



# TxDMV Workforce Plan (2011 – 2015)

## Workforce Overview

The Texas Department of Motor Vehicles (TxDMV) was created with the passage of House Bill 3097 (81st Legislative Session) which transferred responsibilities from the Texas Department of Transportation (TxDOT). The bill was signed into law by Governor Rick Perry in June 2009 and the agency began operations on November 2, 2009. The agency is responsible for the oversight of administrative functions related to motorist services.

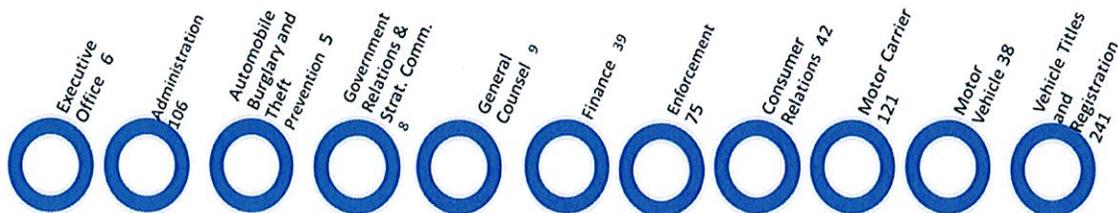
During the 82nd Legislative Session a rider to Senate Bill 1420 transferred the Oversize/Overweight permitting functions (116 positions) from TxDOT to TxDMV. This function transfer was effective January 1, 2012 and increased the TxDMV full time equivalent (FTE) authorization to 763.

The agency is responsible for:

- Vehicle registration and titling;
- Issuing motor carrier operating authority;
- Issuing oversize and overweight permits;
- Motor carrier, motor vehicle dealer, salvage enforcement;
- Licensing vehicle dealers and others in the motor vehicle industry; and,
- Awarding law enforcement agencies grants to reduce auto theft and increase public awareness.

TxDMV is governed by a nine-member board whose members are appointed by the governor to six-year terms. The executive director reports to the board. The agency is organized into 10 divisions excluding the Executive Office. The TxDMV workforce increased approximately 19% (adding 125 employees)<sup>1</sup> since the agency was established in November 2009.

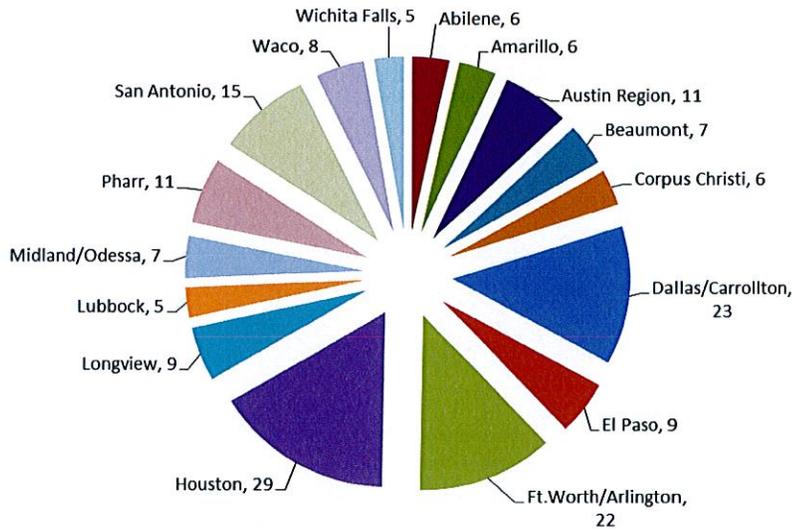
**Figure 1: TxDMV Division Headcount FY12 2nd Quarter (HR Online (PeopleSoft))**



<sup>1</sup> Source: State Auditor's Office (SAO) E-Class System Average Headcount FY10, Fy11 and Fy12 2<sup>nd</sup> Qtr.

