

SCHEDULE F

Workforce Plan



Life's better outside.®

TEXAS PARKS AND WILDLIFE DEPARTMENT

Workforce Plan

Fiscal Years 2021-2025

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:

- 2020 – 125th Anniversary of Law Enforcement function
- 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, conservation and protection of natural and cultural resources
- Provision of outdoor recreational opportunities
- Conservation education and outreach
- Cultural and historical preservation

TPWD manages a staff, on average, of 3,001.1 full-time and part-time employees working within 89 state parks/historic sites, 50 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 an eleven-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 73% of department staff work at field locations.

The department has a legislatively authorized full-time equivalent (FTE) cap of 3,162.3 in 2020. The workforce headcount during FY2019 averaged 3,001.1 regular full- and part-time employees. This number increases significantly during summer months with the addition of seasonal temporary employees 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 2019. The survey found that 85% of key constituents who responded to the online web survey were very satisfied or satisfied with TPWD overall. These include the following areas: cleanliness of facilities, staff knowledge, staff friendliness, usefulness and ease of finding information on the website and printed information.

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 Resources 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 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 developed in coordination with other divisions and administered through the Human Resources Division located at the Austin Headquarters.

Human Resources Strategic Goals

The Human Resources Division's mission focus is on achieving excellent customer service based on five strategic goals: talent management, personnel administration, shared culture, delivery of outstanding learning and development opportunities and promoting a culture of diversity and inclusion.

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.

Goal 5: Diversity and Inclusion – Foster a welcoming environment within TPWD's employee base and the citizens it serves.

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 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 29 million, Texas has four 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 2022, Hispanics will become the majority population group, surpassing whites.

New Legislation

The 86th Legislature made changes to leave requirements regarding paid leave for a state employee who is a search and rescue volunteer. A brief summary follows:

House Bill 41 (Relating to Paid Leave for a State Employee Who is a Search and Rescue Volunteer)

- Amends the provision providing paid leave to volunteer firefighters and emergency medical services for training purposes to include state employees who are search and rescue volunteers, making them eligible for paid leave for the purpose of attending search and rescue training conducted by a state agency or institution of higher education.
- Allows TPWD to adopt an agency policy for granting paid leave to a search and rescue volunteer for the purpose of responding to an emergency fire, medical, or search and rescue situation.

INTERNAL ENVIRONMENT

Appropriations

| | |
|-------------------------------|---------------|
| Total Appropriation 2014-2015 | \$597,326,018 |
| Total Appropriation 2016-2017 | \$700,294,009 |
| Total Appropriation 2018-2019 | \$739,212,682 |
| Total Appropriation 2020-2021 | \$795,338,371 |

Funding

For the 2020-21 biennium, TPWD's appropriation authority totaled \$795.3 million. This included several TPWD-requested base funding adjustments to address important and long-standing agency priorities such as state park funding shortfalls, capital construction project paid salaries, critical staff recruitment and retention issues, funding for the new Support Resources Division, as well as other operational needs within the department.

The appropriations also reflected approval of portions of TPWD's exceptional item requests, including state park operations and FTEs (\$4.4M), development of Palo Pinto Mountains State Park (\$12.5M), Law Enforcement equipment (\$1.0M), funding to implement CAPPs Financials (\$2.4M) and Local Park Grants (\$0.8M). Funding for other initiatives included \$300K for oxygen canisters, \$11.0M for local park special projects, and \$500K for a grant to the Texas State Aquarium wildlife rescue center. Finally, the Legislature made a significant investment in capital construction, increasing Sporting Good Sales Tax (SGST) funding for deferred maintenance by a total of \$33.9M.

