

Texas Water Development Board Workforce Plan

Overview of Operations

Agency Vision and Mission

The Texas Water Development Board (TWDB) is the state's water planning and water project financing agency. The TWDB's main responsibilities are threefold: collecting and disseminating water-related data; assisting with regional water planning and preparing the state water plan for the development of the state's water resources; and administering cost-effective financial programs for the construction of water supply, wastewater treatment, flood control, and agricultural water conservation projects.

Since 1957, the TWDB has been charged with addressing the state's water needs. With the passage of Senate Bill 1 by the 75th Texas Legislature, federal and state organizations, political subdivisions, and regional water planning groups have assumed increased responsibility for ensuring sufficient water supplies for the state. The TWDB has a leadership and support role through guiding, enabling, and supporting the responsible development of the state's water resources to ensure that sufficient water will be available at a reasonable cost while protecting the agricultural and natural resources of the state.

Agency Vision: Sustainable and affordable water for Texas.

Agency Mission: To provide leadership, information, education, and support for planning, financial assistance and outreach for the conservation and responsible development of water for Texas.

Business Functions and Area Missions

The following is an account of the core business functions and missions of each area in the agency.

Board

TWDB is governed by a three-member Board appointed by the governor with the advice and consent of the Texas Senate. One member must have experience in the field of engineering, one member must have experience in the field of public or private finance, and one member must have experience in the field of law or business. The board has general jurisdiction over the development and implementation of a statewide water plan; the administration of the state's various water assistance and financing programs including those created by the constitution; the

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administration of the National Flood Insurance Program; and other areas specifically assigned to the Board by law.

Internal Audit

The TWDB division of Internal Audit reports directly to the Board. Internal Audit is a function required by the Texas Internal Auditing Act (Chapter 2102) of the Texas Government Code, with Internal Auditors governed by Government Auditing Standards and Standards for Professional Practice of Internal Auditing of the Institute of Internal Auditors. The objectives of the division are to assist TWDB management and Board members in the effective discharge of responsibilities, present to management the determinations of adequacy/effectiveness of internal controls, and provide objective reports.

Executive Administration

Executive Administration houses the Offices of the Executive and Assistant Executive Administrators and support staff, the Office of General Counsel, and Governmental Relations and Agency Communications.

Office of General Counsel

The Office of General Counsel is composed of the agency's General Counsel, six staff attorneys, one program specialist, and one executive assistant. The General Counsel represents the agency in all hearings and negotiations. The Office of General Counsel is responsible for providing legal advice and representation to agency Board members and staff in the areas of financial assistance, water planning, water policy, natural resources, environmental compliance, legislation, tort claims, human resources, contracting and purchasing, real estate, ethics, open records, open meetings, and rulemaking. This includes, but is not limited to, preparing and reviewing documents, researching and preparing formal and informal legal opinions, representing the agency on interagency working groups, drafting and reviewing regulations and policies, and working with the Office of the Attorney General regarding agency litigation and contested matters.

Governmental Relations and Agency Communications

The TWDB Governmental Relations and Agency Communications office works with state governmental entities and representatives to help carry out the mission of the agency. Before each legislative session, the office compiles a biennial report to the legislature that details activities of the Board and its recommendation for necessary and desirable legislation. Agency Communications provides an innovative stream of communications that respond to Texas and its evolving water needs. The office handles media inquiries and responses and develops various marketing materials, newsletters and publications. Agency Communications is the TWDB's direct contact with the media and public.

Operations and Administration

Operations and Administration strives to provide professional, constructive, and formidable support to all areas in the agency in order to ensure delivery of an effective and efficient system of services for the employees and stakeholders of the TWDB.

Operations and Administration has three separate divisions: Support Services and Contract Administration, Human Resources, and Information Technology.

Support Services and Contract Administration

The Support Services division of Operations and Administration provides mail services, fleet management, staff support, and facility support such as office space management, lease management, building safety, telecommunications, and other support functions of the agency as needed. The division also provides Board meeting and special event coordination. Within this division, Contract Administration provides contract development, contract compliance, contract monitoring, and related payment authorization services. Contracting also provides procurement functions to acquire materials, equipment, and services in accordance with state and federal rules and regulations.

