



Workforce Plan

Texas Parks and Wildlife Department

Fiscal Years 2013-2017



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TEXAS PARKS AND WILDLIFE DEPARTMENT

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AGENCY OVERVIEW

Hunting and fishing have long been part of the fabric of Texas. Thousands of years ago, native hunters and gatherers settled into Texas to take advantage of its abundant fish and game. Today, people still flock to Texas to enjoy rich traditions of hunting and fishing, to explore its cultural and historical resources, and participate in other outdoor recreational activities in the state's bountiful forests, prairies and waters. However, the natural landscape is changing and the state faces many challenges to efforts to protect, conserve and manage its vital natural resources. As more Texans seek outdoor experiences, it is vitally important that lands and waters are set aside and managed for fish, wildlife, and recreation. Our quality of life and sense of place depend on it. Throughout its history, the dedicated employees of TPWD have worked diligently to ensure that present and future generations are able to enjoy Texas' great cultural and natural heritage.

Key Milestones:

- 1907- Game, Fish and Oyster Commission was established
- 1923- First State Parks Board was created
- 1933 - First state parks were created with federal aid through New Deal Program
- 1963- Texas Game and Fish Commission and Texas State Parks Board were merged to form TPWD

MISSION AND FUNCTIONS

The mission of the Texas Parks and Wildlife Department (TPWD) is to manage and conserve the natural and cultural resources of Texas and to provide hunting, fishing and outdoor recreation opportunities for the use and enjoyment of present and future generations.

Primary agency functions include:

- Management and conservation of natural and cultural resources
- Provision of outdoor recreational opportunities
- Conservation education and outreach
- Cultural and historical preservation

To this end, TPWD manages 96 state parks/historic sites, 49 wildlife management areas and eight fish hatcheries, comprising over 1.4 million acres that are managed for recreation and conservation.

GOVERNANCE AND ORGANIZATIONAL STRUCTURE

The governing body of TPWD is a nine-member, governor appointed Commission. The Commission is responsible for adopting policies and rules related to department programs and activities.

Day-to-day oversight responsibilities rest with the Executive Director and the Deputy Executive Directors for Administration, Operations and Natural Resources. The department is functionally organized into 11 divisions as follows: Administrative Resources, Coastal Fisheries, Communications, Human Resources, Information Technology, Infrastructure, Inland Fisheries, Law Enforcement, Legal, State Parks, and Wildlife.

The TPWD Headquarters is located in Austin, with regional and field offices located throughout the state. Approximately 77% of department staff works at field locations.

The department has a legislatively authorized Full-time Equivalent (FTE) cap of 3,006.2 in fiscal year 2012 and 3,006.0 in fiscal year 2013. The workforce headcount averages about 3,000 regular full and part-time employees and increases significantly during summer months with the addition of seasonal temporaries and interns.

SERVICE POPULATIONS

The Texas Parks and Wildlife Department serves a wide array of constituents and stakeholders, both directly and indirectly. Department services are available in all regions of the state. Examples of specific stakeholder populations include:

- Anglers
- Hunters
- Boaters
- Commercial fishermen
- Hispanics and other ethnic minorities
- Local governments
- Private landowners
- State parks visitors
- Youth, women and the physically challenged
- Urban Audiences
- Other Outdoor Recreationists

Constituents and stakeholders consistently give TPWD high ratings for overall satisfaction with services and programs. The most recent online survey of key TPWD customers was conducted in winter 2011. The survey found that 83% of key constituents who responded to the online web survey were very satisfied or satisfied with TPWD overall.

STRATEGIC PRIORITIES

LAND AND WATER PLAN

The Land and Water Resources Conservation Plan (known as the Land and Water Plan, or “the Plan”) serves as the strategic visionary document guiding TPWD in achieving its mission. The latest revision of the Plan, effective January 1, 2010, highlights the four overarching strategic goals outlined below. These goals encompass the vision of conservation and outdoor recreation in Texas, and guide the operational and staffing plans developed by all department programs.

Goal 1: Practice, encourage and enable science-based stewardship of natural and cultural resources.

Goal 2: Increase access to and participation in the outdoors.

Goal 3: Educate, inform and engage Texas citizens in support of conservation and recreation.

Goal 4: Employ efficient, sustainable, and sound business practices.

