SCHEDULE F – 2026 WORKFORCE PLAN

I. Agency Overview and Purpose

The mission of the Texas State Library and Archives Commission (TSLAC) is:

To serve Texans now and into the future by preserving, protecting, and providing access to information and delivering services that enrich their lives. We will accomplish this by:

- Supporting the essential work of libraries in fostering education, opportunity, and lifelong learning
- Providing library services to Texans who are unable to read standard print
- Preserving the archival record of Texas for current and future generations
- Assisting government agencies in the maintenance of their public records

To accomplish our mission, we must continue to attract and retain a highly qualified and productive workforce. We consider our employees our most important resource, and we value each employee as an individual. We rely on the collective skills and talents of our staff to meet the demands of operating our program divisions in an efficient and effective manner. Our primary responsibilities include:

- Providing direct information services to the public
- Maintaining and providing access to the archives of the State of Texas
- Improving local library services
- Serving the library needs of people who cannot read standard print
- Storing, imaging, and digitizing state and local records
- Advising state and local records managers in the statutory requirements and best practices for retention and maintenance of public records

TSLAC is governed by a seven-member commission appointed by the Governor. The members serve six-year staggered terms and meet at least quarterly to conduct business on behalf of the agency. The Director and Librarian leads the agency and is selected by the Commission to direct the agency's activities and programs. TSLAC consists of six operational divisions and does not anticipate any major changes to the organizational structure in the next five years. However, the agency may need to add or delete programs within a division based on program outcomes, sustainability, changes in customer/public demand, or changes in funding levels.

The seven members of the Commission, in consultation with senior staff, have established the following operational goals for the agency for the current planning period:

Goal 1: Education – Equip Texans with educational materials, training opportunities, and programs to help them meet their learning and economic objectives.

Goal 2: Open Government – Support Texan's rights to public information.

Goal 3: Historic Preservation – Ensure all future generations of Texans learn, enjoy, and benefit from the documents, artifacts, photos, and other materials within the State Archives.

Goal 4: Economic Opportunity – Leverage state information resources to support economic vitality for individuals, organizations, and businesses.

Goal 5 – Civic and Community Engagement – Bring Texans together to facilitate learning, foster discussion, and deepen shared experiences.

Goal 6: Excellent and Effective Services – Deliver responsive, timely, and excellent information services to Texans.

The following divisional goals reflect the work of each TSLAC division and the employees who contribute to achieving the agency's core mission:

- Archives and Information Services – Preserving and safeguarding the vital historical record of the state of Texas and providing archival, genealogical, and historical information both in person and online to the public and other state agencies.
- Library Development and Networking – Encouraging and facilitating high-quality library programs and services statewide by offering access to cost-effective professional training opportunities, consultation and technical support, broadband and technology support and re-sources, and grants, as well as facilitating public access to a broad array of quality digital e-resources that support education and meaningful participation in the digital economy.
- State and Local Records Management – Ensuring citizen access to government through the deployment of records management training and best practices, development of statewide minimum retention schedules, and provision of records storage, imaging, and retrieval services for public records of state and local government agencies.
- Talking Book Program – Providing a vital link to books, reading, and information for Texans statewide who cannot read standard print.
- Administrative Services – Supporting the work of the agency to ensure that the financial, human resources, and other operational services are delivered as efficiently as possible in compliance with all applicable laws and regulations.
- Information Technology Services – Ensuring the most effective possible application of available and appropriate technology to discharge agency duties.

We believe the agency's resources and services delivered to state, local, and regional libraries, archives, and records management professionals are a crucial link to the information essential to all Texans in their quest to lead fulfilled, productive, and enjoyable lives and to contribute to the thriving Texas economy. We look forward to continuing the agency's 117-year legacy providing archival, information, and library services to Texas citizens and state and local government.

II. Current Workforce Profile

The agency is authorized 182.5 full time equivalent (FTE) positions for the 2026-2027 biennium. As of May 1, 2026, the agency had one exempt, 159 full-time classified, and 12.5 part-time staff employed, based on information available in the State Auditor's online Electronic Classification Analysis System (E-Class).

The following table contains TSLAC's current employment by ethnicity and compares the agency's staffing levels (at 05/05/2026) to the statewide civilian workforce as reported in the Texas Workforce Commission's *FY24 Civilian Workforce Composition, Report for State Agencies*, dated January 28, 2025. The report was prepared in collaboration with the Texas Demographic Center and fulfills the reporting requirements of Texas Labor Code Sections 21.0035 (Civilian Workforce Composition) and was provided to the Governor and Legislature and is the most recent statewide information available at the time of this report.

