

APPENDIX E

WORKFORCE PLAN

Agency Overview

The Texas Historical Commission (THC) is the state agency for historic preservation. THC staff consults with citizens and organizations to preserve Texas' architectural, archeological, and cultural landmarks. The agency is recognized nationally for its preservation programs.

The THC is composed of 17 citizen members appointed by the governor to staggered six-year terms. The agency is authorized for 221.5 FTEs who work in various fields, including archeology, architecture, history, economic development, heritage tourism, historic site administration, communications, and urban planning.

The Texas Legislature established the agency in 1953 as the Texas State Historical Survey Committee with the task to identify important historic sites across the state. The Texas Legislature changed the agency's name to the Texas Historical Commission in 1973. Along with the name change came more protective powers, an expanded leadership role, and broader educational responsibilities.

Agency's Mission, Goals, and Objectives

The mission of the THC is to protect and preserve the state's historic and prehistoric resources for the use, education, enjoyment, and economic benefit of present and future generations.

Goal A: Identify, Evaluate, and Protect Historic Resources

We will work with our partners to identify, evaluate, and protect the diverse historic resources of Texas.

Objective 1:

To increase the number of historic and archeological properties designated by 2 percent annually resulting in preserved historic and cultural resources.

Objective 2:

To increase the number of ethnically diverse historic and archeological properties identified by 2 percent annually.

Goal B: Foster Vital Communities

We will foster the economic vitality and quality of life of existing historic communities in Texas using historic preservation.

Objective 1:

To increase private investment in historic properties by 5 percent by the year 2015.

Goal C: Provide Preservation Incentives

We will grow and distribute appropriate financial resources to encourage the preservation and protection of historic resources in the state.

Objective 1: To award an appropriate amount for each grant project to be successful and to ensure the state's investment in projects and properties is protected.

Goal D: Engage and Motivate Current and New Constituents

We will enable our existing constituents to be knowledgeable and motivated in preservation methods through pertinent education, training, and dynamic information exchange using advanced technologies; and engage new constituents to be the future leaders in historic preservation.

Objective 1:

To increase the number of individuals trained and assisted in historic and archeological preservation by 10 percent by the year 2015.

Objective 2:

To increase the number of counties with active County Historical Commissions by 15 percent by the year 2015.

Goal E: Enhance the Visitor Experience

We will provide for an expanded audience of Texans and their visitors opportunities to learn authentic stories of Texas history at the places where history really happened.

Goal F: Cultivate an Internal Culture of Creativity (Indirect Administration)

We will cultivate a culture of creativity at the agency that results in a motivated and diverse staff working to maximize the quality and effectiveness of services to the public.

Objective 1:

To increase the agency composite score of identified target areas on the Survey of Employee Engagement (SEE) to 385 or above by 2015.

Objective 2:

To achieve 95 percent of customers surveyed who are satisfied overall with agency services by 2013.

Objective 3:

To include Historically Underutilized Businesses in at least 20 percent of the total value of contracts and subcontracts awarded annually by the agency in purchasing and public works contracting by fiscal year 2011.

Anticipated Changes to the Mission, Goals, and Strategies

The THC anticipates making substantial changes to the mission, strategies, and goals of the agency over the next five years. The agency undertook a comprehensive strategic planning process and identified the need to reexamine the agency's mission as well as restructure its goals, strategies, and performance measures. The agency's strategic plan framework and budget structure is outdated and does not convey the direction of the agency in a clear, meaningful manner. The THC worked closely with the Legislative Budget Board and the Governor's Office to revise a number of performance measures for the 2008–09 biennium, and will work to develop the most effective changes to the agency's mission, goals, and strategies.

Business Functions

The THC consists of seven divisions with multiple preservation-related programs. The staff delivers many of its services to constituents using a regional approach that covers every county in the state. Each of these six regions has at least one THC staff representative with expertise in archeology, architecture, history, economic development, heritage tourism, public administration, or urban planning. The THC does not anticipate any major changes to the organizational structure in the next five years; however, the agency may add or delete programs within a division based on program outcomes, sustainability, changes in public demand, and funding levels.