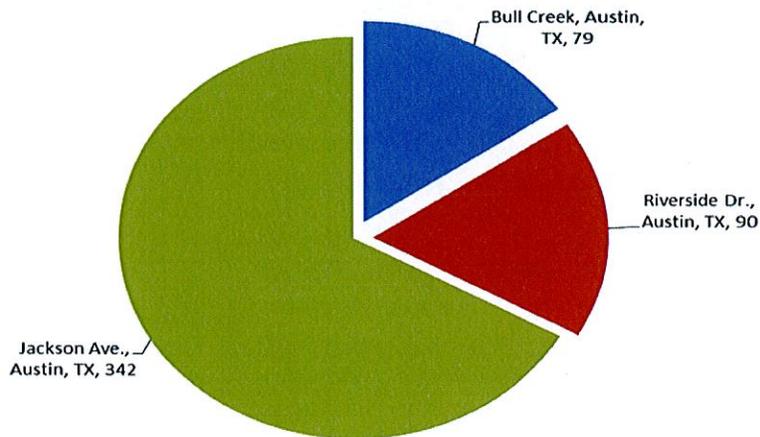
To meet our commitment to our customers, the agency staffs 16 regional offices throughout Texas in addition to central operations in Austin. As of February 29, 2012, 179<sup>2</sup> employees (26% of the workforce) were located in regional offices.

**Figure 2: Workforce by Regional Office (HR Online (PeopleSoft))**



Employees stationed at the Austin Regional Office are included in the Regional Office headcount. At the end of the 2nd quarter, fiscal year 2012 (FY12) 511<sup>2</sup> employees or 74% of the workforce were located in Austin.

**Figure 3: Austin Area Workforce (HR Online (PeopleSoft))**



Information presented in this plan is based on either the State Auditor's Office (SAO) or the HR Online (PeopleSoft) workforce data as footnoted, and reflects either fiscal year 2011 (FY11) year-end or 2<sup>nd</sup> quarter FY12 data.

<sup>2</sup> Source: TxDMV HR Online (PeopleSoft)

## EEO Commitment

TxDMV is an equal opportunity/affirmative action employer. The agency does not allow discrimination on the basis of race, color, religion, national origin, sex, disability, age, genetic information, sexual orientation, or veteran status.

## Workforce Utilization Analysis

Texas Labor Code, Chapter 21 requires each state agency to analyze 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 statewide civilian labor force (CLF) to determine if underutilization has occurred in a job category. The Equal Employment Opportunity Commission<sup>3</sup> (EEOC) data was used for comparison purposes. The EEOC annually collects EEO-1 information from private employers with 100 or more employees or federal contractors with 50 or more employees thus comprising the available civilian labor force in Texas.

The U.S. Census Bureau reports the Texas population increased 20.6%<sup>4</sup> between 2000 and 2010. That increase includes a Hispanic population growth in 228 Texas counties, a non-Hispanic Black population increase in 83 counties (decline in 102 counties) and an Anglo population growth in 91 counties (decline in 161 counties).

TxDMV workforce percentages by Equal Employment Opportunity (EEO) job categories are; 45.8% Professionals; 25.8% Technicians, 24.6% Administrative Support and 3.8% are Officials/Administrators<sup>5</sup>. The agency does not utilize all of the EEO job categories due to current staff classifications. Additional classifications may be utilized in the future.

Table 1 provides utilization analysis of the TxDMV workforce to the CLF. The EEOC's Uniform Guidelines on Employees Selection Procedures (29 C.F.R., Part 1607) defines selection rates for any race, sex, or ethnic group which are less than four-fifths or 80% of the rate for the group with the highest rate as generally regarded by Federal enforcement agencies as evidence of adverse impact. The agency's workforce indicates lower percentages for Asian/Pacific Islander (.99%)<sup>5</sup> compared to the available CLF (4.70%). The difference (3.71%) does not meet the 80% (3.76%) threshold.

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<sup>3</sup> Source: EEOC Publications, Job Patterns for Minorities and Women in Private Industry, 2010 EEO-1 Aggregate Report by State, Texas

<sup>4</sup> Source: U.S. Census, 2010 Texas Resident Population

<sup>5</sup> Source: State Auditor's Office (SAO) E-Class System Headcount 2<sup>nd</sup> Qtr. FY12

