



**General Land Office
Workforce Plan
Fiscal Years 2011-2015**

General Land Office

Workforce Plan

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I. Overview

A. Agency Mission and Philosophy

1. **Mission.** The mission of the Texas General Land Office is to serve the schoolchildren, veterans, and all people of Texas by preserving their history, protecting their environment, expanding economic opportunity, and maximizing state revenue through innovative administration and prudent stewardship of state lands and resources.
2. **Philosophy.** The General Land Office's philosophy is based on nine values that will guide the decision-making processes and ensure balance between its resources and mission.
 - **Accountability.** We will create a climate of accountability that enhances productivity and satisfaction for employees and customers. We will strive to maintain accountability among our fellow employees and to those we serve.
 - **Diverse Workforce.** We believe that diversity is paramount and essential. We will strive to encourage a recruitment and retention process to reflect the diversity of Texas.
 - **Efficiency.** We continually strive to improve the efficiency of operations. We will spend resources wisely - always in the best interest of the citizens of Texas and in accordance with statutory responsibilities. We will strive to minimize bureaucracy by delegating authority and decision-making and eliminating ineffective procedures.
 - **Ethics.** We will set a high standard of ethics that promotes better service to employees and the citizens of Texas. We will strive to develop, maintain, and direct measures to ensure this standard.
 - **Fairness.** We will treat fellow employees and customers fairly and courteously.
 - **Inclusiveness.** We believe that inclusiveness is important and essential. We will strive to create an environment where all employees and citizens of Texas have opportunities for access and participation.
 - **Innovation.** We will foster a work environment where employees are encouraged to make suggestions for improvements, productive suggestions will be implemented, and employees will be recognized for their ideas.

- Professionalism. We will strive for professionalism in providing the highest quality service to customers. This service will be a model of consistency that ensures courtesy and integrity.
- Quality. We are committed to providing extraordinary service at the lowest possible cost with the greatest sense of pride.

B. Strategic Goals, Objectives and Strategies

Strategic Goals, Objectives and Strategies	
Goal I	To enhance the value of state assets, and the revenues they generate through prudent and innovative management, acquisition, and investments of agency and state-owned land, minerals, and other assets.
Objective	Generate revenue from the lease of state land each year in amounts commensurate with projected trends in the energy market; ensure at least 10 percent of oil and gas revenues through auditing, in-kind marketing, and power marketing activities and renewable energy activities on an annual basis; and ensure that at least 75 percent of Permanent School Fund uplands acreage is leased each year.
Strategies	<p>Assess the revenue potential of state lands for energy leasing and conduct aggressive energy leasing and revenue management activities.</p> <p>Promote the sale and use of state-owned energy resources, including renewable energy resources, to maximize the revenues generated by assets and develop public-private partnerships and programs to promote economic development.</p> <p>Prosecute for the defense of title to Permanent School Fund lands and the Relinquishment Act, royalty deficiencies and other mineral lease claims or cases.</p> <p>Promote and conduct Uplands/Surface leasing activities for Permanent School Fund and state agency lands.</p> <p>Promote and conduct coastal leasing activities for Permanent School Fund and state agency lands.</p>

Objective	Enhance the value of the Permanent School Fund by generating income and capital appreciation through investment in real assets.
Strategies	To evaluate, acquire and dispose of real property on behalf of the Permanent School Fund and to evaluate and dispose of underutilized state-owned land. Conduct surveys and appraisals on Permanent School Fund and state agency land.
Goal II	To preserve, protect, improve and restore the Texas environment, beaches and coastal areas, and promote the wise use of resources while creating new markets and jobs, through environmental initiatives in partnership with the public and private sector.
Objective	Protect and maintain 20 percent each year of developed, accessible, and eroding gulf shorelines.
Strategies	Administer federal-funded Texas Coastal Management Program (CMP), CMP grants, Coastal Impact Assistance Program (CIAP), Beach Watch, state funded beach management program and a coastal erosion control and beach nourishment program. Develop and implement a comprehensive coastal erosion response program and grants.
Objective	Provide constant capability to prevent or respond to oil spills and decrease the number of spills by 11.0 percent by fiscal year 2016.
Strategies	Develop and implement an oil spill response program and respond quickly and efficiently to oil spills. Develop and implement a comprehensive oil spill prevention program to monitor the integrity of oil transport through Texas coastal waters.

Goal III	To provide Texas veterans with self-supporting benefit programs offering below-market interest rate loans for land, homes and home improvements; high quality long-term nursing home care; and an honorable final resting place.
Objective	Manage program assets to cover 100 percent of loan demand, debt service and program expenses; reach one-third of Texas veterans annually with program information; maintain delinquency and foreclosure ratios at less than industry averages; and provide veterans with quality nursing home care and dignified burial sites.
Strategy	Provide veterans with benefit information, below-market lending opportunities, and efficient loan services; manage active loan accounts and bond funds to ensure the financial integrity of the VLB loan programs. Administer nursing home facilities to ensure veterans receive quality nursing home care. Provide burial sites for Texas veterans.
Goal IV	To establish and carry out policies governing purchasing and service contracts that foster meaningful and substantive inclusion of Historically Underutilized Businesses (HUBs).
Objective	To make a good faith effort to assist Historically Underutilized Businesses (HUBs) to receive contracts and subcontracts awarded annually by the agency in the specific procurement categories while striving to meet or exceed the HUB percentage goal for the particular category utilized.
Strategy	Develop and implement a plan for increasing the use of Historically Underutilized Businesses through purchasing and service contracts.

C. Agency Business Functions

The Republic of Texas Congress established the Texas General Land Office (GLO) in 1836 shortly after Texas won its independence from Mexico. The GLO was originally responsible for managing the public domain by collecting and keeping records, providing maps and surveys, and issuing land titles. Since then the GLO's duties have evolved, but its core mission is still the management of state lands and mineral-right properties totaling 20.3 million acres. Included in that portfolio are the beaches, bays, estuaries and other "submerged" lands out to 10.3 miles in the Gulf of Mexico, institutional acreage, grazing lands in West Texas, timberlands in East Texas, and commercial sites in urban areas throughout the state.

In managing that property, the GLO leases state lands and mineral rights, producing revenue and royalties which are funneled into the state's Permanent School Fund. The dividends and interest from Permanent School Fund investments go into the Available School Fund, and from there money is distributed to school districts on a per-pupil basis, helping to offset local property taxes. Since the Permanent School Fund was established in 1854, the Texas General Land Office has deposited into it more than \$6.8 billion, mostly from oil and gas leases and real estate trades and sales.

In addition to its mineral and land management activities, the GLO's responsibilities now cover many other areas. As the oldest state agency in Texas, the GLO's Archives and Records division houses original Spanish, Mexican, and Republic of Texas land grants and associated documentation. The Adopt-A-Beach, Coastal, Professional Services, and Oil Spill Prevention and Response programs work to protect our natural resources. The GLO triggers economic development through its natural gas and renewable energy marketing initiatives and serves veterans by offering below-market interest rate loans and veterans nursing home care and cemeteries through the Texas Veterans Land Board (VLB).

The GLO's offices are located across the state. The largest percentage of employees are found in the Stephen F. Austin building in Austin, while the Appraisal, Asset Inspection, Energy Resources, Oil Spill Prevention and Response, Coastal Resources, Office of Communications, and Veterans Land Board programs have employees assigned to field offices.

D. Anticipated Changes to the Mission, Objectives, Strategies and Goals

The GLO's core mission is not expected to change in the next five years. In addition, no major changes to the GLO's objectives, strategies and goals are expected.

