AGENCY WORKFORCE PLAN

SUPPLEMENTAL SCHEDULE F

I. Agency Overview

Executive Summary

The TDA workforce plan is the agency’s blueprint for recruiting, hiring, onboarding, and retaining staff. It is the product of collaboration between TDA’s leadership and the Human Resources Department and is driven by alignment with the agency’s mission, analysis of the current workforce, understanding of future needs, and developing a strategy to meet them.

Agency Mission

The Texas Department of Agriculture’s (TDA’s) mission is to partner with all Texans to make Texas the nation's leader in agriculture, fortify our economy, empower rural communities, promote healthy lifestyles, market Texas products, provide biosecurity, provide consumer protection, and cultivate winning strategies for rural, suburban, and urban Texas through exceptional service and the common threads of agriculture in our daily lives.

Agency Critical Functions

Consumer Protection

1. Regulates all weights and measures devices, such as grocery store scales and retail price scanners, to ensure consumers are charged advertised prices
2. Regulates pesticide use and application from residential to commercial use
3. Certifies organically produced products to help ensure consumers have a reliable supply of organic products

Production Agriculture

1. Protects agricultural crops, such as citrus and cotton, from harmful pests and diseases.
2. Prevent plant pests and diseases and unsafe food from entering Texas.
3. Facilitates trade and market development of agricultural commodities ranging from livestock to crops to ensure Texas remains the nation's leader in the production of cattle, cotton, hay, sheep, wool, goats, mohair and horses
4. Provides financial assistance to farmers and ranchers in the form of loan guarantees, interest rate reductions, and grants to agriculture producers and businesses.
5. Administers grant funds for agricultural research to develop new technologies
6. Advocates for policies at the federal, state, and local level that are beneficial to the $240 billion agriculture sector, which comprises 9% of the Texas economy

Healthy Living

1. Administers 12 federal nutrition programs that provide balanced nutrition and promote healthy habits in communities across the Lone Star State
2. Administers U.S. Department of Agriculture (USDA) grants that support serving local foods in schools, nutrition education for students, training for school foodservice staff, and collaboration between Texas agricultural producers and child nutrition programs
3. Increases equitable access to healthy meals for Texans by administering USDA food and nutrition assistance programs effectively and efficiently

Economic Development

1. Provides tools for communities to attract businesses and pursue other economic development opportunities
2. Offers infrastructure grants to rural communities
3. Markets Texas products and cultures through the GO TEXAN branded campaign

Agency Divisions

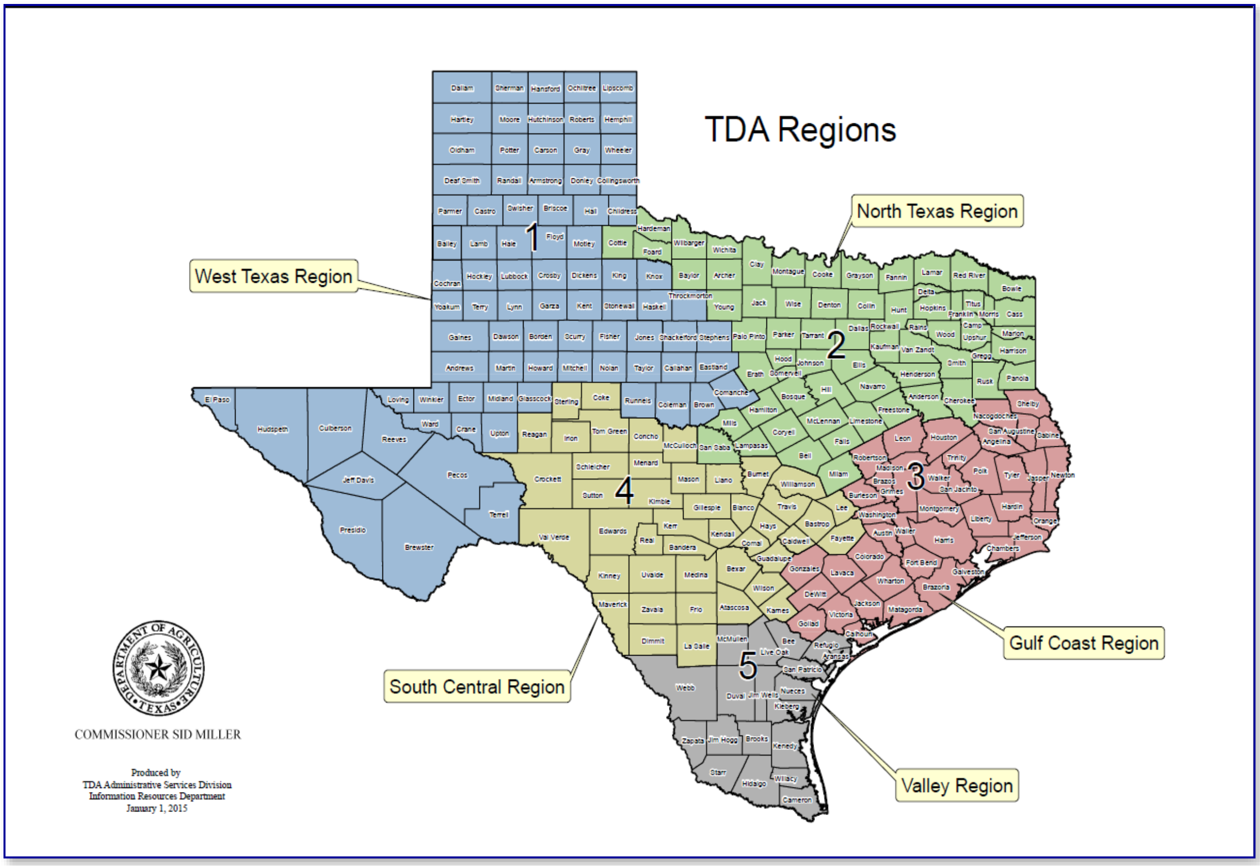
The agency is organized into nine divisions. The divisions include:

1. Agency Administration
2. Agriculture & Consumer Protection
3. Biosecurity Enforcement and Road Stations
4. Executive/Internal Audit
5. Financial Services
6. Food & Nutrition
7. Legal Services
8. Marketing & Public Outreach
9. Field Operations

The agency's administrative operations are run by the Agency Administration, Legal Services and Financial Services divisions.

Agency Regions

The agency headquarters is in Austin, and TDA has five regional offices across the state: Dallas (North Texas), Houston (Gulf Coast Region), San Juan (Valley Region), San Antonio (South Central Region), and Lubbock (West Texas Region). In addition, the agency operates three laboratories, five livestock export facilities, three remote offices, and six Commercial Motor Vehicle (CMV) road stations across the state.



Laboratory Locations

- Metrology Laboratory - Giddings, TX
- Seed Laboratory - Giddings, TX
- Pesticide Laboratory - College Station, TX

Livestock Export Facility Locations

- Brownsville, TX
- Del Rio, TX
- El Paso, TX
- Laredo, TX
- Houston, TX

Remote Office Locations

- Fort Worth, TX
- Waco, TX
- El Paso, TX

II. Current Workforce Profile

Full Time Equivalents (FTE)

One FTE is a combination of employees whose hours total 40 hours a week. The FTE limitations set by the General Appropriations Act and FTE Data from the Texas State Auditor's Office (SAO) FTE State Employee System for Fiscal Year 2023 and 2024 is listed below:

Fiscal Year 2024

FTE Limitation: **770.2**

Annual Average for the agency: **636.9**

Fiscal Year 2025

FTE Limitation: **770.2**
Annual Average for the agency: **686.0**

The agency's full-time equivalent (FTE) employee limitation increased by 10.3% to 770.2 FTEs in fiscal year 2024 compared with fiscal year 2023 where the agency had 698.2 FTEs.

Headcount

The total number of full-time and part-time employees.

Fiscal Year 2024: **649.5**
Fiscal Year 2025: **684.5**

Headcount by Job Classification Series

The top five most utilized classification series in fiscal year 2024 and 2025 were Inspector, Program Specialist, Director, Compliance Analyst, and Grant Specialist.

A Biennial Report on the State's Position Classification Plan for the 2026 – 2027 Biennium determined that the market competitiveness of the State's Position Classification Plan has improved since fiscal year 2022. The agency must continuously review positions to ensure alignment with the State Position Classification Act and remain competitive in the labor market.

Fiscal Year 2024		Fiscal Year 2025	
Job Classification Series	**Headcount**	**Job Classification Series**	**Headcount**
Inspector	147.75	Inspector	141.50
Program Specialist	100.25	Program Specialist	92.00
Director	47.50	Compliance Analyst	57.25
Compliance Analyst	46.50	Director	54.00
Grant Specialist	31.25	Grant Specialist	37.25

Management to Staff Ratio

Texas Government Code, Section 651.004(c) requires that an agency that employs more than 100 FTEs maintain a 1:11 ratio of manager/supervisor FTEs to staff FTEs. The agency continuously evaluates its organizational structure to ensure maximum efficiency regarding staff and management alignment.

Veteran Employment

Texas Government Code, Section 657.004 sets for state agencies a goal of employing veterans in full-time positions equal to at least 20.0 percent of the total number of agency employees.

The table below depicts TDA's veteran employment for fiscal years 2022 through 2024 in comparison to statewide percentages. Although the agency's veteran employment percentages have consistently been higher than the statewide average, the percentages have decreased yearly.

Veteran Employment		
Fiscal Year	**TDA**	**All State Agencies**
2022	7.3%	5.9%
2023	6.9%	5.7%
2024	6.5%	5.7%

State Auditor's Office – Legislative Workforce summary by Agency for fiscal year 2024

The table below depicts TDA's veteran employment by quarter for fiscal year 2025. The agency's average veteran employment percentage for fiscal year 2025 was 6.03 percent. The agency will continue to monitor veteran employment percentages.

