

Agency Workforce Plan

Fiscal Year 2024

THE TEXAS BOARD OF ARCHITECTURAL EXAMINERS



THE TEXAS BOARD OF ARCHITECTURAL EXAMINERS BOARD MEMBERS

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June 2024

Workforce Plan

Overview

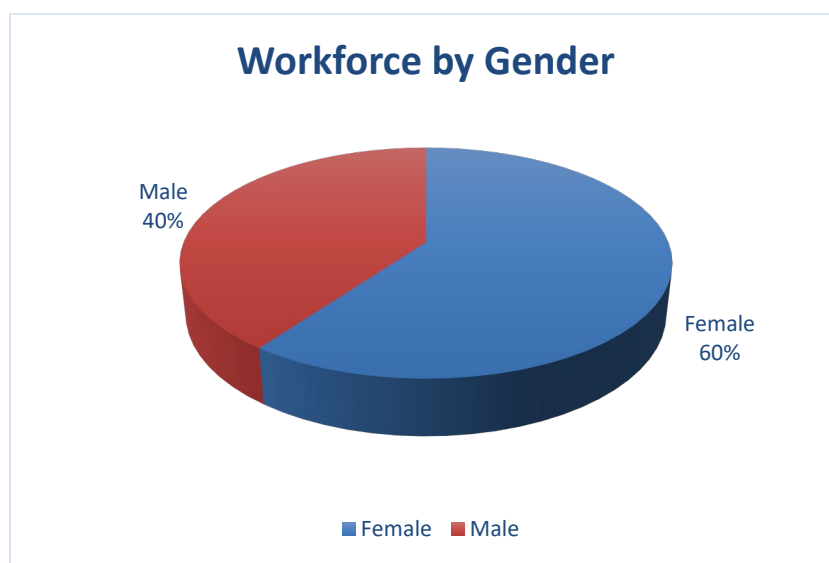
The Texas Board of Architectural Examiners (TBAE) is a small state agency operating under the Self-Directed Semi-Independent (SDSI) Project Program. TBAE has the authority to regulate the practices of architecture, landscape architecture, and registered interior designers in Texas.

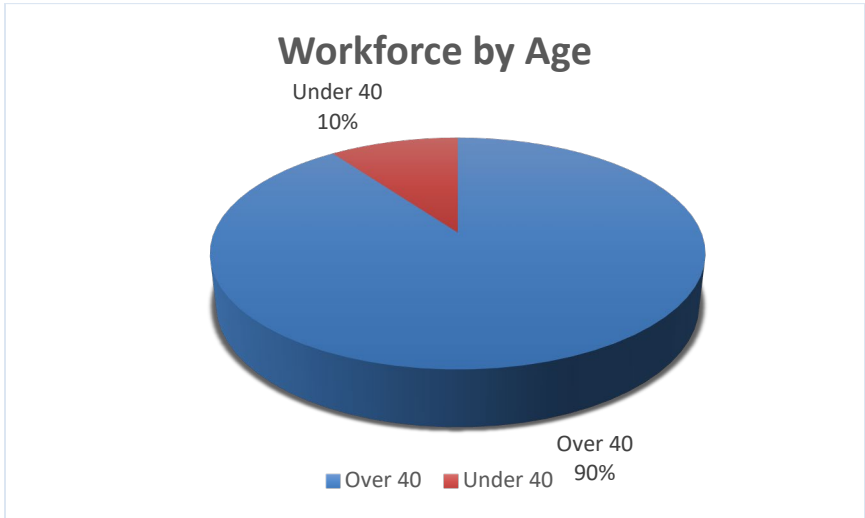
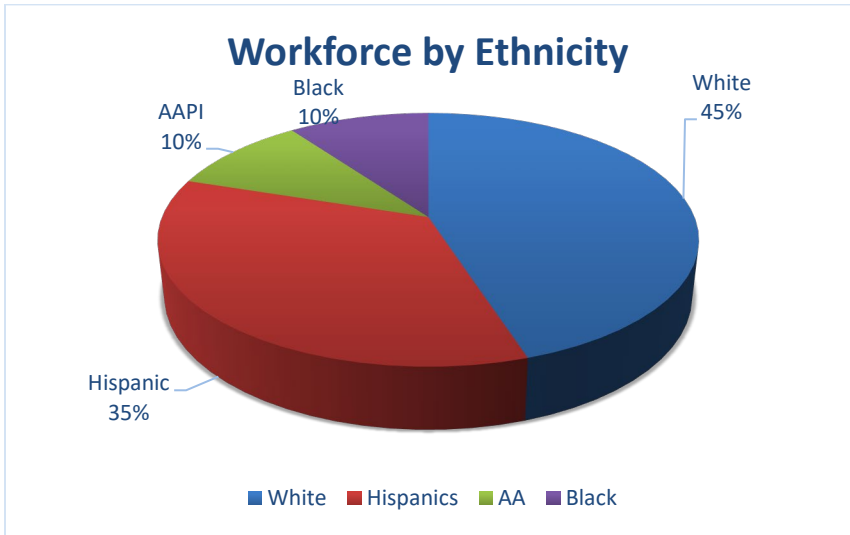
The agency employs individuals to carry out duties in the Registration, Enforcement, Operations, Information Technology, and Legal units. At the end of Fiscal Year 2023, TBAE employed 20 staff members. TBAE's commitment to high standards for excellence requires the agency to recruit and retain a high-performance staff.