II. Current Workforce Profile

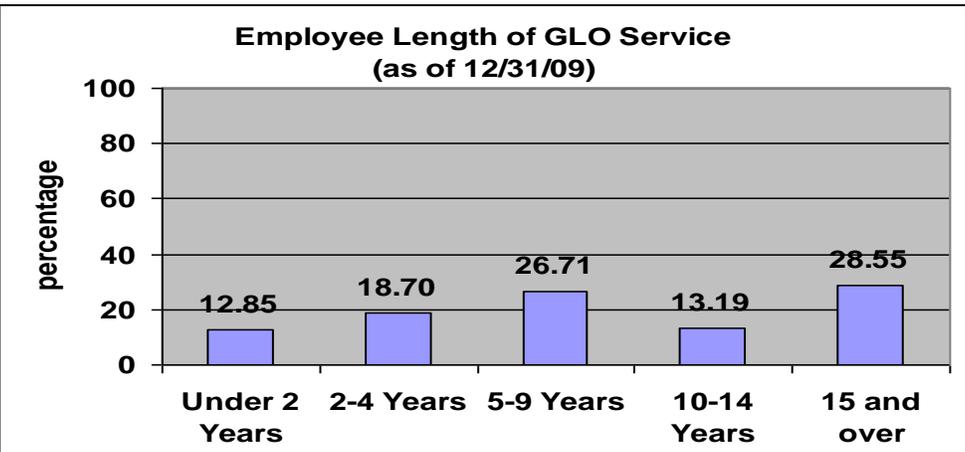
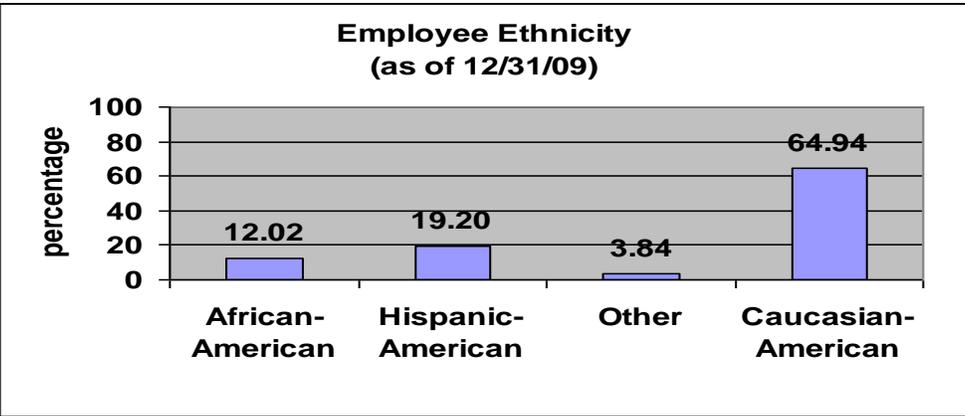
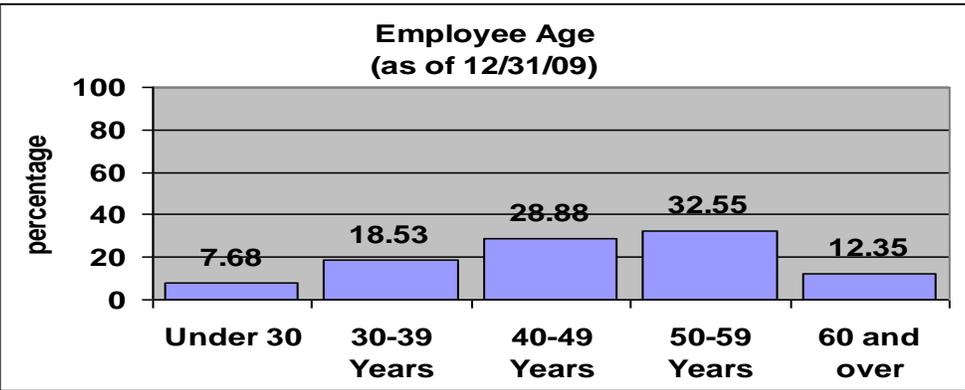
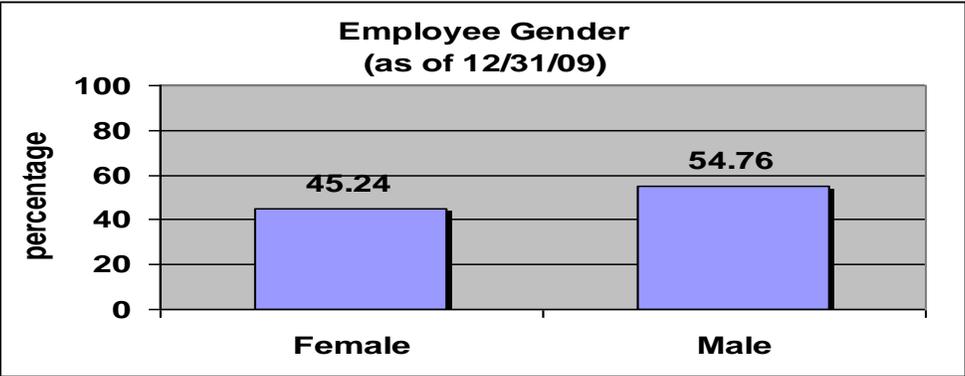
A. Workforce Demographics

The following charts profile the GLO's regular, full-time and part-time workforce as of December 31, 2009, based on data from the Uniform Statewide Payroll System¹.

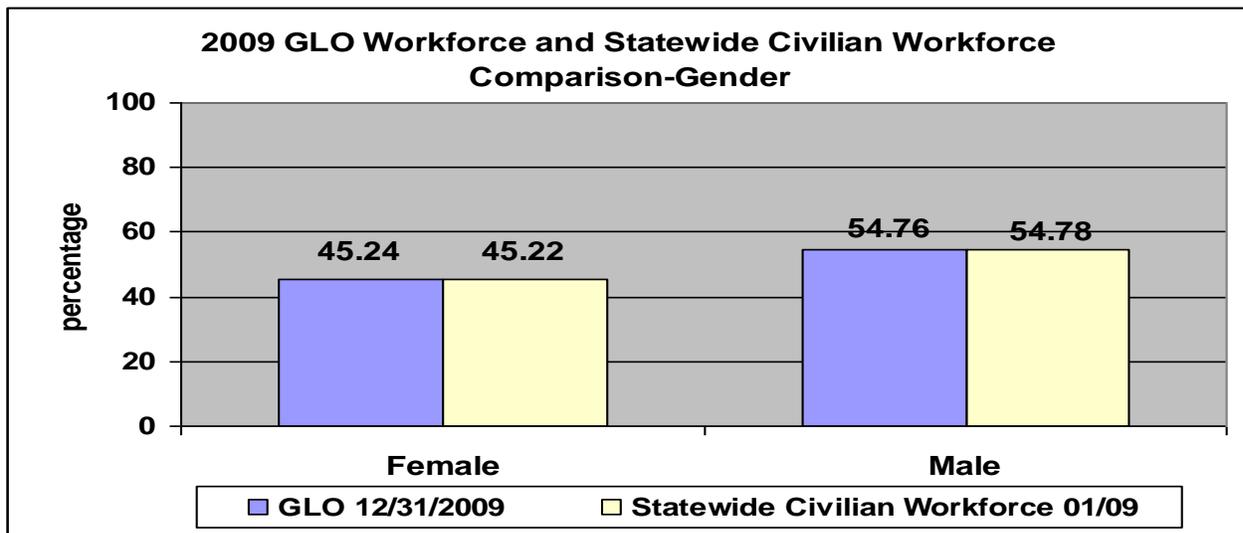
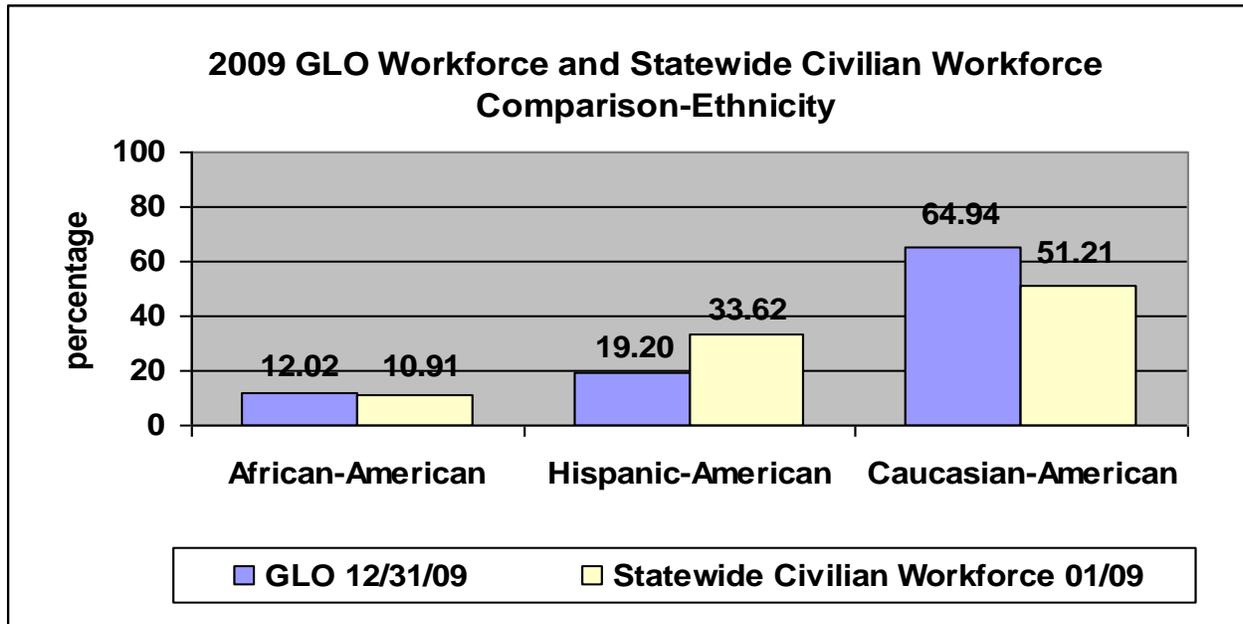
The GLO's current workforce is comprised of approximately 55 percent males and 45 percent females. Approximately 74 percent of GLO employees are age 40 or over, 45 percent are age 50 and over, and only 8 percent are under age 30. Approximately 32 percent of GLO employees have less than five years GLO service, and approximately 29 percent have 15 or more years GLO service. Compared to the last Workforce Report:

- the percentage of those over 40 years of age has increased less than 1 percent,
- the percentage of those over 50 years of age has increased 8 percent,
- the percentage of those over 60 years of age has increased 23 percent, and
- the percentage of those with 15 or more years of GLO service has increased 7 percent.

¹ This analysis does not include the Commissioner of the General Land Office, board members, or temporary employees, such as summer interns.



The following charts compare the GLO's ethnicity and gender percentages as of December 31, 2009 to that of the statewide civilian workforce².



² Texas Workforce Commission's Statewide Civilian Workforce Composition (Table 1 of the TWC's January 2009 Equal Employment Opportunity and Minority Hiring Practices Report). This report only contains data regarding the state's Caucasian, African American, Hispanic, and female workforce.

For the January 2009 report, the Texas Workforce Commission compiled the Statewide Civilian Workforce Percentage Composition by using data from the Bureau of Labor Statistics (BLS). BLS distinguishes between ethnicity (Hispanic or Non-Hispanic) and race (White, Black, Other) and captures data on these classifications independent of each other. As a result, Hispanics are included in both the White and Black racial numbers. BLS also allows respondents to report themselves in more than one racial category. The statewide job application, used to capture GLO ethnicity data, does not allow multiple ethnic entries. It also does not distinguish between ethnicity and race. Rather, it treats Hispanic as an ethnic choice, along with White, Black, Asian/Pacific Islander, or American Indian/Alaskan Native. Accordingly, the statewide African American and Caucasian American statistics are not a direct comparison to the GLO's numbers because the statewide statistics include Hispanics.

December 31, 2009

Job Category ³	Caucasian American		African American		Hispanic American		Other		Females	
	GLO%	State %	GLO%	State %	GLO%	State %	GLO%	State %	GLO %	State %
Officials/Administrators	81.4%	67.3%	8.5%	9.0%	7.1%	23.7%	2.8%	N/A	31.4%	38.8%
Professional	66.1%	68.4%	10.2%	11.7%	18.3%	19.9%	5.2%	N/A	40.0%	54.5%
Technician	63.2%	55.9%	8.1%	17.0%	26.5%	27.0%	2.0%	N/A	18.3%	55.6%
Para-Professional ⁴	52.1%	N/A	23.9%	N/A	19.7%	N/A	4.2%	N/A	63.3%	N/A
Administrative Support	58.6%	54.9%	13.7%	13.2%	27.5%	31.9%	0.0%	N/A	75.8%	66.2%

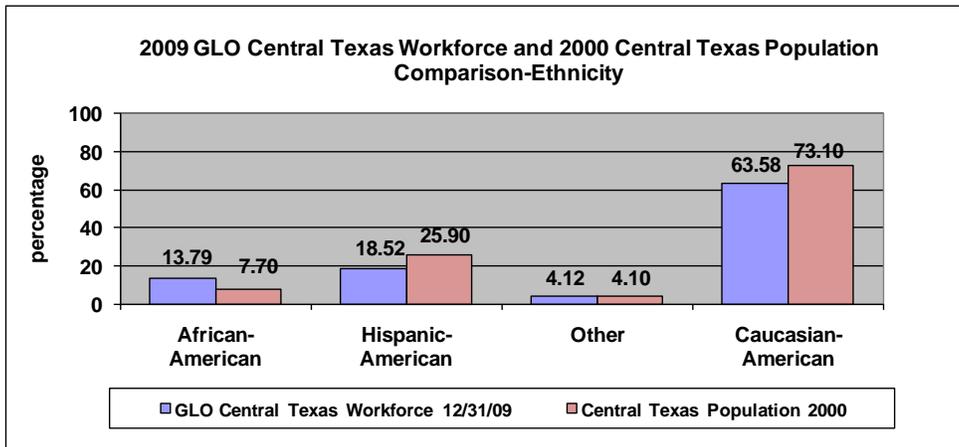
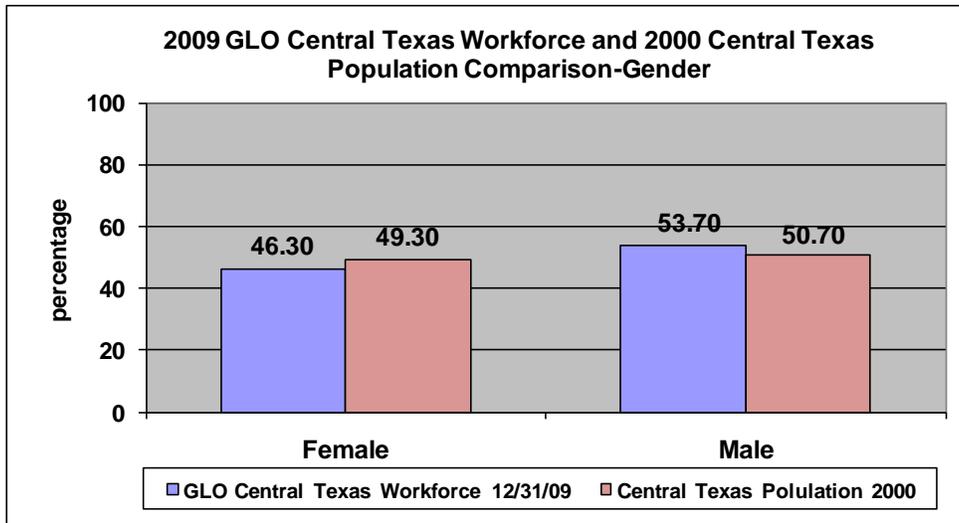
Overall, the agency percentages exceed the state workforce percentages for African-Americans and meet the state workforce percentages for females, but are below the state averages for Hispanics. Job categories where the GLO percentages are less than 80 percent of the state percentage are shown in red (for those job categories found at the GLO). Agency recruitment will continue to seek out various ways to reach those segments of the state workforce that are underrepresented at the GLO in an effort to obtain an applicant pool that reflects the diversity of the state, and thereby help reduce the differentials noted above.

The following charts compare the ethnicity and gender percentages for the GLO's central Texas employees as of December 31, 2009 to that of the population for the central Texas counties (Travis county and the other six contiguous counties).⁵

³ The totals do not include job categories in which the GLO has no employees.

