



TEXAS Board of
Architectural Examiners
Architects • Landscape Architects • Registered Interior Designers

AGENCY WORKFORCE PLAN

Fiscal Year 2026

Overview

The mission of the Texas Board of Architectural Examiners (TBAE) is to serve the State of Texas by protecting and preserving the health, safety, and welfare of the people who live, work, and play in the built environment through the regulation of the practice of architecture, landscape architecture, and interior design.

TBAE's mission is primarily achieved through employing individuals to carry out duties in the Registration, Enforcement, Operations, Information Technology, and Legal divisions. These employees support the Board's two strategic goals. First, to administer a registration program to ensure that only qualified professionals become registered to practice the Board's regulated professions in Texas. Second, to protect the public health, safety, and welfare with an effective, responsive, and consistent enforcement program. To achieve its mission and goals, the agency embraces these core values:

- Provide exceptional customer service that is accessible, responsive, and transparent.
- Demand integrity, accountability, and high standards, both of licensees and ourselves.
- Strive continuously for excellence and efficiency.
- Demonstrate professional kindness to all in the workplace

TBAE's most valuable asset is its workforce. By bringing in exceptional talent, fostering their growth, and retaining their knowledge and services, TBAE strengthens its ability to meet its mission. A skilled, high-performing, and engaged workforce is essential for driving ongoing improvement and sustaining effective operations.

TBAE prioritizes employee retention by promoting opportunities for professional growth and career advancement within the agency. The agency also devotes significant time and resources to employee training. This helps to grow the agency's capabilities and establish an effective succession planning program. Over the next five years, TBAE expects to maintain its training efforts to further develop the knowledge, skills, and abilities of staff across all functions and divisions

Core Business Functions

Operations

The Operations division ensures the agency's business processes run efficiently and effectively. The division is responsible for optimizing resource utilization and supporting the achievement of organizational goals. Its functions include communications, human resources, accounting, and general administrative support.

Registration

The Registration division ensures that all applicants for registration are fully qualified through education, experience, and exam completion. Furthermore, the division conducts continuing education audits to help ensure that registrants are maintaining their professional knowledge and skills.

Enforcement

The Enforcement division investigates alleged violations of the Board's statutes and rules. In addition, the division conducts outreach to stakeholders, providing education on professional standards of conduct and sharing insights from prior disciplinary actions.

Legal

The Legal division enforces the Board's statutes and rules through written warnings, negotiated agreements, and administrative hearings. The division also provides legal counsel to agency staff, manages contracts, ensures compliance with open government and administrative law requirements, and supports outreach efforts with the regulated community.

Information Technology

The Information Technology (IT) division enhances the agency's operational capacity through the strategic use of technology. It maintains reliable and secure IT infrastructure while evaluating and implementing solutions to meet the agency's evolving technological needs.

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 agency operations and the well-being of employees with the goal of contributing to more successful management of our most critical resource: our workforce.

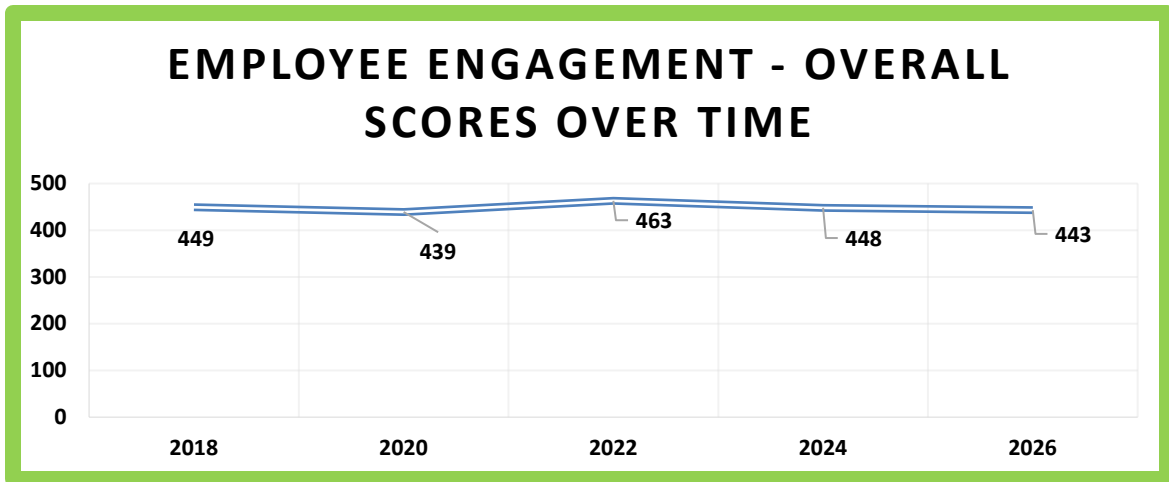
The most recent SEE was completed in March 2026. Over 75% of staff participated in that survey. As a general rule, response rates higher than 50% suggest soundness, while rates lower than 30% may indicate problems. High response rates indicate that employees have an investment in the organization and are willing to contribute toward making improvements within the workplace. With this level of engagement, employees have high expectations from leadership to act upon the survey results