**Table 1: TxDMV Workforce by Ethnicity and Job Category to Statewide Civilian Workforce (SAO Headcount)**

Job Category	Race/Ethnicity															
	Total	White			Black			Hispanic			Asian/Pacific Islander			American Indian/Alaskan Native		
	#	%	CLF%	#	%	CLF%	#	%	CLF%	#	%	CLF%	#	%	CLF%	
Officials/Administrators	27	24	88.89%	85.67%	1	3.70%	2.95%	2	7.41%	7.63%		2.87%			0.37%	
First/Mid Level Officials & Managers	0			71.84%			7.84%			15.21%			4.02%		0.43%	
Professionals	323	201	62.23%	66.20%	39	12.07%	9.01%	78	24.15%	11.89%	3	0.93%	11.48%	2	0.62%	0.45%
Technicians	182	103	56.59%	54.16%	23	12.64%	15.03%	52	28.57%	23.04%	2	1.10%	6.30%	2	1.10%	0.46%
Sales Workers	0			52.25%			14.13%			28.43%			3.31%		0.47%	
Administrative Support	174	100	57.47%	47.02%	21	12.07%	19.94%	50	28.74%	28.76%	2	1.15%	2.67%	1	0.57%	0.40%
Craft Workers	0			48.19%			8.76%			39.66%			2.37%		0.47%	
Operatives	0			35.11%			17.94%			42.16%			3.67%		0.38%	
Laborers	0			25.32%			16.88%			53.81%			2.48%		0.28%	
Service Maintenance	0			32.97%			21.71%			41.46%			2.11%		0.34%	
*TxDMV FY12 2nd QTR Workforce	706	428	60.62%	%Difference	84	11.90%	%Difference	182	25.78%	%Difference	7	0.99%	%Difference	5	0.71%	%Difference
** Civilian Labor Force (CLF)	3,678,536	1,833,260	49.84%	10.8%	535,566	14.56%	-2.66%	1,083,054	29.44%	-3.66%	172,801	4.70%	-3.71%	15,054	0.41%	0.30%

\* Source: State Auditor's Office (SAO) 2nd QTR Fiscal Year 2012 Headcount \*\* Source: U.S. EEOC Job Patterns For Minorities And Women In Private Industry (EEO-1 preliminary): 2011 Annual Avg.  
 Note: Percentage totals may not equal 100% due to rounding.

## Workforce Profile by Job Classification / Average Salary

The agency uses 35 classification series as provided in Figure 4. The workforce performs a multitude of duties, many of which provide direct customer service. For example, 31.3% (221)<sup>6</sup> of our employees are classified as Customer Service Representatives, see Figure 4. Our Customer Service Representatives provide direct service to the public over the phone, in writing, and in person.

In the first month of transition from TxDOT in January 2012, the oversize and overweight License and Permit Specialists, 12.8% (90)<sup>6</sup> of the agency's employees, set a record for the number of permits issued of 58,514<sup>7</sup>. That record is evidence of our employees' commitment to customer service, even during transition to a new agency.

The estimated median annual salary of TxDMV employees in FY11 was \$41,493.24<sup>8</sup> slightly above the statewide median annual salary across all state agencies in the same period, of \$36,764.52.

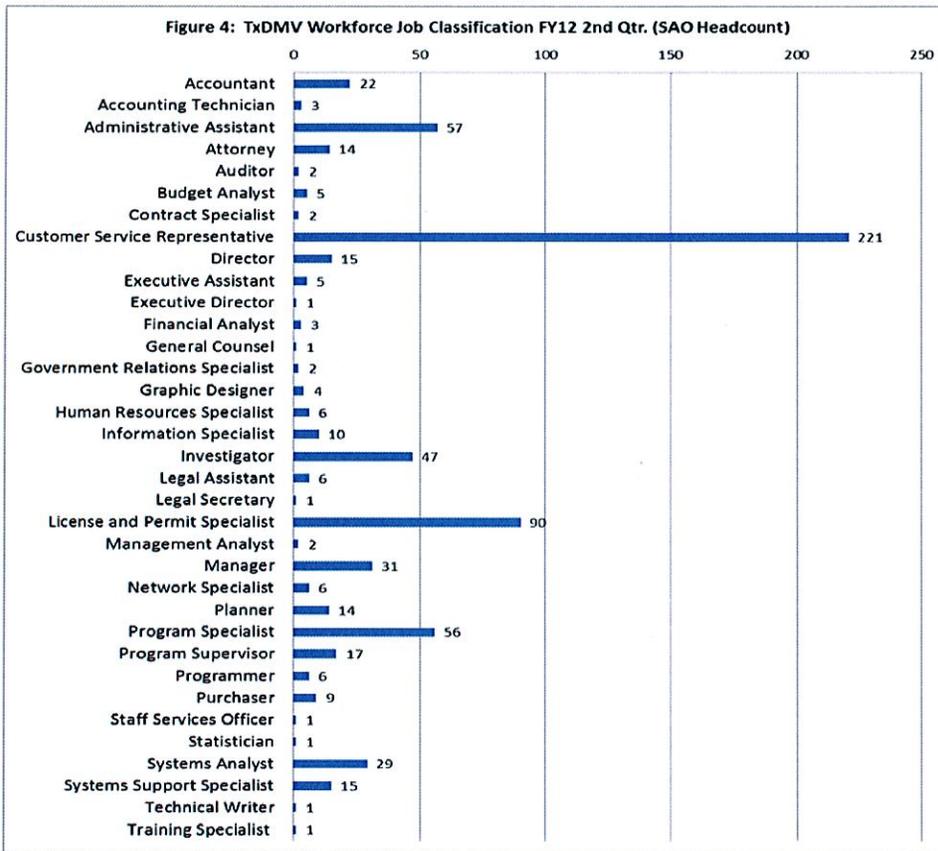
The estimated average annual salary for employees in FY12 is \$41,257.20<sup>9</sup> slightly above the statewide median annual salary across all state agencies, in the same period, of \$37,036.68.

