jose F. Cardenas, P.E. Vice Chair	06/16/04 - 09/26/09	El Paso
Edward L. Summers, Ph.D., CPA Board Treasurer	07/27/06 – 09/26/11	Austin
James Greer, P.E.	04/14/06 - 09/26/09	Keller
Shannon K. McClendon	10/10/02 - 09/26/09	Dripping Springs
Govind Nadkarni, P.E.	3/06/00 – 9/26/11	Corpus Christi
Gary Raba, D.Eng, P.E.	7/10/08 – 9/26/13	San Antonio
Elvira Reyna	6/17/08 – 9/26/13	Little Elm
Daniel Wong, Ph.D., P.E.	2/10/06 – 9/26/13	Sugar Land

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Texas Board of Professional Engineers
Strategic Plan

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The Mission of Texas State Government

Texas state government must be limited, efficient, and completely accountable. It should foster opportunity and economic prosperity, focus on critical priorities, and support the creation of strong family environments for our children. The stewards of the public trust must be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials must seek new and innovative ways to meet state government priorities in a fiscally responsible manner. *Aim high…we are not here to achieve inconsequential things!*

The Philosophy of Texas State Government

The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise we will promote the following core principles:

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.
- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local government closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. And just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.
- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse, and providing efficient and honest government.
- Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

The Regulatory Goals of Texas State Government

PRIORITY GOAL

To ensure Texans are effectively and efficiently served by high-quality professionals and businesses by:

- Implementing clear standards;
- Ensuring compliance;
- Establishing market-based solutions; and
- Reducing the regulatory burden on people and business.

Statewide Relevant Regulatory Benchmarks

- Percent of state professional licensee population with no documented violations
- Percent of new professional licenses as compared to the existing population
- Percent of documented complaints to professional licensing agencies resolved within six months
- Percent of individuals given a test for professional licensure who received a passing score
- Percent of new and renewed professional licenses issued via Internet
- Percent of new business permits issued online

Texas Board of Professional Engineers

In preparation for the 2009-2013 Strategic Plan, the agency underwent a review of the Vision, Mission Statement, and Agency Philosophy.

AGENCY VISION STATEMENT

"A Well Engineered Texas"

AGENCY MISSION STATEMENT

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

AGENCY PHILOSOPHY

As professionals, we value:

- ethics
- communication
- learning
- innovation
- efficiency
- accountability

AGENCY OVERVIEW

The Board is a small state agency responsible for the implementation of the Texas Engineering Practice Act. The agency was created in 1937 by the 45th Legislature, Regular Session, in the aftermath of the New London School explosion in which almost three hundred students and teachers were killed as a result of an improperly designed gas heating system. Texas Civil Statutes, Article 3271a (The Texas Engineering Practice Act or the Act) established a Board to regulate the practice of engineering through licensing and rules of practice. The Act has since been recodified as Texas Occupations Code, Title 6, Chapter 1001. The Board that governs the agency is composed of six Professional Engineers and three public members appointed by the Governor and confirmed by the Senate for six-year staggered terms. The chair of the Board is directly appointed by the Governor.

The agency's primary service populations are the consumers of consulting and public sector engineering services: members of the public, transportation providers, builders, developers, cities, counties, etc. The secondary service population is composed of professional engineers who look to the Board for the establishment and maintenance of the rules regarding proper and ethical practice, and applicants who seek an engineering license. Historically, the consumer service population increases demands on the agency during a strong economy; these demands are primarily on the Compliance & Enforcement Division. Service demands from engineers are relatively constant; demands from applicants historically increase during weaker economic conditions. During FY 2007, the agency issued 1,798 new licenses. Since the beginning of fiscal year 2008, 1,224 new licenses have been issued, bringing the total number of licensed professional engineers to 50,119.

Texas has the second largest licensed engineer population after California. The public views the agency as the entity of state government responsible for protecting the health, safety, and welfare through the licensure of qualified professional engineers and through the regulation of the engineering profession in Texas. The engineering profession views the agency as a source of information concerning ethical and professional practice issues related to engineering.

EXTERNAL / INTERNAL ASSESSMENT

MANAGEMENT TEAM

BOARD OF DIRECTORS

G. Kemble Bennett, Ph.D., P.E., Board Chair: Vice Chancellor of Engineering for the Texas A&M University System, Director of the Texas Engineering Experiment Station, Dean of the Look College of Engineering and a Professor of Industrial Engineering at Texas A&M University. He holds a doctorate in industrial engineering from Texas Tech University.

Jose F. Cardenas, P.E., Vice-Chair: Received his Bachelor of Science in Civil Engineering from the University of Texas at El Paso. He is the president of Moreno Cardenas, Inc., a consulting civil engineering firm in El Paso.

Edward L. Summers, Ph.D., Treasurer (Public Member): Former Professor of Accounting, Emeritus member of University of Texas at Austin, and a retired Certified Public Accountant. He received his B.A. and B.S. from Rice University in Chemical Engineering and his M.B.A. and Ph.D. from the University of Texas at Austin.

James Greer, P.E.: Received a Bachelor of Science in Electrical Engineering from the University of Texas at Arlington and an MBA from the M.J. Neeley School of Business at Texas Christian University. He joined TXU in 1984 and is currently the Vice President of Asset Management & Engineering for Oncor Electric Delivery.

Shannon K. McClendon (Public Member): Received her doctorate of Jurisprudence from the University of Houston, and graduated magna cum laude with a Bachelor of Science degree from the University of Houston-Clear Lake. She is an attorney in private practice focusing on law affecting the electric industry.

Govind Nadkarni, P.E.: Received his Bachelor of Science in Civil Engineering from Gujarat University (India) and Master's of Science in Civil Engineering from the University of Southern California. He established Govind and Associates, Inc., in 1984 and Indtech, Inc in 1989.

Gary Raba, D.Eng, P.E.: Received B.S., M.S., and Doctorate degrees in engineering from Texas A&M University. Raba is the Vice Chairman of Raba-Kistner Consultants, Inc.

Elvira Reyna (Public Member): Received a B.A. from the University of Texas at Arlington. She served as State Representative for District 101 in Mesquite from 1993 to 2007. She served on many legislative committees, including as Chairman of the Local and Consent Calendar Committee, Higher Education, Criminal Jurisprudence, Public Safety, International Relations, and Environmental Regulation.

Daniel O. Wong, Ph.D., P.E.: Received a Bachelor of Science in Civil Engineering in 1983, a Master's of Science in 1985, and a doctorate in Civil Engineering in 1988 from University of Houston. He currently serves as President and CEO of Tolunay-Wong Engineers, Inc. in Houston, Texas. He is an At-Large City Councilman in the City of Sugar Land since 2002.

OPERATIONS AND PROFESSIONAL MANAGEMENT

The agency has 30 full-time employees, which includes one exempt position. Using EEO definitions, there are currently 5 officials and administrators, 9 professionals, 14 clerical employees, and 1 technician. Six 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 53.34% White, 33.33% Hispanic, and 13.33% Black. Women make up 67% of the agency's work force. The average tenure for an agency employee is just over 5 years. The average employee turnover rate for the past two years was 30% due to several retirements as well as performance issues.

The agency is divided into four main divisions: Licensing, Compliance & Enforcement, Finance & HR, and IT & Communications. Each division is responsible for implementing particular portions of the Act and Board rules, preventing variances from the agency's statutory role, and support of internal agency activities. The executive staff is composed of the Executive Director, Deputy Executive Director, Director of Licensing, Director of Compliance & Enforcement, Director of Financial Services, Director of IT/Communications, and Executive Assistant. No employee is separated from the senior management team by more than one supervisor. The organizational structure is designed to delegate tasks among the divisions based on the assigned areas of statutory responsibility. This is done to minimize response time to the public and to provide accountability and consistency in the application of public policy.

DISTRIBUTION AND MARKETING

The agency and all of its operations are located in Austin. All geographic regions of the state are served from this location. Most engineers and engineering activities are concentrated in the urban areas of the state, especially Bexar, Dallas, El Paso, Harris, Tarrant, and Travis counties. This situation can often affect the cost of complaints and other activities because of delays in communications and travel; subsequently, expenses for these services can be high. However, the overall cost of this operation is still less than would be reasonably expected if the Board were to operate satellite offices around the state. The agency is working to counter these costs through outreach efforts. The Board publishes a yearly newsletter and interim news and activities are regularly posted on the Board's Web site. Based on feedback from our customers, we are constantly updating our Web site so that information is up-to-date and easy to obtain.

Even though the agency became a Self-Directed Semi-Independent (SDSI) agency during the 76th Legislature (1999), the Board continues to utilize the Historically Underutilized Business (HUB) standard procedures in purchasing goods and services. The agency is certified and follows all purchasing rules and regulations. As a small agency, most products are purchased through term contracts. The agency also utilizes services from other state agencies such as printing and mailing. The agency's largest expenditure (over $800,000 annually) is the purchase, grading, and administration of the national engineering examinations, which cannot be competitively bid. Despite these constraints, the agency utilized HUB's on 11.6% of commodity purchases under our control for Fiscal Year 2007.

FINANCING

The Board's current annual budget is slightly more than $4 million. There are five sources of financing, all of which are funded through fees established by the Board for licensing, examinations, firm registrations, license renewals, and miscellaneous fees. The annual renewal fee for license holders accounts for approximately two-thirds of the agency's revenues and has been set at $35 since FY 2004. A strong focus on fiscal responsibility and cost control has allowed the Board to keep the renewal fee stable. License holders that are not exempted by law also pay an additional $200 professional fee per renewal that is a pass-through to the state's general revenue fund. The $200 fee increase generates approximately $6.4 million per year for the General Revenue Fund. As part of SDSI, the Board is completely funded by fees collected. In addition to the $200 professional fees collected, SDSI participation requires the Board to annually contribute over $370,000 to the general revenue fund. Texas' total renewal fee is the highest in the nation; however, without the $200 professional fee, it is one of the lowest of the state licensing boards for engineers.

The general health of the economy is the primary variable for the number of licensees. The current $200 increase to the annual renewal fee (for a total renewal fee of $235) continues to be a hardship for unemployed engineers who have reduced or no income. Many license holders have been unable to pay the fee and have difficulty in finding other engineering employment while their license is expired. Disabled engineers were given an exemption from the $200 fee increase by the Legislature at the beginning of fiscal year 1998. The "Inactive" status allows license holders that do not offer engineering services to the public, stamp documents, or receive remuneration for engineering work to remain licensed at a reduced fee and has helped to maintain the number of professional engineers.