⁴ The January 2009 TWC Equal Employment Opportunity and Minority Hiring Practices Report indicated that TWC has combined the statewide percentages for the Para-Professional and the Service & Maintenance EEO categories because they were not available separately from their BLS source report, accordingly, there is no Statewide paraprofessional statistic available for comparison.

⁵ The county demographics were found using the Texas Workforce Commission's Texas Industry Profiles County Narrative Profiles for Travis, Williamson, Hays, Burnet, Bastrop, Caldwell, and Blanco counties. The GLO employee statistics included employees whose offices were in one of those seven counties.

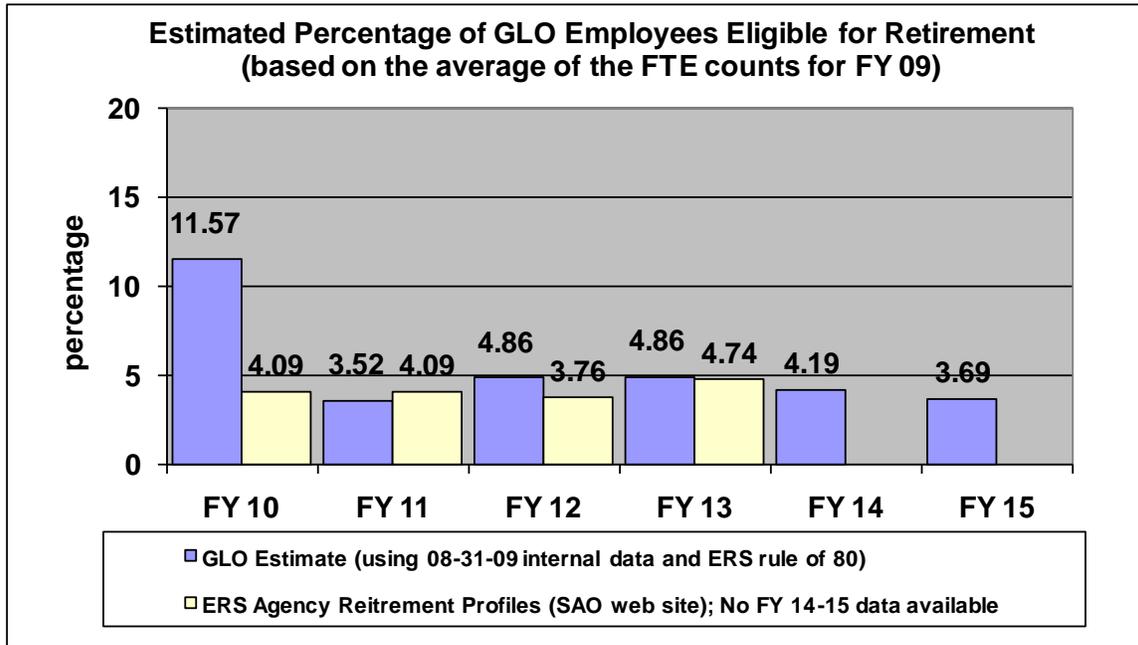


Because available workforce statistics are not available for just the central Texas area, comparison was made to central Texas population statistics. By definition, population numbers are higher than the available workforce numbers.

B. Retirement Eligibility

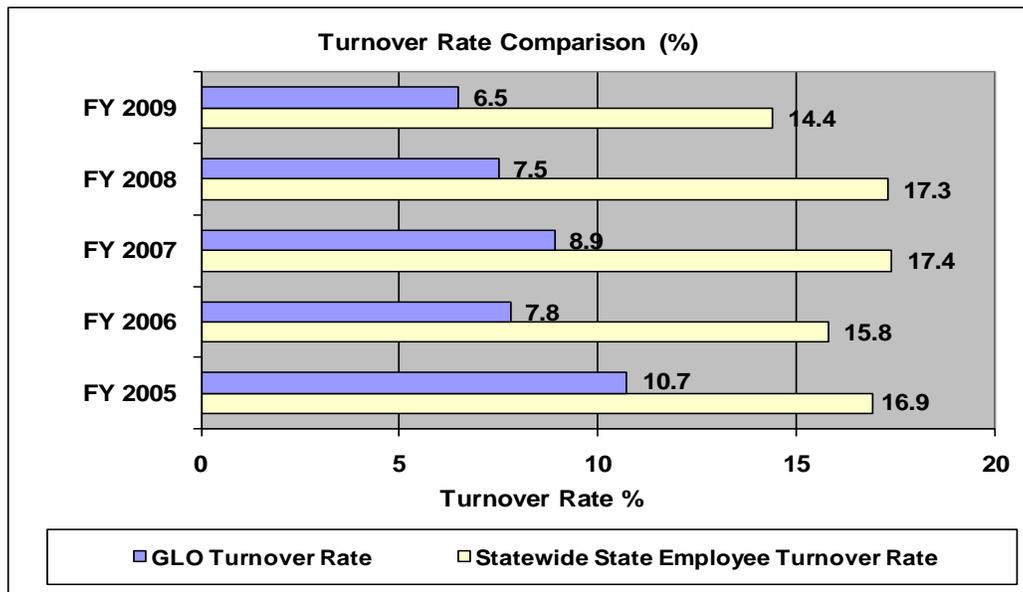
Because the GLO is a mature agency (with almost three-quarters of its employees over the age of 40 and 45 percent of its employees over the age of 50), retirements will have a big impact on the agency over the next five years. This could result in the loss of important institutional knowledge and expertise. Regardless of the exact number of retirements in any given calendar year, it is important to minimize the loss of critical program knowledge and organizational experience with departing employees.

Using Employee Retirement System (ERS) retirement projections, which would include all creditable state service, it is estimated that 102 GLO employees will retire by the end of FY 13. This would result in approximately 17 percent of the agency's employees retiring by the end of FY 13. The GLO retirement estimates suggest that over 32 percent of the agency's employees could retire by the end of FY 15.



C. Employee Turnover

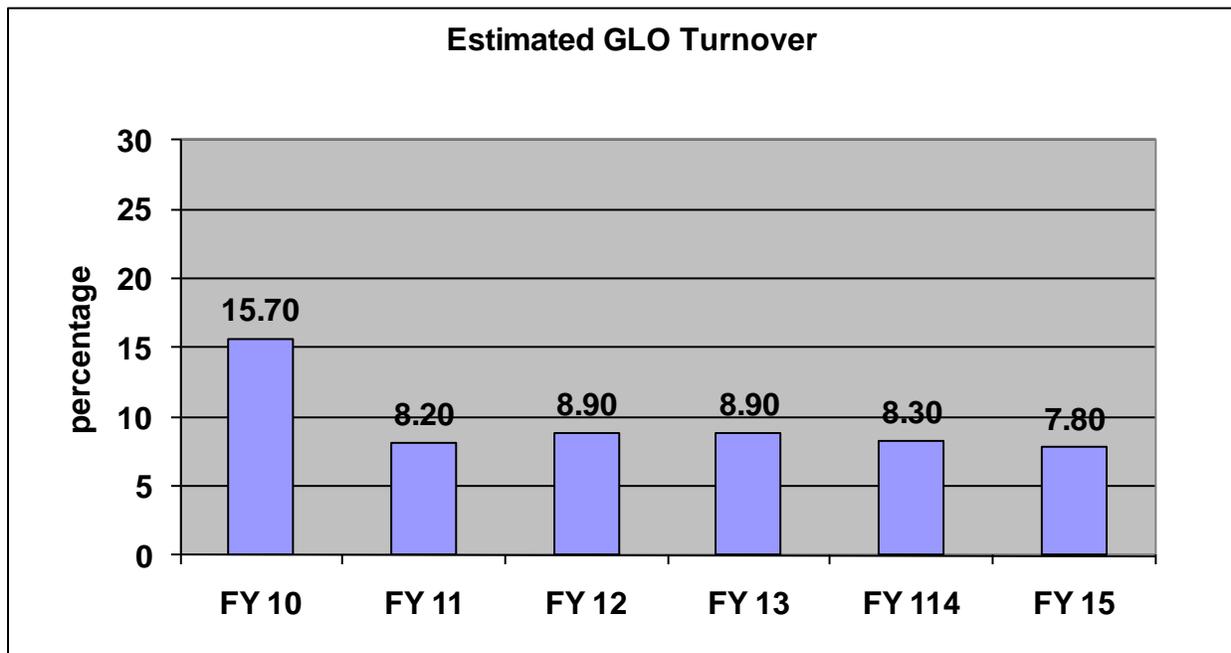
Turnover is an important issue in any organization, and the GLO is no exception. The GLO turnover rate for FY 09 was 6.5 percent – less than half the statewide rate. The following chart depicts GLO turnover data for FY 05-09 compared to the FY 05-09 turnover data for the Texas state employee workforce as a whole (reported on the Employee Turnover Statistics — Statewide Turnover Rate page of the State Auditor's Office Human Resources web site). The GLO is proud of the fact that its turnover rate is consistently well below that for the state workforce.