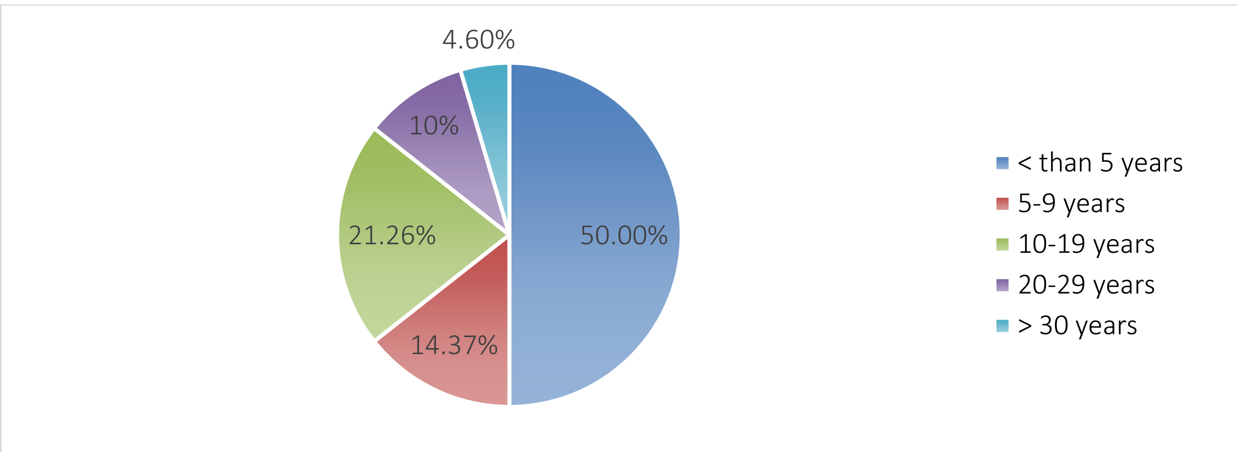
Job Category	African American		Hispanic		Other Non-White/Hispanic	
	Labor Force	TSLAC	Labor Force	TSLAC	Labor Force	TSLAC
Officials / Administration	9.10%	0.00%	26.50%	12.50%	10.00%	**12.50%**
Professional	11.67%	8.85%	23.30%	14.16%	15.70%	**2.65%**
Technical	15.30%	0.00%	36.70%	0.00%	9.80%	**66.67%**
Administrative Support	15.20%	10.00%	39.30%	27.50%	6.50%	**2.50%**
Skilled Craft	10.80%	33.33%	53.00%	0.00%	5.90%	**0.00%**
Service / Maintenance	12.60%	100.00%	55.10%	0.00%	7.30%	**0.00%**
Total Percentage of Workforce	**12.3%**	**10.34%**	**38.6%**	**16.09%**	**9.70%**	**4.02%**

Job Category	Female		Male		TSLAC Total Workforce
	Labor Force	TSLAC	Labor Force	TSLAC	
Officials / Administration	41.30%	62.50%	58.70%	37.50%	**4.60%**
Professional	53.80%	75.22%	46.20%	24.78%	**64.94%**
Technical	62.80%	0 00%	37.20%	100.00%	**1.72%**
Administrative Support	73.70%	42.50%	26.30%	57.50%	**22.99%**
Skilled Craft	12.40%	77.78%	87.60%	22.22%	**5.17%**
Service / Maintenance	48.30%	0.00%	51.70%	100.00%	**0.57%**
Total Percentage of Workforce	**45.80%**	**65.52%**	**54.20%**	**34.48%**	**100%**

In the current mobile, information-based economy, it is increasingly difficult to attract and retain young workers. Few in this age category that we have recruited choose to stay with the agency for more than five years. According to the Bureau of Labor Statistics (BLS) press release of Sept. 26, 2024[1], on Employee Tenure in 2024, "The median number of years that wage and salary workers had been with their current employer was 3.9 years in January 2024, down from 4.1 years in January 2022, and the lowest since January 2002. . ." The BLS press release also indicated that the median tenure for workers in the public sector, at 6.2 years, was nearly twice the median than the rate of private sector employees (3.5 years).

While the agency has an amazing 8 employees with more than 30 years of agency service, and another 17 employees with between 20 – 29 years with the agency, together they only make up 14.37 percent of the total current workforce—the same percentage of staff having between 5 – 9 years with the agency. The chart below illustrates agency tenure as of May 5, 2026, and clearly demonstrates exactly one-half of current staff, or 50 percent of our total workforce, have been with the agency less than five years, consistent with the information from BLS. The second largest category, 21.26 percent of the current workforce, includes staff with between 10-19 years at the agency.

