

# Workforce Plan



FISCAL YEARS 2017-2021



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# TEXAS PARKS AND WILDLIFE DEPARTMENT

## Workforce Plan

### Fiscal Years 2017-2021

## AGENCY OVERVIEW

Hunting and fishing have long been part of the fabric of Texas. Thousands of years ago, native hunters and gatherers settled into Texas to take advantage of its abundant fish and game. Today, people still flock to Texas to enjoy rich traditions of hunting and fishing in the state's bountiful forests, prairies and waters. However, the natural landscape is changing. The state faces many challenges in its efforts to protect, conserve and manage its vital natural resources. As more Texans seek outdoor experiences, it is vitally important that lands and waters are set aside and managed for fish, wildlife, and recreation. Texans' quality of life and sense of place depend on it. Throughout its history, the dedicated employees of Texas Parks and Wildlife Department (TPWD) have worked diligently to ensure that present and future generations are able to enjoy Texas' great cultural and natural heritage.

### Key Milestones:

- 1907 – Game, Fish and Oyster Commission was established.
- 1923 – First State Parks Board was created.
- 1933 – First state parks were created with federal aid through New Deal program.
- 1963 – Texas Game and Fish Commission and Texas State Parks Board were merged to form TPWD.
- 2013 – 50th Anniversary of TPWD.

## MISSION AND FUNCTIONS

The mission of TPWD is to manage and conserve the natural and cultural resources of Texas and to provide hunting, fishing and outdoor recreation opportunities for the use and enjoyment of present and future generations.

### Primary agency functions include:

- Management and conservation of natural and cultural resources
- Provision of outdoor recreational opportunities
- Conservation education and outreach
- Cultural and historical preservation

To this end, TPWD manages 95 state parks/historic sites, 46 wildlife management areas and eight fish hatcheries, comprising over 1.4 million acres that are managed in the public trust for recreation and conservation.

## GOVERNANCE AND ORGANIZATIONAL STRUCTURE

The governing body of TPWD is a nine-member, governor appointed commission. The Commission is responsible for adopting policies and rules related to department programs and activities.

Day-to-day oversight responsibilities rest with the Executive Director and the two Deputy Executive Directors for Natural Resources and Policy and Administration. The department is organized by function into 11 divisions: Administrative Resources, Coastal Fisheries, Communications, Human Resources, Information Technology, Infrastructure, Inland Fisheries, Law Enforcement, Legal, State Parks and Wildlife.

The TPWD Headquarters is located in Austin, with regional and field offices located throughout the state. Approximately 77% of department staff works at field locations.

The department has a legislatively authorized Full-time Equivalent (FTE) cap of 3,143.2 in fiscal years 2016 and 2017. The workforce head-count averages about 3,000 regular full- and part-time employees. This number increases significantly during summer months with the addition of seasonal temporaries and interns.

## SERVICE POPULATIONS

TPWD serves a wide array of constituents and stakeholders, both directly and indirectly. Department services are available in all regions of the state. Examples of specific stakeholder populations include:

- Anglers
- Hunters
- Boaters
- State Park Visitors
- Commercial Fishermen and other TPWD Permit Holders
- Local Governments
- Private Landowners
- Hispanics, African Americans and Other Ethnic and Racial Minorities
- Youth, Veterans, Women and Persons with Disabilities
- Rural and Urban Audiences
- Other Outdoor Recreationists

Constituents and stakeholders consistently give TPWD high ratings for overall satisfaction with services and programs. The most recent online survey of key TPWD customers was conducted in winter 2016. The survey found that 94% of key constituents who responded to the online web survey were very satisfied or satisfied with TPWD overall.

## STRATEGIC PRIORITIES

### LAND AND WATER PLAN

The *Land and Water Resources Conservation and Recreation Plan* (known as the Land and Water Plan) serves as the strategic visionary document guiding TPWD in achieving its mission. The latest revision of the plan, effective January 2015, highlights the four overarching strategic goals outlined below. These goals encompass the vision of conservation and outdoor recreation in Texas, and guide the operational and staffing plans developed by all department programs.

**Goal 1:** Practice, encourage and enable science-based stewardship of natural and cultural resources.

**Goal 2:** Increase access to and participation in the outdoors.

**Goal 3:** Educate, inform and engage Texas citizens in support of conservation and recreation.

**Goal 4:** Employ efficient, sustainable, and sound business practices.

### HUMAN RESOURCES MANAGEMENT (HRM)

#### Human Resource Strategy

TPWD utilizes a “values-based” human resources (HR) strategy in efforts to attract and retain a diverse quality staff, and to ensure effective human resources management (HRM) across the department. TPWD’s core values of stewardship, service, excellence, integrity and teamwork serve as the foundation for the design of the department’s policies and practices. These fundamental values are embedded into the organization’s culture. This strategy is based on the inherent knowledge that people

want to work at a place they respect, where they feel valued and welcomed, where they can learn and grow, and where they can make a difference. All HR policies and programs are centrally developed, coordinated and administered through the Human Resources Division located at the Austin Headquarters.