SERVICE DEMOGRAPHICS

Changes in the rate of engineering licensure have historically been affected by economic factors such as "right-sizing," high-tech start-ups or layoffs, petroleum prices, real estate development, and infrastructure investment. The change in the rate of licensure usually

lags the controlling condition by about a year. The overall rate of licensure has remained fairly constant over the history of the Board.

The Board licenses qualified individuals in 26 different disciplines, with Civil, Mechanical, Electrical, and Structural engineering representing over 79% of the total population. To qualify for licensure as a professional engineer, an individual must have graduated from a curriculum in engineering or a closely related science such as physics, mathematics, chemistry, or computer science. Depending on educational qualifications, each applicant must demonstrate a minimum of four years of creditable engineering experience in active practice. Most applicants must also pass specialized national examinations in the fundamental principles of engineering and a specialized exam in their area of expertise. Applicant ages range from the mid 20's to the 60's and 70's for those who are beginning second careers. Individuals licensed in other jurisdictions can apply for licensure in Texas and are fairly evenly distributed in age.

Until the early 1970's, the engineering profession was almost completely dominated by white males. While the trend is slowly reversing in engineering schools with an emphasis on women in engineering, the demographics of licensing will probably remain relatively unchanged in the near future.

TECHNOLOGY INNOVATIONS

Although the agency has a relatively small IT department, all programming, database administration, email maintenance, and desktop services are handled by the internal staff. The Board continues to use technology as a tool to offer better customer service while keeping expenses to a minimum.

The Board's SDSI status has allowed the IT staff to purchase upgrades as necessary and utilize industry standard technology solutions. Agency purchasers utilize DIRs "Go Direct" bulk purchasing discounts and approved technology vendors. Technology projects utilize the DIR Project Delivery Framework for documentation and are achieving the maximum return on investment while minimizing risk.

The agency utilizes industry standard database systems with custom applications. The staff programmer that modifies the applications is familiar with the agency business processes and is ingrained with the staff as they use these applications to meet their business needs.

These applications, outlined below, are written in standard programming languages such as Microsoft Access and Visual Basic for internal applications and Microsoft ASP for Internet applications. This software does not require expensive software license agreements or vendor maintenance contracts.

TIDE (Texas Informational Database of Engineers)
TIDE is the agency's custom database and information management system. This system has been used to improve agency processes and increase efficiency by making data more accessible. This application is integrated with other desktop systems such as Microsoft Word and Excel which reduces time-consuming duplicate data entry.

ECHO (Engineers Cash Handling Online)
ECHO is an online system that allows license holders to update and modify their personal information and to record continuing education hours. It also allows license holders to pay their license renewal with their credit card. The system has been live since November 21, 2005. Approximately 50% of all P.E. license renewals are now processed through this system. As transaction fees were eliminated on 1/1/08, usage is expected to expand as more individuals use the system.

A new component of ECHO which allows engineering firms to renew their registration and update their information was added in November 2006. Approximately 30% of all engineering firm renewals are processed in this system.

As the system goes forward, feedback from the engineering community is being used to improve the system. The usage rate has been consistent with the predicted models, and the agency continues to encourage usage through outreach activities and marketing materials such as email reminders, newsletter notices and flyers. Another marketing tool which is being developed is a flash-animated demo illustrating how to use the system.

Document Imaging
The agency has eliminated all microfilm imaging and has moved to a completely digital document storage process in order to allow the staff more efficient retrieval of documents, the ability to email documents, and more efficient disaster recovery methods. To date, all enforcement case documents have been imaged as well as licensing applications and firm registration documents from 2001 forward. The agency will continue to image all new documents and is planning on incorporating new document types into the system.

Web site Improvements
The agency Web site is highly utilized by the engineering public for information gathering and online transactions.

Applicants entering the licensure process can obtain all their forms online and keep abreast of the latest law and rule documents. For every exam registration cycle, over 95% of the registrations are conducted online. Grades are also posted online through a secure login retrieval method.

Board members utilize the Web site to download agendas and review meeting minutes. The staff recently began video recording the quarterly Board meetings which are now

posted for the general public in a compressed flash format. This format uses a free, readily-available viewer with small file sizes to accommodate any type of internet connection. The meetings are also spliced into easily viewed pieces according to the agenda to enable ease of viewing.

The enforcement complaint process is outlined with forms available to aid anyone who has concerns for the health, safety, or welfare of the public. The Policy Advisory Opinion process is outlined and any advisory opinions can be monitored for their progression and responses from the public.

Internal improvements include an agency Wiki, which allows staff to create, edit, and share internal documents online. This Wiki was recently implemented as an improved method of Intranet as it not only provides information to agency staff, it also tracks who makes the changes, when documents were changed, and allows for documents to be reverted to a previous version if desired.

A majority of communication with license holders, applicants, and examinees is done electronically via email. To date, 87% of all licensed engineers can be communicated with via email. This number is growing daily with continued use of online systems such as ECHO which require an email address to login to the system.

Information Security

The security of our customers' data is vital, and all data is encrypted and backed up daily on an offsite server. Advanced spam filtering has been implemented to enable each user can monitor their own email and train the spam filter by moving mail to a public folder where the spam server learns what is considered spam and what is considered safe. Virus protection is provided at the server level with daily scans of each workstation in case of accidental infection. Users are not allowed to install any non-approved programs and are monitored to prevent excessive use of agency bandwidth or resources for personal use and any substantial waste of agency resources. Any transfer of confidential information is encrypted to ensure maximum security. Web databases do not contain credit card information or complete social security numbers. This precaution ensures that if all other security measures were compromised, the data obtained would not be usable.

SIGNIFICANT ISSUES

The Board has identified the following issues that significantly impact the Board's operations and the regulated community:

Self-Directed Semi-Independent Project

The passage of Senate Bill 1438 (76th Legislature, 1999), authorized the Board and two other state agencies with exemplary performance to participate in the Self-Directed Semi-Independent (SDSI) Project Agency Act. This program is not subject to the appropriation process and allows the project agencies to exercise greater autonomy

over fiscal operations. Originally implemented for a two-year period, the SDSI program has been extended until September 1, 2013, with the passage of House Bill 3249 (80th Legislature, Regular Session, 2007).

Since September 2001, this program has saved state resources by not having to submit certain reports that were originally designed to monitor larger state agencies. We have identified quality service and fiscal responsibility as our top priorities under the SDSI status. This approach establishes that the agency will be successfully run with a strong focus on responsive services, responsible spending, and efficient operations in the achievement of the agency's mission objectives and financial commitments.

The Board has also taken this opportunity to creatively pursue innovative technologies, such as online processes and file imaging, to provide more efficient and effective services to the public. At the same time, we are using the fiscal flexibility to strengthen our Compliance and Enforcement efforts. The Board believes the SDSI program is an innovative idea in state government management. It prioritizes state resources, yet continues to provide accountability.

In summary, SDSI benefits to the State are realized as follows:

- SDSI agencies allow state government to run like a business and enhance efficiencies and deliverables.
- SDSI agencies get no appropriations from the Legislature and are self-funded.
- SDSI agencies provide significant monetary contributions to the state. The Board of Engineers contributed almost seven million dollars to the General Revenue Fund in fiscal year 2005 from its licensees.
- SDSI agencies have repaid the program's seed money in full.
- SDSI agencies fund their own employee and retiree insurance matching costs, workman's compensation and Federal Insurance Contributions Act costs.
- The Texas Board of Professional Engineers also funds its building maintenance, operation, and insurance costs.
- SDSI agencies provide quarterly progress reports to the Legislature.
- SDSI agencies pay their own fees for State Auditor and Attorney General services.
- SDSI agencies do not require oversight from the Legislative Budget Board.

Joint Advisory Committee (JAC)

SB277 (78th Regular Session, 2003) created a Joint Advisory Committee (JAC) on the Practice of Engineering and Architecture (see Texas Engineering Practice Act §1001.216.) The JAC originally had a term of four years, but this was extended to 2011 through rulemaking by both the TBPE and the Texas Board of Architectural Examiners (TBAE). This committee is composed of Board members from both TBPE and TBAE and

is to meet at least twice per year to discuss issues relating to both Boards and overlapping areas of practice. The committee is currently working to resolve issues relating to the overlap of the practice of engineering and architecture, such as comprehensive building design and enforcement cases concerning design professionals.

International Licensure

In 2002, the Board entered into an agreement with Canada and Mexico, through the North American Free Trade Agreement (NAFTA) to facilitate licensure of engineers across borders. Texas is the only state that has entered into such an agreement. As of 2008, the Board is reviewing this agreement with Engineers Canada, with the possibility of revising the requirements for cross licensure of engineers.

Based on the Texas' Board's experience in international licensure, Engineers Australia, the engineering licensing body of Australia, approached the Board in 2007 to request consideration of a cross licensure agreement. This agreement would be based on the Australia – U.S. Free Trade Agreement (AUSFTA). Using other international engineering agreements – the Engineers Mobility Forum (EMF) and Asia Pacific Economic Cooperation (APEC) – and the Washington Accord as a basis, the Board has developed a Mutual Recognition Agreement with Engineers Australia concerning engineering licensure.

NCEES

The Texas Board is a member of the National Council of Examiners for Engineering and Surveying (NCEES). This organization comprises engineering and surveying boards from all U.S. states and territories, and is in charge of developing and administering all engineering exams. The council also provides a forum to discuss important engineering licensure issues.

The Board has taken a leadership role in the organization, with the election of Board member Govind Nadkarni, P.E., to the position of Southern Zone Vice President. In addition, several emeritus board members, board members, and members of staff have been appointed to various committees and task forces within NCEES. In this way, the Texas Board intends to continue leading the way on national engineering issues.

Software Engineering

The agency, in conjunction with the Industry Advisory Committee, has formed a Software Engineering Task Force to develop procedures, guidance, and facilitate the development of an examination for licensure of software engineers. This task force has combined with other like-minded organizations to form the Software Engineering Licensure Consortium (SELC) to facilitate this process. The SELC comprised representatives from the National Society of Professional Engineers (NSPE), IEEE, and NCEES.

Outreach

After the implementation of continuing education requirements for all professional engineers, the Board began to increase its focus on outreach and communications with professional engineers and engineering organizations. During the last biennium, the agency has seen an increase in requests for outreach visits, and the during FY 2007 Board members and staff made presentations at over 100 events state-wide and met with over 6,000 individuals.

