



Workforce Plan

for Texas Parks and Wildlife Department



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TEXAS PARKS AND WILDLIFE DEPARTMENT

Workforce Plan

Fiscal Years 2019-2023

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.
- 2023 – Centennial of Texas State Parks system; 60th 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 a staff of approximately 3,150 full-time and part-time employees working within 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 Chief Operating Officer. The department is organized by function into 13 divisions: Executive Office, Coastal Fisheries, Communications, Financial Resources, Human Resources, Information Technology, Infrastructure, Inland Fisheries, Law Enforcement, Legal, State Parks, Support Resources, 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 3,149.2 in fiscal year 2018 and 3,146.2 in fiscal year 2019. 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 the spring of 2017. The survey found that 87% 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 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 research that demonstrates people

want to work for an organization they trust and respect, where they feel valued and welcomed, where they are enriched and connected to the community, 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 four strategic goals: talent management, personnel administration, shared culture, and delivery of outstanding learning and development opportunities.

Goal 1: Recruitment and Talent Management – Attract, employ, develop and retain a diverse employee workforce that includes veterans and volunteers 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.

Goal 4: Learning and Development – Ensure mission success by providing TPWD employees with access to learning and development programs geared toward promoting competencies related to teamwork, supervision, and leadership.

KEY EVENTS, AREAS OF CHANGE AND IMPACT ON AGENCY

EXTERNAL ENVIRONMENT

Demographic Trends

The Texas population has been substantially increasing over the past several years, and this growth 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 28 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 85th Legislature made changes to leave policy and procedures for state employees. Key changes include reporting requirements for leave granted to employees. A brief summary follows:

Senate Bill 73 – Relating to Leave Policy and Procedures for State Employees

- Requires TPWD to adopt an employee policy providing clear and objective guidelines on the circumstances under which an employee is entitled to leave, and to post the policy on the agency's website in a place easily accessible to employees and the public.
- Amends the emergency leave provisions by providing guidance to administrative heads awarding emergency leave.
- Limits the discretion of an administrative head to grant emergency leave to employees the administrative head believes in good faith intend to return to work.
- Authorizes leave for medical and mental health care for certain veterans.
- Requires annual reporting to the Comptroller's Office for each employee granted more than 32 hours of emergency leave during the prior state fiscal year.
- Requires quarterly reporting to the Legislative Budget Board and State Auditor's Office for leave granted to employees during an investigation by the agency or higher education institution.

INTERNAL ENVIRONMENT

Appropriations

Total Appropriation 2012-2013	\$550,710,560
Total Appropriation 2014-2015	\$597,326,018
Total Appropriation 2016-2017	\$700,294,009
Total Appropriation 2018-2019	\$739,212,682

Funding

For the 2018-19 biennium, TPWD's appropriation authority totaled \$739.2 million. This included several notable shifts in funding, such as reduction in base capital construction amounts and increases in federal funding. It also reflected approval of exceptional item requests for law enforcement capital transportation (\$1 M), weather related construction and repairs (\$49.2 M), new deferred maintenance/capital construction projects (\$17 M), transition to the new CAPPS HR/Payroll system (\$0.8 M and six FTEs) and funding for overtime, operating and capital equipment related to border security activities (\$11 M).

Funding tied to newly passed legislation and other legislative initiatives in Article IX was also reflected in the 2018-19 appropriations, including:

- Sec. 17.10. Contract Cost Containment, which reduced overall authority by \$1.8 M;
- Sec. 18.04. Contingency for HB51 (Relating to the Regulation of the Commercial Oyster Industry) which appropriated amounts collected from the cultch replacement fee to TPWD for recovery and enhancement of oyster reefs;
- Sec. 18.13. Contingency for HB1724 (Relating to Establishment of the Commercial License Buyback Account) which appropriated revenue and balances from the Shrimp License Buyback Account, estimated to be \$1.2 M over the biennium, to TPWD to buy back commercial fishing licenses from willing license holders; and
- Sec. 18.26. Contingency for HB3781 (Related to Uses of the Lifetime License Account) which appropriated \$8 M to TPWD for the purpose of managing the fish and wildlife resources of the state.