Architecture Division

The Architecture Division provides financial and technical assistance through the Texas Historic Courthouse Preservation Program for critical historic courthouse preservation projects, assists with the administration of the Texas Preservation Trust Fund, and provides regulatory and advisory reviews of historical structures and sites.

Archeology Division

The Archeology Division protects Texas' diverse archeological heritage through state and federally mandated cultural resource reviews, historic property management programs, underwater archeology, the Historic Sites Atlas program, volunteer efforts, and public outreach.

Community Heritage Development Division

The Community Heritage Development Division provides technical assistance to public, private, and nonprofit entities to encourage the process of preservation, development, and revitalization of Main Street cities, promotion and development of heritage tourism, and advancement of local policy for preservation through the Visionaries in Preservation and Certified Local Government programs.

Historic Sites Division

The Historic Sites Division administers the agency's 20 state historic sites located around the state. The division is responsible for daily visitation, rehabilitation, and interpretation of these sites.

History Programs Division

The History Programs Division provides information, programs, and services to private, public, and nonprofit constituents for the identification, evaluation, preservation, and interpretation of historic resources.

Marketing Communications Division

The Marketing Communications Division is responsible for communications, marketing, web design and maintenance, printing, and public relations.

Staff Services Division

The Staff Services Division is responsible for accounting, budgeting, purchasing, car fleet maintenance, and human resources for the agency.

Administration Division

The Administration Division serves the entire agency and preservation public through effective leadership, planning, and management.

Economic Factors Affecting the Agency

A direct correlation exists between the increase in population and the demand for preservation services relating to new residential construction, commercial development, and transportation projects. Development and construction projects in metropolitan areas will impact existing archeological and historic sites and structures. THC staff is called upon to review all federally funded projects for their impact on historic and cultural sites.

As the population increases, the state will witness a major demographic shift in race, ethnicity, and age. The agency currently appeals to an older, Anglo population. The THC must rise to the challenge of not only

engaging a much more diverse public in historic preservation, but adjusting current programs to appeal to and be meaningful to the changing demographics.

Personal income is a key correlative to the rehabilitation of historic structures. If the economy is good, it is more likely that building owners have the personal income to invest in historic building rehabilitation. If personal income is not available, many structures continue to deteriorate due to neglect and lack of investment.

The last economic factor affecting the agency is its ability to retain experienced staff. The continual loss of experienced staff to agencies and companies that pay better, along with the retirement of long-term staff, will continue to have a negative impact on the agency's ability to accomplish its goals.

Current Workforce Profile

The Texas Historical Commission has 221.5 authorized full time employees according to the general appropriations act. As of FY 2009, the agency had 209 full time employees including several part-time staff members. The current workforce is comprised of 37 percent males and 63 percent females. More than half of the THC staff is over the age of 40. More than 11 percent of the workforce can retire within the next five years.

Length of Service	20–29 Years of Age	30–39 Years of Age	40–49 Years of Age	50–59 Years of Age	60–69 Years of Age	More than 70 Years of Age	Total
Less than 5	25	26	17	18	6	2	94
5 to 10 years	5	19	19	6	2	2	53
11 to 15 years	0	4	9	8	3	1	25
16 to 20 years	0	0	7	5	2	1	15
21 to 25 years	0	0	1	7	1	0	9
26 years plus	0	0	1	10	2	0	13
Total FTEs	30	49	54	54	16	6	209

The largest age group percentage of employees in the agency is 40–59. These two groups comprise 52 percent of the agency staff.

