

Agency Workforce Plan

Fiscal Years 2015-2019

BY

THE TEXAS BOARD OF ARCHITECTURAL EXAMINERS



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

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August 2014

Workforce Plan

a. Overview

The Texas Board of Architectural Examiners (TBAE) is a small state agency operating under the Self-Directed Semi-Independent (SDSI) Project Program. TBAE has the authority to regulate the practices of architecture, landscape architecture and registered interior designers in Texas.

The agency employs individuals to carry out duties in Registration, Enforcement, Finance, Information Technology, and Executive Administration. At the end of June 2014, TBAE employs 19 staff members. TBAE's commitment to high standards for excellence requires the agency to recruit and retain a high-performance staff.

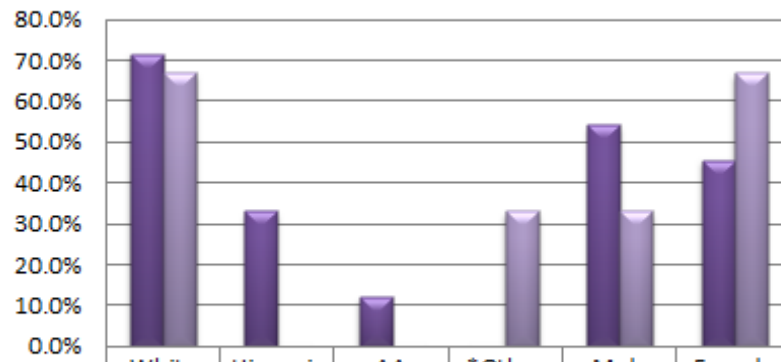
After the 2005 implementation of the on-line renewal process, the agency has continued to improve and streamline business operations. As the use of technology becomes more important to the agency's business, employees will need current technological skills along with customer service skills. As the agency moves forward, it will be necessary to ensure employees are provided with training opportunities to enhance their skill sets and to develop recruitment practices that will aid in hiring highly qualified staff.

b. Workforce Demographics

Even though the TBAE is a small state agency with a low turnover rate, the agency strives to meet its diversity targets whenever possible. For most job categories, the agency is comparable to or above ¹statewide workforce statistics. The agency will continue to pursue recruitment efforts to draw highly qualified African Americans and Hispanics and to retain the diversified workforce. The following charts reflect the agency workforce as of August 31, 2013.

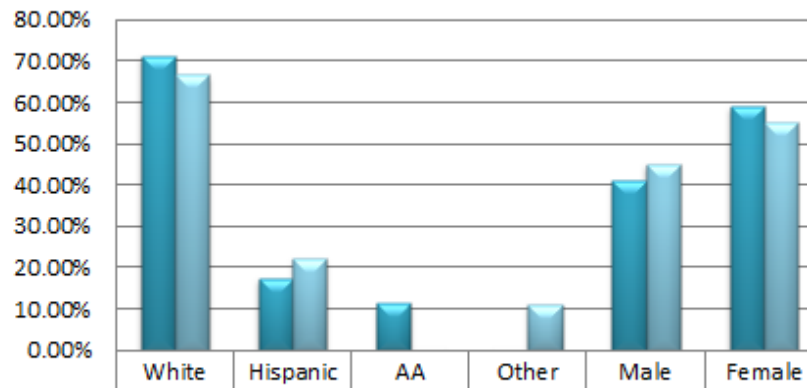
¹ The Statewide Workforce Comparison data obtained from the Texas Workforce Commission does not include the Other category, and categories may not add to 100.