In addition, several funding changes tied to newly passed legislation and other legislative initiatives were included in Article IX of the General Appropriations Act, as follows:

- Section 18.06 - Contingency for HB1300 (Oyster Mariculture) - appropriates any oyster aquaculture fees collected to the department;
- Section 18.34 - Contingency for HB1422 (Appropriation of Proceeds from Sale of Collections Items) - appropriates proceeds from the sale of qualified de-accessioned collection items for the purpose of direct care and preservation of historical collections managed by the agency;
- Section 18.58 - Contingency for SB1511 (Battleship TEXAS) - directs TPWD to transfer any unencumbered and unexpended balances of \$1.3M per year for operations and \$700,000 per year for emergency repairs to the Battleship TEXAS to the designated non-profit foundation, effective on the date the foundation assumes operational responsibility;
- Section 18.72 - Contingency for SB733 (Managed Lands Deer Program [MLDP]) - appropriates MLDP participation fees, not to exceed \$1.3M per year to TPWD for the MLDP;
- Section 18.97 - Contingency for HB1422 (Historic Site Transfers) - reduces appropriations for state park operations by a total of \$1.97M in FY2020 and \$1.99M in FY2021 and reduced FTEs by 42.3 per year, contingent on transfer of historic sites to the Historical Commission, and;
- Section 18.100 - Local Park Grant for Judge Charles Rose Sr. Park - appropriates an additional \$1.0M to TPWD to provide grants to the City of Dallas for development of park facilities at the Judge Charles Rose Sr. Park.

A total of \$53.5M was also provided to TPWD via Senate Bill 500, the supplemental funding bill. This included funding for Battleship TEXAS repairs and curatorial study (\$35.5M), repairs to structures and equipment for damage caused by Hurricane Harvey (\$8.0M), Law Enforcement radios (\$5.0M) and repairs to the Wyler Aerial Tramway (\$5.0M).

Of note is that 100% of SGST and the full allowable amount of Unclaimed Refunds of Motorboat Fuel Tax (URMFT) were appropriated to TPWD for the 2020-2021 biennium. Looking forward, legislative passage and subsequent voter approval of SB26 and SJR24, which allow for automatic appropriation of 93% of SGST to TPWD, will result in a more consistent, reliable and predictable funding for state and local park needs in the future.

Staffing

For the 2020-2021 biennium, TPWD's FTEs increased by a total of 14.6 in FY2020 and 21.5 in FY2021. This reflects additional FTEs approved for state park operations (46.0 FY2020/52.4 FY2021) and implementation of CAPPs Financials (10.9 FY2020/11.4 FY2021), offset by the reduction in FTEs tied to the transfer of historic sites to the Historical Commission (42.3 per year).

Projected Retirements

A significant staffing issue for the department is the substantial number of staff that are eligible to retire now and over the next several years. According to retirement projections, approximately 30% of department employees will be eligible to retire by the end of fiscal year 2025. Of particular note, approximately 37% of TPWD law enforcement officers are eligible for retirement in the next five years.

Changes in Leadership/Key Staff

Changes in key management positions have also occurred at TPWD. In addition to the Chief Operating Officer, a number of division directors have retired in recent years, including those for the Law Enforcement and Legal Divisions and the Director of Internal Audit. There have also been changes in leadership of the Human Resources and Infrastructure Divisions. TPWD is in the process of hiring a new Chief Operating Officer in the Executive Office to oversee routine administrative functions. A Support Resources Division was created in 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 10.3% in FY2019, as well as roughly 41.4% of employees having 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 45 return-to-work retirees and 402 employees who are eligible to retire on or before the end of FY2025. With a total of 30% of the department's staff approaching 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 FY2019, TPWD's workforce consisted of:

- 2,940 classified regular full-time (CRF) employees
- 58 classified regular part-time (CRP) employees
- 146 temporary employees working on short-term projects and other temporary work assignments up to one year
- 208 veterans
- 11,925 active volunteers
- 137 interns (paid and unpaid)

The TPWD workforce increases significantly in the summer, with the addition of interns, seasonal and temporary employees. Almost all divisions will supplement full-time employees with paid and unpaid interns, and in some cases, with external funding resources like the Texas Parks and Wildlife Foundation and the Al Henry Natural Resource Conservation Internship Program. The seasonal and temporary workforce is essential due to the increase of activities and visitors at TPWD's facilities. In addition, they support ongoing programs, events, maintenance and overall operations, primarily in the State Parks, Inland Fisheries, Coastal Fisheries, Law Enforcement, and Wildlife Divisions.