In calendar year 2009, highest turnover at the GLO has occurred for:

- administrative assistant IV (14.29 percent)
- program specialist I (7.14 percent)
- appraiser II (7.14 percent)
- administrative assistant III (7.14 percent)

Agency turnover for calendar year 2009 was 5.7 percent. Using FY 09 involuntary and voluntary turnover data from the State Auditor’s Office (SAO) for the GLO and ERS’s and GLO’s estimated GLO retirements, the following are the predicted GLO turnover rates for FY 10 and the next five fiscal years:

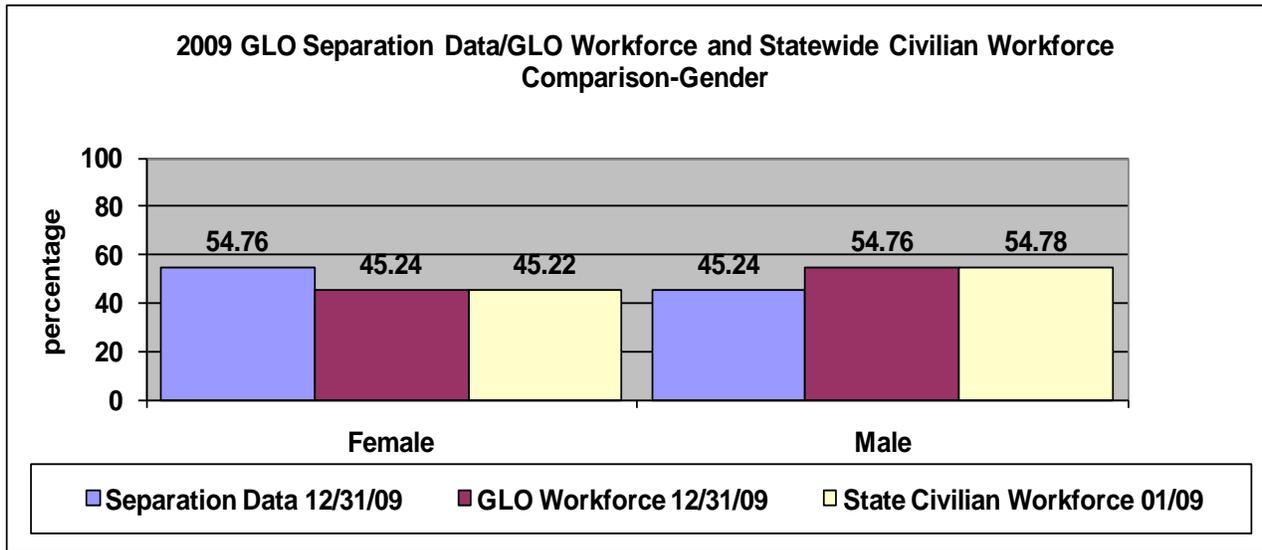


These estimates do not include the impact of expected delayed retirements due to the recession’s reduction of the value of employee retirement funds or the later potential surge of retirements as these workers retire as the economy recovers.

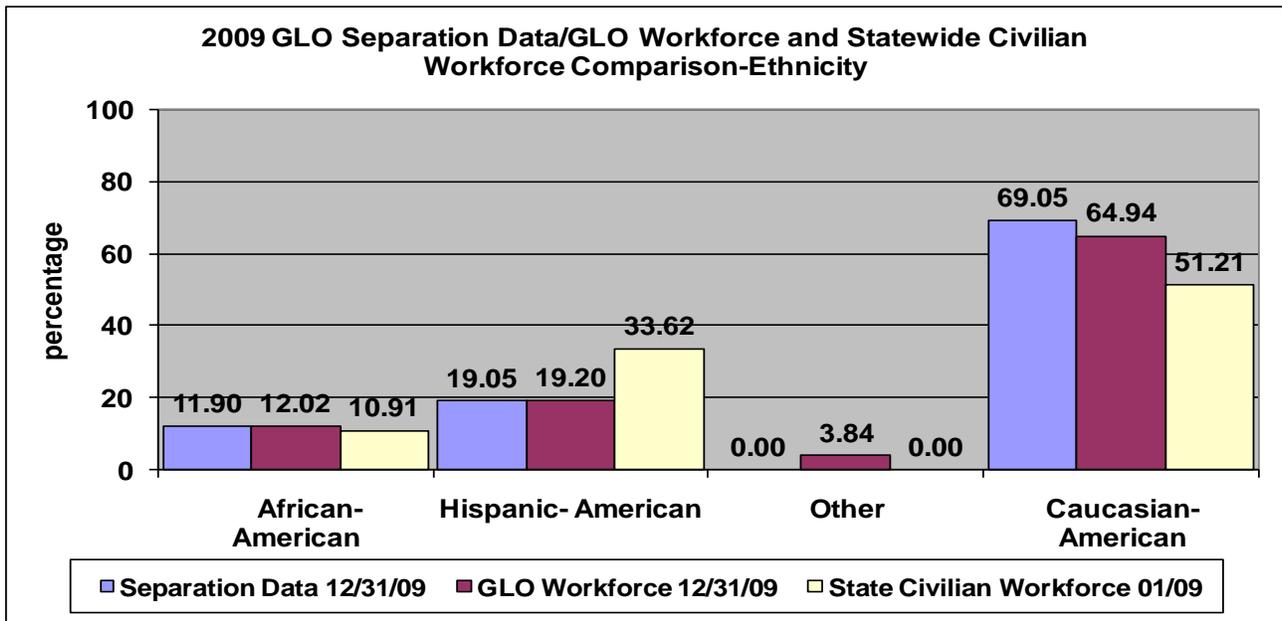
To further evaluate turnover at the GLO, the following charts show the GLO’s CY 2009 turnover data by gender and ethnicity and compare that data to the demographics of the GLO and the statewide workforce⁶. Turnover percentages for African Americans, Hispanics, and Other GLO employees in 2009 were less than their percentages of the GLO workforce, while turnover was higher for females.

⁶ Texas Workforce Commission’s Statewide Civilian Workforce Composition (Table 1 of the TWC’s January 2009 Equal Employment Opportunity and Minority Hiring Practices Report). This report only contains data regarding the state’s Caucasian, African American, Hispanic, and female workforce. See further information in footnote 1. Temporary employees are not included in GLO or ERS turnover data in this report.