Veteran Employment - FY 2025	
Quarter	**Percentage**
Q1	5.76%
Q2	5.94%
Q3	6%
Q4	6.41%

Workforce Demographics

Each state agency must complete a workforce availability analyses by analyzing its current workforce and compare the number of African Americans, Hispanic Americans, and females employed by the agency in each job category to the available African Americans, Hispanic American, and females in the statewide civilian workforce to determine the percentage of exclusion or underutilization by each job category (per Texas Labor Code, Section 21.501).

Gender

TDA's gender demographics have for the most part remained consistent in the last three fiscal biennium's (2020, 2022, and 2024). TDA's total workforce female percentages remain slightly below the state total workforce female percentages.

Workforce Demographics – Gender				
	TDA		**All State Agencies**	
Fiscal Year	**Male**	**Female**	**Male**	**Female**
2020	47.2%	52.8%	42.4%	57.6%
2022	46.3%	53.7%	42.1%	57.9%
2024	46.0%	54.0%	42.1%	57.9%

State Auditor's Office – Legislative Workforce Summary by Agency for 2020, 2022, and 2024

Ethnicity

The following tables compare TDAs ethnicity percentages to the state agency workforce in the last three fiscal biennium's (2020, 2022, and 2024).

Workforce Demographics – Ethnicity								
	TDA				All State Agencies			
Fiscal Year	**White**	**Black**	**Hispanic**	**Other**	**White**	**Black**	**Hispanic**	**Other**
2020	54.5%	13.7%	27.6%	4.2%	44.1%	24.9%	27.2%	3.8%
2022	53.1%	13.5%	28.7%	4.7%	43.0%	24.1%	27.9%	5.0%
2024	49.7%	14.3%	28.4%	7.6%	40.6%	25.0%	28.0%	6.4%

State Auditor's Office – Legislative Workforce Summary by Agency for 2020, 2022, and 2024

Workforce Analyses by Job Category

The tables below show the agency's complete workforce availability analyses utilizing the Texas Workforce Commission Civil Rights Division *FY2025 Workforce Analyses Tool* and agency data from the Standardized Payroll/Personnel Reporting System for fiscal year 2025.

In fiscal year 2025 the agency underwent a Personnel Policy and Procedural System Review conducted by the Texas Workforce Commission Civil Rights Division in which the Division certified that the agency was compliant with Texas Labor Code Chapter 21. The scope of the review included the agency's hiring practices.

Workforce Availability Analyses – African Americans					
Job Categories	**Statewide African Americans %**	**Agency Total Employment**	**Agency African Americans #**	**Agency African Americans %**	**Utilization**
Officials, Administrators (A)	8.60%	28	6	21.43%	12.83%
Administrative Support (C)	15.20%	31	0	0.00%	-15.20%
Service and Maintenance (M)	13.00%	6	0	0.00%	-13.00%
Professional (P)	10.60%	653	101	15.47%	4.87%
Protective Services (R)	19.70%	0	0	0.00%	0.00%
Skilled Craft Workers and Operatives (S)	10.20%	1	0	0.00%	-10.20%
Technical (T)	11.70%	57	0	0.00%	-11.70%
Total	11.70%	776	114	14.69%	2.99%

TWC Civil Rights Division FY2025 Workforce Analyses Tool (Statewide Data last updated October 2024)

Workforce Availability Analyses – Hispanic Americans					
Job Categories	**Statewide Hispanic Americans %**	**Agency Total Employment**	**Agency Hispanic Americans #**	**Agency Hispanic Americans %**	**Utilization**
Officials, Administrators (A)	25.20%	28	3	10.71%	-14.49%
Administrative Support (C)	38.30%	31	10	32.26%	-6.04%
Service and Maintenance (M)	55.00%	6	4	66.67%	11.67%
Professional (P)	23.00%	653	169	25.88%	2.88%
Protective Services (R)	35.50%	0	0	0.00%	0.00%
Skilled Craft Workers and Operatives (S)	51.80%	1	0	0.00%	-51.80%
Technical (T)	38.50%	57	23	40.35%	1.85%
Total	38.40%	776	209	26.93%	-11.47%

TWC Civil Rights Division FY2025 Workforce Analyses Tool (Statewide Data last updated October 2024)

Workforce Availability Analyses – Female					
Job Categories	**Statewide Female %**	**Agency Total Employment**	**Agency Female #**	**Agency Female %**	**Utilization**
Officials, Administrators (A)	40.20%	28	12	42.86%	2.66%
Administrative Support (C)	74.10%	31	28	90.32%	16.22%
Service and Maintenance (M)	47.80%	6	0	0.00%	-47.80%
Professional (P)	53.00%	653	367	56.20%	3.20%
Protective Services (R)	25.80%	0	0	0.00%	0.00%
Skilled Craft Workers and Operatives (S)	12.30%	1	0	0.00%	-12.30%
Technical (T)	63.50%	57	13	22.81%	-40.69%
Total	45.30%	776	420	54.12%	8.82%

TWC Civil Rights Division FY2025 Workforce Analyses Tool (Statewide Data last updated October 2024)

Tenure

Figure 1 and Figure 2 below compare TDA workforces' agency and state tenure. The data in Figure 1 and Figure 2 suggests that TDA has significantly recruited employees with none to minimal state service and retained that workforce well for the first five years. This is a shift from fiscal years 2023 and 2024 where data suggested the agency was retaining its workforce well for the first 10 years of state service.