<sup>6</sup> Source: State Auditor's Office (SAO) E-Class System Headcount 2<sup>nd</sup> Qtr. FY12

<sup>7</sup> Source: TxDMV News Release, TxDMV Issues Record Number of Oversize and Overweight Permits

<sup>8</sup> Source: State Auditor's Office (SAO) E-Class System FY11 Fiscal Year Median

<sup>9</sup> Source: State Auditor's Office (SAO) E-Class System FY12 2<sup>nd</sup> Qtr. Fiscal Year Median



## Workforce Supply

TxDMV expects to maintain its ability to recruit a qualified workforce. The Texas Workforce Commission (TWC)<sup>10</sup> reported that Texas' adjusted unemployment rate dropped to 7.1% in February 2012. The decreased unemployment rate should not affect the available workforce supply as the 2010 U.S. Census reported a 20% growth in the Texas population between 2000 and 2010<sup>11</sup>. The population growth is expected to continue into the next decade, providing additional resources to address shortages created by retirement of the baby boomer generation.

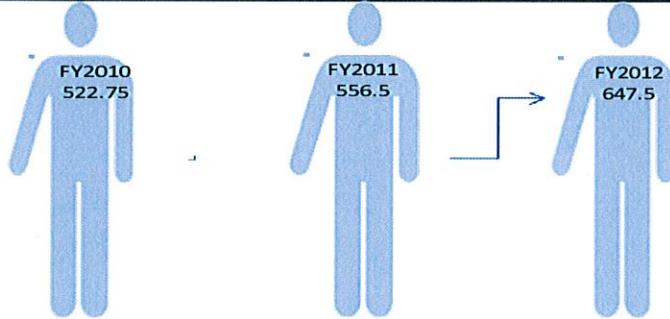
At the end of the 2<sup>nd</sup> quarter FY12 the TxDMV employee headcount was 690<sup>12</sup>. Figure 5 shows the agency average workforce strength for fiscal years 2010 – 2012 (1<sup>st</sup> and 2<sup>nd</sup> quarters) utilizing full time equivalency (FTE) data from SAO. The FTE is a ratio that represents the number of hours an employee works compared to 40 hours a week; one FTE is any combination of employees whose hours total 40 hours.

<sup>10</sup> Source: Texas Workforce Commission: Texas Workforce Press Release, March 30, 2012

<sup>11</sup> Source: U.S. Census, 2010 Texas Resident Population

<sup>12</sup> Source: TxDMV HR Online (PeopleSoft)

**Figure 5: TxDMV Workforce Strength FY10 - FY12 2nd Qtr. (SAO Avg.)**



### Workforce Age and Gender

Approximately 77%<sup>13</sup> of agency employees are over 40. Although the median age in Texas (33.1) is lower than the median age of the nation (36.4), older workers are attracted to employment with the public sector<sup>14</sup> and provide a qualified and experienced labor pool.

Today's workers aged 50 and older report that they anticipate working past the traditional retirement age of 62-65<sup>14</sup>. Older workers who are entering the labor force for the first time or who are unemployed and looking for work may represent a segment of the civilian labor force that is under tapped<sup>12</sup>.

TxDMV policies and hiring procedures allow the agency to attract, hire, and retain well qualified workers regardless of age or gender. Figure 6 indicates the majority of the agency is in ages 40 – 59. Figure 7 compares female and male population utilizing SAO average headcount data for fiscal years 2010 – 2012.

