

SUPPLEMENTAL SCHEDULE F

AGENCY WORKFORCE PLAN

OVERVIEW OF AGENCY SCOPE AND FUNCTIONS

Agency Mission

The State Preservation Board preserves and maintains the Texas Capitol, Capitol Extension and Capitol Grounds, the 1857 General Land Office Building known as the Capitol Visitors Center, the Texas Governor's Mansion and the contents of each property. The agency also operates and manages the Bullock Texas State History Museum, Texas State Cemetery and Capitol Mall, and supports other legislative facilities under care of the agency. Additionally, the agency provides educational programs about 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 and Visitor Services, the Bullock Texas State History Museum, the Texas State Cemetery, Retail, Enterprise Services, Finance, Administration and Information Technology. The agency recruits a diverse mix of quality employees from maintenance staff to curators to enable the State Preservation Board to fulfill its mission and meet its performance measures and targets.

Anticipated Changes to Agency Mission, Strategies and Goals

The original mission of the SPB was to preserve and manage the Texas Capitol, Capitol Extension and Capitol Grounds and the 1857 General Land Office Building known as the Capitol Visitors Center. Over time, the Legislature expanded the scope of the agency's duties. The SPB now also operates, preserves and maintains the Governor's Mansion, Bullock Texas State History Museum, Texas State Cemetery, Capitol Mall and legislative facilities. The agency does not anticipate any significant changes to its mission, strategies 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.

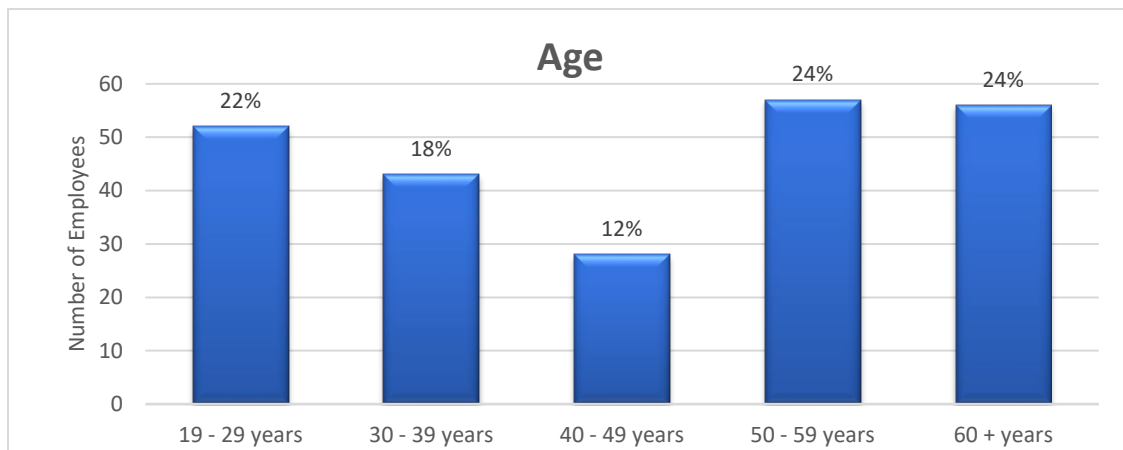
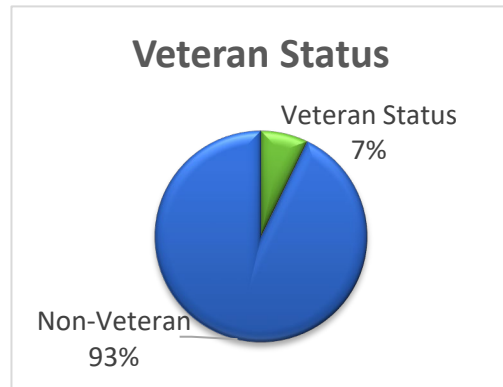
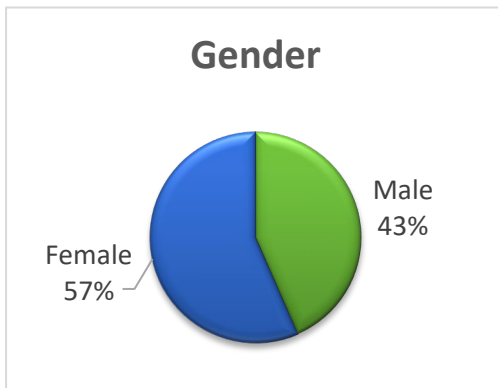
CURRENT WORKFORCE PROFILE

