



Schedule F

Agency Workforce Plan

As part of the Strategic Plan, Texas state agencies must prepare a workforce plan according to guidelines established by the Texas State Auditor's Office. In addition, state agencies may include the results of their most recent Survey of Employee Engagement.

Overview

The Texas Department of Insurance (TDI) regulates the state's insurance industry, oversees the administration of the Texas workers' compensation system through the Division of Workers' Compensation (DWC), performs the duties of the State Fire Marshal's Office (SFMO), and provides administrative support to the Office of Injured Employee Counsel (OIEC) – a separate agency.

Insurance operations mission

Protect insurance consumers by regulating the industry fairly and diligently, promoting a stable and competitive market, and providing information that makes a difference.

Workers' compensation mission

Regulate Texas workers' compensation efficiently, educate system participants, and achieve a balanced system in which everyone is treated fairly with dignity and respect.

Workforce planning

TDI's Human Resources office leads workforce planning efforts. Workforce planning is an ongoing process that includes these elements:

- Understanding the agency's strategic direction and factors that affect workforce needs.
- Reviewing and analyzing workforce data.
- Communicating workforce plan findings and recommendations.
- Reviewing and analyzing succession planning activities.
- Implementing initiatives to address workforce challenges and tracking progress.
- Evaluating the success of initiatives and deciding what changes are needed.

This workforce plan includes analysis of workforce data, salary data, and employee engagement survey results. The agency will use the workforce analysis to find strategies to help management address workforce needs.

Workforce analysis

Current workforce profile

TDI's committed to providing excellent customer service through the agency's mission and enforcing regulations. We rely on our highly educated and skilled workforce to protect and inform consumers and the industries we regulate.

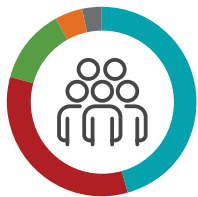
Data for this section is provided through the [Texas State Auditor's Office E-Class System](#) for regular full-time employees in all job classifications, unless otherwise stated, at the end of fiscal year 2023.

TDI has 1,241 employees at Austin headquarters, field offices, and various locations statewide. Field employees include financial and title examiners, fraud prosecution staff, fire inspectors and investigators, and windstorm inspectors. DWC field employees include benefit review officers, claims specialists, hearing officers, customer service staff, and occupational health and safety consultants.

Demographics

TDI's workforce is ethnically diverse and tracks closely with the statewide civilian workforce and with other Texas state agencies. TDI's workforce is 59% female and 41% male. 69% of TDI's managers are minorities, female, or both. The agency's commitment to workforce diversity is reflected throughout the organization.

TDI workforce by ethnicity



White	568.75	45.8%
Hispanic	416.75	33.6%
Black	157.25	12.7%
Asian	59.75	4.8%
Other	38.75	3.1%
Two or more races	28.75	2.3%
American Indian or Alaskan Native	9	0.7%
Native Hawaiian or other Pacific Islander	1	0.1%

Retirement eligible employees

A third of TDI employees are eligible to retire or will be eligible by August 2029, including:

- 33% of TDI's total workforce.
- 39% of managers.
- 41% of executives.

