

**Appendix D**

**Workforce Plan**

**July 2014**

**D. Workforce Plan**



**General Land Office  
Workforce Plan  
Fiscal Years 2015-2019**

# General Land Office

## Workforce Plan Fiscal Years 2015-2019

### I. Overview

#### A. Agency Mission and Philosophy

1. **Mission.** The Texas General Land Office serves the schoolchildren, veterans, and all people of Texas by preserving their history, protecting their environment, expanding economic opportunity, helping communities rebuild after disasters, and maximizing state revenue through innovative administration and prudent stewardship of state lands and resources.
2. **Philosophy.** The Texas General Land Office considers innovation, creativity, and imagination to be a part of its basic duty. The agency's purpose is accomplished using the highest standards of efficiency, professionalism, ethics, fairness, and friendliness toward those we serve -- the citizens of Texas and personnel of the agency.

The agency's employees are its most valuable asset. The General Land Office will support its personnel's personal and professional growth and fulfill its responsibility to reflect the rich diversity of Texans, through its composition and its understanding. Quality will mark every product and every system and process. Inclusion will be a benchmark of good governance and policy, and we will consider differing opinions from competing interests in our continuing efforts to further the common good.

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 conduct business with the public and agency cohorts in an equitable, impartial, and honest manner, without prejudice and favoritism. We will make decisions with objective and balanced judgment and in accordance with the agency's mission, established rules and procedures.
- 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**

<b>Goal I</b>	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.
<b>Objective</b>	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.
<b>Strategies</b>	<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>

<b>Objective</b>	Enhance the value of the Permanent School Fund by generating income and capital appreciation through investment in real assets.
<b>Strategies</b>	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.
<b>Objective</b>	Maintain oversight of the Alamo and Alamo Complex.
<b>Strategy</b>	Preserve, maintain and restore the Alamo Complex and its contents and the protection of the historical and architectural integrity of the exterior, interior and grounds of the Alamo complex.
<b>Goal II</b>	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.
<b>Objective</b>	Protect and maintain 20 percent each year of developed, accessible, and eroding gulf shorelines.
<b>Strategies</b>	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.
<b>Objective</b>	Provide constant capability to prevent or respond to oil spills and decrease the number of spills by 11.0 percent by fiscal year 2016.
<b>Strategies</b>	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.
<b>Goal III</b>	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.

<b>Objective</b>	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.
<b>Strategies</b>	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.
<b>Goal IV</b>	Oversee long-term recovery efforts by administering the Community Development Block Grant disaster recovery program for the State of Texas by providing grants for economic development infrastructure and housing projects.
<b>Objective</b>	Provide grants for rebuilding or rehabilitation single- and multi-family homes in storm damaged areas while addressing the needs of low-to moderate- income families, urgent needs and furthering affirmative fair housing.
<b>Strategies</b>	Rebuild or repair single- and multi-family homes in storm damaged areas.  Rebuild the infrastructure in storm damaged communities.
<b>Goal V</b>	To establish and carry out policies governing purchasing and service contracts that foster meaningful and substantive inclusion of Historically Underutilized Businesses (HUBs).
<b>Objective</b>	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.
<b>Strategy</b>	Develop and implement a plan for increasing the use of Historically Underutilized Businesses through purchasing and service contracts.

### **C. Agency Business Functions**

In 1836, the Republic of Texas Congress formed the General Land Office (GLO) to manage the public domain. The charge was to collect and keep records, provide maps and surveys, and issue titles. Because the federal government would not take Texas' land as debt payments, Texas entered the Union owning its public land. Also, unlike other Gulf states, Texas owned its submerged lands - or tidelands - three marine leagues (about 10.3 miles) into the Gulf of Mexico. This proved to be a bounty that would yield rich rewards for the Lone Star State for generations since the Texas Constitution of 1876 set aside half of Texas' remaining public lands to establish a Permanent School Fund (PSF), to help finance public schools.

Since then, the GLO's responsibilities have grown and diversified, and now include:

- maximizing revenues from 13 million surface and mineral acres of state-owned land for the Permanent School Fund,
- auditing oil, gas and hard mineral leases on state lands to ensure payment of royalties to the Permanent School Fund,
- unifying state acreage into more manageable tracts by analyzing acreage and coordinating land trades and sales,
- conducting ground and aerial surveys of state-owned land,
- leasing state lands for renewable energy projects,
- identifying underused state properties and recommending uses for them,
- funding low-cost home, land and home improvement loans for Texas veterans,
- providing long-term care nursing homes for Texas veterans, their spouses and Gold Star parents,
- overseeing state veterans cemeteries for Texas veterans and their spouses,
- preserving the memories of Texas veterans through the Voices of Veterans oral history program,
- archiving more than 35 million historical land documents,
- digitizing historical land documents and making them available over the Internet,
- managing the Save Texas History program to conserve our historic documents ,
- preventing oil spills and ensuring cleanup of oil spills in state waters,
- providing free disposal of oily bilge water along the Texas coast,
- inspecting coastal refineries and fishing vessels to prevent oil spills,
- reversing coastal erosion through beach renourishment projects,
- protecting coastal dunes that alleviate storm surge impacts,
- helping coastal communities prepare for and recover from tropical storms,
- managing the Adopt-A-Beach Cleanup Program to keep our coast free of trash and debris, and
- enforcing the Texas Open Beaches Act on behalf of all Texans.

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

In 2011, Governor Perry transferred administration of the Community Development Block Grant-Disaster Recovery (CDBG-DR) program from the Texas Department of Housing and Community Affairs and the Texas Department of Rural Affairs to the GLO. As a result, the GLO is now the lead state agency for managing disaster recovery grants through the U.S.

Department of Housing and Urban Development (HUD). These grants total more than \$3 billion and are designed to help local communities recover from hurricanes Dolly and Ike.

Also in 2011, the 82nd Legislature passed House Bill 3726 and granted jurisdiction of the Alamo Complex to the GLO. The GLO assumed ownership of the Alamo on behalf of the State of Texas on September 1, 2011, and is responsible for the preservation, maintenance, and restoration of the Alamo Complex and the protection of the historical and architectural integrity of the exterior, interior, and grounds of the Alamo Complex.

In early 2012, the Governor designated the GLO as the administrator of over \$30 million of CDBG funds HUD has allocated as disaster recovery assistance for wildfires that occurred between April 6, 2011 and December 31, 2011.

Although significant work will continue as the GLO implements these major new responsibilities, the GLO's core mission is not expected to change in the next five years and 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, 2013, based on data from the Uniform Statewide Payroll System<sup>1</sup>.

The GLO's current workforce is comprised of approximately 53 percent males and 47 percent females. This reflects an increase for females of three percent compared to the last Workforce Report.

Approximately 71 percent of GLO employees are age 40 or over, 41 percent are age 50 and over, 10 percent are age 60 and over, and 10 percent are under age 30. Compared to the last Workforce Report:

- the percentage of those over 40 has decreased less than two percent,
- the percentage of those over 50 has increased less than one percent,
- the percentage of those over 60 has decreased less than one percent, and
- the percentage of those under 30 has increased less than two percent.

Approximately 41 percent of GLO employees have less than five years GLO service, and approximately 22 percent have 15 or more years GLO service. Compared to the last Workforce Report:

- the percentage of those with 15 or more years of GLO service has decreased less than four percent, and
- the percentage of those with less than 5 years of GLO service has increased less than six percent.

