



Workforce Plan

for Texas Parks and Wildlife Department



TEXAS PARKS AND WILDLIFE DEPARTMENT

Workforce Plan

Fiscal Years 2027-2033

Hunting, fishing, and outdoor recreation have long been part of the fabric of Texas. People flock to Texas to enjoy rich hunting and fishing traditions 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 precious natural resources. It is essential that land and waters in Texas are managed for the conservation of our wild things and wild places; Texans depend on it. The need for outdoor recreation has been evident with increased visitation at TPWD sites. Throughout its history, the dedicated employees of the Texas Parks and Wildlife Department (TPWD) have worked diligently to ensure that present and future generations can enjoy Texas' great cultural and natural heritage.

To be effective in the execution of the agency's mission, TPWD's workforce must be supported throughout the employee life cycle. This includes:

- effective recruitment, selection, and talent retention
- development, implementation, and integration of comprehensive Human Resources (HR) policies, systems, and services that promote an agency-shared culture of professional growth
- promotion of an environment of continuous learning and professional development and
- fostering a culture of employee engagement, well-being, and organizational effectiveness.

This Workforce Plan aims to assess current and future workforce needs at all levels of the organization. TPWD seeks to provide a workforce with the tools and skillsets to be successful and create balance in their professional and personal lives.

I. ORGANIZATIONAL STRUCTURE AND CURRENT WORKFORCE PROFILE

The governing body of TPWD includes a nine-member governor-appointed commission and two former members holding the title of Chairman-emeritus. The Commission is responsible for adopting policies and rules related to agency programs and activities.

Day-to-day oversight responsibilities rest with the Executive Director and Chief Operating Officer. Division Directors provide leadership and oversight to their respective areas of responsibility. The agency is organized into 13 divisions:

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|-----------------------|--------------------------|---------------------|
| • Coastal Fisheries | • Information Technology | • State Parks |
| • Communications | • Infrastructure | • Support Resources |
| • Executive Office | • Inland Fisheries | • Wildlife |
| • Financial Resources | • Law Enforcement | |
| • Human Resources | • Legal | |

In the General Appropriations Act, the Legislature categorizes agencies broadly by their function. This structure allows funding information to be organized and presented by Article, or function, of government spending and enables comparisons between agencies within the same function. TPWD is categorized under Article VI, which includes Natural Resources agencies. The comparisons of TPWD to other Article VI agencies in the charts herein are intended to provide more targeted and meaningful points of comparison than those based on statewide averages.

CURRENT WORKFORCE PROFILE

The TPWD Headquarters is located in Austin, with regional and field offices located throughout the state. Approximately 73% of agency staff work at field locations. The agency has legislative authority for a Full-time Equivalent (FTE) cap of 3,269.9 in

FY2026. Year-to-date through January of FY2026, the agency's average workforce headcount is 3,188.4 regular full- and part-time employees. TPWD's staffing increases significantly during the summer months with the addition of seasonal temporary staff and interns.

The agency manages 90 state parks and historic sites, 50 wildlife management areas, eight fish hatcheries, and a law enforcement training academy, collectively comprising more than 1.4 million acres managed in the public trust for recreation and conservation.

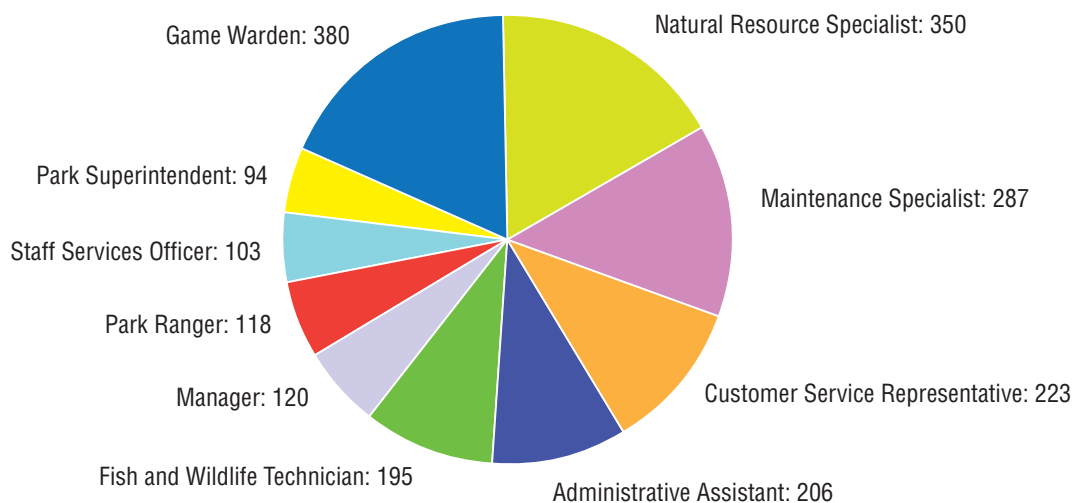
At the end of January 2026, TPWD's workforce consisted of:

- 3,205 classified regular full-time (CRF) and part-time employees (CRP)
- 43 classified temporary full-time (CTF) and classified temporary part-time (CTP) employees
- 5 contingent workers aiding short-term projects and other temporary work assignments
- 373 military employment preference (FY26 Q2 report)
- 9,671 active volunteers (FY25 totals)
- 162 paid and unpaid interns (FY25 totals)