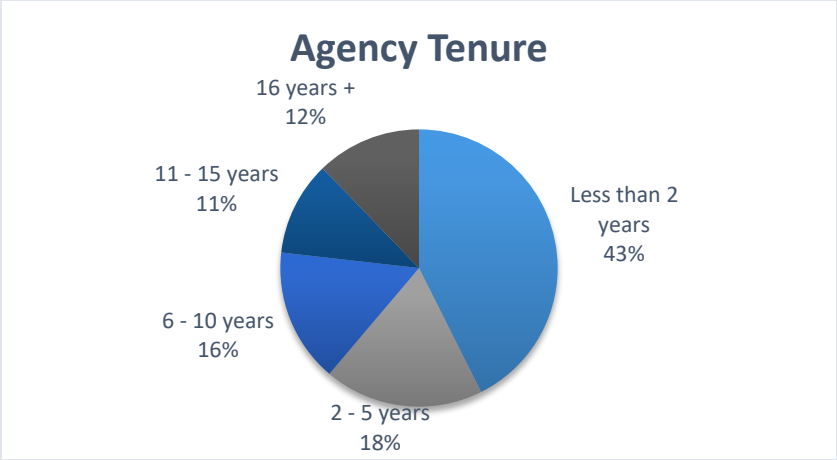
Workforce Demographics

As of May 1, 2024, the State Preservation Board had a total headcount of 237 employees. The graphics on the following pages profile the agency's workforce, including both full-time and part-time classified regular employees. The agency's workforce is nearly evenly divided among females and males, with 57 percent female and 43 percent male. Forty-eight 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 percent of the workforce has 5 years or less tenure with the agency;
- 15 percent has 6 - 10 years of experience; and
- 23 percent of employees have 11 or more years of service with the agency and broad institutional knowledge.

Workforce Breakdown





Employee Ethnicity by EEO Job Category

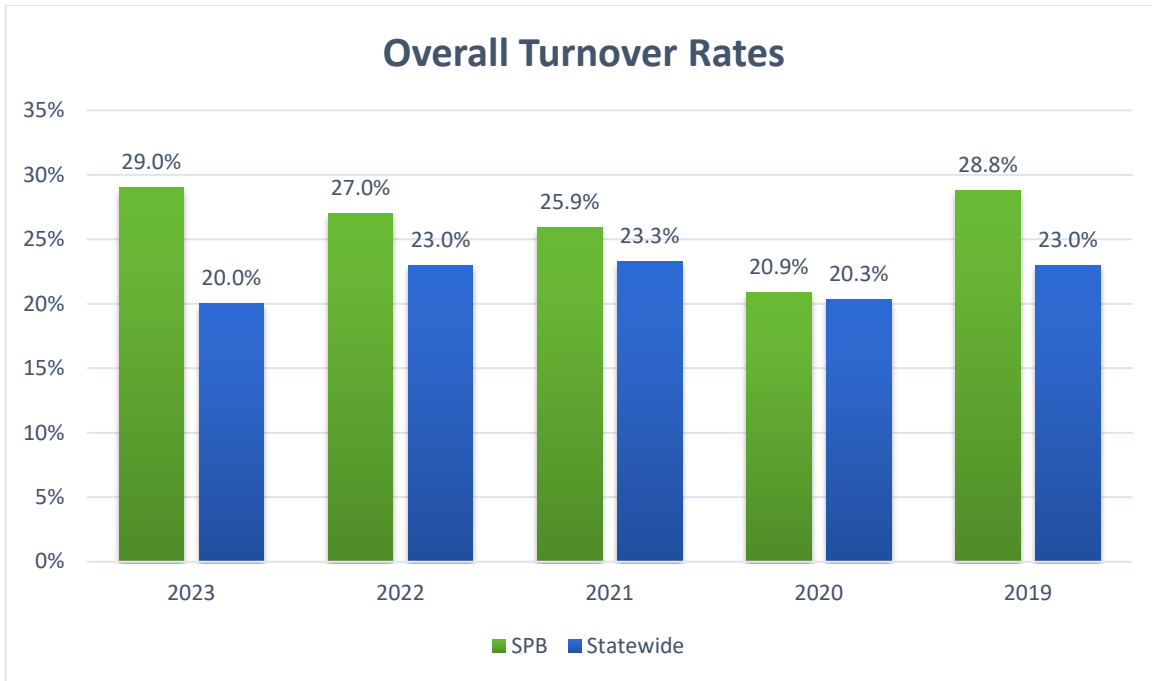
Job Category	Total Positions	African American	Hispanic	Female
Officials/Administration	17	1%	12%	59%
Professional	59.5	6%	20%	66%
Technical	8	0%	31%	1%
Administrative Support	98	7%	23%	73%
Service/Maintenance	23.5	11%	68%	60%
Skilled Craft	26	1%	23%	1%
Paraprofessionals	3	0%	33%	33%
Protective Service	2	0%	0%	0%