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 the tipping point between a positive and negative score.

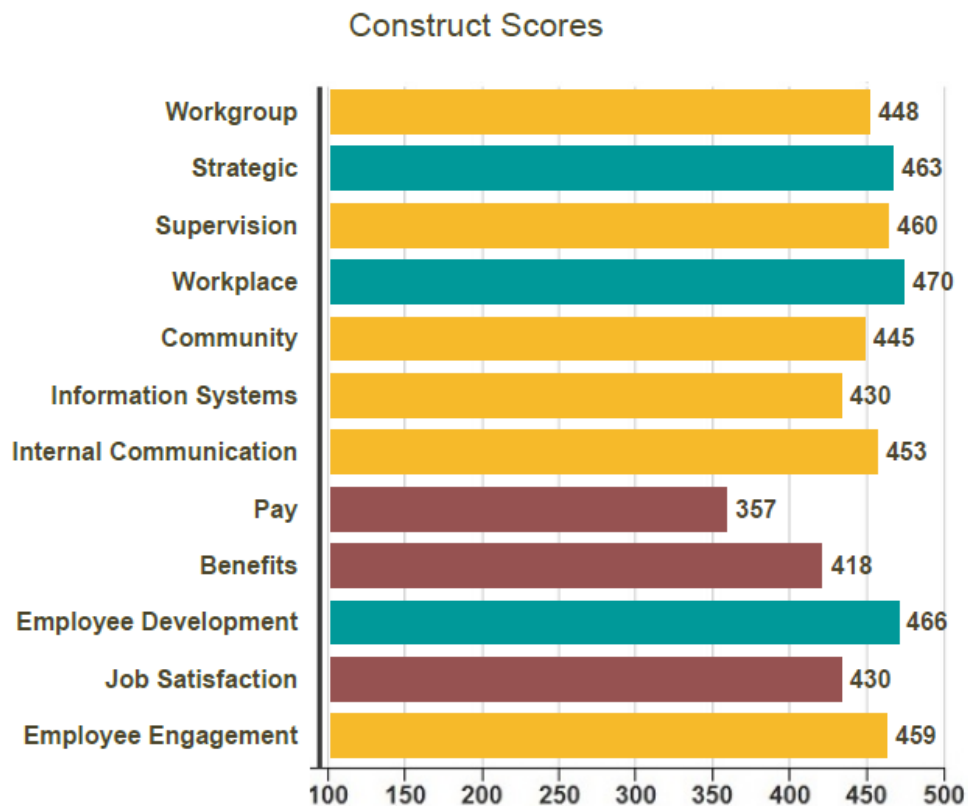
Construct	Description
Workgroup	The workgroup construct captures employees' perceptions of the people they work with on a daily basis and how effective they are. This construct measures the degree to which employees view their workgroup as effective, cohesive and open to the opinions of all members.
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-seven percent of respondents were found to be either “highly engaged” or “engaged” with their work, an improvement over the previous survey in 2024. Additionally, TBAE was given an overall score of 443. This continues a long trend of high performance by the agency and may help to explain our success in retaining employees.