After the 2005 implementation of the on-line renewal process, the agency has continued to improve and streamline business operations. In 2020, the agency rapidly transitioned to a system in which its investigative case files are maintained digitally. Initially, this action was taken to allow enforcement staff to maintain productivity during the early stages of the COVID-19 pandemic. Subsequently, this system was retained to allow greater flexibility in adopting hybrid work schedules and to respond to decreased physical storage in the agency's new office space. These innovations demonstrate TBAE's ability to respond to changing circumstances. As the use of technology becomes more important to the agency's business, our employees must become more technologically proficient while maintaining excellent customer service skills. To meet this challenge, the agency must ensure employees receive training opportunities to enhance their skill sets and develop recruitment practices that will aid in hiring highly qualified staff.

Workforce Demographics - Gender, Ethnicity, Age

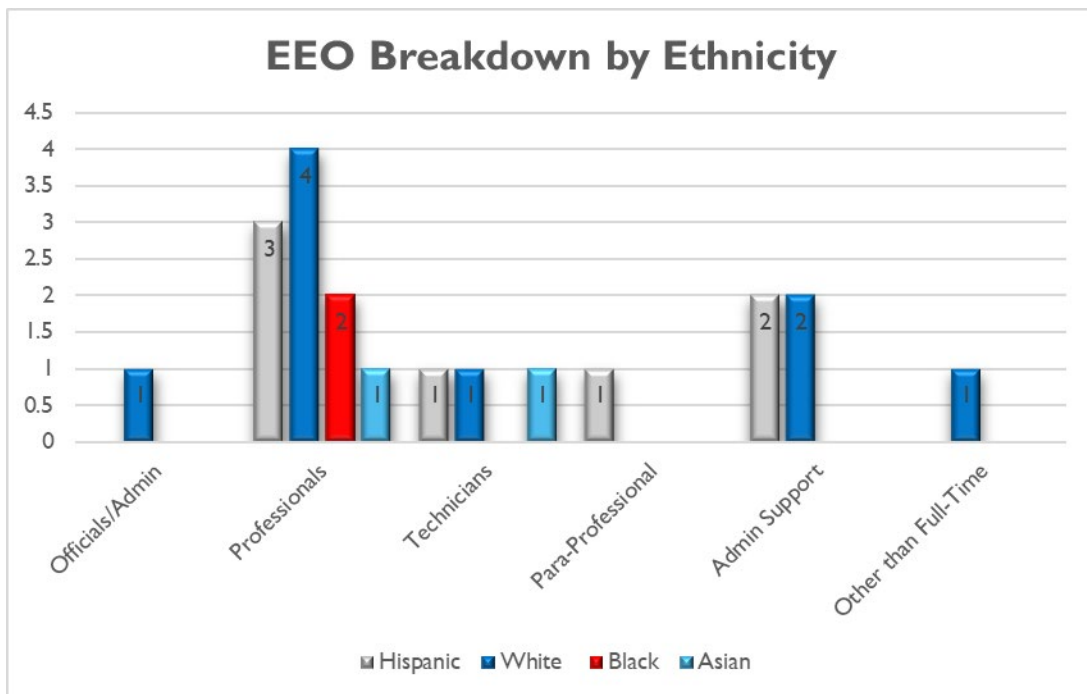
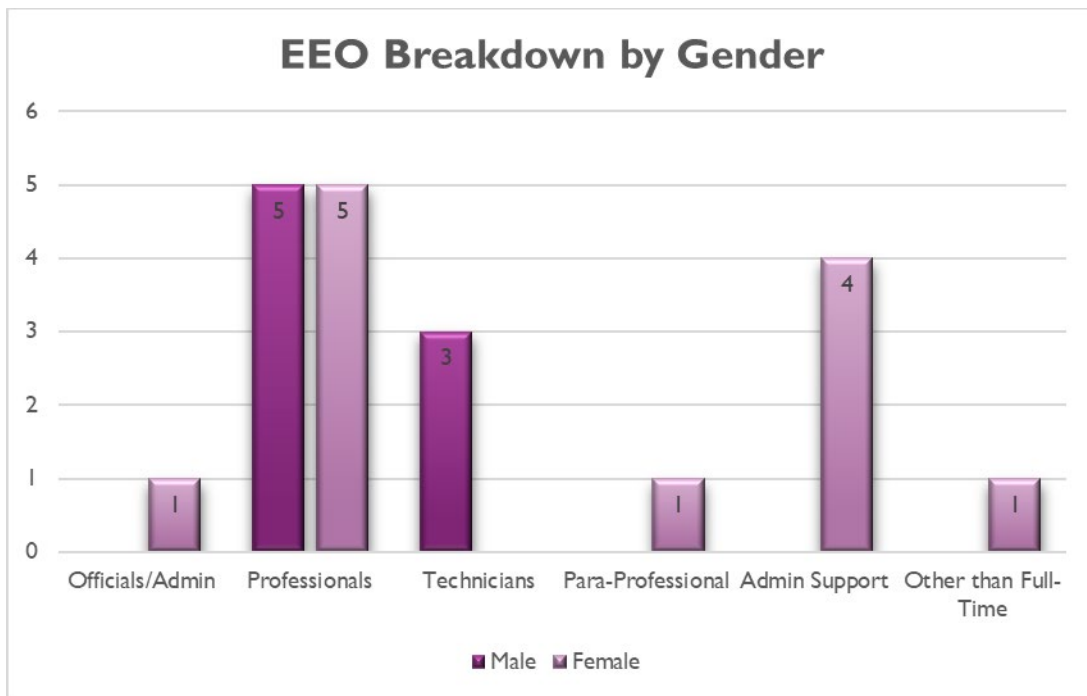
Even though the TBAE is a small state agency with a low turnover rate, the agency strives to meet its diversity targets whenever possible. For most job categories, the agency is comparable to or above statewide workforce statistics. The agency continues to pursue recruitment efforts to draw highly qualified African Americans and Hispanics and retains a diversified workforce. The following charts reflect the agency workforce as of August 31, 2023. The agency's workforce consists of 12 females and 8 males. Ninety percent of employees are over the age of 40. Due to TBAE's ability to recruit and then retain quality employees, the agency experiences a low turnover rate, thereby retaining employees until retirement. As a result, the agency's workforce is older than the state average.