Finally, in a significant departure from past sessions, the Legislature eliminated TPWD's ability to carry forward unexpended balances of General Revenue and General Revenue-Dedicated capital construction amounts. The requirement to have all funds encumbered in contracts in the same biennium in which they are appropriated significantly limits agency flexibility to respond to emerging priorities such as those caused by unexpected weather catastrophes and can pose impediments to the efficient use of capital funding.

Staffing

For the 2018-19 biennium, TPWD's FTEs increased by six FTEs in 2018 and three FTEs in 2019 for the Human Resources/Payroll component of the Centralized Accounting and Payroll/Personnel System (CAPPS HR/Payroll) implementation. This includes three temporary full-time positions to backfill the subject matter experts who will be dedicated to agency deployment efforts, as well as three permanent full-time positions for project management, to steer the conversion project, focus on processes, training, and serve as CAPPS experts post implementation.

Projected Retirements

A significant staffing issue for the department is the substantial 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 2023, just over five years away. A total of 382 employees are currently able to retire, not including the 44 return-to-work retirees currently employed with TPWD.

Changes in Leadership/Key Staff

The governor appointed Ralph H. Duggins as Chairman of the Texas Parks and Wildlife (TPW) Commission on January 19, 2018. The TPW Commission elected S. Reed Morian as Vice-Chairman on January 25, 2018.

Changes in key management positions have also occurred at the Texas Parks and Wildlife Department (TPWD) with Chief Administrative Officer and Deputy Executive Director of Natural Resources positions no longer existing. TPWD has added a Chief Operating Officer in the Executive Office to oversee routine administrative functions. A new Support Resources Division was created in January 2018 to address significant cross-cutting needs at the agency such as safety, ADA compliance, FEMA coordination, and sustainability.

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 11.8% in fiscal year 2017, as well as roughly 38% of employees with at least 10 years of department service. The majority of current employees (78%) are between the ages of 30 and 60. Despite 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 44 return-to-work retirees and 382 employees who are eligible to retire at the end of fiscal year 2018. 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 2017, TPWD's workforce consisted of:

- 2,930 classified regular full-time (CRF) employees
- 79 classified regular part-time (CRP) employees
- 170 temporary employees working on short-term projects and other temporary work assignments up to one year
- 208 veterans
- 8,975 active volunteers

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 3,009 CRF and CRP employees:

- 35% are female
- 65% 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 35% since 2014. Females comprised significant leadership roles in the department, serving as Chief Operating Officer, Director of Infrastructure and Director of Human Resources. 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.

Volunteer Program

TPWD's workforce is augmented by its volunteer program. Volunteers play a crucial role in the department's mission and provide a wide variety of services across almost every division. Volunteers serve as friends groups to help maintain and operate parks and hatcheries. State Parks volunteers serve as ambassadors to the public and support staff in day-to-day operations, from cleaning restrooms to registering visitors. Texas Master Naturalists provide education, outreach and service to manage natural resources and natural areas within their communities. Hunter, angler and boater education instructors teach outdoor enthusiasts how to hunt, fish and how to boat safely, responsibly, lawfully and ethically.

In fiscal year 2017, TPWD had at least 8,975 active volunteers working within the department. These volunteers provided over 588,857 hours of service for a number of volunteer programs. These services are equivalent to 283 FTEs, valued at over

\$14.2 million based upon the value of volunteer time at \$24.14/hour. TPWD continues to seek opportunities to expand its volunteer program and expects to increase this workforce by an additional 10% by 2023. This would mean an additional 58,885 hours of service, providing the equivalent of an additional 28 FTEs.

