

APPENDIX E WORKFORCE PLAN

OVERVIEW

Agency Mission

The State Preservation Board preserves and maintains the Texas Capitol, the Capitol Extension, the 1857 General Land Office Building, other designated buildings, their contents and their grounds; preserves and maintains the Texas Governor's Mansion; and operates the Bob Bullock Texas State History Museum. We provide educational programs centered on Texas history. These services benefit the citizens of Texas and its visitors.

Agency's Strategic Goals and Objectives

GOAL A: Manage the State Capitol and other designated buildings, their contents and their grounds, and promote Texas history.

Objective: Preserve and maintain 100% of the State Capitol and other designated buildings, their contents and their grounds.

Objective: Manage 100% of the organized programs dedicated to educating visitors and Texas schoolchildren and manage the Bob Bullock Texas State History Museum.

Objective: Increase by 5% the income generated from [non-Museum] agency enterprises and dedicate all proceeds to educational programs, the historical collection and the preservation of the buildings and their contents.

GOAL B: Establish and carry out policies governing purchasing and public works contracting which foster meaningful and substantive inclusion of historically underutilized businesses.

Objective: Include historically underutilized businesses (HUBs) in at least 20% of the total value of contracts and subcontracts awarded annually by the agency in purchasing and public works contracting.

Agency's Core Functions

The agency's core functions are reflected through the work of its eight divisions: Facilities, Customer Services, Retail, Curatorial and Visitor Services, Finance, Administration, Governor's Mansion Restoration, and the Bob Bullock Texas State History Museum. Each division of the agency is responsible for complex programs, services and ongoing functions. From highly skilled, experienced and well-trained Facilities maintenance specialists to Museum and Capitol Visitor Services staff and programs, and the revenue generating functions performed by Retail and Capitol Visitors Parking Garage staff, the agency targets, selects and assigns its workforce in such manner that enables the State Preservation Board to fulfill its legislatively mandated mission and successfully meet its performance measures and targets.

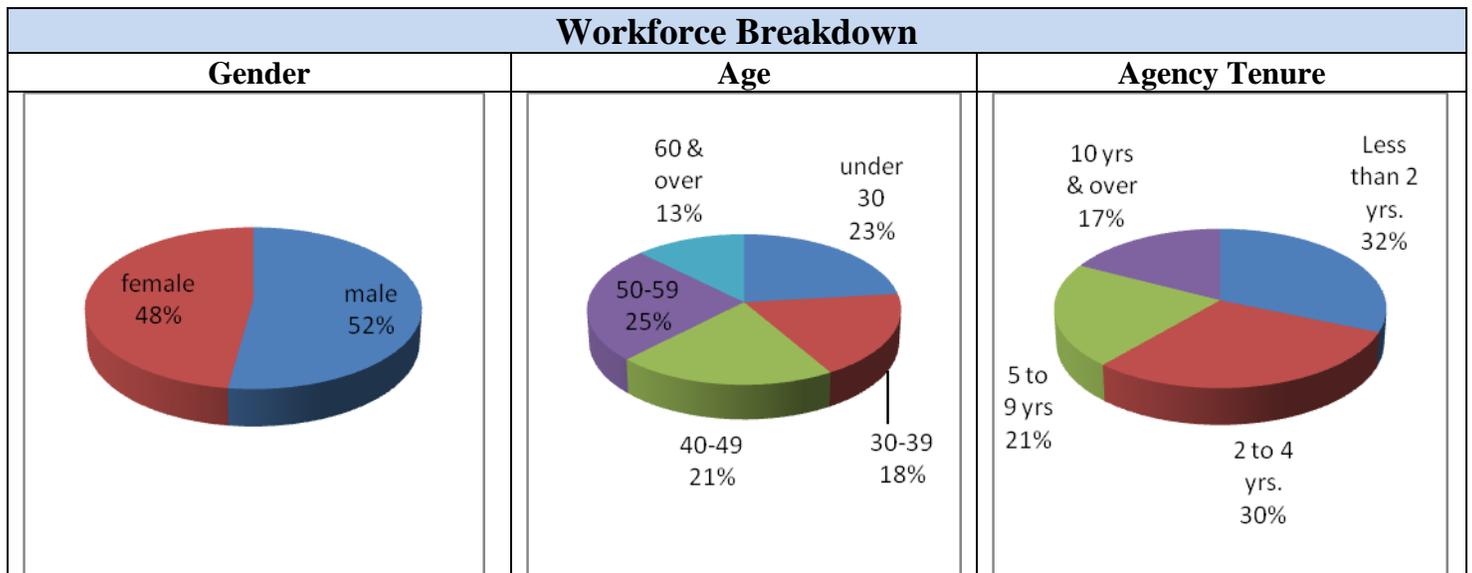
Anticipated Changes to Agency Mission, Strategies and Goals (5 Years)