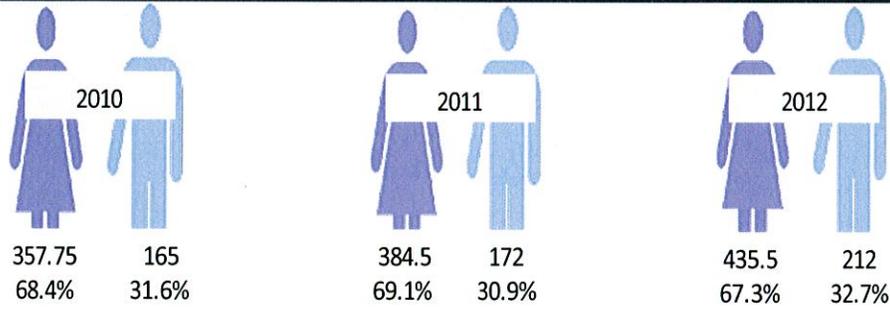
**Figure 6: TxDMV Workforce Age FY12 2nd Qtr. (SAO Headcount)**



<sup>13</sup> Source: State Auditor's Office (SAO) E-Class System Headcount 2<sup>nd</sup> Qtr. FY12

<sup>14</sup> Source: The Center on Aging & Work at Boston College, State Perspectives, Texas Profile, April 2008

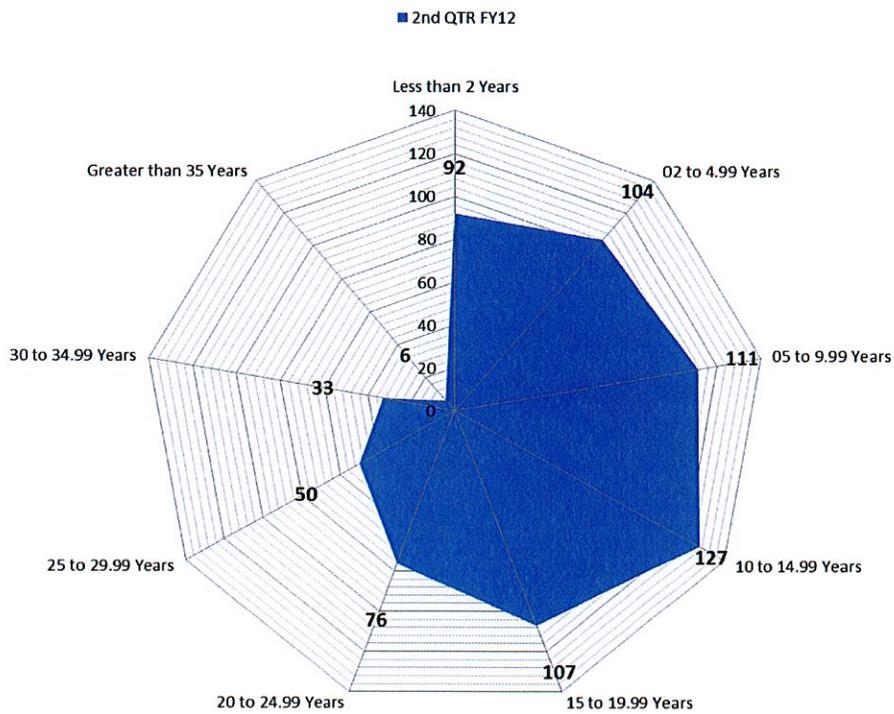
**Figure 7: TxDMV Gender Avg. Headcount FY10 - FY12 (SAO Avg.)**



### State Service Tenure

TxDMV employs an experienced and tenured staff. Over 38.5%<sup>15</sup> of employees have 15 or more years of state service.

**Figure 8: TxDMV State Service (SAO Headcount)**



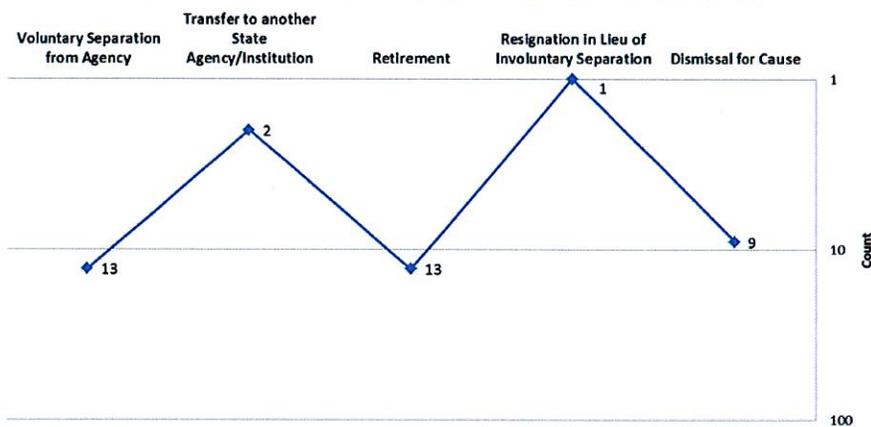
<sup>15</sup> Source: State Auditor's Office (SAO) E-Class System Headcount 2<sup>nd</sup> Qtr. FY12

