

Texas Department of Motor Vehicles

Workforce Plan

Fiscal Years 2021 – 2025

The Texas Department of Motor Vehicles sets the standard as the premier provider of customer service in the nation.

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TxDMV Vision, Mission, Philosophy and Values

Vision:	TxDMV sets the standard as the premier provider of customer service in the nation.
Mission:	To serve, protect and advance the citizens and industries in the state with quality motor vehicle related services.
Philosophy:	TxDMV is customer-focused and performance driven. We are dedicated to providing services in an efficient, effective and progressive manner as good stewards of state resources. With feedback from our customers, stakeholders and employees, we work to continuously improve our operations, increase customer satisfaction and provide a consumer-friendly atmosphere.
Values:	<p><u>Transparency</u>: Being open and inclusive in all we do.</p> <p><u>Efficiency</u>: Being good stewards of state resources by providing products and services in the most cost-effective manner possible.</p> <p><u>EXcellence</u>: Working diligently to achieve the highest standards.</p> <p><u>Accountability</u>: Accepting responsibility for all we do, collectively and as individuals.</p> <p><u>Stakeholders</u>: Putting customers and stakeholders first, always.</p>

Above and beyond the goals and strategies set forth in the General Appropriations Act (GAA), TxDMV's Board established three specific strategic goals to guide the workforce. They are:

- Performance Driven;
- Optimized Service and Innovation; and
- Customer Centric.

TxDMV Overview

The workforce of the Texas Department of Motor Vehicles (TxDMV) engages in the following program activities and support functions:

- Registers and titles motor vehicles, issues license plates and disabled placards;
- Licenses and regulates the motor vehicle dealer and salvage industry;
- Permits oversize/oversize vehicles and issues motor carrier credentials;
- Manages customer relations and the Customer Contact Center;
- Enforces the laws regulating motor vehicle sales and distribution, salvage, and motor carrier industries,
- Conducts administrative hearings and adjudicates Lemon Law and warranty repair complaints;
- Investigates fraud, waste, and abuse,
- Administers grant programs designed to prevent motor vehicle crime;
- Supports technology infrastructure and services for use by external stakeholders and departmental staff; and
- Provides department support functions in the areas of finance and administrative services, government and strategic communications, human resources, internal audit, and office of general counsel.

Workforce Overview

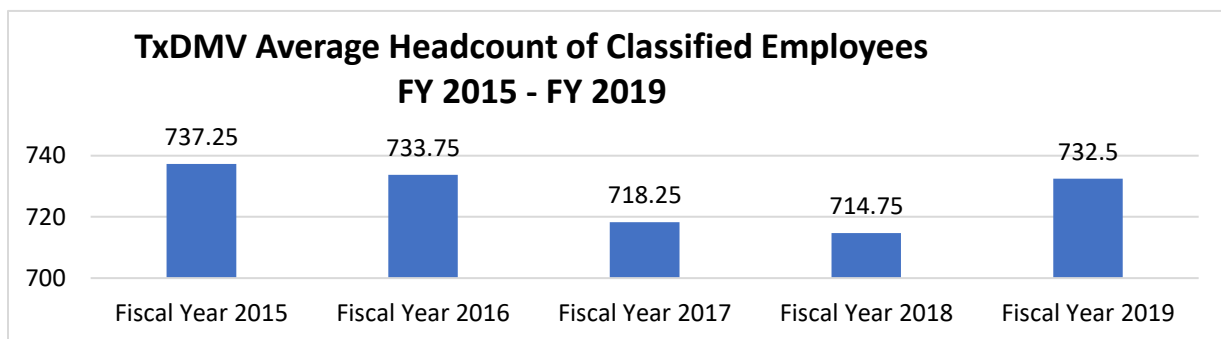
For the 2020 – 2021 biennium, the department was authorized 802 full-time equivalent (FTEs) positions in the General Appropriations Act (GAA). TxDMV is organized into 16 divisions and offices as follows in Table 1:

Table 1

Division	FTE Allocation
Compliance and Investigations Division	21
Consumer Relations Division	62
Enforcement Division	82
Executive Office	5
Finance and Administrative Services Division	74
Government and Strategic Communications Division	12
Human Resources Division	10
Information Technology Services Division	112
Innovation and Strategic Planning	1
Internal Audit Division	5
Motor Carrier Division	115
Motor Vehicle Crime Prevention Authority	5
Motor Vehicle Division	36
Office of Administrative Hearings	5
Office of General Counsel	14
Vehicle Titles and Registration Division	243
TxDMV Total FTEs	802

TxDMV's average employee head count increased from 714.75 in Fiscal Year 2018 to 732.5 in Fiscal Year (FY) 2019 as shown in Figure 1.¹ The lower employee headcount (average headcount is usually lower than the authorized number of FTEs due to turnover and vacancies) in 2017 and 2018 was largely due to the statewide hiring freeze that was in effect from January 2017 through August 31, 2017.