### Human Resource Strategic Goals

The Human Resources Division's mission focus is on achieving three strategic goals: talent management, personnel administration, and shared culture. A brief description follows:

**Goal 1:** Talent Management – Attract, employ, develop and retain a diverse employee workforce to meet current and future business demands.

**Goal 2:** Personnel Administration – Develop, implement and integrate effective HR policies, business processes and data systems by leveraging industry best practices.

**Goal 3:** Shared Culture – Promote the organization's shared culture and core values to distinguish TPWD as a fair and equitable employer. Contribute to mission success by engagement, education and training of TPWD stakeholders.

## KEY EVENTS, AREAS OF CHANGE AND IMPACT ON AGENCY

### EXTERNAL ENVIRONMENT

#### Demographic Trends

The Texas population has been increasing over the past several years and is predicted to continue to grow into the foreseeable future. Demographic trends indicate that the population of the urban areas of Texas are growing while rural populations are declining, creating an increasingly urbanized and diverse state. With a total population of over 27 million, Texas has three cities with over 1 million people, a distinction shared only by California. These cities are becoming increasingly diverse and the face of Texas continues to change. Demographers predict that by 2020, Hispanics will become the majority population group surpassing whites. By 2040, whites will make up around one-third of the population.

#### New Legislation

The 84th Legislature made important changes to State of Texas benefits and veteran's preference policy. Key changes include an increase to state and employee contributions to the ERS Retirement Fund, elimination of the 90-day retirement fund contribution waiting period, authorization to donate sick leave to fellow employees, and changes to veteran's preference. A brief summary of some of the more significant actions follow:

The **General Appropriations Act** provides the rates for the state and employer contribution to retirement for members of the Employees Retirement System (ERS). State agencies now contribute 10% of the employee's base monthly salary to the ERS retirement fund. The retirement contribution for employees covered by ERS is 9.5% of their base salary, effective September 1, 2015.

**House Bill 9** – Relating to member contributions to the Employees Retirement System of Texas.

- New employees hired on or after September 1, 2015 will begin contributing to retirement and earning service credit towards retirement with their first pay warrant, eliminating the previous 90-day waiting period.

**House Bill 426** – Relating to the acceptance of employment applications through the online system for listing state agency employment openings maintained by the Texas Workforce Commission.

- TPWD HR will need to go through training to learn how to obtain and receive applications using the Texas Workforce Commission's online application system. This may require enhancements to the current NEOGOV applicant tracking system and other changes to current workflow. Changes to policy and processes, updating the tracking system, training

staff and educating employees may result in financial impacts. Texas Workforce Commission is currently working to help state agencies that utilize NEOGOV transition efficiently and without affecting business processes.

**House Bill 1771** – Relating to the donation of sick leave by state employees.

- TPWD employees may donate any amount of their sick leave to another TPWD employee who has exhausted their own sick leave and any available sick leave pool. HR has implemented relevant policies and procedures as of September 1, 2015.

**Senate Bill 389** – Relating to the placement of military occupational specialty codes on certain notices of state employment openings.

- TPWD currently uses military occupational specialty (MOS) codes on all job notices related to employment openings. All classification series utilized by the department have been assigned a MOS code for each branch that is visible to applicants on the employment website.

**Senate Bill 805** – Relating to the employment of individuals qualified for a veteran’s employment preference.

- In compliance with Government Code Section 657.0046 made effective by this bill, TPWD added veteran’s liaison responsibilities to the current department recruiter position as of February 1, 2016. The department also implemented processes and provided training for hiring managers on veteran’s preference selection and hiring.

## INTERNAL ENVIRONMENT

### Appropriations

Total Appropriation 2010-2011	\$672,997,789
Total Appropriation 2012-2013	\$550,710,560
Total Appropriation 2014-2015	\$597,326,018
Total Appropriation 2016-2017	\$700,294,009

### Funding

In 2016-2017, TPWD’s appropriation authority totaled \$700.3 million and reflected approval or partial approval of all of the department’s requested exceptional items. These included: additional funding for the operations of state park sites; funding for law enforcement fund shortfall; capital construction and modernization; funding for fish and wildlife activities; funding for local/community parks; repairs to Battleship Texas; outdoor/nature tourism and recreation; and information technology business initiatives. In addition to requested exceptional items, the 84th Legislature also approved additional funding and game wardens for border security, funding for capital improvement and repairs at Fort Boggy State Park and General Revenue funding to provide local park grants to select Houston-area parks. Finally, Article IX of the General Appropriations Act included estimated increases for a Schedule C Pay increase, an across-the-board pay increase for non-Schedule C employees, as well as additional funding and staff for the new Texas Farm and Ranch Lands Conservation Program.