2026 TSLAC Staff Tenure

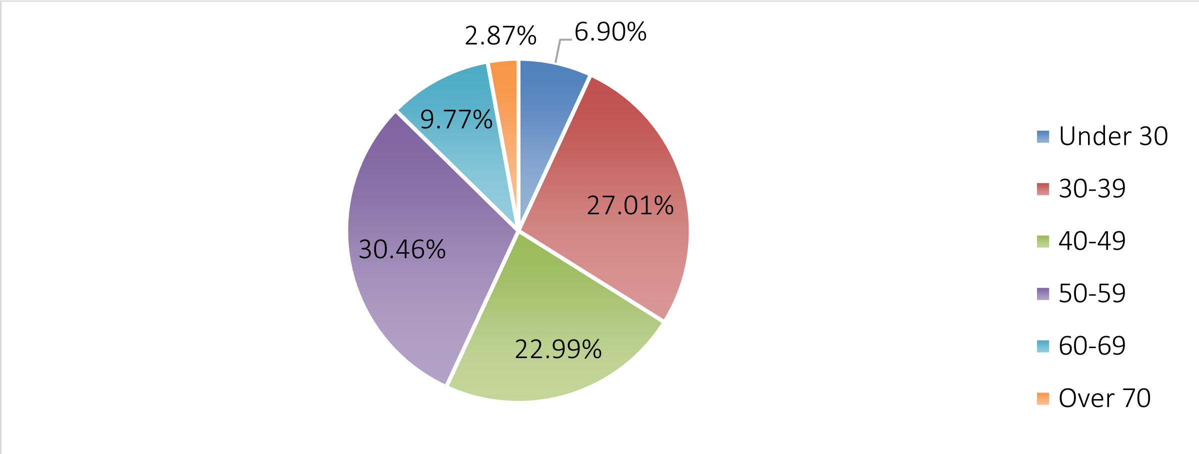


BLS attributes one factor of the drop in median tenure to the difference in age of workers in public versus private employment, stating that "3 in 4 government workers were age 35 and over, compared with about 3 in 5 private wage and salary workers." Our agency has an older workforce with five staff over 70 years old, another 17 between 60 – 69, and an additional 53 between the ages of 50 – 59, translating into 43.1% off our current employees over the age of 50. Another 22.99 percent of the workforce is between 40 – 49, and 27.01 percent are between 30 – 39. Only 6.90 percent of the employees are under the age of 30. The following chart, extracted from the Comptroller's CAPPS system as of May 5, 2026, demonstrates the aging workforce at our agency, which translates into loss of institutional knowledge and experience that needs to be transferred to the younger workers at an increasingly rapid pace.

---

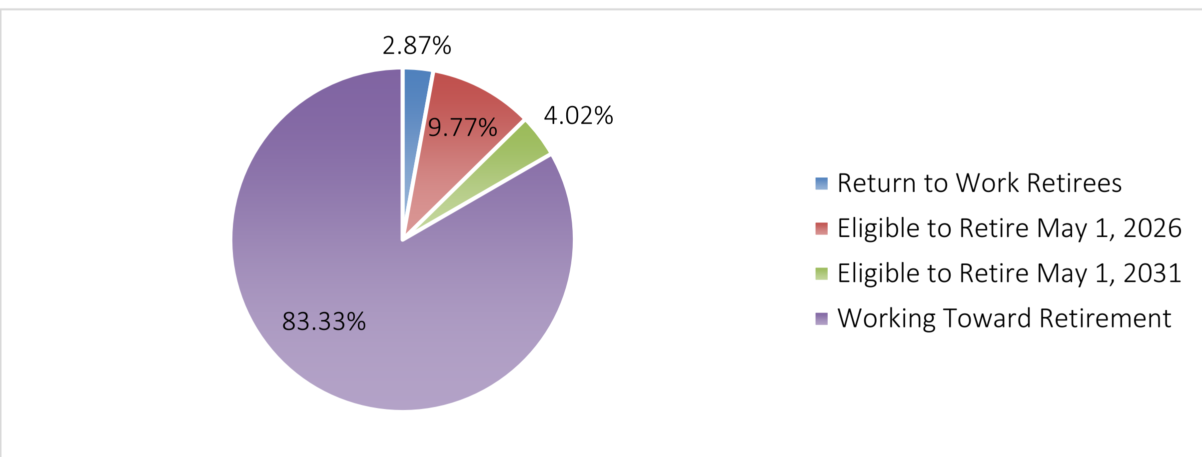
[1] www.bls.gov/news.release/pdf/tenure.pdf: EMPLOYEE TENURE IN 2024

Age of TSLAC Employees



Using the state retirement eligibility calculations and extracting employment data from the CAPPS system maintained by the Texas Comptroller of Public Accounts (CPA), as of May 5, 2026, the following chart shows the agency could lose almost 15 percent of the current workforce to retirements within the next five years. TSLAC employs 5 return-to-work retirees, 17 staff currently eligible to retire, and another 7 employees eligible to retire within the next five years.

2026 TSLAC Staff Retirement Eligibility



The two previous charts clearly illustrate how extensive institutional knowledge of the agency's specific programs, services, and specialized collections reside with our long-tenured employees. These agency experts allow us to continue providing the high levels of customer service our constituents expect, despite turnover in the younger age groups. As the tenured experts continue to retire or otherwise leave the agency, we increasingly face challenges in recruiting qualified replacements with similar skill sets, subject matter expertise, and/or industry-specific knowledge.

Turnover remains a critical issue for the agency due to the need for special educational attainment and/or experience for our professional positions as discussed later, and the cost to replace an employee remains high. According to a study by the Society for Human Resource Management, the average cost to hire a new employee is $4,700. Our agency filled 18 vacancies in FY 2025, which translates to an estimated cost to the agency of $84,600 for the year. These costs do not include reintegrating and training for staff once they have been hired.

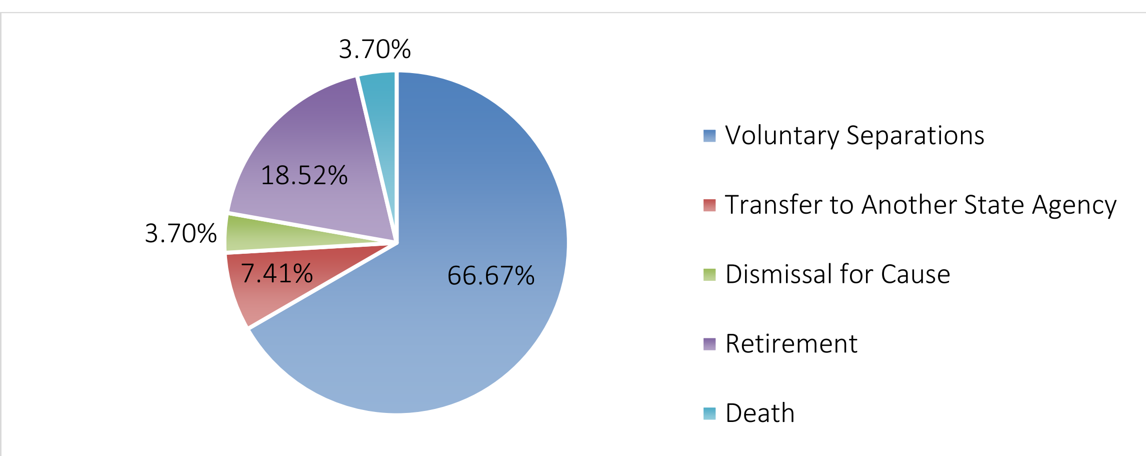
Efforts to reduce turnover, particularly in the professional positions, inadvertently create a lack of advancement for staff in entry- to mid-level positions. Since most of our higher-level professional positions require an advanced degree, career advancement possibilities for staff in entry-level positions are severely limited except for those already pursuing these mandatory degrees. As discussed in more detail later in this report, the agency has developed career ladder structures that include agency support positions to retain staff in these lower paying positions and has developed a process to help employees gain additional skills.