Figure 1

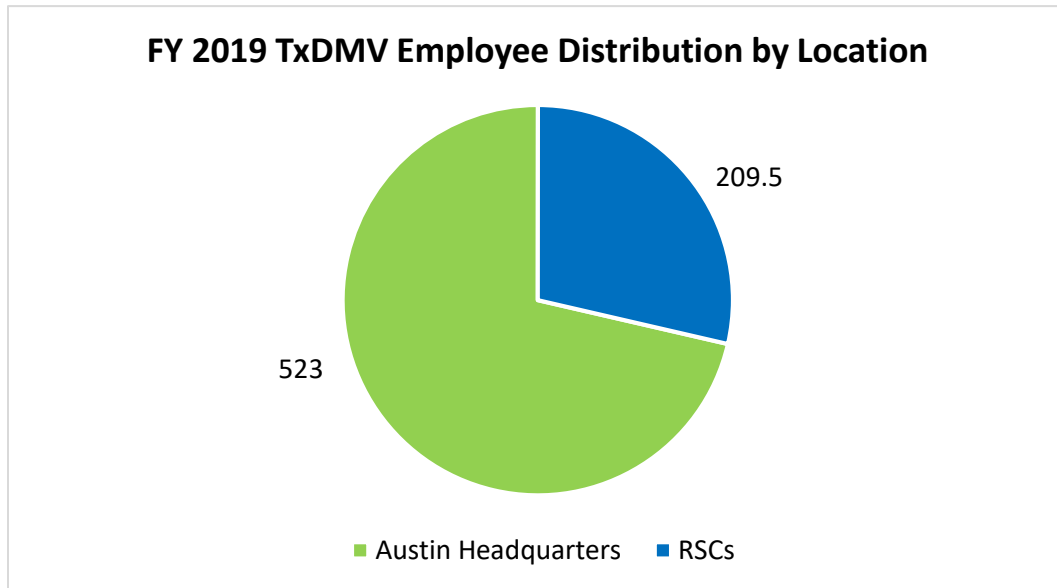


¹ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

Workforce Distribution by Location

The department's headquarters are located in Austin, Texas. Additionally, TxDMV operates 16 Regional Service Centers (RSCs) and employs staff throughout the state to meet the needs of its customers. Seventy-one percent of TxDMV staff (523 employees) work in the Austin headquarters and 29% (209.5 employees) work in various locations across the state as shown in Figure 2.²

Figure 2



Workforce Distribution by Job Classification

In FY 2019, TxDMV used 50 different position descriptions taken from the classification series in the State of Texas Position Classification Plan.³ The classification series with the largest number of employees was Customer Service Representatives with 27%. Three classification series account for the next largest number of employees compared to total employees; they were License and Permit Specialists, Program Specialists and Investigators with 10%, 10% and 8%, respectively. The remaining 45% of employees were dispersed throughout the other 46 job classification series in use.

² Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

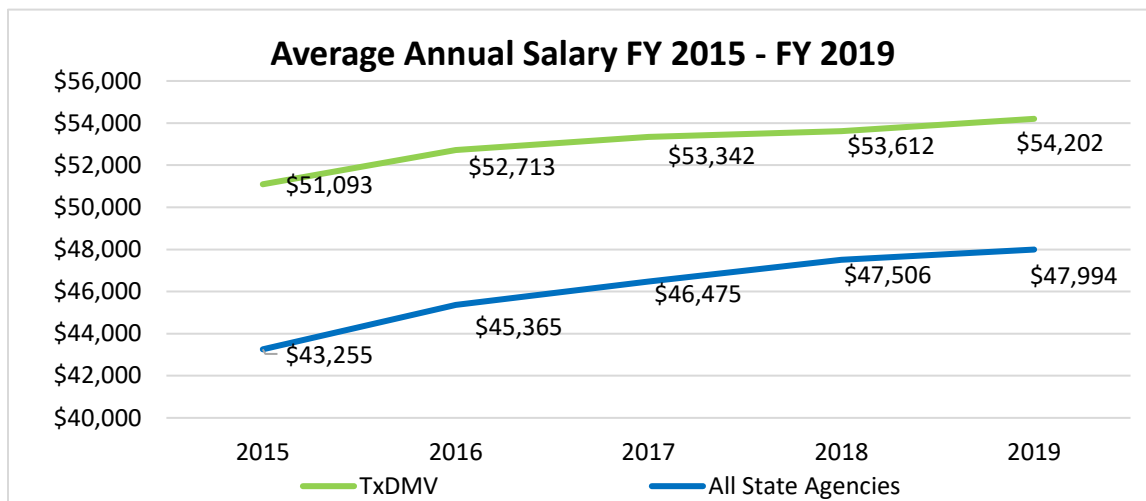
³ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

