

## TEXAS DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS 2009-2013 WORKFORCE PLAN

### **APPENDIX F. 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 is also discussed.

##### ***TDHCA Mission***

To help Texans achieve an improved quality of life through the development of better communities.

##### ***TDHCA Philosophy***

###### **Customers**

- **Advocacy:** The Department will actively encourage, support, and promote an improved quality of life for extremely low, very low, low, and moderate income Texans.
- **Service:** The Department will be responsive to every constituent request and provide every customer with prompt, courteous service.
- **Partnership:** The Department will foster an atmosphere that is conducive to encouraging and forming public and private partnerships that are responsive to the needs of extremely low, very low, low, and moderate income Texans.
- **Equity:** The Department will establish processes for the public's full participation in programs and the fair allocation of resources.
- **Respect:** The Department believes in the worth of all persons and their need for decent, safe, and affordable housing.

###### **Operations**

- **Integrity:** The Department will conduct business openly, free of bias, and according to the highest ethical and professional standards.
- **Accountability:** The Department will be answerable and responsive to the Texas Legislature, external customers/consumers, and its various funding sources.
- **Efficiency:** The work of the Department will be accomplished in the most direct, cost-effective manner.
- **Leveraging:** Each program will encourage public and private sector participation and the use of additional resources to maximize economic impact.

- Diversity: The Department recognizes the need for a diverse working environment. The Department will strive to continue to recruit and retain a diverse workforce to reflect the diversity of Texas.

## **Staff**

- **Quality:** Department staff will be committed in providing extraordinary services to it's customers and employees in the work they perform.
- **Creativity:** Department staff will continually seek innovative methods for performing work in their respective fields.
- **Respect:** The Department recognizes that its employees are the critical element in accomplishing its mission and goals. Therefore, it pledges to support their continued professional development and provide opportunities for reward based on their performance. In doing so, it also pledges to promote a collaborative and positive work environment for all employees.

## ***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 federal mortgage loans, 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 housing in rural areas of the state through partnerships with the private sector.

Strategy 3. Provide state housing loans and grants through the HTF for very low and low income households.

Strategy 4. Provide federal rental assistance through Section 8 certificates and 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 housing loans and grants through the HOME Investment Partnership (HOME) Program for very low and low income families, focusing on the construction of multifamily housing units in rural areas of the state through partnerships the private sector.

Strategy 7. Provide state housing loans and grants through the HTF for very low and low income households.

Strategy 8. 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.

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

Objective 1. Provide information and technical 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.

Objective 2. Promote and enhance homeownership opportunities along with the development of safe neighborhoods and effective community services for colonia residents and/or residents of LI, VLI, and ELI along the Texas-Mexico border.

Strategy 1. Provide technical assistance to colonias through field offices.

Goal 3.

Improve living conditions for the poor and homeless and reduce cost of home energy for very low income 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.

Objective 2. To reduce cost of home energy for 6 percent of very low income households each year at or below 125 percent of poverty

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 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. Administer and 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 Statement of Ownership and Location and license applications, inspection reports, and complaints as follows: 25 percent installation inspections; 97 percent of applications within established timeframes; and 99 percent of consumer complaint inspections within 30 calendar days of a request.

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 TexasOnline.

### **Core Business Functions**

TDHCA business functions can be broadly grouped into three categories: providing housing and community services assistance, 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, 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);
- 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. 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, rebuilding, installations, broker, or sales; records and releases on tax and mortgage liens; installation inspections; 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.

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.

