

## **APPENDIX E. WORKFORCE PLAN**

### **INTRODUCTION**

Each state agency is required to conduct a strategic planning staffing analysis and develop a workforce plan that follows guidelines developed by the State Auditor. This workforce plan addresses the agency's critical staffing and training needs, including the need for experienced employees to impart knowledge to their potential successors pursuant to Section 2056.002, Government Code.

### **AGENCY OVERVIEW**

This section describes the mission, strategic goals, objectives, and business functions of the agency. Potential changes to these items over the next five years are also discussed.

#### *TDHCA Mission*

The mission of the Texas Department of Housing and Community Affairs is to administer its assigned programs efficiently, transparently, and lawfully. To invest its resources strategically and develop high quality affordable housing which allows Texas communities to thrive.

State resources entrusted to the Department are limited and cannot accommodate every need or demand. Therefore, the Department's ultimate objective is to provide unassailable QUALITY in all we do such that our programs and services command universal respect.

#### *TDHCA's Goals, Objectives, and Strategies to Fulfill its Mission*

##### Goal 1.

To increase and preserve the availability of safe, decent, and affordable housing for very low, low, and moderate income persons and families.

Objective 1. Make loans, grants, and incentives available to fund eligible housing activities and preserve/create single and multifamily units for very low, low, and moderate income households.

Strategy 1. Provide mortgage loans and Mortgage Credit Certificates (MCCs), through the department's Mortgage Revenue Bond (MRB) Program, which are below the conventional market interest rates to very low, low, and moderate income homebuyers.

Strategy 2. Provide federal housing loans and grants through the HOME Investment Partnership (HOME) Program for very low and low income families, focusing on the construction of single family and multifamily housing in rural areas of the state through partnerships with the private sector.

Strategy 3. Provide Funding through the Housing Trust Fund for Affordable Housing

Strategy 4. Provide federal rental assistance through Housing Choice Voucher Program (Section 8) vouchers for very low income households.

Strategy 5. Provide federal tax credits to develop rental housing for very low and low income households.

Strategy 6. Provide federal mortgage loans through the department's Mortgage Revenue Bond (MRB) program for the acquisition, restoration, construction and preservation of multifamily rental units for very low, low and moderate income families.

Strategy 7. Facilitate local transition of vacant land to affordable housing through the NSP.

Strategy 8. Improve affordability through reducing utility payments via the CEAP and WAP.

Goal 2. Promote improved housing conditions for extremely low, very low, and low income households by providing information and assistance.

Objective 1. Provide information and assistance regarding affordable housing resources and community support services

Strategy 1. Provide information and technical assistance to the public through the Center for Housing Research, Planning, and Communications. Strategy 2. Utilize the Community Action Network and Continua of Cares to share information on assistance when clients access Department funds.

Objective 2. Promote and improve homeownership opportunities along with the development of safe neighborhoods and effective community services for all colonia residents and/or residents of low, very low, and extremely low income along the Texas-Mexico border

Strategy 1. Provide assistance to colonias, border communities, and nonprofits through field offices, Colonia Self-Help Centers, the Bootstrap Self-Help program, the Contract for Deed conversion program and other Department programs.

Goal 3. Improve living conditions for the poor and homeless and reduce cost of home energy for very low income (VLI) Texans.

Objective 1. To ease hardships of poverty and homelessness for 16 percent of the population of very low income persons each year.

Strategy 1. Administer homeless and poverty-related funds through a network of community action agencies and other local organizations so that poverty-related services are available to very low income persons throughout the state.

Strategy 2. To support the homelessness efforts of the eight largest metropolitan areas through direct general revenue for the HHSP.

Objective 2. To reduce cost of home energy for 6 percent of very low income households each year

Strategy 1. Administer state energy assistance programs by providing grants to local organizations for energy related improvements to dwellings occupied by very low income persons and general assistance to very low income households for heating and cooling expenses and energy-related emergencies.

Goal 4. Ensure compliance with Department of Housing and Community Affairs federal and state program mandates.

Objective 1. Administer and monitor all appropriate housing developments and subrecipient contracts to determine compliance with federal and state program requirements.

Strategy 1. Monitor and inspect for federal and state housing program requirements.

Strategy 2. Monitor federal and state subrecipient contracts for programmatic and fiscal requirements.

Goal 5. Protect the public by regulating the manufactured housing industry in accordance with state and federal laws.

