Texas Board of Professional Engineers
Engineering For A Better Texas

Texas Board of Professional Engineers
Strategic Plan
2013 – 2017

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Statewide Strategic Plan

AGENCY STRATEGIC PLAN

FOR FISCAL YEARS 2013-2017

By

TEXAS BOARD OF PROFESSIONAL ENGINEERS

July 6, 2012

SIGNED:_____
Lance Kinney, 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 Chair	Appointed Chair 07/10/08	College Station
Daniel Wong, Ph.D., P.E. Vice Chair	2/10/06 – 9/26/13	Sugar Land
Edward L. Summers, Ph.D., CPA Board Treasurer	07/27/06 – 09/26/17	Austin
Gary Raba, D.Eng, P.E. Board Secretary	7/10/08 – 9/26/13	San Antonio
James Greer, P.E.	04/14/06 - 09/26/15	Keller
Carry Ann Baker	01/07/11 - 09/26/15	Amarillo
Lamberto Ballí, P.E.	01/07/11 - 09/26/15	Houston
Sockalingam Kannappan, P.E.	05/25/09 – 09/26/17	Baytown
Elvira Reyna	6/17/08 – 9/26/13	Denton County

Texas Board of Professional Engineers
Strategic Plan

TABLE OF CONTENTS

The Mission of Texas State Government	7
Relevent Statewide Goals and Benchmarks	8
TBPE Vision, Mission, and Philosophy	9
External/Internal Assessment	12
Agency Goals	16
Goals, Objectives, Strategies	19
Technological Development	21
Appendix A – Planning Process	25
Appendix B – Organizational Chart	26
Appendix C – Five-year Projection for Outcomes	27
Appendix D – List of Measure Definitions	28
Appendix E – Workforce Plan	46
Appendix F – Survey of Employee Engagement	49
Appendix G – External/Internal SWOT Analysis	51

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. 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

- Percentage of state professional licensee population with no documented violations
- Percentage of new professional licenses as compared to the existing population
- Percentage of documented complaints to professional licensing agencies resolved within six months
- Percentage 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 Strategic Plan
2013 – 2017

INTRODUCTION

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

Mission

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

Agency Philosophy and Vision

A Well Engineered Texas

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.

Core Values

As professionals, we value*:*

- Ethical behavior
- Open communication
- Continuous learning
- Innovative ideas
- Efficiency
- Accountability

AGENCY OVERVIEW

The Texas Board of Professional Engineers (TBPE) is the state agency responsible for the implementation of the Texas Engineering Practice Act. The Board that governs the agency is composed of six Professional Engineers and 3 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.

BOARD OF DIRECTORS

G. Kemble Bennett, Ph.D., P.E., Board Chair: He has held faculty positions at the Virginia Polytechnic Institute and State University and the University of South Florida. He received his doctorate in industrial engineering from Texas Tech University.

Daniel O. Wong, Ph.D., P.E., Vice-Chair: 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.

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.

Gary Raba, D.Eng, P.E., Secretary: Received Bachelor of Science, Masters of Science, and Doctorate degrees in engineering from Texas A&M University. Raba is the Vice Chair of Raba-Kistner Consultants, Inc.

Baker, Carry Ann (Public Member): She is an attorney in private practice. She received two bachelor's degrees from Southern Methodist University and her law degree from the University of Oklahoma, School of Law.

Lamberto Ballí, P.E.: A South Texas native, he is an associate vice president and director of municipal services for HNTB Corporation. He received a bachelor's degree from Texas A&M University.

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.

Elvira Reyna (Public Member): Received a Bachelor of Arts from the University of Texas at Arlington. She served as a State Representative for District 101 in Mesquite from 1993 to 2007. She served on many legislative committees, including as Chair of

the Local and Consent Calendar Committee, Higher Education, Criminal Jurisprudence, Public Safety, International Relations, and Environmental Regulation.

Sockalingam "Sam" Kannappan P.E.: He received his B.E. (Hons) in Mechanical Engineering from Annamalai University, Tamil Nadu, India and M.S. in Mechanical Engineering from the University of Texas, Austin. He is the author of the text book on *Introduction to Pipe Stress Analysis,* and developer of Piping Analysis software EZFLEX.

SITUATIONAL ANALYSIS

External Assessment

The agency is divided into functional areas of Licensing, Compliance & Enforcement, Finance/IT, and Executive. A total of thirty positions are budgeted. At the end of Fiscal Year (FY) 2011, there were 56,375 licensed professional engineers, 9,132 registered firms, and 13,284 Engineers in Training. At the end of fiscal year 2011, 714 enforcement cases had been opened, which was down from 771 cases in 2010. The number of licensed PEs has grown over the past three years by 9% and firms by 23%, which is not typical for a sluggish economy. Trends have shown, however, that if the economy improves, it is reasonable to expect that those numbers will remain stable.

The populations which are served by TBPE include consumers of consulting and public sector engineering services which include the general public, builders, developers, industry, cities, counties, etc., as well as those who are licensed or who seek licensure. With a strategic focus of understanding the needs of the customers served by TBPE, stakeholder input was sought when developing the plan. This input has been used to revise the strategic direction of the agency in order to better serve these populations.

Internal Assessment

TBPE is a Self-Directed Semi-Independent (SDSI) pilot project agency, designated in 1999 with the aim towards improving service delivery while reducing general revenue. Since that time, the agency has been fiscally conservative and has developed internal policies to maintain a stable balance of revenues and expenditures. Financial oversight by the Board includes the Board Treasurer – Dr. Edward Summers – providing guidance and close monitoring of agency budget practices. A fund balance policy is in place to determine when expenditure and revenue adjustments may be necessary. Through efficient use of resources and conservative spending control, the agency has been able to improve services and handle an increase in workload, yet has not raised licensing renewal fee since FY 2004.