Officials & Administrators



Statewide Workforce	71.5%	33.05%	12.14%	0.00%	54.3%	45.7%
TBAE	67.00%	0.00%	0.00%	33.00%	33.00%	67.00%

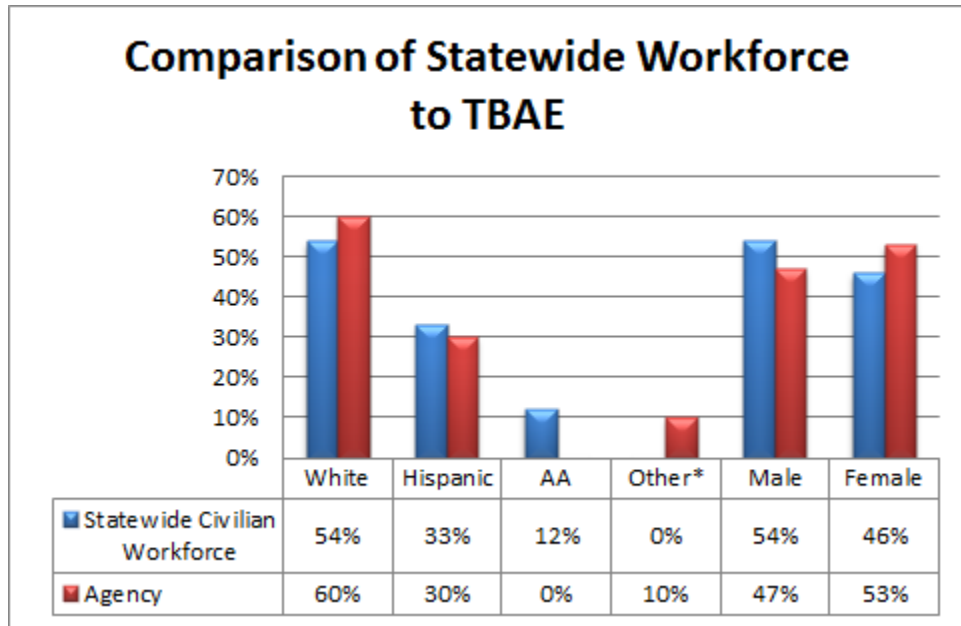
Professionals



Statewide Workforce	71.27%	17.4%	11.33%	0%	40.9%	59.1%
TBAE	66.6%	22.2%	0.0%	11.2%	45.0%	55.0%

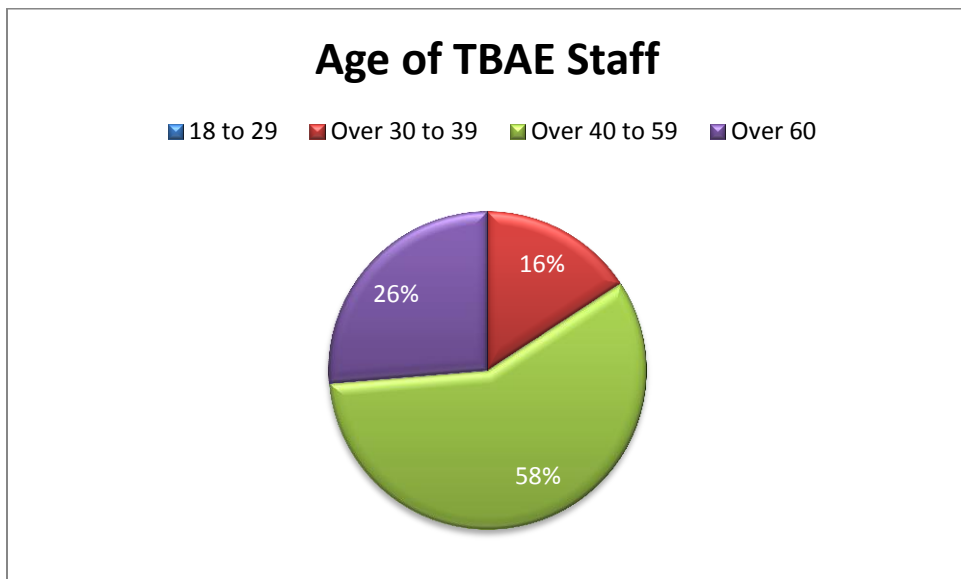
c. Race and Sex

The following graphics compares the demographic profile of TBAE's workforce to that of the statewide civilian workforce.