Workforce Salary

The average annual salary of TxDMV employees in FY 2019 was \$54,202; this was almost 13% higher than the statewide average salary of Texas state employees of \$47,994.⁴ The *median* annual salary for TxDMV employees was \$47,901 compared to the *median* of \$43,049 for all Texas State government employees.

TxDMV employee salaries have increased more slowly than the rest of Texas State government over the last three years. The average TxDMV employee salary increased by less than 1% per year; whereas the average overall salary of state employees increased by more than twice the average TxDMV salary increase as shown in Figure 3.

Figure 3



The majority (69%) of TxDMV employees are paid below the midpoint of their salary range, as shown in Figure 4. Employees in job classifications with the greatest number of TxDMV employees are generally paid below the midpoint of their pay range. Fewer than 10% of employees are paid above the midpoint among the 198.5 customer service representatives and the 75.75 license and permit specialists; only 16% of the 73.5 program specialists are paid above the midpoint, as shown in Figure 5.⁵

⁴ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

⁵ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

Figure 4

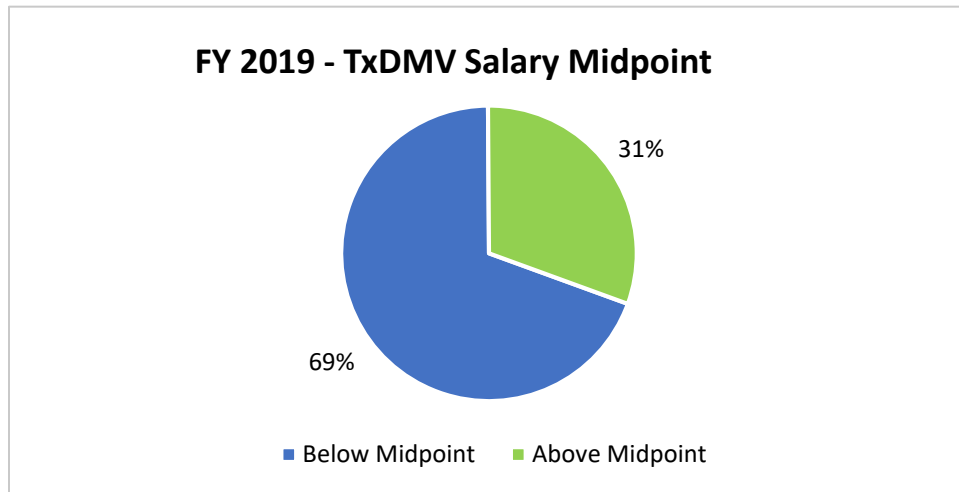
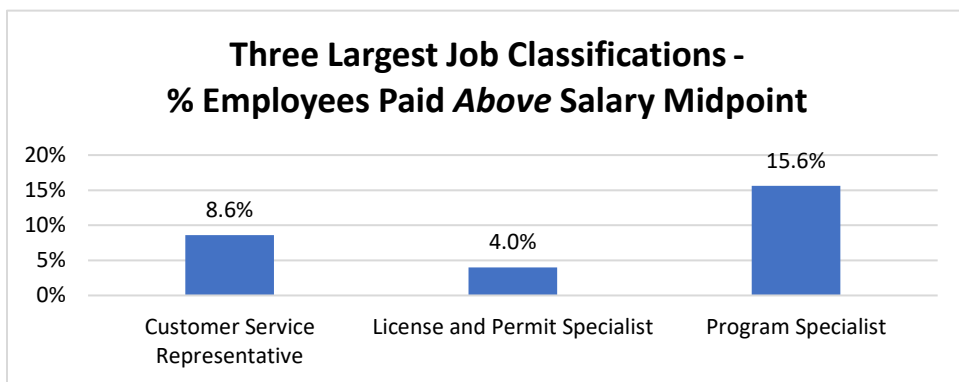


Figure 5



Not only are a majority of employees paid below the midpoint of their pay range, the pay for many of these employees is *significantly below* the midpoint. License and permit specialists are paid an average of 15% below the midpoint; and customer service representatives and investigators are paid an average of 10% below the midpoint.