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 2017 turnover rate was 11.8%, compared to the statewide average of 18.6%. TPWD's turnover has remained comparably low 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 2017, the top five reasons reported for voluntary separations from the department were (State Auditor's Office electronic Exit Survey System):

- (1) Retirement (31.9%);
- (2) Better pay/benefits (12.5%);
- (3) Little or no career advancement opportunities (9.7%);
- (4) Issues with my supervisor/issues with employees I supervise (8.3%);
- (5) Poor working conditions/environment (2.8%).

WORKFORCE COMPARISON

The 2018 Survey of Employee Engagement (SEE) reflects TPWD's consistent performance, comparing favorably to Texas state agencies of equivalent size and mission. The agency's response rate to the SEE was down 5 points to 72%. However, the overall agency score shows an increase by two points. Senior leadership will continue to review survey results and research strategies that will inform plans to appropriately address any areas of concern.

FUTURE WORKFORCE PROFILE (DEMAND ANALYSIS)

The workforce within TPWD supports core functions and evolves to support new priorities. The department has historically had 12 divisions. In January of 2018, a new division was formed bringing the department's total number of divisions to 13. Our newest division is the Support Resources Division with a total of 28 FTEs. This new division will focus on key governance aspects of our department including: Risk Management, Safety, Federal Emergency Management Agency coordination, Fleet, Radio, Sustainability, Americans with Disabilities Act compliance, Austin Headquarters Facilities Management, Records Management and agency-wide policies and procedures.

TPWD continues to work to provide services necessary to conserve and manage the state's natural resources. The aggressive impingement of the invasive species zebra mussels and giant salvinia was addressed by adding five additional FTEs to the Inland Fisheries Division. Meanwhile, as TPWD's work with private landowners continues to grow, so does the need for additional biologists to work with landowners on wildlife management plans.

The implementation of CAPPS HR and the future implementation of CAPPS Financials will impact the organizational structure of Financial Resources (FR) and Human Resources (HR) divisions. As a result, some functional areas within Financial Resources and Human Resources divisions may merge, some may expand and may develop new responsibilities to accommodate the use of the new system.

The Information Technology (IT) division is anticipating an operational shift to decentralize the location of IT staff providing services to field locations to address tactical customer service requests. This will provide desktop and network services to be in regional locations. It is anticipated that providing field staff members with IT support will enable them to address technology needs more efficiently and allow them to be more effective in their primary work assignments.

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, fiscal management, influencing/negotiating, information management, project management, public speaking, Spanish language skills and technology management. New to this list are contractor and vendor management. Most journey-level personnel in department-critical positions have intermediate competency levels in these areas, which are not fully meeting current needs. With consideration of future needs, the distribution of competency levels will need to shift to an advanced level to continue to effectively fulfill the department's mission.

Although approximately 77% of department staff works at field locations outside of Austin, TPWD continues to face challenges in acquiring critical competencies due to the inability to compete in the Austin job market with private sector salary rates and even with the salaries paid by other state agencies. Several of our divisions, especially Information Technology (IT) and Infrastructure, struggle to attract and retain qualified candidates. These divisions require advanced technical skills, expertise and experience. The divisions' demanding workloads and extreme work pace necessitates hiring well-qualified and experienced technical professionals. As a result, the option of recruiting recent graduates just starting their careers is not feasible.

GAP ANALYSIS

Aging Workforce and Attrition

TPWD has an aging workforce, with approximately 63% of all employees at or above age 40 and 35% of employees at or above age 50. 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, the 37% of employees under 40 bring a wealth of diverse thinking 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, training, 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. Department turnover rate has increased to 12%. Exit surveys indicate this turnover is due partially to non-competitive salaries (12.5%) in addition to concerns about expected baby boomer generation retirements over the next five years. Specific classifications include park police officers, architects, engineers, information technology and human resources and training professionals. In addition, TPWD has experienced recruiting difficulties for many mid-level and senior positions due to below-market salary levels.

Pay disparity with classifications in the Schedule A salary group and in lower- and mid-level professional classifications have been addressed following the removal of the A03 Salary Group. 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. TPWD continues to perform salary comparisons of classifications against other state agencies and within internal divisions to make comparisons and reduce compression issues between divisions.