TPWD is continuing to address the challenge of attracting and retaining a diverse workforce. Of the 2,998 classified regular full-time (CRF) and classified regular part-time (CRP) employees in FY2019:

- 35% are female
- 65% are male
- 21.7% are ethnic minorities
- 78.3% are white

Females occupy significant leadership roles in the department, serving as Chief Operating Officer, Director of Infrastructure, Director of Internal Audit and Director of Human Resources. Over the past two years, the percentage of ethnic minorities has slightly risen. 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 comrade 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 boat safely, responsibly, lawfully and ethically.

In FY2019, TPWD had at least 11,925 active volunteers working within the department. These volunteers provided over 1,144,498 hours of service for a number of volunteer programs. These services are equivalent to 550 FTEs, valued at over \$29.1 million based upon the value of volunteer time at \$25.43/hour. TPWD continues to seek opportunities to expand its volunteer program and expects to increase this workforce by an additional 5% by FY2023. 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 qualified 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 FY2019 turnover rate was 12.7%, compared to the statewide average of 20.3%. TPWD's turnover has remained comparably low since 2014, which indicates that retention efforts have been successful. The department tailors its retention efforts to information gained from exit interview data collected by the State Auditor's Survey System, particularly focusing on reasons given by employees for leaving the organization. HR is planning to implement an agency-wide internal exit interview on voluntary separations in the next five years. This valuable information will be used to identify issues that affect employee retention, such as inefficient supervisors, workplace climate and competitive market pay information.

These insights allow appropriate interventions to be implemented to enable retention of valuable employees. For FY2019, the top five reasons reported for voluntary separations from the department were:

- (1) No or little career advancement opportunities (23.8%);
- (2) Retirement (19.0%);
- (3) Issues with supervisor/issues with employees supervised (19.0%);
- (4) Better pay/benefits (14.3%);
- (5) Relocation (9.5%).

WORKFORCE COMPARISON

Future Workforce Profile (Demand Analysis)

The workforce within TPWD supports core functions and evolves to support new priorities. The implementation of the Centralized Accounting and Payroll/Personnel (CAPPS) HR and the future implementation of CAPPS Financials have impacted the organizational structure of Financial Resources (FR) and Human Resources (HR) Divisions. The payroll functional area within FR merged into HR. Additional changes may occur, with some sections that may expand and develop new responsibilities to accommodate the use of the new system.

The Information Technology (IT) Division is anticipating an operational shift to address tactical customer service requests by decentralizing the location of IT staff providing services to field locations. This will allow desktop and network services to be located 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 continue to 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. HR follows the guidelines provided by the State of Texas Classifications Plan of the State Auditor's Office and works closely with the agency supervisors and managers to identify the basic and advanced technical skills and competencies of 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. Newly identified competencies include 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. The Senior Leadership Development Program prepares participants for senior-level lead roles that create a culture of leadership by providing them with strategies, resources, and experiential references. Similarly, the mentoring program includes four phases which will provide career development, knowledge transfer, and staff retention for all hierarchical levels of employees.

Although approximately 73% 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 IT, Legal and Infrastructure, are especially challenged with attracting and retaining 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, these divisions face challenging tradeoffs between recruiting recent graduates just starting their careers and having difficulty retaining those with more technical experience or greater expertise.

GAP ANALYSIS

Aging Workforce and Attrition

TPWD has an aging workforce, with approximately 61% of all employees at or above age 40 and 33% 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 large 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 recruiting veterans with vast leadership experience, succession planning efforts, mentoring and technical and 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, to care for their own elderly parents. Hence, TPWD's robust wellness program focuses on both physical and mental health to reduce risk factors and mitigate potential issues.

On the opposite end of the spectrum, the 39% of employees under 40 bring a wealth of diverse thinking and newer ways of doing business. This younger demographic is a key component to diversity and outreach efforts, but this age group may change employers more frequently due to lack of opportunity to advance. They tend to look for continued challenges and upward mobility more rapidly than older employees. They also value non-traditional work arrangements such as teleworking, pay-by-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

The department's turnover rate is currently 12.7%. Responses to exit surveys indicate this turnover is due partially to little or no career advancement opportunities (23.8%). These respondents' classifications are disproportionately park police officers,

architects, engineers, information technology, and human resources and training professionals. For 20 years, the results from the Survey of Employee Engagement (SEE) have confirmed that salary remains the number one issue related to job satisfaction. In addition, TPWD has experienced recruiting difficulties for many mid-level and senior positions due to below-market salaries.

