

Agency Workforce Plan

Fiscal Years 2017-2021

BY

THE TEXAS BOARD OF ARCHITECTURAL EXAMINERS



**TEXAS Board of
Architectural Examiners**
Architects • Landscape Architects • Registered Interior Designers

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Term Dates

5/10/11 – 1/31/17
5/10/11 – 1/31/17
5/10/11 – 1/31/17
4/01/08 – 1/31/19
5/01/09 – 1/31/21
4/11/13 – 1/31/19
1/15/16 – 1/31/21
1/15/16 – 1/31/21
5/18/16 – 1/31/19

Hometown

San Antonio
Dallas
The Woodlands
Corpus Christi
Austin
Lubbock
Lampasas
Austin
El Paso

August 2016

Workforce Plan

Overview

The Texas Board of Architectural Examiners (TBAE) is a small state agency operating under the Self-Directed Semi-Independent (SDSI) Program. The TBAE has the authority to regulate the practices of architecture, landscape architecture and registered interior designers in Texas.

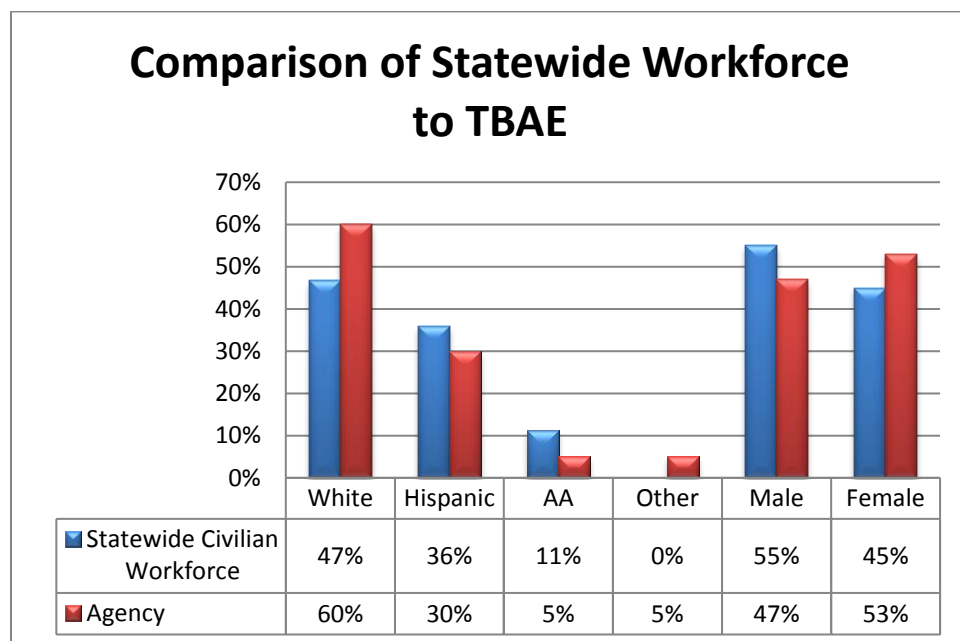
The agency employs individuals to carry out duties in Registration, Enforcement, Finance, Information Technology, and Executive Administration. At the end of August 2015, the TBAE employed 19 staff members. The TBAE's commitment to high standards for excellence requires the agency to recruit and retain a high-performance staff.

Workforce Demographics

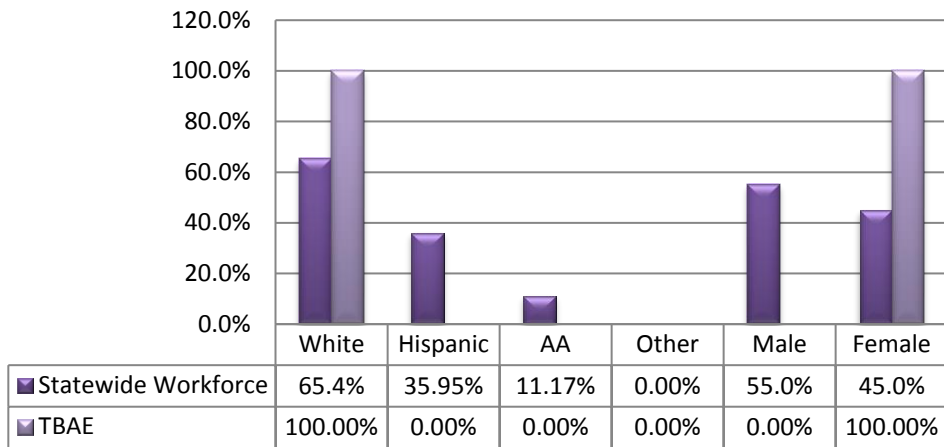
Even though the TBAE is a small state agency with a low turnover rate, the agency strives to meet its diversity targets whenever possible. For most job categories, the agency is comparable to or above statewide workforce statistics. The agency continues to pursue recruitment efforts to draw highly qualified African Americans and Hispanics and to retain a diversified workforce. The following charts reflect the agency workforce as of August 31, 2015:

Race and Sex

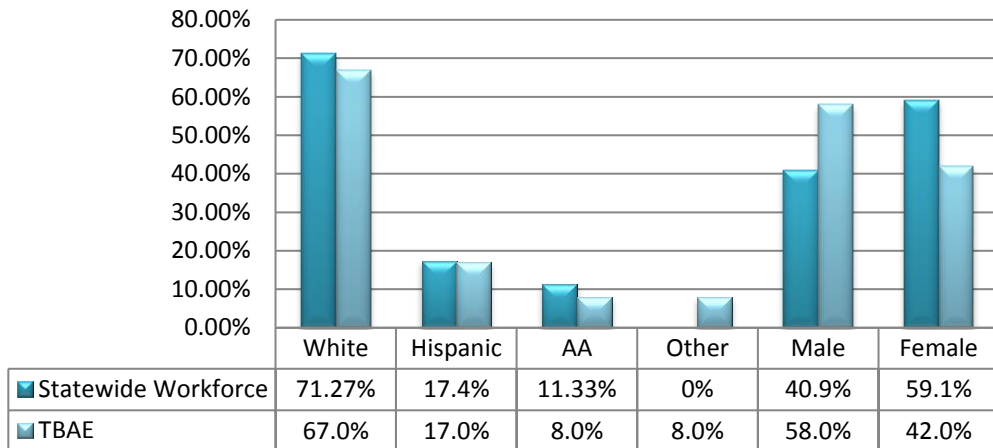
The following graphics compare the demographic profile of TBAE's workforce to that of the statewide civilian workforce.



Officials & Administrators

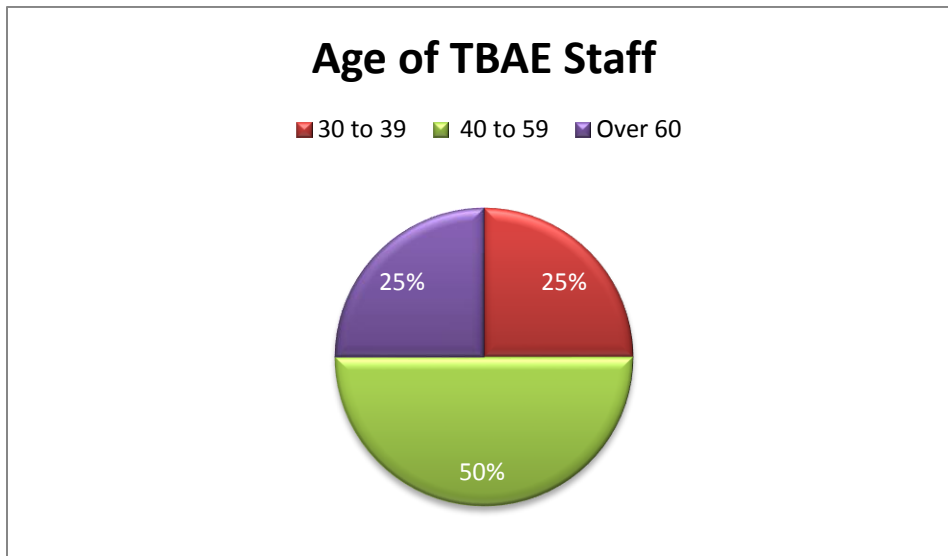


Professionals



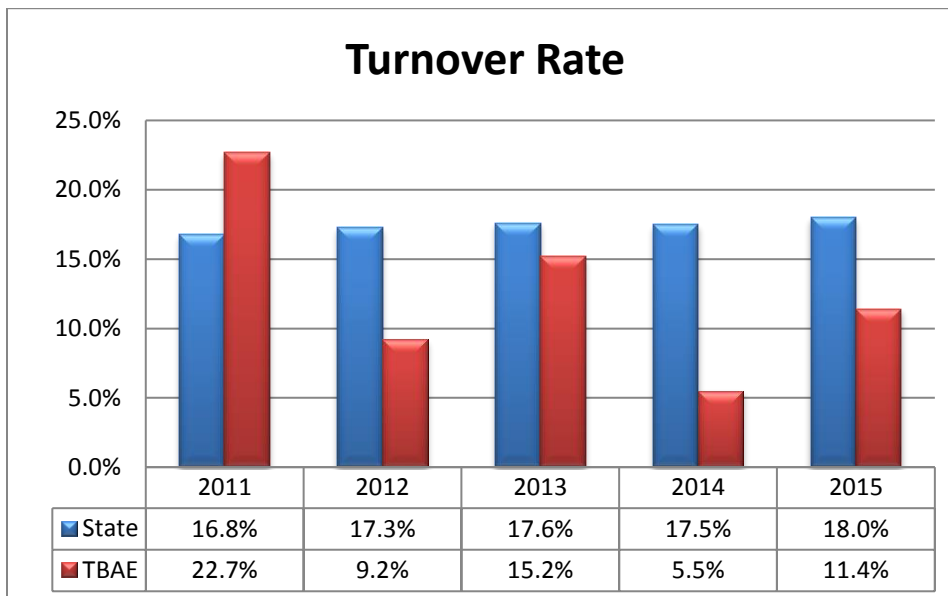
Age

Due to TBAE's small workforce and limited number of separations and retirements, the workforce is older.