HUMAN RESOURCES MANAGEMENT (HRM)

Human Resource Strategy

TPWD utilizes a “values-based” human resources strategy in efforts to attract and retain quality staff, and to ensure effective human resources management (HRM) across the agency. This means that universally recognized human values such as integrity, honesty, trust, respect, fairness and accountability. serve as the foundation for the design of the agency’s people policies and practices. This strategy is based on a belief that people want to work at a place they respect, where they can learn and grow; and where certain fundamental values are imbedded into the organization’s culture. All human resource policies and programs are centrally coordinated and administered through the Human Resources Division located at the Austin Headquarters.

Human Resource Strategic Goals

The Human Resources Division’s mission focus is on achieving three strategic goals: talent management, personnel administration, and shared culture. A brief description follows:

Goal 1: Talent Management- Employment life-cycle activities related to attracting and acquiring new hires, and developing and retaining employees to meet current and future business demands.

Goal 2: Personnel Administration – Activities related to developing, implementing and integrating efficient HR policies and practices, business processes and data systems to support effective people management.

Goal 3: Shared Culture – Activities aimed at promoting the organization’s shared culture and values which serve to distinguish TPWD and contribute to mission success.

KEY EVENTS, AREAS OF CHANGE AND IMPACT ON AGENCY

EXTERNAL ENVIRONMENT

Demographic Trends

The Texas population has continued to soar over the past several years. And as the population grows, so does the demand for department services. Demographic trends indicate a rapidly growing and increasingly urbanized and diverse state. With a population of over 25 million, Texas has three cities with over 1 million people, more than any other state. These cities are increasingly diverse, and the face of Texas continues to change. Demographers predict that by 2040, more than 53 percent of the Texas population will be Hispanic and 32 percent Anglo.

Drought and Wildfires

In 2011, Texas experienced the worst one-year recorded drought in history, was plagued by wildfires, and suffered extreme and prolonged heat over the summer months. These conditions have had overwhelming social, economic, and environmental repercussions for the state. TPWD has also been impacted, both directly and indirectly. The department saw significant declines in its three major sources of funding – hunting and fishing license sales, park visitation and boat titling and registration– as a result of the drought and heat.

While recent rains have helped replenish lake levels and boosted visitation in some areas, current climate predictions suggest that more frequent and persistent droughts will occur over the next decade. This, along with increased population pressures and demands for water, presents the possibility that challenges surrounding recreational access, impacts to fish and wildlife, and declining revenue sources to fund parks and wildlife programs are likely to become more prevalent and urgent in the coming years.

New Legislation

The 82nd Legislature enacted several bills that directly affect department employees and impact the department's ability to attract and retain a quality workforce. A brief summary of some of the more significant bills follows:

House Bill 46 – Pertaining to compensatory time off for certain TPWD employees:

- Law enforcement communications operators who are required to work on a national or state holiday that falls on a Saturday or Sunday are authorized to receive state compensatory time on an hour per hour basis.

House Bill 1664 – Pertaining to the Employees Retirement System:

- A beneficiary convicted of having caused the death of an ERS participant may not be paid stipulated benefits.
- The ERS may assess a user premium for each participant (i.e. employee, dependent, retiree, etc.) in a health benefit plan who uses tobacco products.. The user premium will be charged in monthly installments at a rate prescribed in the General Appropriations Act.
- ERS will assess state agencies whose employees participate in the group benefits plan, an employer enrollment fee in an amount of 1% of the agency's total payroll.

Senate Bill 1737 – Pertaining to leaves of absence for military training for state employees:

- A state employee called to federal active service is entitled to a paid leave of absence for 15 workdays in a federal fiscal year. Up to 45 days of the unused accumulated balance may be carried forward from one federal fiscal year to the next.

INTERNAL ENVIRONMENT

Appropriations

Total Appropriation 2008-2009 \$664,810,285

Total Appropriation 2010-2011 \$672,997,789

Total Appropriation 2012-2013 \$550,710,560

Funding

The 2012-2013 Legislative Appropriations process proved to be one of the most difficult in recent history, as the state's economic and financial conditions necessitated dramatic cuts in funding affecting nearly all facets of state government. TPWD experienced funding reductions totaling \$98.7 million, or 15.2% as compared to requested levels. After factoring out authority contingent on revenue collections, which has not materialized thus far in fiscal year 2012, this amount increases to \$113.9 million, or 17.6 %.