Currently 39% of FTE wages are below the state average for the respective salary group for their current job classification. That percentage has decreased approximately 2% since last biennium. A pay gap with the private sector still exists, particularly in engineering and information technology. The 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 recruitment 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. There is a particular concerted effort to target recruitment of women and minority candidates within our cadet classes for Law Enforcement Division game wardens and State Parks Division park police officers. 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 will use this opportunity to leverage new talent with 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. In 2016, TPWD Human Resources Division, in collaboration with Information Technology Division, received AmeriCorps grant funding to research and implement a program which would provide job training for military veterans. The grant provides a dedicated AmeriCorps volunteer full-time for three years, which will help to increase the number of qualified veteran applicants to Texas Parks and Wildlife Department careers. The department values the contributions of veterans who work throughout the department. However, our current percentage of veterans in the workforce stands at 9%, 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 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 terrific 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 non-traditional populations and veterans, to increase workforce diversity, address pay inequities, and continue leadership development for employees.

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 as the department endeavors to be more inclusive of minorities, women, veterans, and people with disabilities.

Given the substantial number of employees that are currently eligible to retire and those that will be eligible within the next five years, a strong recruitment effort will help the department secure the talent needed to continue operations. TPWD has restructured its recruitment program and employed an additional FTE to include focus areas in internships, veteran's services, and volunteer services. In addition, the department has designated its Human Resources Recruitment Manager as the Veteran's Liaison, 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 job prerequisites, especially degree and quantifiable experience requirements, to ensure as large and diverse an applicant pool as possible;
- Solicit, train, and support agency employees to represent TPWD at events across the state, through the Recruitment Representatives Program;
- Increase recruiting efforts at Historically Black Colleges and Universities (HBCU) and Hispanic Serving Institutions (HSI);
- Work with HBCUs and HSIs to match required academic backgrounds with majors offered, specifically in the natural sciences, to make these students as competitive as possible 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;
- Create collaborative learning outcomes for all interns, highlighting the department's mission and key themes 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 outreach to veterans 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:
 - 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);
- Increase field recruiting by Recruitment Representatives 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 Recruitment Representatives so our 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 efforts to address both constituent and workforce diversity challenges a business imperative. 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

Objective: Develop and Execute Strategic Recruitment Outreach to Reach a Broader Segment of the Population	
Strategic Actions	Initiatives
1. Implement the Recruitment Representative Program	<ul style="list-style-type: none"> Develop statewide employee representative plan for recruitment, organization visitation, and event visibility. Solicit representative department volunteers from each division across the state. Create a training program for representative volunteers. Update website with diverse images and create mobile-friendly interface. Create diversity and inclusion website for internal and external audiences.
2. Enhance interview process	<ul style="list-style-type: none"> Developed interview question bank.
3. Implement recruitment website	<ul style="list-style-type: none"> Utilize new software to track applicants from initial contact through six months post-hire.
4. Increase diversity in internship program	<ul style="list-style-type: none"> Solicit funding increase for intern programs from the TPW Foundation and other non-profit organizations. Request cooperation and participation from each division leader. Increase internship recruitment among diverse students. Create a metric to measure applicant flow for those applying for internships.
5. Developed enhanced relationships with college administrators to assist in recruitment efforts	<ul style="list-style-type: none"> Review and facilitate curriculum enhancements at historically black and Hispanic serving universities to mimic requirements for positions within Natural Resources agencies. Partner with historically black and Hispanic serving universities to solicit funds for curriculum related projects and research which will provide hands on experience for students. Provide various types of media for use by the science administrators at historically black and Hispanic serving universities which can be used to encourage matriculation of natural science majors at their university.
6. Review division interview processes to ensure objectivity in candidate selections	<ul style="list-style-type: none"> Provide a manager's guide for applicant interview and selection which will decrease the level of subjectivity in the hiring process.