TSLAC's turnover rate for FY 2025 was 15.2 percent, which was slightly lower than the statewide average turnover rate of 15.4 percent, per the Classified Employee Turnover for Fiscal Year 2025 report issued by the State Auditor's Office. The agency had 27 total separations, with 2 being involuntary separations (one dismissal for cause and one death), 20 voluntary separations (including transfers to other state agencies), and 5 retirements.

In Fiscal Year 2025, only 2 of the 20 voluntary separations were for transfers to other state agencies. While those transferring are remaining with the state, the reasons given for separating was seeking higher salary as they work toward retirement.

The following chart illustrates the reasons exiting employees provided TSLAC for leaving employment with the agency, as recorded in CAPPS, during FY 2025 (Sept. 1, 2024, through August 31, 2025). The percentage of employees who voluntarily left the agency (66.67 percent) was usually for employment elsewhere for a higher salary.

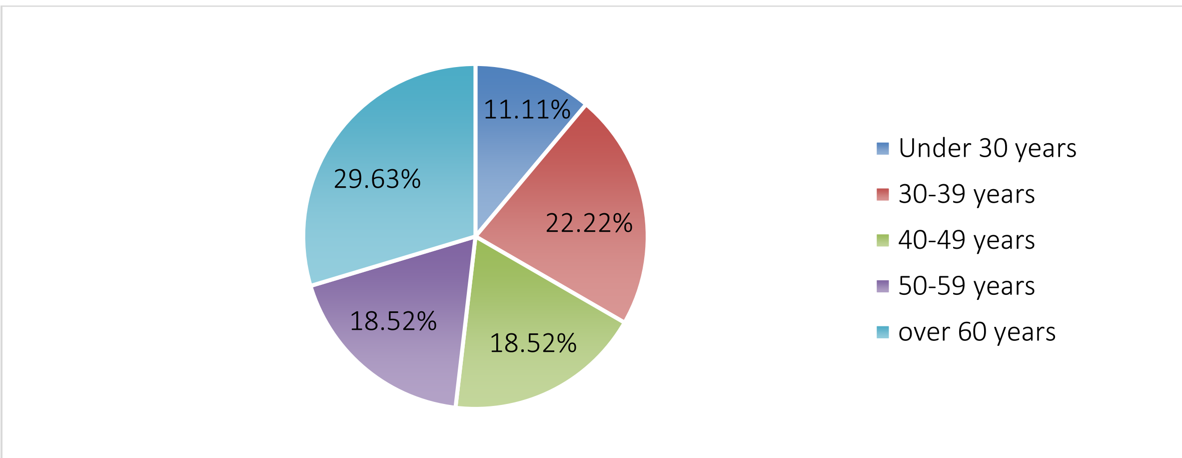
FY 2025 Employee Separation Reasons



Of equal concern with losing tenured staff is our ability to attract and retain those under 30 years of age. The agency continually seeks to develop creative strategies to generate appeal for those in this age group, but recruitment continues to be a challenge as these are often professionals just beginning their careers.

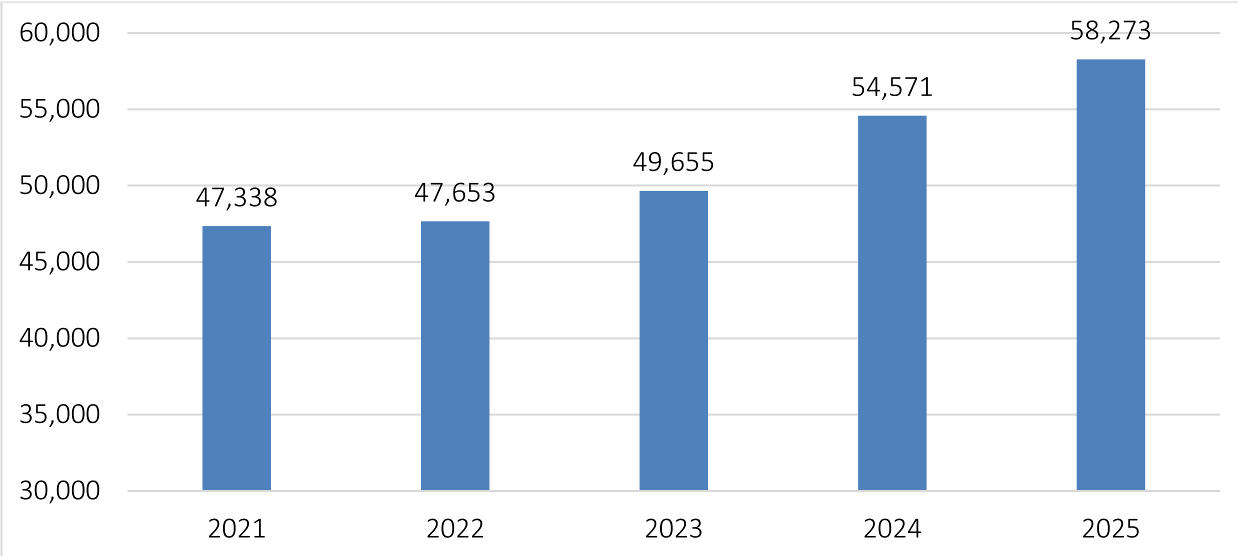
The following chart shows FY 2025 separations by employee age on the date of separation from the agency. The data for the chart is from the state's CAPPS system. When combined, the 50 to 59 and over 60 age brackets make almost half of the total separations (48.15 percent) for the fiscal year, while those under 30 were only 11.11 percent of the separations, indicating progress in our retention efforts for the younger demographic.

