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## APPENDIX E – WORKFORCE PLAN (FISCAL YEARS 2017-2021)

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### I. AGENCY OVERVIEW

#### A. Agency Business Operations

The Texas Department of Agriculture (TDA) was created in 1887 as a part of the Department of Agriculture, Statistics and History. In 1907, the Department became a separate state agency charged with “promoting Texas agriculture interests through organizing farmer’s institutes over the state.” Since 1907, TDA has been mandated by the Legislature to be a full-service agency, involved with all phases of modern agriculture, agricultural businesses and consumer protection. Today its vital functions include regulatory activities, outreach, producer outreach, agricultural resource protection, agricultural research, economic analysis and promoting excellence in adult and children nutrition.

TDA finds new markets for value-added products, protects the public and the environment, and enforces laws that maintain consumer confidence in the market place primarily through programs implemented by three main divisions: Agriculture and Consumer Protection, Trade and Business Development and Food and Nutrition.

The agency is organized into ten (10) divisions consisting of specific – purpose Offices, Business Operations and Programs. The divisions include Agency Administration, Agriculture & Consumer Protection, Communications, Executive/Internal Audit, Financial Services, Food & Nutrition, Legal Services, Legislative Affairs and External Relations, Field Operations and Trade & Business Development. The business operations include Agency Administration, Financial Services and Legal Services.

The program areas are:

1. Field Operations, which includes five regional offices located in Lubbock, Dallas, Houston, San Antonio and San Juan.
2. Trade and Business Development, which includes five export facilities in Brownsville, Eagle Pass, El Paso, Laredo and Houston.
3. Food and Nutrition, which includes five regional offices located in Lubbock, Dallas, Houston, San Antonio and San Juan; which includes sub-offices in Ft. Worth and El Paso.

### II. CURRENT WORKFORCE PROFILE

#### B. WORKFORCE DEMOGRAPHICS

The following charts profile TDA’s full-time and part-time workforce, based on data from the Uniform Statewide Payroll/Personnel System (USPS) and from the State Auditor’s Electronic Classification Analysis (E-Class) System.

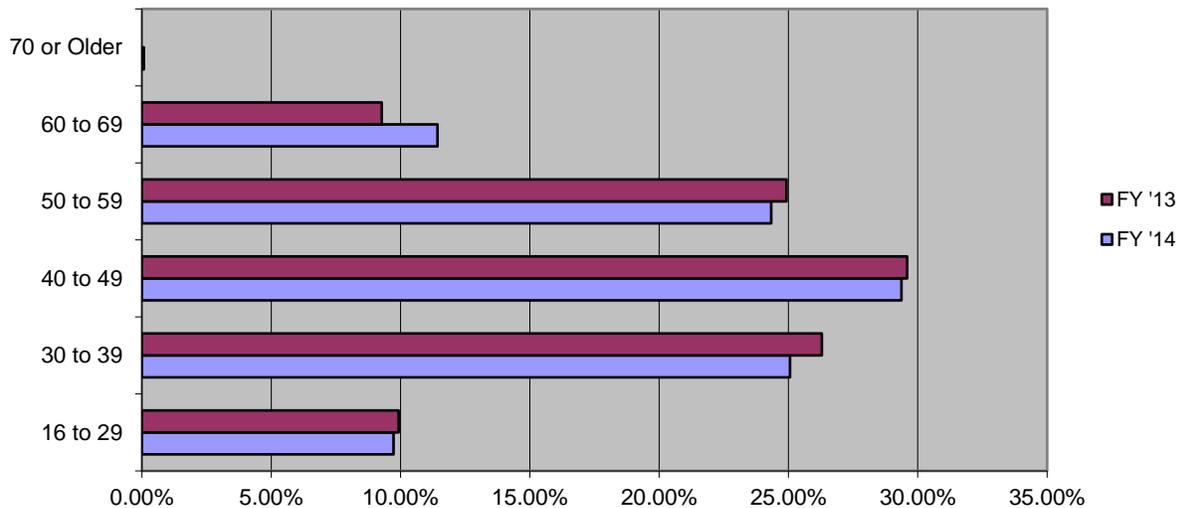
## GENDER

During Fiscal Year 2014, TDA's workforce was comprised of 347 (47.86 percent) males and 378 (52.14 percent) females with a total workforce of 725 full-time employees. During Fiscal Year 2013, TDA's workforce was comprised of 325 (48.51 percent) males and 345 (50.49 percent) females with a total workforce of 670 full-time employees.