TPWD's workforce possesses specialized skills and abilities aligned with the agency's strategies and core functions. As of January 2026, of our CRF and CRP employees, five of the top ten job classifications make up 45% of the agency's total workforce, representing 1,446 employees. Employees in the Equal Employment Opportunity (EEO) "Professional" categories comprise the largest portion of the TPWD workforce, with the following distributions:

Professionals, 34%
 Protective Service Workers, 22%
 Administrative Support, 19%
 Service Maintenance, 13%
 Technicians, 8%
 Paraprofessionals, 2%
 Officials & Administrators, 1%.
 Skilled Craft Workers, 1%

Top Ten Classifications Used by TPWD



Most divisions supplement their workforce with TPWD-paid and externally paid interns. Externally paid internships are funded by partnerships outside of TPWD such as the Texas Parks and Wildlife Foundation and the Coastal Conservation Association. The seasonal and temporary workforce is essential to the agency, particularly during periods of increased activity and visitor demands at TPWD's facilities. In addition, interns support ongoing programs, events, maintenance, and overall agency operations.

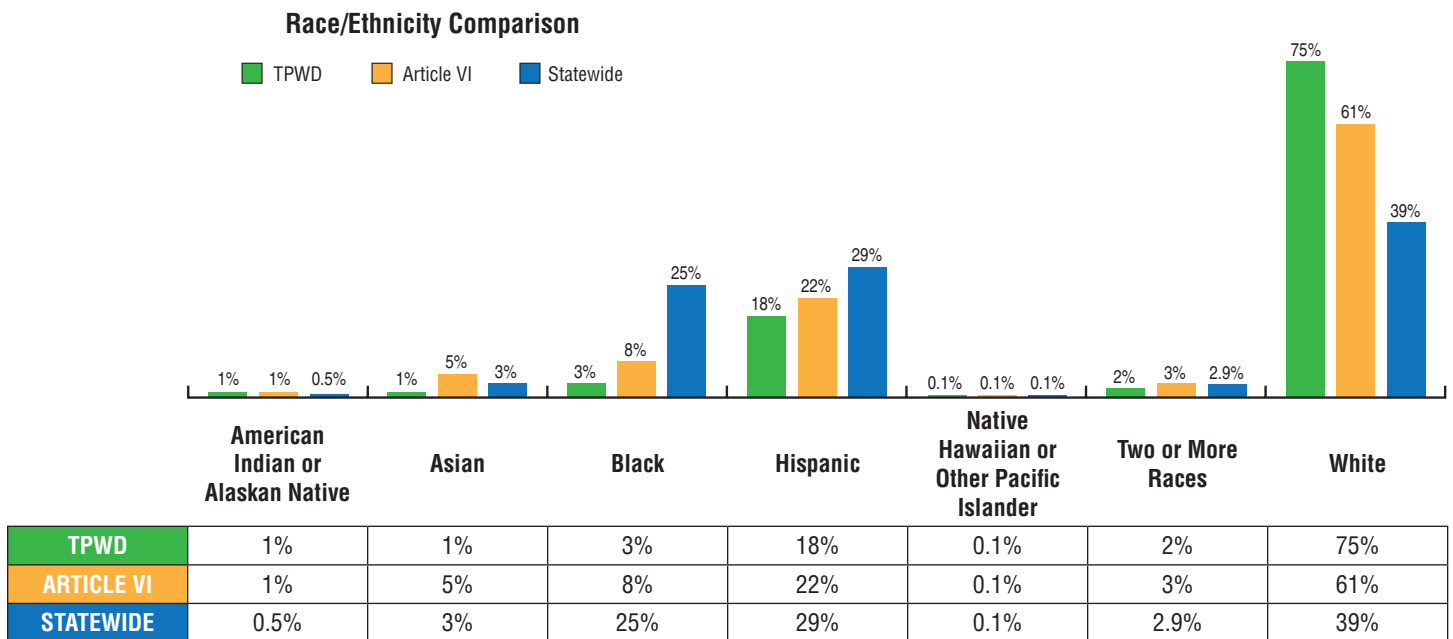
RACE/ETHNICITY

TPWD's workforce is composed of the following race and ethnicity groups:

- 75% White
- 18% Hispanic
- 3% Black
- 2% Two or More Races
- 1% or less each: Asian, American Indian or Alaska Native (AIAN), Native Hawaiian or Pacific Islander (NHPI)

Due to rounding, overall totals may not equal 100%. All values over 1% were rounded to the closest whole number.

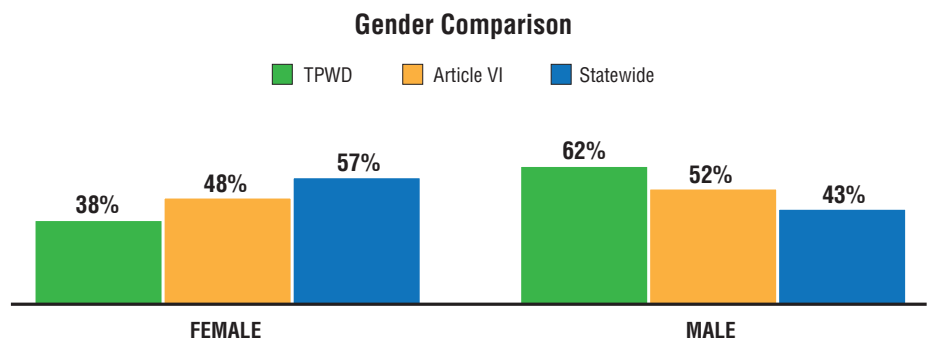
Source: Comparisons from SAO eClass reports.