Objective 1. Operate a regulatory system to ensure responsive handling of Statements of Ownership and Location and license applications, inspection reports, and enforcement.

Strategy 1. Provide services for Statement of Ownership and Location and Licensing in a timely and efficient manner.

Strategy 2. Conduct inspections of manufactured homes in a timely and efficient manner.

Strategy 3. Process consumer complaints, conduct investigations, and take administrative actions to protect general public and consumers.

Strategy 4. Provide for the processing of occupational licenses, registrations, or permit fees through Texas.gov. Estimated and nontransferable.

### Core Business Functions

TDHCA business functions can be broadly grouped into four categories: providing housing and community services assistance, affirmatively furthering fair housing, regulating the manufactured housing industry, serving as an informational resource. To ensure the success of the Department's efforts in these areas, a variety of supporting functions are required. These support areas include financial administration, human resources, information systems, asset management, portfolio management and compliance, policy and public affairs, purchasing, and real estate analysis.

### **Housing and Community Services Assistance**

Types of housing and community services assistance include:

- housing assistance for individual households (homebuyer mortgage and down payment, home repair, and rental payment assistance);
- ensuring programs affirmatively further fair housing efforts;
- funding for the development of apartments (new construction or rehabilitation of rental units);
- energy assistance (utility payments or home weatherization activities);
- assistance for homeless persons and emergency relief for individuals or families in crisis poverty (transitional housing, energy assistance, home weatherization, health and human services, child care, nutrition, job training and employment services,

substance abuse counseling, medical services, and other emergency assistance); and

- capacity building assistance (training and technical assistance, assistance with operating costs, and predevelopment loans to help local housing organizations develop housing).

### **Manufactured Housing Activities**

TDHCA's Manufactured Housing Division is an independent entity within TDHCA. It is administratively attached, but it has its own Board of Directors and Executive Director. This division administers the Texas Manufactured Housing Standards Act. The act ensures that manufactured homes are well-constructed, safe, and installed correctly; that consumers are provided fair and effective remedies; and that measures are taken to provide economic stability for the Texas manufactured housing industry. Services of the Manufactured Housing Division include issuances of SOL research; training and license issuances to individuals for manufactured housing manufacturing, retailing, installations, broker, or sales; records and releases on tax and mortgage liens; installation, habitability and consumer complaint inspections; resolution of consumer complaints; and federal oversight under a cooperative agreement with HUD.

### **Information Resources**

TDHCA is an informational resource for individuals, federal, state, and local governments, the Legislature, community organizations, advocacy groups, housing developers, and supportive services providers. Examples of information provided includes: general information on TDHCA activities, application and implementation technical assistance, housing need data and analysis, and direct consumer information on available assistance statewide. This information is provided through a myriad of communication methods: a 1-800 phone line, publications and guidebooks, via email and the TDHCA website, public hearings, trainings and workshops, planning roundtables, field offices, mass mailings, television, radio, and print media, speaking engagements, and conferences. TDHCA uses online forums to encourage topical discussions and gather feedback on proposed policies, rules, plans, reports, or other activities. Forums may be used in combination with public hearings and other public comment opportunities as a means for the Department to collect stakeholder input.

In all of its activities, TDHCA strives to promote sound housing policies; promote leveraging of state and local resources; prevent discrimination; and ensure the stability and continuity of services through a fair, nondiscriminatory, and open process.

### **Anticipated Changes to the Mission, Strategies, and Goals over the Next Five Years**

The Department does not anticipate any significant changes of the mission, strategies and goals over the next five years.

**CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)**

This section describes the agency’s current workforce by assessing whether current employees have the knowledge, skills, and abilities needed to address critical business issues in the future.

Size and Composition of Workforce

As of March 31, 2014, TDHCA had a total headcount of 296 employees. The following tables profile the agency’s workforce. TDHCA’s workforce is comprised of 39.9 percent males and 60.1 percent females. Over 28 percent of the agency’s work force is over 50 years old with over 33 percent of the work force having 16 or more years of state service.

Statistics show that over one-half or 66 percent of the work force has 10 years or less of experience working at TDHCA with proficiency levels ranging from working knowledge of processes to gaining mastery level of processes. Thirty one percent of TDHCA’s workforce has 11-20 years of tenure with expertise levels ranging from mastery to acknowledged subject matter expert. Employees with 21 years or more of tenure compromise a little over two percent of the work force and are also keepers of institutional business knowledge.

The agency realizes that to prevent disparity in knowledge and experience levels and to mitigate future program operational challenges, succession planning strategies must address the transfer of institutional business knowledge and professional expertise.