When considered on individual constructs, TBAE received overwhelmingly positive scores, with every construct 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, employee development, and workplace constructs. These scores indicate that our employees understand their role in the organization and consider the organization’s reputation to be positive, feel the organization provides opportunities for growth in organizational responsibilities and personal needs in their

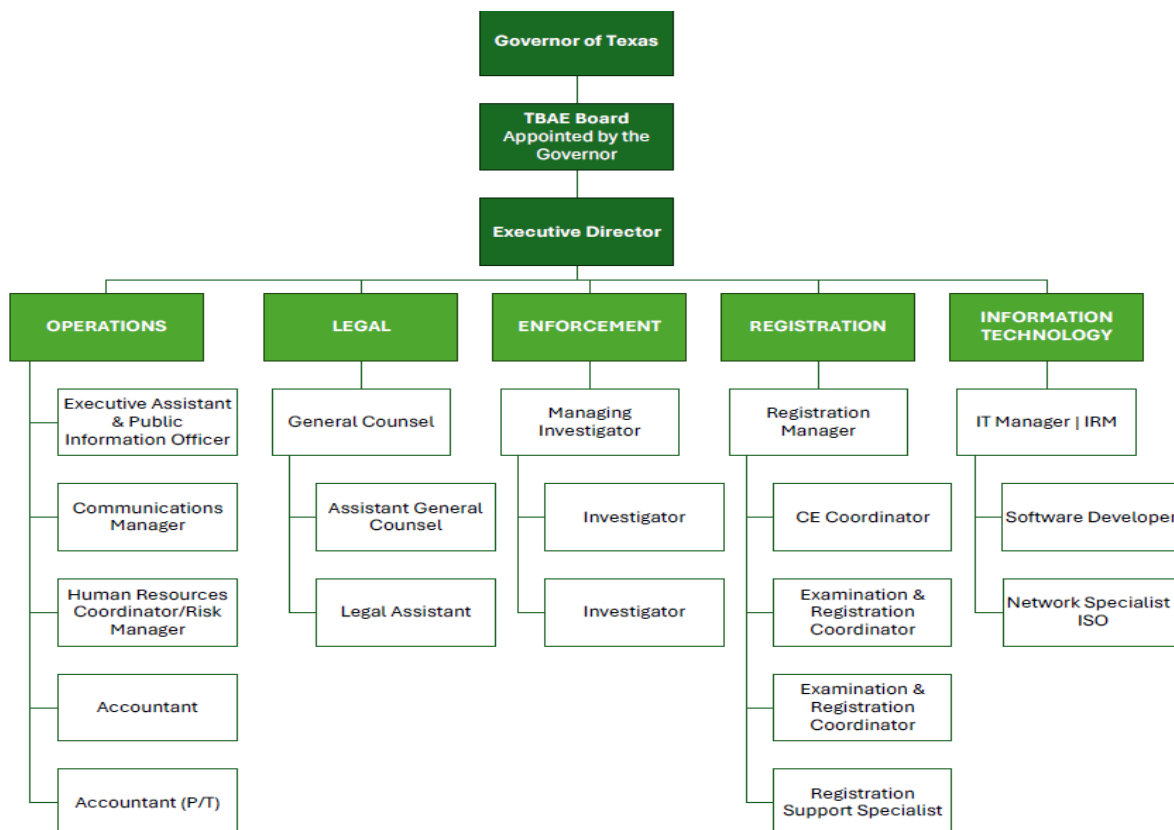
careers, and see the work atmosphere as satisfactory and safe with adequate tools and resources available. TBAE management is particularly happy with the score for employee development. This score showed the biggest improvement over the 2024 SEE, and lines up with the agency's strategic goal to prioritize employee retention by promoting opportunities for professional growth and career advancement within the agency.

The agency's score on pay is a relative weakness among strengths. This score speaks to the difficulty for state agencies in competing with private employers, especially with 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 by working for TBAE.

