

Agency Workforce Plan

Fiscal Year 2021

THE TEXAS BOARD OF ARCHITECTURAL EXAMINERS



THE TEXAS BOARD OF ARCHITECTURAL EXAMINERS BOARD MEMBERS

Board Member	Dates of Term	Hometown
Debra Dockery, FAIA – Chair	5/10/11 – 1/31/23	San Antonio
Tim A. Bargainer, PLA, ASLA – Vice-Chair	8/12/20 – 1/31/25	Georgetown
Darren La Marr James, FAIA – Secretary/Treasurer	8/12/20 – 1/31/25	Lewisville
Robert “Bob” Wetmore	1/15/16 – 1/31/27	Austin
Jennifer Nicole Walker, AIA	1/15/16 – 1/31/27	Lampasas
Rosa “Grace” Salazar	7/26/18 – 1/31/23	Lubbock
Joy J. Smith, CPA, CGMA	1/15/16 – 1/31/23	Burnet
Fernando Trevino	7/16/18 – 1/31/25	San Antonio
Lauren Taylor	8/06/21 – 1/31/27	Denton

June 2022

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 2021, 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.

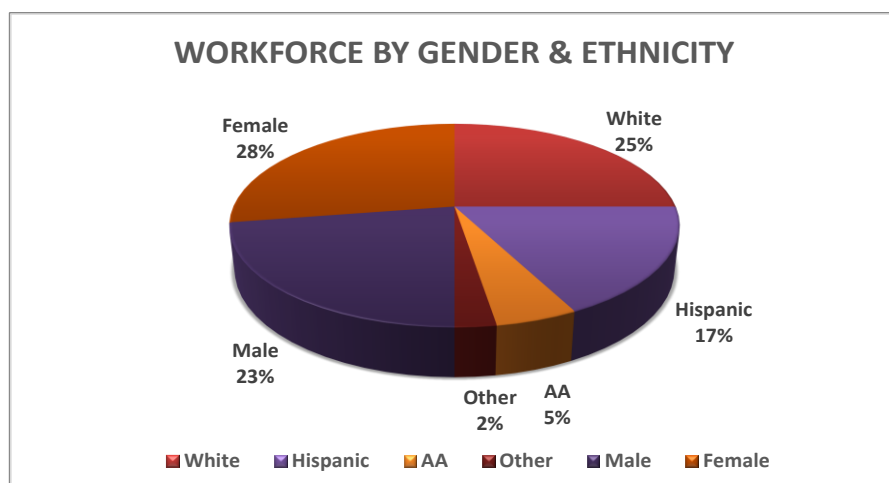
Workforce Demographics - Gender, Ethnicity, Age

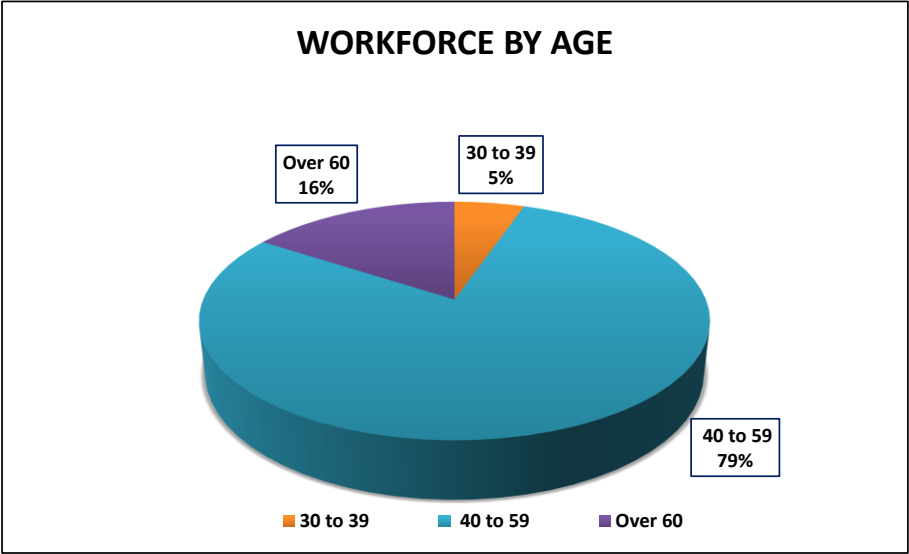
Even though the TBAE is a small state agency with a low turnover rate, the agency strives to meet its diversity targets whenever possible. For most job categories, the agency is comparable to or above statewide workforce statistics. The agency continues to pursue recruitment efforts to draw highly qualified African Americans and Hispanics and retains a diversified workforce. The following charts reflect the agency workforce as of August 31, 2021.

