

Agency Workforce Plan

Fiscal Years 2021-2025

BY

THE TEXAS BOARD OF ARCHITECTURAL EXAMINERS



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

Board Member

Debra Dockery, AIA – Chair
Robert “Bob” Wetmore
Joy J. Smith, CPA, CGMA –
Jennifer Nicole Walker, AIA
Chase Bearden
Charles H. “Chuck” Anastos, AIA
Chad Davis
Fernando Trevino

Dates of Term

5/10/11 – 1/31/17
1/15/16 – 1/31/21
1/15/16 – 1/31/21
1/15/16 – 1/31/21
5/01/09 – 1/31/21
4/01/08 – 1/31/19
4/11/13 – 1/31/19
7/16/18 – 1/31/19

Hometown

San Antonio
Austin
Burnet
Lampasas
Austin
Corpus Christi
Lubbock
San Antonio

June 2020

Workforce Plan

Overview

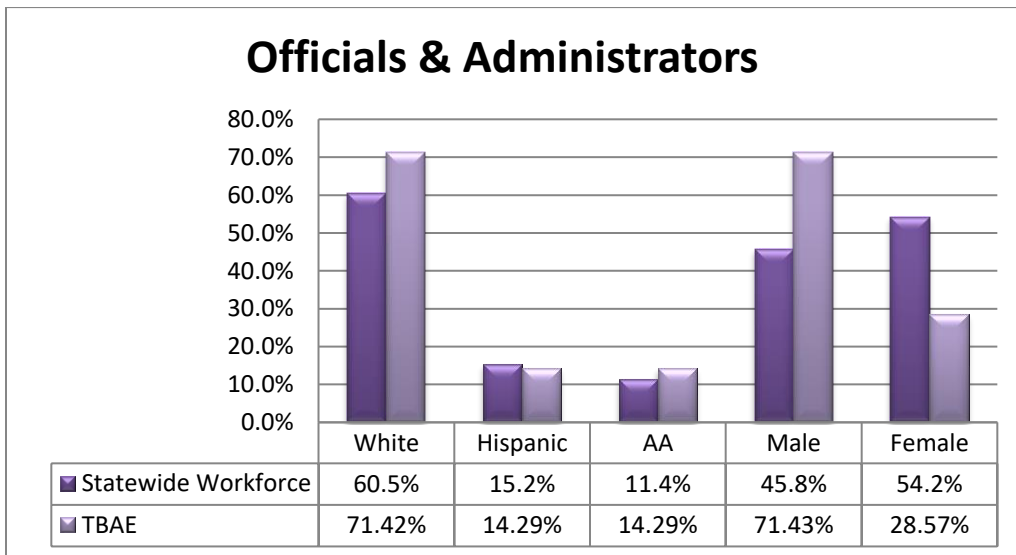
The Texas Board of Architectural Examiners (TBAE) is a small state agency operating under the Self-Directed Semi-Independent (SDSI) Project Program. TBAE has the authority to regulate the practices of architecture, landscape architecture and registered interior designers in Texas.