**WORK FORCE BREAKDOWN**

**Gender**

	Number of Employees	Percent of Employees
Male	118	39.9%
Female	178	60.1%

*Source: Uniform Statewide Payroll System*

**Age**

	Number of Employees	Percent of Employees
Under 30	11	3.71%
30-39	68	22%
40-49	95	32.1%
50 – 59	97	32.7%
60 and over	25	8.4%

*Source: Uniform Statewide Payroll System*

**Agency Tenure**

	Number of Employees	Percent of Employees
0-5 years	126	42%
6-10 years	62	20.9%
11-15 years	51	17.2%
16-20 years	42	14.1%
21-25 years	12	4.1%
Over 25 years	3	.10%

Source: Uniform Statewide Payroll System

**State Tenure**

	Number of Employees	Percent of Employees
0-5 years	84	28.3%
6-10 years	59	19.9%
11-15 years	47	15.8%
16-20 years	50	17%
21-25 years	30	10.1%
Over 25 years	26	8.8%

Source: Uniform Statewide Payroll System

**TDHCA WORK FORCE COMPARED TO STATEWIDE CIVILIAN WORKFORCE**

The “Statewide Employment Statistics” table below compares the percentage of African American, Hispanic and Female TDHCA employees (as of March 31, 2014) to the statewide civilian work force as reported by the Texas Workforce Commission’s Civil Rights Division. For most job categories, the agency is comparable to or above statewide work force statistics; however, there are some areas that are under-represented. TDHCA is dedicated to ensuring quality in the workforce and specifically targets recruitment resources such a diverse community organizations and colleges that reach out to the workforce in the under-represented EEO categories to generate a larger applicant pool to achieve the EEO goals of the state.

**Statewide Employment Statistics**

Job Category	African American TDHCA	African American State	Hispanic American TDHCA	Hispanic American State	Females TDHCA	Females State
Officials/Administrators	0	8.99%	17.39%	19.51%	47.83%	39.34%
Professionals	9.14%	11.33%	39.59%	17.40%	70.05%	59.14%
Technicians	7.84%	14.16%	25.49%	21.36%	17.65%	41.47%
Para-Professionals	28.57%	14.68%	28.57%	48.18%	85.71%	40.79%
Administrative Support	36.36%	13.57%	27.27%	30.53%	72.73%	65.62%

Source: Uniform Statewide Payroll System and Texas Workforce Commission (TWC).

TWC statistics extracted from "Equal Employment Opportunity and Minority Hiring Practices Report, Fiscal Years 2009-2010."

**Employee Turnover**

According to the State Auditor’s Office Turnover Report for fiscal year 2013, the statewide turnover rate for full-time and part-time classified employees at state agencies was 17.6 percent. This does not include interagency transfers since the state does not consider this to be a loss to the state.

As shown by the chart below, TDHCA’s turnover rates have historically been at least 5 percent under the state turnover rates. In fiscal year 2013 the turnover rate was lower than the previous fiscal year. Employee turnover is normal to any organization but can be negative if it reaches abnormal levels. Negatives include the associated costs of turnover, such as training and orientation of new employees, recruitment and selection of new employees, leave payout to departing employees, and lower productivity in the workplace during the time that a position is vacant and during the time that a new employee is learning the job. However, some turnover will always occur and is normal to any organization.

**Overall Turnover**

Fiscal Year	TDHCA	State
2013	7.1	17.6
2012	11.1	17.3
2011	11.5%	16.8%
2010	5.8%	14.6%
2009	6.9%	14.4%

Source: State Auditor Officer (SAO) Classified Employee Turnover Report FY2013.  
Turnover rates exclude interagency transfers

**Turnover by Length of Service**

FY	# Terms	Less than 2 Years	2-4.99 Years	5-9.99 Years	10-14.99 Years	15 to 19.99 Years	Over 25 Years
2013	22	5	6	4	4	2	1
2012	36	11	13	5	2	5	0
2011	43	27	3	5	7	1	0
2010	20	11	3	4	1	1	0
2009	21	12	4	2	2	0	1

Source: SAO E-Class. Data excludes interagency transfers

**Turnover by Age**

FY	# Terms	20-29 Years	30-39 Years	40-49 Years	50-59 Years	60-69 Years
2013	22	1	4	5	5	7
2012	36	1	11	12	5	7
2011	43	7	9	12	9	6
2010	20	2	6	3	4	5
2009	21	2	10	0	7	2

Source: SAO E-Class. Data excludes interagency transfers

**Retirement Eligibility**

Data obtained from the Employees Retirement System shows projected retirements at TDHCA over the next five fiscal years.