Through its historical vision to preserve, protect and manage the Texas Capitol and other significant buildings, the Texas Legislature has made clear its intent to preserve Texas history by planning well into the future. While the 80th and 81st Legislatures expanded the scope of the agency's preservation, maintenance, and restoration duties to include the Governor's Mansion and grounds, this duty fits within the framework of the existing mission, strategies and goals. Accordingly, the agency does not anticipate any significant changes to its mission, strategies and/or goals in the near future. Staff expertise in architecture, historic preservation, construction and especially construction project management will be of increased importance as the Mansion project progresses.

The agency's Executive Director and its senior management team remain focused on continuing to attract, motivate and retain a highly skilled workforce that is able to work with building occupants, international and domestic tourists, legislators, students, teachers and contractors who seek to become business partners with the State Preservation Board.

CURRENT WORKFORCE PROFILE

The following charts profile the State Preservation Board's total workforce as of May 2010, and includes both full-time and part-time employees. The agency's workforce is nearly evenly divided among females and males. Over a third of agency staff are over the age of 50, with 13% at 60 or above. Almost a third of SPB employees have less than two years of agency service, while 38% have five or more years with the agency. These workforce challenges will be discussed further under the *Current and Future Workforce Challenges* heading.



The following tables show staff distribution by ethnicity and EEO job category.

Employee Ethnicity

RACE	NUMBER OF EMPLOYEES	PERCENTAGE OF WORKFORCE
African-American	17	8.21%
Asian	4	1.93%
Caucasian	142	68.60%
Hispanic	43	20.77%
Native American	1	0.48%
Other	0	0.00%
Total Workforce	207	100%

Employee Ethnicity by EEO Job Category

Job Category	Number of Employees	African American	Asian	Caucasian	Hispanic	Other
Officials/Admin	30	1	1	22	6	0
Percent	14.49%	3.33%	3.33%	73.33%	20.0%	0%
Admin Support	94	9	1	70	14	0
Percent	45.41%	9.57%	1.06%	74.47%	14.89%	0%
Service/Maintenance	27	3	1	7	16	0
Percent	13.04%	11.11%	3.70%	25.93%	59.26%	0%
Professionals	14	0	0	13	1	0
Percent	6.76%	0%	0%	92.86%	7.14%	0%
Para-Professionals	6	0	0	6	0	0
Percent	2.90%	0%	0%	100%	0%	0%
Protective Service	2	0	0	2	0	0
Percent	0.97%	0%	0%	100%	0%	0%
Skilled/Craft	29	4	1	18	5	1
Percent	14.01%	13.79%	3.45%	62.07%	17.24%	3.45%
Technicians	5	0	0	5	0	0
Percent	2.42%	0%	0%	100%	0%	0%
Totals	207	17	4	143	42	1
Percentage of Agency Workforce	100%	8.21%	1.93%	69.08%	20.29%	.48%

Employee Turnover

Turnover is an important issue in any organization, and the State Preservation Board is no exception. After an all-time high of 40.7% turnover in FY 2007, more than double the statewide turnover rate for state employees, the agency's turnover rate moved closer to the average by FY 2009. This can be attributed to a reduction in the number of Capitol Tour Guide positions, a position that has historically seen high turnover, and a soft job market.