RETENTION PILLAR

Objective: Promote an Inclusive Work Environment through Education, Development and Employee Engagement Activities	
Strategic Actions	Initiatives
1. Implement Diversity and Inclusion (D&I) management education	<ul style="list-style-type: none"> Select vendor or internal educators 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.

2. Require cultural awareness education for all customer-facing personnel	<ul style="list-style-type: none"> • Select a vendor or internal employees with training skills to provide cultural agility education to State Parks and Law Enforcement personnel, as well as any personnel who make contact with the public. • Work with internal training groups to schedule and track cultural awareness assessments.
3. Host quarterly employee information sessions to educate employees on other cultures	<ul style="list-style-type: none"> • Develop and execute cultural education sessions at Austin Headquarters on multiple diversity-related topics.
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"> • 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.
5. Include presentation on Diversity and Inclusion to New Employee Orientation program	<ul style="list-style-type: none"> • Incorporate a presentation on the value of Diversity and Inclusion to TPWD into every New Hire Orientation.
6. Add a Diversity and Inclusion web page for TPWD	<ul style="list-style-type: none"> • Create and manage a public facing Diversity and Inclusion web page on the TPWD website that contains a statement from TPWD leaders on the importance of diversity and inclusion at TPWD and provides information on diversity related events and topics.
7. Initiate and maintain recognition of diversity and inclusion via awards for inclusive behaviors at TPWD	<ul style="list-style-type: none"> • Add an award to the current employee recognition awards which recognizes inclusive behavior by TPWD employees.

EDUCATION AND OUTREACH PILLAR

Objective: Create Inclusive Programs and Services to Accommodate Diverse Constituents	
Strategic Actions	Initiatives
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"> • Strategically select faith-based groups and ethnic organizations for solicitation of participation in outreach events and activities.
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"> • Select a vendor to provide cultural agility education for State Parks and Law Enforcement personnel. • Work with internal training team to schedule classroom delivery of cultural agility education to people facing employees and volunteers.
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"> • 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.

4. Continue collateral material image updates to include diverse faces	<ul style="list-style-type: none"> • Meet with Creative Services group to establish benchmarks for inclusion in pictures and language for all print materials.
5. Establish relationships with and participate in events with outdoor recreation sponsors that support diversity and inclusion	<ul style="list-style-type: none"> • Meet with local and statewide organizations with Natural Resource-related missions to develop partnership around specific outreach activities.

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 includes 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.

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 compensation 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 valuable resource, its people. TPWD will continue to develop leaders across all levels of the organization, including:

- Participating in executive programs including the two-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.
- Senior Leadership Development Program (SLDP), a follow-up to the Natural Leaders program, will continue to develop mid- to senior-level management in partnership with the Governor's Center for Management Development at the University of Texas. The course consists of two phases. Phase I is a four-day, in-residence session led by LBJ School staff focusing on leadership using instruments and experts to deliver meaningful and useful content. Phase II applies this content to specific TPWD issues through touring TPWD managed sites, such as wildlife management areas, state parks, coastal fisheries, inland fisheries hatcheries, and the law enforcement academy. The program has 35-40 attendees, representing all 13 TPWD divisions in each cohort. It will take place in odd-numbered years.
- Executive Leadership for Information Technology Excellence (ELITE): The purpose of this executive program is to develop the executive competencies needed for leadership roles in technology information offices. This program is administered by the LBJ School of Public Affairs, The University of Texas at Austin and the Texas Department of Information Resources.
- 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 in a variety of situations. SFLM is a foundation leadership course and gives leaders the basics they need to be successful in supervisory roles. This course is offered year-round to 25 participants from all 13 TPWD divisions each session.
- Establishing a Mentoring Program, beginning with a New Manager Mentoring Program. A mentoring program was launched with new managers as mentees and established managers as mentors. After a successful pilot, additional

mentoring programs will be launched with a larger reach for more employees to build mentoring relationships for professional and personal growth.

- Continuing to offer training modules in topics such as public-facing service, conflict management, communication, dealing with difficult people, high-performing teams, coaching, diversity, and time management, along with topics that are requested by our customers.
- 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.

