

# **WORKFORCE PLAN**

**FISCAL YEARS 2021-2025**

**STATE PRESERVATION BOARD**

*Previously submitted as Supplemental Schedule F of the FY 2021 - 2025 Strategic Plan*

## **SUPPLEMENTAL SCHEDULE F**

### **AGENCY WORKFORCE PLAN**

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

##### **Agency Mission**

The State Preservation Board (SPB) preserves and maintains the Texas Capitol, the Capitol Extension, the 1857 General Land Office Building, other designated buildings, their contents and their grounds; provides facilities and grounds keeping services for the Texas Governor's Mansion; and operates the Bullock Texas State History Museum and the Texas State Cemetery. The SPB provides educational programs related to Texas history, government and culture to benefit the citizens of Texas and visitors to the state.

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

The agency's core functions are reflected through the work of its nine divisions: Facilities, Curatorial, Visitor Services, the Bullock Texas State History Museum, the Texas State Cemetery, Retail, Finance, Administration, and Information Technology. 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 educational programs, and the revenue generating functions performed by the gift shop operations and Capitol Visitors Parking 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, families, and contractors who seek to become business partners with the State Preservation Board.

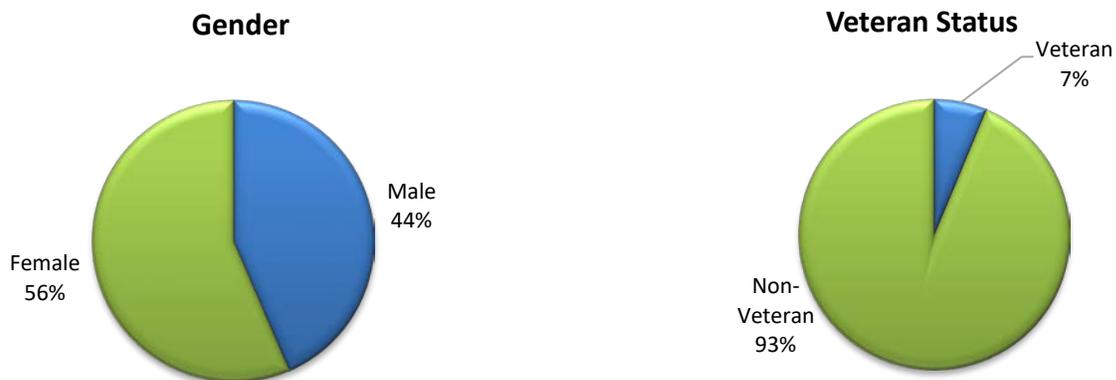
## II. CURRENT WORKFORCE PROFILE

### Workforce Demographics

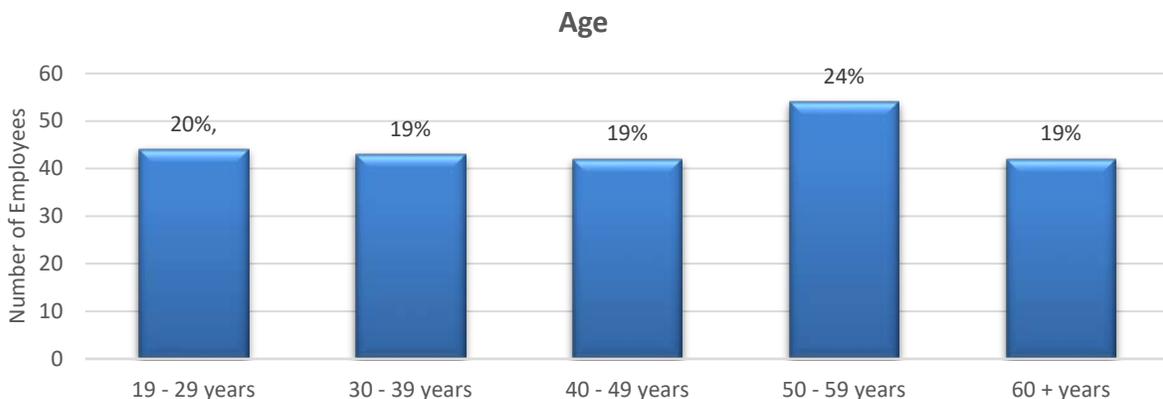
As of April 20, 2020, the State Preservation Board had a total headcount of two hundred twenty-five (225) employees. The graphics on the following pages profile the agency's workforce, including both full-time and part-time classified regular employees (*does not include temporary or seasonal positions*). The agency's workforce is nearly evenly divided among females and males, with 56 percent female and 44 percent male. 43 percent of the agency's staff is 50 years or older and 7 percent are military veterans. Employee tenure with the agency breaks down as follows:

- 62% of the workforce has 5 years or less tenure with the agency;
- 16% has 6 - 10 years of experience; and
- 21% of employees have 11 or more years of service with the agency and broad institutional knowledge.

### Workforce Breakdown

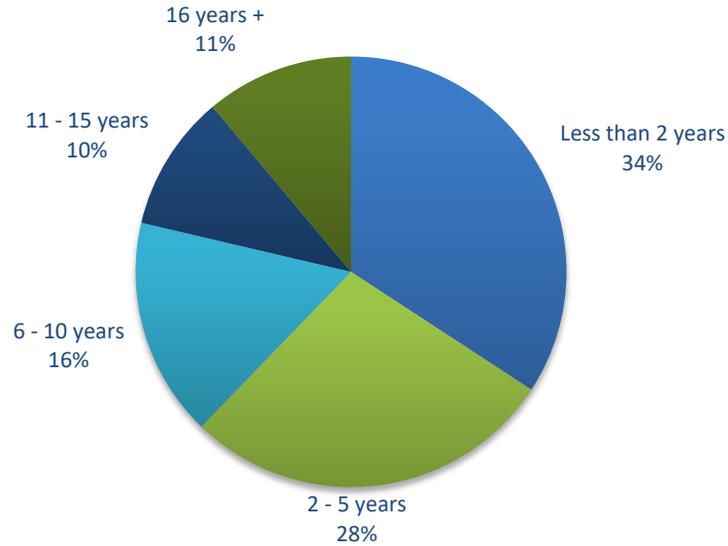


Source: Uniform Statewide Payroll System



Source: Uniform Statewide Payroll System

### Agency Tenure



Source: Uniform Statewide Payroll System

### Employee Ethnicity by EEO Job Category

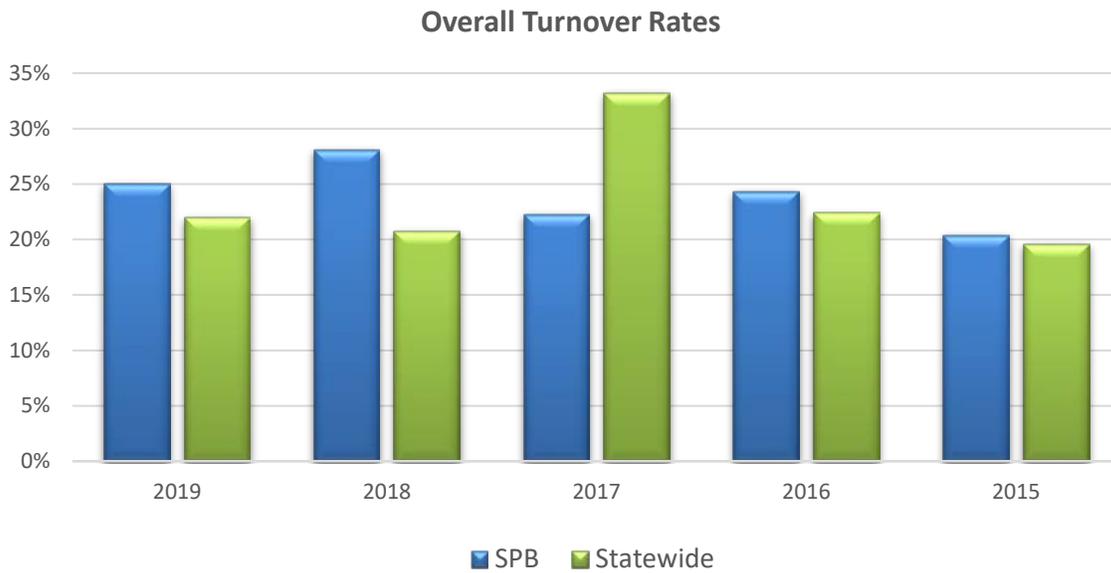
Job Category	Total Positions	African American	Hispanic	Female
Officials/Administration	38	2%	15%	57%
Professional	18	0%	5%	77%
Technical	18	5%	22%	33%
Administrative Support	97	6%	19%	67%
Service/Maintenance	22	9%	68%	45%
Skilled Craft	19	10%	31%	10%
Paraprofessionals	11	9%	0%	72%
Protective Service	2	0%	0%	0%

