

★ Texas State Library and Archives Commission ★  
*Preserving yesterday, informing today, inspiring tomorrow.*



# Agency Workforce Plan

2013

# 2013 WORKFORCE PLAN

## I. OVERVIEW

The Texas State Library and Archives Commission believes all Texans have the right to barrier-free access to library and information services that meet personal and professional needs and interests, provided by well-trained, customer-oriented staff.

The mission of the Texas State Library and Archives Commission is to safeguard significant resources, provide information services that inspire and support research, education and reading, and enhance the capacity for achievement of current and future generations.

To accomplish our mission, we:

- Preserve the record of government for public scrutiny
- Secure and make accessible historically significant records and other valuable resources in print and electronic media
- Meet the reading needs of Texans with disabilities
- Build and sustain statewide partnerships to improve library programs and services, and
- Enhance the capacity for achievement of individuals and institutions with whom we work.

Our staff works to achieve the mission through three programmatic goals and four objectives. These are outlined below.

**Goal A:** To improve the availability and delivery of library and information services for all Texans.

*Objective A.1:* Enable Texas libraries to avoid \$450 million of costs between 2013 and 2017 by sharing library resources

*Objective A.2:* Increase library use by Texans with disabilities to 10 percent of the eligible population.

**Goal B:** To improve the availability and delivery of information services to state government and to persons seeking current and historical information from state government.

*Objective B.1:* Improve information services to state and local government offices, historical and family history researchers, and the public by achieving an annual satisfaction rating of 95 percent from customers seeking information and reference services.

**Goal C:** To provide for the cost effective management of all state and local government records.

*Objective C.1:* Achieve a 95 percent annual record retention compliance rate for state agencies and an 80 percent annual compliance rate for local government offices.

We serve a variety of roles in state government to accomplish these goals. These roles range from Advisor to Innovator, and form the basis for our strategic planning efforts.

Our core business functions include the following:

- Support interlibrary cooperation and resource sharing programs among all types of libraries

- Provide competitive grants, technical assistance and continuing education support to improve public and academic library services statewide
- Provide access to state and federal government documents
- Provide access to specialized genealogical materials
- Provide recorded books and magazines for Texans who are blind or physically handicapped
- Provide technical assistance to state and local records managers
- Provide safe, economical storage of print and electronic records for state agencies
- Preserve historically-significant state records and documents

Due to significant reductions in the agency's appropriations in the current biennium, we do not anticipate any major changes to our mission, strategies or goals over the next five years in our state-mandated programs. The agency's authorization for Full Time Equivalent (FTE) positions dropped from 193 in the previous biennium, to 169.4 beginning in State Fiscal Year 2012, a loss of 23.6 positions. The agency's General Revenue appropriation was reduced by 65 percent over the same time frame. Along with recent cuts in state-level funding, our federal funding has likewise decreased, with a net 2013 reduction of approximately 12 percent from the 2011 allocation.

To achieve the reductions in both budget appropriation and FTE authorization, the agency consolidated the staff and operations of two program divisions, Library Development and Library Resource Sharing. In anticipation of potential future budget cuts, the agency continues to look for ways to achieve efficiencies in both staffing and operational activities while continuing to provide the level of service our customers expect.

We currently operate six program divisions: Archives and Information Services, Information Resources Technologies, Library Development and Networking, State and Local Records Management, the Talking Book Program, and Administrative Services. We do not anticipate a need to reorganize this structure in the next five years unless our funding is reduced in the upcoming legislative session.

Our agency has three independent libraries (Talking Book Program, Library Science Collection and the Reference and Information Center) operating within the agency, all of which serve separate and distinct customers. In addition, we preserve the state's archival records, store and image other agencies' records, and provide consulting and training services to our constituent groups. Therefore, the organizational structure of the agency is departmental, and the staff structure is hierarchical within those departments. Our emphasis is on teamwork and the streamlining of staffing functions throughout the agency.