As an SDSI agency, TBPE functions just like other state agencies, with the exception of the appropriations process because funding is self-generated. As a result, TBPE is able to explore best practices similar to a for-profit organization that must account for performance and productivity using business modeling and best practices such as Baldrige Excellence Criteria and Lean/Six Sigma process improvement concepts.

For this reason, TBPE has undertaken the **Journey Toward Excellence** program as an internal improvement initiative based on the Malcolm Baldrige criteria for performance excellence. There is a coordinated effort from agency leadership to incorporate **process improvements**, **customer focus, workforce focus,** and **results measurement** into **strategic planning** through senior leadership direction. Within the last two years, TBPE has been recognized twice by the Quality Texas Foundation with the Texas Award for Performance Excellence – for Engagement Level and Commitment Levels respectively.

Customer Focus: An internal/external assessment helps determine how the agency is servicing the needs of the external customer. While a separate report has been submitted

on customer service, it is important to note that the agency uses both a broad agency survey (recently revised to reflect the Journey), as well as point-of-service surveys to seek specific feedback from customers that can be incorporated into agency process improvements.

Workplace Focus: One of the tools for gauging workforce focus is the Survey of Employee Engagement (Appendix F). The results of the survey helped agency management understand where internal engagement has worked and where improvement is needed. Additionally, a new strategic goal for the agency is focused on resource development to foster a safe and productive environment.

Measurement/Results/Operations
The agency has undergone a complete review of all performance measures to determine relevancy to the mission and core functions with the aim of utilizing the resulting data in process improvement. One of our strategic goals for the agency is focused on process and product improvement.

Strategic Planning
As a part of the Journey Toward Excellence, strategic planning is seen by TBPE as less of a regulatory requirement, and more of an opportunity to take stock in the agency's current situation. The plan is based on internal and external customer input, which helps set agency priorities and provide direction to staff. With encouragement and approval from the full Board, the agency embarked upon revising the model used for strategic planning that incorporates Malcolm Baldrige principles as well as customer focus and workplace focus.

A survey was sent to agency staff, board members, advisory committee members, and other interested groups to solicit input for analysis of the regulatory environment. Further, meetings were held that allowed staff to evaluate the input received and to summarize the agency's Strengths, Weaknesses, Opportunities and Threats (SWOT). The results can be found in Appendix G.

The review of the SWOT analysis provides a context from which to evaluate the current strategic direction of the agency. The exercise begins by asking: what can we continue to improve (strengths); what areas should we begin strengthening (weaknesses); which risks are real and what can we do to plan for them (threats); and where should we focus our resources (opportunities). Using staff to evaluate the internal and external environment, goals and objectives were developed for the next three to five years. From these goals and objectives, a staff-level implementation plan was developed that includes individual projects and strategies.

Customers and Stakeholders
The agency's primary service populations are the consumers of public sector and consulting engineering services: members of the public, transportation providers, builders, developers, cities, counties, school districts, 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, during a strong economy the consumer service population increases demands primarily on the Compliance and Enforcement Division. Service demands from engineers are relatively constant; demands from applicants and examinees typically increase during weaker economic conditions.

Twenty-seven different engineering disciplines are recognized by the Board, including larger areas such as civil, structural, electrical, environmental, and mechanical to smaller branches such as nuclear and agricultural. The state's infrastructure, building industry, technology, and utilities rely upon competent engineers to provide sound and reliable engineering. The engineers themselves are also customers, as are the companies and industries that employ them. In addition, the practice of engineering has a great impact on communities, so local jurisdictions are also a constituency with whom we work closely.

Schools of engineering in colleges and universities across the state, as well as their students, are a group for whom TBPE provides services. Students coming up through the public education system in Texas are also considered customers as they may one day wish to pursue a career in engineering. TBPE's role is to assist students and educators in understanding the requirements of professional engineering licensure, as well as receiving concerns to be conveyed to state and national leaders about trends in engineering education.

For many years, TBPE has also been an active participant in the National Council of Examination for Engineering and Surveying (NCEES). NCEES is an organization consisting of all engineering and surveying licensure agencies in the United States. TBPE board members and staff have been active with NCEES, serving in national leadership positions, on committees, and hosting events, including board member Govind Nadkarni, P.E. (now Emeritus) serving on the NCEES Board of Directors. TBPE has been instrumental in the development and implementation of computer-based testing for the engineering examinations that are used internationally, and has been a leader for the regulatory community on such national issues as licensure for software engineering.

Professional organizations such as engineering societies are stakeholders with the board because we serve an overlapping constituency, albeit in different ways. Open lines of communication with these groups are essential to accomplishing the goals of the agency and serving the needs of the public and our engineering customers.

Other collaborators include other state agencies with similar regulatory missions. The Texas Board of Architectural Examiners is one such agency and we have worked closely over the past decade, collaborating on issues of professional licensure overlap and SDSI initiatives. Additional collaboration is seen with agencies that engage or employ professional engineers such as the Texas Department of Insurance, Texas Department of Transportation, and Texas Commission on Environmental Quality.

Workforce Profile

TBPE workforce is comprised of twenty-nine full-time employees, which includes five licensed professional engineers, one attorney, and four military veterans. Roughly ⅔ of staff have college degrees; four of which are advanced degrees, including one doctor of

jurisprudence. Four staff members are continuing their education, three of whom are pursuing advanced degrees.

State workers have a reputation for earning low wages in exchange for security and job benefits. The economic climate in Texas and instability in the state budget only exacerbate the situation. As an SDSI agency, TBPE has been able to weather changing economic conditions through effective and efficient budget management. State benefits, however, have been reduced due to the state funding crisis, although all state workers still have health insurance, a pension, and generous leave policies.

TBPE strives to maintain a racially diverse workforce that reflects the distribution within the state. The ethnic distribution of the staff is 55% White, 35% Hispanic, 10% Black; gender distribution: 41% male, 59% female. The workforce has a history of stability, as 55% of employees have been with the agency for more than five years.