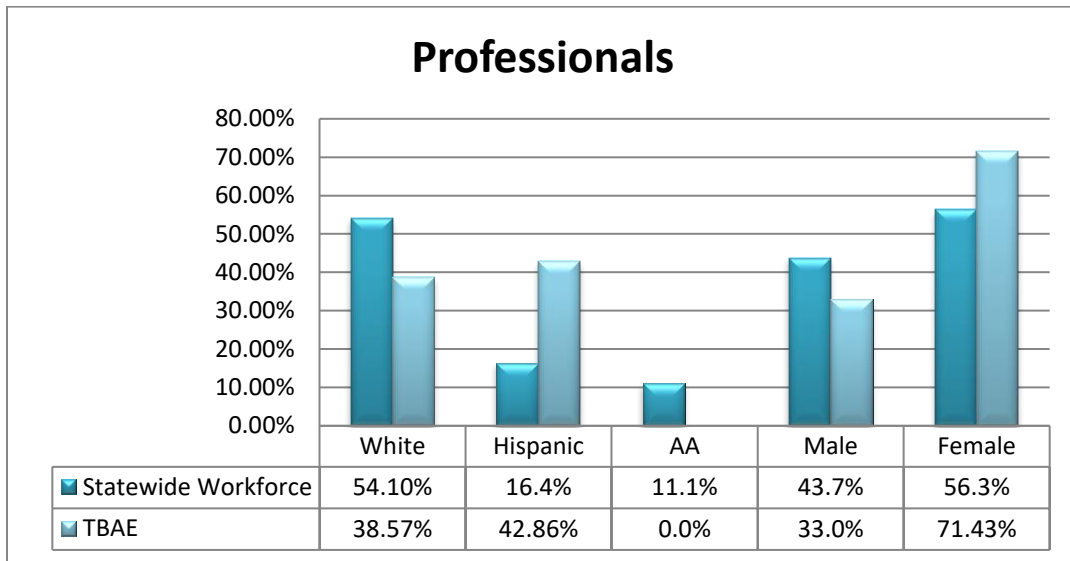
The agency employs individuals to carry out duties in Registration, Enforcement, Finance, Information Technology, and Executive Administration. At the end of May 2020, TBAE employs 19 staff members. TBAE's commitment to high standards for excellence requires the agency to recruit and retain a high-performance staff.

After the 2005 implementation of the on-line renewal process, the agency has continued to improve and streamline business operations. As the use of technology becomes more important to the agency's business, employees will need current technological skills along with customer service skills. As the agency moves forward, it will be necessary to ensure employees are provided with training opportunities to enhance their skill sets and to develop recruitment practices that will aid in hiring highly qualified staff.

Workforce Demographics

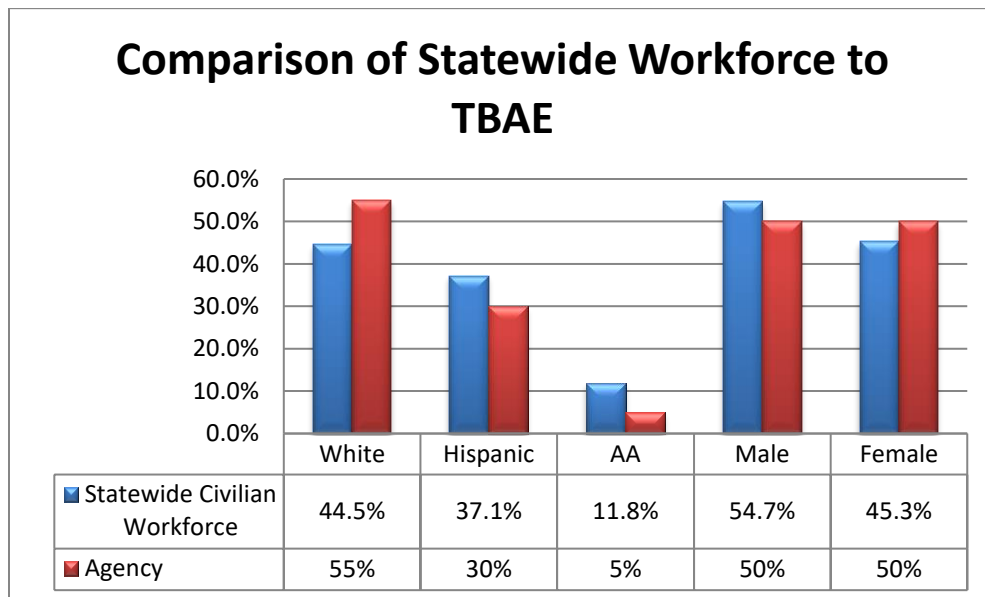
Even though the TBAE is a small state agency with a low turnover rate, the agency strives to meet its diversity targets whenever possible. For most job categories, the agency is comparable to or above statewide workforce statistics. The agency will continue to pursue recruitment efforts to draw highly qualified African Americans and Hispanics and to retain the diversified workforce. The following charts reflect the agency workforce as of August 31, 2019.