## Terminations and Turnover

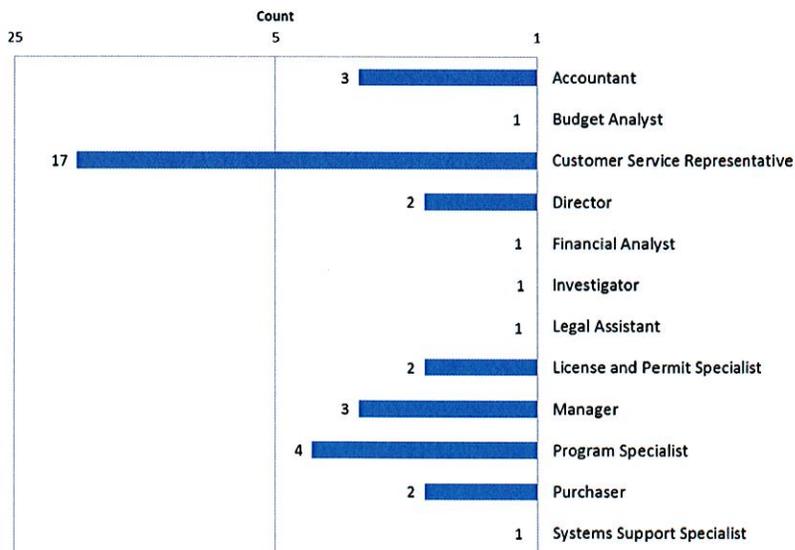
A total of 48<sup>16</sup> employees left employment during FY11. Agency FY11 turnover, calculated with 48 separations, was 8.6%<sup>16</sup> and represents a decrease from fiscal year 2010 turnover rate of 9.0%. Voluntary separations accounted for the majority of terminations during FY11. This turnover rate excludes the retirement of one exempt position, the executive director. The turnover rate for all state agencies was 16.8% in FY11, the highest rate experienced since FY08.

The department processed 38 terminations through the 2nd quarter of FY12 of which 45% (17) were Customer Service Representatives.

**Figure 9: TxDMV Terminations by Reason FY12 - 2nd Qtr. (SAO)**



**Figure 10: TxDMV Terminations by Class Series FY 12 - 2nd Qtr. (SAO)**



<sup>16</sup> Source: State Auditor's Office (SAO) E-Class System 4<sup>th</sup> QTR FY11

The State Auditor's Office Employee Exit Survey is used to capture feedback from employees who voluntarily separate from the agency. Exit Survey results for FY11 and FY12 indicate employees left the agency for the following reasons:

**Table 2: TxDMV Exit Survey Results (SAO)**

Reason for Leaving	FY11	FY12
	18 Respondents	15 Respondents
Retirement	44.00%	40.00%
Self-employment	11.10%	
Better pay/benefits	11.10%	6.70%
Personal or family health	11.10%	
Enter/return to school	5.60%	
Inadequate work resources	5.60%	
Location /transportation issues	5.60%	
No or little career advancement opportunities	5.60%	6.70%
Personal or family health		20.00%
Relocation (self, spouse, companion)		13.30%
Issues with my supervisor/Issues with employees I supervise		6.70%
Poor working conditions/environment		6.70%

### Retirement Eligibility

The projected number of employees eligible to retire from FY12 through FY16 is 240<sup>17</sup>; representing 34% of the workforce.

The Vehicle Titles and Registration division is projected to have 80 employees eligible to retire by 2016. Administrative Services division has the second highest number eligible at 48 employees, representing approximately 45% of the division's workforce.

**Table 3: TxDMV Retirement Eligibility (HR Online (PeopleSoft))**

	FY11 or Before	FY 12	FY 13	FY 14	FY 15	FY 16	Total
Executives	1	2	1	1	1	2	8
Managers	6	2	1	2	4	0	15
Supervisors	8	3	2	3	0	1	17
Lead Workers	10	2	1	2	4	1	20
Individuals	60	12	19	25	34	30	180
Total	85	21	24	33	43	34	240