Staffing

Along with budget cuts mandated by the 82nd Legislature, the department was faced with the difficult task of implementing agency-wide staffing reductions for FY 2012. In all, the General Appropriations Act called for a reduction of 231.5 full-time equivalent positions over the 2012-13 biennium. The first round of this reduction-in-force, implemented in June and July 2011, resulted in the elimination of 169 positions, of which 111 were occupied. The staffing reductions affected nearly all divisions and in tandem with funding reductions, have

significantly impacted operations and the level of services provided. For example, staffing reductions in Wildlife Division significantly impacted the Wildlife Diversity program, leaving remaining employees to assume duties related to management of endangered species and other non-game matters. In the Inland Fisheries Division, the loss of nearly 19 positions will result in fewer fisheries management and scientific research studies, and reductions to educational programming and visitor programs at the Texas Freshwater Fish Center. Changes affecting state parks operations have included closure of two state park regional offices and a state park office complex, transfer of one state park to a local community for ownership and management and other transfers anticipated, and limited hours of operation and reductions in state park services. Support divisions such as Human Resources, Administrative Resources, Communications, Legal and Information Resources were also hit hard. Staff reduction in these areas have resulted in slower response times to customer inquiries and requests for information, negative impacts to development and delivery timelines for custom applications, reduction to 10 printed issues of the *Texas Parks and Wildlife Magazine* annually, and reduced levels of internal services such as in-house staff training and the IT Help desk.

In implementing funding and staffing reductions, the agency reprioritized and restructured programs and staff workload to provide those services most critical to attainment of strategic goals and mission. Decisions regarding elimination of services have been made with an eye toward minimizing adverse impacts to the public, if possible. To the extent that additional staffing reductions must be made during this biennium, or further funding/staff reductions are mandated in the next, there will be additional implications for the timeliness, quality and quantity of services provided, as well as TPWD's ability to meet statutory responsibilities and carry out our core mission.

Projected Retirements

Another significant staffing issue for the agency is the large number of staff retirements projected over the next several years. Many members of the executive management team and senior-level managers are either currently eligible to retire or will become eligible within the time frame covered by this plan. Likewise, many program staff, particularly in Law Enforcement and State Parks divisions, are also at or approaching eligibility. Agency-wide, a total of 17% of TPWD employees are currently eligible to retire and an additional 19% will approach retirement eligibility over the next five years (according to Employees Retirement System projections).

Changes in Leadership/Key Staff

The governor has appointed two new commissioners to the Texas Parks and Wildlife Commission in the last year. Commissioners Bill Jones and Dick Scott were appointed in February and September of 2011, respectively, with terms expiring February 2017. In addition, Commissioner T. Dan Friedkin was reappointed to a six-year term in February 2011 and named Chairman in September 2011. Ralph H. Duggins, a member of the Commission since February 2008, was named Vice-Chairman November 2011.

Changes in key management positions have also impacted the department. In August 2010, the State Parks Division Director position was vacated due to retirement. A new division director came on board in September 2010. The Director of Internal Audit position vacant in December 2011, was filled in May 2012. Additionally, the Law Enforcement Division Director position will become vacant effective May 31, 2012, when the current director retires.

CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)

TPWD is known for recruiting and retaining employees whose dedication, courage and willingness to "go the extra mile" bring quality and passion to all areas of the agency. The current workforce is very experienced and highly skilled. Over 40 percent of employees have 10 or more years of agency service, and over 60 percent have at least five years. Employees demonstrate high levels of competency across all occupational

specialties. For example, over 60 percent of employees received an “Exceeds” performance rating on their fiscal year 11 performance review.

Generally, with the exception of a few high turnover positions, (such as cooks and maintenance technicians), the supply of qualified employees/applicants for most department positions and critical occupational specialties is expected to remain stable, even more so, given that overall workforce growth is expected to be constrained by funding issues and further reductions in the number of authorized full-time equivalents (FTE) positions.

As previously noted, about 17 percent of TPWD employees, including many in leadership positions, are currently eligible to retire and many more are approaching retirement eligibility. The aging of the workforce is a concern, with potential adverse impacts on staff productivity and implications regarding staff recruitment. The generational mix has started to shift over the past several years, as younger workers have started replacing veteran employees. The percentage of department employees under age 30 has doubled since 2007, growing to about 14 percent at the end of 2011. As the department transitions to a younger workforce, TPWD must be cognizant of how increased generational diversity will impact the dynamics of the workplace and implement proactive communication and training strategies to address resulting issues.