As an agency, we will continue to focus on improving service delivery to our customers and patrons with our reduced staffing levels. This includes meeting emerging customer demands for services in digitized and Spanish-language formats.

## **II. CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)**

### **DEMOGRAPHICS**

The agency is authorized 169.4 FTEs. The table below provides details on the ethnic and gender breakdown of our agency's workforce as of February 29, 2012, by job category as defined by the Texas Commission on Human Rights.

### Workforce Demographics by Job Category

Job Category	Category Total	Asian		African American		Hispanic American		White		Subtotals	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
<b>Number of Employees</b>											
Officials/Administrators	<b>7</b>	0	0	1	0	1	0	1	4	3	4
Administrative Support	<b>44</b>	0	1	3	2	5	1	16	16	24	20
Technicians	<b>4</b>	0	0	0	0	0	0	3	1	3	1
Service/Maintenance	<b>1</b>	0	0	1	0	0	0	0	0	1	0
Professionals	<b>72</b>	0	0	0	2	2	9	15	44	17	55
Para-Professionals	<b>29</b>	0	0	1	1	4	3	7	13	12	17
Skilled/Craft	<b>3</b>	0	0	0	2	0	0	1	0	1	2
<b>Total</b>	<b>160</b>	<b>0</b>	<b>1</b>	<b>6</b>	<b>7</b>	<b>12</b>	<b>13</b>	<b>43</b>	<b>78</b>	<b>61</b>	<b>99</b>
		<b>1</b>		<b>13</b>		<b>25</b>		<b>121</b>		<b>160</b>	
<i>Percent of Workforce</i>		<b>0.63%</b>		<b>8.13%</b>		<b>15.63%</b>		<b>75.63%</b>		<b>38%</b>	<b>62%</b>

Source: TSLAC Class Chart, 02/29/2012

The threat of “brain drain” is a continual challenge for our agency. As of February 29, 2012, we have 50 employees (31 percent of the total workforce) with over 20 years of total state service; nine of these are return-to-work retirees. Of the remaining 41 employees with over 20 years of state service, 24 (or 15 percent of the total workforce) are eligible to retire during the current biennium, with another 15 employees reaching retirement eligibility within the next five years. Similarly, 70 percent of our workforce is over the age of 40, and 28 of these have more than 20 years of service with the agency. One tenured employee has been with the agency for 40 years, and an additional 10 have more than 30 years of agency service.

We will continue to explore ways to close the gap of institutional knowledge, including formalizing the agency’s succession plan. Our management philosophy is to promote from within whenever there is a qualified internal candidate for a vacancy. This philosophy has been very effective, as evidenced by the many key managers and program specialists who have chosen to advance their career within the agency. As a result, a large number of staff has acquired valuable institutional knowledge that will be difficult to replace without a formal plan.

### TURNOVER AND ATTRITION

As of February 29, 2012, 32 percent of our positions were non-professional in nature and not intended to be career jobs. These positions tend to have a higher turnover rate as employees seek increased salaries and better possibilities for advancement from employment elsewhere. Many of the job tasks in these positions are repetitious and unchallenging, with little opportunity for staff to utilize their creativity. In addition, the physical work environments in our storage and circulation facilities do not foster a desire to remain in those positions for an extended period. Planned renovations to the State Records Center and Talking Book Circulation facilities in the next two years will improve the working environment somewhat, but the job task requirements will remain unchanged. As such, attrition rates for these positions will continue to be moderate to high; however, internal promotions have helped reduce the number of these staff who has left the agency to work elsewhere.

## **CRITICAL WORKFORCE SKILLS**

In order to effectively fulfill our mission, we must recruit and retain individuals with advanced information research, organization and retrieval skills. In particular, our workforce needs the ability to integrate emerging technologies into the information management process.

We are increasingly using technology to provide information and other services in electronic formats in response to customer demands. This shift will require us to continually re-examine our existing workforce and ensure our future workforce has the skills necessary to make this shift successful. Many staff will need to attain proficiency in various applications and bring more of the work processes to their own desktop computers while staying abreast of changing technology in electronic service delivery and social media applications.