The following charts profile the agency's workforce as of May 2021. The agency's workforce consists of 11 females and 9 males. Seventy-nine percent of employees are over the age of 40. Due to TBAE's small workforce and limited number of separations and retirements, the workforce is older.

Officials & Administrators

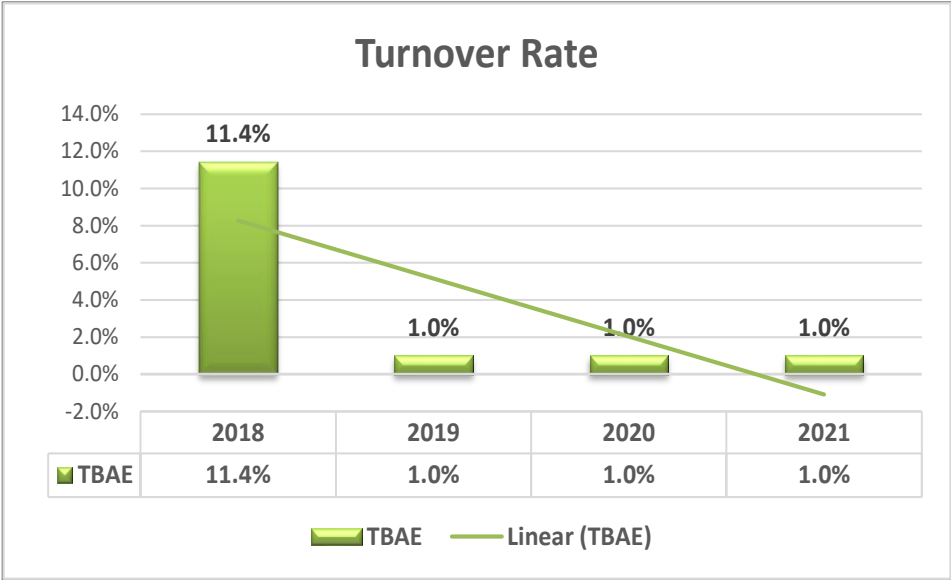
In Fiscal Year 2021, a total of 20 full-time positions were budgeted for, and 20 were filled, including one part-time position. Using EEO definitions, currently there are: Administrators (7); Professionals (6); Administrative support (4); Para-professional (1) and Technicians (2).