Employee pay compared to midpoint is significant because the State Auditor's Office (SAO) creates pay ranges for state employees by establishing midpoints of each pay range which are comparable to market rates of pay. These market rates of pay include comparable positions for each job title in both the public and private sector.

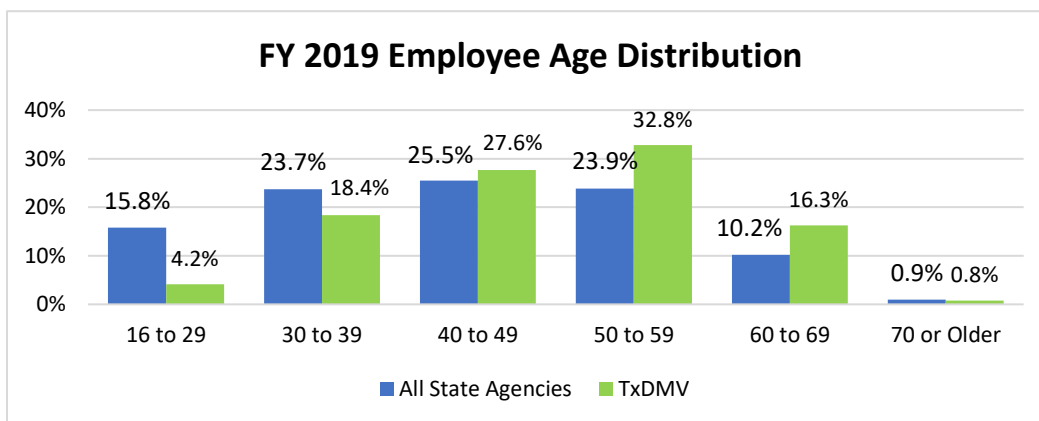
When employees are paid significantly below the pay range midpoints, their pay is significantly below competitive rates of pay compared to other organizations. This market disparity can significantly increase employee turnover.

Demographics of Current Workforce

Age

TxDMV employs staff of all ages, ranging from 21 to 81 years old. TxDMV has a significantly older workforce when compared to the rest of Texas state government. In FY 2019, only 4.2% of TxDMV employees were under the age of 30; the percentage of employees under 30 was significantly less than other Texas state agencies, which had more than three times as many employees under 30 years old. At the other end of the age range, TxDMV's workforce has significantly more employees over 50 compared to other state agencies at 49.9%. The age distribution of TxDMV has not changed significantly over the past five years, as shown in Figure 6.⁶

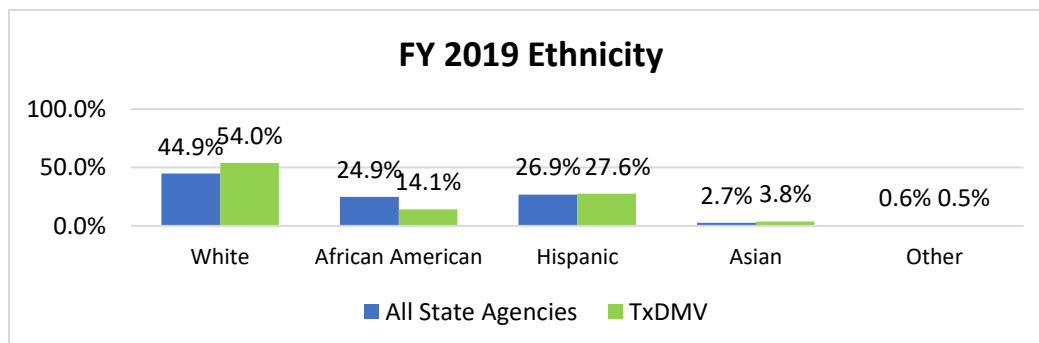
Figure 6



Ethnicity

In FY 2019, TxDMV had a lower percentage of African American employees when compared to the rest of the State government employment. TxDMV plans to increase its diversity recruitment efforts during the next biennium. Over the last 5 years, the percentage of employees in each ethnic group at TxDMV has remained consistent, as shown in Figure 7.⁷