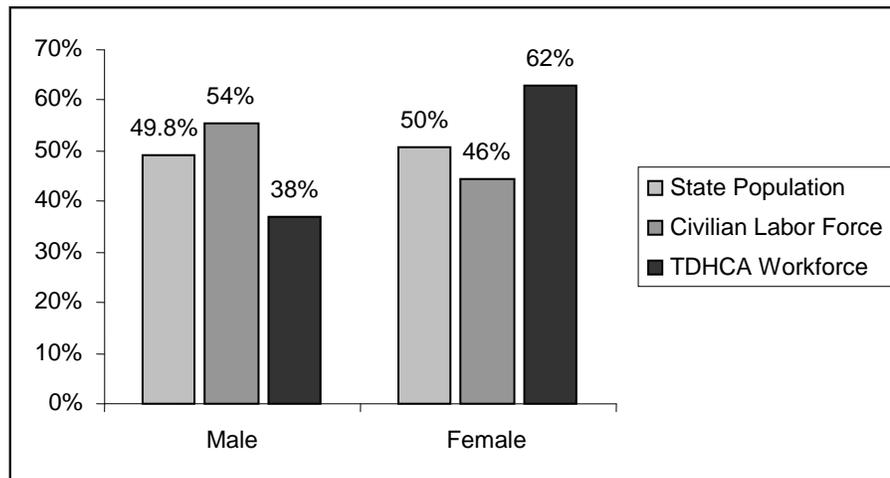
**CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)**

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.

**Demographic Information**

As of May 1, 2008, TDHCA had a total headcount of 285 employees. The agency is authorized to have 298 total full-time equivalents (FTEs). Additionally, TDHCA was allocated funds for the CDBG disaster recovery program as part of the disaster relief efforts after Hurricane Rita. There are 12 FTEs that are budgeted for this program currently. Out of the 285 employees there are 10 FTEs allocated as part of the CDBG disaster recovery relief program. These FTEs are not counted as part of the FTE cap per Article IX under “federally funded” rule but are included in the FTE count for EEO reporting purposes. These FTEs are considered temporary positions and will be part of TDHCA for at least the next biennium or until federal disaster funds are expended.

The following charts profile TDHCA’s workforce and include both full-time and part-time employees. The TDHCA workforce is comprised of 38 percent males and 62 percent females. As shown in the table below, the TDHCA workforce has a higher representation of female workers than the state population and civilian workforce.



**Workforce by Age**

Approximately 62 percent of TDHCA’s workforce is over the age of 40. This indicates that the workforce has a good level of overall work experience. TDHCA continues to be successful in the recruitment and retention of employees in this age group. The average age of TDHCA employees is 44.

**Employee Tenure**

Approximately 46 percent of TDHCA employees have less than 5 years of TDHCA service, 25 percent with 6-10 years of experience, 23 percent with 11-15 years of experience, and 6.3 percent with more than 15 years experience. The average number of years of service for Department employees is 11 years. TDHCA continually strives to ensure that employees are appropriately compensated; to improve internal communications through a variety of venues, to promote training and career development; and coordinate employee service recognition activities to motivate employees and to improve employee retention.

<b>Age</b>		
Age Group	Population	Percentage
Under 30	21	7.4%
30-39	87	31%
40-49	84	29.4%
50 – 59	77	27%
60 and over	16	5.6%
Total	285	

As of April 30, 2008

<b>Employee Tenure</b>		
Tenure Range	# of Employees	% of Total
<1 year	35	12.3%
1 – 5	97	34%
6 – 10	71	25%
11 – 15	66	23%
16 – 20	11	3.9%
21 – 25	3	1.1%
26 – 30	2	07%
30 +	-	-
Totals	285	100%

As of April 30, 2008

**TDHCA’s Workforce Compared with the Statewide Civilian Workforce**

The tables and charts below compare the percentage of African American, Hispanic, and Female TDHCA employees (as of April 30, 2008) to the statewide civilian workforce as reported by the Texas Workforce Commission Civil Rights Division. Overall, the race and ethnic composition of the TDHCA workforce is very diverse and exceeds the state percentages.

However, there are four areas where TDHCA’s Equal Employment Opportunity (EEO) employment percentages are less than the state’s percentages:

- Female Technicians (The presence of under-representation in this category is thought to be caused in large part by the small number of employees in this category).
- Female-Official/Administration (This category shows a slight under-representation, less than one percent, for females as compared to the state).
- African American-Official Administration
- African-American Technicians

TDHCA targets recruitment resources that reach out to the workforce in the under-represented categories so that the applicant pool represents the ethnicity and gender to meet EEO goals of the state.