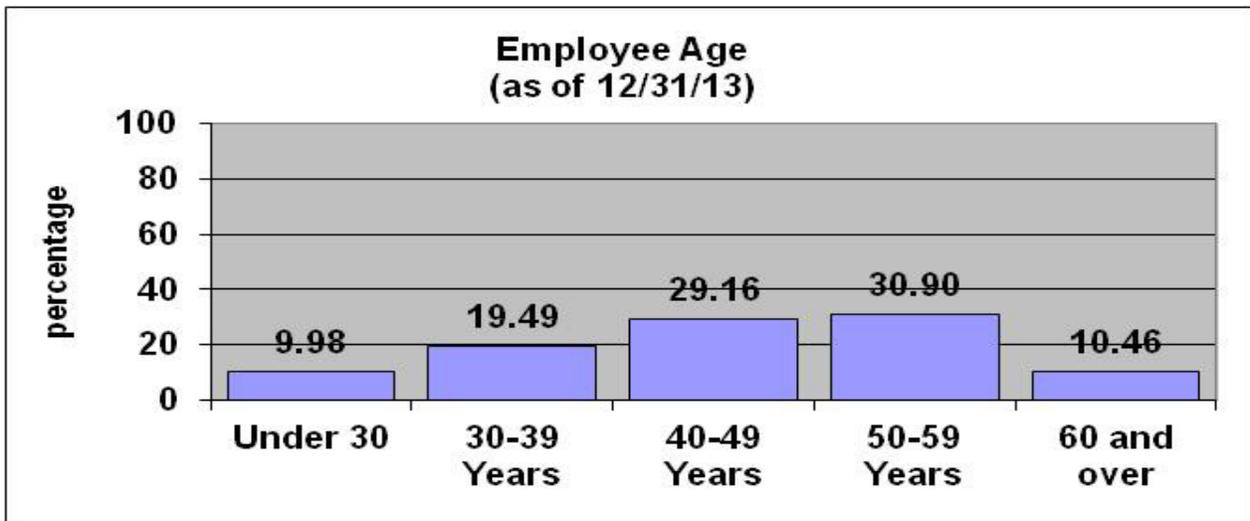
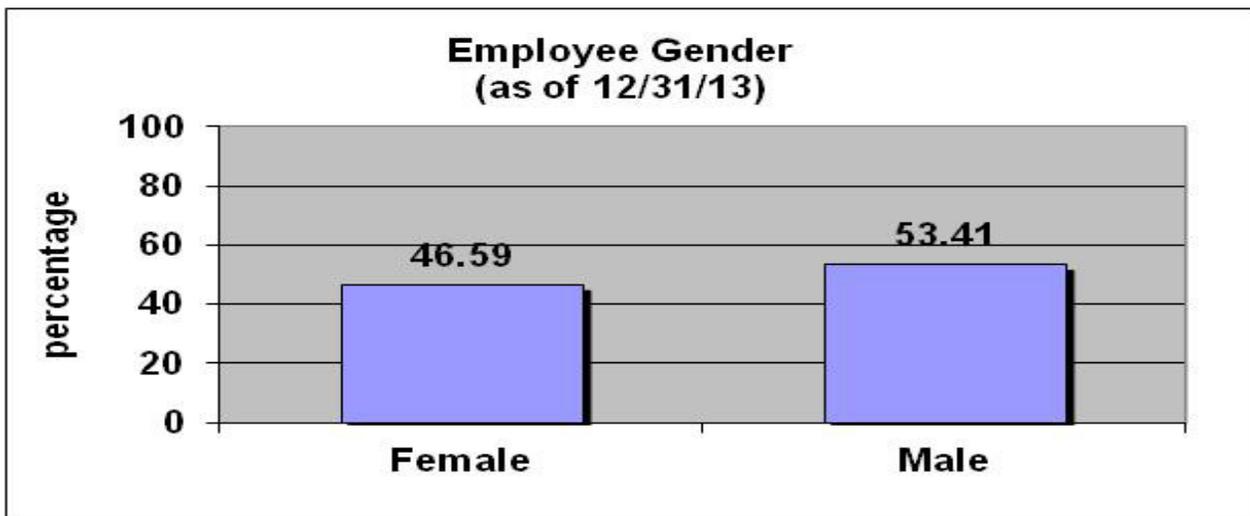
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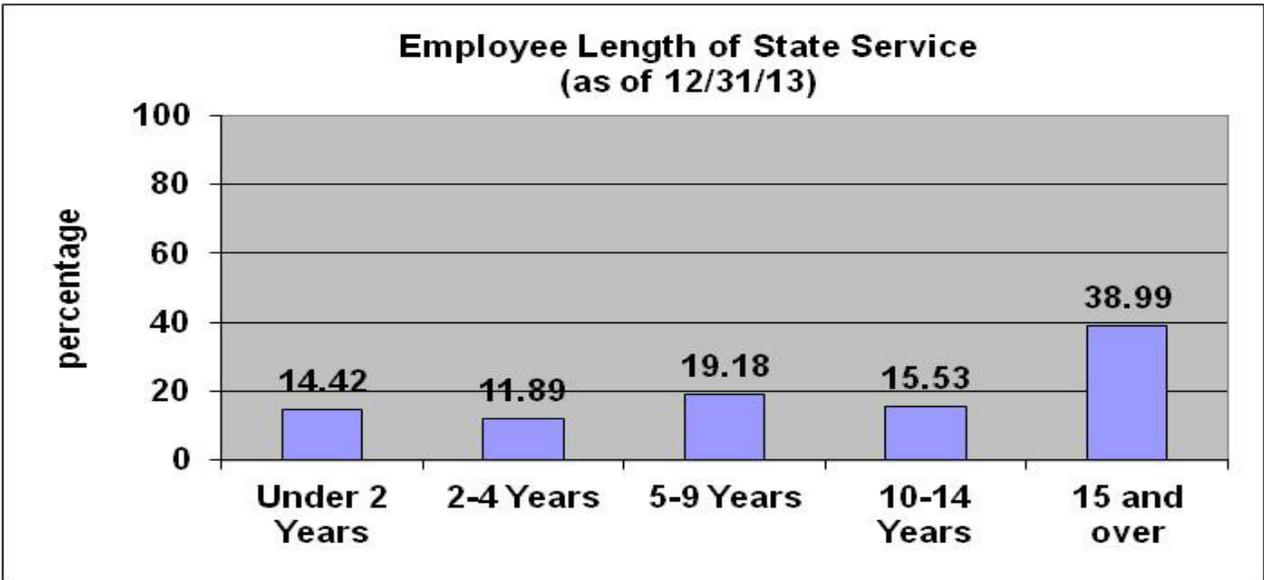
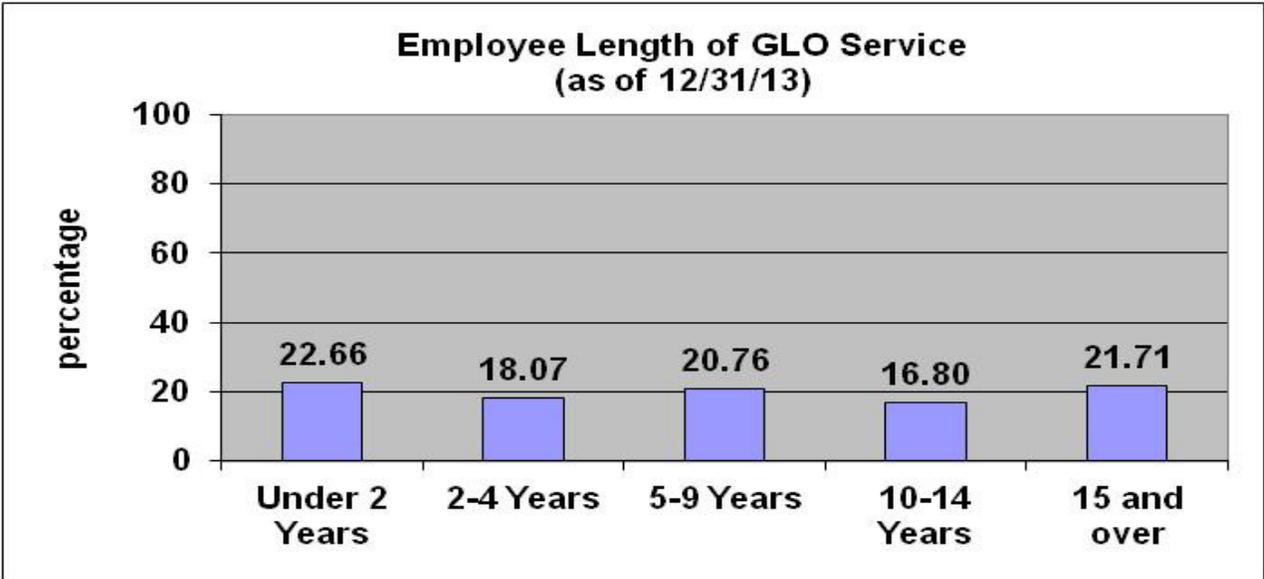
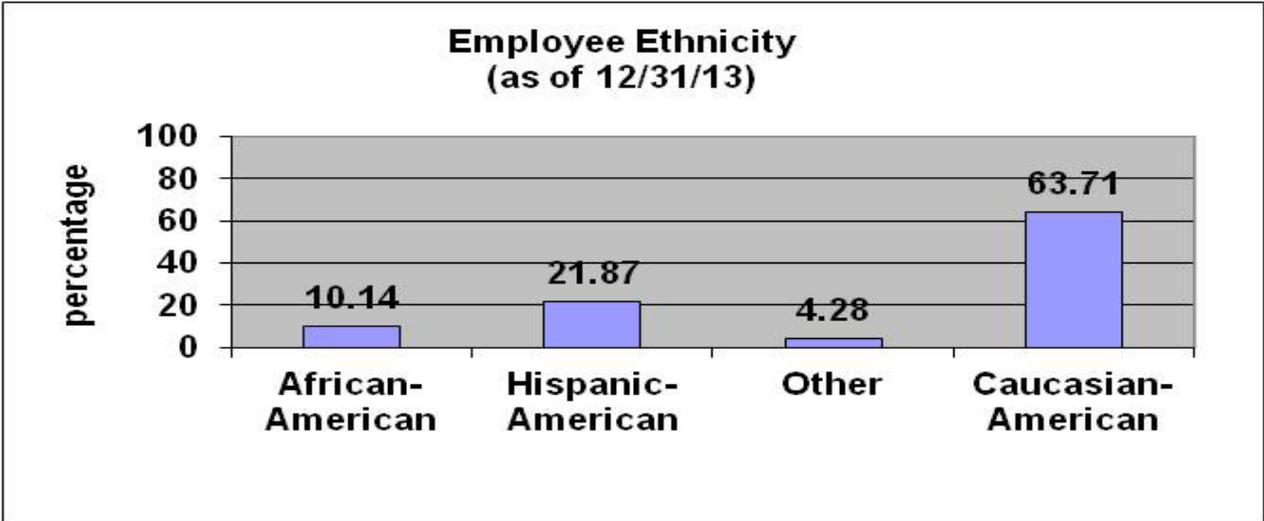
<sup>1</sup> This analysis does not include the Commissioner of the General Land Office, board members, or temporary employees, such as summer interns.