Age Group	Number of FTEs	Percentage of FTEs
Under 30 years	29	14%
30–39 years	49	23%
40–49 years	54	26%
50–59 years	54	26%
60–69 years	16	8%
70 and over	7	3%
Total	209	100%

The agency follows fair hiring practices and seeks to recruit minorities at all levels. Although progress has been made, particularly in offering opportunities for women, the agency still has progress to make in the

hiring of African Americans, Hispanic Americans, and people with disabilities, especially in the area of officials/administrators. The agency has completed a diversity plan focused on recruiting, retaining, and developing a diverse workforce that reflects the state's population.

Percentage of Minorities in Agency's Total Work Force (July 24, 2009)			
	Total Positions	Number Minority	Percent Minority
Officials/Administrators	10	0	0%
Administrative Support	32	10	31%
Service/Maintenance	28	8	29%
Professionals	91	12	13%
Para-Professional	39	10	26%
Protective Services	0	0	0%
Skilled Craft	3	0	0%
Technicians	0	0	0%
TOTAL	203	40	20%

Employee Turnover

The agency has steadily improved its turnover rate from a high of 24 percent in FY 2001, 18.8 percent in FY 2003, 16.6 percent in FY 2005, 10.3 percent in 2006, to 12.1 percent in 2007.

The year to date rate for FY 2009 is 11.2 percent. When asked why staff members leave the agency, the answer is predominately for better salaries or a more advanced position in the private sector. Low salaries and a lack of a career ladder at the agency have made it difficult to retain competent staff.

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

The greatest challenge the agency faces in recruitment of skilled staff is providing salaries that can compete with not just private industry, but other state agencies with similar positions. Many of the applicants for jobs have graduate and post-graduate degrees. These individuals are highly sought after by the private industry making them difficult to recruit and retain.

The THC has a workforce generally distributed across generations and across experience levels. Although retirement does not account for a majority of separations, during fiscal year 2005 the agency had one employee retire and return back to work. Four of the agency's current seven division directors are eligible to retire in the next 5 years. The agency will have to replace these critical positions should they decide to retire.

Workforce Skills

Agency staff must currently have the ability to:

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

Agency staff must have knowledge of:

- Texas history
- Historic architecture
- Preservation techniques
- Archeology practices
- Economic development principles and tools
- Historic site maintenance and operations
- Interior design
- Heritage tourism and trail region development
- Zoning, preservation ordinances, and incentives
- Graphic design and production
- Communications and public relations
- Web development and maintenance
- Section 106 review process and standards
- Agency budget, state accounting, purchasing, and financial reporting
- Human resource procedures and applications

Future Workforce Profile

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

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

A second concern is the growth of technology and the demand for online services and information. The agency currently operates with a limited information technology (IT) staff and we have been able to keep up with maintaining a website and servicing the internal IT demands of the agency. The THC must expand its IT staff as well as ensure that existing and future staff are well-trained and competent in computer technology.

Expected Workforce Changes

- The agency must respond to advancing technology by expanding its IT staff.
- The THC will focus on recruiting and hiring staff that reflects the diversity of Texas' population.
- Individuals replacing retiring staff or departing employees will be asked to learn more tasks. The THC expects an employee to reach knowledge maturity at the 5th year of service. Because of the existence of this significant learning curve, it is critical to retain long-term employees.
- Without pay increases, the agency could likely see more staff members leave to work in the private sector and/or other state agencies.

Anticipated Increase/Decrease in Number of Employees Needed

As the population of Texas continues to grow, it is anticipated that the THC will see an increase in the agency's workload, which will in turn increase the number of employees needed to accomplish the work.

While the agency will continue operating its core programs, programs contingent upon grant funding will change over the years. As funding is secured for new programs there will be a corresponding demand for a workforce to implement these programs. There continues to be a great need and demand from the public for expanded programs such as historic resources surveys, service to preservation groups and museums, training of preservation volunteers in local communities, historic site interpretation, expanded research into underrepresented history and sites, and the preservation of historic cemeteries.