Human Resources

The Human Resources division is an essential and indispensable force in facilitating the accomplishment of the TWDB's mission by providing services and administering benefits that promote the security and well-being of the TWDB's most important resource: its employees. This division is committed to providing administrative services to the employees of the TWDB in the areas of employee benefits, salary administration, human resources development, personnel records, employment, and employee relations. Central Records provides file room and record maintenance services on all TWDB loans and grants and assists General Counsel staff with open records requests and records management functions.

Information Technology

Information Technology (IT) serves as the Information Resources Liaison to internal and external stakeholders. IT oversees the implementation of new technology for the TWDB, manages the agency's Data Center Services contract, trains new employees on agency procedures, ensures technology standards are published and followed, and resolves user requests and reported computer problems. IT staff develop and maintain agency systems, databases, and applications; serve as the project managers for various enterprise systems; and create specialized systems as requested by the Texas Legislature, various governmental entities, and the public. The Web Administration section administers the TWDB's Internet and intranet websites, ensuring the public effective and quick access to the latest TWDB information.

Texas Natural Resources Information System

The Texas Natural Resources Information System (TNRIS) was established to serve Texas agencies and citizens as a centralized clearinghouse and referral center for natural resource data, census data, data related to emergency management, and other socioeconomic data. TNRIS continues data maintenance and upgrades for the National Hydrography Dataset (NHD), transportation, political boundaries, and Digital Orthoimagery; increases participation of local and federal partners in the National Map of Texas; and coordinates data production efforts among governmental entities. TNRIS also administers StratMap and the Texas/Mexico Borderlands information system. TNRIS developed the GeoSpatial Emergency Management Support System (GEMSS) to provide information to the public and emergency personnel during emergency events.

Finance

The mission of Finance is to provide customers with centralized, timely, meaningful, and high-quality financial services and to ensure fiscal integrity by investing and protecting the Board's assets. The primary responsibilities of Finance are to oversee day-to-day financial activities, provide support to the agency through the timely and accurate processing of payroll and financial transactions, formulate and monitor the agency budget, report financial and budget information, coordinate all activities related to issuance of bonds, invest funds in compliance with the Public Funds Investment Act, prepare cash flow and loan analyses and interest rate calculations, and provide financial stability reviews of borrowers. Finance comprises three areas: Accounting, Budget, and Debt and Portfolio Management.

Accounting

Accounting maintains the general ledger, prepares timely and accurate financial reports for internal and external recipients, processes all payments to vendors, loan recipients, grantees, and employees, processes all receipts and loan repayments, and processes employee payroll.

Budget

Budget manages the development, preparation, and maintenance of the TWDB's operating budget and position control; prepares budget-related financial data and reports for the Board, staff, and oversight agencies; prepares the Legislative Appropriation Request; and prepares fiscal notes, briefing documents, and responses to budget-related issues during the legislative session.

Debt and Portfolio Management

Debt and Portfolio Management provides comprehensive financial analysis for the management of the Board's portfolio; issues bonds to obtain money at the most economical cost to the Board to fund loan and grant programs; prepares cash flow analyses, loan analyses, and interest rate calculations; and invests funds in compliance with the Public Funds Investment Act. This division also monitors the loan portfolio to ensure the prevention of loan defaults through financial stability reviews of its borrowers and monitors financial assistance program requirements to ensure finance-related and contractual compliance by borrowers and grantees.

Water Supply and Infrastructure

Water Supply and Infrastructure is composed of the Outreach, Regional Water Planning and Development, Program Administration and Reporting, and Water Use, Projections, and Planning divisions.

Outreach

The Outreach division serves as a liaison between entities and the TWDB and is responsible for the coordination and facilitation of marketing TWDB programs to local communities, cities, counties, districts, authorities, and water supply corporations and.