Core Functions

The agency is divided into two primary program functions by division: Licensing and Compliance & Enforcement. All other activities within the agency are intended to support these core functions. Towards that end, performance measures are collected and tracked to provide data for management to determine how well the agency is carrying out mission-critical tasks of daily business. These performance measures are found in Appendix D.

Current Year Activities

The current fiscal year activities include:

- **Resolution of Overlap of Engineering and Architecture** – House Bill 2284 from the 82nd Legislative session has now been codified into the statutes of both TBPE and the Texas Board of Architectural Examiners, clarifying the scope of architecture and engineering practice in Texas. The two agencies have collaborated on communicating and implementing the changes, including convening a meeting of the mandated joint task force that is charged with making recommendations to the boards regarding whether certain activities should be within the scope of practice of architecture or engineering, or both.
- **Windstorm Design -** House Bill 3 (82nd Legislative special session) made changes to the Texas Engineering Practice Act that required collaboration with Texas Department of Insurance (TDI). Under the new law, licensed professional engineers interested in being qualified windstorm inspectors by TDI must submit their credentials related to windstorm design to TBPE for verification. TBPE and TDI worked together to implement the changes and to communicate directly to those engineers affected by the new laws.
- **Journey Toward Excellence –** The Strategic Plan, Survey of Employee Engagement, Customer Service Survey, and Baldrige Criteria have been coordinated under the umbrella of the Journey Toward Excellence. The goal is to have a coordinated and unified approach to the work that is done by the agency, to become more productive and efficient, and to improve communication and management involvement. The

result has been to establish a baseline of where we are this year that can be used as a comparative in future years.

- **Outreach** – The agency continues to plan, coordinate, and conduct public speaking opportunities to provide ethics training and other public information to licensed engineers, students, and other interested parties.
- **Quality Texas** – TBPE applied for and received recognition for the Texas Award for Performance Excellence Commitment Level with the Quality Texas Foundation.
- **Four-year rule review** – Staff conducted a thorough review of all TBPE rules and the Board voted to approve the continuation of the rules. The review resulted in minor changes, mostly grammatical and referential.
- **Process review and improvement** – The Compliance & Enforcement division has been the focus of a full scale process review to streamline processes and leverage automation capabilities. Teams have met over the last year to determine requirements for a fully electronic case management system. Development discussion is seen below.
- **Document imaging upgrades** – The agency chose to add Laserfiche as a document management system. While TBPE had been scanning and storing documents for several years, applying a digital document storage and management system has allowed further efficiencies that are being incorporated into process improvements.

Journey Toward Excellence

The Texas Board of Professional Engineers will provide a framework that will improve our efficiency, ensure that our policies, processes, and procedures are of the highest quality, and that everything we do is aligned with our statutory mandate, our mission, vision and values, and our agency philosophy.

In revising our strategic planning process and in support of the Journey Toward Excellence, we have decided to divide our guiding principles into two logical groupings: our core functions and our strategic goals. The core functions are our key activities as defined by our mission and our statutory requirements. Our strategic goals were developed in conjunction with our stakeholder process and set the focus for our process improvement methodology.

Core Functions

TBPE core functions are the day-to-day mission critical activities that are essential for the protection of the public - licensing and compliance & enforcement – as well as statutorily required purchasing goals related to acquiring goods and services from Historically Underutilized Businesses. These are based on the previous agency goals, objectives, and strategies that were tied to the traditional strategic planning process and appropriations bill pattern.

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

A.1 – Licensing Individuals
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.

> **A.1.01.** Provide licensing assistance, review and evaluate all applications for licensure, and license those individuals found to be qualified.
>
> **A.1.02.** Provide engineering examinations required for licensure.
>
> **A.1.03.** Maintain and provide timely information to license holders regarding the law and Board rules.
>
> **A.1.04.** Provide an effective licensing renewal process.
>
> **A.1.05.** Provide outreach to encourage licensure.

A.2 – Registering Firms
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.

> **A.2.01.** Provide registration assistance, review and evaluate all applications for registration, and register those firms found to be qualified.
>
> **A.2.02.** Maintain and provide timely information to firms regarding the law and Board rules.
>
> **A.2.03.** Provide an effective firm renewal process.

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

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

> **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.

B.1.02. Promote ethical and professional behavior of licensed professional engineers.

C – Historically Underutilized Business Purchases

Establish and implement policies governing purchasing and public works contracting which foster meaningful and substantive inclusion of Historically Underutilized Business (HUB). This Goal is required by statute.

C.1.01. Include HUBs for total contracts and subcontracts that will meet or exceed the state average percent usage for contracts awarded annually by the agency.

TEXAS BOARD OF PROFESSIONAL ENGINEERS
STRATEGIC PRIORITIES

The following goals and objectives were developed as part of the improved strategic planning process with an eye toward continuous improvement and the Baldrige Quality Criteria. They were developed with internal staff and external stakeholder input, and have resulted in three areas of concentration: efficiently managing agency resources, improvements in external communication, and process improvement.

TBPE leadership is committed to the vision and implementation of these goals and objectives; to be a catalyst for strategic, forward thinking and cross-functional planning in these priority areas:

GOAL 1 – RESOURCE DEVELOPMENT
Create the best possible workplace that encourages and enables employees to achieve their greatest potential in a safe, productive, and harmonious environment.

Rationale:
We recognize that our team members are the drivers of our processes, and that by providing for their needs and professional development, we build an engaged and effective workforce. We also recognize that engaging staff to solve problems collaboratively can improve interpersonal communication and accountability.