GENDER

TPWD's workforce is 62% male and 38% female. In the first quarter of FY2026, TPWD experienced an increase in female hiring across many levels of the agency. An examination of turnover data for the first two quarters of FY2026 has shown that females are leaving the agency at a lower rate than their overall representation in the workforce.

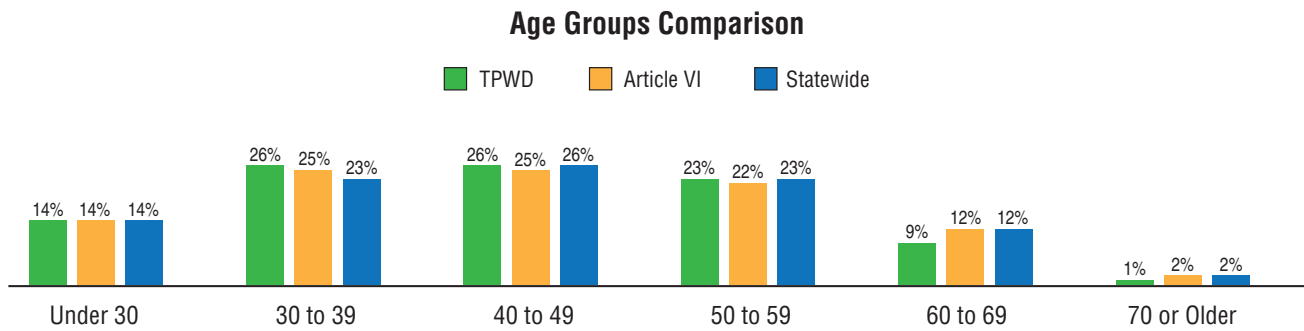
Source: Comparisons from SAO eClass reports.



The agency has seen an increase of females in executive and management positions. Women now occupy several significant leadership roles in TPWD, serving as directors of Communications, Human Resources, Infrastructure, Internal Audit, and Information Technology.

AGE

The graph below shows that 75% of the agency’s workforce is between the ages of 30 and 60. Eleven percent are approaching or already at retirement age. As more individuals choose to work beyond traditional retirement age, TPWD and many other organizations are experiencing the dynamics of a multi-generational workforce. Currently, TPWD employees range in age from 19 to 79 years old.



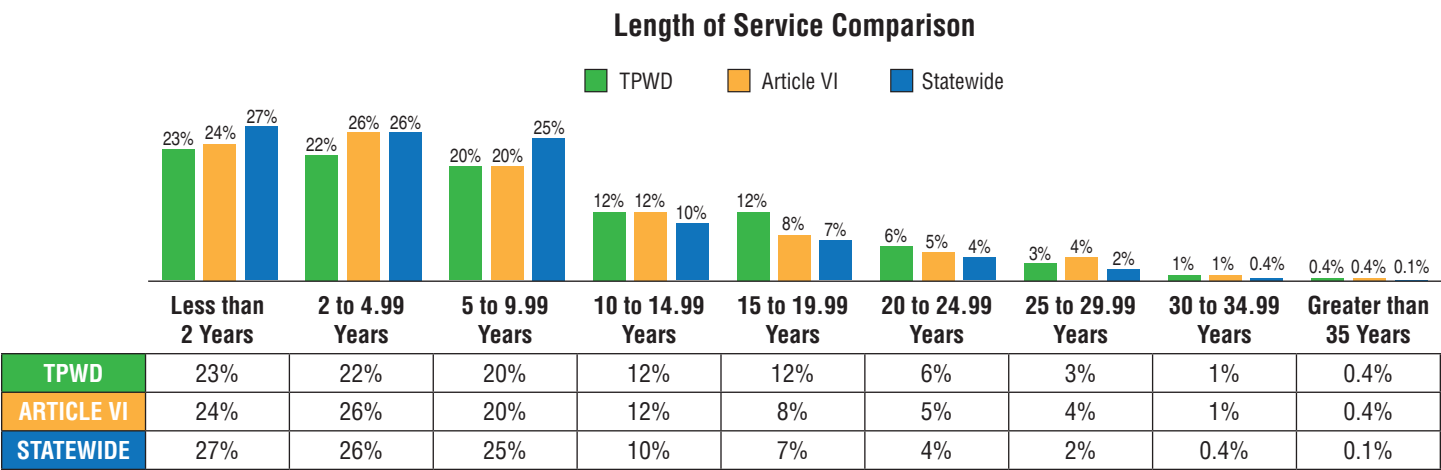
Source: Comparisons from SAO eClass reports.

VETERANS

Texas Government Code Section 657.004 specifies that veterans should comprise 20% of an agency’s workforce. TPWD has made concerted efforts to meet this standard by dedicating a Military Employment Liaison position within the Human Resources Division to focus on veteran hiring. The agency’s current percentage of military employment preference employee in the workforce is 11.38%, up from 9.77% in the last two years. TPWD actively participates in veteran recruiting events and the SkillBridge Program to help create a pipeline of veteran candidates for agency vacancies.

