

# TEXAS HISTORICAL COMMISSION STRATEGIC PLAN

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## Appendix E: Workforce Plan



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**TEXAS HISTORICAL COMMISSION**  
*real places telling real stories*

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# Appendix E: Workforce Plan

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 176.2 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: Historic Preservation

We will save the real places that tell the real stories of Texas' diverse heritage, and educate and train the public to use historic places for the economic health and quality of life of their communities.

#### Objective 1: Protect and Preserve Historic Resources

Provide leadership, technical expertise, and assistance to advance and support the protection and preservation of significant historic and archeological resources.

#### Objective 2: Economic Development, Tourism, and Education

Contribute to the economic vitality and livability of Texas communities by using historic places for economic development, tourism, and heritage education.

#### Objective 3: Identify and Evaluate Historic Resources

Lead the effort to identify, evaluate, and interpret historic and prehistoric resources across the state, and be the portal to a dynamic statewide inventory accessible to stakeholders.

#### Objective 4: Train and Educate Preservation Community

Leverage our expert, value-added services to train and educate the current and future preservation community in Texas.

### Goal B: 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: Survey of Employee Engagement

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

#### Objective 2: Customer Service

To achieve 90 percent of customers surveyed who are satisfied overall with agency services.

#### Objective 3: Historically Underutilized Businesses

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.

## Anticipated Changes to the Mission, Goals, and Strategies

The THC anticipates making changes to the mission, strategies, and goals of the agency over the next five years. Because of budget and staff reduction, the THC will need to closely examine its priorities, programs, and services. The agency continues to attempt making changes to its goals and budget structure elements, in order to convey the direction of the agency in a clear, meaningful manner. The THC collaborated with the Legislative Budget Board and the Governor's Office to revise a number of its budget structure elements for the 2014–15 biennium, and will continue to 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.

- 1. 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.
- 2. 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.
- 3. 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 Certified Local Government programs.
- 4. 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.
- 5. 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.
- 6. Staff Services Division:** The Staff Services Division is responsible for accounting, budgeting, purchasing, car fleet maintenance, and human resources for the agency.
- 7. Administration Division:** The Administration Division serves the entire agency and preservation public through effective leadership, planning, and management. This division oversees the Public Information and Education Department, which is responsible for communications, marketing, web design and maintenance, printing, and public relations.

## 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 176.2 authorized full time employees according to the General Appropriations Act. As of FY 2012, the agency had 169 full time employees including 16 part-time staff members. The current workforce is comprised of 41 percent males and 59 percent females. More than half of the THC staff is over the age of 40. More than 12 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 (Headcount) |
|-------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------------|-------------------|
| Less than 5       | 10                 | 21                 | 13                 | 23                 | 7                  | 1                         | 75                |
| 5 to 10 years     | 4                  | 17                 | 16                 | 8                  | 5                  | 3                         | 53                |
| 11 to 15 years    | 0                  | 6                  | 7                  | 6                  | 1                  | 0                         | 20                |
| 16 to 20 years    | 0                  | 0                  | 10                 | 4                  | 1                  | 0                         | 15                |
| 21 to 25 years    | 0                  | 0                  | 1                  | 10                 | 0                  | 0                         | 11                |
| 26 years plus     | 0                  | 0                  | 0                  | 7                  | 4                  | 0                         | 11                |
| Total FTEs        | 14                 | 44                 | 47                 | 58                 | 18                 | 4                         | 185               |

The largest age group percentage of employees in the agency is 50–59. This group comprises 31 percent of the agency staff.

| AGE GROUP      | HEADCOUNT | PERCENTAGE OF FTES |
|----------------|-----------|--------------------|
| Under 30 years | 14        | 8%                 |
| 30–39 years    | 44        | 24%                |
| 40–49 years    | 47        | 25%                |
| 50–59 years    | 58        | 31%                |
| 60–69 years    | 18        | 10%                |
| 70 and over    | 4         | 2%                 |
| TOTAL          | 185       | 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**

(as reported April 30, 2012)

|                          | <b>Total Positions<br/>(Headcount)</b> | <b>Number Minority<br/>(Headcount)</b> | <b>Percent Minority</b> |
|--------------------------|--|--|-------------------------|
| Officials/Administrators | 7                                      | 1                                      | 14%                     |
| Administrative Support   | 30                                     | 8                                      | 27%                     |
| Service/Maintenance      | 28                                     | 8                                      | 29%                     |
| Professionals            | 84                                     | 6                                      | 7%                      |
| Para-Professional        | 35                                     | 11                                     | 32%                     |
| Protective Services      | 0                                      | 0                                      | 0                       |
| Skilled Craft            | 1                                      | 0                                      | 0                       |
| Technicians              | 0                                      | 0                                      | 0                       |
| <b>TOTAL</b>             | <b>185</b>                             | <b>34</b>                              | <b>18%</b>              |

**Employee Turnover**

The agency turnover rate of 23 percent reflects a mandatory reduction in force of 45 FTEs. When asked why staff members voluntarily 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.

## 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 struggles to keep up with maintaining a website and servicing the internal IT demands of the agency. The THC must expand its IT staff or have access to funding to contract for services, as well as ensure that existing and future staff are well-trained and competent in computer technology.

## **Expected Workforce Changes**

The THC continues to attempt to attract knowledgeable and experienced staff that reflects the diversity of Texas' population. 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. Threats to further reduce the agency or to eliminate it entirely make it much more difficult to attract people willing to dedicate their professional careers to this agency or to public service in general.

## **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. 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, with expertise and experience in historic preservation, architecture, archeology, history, historic site management, heritage tourism development, economic development, museum services, computer science, accounting, purchasing, human resources, project design, communications, public relations, and graphic design.

## **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 performs ongoing analysis of workforce skills needed to reach our 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 staff development through ongoing training, and awards and recognition at agency-wide meetings. Given the agency's current budget, merit raises are not an option.
- 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 operating an agency attractive to knowledgeable and experienced potential staff members from underrepresented communities so as to better reflect the demographic makeup of the state. 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.