Objectives

1. Foster mutual trust, responsibility, and respect agency-wide by setting, modeling, and enforcing standards for personal interactions.
    a. Revise agency Operating Agreement
    b. Review existing and/or develop agency Alternative Dispute Resolution (ADR) program.
    c. Create and implement agency communication skills training program.
2. Develop professional and personal growth for employees by providing the tools.
    a. Review and improve career ladder/professional development plan
    b. Review and enhance existing tuition reimbursement policy
    c. Develop a succession and retention plan for all agency positions
3. Enhance internal communications.
    a. Review and improve communication systems between management and staff
    b. Review and improve internal operational communication procedures
    c. Review and improve communication systems between agency departments
4. Ensure a well-maintained safe and healthy physical environment.
    a. Establish a physical plant and equipment review and replacement plan
    b. Review and update building security plans
5. Demand high quality performance of everyone.
    a. Develop multi-option comprehensive cross-functional/training program
    b. Analyze and update new performance evaluation system

GOAL 2 – EXTERNAL COMMUNICATION
Increase effectiveness of two-way communication with all external stakeholders

Rationale:
Providing education about the requirements of engineering in Texas can benefit everyone – from providing more information to the public about when an engineer is required, to strengthening enforcement activities, to clarifying licensure requirements. We envision new opportunities to communicate with stakeholders such as members of the public, local building officials and governmental entities, engineers in exempt industries, and educational institutions, as well as a stronger presence at conferences and revamping our website to allow easier access to information by students, licensees, and the public.

Objectives

1. Develop a comprehensive communication plan.
    a. Develop a comprehensive communication plan
    b. Develop a system to manage TBPE message that consistently and clearly conveys the agency's mission
2. Tailor two-way communication efforts to specific audiences and market segments.
    a. Create a plan for redesigning website in-line with communications plan
    b. Create comprehensive plan for communicating via the newsletter, in-line with communications plan
    c. Review and revise outreach presentations options and methods
    d. Explore and develop social media plan in line with communications plan
3. Develop and implement a world-class customer service system

GOAL 3 - PROCESS & PRODUCT IMPROVEMENT
Develop and implement innovative technology and processes to improve all agency functions.

Rationale:
Agency functions include our core work areas, Licensing and Compliance & Enforcement, which are supported by sound financial processes and robust technology. In our Journey Toward Excellence, we strive to improve processes by keeping up with current technology, providing a reliable technical infrastructure, and systematizing improvement procedures.

Objectives

1. Maximize improvements in processes and products through a systematic approach.
    a. Develop a consistent agency-wide project management approach
    b. Develop a system to promote process improvement ideas
    c. Develop a system which uses uniform criteria to prioritize ideas for improvement
2. Thoroughly define & document agency processes.
    a. Determine a method and consistent level of detail for documenting processes

3. Develop and act on appropriate performance measures.
    a. Analyze current performance measures for validity, usefulness and relevance
    b. Develop a system to utilize and communicate performance measures to improve agency functions
4. Implement hardware/software solutions which are innovative, adaptive, expandable, secure, and stable.
    a. Develop a strategy for Internal Technology (IT) infrastructure improvements

Technological Developments

Web-Based Improvements – Secure Online Transactions
TBPE has utilized an internally developed online payment process system since 2005, and has continued to refine the application as more functionality has been added while expanding services to customers. The system allows license holders and registered firms to update their record information and pay their license renewal with their credit card. Approximately 80% of all P.E. license and firm registration renewals are processed through this system.

In addition, a new online system has been developed to allow licensure applicants to submit their applications electronically. This interactive web-based technology has reduced turn-around time for processing new applications, reduced errors caused by redundant data entry, and has allowed the agency to reduce the amount of paper and cash handling. Ongoing improvements to our online system will allow the applicant to upload supporting documents electronically.

Additional, an online complaint process is also being included, and should be fully functional during FY2013. This system envisions a process whereby the technology developed for the licensing division is adapted for the enforcement division. When the system is complete, complaints may be filed and tracked online, with messages and updates generated and emailed automatically as necessary.

Web-Based Improvements – Agency Website
The TBPE website is scheduled for an update to provide easier access to information for both licensees and the public. The website is currently used very heavily by the licensed population, and based on the new agency goal of External Communication. The website will be revised to have even more information for the general public. Web accessibility will be considered as the site is redesigned for ease of navigation, incorporating the new agency logo and look.

Webinars for Outreach
The agency conducted 153 outreach presentations in FY2012, reaching nearly 9,000 individuals. To reduce the amount of staff time and the cost of travel, webinar technology has been utilized as an option for presentation delivery. The new agency goal of External Communication will focus on further utilization of this tool to reach more individuals and reduce the presentation workload on agency staff.

Web and Email Hosting
TBPE hosts the agency website and email. The process requires skilled and trained staff to make immediate and remote assessments and solutions. In the past year, the agency has added additional connectivity through an upgraded cable line for communication which has increased speed and capacity. Senior staff is also able to telecommute and access secure systems per Department of Information Resource (DIR) standards.

Internal Software
Wiki technology, similar to that used for developing the online dictionary Wikipedia, is the preferred platform used by TBPE to document agency processes and procedures allowing ease of change and tracking of versions. In the past year, Laserfiche has been added as a tool for organizing and storing electronic documents, an important aspect of the Product and Process Improvement goal. Finally, Ace Project is a software package that the agency has chosen as the project management software tool for agency process improvements.

Technology Initiative Alignment (2012)

The table below depicts the format and mapping of the Texas Board of Professional Engineers' current and planned technology initiatives to the agency's business objectives.