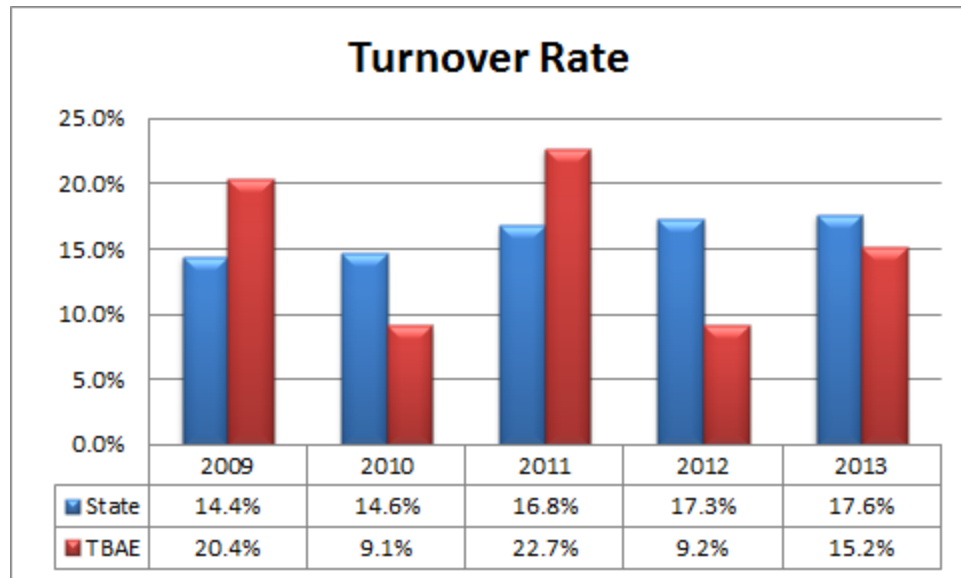
d. Age

Due TBAE's small workforce and limited number of separations and retirements, the workforce is older.



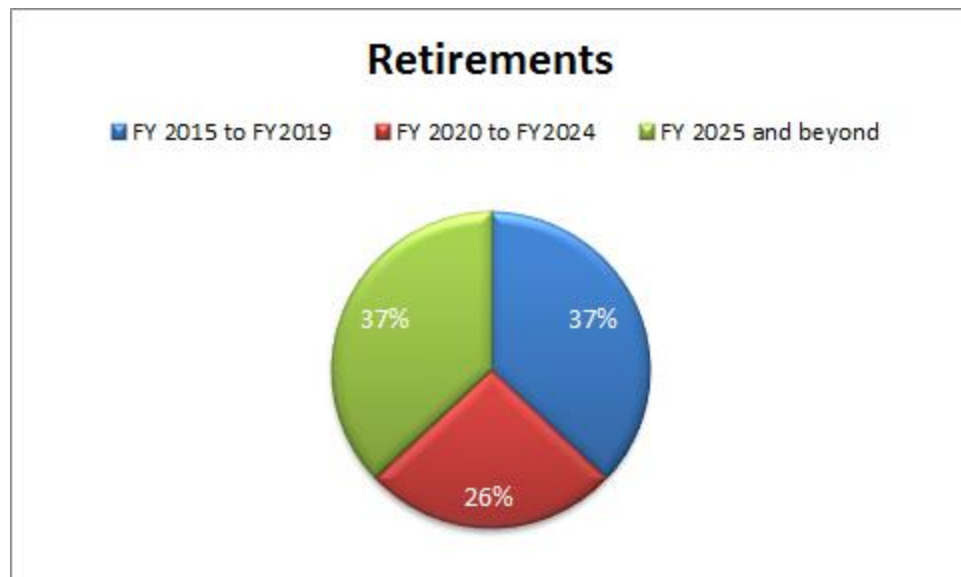
e. Employee Turnover Rates

The Board's employee turnover rate in FY 2013 was 15.2%, compared to the ²statewide turnover rate of 17.6. %. There were two retirements and one voluntary separation during FY 2013.



f. Retirements

Approximately 37 percent of TBAE employees will be eligible to retire between FY 2015 and FY 2019. Of these employees, 57% are eligible to retire at the end of FY 2015.



