

## D. Agency Workforce Plan

### Current Workforce Profile

As of FY 2023, the Texas Historical Commission has 304.5 authorized full-time employees, according to the General Appropriations Act. The workforce is comprised of 46 percent males and 54 percent females. More than half of the THC staff are over the age of 40. The Employees Retirement System estimates that between FY 2022 and FY 2026, 22 percent of the workforce is eligible to retire (based on FY 2022 data).

Length of Service	20–29 Years of Age	30–39 Years of Age	40–49 Years of Age	50–59 Years of Age	60–69 Years of Age	More than 70 Years of Age	Total (Headcount)
Less than 5	20.00	36.75	20.75	24.00	8.00	.50	110.00
5 to 9.99 years	3.25	29.75	15.25	15.75	10.50	2.00	76.50
10 to 14.99 years	0.00	4.25	11.50	16.00	10.25	0.00	42.00
15 to 19.99 years	0.00	.25	15.75	7.25	7.75	1.00	32.00
20 to 24.99 years	0.00	0.00	4.75	9.50	6.25	0.00	20.50
25 years plus	0.00	0.00	1.50	11.00	11.25	0.00	22.25
<b>Total (Headcount)</b>	23.25	71.00	69.50	83.50	54.00	3.50	304.75*

The largest age group percentage of employees in the agency is 50–59. This group comprises 27 percent of staff:

Age Group	Headcount	Percentage of FTEs
Under 30 years	23.25	7.63%
30–39 years	71.00	23.30%
40–49 years	69.50	22.81%
50–59 years	83.50	27.40%
60–69 years	54.00	17.72%
70 and over	3.50	1.15%
<b>Total</b>	304.75*	100%

\*304.75 (headcount) is pulled from the State Auditor's Office for FY 2023 and includes data for the headcount (not FTE) on the last day of the fiscal year.

The agency follows fair hiring practices and seeks to recruit minorities at all levels. Although progress has been made, particularly in offering opportunities for women, the agency still has progress to make in the hiring of African Americans, Hispanic Americans, and people with disabilities. The agency has implemented an internship and diversity plan focused on recruiting, retaining, and developing a diverse workforce that reflects the state's population.

Percentage of Minorities in Agency's Total Work Force (as reported through August 31, 2023)			
	Total Positions	Number Minority	Percent Minority
Officials/Administrators	14	2	14%
Administrative Support	43	13	30%
Service/Maintenance	55	13	24%
Professionals	234	37	16%
Para-Professional	0	0	0%
Protective Services	0	0	0%
Skilled Craft	0	0	0%
Technicians	7	2	29%
<b>Total (Headcount)</b>	353**	67	19%

\*\*353 is from the State of Texas Equal Employment Opportunity Workforce Report for FY 2023. It includes all employees on the payroll during that fiscal year.

## **Employee Turnover and Recruitment of Qualified Employees**

The THC enjoys a favorable reputation as a place for employees to work, as reflected in our most recent Survey of Employee Engagement results. However, the THC faces the continuing challenge of offering competitive compensation to recruit and retain qualified employees in our archeological, architecture, historic preservation, and other specialized positions. Although employee turnover for the THC compares favorably with many state agencies, the THC faces the same challenge with an aging workforce as do many other organizations. It is taking longer periods of time to identify, recruit, and hire qualified candidates for some of our professional positions due to our relatively lower compensation structure in comparison to the private sector.

## **Aging Workforce and Succession Planning**

The THC has made it a priority to develop staff members to take over leadership roles to assure continuity of programs, a high level of knowledge, and service to the public. The skill and experience level of the current workforce will increase in the next five years and will be developed through training current staff and the recruitment of additional skilled staff. The agency will develop strategies to manage the attrition rate to ensure that our goals and objectives are reached through staff transitions.