TECHNOLOGY INITIATIVE	RELATED AGENCY OBJECTIVE/(S)	RELATED STATE TECHNOLOGY PRIORITIES	ANTICIPATED BENEFIT(S)/CAPABILITIES OR BARRIERS
Evaluate and improve existing processes for deployment of online payments and automated data capture. Continuous improvement to online services provided.	Goal 3 – Process and Product Improvement	P4 – Infrastructure; P2- Data Management; P3- Data Sharing	Better agency efficiency which leads to better customer service to our license holders.
Utilize recently implemented technological solutions to reduce costs and improve efficiencies for outreach, including webinars and other web-based solutions.	Goal 2 – External Communication	P4 - Infrastructure	Webinars and online meetings can be much more economical in regard to travel expenditures and time lost due to travel.
Integrate document management system (Laserfiche) into current agency processes.	Goal 3 – Process and Product Improvement	P4 – Infrastructure; P7 Network	Scanned documents have been integrated into Laserfiche. All agency documents will now need to be filed into the supplication for ease in document retrieval, archiving and timely disposal.
Test all agency electronic capture methods to determine accessibility weaknesses and then develop an action plan to address these deficiencies.	Goal 3 – Process and Product Improvement	P6 - Mobility	This will ensure that all individuals, regardless of disability, can use the tools effectively to obtain the same results.
Develop social media policy and expand usage of social media for communication purposes	Goal 2 – External Communication	P10 – Social Media	Agency currently uses Facebook and Twitter, but will expand for better reach
Windstorm Design Competence Verification – Implement a system to allow TBPE to verify a PE's competence using online testing and communication.	Goal 3 – Process and Product Improvement	P7 - Network	TBPE working with TDI to implement HB3 Windstorm verification for Professional Engineers.

TECHNOLOGY INITIATIVE	RELATED AGENCY OBJECTIVE/(S)	RELATED STATE TECHNOLOGY PRIORITIES	ANTICIPATED BENEFIT(S)/CAPABILITIES OR BARRIERS
Compliance & Enforcement Division case tracking process improvements	Goal 3 – Process and Product Improvement	P7 - Network	This project will improve case tracking, allow online complaint submission, document upload and tracking of cases for the complainant and the respondent.

Appendix A – Strategic Planning Process

November 2011 – Leadership team meets to review the Journey Toward Excellence and Malcolm Baldrige criteria for strategic planning. Executive Director provides direction to consult the criteria and previous year's report from Quality Texas Foundation to develop 2013-2017 strategic plan.

December 2011 – Review strategic plans; meet with leadership team about strategic direction.

January 2012 – Initial planning timeline drafted.

February 2012 – Recommendations to executive director for combining strategic plan with Journey Toward Excellence and Survey of Employee Engagement; discussion with Board as to expectations. Begin review of performance measures and alignment with agency mission; meet with management team to determine whether goals/objectives/strategies should be changed for agency.

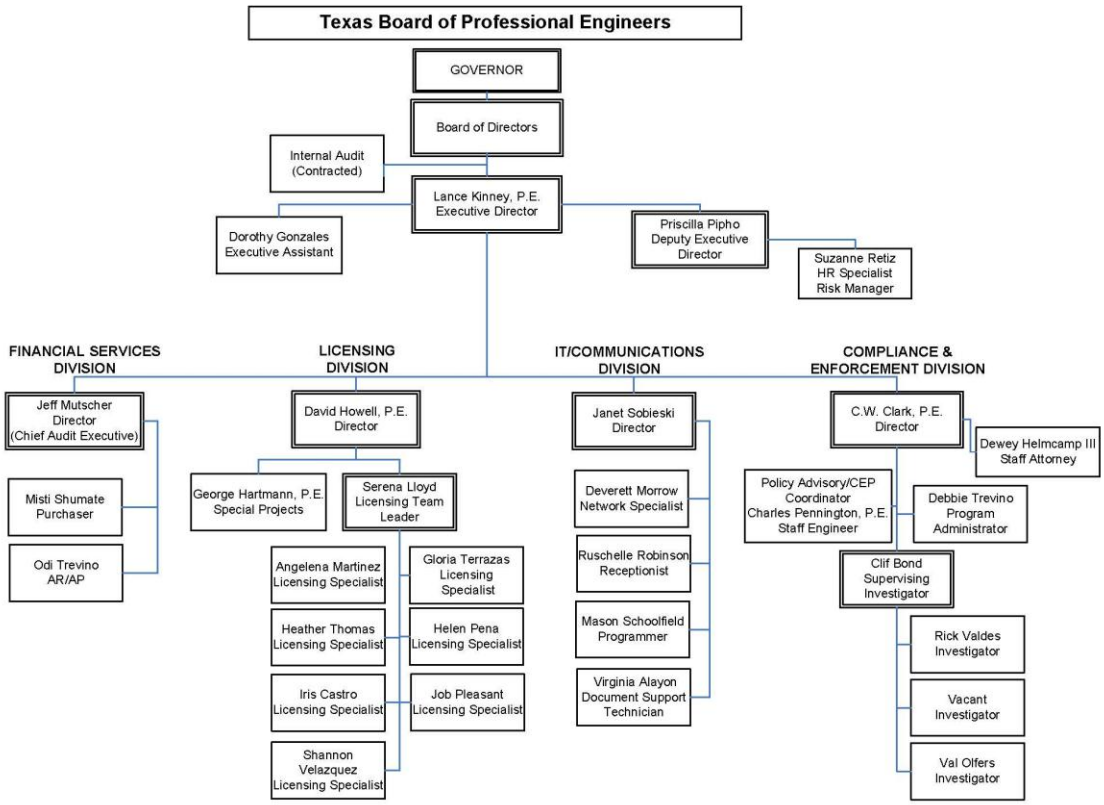
March 2012 – Board member was assigned as liaison to work with executive staff on the project; suggestion to hire a facilitator to assist with the process. Met with advisory groups from industry, education, and government and received input on strategic planning processes.

April 2012 – Consultant Sue Breeland retained to assist agency with strategic planning, employee engagement, and stakeholder input. Stakeholder survey developed then sent to selected stakeholders and staff.

May 2012 – Facilitated discussions held with staff and with strategic planning team to synthesize stakeholder input and develop SWOT analysis. Teams meet to develop goals, objectives, and strategies based on the input received from stakeholders.

June 2012 – Staff meets to develop implementation plans, assign teams, determine priorities, and develop short- and long-term targets.

APPENDIX B: Organizational Chart (current as of June 2012)



APPENDIX C – FIVE YEAR PROJECTION OF OUTCOMES

All performance measures and benchmarks were revised in 2008 and are tracked internally to measure progress and note areas of improvement. The measures were again reviewed in 2012 and will be revised per the new strategies identified. These metrics are reviewed every six months as part of the agency Business Planning process and presented to the Board.