We also have a number of positions that require highly specialized skills, such as professional librarians, archivists, conservator, electronic records specialists, and government information analysts, in addition to our reduced number of IT professionals. Seventy-seven of our positions are categorized as professional. Of these, 29 require an advanced degree, and the remainder requires a bachelor's degree or a combination of college coursework and multiple years of experience.

Our movement towards digitization of books, documents and information requires non-IT staff to become proficient in this emerging technology. We are training staff in-house where possible and continue to seek web-based training opportunities as our travel funds and training budgets have been reduced due to budget cuts. Some of the technical skills currently required (microfilming, tape duplication, etc.) will no longer be necessary when we transition to the new technology. Customer demand for these new services and available technology will determine how quickly this transition is made.

## **CHALLENGES RECRUITING MISSION-CRITICAL SKILLS**

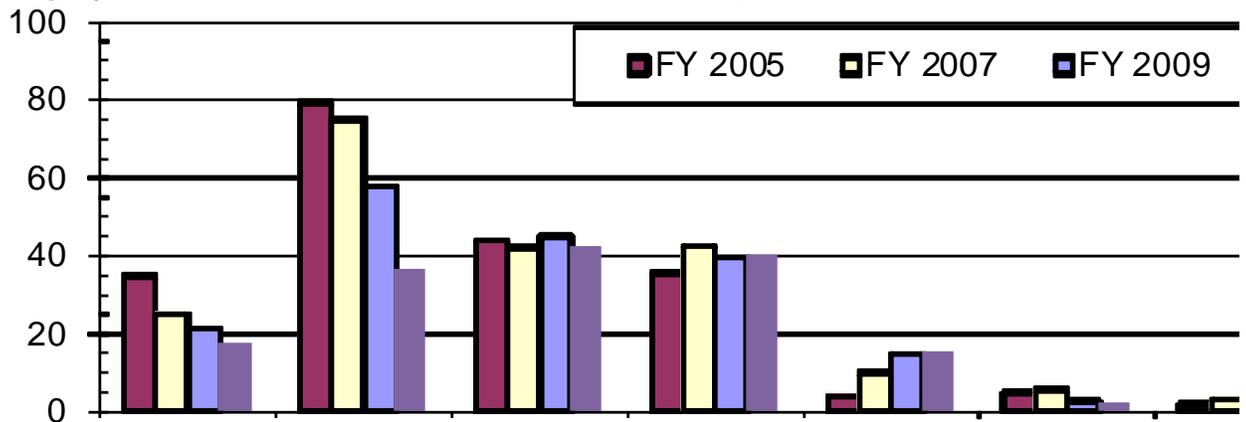
State agency salaries continue to lag behind the regional marketplace, particularly for positions located in the Austin area, and our agency's salaries historically have lagged behind other state agencies with no relief in the near future due to the recent budget cuts. This limits our ability to successfully recruit the most qualified candidates for some of our critical professional and management positions. In addition, evolving job responsibilities demand a proportionately larger return in skill level, education, and ability.

Many of our jobs have become increasingly complex, and we have adjusted job responsibilities and position classifications accordingly. The need to manage and preserve electronic records has also significantly changed job tasks performed by professionals in archives and records management positions. As this is a developing career field, the available pool of qualified candidates is limited, and the prevailing salaries for these new jobs are significantly higher than traditional records management positions.

An additional challenge we face is increasing existing employee salaries comparable to what we have to offer new hires. The large number of part-time positions in the clerical series is also a challenge to raising overall salaries in our agency. Though we have been able to increase the salary levels within our agency since FY 2005, as reflected in the chart below, much of our turnover is a result of staff transferring to other state agencies to perform the same job for more salary.