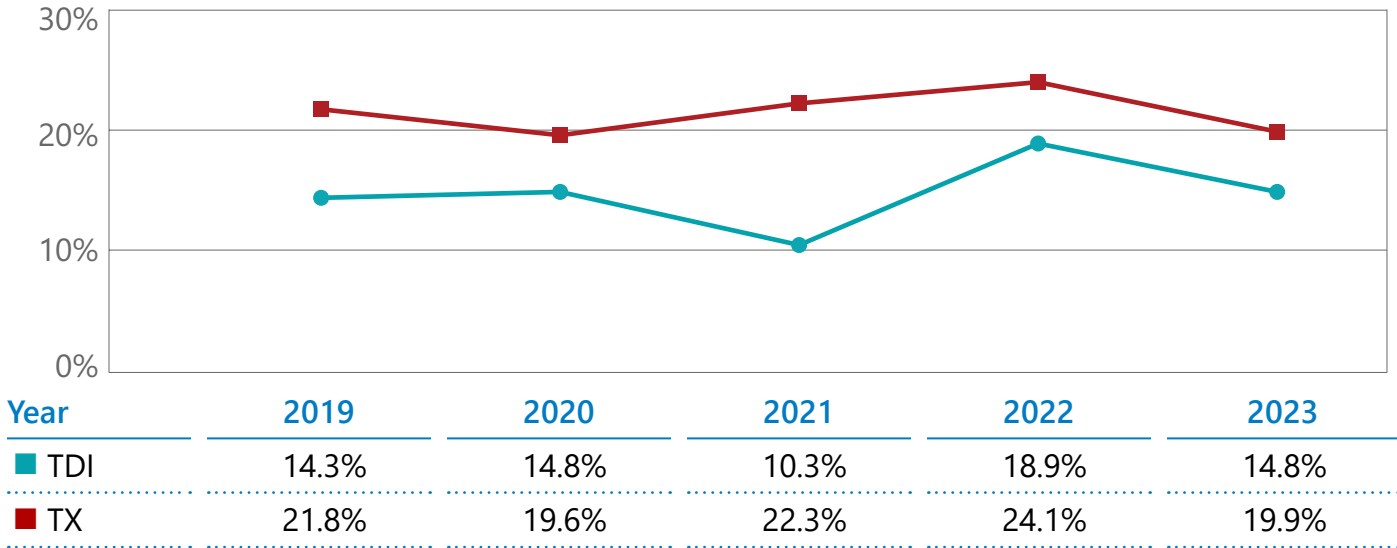
Veteran workforce

TDI staff is proud to work alongside many of our nation's military veterans. Over 100 veterans work for TDI with representation from the U.S. Air Force, Army, Coast Guard, Marine Corps, Navy, and National Guard.

Turnover rate

A major factor affecting turnover is the competitive job market. TDI's turnover rate continues to be lower than the 20% statewide average turnover rate for classified regular full-time employees at Texas state agencies. The agency's turnover rate dropped from 19% in fiscal year 2022 to 15% in fiscal year 2023.

Regular full-time employee turnover rate including interagency transfers



Critical workforce skills

Currently, 69% of the workforce have 10 years or less of TDI service. This workforce measure stresses a continued need for sharing and documenting institutional knowledge through succession planning. Human Resources has enhanced the agency's succession planning and knowledge-sharing efforts with resources, tools, and training.

Workforce allocation by division, job classification, or occupational category

TDI's workforce has specialized knowledge, skills, and abilities.

TDI workforce by classification

Job classification	Staff	Job classification	Staff
Accountant	15	Inspector	51.5
Accounting Technician	1.5	Insurance Specialist	137.25
Actuary	37	Internal Auditor	5
Administrative Assistant	22.75	Inventory and Store Specialist	1
Administrative Law Judge	35.5	Investigator	39.75
Attorney	60.25	Legal Assistant	4.25
Auditor	27.25	Librarian	1
Benefit Review Officer	28.5	License and Permit Specialist	3.75
Budget Analyst	3.75	Lieutenant, TDI	6.75
Captain, TDI	2.25	Maintenance Specialist	1.75
Claims Specialist	51.75	Management Analyst	5
Compliance Analyst	61.25	Manager	47.75
Contract Administration Manager	1	Medical Fee Dispute Officer	4.75
Contract Specialist	4.5	Network Specialist	3
Contract Technician	1	Nurse	1
Creative Media Designer	0.5	Ombudsman	1
Crime Analyst	0.5	Payroll Specialist	1.25
Customer Service Representative	43.25	Portfolio Project Manager	1
Cybersecurity Analyst	2.75	Program Specialist	143.5
Cybersecurity Officer	1	Program Supervisor	15.5
Data Analyst	14	Programmer	13
Database Administrator	3	Project Manager	13
Deputy Chief Investigator, TDI	1	Purchaser	5.25
Director	78	Quality Assurance Specialist	8.75
Document Services Technician	1.25	Research and Statistics Technician	3
Editor	1	Research Specialist	6
Engineer	4.5	Safety Officer	1
Engineering Specialist	0.5	Sergeant, TDI	15
Executive Assistant	2	Staff Services Officer	1.25
Financial Analyst	0.75	Systems Administrator	15.5
Financial Examiner	114.5	Systems Analyst	8.75
Fleet Manager	1	Systems Support Specialist	13.75
General Counsel	2.25	Technical Writer	1.75
Government Relations Specialist	2	Telecommunications Specialist	2
HR Assistant/Specialist	9	Training & Dev. Assistant /Specialist	5.25
Independent Audit Reviewer	0.5	Vehicle Driver	1
Information Specialist	8	Web Administrator	2
IT Business Analyst	4.75		

