

# **WORKFORCE PLAN**

**FISCAL YEARS 2017-2021**

**STATE PRESERVATION BOARD**

*Previously submitted as Supplemental Schedule F of the FY 2017 - 2021 Strategic Plan*

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## **SUPPLEMENTAL SCHEDULE F**

### **AGENCY WORKFORCE PLAN**

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#### **I. OVERVIEW OF AGENCY SCOPE AND FUNCTIONS**

##### **Agency Mission**

The State Preservation Board preserves and maintains the Texas Capitol, the Capitol Extension, the 1857 General Land Office Building, other designated buildings, their contents and their grounds; preserves and maintains the Texas Governor's Mansion; and operates the Bullock Texas State History Museum and the Texas State Cemetery. We provide educational programs centered on Texas history. These services benefit the citizens of Texas and its visitors.

##### **Agency's Core Functions**

The agency's core functions are reflected through the work of its eight divisions: Facilities, Customer Services, Retail, Curatorial and Visitor Services, Finance, Administration, the Bullock Texas State History Museum, and the Texas State Cemetery. Each division of the agency is responsible for complex programs and special projects, services and ongoing functions. From highly skilled, experienced and well-trained Facilities maintenance specialists to Museum and Capitol Visitor Services staff and programs, and the revenue generating functions performed by Retail and Capitol Visitors Parking Garage staff, the agency targets, selects and assigns its workforce in such a manner that enables the State Preservation Board to fulfill its legislatively mandated mission and successfully meet its performance measures and targets.

##### **Anticipated Changes to Agency Mission, Strategies and Goals (5 Years)**

Through its historical vision to preserve, protect and manage the Texas Capitol and other significant buildings, the Texas Legislature has made clear its intent to preserve Texas history by planning well into the future. While the 80th and 81st Legislatures expanded the scope of the agency's preservation, maintenance, and restoration duties to include the Governor's Mansion and grounds, and the 84th Legislature added the Texas State Cemetery to the list of properties under the SPB's purview, these duties fit within the framework of the existing mission, strategies and goals. Accordingly, the agency does not anticipate any significant changes to its mission, strategies and/or goals in the near future.

The agency's Executive Director and its senior management team remain focused on continuing to attract, motivate and retain a highly skilled workforce that is able to work with building occupants, domestic and international tourists, legislators, students, teachers and contractors who seek to become business partners with the State Preservation Board.

## II. CURRENT WORKFORCE PROFILE

### Workforce Demographics

As of May 1, 2016, the State Preservation Board had a total headcount of two hundred-fifteen (215) employees. The tables on the following pages profile the agency's workforce, including both full-time and part-time classified regular employees (*does not include temporary or seasonal positions*). The agency's workforce is nearly evenly divided among females and males, with 52% female and 48% male. 34% of the agency's staff is 50 years or older. Employee tenure with the agency breaks down as follows:

- 62% of the workforce has 5 years or less tenure with the agency;
- 20% has 6 - 10 years of experience; and
- 18% of employees have 11 or more years of service with the agency and broad institutional knowledge.

To prevent a disparity in knowledge and experience levels, succession planning strategies have been put into place to facilitate the transfer of institutional business knowledge and professional expertise.

### Workforce Breakdown

#### Gender

	Number of Employees	Percent of Employees
Male	104	48%
Female	111	52%

Source: Uniform Statewide Payroll System

#### Age

	Number of Employees	Percent of Employees
19 - 29 years	43	20%
30 - 39 years	46	21%
40 - 49 years	53	25%
50 - 59 years	42	20%
60 + years	31	14%

Source: Uniform Statewide Payroll System

### Agency Tenure

	Number of Employees	Percent of Employees
Less than 2 years	77	36%
2 - 5 years	56	26%
6 - 10 years	42	20%
11 - 15 years	19	8%
16 years +	21	10%

Source: Uniform Statewide Payroll System

### Employee Ethnicity by EEO Job Category

Job Category	Total Positions	Minority Workforce Percentages		
		African American	Hispanic	Female
Officials/Administration	38	3%	8%	55%
Professional	17	6%	18%	71%
Technical	12	8%	17%	25%
Administrative Support	87	7%	24%	61%
Service/Maintenance	21	19%	62%	43%
Skilled Craft	26	8%	23%	12%
Paraprofessionals	12	0%	0%	75%
Protective Service	2	0%	0%	0%