LENGTH OF SERVICE

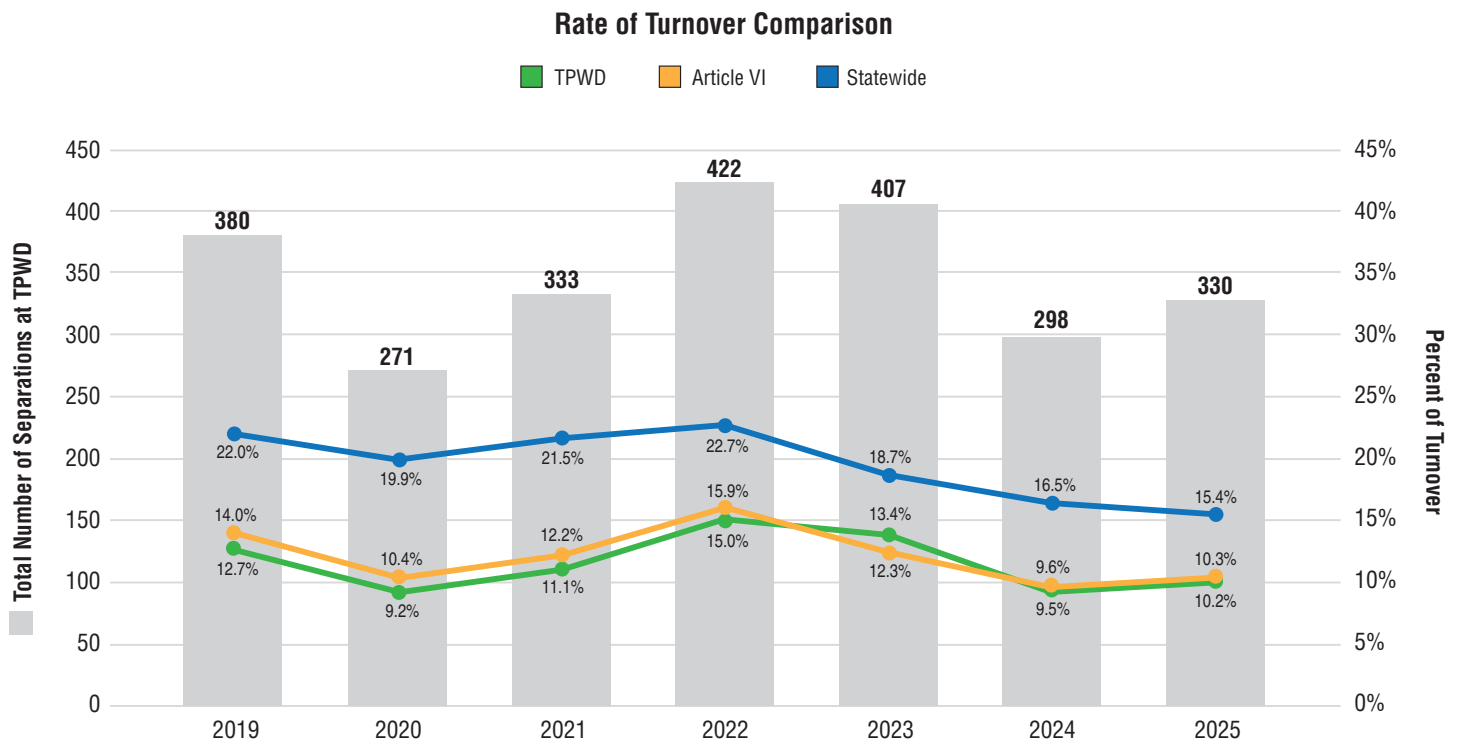
As of April 2026, approximately 45% of TPWD employees have five or fewer years of service with the agency; 24% have between 10 and 20 years or service; and about 11% have 20 years or more. While 65% of TPWD’s workforce has less than 10 years of service, the agency has a larger proportion of employees with 10–20 years of service compared to other state agencies.



TURNOVER

TPWD is known for recruiting and retaining quality employees who are dedicated to the agency’s mission. This commitment is reflected in the relatively low and consistent turnover rate the agency has maintained compared to statewide and Article VI

agencies. In FY2025, TPWD experienced a turnover rate of 10.2%, compared to a 15.4% turnover rate for state agencies overall. Despite consistently low turnover, the agency continues to face challenges related to the loss of institutional knowledge and expertise resulting from retirements and resignations.



TPWD has seen turnover rates decrease and stabilize over the past four years. For the first two quarters of FY2026, the agency's turnover rate was 4.0%.

During FY2025, the most commonly reported reasons for voluntary separations from TPWD were:

- Retirement
- Better pay/benefits
- Relocation of self or spouse
- Personal or Family Health
- Issues with my supervisor/issues with employees supervised
- No or little career advancement opportunities

RETIREMENT ELIGIBILITY

The agency estimates that 28% of its staff will be eligible for retirement by the end of FY2030. By that time, five of TPWD's 13 divisions will have 35% or more of their employees eligible to retire. Currently, the agency employs 59 return-to-work retirees and has 559 employees who are eligible to retire at the end of FY2026. As employees retire, establishing effective knowledge-transfer or knowledge-sharing practices will be essential to ensuring continuity of operations.

EMPLOYEE COMPENSATION

TPWD pay lags behind the average salaries of Article VI agencies. State salaries have historically lagged behind private sector for comparable work. Although the approval of exceptional items in the last LAR helped narrow this gap slightly, significant disparity remains. While state employees received a legislatively appropriated salary increase in September 2024 and targeted salary adjustments were distributed in early FY2026, pay continues to contribute to employee turnover because it has not kept

pace with inflation or labor market trends. Although pay has previously been identified as a primary reason for employee separations, more recent data indicate that limited opportunities for advancement have become a leading factor. TPWD continues to examine pay and related classification issues in the following areas:

- Comparison of classifications within TPWD to the labor market,
- Comparison of classifications within TPWD to other state agencies,
- Comparison of average salaries by division,
- Comparison of agency's average salaries to other state agencies, and
- Pay as it relates to turnover.