² The statewide and TBAE rates include involuntary, voluntary and retirement separations.

g. Succession Planning

Approximately 37 percent of employees will be eligible to retire between FY 2015 and FY 2019 . The urgency is to continue to anticipate the potential loss of expertise and institutional knowledge. While succession planning remains an important role within the agency, the agency's leadership is defining perspectives for assessing, grooming, and placing the right talent throughout the agency. The agency continues to illustrate potential career paths and allow employees to weigh in on the course their path ultimately takes. The leadership is focusing their commitment to top performers and helps to ensure those talented team members have the required aptitude and mind set to meet the agency's long term objectives. The senior level staff is preparing employees for advancement or promotion into challenging roles within the agency. In order to keep the agency's succession plan a fluid process that not only tracks the talent and development of employees, but also includes them in the process, the agency's effective succession planning process include:

a. Link Strategic and Workforce Planning Decisions

- i. Identify the long-term vision and direction
- ii. Analyze future requirements for services
- iii. Connect succession planning to the values of the agency
- iv. Connect succession planning to the needs and interests of senior leaders.

b. Analyze Gaps

- i. Identify core competencies and technical competency requirements
- ii. Determine current supply and anticipated demand
- iii. Determine talents needed for the long term
- iv. Identify "real" continuity issues
- v. Develop a business plan based on long-term talent needs, not on position requirement.

c. Identify Talent Pools

- i. Use pools of candidates vs. development of positions
- ii. Identify talent with critical competencies from multiple levels—early in careers and top players in each department
- iii. Assess competency and skill levels of current workforce, use assessment instrument(s)
- iv. Use 360° feedback for development purposes
- v. Analyze external sources of talent

d. Develop Succession Strategies

- i. Identify recruitment strategies
- ii. Identify retention strategies:
 - 1. Quality of work life programs
- iii. Identify development/learning strategies:
 - 1. Planned job assignments
 - 2. Formal development
 - 3. Coaching and mentoring
 - 4. Assessment and feedback
 - 5. Action learning projects
 - 6. Shadowing

e. Implement Succession Strategies

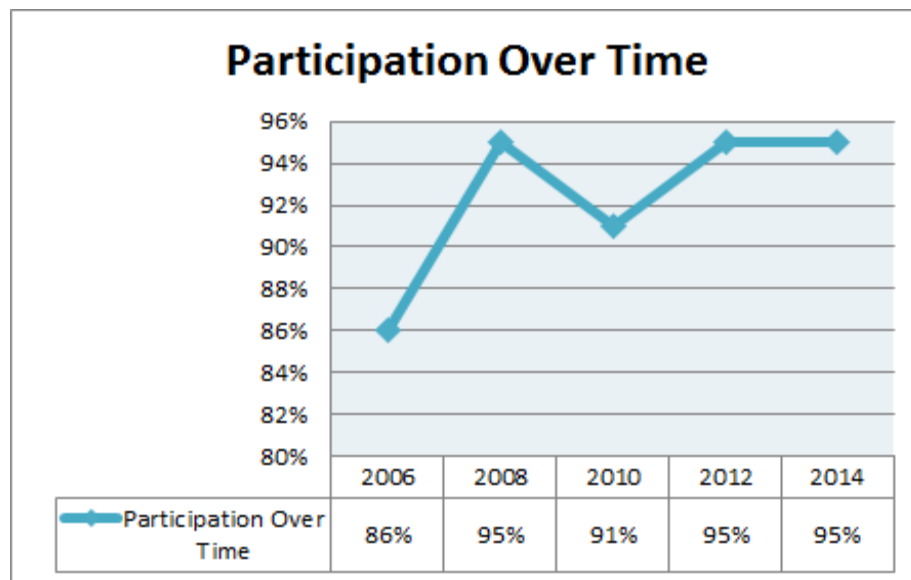
- i. Implement recruitment strategies
- ii. Implement retention strategies
- iii. Implement development/learning strategies (e.g., planned job assignments, formal development)
- iv. Communication planning
- v. Determining and applying measures of success
- vi. Link succession planning to HR processes
 - 1. Performance management
 - 2. Compensation
 - 3. Recognition
 - 4. Recruitment and retention
 - 5. Workforce planning
- vii. Implement strategies for maintaining senior-level commitment