Figure 7



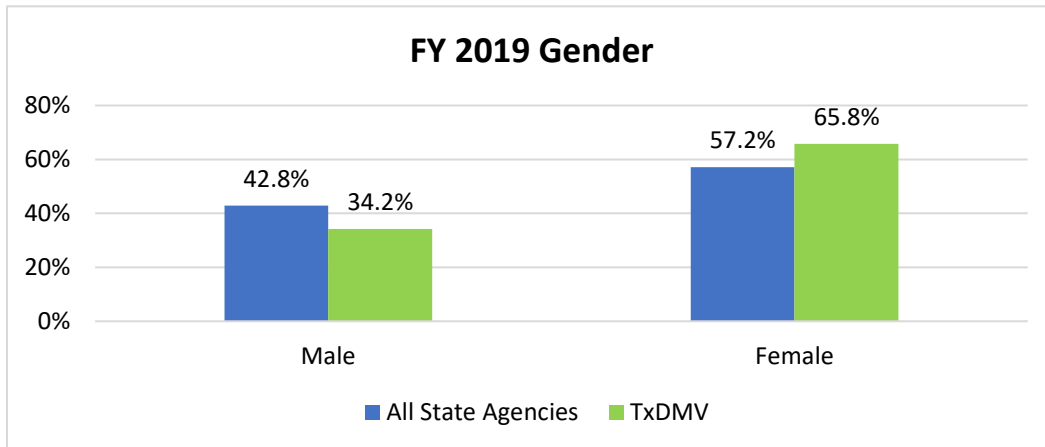
⁶ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

⁷ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

Gender

Consistent with overall Texas state government, females make up the majority of the workforce. The percentage of employees by gender has been consistent over the last five years, as shown in Figure 8.⁸

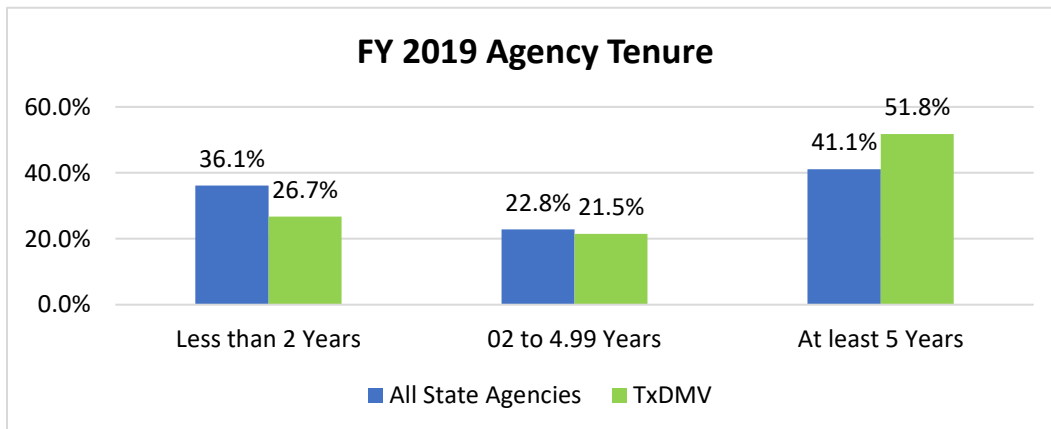
Figure 8



TxDmv Service Tenure

TxDmv's employees have more agency-specific experience than staff at other Texas state agencies. Over half of TxDmv employees have been at the department for at least five years; this is more than 10% higher than other agencies, as shown in Figure 9.⁹

Figure 9



⁸ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

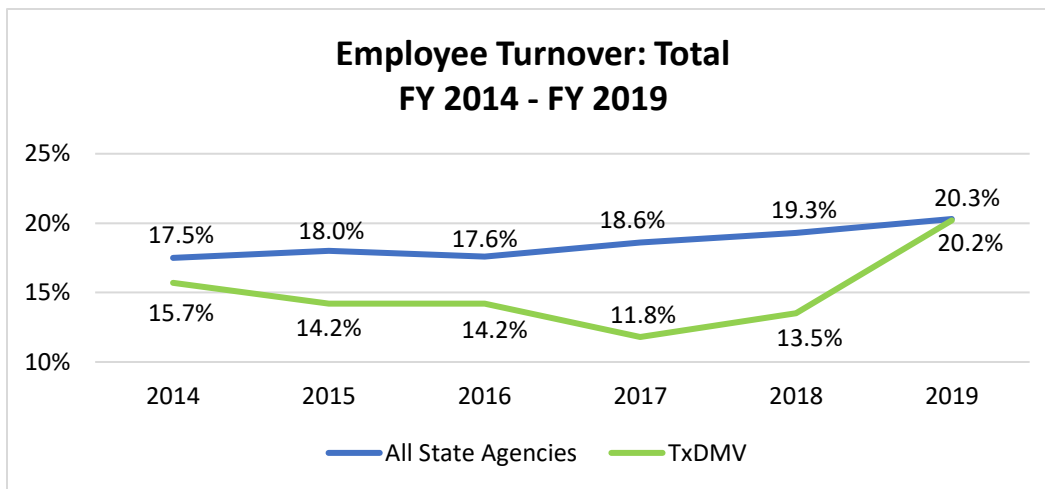
⁹ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