### Staffing

The 2016-2017 biennium saw an increase in FTEs for Law Enforcement to increase border security efforts and Inland Fisheries’ efforts to control invasive species. Additional FTEs were also granted to Coastal Fisheries for habitat monitoring and State Parks Division for general operations. These increases were a welcome addition, as they allowed additional staffing in key mission areas without reductions in other areas. This stability in staffing is important, as it allows leadership to continue important programs across the department.

### Projected Retirements

A significant staffing issue for the department is the large number of staff that are eligible to retire over the next several years. According to ERS projections, approximately 25% of department employees will be eligible to retire by the end of fiscal year 2020, less than five years away. A total of 416 employees are currently able to retire, not including the 56 return-to-work retirees currently employed with TPWD.

### Changes in Leadership/Key Staff

The governor appointed three new commissioners to the Texas Parks and Wildlife Commission in the last year. Commissioners Anna Galo, Jeanne Latimer and Kelcy Warren were appointed in November 2015, with terms expiring in February 2019 and 2021. In addition, Commissioner T. Dan Friedkin was appointed Chairman of the Commission in July 2015.

Changes in key management positions have also impacted the department. In September 2014, TPWD filled its new Chief Diversity and Inclusion Officer position. In November 2014 and February 2015, respectively, TPWD hired new directors of Infrastructure and Inland Fisheries divisions. Additionally, TPWD selected a new Internal Affairs director after the position was vacated due to retirement.

## CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)

TPWD is known for recruiting and retaining quality employees who are dedicated to the department. This dedication is reflected in a fairly low turnover rate of 9.8% in FY 2015, as well as over 46% of employees with at least 10 years of department service. The majority of current employees (76%) are between the ages of 30 and 60. Despite a consistently low turnover and a stable supply of qualified applicants, a key challenge facing the department is the loss of institutional knowledge and expertise resulting from recent and impending potential retirements. Currently, the department employs 56 return-to-work retirees and 416 employees who are eligible to retire at the end of FY 2016. Twenty-five percent of department staff will approach retirement eligibility within the next five years, many of whom are in leadership positions. Special attention to recruitment, succession planning and training will be necessary to fill potential gaps in the workforce.

### Current Demographics

As of the end of fiscal year 2015, TPWD's workforce consisted of:

- 2,892 classified regular full-time (CRF) employees
- 93 classified regular part-time (CRP) employees
- 170 temporary employees working on short-term projects and other temporary work assignments up to one year

The TPWD workforce increases significantly in the summer, with the addition of a seasonal temporary workforce.

TPWD is continuing to address the challenge of attracting and retaining a diverse workforce. Of the 2,985 CRF and CRP employees:

- 36% are female
- 64% are male
- 21% are ethnic minorities
- 79% are white

Though white males continue to be in the majority, the percentage of women has risen from 34% to 36% since 2014. During this period, the percentage of ethnic minorities has remained the same. The department has established an Office of Diversity and Inclusion that continues to develop new strategies to recruit, develop and retain a diverse workforce.

## TURNOVER

While maintaining an effective recruitment effort to attract a quality and diverse workforce is essential for the department to keep pace with the changing demographics of Texas, it is equally important to ensure that TPWD retains its current employees. TPWD traditionally has had a lower turnover rate than the state average, and this is expected to continue. TPWD's fiscal year 2015 turnover rate was 9.8%, compared to the statewide average of 18%. TPWD's turnover has decreased since 2014, which implies that retention efforts have been successful. The department tailors its retention efforts to information gained from exit interview data, particularly focusing on reasons given by employees for leaving the organization. This valuable information is used to identify issues that may affect employee retention, such as ineffective supervisors, low pay, and workplace climate. These insights allow appropriate interventions to be implemented to enable retention of valuable employees. For fiscal year

2015, the top five reasons reported for voluntary separations from the department were (State Auditor’s Office electronic Exit Survey System):

- (1) Retirement (33.8%);
- (2) Better pay/benefits (16.2%);
- (3) Little or no career advancement opportunities (10.3%);
- (4) Poor working conditions/environment (8.8%);
- (5) Issues with my supervisor/issues with employees I supervise (8.8%).

## **WORKFORCE COMPARISONS**

Overall, the TPWD workforce compares favorably in many key dimensions with other Texas state agencies of similar size and mission. Department employees are committed and experienced, as exemplified by higher-than-average years of agency service and lower-than-average turnover rates. Approximately 47% of TPWD employees have 10 or more years of service, versus 41% statewide. Internal turnover remains significantly below the statewide averages (see turnover section above). Employee engagement, as measured by the biennial Survey of Employee Engagement, is very high and compares very favorably with the scores of statewide benchmarks, relative to agency size, mission and overall employee participation. Employee participation in the survey and department scores have remained relatively steady over the past several years. A total of 77% of employees participated in the 2016 survey, down from 81% in 2014. The agency’s overall scores have also remained relatively high.