APPENDIX D – Performance Measures and Definitions

All measures and definitions included in this report are current and approved by the Board as of May 2012. With the current review of strategic objectives and measurements, these measures are subject to change to align with agency business needs. The official agency performance measure definitions and parameters are kept up-to-date via the agency Wiki system.

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 public works contracts and subcontracts awarded to HUB.
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 Licenses Renewed (Individuals).
4. Number of Registrations Renewed (Firms).
5. Number of Complaints Resolved (Internal and External).
6. Number of Disciplinary Actions Taken.
7. Number of HUB contracts and subcontracts awarded.
8. Dollar Value of HUB contracts and subcontracts awarded.
9. Number of Policy Advisory Opinion Requests issued.
10. Number of Outreach events.
11. Number of Attendees for Outreach Events.
12. Open Records Requests processed.
13. Number of Website hits/downloads (Select Pages).
14. Number of staff training events.

Efficiency Measures:

1. Average cost per complaint resolved (by type).
2. Average cost per attendee for Outreach Activities.
3. Average processing time per new individual licenses issued (by type).
4. Average time for complaint resolution.
5. Number of Continuing Education audits.

Explanatory Measures:

1. Total number of individuals licensed.
2. Total number of firms registered.
3. Number of jurisdictional complaints received.

4. Number of official personnel complaints.
5. Number of individuals examined (by exam type).
6. Percentage of individual license renewals handled online.
7. Percentage of firm renewals handled online.
8. Number of Certificate Holders (EIT).
9. Percentage of applications received online.

Outcome 1 - Percent of Licensees with No Reported Violations

Definition

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.

Expected Performance

Since the performance of this measure is based on various factors, the predicted performance will be based on average performance for the preceding three year period.

Desired Performance

Higher than historical average.

Method of Calculation

Percentage calculation is 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.

Outcome 2 - Recidivism Rate of Those Receiving Disciplinary Action

Definition

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.

Expected Performance

Since the performance of this measure is based on various factors, the predicted performance will be based on average performance for the preceding three year period.

Desired Performance

Lower than historical average.

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.

Outcome 3 - Percent of Complaints Resulting in Disciplinary Action

Definition
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.
Expected Performance
Since the performance of this measure is based on various factors, the predicted performance will be based on average performance for the preceding three year period.
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.

Outcome 4 - Percent of Total Cases Opened from the Public

Definition
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.
Expected Performance
The performance of this measure is based on external factors. The predicted performance will be based on average performance for the preceding three year period.
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 by reporting period.

Outcome 5 - Percentage of Total Dollar Value of Purchasing and Public Works Contracts and Subcontracts Awarded to HUBs

Definition

The percentage dollar value of Contracts and Subcontracts awarded to HUB during the reporting period.

Purpose/Importance

It is a statewide initiative to give preference whenever possible to a HUB.

Target

State Average 14.1%

Desired Performance

Higher than Target

Method of Calculation

The measure is calculated by dividing the total dollar amount of contracts and subcontracts awarded to HUB 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 contract. This provides a comparison of our actual local HUB usage.

Outcome 6 - Percentage Rating for Customer Service/Satisfaction

Definition

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 agency's effectiveness. This measure is an indicator of customer satisfaction with the agency's performance, services, and products.

Expected Performance

The predicted performance will be based on average performance for the preceding three year period.

Desired Performance

Higher than historical average.

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. Calculation presented as a percentage.

Outcome 7 - Number of Cases of Unlicensed Practice

Definition

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.

Expected Performance

Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding three year period.

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).

Output 1 - Number of New Licenses Issued to Individuals

Definition

The number of licenses issued to 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.

Expected Performance

Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding three year period.

Desired Performance

Higher than historical average.

Method of Calculation

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

Output 2 - Number of New Firm Registrations

Definition

The number of new registrations issued to engineering 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 engineering firms who were documented to have successfully met all registration criteria established by statute and rule as verified by the agency during the reporting period.

Expected Performance

Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding three year period.

Desired Performance

Higher than historical average.

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.

Output 3 - Number of Licenses Renewed (Individuals)

Definition

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.

Expected Performance

Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding three year period.

Desired Performance

Higher than historical average.

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.

Output 4 - Number of Registrations Renewed (Firms)

Definition

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.

Expected Performance

Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding three year period.

Desired Performance

Higher than historical average.

Method of Calculation

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

Output 5 - Number of Complaints Resolved (Internal and External)

Definition
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.
Expected Performance
Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding three year period.
Desired Performance
Higher than historical average.
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.

Output 6 - Number of Disciplinary Actions Taken

Definition
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.
Expected Performance
Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding three year period.
Desired Performance
Higher than historical average.
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.

Output 7 - Number of HUB Contracts and Subcontracts Awarded

Definition
The number of HUB Contracts and Subcontracts awarded during the reporting period.
Purpose/Importance
It is a statewide initiative to give preference whenever possible to a HUB.
Expected Performance
Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding three year period.
Desired Performance
Higher than historical average.
Method of Calculation
The measure is a count of the total number of HUB Contracts and Subcontracts that are awarded during the reporting period.

Output 8 - Dollar Value of HUB Contracts And Subcontracts Awarded

Definition
The total dollar value of HUB Contracts and Subcontracts awarded during the reporting period.
Purpose/Importance
It is a statewide initiative to give preference whenever possible to HUB.
Expected Performance
Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding three year period.
Desired Performance
Higher than Historical average.
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 contract. This provides a comparison of our actual local HUB usage.

Output 9 - Number of Policy Advisory Opinion Requests Issued

Definition
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.

Expected Performance
Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding three year period.
Desired Performance
Higher than historical average.
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.