Current Demographics

As of the end of fiscal year 2011, TPWD’s workforce consisted of:

- 2,824 classified regular full-time (CRF) employees
- 67 classified regular part-time employees
- 300 temporary employees working on short-term projects and other temporary work assignments up to one year. TPWD’s workforce increases significantly in summer with the addition of a seasonal temporary workforce.

TPWD is continuing to address the challenge of attracting and retaining a diverse workforce. Of the 2,824 CRF employees:

- 36% are female
- 64% are male
- 22% are ethnic minorities
- 78% are white

While males continue to be in the majority, the percentage of women has grown to 36 percent (up from 32%) since 2007. Much of this growth is tied to an increasing presence of females in the professional and protective services categories (i.e. Manager, Natural Resource Specialist, Game Warden).

TURNOVER

While maintaining an effective recruitment effort is essential, it is equally important to ensure that TPWD retains its current employees. TPWD traditionally has had a lower turnover rate than the state average and this trend is expected to continue. TPWD’s fiscal year 2011 turnover rate was 12.6 percent compared to the statewide average of 16.8 percent. The department pays close attention to exit interview data, particularly the reasons employees give for leaving the organization. This valuable information is used to identify issues which may impact employee retention, such as ineffective supervisors, low pay, and workplace climate, so that appropriate interventions may be implemented. For fiscal year 11, the top five reasons reported for voluntary separations from the agency were (State Auditor’s Office electronic Exit Survey System): (1)

Retirement (23%); (2) Enter/return to school (18.4%); (3) Issues with my supervisor/Issues with employees I supervise (10.7%); (4) Relocation (8.7%); and (5) Better pay/Benefits (6.85%).

WORKFORCE UTILIZATION

An analysis of TPWD's workforce identified under-representation in the following Equal Employment Opportunity Categories:

- Administrative Support – African-Americans and Hispanics
- Official/Administrator – African-Americans, Hispanics and Females
- Professional – African-Americans, Hispanics and Females
- Service and Maintenance – African-Americans and Females
- Skilled Crafts – African-Americans and Hispanics
- Technical – African-Americans, Hispanics and Females

For complete statistics on TPWD's workforce utilization, please refer to the supporting tables section at the end of this plan.

WORKFORCE COMPARISONS

Overall, TPWD's workforce compares favorably in many key dimensions with other Texas state agencies of similar size and mission. Department employees are committed and experienced as exemplified by higher than average years of agency service and lower than average turnover rates. Approximately 30 percent of TPWD employees have 15 or more years of service versus 28 percent statewide, and internal turnover which is always significantly below the statewide averages (see turnover section above), remains lower. Employee engagement, as measured by the biennial Survey of Employee Engagement, is very high and compares very favorably with the scores of state-wide benchmarks, relative to agency size, mission and overall employee participation. Employee participation in the survey and agency scores have risen steadily over the past four iterations of the survey. A total of 90 percent of employees participated in the 2012 survey and the agency's overall scores have remained relatively high.

However, there are a couple of areas of concern in which the department does not fare as well as some other Texas agencies—namely workplace diversity and average pay. The Department continues to be challenged in efforts to attract women and ethnic minorities, particularly Hispanic and African-Americans, to the organization. The representation of women (36%), Hispanics (17%) and African-American (3.2%) in the department significantly lags the 2010 Texas state government averages for these respective groups (56%, 24% and 22%). With Texas becoming increasingly more diverse and Hispanics expected to be the majority group, it is especially important for the agency to expand its diversity recruitment efforts.

Additionally, despite agency efforts to boost staff salaries over the past several years, (\$11.3 million was targeted for salary equity adjustments in fiscal years 2010-2011), the average pay for most department job titles lags the pay for similar positions at other agencies, especially other Article VI-Natural Resource agencies. For example, for fiscal year 2010, the average salary at TPWD was \$46,036 versus an average of \$50,454 for Article VI agencies as a whole. For the 2012 Survey of Employee Engagement (formerly Survey of Organizational Excellence), employees continued to identify the issue of "pay" as the area of greatest concern. The lack of competitive salaries across most critical job classifications poses an on-going risk to the department's ability to attract and retain a high quality workforce.