However, there are a few areas of concern in which the department does not fare as well as some other Texas agencies – namely, workplace diversity and average pay. The department continues to be challenged in efforts to attract women and ethnic minorities, particularly Hispanics and African-Americans, to the organization. The representation of women (36%), Hispanics (16%) and African-Americans (3%) in the department significantly lags behind the 2015 Texas state government averages for these respective groups (54%, 24% and 22%). With Texas becoming increasingly more diverse and Hispanics expected to be the majority group, it is especially important for the agency to expand its diversity recruitment efforts. The department takes diversity with its workforce seriously, and hired a Chief Diversity Officer in September 2014 to address this issue. TPWD’s diversity efforts can be found in the Strategic Development section of this plan.

Despite continuous efforts to boost staff salaries, the department’s average pay for most job classifications lags behind the pay for similar positions at other agencies, especially other Article VI-Natural Resources agencies. For example, while our agency’s average salary has increased 10% within the last two years, in fiscal year 2015, the average salary at TPWD was \$48,223 (or 12% lower) compared to the average of \$54,134 for Article VI agencies as a whole. Employees continue to identify salary as the area of greatest concern in results from the Survey of Employee Engagement. The lack of competitive salaries across most critical job classifications poses an ongoing risk to the department’s ability to attract and retain a high quality workforce. This is an issue that senior leadership will study closely to identify what actions can be taken to close this gap.

## **FUTURE WORKFORCE PROFILE (DEMAND ANALYSIS)**

The department does not anticipate any major changes to its core business functions. However, the workforce necessary for TPWD to perform these core functions continues to evolve as new priorities are identified.

The 84th Legislature appropriated over \$100 million for capital construction projects to fix aging infrastructure. As a result, the Infrastructure Division had a shortfall of project managers and inspectors to handle the large number of projects at locations around the state. Since TPWD did not receive additional FTEs required to manage these capital construction projects, the Infrastructure Division will have to restructure their current workforce to complete these projects. This will require the division to make decisions on how best to manage their current workforce and which objectives should be prioritized. Another emerging task is combating invasive species, including zebra mussels and giant salvinia. The 84th Legislature approved five additional FTEs for this mission. Other areas will be monitored closely, including technological changes that may impact operations in the Information Technology Division. These changes may include decreased reliance on in-house programming and more

off-the-shelf software purchases. This will require delicately balancing the need for programmers for legacy systems and purchasers/testers for new software within the current staffing limits of the division.

The FTE increases allowed by the 84th Legislature were a welcome addition, as they increased department capacity to take on additional activities without reductions in other areas. However, there is always a chance that in the next biennium and beyond, the department could be subject to reductions in total appropriations and FTE authority, as the Legislature balances increasing demands for healthcare, education, social services, infrastructure and other emerging priorities. Given this possibility, the department will continue to evaluate business processes agency-wide to ensure continued efficiency and effectiveness of operations.

## CRITICAL JOB COMPETENCIES

TPWD will focus efforts on succession planning, and will identify key positions and competencies that have a significant impact to the agency and its mission. There is a continuing need for TPWD employees with strong technical, analytical, problem solving and communication skills and competencies. TPWD reviews positions on a regular basis and identifies the basic and advanced technical skills/competencies associated with each job classification. Several high level cross-divisional competencies were identified and deemed critical for department-wide success. These competencies include: change management, coaching/mentoring, conflict management, financial management, influencing/negotiating, information management, project management, public speaking, Spanish language skills and technology management. The majority of journey-level personnel in department critical positions have intermediate competency levels in these areas, which meet current needs. With regard to future needs, the distribution of competency levels will need to shift to an advanced level in order to continue to effectively fulfill the department's mission.

## GAP ANALYSIS

### Aging Workforce and Attrition

TPWD has an aging workforce, with approximately 62% of all employees at age 40 or above and 36% of employees at age 50 or older. Experience is certainly an asset for day-to-day operations and provides continuity. However, the fact that a relatively high number of career employees are at or nearing retirement eligibility over the next five years also raises a significant concern. This potential loss of valued experience and institutional knowledge from pending retirements must be managed through targeted recruitment efforts, to include veterans with vast leadership experience, succession-planning efforts, mentoring and technical/leadership training programs. In addition to this loss of experience, there are also potential productivity losses associated with an aging workforce, including extended employee absences due to personal health concerns and illnesses, and increasingly, care for their own elderly parents. This will require a robust wellness program focusing on both physical and mental health to reduce risk factors and mitigate potential issues.

On the opposite end of the spectrum, newer "millennial" employees bring a wealth of technological knowledge and newer ways of doing business. This demographic is a key component to diversity and outreach efforts, but are more apt to change employers frequently, as they look for continued challenges and upward mobility more rapidly than older employees. They also value non-traditional work arrangements such as teleworking, pay for project and flex time schedules that may not fit the paradigm of many traditional managers in the department. This requires different management expectations and increased flexibility with benefits, morale and retention programs.