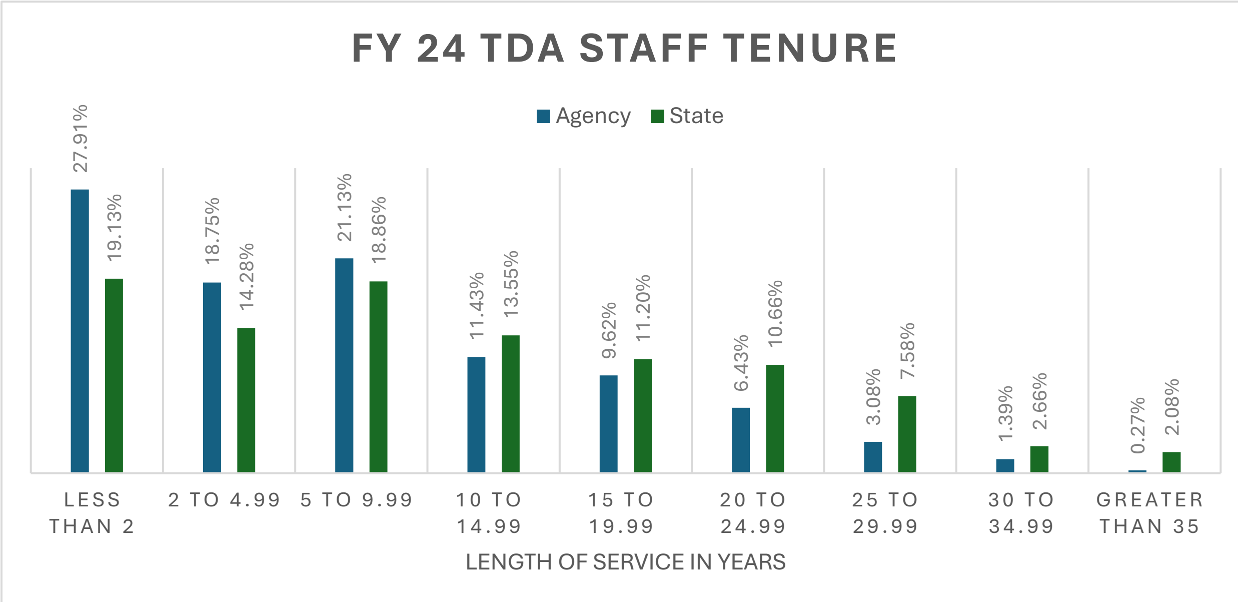


Figure 1 – Data for FY 2024 from State Auditor's Electronic Classification Analyses (E-Class) System with a reported headcount of 649.5.

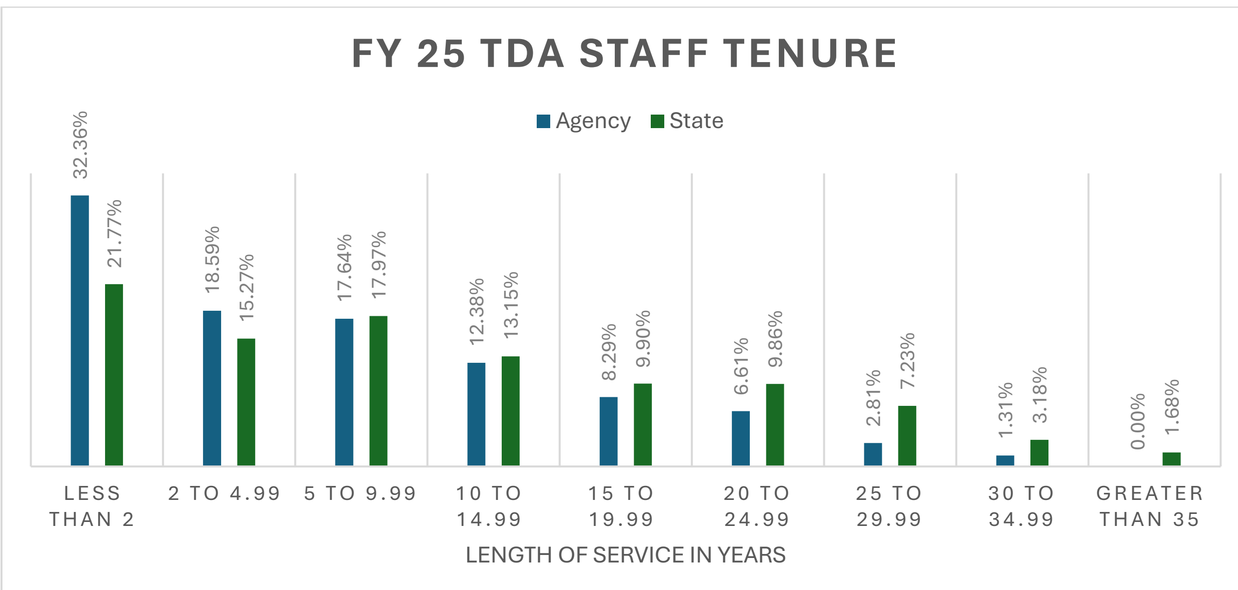


Figure 2 - Data for FY 2025 from State Auditor's Electronic Classification Analyses (E-Class) System with a reported headcount of 684.5.