Regional Water Planning and Development

Regional Water Planning and Development (RWPD) is responsible for working with communities as they develop their projects from early conception through the procurement of funding and ultimately through the completion of construction. The division provides on-site assistance and guidance to the project owners throughout all phases. This is accomplished through a director and six teams divided by geographical areas. The six geographical teams consist of a team manager, engineer, environmental reviewer, financial analyst, project manager and administrative support. An attorney and a regional planner also work closely with each team.

Program Administration and Reporting

Program Administration and Reporting consists of three sections: Program Administration, Outlays and Escrows, and Reporting. This division develops policies to facilitate the management of the financial assistance programs. Division staff monitor and ensure agency compliance with state and federal laws, policies, and standards as it relates to administering TWDB financial assistance programs and also process financial assistance disbursements through outlays and escrows.

Water Use, Projections and Planning

Water Use, Projections and Planning provides ongoing technical assistance and administrative support to 16 regional water planning groups to assist in updating regional water plans and conducting regional water and wastewater facility planning feasibility studies. Staff in this division also prepare the state water plan every five years and provide economic and demographic technical support to regional and state water planning processes. They develop water demand projections for municipal, manufacturing, mining, steam-electric power generation, irrigation, and livestock water users; conduct water and wastewater needs assessments and projections for two federally funded programs; and handle all annual and interim reports.

Water Science and Conservation

Water Science and Conservation is composed of the Conservation and Innovative Water Technologies, Surface Water and Groundwater divisions.

Conservation and Innovative Water Technologies

The TWDB's Water Conservation staff assists cities, utilities, and districts in establishing effective water-wise conservation programs. They lend out and provide training for leak detection and meter testing equipment, assist with water audits, and provide water conservation brochures and educational materials for schools for free or minimal cost to utilities and government entities. This area also provides grants to political subdivisions to implement conservation programs and utilizes either local districts or local lending institutions to provide loans for individual farmers to install more efficient irrigation equipment. The Water Conservation division provides irrigation water use estimates by county or regional planning groups and provides agricultural water conservation educational activities to agricultural trade shows and other related events. The Innovative Water Technologies division works to extend the state's water resources through desalination, rainwater harvesting, and water reuse. The mission of this division is to explore potential sources of water supply outside of the traditional areas of surface water and groundwater that could be made available for use within the state.

Surface Water

The Surface Water division administers the Instream Flows program and works in cooperation with the Texas Commission on Environmental Quality and the Texas Parks and Wildlife Department as mandated by the legislature. This division also administers the Bays and Estuaries program, the Lake Hydrographic Survey program, and all state surface water monitoring.

Flood Mitigation Planning

The Flood Mitigation Planning division manages state grants to political subdivisions to conduct flood protection planning studies and administers the federal Flood Mitigation Assistance and Severe Repetitive Loss grant programs. This area is also responsible for the National Flood Insurance Program (NFIP) and conducts State Coordinating Agency functions for the NFIP, assists communities in enrolling in the NFIP, conducts training related to floodplain management, and provides technical assistance and compliance reviews for participating communities with ordinance, floodplain management, and other NFIP issues.

Groundwater

The mission of the TWDB's Groundwater division is to collect, interpret, and provide accurate, objective information on the groundwater resources of Texas. The Groundwater division is responsible for all aspects of groundwater studies in the state. The division monitors water levels and quality in the state's aquifers, conducts regional-scale aquifer modeling, and houses and maintains water well records. This division also approves groundwater districts' management plans and provides groundwater information to Texas citizens and lawmakers.

Current Workforce Profile - Supply Analysis

Full-time Equivalents

As of May 31, 2016, the agency had 284.6 full-time-equivalent employees (FTE), including contract workers that have worked at least six months. For FY 2016, 325.1 FTEs were appropriated.

Management-to-staff Ratio

The management-to-staff ratio at the agency (as of the FY 2016 first quarter [December 2015] Management-to-staff Ratio Report) was 1:11. The agency continues to evaluate its current structure to ensure maximum efficiency regarding staff and management alignment.