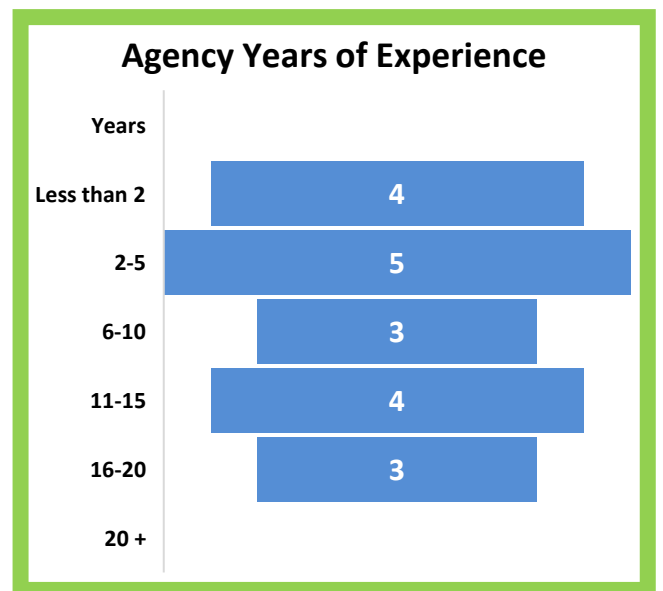
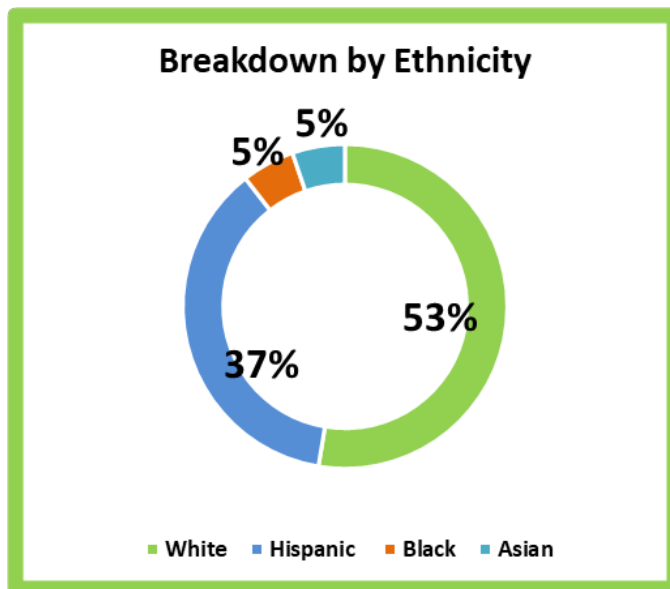
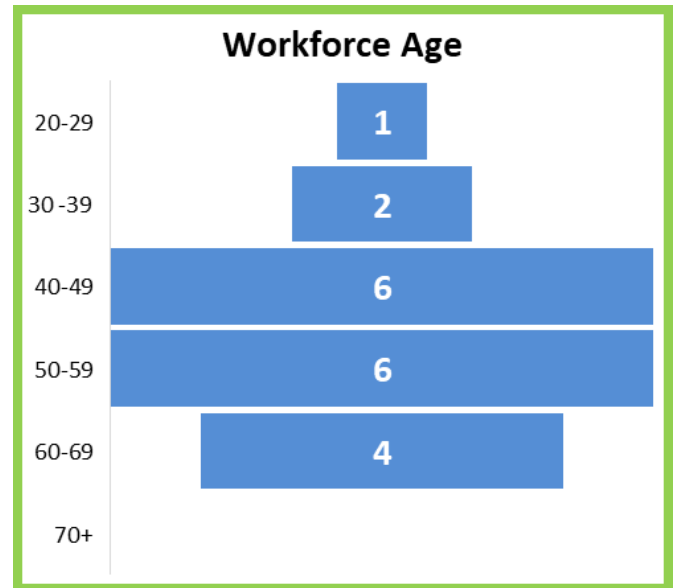
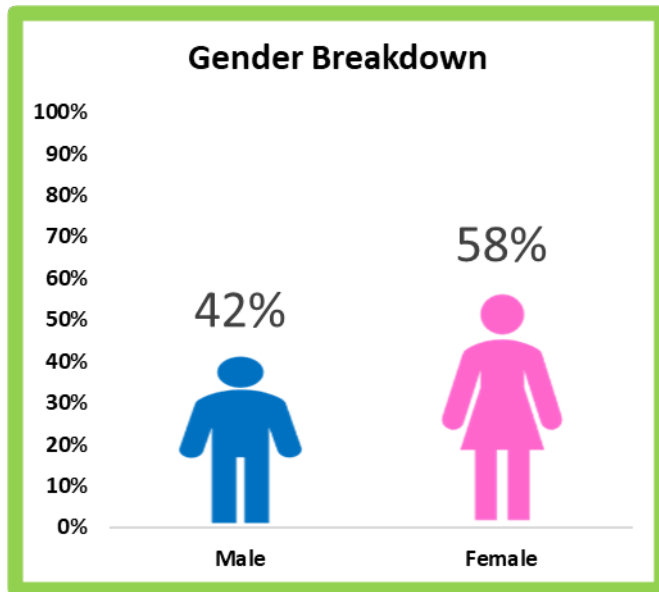
TBAE looks forward to the results of its next Survey of Employee Engagement, so that we can continue to analyze our strengths and weaknesses with the goal of continuing to attract and retain high level employees to ensure exceptional quality and efficiency in serving the people of the State of Texas.