## **Workforce Skills**

Agency staff must currently have the ability to:

- Conduct research
- Apply relevant federal and state rules, regulations, and statutes
- Draft clear and concise reports and correspondence
- Communicate effectively
- Coordinate projects for timely completion
- Establish and meet goals and objectives
- Evaluate architecture plans and designs
- Develop interior design plans
- Develop preservation plans
- Perform archeological digs, analysis, research, conservation, and reports
- Administer state historic sites
- Speak in public
- Perform Section 106 site reviews for historical significance
- Coordinate with local entities about preservation
- Provide guidance to heritage tourism trail regions
- Develop brochures, newsletters, and electronic media
- Coordinate Information Technology projects
- Maintain the Atlas database of historic sites
- Develop Legislative Appropriation Requests, financial reports, and operating budget documents
- Follow state purchasing guidelines

Agency staff must have knowledge of:

- Texas history
- Historic architecture
- Preservation techniques
- Archeology practices
- Economic development principles and tools
- Historic site maintenance and operations
- Interior design
- Heritage tourism, travel trends and behaviors, and trail region development
- Zoning, preservation ordinances, and incentives
- Graphic design and production
- Communications and public relations
- Web and mobile development and maintenance
- State and federal environmental review processes and standards
- Information Technology best practices
- Agency budget, state accounting, grant management, purchasing, and financial reporting
- Human Resources best practices, procedures, and applications

## **Future Workforce Profile**

The demands for THC services come from legislative mandates at the state and federal levels, requests from private industry, as well as the general public. The workforce needs change as the economy grows or declines, demographics change, and public demand changes.

A primary concern for the agency is our ability to adapt to rapidly changing demographics in Texas. The history of Texas has many layers and represents all the cultures that live in the state—in the past, present, and future. Preservation happens most effectively at the local level; currently, the agency appeals to older Anglos who are active in preservation in their communities. For the THC to engage and appeal to Hispanics, African Americans, and youth, the agency's workforce demographics must reflect these populations.

A second challenge is the continuing evolution of communications technology and the demand for online services and information from the public. The agency must continue to leverage its limited information technology resources and staff and to ensure effective support to agency staff and customers. The THC must continue to explore strategies to expand our productive capacity through prudent and strategic use of contracted technology services and internal systems improvements. In addition, we must ensure existing staff are well trained and remain current in technology best practices and solutions.

## **Expected Workforce Changes**

The THC continues to attempt to attract knowledgeable and experienced staff who reflect the diversity of Texas' population. The THC expects an employee to reach knowledge maturity no later than their fifth year of service. Due to this learning curve for many of the THC's specialized positions, it is critical to retain these highly skilled staff through a prudent but competitive employee development and performance-based compensation structure.

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

As the population of Texas continues to grow, it is anticipated that the THC will see an increase in the agency's workload, which will in turn increase the number of employees needed to accomplish the work. There continues to be a great need and demand from the public for expanded programs such as historic resources surveys, service to preservation groups and museums, training of preservation volunteers in local communities, historic site interpretation, expanded research into underrepresented history and sites, and the preservation of historic cemeteries.

Job responsibilities and workloads change as a result of technological advancements, industry changes, and economic, social, and political conditions. This is true for the agency's funding sources as well. As stated before, there is a direct correlation between the growth in population of the state and an increase in workload for this agency. The THC continues to embrace technological advances so THC employees can be more effective and efficient in performing their job functions. The THC has created an ambitious mobile workforce through the use of telework. A successful telework program increases productivity and generates the work-life balance employees need.

Currently, workers have the necessary skills to meet the goals and objectives of the agency. Management will continue to analyze processes to determine the most cost-effective ways to accomplish the work at hand and meet the needs of customers.

## **Future Workforce Skills Needed**

The agency is staffed with individuals well-qualified for their jobs. The THC will continue to focus on hiring multitalented professionals, with expertise and experience in historic preservation, architecture, archeology, history, historic site management, heritage tourism development, economic development, museum services, computer science, accounting, purchasing, human resources, project design, communications, public relations, and graphic design.