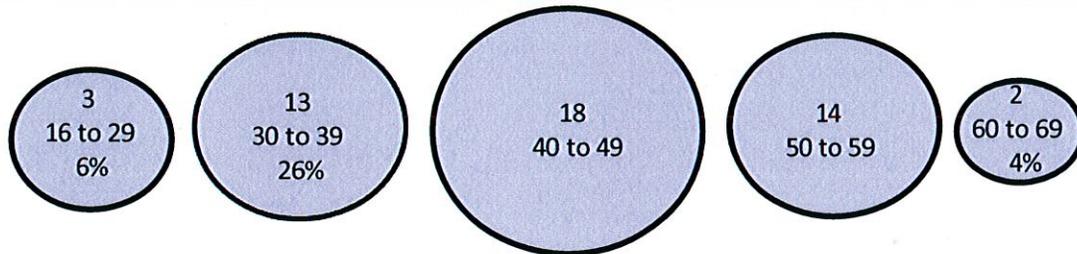
<sup>17</sup> Source: TxDMV HR Online (PeopleSoft)

## New Hires

TxDMV hired 103<sup>18</sup> employees during FY11, at an average age of 43<sup>19</sup>.

As provided in Figure 11, the agency hired 50<sup>18</sup> new employees (not including 106 Motor Carrier staff legislatively transferred in January 2012) at an average age of 44 years (64% of hires were between 40 to 59) from September 1, 2011 through February 29, 2012.

**Figure 11: TxDMV Workforce Age at Hire (CPA)**



The FY11 hires were 65% female and 54% white as compared to FY12 hires through February 2012, which were 66% female and 58% white.

## Projection

Due to low turnover, the agency has capacity to deliver services and does not anticipate any future hiring freezes or layoffs. However, retirement projections through 2016 indicate 34% (240) of the current workforce may exit over the next five years.

Recruitment for positions in information technology (IT) will be needed as the agency stands up its own IT services and implements the Texas Automation Systems Project.

Customer Service Representatives (CSR) will continue to comprise a significant portion of the agency's workforce (approximately 33%); consequently, turnover will continue to be the highest in the agency for this group. CSR positions require excellent verbal and written communication skills and some positions require bilingual skills.

<sup>18</sup> Source: State Comptroller of Public Accounts (CPA) FM Query Hire Report

<sup>19</sup> Source: State Comptroller of Public Accounts (CPA) Adhoc Report Hires FY11

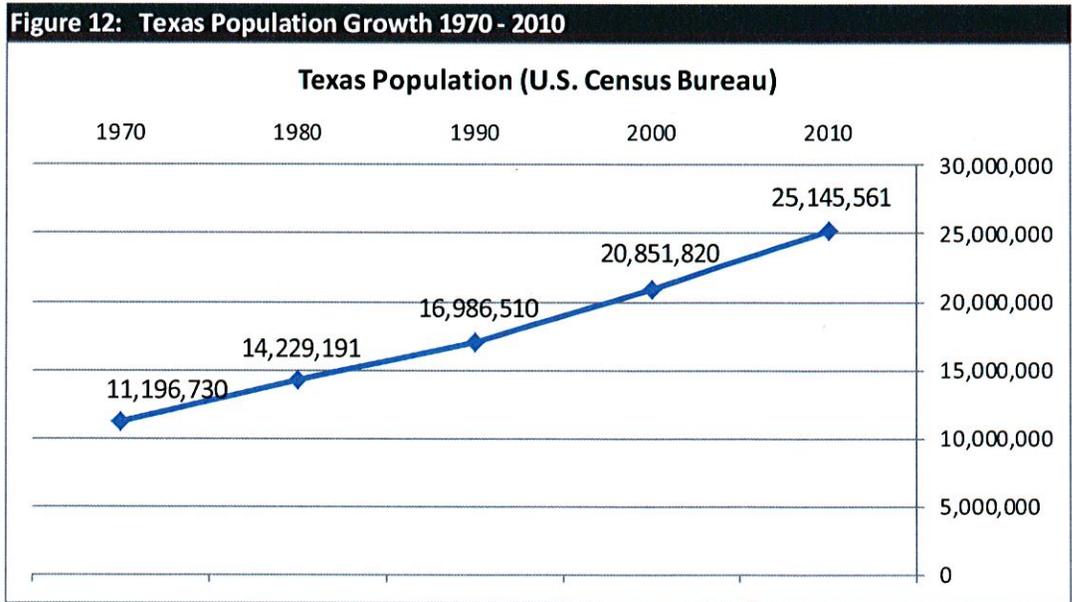
## Demand Analysis

TxDMV was initially authorized a workforce not to exceed 647 full-time equivalent (FTE) positions when it was created in 2009. With the transfer of 116 Oversize/Overweight (OS/OW) program FTEs from TxDOT in January 2012, the number of authorized FTEs increased to 763.