Job responsibilities and workloads change as a result of technological advancements, industry changes, and economic, social, and political conditions. This is true for the agency's funding sources as well. As stated before, there is a direct correlation between the growth in population of the state and an increase in workload for this agency. Technological advances have made it possible for each employee to be more effective and efficient in performing their job functions.

Currently, workers have the necessary skills to meet the goals and objectives of the agency. Agency management will continue to analyze processes to determine the most cost-effective ways to accomplish the work at hand and meet the needs of customers. When necessary, staff will be reassigned to special projects to reach agency goals and objectives.

Future Workforce Skills Needed

- The agency is staffed with individuals well qualified for their jobs. The THC will continue to focus on hiring multi-talented professionals.
- The agency will continue to need staff with experience in historic preservation, architecture, interior design, archeology, history, historic site operations, computer science, accounting, purchasing, human resources, project design, communications, public relations, graphic design, library, and science museums.
- Many critical functions must be performed to achieve the strategic plan. These include architectural and archeological reviews, historical research, heritage tourism development, historical marker review and development, economic development, planning, and internal and external communications. Also needed are individuals with experience in museum

services, historical interpretation, historic site maintenance, cemetery preservation, preservation training, and administering the National Register and other federal programs.

Anticipated Surplus or Shortage of Workers or Skills

The turnover rate in the agency has caused a shortage of trained, professional staff. The agency will continue to hire skilled staff as quickly as possible for programs that are critical to the goals of the agency. At present the THC has a highly skilled workforce, but it is anticipated that the THC will lose skilled workers over the next five years through retirement and individuals migrating to the private sector.

The only job functions that will no longer be required are for special short-term projects and programs. For example, when the Archeology Division was excavating Fort St. Louis there was a need for additional field archeologists with skills in site excavation. Now that the excavation is complete, other skills are needed such as artifact analysis and conservation.

The agency's personnel are divided among occupational groups, primarily along strategic lines. Changes in agency responsibilities and external reporting requirements may alter the agency's needs over time. Since many of the staff members have a great deal of longevity with the agency, they have worked to fill identifiable skill gaps due to unfilled positions. In the future, however, the agency must fill these positions or employees will experience burnout. In summary:

- Current employees have critical skills that must be developed further.
- Key positions must be targeted for succession planning.
- Information technology and computer skills must continue to be developed further to enhance agency processes and procedures.
- Desired skill sets must continue to develop internally.

Succession Plan

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

Goals to Address Workforce Competency

- Agency processes will be evaluated on an annual basis and changes made to the organizational structure when deemed necessary.
- Retention programs will include merit raises for outstanding work, staff development through ongoing training, and awards and recognition at agency-wide meetings.
- Recruitment plans will include posting jobs in the newspaper, on the agency's website and the governor's job bank, contacting outlets that reach underrepresented EEO populations, participating in job fairs, and offering internships.
- Career development programs will include training for job skills, promotions from within, and cross-training skills.
- There will be discussion of future plans for retirement at annual performance evaluations and when possible, the person retiring will train staff assuming his or her duties.
- The agency will develop leaders within the organization by encouraging staff to attend leadership training, such as the governor's leadership program. Each year at least one staff member from each division will be selected to attend a leadership program. Additionally, staff will be encouraged to attend other leadership seminars and conferences.

- All staff members will receive training about the organization at the bi-monthly all-agency staff meetings.

Additional Considerations

The agency intends to fill vacant positions as soon as possible. A special emphasis will be placed on recruiting staff members from underrepresented communities so as to better reflect the demographic makeup of the state. If staff members retire in the next five years, their positions and the corresponding programs will be evaluated to see if they are still needed or if they can be outsourced, streamlined, or deleted. The agency will endeavor to promote staff from within whenever possible so as to reward staff members who exhibit leadership qualities and develop appropriate career ladders. Success will be measured through positive results from the SEE, 360-degree evaluations and annual performance evaluations.