Source: Uniform Statewide Payroll System

### Employee Turnover

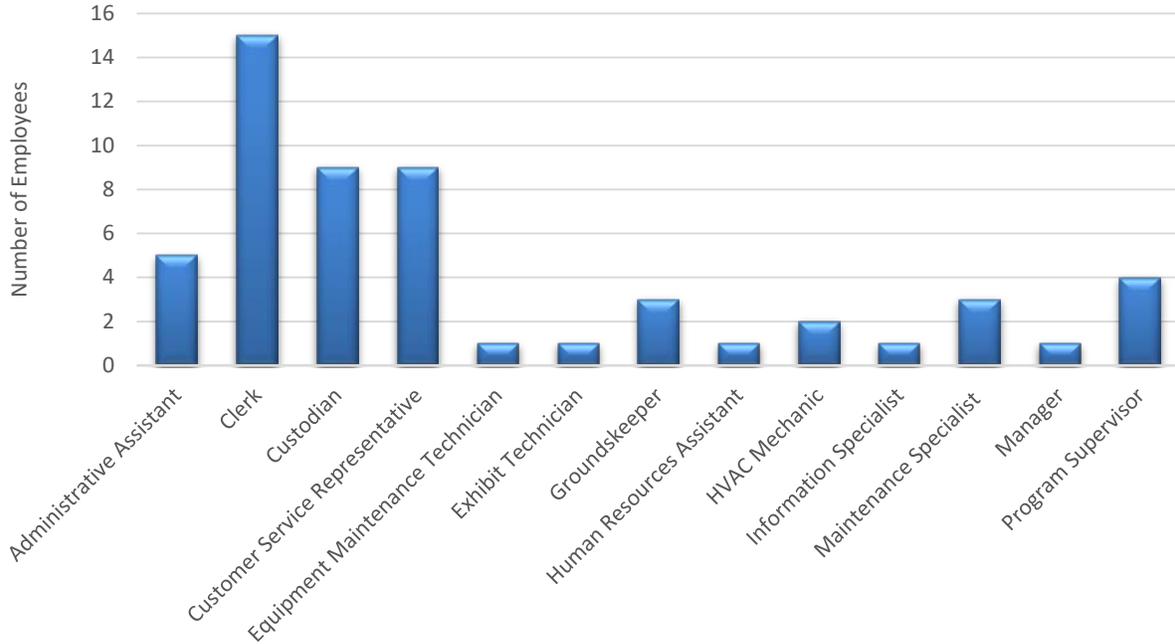
The SPB enjoys a favorable reputation as a place for employees to work and grow their career, as reflected in the positive responses to our 2020 *Survey of Employee Engagement*. However, the agency's turnover rate is consistently higher than the statewide average and the SPB faces the continuing challenge of offering competitive compensation to recruit and retain qualified employees in our facilities services-related positions and in visitor services and retail positions. In FY 2019, the majority of the agency's turnover (53%) was in the low-paying Clerk, Customer Service Representative, 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 customer services representatives/theater hosts and retail gift shop positions is predominately populated by young 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, reduced retention is a part of doing business. Stores, theaters and tourist attractions face similar recruitment, scheduling and employee retention challenges.



