



**TEXAS COMMISSION  
ON THE ARTS**

**WORKFORCE PLAN**  
**FOR FISCAL YEARS 2015 - 2019**

**GARY GIBBS, PH.D.**  
**EXECUTIVE DIRECTOR**

## **I. AGENCY OVERVIEW**

### **STATUTE**

Texas Commission on the Arts was created by the Texas Legislature in 1965 and operates under the statutory authority of the Texas Government Code, Chapter 444. The duties and responsibilities of the agency are as follows:

- To foster the development of a receptive climate for the arts that will culturally enrich and benefit the citizens of Texas in their daily lives;
- To make visits and vacations to the state more appealing to the world;
- To attract, through appropriate programs of publicity and education, additional outstanding artists to become state residents;
- To direct activities such as the sponsorship of lectures and exhibitions and the central compilation and dissemination of information on the progress of the arts in the state;
- To provide advice to the Texas Facilities Commission, the Texas Historical Commission, the Texas State Library, the Texas Governor's Office Economic Development and Tourism Division, the Texas Department of Transportation, and other state agencies to provide a concentrated state effort for encouraging and developing an appreciation for the arts in the state;
- To provide advice relating to the creation, acquisition, construction, erection, or remodeling by the state of a work of art; and
- To provide advice, on request of the governor, relating to the artistic character of buildings constructed, erected, or remodeled by the state.

The commission is composed of nine members appointed by the governor with the advice and consent of the senate. The members must represent a diverse cross-section of the fields of the arts and be widely known for their professional competence and experience in connection with the arts. At least two members must be residents of a county with a population of less than 50,000. Members of the commission serve staggered terms of six years.

The agency is authorized fourteen (14) full-time equivalents (FTEs), including the Executive Director to run the day to day business of the agency.

### **AGENCY MISSION**

The mission of the Texas Commission on the Arts (TCA) is to advance the state economically and culturally by investing in a creative Texas.

To accomplish this mission, TCA awards grants, promotes the arts and provides specialized services to the arts and cultural industries

## **AGENCY STRATEGIC GOALS AND OBJECTIVES**

### **GOAL 1: Arts and Cultural Grants**

*To provide arts and cultural grants for the arts and cultural industry in Texas*

**Objective:** Provide financial, human, and technical resources to ensure viable arts and cultural communities in Texas

### **GOAL 2: Promotion and Participation**

*Promote widespread attendance at arts and cultural performances and exhibitions in Texas*

**Objective:** Promote participation in arts and cultural events and ensure 100% access to arts programs.

### **GOAL 3: Indirect Administration**

## **BUSINESS FUNCTIONS**

The Commissioners and Executive Director work closely in all matters related to policy, programs, budget, and operations. TCA employs 14 full-time equivalents (FTEs), including the Executive Director, for the day-to-day operations of the agency. The core business functions include: Arts Grant Programs, Art Education Grant Programs, Cultural Tourism Grant Programs, Information Technology, and Finance and Administration.

## **ANTICIPATED CHANGES TO MISSION, STRATEGIES, AND GOALS**

The Texas Commission on the Arts does not anticipate any further changes to the Mission, Strategies, and Goals in the next Legislative Session.

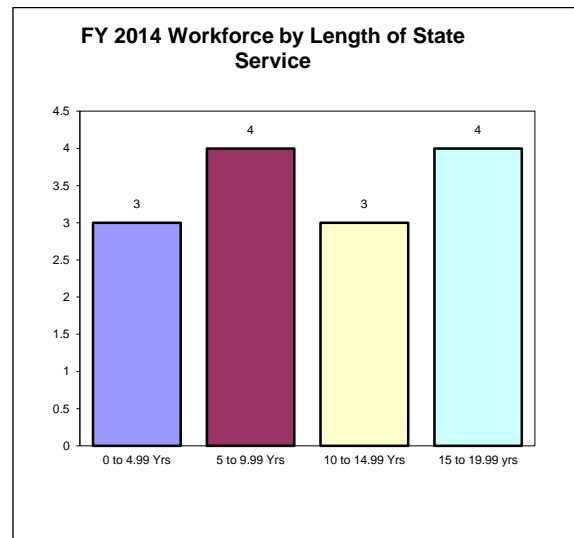
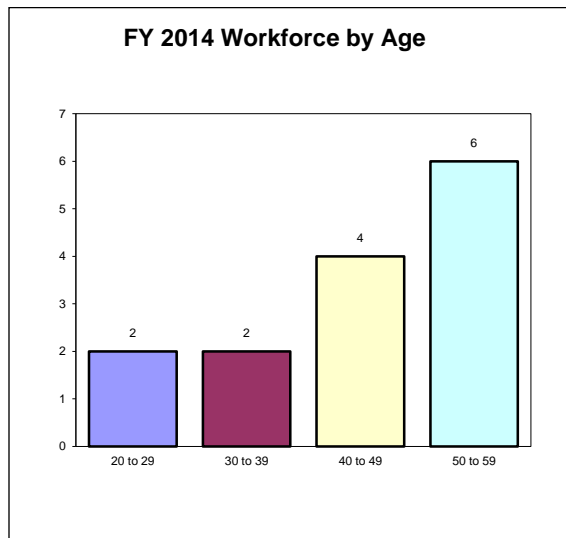
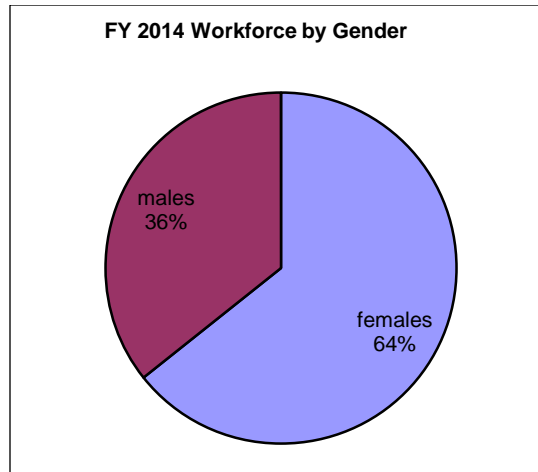
## **II. CURRENT WORKFORCE PROFILE**