Race/Gender

In determining statistically under-represented Equal Employment Opportunity (EEO) groups, the TWDB uses the Equal Employment Opportunity Commission's (EEOC) Rule of 80. Using this rule, an under-represented group is considered statistically significant when the percentage of representation within the agency's workforce is below 80 percent of that in the civilian workforce.

Per the 2015 Equal Employment Opportunity Report – Statewide Agencies Workforce Summary for September 1, 2014, to August 31, 2015, the TWDB's workforce comprised the following:

	Total Employees	Caucasian Males	American Females	African Males	American Females	Hispanic Males	American Females	Other Males	Other Females	Total Males	Total Females
Officials (A)	40	17	11	1	2	4	2	2	1	24	16
Professionals (P)	266	109	78	9	10	25	22	9	4	152	114
Para Professionals (Q)	17	0	12	0	1	0	4	0	0	0	17
Administrative Support (C)	15	1	3	0	4	0	5	0	2	1	14
Technicians (T)	0	0	0	0	0	0	0	0	0	0	0
Total	338	127	104	10	17	29	33	11	7	177	161

(Data was extrapolated from the 2015 Equal Employment Opportunity Report – Statewide Agencies Workforce Summary.)

Using statistical data of the TWDB's workforce as of August 31, 2015, it has been determined that the following EEO categories were under-represented when compared to the civilian workforce. The percentages listed represent the percentage increase that must be accomplished to bring the targeted groups within EEOC's Rule of 80.

STATE CIVILIAN LABOR FORCE:

In FY 2015, overall in the Agency,

- African Americans are underutilized by 3.2%
- Hispanic Americans are underutilized by 17.6%
- Other Americans are underutilized by 0.8%

The TWDB continues to experience an agency-wide underutilization of African-American, Hispanic-American and Other American categories compared to the available population in Texas. Continued recruitment efforts in all categories will be maintained so that the agency reflects the population it serves.

In order for the TWDB to decrease the underutilization, the agency continues to monitor and modify its recruitment plan to target specific population groups at university and other minority recruitment fairs. With some success already demonstrated, the TWDB will continue to focus future recruitment plans towards these target areas to increase the recruitment and selection of African-Americans, Hispanic-Americans, other Americans, and females.

Turnover Rate

According to the State Auditor's Office, the statewide turnover rate for full- and part-time classified employees at state agencies in FY 2015 was 18 percent, based on a total of voluntary and involuntary separations, excluding interagency transfers. The 18 percent turnover rate is an increase from that of FY 2014 (17.5 percent). Excluding involuntary separations and retirements, the statewide turnover rate increased by .5 percent. This rate is often considered a true turnover rate because it reflects preventable turnover. Employee turnover can be both negative and positive. Negatives include the associated costs of turnover, such as training and orientation of new employees, recruitment and selection of new employees, leave payout to departing employees, and lower productivity in the workplace during the time that a position is vacant and during the time that a new employee is learning the job.

Some turnover will always occur and is normal for any organization. Turnover can create positive outcomes for employers because they can replace low-performing employees with high-performing employees. There is often a financial benefit gained as a result of the difference in the salary paid to an experienced employee who separates from an agency versus the salary paid to a new employee who takes the departing employee's position. However, when organizations start losing their high-performing, highly skilled, and experienced employees, turnover may begin to negatively affect the organization's business operations. This holds true for many of the professional positions held in the agency.

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Employee Turnover at the TWDB during Fiscal Year 2015								
Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
6	2.1%	43	14.9%	11	3.8%	288	60	20.8%
Data compiled from the State Auditor's Office Annual Report on Classified Employee Turnover for FY 2015. Report includes interagency transfers.								

Staff and Workforce Skills

Executive Administration

Staff and workforce skills critical to the mission and goals of Executive Administration include, but are not limited to, the following:

- An Executive Administrator with extensive institutional knowledge of complex state and federal financial programs, knowledge of planning activities, managerial skills, and the ability to work with state leadership and bring their requests and visions to fruition
- A General Counsel that possesses recognized legal expertise in water resources, including water rights, water resources planning, and the TWDB's financial programs
- Staff attorneys with core skills through continuing education, institutional knowledge in planning and program activities, human resources, contracts, and open records matters
- Staff with knowledge of the State Records Retention Schedule, Texas State Libraries and Archives Commission rules and regulations, and working knowledge of electronic document management systems

The active involvement and professional familiarity with the complexity of the TWDB's public financing programs provides the members of the governing Board with the judgment necessary to assess the specialized professional skills necessary and appropriate for the Executive Administrator position and the salary necessary to attract and retain qualified individuals.