Employee Turnover

The overall turnover rate for all of Texas State Government was 20.3% compared to TxDMV's turnover rate of 20.2% in FY 2019, as shown in Figure 10.¹⁰

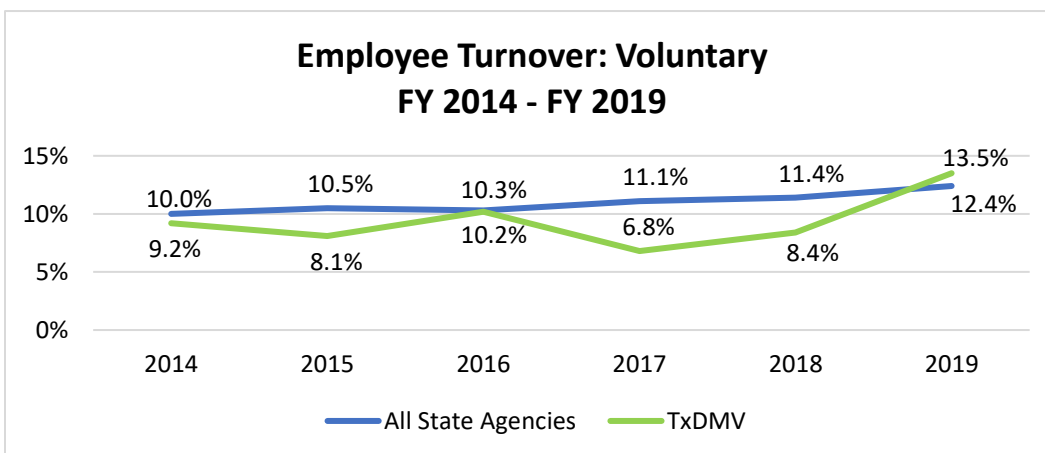
The turnover rate among all Texas state agencies has been trending upward over the last four years. Historically, TxDMV's total turnover rate has been significantly below the statewide average. However, in FY 2019, TxDMV's turnover rate was nearly identical to the statewide average.

Figure 10



The statewide *voluntary turnover* rate was 12.4% compared to TxDMV's voluntary turnover rate of 13.5% in FY 2019, excluding involuntary separations and retirements, as shown in Figure 11.

Figure 11



¹⁰ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

The department cannot specifically identify all factors contributing to the dramatic increase in TxDMV's turnover in FY 2019. However, following are two reasons for at least some of the increase:

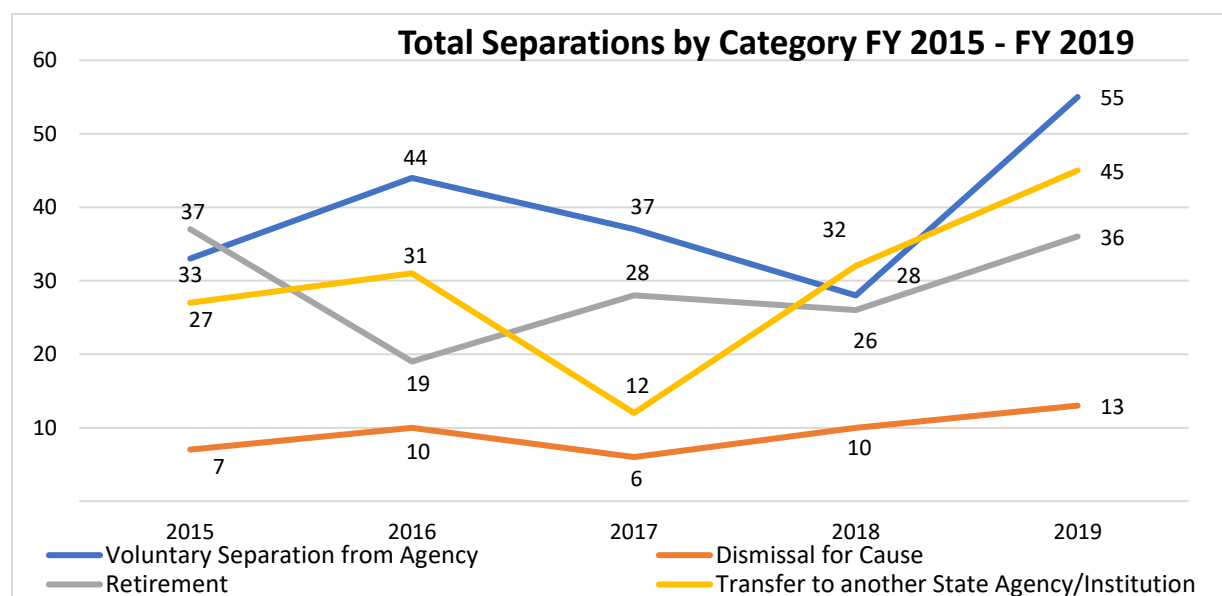
- Employee pay might be perceived as less competitive than in the past. For example, more employees self-reported leaving for significant salary increases than in the past. More than half of separating employees reported accepting a position that paid at least \$5,000 more than their salary at TxDMV. This percentage is an increase over the previous fiscal year and only one-third of separating employees reported leaving for that large of a salary increase in FY 2017.¹¹
- Additionally, there was a reorganization in the Information Technology Services Division starting in FY 2019; this reorganization resulted in significant turnover among information technology staff.