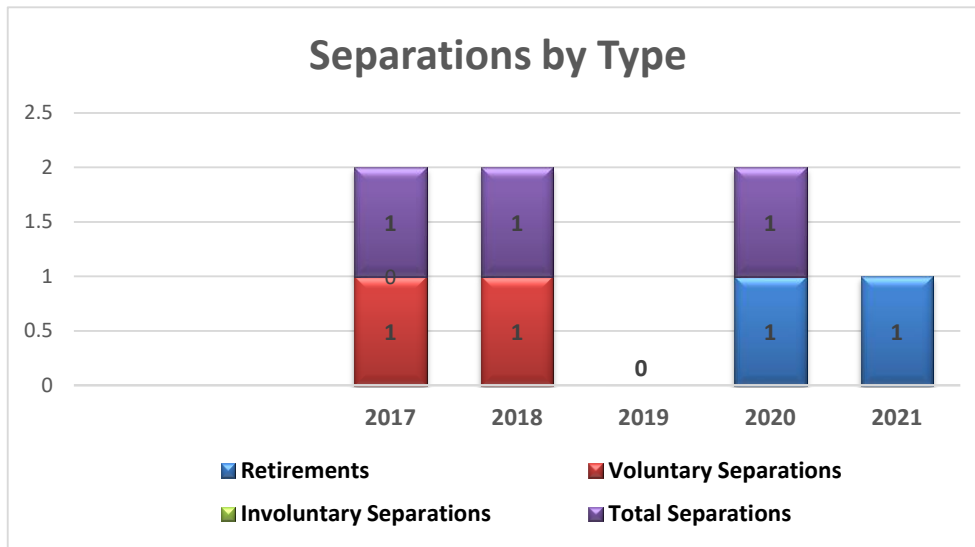
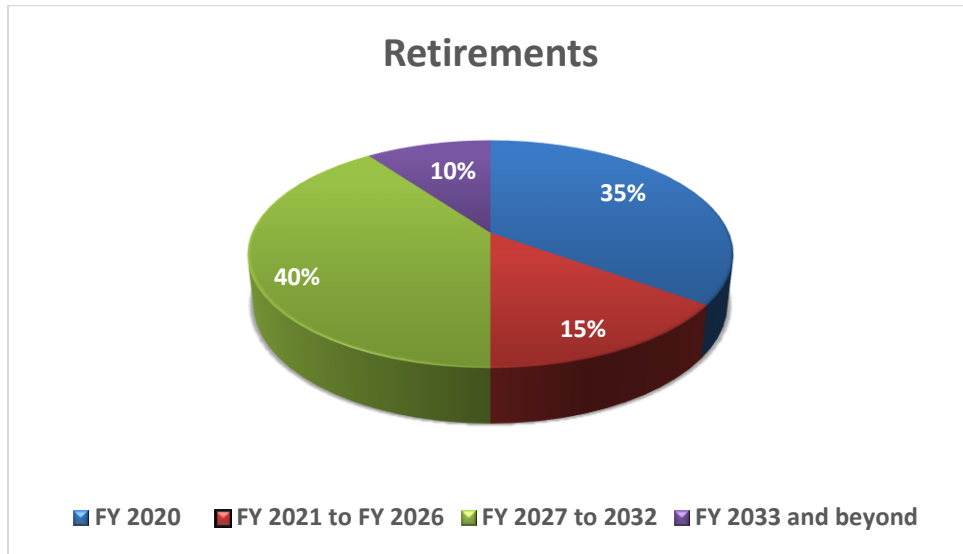
Employee Turnover Rates

The Board’s employee turnover rate in FY 2021 was one percent.



Retirements

Fiscal Year 2020 10 percent of TBAE employees were eligible for retirement. Approximately 15 percent will be eligible to retire between FY 2021 and FY 2026. Forty percent in FY 2027 and FY 2032, and 35 percent are eligible to retire at the end of FY 2033, and 35 percent are eligible 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 senior 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 senior 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. To keep the agency's succession planning 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.

Within the past year, the senior leadership is orienting succession processes toward the future rather than the present needs to help prepare the next generation of agency leaders to deal with a world that will differ from the present. The agency is actively preparing to thrive in a changing environment. The leadership and managers provide the employees with performance feedback and are alerted to potential future opportunities within the agency.

To improve the effectiveness and productivity of the agency, senior leadership has developed and consistently maintain the skills and expertise of its workforce through internal divisional/cross-functional training; annual outsourced training opportunities in the areas of team building, conflict management, problem solving, converting to a hybrid and telecommunication workplace, and other staff development programs.

Senior leadership utilized the succession planning process and identified two candidates to co-lead in a senior management position. The staff members who are not ready to fill this key role presently, are identified to participate in a developmental program to acquire the skills, knowledge, and experience to advance to a leadership position.