FY 2025 Employee Age at TSLAC Separation



A part of the success in retaining a younger, qualified workforce is shown in the following chart, which uses information from the State Auditor's online E-Class System to illustrate the agency's efforts to raise the average annual staff salary. The total increase achieved between FY 2021 and FY 2025 is an average of $10,935 during the five-year period. Despite this significant increase, however, most salaries remain below market rate for the Austin metro area. This, combined with the higher cost of living within the Austin metroplex, makes recruitment of qualified candidates increasingly difficult, especially related to new talent who may not already reside in the Austin region.

TSLAC Average Annual Salary Increase FY 2021 - 2025*



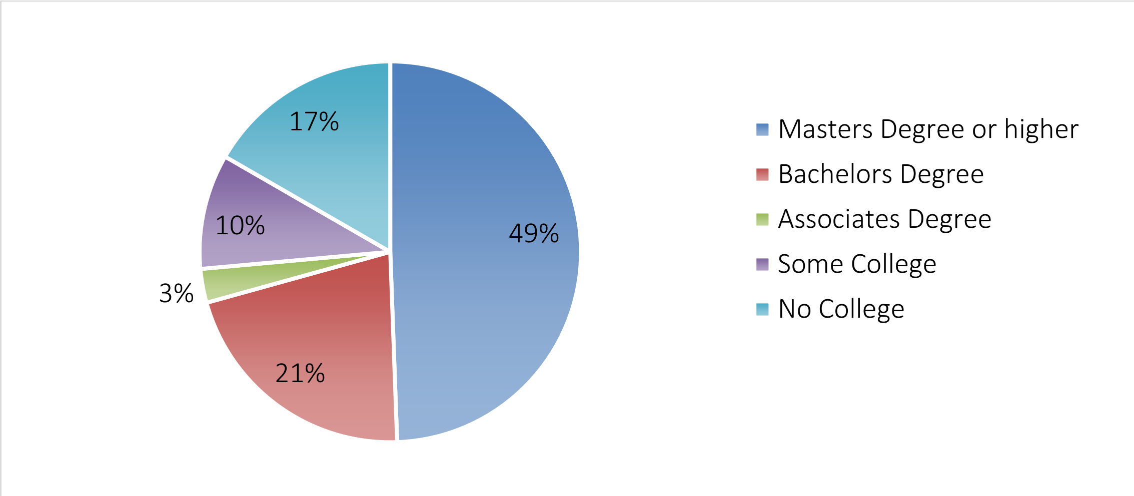
** Note: The average salaries above reflect regular, full-time staff and exclude part-time salaries and the Director/Librarian salary.*

As of May 5, 2026, of the agency's filled positions, 113 (or 64.94 percent) were categorized as Professional, with most of the positions requiring specialized degrees and/or specific experience/expertise. The agency's efforts to attract and retain qualified employees with either advanced degrees or the required skill sets for our Professional positions are particularly hampered due to the average annual classified salary at less than $60,000, despite the increases.

The agency has established three professional career ladders to encourage retention in these critical categories: librarian, archivist, and government information analyst. These positions require at least some higher education to meet minimum and/or entry level requirements. Since establishing the career ladders, the agency has awarded 63 career ladder promotions, which has contributed to our efforts to retain staff and increase salaries.

TSLAC has a highly educated workforce, with 70 percent of the employees having at least a bachelor's degree, and nearly 50 percent of the workforce with a master's degree or higher. The following chart, extracted from TSLAC's internal Human Resources Information System, illustrates the level of employees' educational attainment as of May 1, 2026.

2026 TSLAC Staff Education Level



As we work to fully implement mentoring systems along with additional career ladders, we must ensure that we maintain the critical skill and knowledge sets necessary to accomplish the work of the agency. In addition, we need to ensure staff stays current with the continuing education, training, and information needs of their professions.

We recognize that our need for highly specialized skills relating to professional librarians, archivists, government information analysts, and information technological professionals ensures a high return on our training investments and we make every effort to allow staff to participate in these activities to the extent possible with available resources.

The additional funds provided to the agency during the 89th Legislative Session have been beneficial as the agency aids employees who have talent but may lack training or experience necessary to move into the established career ladder pathways across the agency.

III. Future Workforce Profile

This section addresses the agency's future workforce needs, to include needed skills, staffing levels, and recruitment concerns. Demands for all agency services in both English and Spanish, particularly in the Talking Book Program, will continue to increase as the state's Hispanic population grows, the State's workforce ages, and newly disabled persons seek assistance.