These small changes are consistent with the fact that the GLO offered a voluntary retirement incentive plan in the summer of 2013. Because being eligible to retire was a prerequisite to participating in this plan, those choosing to do so tended to be older employees with many years of service. In addition, 39 percent of the participants were women, while women represent almost 47 percent of the GLO workforce.

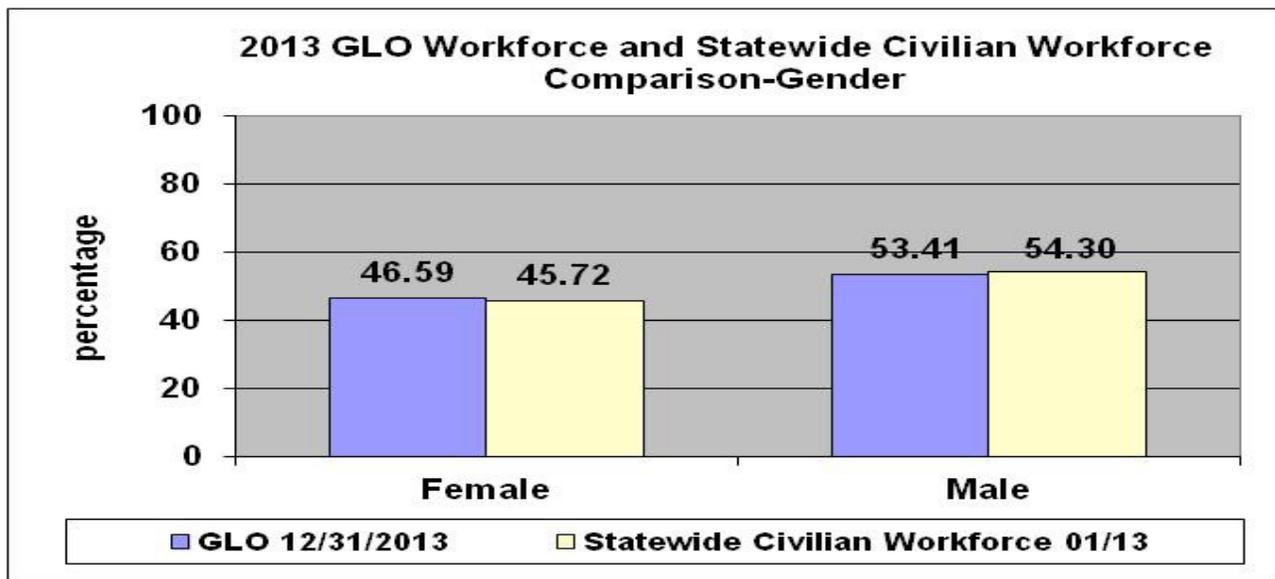
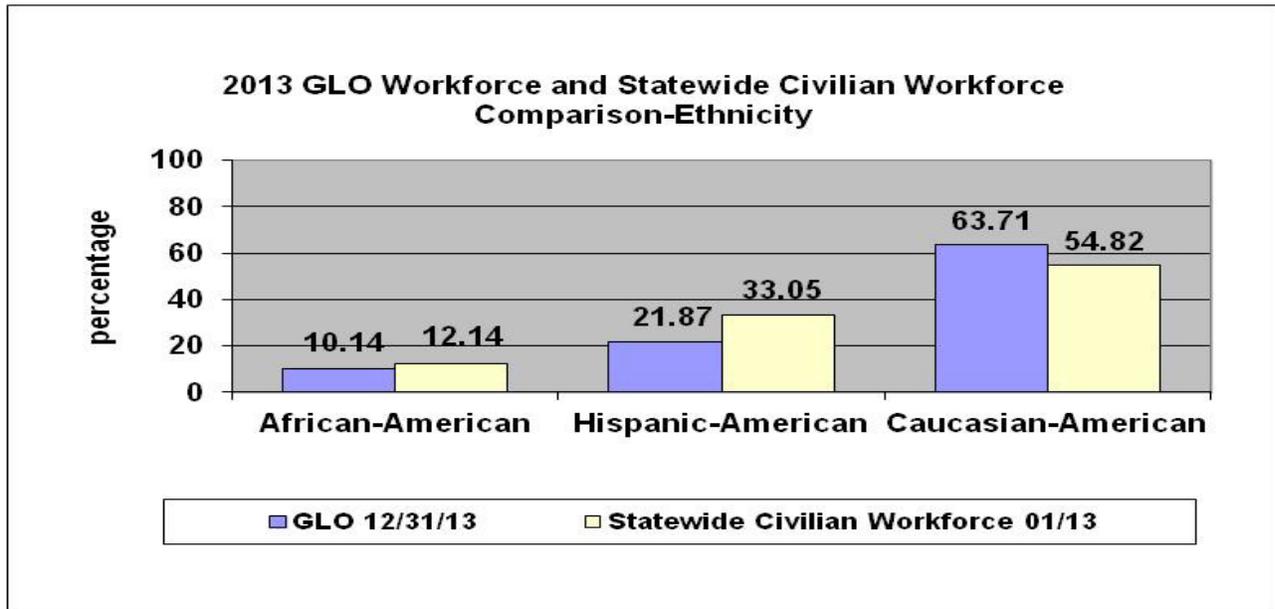
Even with these shifts, the GLO workforce still tends to be mature and experienced, with:

- 71 percent of employees over 40,
- 22 percent with at least 15 years of GLO experience, and
- 39 percent with 15 or more years of state service.





The following charts compare the GLO's ethnicity and gender percentages as of December 31, 2013 to that of the statewide civilian workforce<sup>2</sup>.



<sup>2</sup> Texas Workforce Commission's Statewide Civilian Workforce Composition (Table 1 of the TWC's January 2013 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 2013 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, 2013

Job Category <sup>3</sup>	Caucasian American		African American		Hispanic American		Other		Females	
	GLO%	State %	GLO%	State %	GLO%	State %	GLO%	State %	GLO %	State %
Officials/Administrators	78.6%	71.5%	4.1%	9.0%	14.3%	19.5%	3.1%	N/A	37.8%	39.3%
Professional	65.3%	71.3%	9.9%	11.3%	19.8%	17.4%	5.1%	N/A	44.9%	59.1%
Technician	64.1%	64.5%	5.1%	14.2%	28.2%	21.4%	2.6%	N/A	10.3%	41.5%
Para-Professional <sup>4</sup>	56.7%	N/A	10.4%	N/A	26.9%	N/A	6.0%	N/A	59.7%	N/A
Administrative Support	41.7%	55.9%	22.2%	13.6%	34.7%	30.5%	1.4%	N/A	75.0%	65.6%
Service and Maintenance	100.0%	37.1%	0.0%	14.7%	0.0%	48.2%	0.0%	N/A	0.0%	40.8%

Overall, the agency percentages are slightly below the state workforce percentages for African-Americans and slightly above for females, but are 11 percent 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.

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

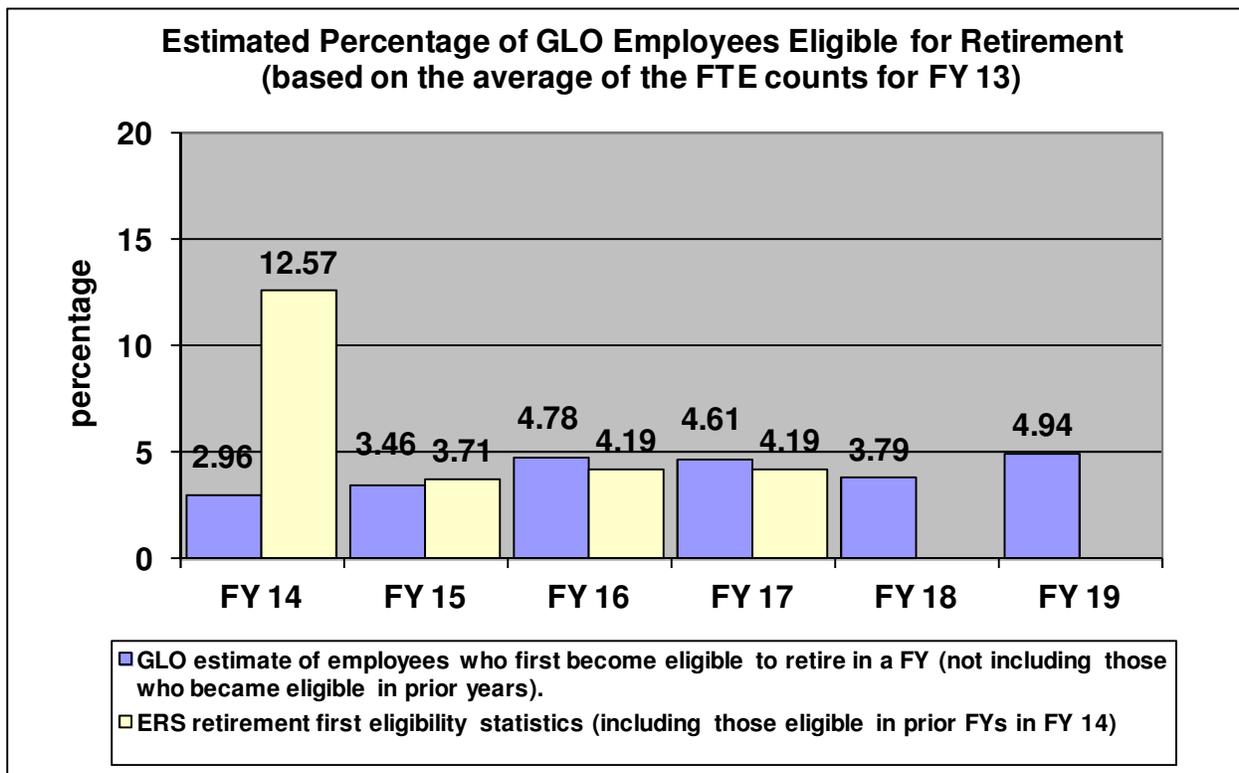
<sup>4</sup> The January 2013 TWC Equal Employment Opportunity and Minority Hiring Practices Report indicated that TWC has combined the statewide percentages for the Para-Professional and the Service & Maintenance EEO categories because they were not available separately from their BLS source report, accordingly, there is no Statewide paraprofessional statistic available for comparison.

## Retirement Eligibility

Because the GLO is a mature agency (with over 71 percent of its employees over the age of 40 and 41 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.