The loss of employees due to retirement is, and will continue to be, a critical issue facing the agency. The loss of institutional business knowledge and expertise in key management and senior-level professional positions, coupled with normal attrition, poses a critical work force dilemma for the agency as well as the state. It is important to ensure that this technical knowledge and organizational experience is not lost. Management is aware of the impact that retirees will have on the Department within the next biennium and is continually looking at methods to replace these skills and knowledge through:

- Employee Development
- On-the-job training
- Leadership Development
- Succession Planning
- Cross divisional training
- Mentoring

**Projected TDHCA Retirements**

Fiscal Year	Projected Retirements	Percent of Total Agency Employees (FTE Cap of 312)
2014	43*	13.8%
2015	9	3%
2016	9	3%
2017	5	1.15%
<b>Total Projected Retirements</b>	<b>66</b>	<b>21.1%</b>

Source: Employees Retirement System

*\*Includes carry-overs from previous fiscal years*

Workforce Skills Critical to the Mission and Goals of the Agency

**Core Functions**

- Mortgage and loan management
- Knowledge of Real Estate Transactions
- Knowledge of Loan Closing and Titling processes
- Environmental science
- Knowledge of federal regulations, particularly OMB requirements
- Underwriting
- Asset Management
- Emergency Response and Management
- Contract Management
- Building Inspection and Weatherization
- Construction Management and Oversight
- Program Planning and Administration
- Data Analysis and Reporting
- Community Services
- Loan Management
- Portfolio management and compliance
- Capital Market Bond Financing
- Governmental Accounting and Reporting
- Information Systems and Web Administration

**Critical Work Force Skills**

Although the agency has many talented and qualified employees, there are a number of critical skills the Department's workforce needs in order to effectively accomplish its business functions and provide a high level of customer service which include:

- Leadership and management
- Customer service
- Project management, quality oversight, and evaluation
- Analysis/research/planning/problem solving
- Communication (verbal and written)
- Financial management, financial analysis, and accounting expertise
- Auditing
- Legislative relations and bill tracking
- Housing market industry
- Marketing
- Multi-lingual
- Outreach and technical assistance
- Computer skills ranging from entry level data entry to highly skilled information systems programmers and database administrators

- Investigation
- Inspection
- Legal analysis
- Manufactured housing rules and regulations
- Titling and licensing

*Use of Consultants*

To effectively achieve its mission, TDHCA will continue to use consultants and contract workers in areas where their unique skills and experience represents the most effective use of the State's resources. Two divisions that expect the greatest ongoing use of consultants are Information Systems, and Bond Finance.

**ISD**

TDHCA's Information Systems Division makes limited, targeted use of consultants for approved capital budget projects and software development support. In the current biennium, the Department continues to employ one contract systems analyst to provide the majority of PeopleSoft Financials support and plans to hire an additional contract software developer to assist with Community Affairs Contract System support.

**Bond Finance**

Bond Finance uses the following types of consultants:

Bond Counsel – A law firm or firms experienced in the issuance of mortgage revenue bonds and mortgage credit certificates.

Financial Advisor – Typically an investment banking firm experienced in issuance of mortgage revenue bonds.

Master Servicer– A financially sound bank or trust company experienced in loan servicing for tax-exempt and taxable single family programs.

Program Administrator – A company experienced in programmatic and tax compliance review for tax-exempt and taxable single family programs.

Disclosure Counsel – A law firm experienced in securities laws particularly as it relates to disclosure of information by securities issuers to the private markets.

Rating Agencies – A national rating agency which analyzes bond issues and assigns a rating to them to indicate to prospective bondholders the investment quality of the issue.

Interest Rate Swap Advisor – Primarily monitors interest rate swaps used to hedge single family mortgage revenue bonds.

Investment Bankers – A firm specializing in the underwriting, issuance and sale of mortgage revenue bonds and provides advice relating to financial structure and cash flows.

TBA Provider – An investment banking firm experienced with the pooling and hedging of mortgage-backed securities in the TBA market.

## **FUTURE WORKFORCE PROFILE (DEMAND ANALYSIS)**

This section describes the Department's future business and staffing outlook. This analysis helps to identify trends, future influences, and challenges for the agency's business functions, new and at-risk business, and workforce composition.