Agency Turnover Trends by Fiscal Year (FY)

FY	SPB Percent Turnover	Statewide Turnover
2009	20.10%	14.4%
2008	33.60%	17.3%
2007	40.7%	17.4%
2006	34.0%	15.8%
2005	17.6%	16.6%
2004	18.2%	14.8%
2003	16.9%	16.9%

The agency's workforce profile for entry level visitor services/tour guide, theater hosts and retail positions is predominately populated by younger college students who seek part-time temporary employment while in school. These low-paid part-time positions account for the over half of the turnover at the agency.

Agency managers, supervisors and team leaders remain as flexible as reasonably possible in scheduling part-time employees. Not unlike the retail and entertainment industries, however, reduced retention is a part of doing business. Stores, theaters and tourist attractions face similar recruitment, scheduling and employee retention challenges.

Retirements

During this workforce planning cycle (2011-2015), thirty-six (36) employees, or 17 percent of the agency's workforce will have achieved retirement eligibility, with sixteen people eligible under the "Rule of 80". Many of these retirement eligible employees occupy key management positions within the agency. For this reason, it is imperative for the agency to ensure that this organizational knowledge and expertise is not lost.

The agency proactively plans for retirements by continuously improving its new employee orientation, updating its internal policies and operational procedures, improving on-the-job training and by cross training less experienced personnel to ensure transfer of required knowledge and skills at a steady pace.

Workforce Trend Analysis

In the FY 2009, the agency hired 50 employees, 52% of which were at the entry level Clerk I state classification, filling regular and part-time vacancies. Agency Clerks perform the following routine support duties: Gift Shop retail sales; Museum ticketing; parking garage cashiers; tour guides; and theater hosts. Starting in late October or early November of each year, the agency also targets, interviews and hires Seasonal Retail Clerks who temporarily staff the Retail Division's toll-free order line by completing customer orders over the telephone, performing routine order data entry in a point-of-sale computer system and preparing orders for shipment. In FY 2009 the agency hired 6 Seasonal Clerks. In FY 2010, the agency began hiring seasonal Tour Guides and Visitor Services staff to augment existing staff during the busy Spring and Summer touring season at the Capitol and Capitol Visitors Center.

In addition to the entry level clerks working in Retail and Visitor Services, the agency hired the following positions in fiscal year 2009:

- Executive Director (1)
- Chief Financial Officer (1)
- Project Manager (1)
- Project Manager Assistant (1)
- Engineer (1)
- Manager (1)
- Executive Assistant (1)
- Administrative Assistant (4)
- Accountant Tech (1)
- Exhibit Technician (1)
- Graphic Designer (2)
- Training Specialist (1)
- Information Specialist (1)
- Custodian (2)
- HVAC Mechanic (2)
- Electrician (1)
- Maintenance Technician (1)
- Program Supervisor (1)
- Clerk (26)

September and November were the agency's heaviest hiring months, with fifteen new hires in September and eight in November.

In its previous Strategic Workforce Plans, the Preservation Board identified several essential skills needed in its workforce to achieve its business objectives:

- Customer Service;

- Facilities planning and management, including advanced technical skills, complex construction and building renovation techniques and methods;
- Architecture, historic preservation, construction and construction project management
- Texas history and knowledge;
- Museum management;
- Marketing, including tourism promotion and management;
- Education, training and presentation skills;
- Advanced personal computer skills, including web design, word processing, digital photography, database management, internet use and research skills;
- Records and collections administration;
- Contract administration, management and contract writing;
- Vendor administration and oversight;
- Employee training and development;
- Service delivery;
- Legislative analysis;
- Public information and assistance;
- Records management;
- Safety and risk management administration;
- Research, planning and analysis;
- Interviewing, selection and retention of qualified employees;
- Federal, state and local employment laws;
- Information systems and technology administration and applications;
- Special events planning and management;
- Revenue administration;
- Financial planning and controls;
- Sales, merchandising and product development;
- Grant writing;
- IMAX7 technical support and administration;
- Housekeeping management;
- Supervision, management, program administration and strategic planning;
- Effective interpersonal skills; and
- Verbal and written communication skills in English.