f. Monitor and Evaluate

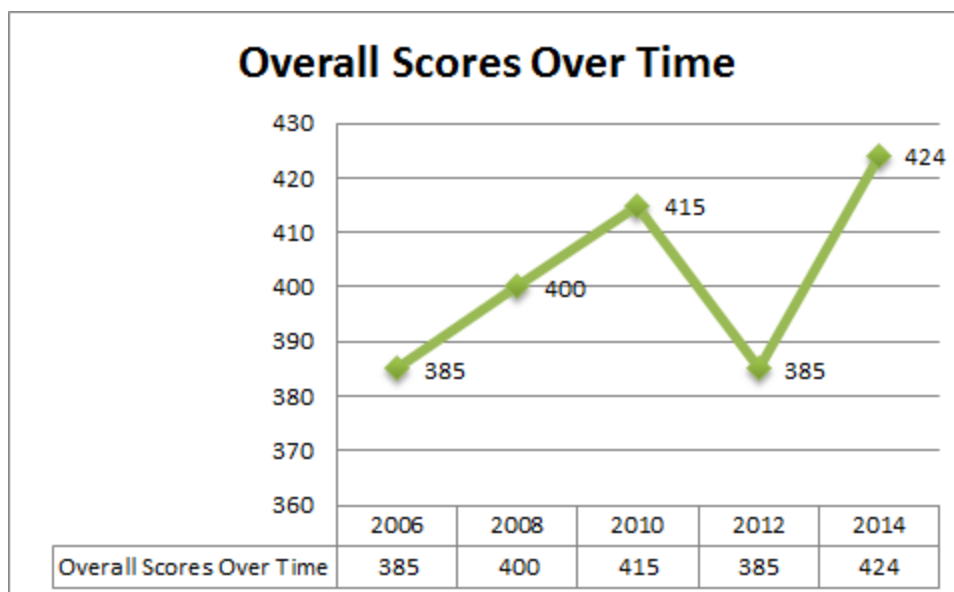
- i. Track selections from talent pools
- ii. Listen to leader feedback on success of internal talent and internal hires
- iii. Analyze satisfaction surveys from employees and stakeholders
- iv. Assess response to changing requirements and needs.