FUTURE WORKFORCE PROFILE (DEMAND ANALYSIS)

The department does not anticipate any substantial changes to its core business functions. However there is a high probability, through the fiscal year 2014-2015 biennium and possibly beyond, that the department will be subjected to continuing reductions in total appropriations and FTE authority. The Legislature must grapple with growing obligations for healthcare, education, social services, and other matters, amid calls for “smaller government” and lower taxes. Within this context, TPWD projects a shrinking workforce and lower demand for workers, especially in administrative support and other non-mission critical specialties. Much of the department’s efforts during the next several legislative sessions will likely focus on getting appropriation authority restored to boost staffing for mission critical programs eliminated or reduced by the 82nd Legislature, or losses which may occur following the 83rd Legislative session. In past years, the department has struggled to regain FTEs lost to budget reductions during previous legislative sessions.

Although the overall demand for employees is likely to be reduced, the department must maintain an active recruitment program to acquire employees for key operations and support specialties such as Wildlife and Fisheries Biologists, Game Wardens, Park Specialists, Accountants, and Purchasers. The demand for these specialties will remain stable in response to increased demand for core mission programs and services.

CRITICAL JOB COMPETENCIES

Reflective of trends market-wide, there is a continuing need for TPWD employees with strong technical, analytical, problem solving and communication skills and competencies. In 2008 as part of the internal workforce planning environmental scan, TPWD conducted a series of division focus groups in conjunction with an agency-wide critical job skills/competencies survey. Beyond the basic technical skills/competencies associated with specific job classes, employees and managers identified several “high level” cross-divisional competencies which are deemed “critical” for agency-wide success; These competencies include: change management, coaching/mentoring, conflict management, financial management, influencing/negotiating, information management, project management, public speaking, Spanish language, and technology management. The feedback from department supervisors/managers indicates that the majority of journey level personnel in department critical positions have “basic” to “intermediate” competency levels in these areas, and that these levels meet current needs. With regard to future needs, the agency consistently identified that the distribution of the competency levels will need to shift to the “advanced” level in order to fulfill the agency’s mission.

GAP ANALYSIS

Aging Workforce and Attrition

TPWD has an aging workforce with approximately 65 percent of all employees at age 40 or above, and about one-third of employees at 50 years or older. A significant concern is the relatively high number of career employees who are at or nearing retirement eligibility (approximately 17%). Beyond the vast losses of experience and institutional knowledge the department will face as these employees begin retiring, TPWD must be prepared to deal with issues more commonly encountered with an aging workforce, including extended employee absences due to personal health concerns and illnesses and, and increasingly, to care for their own elderly parents. Also, dealing with the faster pace of “change” occurring in the workplace, including technology and other social dynamics, may create special pressures for some workers. As such, an

active wellness program geared to enhancing employees' health and reducing related risk factors will become increasingly important as a means of mitigating productivity losses associated with an aging workforce.

Non-Competitive Salary Structure

Results of the 2012 Survey of Employee Engagement, which tracks TPWD employees' opinions, has confirmed that "pay" remains a critical issue for job satisfaction. TPWD has experienced relatively high turnover in some job classifications and has experienced recruiting difficulties for several senior positions due to below-market salary levels. This pay disparity is most evident in the administrative support classifications (including fish and wildlife technicians) and also in lower and mid-level professional staff. TPWD's Schedule A employees (administrative support) are mostly in the first (lowest) quartile of the four pay ranges. There is a better distribution in Schedule B but it is clear that TPWD is not competitive in the entry and mid-level classifications. All divisions are adversely impacted by non-competitive pay in their efforts to attract and retain high quality employees.

Women and Minorities

The majority of the department's key leadership positions, including members of the executive management team and senior managers in all the major program areas are underrepresented by women and ethnic minorities. Historically, positions such as Engineering Specialist, Natural Resource Specialist, Network Specialist, Park Specialists, Program Specialist and Game Warden have been dominated by white males. While recruitment efforts for Game Wardens have been more lucrative for women and minorities than in previous years, this trend needs to be extended to other critical job specialties. Despite the increasing numbers of women and minority college graduates in science and technology disciplines, these groups continue to be underrepresented in TPWD's workforce.

Spanish Speaking Capability for TPWD's Service Population

The Spanish speaking public represents a significant and growing segment of the Texas population, yet surveys show that Hispanics tend to be less aware of TPWD and participate in agency programs and services at lower levels than Anglos. Reaching out to and developing effective communication and programming strategies aimed at the Spanish-speaking population represents a challenge for TPWD. Accordingly, the department must give special consideration to the ethnic/racial diversity of the population in planning its programs, notably to increasing/developing the number of service delivery/customer service staff with at least minimal conversational Spanish-speaking skill.