# of Employees

## Salary Analysis



Staff has acquired some of our mission-critical skills over time, such as institutional knowledge of our particular collections. Agency "experts" expedite the flow of information and maintain the high levels of customer service we strive to provide. As individuals retire, replacements with the same skills and knowledge are harder to secure for the salaries we can pay.

The increasing numbers of customers we serve have resulted in a constantly expanding workload for a reduced number of employees. This is particularly apparent in the Schedule A positions, where the salaries are lower and the tasks are more repetitive in nature. The challenge will be to keep these jobs interesting and help identify career ladders for all positions in our agency. Our succession plan will assist us in managing this concern.

As we have reduced turnover among the professional positions, we inadvertently created a lack of advancement among the entry-level positions. This paradox presents an additional challenge in implementing mentoring systems and career ladders throughout our organizational structure. Additionally, many of our higher-level positions require advanced degrees, and this also limits the career advancement possibilities for staff in entry-level positions.

### III. FUTURE WORKFORCE PROFILE (DEMAND ANALYSIS)

In order to fulfill our strategic plan and meet the informational needs of our customers, we must perform the following critical functions:

- prepare, preserve and make available archival records entrusted to our agency for effective and efficient use and access
- maintain efforts for preserving and making available library and archival materials
- provide advice and assistance to state and local government personnel on management of records and library operations
- acquire, reproduce, and distribute large amounts of material and information to deliver program services
- perform the duties required by our legislative mandates and maximize use of electronic media for distributing information
- maintain our existing and future equipment to ensure efficient service delivery

We will need to develop the skills and abilities to provide for the acquisition, management and preservation of electronic records. Skilled archivists and knowledgeable information technology professionals will be needed to implement standards and policies for electronic records transferred to our agency to ensure they are maintained permanently.

We continue to increase the use of electronic media for service delivery and have effectively embraced the capability for web-based learning systems to allow customers to access training on an as-needed basis and added an initiative for collaborative digitization planning and access to our resource sharing program. This requires more advanced technical and programmatic support for our staff and local partner entities.

## **FUTURE WORKFORCE SKILLS**

Required workforce skills over the next several years will become even more highly specialized. Digital recording, electronic records management and preservation, and archival conservation are key skills that will be increasingly required by our agency. Over the next five years, we will need to move almost exclusively to web-based and distance learning classes for our staff and our clients, which will require higher technological skills for these positions.

Customer demand for information delivered in digital formats is increasing and requires more staff at all levels within our agency to have some technical proficiency in order to fulfill these requests. In addition, staff must know and understand cutting-edge information management systems to effectively train and consult with our customers. Because we see this as a national and international work flow trend, we will require a workforce well-versed in emerging technology and practices that is able to network effectively with customers, partner organizations, vendors, and stakeholders. Staff in professional and management positions will need to apply and understand both basic and advanced technology, and the issues associated with it in the development of new services. In addition, they must possess the ability to understand, interpret, and create policies and procedures, rules and regulations, etc. so that they are able to write, edit, summarize and succinctly report information from diverse sources.

As the custodian of state government records, we anticipate an increase in the importance of the Public Information Act, particularly as it relates to access of electronic records. Our future workforce must be well-versed on the provisions of the Public Information Act in order to provide the best customer service while meeting the legal requirements of this law.

Staff in many areas will need to be skilled in electronic records applications and outputs, and have a background and/or training in the design of automated systems. Staff will also need skills in cataloging electronic documents, as well as skills in the new OCLC interface.

Technological advancements have increased the complexity of records created by government. These advancements require new equipment and computer platforms that must be deployed and supported. We will assume a wider range of technical responsibilities for projects, including systems analysis and project planning, cost estimation and resource acquisition, installation, support, life cycle maintenance, and technology refreshment, and we will need to work within the state's requirements to use the consolidated data center services.

