Agency Workforce Plan

Overview

To comply with strategic plan requirements in Section 2056.002, Texas Government Code, the PRB has conducted a staffing analysis, which includes the following:

- a systematic process for workforce planning which is integrated, methodical, and ongoing
- identification of the human capital necessary to meet agency goals
- development of a strategy to meet agency staffing requirements

Agency Workforce Snapshot

The PRB currently has 11 full-time staff members including the executive director, with two positions currently vacant. The agency is authorized for 13 full-time equivalents (FTEs).

Agency Mission

The mission of the PRB is to provide the state of Texas with the necessary information and recommendations to help ensure that our public retirement systems, whose combined assets total in the multi-billions, are actuarially sound, benefits are equitable, the systems are properly managed, tax expenditures for employee benefits are kept to a minimum while still providing for those employees, and to expand the knowledge and education of administrators, trustees, and members of Texas public retirement systems.

Agency Scope and Key Functions

The PRB was created in 1979 as an independent state agency to oversee and review state and local government retirement systems in Texas. The general duties of the PRB outlined in Chapter 801 of the Government Code are to (1) conduct a continuing review of public retirement systems, compiling and comparing information about benefits, creditable service, financing and administration of systems; (2) conduct intensive studies of potential or existing problems that threaten the actuarial soundness of or inhibit an equitable distribution of benefits in one or more public retirement systems; (3) provide information and technical assistance on pension planning to public retirement systems on request; and (4) recommend policies, practices, and legislation to public retirement systems and appropriate governmental entities.

Additionally, the agency must:

- prepare and provide an actuarial impact statement for any bill or resolution that proposes to change the amount or number of benefits or participation in benefits of a public retirement system or that proposes to change a fund liability of a public retirement system
- develop and administer an educational training program for trustees and system administrators of Texas public retirement systems

- receive and analyze system investment expense information and report to the legislature on Texas public retirement system investment practices and performance

The PRB is also authorized to develop and conduct training sessions, schools, or other educational activities, and the agency may furnish other appropriate services such as actuarial studies and establish appropriate fees for these activities and services.

The PRB service population consists of the retired, current, and future members, administrators, and trustees of 351 individual public retirement systems; state and local government officials; and taxpayers.

Agency Strategic Goals and Objectives

Goal: Provide information and recommendations to help ensure that actuarially funded defined benefit Texas public retirement systems are actuarially sound and well managed in their administration and investments, so that members receive their entitled benefits with a minimal expenditure of taxpayer dollars.

Objective: To determine the actuarial and/or financial condition of all actuarially funded defined benefit Texas public retirement systems registered with the State Pension Review Board such that 95 percent of these systems are actuarially or financially sound by the end of fiscal year 2029; and to monitor reporting requirements so that 85 percent of these systems are in compliance each year.

Strategy: Conduct reviews of Texas public retirement systems.

Objective: Respond to 100 percent of requests by providing the information required and services needed by PRB's service population to make informed decisions. Educate public retirement systems and their members, the Legislature, and general public regarding public pension matters, including pension law and current issues such that 90 percent express satisfaction with educational services. Examine legislation for potential impact on Texas public retirement systems and ensure that 100 percent of all actuarial impact statements are delivered prior to legislative hearings. Provide electronic access to public pension data.

Strategy: Provide technical assistance and educational services to public retirement systems, including retirement systems that are organized under the Texas Local Fire Fighters Retirement Act (Article 6243e, Vernon's Texas Civil Statutes); examine legislation for potential impact on Texas' public retirement systems; and provide electronic access to public pension data.

Workforce Analysis

Critical Workforce Skills

There are numerous skills that are critical to the agency's ability to successfully meet objectives. The PRB could not fulfill its mission without knowledgeable people with the following skills:

- Accounting/budgeting
- Actuarial analysis
- Administrative
- Auditing

- Coding
- Communications
- Database administration
- Data analysis
- Data visualization
- Education and training delivery
- Financial analysis
- Forecasting
- Governmental relations
- Human resources
- Investment analysis
- Legal
- Mathematical modeling
- Office management
- Policy analysis
- Political/legislative experience
- Risk analysis
- Information technology (IT)
- Web/graphic design
- Writing, editing, and research

Current Workforce Profile

As of May 2026, the PRB workforce of 11 FTEs is as follows:

- There are five male and six female staff members.
- Three staff members have more than five years of service with the agency; four staff members have between two and five years of service; four staff members have less than two years of service.
- The average age of PRB staff is 38 years old.
- Ten staff members are White, and one staff member is Hispanic.
- One staff member is a military veteran.