TCA's workforce is very important to the agency. The current agency staff has the experience, knowledge and skills necessary to achieve the mission, goals and objectives of the agency. The agency is authorized twelve (14) FTEs each year for the 2014-2015 biennium. The agency is currently fully staffed.

### **DEMOGRAPHIC INFORMATION:**

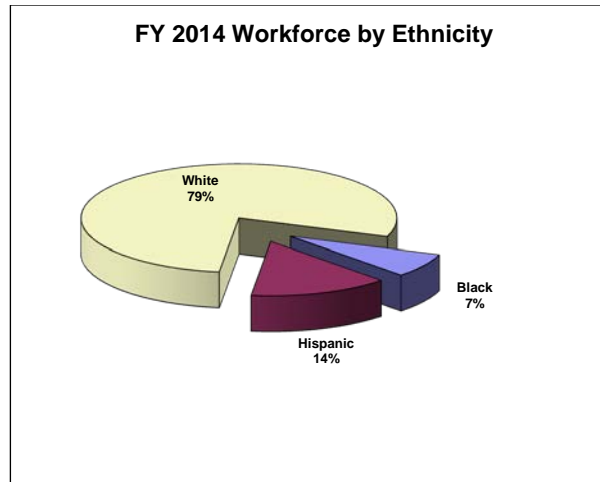
#### ***Age and Gender:***

The agency's current headcount for Fiscal Year 2014 is 14 employees. The 14 employees are comprised of 5 males and 9 females. The majority of the agency's employees are over the age of 40. Employees have remained with the agency an average of 9 years. Within six years, in excess of one-fourth of the agency's employees could leave the workforce under the State of Texas' "Rule of 80", whereby an employee is eligible for retirement with full benefits once such an employee's age plus years' service equals 80. More considerable still is that this same group comprises 75% of the agency's senior leadership.



***Ethnicity:***

As of Fiscal Year 2014, 79% of the agency's workforce is white, 14% is Hispanic, and 7% is black, as illustrated in the chart below.



**FY 2014 WORKFORCE COMPOSITION BY EEO CATEGORY:**

The majority of the agency's workforce is comprised of professional staff, as illustrated in the chart below.

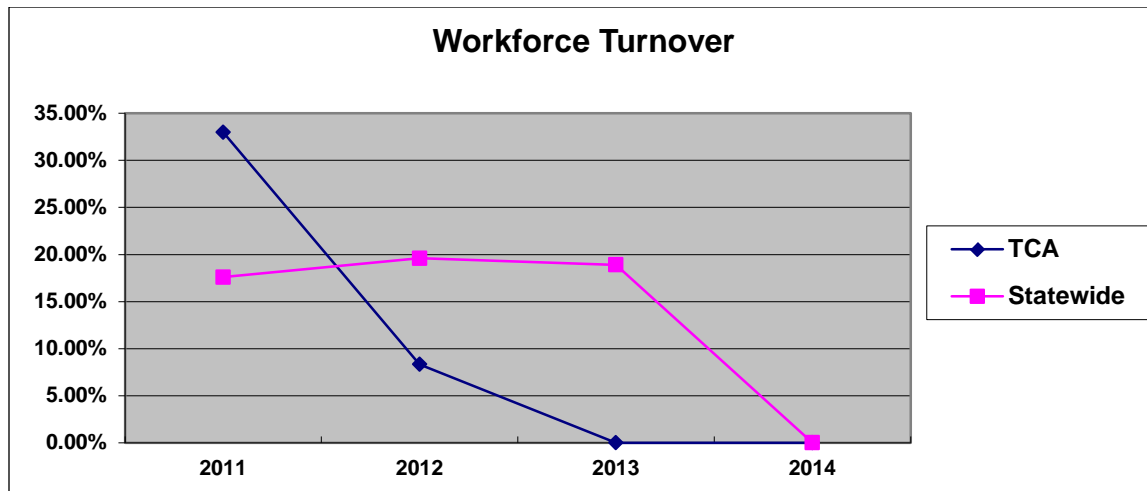
EEO Category	FY 2014	% of Total
Administrative Support	2	14.29%
Officials & Administrators	2	14.29%
Professionals	9	64.29%
Technicians	1	7.14%
<b>Total</b>	<b>14.00</b>	<b>100.00%</b>

**WORKFORCE ELIGIBLE FOR RETIREMENT:**

Within six years, in excess of one-fourth of the agency's employees could leave the workforce under the State of Texas' "Rule of 80", whereby an employee is eligible for retirement with full benefits once such an employee's age plus years' service equals 80. More considerable still is that this same group comprises 75% of the agency's senior leadership. The agency will need to develop a transition plan to ensure critical agency services are maintained during this period.