Source: SAO Electronic Classification Analysis System (E-Class)

### Turnover by Classification Job Series, FY 2019



Source: SAO Electronic Classification Analysis System (E-Class)

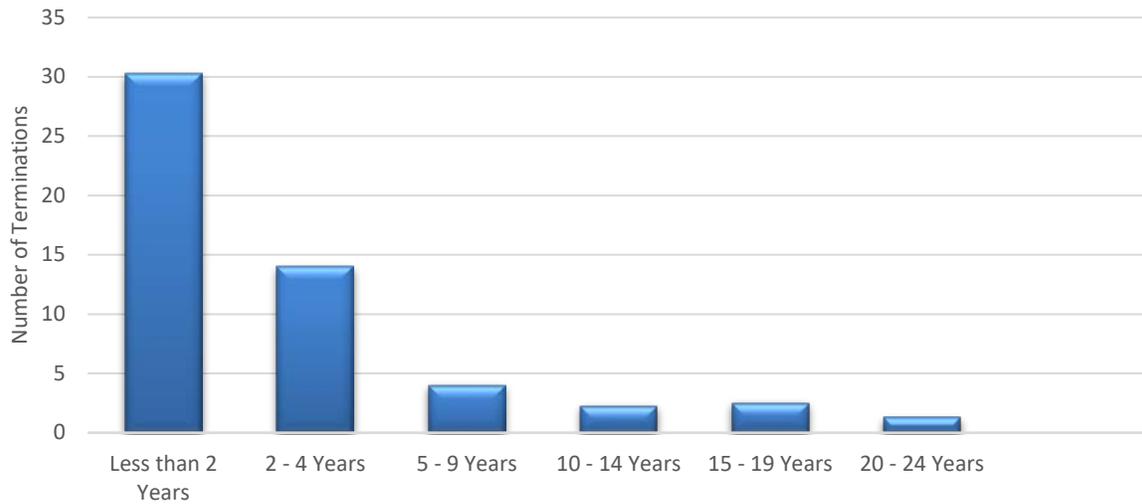
Consistent with the majority of the agency's turnover coming from entry level positions, in FY 2019, 55 percent of the terminated employees left the agency with less than two years of service as indicated by the "Turnover by Length of Service" table shown below. A high turnover rate for less-tenured 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
2019	55	30	13	5	1	4	2
2018	62	39	17	2	2	1	1
2017	48	23	14	5	1	4	1
2016	52	29	12	4	5	1	1

Source: SAO Electronic Classification Analysis System (E-Class)

### Average Turnover by Length of Service with SPB, FY 2016-2019

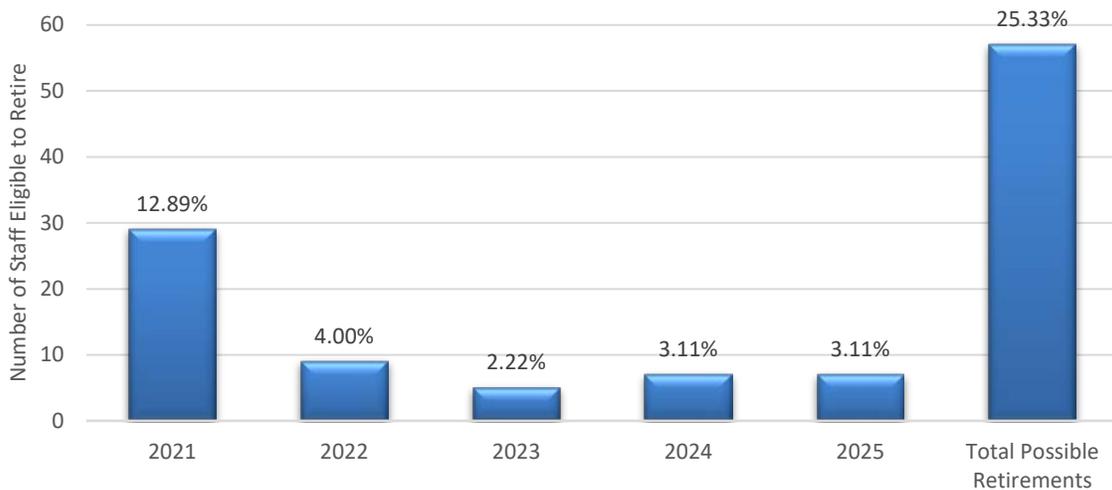


Source: SAO Electronic Classification Analysis System (E-Class)

### Retirement Eligibility

During this workforce planning cycle fifty-seven (57) employees, or 25.3 percent of the agency's workforce will have achieved retirement eligibility under the "Rule of 80". This includes seven (7) employees who are return-to-work retirees. Seven (7) 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.