GENDER

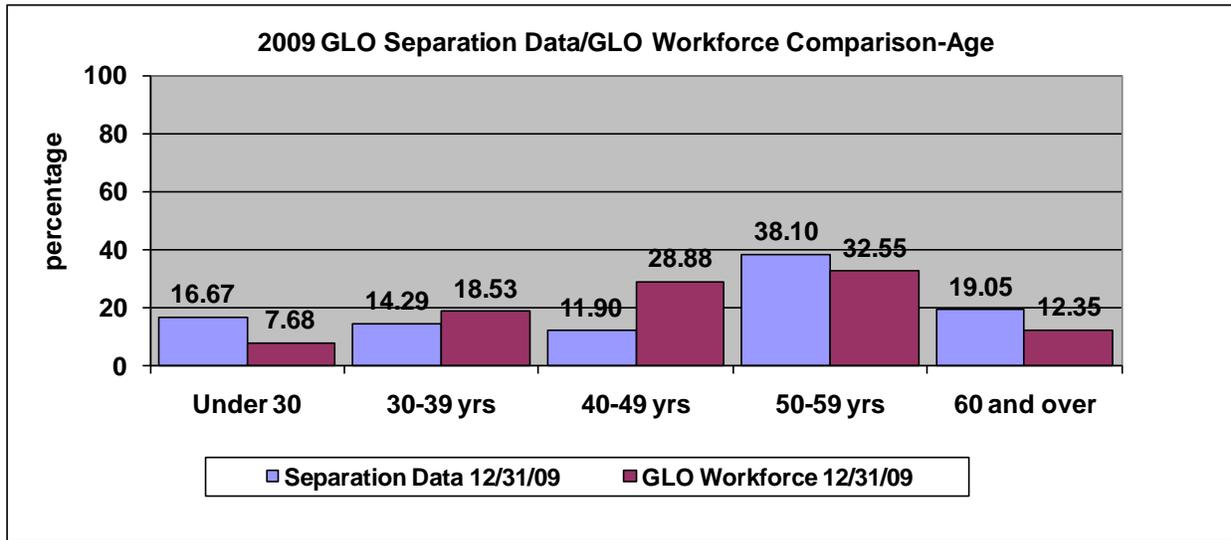


ETHNICITY

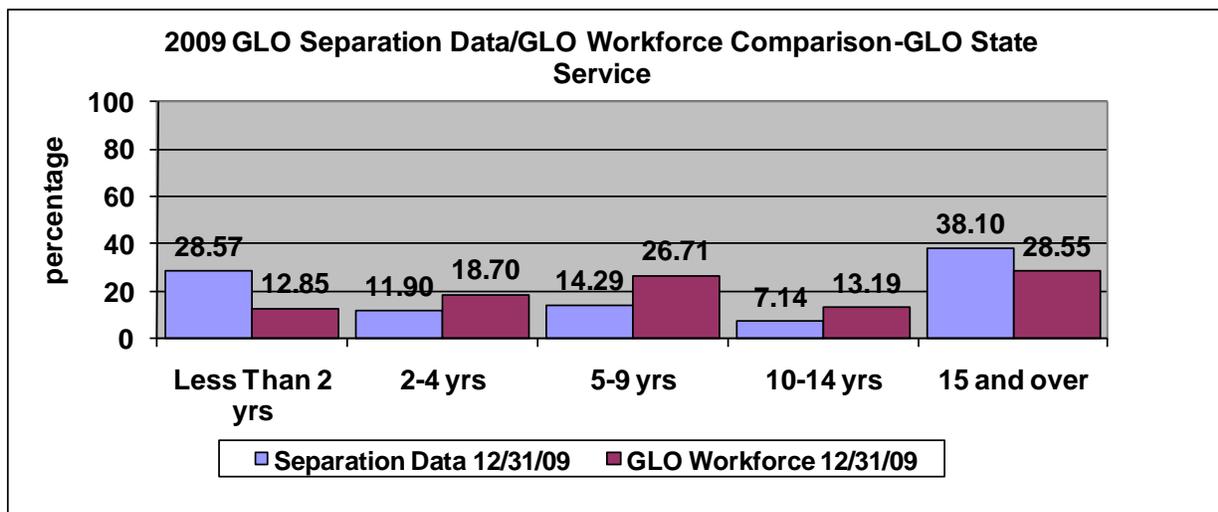


The following charts show the GLO's turnover data by age and length of service and compare the GLO's turnover data to the GLO's workforce data for CY 2009. Note: The currently available EEOC statewide civilian workforce report does not contain age or length of service data and is therefore not included in the following charts.

AGE



LENGTH OF SERVICE



Turnover percentages for employees under 30 years of age and for employees with less than two years of GLO service are disproportionate relative to their percentages in the GLO workforce.

D. Critical Workforce Skills

Skills are needed in the following substantive areas in order for the General Land Office to accomplish its basic business functions:

- Mortgage and loan management
- Long-term care facility and cemetery construction and management
- Real estate leasing, sale, development, investment, and management
- Energy (including renewable energy) leasing, sale, and management
- Coastal and upland leasing, improvement, protection, and management
- Land surveying and appraising
- Historical document conservation and preservation and archival management

To succeed at its substantive functions, GLO employees also need skills in:

- Project and grant management
- Computer technology
- Research and analysis
- Change management
- Problem solving
- Financial, revenue, and fund management
- Leadership and personnel management, development, and retention
- Negotiation/facilitation/collaboration
- Strategic planning
- Customer service
- Communication/marketing
- Business process management
- Customer service
- Data and information management

III. Future Workforce Profile (Demand Analysis)

A. Expected Workforce Changes

- Increased workload due to expected increased federal funding of the Coastal Impact Assistance Program (CIAP) and if the Texas Legislature grants the Veterans Land Board authority to open additional veterans homes
- Increased emphasis on the use of technology to serve customers and to revise and streamline work processes to make them more efficient and paperless, including continued implementation of GLO programs online
- An aging workforce, which may result in more employees caring for aging parents and retirement of significant historical knowledge, expertise and experience
- Recessionary impacts:
 - ▶ The state is facing large budgetary shortfalls and will need to make resulting adjustments (such as budget cuts, significant increases in benefit costs and/or reduced benefits, reorganizations, etc.)
 - ▶ The workforce may experience low morale, less productivity and loyalty, and more conflict, skepticism, and fear of job loss
 - ▶ Employees may delay retirement resulting in an even wider variety of generations working together
 - ▶ As the economy recovers, there could be a surge of retirements by those who had delayed leaving the workforces in tougher times

- Increased diversity in employee demographics, backgrounds, experience and other characteristics
- Periodic difficulty in attracting and retaining qualified employees in certain positions due to fluctuations and cycles in the labor market (especially in terms of the impact of private sector business cycles) and because of labor market shortages (especially since fewer workers are expected to be available to replace retirees leaving the aging workforce)
- Periodic reorganization and outsourcing to realign resources to achieve agency goals

B. Future Workforce Skills Needed

For the foreseeable future, GLO employees will continue to need the critical workforce skills listed above. In addition, the GLO may face the following changes in skills needed:

- As the agency continues to use technology to improve productivity and serve its customers, employees will need an even stronger ability and willingness to learn to use new and more advanced computer systems and applications on an on-going basis.
- To be ready for the projected high number of retirements in the future, the GLO will need employees with even stronger skills in:
 - ▶ retention of valued employees
 - ▶ preparation for the loss of highly skilled and experienced employees
 - ▶ knowledge transfer (such as cross training, process documentation, and mentoring)
- As our workforce continues to age and some retirements may be delayed for financial reasons, the GLO will need employees with even stronger skills in:
 - ▶ working effectively with a wider variety of generations
 - ▶ understanding their benefits
 - ▶ understanding relevant leave, time, and work schedule policies and laws that may be relevant for aging workers or workers caring for aging parents (such as FMLA and flextime options)
- As the recession and state budgetary shortfall continues and if the agency implements significant changes, such as budget cuts, reorganizations or outsourcing, GLO managers will need an even wider array of management and operations skills to creatively:
 - ▶ identify and implement ways to save money, operate more efficiently, and otherwise fulfill the agency's mission with less funding
 - ▶ lead and motivate their staff during difficult times of change, build and maintain morale, resolve conflict, and retain valued staff
- As Texas becomes more diverse in terms of age, ethnicity, language, and other factors, employees will need to be even more adept at working and managing effectively in an increasingly diverse work environment.

C. Anticipated Increase/Decrease in Number of Employees Needed to do the Work

The GLO does not anticipate needing additional FTEs in FY 11-15. Increased workload demands will be addressed by the reallocation of FTEs within the agency. Any decrease in staffing would significantly impact the GLO's ability to meet its goals. Increased and changing demands will be facilitated by optimum utilization of technology and by continuous review and development of efficient work processes.