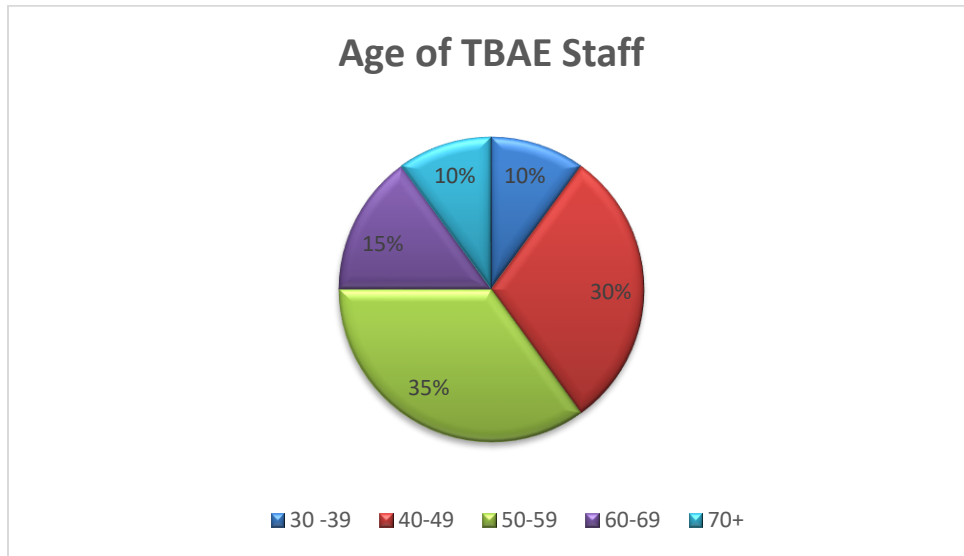
Race and Sex

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



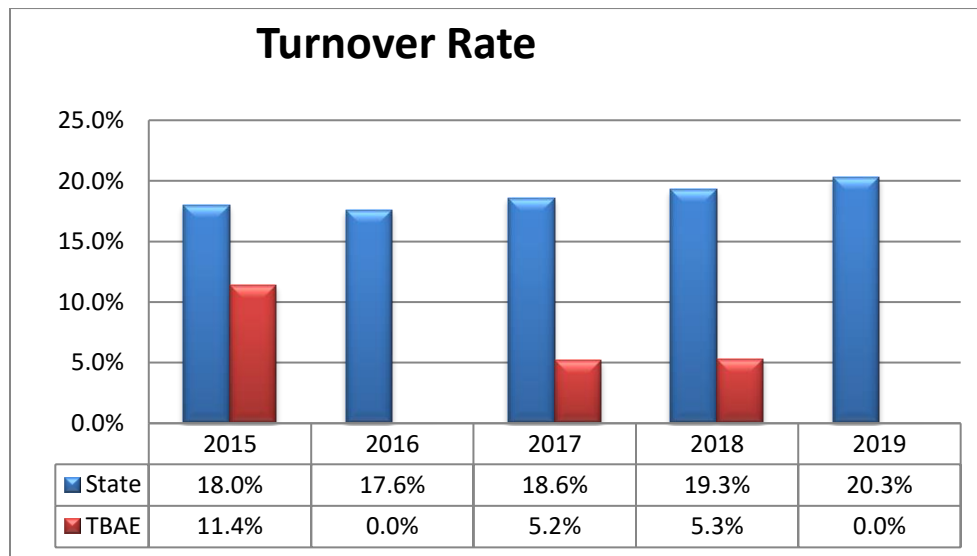
Age

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



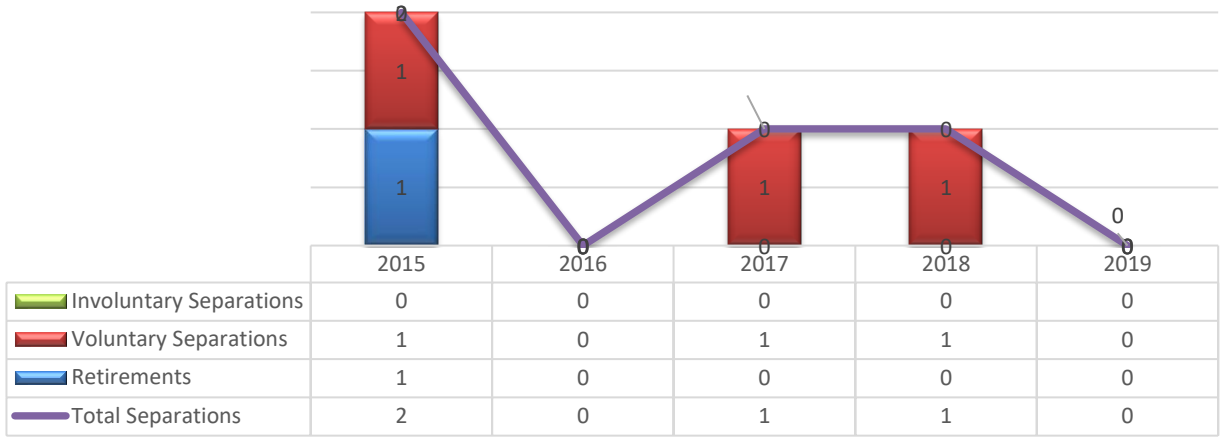
Employee Turnover Rates

The Board's employee turnover rate in FY 2019 was zero percent, compared to the ¹statewide turnover rate of 20.3 percent.



¹ The statewide and TBAE rates include involuntary, voluntary and retirement separations.

Separations by Type

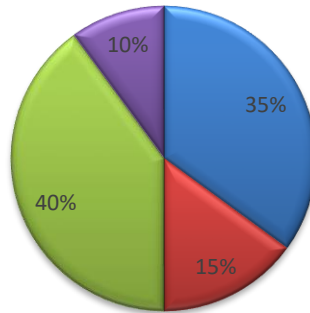


■ Retirements
 ■ Voluntary Separations
 ■ Involuntary Separations
 — Total Separations

Retirements

Approximately 50 percent of TBAE employees will be eligible to retire between FY 2020 and FY 2026. Of these employees, 40 percent are eligible to retire at the end of FY 2032.

Retirements



■ FY 2020
 ■ FY 2021 to FY 2026
 ■ FY 2027 to 2032
 ■ FY 2033 and beyond

Succession Planning

Approximately 50 percent of employees will be eligible to retire between FY 2020 and FY 2026. The urgency is to continue to anticipate the potential loss of expertise and institutional knowledge. While succession planning remains an important role within the agency, the agency's leadership is defining perspectives for assessing, grooming, and placing the right talent throughout the agency. The agency continues to illustrate potential career paths and allow employees to weigh in on the course their path ultimately takes. The leadership is focusing their commitment to top performers and helps to ensure those talented team members have the required aptitude and mind set to meet the agency's future objectives. The senior level staff is preparing employees for advancement or promotion into challenging roles within the agency. In order to keep the agency's succession plan a fluid process that not only tracks the talent and development of employees, but also includes them in the process, the agency's effective succession planning process include:

- a. Link Strategic and Workforce Planning Decisions
- b. Analyze Gaps
- c. Identify Talent Pools
- d. Develop Succession Strategies
- e. Implement Succession Strategies
- f. Monitor and Evaluate