**AGENCY TURNOVER:**

The natural turnover rate for the Texas Commission on the Arts has been less than the turnover rate for the State of Texas in general over the last three years. A unique exception to this trend occurred in Fiscal Year 2011, as the 82<sup>nd</sup> Legislature mandated a one-third reduction to the agency's full-time staff count.



#### **PROJECTED TURNOVER RATE FOR FIVE YEARS:**

The majority of TCA's workforce is made up of a professional staff whose background and/or education is in the arts. There are no other state agencies that offer such focused opportunities for these employees to apply their experience, skills, and interests. Outside of potential retirement, little, if any, staff turnover is projected in the coming five years.

#### **WORKFORCE SKILLS CRITICAL TO THE MISSION AND GOALS OF THE AGENCY:**

The agency currently employs professional staff, administrative staff, and technical staff. The skills critical to the agency include:

- Grants management;
- Industry knowledge in the arts and cultural fields;
- Administrative and human resources expertise;
- Information technology administration;
- Customer service;
- Marketing and communications; and
- Fiscal and legislative best practices.

The agency continually reviews competing demands to ensure there is a reliable, adequate, and knowledgeable workforce in place to optimize its operational efficiency and effectiveness.

### **III. FUTURE WORKFORCE PROFILE**

#### **EXPECTED WORKFORCE CHANGES:**

The agency does not anticipate changes to its mission, goals, and objectives; therefore, no drastic changes to the composition of its workforce are anticipated.

#### **FUTURE WORKFORCE SKILLS NEEDED:**

To be able to accomplish the mission, goals and objectives of the agency, it is critical to maintain the following skills:

- Grants management;
- Industry knowledge in the arts and cultural fields;
- Administrative and human resources expertise;
- Information technology administration;
- Customer service;
- Marketing and communications; and
- Fiscal and legislative best practices.

#### **ANTICIPATED INCREASE/DECREASE IN FTEs:**

The agency anticipates no change in the authorized number of FTEs. The agency will manage workload increases by streamlining processes and allocating resources as necessary.

#### **IV. GAP ANALYSIS**

The Texas Commission on the Arts has sufficient experienced and knowledgeable staff to accomplish the agency's mission, goals and objectives. Any legislative changes to the current programs of the agency would require a re-examination of the agency's workforce to identify gaps in knowledge, experience, and resources.

#### **ANTICIPATED SHORTAGE/SURPLUS IN STAFFING LEVELS:**

The agency does not anticipate a shortage in staffing levels. This agency is unique in that prior State of Texas experience is not required for the majority of the positions. The agency can hire from both the private and public sector to meet its human resources demands.

#### **ANTICIPATED SHORTAGE/SURPLUS OF SKILLS:**

The foremost skills required of the agency's staff are passion for and knowledge of the arts. The prominence of so many colleges and universities in central Texas and the surrounding areas ensures a robust labor supply with arts, technical, and/or business backgrounds; therefore, the agency does not anticipate any shortage in skills. However, aforementioned issues related to an aging workforce in key positions could challenge the agency to bridge gaps in institutional knowledge and experience.

## **V. STRATEGY DEVELOPMENT**

In the *Survey of Organizational Engagement*, the agency's lower scored constructs include: pay, benefits, and information services. The agency strives to improve these constructs, but often struggles in the absence of additional budget to address these concerns.

### **RETENTION PROGRAMS:**

As a small agency, TCA offers few opportunities internal advancement and promotion. However, where feasible, the agency will continue to use authorized compensation and retention tools such as: merit raises, promotions, performance rewards, and retention bonuses to help retain employees.

The agency continually seeks opportunities to train and cross-train current employees in order to provide a challenging work environment and to bridge knowledge gaps. Additionally, the agency utilizes technology, wherever possible, to streamline processes and reduce the manual workload on current staff.

### **RECRUITMENT PLANS:**

The agency does not continuously recruit employees. The agency only recruits prospective employees as vacancies materialize. The agency's recruiting efforts are largely handled electronically through the State's [www.WorkinTexas.com](http://www.WorkinTexas.com) site and the agency's homepage, in addition to word-of-mouth with constituents at arts agencies and other organizations in the field.

## **VI. CONCLUSION**

The agency has sufficient staff with the experience, knowledge and skills to accomplish its mission, goals, and objectives, but periodically will assess its workforce composition and make adjustments as needed.