Job Competency Development

TPWD must continue to provide employees with appropriate training and developmental opportunities to ensure the maintenance of a high quality workforce. While responses to critical job competencies surveys indicate that employees currently have the necessary competency levels to accomplish mission goals, they will be required to demonstrate more advanced competency levels in the future. The department will also need to provide employees with more training in order to meet the strategic goals and objectives outlined in the Land and Water Resource Conservation Plan, as well as, to offset the vast losses of experience and institutional knowledge due to retirements.

STRATEGY DEVELOPMENT

The TPWD anticipates implementing several key strategies, briefly discussed below, to address areas of concern and identified skills gaps in the department workforce. Our primary efforts will continue to address gaps in workforce diversity, competitive pay, leadership development and employee retention and morale.

Comprehensive Outreach and Recruitment Programs

The TPWD will endeavor to develop and implement a variety of outreach and workforce development programs to reach students and potential employees well in advance of their employment with TPWD. The department will also maintain an effective staff recruitment program to facilitate the process of finding and attracting those most suitable for TPWD employment. TPWD's comprehensive recruitment program includes the following components:

- Recruitment efforts in local and rural areas where positions actually exist
- Outreach efforts to partner with elementary, middle and high schools and other organizations to “promote” TPWD employment and professional growth opportunities
- Increased focus on student intern programs and the development of Cooperative school- to- work programs
- Targeting of minorities and women for employment by refining and expanding existing partnerships, including partnerships with Hispanic Serving Institutions (HSI) and Historically Black Colleges and Universities (HBCU)
- The review, examination, and standardization of minimum job qualifications, especially specific degree and quantifiable experience requirements, to ensure the broadest possible pool of applicants
- Analysis of the hiring processes to identify opportunities to implement electronic transfer of job requisition requests, employment applications, and associated personnel action forms, allowing for faster additions to payroll and shorter times from job offers to start dates
- Promote the use of behavioral-based interview techniques to assist hiring authorities in selecting appropriate candidates

Competitive Salary Structure

The TPWD senior leadership team will continue efforts to address the issue of competitive compensation. The long-term goal is to realize a competitive salary distribution scheme which reduces compression among pay grades, and enhances opportunities for individual growth. A “total rewards” strategy, with an emphasis on non-monetary compensation (i.e. wellness/fitness programs, tuition reimbursement, telecommuting, employee assistance programs) will play a larger role in future considerations.

Leadership Development

Leadership development at all levels continues to be a pressing need for TPWD. As the department's key executive and management staff retires, it will become increasingly important to continue to identify and develop potential leaders who possess the necessary leadership skills. More specifically, to effectively address potential talent losses, it is important for TPWD to:

- Continue to concentrate on leadership development – TPWD periodically assesses the leadership training and development opportunities for staff at all four levels of the leadership continuum: Senior Managers, Middle Managers, First-Line Managers/Team Leaders and individual contributors. Executive staff should seek and attend leadership development opportunities and training programs.
- Provide employees with mentoring opportunities. Mid-level managers routinely serve as mentors in the TPWD Natural Leaders leadership development program. In addition, TPWD has rolled out a Virtual Leader program to provide agency managers who lead distance teams with the tools to do so effectively.
- Develop leaders at all levels. First-line managers and team leaders are the target audience for the Natural Leaders program and the five-day Successful First Line Management Program (SFLM). To date, over 175 of this approximately 400 target group have participated in the Natural Leaders program and almost all have graduated from the SFLM program, which is regularly offered two times per year.

Employee Retention Rate and Morale

Several specific initiatives to improve retention and morale are currently underway:

- Expanding the use of recognition programs to allow supervisors, with division director approval, to award administrative leave to their staff for outstanding performance
- Expanding telework (telecommute) and flexible work schedule opportunities to provide employees with greater options for balancing work/life activities.
- Implement comprehensive employee wellness program to enhance employee engagement and productivity.
- Promoting greater utilization of employee tuition and educational assistance programs.
- Continued participation in the biennial Survey of Employee Engagement (SEE), and executive commitment to appropriately address areas of concern. TPWD has established a three-pronged approach to improving its overall scores on the survey, including agency-wide focus groups on specific issues, research to identify best practices for areas of concern, and benchmarking of activities with similar agencies.
- Expanding career ladder progressions for “hard-to-fill” positions that traditionally experience high turnover, and other positions deemed critical to the department which fit the criteria for a career ladder
- Executive management’s on-going commitment to fund and implement an effective merit program based upon performance-based measures.