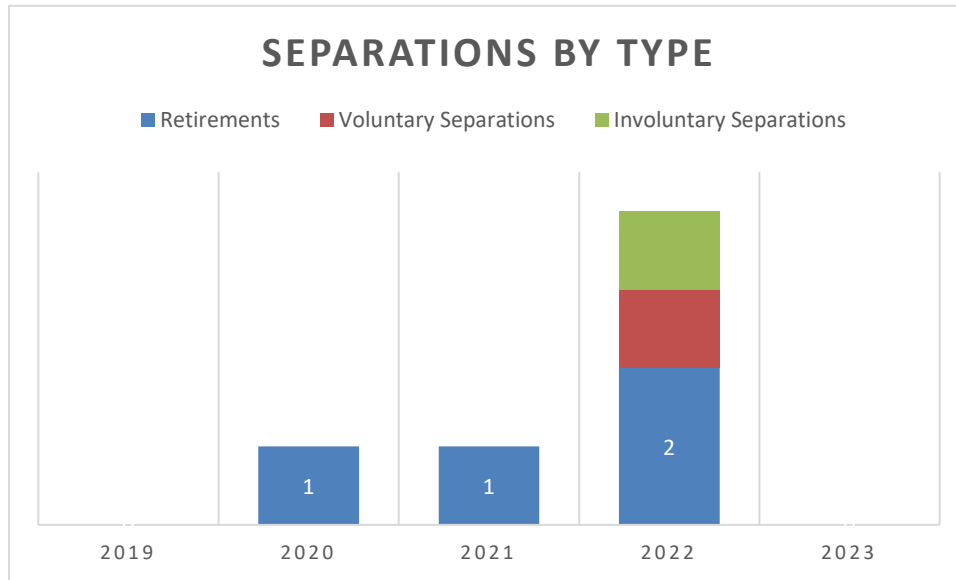
Officials & Administrators

In FY 2023, 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: One (1) Official/Administrator, Ten (10) Professionals, Four (4) Administrative support, Three (3) Technicians, and One (1) Para-professional.



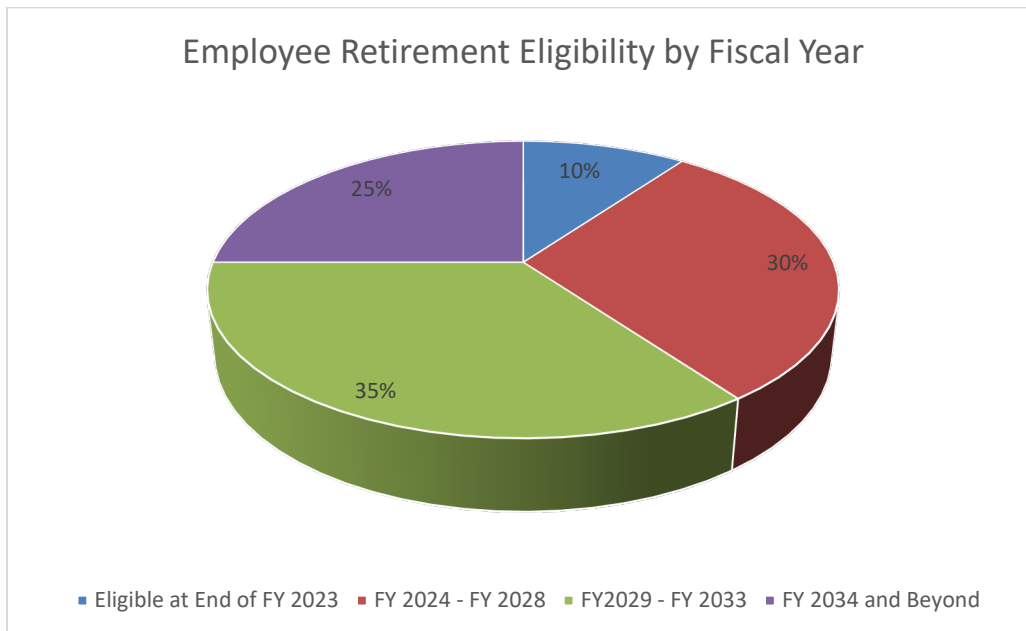
Employee Turnover Rates

The Board's¹ employee turnover rate in FY 2023 was zero percent.