Age and Retirement Projections

Figure 3 and Figure 4 below depict TDA's current workforce by age and the Retirement Eligibility and projection over the next five years.

Age

In fiscal year 2024, 66.59 percent of TDA staff was 40 years or older this slightly decreased in fiscal year 2025 where 65.49 percent of TDA staff was 40 years or older. In contrast, the percentage of TDA staff between the ages of 16 to 29 has increased yearly. The percentage of staff ages 16 to 29 increased from 8.68 percent in fiscal year 2022 to 13.95 percent in fiscal year 2025.

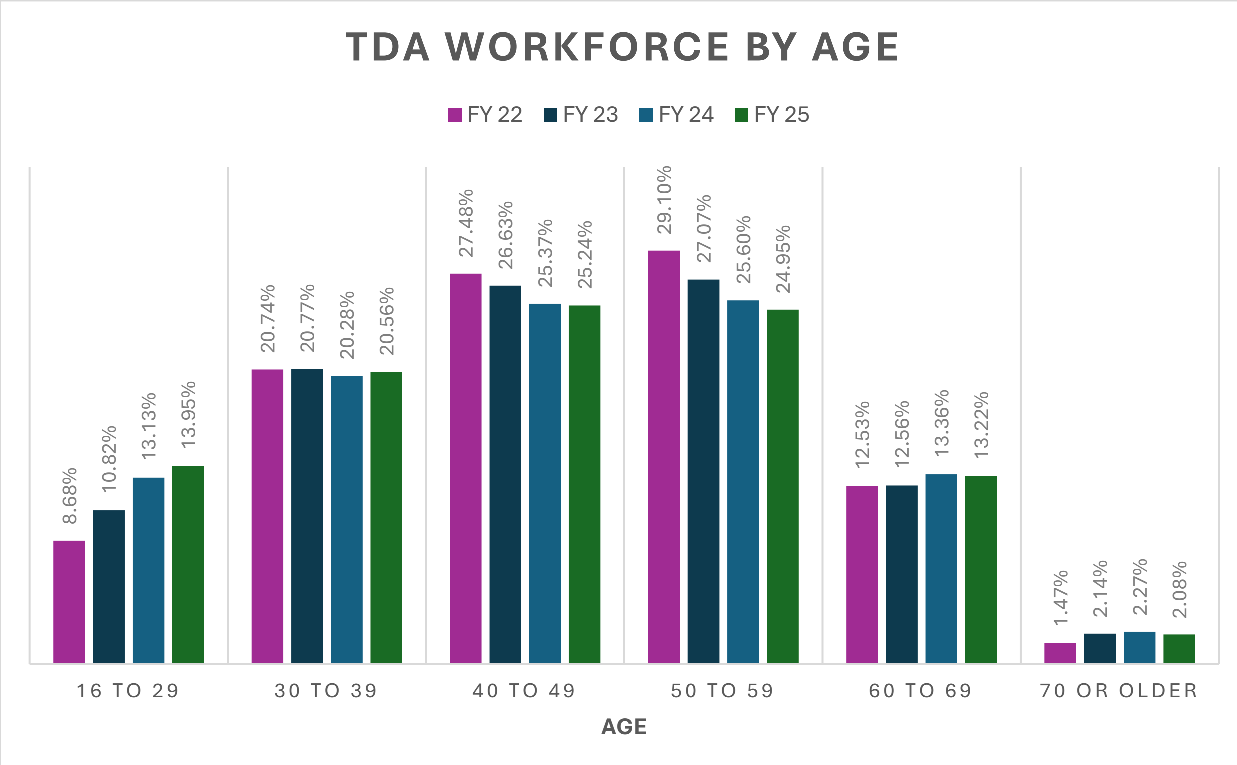


Figure 3 - Data for FY 2022, 2023, 2024 and 2025 from State Auditor's Electronic Classification Analyses (E-Class) System.

Retirement

TDA estimates that by the end of Fiscal Year 2031, 26 percent of the agency's workforce will be eligible to retire. This is in addition to the three percent return-to-work retirees currently employed with TDA.

The number one reason employees left state employment in the last three fiscal years (2023, 2024, and 2025) has been due to retirement. The SAO's Annual Report on Classified Employee Turnover for Fiscal Year 2025 stated that the state may continue to see an increase in retirements from employees who may have initially delayed retirement to benefit from salary increases approved by the legislature.