### Future Workforce Skills Needed

In addition to those skills described above in the "Workforce Skills Critical to the Mission and Goals of the Agency" section it is expected that the following skills will also be needed:

- The Bond Finance Division may need to bring some specialized functions in-house over the next several years that the Department currently relies upon consultants to complete. Those tasks may require new staff and new skill sets.
- The Legal Services Division is called upon to provide increasingly complex transactional documentation skills and assist in developing increasingly detailed and complex rules, as new programs continue to emerge in response to federal legislative changes and new strategic directions. Both require significant real estate experience, detailed knowledge of state and federal laws, plus exceptional drafting skills. As more asset resolution and enforcement issues are brought forward, additional capabilities in contested case proceedings, loan restructurings, and bankruptcy matters are required.
- The Housing Trust Fund has a current and future need for data analysis and programming skills.
- The Human Resources Division anticipates needing to build strong overall HR knowledge, including HR certification; compensation skills; recruitment skills; the ability to administer HR programs effectively (strategically and assisting with development of programs); and skills in becoming an effective change agent for the Department.
- Many of the program areas have ongoing needs for expertise in data management and reporting.

### Anticipated Increase or Decrease in the Number of Employees Needed to Do the Work

Anticipated Increases:

- At a minimum maintain current staffing level.
- Reallocate employees within the agency to address shifts in program funding and/or increased demands.
- Continuously review processes and develop efficiencies as needed.
- Provide training and effectively manage succession planning.
- Awarding of new federal funds or appropriation of state funds
- The Compliance & Asset Oversight Division anticipates the need for more staff as the size of the multifamily portfolio continues to expand and if the volume of utility allowance reviews for the housing tax credit program continues or

increases. Address increased programmatic regulations including new federal OMB requirements.

- The Real Estate Analysis Division anticipates an increase in the number of employees needed to underwrite an expanding pipeline of multifamily transactions; these transactions are expected to continue to increase over the next few years.

Anticipated Decreases:

- The Neighborhood Stabilization Program (NSP) will see a decrease in staff over the next few years as the initial NSP allocations have been expended, and funds are no longer available for new projects. Mortgage payments and amortized loan payments for multifamily properties will generate continued Program Income. During 2015-2019 the Program Income funds will be directed to redevelopment of existing NSP-funded land bank properties.

## **GAP ANALYSIS**

### ***Anticipated surplus or shortage of employees/ skills:***

As the economy continues to recover and becomes more competitive, the agency will face greater challenges, given the salary levels it can afford to pay staff in certain areas where funding may be limited. The potential retirement of employees in all areas of the TDHCA in the immediate future can have the effect of creating a shortage of expertise.

Due to the changing workforce of the Department it is anticipated that there may be a shortage of the following personnel and/or skills:

- The Bond Finance Division may experience a shortage related to the specialized data analysis personnel and associated skill sets.
- The Legal Services Division anticipates a shortage in qualified real estate professionals, specifically those skilled and versed in HUD and LIHTC issues.
- The Information Systems Division has a continued need for employees with expertise in Java and the specific Java framework used at TDHCA, Oracle, APPX, PeopleSoft, Mitas, and network and technical support.

## **STRATEGY DEVELOPMENT**

This section describes strategies for workforce transition.

The workplace has always consisted of many generations working at one time. However, today's age-diverse workforce is working past retirement age, which has led to a generation gap of more than 38 years between the oldest and youngest workers. As a result, a one-size-fits-all approach is not appropriate in an age-diverse workforce that may have four generations of workers at one time. The TDHCA must be prepared to work with the

communication styles of each generation and determine what motivates each generation in order to bridge the generation gap. This approach is key in developing both succession planning and knowledge transfer for future generations. Furthermore, as society in general becomes more diverse, the TDHCA workforce must mirror this diversity, thereby meeting both the needs and the expectations of the population it serves.

In addition to the diversity and composition of the future TDHCA workforce, fair pay will continue to impact recruitment and retention. The TDHCA and state agencies, in general, currently cannot compete with other organizations in terms of compensating its employees. Many existing employees continue to serve the agency because they value its mission or enjoy the work-life balance that may be lacking in a for-profit company or firm. The TDHCA must continue to foster an environment that offers not only fair compensation but also other incentives that attract and retain staff.

Specific Goals to Address Workforce Competency Gaps or Surpluses

To plan for TDHCA's future workforce needs, the following goals have been developed.