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 second and third quartile of the pay ranges. There is a different distribution in Schedule B, where the majority of employees are in the first and second quartile, but it is clear that 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.

Women and Minorities

There is a particularly concerted effort to target recruitment of women and minority candidates within cadet classes for Law Enforcement Division game wardens and State Parks Division park police officers. These efforts are reflected in the diversity of the recently graduated academy class. This success will have to continue 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.

In an effort to increase the diversity of the professional workforce at TPWD, the department has initiated non-traditional university partnership program. These partnerships engage both Hispanic Serving Institutions (HSI) and Historically Black Colleges and Universities (HBCU) in Texas to create a more diverse and inclusive TPWD talent pipeline. This partnership provides guidance to the universities on securing additional funds for projects that will give their students practical experience related to work done by TPWD. The expectation is that the graduating students from these partner universities will be better prepared to compete for jobs at TPWD.

Veterans

Senate Bill 805, as passed by the 84th Legislature, specified that veterans should comprise 20% of an agency 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 veterans who work throughout the department. While some divisions reflect higher percentages, TPWD's agency-wide percentage of veterans in the workforce currently stands at 9.58%, 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 more diverse workforce appropriately to avoid losing the competencies needed to accomplish the TPWD mission. This is an opportunity to maximize the technological talents of the workforce to transform business practices and leverage emerging technologies.

STRATEGY DEVELOPMENT

TPWD is committed to addressing the gaps identified in its workforce. These efforts include increasing outreach and recruitment of non-traditional populations and veterans to increase workforce diversity, addressing pay inequities, and continuing leadership and technical 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, better reflecting the demographics of the state.

Given the number of employees who are currently eligible to retire and those who 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 to focus on internships, veterans' services, and volunteer services. The veterans' liaison role works towards meeting the 20% veteran workforce goal in compliance with Texas Government Code, Chapter 657. 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 HBCUs and HSIs;
- 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 recruitment of 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 throughout the state to increase exposure at Texas college/university job fairs and conducting virtual recruitment events with HR and Law Enforcement recruiters;
- Increase local recruitment by Recruitment Representatives so our labor force better represents the demographic makeup of communities.

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 continue to emphasize the total rewards strategy to include total compensation packages in conjunction with non-monetary compensation, such as a retirement plan, health benefits, 401K, 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 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.
- TPWD’s in-house Senior Leadership Development Program (SLDP) 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 takes place in odd-numbered years, and 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 most recent program consisted of 35-40 attendees, representing all 13 TPWD divisions in each cohort.
- Continuing to develop first-line managers and team leaders through TPWD’s 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 across the agency 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 of the New Manager phase, an additional pilot of the Mentoring for Growth phase of the Mentoring Program will launch. This phase of the Mentoring Program gives preference to mentees who are in their third through sixth year of tenure at TPWD and matches them with mentors who have been in managerial positions for at least one year and employed for at least five years at TPWD. Upon the success of this year-long pilot, the Mentoring Program will be launched with all its phases and with a larger reach for more employees to build mentoring relationships for professional and personal growth.
- Establishing a Statewide Training Tour to be presented in even-numbered years. This program will offer three days of professional development sessions in a different part of the state every other month for the entire year. These classes will be open to all employees and high-performing volunteers.
- Continuing to offer training modules in topics such as public-facing service, conflict management, communication, dealing with difficult people, high-performing teams, coaching, diversity, managing up, personality differences, organizational skills and time management, along with topics that are requested by our employees.
- Adding First Aid and Cardiopulmonary Resuscitation (CPR) to our course catalogue.
- Establishing a professional development conference once a year in odd-numbered years for employees across the agency to participate in a variety of classes.
- 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 and compliance. Classes are also being offered by the department throughout the state to reduce 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, one-time merits, and paid administrative leave to recognize employees’ significant contributions to the department’s mission.
- Encouraging participative management strategies that allow individual contributors to take an active role in decision-making, which increases employee engagement.
- Providing tuition assistance to supplement student-employee educational endeavors that will prove beneficial to TPWD.
- 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 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 designated “Mother-Friendly Worksite” employer.
- Creating a more welcoming environment that fosters job satisfaction and retention through diversity and inclusion initiatives.
- Developing and executing recruitment strategies to reach broader segments of the population.
- Improving retention across the agency through individual development and training.