TxDMV had 149 total employee separations in FY 2019. Following are separation categories and the number and percentage of employees who separated in each category.¹²

Voluntary separation	55 employees	(7.5%)
Transfer to another State Agency or Institution	45 employees	(6.1%)
Retirement	36 employees	(4.9%)
Involuntary separation	13 employees	(1.8%)
TOTAL	149 employees	(20.3%)

The number of separations has increased in every separation category, and the number of employees who separated in each of the four categories is the highest it has been in the last five years, as shown in Figure 12.

Figure 12



¹¹ Source: Texas State Auditor's Office (SAO) State of Texas Employee Exit Survey, Fiscal Year 2019.

¹² Source: State Auditor's Office (SAO) E-Class System, All Employee Types, Fiscal Year 2019

All employees who separate voluntarily are provided the opportunity to complete an anonymous exit survey collected and compiled by the SAO. According to self-reported data from employees who chose to complete the survey, the top two reasons for employees leaving the department were Better Pay/Benefits (27.7%) and Retirement (23.4%).

According to the SAO survey, the two issues that separating employees would most like to change about TxDMV are compensation and benefits (59.6% of separating employees) and employee rewards and recognition (42.3% of separating employees).

Approximately two-thirds (64.8%) of TxDMV separating employees indicated they would work for the department again in the future. The percentage of separating employees who stated they would work for TxDMV has remained fairly constant over the past five years.

Retirees and Retirement Eligibility

In FY 2019, the percentage of employees who retired from agencies across Texas state government was 3% compared to TxDMV's employee retirement rate of 4.9%.¹³

As of February 2020, 104 TxDMV employees (14%) are eligible to retire or are return-to-work retirees. This includes 85 eligible for retirement and 19 employees who are currently return-to-work retirees. A return-to-work employee is someone who has retired from state government and then returned to working for state government as a current TxDMV employee.

Using TxDMV's current workforce composition the department projects that in FY 2025 more than 30% of TxDMV employees will be eligible to retire or will be a return-to-work retiree.¹⁴

Equal Employment Opportunity (EEO) Commitment

TxDMV is an equal opportunity employer. The department does not allow or condone discrimination based on race, color, religion, sex (including pregnancy), national origin, age, disability or genetic information. TxDMV's workplace is comprised of a diverse team of people and professionals. The department, through its policies and training, maintains a workplace environment for all applicants and employees that is productive, efficient, free from discrimination, free from intimidation, free from harassment, and free from retaliation.

Department policy prohibits degrading or abusive conduct toward anyone in the workplace environment and is not tolerated; such conduct/behavior is unacceptable. Any behavior degrading another's race, color, religion, national origin, sex (including pregnancy), disability, age, genetic information, sexual orientation or veteran status is a serious violation of the department's EEO Policy.

¹³ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

¹⁴ Source: Centralized Accounting and Payroll/Personnel System (CAPPS)

EEO Categories

Equal Employment Opportunity Commission (EEOC) reporting requires TxDMV to report the composition of the workforce by race/ethnicity and gender categories. Outlined below are descriptions of the department's EEOC job categories and percentage of TxDMV employees in each category.

Administrative Support (including Clerical): Occupations which require employees to engage in internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.

Officials and Administrators: Occupations which require employees to set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the department's operations, or provide specialized consultation on a regional, district or area basis.

Professionals: Occupations which require employees with specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.

Service Maintenance Workers: Workers in both protective and non-protective service occupations.

Skilled Craft Workers: Manual workers of relatively high skill level having a thorough and comprehensive knowledge of the processes involved in their work. Exercise considerable independent judgment and usually receive an extensive period of training.