## **Anticipated Surplus or Shortage of Workers or Skills**

The THC continues to encounter challenges in recruiting professional staff in certain program areas. The agency will continue to explore strategies that will enable the hiring of skilled staff as quickly as possible for programs that are critical to the goals of the agency. At present the THC has a highly skilled workforce, but it is anticipated that the THC will lose skilled workers over the next five years through retirement and individuals migrating to the private sector.

The agency's personnel are divided among occupational groups, primarily along strategic lines. Changes in agency responsibilities and external reporting requirements may alter the agency's needs over time. Since many staff members have a great deal of experience and longevity with the agency, employees may share multiple responsibilities to fill identifiable skill gaps that arise. In summary:

- Current employees have critical skills that must be developed or continuously updated.
- Key positions must be targeted for succession planning.
- Information technology and computer skills must continue to be developed further to enhance agency processes and procedures.
- Desired or targeted skill sets must continue to be developed internally and/or met through staff augmentation.

### **Succession Planning**

The agency strives to maintain a high-quality, well-educated, diverse workforce with the skills vital to accomplishing its mission and goals. The agency performs ongoing analysis of workforce skills needed to reach our goals and objectives. Every attempt will be made to train replacement staff in critical agency tasks before staff members leave the agency. For positions with staff who are eligible to retire in the near future, the agency identifies employees who can be developed for those positions to increase continuity of knowledge.

### **Goals to Address Workforce Competency**

- Agency processes will be evaluated on an annual basis and changes made when deemed necessary.
- Retention programs will include staff development through ongoing training, as well as staff performance awards and recognition at agency-wide meetings.
- Recruitment plans will include the targeted posting of jobs through professional networks, professional associations, on the agency's website, and the CAPPS Recruit site, as well as contacting outlets that reach underrepresented EEO populations, participating in job fairs, and offering internships through our very successful Preservation Scholars internship program.
- Career development programs will include training in job skills, promotions from within, and cross-training skills.
- The agency will develop leaders within the organization by encouraging staff to attend leadership training, such as the governor's Management Development Programs.

## FY 2024 Survey of Employee Engagement

Since 1994, the Texas Historical Commission (THC) has participated in the biennial Survey of Employee Engagement (SEE) conducted by the Institute of Organizational Excellence at The University of Texas at Austin (UT). The data provides information not only about employees' perceptions of the effectiveness of their own organization but also about employees' satisfaction with their employer. The survey is a catalyst to promote excellence through participation and accountability.

During November 2023 to mid-December 2023, THC staff completed the SEE, and the results were released to the agency in February 2024. The survey consisted of 48 questions posed to employees that measured 12 different areas or categories called constructs, plus a Climate Category. These constructs are used to assess how the agency functions overall. Each construct category is rated on a 5-point scale of 1–5, from Strongly Disagree to Strongly Agree. There is an overall agency score, and each construct receives a score. A score above 350 is the desirable target. A score below 300 indicates cause for concern.

### FY 2024 Survey Analysis

Overall, the 2024 THC survey results were **very favorable**:

- The total overall agency score was **393**, a decrease from 2022's score of 397. According to UT, scores for state agencies typically range from 325 to 375. So, the THC's trend is very positive.
- The employee response rate of 80.9 percent was slightly down from 2022. A desirable target is > 50 percent, so our response rate was considered very high compared to other agencies.
- Out of 12 constructs, **10 constructs scored over 375, with 7 constructs scoring 400 or higher**—these scores indicate areas of substantial strength.
- Categories deserving special mention are:
  - o Strategic with a score of 407.
  - o Community with a score of 411.
  - o Employee Engagement with a score of 408.
  - o Supervision with a score of 410.
  - o Workplace with a score of 401.
- Lowest-scoring categories include:
  - o Pay with a score of 271, a slight decrease from 2021 and 5.9 percent higher compared to similar agencies.
  - o Employee Development with a score of 380.
  - o Internal Communications with a score of 371.