**Gap: Retain and Attract the Right Employees for the Job.**

Goal: To attract and retain a competent workforce.

Rationale: Over 16 percent of TDHCA's workforce is projected to be eligible to retire by the end of FY 2015. As experienced TDHCA employees retire or as employees otherwise leave, TDHCA must be ready to either fill these vacancies with existing experienced staff or aggressively recruit from the outside. Mentoring and learning opportunities such as job shadowing must be expanded to maintain institutional business knowledge and technical expertise and enhance career and professional development opportunities for employees.

The Department must be able to retain existing employees, especially those with institutional knowledge, skills, and experience. The Department must also develop those employees with interest and ability to learn new skills and develop leadership skills in order to be prepared to advance into critical positions. The Department must also be prepared to recruit external candidates with the necessary skills needed.

Action Steps:

- Conduct an assessment of risk at TDHCA regarding the potential loss of knowledge, particularly in areas of loss due to retirement of key positions.
- Identify positions that should be targeted for succession planning, determine critical competencies and skills needed for those positions, and consider how to develop staff for these positions and how to aggressively recruit for these positions.
- Provide employee training to develop critical skills needed.
- Develop and provide cross/rotational training for employees who are seeking new challenges or who wish to move across divisions.
- Create training and development plans for employees to assume higher level positions as vacancies occur.
- Establish recruitment resources that market specifically to the housing industry, attend career fairs at colleges and universities as needed, and use the Work in Texas

database to recruit applicants, and continue to have TDHCA job fairs in an effort to recruit and achieve a diverse qualified pool of applicants.

- Establish recruitment resources that market specifically to the housing industry, attend career fairs at colleges and universities as needed, and use the Work in Texas database to recruit applicants.
- Encourage management to identify recruitment resources, organizations, colleges, and university to establish and applicant pool of individuals with the critical skills needed for their positions.
- Encourage employees to pursue professional certification(s) in their areas of employment.
- Continue to conduct the Survey of Employee Engagement to determine trends in employee satisfaction and address areas of concern.
- Continue to allow employees to utilize the agency's alternative work schedule program to the extent possible. Determine positions with high turnover rates and implement more aggressive recruitment and retention strategies for these positions.
- Create programs that allow employees who are seeking new challenges to work on special projects, rotations and/or developmental assignments.
- Adjust salaries within assigned pay ranges for employees in positions that are either critical or key functions or that have high turnover rates.
- Promote the use of non-monetary rewards for exceptional performance (e.g. Administrative Leave for Outstanding Performance, etc.)
- Promote the Wellness Program.

**Gap: IS staff with advanced technology skills needed to maintain the Department's continually advancing computer systems and programs.**

Goal: To provide the Department with technology that will increase efficiency of information for customers and staff, increase customer satisfaction, and provided streamlining of technology based programs

Rationale: Training is needed to stay current with emerging technology. There are increased requests for changes to IT systems to better serve our customers and staff

Action Steps:

- Continue to develop IT staff by providing ongoing training.
- Determine anticipated changes needed to systems and allow for training and staff development of new technologies.
- Cross functional training of IT staff.
- Develop plans for future needs of the Department web-based programs.

**Gap: Develop a Competent and Well-Trained Diverse Work Force**

Goal: To employ a diverse workforce with skills to function and lead a diverse workforce.

Rationale: Over 21 percent of TDHCA's workforce is projected to be eligible to retire in the next four years. The agency relies heavily on a competent and knowledgeable staff and the loss of mastery-level expertise and institutional business knowledge will have a significant

impact on agency services. The training and development of current employees is critical to the success of the agency. Also, as the workforce continues to change there is an increase in multi-generational and diverse backgrounds entering the workforce. Employees will need to be able to work with and manage people with differing opinions and work ethics.

Action Steps:

- Identify agency critical skills and competencies with input from divisions.
- Train management to address skills imbalance issues.
- Provide management with tools and training to assist in the management of a multi-generational diverse workforce. Promote the agency's tuition reimbursement program to encourage employees to further their education.
- Encourage employees to pursue professional certification(s) in their areas of employment when possible.
- Continue to celebrate multi-cultural events at the Department to promote diversity and an opportunity for staff to participate in these events.
- Regularly review Department demographics to determine EEO shortfalls in EEO categories.
- Re-constitute the Employee Events Planning Committee to a Special Events Committee that includes upper management staff and recruit staff volunteers in order to have a more diverse population serving on the Committee.