Retirements

During FY 2023, ten percent of TBAE employees were eligible for retirement. Thirty percent are eligible to retire between FY 2024 and FY 2028. Thirty-five percent will be eligible between FY 2029 and FY 2033, and 25 percent will be eligible in FY 2034 or beyond.



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

Succession Planning

Approximately 40 percent of employees will be eligible to retire by the end of FY 2028. With this reality, the agency is sure to lose employees with significant expertise and institutional knowledge in the coming years. Therefore, it is crucial that the agency be proactive in ensuring this vital information is passed on to its next generation of leaders and employees. For this reason, succession planning has been and remains a strategic focus for the agency. Our senior leadership is constantly assessing current and potential employees for future leadership roles. To maintain its roster of future leaders, the agency is dedicated to engaging with employees to plot their future career paths and promoting from within. Additionally, senior leadership is committed to providing ongoing training and mentorship to ensure those talented team members have the required aptitude and mind set to meet the agency's future objectives. Finally, leadership is committed to making TBAE a happy and fulfilling place to work, thereby helping to retain employees who we hope will lead us into the future.

To ensure a robust collection of next-generation leaders, the agency's effective succession planning process:

- a. Links Strategic and Workforce Planning Decisions
- b. Analyzes Gaps in Workforce Supply and Demand
- c. Identifies Talent Pools
- d. Develops Succession Strategies
- e. Implements Succession Strategies
- f. Monitors and Evaluates Results

The agency's Operations unit plays a vital role in successful succession planning, ensuring that strategies, activities, and programs are in place to enable our senior leadership to make better decisions about current and future staff and align talent to an overall growth strategy. To improve the effectiveness and productivity of the agency, senior leadership has developed and consistently maintains the skills and expertise of its workforce through internal divisional/cross-functional training, providing training opportunities to grow individual competencies, and other staff development programs.

Succession Management Results

With the retirements of several key personnel looming, TBAE spent the past several years identifying successor candidates to fill key leadership roles in the agency. In the first half of the current fiscal year, those succession planning efforts paid dividends with the retirement of the Executive Director and Operations Manager, the Board's selection of the agency's General Counsel as the new Executive Director, and multiple in-house staffing changes to fill resulting staff vacancies with a minimum of training and on-boarding. (Note that these staffing changes have occurred in FY 2024 and are thus not yet reflected in the enclosed data that was collected at the end of FY 2023.) This is only the most recent example of the agency relying upon internal promotions to fill positions, as over half of our employees have been promoted into new positions at some point in their career with TBAE. The agency is continually 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.

As staff retirements and evolving external challenges persist, the agency will continue to emphasize succession planning to ensure continued excellence in all roles that are critical to day-to-day operations and the protection of the health, safety, and welfare of Texans who live, work, and play in the built environment.

Survey of Employee Engagement

The Texas Board of Architectural Examiners (TBAE) participates in the Survey of Employee Engagement (SEE) 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.