VOLUNTEER PROGRAM

TPWD's workforce is significantly augmented by its volunteer program. Volunteers play a crucial role in the agency's mission and provide a wide range of services across nearly every division. State Parks volunteers serve as ambassadors to the public and assist staff in day-to-day park operations including providing interpretive programs. Texas Master Naturalists provide education, outreach, and services to help manage natural resources and natural areas within all communities. Hunter, angler, and boater education instructors teach outdoor enthusiasts how to hunt, fish, and boat safely, responsibly, lawfully, and ethically.

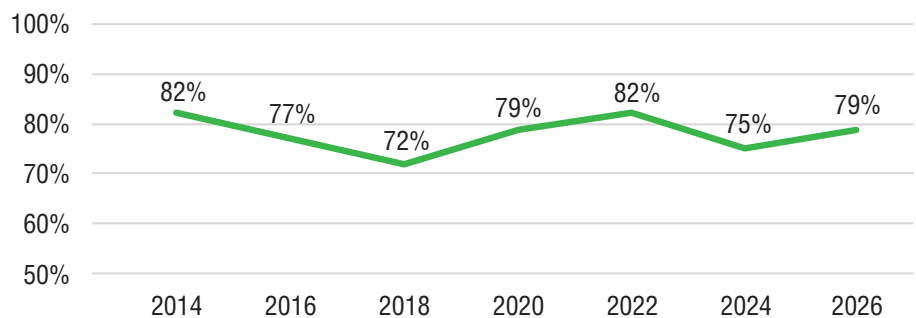
In FY2025, TPWD had more than 9,671 active volunteers working across the agency. These volunteers contributed over 1,149,729 hours of service for the agency. These services are equivalent to 552 FTEs, valued at more than \$40 million based on the dollar value of volunteer time at \$34.79 per hour (Independent Sector). TPWD continues to seek opportunities to expand its volunteer program and increase the variety of skills represented among its volunteers.

SURVEY OF EMPLOYEE ENGAGEMENT

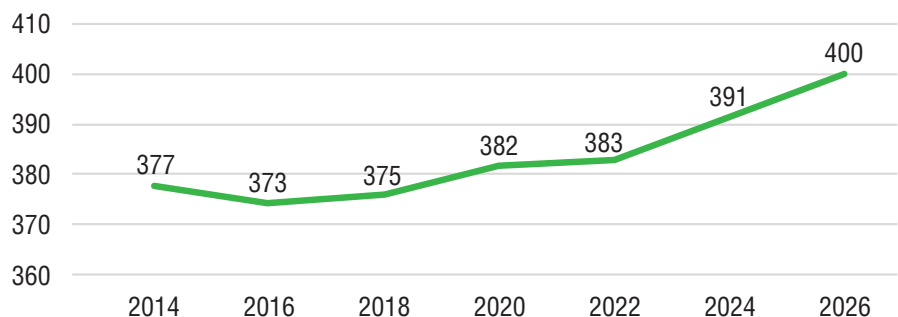
The Survey of Employee Engagement (SEE) is administered biennially to employees throughout state government by the Institute of Organizational Excellence at The University of Texas at Austin. Employees are asked to anonymously provide feedback on multiple aspects of their agency through the SEE, including internal communication, pay, supervision, and strategic vision. TPWD generally receives high response rates and strong scores across the survey constructs.

Employees respond to 48 primary items designed to assess essential and fundamental aspects of organizational functioning using a Likert scale that ranges from 1 (Strongly Disagree) to 5 (Strongly Agree). This scale is converted into corresponding scores ranging from 100 to 500 points, and the results of the survey responses are calculated within the framework of this point scale. Generally, scores between 350 and 500 points are considered very strong to excellent results and are interpreted to be a strength for the agency.

TPWD Survey Response Rate



TPWD Overall Score



Over the past several SEE iterations, TPWD's scores have had some minor fluctuations. While the agency's strongest and weakest constructs have remained fairly consistent in the past, the 2026 results showed a shift in the agency's strengths. For the last completed survey, the highest scoring constructs for the agency (in order from highest score to third highest) are: Workgroup, Strategic, and Supervision. TPWD's lowest-scoring constructs (in order from lowest score to third lowest) are Pay, Benefits, and Internal Communication. To provide context, the only score below 350 points that the agency consistently receives is on the construct of Pay, and in 2026, eight of the 12 construct scores were above 400 points.

TPWD will continue to utilize the SEE results to address employee concerns, support strategic workforce planning, and develop appropriate actions that boost engagement and retention throughout the agency. It is vital that the agency uses organizational tools like the SEE to protect one of our most valued resources, its human resources.

II. FUTURE WORKFORCE PROFILE (DEMAND ANALYSIS)

The world is rapidly evolving with the development and use of AI. Today's workplace means a flexible, tech-driven environment where work happens anywhere via digital tools, focusing on agility, collaboration, and employee well-being, and it is moving beyond rigid physical locations to embrace hybrid models, teams in multiple geographical locations, and greater work-life integration for increased productivity and innovation. Although there is some resistance in the use and implementation of AI, AI can offer greater productivity and efficiencies by supporting the current workforce and their business processes.

Collaboration no longer requires working in proximity to one another. Technologies that were quickly put in place in years past have become efficient collaboration tools for headquarters and field staff, replacing some in-person meetings and eliminating productivity barriers. Now, we have those discussions and complete the work synchronously through quick, virtual meetings that are less taxing on time and fiscal resources, with AI providing immediate support and help summarize and reshape strategies. Although fear persists regarding the possibility of AI replacing workers, to date the Texas unemployment rate has not seen significant changes, remaining at around 3.8% to 4.1% through September 2025.