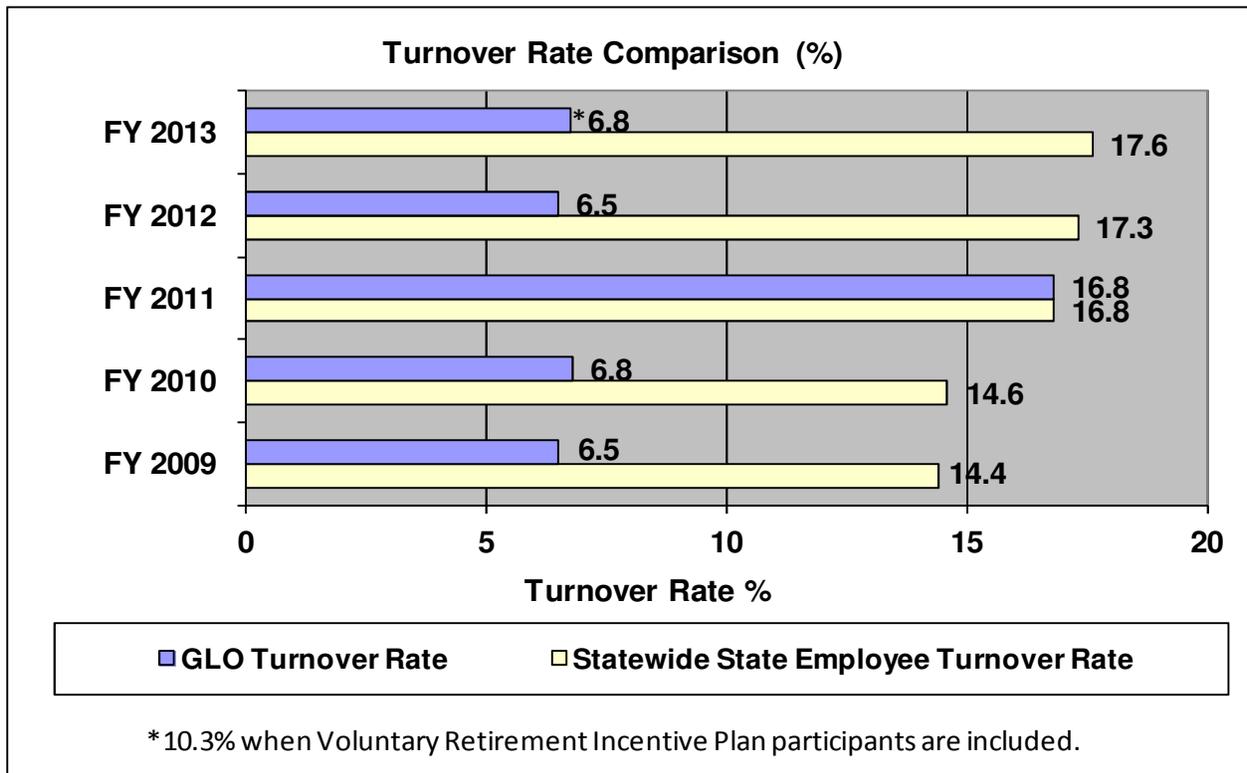
Using employees' ages and state service credits as shown in USPS as of December 31, 2013, the GLO estimates that approximately 25 percent of the agency's employees could retire by the end of FY 19. This does not include other creditable state service employees may have, but that is not reflected in USPS.

Using available ERS estimated GLO retirements (for FY14 through FY17) and GLO estimates for FY18 and FY19, approximately a third of the GLO workforce will be eligible to retire by the end of FY19.



## B. Employee Turnover

Turnover is an important issue in any organization, and the GLO is no exception. The following chart depicts GLO turnover data for FY 09-13 compared to the FY 097-13 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)<sup>5</sup>. Although the GLO's turnover rate is traditionally well below that for the state workforce, the GLO experienced higher than usual turnover rate for FY 13 due in large part to its retirement incentive program offered in the summer of 2013. When the participants in that voluntary program are deducted from the calculation, the GLO FY13 turnover rate was more in line with previous years and about ½ the statewide rate.



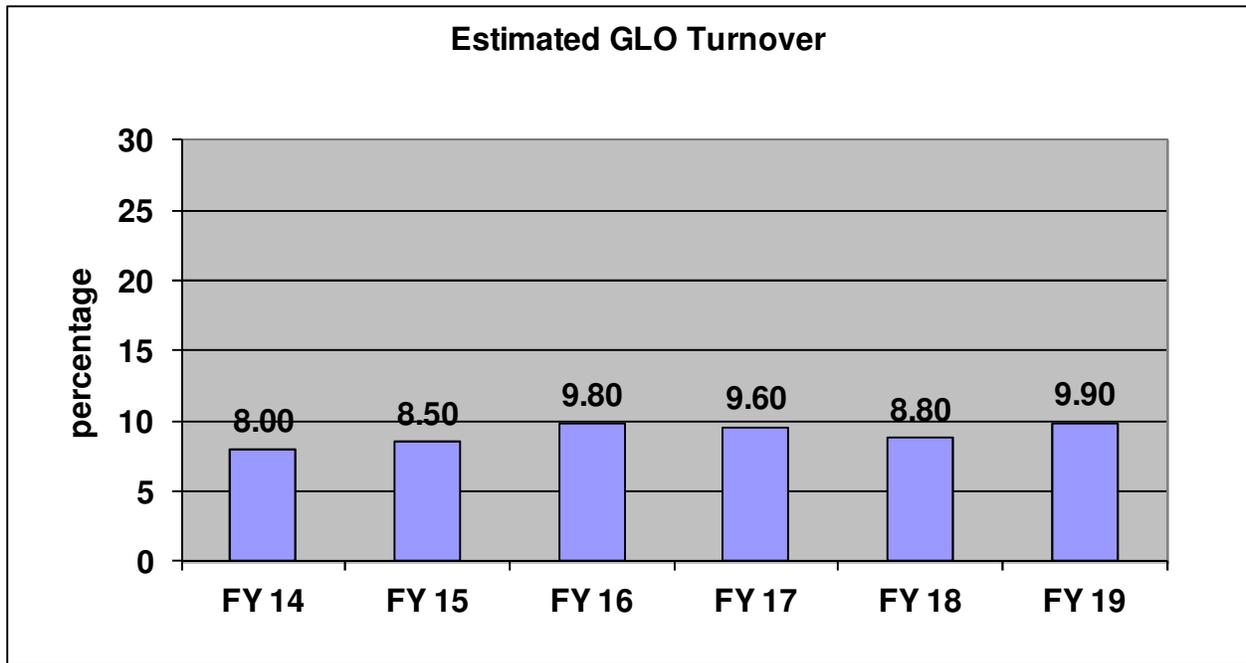
In calendar year 2013, highest turnover at the GLO has occurred for:

- program specialist V (9.68 percent)
- administrative assistant IV (8.06 percent)
- auditor VI (6.45 percent)

Sixty percent (3 of 5) of the Administrative Assistant IV separations and 75 percent (3 of 4) of the Auditor VI separations were due to employee participation in the voluntary retirement incentive plan offered in the summer of 2013.

<sup>5</sup> Turnover analyses do not include board members or temporary employees, such as summer interns.

Using FY 13 involuntary and voluntary turnover data from the State Auditor’s Office (SAO) for the GLO and GLO’s estimated GLO retirements, the following are the predicted GLO turnover rates for FY 14 and the next five fiscal years:

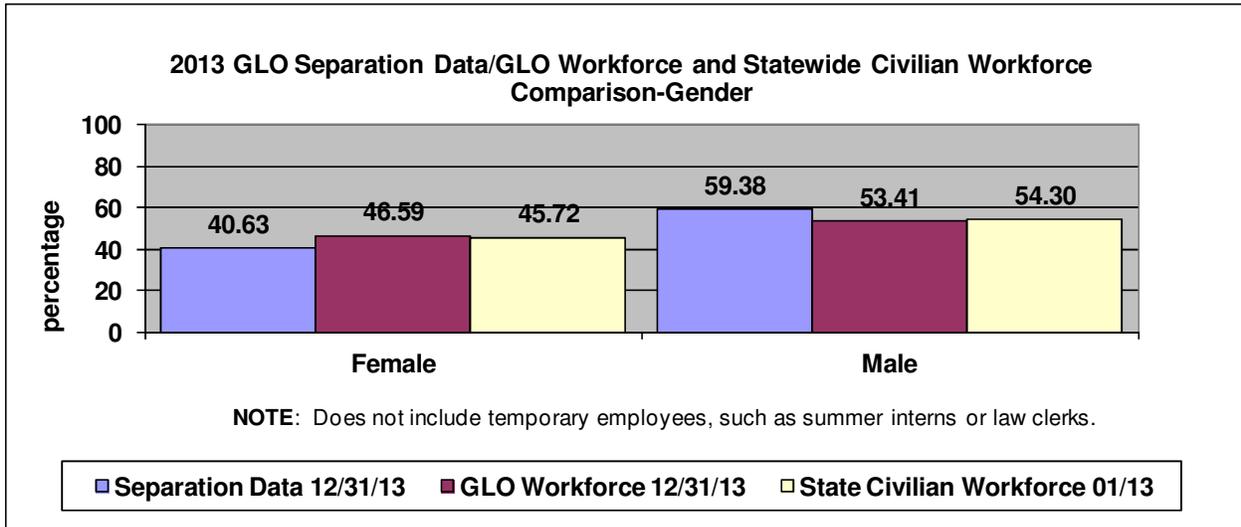


These estimates do not include those who were eligible to retire prior to FY14. As these employees eventually choose to retire, they will add to the GLO’s retirement rate. These estimates also do not include the impact of expected delayed retirements due to the recession’s reduction of the value of employee retirement funds or the later potential surge of retirements as these workers retire as the economy recovers.

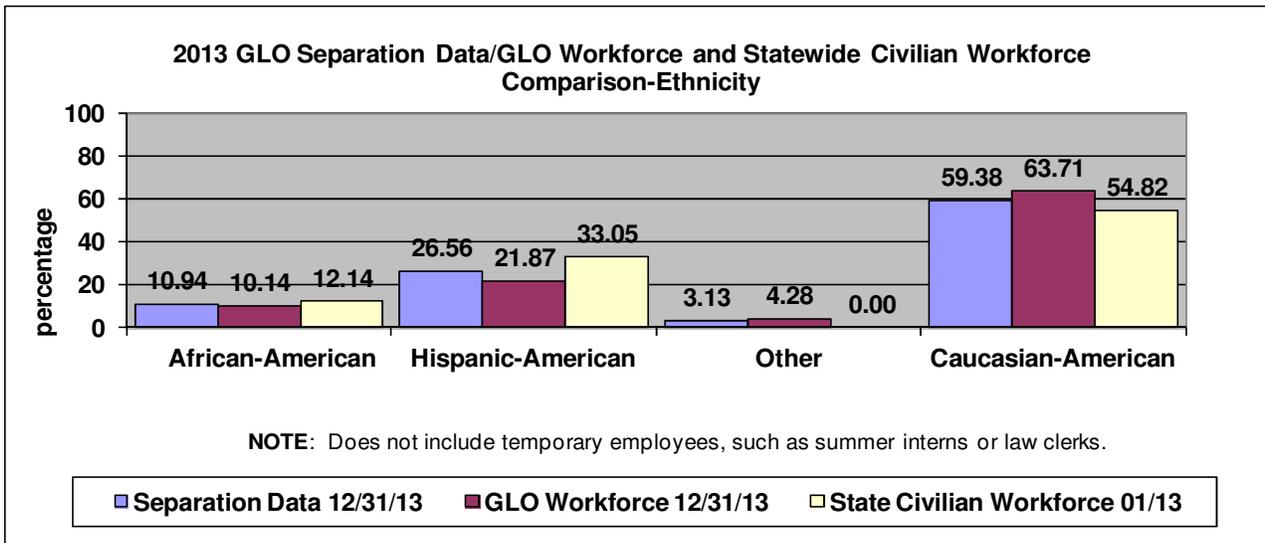
To further evaluate turnover at the GLO, the following charts show the GLO’s CY 2013 turnover data by gender and ethnicity and compare that data to the demographics of the GLO and the statewide workforce<sup>6</sup>.

<sup>6</sup> Texas Workforce Commission’s Statewide Civilian Workforce Composition (Table 1 of the TWC’s January 2013 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

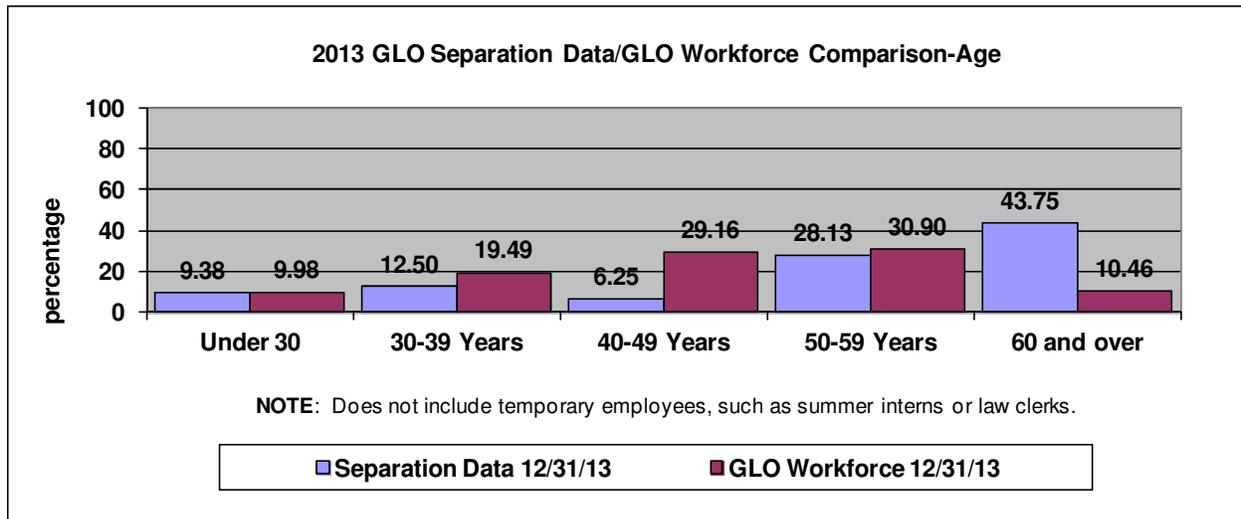


## ETHNICITY

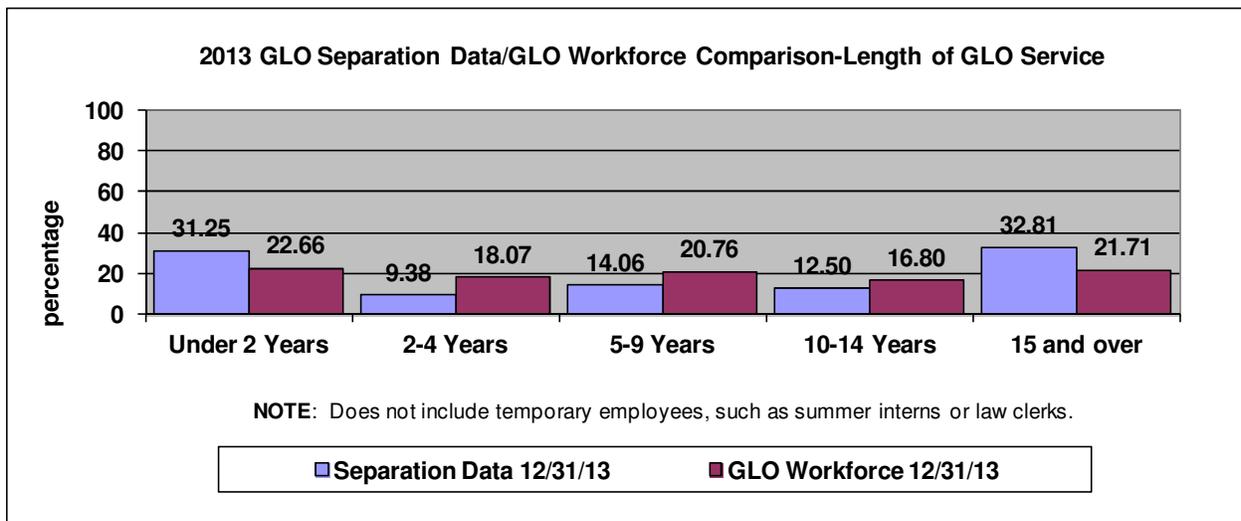


The following charts show the GLO's turnover data by age and length of service and compare the GLO's turnover data to the GLO's workforce data for CY 2013. Note: The currently available EEOC statewide civilian workforce report does not contain age or length of service data and is therefore not included in the following charts.