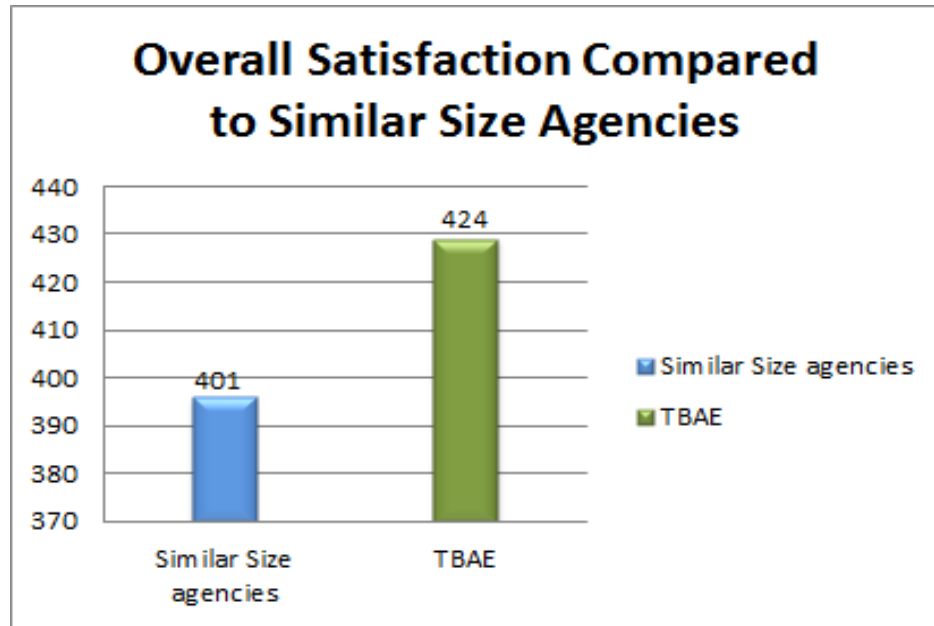
1. Survey of Employee Engagement

During the month of December 2013, 95% of staff participated in the 2014 Survey of Employee Engagement (SEE). The level of participation was equal to 2012 survey.



During this survey period, the overall satisfaction rate increased to 424. When compared to other similarly sized agencies, TBAE's score is higher. TBAE's overall score dropped to 385 in the 2012 survey, but increased recovered over the 415 score from the 2010 survey.





This survey period found these areas to be TBAE's strengths and areas for improvement:

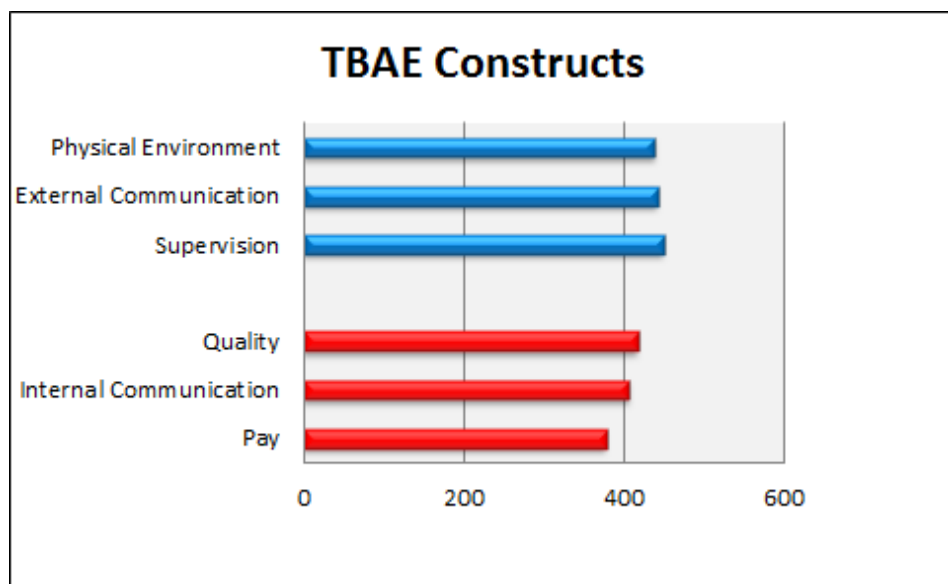
Areas of Strength

Supervision
External Communication
Physical Environment

Areas of Weakness

Pay
Internal Communication
Quality

The table below compares the three highest areas of strength and the three lowest areas of weakness.



During this survey period, the Pay construct remains the lowest score. Low scores suggest that pay is a central concern or reason for satisfaction or discontent. The score for the Pay construct may be due to the higher cost of living in the Austin Metro area.

The Supervision construct provides insight into the nature of supervisory relationships within the organization, including aspects of leadership, the communication of expectations, and the sense of fairness that employees perceive between supervisors and themselves.

High Supervision scores indicate that employees view their supervisors as fair, helpful, and critical to the flow of work. The agency will need to carefully review the skill sets and requirements of the supervisory positions when filling vacancies.

Over time, TBAE's overall score has risen and fallen. With our high participation rate, it is clear that employees are invested in the agency and want to see changes and improvements to agency operations. The survey's 2014 overall score of 424, indicates that the agency has made great progress.

The Texas Board of Architectural Examiners (TBAE) participates in the Survey of Employee Engagement every two years. The survey results provide agency management with information on improving the well-being of agency employees and improving agency operations. The information provided is important during the strategic planning process, and provides direction for more successful management of our most critical resource: our workforce.

A complete compilation of results is available upon request.