According to a report from the U.S. Bureau of Labor Statistics, the U.S. economy is projected to add 5.2 million jobs between 2024 and 2034. Total employment is projected to grow 3.1% to a total of 175.2 million, which is slower than the 13.0% growth recorded over the previous decade (2014–24). Demand for AI-based systems, data processing, software development, research services, and associated consulting services are expected to drive the need for workers in both the professional, scientific, and technical services sector (+7.5%) and the information sector (+6.5%).

There are shifts occurring in many industries, driven in part by the adoption of these emerging technologies:

- The increase in demand for electricity is one of the top fastest growing industries, primarily related to AI integrations and the electric vehicle industry. As a result, new data centers are emerging across Texas, with more on the horizon.
- Occupational employment like healthcare, social assistance, and technical occupations is projected to be among the fastest growing sectors.
- Employment in mining, quarrying, and oil and gas extractions may continue being phased out as robotics and drones are increasingly utilized for extractions.
- The fastest job market sector decline is expected in retail, as automation, consolidation, and e-commerce are likely to continue growing.

Population growth is expected to slow over the next 30 years, averaging 0.4% from 2025–2035 and 0.1% from 2036–2055. As a result, the average age of the population is expected to continue to rise.

The computer and mathematical occupational sector continues to experience much faster than average employment growth. The expansion into the AI integration for businesses and consumers will produce a massive amount of data for these workers to collect, organize, analyze, and protect. Data science, statistics, and information security represent the second fastest growing occupational sector.

TPWD has established the following overlay initiatives to guide the strategic planning that sets forth the work of the agency. These overlay initiatives have established working groups within the agency and the work groups are tasked with the following:

- Accelerate the modernization of the department.
 - Unlock potential efficiency gains and cost reductions that can be deployed to support the core mission of the department.
 - Improve customer and stakeholder experiences both internally and externally.
 - Create efficiencies where savings can be put towards advancing TPWD’s conservation and recreational mission.
 - Continue to stay relevant with Texans and connect them with outdoor experiences.
- Elevate the science enterprise.
 - Anticipate changes and address emerging issues.
 - Maintain the highest level of scientific validity and credibility.
 - Be proactive on emerging issues and reactive on issues of importance to stakeholders.
- Strengthen the TPWD brand and capitalize on its equity.
 - Focus on relevancy strategies that explain the “why” of our work.
 - Seek opportunities to increase our brand reach.
 - Modernize the customer relationship management system.

Additionally, the agency has benefited from various legislative actions and partnership opportunities that promise to expand the reach of the department’s mission. These initiatives will lead to significant land acquisitions and the development of many new public use spaces across Texas. All of these exciting endeavors for the agency will require an expansion of the workforce and the skills/competencies needed to carry out these duties.

CRITICAL JOB COMPETENCIES

As previously mentioned, TPWD employs a variety of positions to carry out its mission. The Human Resources Division follows the guidelines provided by the State of Texas Classifications Plan of the State Auditor’s Office and works closely with agency supervisors/managers to identify the basic and advanced technical skills and competencies required for each job classification. TPWD will continue to identify critical positions and competencies that significantly impact the agency and the execution of its mission. There is a continuing need for TPWD employees with:

Technical and Job-Specific Skills

- Strong math and information technology skills
- Water and wastewater licensed operators
- Maintenance and repair (equipment and facilities)
- Toxicology expertise
- Experience in specialty programs like ADA compliance, sustainability, safety, and risk and emergency management
- Fabrication
- Artificial Intelligence

Soft Skills

- Problem-solving
- Communication
- Public speaking
- Analytical thinking
- Conflict resolution
- Influence and presence
- Leadership

Several high-level cross-divisional, agency-wide competencies were identified and deemed critical for organizational success. These competencies include:

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| • change management | • influencing/negotiating | • Spanish language skills |
| • coaching/mentoring | • information management | • technology management |
| • conflict management | • project management | • digital content development |
| • fiscal management | • public speaking | • real estate expertise |

PAY

For many years, pay has been the lowest-scoring construct in the TPWD SEE. Through exit interviews, employees continue to communicate that pay is not keeping pace with the rising cost of living or with other similar jobs outside of state employment.

TPWD employees often drive significant distances to perform their job duties. This is due to a lack of affordable housing close to designated worksites and/or the presence of remote worksite locations, requiring significant travel. State Auditor's Office (SAO) exit surveys also reveal that pay and benefits continue to be among the top reasons for leaving employment with TPWD. With predictions of increasing inflation, concerns that pay will not keep pace with rising costs are real. The 2024 Texas annual cost of living rose 6.1%, making it an average of \$55,489 a year. TPWD has some positions that pay less than entry-level retail positions.

III. GAP ANALYSIS

AGING WORKFORCE AND ATTRITION

With approximately 60% of TPWD employees at or above age 40, and 30% at or above age 50, experience is undoubtedly an asset for day-to-day operations and helps to provide continuity. However, the fact that approximately 28% of agency employees are at/or nearing retirement eligibility over the next five years raises significant concern. Special attention to recruitment, succession planning, and training will be necessary to fill potential gaps in the workforce. This potential loss of valued experience and institutional knowledge from pending retirements must be managed through mentoring, technical training, leadership programs, and succession planning efforts.