Employee salaries

TDI's average annual salary of \$70,765 is above the Texas state employee average salary of \$57,011. TDI's Human Resources and Financial Services staff continue to work with management to review resources and address salary challenges.

- TDI average annual salary excludes two commissioners, three chief actuaries, and part-time and temporary employees.
- State employee average salary includes data for regular, full-time employees at all agencies in all occupational categories.

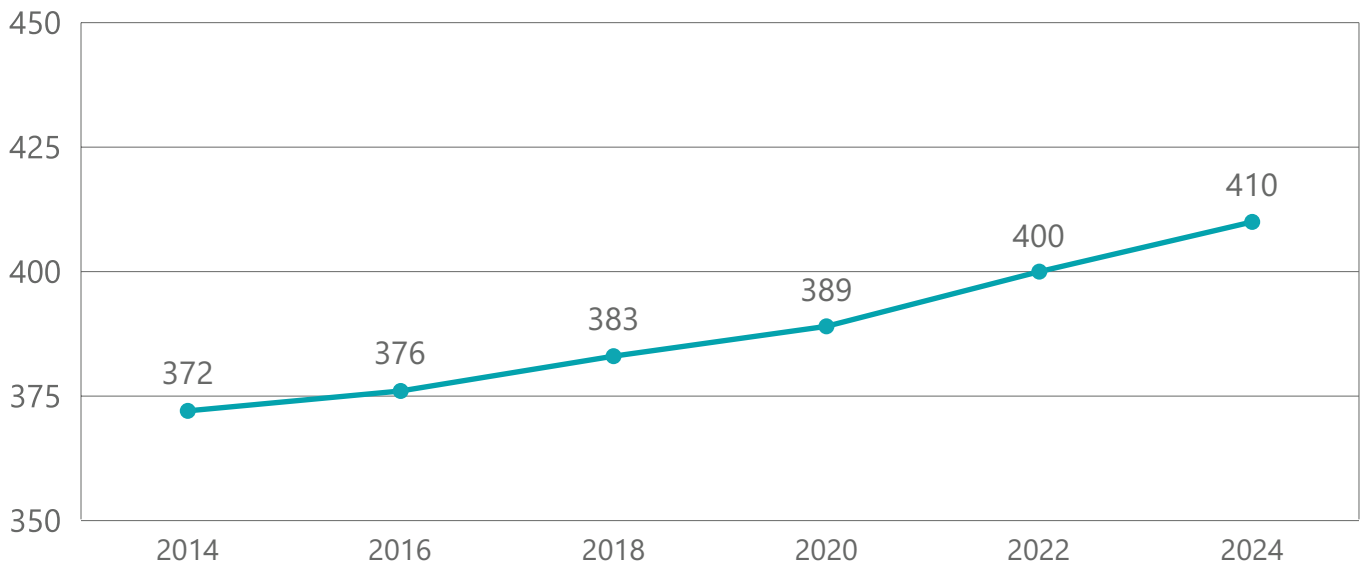
Employee engagement

Since 1996, TDI employees have participated in the agency's Survey of Employee Engagement (SEE) survey. Employee participation has increased each year. In 2024, we had a 94% participation rate.