## AGE

For Fiscal Year 2014, more than 64.19 percent of TDA's employees were age 40 or older. This has increased slightly since Fiscal Year 2013, when 63.78% of TDA employees were 40 or older. With less than 35.81% of the agency's workforce under 40 years old in Fiscal Year 2014, TDA must aggressively plan how to replace the knowledge of 146 employees who are eligible to retire before the end of FY 2019 or are currently return-to-work retirees.

**TDA Workforce by Age**



**DIVERSITY**

The following table compares TDA’s ethnicity and gender percentages for 2014 to the state agency workforce as reported by the Texas Workforce Commission Civil Rights Division<sup>1</sup>.

<b>FY 2014 Labor Force by Ethnicity and Job Category</b>						
<b>Job Category</b>	<b>African American</b>		<b>Hispanic</b>		<b>Female</b>	
	<b>All State Agencies</b>	<b>TDA</b>	<b>All State Agencies</b>	<b>TDA</b>	<b>All State Agencies</b>	<b>TDA</b>
Officials/Administrators	10.94%	8.11%	15.77%	18.92%	52.82%	45.95%
Professional	10.78%	13.92%	15.59%	25.32%	55.92%	50.63%
Technical	17.93%	3.92%	25.51%	31.37%	60.22%	31.37%
Administrative Support	19.63%	10.67%	29.88%	36.00%	87.08%	86.67%
Skilled Craft	8.65%	--	25.98%	--	6.13%	--
Service/Maintenance	24.81%	--	34.96%	75.00%	43.36%	--

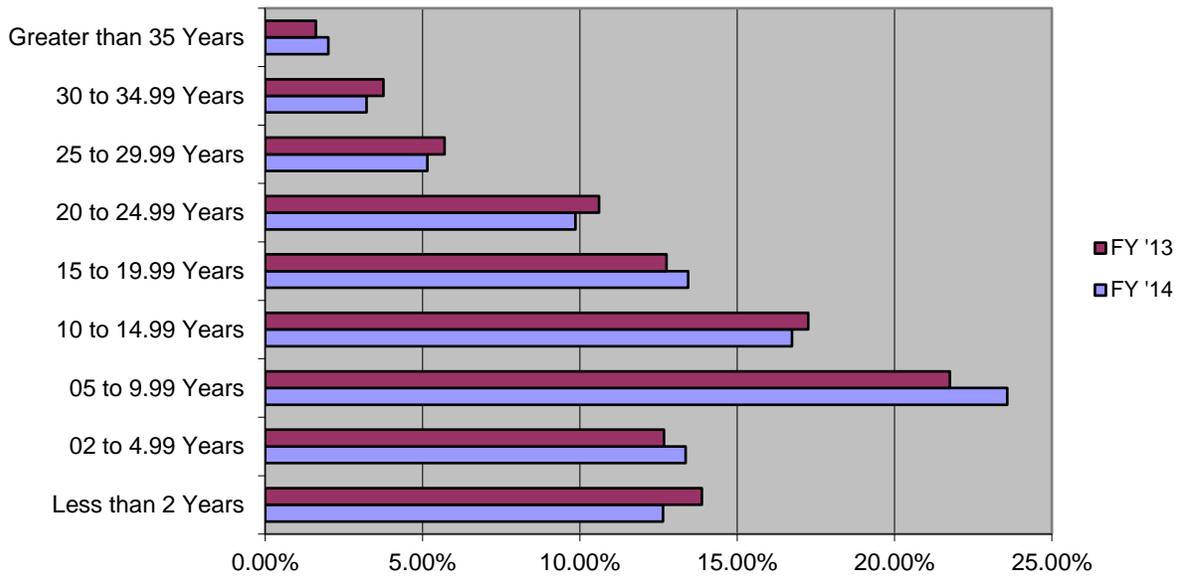
<sup>1</sup> Equal Employment Opportunity and Minority Hiring Practices Report Fiscal Years 2013-2014. Texas Workforce Commission Civil Rights Division. January 2015.

**TENURE**

Of the 621.25 employees reported by the Electronic Classification Analysis System (ECLASS), as of August 31, 2014, 78.50 employees (12.64%) have less than two years of agency service and 83.00 employees (13.36%) have been two and five years of service. There were 146.50 employees (23.58%) with five to ten years of service, 104 employees (16.74%) with ten to fifteen years of service and 209.25 employees (33.68%) with fifteen or more years of service.