Employee Turnover

Turnover continues to be an ongoing issue for a small agency such as the PRB, where losing even one employee has a significant impact on the agency overall. In fiscal year 2024, two staff members left the agency, and in fiscal year 2025, three staff members left the agency, including the director of business operations, a critical administrative role. This staff member served the agency for nearly a decade, so the exit was a loss of institutional knowledge that is not easily replaced. These losses lead to more effort directed away from the agency's primary mission, and considerable effort put into hiring replacements. In replacing the director of business operations, other staff had to temporarily assume various critical duties on top of their regular daily tasks and job duties. Because of the agency's size, hiring requires identifying candidates that can perform many job functions. In many cases, the outgoing staff member's job duties may be assigned to other staff permanently in order to post for a position with a more realistic chance of attracting quality candidates.

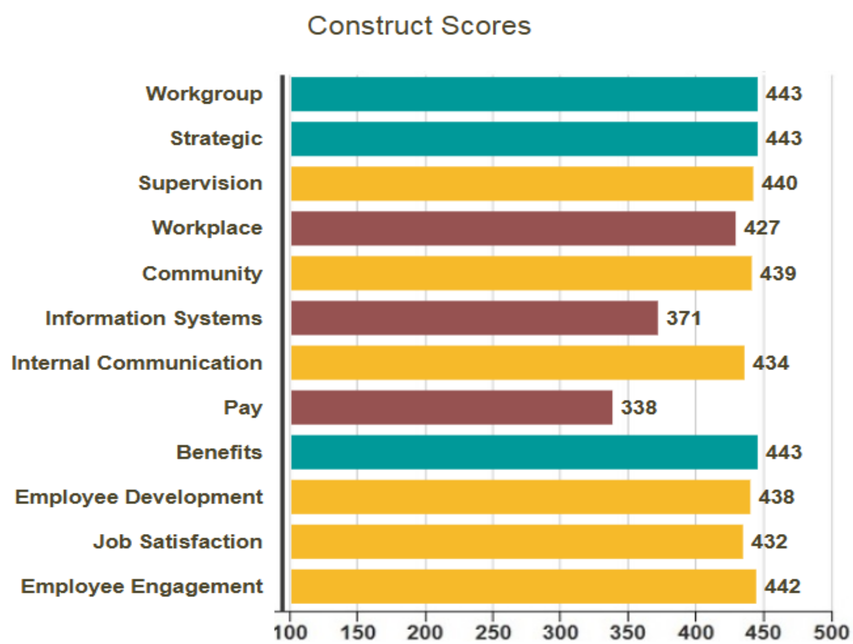
Some anticipated limitations to attracting and retaining employees are:

- offering competitive compensation compared to similar jobs in the private sector, at public retirement system, as well as at other state agencies
- increases in inflation and cost of living, and
- mitigating heavier workload and burnout for current staff, especially when there is turnover.

Survey of Employee Engagement

In October 2025, the agency participated in the Survey of Employee Engagement to assess employee satisfaction and engagement. Seven of the 10 staff present during the survey period responded, with three staff members being recently hired and likely not responding. Of those who responded, most staff, 57 percent, classified themselves as highly engaged. This is significantly higher than nationwide polling data of 30 percent, which indicates above average engagement compared to other organizations.

The overall scores for each area are provided below and in an appendix table. The survey report noted a score below 350 is considered a negative perception and a score above 350 is considered a positive perception.



The most considerable decline in staff satisfaction compared to the previous iteration of the survey was in Information Systems/Technology. Staff indicated in the survey that the agency lacks the latest technology to interact with systems and communicate with other staff, and information is difficult to find quickly with current systems. The agency has since taken steps to address these IT concerns by asking staff about specific issues and creating a workgroup to address concerns. During the 89th Legislative Session, the agency was awarded a supplemental appropriation for IT enhancements over two years, as well as a new ongoing dedicated IT budget. This funding allows the agency to further address staff concerns regarding technology and meet ever-changing hardware and software needs of staff while continuing to fulfill the agency's mission with current resources.

Future Workforce Profile (Demand Analysis)

Expected Workforce Changes

The PRB requires specialized financial, actuarial, and investment expertise to meet its objectives and goals. In addition, the PRB is constantly moving toward more data-driven, efficient communication both internally and externally to the legislature and the agency's stakeholders. These workforce changes require recruiting from pools of experienced applicants.

Given the size of the agency compared to outside entities recruiting for similar roles, the PRB is finding it difficult to provide competitive salaries, as staff with technical expertise can often find much higher salaries in the private sector, at public retirement systems, and at other state agencies. The agency is continuing to focus on ways to retain key staff, such as by providing incentives for consistently high-level performance and commitment to the agency.

Future Workforce Skills Needed

The PRB will continue to need the critical workforce skills listed above. In addition, the agency may need:

- more specialized writing and editing, policy analysis, legal, and legislative research skills as it continues to develop rules and board policies to implement legislation concerning Texas public retirement systems;
- increased financial and investment-related analytical skills, as the agency attempts to fill increasing requests for comparative information on pension changes in Texas and nationwide;
- lesson planning, course production, and curriculum planning, to provide expanded and advanced online courses; and
- technical and programming skills, to manage and maintain its internal database, online data center, and agency websites.
- Critical functions that must be performed to achieve strategic plan:
- Provide accurate information and analysis regarding public retirement systems.
- Conduct research into potential and existing pension issues.
- Educate public retirement systems, the public, and the legislature.
- Monitor compliance with reporting laws and regulations.
- Continue to collaborate with industry stakeholders.