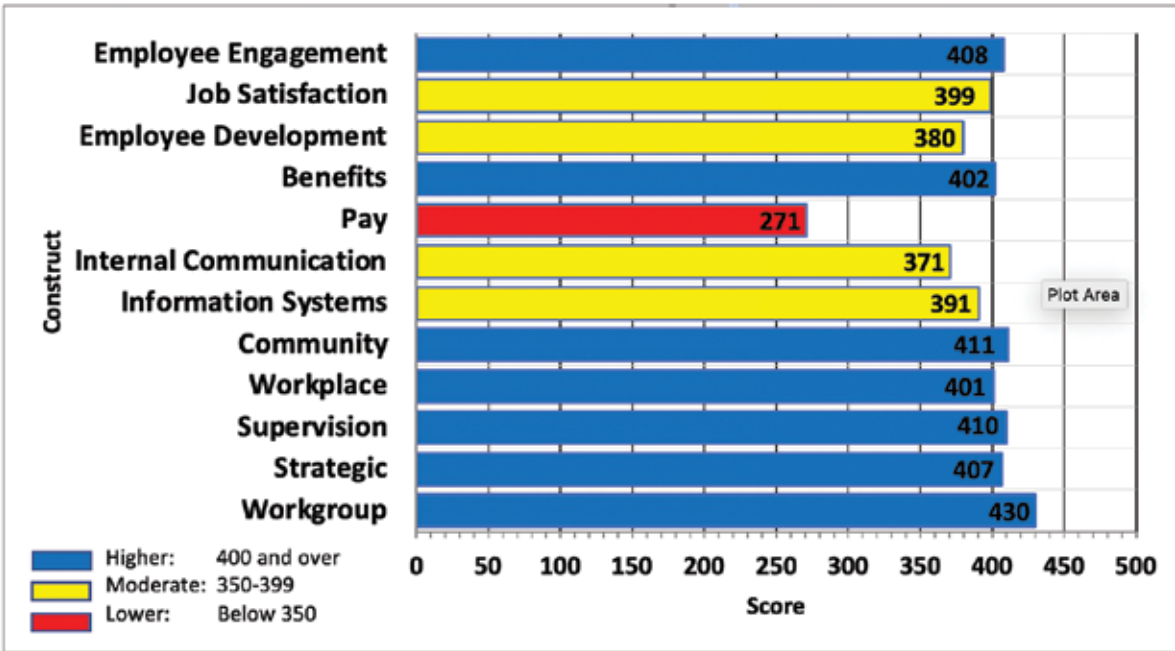
<b>General Respondent Information</b>		
	<b>FY 2024</b>	<b>FY 2022</b>
<b>Total Respondents</b>	<b>250</b>	<b>220</b>
<b>Response Rate</b>	<b>80.9%</b>	<b>85.6%</b>
<b>Males</b>	<b>102</b>	<b>87</b>
<b>Females</b>	<b>127</b>	<b>116</b>
<b>Prefer not to answer</b>	<b>14</b>	
<b>Prefer to self-describe</b>	<b>Less than 5</b>	
<b>African American/Black</b>	<b>8</b>	<b>Less than 5</b>
<b>Hispanic American</b>	<b>38</b>	<b>27</b>
<b>White</b>	<b>197</b>	<b>184</b>
<b>Asian</b>	<b>Less than 5</b>	
<b>Native American, Pacific Islander</b>	<b>Less than 5</b>	<b>Less than 5</b>
<b>Prefer not to answer</b>	<b>25</b>	
<b>Prefer to self-describe</b>	<b>11</b>	
<b>16–29 years of age</b>	<b>18</b>	<b>10</b>
<b>30–39 years of age</b>	<b>57</b>	<b>57</b>
<b>40–49 years of age</b>	<b>52</b>	<b>44</b>
<b>50–59 years of age</b>	<b>62</b>	<b>48</b>
<b>60+</b>	<b>39</b>	<b>41</b>
<b>Prefer not to answer</b>	<b>22</b>	
<b>Bachelor’s Degree</b>	<b>66</b>	<b>61</b>
<b>Graduate Degree</b>	<b>104</b>	<b>91</b>
<b>Supervisors</b>	<b>84</b>	<b>67</b>
<b>Non-supervisors</b>	<b>149</b>	<b>142</b>
<b>Prefer not to answer</b>	<b>17</b>	

All three of the lowest-scoring areas (Employee Development, Internal Communications, and Pay) either improved or remained stable compared to the previous survey. Two of these three exceeded the desirable goal of 350 or better, and all three scores surpassed the average benchmark scores for similar-sized agencies.