These essential skill sets have not changed for the current Workforce Plan and the agency has communicated the requisite skills to all personnel, from entry level staff to senior management, including through the use of agency's external and internal job posting announcements and its job descriptions. The agency continues to update employee job descriptions as necessary.

CURRENT AND FUTURE WORKFORCE CHALLENGES

The agency continues to attract competitive applicant pools for all of its posted positions. However, not unlike other employers, including other state agencies, select positions may

occasionally be hard-to-fill due to fluctuating labor market conditions. The Facilities division has historically found it difficult to obtain qualified applicants for skilled maintenance technician positions, such as licensed electricians and plumbers. This has become less of a challenge during the last several years due to the soft labor market, however, it is expected to become a problem once again as the economy recovers. The agency must look for alternative strategies to attract these highly skilled workers as budget constraints continue to limit staff salaries.

Employee turnover is also of great concern to the agency. High staff turnover not only adversely affects the operational department in which it is occurring, it also puts an added strain on human resources and payroll staff. As previously stated, the majority of agency turnover can be attributed to staff changes in the part-time entry level positions within the agency, namely Retail division clerks, Capitol tour guides, Museum theater hosts and other visitor services staff. Though significant changes have been made in the Capitol tour guide operation with the goal of reducing turnover, the use of seasonal temporary employees will continue to drive the agency's turnover rate higher than the statewide average.

Another impending challenge is the large number of key agency staff who will be eligible to retire within the next five years. While we do not anticipate that all staff who achieve retirement eligibility will leave the agency, a significant number of staff in key agency positions may take the option to retire. This includes key positions in administration, facilities management, and accounting. This high attrition rate will affect productivity and level of public service, especially as it involves experienced staff members leaving the agency.

STRATEGY DEVELOPMENT/WORKFORCE SOLUTIONS

Employee Recruitment and Retention

In an effort to address the high turnover rate in our entry level Capitol Tour Guide positions, the Capitol Visitor Services division has developed strategies to improve both recruitment and retention. Historically, this position has been staffed with area college students who often left the agency for the Summer to return to their home towns. Although students sometimes return to work as Tour Guides the subsequent Fall or Spring, the lack of continuity in staff is challenging not only for the program administrator and trainer, but also for agency human resources and payroll personnel.

First, we are improving our techniques in the recruiting of tour guides. The position is now being marketed to all applicable age groups. In addition to the college audience, the job description is shared with retirees looking to supplement their existing income, particularly those with teaching experience. The interview matrix is currently under review in an effort to simplify it and target mature, professional, long-term staff interested in taking the program to the next successful level.

Secondly, for tour guides already employed, management staff is in the process of upgrading employee performance evaluations to better reflect the essential job duties required for the position. Managers are now focused upon monthly review of tours to ensure that tour guide staff

understand expectations and that tour quality remains high. Performance evaluations will be conducted on time, with recommendations for merit raises where appropriate.

The Visitors Center has implemented a management and peer tour evaluation form and process as a training tool and quality control of tour content. Each Gallery Assistant has one of their tours evaluated monthly and acts as an observer on a tour every other month.

Management listens to the existing tour guide force. One of the requests made most often is to provide additional training opportunities for guides. During the Summer of 2008, a program of five customer service trainings and two orientations was developed that kicked off in September 2008. Capitalizing on the enthusiasm of the tour guides, going forward, they will be more involved with such areas as tour content, new tour development, including theme tours, training programs and reference materials. The post tour evaluation process for Capitol Tours was implemented in 2008 but updated and improved in June 2010 to get tour guide input regarding the most effective and ineffective portions of the Capitol tour. Additionally, a new tour feedback form will be available for all tour participants to complete. This will allow Visitor Services to receive timely comments and suggestions regarding Capitol Tours.