Economic and social conditions in Texas reinforce the need to maintain the cost-efficient statewide resource sharing programs. The Hispanic/Spanish-speaking population in Texas is growing rapidly, and we must have adequate bilingual staff to meet customer needs. Demands for services, particularly in the Talking Book Program, will be impacted as the populations of both aged and

disabled persons continue to increase. Our statewide TexShare database program must continue to include online research resources for the Spanish-speaking population while providing statewide access to new online resources to meet the needs for lifelong learning and workforce development.

## **TRAINING NEEDS**

In many instances, program budgets do not allow for adequate professional training and/or development, which often requires out-of-state travel. Even with the use of distance learning technologies and the budget to accommodate that need, our current workloads and staffing levels do not allow staff time to take advantage of available training opportunities. We need to secure the resources to break out of a frustrating cycle: because staff does not have adequate training available, too much time is spent performing tasks using tedious, out-dated methods. The resulting drain on staff time prevents them from learning new skills that would save them time in the long run. We will continue to look for and take advantage of similar Internet based training opportunities.

As previously indicated, continuous, planned technology training will be critical in all program areas.

## **STAFFING**

We have been understaffed across the agency for many years, and with recent budget and FTE authorization cuts, we expect that situation to persist. We anticipate an increase in the demand for our current services, and that technology will require us to provide increasingly complex services. Additional staff is needed to meet current challenges; the shortage will be more acute in the future.

Within the next five years, several factors will affect an increase in the population eligible for the Talking Book Program. The eligible population will be impacted by the aging baby-boom population, the rise in certain medical conditions, such as diabetes, and better testing and diagnosis of reading disorders. We also expect more clients to join the program now that the federal authorizing agency has made new digital equipment and digital books widely available. We anticipate the need to increase staff in consulting and readers' advisory services, public outreach, and audio production services. Staff in the circulation section will need to diversify in order to handle analog, digital, and print materials.

State agencies' demand for records center services, both paper and other media, has an impact on the use of our human resources. As agencies are moving to electronic records, the need for storage of non-archival paper records has decreased. Likewise, the demand for microfilming paper records has significantly decreased with the increasing ability of state agencies to store their documents within their own resources. However, the recent authority to store local government records granted by the 82<sup>nd</sup> Legislature may compensate for the reduced state agency need for record storage.

## **IV. GAP ANALYSIS**

### **SKILLS**

In some cases, our current staff has the skills needed for the future or is, in many instances capable of acquiring the needed skills with minimal training or other resources. As time and fiscal resources allow, we will need to provide computer training so staff can upgrade computer skills and stay abreast of technology changes to perform essential job tasks, particularly in the creation, use, and manipulation of increasingly sophisticated databases. These skills must be available at the desktop level, and not dependent on IT staff.

A large number (68 percent) of our positions are professional or para-professional and require expertise or education in a specific area. These professionals are required to continue acquiring education and experience relevant to their fields. This ensures instant credibility as the professionals work with the general public, high-ranking agency staff, and state and local elected officials.

The future skill requirements identified previously relate to management and dissemination of information, documents, records, and other agency services in electronic formats. Digital imaging, enhanced databases, and sound recording are the most notable emerging technologies that we need to actively embrace.

As we have moved toward digital information sharing, current skills for duplication and distribution of information in cassette tape, microfilm, and microfiche formats are no longer in demand and are required at a much diminished level.

Increasingly, we will need employees with bilingual skills, particularly English/Spanish, to meet the needs of the growing Spanish-speaking population in Texas.

## **RECRUITMENT**

Long-term vacancies and a shortage of qualified replacement staff for management and other key program positions are anticipated during the next five years, particularly in the electronic media professions. This is exacerbated by the expanding skill sets required for replacements and the low salary levels we can offer. Salaries for many of the professional positions are significantly lower than the regional and national averages. In addition, fewer people are obtaining college degrees in the specialized fields required for many of our professional positions, according to national research by the American Library Association. This trend is expected to continue. We anticipate a shortage of employees and/or extended vacancies as we recruit qualified replacements.