In addition to presenting to professionals, the Board has made outreach to schools and universities a priority. Board members and staff have participated in such events as Nation Engineering Week (E-Week) and Introduce a Girl to Engineering, speaking with students and performing engineering demonstrations in schools.

Fees

Senate Bill 277 (78th Regular Session, 2003) removed the cap from individual administrative fees charged by the Board. The bill instead mandates that the Board establish fees in amounts that are reasonable and necessary to cover the costs of administering the different licenses, exams and other activities of the Board. Due to strict financial controls, responsible budget management, and a comprehensive planning process, the Board has not had to raise any fees for engineering licensure since 2004, while still meeting all budgetary and operating requirements. SDSI has allowed the board the flexibility to manage its own spending and revenue streams and still achieve an increase in value and services for the state

Online Functionality

The board has successfully implemented online exam registration, an online profile management system, and renewal payment systems for both professional engineers and registered engineering firms. These programs have improved the quality of service provided to the license holders and have also improved internal processes. Since both of these systems were developed in house using agency expertise, the projects were completed at a very low cost to the agency. The agency intends to extend its online programs to include online applications for engineers-in-training (EIT's), new firm registrations, and new engineer license applications. In addition, the agency has reviewed the information regarding ***The Texas Transformation*** and currently meets all state requirements regarding security, contracting, and shared resources.

Other Issues

The Board is constantly working to improve internal processes and customer service. A process improvement team has been developed to analyze and document internal processes, as well as recommend improvements based on Malcolm Baldrige quality criteria. The Board has developed a business plan that is separate from the Strategic Plan to assist in the short term planning and management of the agency. The business plan also includes detailed tracking of performance measures, which the Board reviews on a six-month basis.

OPPORTUNITIES FOR IMPROVEMENT

In addition to conducting its primary functions of Licensing, Compliance & Enforcement, and Administrative Services, the Board will continue to adopt practices that add value to its functions. These include:

- Continuing committees such as the Industry Advisory Committee, Education Advisory Committee, Joint Committee on Engineering and Geoscience, Joint Advisory Committee on the Practice of Engineering and Architecture, and a new committee on Government Advisory, to increase agency effectiveness and community awareness through stakeholder feedback and cooperative initiatives.
- Develop and utilize committees such as the Policy Advisory Opinion Committee and the Audit Committee to address internal and external issues concerning engineering and financial activities of the Board.
- Use auditing resources such as the State Auditor's Office, internal risk assessments, process improvement teams, and external reviews for streamlining and optimization of functions and operations of the Board.
- Be proactive with the industry community by participating in conferences, annual meetings and outreach programs.
- Continue to leverage IT resources to improve customer service, reduce costs, and protect technology and information assets.
- Continuing to review Board rules for clarity and consistency.
- Increase Board and staff involvement in NCEES committees through Emeritus Members, Board Members and staff participation.

GOALS, OBJECTIVES, AND STRATEGIES

STATEWIDE GOAL FOR REGULATORY AGENCIES

To ensure Texans are effectively and efficiently served by high-quality professionals and businesses by:

- Implementing clear standards;
- Ensuring compliance;
- Establishing market-based solutions; and
- Reducing the regulatory burden on people and business.

AGENCY GOALS

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

Objective A.1
Ensure that all individuals offering engineering services to the public become licensed, maintain a current license, and that applications for licensure are considered and acted on in a timely manner.

Strategy A.1.01
Provide licensing assistance, review and evaluate all applications for licensure, and license those individuals found to be qualified.

Strategy A.1.02
Provide engineering examinations required for licensure.

Strategy A.1.03
Maintain and provide timely information to license holders regarding the law and Board rules.

Strategy A.1.04
Provide an effective licensing renewal process.

Strategy A.1.05
Provide outreach to encourage licensure.

Objective A.2
Ensure that all firms offering engineering services to the public become registered, maintain a current registration, and that applications for registration are considered and acted on in a timely manner.

Strategy A.2.01
Provide registration assistance, review and evaluate all applications for registration, and register those firms found to be qualified.

Strategy A.2.02
Maintain and provide timely information to firms regarding the law and Board rules.

Strategy A.2.03
Provide an effective firm renewal process.

TBPE Goal B
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.

Objective B.1
Ensure fair and due process for all reported violations of the Texas Engineering Practice Act and Board rules.

Strategy B.1.01
Investigate and reach final resolution of reported violations of the Texas Engineering Practice Act and Board rules in a timely and consistent manner.

Objective B.2
Promote ethical and professional behavior of licensed professional engineers.

Strategy B.2.01
Provide outreach to ensure ethical and professional behavior.

Strategy B.2.02
Maintain and provide timely information to license holders regarding the law and Board rules.

TBPE Goal C
We will manage agency resources in the most effective and efficient manner possible in order to produce the highest possible level of service and benefit to our stakeholders and the citizens of the State of Texas.

Objective C.1
Ensure that agency processes and procedures are improved and resources and technology are effectively utilized to achieve greater efficiency.

Strategy C.1.01
Review, improve, and document processes and procedures in all areas of agency activities.

Strategy C.1.02
Utilize technology to improve internal and external processes.

Objective C.2
To ensure that agency is adequately staffed, trained, and managed to set a standard of excellence in customer service.

Strategy C.2.01
Train staff in customer service and other areas of professional competency.

Strategy C.2.02
Conduct customer service surveys and address issues based on customer input.

TBPE Goal D (Required)
Establish and implement policies governing purchasing and public works contracting which foster meaningful and substantive inclusion of historically underutilized businesses (HUBs).

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

Strategy D.1.01
Develop and implement a plan for increasing the use of HUBs through contracts and subcontracts.

PERFORMANCE BENCHMARKING

As a part of its standard management operation, managers at the agency maintain statistical information that serves as "internal performance benchmarks" to be used in forecasting resource allocation and assessment of effective performance. These performance measures and benchmarks were revised in 2004 and 2006 and are tracked on a regular basis to measure progress and note areas of improvement.

Outcome Measures:

1. Percent of Licensees with No Reported Violations.
2. Recidivism Rate of Those Receiving Disciplinary Action.
3. Percent of Complaints Resulting in Disciplinary Action.
4. Percent of Total Cases Opened from the Public.
5. Percentage of Total Dollar Value of Purchasing and Public Works Contracts and Subcontracts Awarded to Hubs.
6. Percentage Rating for Customer Service / Satisfaction.
7. Number of Cases of Unlicensed Practice.

Output Measures:

1. Number of New Licenses Issued to Individuals.
2. Number of New Firm Registrations.
3. Number of Individuals Examined (By Exam Type).
4. Number of Licenses Renewed (Individuals).
5. Number of Registrations Renewed (Firms).
6. Number of Complaints Resolved (Internal and External).
7. Number of Disciplinary Actions Taken.
8. Number of HUB Contracts and Subcontracts Awarded.
9. Dollar Value Of HUB Contracts and Subcontracts Awarded.
10. Number of Policy Advisory Opinion Requests Issued.
11. Number of Outreach Events.
12. Number of Attendees for Outreach Events.
13. Open Records Requests Processed.
14. Number of Website Hits / Downloads (Select Pages).
15. Number of Staff Training Events.

Efficiency Measures:

1. Average Licensing Cost Per Individual License Issued.
2. Average Licensing Cost Per Individual License Renewed.
3. Average Licensing Cost Per Firm Registration Issued.
4. Average Licensing Cost Per Firm Registration Renewed.
5. Average Cost Per Exam Registration.
6. Average Cost Per Complaint Resolved (By Type).
7. Average Processing Time Per New Individual Licenses Issued (By Type).
8. Percentage of Exams Registered On-Line.

9. Percentage of Individual License Renewals Handled Through Lockbox.
10. Percentage of Individual License Renewals Handled On-Line.
11. Average Time for Complaint Resolution.
12. Number of Continuing Education Audits.

Explanatory Measures:

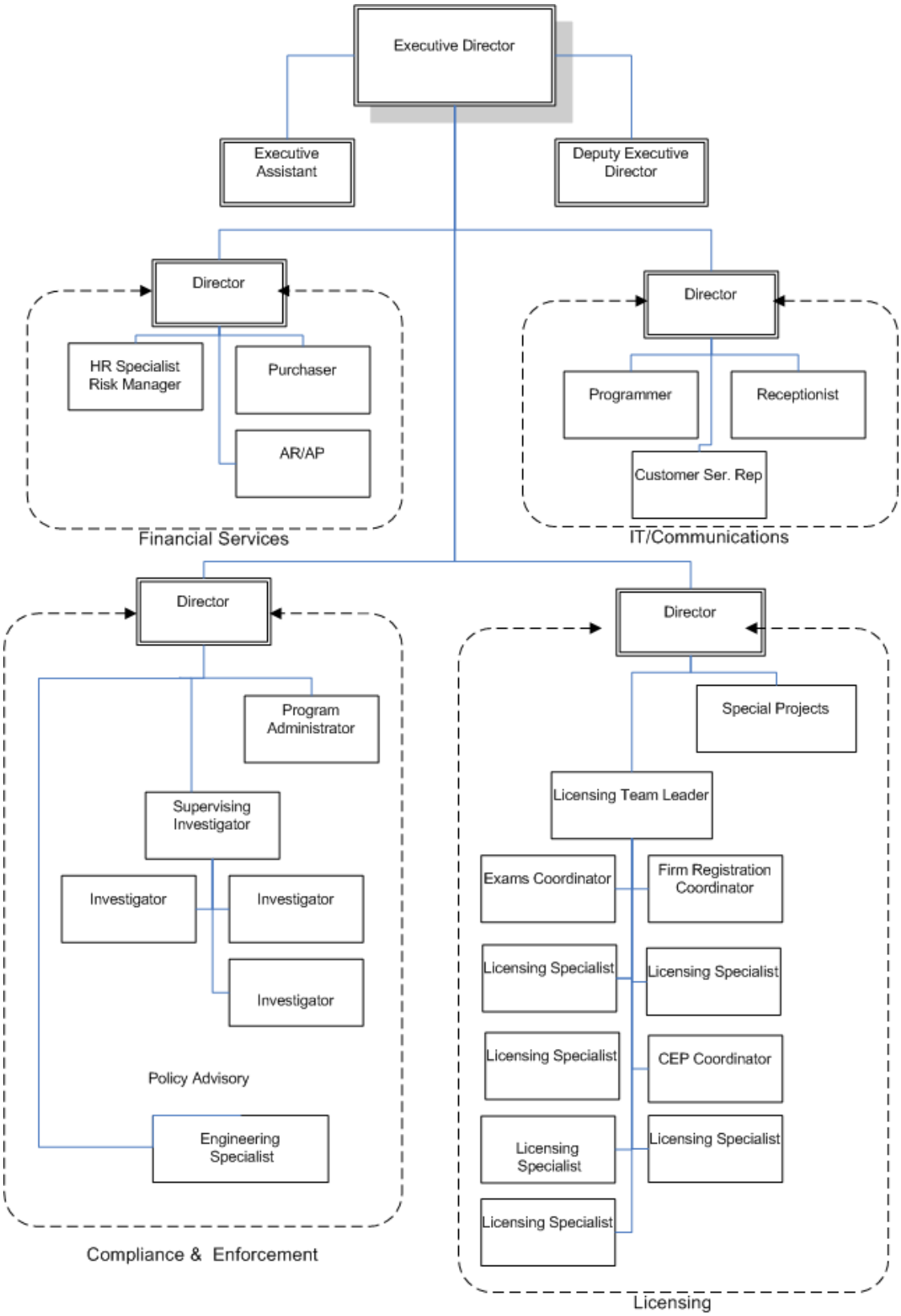
1. Total Number of Individuals Licensed.
2. Total Number of Firms Registered.
3. Exam Pass Rate.
4. Number of Jurisdictional Complaints Received.