High response rates show employees are invested in the agency and will contribute towards making improvements. TDI's Human Resources office discusses the SEE results with managers and encourages them to develop strategies to build on strengths and address areas with lower scores.

In 2012, the Institute for Organizational Excellence began including an overall score for agency survey results. TDI's score increased 38 points in the last 10 years.

SEE overall score 10-year history



TDI employee engagement results showed that 69% were highly engaged or engaged, compared to 30% for most organizations.

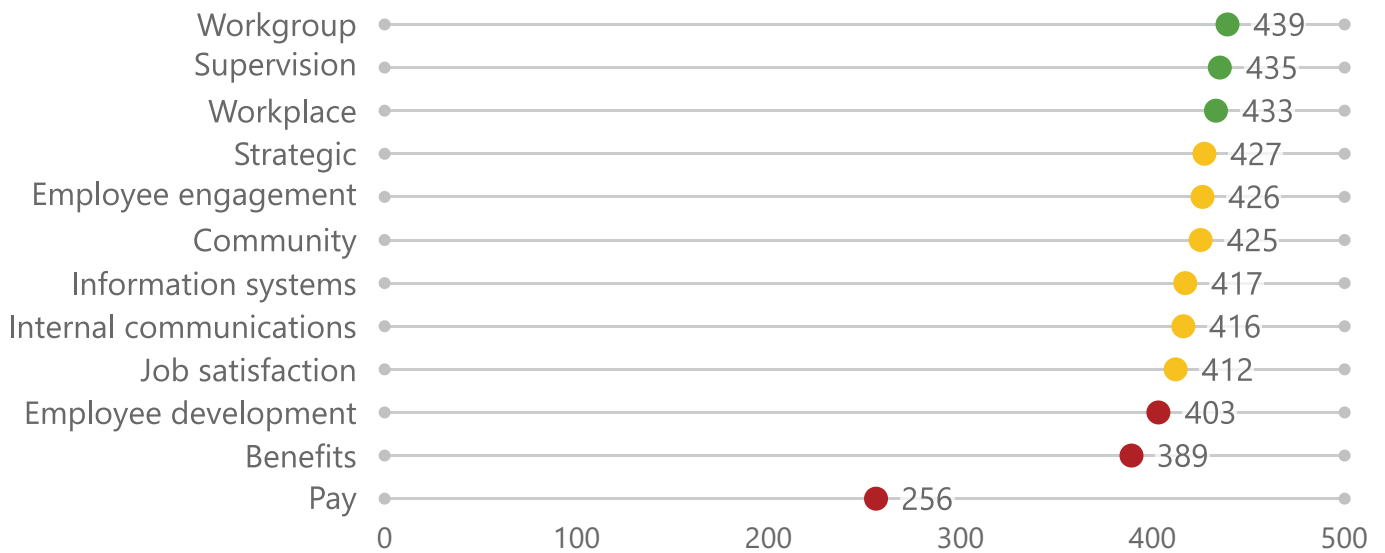
2024 SEE employee engagement levels



Rating	TDI	Most organizations
Highly engaged or engaged	69%	30%
Moderately engaged	24%	50%
Disengaged	7%	20%

This year’s survey named workgroup, supervision, and workplace as three areas of strength. High scores in these areas show that TDI employees view their workgroup as effective and unified, have a positive view of their supervisors and workplace, and have the tools and resources to do their jobs. The three lowest scoring constructs were pay, benefits, and employee development. Pay is typically the lowest scoring construct on the agency’s SEE survey results.

2024 SEE survey results



Future workforce needs

TDI continues to see an increase in regulatory responsibilities resulting from population growth and legislative actions. The agency's future workforce must also continue to grow and adapt. TDI doesn't expect a change in its mission or a significant change in the number of staff.

Future workforce skills needed

Our workforce must have skills that improve project outcomes, develop streamlined processes, use data analytics, improve technology, manage risks, and provide effective communication.