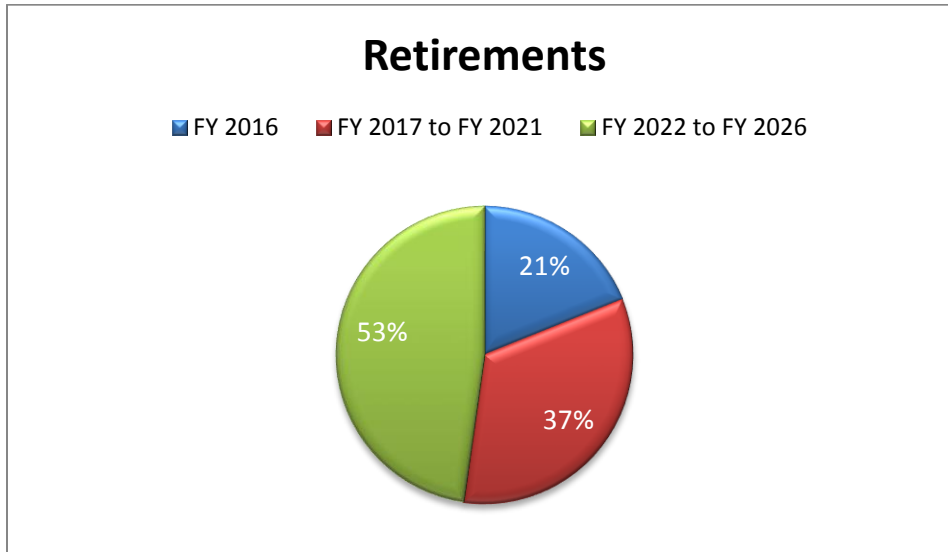
Employee Turnover Rates

The Board's employee turnover rate in FY 2015 was 11.4%, compared to the statewide turnover rate of 18.0%. There was one retirement and one voluntary separation during FY 2015.



Retirements

Approximately 37% of TBAE employees will be eligible to retire between FY 2017 and FY 2021, and 21% are eligible to retire at the end of FY 2016.



Succession Plan

As one of the most critical functions of the TBAE, the agency's succession planning model identifies the long-range needs and cultivating a supply of internal talent (suitable candidates) to meet those future needs. There is nothing more critical and stressful than a situation when a leader leaves the organization, and there is no one left to plug the gap that is left behind. The TBAE understands that the wrong or delayed replacement for vacant leadership roles can lead to a plummet in stakeholder confidence and ultimately the disintegration of the entire agency. The agency is using succession planning to anticipate the future needs and assist in finding, assessing and developing staff necessary to continue the critical and core roles necessary to the strategy of the agency. These **four** very important factors will be considered to help the agency in a good succession planning investment:

Seamless Handover: In the event of retirement, resignation or any terminal illness; an efficient succession planning ensures a smooth transition between old and new leadership and reduces disruptions.

Build Leadership: It aids in building a pipeline of qualified, motivated people in the agency, who have a clear understanding of the positions they need to fill.

Retention of Top-Performing Employees: It also prepares a clear career path for top-performing employees, thus providing the motivation for them to stay with the agency for a longer time.

Image Building: It projects the image of the agency as one invests in its people and provides opportunities and support for advancement.

The agency's succession planning process will ramp up potential candidates with the appropriate skills and experiences in an effort to training them to handle future responsibilities in their respective roles.

The agency's retention of good employees starts on day one and views onboarding as a final step in the recruitment process and the first step in employee retention. The TBAE ensures that new hires are set up for long-term success with a thorough onboarding program that is completed by the manager and employee within 60 to 90 days. This onboarding process helps the new employees to learn the agency's mission, culture, and values in their first year on the job.

The agency's high standard in recruitment and staffing results in hiring the right and skilled employees who possess the desire to grow and have the potential for upward mobility within the agency. All roles are clearly defined with existing staff.

It is the governance and leadership intent that upper management of each division is responsible of coming up with a suitable succession plan for each core position under his or her division. Senior leadership has identified and selected core positions to undergo further management development training to take over management responsibilities and skill training for other employees.

Talent management is a key factor that contributes to succession planning. The right candidate will have the required level of skills in order to execute the responsibilities of the new role.

Based on work performance, employees are appropriately compensated with the potential to become leaders in the agency. Employees are considered for fast track promotions and compensation benefits. For example, the recent reorganization and reclassification of positions were designed to match the roles and responsibilities of the agency's current workforce. Also of critical importance is the performance-based merit system used by the TBAE that conforms to fair and open competition. This merit system identifies specialized skills and/or levels of experience of existing employees. Further, the Executive Director utilizes a Special Act Award Program to incentivize exemplary job performance quarterly.

Senior leadership and management of the TBAE ensure that employees are constantly enhancing their skills by proposing and accepting challenging responsibilities, respectively.