Workforce Analysis and Organization Structure

TBAE is a small state agency that normally employs 20 full-time equivalent employees (FTEs). As of January 2026, TBAE is almost fully staffed at 19 employees, all of whom are located at our office in Austin. Our workforce is made up of managers, licensing and permit specialists, accountants, investigators, technology staff, attorneys, and other professionals and support personnel.



TBAE's current workforce profile is illustrated in the charts below. Male employees represent 42% of the workforce and female employees represent 58%. The average age of all employees is 46. The average tenure is 7.8 years, and the median tenure is 6.5 years.



Retirement Eligibility and Succession Planning

Two employees are currently eligible for retirement, with four more eligible by FY31. With this reality, the agency is sure to lose employees with significant expertise and institutional knowledge in the coming years. Therefore, it is crucial for the agency to 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 promoting from within and engaging with employees to plot their future career paths. Additionally, senior leadership is committed to providing ongoing training and mentorship to ensure those talented team members have the required aptitude and mindset 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 supply of next-generation leaders, the agency's effective succession planning process:

- Links Strategic and Workforce Planning Decisions
- Analyzes Gaps in Workforce Supply and Demand
- Identifies Talent Pools
- Develops Succession Strategies
- Implements Succession Strategies
- Monitors and Evaluates Results

The agency's Operations division plays a vital role in successful succession planning, ensuring that strategies and programs are in place to enable our senior leadership to make informed decisions about current and future staffing needs. To improve the effectiveness and productivity of the agency, senior leadership consistently maintains and develops the skills and expertise of its workforce through internal training supplemented with external opportunities and other staff development programs.

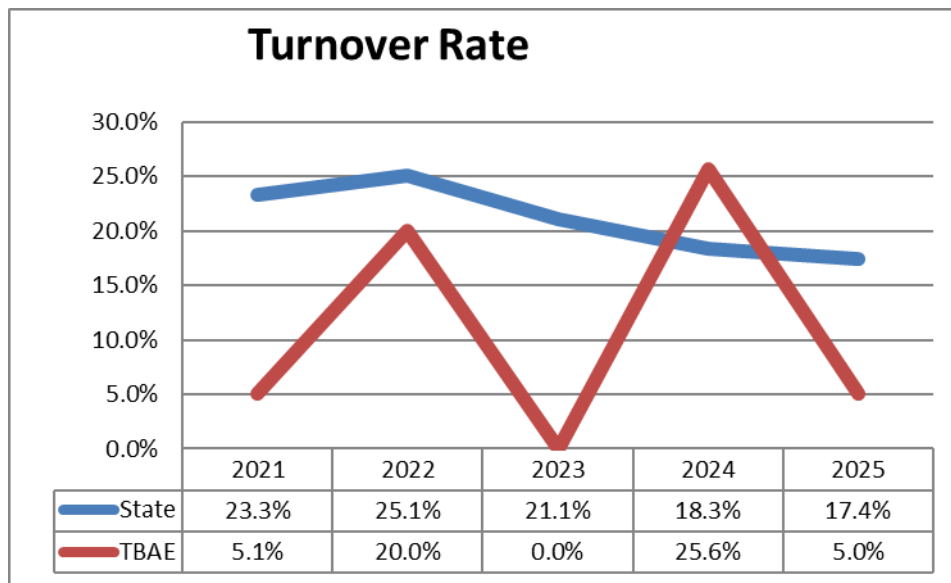
Succession Management Results

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 Fiscal Year 2024, 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 required. 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. To maintain this pipeline, agency leadership will continue to provide employees with growth-focused performance feedback and highlight potential future opportunities within the agency.