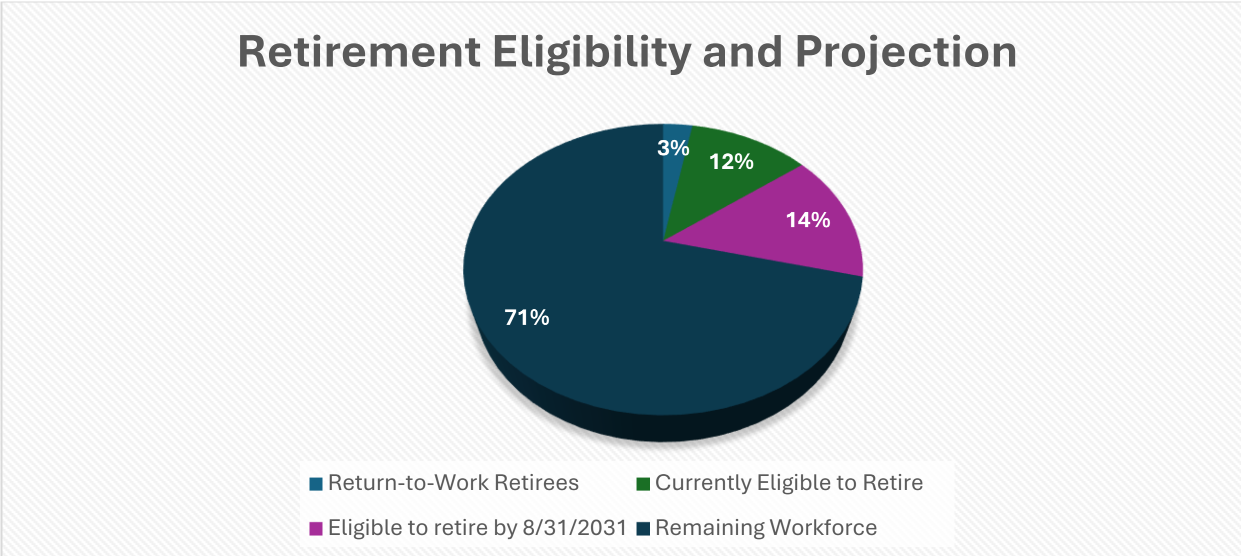


Figure 4 – Data as of 2/11/2026 from Centralized Accounting Personnel and Payroll System

Turnover

The table below breaks down agency turnover rates by involuntary and voluntary separations and retirements for fiscal years 2022,2023, 2024 and 2025 to include interagency transfers.

In fiscal year 2025, SAO's Annual Report on Classified Employee Turnover for fiscal year 2025, reported that overall statewide voluntary separations decreased in fiscal year 2025 and that retirements and involuntary separations increased in comparison to fiscal year 2024. Like the statewide trend, the agency saw a decrease in voluntary separations and an increase in involuntary separations and retirements. However, the agency's overall turnover rate was higher than the state's turnover rate in fiscal year 2025.

Turnover Percentages					
Fiscal Year	TDA - Involuntary Turnover Rate	TDA - Voluntary Turnover Rate (Not Including Retirements)	TDA - Retirement Turnover Rate	TDA - Total Turnover Rate	Total State Turnover Rate (voluntary and involuntary, excluding interagency transfers)
2022	1.6%	12.5%	2.1%	**16.2%**	**22.7%**
2023	1.9%	16.3%	1.6%	**19.8%**	**18.7%**
2024	2.0%	12.3%	1.4%	**15.7%**	**16.5%**
2025	3.5%	9.9%	3.8%	**17.2%**	**15.4%**

State Auditor's Office – An annual Report on Classified Employee Turnover for FY 2022, 2023, 2024, and 2025

In the SAO's Annual Report on Classified Employee Turnover for the fiscal year 2023, three job classification series with at least 20 employees were identified as having a turnover rate that exceeded 17 percent. The agency monitored the turnover rate for those series in fiscal years 2024 and 2025. The classifications and their turnover rates for fiscal years 2023, 2024 and 2025 and fiscal year 2024 are listed in the table below. The Program Specialist series continued to have a turnover rate that exceeded 17 percent in fiscal years 2024 and 2025.

Job Classification Series	Turnover Rate		
	FY 2023	FY 2024	FY 2025
Compliance Analyst	30.7%	25.8%	14.0%
Director	29.9%	13.3%	9.3%
Program Specialist	26.9%	20.9%	26.1%

State Auditor's Office – An Annual Report on Classified Employee Turnover for FY 2022, 2023, 2024, and 2025

The agency must continue to monitor, review, and improve retention in job classification series with large headcounts that are critical to agency operations. A salary equity review of the Compliance Analyst series was completed in Fiscal Year 2024. The agency attributes the decrease in turnover to the equity review of the series. In fact, the agency saw an increase in the number of applications received for positions in the Compliance Analyst series in fiscal year 2024 and fiscal year 2025.

Exit Surveys

The SAO Annual Classified Employee Turnover report for fiscal years 2024 and 2025 reported that the number one reason for voluntarily leaving state employment was retirement, followed by better pay/benefits, and poor working conditions/environment. A shift from fiscal years 2022 and 2023 where better pay and benefits was the number one reason employees left state employment. followed by retirement and poor working conditions/environment.

According to information obtained through the SAO's Employee Exit Survey, the top three reasons why employees leave the agency are displayed below for Fiscal Year 2024 and 2025. Although survey exits are optional, the agency will seek to improve participation in the exit surveys.