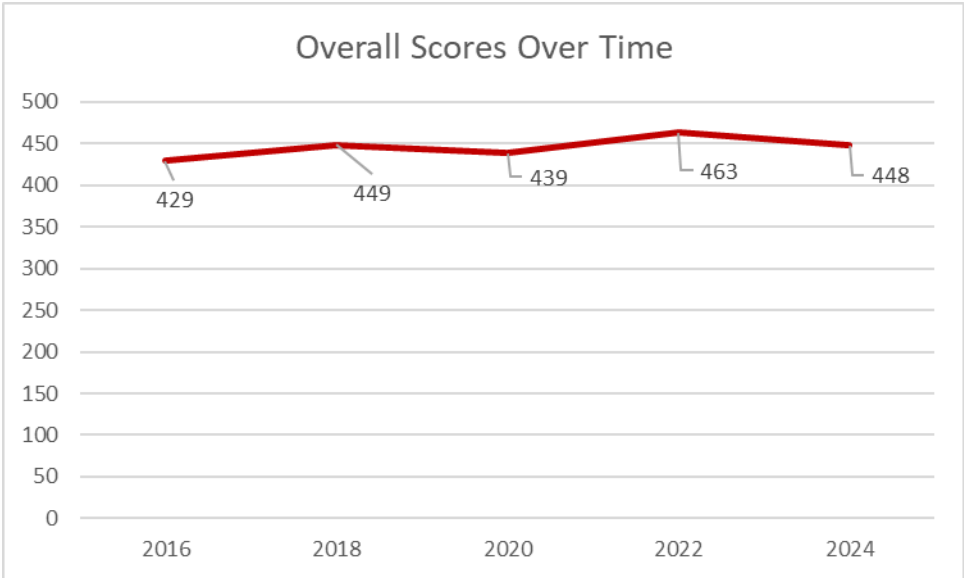
The most recent SEE was completed in March 2024. Ninety-five percent of staff participated in that survey.

The survey consists of a series of 48 primary items used to assess essential and fundamental aspects of how our organization functions. Similar items are grouped together and their scores are averaged and standardized to produce 12 construct measures. Each construct measure is scored on a 500 point scale, with 350 considered a tipping point between a positive and negative score.

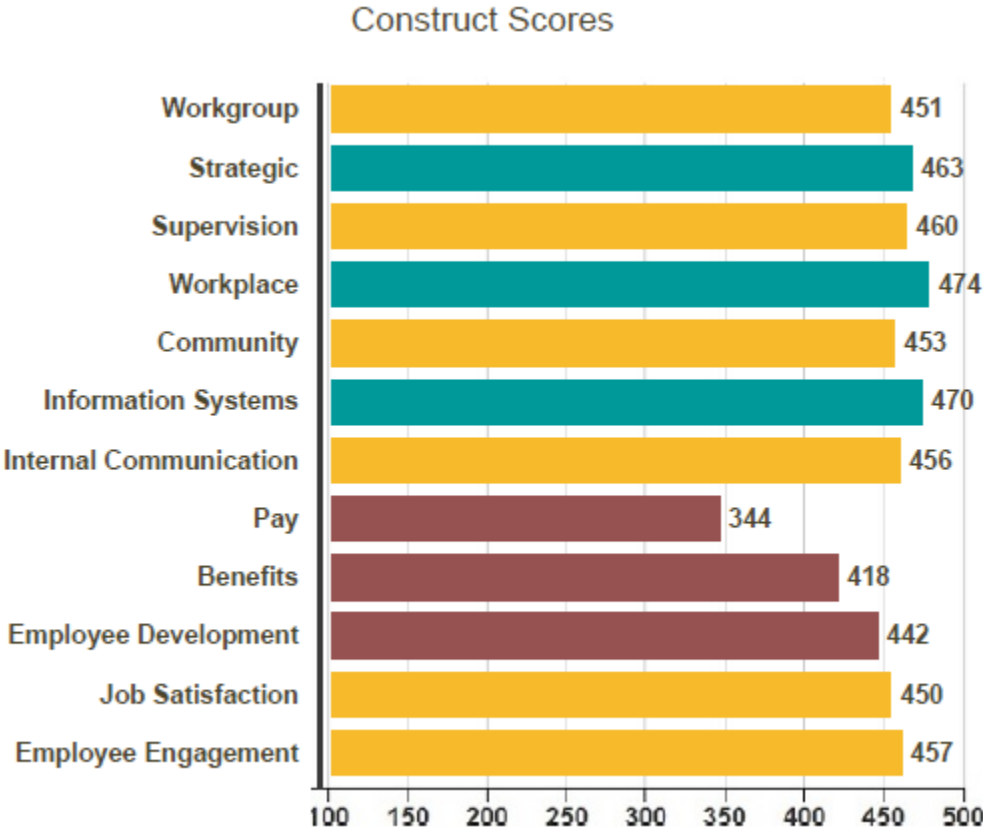
Construct	Description
Workgroup	The workgroup construct captures employees' perceptions of the people they work with on a daily basis and how effective they are. This construct measures the degree to which employees view their workgroup as effective, cohesive and open to the opinions of all members.
Strategic	The strategic construct captures employee perceptions of their role in the organization and the organization's mission, vision, and strategic plan. This construct measures the degree to which employees understand their role in the organization and consider the organization's reputation to be positive.
Supervision	The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. This construct measures the degree to which employees view their supervisors as fair, helpful and critical to the workflow.
Workplace	The workplace construct captures employees' perceptions of the total work atmosphere, workplace safety, and the overall feel. This construct measures the degree to which employees see the setting as satisfactory, safe and that adequate tools and resources are available.
Community	The community construct captures employees' perceptions of the relationships between employees in the workplace, including trust, respect, care, and diversity among colleagues. This construct measures the degree to which employees feel respected, cared for, and have established trust with their colleagues.
Information Systems	The information systems construct captures employees' perceptions of whether computer and communication systems prove accessible, accurate, and clear information. This construct measures the degree to which employees view the availability and utility of information positively.
Internal Communication	The internal communication construct captures employees' perceptions of whether communication in the organization is reasonable, candid and helpful. This construct measures the degree to which employees view communication with peers, supervisors and other parts of the organization as functional and effective.
Pay	The pay construct captures employees' perceptions of how well the compensation package offered by the organization holds up when compared