## AGE



## LENGTH OF SERVICE



Turnover percentages are higher than their percentages in the GLO workforce for employees over 60 years of age and for employees with more than 15 years of GLO service. This trend is consistent with the fact that many of the employees in these categories are retirement eligible.

## **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 processing
- 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 improvement, protection, and management
- CDBG Disaster Recovery fund distribution
- Historical asset (including documents, oral history, and the Alamo Complex) archiving, preservation, maintenance, restoration, and management.

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

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

## **III. Future Workforce Profile (Demand Analysis)**

### **A. Expected Workforce Changes**

- Periodic reorganization, outsourcing, and other changes to realign resources to achieve agency goals (particularly as the Disaster Recovery program continues to evolve)
- Increasing 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 and services online
- An aging, experienced workforce, which may result in retirement of significant historical knowledge, expertise, and experience. As the economy recovers from recessionary impacts and/or if benefits are substantially changed there could be a surge of retirements by those who had delayed leaving the workforce
- 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 labor market shortages (especially since fewer workers are expected to be available to replace retirees leaving the aging workforce)
- Increased diversity in employee and customer demographics, backgrounds, experience and other characteristics

## 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 a continued, and possibly growing, need for the following skills:

- As the agency continues to use technology to improve productivity and serve its customers, employees will need a strong ability and willingness to learn to use new and more advanced computer systems and applications on an on-going basis. For example, expected increased emphasis on more online programs and services could lead to the need for staff with more web-oriented skills.
- To be ready for the projected high number of future retirements, the GLO will need employees with strong 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), and
  - ▶ recruitment of skilled employees.
- As our workforce continues to age, the GLO will need employees with strong skills in:
  - ▶ working effectively with a wider variety of generations, and
  - ▶ understanding their benefits and 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).
- If the agency experiences significant changes, such as budget cuts, reorganizations, or outsourcing, and/or if the cost/structure of employee benefits is negatively changed, all GLO employees will need to be adept at working effectively and productively during times of change. For example, GLO managers will need a wide 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, and
  - ▶ lead and motivate their staff, build and maintain morale, productivity, and loyalty, 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 able to work, manage, and provide service in an increasingly diverse environment.

- In a tight labor market, the agency must be able to creatively recruit and market the agency to attract needed workers.

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

The GLO does not anticipate needing additional FTEs in FY 15-19. Increased workload demands will be addressed by the reallocation of FTEs within the agency. Increased and changing demands will also be facilitated by optimum utilization of technology and by continuous review and development of efficient work processes.

It is expected that the CDBG-DR program will complete its assignments in FY 15, so staffing of that program will be reduced at that time based on workload demands. Extension of the program due to future disasters would postpone some or all of that reduction. Any other decrease in GLO staffing would significantly impact the GLO's ability to meet its goals.

**D. Critical Functions**

The General Land Office's critical functions are:

- managing and maximizing revenues from millions of state-owned surface and mineral acres
- providing Texas veterans access to low-cost home, land and home improvement loans, quality nursing home care, and dignified burial sites
- archiving, conserving, and making available more than 35 million historical land documents and veterans' oral histories
- preventing oil spills and ensuring cleanup of oil spills in state waters
- cleaning and protecting Texas beaches, dunes, and coastal areas
- overseeing the management of the Texas Alamo Complex
- managing the distribution of Disaster Recovery funds to help communities recover from hurricanes and wildfire disasters
- operating the State Power Program to serve public retail customers

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                     | • Communications                        | • Procurement/travel     |
| • Surveying                          | • Appraisal                             | • Human resources        |
| • Information technology             | • Auditing                              | • Employee relations     |
| • Financial reporting and management | • Minerals leasing and energy marketing | • Governmental relations |
| • Funds management                   | • Construction/design                   | • Mail/delivery          |
| • Budget                             | • Fleet/asset management                |                          |
|                                      | • Facilities management                 |                          |

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

### **A. Potential Worker Shortage/Surplus**

The GLO does not anticipate an FTE shortage in FY 15-19. Increased workload demands will be addressed by the reallocation of FTEs within the agency. Increased and changing demands will be facilitated by optimum utilization of technology and by continuous review and development of efficient work processes.

It is expected that the CDBG-DR program will complete its current assignments in FY 15. If at that time this program is not extended due to additional disasters, staffing will be reduced based on workload demands and would result in surplus FTEs. Any other decrease in staffing would significantly impact the GLO's ability to meet its goals.

### **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 needed to lead and motivate staff, communicate effectively, resolve conflict, and coordinate with other program areas in the agency, especially during times of change and challenges, in order to meet agency goals
- Employees with the technology skills needed to develop, maintain, and fully utilize the agency's continually advancing computer systems
- Employees with the knowledge, skills, abilities, and experience needed to replace future retirees and managers prepared to find replacements for these vacated positions
- Employees with the skills needed to work in and manage others in an environment that is increasingly diverse in terms of age, ethnicity, language, and other factors
- Employees with the skills needed to hire qualified staff for vacancies that are hard to fill due to fluctuations and cycles in the labor market (examples: nursing, long-term care, and information systems positions) and/or because of overall labor shortages (as fewer workers are expected to be available to replace retirees leaving an aging workforce)

The GLO will have a surplus of personnel when the CDBG-DR program completes its assignments, so staffing of that program will be reduced at that time based on workload demands. This is anticipated to occur in FY 15, but it is possible that the program could be extended due to future disasters, which would postpone some or all of that reduction.

## **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><b>I. Potential Gap</b></p>	<p><b>Employees with the skills needed to lead and motivate staff, communicate effectively, resolve conflict, and coordinate with other divisions in the agency, especially during times of change and challenges, in order to meet agency goals</b></p>
<p><b>Goal</b></p>	<p>To employ managers who are able to effectively lead, develop, and manage their staff during times of change, especially during reorganizations, outsourcing, and other organizational changes</p>
<p><b>Rationale</b></p>	<p>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, morale, and loyalty, and increased conflict and turnover. The GLO needs employees who are adept at working effectively and productively during times of change, including managers who can both:</p> <ul style="list-style-type: none"> <li>• lead and motivate their staff, build and maintain morale, productivity, and loyalty, resolve conflict, and retain valued staff, and</li> <li>• identify and implement ways to save money, operate more efficiently, and otherwise fulfill the agency’s mission with less funding</li> </ul>
<p><b>Action Steps</b></p>	<ul style="list-style-type: none"> <li>• Continue to provide mid-level managers leadership and management training. Include other high-potential employees 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</li> <li>• Educate agency managers/team leaders on leadership skills needed during times of difficult change to help them increase morale, loyalty, optimism, and productivity.</li> <li>• Continue to encourage managers to implement appropriate retention strategies (from training provided in 2012 and posted online for viewing as needed)</li> <li>• Require new managers and team leaders to view the Core Management training that is posted on GLO University online to give them grounding in GLO-specific management expectations</li> <li>• 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</li> <li>• Continue to make GLO Budget staff available to managers to consult with them on responsible and efficient budget management</li> <li>• 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</li> <li>• Provide several avenues employees may use to resolve conflict and manage stress that may result during time of change</li> </ul>