Gap Analysis

The agency identified a gap in the areas of policy writing and analysis. These skills were a part of the Policy and Communications Team Lead position; however, when the prior policy staff member left the agency in 2025, the position was changed to focus solely on communications in an effort to focus on reviewing its websites for accessibility and modernization. A policy analyst position and skills would benefit the agency during the legislative session and in various policy-related projects during the year.

Workforce Strategy Development

Skill Development

The agency is focused on developing the requisite pension, actuarial, investment, and programming expertise of current staff. Development will help the agency overcome the scarcity of those specialized skills in the labor market. This allows staff to access a wealth of knowledge in subjects including programming, data analysis, cybersecurity, and more. Currently, agency staff take advantage of various professional development resources such as:

- The University of Texas at Austin continuing education courses, including professional certification preparation
- Office of the Attorney General employee training
- Texas Comptroller of Public Accounts basic and advanced training in the use of statewide financial systems
- Texas State Library and Archives Commission course offerings on records management
- Department of Information Resources training on IT initiatives, cybersecurity, data governance, and legislative updates
- Professional skills, programming, and certificate training via Coursera
- Professional certifications through coursework conducted by organizations including the Society of Human Resource Management, the Association for Financial Professionals, the Society of Actuaries, the Chartered Financial Analyst® Institute, and the State Bar of Texas.

Internship Program

The agency continues to hire interns to support actuarial, financial, and policy initiatives. The internship program allows the agency to work with universities to identify students in degree programs with interests aligned with the agency's work. It also allows the agency to develop skillsets in possible future employees earlier in their career, giving them an opportunity to gain possible interest in pension matters, analytical and actuarial skills, and state government.

Staff Development Time

Due to the complexities of actuarial science found in pension analysis, development of actuarial skills may require longer periods of training and perhaps exposure to many months of on-the-job experience. Understanding how to navigate the political and legislative environment is also experience-driven and often takes months or years to gain sufficient experience in those areas. The same is true of the agency's accounting and budget functions, which require specialized knowledge of state systems and statutory requirements.

Succession Planning

The agency has increased its ongoing efforts of succession planning for key positions through cross training to ensure continuity of functions to promote a high-quality work product. The agency is also creating detailed job aids to highlight important agency business functions and documents and regularly reviews agency policies and procedures to ensure they are up to date. The job aids and procedures documents serve to allow other staff to continue the work when the staff primarily responsible is unavailable due to absence or turnover. Specialized knowledge, including financial, actuarial, accounting, and human resources is captured in these documents that can be passed on to successors. Staff has identified additional areas for expanding internal policies and procedures so that they are useful to the current and future workforce. This approach will leave an informational reference and a knowledge base for future administrators of the agency. The agency regularly reviews and updates job descriptions for all agency positions and maintains descriptions to guide performance reviews and keep the agency prepared for turnover.

Retention Strategy and Leadership Development

In recent years the PRB has seen the departure of staff whose expertise is not easily replaced. Because of its significant impact on the agency, the PRB has made serious efforts to help motivate and retain staff and in turn, reduce turnover. The agency has implemented key policies to retain valuable personnel, described below.

- First, the PRB is empowering staff to step up into roles of higher responsibility and prepare qualified and experienced staff to move into leadership and management roles, which helps create a career ladder within the agency and develop staff to move into leadership roles when vacancies occur. To accomplish this, the agency has made professional development a high priority item by making training available in areas such as leadership development. It has also allowed staff to gain experience in project management, making presentations at stakeholder conferences and agency board meetings, and pitching innovative projects for the agency.
- Second, the PRB will continue to implement a merit-based compensation program that rewards employees for proven track records of outstanding performance within the agency. In addition, this program regards staff who regularly take on duties outside of their normal role, such as when the agency experiences turnover. This program also rewards staff with excellent performance with administrative leave as well as fitness leave.
- Finally, the agency has implemented a hybrid telework schedule for many staff. This has been a useful tool to help retain staff and has allowed the PRB to offer this additional nonmonetary benefit to compete with other employers. In addition to the added benefit, the agency has not experienced a decline in work product, but rather an uptick in productivity and efficiency.

Appendix: Text Version of Survey of Employee Engagement Results

Construct	Score
Workgroup	443
Strategic	443
Supervision	440
Workplace	427
Community	439
Information Systems	371
Internal Communication	434
Pay	338
Benefits	443
Employee Development	438
Job Satisfaction	432
Employee Engagement	442

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