Other Actions and Strategies

Technology

In recent years, the HR 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 via CAPPs with 24/7 access. While progress has been made and the implementation of CAPPs HR/Payroll has assisted in several areas, the need to consolidate and/or replace several stand-alone software programs and databases remains.

CAPPs delivers the functionality required by HB 3106, as passed by the 80th Texas Legislature. The final module, Learning Management, is being implemented in FY2020. In the 2020-21 biennium, TPWD will implement the CAPPs Financials component supporting the financial and procurement operations including: budget, purchasing, commitment accounting, general ledger, inventory and asset management. CAPPs consolidates multiple systems and affords the department better efficiencies. At the same time, TPWD continues to work with the Comptroller’s office on enhancements to the system to improve functionality and workflow.

In addition, the agency is well into rolling out the use of a real-time collaboration tool that improves efficiencies and enables rapid response to business needs. This tool meets Criminal Justice Information Systems (CJIS) federal compliance standards, providing a secure place to store, organize and access information from almost any desktop and mobile device, eliminating geographical boundaries and allowing agency personnel to create and manage content at a single central location. TPWD has recently updated its communication and collaboration platform, which includes a workplace chat function, virtual meetings, collaborative file sharing, and application integration.

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 the state and across the nation, including individuals of various 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. Continue development of the Recruitment Representative Program | <ul style="list-style-type: none"> Renew statewide employee representative plan for recruitment, including other organization visitation, and event visibility. Solicit representative participants from each division across the state. Maintain a training program for division representatives. Create diversity and inclusion website for internal and external audience. |
| 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 online tool to track applicants from initial contact through six months post-hire. |
| 4. Increase diversity in internship program | <ul style="list-style-type: none"> Continue to solicit funding increases for intern programs from the Texas Parks and Wildlife 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. Develop enhanced relationships with college administrators to assist in recruitment efforts | <ul style="list-style-type: none"> Engage natural resource division staff to review and facilitate curriculum enhancements at HSIs and HBCUs to mimic requirements for positions within Natural Resources agencies. Partner with HSIs and HBCUs 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 HSIs and HBCUs, which can be used to encourage matriculation of natural science majors at their university. |

| Objective: Develop and Execute Strategic Recruitment Outreach to Reach a Broader Segment of the Population | |
|---|---|
| 6. Review division interview processes to ensure objectivity in candidate selections | <ul style="list-style-type: none"> • Provide a hiring manager’s guide for applicant interviews and selection, which will decrease the level of subjectivity in the hiring process. |
| 7. Applicant tracking | <ul style="list-style-type: none"> • Add applicant referral questionnaire to CAPPS application process (e.g., How did you hear about this position?). |

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 a vendor or internal employees 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 staff who make regular 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 D&I efforts and provides feedback to the Chief Diversity and Inclusion Officer 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 participants’ skills and relationships within their divisions to communicate the TPWD D&I message across the agency. Secure feedback from divisions to be used for planning and direction of D&I strategy. |
| 5. Include presentation on D&I to New Employee Orientation program | <ul style="list-style-type: none"> • Incorporate a presentation on the value of D&I to TPWD into every New Employee Orientation. |
| 6. Add a D&I web page for TPWD | <ul style="list-style-type: none"> • Create and manage a public-facing D&I 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. |

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. 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 regular contact with the public. • Work with internal training groups to schedule and track cultural awareness assessments. |
| 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 on the InsideTrack blog on WILDnet and on the TPWD D&I web page. |
| 4. Continue collateral material image updates to include diverse faces | <ul style="list-style-type: none"> • Meet with Communications Division 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 D&I | <ul style="list-style-type: none"> • Meet with local and statewide organizations with natural resource-related missions to develop partnership around specific outreach activities. |