### Non-Competitive Salary Structure

For over 20 years, the results from the Survey of Employee Engagement have confirmed that salary remains the number one gap related to job satisfaction. While department turnover rate is less than 10%, specific job classifications have much higher turnover. Exit surveys indicate this turnover is largely due to non-competitive salaries. Specific classifications include: park rangers (specifically park police officers), architects, engineers, and information technology and human resources employees. In addition, TPWD has experienced recruiting difficulties for many mid-level and senior positions due to below-market salary levels.

Pay disparity is most evident with classifications in the Schedule A salary group and in lower- and mid-level professional classifications. TPWD's Schedule A employees (administrative support, maintenance, technical and paraprofessional positions) are mostly in the first (lowest) quartile of the four pay ranges. There is a better distribution in Schedule B, but it is clear TPWD is not competitive in many entry, mid-level and senior positions. Over the past biennium, TPWD has performed quarterly salary comparisons of all classifications against other state agencies and within internal divisions to make comparisons and reduce compression issues between divisions. This information has been used by senior leadership to give targeted equity adjustments, which have helped to reduce the pay gap.

At the beginning of the last biennium, 41% of FTEs received wages below the state average for similar job classifications in Natural Resource agencies. That number is now only 18%. TPWD has restructured the State Park Police force, including targeted pay raises and a new internal chain of command. These officers were historically among the lowest paid peace officers in a force of their size within the state. Additionally, all 11 TPWD divisions consciously targeted positions with the largest disparities for equity adjustments. Closing the salary gap with other state agencies is welcome progress. However, a significant pay gap with the private sector still exists, particularly in engineering and information technology. If not adequately addressed, this gap will continue to drive high turnover rates in these areas. This turnover may increase operating costs for agency programs, as contractors and temporary hires are used in lieu of full-time staff.

### **Women and Minorities**

Despite significant efforts and recent hires, women and minorities continue to be underrepresented in both key leadership positions and senior managers in major program areas of the TPWD workforce. The percentage of minorities and women in the department has increased slightly overall, but still lags behind when compared to other state agencies. The department has made a concerted effort to target recruitment efforts for game wardens. Although these efforts are reflected in the diversity of the current academy class, this success will have to be built upon with future efforts to significantly impact the demographic makeup of the Law Enforcement Division as a whole. As women and minorities comprise an increasing proportion of college graduates in the natural sciences across Texas universities, TPWD has an opportunity to leverage this new talent with targeted recruitment efforts in the future.

### **Veterans**

Senate Bill 805, as passed by the 84th Legislature, specified that veterans should comprise 20% of an agency's workforce. TPWD has made concerted efforts to provide outreach to veterans through events at military installations across the state for several years. The department values the contributions of the veterans who work throughout the department. However, our current percentage of veterans in the workforce stands at just under 10%, leaving this legislative goal as a renewed focus area for recruiting in the next biennium.

### **Job Competency Development**

TPWD is known for providing employees with training and developmental opportunities, and must continue to do so in order to maintain a high quality workforce. As TPWD's current workforce retires and years of valuable experience are lost, the department must implement a succession plan and develop a younger workforce appropriately to avoid losing the competencies needed to accomplish the TPWD mission. This is a great opportunity to maximize the technological talents of the younger workforce to transform business practices and leverage emerging technologies to be more effective.

## **STRATEGY DEVELOPMENT**

TPWD is committed to addressing the gaps identified in the workforce. These efforts include increasing outreach and recruitment to both underserved populations and veterans, increasing workforce diversity, addressing pay inequities, continuing leadership development and employee retention and morale programs.

### **Comprehensive Outreach and Recruitment Programs**

Outreach and recruitment programs are a top priority for TPWD, as these are key for workforce development and diversity efforts. Outreach programs are crucial for the department endeavors to be more inclusive of minorities, women and veterans.

Given the large number of employees that are currently eligible to retire and those that will be eligible within the next five years, a strong outreach and recruitment effort will help the department secure the talent needed to continue operations. TPWD has hired a full-time intern coordinator to grow our internship program, as interns are a meaningful source for future employees. In addition, the department has designated its Human Resources Recruiter as Veteran's Coordinator, working towards the goal of a 20% veteran workforce in compliance with Senate Bill 805. Specific opportunities for future department outreach and recruitment include the following components:

- Review minimum job qualifications, especially degree and quantifiable experience requirements, to ensure as large and diverse an applicant pool as possible;
- Increase recruiting efforts at Hispanic Serving Institutions (HSI) and Historically Black Colleges and Universities (HBCU);
- Work with historically black and Hispanic universities to match required academic backgrounds with majors offered, specifically in the natural sciences, to make these students more competitive for positions in the department;
- Target recruitment efforts for students and veterans in areas where positions exist, including seminars on becoming a successful applicant;
- Increase emphasis on high school students by conducting visits and contacts with guidance counselors and coaches to promote TPWD employment and professional growth opportunities to interested students;
- Begin high school internship opportunities across the department, to reach students earlier in their educational trajectory;
- Increase focus on student internship programs and the development of a career transitions program, mentoring programs, and cooperative school-to-work programs to ensure success and retention of new hires;
- Create collaborative learning outcomes for all interns, highlighting the department's mission and key themes in order to better prepare students for a future in conservation;
- Maintain email and phone contact with all interns to inform them of upcoming employment opportunities and build a potential labor pool of former interns;
- Increase veterans' outreach by expanding existing partnerships with United States Department of Defense (USDOD) to include all bases in Texas and extending to surrounding states;
- Continue relationships with national, statewide, regional and local diversity student and professional organizations:
  - United States Forest Service (USFS)
  - Minorities in Agriculture, Natural Resources, and Related Sciences (MANRRS)
  - Society for Advancement of Chicanos/Hispanics and Native Americans in Science (SACNAS)
  - Southeastern Association of Fish and Wildlife Agencies (SEAFWA) Minorities in Natural Resources Careers subcommittee (MINRC)
  - Hispanic Scholars Consortium (HSC)
- Increase field recruiting by other TPWD staff at all major sites to increase exposure at Texas college/university job fairs if HR and LE recruiters are unable to attend;
- Increase local recruitment by current employees so labor force better represents the demographic makeup of that community.

## VALUE PROPOSITION FOR DIVERSITY AND INCLUSION AT TPWD

TPWD has a rich history of serving the state of Texas with excellence. The department has developed multiple initiatives to fulfill the mission of managing and conserving the natural and cultural resources of the state and providing outdoor recreation opportunities for present and future generations. State demographics are shifting to majority-minority, requiring an increased amount of attention to recruiting, hiring and career development. The department aims to recruit and retain the best and the brightest from this state and across the nation, including multiple ethnicities, genders, ages and backgrounds.

### Diversity Actions

TPWD considers its focused efforts to address both constituent and workforce diversity challenges a business imperative in Texas. As such, the department is focusing efforts to identify how best to serve a population whose demographics are rapidly changing.

## TPWD DIVERSITY AND INCLUSION PILLARS

TPWD will become an employer of choice by focusing on the following diversity and inclusion pillars:

**Recruiting:** Recruit from a diverse, highly skilled group of potential applicants to secure a high performing workforce drawn from all segments of American society.

**Retention:** Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention and development.

**Education and Outreach:** Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches based on such data, and institutionalize a culture of inclusion.

The three pillars listed above are necessary to the integration of diversity and inclusion into the culture at TPWD.

Our diversity and inclusions goals for the current biennium align under the aforementioned pillars.

## RECRUITMENT PILLAR

<b>Objective: Develop and Execute Strategic Recruitment Outreach to Reach a Broader Segment of the Population</b>	
<b>Strategic Actions</b>	<b>Initiatives</b>
1. Increase employer branding	<ul style="list-style-type: none"> <li>• Distribute employer branding booklets to high schools across the state.</li> <li>• Develop break room and hallway posters advertising TPWD as the employer of choice.</li> <li>• Update website with diverse images and create mobile-friendly interface.</li> <li>• Create diversity and inclusion website for internal and external audiences.</li> </ul>
2. Enhance interview process	<ul style="list-style-type: none"> <li>• Create department-wide policy for composition of interview panels.</li> </ul>
3. Establish broader physical presence across the state	<ul style="list-style-type: none"> <li>• Develop statewide employee representative plan for recruitment, organization visitation, and event visibility.</li> <li>• Solicit representative department volunteers from each division across the state. Create a training program for representative volunteers.</li> </ul>
4. Increase diversity in internship program	<ul style="list-style-type: none"> <li>• Solicit funding increase for intern programs from the TPW Foundation and other non-profit organizations.</li> <li>• Employ a full-time internship coordinator.</li> <li>• Request cooperation and participation from each division leader.</li> <li>• Increase internship recruitment among diverse students.</li> <li>• Create a metric to measure applicant flow for those applying for internships.</li> </ul>