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

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 the 2024 *Survey of Employee Engagement*. However, the agency's turnover rate is consistently higher than the statewide average. The SPB faces the continuing challenge of offering a competitive salary to recruit and retain qualified employees in the facilities, visitor services and part-time, hourly customer service positions.

In Fiscal Year 2023, the majority of the agency's turnover (72 percent) was in the low-paying customer service representative, custodial, and maintenance positions. These positions are mostly in the Capitol and facilities divisions and in the agency's visitor services and retail operations. The agency's workforce profile for entry-level customer service representatives is largely younger staff and college students seeking part-time or short-term employment while in school. These part-time lower paying positions result in a highly transitory workforce. Not unlike the retail and entertainment industries in the private sector, turnover 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)

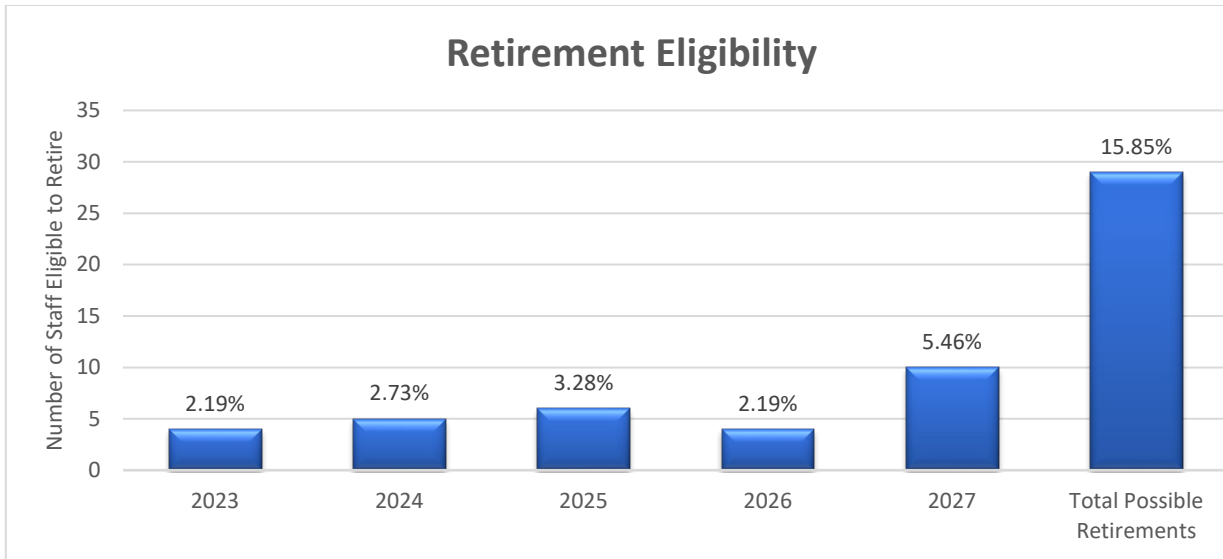
In Fiscal Year 2023, 65.6 percent of the employees who left the agency had less than two years of service as indicated by the Turnover by Agency Length of Service table below. A high turnover rate for less-tenured staff has been an ongoing challenge for the agency. High staff turnover has an adverse effect on the operational program in which it occurs and strains human resources and hiring managers.