APPENDIX A - PLANNING PROCESS

The Strategic Plan was based on an assessment of the agency's prior achievements, previous and current licensing trends, legislative mandates, SDSI issues, and current Board initiatives.

The Strategic Plan was developed with input from staff and Board members. Using the previous Strategic Plan as a starting point, each section was reviewed and updated to include new mandates, projects, initiatives and relevant data. Executive staff met several times to review and discuss projects and plans for the future as well as reviewing and revising the goals and performance measures for the agency.

APPENDIX B– ORGANIZATIONAL CHART



APPENDIX C – FIVE YEAR PROJECTION OF OUTCOMES

All performance measures and benchmarks were revised in 2006 and are tracked internally to measure progress and note areas of improvement. These metrics are reviewed every six months as part of the agency Business Planning process. New baseline values will be calculated and a Projection of Outcomes included in a future revision of the Strategic Plan.

APPENDIX D – LIST OF MEASURE DEFINITIONS

Outcome Measures

1. Percent of Licensees with No Reported Violations

Definition

(Outcome Measure) The percent of the total number of licensed individuals at the end of the reporting period who have not incurred a violation within the current and preceding two years (three-year total).

Purpose/Importance

Licensing individuals helps ensure that practitioners meet legal standards for professional education and practice, which is the agency's primary goal. This measure is important because it indicates how effectively the agency's licensing activities deter violations of professional standards established by statute and Board rules.

Owner

The Compliance & Enforcement Division is responsible for collecting and calculating the data.

Source/Collection of Data

The information is a custom report run by the IT department and derived from the TIDE database. IT will determine the number of cases closed in the last three years.

Method of Calculation

This measure is a percentage calculation based on the total number of individuals currently licensed by the agency who have not incurred a violation within the current and preceding two years divided by the total number of individuals currently licensed by the agency. The numerator for this measure is calculated by subtracting the total number of licensees with violations during the three-year period from the total number of licensees at the end of the reporting period. This measure is reported as a snapshot on the day the report is run.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than Target

2. Recidivism Rate for Those Receiving Disciplinary Action

Definition

(Outcome Measure) The number of repeat offenders at the end of the reporting period as a percentage of all offenders during the most recent three-year period.

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. It is also tied to appropriate sanctions and outreach efforts.

Owner

The Compliance & Enforcement Division is responsible for maintaining the data.

Source/Collection of Data

The information is a custom report run by the IT department and derived from the TIDE database. IT will determined the number of license holders that have 2 or more violations within the past 3 years.

Method of Calculation

This measure is reported in two ways: 1. A percentage calculated by dividing the number of individuals against whom two or more disciplinary actions were taken by the Board within the current and preceding two years by the total number of individuals receiving disciplinary actions within the current and preceding two years. 2. A percentage calculated by dividing the number of individuals against whom two or more cases were closed by the Board within the current and preceding two years by the total number of individuals with cases closed within the current and preceding two years.

For both measures, years are calculated as calendar years prior to the date the report is run.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than Target

3. Percent of Complaints Resulting in Disciplinary Action

Definition

(Outcome Measure) Percent of complaints that were resolved during the reporting period that resulted in disciplinary action.

Purpose/Importance

The measure is intended to show the extent to which the agency exercises its disciplinary authority in proportion to the number of complaints received. 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.

Owner

The Compliance & Enforcement Division is responsible for maintaining the data and calculating this measure.

Source/Collection of Data

Disciplinary Action information is derived from the TIDE database: Use the REPORT function and select the "Enforcement" report type. Select the "Complaint Report" report and run the report with the appropriate date range. Data is collected on a month-by-month basis. However, since

cases are only officially closed and logged in months in a which a Board meeting is held, data is customarily only reported for those months (other months will be 0).

Method of Calculation

This performance measure is a compilation of the number of cases resulting in disciplinary actions and the number of cases closed. Note that this is not the same as total number of disciplinary actions. A given case may have multiple disciplinary actions.

Divide the total number of complaints resolved during the reporting period that resulted in disciplinary action divided by the total number of complaints resolved during the reporting period. The total number of complaints resolved is collected as a separate performance measure: Number of Complaints Resolved (Internal and External). Disciplinary action includes agreed orders, reprimands, suspensions, revocations, restitution and/or fines on which the Board has acted.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than Target

4. Percent of Total Cases Opened From the Public

Definition

(Outcome Measure) The total number of enforcement cases opened as a result of a public complaint.

Purpose/Importance

This measure indicates the number of cases opened as a result of public complaints and assists the agency in determining the workload.

Owner

The Compliance & Enforcement Division is responsible for maintaining the data and calculating this measure.

Source/Collection of Data

The data is derived from the TIDE database: Use the REPORT function and select the "Enforcement" report type. Select the "Complaint Report" report and run the report with appropriate date range. Data is collected on a month-by-month basis.

Method of Calculation

This measure is a percentage of the total number of cases opened as a result of a complaint from the public. This measure is calculated by dividing the number of cases opened as a result of a complaint from the public by the total number of cases opened.

Data Limitations: None

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

5. 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).

Owner

The Finance Division is responsible for maintaining this data.

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. Two versions of this measure are calculated and reported: (1) includes the total dollar amount of ALL contracts, and (2) includes the total dollar amount of all contracts minus the NCEES/ELSES contracts. This provides a comparison of our actual local HUB usage.

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

Calculation Type: Non-Cumulative

New Measure: No

Desired Performance: Higher than Target

6. Percent 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.

Owner

The Executive Division, in conjunction with the IT/Communications Division, is responsible for collecting and calculating this data.

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 license holders 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

Desired Performance: Higher than Target

7. Number of Cases of Unlicensed Practice

Definition

(Outcome Measure) The number of enforcement cases opened due to the unlicensed practice of engineering.

Purpose/Importance

It is critical that all individuals that offer engineering services to the public are licensed with the Board. This measure is an indicator of the degree of unlicensed practice.

Owner

The Compliance & Enforcement Division is responsible for maintaining the data and calculating this measure.

Source/Collection of Data

The information is derived from the TIDE database: Use the REPORT function and select the "Enforcement" report type. Select the "Complaint Report" report and run the report with the appropriate date range. Data is collected on a month-by-month basis.

Method of Calculation

This measure counts the total number of cases closed per reporting period indicating a violation for unlicensed practice of engineering (B-cases).

Data Limitations: The agency has no control over the complaints filed.

Calculation Type: Cumulative

New Measure: No (Created 2006)

Desired Performance: Lower than Target

Output Measures

1. Number of New Licenses Issued to Individuals

Definition

(Output Measure) The number of licenses issued to previously unlicensed individuals during the reporting period.

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.

Owner

The Licensing Division is responsible for maintaining the data in the licensing database.

Source/Collection of Data

The information is derived from TIDE database: Use the REPORT function and select the "Executive" report type. Select the "Approved For Licensure" report and run the report with appropriate date range. Data is collected on a month-by-month basis. Data is consolidated into 6-month divisions for reporting.

Method of Calculation

This measure counts the total number of new licenses issued to individuals previously unlicensed in Texas 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: The agency has no control over the number of new applications submitted or the number of individuals who successfully complete the examination requirements.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

2. Number of New Firm Registrations

Definition

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

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 unregistered 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.

Owner

The Licensing Division is responsible for maintaining the data in the licensing database.

Source/Collection of Data

The information is derived from TIDE database: Use the REPORT function and select the "Executive" report type. Select the "Approved For Licensure" report and run the report with appropriate date range. Data is collected on a month-by-month basis.

Method of Calculation

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

Data Limitations: The agency has no control over the number of new applications submitted or the number of firms that successfully complete the registration requirements.

Calculation Type: Cumulative

New Measure: No (Created 2005)

Desired Performance: Higher than Target

3. Number of Individuals Examined

Definition

(Output Measure) The number of individuals to whom examinations were administered during the reporting period.

Purpose/Importance

The measure reflects the number of individuals examined which is a primary step in licensing the individual and represents a major cost element for the agency. Examination purchase, grading, and notification costs are directly related to this measure.

Owner

The Licensing Division is responsible for maintaining the data in the database.

Source/Collection of Data

The information is derived from the TIDE database: This data is currently retrieved from Flex Reports #2 and #5. These are custom reports that will need to be modified for each exam period. (See Figure 1 and Figure 2). Input the date of the exam as "Filter 1", exam type (FE or PE) in "Filter 2", and "passfail_desc" in the "Group By 1" field. 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

The total unduplicated number of individuals examined by the agency at the end of the reporting period. The number of examinees for the Fundamentals of Engineering and the Principles and Practice of Engineering examinations is reported separately. 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.

Data Limitations: The national examinations are only offered twice a year and the agency has no control over the number of examinations scheduled or individuals examined.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

4. Number of Licenses Renewed (Individuals)

Definition

(Output Measure) The number of licensed individuals who held licenses previously and renewed their license during the reporting period.

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 track the number of individuals renewing their license during the reporting period.