On the opposite end of the spectrum, 40% of employees are under 40 years old. These employees bring a wealth of differing perspectives and newer ways of doing business into the organization. They tend to seek continuous challenges and higher salaries with more rapid upward mobility than older employees. As a result, they may change employers frequently due to the scarcity of opportunities to increase their income. They also value non-traditional work arrangements such as telework, project-based pay, and flex-time schedules that may not fit the paradigm of many traditional positions in the agency. These types of arrangements require different management techniques, training, and increased flexibility with benefits, morale, and retention programs. With multiple generations overlapping in the workforce, research reveals that each generation typically wants significantly different things out of their careers. Younger workers tend to prioritize purpose and personal development, whereas tenured employees seek security and stability.

NON-COMPETITIVE SALARY STRUCTURE

TPWD performs external and internal classification salary comparisons with other state agencies to target pay disparity and to reduce internal compression issues between divisions. Empirically, the SEE results have confirmed that salary remains the number one issue related to job satisfaction. The turnover rate of the agency is at its lowest compared to the last five years, to date. Other noted staffing challenges related to recent external changes and competition for talent include:

- Other state agencies and the private sector have significantly impacted the entire agency in retention and quality of applicant pools. TPWD struggles to offer competitive pay for its employees.
- Entry-level positions, particularly at state parks, are increasingly challenging to fill. The department is observing current staff take on more responsibilities with only small pay increases when available. Entry-level salaries in other job markets are continuing to rise, creating additional challenges.

OPERATIONAL EXPANSION AND FTE LIMITATIONS

Over the past several years, TPWD has faced newly emerging challenges in the conservation landscape and encountered fortuitous opportunities with new, mission-specific funding sources. The natural resources of Texas continue to face threats in various forms such as wildlife disease, land-use conversion, and invasive species. However, the agency mission has benefited

from several funding sources, including the dedication of the Sporting Goods Sales Tax, and the establishment of the Centennial Parks Conservation Fund. Collectively, these emerging challenges and opportunities require TPWD to adapt, develop, and expand various agency programs.

To meet this evolving demand without sacrificing current initiatives, TPWD will have to increase the rate and quantity of land acquisitions, design and build new facilities, and establish and expand programs aimed at wildlife disease response and species of greatest conservation need. The agency will need additional FTEs to appropriately staff these efforts. Positions such as park rangers/superintendents, natural resource specialists, project/construction managers, engineers, architects, and law enforcement will need to be a primary focus. However, an effort to meaningfully bridge this projected workforce gap must also focus on positions necessary to support operational expansion (human resources, finance and purchasing, information technology, legal, communications, and other support resources).

During FY2026, TPWD's average FTE count was approximately 2.5% lower than its FTE appropriation. This rate fell below the average rate for all state agencies over the previous two fiscal years. While TPWD can successfully maintain current business operations within its current FTE limitations, process efficiencies and workload capacities have been maximized. To properly steward these public investments and responsibly expand programmatic operations, TPWD will require an increase in its appropriation of FTEs.

IV. HUMAN RESOURCES STRATEGY

TPWD utilizes a values-based human resources strategy in an effort to attract and retain high-quality staff and to ensure effective human resources management (HRM) across the agency. TPWD's core values of stewardship, service, excellence, integrity, and teamwork serve as the foundation for designing the agency's policies and practices, which are developed in coordination with other support divisions. These fundamental values are embedded into the organization's culture. This HR strategy is based on research that demonstrates that 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, most importantly, where they can make a positive difference.

The Human Resources Division supports all divisions in the execution of the agency's mission and works to achieve excellent customer service based on four HR-specific strategic goals:

Goal 1: Recruitment and Talent Management – Attract, employ, develop, and retain a qualified employee workforce that includes veterans and volunteers to meet current and future business needs.

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 – Leverage the agency's shared culture and core values to distinguish TPWD as a welcoming and engaging employer of choice.

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.

TPWD is committed to addressing the gaps identified in its workforce. These efforts include increasing outreach and recruitment, addressing pay inequities, and continuing employee leadership development. The agency has built a reputation for providing employees with training and development opportunities and must continue to do so to maintain a high-quality workforce. As TPWD's current workforce retires and years of valuable institutional knowledge and experience are lost, the agency is already working to implement a succession plan and to develop a more broadly experienced workforce to avoid losing the competencies needed to accomplish the TPWD mission.

COMPREHENSIVE RECRUITMENT PROGRAMS

Recruitment programs are a top priority for TPWD, as these are key to hiring the best-qualified individuals and are crucial as the agency strives to be an employer of choice.

Given that 18% of employees are currently eligible to retire and a total of 28% of employees will be eligible within the next five years, a strong recruitment effort is essential to help the agency secure the talent needed to continue operations. Specific opportunities for future agency recruitment include the following components:

- Soliciting, training, and supporting agency employees to represent TPWD at events virtually, across the state, and in their local communities through the Recruitment Representatives Program.
- Conducting informational sessions with various groups to educate them on how to complete the state application. Developing and executing recruitment strategies to reach educational institutions with conservation-relevant degree programs within and outside of Texas.
- Increasing investment in K-12 students by conducting visits and creating contacts to promote TPWD employment and professional growth opportunities.
- Building relationships with community and technical colleges to recruit top talent in the skills trade, particularly information technology careers associated with the passage of HB 584 and HB 2768.
- Collaborating on Military Employment Preference program development with local and statewide Texas Veterans Commission representatives and support organizations, leveraging the SkillBridge Program to target veterans.
- Increasing outreach to veterans by expanding existing partnerships among TPWD divisions.
- Creating collaborative learning outcomes for all interns, highlighting the agency's mission and key themes to prepare students for a future in conservation.