D. Critical Functions

The General Land Office's critical functions are:

- Veterans Land Board loan, cemetery and veterans home programs
- Real estate management
- Energy resource management (including renewable energy)
- Coastal and upland management
- Land survey and appraisal
- Archives and records management

To successfully complete these critical functions, the General Land Office relies on a strong set of support areas with expertise in areas such as:

- Legal services
- Information technology
- Financial reporting and management
- Funds management
- Communications
- Mail/delivery
- Auditing
- Employee relations
- Budget
- Construction/design
- Procurement/travel
- Facilities management
- Fleet/asset management
- Human resources
- Governmental relations

IV. Gap Analysis — Anticipated Surplus or Shortage of Workers or Skills

A. Potential Worker Shortage/Surplus

The GLO does not anticipate an FTE shortage or surplus in FY 11-15. Increased workload demands will be addressed by the reallocation of FTEs within the agency. Any decrease in staffing would significantly impact the GLO's ability to meet its goals. Increased and changing demands will be facilitated by optimum utilization of technology and by continuous review and development of efficient work processes.

B. Potential Skill Shortage/Surplus

Due to the workforce data and anticipated changes noted above, the agency may experience periodic shortages of employees with the following skills:

- Employees with the skills and experience needed to support the Texas State Veterans Homes and Coastal Impact Assistance Program (CIAP) programs (if the Texas Legislature grants the Veterans Land Board authority to open additional veterans homes and/or if the GLO receives increased federal CIAP funding)
- Employees with the technology skills needed to develop, maintain, and fully utilize the agency's continually advancing computer systems
- Employees with valuable institutional knowledge, expertise and experience, and/or employees with the skills needed to fill the positions vacated by these valued employees
- Managers with the skills needed to meet agency goals within the agency's budgetary framework and to motivate, retain, and lead staff, resolve conflict, and build morale and loyalty through difficult times of change.
- Employees with the skills needed to work in and manage others in an increasingly diverse work environment, including skills in understanding the benefit, leave, time, and work schedule issues that may be increasingly relevant to older employees and employees caring for aging parents.
- Employees with the skills needed to fill certain vacancies for extended periods due to fluctuations and cycles in the labor market (examples: nurses and long-term care workers as long as there is a shortage of workers with these skills in the industry and information systems positions during periods of strong growth for the IT market) and/or because of overall labor shortages (as fewer workers are expected to be available to replace retirees leaving an aging workforce).

V. Strategy Development

In order to address the potential gaps between the current workforce and future demands, the GLO has developed goals for the current workforce plan. These are based on a range of factors identified through analyzing the agency and its workforce.

<p>I. Potential Gap</p>	<p>Employees with skills and experience needed to support the potential increase in Coastal Impact Assistance Program (CIAP) workload and Texas State Veterans Homes (TSVH).</p>
<p>Goal</p>	<p>To employ staff with skills and experience needed to support the potential increase in CIAP workload and TSVH.</p>
<p>Rationale</p>	<p>If the GLO receives increased federal funding of the Coastal Impact Assistance Program (CIAP) program and/or additional legislative authority to open additional veterans homes, the GLO will need to properly support those functions with qualified personnel.</p>
<p>Action Steps</p>	<ul style="list-style-type: none"> • Encourage managers in these program areas to create and maintain written procedures to facilitate training of possible future staff. • Maintain on-going recruitment contact information that can be referenced for future recruiting for these areas. • Evaluate the need for staffing adjustments in order to support these programs when these programs receive this additional authority/funding. • Realign FTEs with current or new workers as appropriate to staff these expanded programs. • Conduct recruitment appropriate for any postings to seek a qualified applicant pool, working with hiring supervisors to consider advertising postings with industry contacts and trade publications to maximize exposure of the posting to the best qualified potential applicants.

II. Potential Gap	Employees with the technology skills needed to develop, maintain, and fully utilize the agency's continually advancing computer systems.
Goal	To employ staff with the technology skills needed to develop, maintain, and fully utilize the existing and future agency computer systems.
Rationale	The agency will continue to implement new and revised computer systems in an effort to make work processes more efficient/paperless and better serve GLO customers. GLO employees must be able to use these systems to maximize their effectiveness and productivity.
Action Steps	<ul style="list-style-type: none"> • Maintain GLO IT training staff and facilities to continually offer employees training on how to use various GLO applications. • Continue to offer employees the option of taking online computer training to reach field staff and fit employee schedules. Remind employees, especially field staff, aware that this resource is available to them. • Use Web-X technology where appropriate to facilitate employee training. • Encourage employees to take computer training by counting the courses toward employees' required annual training credits. • Remind hiring supervisors that they can conduct computer skills testing when posting jobs that require these skills and provide them resources to assist them in doing so (example tests previously used by agency managers, information on available third-party testing services, etc.).

<p>III. Potential Gap</p>	<p>Employees with valuable institutional knowledge, expertise and experience;</p> <p>Employees with the skills needed to fill positions vacated by these valued employees, and/or</p> <p>Employees with the skills needed to fill certain vacancies during a tight labor market.</p>
<p>Goal</p>	<p>To maintain a competent and knowledgeable workforce — even when experienced personnel are lost due to retirement or during a tight labor market — the GLO must be able to effectively recruit, develop and retain good employees.</p>
<p>Rationale</p>	<p>Over 32 percent of the GLO workforce is projected to be eligible to retire by the end of FY 15. In addition, shortages of certain workers in the labor market will make filling some positions difficult, such as is presently the case for nursing and long-term care positions and as can be the case for information technology positions during times of growth in that industry. The recent economic downturn has caused some employees to postpone retirement, which could mean that there could be a large wave of retirements as the economy recovers. As experienced agency employees retire or as employees otherwise leave the agency during a tight labor market, the GLO must be ready to either fill these vacancies with existing staff, or aggressively recruit from outside the agency.</p> <p>Accordingly, the GLO must work to retain its existing employees, especially those with valuable institutional knowledge, skills and experience, and develop those employees with the interest and ability to learn new competencies so they are prepared to progress into more advanced positions. The GLO must also be prepared to recruit external candidates for vacancies, even during a tight labor market.</p>
<p>Action Steps</p>	<p>Succession Planning:</p> <ul style="list-style-type: none"> • Identify key positions that should be targeted for succession planning, determine the critical competencies and skills needed for those positions, and consider how to develop staff and/or aggressively recruit to fill these positions should they become vacant. • As part of agency succession planning, seek to ensure that institutional knowledge is retained by promoting the documentation of important program information and the transfer of knowledge by cross training/mentoring. • Review succession plans on a regular basis and update them as needed to keep them current and useful. • Make managers aware that as the economy recovers, there could be a surge of retirements by those who had delayed leaving the workforces in tougher times. • Offer agency managers Human Resources’ one-on-one assistance with their succession plans as needed.

Development:

- Encourage employee development by continuing the GLO's mandatory training program that requires all employees to earn a minimum number of training credits each year.
- Offer employee training to help develop the critical skills. Continue to provide both internal and external classroom training, as well as on-line/DVD training to make training available to field employees and accommodating to employees' schedules. Continue to inform employees about training opportunities, including those offered by the GLO's Employees Assistance Program and by other agencies that GLO employees may attend at no or little cost.
- Continue to provide thorough leadership training to all levels of agency managers, as well as potential managers (Dale Carnegie and GEDP).
- Encourage managers to create programs that allow employees who are seeking new challenges to work on special projects, rotations and/or developmental assignments (to help them increase their knowledge/experience even if promotional opportunities are temporarily stagnant).
- Conduct regular training needs assessments to identify training of interest to employees and managers.
- Continue the GLO mentoring program to match experienced/skilled employees with employees seeking to learn from them. These mentoring relationships can also help less experienced/skilled employees identify their career goals and plan their career development. Because agency turnover is disproportionately high for employees under 30 and those with two to four years of GLO service, mentoring needs to continue to be offered and emphasized.
- Maintain agency career ladders to help employees identify development paths to prepare for jobs with higher-level skill requirements.
- Develop a searchable database to inventory employee training and skill sets so that employees may be identified for development and possible promotional opportunities.