Staff and workforce skills critical to the mission and goals of Governmental Relations and Agency Communications (GRAC) include, but are not limited to the following:

- The ability to maintain effective relationships with all levels of individuals and possess excellent communication skills
- The ability to analyze, interpret, and react to information in an efficient and effective manner

A familiarity with all of the TWDB's programs, active involvement in traditional and social media, and an active involvement with the members of all levels of government is critical to the success of GRAC.

Operations and Administration

Staff and workforce skills critical to the mission and goals of Operations and Administration include, but are not limited to, the following:

- Human Resources personnel familiar with the state of Texas' rules, regulations, and benefits including recruitment, retention, compensation, classification, and one or more certified as Professionals in Human Resources
- Certified State of Texas Purchasers
- Qualified Contract Administrators to effectively maintain all reporting requirements for state and federal programs
- Staff with performance measurement, strategic planning, and management system analysis skills to review and implement policies and procedures
- Project Managers with experience in IT resource and software application development methodologies
- Business and Systems Analysts with strong facilitation and documentation skills
- Software Engineers and Database Administrators with experience in standard software development techniques, web development tools, and deployment of web services
- Network administration and security professionals with knowledge of local and wide area network administration, security protocols and threat protection, identity management, standard computer hardware, software support and troubleshooting
- Programmers with multiple-level web architect skills that can initiate the development, implementation, and maintenance of the internal and external web resources, including updating web content, monitoring web resources and services, analysis of hardware and software, and evaluation of potential enhancements

Operations and Administration staff must maintain knowledge and expertise in a fast-paced environment while also demonstrating essential skills needed to effectively communicate with customers, understand critical business drivers for the agency, and determine business case justifications and return on investment. Staff must foster solid partnerships among governmental entities at all levels.

Texas Natural Resources Information System

The need for staff with diverse Geographical Information Systems GIS and IT backgrounds and improved knowledge of business processes and relationships will become more important, along with external customer service.

Staff critical to the mission and goals of TNRIS include, but are not limited to, the following:

- Staff with skills combining practical applications of GIS and industry knowledge
- Systems Analysts with technical skills revolving around geographic mapping
- Staff trained in the natural, computer, and library sciences

Finance

Staff critical to the mission and goals of Finance include, but are not limited to, the following:

- Accountants familiar with governmental accounting, as well as bond debt accounting
- Budget Analysts familiar with complex funding structures and state governmental budgeting practices
- Financial Analysts familiar with state requirements for investments and with spreadsheet and database skill sets for preparing cash flow modeling

These skill sets have remained constant; however, maintaining staff with these skill sets is a challenge. Retaining experienced and skilled staff is imperative to supporting the needs of the agency. Critical functions of the Finance office include the ability to provide sound financial advice and opinions to Board members and staff, accurate and timely financial reporting, and maintenance of sound accounting records. Specialized knowledge and skills needed include municipal bond knowledge, negotiation skills, portfolio management knowledge, advanced spreadsheet and database skills, and agency program knowledge. The development and maintenance of staff in the financial areas is imperative.

Water Supply and Infrastructure

The large amount of state water plan funding through the various financial programs is supported by Water Supply and Infrastructure (WSI) staff. Existing programs pose challenges such as decreases in federal appropriations for the State Revolving Fund programs, balancing U.S. Environmental Protection Agency requests for information and reporting requirements with other workload requirements, potential project delays due to approval backlogs at the U.S. Army Corps of Engineers, and the challenges associated with the continued growth of the financial assets owned and managed by the TWDB. WSI is often called on to provide input on draft legislation and appropriations related to water resources policy and funding.