Owner

The Licensing Division is responsible for maintaining the data in the database.

Source/Collection of Data

The information is derived from a custom report run by the IT department. IT will determine the total number of license holders that have renewed within the reporting period. IT will report the data by renewal type, including paper renewals and online renewals. Data is collected on a month-by-month basis and is reported by renewal period (quarterly).

Method of Calculation

The measure is a count of individual licenses renewed during the reporting period. This measure is a sum of license holders who have renewed by all methods, including paper renewals and online renewals. In addition, the three months per quarter will be summed to produce a final count of renewals.

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

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

5. Number of Registrations Renewed (Firms)

Definition

(Output Measure) The number of registered firms that were registered previously and renewed their registration during the reporting period.

Purpose/Importance

Firm registration renewal is intended to ensure that firms that want to continue to offer engineering services in Texas satisfy current legal standards established by statute and Board rules. This measure is intended to track the number of firms renewing their registration during the reporting period.

Owner

The Licensing Division is responsible for maintaining the data in the database.

Source/Collection of Data

The information is derived from a custom report run by the IT department. IT will determine the total number of license holders that have renewed within the reporting period. IT will report the data by renewal type, including paper renewals and online renewals. Data is collected on a month-by-month basis.

Method of Calculation

The measure is a sum of firm registrations renewed by all methods, including paper and online renewals.

Data Limitations: The agency has no control over the number of firms that do not renew their registration.

Calculation Type: Cumulative

New Measure: No (Created 2005)

Desired Performance: Higher than Target

6. Number of Complaints Resolved

Definition

(Output Measure) The total number of complaints resolved during the reporting period. This measure is reported as two values: Internal Complaints and External Complaints.

Purpose/Importance

The measure reflects the workload associated with resolving complaints.

Owner

The Compliance & Enforcement Division is responsible for maintaining the data.

Source/Collection of Data

The information is derived from the TIDE database: Use the REPORT function and select the "Enforcement" report type. Select the "Complaint Report" report and run the report with the appropriate date range. Data is collected on a month-by-month basis. Data is recorded for both internal and external cases.

Method of Calculation

A count of the total number of complaints during the reporting period upon which the Board took final action or for which a determination was made that a violation did not occur. Two separate values are calculated: (1) Complaints resolved that originated from an outside source, (2) Complaints resolved that originated internally by the agency.

Data Limitations: None

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

7. Number of Disciplinary Actions Taken

Definition

(Output Measure) The total number of disciplinary actions taken by the agency against licensees during the reporting period.

Purpose/Importance

The measure reflects the workload associated with the number of disciplinary actions taken by the Board against licensees. 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.

Owner

The Compliance & Enforcement Division is responsible for maintaining the data.

Source/Collection of Data

The information is derived from the TIDE database: Use the REPORT function and select the "Enforcement" report type. Select the "Disciplinary Action Summary" report and run the report with the appropriate date range. Data is collected on a month-by-month basis. However, since cases are only officially closed and logged in months in a which a Board meeting is held, data is customarily only reported for those months (other months will be 0).

Method of Calculation

A count of the total number of disciplinary actions issued by the agency against licensed individuals during the reporting period. Note that this measure is the number of disciplinary actions taken and is not the same as the number of cases closed with a disciplinary action. A single case may have multiple disciplinary actions.

Data Limitations: None

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

8. Number of HUB Contracts and Subcontract Awarded

Definition

(Output Measure) The number of Historically Underutilized Business (HUB) Contracts and Subcontracts awarded during the reporting period.

Purpose/Importance

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

Owner

The purchasing section of the Finance Division is responsible for maintaining this data.

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 a count of the total number of HUB Contracts and Subcontracts that are awarded during the reporting period.

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

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

9. Dollar Value of HUB Contracts and Subcontracts Awarded

Definition

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

Purpose/Importance

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

Owner

The Finance Division is responsible for maintaining this data.

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 a sum of the dollar amounts of the HUB Contracts and Subcontracts that are awarded during the reporting period. Two versions of this measure are calculated and reported: (1) includes the total dollar amount of ALL contracts, and (2) includes the total dollar amount of all contracts minus the NCEES/ELSES contracts. This provides a comparison of our actual local HUB usage.

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

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

10. Number of Policy Advisory Opinion Requests Completed

Definition

(Output Measure) The number of policy advisory opinions completed during the reporting period.

Purpose/Importance

By statute, policy advisory opinion requests must have a response within 180 days of receipt. This measure is indicative of the workload and performance of the Policy Advisory Opinion team and the Compliance & Enforcement Division.

Owner

The Compliance & Enforcement Division is responsible for maintaining the data in the tracking system.

Source/Collection of Data

Data concerning policy advisory opinions is gathered from the Policy Advisory Tracking System. Data is reported on a fiscal year basis. Both the number of Policy Advisory Opinions requested and the number completed in a given fiscal year are reported.

Method of Calculation

This measure counts the number of policy advisory opinions completed and issued within the reporting period. This count can include policy advisory opinions that are complete and only pending the final board meeting approval as board meetings are quarterly and are not included in the 180-day requirement.

Data Limitations: The Board has limited control of the number of policy advisory opinions requested.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

11. Number of Outreach Events

Definition

(Output Measure) Total number of outreach events that staff presents during the reporting period.

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. Outreach presentations are an important part of this communication effort.

Owner

The Executive Division is responsible for this measure.

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 quarterly basis.

Method of Calculation

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

Data Limitations: The agency has limited control over the number of outreach requests.

Calculation Type: Cumulative

New Measure: No (Created 2006)

Desired Performance: Higher than Target

12. Number of Attendees for Outreach Events

Definition

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

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. Outreach presentations are an important part of this communication effort.

Owner

The Executive Division is responsible for this measure.

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 quarterly basis.

Method of Calculation

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

Data Limitations: The agency has no control over the attendance at outreach events.

Calculation Type: Cumulative

New Measure: No (Created 2006)

Desired Performance: Higher than Target

13. Open Records Requests Processed

Definition

(Output Measure) Total number of open records requests processed during the reporting period.

Purpose/Importance

The agency is required to comply with the Public Information Act and open government standards.

Owner

The Compliance & Enforcement Division is responsible for this measure.

Source/Collection of Data

Data concerning open records requests is collected by the Public Information Officer. Data is reported on a month-by-month basis.

Method of Calculation

This measure counts the number of open records requests received during the reporting period.

Data Limitations: The agency has no control over the number of requests.

Calculation Type: Cumulative

New Measure: No (Created 2006)

Desired Performance: Higher than Target

14. Number of Website Hits/Downloads

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.

Owner

The IT/Communications Division is responsible for this measure.

Source/Collection of Data

This information is collected from website statistics tracking software provided through the agency internet service provider. Data is recorded on a month-by-month basis.

Method of Calculation

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

- Index page
- PE Search
- Downloads
- CEP Info
- News
- Law & Rules (Sum of all available versions)

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

Calculation Type: Cumulative

New Measure: No (Created 2006)

Desired Performance: Higher than Target

15. Number of Staff Training Events:

Definition

(Output Measure) The total number of training events attended by staff members during the reporting period.

Purpose/Importance

Staff education, training, and continuous improvement are vital to having a high performance organization. Board rules provide for training opportunities for staff members and all directors encourage staff members to improve their professional skills.

Owner

The Finance Division is responsible for this measure.

Source/Collection of Data

This information is collected from Human Resources records. Training information is provided from division directors to the HR Coordinator. Data is reported on a quarterly basis.

Method of Calculation

This measure is a sum of all training events attended by all staff members during the reporting period.

Data Limitations: None

Calculation Type: Cumulative

New Measure: No (Created 2006)

Desired Performance: Higher than Target

Efficiency Measures

1. Average Licensing Cost per Individual License Issued

Definition

(Efficiency Measure) Total expenditures for licensing activities related to an 'idealized' individual licensure process.

Purpose/Importance

This measure is intended to show how cost-effectively the agency processes new license applications for individuals.

Owner

The Licensing Division is responsible for this calculating and reporting this measure.

Source/Collection of Data

The Licensing Division determines the process steps, and the Finance Division is responsible for the data related to salaries and other costs. This data does not change on a very frequent basis; therefore a periodic review of the process for correctness and an update for average salary is necessary every 6 months. Data is reported as a comparison vs. previous years.

Method of Calculation

This measure is calculated based on an 'ideal' licensing application process. All processing steps are listed, along with the personnel performing the task, and the the amount of time it takes to complete the task. Cost data is then applied to determine a final cost per application.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than Target

2. Average Licensing Cost Per Individual License Renewed

Definition

(Efficiency Measure) Total expenditures for licensing activities related to an 'idealized' individual license renewal process.

Purpose/Importance

This measure is intended to show how cost-effectively the agency processes license renewals for individuals.

Owner

The Licensing Division is responsible for this calculating and reporting this measure.

Source/Collection of Data

The Licensing Division determines the process steps, and the Finance Division is responsible for the data related to salaries and other costs. This data does not change on a very frequent basis; therefore a periodic review of the process for correctness and an update for average salary is necessary every 6 months. Data is reported as a comparison vs. previous years.

Method of Calculation

This measure is calculated based on an 'ideal' licensing renewal process. All processing steps are listed, along with the personnel performing the task, and the the amount of time it takes to complete the task. Cost data is then applied to determine a final cost per renewal.

Data Limitations: None

Calculation Type: Non-Cumulative

New Measure: No

Desired Performance: Lower than Target

3. Average Licensing Cost Per Firm Registration Issued

Definition

(Efficiency Measure) Total expenditures for licensing activities related to an 'idealized' new firm registration process.

Purpose/Importance

This measure is intended to show how cost-effectively the agency processes new firm registration applications.

Owner

The Licensing Division is responsible for this calculating and reporting this measure.

Source/Collection of Data

The Licensing Division determines the process steps, and the Finance Division is responsible for the data related to salaries and other costs. This data does not change on a very frequent basis; therefore a periodic review of the process for correctness and an update for average salary is necessary every 6 months. Data is reported as a comparison vs. previous years.

Method of Calculation

This measure is calculated based on an 'ideal' firm application process. All processing steps are listed, along with the personnel performing the task, and the the amount of time it takes to complete the task. Cost data is then applied to determine a final cost per application.

Data Limitations: None

Calculation Type: Non-Cumulative

New Measure: No (Created 2005)

Desired Performance: Lower than Target

4. Average Licensing Cost Per Firm Registration Renewed

Definition

(Efficiency Measure) Total expenditures for licensing activities related to an 'idealized' firm registration renewal process.