## RETENTION PILLAR

<b>Objective: Promote an Inclusive Work Environment through Education, Development and Employee Engagement Activities</b>	
<b>Strategic Actions</b>	<b>Initiatives</b>
1. Implement Diversity and Inclusion (D&I) management education	<ul style="list-style-type: none"> <li>Select vendor to assist in design and implementation of diversity and inclusion management education. Work with existing training groups to schedule education for all manager level employees.</li> </ul>
2. Require cultural awareness education for all customer-facing personnel	<ul style="list-style-type: none"> <li>Select a vendor to provide cultural agility education to State Parks and Law Enforcement personnel, as well as any personnel who makes contact with the public. Work with internal training groups to schedule and track cultural agility education with all necessary personnel.</li> </ul>
3. Host quarterly employee information sessions to educate employees on other cultures	<ul style="list-style-type: none"> <li>Develop and execute cultural education sessions at Austin Headquarters on multiple diversity-related topics.</li> </ul>
4. Appoint a cross-divisional culture committee that supports diversity and inclusion efforts and provides feedback to the Chief Diversity and Inclusion Officer (CDIO) and Executive Director (ED)	<ul style="list-style-type: none"> <li>Solicit and secure cross-divisional participation in the Employee Diversity and Inclusion Advisory Committee (EDIAC). Use their skills and relationships within their divisions to communicate the TPWD Diversity and Inclusion message. Secure feedback from divisions to be used for planning and direction of Diversity and Inclusion strategy.</li> </ul>

## EDUCATION AND OUTREACH PILLAR

<b>Objective: Create Inclusive Programs and Services to Accommodate Diverse Constituents</b>	
<b>Strategic Actions</b>	<b>Initiatives</b>
1. Establish relationships with local houses of worship and community organizations with the objective of providing outdoor education and examine their views on outdoor activities	<ul style="list-style-type: none"> <li>Strategically select faith-based groups and ethnic organizations for solicitation of participation in outreach events and activities.</li> </ul>
2. Educate outreach personnel, Law Enforcement, State Park employees and volunteers on cultural understanding and building relationships across cultures	<ul style="list-style-type: none"> <li>Select a vendor to provide cultural agility education for State Parks and Law Enforcement personnel.</li> <li>Work with internal training team to schedule classroom delivery of cultural agility education to people facing employees and volunteers.</li> </ul>
3. Solicit D&I stories from all TPWD employees and circulate via web, e-mail, and print media both internally and externally	<ul style="list-style-type: none"> <li>Engage EDIAC members in solicitation of internal and external inclusion stories for publication in the TPWD Communications blog and on the TPWD Diversity and Inclusion web page.</li> </ul>
4. Continue collateral material image updates to include diverse faces	<ul style="list-style-type: none"> <li>Meet with Creative Services group to establish benchmarks for inclusion in pictures and language for all print materials.</li> </ul>

### **Competitive Salary Structure**

While concerted efforts to increase direct compensation have already had measurable impacts, the senior leadership team will continue efforts to address the issue of competitive compensation, particularly pertaining to the pay gap compared to the private sector. The department's long-term goal is to develop a competitive total rewards strategy that includes employee programs, business practices and other dimensions that collectively define the department's strategic efforts to attract, motivate and retain quality employees. This effort will include cross-divisional comparisons of like classifications to reduce compression among pay grades, and quarterly comparisons of all classifications among state agencies to ensure recent gains are not lost. Additionally, TPWD will look at ways to address the pay gap with the private sector. While the department will not be able to directly compete with many private entities, TPWD will emphasize the total rewards strategy to include total compensation packages including non-monetary compensations such as a retirement plan, health benefits, wellness/fitness programs, tuition reimbursement, telecommuting and employee assistance programs.

### **Leadership Development**

Leadership development is critical at all levels as the department builds succession plans for the large number of key executive and management staff that are eligible to retire.

Having the best leaders at all levels of the organization will ensure that the department has the best operating procedures, and takes care of its most important resource, its people. TPWD will continue to develop leaders across all levels of the organization, including:

- Participating in executive programs including Center for Creative Leadership's five-day Leadership Development Program, and the three-week Governor's Executive Development Program. In addition, TPWD will continue to nominate up to three members of the senior staff to participate in the National Conservation Leadership Institute each year. This is an intensive seven-month program consisting of in-residence leadership training and online collaboration on individual leadership projects.
- Piloting a leader development program for mid to senior level management in partnership with the Governor's Center for Management Development. This course is a follow-up to the Natural Leaders program that was halted due to budget cuts in 2011. The course will consist of two four-day in-residence sessions led by LBJ School staff and focused on leadership, as well as specific TPWD issues. The pilot program will have 35-40 attendees, representing all 11 TPWD divisions.
- Continuing to develop first-line managers and team leaders through the four-day Successful First Line Management program (SFLM). This program gives first-line supervisors the tools they need to be successful supervisors in a variety of situations. SFLM is a foundation leadership course, and gives leaders the basics they need to be successful in supervisory roles.
- Expanding organic training opportunities by developing additional courses to cover topics identified by staff. Courses have recently been added covering HR basics for supervisors, proper hiring practices, and employment laws/compliance. Classes are also being offered by the department throughout the state to cut travel costs and offer more employee training opportunities.
- Supplementing in-person training with Skillsoft training suite. Staff currently have access to over 800 courses via Skillsoft, many of which are leadership-focused, but which also include a variety of other topics.