Given the increasing public demand for online services and resources, the agency must likewise continue to transform service delivery mechanisms, digitize additional resources, and add changing engagement strategies that require new technology skills, including integrating new AI functionality where appropriate.

The agency also anticipates increasing workloads related to Public Information Act requests, particularly as the agency is the official archival resource for state government records. Our future workforce must remain experts in the Public Information Act as the agency continues to meet our statutory requirements. Additionally, the agency must be positioned to implement new state and federal priorities and explore related funding opportunities in the areas of broadband deployment and statewide digital literacy training.

A. Future Skills

The agency has recruited and retained staff with skills required to accomplish the agency's goals and objectives; however, as discussed previously, it now takes longer and costs more to recruit these qualified employees. Job responsibilities and workloads also continue to change due to technological advancements, industry changes, and economic, social, environmental, and political conditions.

Agency management continues to evaluate processes to determine more cost-effective ways to accomplish work at hand and meet the needs of customers. The agency is working to further develop additional mechanisms for career development through skill certification programs and specialized training programs using the funds received in the 89th Legislative Session. As necessary, staff will be reassigned to special projects to provide opportunities for attaining skills and experience in areas of talent and interest, and to ensure continued progress towards meeting the goals and objectives outlined in our Strategic Plan for 2027 - 2031.

As previously mentioned, there is a direct correlation between the growth in Texas population and increase in workload for the Texas State Library and Archives. Technological advances have thus far made it possible for each employee to be more effective and efficient in performing their job functions with many able to telework a portion of their workweek.

Our staff must stay current with new and ever-changing technology to ensure we continue to meet the demand for online services and information in digitized and Spanish-language formats. We continue to operate with a limited number of information technology staff and often struggle to maintain services for our external customers, especially in areas of cybersecurity. We have successfully supplemented the lack of staff with contract workers; however, believe we need to successfully recruit additional agency employees to ensure a stable infrastructure for the future. A new career ladder in our IT area will help us accomplish this objective.

The continued movement towards digital content and other streaming media requires ALL employees to become proficient in more complex technologies – even at the desktop computer level. TSLAC is called upon to lead libraries, museums and archives, and state and local governmental agencies in the management of resources and records in digital formats, including all aspects of digital creation, resource collection, information and data management, internal and external access to records and information, and digital preservation of all.

TSLAC customers expect on-demand training and consulting assistance. This requires professional staff to have skills in communication, consulting, report writing, and systems analysis, in addition to experience and knowledge of specific program requirements.

To meet these expectations, the agency has added new web-based and distance learning classes to our repertoire, while ensuring staff acquire advanced technological skills. This is important as the agency leads the State’s transition from paper to electronic formats for permanent records. Customers during the pandemic often reminded the agency of the urgent need for increased storage of and access to digital images/files on the agency’s website, in training materials, and within the Texas Digital Archive. As we replace inefficient and outdated database systems, we must equip our staff with the skills to use the changing technologies.

The agency requires a workforce trained in emerging technology and related practices, with quality systems equipped to efficiently interact with customers, partner organizations, vendors, and stakeholders on multiple levels. Staff in professional and management positions must be able to effectively implement and utilize tools using current and future technology applications, and clearly understand the issues associated with the development of new services. Furthermore, managers must interpret and create policies, procedures, rules, and regulations, and effectively train staff in internal procedures.

Economic and social conditions in Texas reinforce the need to maintain our cost-efficient statewide resource-sharing programs, reinforcing the need to retain bilingual staff, to meet the needs of the state’s growing and changing population. The agency’s statewide TexShare program, as well as other resource sharing programs, will continue to provide products to better meet the online and research needs of the population, including K-12 and higher education students.

B. Staffing Levels

Our future workforce requirements are driven by the need to maintain, improve, and implement statutory functions. The agency’s statutory role requires TSLAC to provide many services and

resources to stakeholders. The procurement process for securing and contracting for critical training, information content, and other program-related services is extensive. State agencies have identified a gap in the number of qualified employees with the training and experience needed to meet the workforce demand—especially in the Austin area. TSLAC struggles to recruit and retain sufficient experienced personnel in the procurement area, which can result in contracting delays that lead to inefficiencies.

A new area for expansion is to support the deployment and maintenance of new technology and Internet-based services, including new state and federal initiatives related to broadband and digital literacy efforts. The agency’s limited FTEs accomplish a wide variety of tasks, but many professional-level tasks are specific to a single position. As a result, divisions must continually identify opportunities to cross-train staff within and across divisions and programs. As we continue to attract new talent, we must also be diligent in our efforts to develop, promote, and encourage current staff, carefully identifying additional and emerging career ladder opportunities and customizing training programs to ensure each employee has the opportunity for an effective long-term career with the agency.

As the population of Texas continues to grow, and as new function areas emerge, our business operations staff, including IT, legal, and procurement personnel, must be able to service an expanded workload due to increased transactions, operations, and customers.

As the volume of state and local governmental records continues to grow, the agency will need additional staff to properly arrange, describe, and provide mandated access to archival records in both paper and electronic form.

C. Recruitment

According to the BLS, as of May 6, 2024, the unemployment rate in the Austin metroplex (at 3.5 percent) is among the lowest in the State (at 4.3 percent). Considering the agency's limited financial resources for salaries, the low unemployment rate adds another level of complexity to the agency's ability to recruit new talent.