The agency's Operations Division plays a vital role in the successful succession management planning, ensuring that strategies, activities, and programs are in place that enable our senior 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

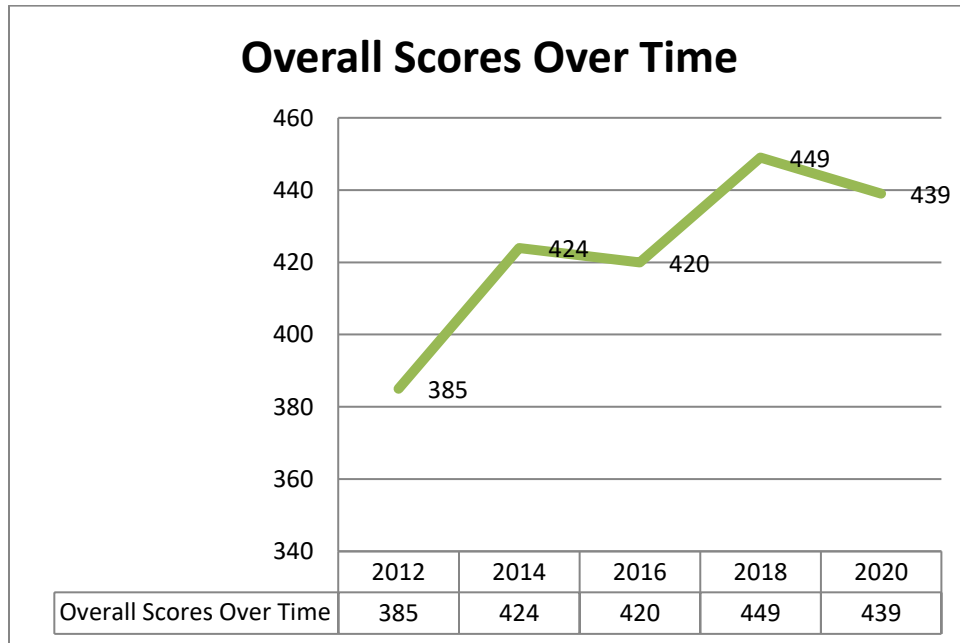
The table below compares the three highest areas of strength and the three lowest areas of weakness.

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.

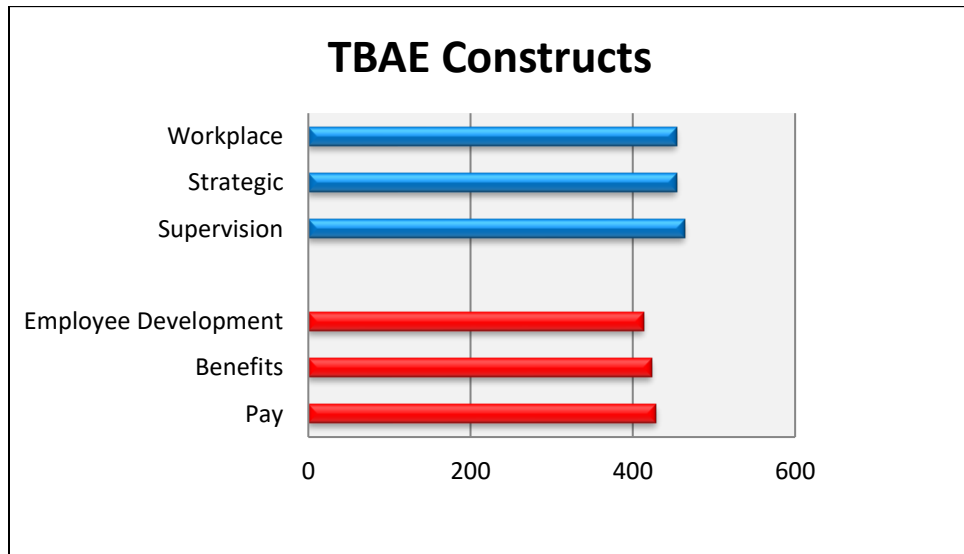
High Supervision scores indicate that employees view their supervisors as fair, helpful, and critical to the flow of work. The agency will need to carefully review the skill sets and requirements of the supervisory positions when filling vacancies.

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**.



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.



The FY 2022 Survey of Employee Engagement (SEE) is scheduled for May 2022 and the results will be published in the FY 2023 Agency Workforce Plan.



Revised: May 2022