Succession Management Results

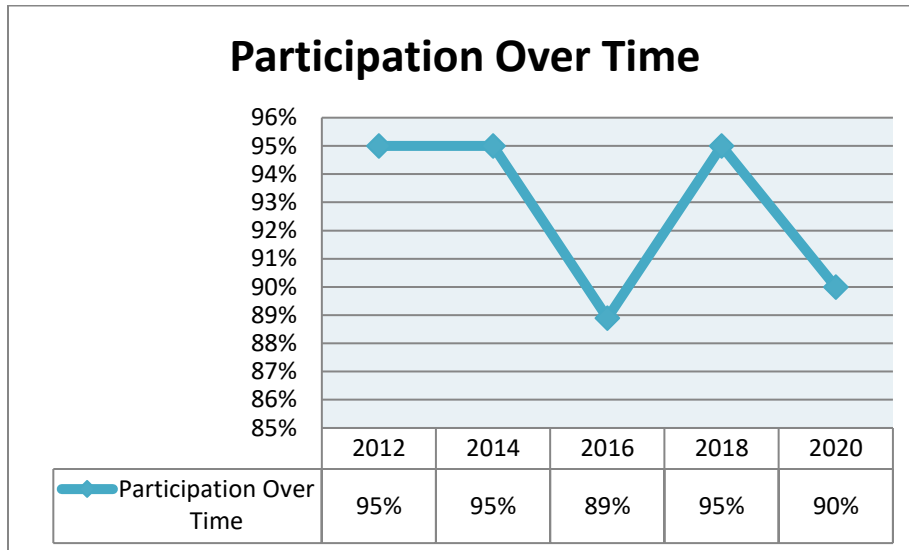
In the past two years, the TBAE identified successor candidates to fill key leadership and other crucial roles in the agency as we continue to realize significant employee engagement and retention gains. The agency continues to push formal talent and succession planning further into the business to touch all roles that are critical to day-to-day operations.

Employees are provided with performance feedback and are alerted to potential future opportunities within the agency.

The agency's Operations Division plays a vital role in successful succession management planning, ensuring that strategies, activities and programs are in place that enable our leadership to make better decisions about current and future staff, and align talent to an overall growth strategy.

Survey of Employee Engagement

During the month of January 2020, 90% of staff participated in the 2020 Survey of Employee Engagement (SEE).



This survey period found these areas to be TBAE’s strengths and areas for improvement:

Areas of Strength

Workplace
Strategic
Supervision

Areas of Weakness

Employee Development
Benefits
Pay

The table below compares the three highest areas of strength and the three lowest areas of weakness.

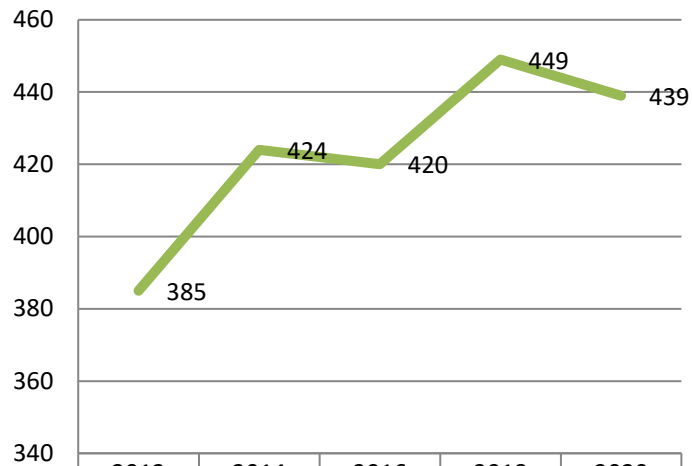
During this survey period, the Pay construct remains the lowest score. Low scores suggest that pay is a central concern or reason for satisfaction or discontent. The score for the Pay construct may be due to the higher cost of living in the Austin Metro area.

The Supervision construct provides insight into the nature of supervisory relationships within the organization, including aspects of leadership, the communication of expectations, and the sense of fairness that employees perceive between supervisors and themselves.

High Supervision scores indicate that employees view their supervisors as fair, helpful, and critical to the flow of work. The agency will need to carefully review the skill sets and requirements of the supervisory positions when filling vacancies.

With our high participation rate, employees are invested in the agency and want to see changes and improvements to agency operations. The survey’s 2020 overall score is **439**.

Overall Scores Over Time



	2012	2014	2016	2018	2020
Overall Scores Over Time	385	424	420	449	439

The Texas Board of Architectural Examiners (TBAE) participates in the Survey of Employee Engagement every two years. The survey results provide agency management with information on improving the well-being of agency employees and improving agency operations. The information provided is important during the strategic planning process and provides direction for more successful management of our most critical resource: our workforce.

A complete compilation of results is available upon request.

TBAE Constructs