Tenure demographics have remained fairly consistent. As of August 31, 2013, ECLASS reported TDA had 605.5 employees. Of this, 84 employees (13.78%) had less than two years of service and 76.75 employees (12.68%) had between two and five years of service. There were 131.75 employees (21.76%) with five to ten years of service, 104.5 employees (17.26%) had between ten and fifteen years of service, and 208.5 employees (34.34%) with fifteen or more years of service.

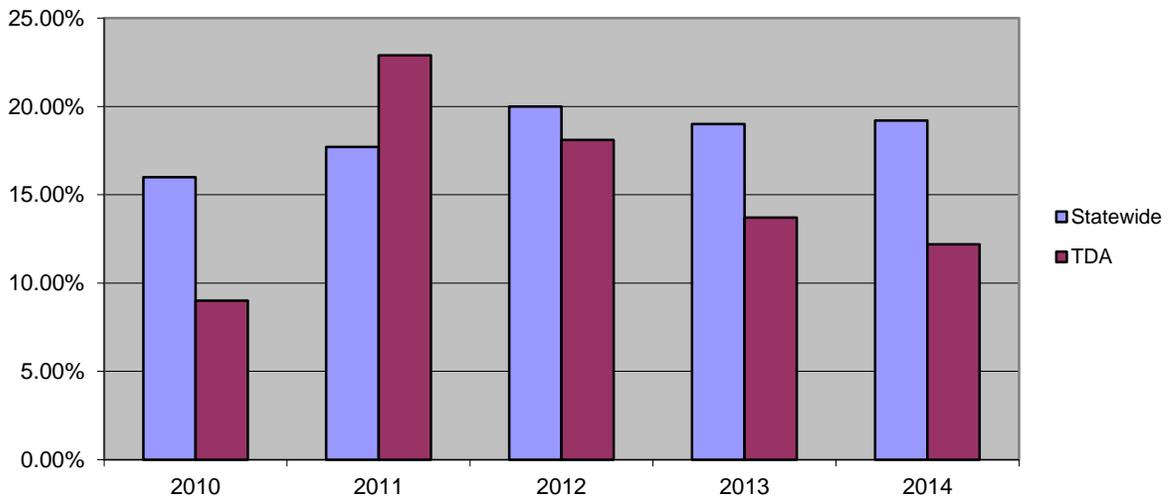
### TDA Tenure



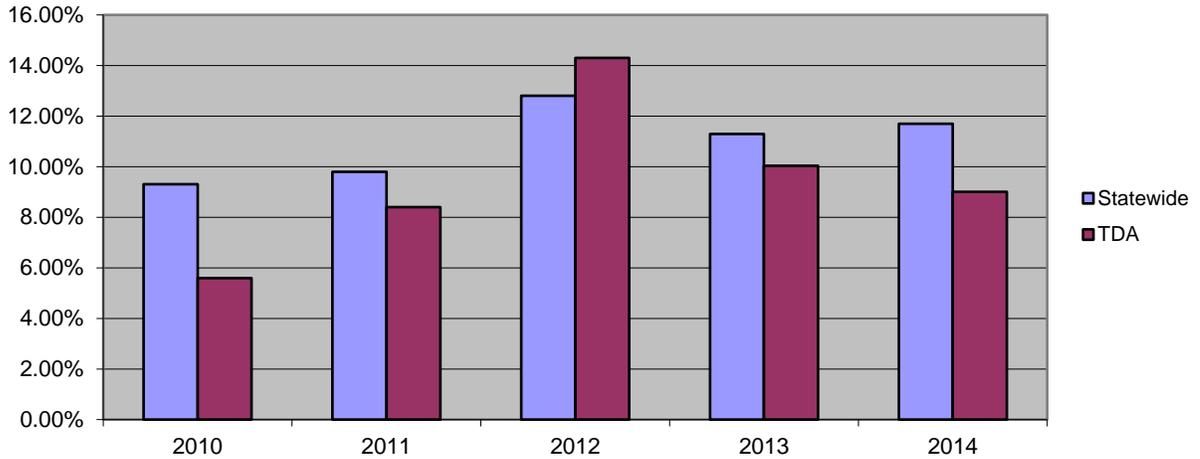
#### a. Employee Turnover and Projected Attrition

The Texas Department of Agriculture’s turnover rate for FY 2014 was 12.20%. The following charts depict TDA’s turnover data for Fiscal Years 2010 – 2014 compared to the state employee workforce as a whole<sup>2</sup>.