Technicians: Occupations which require employees with a combination of basic scientific or technical knowledge and manual skills which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.¹⁵

Table 2

FY 2019 EEO Distribution by Race/Ethnicity						
	White	Hispanic	African-American	Asian	Other	Total Headcount
Administrative Support	46.4%	34.6%	16.6%	1.8%	0.6%	396
Officials & Administrators	69.4%	22.3%	7.0%	1.3%	0.0%	78.5
Professionals	64.1%	15.0%	12.6%	7.8%	0.5%	166.5
Service Maintenance & Skilled Craft	100%	0.0%	0.0%	0.0%	0.0%	2
Technicians	54.5%	25.1%	12.0%	7.3%	1.1%	89.5

¹⁵ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time, Fiscal Year 2019

Table 3

FY 2019 EEO Distribution by Gender			
	Male	Female	Total Headcount
Administrative Support	17.0%	83.0%	396
Officials & Administrators	49.0%	51.0%	78.5
Professionals	48.8%	51.2%	166.5
Service Maintenance & Skilled Craft	100.0%	0%	2
Technicians	68.4%	31.6%	89.5

Workforce Supply

According to the U.S. Census Bureau, the number of people in Texas grew by 294,036 from July 2018 to July 2019, bringing the state's total population to almost 29 million.¹⁶ While the population continues to grow, in recent years the unemployment rate had continually decreased prior to the COVID-19 pandemic. The U.S. unemployment rate reported in August 2019 was 3.7% compared to the Texas unemployment rate of 3.4%; this was the lowest Texas unemployment rate since series tracking began in 1976.¹⁷ This low unemployment rate drastically affected the number of qualified candidates that were seeking employment.

Projection

TxDMV currently possesses the human resources necessary for providing premier customer service to the motoring public. Areas of concern during the next five years include reducing overall department turnover, expanding diversity recruitment, conducting salary parity studies and making needed adjustments and managing the workforce with a large number of employees who are eligible for retirement.

Demand Analysis and Future Workforce Skills Needed

The future workforce skills needed will continually evolve. With technological advances, the information needs and expectations of the public continue to expand. TxDMV must continue to recruit skilled staff and develop the skills of current employees necessary to meet these needs. In addition, the department will continue to use technology to revise and streamline work processes and provide additional web-based services. Any legislative changes could expand or modify the workforce needs and FTE requirements of TxDMV.

¹⁶ Source: <https://www.census.gov/quickfacts/fact/table/TX/PST045219#PST045219>

¹⁷ Source: <https://www.bls.gov/opub/ted/2019/unemployment-rates-lower-in-five-states-from-august-2018-to-august-2019.htm> , <https://www.twc.texas.gov/news/texas-unemployment-rate-holds-steady-34-percent>

Anticipated Increase/Decrease in FTEs

TxDMV is currently in the process of developing its exceptional item requests.

Recruitment and Retention

TxDMV focuses on recruiting and retaining a diverse and qualified workforce as described below.

Recruitment

- Continue encouraging managers to recruit veterans to apply to meet the department's goal of employing a workforce comprised of 20% veterans
- Continue recruiting a diverse and well-qualified applicant pool by announcing job postings on the department's website, Facebook page, Twitter account, the Centralized Accounting and Payroll/Personnel System (CAPPS) job posting page, and the WorkinTexas website
- Expand formal and informal recruiting of employees in underutilized race or gender categories
- Increase formal recruitment efforts through attendance at job fairs and more targeted job postings on industry-specific and occupation-specific job posting sites
- Target college students and recent college graduates by providing paid internships

Retention

- Continue providing paid leave to reward outstanding performance
- Develop career paths to allow for internal employee promotions and professional advancement
- Develop formal employee wellness committee and program
- Expand training and development by
 - Developing and providing custom-designed training and development activities for program and division-specific groups
 - Offering tuition assistance to support employee's educational activities aligned with department needs
 - Providing department-wide training and development activities both online and instructor-led
 - Providing a Professional Leadership Academy for all supervisors and managers
- Increase the use of alternative work schedules and telecommuting opportunities to address the needs of department employees
- Continue to provide an Employee Assistance Program for both employees and immediate family members at no cost to employees and increase communication about the various programs offered
- Recognize employees' state service through the State Service Award program
- Reward employees with one-time and/or recurring merit pay increases whose performance exceeds that which is normally expected or required

Conclusion

TxDMV is acutely aware that it competes in a highly competitive job market. TxDMV is focusing on new and innovative approaches to recruit and retain the best and the brightest candidates to meet its future workforce needs, especially in the areas of technology and customer service.

The department recognizes that recruiting, developing and retaining a qualified workforce is imperative to achieving its goal of being Customer Centric. TxDMV continues to recruit a diverse workforce, support the development of its employees through various activities and initiatives, and provide a wide array of benefits to retain its employees.

The *Survey of Employee Engagement Texas Department of Motor Vehicles Executive Summary 2020*, is included below.