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

Staff Turnover

TBAE competes with the private sector and other state agencies for its professional staff. Although TBAE has lower than average turnover rate for state agencies, the size of the agency means that even a single vacancy can have a big impact, especially if a highly experienced employee has departed. Therefore, the retention of qualified staff is vital to TBAE's continued success. TBAE seeks to limit turnover throughout its functional divisions.



To remain a preferred employer, TBAE offers flexible work schedules to eligible staff. Flexible work schedules, including some hybrid work opportunities, are a powerful retention tool for the agency. These opportunities benefit employee retention by allowing our employees to significantly reduce travel and commuting stress, increase job satisfaction and cultivate a rewarding work-life balance. Additionally, TBAE's flexible work program can help attract quality external candidates by increasing the agency's competitiveness against other employers, especially those in the private sector.

Employees value the benefit of a flexible work schedule, and it has proven to be a successful retention tool. However, the ultimate priority with any flexible or hybrid work schedule is ensuring that performance measures and customer service needs are met or exceeded. TBAE is dedicated to harmonizing work scheduling with operational requirements to remain an employer of choice while promoting state service as a career.

Training and Development

TBAE places a priority on the professional development of all staff members and encourages employees to seek out both formal and informal training opportunities. TBAE requires all mandated training such as EEO, Cybersecurity and Ethics for all employees. TBAE also conducts an annual group training event, allows employees to attend various workshops and seminars to encourage

career development, and subscribes to an online training provider to allow managers and employees to seek out skills-based training on an as-needed, informal basis.

Gap Analysis

The agency's current workforce is qualified and competent to successfully complete the primary tasks of the agency. Additionally, the agency has systems in place to easily train new staff or cross-train existing staff to increase the agency's ability to absorb change. Finally, TBAE is a Self-Directed Semi-Independent (SDSI) agency, which means that the Board sets fees and approves its own budget. SDSI status allows the agency to act more like a business and respond quickly to needs, including by hiring additional employees or adopting a revised budget. With this ability, TBAE operates as an ultra-lean organization, maintaining only the number of employees needed at any time, secure in knowing that additional resources can be easily procured if the need arises.

There are several critical skills that are necessary to TBAE's effective operations. TBAE will continue to recruit and develop these skills within the workforce to ensure future success:

- Litigation
- Network Supervision
- Investigation
- Information Technology
- Accounting
- Database Development & Maintenance
- Risk Management
- Customer Service
- Management and Leadership
- Human Resource Coordination
- Public Outreach and Communication

TBAE will continue to evaluate whether it has requisite skills and abilities within its workforce to accomplish the agency's important work of protecting the public health, safety, and welfare. TBAE addresses potential gaps in skills and staffing by conducting regular reviews of the workforce plan, updating job descriptions, reviewing performance appraisals, identifying career development opportunities, and conducting employee engagement surveys. Maintaining institutional knowledge and expertise has been a challenge due to retirements of critical staff. However, the agency has recovered well with recruitment, training, and reliance upon high-quality and well-defined standard operating procedures.

The agency will continue to monitor the market for any changes and continue to offer competitive salaries. The labor market continues to grow with many high-paying companies coming to the area. The private sector advantage in salaries and other benefits could result in a struggle to maintain quality employees.

Future Strategies

TBAE's workforce planning will continue to evolve and improve to meet the needs of other stakeholders by effectively regulating our professions, educating the public about our laws and rules, and, most importantly, protecting and safeguarding the needs of the state. TBAE's workforce focus over the next five years is to recruit, develop, and retain qualified employees. The plan is to increase training opportunities and ensure competitive compensation by conducting salary analysis and studies, encouraging a cohesive workplace culture, and expanding opportunities in an effort to support and encourage an engaged workforce.