#### Turnover Including Involuntary Terminations and Retirements



### Turnover Excluding Involuntary Terminations and Retirements



According to information obtained through the State Auditor's Office's (SAO) Employee Exit Survey, better pay/benefits is the primary reason employees leave the agency followed by retirement salary. The highest percentage of turnover occurs among employees in the Inspector, Auditor and Program Specialist series.

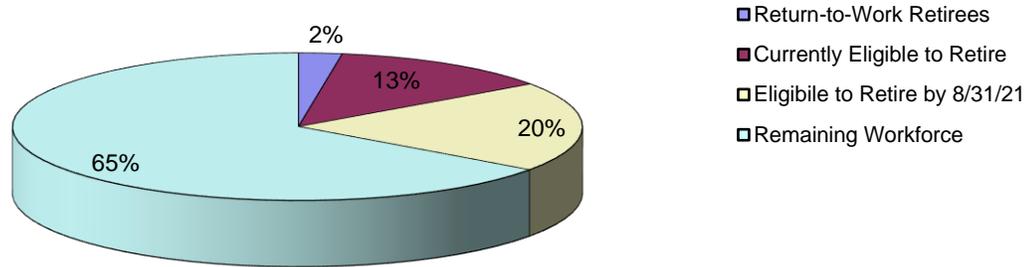
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<sup>2</sup> Annual Report on Classified Employee Turnover for Fiscal Year 2014.

Because TDA is a mature agency (with over 64.19% of its employees over the age of 40), retirements may have a significant impact on the agency over the next five years. These could result in the loss of important institutional knowledge and expertise. TDA recognizes the importance of minimizing the loss of critical program knowledge and organizational experience with departing employees.

The Employee Retirement System (ERS) estimates that between Fiscal Years 2014 and 2018, 20.2% of the agency's workforce will be eligible to retire (based on Fiscal Year 2014 data).

## Retirement Eligibility and Projections



### C. CRITICAL WORKFORCE SKILLS

TDA employs qualified individuals in numerous program disciplines. Strong employee competencies are critical to meet ongoing business objectives and goals. Skills are needed in the following substantive areas in order for TDA to accomplish its basic business functions:

- Regulatory and consumer protection;
- Legal services;
- Information technology;
- Adult and child nutrition;
- Rural economic development; and
- Business development and outreach.

TDA employees also need the following skills to succeed:

- Critical thinking;
- Technology/computer;
- Customer service;
- Dietary/nutrition management;
- Research and analysis;
- Grant/Contract administration;
- Compliance monitoring;
- Financial management;
- Leadership and management;
- Data and information management;
- Performance management;
- Strategic planning;
- Staff hiring, development, retention and management; and
- Mentoring and coaching.

The following business areas are most at risk for loss of skills and institutional knowledge based on retirement projections:

- Agriculture and Consumer Protection;
- Regional Operations;
- Legal Services;
- Food and Nutrition; and
- Trade and Business Development.

The following business areas are most at risk for loss of skills and difficulty in recruiting due to budgetary constraints:

- Information Technology; and
- Management.

## **II. FUTURE WORKFORCE PROFILE**

### **A. EXPECTED WORKFORCE CHANGES**

As a result of increasing public demands in the areas of adult and child nutrition, consumer protection and rural economic development, it is expected that a greater distribution of agency resources will be directed to these areas in the future.

### **B. ANTICIPATED CHANGE IN NUMBER OF EMPLOYEES NEEDED**

TDA has the ability to meet changing workloads through the strategic allocation of FTEs within the agency. Additionally, the use of technology and streamlined processes allow TDA to continue to meet the changing needs of its constituents.

### **C. CRITICAL FUNCTIONS**

The Texas Department of Agriculture's critical functions are:

- Regulatory and consumer protection;
- Nutrition program administration;
- Rural economic development; and
- Various grant programs.

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

- Agency Administration;
- Food & Nutrition;
- Agriculture & Consumer Protection;
- Legislative Affairs and External Relations;
- Financial Services; and
- Internal Audit.