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 and the implementation of CAPPS HR/Payroll will assist in several areas, the need for a consolidated Human Resources Information System to replace several stand-alone software programs/databases still remains.

In fiscal years 2018-2019, TPWD will transition to the statewide Enterprise Resources Planning (ERP) systems CAPPS HR/Payroll solution (Centralized Accounting and Payroll/ Personnel System). Five CAPPS HR/Payroll core modules will be implemented in fiscal year 2018 with two additional in fiscal year 2019.

TPWD anticipates requesting an exceptional item to implement CAPPS Financials within the 2020-21 biennium. Upon implementation, CAPPS will consolidate multiple systems, affording the department better efficiency and supporting its values of service and excellence. CAPPS delivers the functionality required by HB 3106, as passed by the 80th Texas Legislature.

In addition, the agency is rolling out the use of MS SharePoint, a real-time collaboration tool that improves efficiencies and enables rapid response to business needs. SharePoint and O365 are a secure place to store, organize and access information from almost any mobile device, eliminating geographical boundaries and allowing agency personnel to create and manage content at a single central location.

WORKFORCE ANALYSIS

AFRICAN-AMERICANS	STATE WORKFORCE	TPWD WORKFORCE		
	Percentage	Number	Population	Percentage
Administrative Support	20%	28	631	4%
Officials & Administrators	13%	3	23	13%
Paraprofessionals	35%	3	53	6%
Professionals	13%	27	922	3%
Protective Service Workers	33%	15	676	2%
Service & Maintenance	25%	7	420	2%
Skilled Crafts	7%	1	38	3%
Technicians	22%	9	253	4%

HISPANICS	STATE WORKFORCE	TPWD WORKFORCE		
	Percentage	Number	Population	Percentage
Administrative Support	33%	143	631	23%
Officials & Administrators	20%	2	23	9%
Paraprofessionals	30%	4	53	8%
Professionals	18%	121	922	13%
Protective Service Workers	24%	89	676	13%
Service & Maintenance	30%	86	420	20%
Skilled Crafts	26%	4	38	11%
Technicians	34%	40	253	16%

FEMALES	STATE WORKFORCE	TPWD WORKFORCE		
	Percentage	Number	Population	Percentage
Administrative Support	85%	536	631	85%
Officials & Administrators	50%	5	23	22%
Paraprofessionals	71%	32	53	60%
Professionals	22%	344	922	37%
Protective Service Workers	44%	49	676	7%
Service & Maintenance	48%	57	420	14%
Skilled Crafts	4%	1	38	3%
Technicians	61%	53	253	21%

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

TOTAL EMPLOYEE POPULATION

TPWD	Statewide
3,016	165,825

RACE

Race	TPWD Total	TPWD %	Statewide Total	Statewide %
White	2,362	78%	84,930	51%
Black	93	3%	36,241	22%
Hispanic	489	16%	40,140	24%
Other	72	2%	4,514	3%

AGE

Age	TPWD Total	TPWD %	Statewide Total	Statewide %
16 to 29	338	11%	29,906	18%
30 to 39	796	26%	39,299	24%
40 to 49	841	28%	40,785	25%
50 to 59	711	24%	37,538	23%
60 to 69	300	10%	16,461	10%
70 and over	30	1%	1,836	1%

LENGTH OF STATE SERVICE

Length of Service	TPWD total	TPWD %	Statewide Total	Statewide %
Fewer than 2 years	597	20%	29,062	18%
2 to 5 years	623	21%	30,352	18%
5 to 10 years	612	20%	29,930	18%
10 to 15 years	491	16%	20,149	12%
15 to 20 years	343	11%	16,941	10%
20 to 25 years	190	6%	12,735	8%
25 to 30 years	100	3%	7,370	4%
30 to 35 years	52	2%	3,162	2%
Greater than 35 years	8	0%	2,361	1%
Unknown			13,763	8%

The State Auditor's Office E-Class system was the data source using current FY 2018 data.