Purpose/Importance

This measure is intended to show how cost-effectively the agency processes firm registration renewals.

Owner

The Licensing Division is responsible for this calculating and reporting this measure.

Source/Collection of Data

The Licensing Division determines the process steps, and the Finance Division is responsible for the data related to salaries and other costs. This data does not change on a very frequent basis; therefore a periodic review of the process for correctness and an update for average salary is necessary every 6 months. Data is reported as a comparison vs. previous years.

Method of Calculation

This measure is calculated based on an 'ideal' firm renewal process. All processing steps are listed, along with the personnel performing the task, and the the amount of time it takes to complete the task. Cost data is then applied to determine a final cost per renewal.

Data Limitations: None

Calculation Type: Non-Cumulative

New Measure: No (Created 2005)

Desired Performance: Lower than Target

5. Average Cost per Exam Registration

Definition

(Efficiency Measure) Total expenditures for licensing activities related to an 'idealized' examination registration process.

Purpose/Importance

The measure reflects the efficiency in costs to register examinees for the national examinations.

Owner

The Licensing Division is responsible for this calculating and reporting this measure.

Source/Collection of Data

The Licensing Division determines the process steps, and the Finance Division is responsible for the data related to salaries and other costs. This data does not change on a very frequent basis; therefore a periodic review of the process for correctness and an update for average salary is necessary every 6 months. Data is reported as a comparison vs. previous years.

Method of Calculation

This measure is calculated based on an 'ideal' exam registration process. All processing steps are listed, along with the personnel performing the task, and the the amount of time it takes to complete the task. Cost data is then applied to determine a final cost per exam registration.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than Target

6. Average Cost per Complaint Resolved

Definition

(Efficiency Measure) Total costs expended for the resolution of complaints during the reporting period divided by the total number of complaints resolved during the reporting period.

Purpose/Importance

The measure reflects the cost efficiency of the agency in resolving a complaint.

Owner

The Compliance & Enforcement Division is responsible for this calculating and reporting this measure.

Source/Collection of Data

The Compliance & Enforcement Division determines the process steps, and the Finance Division is responsible for providing the data related to salaries and other costs. This data does not change on a very frequent basis; therefore a periodic review of the process for correctness and an update for average salary is necessary every 6 months. Data is reported as a comparison vs. previous years.

Method of Calculation

This measure is calculated based on an 'ideal' investigation process. All processing steps are listed, along with the personnel performing the task, and the the amount of time it takes to complete the task. Cost data is then applied to determine a final cost per case.

Data Limitations: The average cost will be higher than targeted if fewer cases are closed than originally projected.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than Target

7. Average Cost Per Attendee for Outreach Activities

Definition

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

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. 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.

Owner

The Executive Division is responsible for this measure.

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 quarterly basis.

Method of Calculation

The total cost (including travel expenses, lodging, and other associated costs, but excluding staff salaries) for all outreach activities during the reporting period, divided by the number of attendees of all outreach activities during the reporting period.

Data Limitations: The average cost will vary according to distance traveled, the number of events, and event attendance.

Calculation Type: Non-cumulative

New Measure: No (Created 2006)

Desired Performance: Lower than Target

8. Average Processing Time per New Individual License Issued (by type)

Definition

(Efficiency Measure) The average processing time of initial individual license applications from the time the initial application is received until the date the application is sent to the Director of Licensing for review.

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.

Owner

The Licensing Division is responsible for maintaining the data in the database.

Source/Collection of Data

The information is derived from custom queries in the TIDE database (q_Internal_Processing and q_Internal_Processing_Waiver). This measure is reported on a month-by-month basis. Data

is collected for two groups: (1) Standard PE applications and comity or "No Exams" applications combined; and (2) Waiver applications (all types combined).

Method of Calculation

The percentage is calculated based on the date the status of the application is listed as received to the time it is sent to the Director of Licensing for technical review during the reporting period. This measure is calculated for each application type (Waiver, No Exams, PE Exam). Applications that take over 180 days are considered non-standard and are removed from the calculation to allow for determination of the processing time for a standard application.

Data Limitations: None

Calculation: Non-cumulative

New Measure: No

Desired Performance: Lower than Target

9. Percentage of Exams Registered On-Line

Definition

(Efficiency Measure) The number of examinations registered on-line compared to the total number of exam registrations during the reporting period.

Purpose/Importance

To increase productivity and improve customer service, the agency has implemented an on-line examination registration system. This measure is an indicator of the effectiveness of the system.

Owner

The It/Communication Division is responsible for calculating and reporting this measure.

Source/Collection of Data

There are two components to this measure: (1) the number registered online and (2) the total number registered for the exam.

The total number of examinees that registered for exams online is a custom report run by the IT department and derived from the TIDE database.

The total number of exam registrants is derived from the TIDE database: This data is currently retrieved from Flex Reports #2 and #5. These are custom reports that will need to be modified for each exam period. (See Figure 1 and Figure 2). Input the date of the exam as "Filter 1", exam type (FE or PE) in "Filter 2", and "passfail_desc" in the "Group By 1" field. This data is reported for a given exam period; so there are only two data points per year.

Method of Calculation

The percentage is calculated by dividing the number of exam registered online by the total number of exams registered.

Data Limitations: None

Calculation Type: Non-Cumulative

New Measure: No (Created 2005)

Desired Performance: Higher than Target

10. Percentage of Individual License Renewals Handled Through LockBox

Definition

(Efficiency Measure) The percent of individual license renewals processed through the Lockbox system during the reporting period.

Purpose/Importance

The Comptrollers Office provides the agency the option of processing individual license renewals through the off-site Lockbox system. When used, this service results in a savings in agency cost, manpower, and processing time over manually processing renewals in-house. However, due to the increase in online renewals, the agency has not used this system since January 2007. The agency will discontinue reporting of this measure at the end of FY 2008.

Owner

The IT/Communication Division is responsible for calculating and reporting this measure.

Source/Collection of Data

This measure consists of two components: (1) the number of license renewals handled through Lockbox is from a custom report run by the IT department and derived from the TIDE database, and (2) the total number of license renewals is from the performance measure Number of Licenses Renewed (Individuals). This number is reported on a month-by-month basis.

Method of Calculation

The total number of renewals processed through Lockbox is divided by the total number of individual licenses renewed during the reporting period.

Data Limitations: None

Calculation Type: Non-Cumulative

New Measure: No

Desired Performance: Higher than Target

11. Percentage of Individual License Renewals Handled On-Line

Definition

(Efficiency Measure) The percent of individual license renewals processed using the on-line renewal system (ECHO) during the reporting period.

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.

Owner

The IT/Communications Division is responsible for calculating and reporting this measure.

Source/Collection of Data

This measure consists of two components: (1) the number of license renewals handled through the ECHO online system is from a custom report run by the IT department and derived from the TIDE database, and (2) the total number of license renewals is from the performance measure Number of Licenses Renewed (Individuals). This number is reported on a month-by-month basis.

Method of Calculation

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

Data Limitations: The agency has no control over the renewal preferences of individual licensees.

Calculation Type: Non-Cumulative

New Measure: No (Created 2006)

Desired Performance: Higher than Target

12. Percentage of Firm Renewals Handled On-Line

Definition

(Efficiency Measure) The percent of firm registration renewals processed using the on-line renewal system (ECHO) during the reporting period.

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.

Owner

The IT/Communications Division is responsible for calculating and reporting this measure.

Source/Collection of Data

This measure consists of two components: (1) the number of firm renewals handled through the ECHO online system is from a custom report run by the IT department and derived from the TIDE database, and (2) the total number of firm renewals is from the performance measure Number of Registrations Renewed (Firms). This number is reported on a month-by-month basis.

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: The agency has no control over the renewal preferences of firms.

Calculation Type: Non-Cumulative

New Measure: No (Created 2006)

Desired Performance: Higher than Target

13. Average Time for Complaint Resolution

Definition

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

Purpose/Importance

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

Owner

The Compliance & Enforcement Division is responsible for maintaining and reporting this measure.

Source/Collection of Data

The information is derived from the TIDE database: Use REPORT function and select the "Enforcement" report type. Select the "Complaint Report" and run the report with the appropriate date range. Data is collected on a month-by-month basis.

Method of Calculation

The total number of calendar days per complaint resolved (summed for all complaints resolved during the reporting period) that lapsed from receipt of a request for agency intervention to the date upon which final action on the complaint was taken by the Board, divided by the number of complaints resolved during the reporting period.

Data Limitations: The board does not have control over the mix of case types.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than Target

14. Number of Continuing Education Audits

Definition

(Efficiency Measure) The number of audits performed by staff to verify continuing education documentation from license holders that have renewed during the reporting period.

Purpose/Importance

The Board is statutorily required to implement a continuing education program for all active license holders. Part of that requirement is a periodic audit of compliance with the continuing education requirements in terms of amount and quality of continuing education activities.

Owner

The Licensing Department is responsible for maintaining and reporting this measure.

Source/Collection of Data

Audit candidates are randomly selected from all license holders that renewed during the renewal period in question. Letters are sent requesting proof of completion of the continuing education requirements. Data concerning continuing education audits is collected by the continuing education coordinator. Data is reported on a per-renewal-period basis.

Method of Calculation

This measure is the count of all completed audits during the reporting period.

Data Limitations: None

Calculation Type: Cumulative

New Measure: No (Created 2005)

Desired Performance: Higher than Target

Explanatory Measures

1. Total Number of Individuals Licensed

Definition

(Explanatory Measure) Total number of individuals licensed at the start of the reporting period.

Purpose/Importance

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

Owner

The Licensing Division is responsible for maintaining this data and reporting this measure.

Source/Collection of Data

The information is derived from the TIDE database: Use the REPORT function and select the "Licensing" report type. Select the "Licensure Status Count Per Date" report and run the report using the first day of the month to be reported (example: For February 2006, use 2/1/2006). Data is collected on a month-by-month basis.

Method of Calculation

The total unduplicated number of individuals licensed at the start of the reporting period. 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: Cumulative

New Measure: No

Desired Performance: Higher than Target

2. Total Number of Firms Registered

Definition

(Explanatory Measure) Total number of firms registered at the start of the reporting period.

Purpose/Importance

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

Owner

The Licensing Division is responsible for maintaining the data and reporting this measure.