**Description of TDHCA Workforce by Ethnicity and Gender**

Equal Employment Opportunities (EEO) Categories*	African American		Hispanic		White		Other		Total	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
A - Administrators and Officials	-	-	3		9	7	-	-	12	7
P - Professionals	7	22	19	54	31	56	1	6	58	138
T - Technician	3	-	8	2	21	5	-	-	32	7
Q - Para-professionals	1	4	-	6	-	3	-	-	1	13
C - Administrative Support	2	3	0	6	3	2	-	-	5	12
Total by Race/Ethnicity & Gender	13	29	30	68	64	74	1	6	108	177
% of Total by Race/Ethnicity & Gender	5%	10%	11%	24%	29%	26%	.4%	2%	38%	62%
Total by Race/Ethnicity	42		98		138		7		285	
% of Total by Race/Ethnicity	15%		34%		48%		2%			

\*A – Administrators and Officials: directors, employees establishing broad policy and exercising responsibility for execution of those policies.

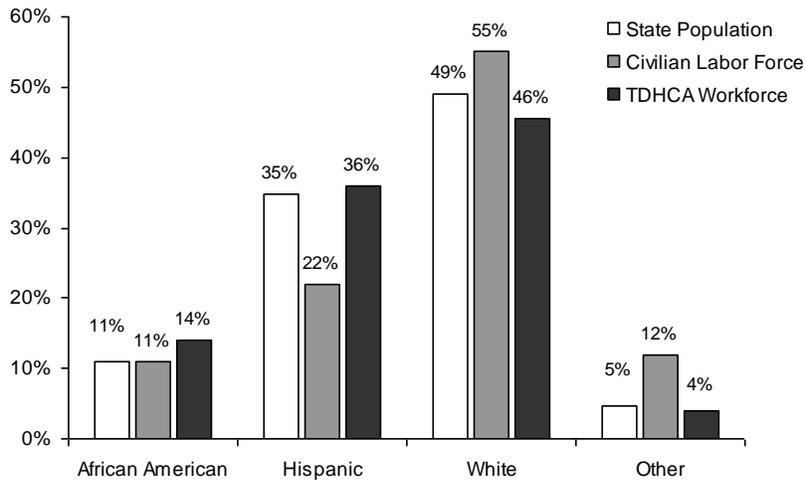
P – Professionals: accountants: systems analysts, attorneys, occupations requiring specialized training or education.

T – Technician: computer technicians, occupations requiring basic scientific or technical knowledge.

Q – Para-professionals: persons performing some of the duties of professionals in a supportive role.

C – Administrative Support: these include clerical payroll clerks, legal assistants, office machine operators, statistical clerks, and bookkeepers.

**Comparison of TDHCA Workforce by Race/Ethnicity to State Population and Civilian Workforce**



Source: US Census, 2006 American Community Survey; TDHCA Human Resources Data; Uniform Statewide Payroll System (2008 data); and Bureau of Labor Statistics (2004)

TDHCA’s workforce is in close correlation to the State population by race and ethnicity.

**Comparison of TDHCA EEO and Statewide Employment Statistics**

Job Category	% African American		% Hispanic		% Females	
	TDHCA	State	TDHCA	State	TDHCA	State
Officials/Administrators	-	6.6%	16%	14.2%	37%	37.3%
Professionals	15%	8.3%	37.2%	13.4%	70.4%	53.2%
Technicians	7.6%	12.4%	25.6%	20.2%	17.9%	53.8%
Para-Professionals	35.7%	13.8%	42.8%	40.70%	92.8%	39%
Administrative Support	29.4%	11.2%	35.2%	24.10%	70.5%	64.7%

Source: TDHCA Human Resources Data and Bureau of Labor Statistics, Geographic Profile, 2004 for the state of Texas.

**Agency Turnover**

**Percent of Workforce Eligible to Retire**

Of the current 285 employees, there are 17 employees or 6 percent who are currently eligible to retire under the “Rule of Eighty”. Ten of these employees are from the Manufactured Housing Division and all of these employees work in the field offices as Inspectors. Within the next biennium there will be 11 employees eligible to retire under the “Rule of Eighty”. This will be a total of 10 percent employees eligible for retirement.