Source: Uniform Statewide Payroll System

### Employee Turnover

The SPB enjoys a favorable reputation as a place for employees to work and grow their career, as reflected in our most recent *Survey of Employee Engagement* results showing that 84% of staff plan to continue working for the agency. However, the agency's turnover rate is consistently higher than the statewide average. In FY 2015, 69% of the agency's turnover was in the low-paying Clerk and Administrative Assistant positions. These positions are predominately represented in the Capitol and Museum Visitor Services departments and in the agency's retail operations. The agency's workforce profile for entry level visitor services/tour guide, Museum theater hosts and retail positions is predominately populated by younger college students who seek part time and temporary employment while in school. Due to agency budget necessities, these are low paying positions that unfortunately result in a highly transitory workforce. Not unlike the retail and entertainment industries in the private sector, however, reduced retention is a part of doing business. Stores, theaters and tourist attractions face similar recruitment, scheduling and employee retention challenges.

### Overall Turnover

Fiscal Year	SPB	Statewide
2015	25.2%	17.5%
2014	26.0%	17.6%
2013	27.0%	17.5%
2012	20.9%	16.7%
2011	28.1%	16.7%

Source: SAO Electronic Classification Analysis System (E-Class); SAO "An Annual Report on Classified Employee Turnover" (for respective fiscal years).

### Turnover by Classification Job Series, FY 2015

Classification Job Series	Total Terminations
Administrative Assistant	2
Attorney	1
Clerk	33
Creative Media Designer	1
Custodian	1
Equipment Maintenance Tech	1
Exhibit Tech	2
Groundskeeper	1
Maintenance Specialist	6
Manager	1
Program Specialist	1
Project Manager	2
Web Administrator	1

Source: SAO Electronic Classification Analysis System (E-Class) FY 2015 Data.

Consistent with the majority of the agency's turnover coming from entry level positions, in FY 2015, 58% of the terminated employees left the agency with less than two years of service as indicated by the "Turnover by Length of Service" table shown on the next page. A high turnover rate for less-tenured staff has been an ongoing challenge for the agency. High staff turnover not only has an adverse effect on the operational program in which it occurs, it also puts added strain on human resources and payroll staff.

### Turnover by Length of Service with SPB

FY	Total Terminations	Less than 2 Years	2 - 4 Years	5 - 9 Years	10 - 14 Years	15 - 19 Years	20 - 24 Years
2015	53	31	4	12	4	2	0
2014	61	11	27	15	1	7	0
2013	49	26	9	10	3	1	0
2012	35	14	14	2	3	2	0
2011	46	18	18	5	4	1	0

Source: SAO Electronic Classification Analysis System (E-Class) & Comptroller of Public Accounts

## Retirement Eligibility

During this workforce planning cycle (FY 2016 - FY 2020), forty-three (43) employees, or 20% percent of the agency's workforce will have achieved retirement eligibility under the "Rule of 80". This includes four employees who are return-to-work retirees. Five of these retirement eligible employees or return-to-work retirees occupy key management positions within the agency. The loss of employees due to retirement is, and will continue to be, a critical issue facing the agency. The loss of institutional business knowledge and expertise in key management and senior-level positions, coupled with normal attrition, poses a critical workforce dilemma for the agency. It is important to ensure that this technical knowledge and organizational experience is not lost. The following chart examines the potential loss of employees due to retirements.

Fiscal Year	# of Staff Eligible to Retire	Percent of Total Agency Employees
2016	17	8%
2017	8	4%
2018	9	4%
2019	5	2%
2020	4	2%
Total Possible Retirements	43	20%

Source: Uniform Statewide Payroll System

## Survey of Employee Engagement

The agency last participated in the *Survey of Employee Engagement* conducted by the University of Texas Institute for Organizational Excellence in 2015. The SPB enjoyed a 68% employee participation rate in the survey, producing sound results for the agency. Areas identified by staff as areas of substantial strength for the SPB include:

- *Supervision* - The communication of expectations and the sense of fairness that employees perceive between supervisors and themselves.
- *Quality* - The degree to which quality principles, such as customer service and continuous improvement, are a part of the organizational culture.
- *Benefits* - The role the employment benefit package plays in attracting and retaining employees.
- *Physical Environment* - A safe and pleasant working environment.
- *Strategic* - How the organization responds to external influence, including those which play a role in defining mission, services and products provided by the agency.
- *Employee Engagement* - Employees view themselves as possessing satisfactory levels of engagement and supervisors are seen as fair, helpful and provide people the room to achieve quality results.
- *Climate/Atmosphere* - Organization is free of harassment.

- *Climate/Ethics* - Employees are ethical in their behavior and ethical violations are handled appropriately.

The area identified by staff as a significant concern for the agency was pay and competitiveness of the total compensation package compared to similar jobs.