## Survey Constructs

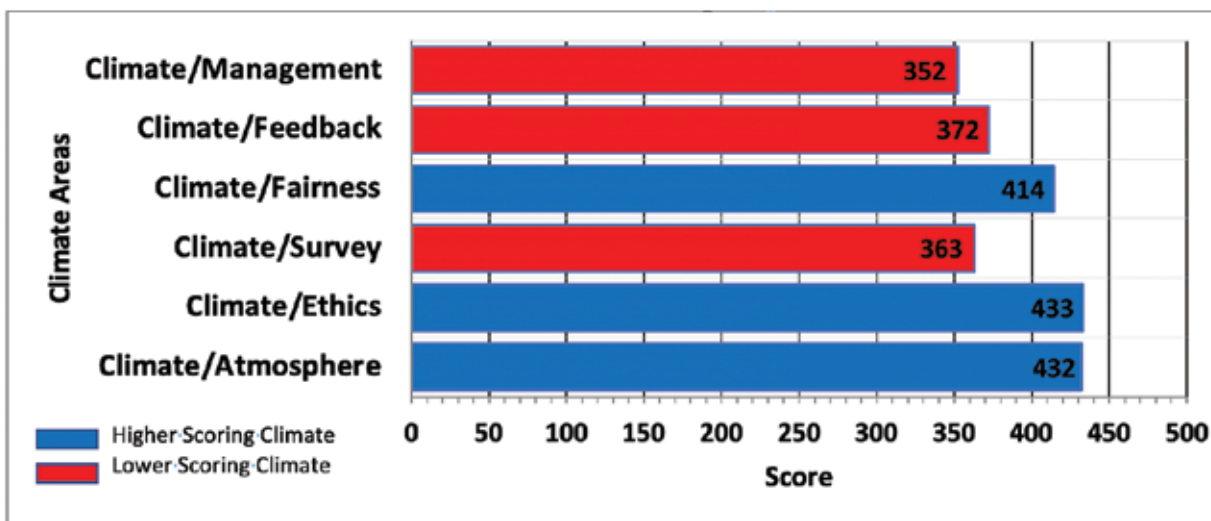
The SEE has 12 constructs, which capture the concepts most utilized by leadership and those that drive organizational performance and engagement. These constructs are Employee Engagement, Job Satisfaction, Employee Development, Benefits, Pay, Internal Communication, Information Systems, Community, Workplace, Supervision, Strategic, and Workgroup. These constructs are designed to broadly profile organizational strengths and weaknesses.<sup>1</sup>

### Construct Analysis



The SEE also measures Climate Areas, which to a large extent, determine an organization's efficiency and effectiveness. Three of the six Climate Areas scored above 375, indicating areas of substantial strength for the agency. Scores of 350 or above suggest that employees perceive the issue more positively than negatively.

### Climate Analysis



<sup>1</sup> Survey of Employee Engagement, Executive Summary, Report ID: 808, 2023 (FY24)

## **Action Plan for Excellence**

In response to the survey results, the executive director and deputy executive director met with each division director to discuss their divisional scores and develop recommendations for addressing the survey results. In collaboration with agency management and with input from THC commissioners, an action plan was developed with a specific focus to improve our three lower scoring areas of the SEE. Objectives and impacts of this action plan are multifold:

1. To continue to reinforce recognition of the good work of staff through monetary and non-monetary recognition, awards, and support;
2. To continue to reinforce an environment in which internal communications and feedback are welcomed, valued, and utilized;
3. To continue to improve the information systems infrastructure, data accessibility, and productivity tools for staff, and;
4. To reinforce and support strategic leadership and supervisory development.