Of the current 285 employees there will be 8 employees or 3 percent that will be eligible to retire as a result of reaching the age of sixty with five years of service in the next biennium.

Source: Comptroller's Office of Public Accountants

It should be noted that TDHCA currently has six retiree rehires. Management is aware of the impact they will have on the loss of knowledge and skill base and is continually looking at methods to replace this knowledge through:

- Employee Development
- Mentoring Program
- Cross divisional training

Projected Employee Turnover Rate over the Next Five Years

In FY2007 the turnover rate for TDHCA was at its lowest point in comparison to the previous turnover rates. As shown by the chart below, TDHCA's turnover rates have historically been under the state turnover rates and have fluctuated.

**Historical Employee Turnover Rate**

Entity	FY2003	FY2004	FY2005	FY2006	FY2007
Statewide Turnover	18.2%	42.1%	19.1%	17.9%	19.2%
TDHCA Turnover	16.6%	13.4%	15%	12.5%	8.6%

Source: SAO E-Class as of 4/21/08. Turnover rates include interagency transfers.

**Workforce Skills Critical to the Mission and Goals of the Agency**

Due to the complexity and shear volume of regulations associated with the many funding programs the Department oversees, a depth of experience and skills are critical to accomplish the mission and goals of the Department that include:

- Mortgage and loan management
- Environmental science
- Underwriting
- Asset Management

Other critical skills the Department's workforce needs in order to effectively accomplish its business functions and provide a high level of customer service include:

- Leadership and management skills
- Analysis/research/planning/problem solving
- Financial management, financial analysis, and accounting expertise
- Knowledge of the legislative system
- Knowledge of the housing market industry

- Mentoring and coaching
- Marketing
- Multi-lingual
- Outreach and technical assistance
- Computer skills ranging from entry level data entry to highly skilled information systems programmers
- Customer service skills
- Investigative/inspection related knowledge
- Sophisticated oral and written communication skills
- Legal analysis

### ***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 IS, 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 has employed one contract developer to assist in the support of PeopleSoft Financials 8.8 and two contract developers to help support the Community Affairs Contract System and the Community Development Block Grant module of the Housing Contract System. Additionally, the Department plans to utilize two contract developers for the Manufactured Housing Systems Upgrade, an FY 2008-2009 capital budget project. Consultants are used for projects and support in cases where specialized skills or additional staffing are needed for a specific timeframe.

### **Bond Finance**

Bond Finance uses the following types of consultants:

- Bond Counsel – A nationally recognized law firm or firms experienced in the issuance of mortgage revenue bonds.
- Financial Advisor – Typically an investment banking firm experienced in issuance of mortgage revenue bonds.
- Master Servicer/Administrator – A financially sound bank or trust company experienced in tax compliance review and loan servicing for tax-exempt single family mortgage revenue bond 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.
- Guaranteed Investment Contract Broker – Provides reinvestment services for single family mortgage revenue bond issues, single family commercial paper issues, and/or multifamily mortgage revenue bond issues.

### **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.

#### ***Expected Workforce Changes Driven by Factors such as Changing Missions, Goals, Strategies, Technology, Work, Workloads, and Work Processes***

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

- Increase in workload of Uniform Physical Condition Inspections of multifamily housing units
- Increase in workload of compliance monitoring of multifamily housing units
- Retirement of employees with significant institutional knowledge and expertise
- Increased emphasis on technology upgrades to better serve the Department and its customers
- Increased diversity in employee background, characteristics, and demographics
- Decrease in the CDBG disaster recovery staff as funds are expended
- Difficulty in attracting and retaining qualified applicants for certain positions that are impacted by the compensation compare to the private sector

#### ***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:

- Recruitment of multilingual employees to assist customers, translate documents, provide assistance at public hearings, conduct roundtables and gather public comment.