### **Critical Workforce Skills**

Although the agency has many qualified and talented employees, there are a number of critical skills that are necessary for the agency to operate efficiently. The State Preservation Board could not effectively conduct basic business operations without these skills:

- Customer service
- Effective communication (verbal and written)
- Computer proficiency (ranging from basic entry level skills to highly skilled technology specialists)
- Research, planning and analysis
- Personnel management
- Contract management
- Accounting
- Facilities planning and management, including advanced technical skills, complex construction and historic preservation methods
- Records and collections administration
- Texas history
- Museum management
- Marketing, including tourism promotion and management
- Education, training and presentation skills
- Special event planning and management
- Sales, merchandising and product development

## **III. FUTURE WORKFORCE PROFILE**

### **Expected Workforce Changes**

The SPB does not currently anticipate changes to the agency's critical functions needed to achieve the goals of the FY 2017 - FY 2021 Strategic Plan. However, as new technology is applied to agency processes, certain job functions may be performed differently, requiring greater computer proficiency.

### **Anticipated Increase/Decrease in Number of Employees Needed**

At a minimum, current staffing levels must be maintained. Any decrease in staffing would significantly impact the agency's ability to perform required services. Current staff is able to maintain existing service levels, but attrition creates overload and leads to backlogs and diminished customer service.

### **Future Workforce Skills Needed**

As the agency increasingly utilizes technology to streamline processes, meet the demands of customers and provide more efficient services, additional skills may be required for a future SPB workforce. Needed skills might include more advanced computer-related skills including knowledge of advanced building technology and automation systems.

### **Gap Analysis**

The State Preservation Board currently has sufficient staff and expertise to accomplish the agency's mission, goals and objectives. However, impending retirements, compounded with turnover and attrition, may cause the agency to experience a significant loss of experienced staff in a short time frame. The primary gap that must be addressed between the agency's current workforce supply and future demands is in transferring institutional business knowledge and technical expertise.

## **IV. STRATEGY DEVELOPMENT/WORKFORCE SOLUTIONS**

### **Recruit and Retain the Right Employees for the Job**

Recruiting motivated and qualified workers is the cornerstone of building a quality workforce. Retaining those same employees in a competitive market remains a continuing challenge. The agency must take responsibility to recruit quality workers as well as retain current employees through recognizing excellent performance and providing developmental opportunities. The SPB must provide access to quality training and professional development programs for all staff. Training must focus on agency and division critical skills, competencies and technical requirements.

#### Action Steps (ongoing)

- Identify classification job series with the highest turnover and implement recruitment and retention strategies for these positions.
- Further develop the new employee orientation and training program as part of the retention strategy.
- Implement more cross-training opportunities within divisions to ensure continuity of business functions and processes.
- Develop career paths that cross division lines and market as opportunities to develop additional skills and increase advancement possibilities.
- Create programs that allow employees who are seeking new challenges to work on special projects, rotations, and/or developmental assignments.
- Use pay incentives to attract and retain staff.
- Adjust salaries within assigned pay ranges for employees in positions that are either critical or key functions or that have high turnover rates.
- Create formal rewards and recognition programs and activities within divisions.
- Promote the use of non-monetary rewards for exceptional performance (e.g.

Administrative Leave for outstanding performance, etc.)

### **Implement a Succession Plan for all Agency Departments**

The SPB has made it a priority to develop staff members to take over leadership roles in order to ensure continuity of programs, a high level of knowledge, and service to the public. The agency has developed a succession planning template for use by agency departments to prepare for both anticipated and unanticipated departures of key staff. Agency departments are responsible for identifying positions critical to their operations and establishing a comprehensive strategy for preparing new staff to assume these responsibilities. A well-developed succession plan at the department level will reposition the SPB to address future staffing needs from current resources and ensure continuity of leadership. As part of the succession plan, the agency continues to ensure that key duties and procedures are formally documented and regularly updated in writing. Continually documenting current practices allows the agency to record valuable knowledge and expertise before staff leave, providing an effective tool to train new staff.

#### Action Steps (ongoing at the department level)

- Identify mission critical agency positions (key positions).
- Build a job profile for each key position, develop an inventory of possible candidates and design a developmental plan for each candidate.
- Develop a method to document transfer of institutional knowledge.
- Formally document and regularly update operating procedures for all programs.
- Develop job aids to assist staff to perform tasks accurately, including checklists and reference guides.
- Conduct "lessons learned" meetings immediately after an event or project.
- Allow employees to work closely with key staff members.
- Allow employees to "shadow" other employees who are leaving.
- Develop and implement an agency-wide staff training and development program.