These skills include:

- Interpreting and enforcing requirements for insurance, workers' compensation, fraud, arson, and fire safety.
- Examining and analyzing insurer's financial conditions.
- Conducting medical quality, service, and provider research, analysis, and review.
- Educating businesses, employees, fire industry professionals, insurance companies, consumers, and the public.
- Resolving workers' compensation disputes.
- Performing quality assurance and auditing.
- Investigating and prosecuting insurance and workers' compensation fraud reports.
- Conducting fire investigation and safety research and analysis.
- Performing research and policy analysis.
- Continuous learning and rolling out new and improved technologies.
- Reviewing rate and form filings.
- Evaluating design, engineering, and building construction, particularly in high wind areas.
- Resolving consumer complaints.
- Processing licensing applications and renewals.
- Providing excellent customer service.

Workforce flexibility

TDI recognizes the competitive workforce landscape and needs to be agile in our approach to building and keeping highly qualified staff. The agency offers a hybrid work environment and supports access to reliable, mobile technology, and flexible work hours and locations.

Gap analysis

Staffing levels

Agency leadership recognizes the need to respond to external factors that may affect the insurance regulatory environment, the workers' compensation system, and the Fire Marshal's Office. A continuing challenge is recruiting and keeping qualified staff in a competitive labor and compensation market. Management regularly evaluates whether the agency can continue to meet the agency's missions and goals with the current staffing and salary levels.

Employee knowledge and skills

TDI identified the need to develop or enhance skills in these areas:

- Business analysis and data management.
- Critical thinking and analysis.
- Process improvement.
- Risk management.
- Communication, including plain language and technical writing.
- Information technology, including current best practices and available tools.

Tools and technology

TDI recognizes current tools and technology are needed to support a modern workforce. Several legacy systems that hindered efficiency and required using temporary or manual processes were retired. The agency is using automation to streamline processes and improve task productivity. TDI continues to focus on ensuring staff are trained and equipped to work efficiently and remotely.

Workforce strategies

TDI continues to identify strategies to recruit and retain qualified staff, develop knowledge and skills, and address resource gaps. These efforts include:

- Upgrading technology and reducing paper processes.
- Modernizing processes that include best practices.
- Continuing hybrid work options, including letting employees report to TDI offices outside of Austin.
- Reducing time to fill positions through careful monitoring and increased communication with management.
- Using email subscriber lists for job openings.
- Conducting an agency salary analysis and raising salaries and classifications where appropriate.
- Supporting staff training for professional development and designations.
- Enhancing succession planning and knowledge-sharing efforts.
- Using contract labor, when possible, for needs that can't be met with current staff.

Leadership development

With a third of the agency eligible to retire or eligible to retire within the next five years, it is key to establish a successful succession planning strategy. Human Resources provides management training to prepare the next generation of TDI leaders. About 94% of managers have completed the agency training.

From March 1, 2022, to May 31, 2024, TDI promoted 33 internal staff into management or leadership positions. These positions were filled with staff who were mentored, trained, or showed the skills and knowledge to replace staff who previously held the positions.

Salary analysis

The agency conducted a salary analysis project to find classifications paid below the state average. The information helped develop a plan to bring positions closer to the state average.

Biennium strategies

TDI plans to work on these strategies over the next biennium:

- Increase military veteran recruitment by attending military and veteran job fairs.
- Maximize technology in a hybrid work environment.
- Conduct training to fill skill gaps and monitor results.
- Enhance succession planning, including knowledge-sharing efforts.
- Continue identifying positions that may not be needed, freeing up funding for salary increases.
- Continue staff and salary analyses.
- Benchmark with the private sector and other state agencies to find tools and technology that enhance workforce development.

Conclusion

TDI uses information from the biennial workforce plan to help set workforce development priorities. However, workforce planning balances making sure you have the right people with the right skills while being mindful of budget constraints and external factors.

The Human Resources office is flexible and works with management to meet changing workforce needs. In addition, the agency will keep working to meet the challenges that come with a wide and varying range of skills needed to perform diverse functions that fall under the authority of two commissioners.