#### **IV. FUTURE WORKFORCE SKILLS NEEDED**

The critical workforce skills needed to fulfill TDA's mission include:

- Critical thinking;
- Technology – information resources databases, systems applications, programming design, and implementation and network maintenance;
- Customer service;
- Leadership and management;
- Dietary/nutrition management;
- Research and analysis;
- Compliance monitoring;
- Grant/Contract management;
- Project management, quality oversight and evaluation;
- Financial management;
- Data and information management;
- Performance management;
- Strategic planning;
- Outreach and technical assistance;
- Staff hiring, development, retention and management; and
- Mentoring and coaching.

Future functions to accomplish TDA's mission and goals will include the following:

- Increase computer skill sets for employees;
- Increase and maintain high levels of customer service skills by maximizing electronic records and minimizing paper records;
- Increase automation with technology;
- Create and implement a comprehensive training program as part of the Human Resources' partnership with agency divisions and management; and
- Promote a comprehensive internship program.

#### **V. GAP ANALYSIS**

##### **A. ANTICIPATED WORKER SHORTAGE/SURPLUS**

With more than 20 percent of TDA's workforce being eligible for retirement by FY 2019, TDA projects a potential shortage in staffing and skill levels needed to meet future requirements. The projected shortage of qualified employees with the necessary skills and knowledge will most affect the following areas:

- Agriculture and Consumer Protection;
- Regional Operations;
- Food and Nutrition programs; and
- Trade and Business Development.

The loss of skilled and experienced employees due to retirements and separations may impair the agency's ability to achieve its goals. While the agency expects to be able to

recruit employees with the required skills and professional training to perform needed functions, TDA will need to enhance recruiting and retention practices. Additionally, the increase in programs and individual responsibility require the agency to focus on an organized training effort to assist staff in being more proficient and efficient.

The agency anticipates that evolving technology will continue to offer opportunities to automate and streamline processes, requiring more staff with the skills to fully utilize this technology.

Management staff will need to develop and enhance the skills needed to manage performance and motivate staff, manage change, communicate goals, coach and mentor, and encourage innovation.

- **ANTICIPATED SKILL SHORTAGE/SURPLUS**

TDA believes replacing projected retirements and turnovers in management will require succession planning and greater emphasis on professional development and training. With this additional professional development, TDA can work to develop the skills required to replace the anticipated loss of institutional knowledge.

A significant barrier to replacing all skill sets is funding, both for professional development and training of existing employees, and for recruiting employees externally.

Specifically, TDA may experience shortages of employees with the following skill sets and knowledge:

- Leadership and management;
- Thorough knowledge of laws and regulations affecting the agency;
- Valuable institutional knowledge, expertise and experience; and
- Information technology.

## **VI. STRATEGY DEVELOPMENT**

### **A. GOALS**

Comments provided through the SAO's Exit Survey indicated a strong need for employee training and development, supervisor/employee engagement and career advancement.

Goals to address TDA's projected workforce gap will include the following:

- Career development programs – Programs such as mentoring, the internship program and an increase in professional training and development for staff will be initiated throughout the agency;
- Leadership development – Efforts will be made to identify, retain and develop existing employees with management and leadership capabilities. This will require the funding to identify and increase leadership training;
- Organizational training and development – Funding for in-house training such as managerial training and skill development will be needed to address individual

employee training needs for the day-to-day operations of the agency to include the management of remote employees; and

- Succession planning – Supervisors will identify what skill sets are critical to meeting their objectives and can plan for employee attrition. Succession planning will also address staffing or skill imbalances due to turnover and retirements.

## **B. RECRUITMENT AND RETENTION**

- Recruitment plan – Current recruitment efforts will focus on areas that are difficult to attract and/or retain such as inspectors, programmers and systems analysts.
- Retention programs – Managers will be trained regarding employee retention programs such as flex-time, staggered work hours, professional development training opportunities, mentoring and service awards; and
- Coaching and mentoring programs – With over 74 percent of employees having five or more years with TDA, they have an in-depth understanding of the detailed processes and procedures required. New and less tenured employees benefit from the extensive program experience/expertise of those employees.

## **C. WORKFORCE PLAN EVALUATION AND REVISION**

The Workforce Plan will be implemented in connection with TDA's Strategic Plan. Strategic Plan changes due to leadership or legislative changes may result in adjustment to the Workforce Plan.

Human Resources (HR) will continue to build a stronger business partnership with each of the divisions to determine training needs, assist with workforce strategic and succession planning. HR will provide divisions with information regarding turnover, retirement eligibility and tenure in addition to assisting in recruiting and retaining a diverse workforce.