The agency strives to hire multi-talented professionals, with expertise and experience in multiple program areas. As stated previously, TSLAC salaries, particularly in professional positions, continue to lag others in the Austin and regional marketplace. This limits the agency's ability to

successfully recruit the most qualified candidates for some of our critical professional and management positions.

Constantly evolving job responsibilities have resulted in increasingly complex job task requirements, both programmatically and technically. This evolution requires proportionately higher levels of skills, education, and abilities. Additionally, as the salary requirement for newly hired employees increases, it presents a new challenge as the agency tries to maintain competitive salaries for the existing staff, particularly those who are near the top of their state-established classification range. The agency has increased salaries and adjusted job responsibilities and classifications accordingly, resulting in successful retention of some employees who have been in their positions for several years, as illustrated in the charts in Section II of this report.

Continued salary limitations will also result in a shortage of qualified staff for management vacancies and other key program positions over the next five years. Salaries for many of the agency's management positions are significantly lower than the regional, state and national averages.

IV. Gap Analysis

Based on the information presented, we have determined a gap exists between the current local and regional workforce supply and the agency's future demand for several key professional and managerial positions. The agency has also noticed a downward trend in the number of college degrees awarded in the specialized fields required for many of our key professional positions. This has also resulted in a shortage of qualified applicants for critical professional vacancies in the future, creating an artificial gap as the agency seeks qualified replacements. While skilled labor exists in the workforce for many agency positions, failure to recruit qualified professional replacements within the current budgeted salary levels will impact the agency's ability to effectively and efficiently replace key vacancies.

The agency continues to explore ways to close the anticipated future gap of institutional knowledge, including implementing a formal succession plan. Management encourages internal promotions in addition to career ladder promotions whenever possible. We have successfully promoted qualified staff into leadership positions across the agency over the past five years. This process has proven effective for both the agency and those employees in professional positions seeking to advance their career at the agency.

While these internal promotions have ensured employees have time needed to acquire the critical institutional knowledge that is difficult to replace with newly hired staff, the agency must seek additional funds to recruit new staff while maintaining competitive salaries for tenured staff.

V. Strategy Development

Continued training and development of current employees is also critical to the success of the agency. The primary objective of staff development and training is to ensure that all TSLAC employees have the knowledge and skills to be productive in performing their current job duties, especially for those whose job requires them to be the in-state expert on the subject matter for their programs. Secondarily, this establishes a framework for effective long-term succession planning.

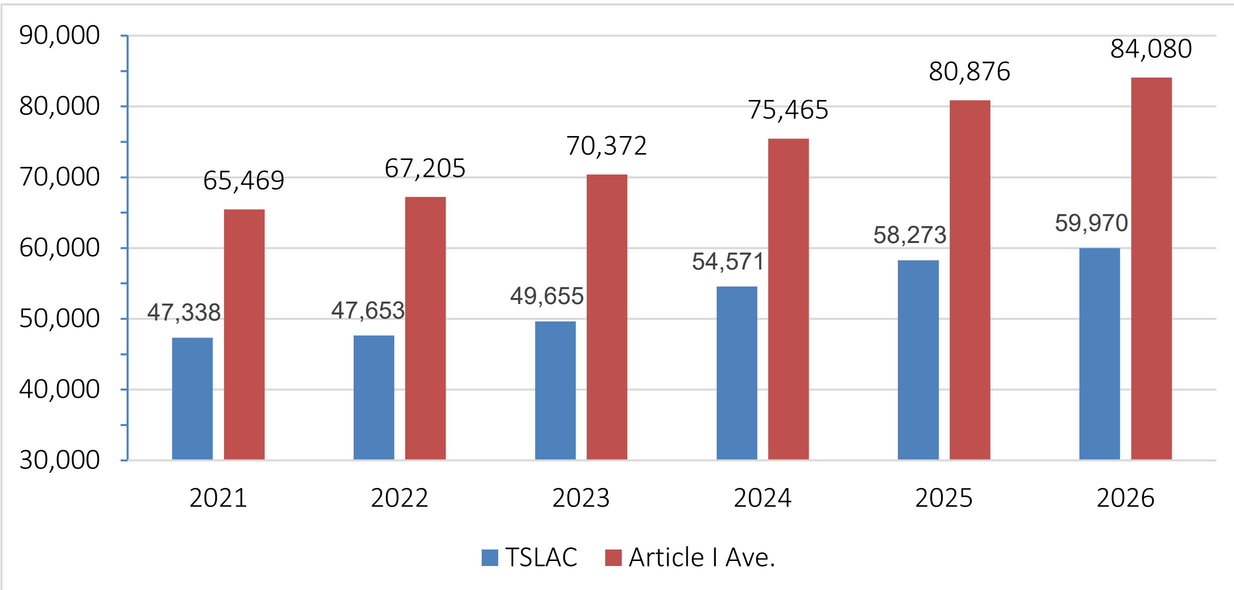
Management continues to cross-train staff for upward movement at the agency. This will further reduce our reliance on return-to-work retirees for continuity of services in key positions. While retirees have met the immediate need to provide ongoing services, it is not a viable long-term solution. In addition, the additional 10 percent "retiree penalty" the agency must pay the Employees Retirement System above the salary is often higher than what a new employee's salary would cost and often results in salary disparities and fewer internal promotion opportunities.

The agency's implementation of career ladders for the hard to recruit professional positions has proven successful for the professional level librarian, archivist and government information analyst positions, and we believe the career ladder in the IT section will also prove successful in recruiting for those vacancies. The additional career ladder for the clerical/warehouse positions has been successful in our efforts to both retain and develop staff to fill positions due to retirement.