Fiscal Year 2024	Fiscal Year 2025
** The total number of voluntary separations in Fiscal Year 2024 was 95; 71 exit surveys were generated; 41 employees completed the survey.*	** The total number of voluntary separations in Fiscal Year 2024 was 107; 81 exit surveys were generated; 43 employees completed the survey.*
•**22%** of employees reported leaving the agency to retire from state employment •**24.6%** of employees reported leaving the agency for Better Pay/Benefits •**14.6%** of employees reported leaving the agency due to location and transportation issues	•**34.9%** of employees reported leaving the agency to retire from state employment •**20.9%** of employees reported leaving the agency for Better Pay/Benefits •**9.3%** of employees reported leaving the agency due to poor working conditions/enviroment •**9.3%** of employees reported leaving the agency due to no or little career advancement opportunities

State Auditor's Employee Exit Survey for Fiscal Years 2024 and 2025 - responses from Voluntary Separations.

Similar to statewide exit responses, the agency's number one reason employees left the agency in fiscal years 2024 and 2025 was to retire from state employment. Also, a shift from fiscal years 2022 and 2023 where the number one reason employee's left the agency was for better pay/benefits.

In addition, the SAO's Annual Report on Classified Employee Turnover for Fiscal Year 2025 reported that the number of employees citing issues with being able to work remotely and/or location/transportation issues substantially increased in fiscal year 2025. The percentage of employees citing reasons related to location and/or remote work reasons for leaving the agency for fiscal year 2024 and 2025 are listed below.

Fiscal Year 2024	Fiscal Year 2025
** The total number of voluntary separations in Fiscal Year 2024 was 95; 71 exit surveys were generated; 41 employees completed the survey.*	** The total number of voluntary separations in Fiscal Year 2024 was 107; 81 exit surveys were generated; 43 employees completed the survey.*
•**14.6%** of employees reported leaving the agency due to location and transportation issues •**7.3%** reported leaving the agency due to no or little opportunities to work remotely •**7.3%** reported leaving the agency due to relocation	•**4.7%** reported leaving the agency due to relocation •**4.7%** reported leaving the agency due to no or little opportunities to work remotely •**2.3%** reported leaving the agency due to location/transportation issues

State Auditor's Employee Exit Survey for Fiscal Years 2024 and 2025 - responses from Voluntary Separations.

The State Auditor's Office implemented a new exit survey system in fiscal year 2026 that will more effectively capture why employees leave state employment.

Compensation

The SAO Annual Report on Classified Employee Turnover for Fiscal Year 2025 reported that statewide turnover is at a 15-year low and partially attributed the decline to statewide legislative approved increases in fiscal years 2023 and 2025, additional salary increases (merits increases and equity adjustments) implemented by individual state agencies, as well as reallocations for over 500 job classifications that improved market competitiveness of the State's Position Classification Plan.

While the SAO's Biennial Report on the State's Position Classification Plan for the 2026 – 2027 Biennium determined the state's salary ranges are currently more competitive than they were in fiscal year 2022, TDA state salary ranges are still 7.41 percent behind the market average pay.

Austin Community College Job Fair

Average Annual Salary Trends		
Fiscal Year	**TDA**	**Statewide Average**
2022	$62,402.00	$53,525.00
2023	$65,395.00	$56,576.00
2024	$68,787.00	$61,116.00

State Auditor's Office – Legislative Workforce Summary by Agency for 2024 and State Auditor's Office Electronic Classification Analysis (E-Class) system

III. Future Workforce Profile

Demographic Factors

The impact from retirements will continue to have an impact on the agency over the next five years. The agency must focus on recruitment and retention efforts.

Recruitment

The agency continuously reviews its posting and hiring procedures. In Fiscal Years 2024 and 2025, the agency saw an increase in application submissions which was a shift from previous years. The agency must continue to review posting and the hiring process closely to ensure best hires in a competitive market. The agency will also need to stay abreast of labor market shifts such as private and public sector layoffs to review and adjust recruitment efforts as necessary.

Internship Program

The agency has expanded its internship program by posting part-time and full-time internships year-round. In fiscal year 2026, the agency partnered with San Juan Diego Catholic High School in their corporate internship program to provide unpaid internships to high school students. The agency placed students into various program areas such as

Human Resources, Marketing, and Finance to provide a real-world experience to high school juniors and seniors and interest them in a career path at the state.

Retention

Agency data for fiscal year 2022 and 2023 suggested that TDA had done well in recruiting new employees to state service and retained them well for the first ten years of employment. The fiscal 2024 and 2025 data suggest that employee retention rate has declined for from ten to five years. Although, the number of employees with none to minimal state experience has increased every fiscal year.

Economic Conditions

Although there was shift in the number one reason employees left state employment in fiscal years 2024 and 2025, pay was still cited in the summary of reasons given as to why an employee was leaving state employment. The SAO's Annual Report on Classified Employee Turnover for Fiscal Year 2025 stated that the summary of reasons given as to why state employees were leaving stated employment included retiring to work elsewhere with better pay, pay stagnating; cost to return to office; significant pay increases elsewhere, pay not competitive; and pay doesn't keep up with cost of living. In relation to turnover and retention, the agency must continue to monitor economic conditions to decrease the overall average turnover rate and improve retention efforts.