Finally, we are looking for ways to decrease staff burnout produced during the hectic Spring and Summer Capitol tour seasons. In addition to management's efforts to show appreciation to the guides with staff appreciation events, we are also exploring the possibility of adding self-guided audio tours via cell phones to our tour programming. These tours could provide information to visitors upon their request, potentially in multiple languages and covering additional specialty topics (artwork, architecture, Texas heroes, etc.), while reducing the number of tours that staff are required to conduct.

Visitors Center staff have also worked on other projects during slower tour periods of the year, including projects for other agency departments.

Succession Planning

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 continually perform 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 may be developed for those positions to increase continuity of knowledge.

Volunteers

At the Bob Bullock Texas State History Museum, the volunteer program coordinator targets and places experienced and motivated volunteers as Docents and in other critical unpaid positions. Museum volunteers work alongside paid staff to support the agency's programs, educate the general public and otherwise assist our visitors. The training of volunteers has recently been

enhanced to include regularly scheduled presentations from guest historians and subject-matter expert speakers.

Internships

In Summer 2004 an agency-wide internship program was successfully developed and implemented with an Internship Coordinator designated by the Executive Director. Unpaid internships are available to college students seeking to gain valuable job experience. Since its inception through Summer 2010, the agency has placed a total of 104 interns in various agency divisions, including Facilities Management, Museum Exhibits, Graphic Design, Public Programming, Education Services, Public Relations, Marketing and Communications, Agency Administration, Curatorial and Administrative Law. Intern degree majors included advertising, public relations, art history, communication design, history, sociology, anthropology, public administration, law, communication studies, corporate communication, international relations, museum studies, business management and international business.

The agency's Internship Coordinator regularly recruits from area colleges and universities, including the University of Texas, Texas State University, St. Edward's University, Huston Tillotson University, Austin Community College and others. In addition to direct college recruitment, the agency's website markets the internship program to the general public.

Internships at the State Preservation Board offer multiple benefits for students, colleges, and agency programs.

- Interns are able to satisfy college credit requirements;
- Interns acquire on-the-job experience and training;
- Public sector careers, in particular at the State Preservation Board, are made visible to college students as they consider future career options;
- College students are able to establish and maintain critical professional contacts in the public sector;
- The agency acquires diversity of workforce and generational perspectives in its operations;
- College students selected generally bring technologically advanced skills and knowledge to the agency, including much needed Internet-based skills, which benefit the agency and enhance the technological skills of its paid staff at no cost to the State of Texas;
- Interns provide word-of-mouth marketing of the agency's mission and as a prospective employer;
- Colleges and universities successfully refer and "place" student interns; and
- Interns acquire new skills.

Agency internships offer students an opportunity to gain practical experience in administration, the museum industry, historical collections/curatorial, visitor services, and/or facilities management experience by working closely with skilled staff at the State Preservation Board.

Summary of Workforce Strategies

The following workforce strategies are either wholly implemented and/or ongoing:

1. Increase its recruitment outreach and programs to develop a recruitment presence and brand for the agency;
2. Further develop its new employee orientation and training program as part of its retention strategy;
3. Continue to document business processes and procedures and cross-train employees to ensure that organizational knowledge is retained;
4. Continue to identify critical and core competencies for its workforce in all posted positions and job standards;
5. Partner with area schools, colleges and university career counselors to promote internships, volunteer opportunities and career opportunities for students;
6. Provide career development information to all employees;
7. Ensure that all employees receive continuous training and development exposure, as the budget allows;
8. Create special projects and opportunities in other divisions and job rotations for high performers to ensure the transfer of knowledge and enhance employee opportunities for promotion based on newly acquired skills;
9. Continue to monitor and review positions and salaries agency-wide to ensure internal and external competitiveness and equity, as the budget allows;
10. Recognize and reward high performance, including non-monetary rewards, to the extent possible and subject to budgetary and other legitimate considerations;
11. Identify employee retention issues by conducting exit interviews and assessing the results.

The agency will continue to identify and implement participatory and progressive workforce practices that will promote and support a well-trained and highly motivated workforce.