As discussed in Section II, a major hindrance to agency efforts has been the low salaries at our agency, which is the underlying reason for our continued request for additional funds to shore up our salaries in an effort to be competitive in the market place, but also within the other Article I agencies with whom we compete for qualified employees.

The chart below clearly demonstrates that despite the agency's efforts to increase salaries 26.86 percent between 2021 and 2026, we remain significantly lower than the average for all agencies in Article I. Based on information from the State Auditor's online e-Class system on May 18, 2026, the average dollar difference between the TSLAC average salary and the Article I agencies in 2021 was $18,131; the average dollar difference in FY 2026 is now $24,110, a decrease putting us at a further disadvantage with these other agencies.

Average Salary FY 2021 to FY 2026
Regular Full Time Classified Positions



A. Strategy Development Challenges to Mission-Critical Skills

Agency management, in cooperation with Human Resources (HR) personnel, continually monitors employment trends to ensure the existing and future workforce can perform the analytical, auditing and technical requirements of the existing programs and subsequent advancements in service delivery. To accomplish this, the agency encourages staff to participate in professional development and continuing education opportunities as agency resources allow.

It is imperative that staff maintain skills necessary to serve as program experts when working with constituents and peers. While most staff are eager to learn new skills, limited resources (time and funding) can present a challenge. Agency supervisors and managers work with the program divisions to identify relevant training opportunities that will ensure a high return on investment and retention of the key employee.

The agency's performance evaluation process requires team leaders, supervisors, and managers to coordinate with each employee at least once per year to identify training needs that will ensure the employee is successful and has the skills necessary to accomplish all assigned job responsibilities. Individual and program training goals are updated as program needs and employee capabilities evolve.

B. Recruitment and Retention

The HR Department's goal is to assist managers and supervisors in hiring staff who possess required skills and abilities to ensure they are immediately successful in the position. The HR team also works directly with agency managers and supervisors to revise job descriptions and task statement documents to reflect changing skill and technology requirements.

Agency management coordinates with staff to ensure relevant professional education and ongoing development opportunities are available, especially for technical and professional employees. The agency requires supervisors and managers to review job descriptions and state classifications during the performance evaluation at least once per year, and to discuss planned modifications with the HR staff and affected employees, modifying the documents as necessary. This process provides a mechanism to revise performance expectations as new or additional duties are assumed. The agency continues to explore additional professional development opportunities for staff.

To help motivate and retain staff, agency managers use agency-approved efforts to recognize and reward individual performance according to agency policies and to provide appropriate opportunities for professional growth. These tools include merit raises, one-time merit bonuses, and administrative leave. The agency also provides peer-recognition tools including the Employee of the Quarter Award and the Lorenzo Award.

The agency strives to create an atmosphere of collegiality so that all employees feel valued. Directors and managers may create other opportunities, both formal and informal, for employees to offer input and learn about the different areas of the agency. Agency managers will use existing strategies to allow employees to be invested in the mission of the agency, enjoy a sense of accomplishment, and experience the personal satisfaction that comes from a team-oriented workplace.

C. Work Processes

Work processes continue to change to ensure procedures and programs remain current with technological advancements, industry changes, and economic, social, and political conditions. The agency seeks ways to streamline and automate processes, particularly for routine administrative tasks, to ensure we meet legislative mandates. If a need arises, the agency will explore the use of temporary workers, consultants, or outsourcing specialized jobs or tasks to prevent burnout of the existing employees.

Division and program leadership will continue to explore opportunities to form cross-divisional teams and avoid duplication of effort as tasks and outcomes allow. The agency acknowledges current staffing levels are rarely sufficient to implement a new program or services without reassessing existing services and resources. The agency understands that programs and customer needs evolve and does not anticipate any decline in demand for current services, as experienced recently with increased demand for digitization services for state and local governments.

The agency will focus on planning for information resources acquisition and implementation as the need for technology increases in all program areas. Management will ensure there is adequate technical support for our internal networks, Web-based services, client-server services, and new technology systems currently in development. The agency must also ensure staff can increasingly fully deliver resources and services through virtual environments moving forward.

D. Succession Planning

TSLAC performs ongoing analysis of workforce skills needed to maintain a high-quality, well-educated workforce with skills vital to accomplishing our mission and goals. We work to train replacements and establish backups for critical agency tasks prior to experiencing a vacancy. For positions with staff eligible to retire now or within the next five years, the agency will identify employees to develop as replacements, which will also ensure the continuity of critical internal agency-specific knowledge.

E. Leadership Development

The Human Resources staff will work closely with agency managers to identify individuals with potential for leadership positions using a variety of standard evaluation methods and tools.

Replacement and succession charts will be reviewed and updated within each division to provide an opportunity for both managers and staff to examine the depth of talent, skills, and abilities of the current workforce. In addition, the HR Office will continue to secure training to further develop the agency's management and supervisory staff.

VI. Conclusion

The agency strives to fill vacant positions quickly with highly qualified applicants who will help ensure TSLAC meets and exceeds our statutory requirements.

We operate as an agency that is attractive to new employees who want to establish a career with us and will also pique the interest of qualified potential employees who possess the knowledge, skills and experience needed to help us carry out our mission.

We believe these initiatives achieve a workforce that more closely resembles the demographic makeup of the State and establish TSLAC as a flagship employer and agency in Texas government.