	to similar jobs in other organizations. This construct measures the degree to which employees view pay as well valued relative to the type of work, work demands and comparable positions.
Benefits	The benefits construct captures employees' perceptions of how the benefits package compares to packages at similar organizations and how flexible it is. This construct measures the degree to which employees see health insurance and retirement benefits as competitive with similar jobs in the community.
Employee Development	The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. This construct measures the degree to which employees feel the organization provides opportunities for growth in organizational responsibilities and personal needs in their careers.
Job Satisfaction	The job satisfaction construct captures employees' perceptions about the overall work situation and ability to maintain work-life balance. This construct measures the degree to which employees are pleased with working conditions and their workload.
Employee Engagement	Twelve items spanning several constructs were selected to get a more focused look at Employee Engagement. The Employee Engagement construct captures the degree to which employees are willing to go above and beyond, feel committed to the organization and are present while working. This construct measures the degree to which employees feel that their ideas count, their work impacts the organization, and their well being and development is valued at the organization.

The results of the survey show that TBAE employees are highly engaged with their work in the agency. Eighty percent of respondents were found to be either “highly engaged” or “engaged” with their work. Additionally, TBAE was given an overall score of 448. This continues a long trend of high performance by the agency and helps to explain our success in retaining employees.



When considered on individual constructs, TBAE received overwhelmingly positive scores, with every construct but one scoring above the 350-point threshold for a “positive” score.



While the agency scored highly in all constructs, the survey highlighted particularly strong performance in the strategic, information systems, and workplace constructs. These scores indicate that our employees, understand their role in the organization and consider the organization’s reputation to be positive, have positive views about the availability and utility of information, and see the work atmosphere as satisfactory and safe with adequate tools and resources available.

The agency’s score on pay is a relative weakness among strengths. This score is consistent with the difficulty that state agencies might encounter in competing with private employers, especially given the high cost of living in the Austin area. Nonetheless, the agency is dedicated to remaining as competitive as possible, while highlighting the generous benefits and quality of life advantages that can be obtained working for TBAE.

TBAE looks forward to the results of its next Survey of Employee Engagement, so that we can continue to analyze our strengths and weaknesses with the goal of continuing to attract and retain high level employees to ensure high effectiveness and efficiency in serving the people of the State of Texas.