Output 10 - Number of Outreach Events

Definition
Total number of outreach events that staff present 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.
Expected Performance
Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding three year period.
Desired Performance
Higher than historical average.
Method of Calculation
This measure counts the number of outreach presentations given by staff during the reporting period.

Output 11 - Number of Attendees for Outreach Events

Definition
Total number of attendees at 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.

Expected Performance
Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding three year period.
Desired Performance
Higher than historical average.
Method of Calculation
This measure counts the number of attendees at outreach presentations given by staff during the reporting period.

Output 12 - Open Records Requests Processed

Definition
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.
Expected Performance
Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding three year period.
Desired Performance
Higher than historical average.
Method of Calculation
This measure counts the number of open records requests received during the reporting period.

Output 13 - Number of Website Hits/Downloads (Select Pages)

Definition
The number of hits/downloads to particular agency's website.
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.
Expected Performance
Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding three year period.
Desired Performance
Higher than historical average.
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)

Output 14 - Number of Staff Training Events

Definition
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.
Expected Performance
Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding three year period.
Desired Performance
Higher than historical average.
Method of Calculation
This measure is a sum of all training events attended by all staff members during the reporting period.

Efficiency 1 - Average Cost Per Complaint Resolved (by type)

Definition
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.
Desired Performance
Lower than historical average.
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 amount of time it takes to complete the task. Cost data is then applied to determine a final cost per case.

Efficiency 2 - Average Cost Per Attendee for Outreach Activities

Definition
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.
Desired Performance
Lower than Historical average.

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.

Efficiency 3 - Average Processing Time per New Individual Licenses Issued (by type)

Definition
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. This is a primary measure of effectiveness for the Licensing division. It can be used to demonstrate the effectiveness of changes made in staffing, processes or procedures.
Expected Performance
There are several functional ways to use this measure. To serve all functions, this measure will have both a historical average to compare to as well as a target to drive towards. The target will be set internally and will be lower than the average and the current performance level.
Desired Performance
Lower than historical average.
Method of Calculation
The average number of days is calculated as the difference between the date the application is received (based on fee receipt date) and the date it is sent to the director of licensing for technical review during the reporting period (based on the status change in TIDE). This measure is calculated for two application types: Applications for PE waivers and other applications (No Exams and 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.

Efficiency 4 - Average Time for Complaint Resolution

Definition
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.
Desired Performance
Lower than historical average.
Method of Calculation
The total number of calendar days per complaint resolved (summed for all complaints resolved during the reporting period) that lapsed from the date the case is opened in the

database to the date the case is closed in the database, divided by the number of complaints resolved during the reporting period. Typically, after a complaint is received by the Board, they are reviewed and analyzed for jurisdiction and determination of sufficient evidence, at which point the case is initiated in the database and a case number is assigned. Cases are closed in the database after final action on the complaint has been taken by the Board.

Efficiency 5 - Number of Continuing Education Audits

Definition
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.
Desired Performance
Higher than historical average.
Method of Calculation
This measure is the count of all completed audits during the reporting period.

Explanatory 1 - Total Number of Individuals Licensed

Definition
Total number of individuals licensed.
Purpose/Importance
The measure reflects the total number of currently licensed individuals, which indicates the size of the agency's primary constituency.
Expected Performance
The predicted performance for this measure is based on average performance for the preceding three year period.
Desired Performance
Higher than historical average
Method of Calculation
The total unduplicated number of individuals licensed. 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).

Explanatory 2 - Total Number of Firms Registered

Definition
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.
Expected Performance

The predicted performance for this measure is based on average performance for the preceding three year period.

Desired Performance

Higher than the historical average

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).

Explanatory 3 - Number of Jurisdictional Complaints Received

Definition

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.

Expected Performance

The predicted performance for this measure is based on average performance for the preceding three year period.

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.

Explanatory 4 - Number of Official Personnel Complaints

Definition

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.

Expected Performance

The predicted performance for this measure is based on average performance for the preceding three year period.

Method of Calculation

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

Explanatory 5 - Number of Individuals Examined (by exam type)

Definition

The number of individuals to whom examinations were administered during the reporting period. If an individual took more than one examination during the reporting period, each examination is reported. This measure was previously an output measure.

Purpose/Importance

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

Expected Performance

The predicted performance will be based on average performance for the preceding three year period.

Desired Performance

Higher than historical average.

Method of Calculation

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

Explanatory 6 - Percentage of Individual License Renewals Handled On-Line

Definition

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.

Expected Performance

The predicted performance will be based on average performance for the preceding three year period.

Desired Performance

Higher than historical average.

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.

Explanatory 7 - Percentage of Firm Renewals Handled On-Line

Definition

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.

Expected Performance

The predicted performance of this measure will be based on the average of the performance for the preceding three year period.

Desired Performance

Higher than historical average.

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.

Explanatory 8 - Total Number of Certificate Holders (EITs)

Definition

Total number of Engineer in Training (EIT) certificate holders.

Purpose/Importance

The measure reflects the total number of currently registered Engineers in Training. The number of EITs has no direct effect on agency workload.

Expected Performance

The predicted performance for this measure is based on average performance for the preceding three year period.

Desired Performance

Higher than historical average

Method of Calculation

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

Explanatory 9 - Percentage of Individual License Applications Received Online

Definition

The percent of individual license applications processed using the online system during the reporting period.

Purpose/Importance

The agency has developed an online license application system. This results in a convenience for applicants, potential savings in agency cost, manpower, and processing time, and more accurate licensing and financial data. This is a new measure (2012).

Expected Performance

The predicted performance will be based on average performance for the preceding three year period (began 2012).

Desired Performance
Higher than historical average.
Method of Calculation
The total number of individual license applications received and processed online is divided by the total number of individual license applications received during the reporting period.

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 staffing goals, workforce skills, demographics and trends required to ensure agency operations in accordance with the mission of excellence while upholding standards required by those we regulate.