Many other governmental entities are creating positions similar to those at our agency. Records Management Officer, Librarian, Archivist, Technology Consultant, and Government Information Analyst positions have historically been few at other state agencies and local governments. This change has created an additional level of competition for recruiting for these professional positions.

## **V. STRATEGY DEVELOPMENT**

### **MAINTAINING MISSION-CRITICAL SKILLS**

To be successful, our employees need to learn new technologies, managerial and cutting-edge skills. We must take steps to remain aware of current trends, and develop the skills to speak as experts to constituents and peers. Many of our current employees possess the skills necessary to learn new methods, so time, funding, and training are key resource requirements here.

The Human Resources staff works with agency managers and supervisors to revise job descriptions and task statements to reflect changing skill and technology requirements. Our goal is to hire new staff that already has appropriate skills and abilities so they can immediately be successful in the position. Unfortunately, this creates salary compression issues in many program areas, so we continue to look for ways to proactively address the consequences of this solution.

Our performance evaluation system requires team leaders, supervisors and managers to work with each particular employee to identify training required to ensure the employee is successful in accomplishing the job responsibilities of his/her particular position. This then becomes the training

plan, establishing written goals for the next evaluation period. The training goals are updated as the section's needs and employee's abilities evolve. The use of this new tool ensures our success in training current staff that is able to acquire needed skills for the future.

## **RECRUITMENT/RETENTION**

Supervisors and managers coordinate with staff to ensure ongoing professional education and development is available for all positions as funds are available, especially those of a technical and/or professional nature. Job classifications are reviewed and modified when necessary, which provides a mechanism to upgrade positions when additional duties are assumed.

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

## **WORK PROCESSES**

In many areas of our agency, current work processes will need to change as a result of technological advancements, industry changes, and economic, social, and political conditions. We will need to look for additional ways to streamline and automate processes, particularly for routine administrative tasks and legislative mandates. Program Managers will work together to streamline processes and efficiently accomplish tasks common to several divisions. We may also need to explore the use of temporary workers, consultants, and outsourcing for specialized jobs or tasks to prevent burnout of the existing workforce.

The agency is using more cross-divisional teams to share expertise among a reduced staff level, and divisions will continue to explore opportunities to form cross-divisional teams to avoid duplication of effort. However, even with the implementation of efficiency practices, current staffing levels will not accommodate new programs or services without dropping or revising some of our present services. Our organizational structure (task-oriented with specific job descriptions for each position) will need to become even more fluid. We have staff that can handle a variety of skills and are willing to work at whatever tasks are required each day. Expanded responsibilities allow staff the opportunity to use and develop skills other than those required for routine completion of job duties.

## **SUCCESSION PLANNING**

The agency has an informal practice of succession planning. In the next year, the Human Resources staff will work with division directors to identify key positions throughout the agency for which succession planning is critical. The division directors will work as a group to identify potential staff with the skills and abilities to assume key positions with a minimal amount of training. This will allow managers and supervisors to develop staff with the potential to provide adequate backup of critical skills throughout the agency. This is especially important as we evaluate the positions held by staff that will be eligible to retire in the next five years. Agency leadership will need to ensure adequate resources are available to develop these human resources.

Mentoring programs will serve as a key component of the succession plan and will be established to provide a mechanism for transferring institutional knowledge and program-specific skills from retiring staff to advancing staff in an effort to avoid the "brain drain" syndrome.

## **LEADERSHIP DEVELOPMENT**

The Human Resources staff works closely with agency managers to identify all individuals with potential for leadership positions using a variety of standard evaluation methods and tools. Replacement and succession charts will be developed within each division that will provide an opportunity for both managers and staff to examine the depth of talent, skills, and abilities of the current workforce.

## **VI. CONCLUSION**

We believe we have one of the most qualified and professional workforces in state government. We recognize that as our programs and services evolve so will the skill requirements for our workforce. We will implement strategies to ensure our current and future workforce has access to the resources to acquire the skills necessary to remain successful in accomplishing our mission.