Turnover by Agency Length of Service

Fiscal Year	Total Terms	Less than 2 Years	2 - 4 Years	5 - 9 Years	10 - 14 Years	15 - 19 Years	20 Years or More
2023	67	44	13	5	2	1	2
2022	62	31	13	8	6	0	4
2021	53	25	17	8	1	1	1
2020	47	38	6	3	0	0	0
2019	55	30	13	5	1	4	2

Retirement Eligibility

During this workforce planning cycle 34 employees, or 14 percent of the agency's workforce, will have achieved retirement eligibility under the "Rule of 80." The loss of employees due to retirement 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 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.



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 SPB could not effectively conduct basic business operations without these skills:

- Customer service
- Effective communication
- Personnel management
- Contract management
- Accounting
- Facilities planning and management, including advanced technical skills, complex construction and historic preservation methods
- Expertise in 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

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 Fiscal Year 2025-2029 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 doing business.

Anticipated Number of Employees Needed

The agency staff is growing. The SPB expanded its portfolio to include the Capitol Mall and the legislative facilities. With these new duties, the agency also received 35 additional full-time employees

to support the maintenance and care of the new properties. The agency has been steadily increasing staffing levels to meet that responsibility and growth. Any decrease in staffing would significantly impact the agency's ability to perform required services.

Future Workforce Skills Needed

As the agency implements 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 agency 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. This is continually addressed through emphasis on cross-training and professional development as well as 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.

STRATEGY DEVELOPMENT AND WORKFORCE SOLUTIONS

Recruit and Retain the Right Employees for the Job

Recruiting motivated and qualified workers is the goal. Hiring practices that incorporate industry best practices will position the SPB to attract and select the best available applicants. Retaining those 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.

Action Steps

- Identify job classifications 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.
- Promote 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.

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. Staff in key positions either are eligible to retire or will become eligible to retire in the next five years. The SPB has made it a priority to identify and develop staff to take over leadership roles to ensure continuity in programs. A well-developed succession plan at the department level will position the SPB to prepare for future staffing needs. Continually documenting current business process will help to record valuable knowledge and expertise before staff leave, providing an effective tool to train new staff.

Action Steps

- Identify mission critical agency positions.
- Build a job profile for key positions.
- Formally document and regularly update operating procedures for all programs.
- Develop job aids to assist staff to perform tasks accurately, including checklists and guides.
- Conduct lessons learned meetings after a project.
- Allow employees to shadow key employees.
- Develop and implement an agency-wide staff training and development program.

SUMMARY OF 2024 SURVEY OF EMPLOYEE ENGAGEMENT

The State Preservation Board participated in the Survey of Employee Engagement in 2024 and achieved an overall score of 397 indicating a highly engaged workforce. The employee response rate for the 2024 survey was 68 percent, consistent with previous surveys conducted in 2015 and 2020. A high response rate shows positive employee involvement and means that survey results accurately reflect overall employee attitudes.

Agency scores indicated that employees intrinsically like their jobs, their benefits, their work atmosphere, and have a strong sense of connection to the agency mission. They are willing to go above and beyond what is expected and feel committed to the organization.

Employees rated the agency with scores of 400 or greater in 7 of the 12 constructs, the highest being:

Workgroup: The workgroup construct captures employees' perceptions of the people they work with on a daily basis and their effectiveness. Higher scores suggest that employees view their workgroup as effective, cohesive and open to the opinions of all members.

Workplace: The workplace construct captures employees' perceptions of the total work atmosphere, the degree to which they consider it safe and the overall feel of their work environment. Higher scores suggest that employees see the setting as satisfactory and safe, and that adequate tools and resources are available.

Supervision: The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. Higher scores suggest that employees view their supervisors as fair, helpful and critical to the flow of work.

The questions employees rated highest, with 88% agreement or more, are:

- I understand how my work connects to the mission of my organization.
- I am proud to tell people that I work for this organization.
- There are sufficient procedures to ensure the safety of employees in the workplace.
- Employees are generally ethical in my workplace.

The agency's major areas of concern remained the same as the previous two surveys: pay, employee development and internal communication. Human resources staff updated the New Employee Orientation to highlight the state's total compensation package in an effort to help employees realize their pay is only a portion of the benefit of working for the agency. Plans are underway to develop an employee newsletter. Lastly, human resources staff has evaluated training tools that may be purchased to offer development opportunities to the diverse agency workforce.