OVERVIEW

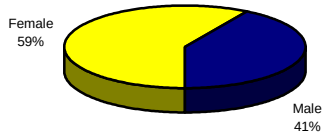
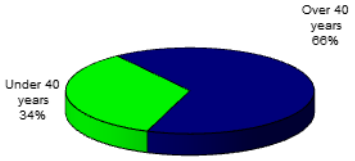
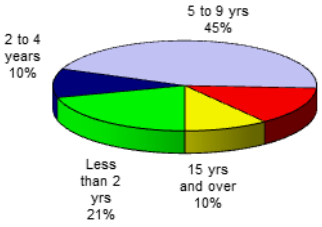
The agency works effectively and efficiently under the SDSI project program and currently employs 29 full-time employees, which requires most staff members to perform multiple job functions. The Board expects high standards of performance and customer service that require the agency to maintain a highly engaged and skilled workforce.

The knowledge, skills, and experience of our employees are vital to meet the goals and objectives of the Board. The last five years has seen a stable workload as increase in customer service provided over the years has been matched by automation of current processes. Current goals are aligned with the increasing technological advances through training and development of professional skills.

WORKFORCE DEMOGRAPHICS

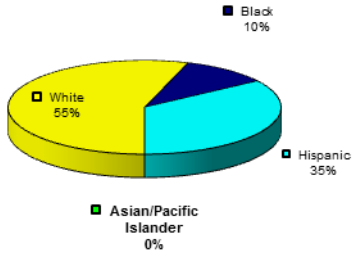
Gender, Ethnicity, Age

The following charts profile the agency's workforce as of June 2012. The agency's workforce comprises 58.62% females and 41.38% males. 65.52% of the employees are over the age of 40. A little more than 31% of employees have less than five year's agency service. This percentage warrants training programs to ensure our employees maintain professional growth and development.

Workforce Breakdown		
Gender	Age	Agency Tenure
		

A total of 30 full-time positions is budgeted for, and 29 are filled, including one exempt position. Using EEO definitions, currently there are: officials and administrators—1; professionals—10; clerical employees—15;para-professional-1 and technicians—2. Five 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 55.17% White, 34.48% Hispanic, and 10.34% Black. There are no Asian/Pacific Islander members currently on staff.

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 7 years. By focusing on employee retention and performance improvement issues, the agency turnover rate has decreased from 20% in FY2010 to 10.34% in FY2012 with a two year average of 15%.

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

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

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

B. **Expected Workforce Changes**
- 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;
- Agency will review staffing needs in light of improvements and process changes.

D. **Future Workforce Skills Needed**

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

- Communication skills – both interpersonal and external presentation skills;
- Change management;
- Process analysis and improvement;
- Technical and computer skills;
- Collaboration;
- Negotiation and facilitation;
- Project management;
- Performance management;
- Strategic planning; and
- Business process re-engineering.

APPENDIX F – Survey of Employee Engagement

TBPE March 2012 Results

Results from the biennial Survey were higher than the previous period from 355 to 370.
Areas of improvement: Team, Quality, Strategic, Diversity, Information Systems, Internal Communication, External Communication, Employee Engagement, Employee Development.
Areas for improvement: Pay, Benefits, Job Satisfaction.
Areas of improvement but still low: Internal Communication, Diversity.

Survey of Employee Engagement Implementation Plan

Goal: To become the model for other state agencies as the "best" place to work in Texas.
Objective: Address issues raised by the Survey of Employee Engagement with the goal of raising our scores within one year.
Scope: As part of the Journey Toward Excellence at TBPE, the Survey of Employee Engagement (SEE) is an opportunity to engage with staff on workplace focus by addressing areas of communication, diversity, and trust.
Methodology: Engage division directors and team leads in a solution-based approach to problem solving with their teams through facilitated discussions and a staff task force.

- Data Review

  Review of data, determination of areas that should be addressed, and development of questions to pose to all staff members. This should be done individually by the executive management team for identification and analysis of trending data. A discussion will be held to agree upon which constructs to take to staff based upon the review.
- Executive Management Review

  In a meeting of the Executive Management Team, discussed our individual answers as a team, including what concerns we have in specific areas, what we think should be improved, and what solutions we propose for concerns we raise.
- Release Survey Results to Staff

  Give staff a chance to review the data and become familiar with the questions. We should discuss strategies for this – consider leaving the book in the break room or putting it in a shared folder.
- Division Review

  Licensing, C&E, and Executive/Finance/IT meet in separate facilitated discussions that address the items identified in data review. The purpose of these meetings is to allow staff to be heard by leadership at all levels, and to allow staff to choose two or three issues that could be developed further by a task force.
- Task Force

  Allow staff to participate in solutions-based team that addresses the issues brought forth from the division reviews. Task force will develop a schedule

that includes meetings, outcomes, presentation to management, presentation to staff, and a deadline for completion.

- Strategic Planning

  The strategic plan this year will provide an opportunity for stakeholder input from staff. In the facilitated discussions within the strategic planning consultant, staff will be brought into a brainstorming session regarding strengths, weaknesses and direction for the agency in the coming year. What should emerge from these discussions is a workforce participation that yields a workforce focus goal.

- Follow-up Communication Plan

  Once the task force has completed recommendations, a follow-up communication plan will be developed to determine how we stay on course and hold ourselves accountable.

Appendix: G

EXTERNAL/INTERNAL SWOT ANALYSIS

Analysis conducted with stakeholder survey from customer groups, staff, and Board members. Instrument developed was sent via email and results were analyzed by strategic planning team to develop strategic goals and objectives.
Strengths: Leadership vision, competent staff, work product, national standing, customer service, public safety commitment, continuous improvement and innovation, technology usage.
Weaknesses: Available resources, workload high, too much information, lagging behind innovation, internal follow-through and communication.
Opportunities: Quality initiatives, improved processes, technology, enforcement actions, education and communication, internal cohesion, and stakeholder input
Threats: Budget concerns, state economy, risk to public if funding not available, changes in technology, education system for future engineers, population growth, and bureaucracy.