WORKFORCE ANALYSIS

| AFRICAN-AMERICANS | STATE WORKFORCE | TPWD WORKFORCE | | |
|----------------------------|-----------------|----------------|------------|------------|
| | Percentage | Number | Population | Percentage |
| Administrative Support | 21% | 24 | 606 | 4.00% |
| Officials & Administrators | 13% | 3 | 23 | 13.33% |
| Paraprofessionals | 36% | 1 | 67 | 1.49% |
| Professionals | 17% | 28 | 943 | 2.97% |
| Protective Service Workers | 35% | 16 | 658 | 2.36% |
| Service & Maintenance | 26% | 8 | 408 | 1.90% |
| Skilled Crafts | 7% | 1 | 31 | 3.28% |
| Technicians | 22% | 10 | 265 | 3.78% |

| HISPANICS | STATE WORKFORCE | TPWD WORKFORCE | | |
|----------------------------|-----------------|----------------|------------|------------|
| | Percentage | Number | Population | Percentage |
| Administrative Support | 33% | 143 | 606 | 23.53% |
| Officials & Administrators | 20% | 2 | 23 | 6.67% |
| Paraprofessionals | 36% | 10 | 67 | 15.30% |
| Professionals | 17% | 126 | 943 | 13.34% |
| Protective Service Workers | 35% | 89 | 658 | 13.46% |
| Service & Maintenance | 31% | 86 | 408 | 21.02% |
| Skilled Crafts | 26% | 1 | 31 | 3.28% |
| Technicians | 35% | 41 | 265 | 15.50% |

| FEMALES | STATE WORKFORCE | TPWD WORKFORCE | | |
|----------------------------|-----------------|----------------|------------|------------|
| | Percentage | Number | Population | Percentage |
| Administrative Support | 86% | 509 | 606 | 84.06% |
| Officials & Administrators | 51% | 3 | 23 | 13.33% |
| Paraprofessionals | 73% | 42 | 67 | 62.31% |
| Professionals | 59% | 360 | 943 | 38.19% |
| Protective Service Workers | 46% | 48 | 658 | 7.30% |
| Service & Maintenance | 48% | 47 | 408 | 11.40% |
| Skilled Crafts | 4% | 1 | 31 | 2.46% |
| Technicians | 62% | 52 | 265 | 19.57% |

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

TOTAL EMPLOYEE POPULATION

| TPWD | Statewide |
|-------------|------------------|
| 2,998 | 150,319 |

RACE

| Race | TPWD Total | TPWD % | Statewide Total | Statewide % |
|---|-------------------|---------------|------------------------|--------------------|
| American Indian or Alaskan Native | 32 | 1.06% | 746 | 0.50% |
| Asian | 32 | 1.08% | 4,047 | 2.69% |
| Black | 91 | 3.02% | 37,511 | 24.95% |
| Hispanic | 497 | 16.58% | 40,400 | 26.88% |
| White | 2,347 | 78.26% | 67,447 | 44.87% |
| Native Hawaiian or other Pacific Islander | 0 | 0.00% | 16 | 0.01% |
| Two or More Races | 0 | 0.00% | 153 | 0.10% |

AGE

| Age | TPWD Total | TPWD % | Statewide Total | Statewide % |
|-------------|-------------------|---------------|------------------------|--------------------|
| 16 to 29 | 338 | 11% | 23,982 | 16% |
| 30 to 39 | 837 | 28% | 35,507 | 24% |
| 40 to 49 | 845 | 28% | 38,098 | 25% |
| 50 to 59 | 660 | 22% | 35,735 | 24% |
| 60 to 69 | 293 | 10% | 15,464 | 10% |
| 70 and over | 25 | 1% | 1,533 | 1% |

LENGTH OF STATE SERVICE

| Length of Service | TPWD total | TPWD % | Statewide Total | Statewide % |
|--------------------------|-------------------|---------------|------------------------|--------------------|
| Fewer than 2 years | 597 | 20% | 32,147 | 21% |
| 2 to 5 years | 597 | 20% | 28,135 | 19% |
| 5 to 10 years | 565 | 19% | 29,481 | 20% |
| 10 to 15 years | 571 | 19% | 21,450 | 14% |
| 15 to 20 years | 332 | 11% | 14,795 | 10% |
| 20 to 25 years | 174 | 6% | 11,845 | 8% |
| 25 to 30 years | 108 | 4% | 7,127 | 5% |
| 30 to 35 years | 41 | 1% | 3,078 | 2% |
| Greater than 35 years | 14 | 0% | 2,262 | 2% |

The State Auditor’s Office E-Class system was the data source using current FY2019 data.