### Retirement Eligibility (Rule of 80 or Return to Work Retiree)



Source: Uniform Statewide Payroll System

## Survey of Employee Engagement

The agency participated in the *Survey of Employee Engagement* conducted by the University of Texas Institute for Organizational Excellence in February 2020. The SPB enjoyed a 72.8 percent employee participation rate in the survey, producing sound results for the agency. The top three areas identified by staff as regions of substantial strength for the SPB include:

- *Workplace* - Employees' perceptions of the total work atmosphere, including the degree to which they feel safe and the overall feel of the workplace. The high score suggests that employees see the setting as satisfactory, safe and that adequate tools and resources are available to do the job.
- *Strategic* - Employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. The high score reflects that employees understand their role in the organization and consider the agency's reputation to be positive.
- *Job Satisfaction* - Employees' perceptions about the overall work situation and ability to maintain work-life balance. The high score indicates that employees are pleased with working conditions and their workload.

The survey also revealed positive employee perceptions in the overwhelming majority of other surveyed categories including *Workgroup; Supervision; Community; Information Systems; Benefits; and Employee Engagement*. Regarding *Employee Engagement*, 52 percent of agency staff identified as being *highly engaged* or *engaged*. This is compared to a nationwide workplace average of 30 percent. Highly engaged employees are willing to go above and beyond in their employment and engaged employees are more present in the workplace and show an effort to move the organization forward, all highly positive personnel traits. Additionally, only 9% of respondents said they intend to leave the agency within one year.

The areas flagged by the survey as areas of concern for the agency include:

- *Pay* - Employees' perceptions about how well the compensation package offered by the agency holds up when compared to similar jobs in other organizations. The agency's low score suggests that pay is a central concern or reason for discontent and pay is not comparable to similar organizations.
- *Employee Development* - Employees' perceptions about the priority given to their personal and job growth needs. The somewhat low score indicates that employees may feel stymied in their education and growth in job competence.
- *Internal Communication* - Employees' perceptions of whether communication in the agency is reasonable, candid and helpful. While the agency still scored positively in this category, the score does imply that employees feel information does not arrive in a timely fashion and is difficult to find.

## 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 2021 - FY 2025 Strategic Plan. However, as new technology is applied to agency processes, certain job functions may be performed differently, requiring greater computer proficiency and the willingness to embrace new ways of conducting agency business.

#### **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 abilities and expertise, including knowledge of advanced building technology and automation systems, database management, specialized analytical and technical skills, and the ability to effectively manage change.

## 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. It is imperative for the agency to ensure that this organizational knowledge and expertise is retained. This is continually addressed through emphasis on cross training and professional development as well as on the documentation of operating procedures. 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. Standardized hiring procedures that incorporate industry best practices and continually training managers and supervisors on the hiring process will position the SPB to attract and select the best available applicants. 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, providing developmental opportunities, and offering non-monetary incentives to high performing staff. Non-monetary incentives include the expanded use of the agency's recently adopted *Modified Work Schedule Program* and the *Telework Program*.

### Action Steps (ongoing)

- Identify classification job series with the highest turnover and implement recruitment and retention strategies for these positions.
- Continue to develop and refine the new employee orientation and training program as part of the retention strategy.
- Implement 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.
- Adjust salaries within assigned pay ranges for employees in positions that are either critical or key functions or that have high turnover rates.
- Promote the use of non-monetary rewards for exceptional performance (e.g. Administrative Leave for outstanding performance, etc.)
- Promote modified/flexible work schedules when possible, to assist with employee work-life balance and reduce commute time.
- Encourage maximum use of the Telework Program for eligible staff. Studies have shown that teleworking employees have increased job satisfaction and retention. A robust

Telework Program also can result in increased employee productivity, improved continuity of operations during emergency situations, and a reduced need for office space.

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

Turnover and attrition may result in a significant loss of institutional knowledge for the agency in the near future. As noted earlier, a substantial number of staff in key management positions either are already eligible to retire or will become eligible to retire in the next five years. To aid in mitigating the impact of this potential loss, 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.