Remote Employment

In fiscal year 2024 a total of 29.2 percent of employees reported leaving the agency for issues related to location and remote work that number decreased in fiscal year 2025 to 11.7 percent. This shift may have been a result of private and public sector return to office requirements. The agency also partially attributes this change to posting vacancies statewide. The agency will need to continuously review spacing across all its regional locations. Currently, the agency's largest workforce is in Austin (Headquarters) where the cost of living has significantly increased in the last few years. The agency will continuously review and manage available workspace to post vacancies statewide to the greatest extent possible.

IV. Gap Analysis

Anticipated *Worker Shortage/Surplus*

With 40 percent of the agency's workforce over the age of 50, it could result in the loss of important institutional knowledge and expertise. The agency recognizes the importance of minimizing the loss of critical program knowledge and organizational experience with departing employees and must continue to review succession planning. The agency will need to focus on training efforts and procedure documentation to ensure retention of critical agency knowledge and skills.

With a majority of the agency's workforce in the Austin (Headquarters) where there has been influx of people and large corporations moving to the city, the agency must continuously review labor market shifts and adjust recruitment and retention efforts accordingly.

In Fiscal Year 2023, the agency has found that positions in the financial areas have been difficult to recruit for. In fiscal year 2024 and 2025, the agency continued to see high turnover rates for series in the Accounting, Auditing and Finance and Property Management and Procurement occupational categories including:

1. Financial Management staff
2. Financial Analysts
3. Budget Analysts
4. Grant Specialists
5. Contract Specialists
6. Purchasers

Anticipated Skill Shortage/Surplus

While the agency saw a decrease in Director level positions, we must continue to monitor turnover for management and leadership positions. Increases in management turnover require greater emphasis on professional development and training to replace the anticipated loss of institutional knowledge.

The agency will need to develop and enhance the skills needed for first line supervisors to manage performance, motivate staff, manage change, communicate goals and objectives, coach and mentor and encourage innovation and productivity.

In addition, with the implementation of an initial probationary period policy in fiscal year 2022 and an increase in involuntary terminations, human resources will need to work to train management not only on managing new employees but also best hiring practices.

V. Strategy

TDA's overall turnover rate (17.2%) is slightly higher than the average turnover rate (15.4%) for Texas state agencies.

Human Resources (HR) will continue to partner with each division to determine staffing and training needs and assist with workforce strategic and succession planning. The agency will continue to develop and implement the following strategies agency wide to address projected workforce gaps.

Recruitment

The agency will continue to monitor the strides it has made in recruitment to include reviewing positions that can be posted as entry-level for new college graduates, educational substitutions for work experience and vice versa, the internship program, and work with the Texas Veterans Commission to connect with veterans.

Compensation and Classification Reviews
The agency will continue to evaluate position classification to ensure alignment with the State's Position Classification Plan, remain competitive in the job market and to boost recruitment and retention. HR will continue to run and review SAO EClass reports to ensure we are staying competitive with other mid-sized agencies when looking overall compensation.

Career Development Programs
Creating career growth opportunities through the internship program and for current staff through promotions and informal career ladders. Career development will be essential for retention and succession planning.

Training and Professional Development
Efforts will be made to identify and develop existing employees with management and leadership capabilities. Human Resources will identify and/or develop training to address individual employee training needs as well as managerial training. With changes in remote employment and workforce demographics (age), the agency will need to include training that includes management of employees new to the workforce.

Technology
The use of technology will allow the agency to continue to meet the changing needs of its constituents. The agency has implemented a paperless initiative and has begun incorporating artificial intelligence like chatbots to enhance agency services. A chatbot for the TDA website was implemented in fiscal year 2024 and a chatbot for the Human Resources department is currently active.

HR Data and Analytics
The agency will look to implement a continuous review of HR data and analytics to better hiring processes and procedures, retention, recruitment, and compensation. The use of HR data will allow the agency to anticipate projected workforce gaps as they arise.

Succession Planning
As illustrated earlier in this report, almost 30% of the workforce will be eligible for retirement or are return-to-work retirees. Succession planning and knowledge transfer allow the next generation of TDA employees to launch new ideas that appreciate historical progress while moving services to new levels.

Many divisions have high-impact staff who cannot be easily replaced because of the employees' expertise and talents. Agriculture is unique and the skills that many tenured staff have cannot be readily found in the marketplace. To address this challenge, the agency posted entry-level positions to be developed, trained and mentored by tenured staff to ensure there is a transfer of knowledge, skills, abilities, and competencies.

TDA's goal is to have a continuous flow of competent leaders and staff to perform all core functions supporting the agency's mission and pass along historical knowledge and processes. Effective succession planning and knowledge transfer is a partnership among TDA's executive team, management staff, and Human Resources.

VI. Conclusion

The workforce plan will be implemented in connection with TDA's Strategic Plan. Strategic Plan changes due to leadership or legislative changes may result in adjustment to the workforce plan.