Staff and workforce skills critical to the mission and goals of Water Supply and Infrastructure include, but are not limited to, the following:

- Financial analysts with significant experience in TWDB financial assistance programs
- Administrative assistants with experience in TWDB financial assistance programs and Board procedures
- Division directors with significant experience in TWDB financial assistance programs and policy development
- Managers with significant experience in TWDB financial assistance programs
- Staff with performance measurement, planning, and management system analysis skills to review and implement policies and procedures to increase efficiency and effectiveness of workload flow

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The workforce skill needs should not change significantly in the future, though retaining and recruiting staff with appropriate skills is key to the successful management of the large number of complex financial assistance programs.

Water Science and Conservation

Staff and workforce skills critical to the mission and goals of Water Science and Conservation (WSC) include, but are not limited to, the following:

- Hydrogeologists, hydrologists, and geologists knowledgeable about Texas water and geologic resources
- Other environmental scientists and/or professionals knowledgeable about Texas environmental regulations, research issues, and programs covering a wide spectrum of activities such as conservation and biology
- Licensed professional engineers with significant TWDB financial and technical assistance program experience
- Individuals with solid contract management skills and the ability to maintain effective working relationships with their customers
- Professionals involved in floodplain management, flood hazard mitigation, the National Flood Insurance Program (NFIP), flood preparedness, warning and disaster recovery
- Individuals who possess strong written and verbal communication skills
- Administrative assistants with experience in TWDB programs and Board procedures
- Division directors with significant TWDB program and policy development expertise

Retaining senior and highly skilled staff is of paramount importance in order for the office to provide program continuity while assimilating new technological advances in water modeling, planning, and research. This situation requires that the office be given enough latitude in salary adjustments to be able to retain skilled, experienced workers and provide sufficient training to all staff.

Future Workforce Profile

The TWDB will need to retain staff having the same or similar work skills that are currently present and be able to provide training to set new employees up for success.

Because of the evolving nature of the Texas Legislature, the agency must ensure that staff continue to have strong interpersonal skills, project management skills, legislative process knowledge, and policy development skills. As state water resource issues become more and complex, it is important that staff continue to be able to interact with individuals who represent the broad diversity of the state of Texas.

Water Use, Projections and Planning is constantly affected by the population growth of the state of Texas. In regional water planning and the NFIP, population growth leads to greater demand

on the few knowledgeable regional water planners in the state. Additional training and expertise will be needed in the coming years.

The anticipated workload brought on by legislative changes and state water plan projects will require WSC to maintain and enhance its current level of skills and provide training of both new and existing staff to stay ahead of the competition for scientists and engineers from the private sector. Staff will need to continue to expand their expertise in specific technical knowledge, project management skills, new technology knowledge, and communication skills.

The rapidly changing technology industry impacts the office of Operations and Administration's efforts to facilitate data dissemination. While current staffing levels are projected to essentially remain unchanged, the office workforce profile will continue to evolve. The need for staff with diverse IT backgrounds, including strong web-based programming, database management, Internet-based GIS programming, network management, project/program management expertise, and strong contract management skills will increase.

Central Records needs highly trained staff in records management with institutional knowledge of the state records retention schedule and procedures. Contract Administration needs contracting and state-certified procurement specialists that are trained in the state of Texas' rules and regulations.

Future needs throughout the agency include building a strong customer-focused workforce with skill sets needed to successfully serve agency stakeholders.

Gap Analysis

As the economy becomes more competitive, the agency will face greater challenges, given the salary levels it can support. The potential retirement of employees in all areas of the TWDB in the immediate future can have the effect of creating a shortage of expertise. It is crucial to ensure knowledge and resources are shared amongst staff and appropriate training is conducted.

In the office of Operations and Administration, there is currently a need for additional IT staff. It is crucial to retain staff with vast institutional and technical knowledge.

The Finance office may face challenges in recruiting qualified staff to work in certain professions.

An issue unique to both of these offices is the availability of General Revenue funding. If a shortfall continues to exist in this source of revenue, the agency will be faced with a shortage of workers who perform work related to projects dependent on General Revenue funding.