COMPETITIVE SALARY STRUCTURE

TPWD will continue to address the issues of competitive compensation and pay inequities within TPWD and in comparison to other state agencies, the private sector, and the overall labor market. The agency's long-term goal is to develop a comprehensive compensation package that is competitive enough to attract, motivate, and retain quality employees.

While the agency will not be able to directly compete with many private entities, TPWD will emphasize a total compensation package that includes non-salary compensation such as retirement plans, health benefits, 401K/457 plans, wellness/fitness programs, tuition reimbursement, telecommuting, flexible working arrangements, and employee assistance programs.

LEADERSHIP AND MANAGEMENT DEVELOPMENT

Leadership and management education provide key professional development and supports formal succession plans by ensuring capable leaders at all levels of the organization have the acumen to ensure that the agency can complete its mission and take care of its most valuable resource, its people. TPWD recognizes the need to consider all generations in the workforce when developing and delivering training and leadership programs so that all learning styles and preferences are considered. TPWD will continue to develop effective leaders throughout the organization by:

- Participating in executive leadership programs, including the Governor's Executive Development Program, the National Conservation Leadership Institute, and TPWD's Senior Leadership Development Program (SLDP).
- Continuing to develop first-line managers and team leaders through the Successful First Line Management program (SFLM) that covers self-reflection, nature of management, nature of teams, communication, conflict management, and coaching.
- Continuing the ongoing development of a Middle Management Development Program for leaders who are seeking development and growth between SFLM and SLDP.
- Deploying the new manager training program that provides managers entering a supervisory role at TPWD with the tools needed to manage, lead, and develop the operations of their team.

- Building upon the agency's various Mentoring Programs that are tailored to serve several levels of the organization, including:
 - Mentoring for Growth – This program targets employees in their first three to six years of tenure at the agency and provides the opportunity to be mentored by seasoned employees for knowledge management/transfer, career development, and staff retention.
 - New Manager Mentoring – This iteration of mentoring is intended for supervisors who are new into a managerial role to be mentored by tenured, experienced managers.
 - Informal Mentoring – The Human Resources Training and Organization Development team offers a suite of resources and tools for employees who may not qualify for one of the formal mentoring programs the agency offers.
 - Peer-to-peer Mentoring – Currently under development, this program aims to provide formal mentoring partnerships for employees at the same level of the organization.
- Providing learning opportunities for individual contributors across the agency through programs like the *There's a Leader in Every Seat* collection, which is offered to all employees and includes highly participatory training focused on self-reflection and core knowledge, skills, abilities, and behaviors critical to attaining leadership success as an employee in a non-supervisory role.
- Engaging employees through various statewide training programs covering customer service, conflict management, communication, dealing with difficult people, high-performing teams, coaching, managing up, personality differences, work styles, multi-generational workforce, facilitation skills, team-building, time management, and other topics as requested.

EMPLOYEE RETENTION STRATEGIES

The agency will continue to use a variety of strategies to influence retention, including:

- Encouraging the use of performance-based merit pay increases, one-time merits, and paid administrative leave to recognize employees' significant contributions to the agency's mission.
- Furthering the agency's commitment to a comprehensive employee recognition program that honors highest performing individuals and team accomplishments.
- Promoting participative management strategies that allow individual contributors to take an active role in decision-making, which increases employee engagement and sense of value.
- Creating opportunities for individual development and training.
- Providing tuition assistance to supplement student-employee educational endeavors.
- Leveraging flexible work arrangements.
- Engaging the use of various collaboration tools that further enable employees to make meaningful contributions within and outside their workgroups.
- Utilizing the employee wellness program to enhance employee engagement and productivity.
- Continuing TPWD's participation in the biennial Survey of Employee Engagement (SEE) and ensuring executive commitment to appropriately address areas of concern.
- Maintaining an affirming culture for nursing mothers as a designated Mother-Friendly Worksite.

KNOWLEDGE TRANSFER BEST PRACTICES

The following are active strategies for divisions to consider in order to retain institutional knowledge that may be lost in the wake of resignations and retirements:

- Documenting internal procedures
- Cross-training
- Mentoring programs
- Training programs
- Developing leaders
- Succession planning

SUMMARY

This workforce plan is based on the agency's strategic plan and considers the organization's mission, vision, core values, and goals.

The analysis was conducted by examining the agency's demographics, length of service, attrition, workforce contributions from volunteers and interns, employee engagement, and organizational climate. These factors and criteria provide a holistic perspective and support the agency's strategic direction. Data was extracted from the agency's system of record (the Centralized Accounting Payroll/Personnel System), the State Auditor's Office online database systems, and various research from industry-leading resources with applicable information.

The labor market profile is in constant flux, and it is critical for the agency's operational success to have a thorough, comprehensive workforce plan. As new technologies continue to emerge, organizations are faced with increasing obligations to advance the effective modernization of communication mediums, collaboration tools, and product delivery. To meet this need, the agency has determined what it believes to be the most critical workforce needs and challenges over the next five years. The various human resource strategies and organizational goals outlined in this workforce plan contain a strategic focus on recruitment and talent management, personnel administration, shared culture, and learning and development.

The Texas Parks and Wildlife Department continues to build upon a strong reputation as an industry leader in natural and cultural resource conservation, and outdoor recreation. The future of the agency's mission and subsequent contributions to the State of Texas are only as strong as the workforce dedicated to that purpose.

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