<b>II. Potential Gap</b>	<b>Employees with the technology skills needed to develop, maintain, and fully utilize the agency's continually advancing computer systems</b>
<b>Goal</b>	To employ staff with the technology skills needed to develop, maintain, and fully utilize the existing and future agency computer systems
<b>Rationale</b>	As the agency continues to use technology to improve the efficiency and productivity of its work and its customer service, the agency will need adequate staffing of qualified information technology workers and employees with who are willing and able to learn to use new and more advanced computer systems and applications on an on-going basis.
<b>Action Steps</b>	<ul style="list-style-type: none"> <li>• Recruit employees with highly technical skills to further develop and refine the information management systems</li> <li>• Use and promote GLO University and Web-X technology where appropriate to facilitate employee training</li> <li>• Maintain GLO IT training staff and facilities to continually offer employees training on how to use various GLO applications</li> <li>• Continue to offer employees the option of taking online computer training to reach field staff and fit employee schedules. Remind employees, especially field staff, that this resource is available to them</li> <li>• Encourage employees to take computer training by allowing job-related courses to count toward employees' required annual training credits</li> <li>• Continually evaluate IT staffing to consider any need to add, shift, and/or train staff to respond to agency technology needs (For example, an increased emphasis on more online programs and services could lead to the need for more staff with more web-oriented skills.)</li> </ul>

<p><b>III. Potential Gap</b></p>	<p><b>Employees with valuable institutional knowledge, expertise, and experience;</b></p> <p><b>Employees needed to replace future retirees; and/or</b></p> <p><b>Employees with the skills needed to fill vacancies during a tight labor market</b></p>
<p><b>Goal</b></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 develop, recruit, and retain good employees</p>
<p><b>Rationale</b></p>	<p>Up to one-third of the GLO workforce is estimated to be eligible to retire by the end of FY 19. In addition, shortages of certain workers in the labor market will make filling some positions difficult, such as is presently the case for appraisal, nursing/long-term care, and information technology positions. Further, the recent economic downturn has caused some employees to postpone retirement, which could lead to 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 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 and hire external candidates for vacancies, even during a tight labor market.</p>
<p><b>Action Steps</b></p>	<p>Continue to reinforce previous <b>Succession Planning</b> training by:</p> <ul style="list-style-type: none"> <li>• Providing managers access to online videos of previous succession planning training classes (and associated planning worksheets)</li> <li>• Making Human Resources’ staff available for one-on-one assistance with succession plans as needed</li> <li>• Reviewing the status of program succession planning efforts as part of the Chief Clerk’s annual Deputy evaluation meetings</li> <li>• Encouraging programs to ensure that institutional knowledge and important program information is retained with written procedures, cross-training to ensure continuity of business functions and processes (with regular opportunity for practice), and/or mentoring</li> <li>• Continuing employee development efforts (below) to help staff prepare for advancement</li> <li>• Including team leaders in management training classes to help them learn the skills that will be needed should they move into management positions</li> <li>• Considering periodic retirement incentives, as appropriate, to allow for</li> </ul>

planned retirements. By receiving notice of a retirement several months before it is effective, succession training/institutional knowledge transfer or targeted recruitment efforts can be coordinated and accomplished to save the agency time and money and ensure uninterrupted service to customers

Continue to reinforce previous **Employee Development** training by:

- Providing managers access to online videos of previous employee development training
- Continuing the GLO's mandatory training program (that requires all employees to earn a minimum number of training credits each year) and the GLO's tuition reimbursement program
- 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)
- Encouraging managers to be proactive in planning employee training (perhaps as part of the performance evaluation process) to make sure that it provides for their development (such as budget training for a potential manager)
- Offering employee training to help develop critical skills (internal and external; classroom as well as on-line and DVD training to make training available to field employees and accommodating to employees' schedules) and informing employees about training opportunities, such as those offered by the GLO's Employee Assistance Program and by other agencies
- Providing leadership training to all levels of agency managers, as well as potential managers
- Conducting regular training needs assessments to identify training of interest to employees and managers  
Offering the GLO mentoring program to match experienced/skilled employees with employees seeking to learn from them and plan their career development

Continue the following **Recruitment** efforts:

- Offering competitive salaries to the extent possible
- Offering recruitment bonuses in appropriate circumstances, such as to recruit staff in hard to fill positions
- Broadly marketing GLO positions in an effort to achieve a qualified applicant pool (examples: attending career fairs, posting jobs in Work in Texas, advertising jobs in relevant newspapers, journals, publications, or web sites, and coordinating with colleges/universities and other contacts in the community)
- Establishing contacts at relevant colleges, universities, and schools to assist with recruiting (regular hires as well as student volunteers and interns)
- Coordinating with employees familiar with targeted positions to seek assistance with recruiting

- Holding regular recruitment meetings in which employees are invited to brainstorm about how to recruit for posted positions
- Using contract and/or temporary workers to fill positions at all levels during a tight labor market or when otherwise appropriate

Continue to reinforce previous **Retention** training by:

- Maintaining competitive salaries to the extent possible
- Providing access to online videos of previous retention training classes
- Offering retention bonuses in appropriate circumstances, such as to retain staff in hard to fill positions
- Promoting the use of non-monetary rewards for exceptional performance (e.g., Administrative Leave for Outstanding Performance, etc.)
- Encouraging employees to pursue professional certification(s) in their areas of employment when possible
- Reminding managers of the wide array of tools discussed in previous retention training that they may use to retain valuable employees, including:
  - utilizing one of the many employee recognition/reward/incentive options presented in the training
  - offering flexible schedules and telecommuting arrangements where appropriate
  - providing flexible and challenging work/projects for staff
  - reminding staff of the benefits and advantages of working for the GLO
  - keeping in mind the different motivational interests of the various generations in the workforce
  - seeking other retention/motivating ideas from staff
- Further develop and promote agency mentoring programs to assist new employees in acclimating to the GLO
- Monitoring 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

Multi-purpose:

- 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
- Continue the activities of the GLO Wellness Council to provide information and motivation in an effort to promote employee wellness

<b>IV. Potential Gap</b>	<b>Employees with the skills needed to work with and manage others in an increasingly diverse work environment</b>
<b>Goal</b>	To employ staff who can effectively work and manage in a diverse environment
<b>Rationale</b>	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.
<b>Action Steps</b>	<ul style="list-style-type: none"> <li>• Offer speakers/training/events on a variety of topics to promote an environment that is inclusive and draws upon the various strengths of the GLO workforce</li> <li>• Provide access to online videos of diversity-related training classes</li> <li>• 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.</li> <li>• Require regular training regarding EEO/ADA laws and policies to remind all staff of the various types of prohibited discrimination/harassment and the avenues available to employees to resolve any concerns</li> <li>• Continue to offer one-on-one assistance and online 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)</li> <li>• Regularly review agency demographics, looking for trends that suggest areas of further emphasis in development, recruitment, and/or training</li> <li>• Enforce agency policies prohibiting illegal discrimination/harassment</li> <li>• Evaluate any Survey of Organizational Excellence feedback for the diversity construct and take appropriate action</li> <li>• 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</li> </ul>