Other Actions and Strategies:

Technology

In recent years, the Human Resources Division has invested in several HR technology solutions to enhance efficiency and assist in accomplishing key talent management goals. The manual, paper-based processes related to hiring, on-boarding, and performance management have been replaced with automated internet applications which are available on-line 24/7. We expect this technology trend to continue, as more affordable HR software solutions become available through subscription services. Automated systems purchased over the past four years include: Halogen E-Appraisal (performance appraisal) in 2008; RedCarpet (new hire on-boarding system) in 2009; and the NEOGOV Applicant Tracking System (selection and hiring) in 2012. Technology applications currently under consideration include:

- Learning Management System (LMS) to better track and document the myriad employee training and development activities occurring throughout the department.
- Employee Talent Profile/Skills Mapping database to assist with employee career development and succession planning initiatives.

Supporting Tables

AFRICAN-AMERICANS

	STATE CIVILIAN WORKFORCE	TPWD WORKFORCE		
	Percentage	Number	Population	Percentage
Administrative Support	13.2%	27	635	4.3%
Officials & Administrators	9.0%	1	22	4.5%
Professional	11.7%	20	1055	1.9%
Service & Maintenance	12.8%	34	1111	3.1%
Skilled Crafts	5.1%	6	119	5.0%
Technical	17.0%	11	249	4.4%

HISPANICS

	STATE CIVILIAN WORKFORCE	TPWD WORKFORCE		
	Percentage	Number	Population	Percentage
Administrative Support	31.9%	139	635	21.9%
Officials & Administrators	23.7%	3	22	13.6%
Professional	19.9%	132	1055	12.5%
Service & Maintenance	44.8%	213	1111	19.2%
Skilled Crafts	46.9%	18	119	15.1%
Technical	27.0%	44	249	17.7%

FEMALES

	STATE CIVILIAN WORKFORCE	TPWD WORKFORCE		
	Percentage	Number	Population	Percentage
Administrative Support	66.2%	537	635	84.6%
Officials & Administrators	38.8%	4	22	18.2%
Professional	54.5%	398	1055	37.7%
Service & Maintenance	39.7%	178	1111	16.0%
Skilled Crafts	5.1%	9	119	7.6%
Technical	55.6%	34	249	13.7%

The State Civilian Workforce Data source is from the January 2009 Texas Workforce Commission, Civil Rights Statistics. Protective Services ® and Para-Professionals (Q) categories are combined with the Service & Maintenance (M) category for this report. The TPWD source is from the August 31, 2011 USPS SIRS Position Control Report.

**TOTAL
POPULATION**

TPWD
3,265

Statewide
170,153

RACE

Race	TPWD total	TPWD %	Statewide total	Statewide %
White	2,538	77.7%	91,508	53.8%
Black	106	3.2%	35,283	20.7%
Hispanic	563	17.2%	39,398	23.2%
Other	59	1.8%	3,964	2.3%

AGE

Age	TPWD total	TPWD %	Statewide total	Statewide %
16 to 29	470	14.4%	29,011	14.8%
30 to 39	730	22.4%	36,633	22.7%
40 to 49	833	25.5%	46,127	29.3%
50 to 59	928	28.4%	42,253	25.8%
60 to 69	283	8.7%	14,850	7.0%
70 and over	20	0.6%	1,279	0.4%

LENGTH OF STATE SERVICE

Length of Service	TPWD total	TPWD %	Statewide total	Statewide %
Fewer than 2 years	429	13.1%	30,365	17.8%
2 to 5 years	676	20.7%	37,170	21.8%
5 to 10 years	631	19.3%	30,195	17.7%
10 to 15 years	512	15.7%	24,868	14.6%
15 to 20 years	375	11.5%	20,814	12.2%
20 to 25 years	319	9.8%	13,627	8.0%
25 to 30 years	195	6.0%	7,697	4.5%
30 to 35 years	79	2.4%	3,536	2.1%
Greater than 35 years	50	1.5%	1,882	1.1%

The State Auditor's Office E-Class system was the data source using 2011 averages.