Source/Collection of Data

The information is derived from the TIDE database: Use the REPORT function and select the "Licensing" report type. Select the "Licensure Status Count Per Date" report and run the report using the first day of the month to be reported (example: For February 2006, use 2/1/2006). Data is collected on a month-by-month basis.

NOTE: Reporting of firm type changed on 1/1/2008. (Firms and Sole Practitioner definitions have changed.) This has retroactively affected historical data as calculated by TIDE. Therefore, all data starting with November 1, 2008, will be reported with the new criteria.

Method of Calculation

The total unduplicated number of firms registered at the start 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 (Created 2005)

Desired Performance: Higher than Target

3. Exam Pass Rate

Definition

(Explanatory Measure) The percent of individuals to whom examinations were administered during the reporting period who received a passing score.

Purpose/Importance

The measure reflects the rate at which examined passed the licensure examinations. This is an important step in the licensing process and a low pass rate may represent unnecessarily restrictive examinations or inadequate preparation by students or applicants.

Owner

The Licensing Division is responsible for maintaining the data and reporting this measure.

Source/Collection of Data

Examination data is provided in digital format by the National Council of Examiners for Engineering and Surveying and loaded into the TIDE database. This data is currently retrieved using Flex Reports #2 and #5. These are custom reports that will need to be modified for each exam period. (See Figure 1 and Figure 2). Input the date of the exam as "Filter 1", exam type (FE or PE) in "Filter 2", and "passfail_desc" in the "Group By 1" field. 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

The total number of individuals who passed an examination is divided by the total number of individuals examined. The number of examinees for the Fundamentals of Engineering and the Principles and Practice of Engineering examinations is reported separately. From the Flex Report, divide the number of examinees with the status "Pass" by the total number of examinees who took the exam (sum of those who have status of "Pass" and "Fail") to determine the percentage pass rate.

Data Limitations: The agency has no direct control over examinee grades.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than Target

4. Number of Jurisdictional Complaints Received

Definition

(Explanatory Measure) The total number of complaints received during the reporting period that are within the agency's jurisdiction of statutory responsibility.

Purpose/Importance

The measure indicates the number of jurisdictional complaints that assists the agency in determining the workload.

Owner

The Compliance & Enforcement Division is responsible for maintaining the data and reporting this measure.

Source/Collection of Data

The information is derived from the TIDE database: Use the REPORT function and select the "Enforcement" report type. Select the "Complaint Report" and run the report with the appropriate date range. Data is collected on a month-by-month basis.

Method of Calculation

The agency counts the total number of complaints received during the reporting period. The number of complaints that are not within the agency's jurisdiction are not included in the calculation.

Data Limitations: The agency has little control over the number of complaints filed.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

5. Number of Official Personnel Complaints

Definition

(Explanatory Measure) The total number of official personnel complaints received during the reporting period

Purpose/Importance

The measure indicates the total number of personnel complaints filed against the agency and represents a measure of the quality of the work environment at TBPE.

Owner

The Finance Division is responsible for this measure, and the HR representative collects and reports this measure.

Source/Collection of Data

The information is derived from HR records and from the Texas Workforce Commission. Data is reported on a fiscal year basis.

Method of Calculation

The agency counts the total number of official complaints filed with the Texas Workforce Commission during the reporting period.

Data Limitations: Complaints are filed independently by employees.

Calculation Type: Cumulative

New Measure: No (Created 2006)

Desired Performance: Lower than Target

APPENDIX E - WORKFORCE PLAN

FORWARD

The Texas Board of Professional Engineers (Board) Workforce Plan details Board efforts to regulate engineering services while striving to remain responsive to the licensing community it serves. The Workforce Plan forecasts goals and skills required to ensure that the agency is operating in accordance with its mission while upholding the standards required by the regulated license holders.

OVERVIEW

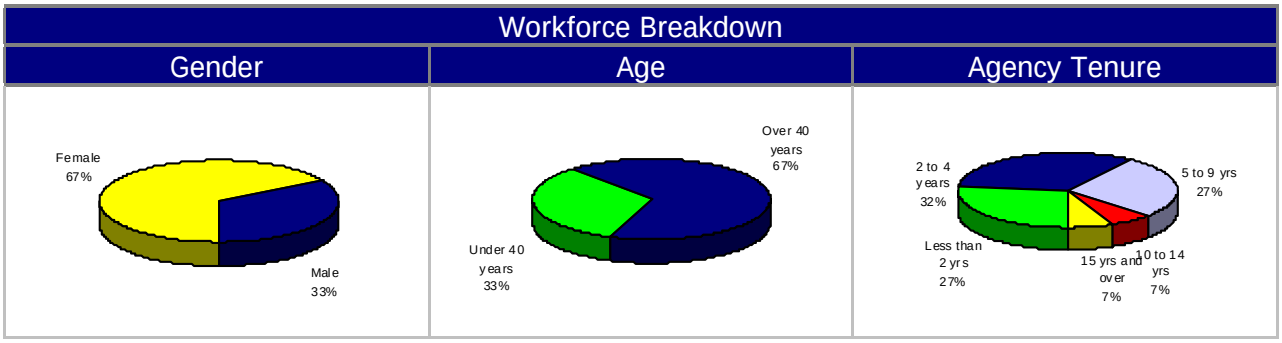
The small size of the agency requires it to work efficiently under the Self-Directed Semi-Independent (SDSI) Project Program and make it necessary that most staff members perform multiple job functions. The Board has high standards of performance and customer service that require the agency to maintain a highly skilled staff.

The knowledge, skills, and experience of our employees are vital to meet the goals and objectives of the Board. During the biennium, the Board has undergone a re-evaluation of resources and has made several changes to staff, including reorganizing the Licensing Division to optimize each position, and streamlining the Compliance & Enforcement Division's Policy Advisory function down to one engineer.

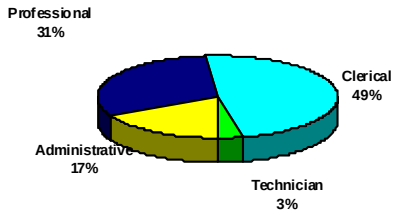
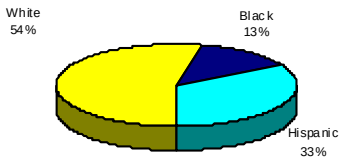
WORKFORCE DEMOGRAPHICS

Gender, Ethnicity, Age

The following charts profile the agency's workforce as of July 2008. The agency's workforce comprises 67% females and 33% males. 67% of the employees are over the age of 40. More than 60% of employees have less than five years agency service. This percentage is high enough to warrant strong training programs to ensure our employees get up to speed as quickly as possible.



The agency has 30 full-time employees, which includes one exempt position. Using EEO definitions, there are currently 5 officials and administrators, 9 professionals, 14 clerical employees, and 1 technician. Six 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 53.34% White, 33.33% Hispanic, and 13.33% Black.

TBPE Class Breakdown	TBPE Ethnicity Breakdown
	

Employee Turnover

Turnover is an important issue in any organization and the Board is no exception. Average tenure in the agency is just over 5 years. The average employee turnover rate for the past two years was 30%, due to several retirements as well as performance issues.

Retirement Eligibility

During the last two years, the Board lost three employees due to retirement. The agency estimates that the agency could lose one employee in the next five years due to retirement.

FUTURE WORKFORCE PROFILE

The ongoing changes in engineering practice, technology, and the economy mean TBPE will have to revise and adapt current processes to meet future challenges. As a result, these are the changes we anticipate in our workforce:

A. Critical Functions

- Expansion of Education and Community Outreach Functions;
- Administration of Policy Advisory section of Compliance & Enforcement;
- Administration of Continuing Education Program; and
- Manage and Maintain IT Initiatives In-house.

B. Expected Workforce Changes

- Increased Use of Technology to Revise and Streamline Work Processes; and
- Increased Employee Cross-Training in Functional Areas.

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

- Due to optimizations, the agency does not anticipate an increase in FTE Count;
- Flexibility from SDSI Program for Budget and Staffing Important; and
- Agency Needs to Review and Enhance Efficiencies.

D. Future Workforce Skills Needed

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

- Change management;
- Process analysis;
- Collaboration;
- Negotiation and facilitation;
- Project management;
- Performance management;
- Strategic planning; and
- Business process re-engineering.

APPENDIX F – SURVEY OF ORGANIZATIONAL EXCELLENCE

The agency participated in the 2007 Survey of Organizational Excellence. Based on the assessments, the staff indicated the following areas of interest:

Lowest Scores	Highest Scores
• Fair Pay	• Quality
• Internal Information	• Strategic Organization
• Team Effectiveness	• Burnout
• Supervisor Effectiveness	• Physical Environment
• Change Oriented	• Time and Stress

The survey scoring system ranges from 1-500 with scores of 300 or higher indicating that employees perceive the issue more positively than negatively. The lowest score received by TBPE was 335 and the highest received was 407. The TBPE's scores in each survey dimension and in all survey constructs are higher than the benchmarks for all agencies surveyed.