### **Employee Retention Rate and Morale**

The department uses a variety of strategies to influence retention and morale, including:

- Encouraging the use of performance-based merit pay and paid administrative leave to recognize employees' significant contributions to the department mission.
- Encouraging participative management strategies that allow individual contributors to take an active role in decision-making, which increases the employee value coefficient.
- Providing tuition assistance to supplement student-employee educational endeavors.
- Leveraging alternative work scheduling and teleworking strategies through improved satellite management methods.
- Utilizing the employee wellness program to enhance employee engagement and productivity. This includes implementation of the exercise work time allowance and eight hours of paid leave for employees who complete an annual physical and health assessment.

- Continuing participation in the biennial Survey of Employee Engagement (SEE) and executive commitment to appropriately address areas of concern. TPWD utilizes the results of the survey to identify areas of success and areas to improve employee engagement.
- Continuing commitment to a comprehensive employee recognition program that honors the best and brightest individual and team accomplishments.
- Providing an affirming culture for nursing mothers as a Mother Friendly Certified employer.

**Other Actions and Strategies**

*Technology*

In recent years, the Human Resources Division has invested in several HR technology solutions to enhance efficiency and assist in accomplishing key talent management goals. The division has replaced paper-based processes with automated Internet applications to better serve customers with 24/7 access. While progress has been made in several areas, the need for a consolidated Human Resources Information System to replace several stand-alone software programs/databases still remains. In FY 2017-2018, TPWD is participating with the Comptroller’s Office (CPA) in the implementation and deployment of the statewide Enterprise Resources Planning (ERP) system’s HR/Payroll solution CAPPs (Centralized Accounting and Payroll/Personnel System). Upon implementation, this system will provide a single system for financial, human resources-related activities, and other functions, affording the department better efficiency and supporting the department’s values of service and excellence. CAPPs delivers the functionality required by HB 3106, as passed by the 80th Texas Legislature.

**WORKFORCE ANALYSIS**

<b>AFRICAN-AMERICANS</b>	<b>STATE WORKFORCE</b>	<b>TPWD WORKFORCE</b>		
	Percentage	Number	Population	Percentage
Administrative Support	19%	29	675	4%
Officials & Administrators	12%	1	23	4%
Paraprofessionals	11%	1	54	2%
Professionals	42%	23	975	2%
Protective Service Workers	32%	15	638	2%
Service & Maintenance	24%	11	457	2%
Skilled Crafts	7%	2	67	3%
Technicians	22%	9	266	3%

<b>HISPANICS</b>	<b>STATE WORKFORCE</b>	<b>TPWD WORKFORCE</b>		
	Percentage	Number	Population	Percentage
Administrative Support	32%	143	675	21%
Officials & Administrators	18%	1	23	4%
Paraprofessionals	29%	5	54	9%
Professionals	18%	129	975	13%
Protective Service Workers	22%	87	638	14%
Service & Maintenance	29%	91	457	20%
Skilled Crafts	25%	8	67	12%
Technicians	33%	36	266	14%

FEMALES	STATE WORKFORCE	TPWD WORKFORCE		
	Percentage	Number	Population	Percentage
Administrative Support	86%	564	675	84%
Officials & Administrators	48%	4	23	17%
Paraprofessionals	71%	33	54	61%
Professionals	49%	363	975	37%
Protective Service Workers	45%	48	638	8%
Service & Maintenance	46%	71	457	16%
Skilled Crafts	3%	3	67	4%
Technicians	62%	48	266	18%

Protective Service Workers and Paraprofessional categories were combined with the service and maintenance category in previous reports.

## TOTAL POPULATION

TPWD	Statewide
3,155	167,438

## RACE

Race	TPWD Total	TPWD %	Statewide Total	Statewide %
White	2,501	79%	86,378	51%
Black	91	3%	36,785	22%
Hispanic	500	16%	39,972	24%
Other	63	2%	4,303	3%

## AGE

Age	TPWD Total	TPWD %	Statewide Total	Statewide %
16 to 29	452	14%	28,353	17%
30 to 39	742	24%	38,113	23%
40 to 49	812	26%	42,755	25%
50 to 59	826	26%	40,349	24%
60 to 69	296	9%	16,248	10%
70 and over	27	1%	1,619	1%

## LENGTH OF STATE SERVICE

Length of Service	TPWD total	TPWD %	Statewide Total	Statewide %
Fewer than 2 years	530	16%	34,433	20%
2 to 5 years	438	14%	27,620	16%
5 to 10 years	735	23%	39,124	23%
10 to 15 years	496	16%	20,973	13%
15 to 20 years	368	12%	17,956	11%
20 to 25 years	271	9%	13,814	9%
25 to 30 years	192	6%	7,834	5%
30 to 35 years	87	3%	3,324	2%
Greater than 35 years	38	1%	2,342	1%
Unknown			18	

The State Auditor's Office E-Class system was the data source using FY 2015 data.