Although WSC has done its best to maintain staffing levels, there are shortages for individuals with overall expertise in state of Texas water resources, hydrogeologists, groundwater modelers, surface water engineers, and surface water hydrologists. WSC is faced with hiring staff at entry-

to mid-level positions and providing these individuals with extensive training and development (internally and externally). In effect, WSC serves as a training ground. The TWDB is often unable to fill key positions at competitive salaries for two primary reasons: first is simply a matter of inadequate resources and pay scales that are competitive with private enterprise; second, because of the tremendous increase in the demand for water resources needed to sustain the Texas economy, the demand for water resource expertise in science and engineering is simply not being met by higher education.

Strategic Development

Strategic Development

The workplace has always consisted of many generations working at one time. However, today's age-diverse workforce is working past retirement age, which has led to a generation gap of more than 40 years between the oldest and youngest workers. As a result, a one-size-fits-all approach is not appropriate in an age-diverse workforce that may have four generations of workers at one time. The TWDB must be prepared to work with the communication styles of each generation and determine what motivates each generation in order to bridge the generation gap. This approach is key in developing both succession planning and knowledge transfer for future generations. Furthermore, as society in general becomes more diverse, the TWDB workforce must mirror this diversity, thereby meeting both the needs and the expectations of the population it serves.

Open vacancies should be marketed in an effort to maintain a qualified applicant pool. The TWDB must continue to work with universities and professional organizations to ensure that we have a varied and diverse workforce. In addition to the diversity and composition of the future TWDB workforce, competitive pay will continue to impact recruitment and retention. Retention and recruitment bonuses should be utilized for hard-to-fill positions. The TWDB and state agencies in general currently cannot compete with other organizations in terms of compensating its employees. Many existing staff continue to serve the agency because they value its mission or enjoy the work-life balance that may be lacking in a for-profit company or firm. The TWDB must continue to foster an environment that offers not only fair compensation but also other incentives that attract and retain staff. Understanding the importance of the state's most precious resource is the first step in ensuring that the agency continues its role in serving the water needs of Texas.

The TWDB must focus on ensuring employees maintain the skills needed to lead and motivate staff, communicate effectively, resolve conflict, and coordinate with other program areas in the agency. Recently there has been an increased emphasis on the use of technology to serve customers and to revise and streamline work processes to make them more efficient and

paperless. Employees need the technology skills to develop, maintain, and fully utilize the agency's continually advancing computer systems.

Leadership Development

Throughout the year, the TWDB Human Resources division continues to conduct training courses developed for both managerial and non-managerial staff. Training programs such as Performance Plans and Appraisals, Managing for Success/Leadership Skills, FMLA, New Hire Training for Managers, and Other Leave Guidelines are part of a continued process for staff development. These training courses focus on defining clear job responsibilities, performance plans and appraisals; discussing performance issues on an ongoing basis; the need for regular documentation; and the role of the supervisor in the development of staff. In addition to "in-house" training, TWDB Human Resources works with outside vendors and consultants to provide customized training on topics such as public speaking, dealing with the press/media, and providing effective presentations.

Contacts at relevant colleges, universities, and schools are established to assist with recruiting (regular hires as well as student volunteers and interns). Student volunteers and interns are afforded opportunities to interact with and learn from agency management while working closely with subject-matter-experts in their intended field. Externship programs are offered to provide students with opportunities to engage in career exploration.

The TWDB developed a succession planning process in order to maintain an effective workforce. Succession planning prepares the agency for the risks associated with the loss of knowledge that is critical to achieve its mission. The agency must identify, develop, and transfer knowledge to employees who become highly qualified and capable of filling key positions or performing crucial functions as individuals leave the agency. As part of this process, the TWDB implemented a new Aspiring Leaders Program (ALP) in 2015 to provide non-supervisory staff with access to training and development opportunities to prepare them for leadership positions. Graduates receive one year of management/supervisory experience credit with regard to TWDB job posting qualifications. We look forward to the ALP program providing opportunities for future leaders of the TWDB.