Recruitment:

- Offer competitive salaries to the extent possible. Consider offering recruitment bonuses for hard to fill positions.
- Broadly market GLO positions (which may include attending career fairs, placing advertisements in relevant newspapers, journals or other publications, posting jobs at targeted Internet sites, and coordinating with colleges/universities and other resources in the community) in an effort to achieve a qualified applicant pool.
- Continue holding regular recruitment meetings in which employees are invited to brainstorm about how to recruit for posted positions.
- Coordinate with employees familiar with targeted positions to seek assistance with recruiting.
- Establish contacts at relevant colleges, universities, and schools and in the nursing, long term care, and information technology industries to assist with recruiting hard to fill positions.
- Post information about the GLO Diversity Initiative on the GLO's job opportunities web page.
- Continue the GLO's summer intern/law clerk/volunteer program to provide individuals interested in public service with hands-on experience with GLO

programs and to serve as a good source of potential employees when vacancies occur.

- Consider using contract workers to fill positions at all levels during a tight labor market or whenever appropriate.

Retention:

- Maintain competitive salaries to the extent possible. Consider offering retention bonuses to retain staff in hard to fill positions.
- Offer training on employee retention strategies. As part of that training:
 - Make managers aware of the wide array of tools they may use to retain valuable employees, including utilizing a variety of employee recognition and reward options, offering flexible and challenging work/projects for staff to help increase their knowledge/experience, and emphasizing our strengths to employees. Our strengths include low turnover, strong Survey of Organizational Excellence scores, defined benefit/retirement plans, paid leave, stable employer, multifaceted programs in which to use/develop skills/abilities, and appealing/safe cities.
 - Remind managers of the different motivational interests of the various generations in the workforce so they can better motivate all of their employees. (For example, cross-functional, project-focused teams are thought to appeal to the motivational needs of the younger members of our workforce).
 - Emphasize the disproportionate turnover for employees who are under the age of 30 (even if interns are not counted) and those with less than 2 years of experience and the resulting need to develop and work with newer/younger employees to make sure they are engaged and can see a path for themselves to grow and progress at the GLO.
- Assign informal mentors to new employees to assist them in acclimating to the GLO.
- Monitor turnover data, Survey of Organizational Excellence results and exit interview feedback to identify and address any trends or issues that could be contributing to turnover.
- Make employees aware of all available compensation, benefits, rewards and incentives that can be used to attract and retain staff, including:
 - administrative leave for outstanding performance
 - flexible work schedules, compressed workweek, and part-time schedules
 - flexibility in career responsibility to coordinate with life stages
 - telework and remote working
 - college and technical school assistance
 - training, including training for personal development
 - mentoring
 - paid licensing and professional fees
 - job sharing
 - staff retreats
 - drawings for use of the Chief Clerk's parking place
 - compliment recognition

	<ul style="list-style-type: none"> ○ manager thank-you cards, ○ Visa gift card drawing to reward outstanding employees <ul style="list-style-type: none"> ● Remind staff of the many benefits, advantages, and other nice aspects of working at the GLO, such as: <ul style="list-style-type: none"> ○ Employees Assistance Program benefits (including support services for those dealing with childcare and eldercare issues) ○ GLO service recognition (ceremony, service pins, and certificates) ○ dedicated quiet room and supportive breastfeeding policies ○ one-on-one assistance with benefits issues ○ condolences shared when an employee's family member passes away ○ access to on-site massage therapy every Friday ○ Cultural Awareness Council (CAC) events, 4th of July lunch, and other GLO employee events and activities ○ GLO Wellness Council information and activities ○ relaxed dress code ○ paid parking ○ defined benefit and retirement plans ○ access to Legal Protection Plan benefits ○ paid leave ○ stable employer ○ multifaceted programs in which to use/develop skills/abilities ○ appealing/safe cities ○ support for employee work/life balance ● Seek the identification and implementation of other retention programs designed to reduce turnover so the agency has a larger pool of experienced employees who can be tapped to fill future vacancies. <p>Multi-purpose:</p> <ul style="list-style-type: none"> ● Continue the activities of the GLO Cultural Awareness Council (CAC) to create cultural awareness and opportunities at the GLO. ● Continue the activities of the GLO Wellness Council to provide information and motivation in an effort to promote employee wellness.
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<p>IV. Potential Gap</p>	<p>Managers with the skills needed to meet agency goals within the agency’s budgetary framework and to motivate, retain, and lead staff, resolve conflict, and build morale and loyalty through difficult times of change.</p>
<p>Goal</p>	<p>To employ managers who are able to fulfill the agency’s mission with less funding and effectively lead and manage their staff during times of change, such as during budget cuts, reorganizations, outsourcing, and other organizational changes.</p>
<p>Rationale</p>	<p>As the recession and state budgetary shortfall continues, the agency faces possibly significant changes, such as budget cuts, benefit reductions and/or cost increases, reorganizations and outsourcing. Even if these financial pressures were not a factor, the agency may periodically make changes such as reorganizations and outsourcing to realign resources to achieve agency goals. These changes can lead to reduced productivity, low morale and conflict for some employees. GLO needs managers who can both:</p> <ul style="list-style-type: none"> • identify and implement ways to save money, operate more efficiently, and otherwise fulfill the agency’s mission with less funding and • lead and motivate their staff during difficult times of change, build and maintain morale, resolve conflict, and retain valued staff.
<p>Action Steps</p>	<ul style="list-style-type: none"> • Educate managers on agency budget management processes to help them manage their budget in a responsible and efficient manner. • Share cost-savings ideas and strategies with employees on an on-going basis. • Continue to provide mid-level managers Dale Carnegie training in the fundamentals of leadership and management. Include team leaders and other high-potential employees in this training to prepare them for future leadership roles. Educate senior managers on the approach of this training so they will be prepared to support this program to develop their management staff. • Educate agency managers/team leaders on leadership skills needed during times of difficult change to help them increase morale, loyalty, optimism, and productivity. • See the retention strategies listed in Potential Gap III. • Require future managers and team leaders to view the DVD of the Core Management training to give them grounding in GLO-specific management expectations. • Continue to send senior managers to the Governor’s Executive Development Program when possible to train them in the leadership skills that will be valuable in challenging times. • Maintain the GLO’s Employee Assistance Program and continue to remind employees of its many services that they can use (or they can refer staff to use) to help employees handle change and stress. • Provide several avenues employees may use to resolve conflict and manage stress that may result during time of difficult change.

<p>V. Potential Gap</p>	<p>Employees with the skills needed to work with and manage others in an increasingly diverse work environment.</p>
<p>Goal</p>	<p>To employ staff who can effectively function in a diverse work environment (in terms of employee demographics, backgrounds, experience, and other characteristics).</p>
<p>Rationale</p>	<p>As Texas and the GLO continue to become more diverse in terms of age, ethnicity, language, and other characteristics, agency employees must be able to work with and manage people with all kinds of differences in order to do the agency's work and to be the kind of workplace that can attract and retain qualified employees.</p>
<p>Action Steps</p>	<ul style="list-style-type: none"> • Offer speakers/training/events on a variety of topics to promote an environment that is inclusive and draws upon the strength of the diversity of the GLO workforce. • Offer speakers/training specifically addressing the issues that arise in working and managing staff in a multigenerational workplace. • Utilize the recruitment strategies listed under Potential Gap III in an effort to achieve a qualified, diverse applicant pool that more closely mirrors the workforce. • Require regular training regarding EEO/ADA laws and policies to remind all staff of the various types of prohibited discrimination and the avenues available to employees to resolve any concerns. • Provide information to help employees understand their benefits as well as the leave, time, and work schedule issues that may be increasingly relevant to older employees and employees caring for aging parents (such as FMLA and flextime options). • Continue the GLO Ombudsman's Office as a safe, confidential way for employees to raise any concerns that may have to do with diversity. • Regularly review agency demographics, looking for trends that suggest areas of further emphasis in development, recruitment, and/or training. • Enforce agency policies prohibiting illegal discrimination. • Evaluate Survey of Organizational Excellence feedback for the diversity construct and take appropriate action to achieve further improvement. • Continue the activities of the GLO Cultural Awareness Council (CAC) to create cultural awareness and opportunities at the GLO and to offer employees the opportunity to interact with different employees from throughout the agency.