Workforce availability is affected by the 20.6%<sup>20</sup> increase in the Texas population, as reported by the U.S. Census Bureau. The increase in population creates a larger recruitment pool. However, occupational choices vary from generation to generation. Older age workers are more likely to work for the public sector<sup>21</sup>.

The increase in the Texas population translates into an increased demand for TxDMV services. The Vehicle Titles and Registration Division projects a 2.31% increase in population will lead to a 2.59% increase in vehicle registrations to 6,658,358 in 2012<sup>22</sup>. Vehicles may be registered three ways; online (for residents in participating counties only), by mail, and in person.

Currently 73 (29%) of the 254 counties in Texas do not have online registration. Advances in availability to technologies may increase the number of counties providing online registrations and reduce the number of staff required in Regional Offices.



<sup>20</sup> Source: U.S. Census, 2010 Texas Resident Population Data

<sup>21</sup> Source: The Center on Aging & Work at Boston College, State Perspectives, Texas Profile, April 2008

<sup>22</sup> Source: TxDMV Vehicle Titles and Registration, Registration & Title Projection Based on Population

## **Future Workforce Skills Needed**

Customer Service - the volume and complexity of inquiries (telephone, email, and walk-ins) requires staff with contact center experience and strong interpersonal, technological, and bilingual skills.

Technology - As TxDMV increases its reliance on information technology, the development of software and systems maintenance necessary to respond to customer needs, provide quality services, and conduct day-to-day business operations will be critical. Our increasing reliance on technology requires employees who are proficient in such technologies. Additionally, as the department expands its outreach efforts through the use of the internet and social media, requisite skills will be needed.

Employees will need to have skills in the following areas:

- Technology
- Bilingual English/Spanish
- Customer service
- Verbal and written communications
- Project management
- Continuous quality improvement and change management

The workforce will need attributes that align with the following agency values:

- Transparency
- Efficiency
- Teamwork
- Internal and external communications
- Accountability
- Cost effectiveness
- Customer centric
- Trustworthy
- Performance driven
- Progressive

## **Anticipated Increase/Decrease in Number of Employees and Skills Needed**

No overall increase or decrease is expected in the number of authorized full time equivalent (FTE) positions.

## **Strategy Development**

To retain a diverse and qualified workforce, the following recruitment and retention strategies will be used.

### **Recruitment Strategies**

- The agency will continue to recruit a diverse and qualified applicant pool by announcing job opportunities on the agency's website, Texas Workforce Commission's Work in Texas, Internet job boards and industry specific publications.
- A College Student Internship Program will be implemented. The paid internship program targets college students and recent college graduates to market the agency as a viable employer.
- Perpetual postings provide a candidate pool for high turnover positions, such as Customer Service Representatives, reducing the time to hire.
- The HR Manual, Hiring Policy, has been revised to provide an efficient, streamlined process for managers to hire qualified candidates.

### **Retention Strategies**

- Position Classification Actions – TxDMV continues to assess agency positions to ensure compliance with the State's Classification Plan. For example, several job descriptions have been revised and audited, including Customer Service Representatives in Vehicle Titles and Registration and Consumer Relations divisions; Licensing and Permit Specialists in the Motor Vehicle Division; Administrative Assistants and information technology positions in the Administrative Services Division; and Attorneys and Investigators in the Enforcement Division.
- Salary Actions – The agency is revising compensation policies; aligning performance management with the Board's vision and values; and allocating merit dollars if available for rewarding performance.
- Staff Development - The TxDMV offers tuition assistance. The agency understands that education and training are an important part of an employee's career growth and enhance the agency's ability to provide excellent customer service delivery.

- Continuous improvement, change management and project management training was implemented. This training will continue to be provided to the workforce.
- Alternative Work Schedules – The TxDMV provides flexible work schedules when possible to meet the needs of our employees and our customers.
- Telecommuting – the agency allows telecommuting when it benefits our customers.
- Sick Leave Pool – Employees and their immediate families who suffer a catastrophic illness or injury and exhaust their paid leave balances are eligible for an award of sick leave pool time to remain in a paid leave status.
- Employee Wellness – Programs geared to healthy life style choices including an Employee Assistance Program.
- State Service Award Program – Recognizing total service to the state.
- The HR Manual has been rewritten to streamline policies and processes, eliminate redundant language, incorporate consistent terminology and remove non-value added sections and policies not applicable to the department.