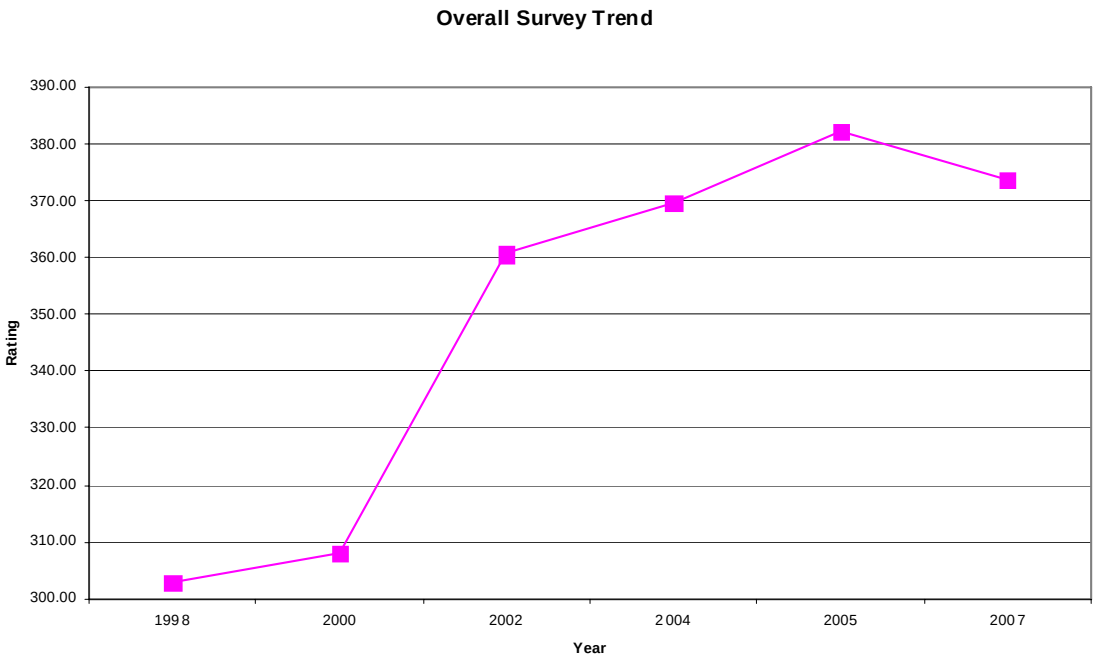
TRENDS

Data from the survey has been analyzed to show trends across the last four surveys. The trend for the average of all dimensions has gone down since the last survey in 2005. While all rankings are still very high compared to the state average, almost all areas showed some level of decrease compared to 2005. The largest changes are shown below:

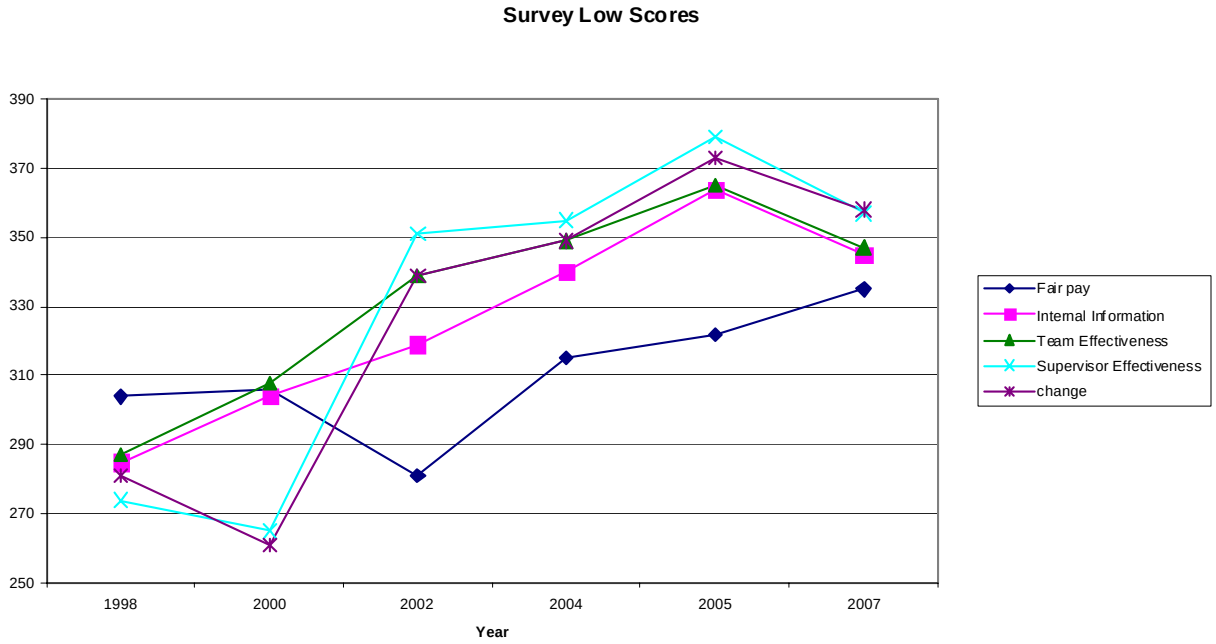
Category	Deviation from Previous Survey (2005)
Workgroup Fairness	-27
Supervisor Effectiveness	-22
Diversity	-21
Empowerment	-20
Internal Information	-19

Management has taken this information very seriously and has implemented an agency wide communication and empowerment program, including communication and diversity training for all management and staff, emphasis on open channels of communication between management and staff, and various process improvement projects that involve empowering staff with departmental and issues.

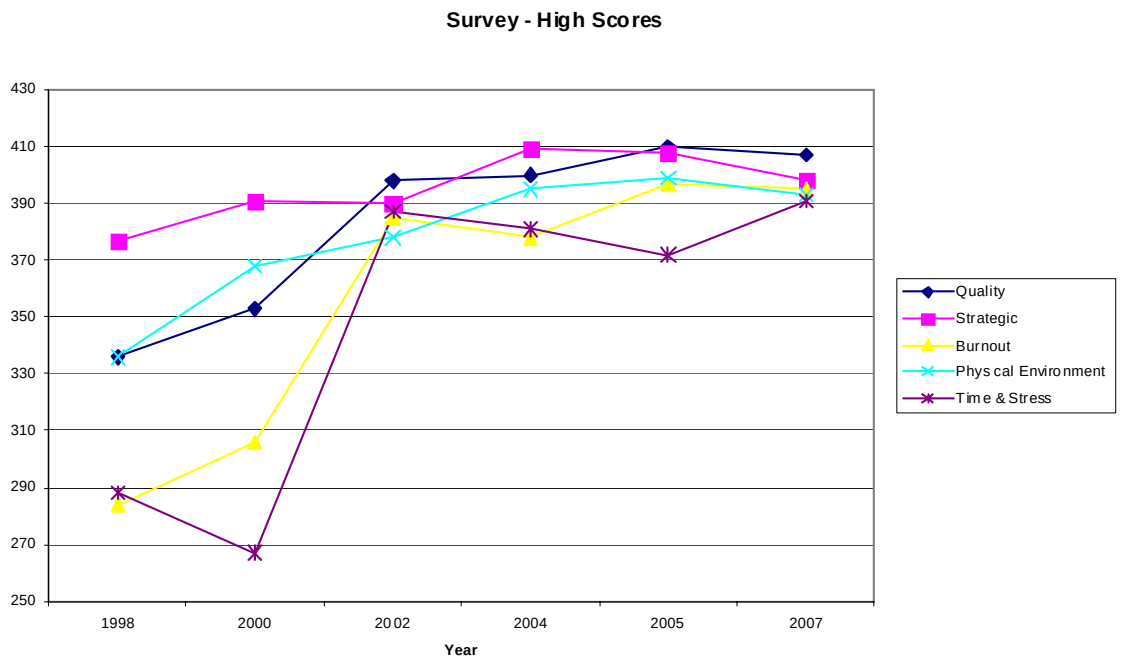
Overall Rating



Low Scoring Areas



High Scoring Areas



Summary

The Survey of Organizational Excellence has provided the Board with valuable information and is a vital part of our planning and review process. It provides important direction for improvements in our workforce. The Board is committed to improving internal communication overall workforce effectiveness.

APPENDIX G – SDSI Mission

SELF-DIRECTED SEMI-INDEPENDENT PILOT PROJECT

SDSI Strategic Plan, Mission and Vision

Vision:

The Semi-Independent, Self-Directed (SDSI) agencies envision a more effective, responsive and accountable system for the regulation of our professions.

Mission:

To enable the SDSI agencies to respond more effectively and proactively to the changing needs of licensees and the public.

Purpose:

The SDSI pilot program was created to demonstrate the effectiveness of operating independently of the appropriations process while becoming more accountable and responsive to the stakeholders and the Legislature.

Goals:

- Provide high quality administration through effective programs and services.
- Conduct business in a timely, efficient and cost effective manner.
- Strengthen the public's trust and confidence in the licensed professionals we regulate.
- Maintain competence of licensees through continuing education.
- Promote, encourage and expand training in ethics for licensees.
- Improve communication and customer service to all stakeholders.
- Protect the public interest through fair and forthright enforcement activities.
- Improve operational efficiencies by sharing best practices between the SDSI agencies.
- Provide for long-term planning to be responsive to a changing global business environment.
- Develop metrics to assess the benefits of SDSI on an ongoing basis.

APPENDIX H– 2009-2013 Projects

Fiscal Year 2009

- Evaluate application processes for possible online deployment: firms, EIT or PE*;
- On-line Application Process Status and TIDE status revisions;
- Investigate application bar coding*;
- Streamline comity licensure process (other states);
- Increased Outreach Program–Staff outreach, Workshops, Policy Advisories, NCEES Committees, DVDs, brochures, other media, etc.;
- Newsletter: 1/year mail out and electronic version;
- Building Operations / Maintenance Program*;
- Staff Training Plan –Staff Development;
- International Licensure;
- PE Recognition Program (Longevity);
- Software Engineering Licensure path*;
- Learning / Tutorial Videos
- Computer Upgrades*; and
- Support Computer Based Testing*

* Also on two-year plan.

Two-Year Plan (2009-2010)

- Firm / Employer data clean-up (EIN);
- Implement application process for online deployment: firms, EIT or PE;
- Implement application bar coding if feasible;
- NCEES Southern Zone Meeting Planning (2011);
- Building Operations / Maintenance (Cont.);
- Software Engineering Licensure path;
- Computer Upgrades; and
- Support Computer Based Testing
- Plan NCEES Southern Zone Meeting (2011)**

** Also on five-year plan.

Five-Year Plan (Through 2013)

- Host NCEES Southern Zone Meeting (2011); and
- Plan / Host NCEES Annual Meeting (2013).

APPENDIX I – TBPE Technology Alignment

TECHNOLOGY INITIATIVE	RELATED AGENCY OBJECTIVE	RELATED SSP STRATEGY/ (IES)	STATUS	ANTICIPATED BENEFITS	INNOVATION, BEST PRACTICE, BENCHMARKING
Provide an effective licensing renewal process.	**Objective A.1 Ensure that all individuals offering engineering services to the public become licensed, maintain a current license, and that applications for licensure are considered and acted on in a timely manner.**	**5.1**	**Current**	**Reduces paper processing for staff members and provides more efficient customer service.**	
Ensure that agency processes and procedures are improved and resources and technology are effectively utilized to achieve greater efficiency.	**Objective C.1 Review, improve, and document processes and procedures in all areas of agency activities.**	**5.1**	**Current**	**After documentation and analysis of existing manual steps, technology can be used to replace and improve processes.**	
	Objective C.1.02 Utilize technology to improve internal and external processes.	**5.1**	**Current**	**Streamlined processes reduce staff time and improve customer service.**	