- As the Department continues to use technology to provide services to the Department and customers this will require advanced computer skills in systems design and analysis, web design and development, and the willingness to learn how to use more advanced technology systems.
- The PMC Division will need skilled inspectors to conduct multifamily housing units.
- Because of the projected retirement of employees within the next biennium the Department will need to recruit for highly skilled and experienced employees.

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

It is anticipated that at least 4 additional FTEs will be needed to perform the work in the portfolio management and physical inspections unit within the PMC Division. Other workforce demands will be addressed with the current FTEs allocated to the Department. The Department does not expect a decrease in FTE's and any change in increased work loads will be addressed through streamlining of process and optimum use of technology.

***Anticipated Use of Consultants***

It is anticipated that the IS and Bond Finance divisions will continue to use consultants to complete their ongoing work in the roles above described in the Current Workforce profile section.

**GAP ANALYSIS**

***Anticipated surplus or shortage of employees***

Based on the workforce analysis it is anticipated there will be a shortage of institutional knowledge, skills and experience due to projected retirements. It is also anticipated that there may be a shortage of skilled inspectors for the Manufactured Housing Division based on the projected retirements for the field offices. The Manufactured Housing Division will need to determine how to fill Field Inspector positions and Field Management positions. The Department does not anticipate a surplus of employees.

***Anticipated surplus or shortage of skills***

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

- Employees with valued institutional knowledge, program knowledge, expertise, and experience

- IS staff with advanced technological skills and the ability to identify changing needs of the technology for the Department.
- Key management positions with the knowledge and skills to carry out the mission, goals and objectives of the Department
- Employees with skills to manage and work with a diverse and multi-generational working environment

**STRATEGY DEVELOPMENT**

This section describes strategies for workforce transition.

***Specific Goals to Address Workforce Competency Gaps or Surpluses***

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

Gap	<b>Retention of institutional knowledge, program knowledge, expertise and experience</b>
Goal	To retain a workforce of institutional knowledge, program knowledge, expertise, and experience
Rationale	<ul style="list-style-type: none"> <li>• There are 11 employees eligible to retiree that are within the Manufactured Housing Division and have extensive knowledge and skills as Inspectors</li> <li>• Transferring the knowledge of employees who are eligible to retire is critical to developing a skilled and experienced workforce</li> <li>• To develop and train staff to fill positions through attrition</li> <li>• To maintain a workforce that can carry out the mission, goals and objectives of the Department</li> </ul>
Action Steps	<ul style="list-style-type: none"> <li>• Work with senior management to identify key positions in their divisions and determine critical competencies and skills needed for those positions and how senior management will develop or recruit for these positions</li> <li>• Provide employee training to develop critical skills needed</li> <li>• Encourage management to provide employees who are seeking new challenges with opportunities for cross/rotational training</li> <li>• Implement the approved Mentoring Program</li> <li>• Encourage experienced employees to participate in the mentoring program</li> <li>• Encourage management to create training and development plans to increase competency in those employees that have demonstrated the potential and</li> </ul>

	<p>interest to assume higher level positions as vacancies occur</p> <ul style="list-style-type: none"> <li>• Establish recruitment resources that market specific to the housing industry to gain a diverse pool of applicants</li> <li>• Work with senior management to fill critical positions quickly</li> <li>• Continue to conduct the Organizational Excellence Survey to determine trends in employee satisfaction and address areas or trends that could be affecting employee turnover</li> <li>• Provide diversity training for Department staff periodically</li> <li>• Provide staff with flextime, telecommuting and other avenues to balance work and family needs.</li> </ul>
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Gap	<b>IS staff with advanced technology skills</b>
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	<ul style="list-style-type: none"> <li>• Training is needed to stay current with emerging technology</li> </ul> <p>There are increased requests for changes to IT systems to better serve our customers and staff</p>
Action Steps	<ul style="list-style-type: none"> <li>• Continue to develop IT staff</li> <li>• Determine anticipated changes needed to systems and allow for training and staff development of new technologies</li> <li>• Cross functional training of IT staff</li> <li>• Develop plans for future needs of the Department web-based programs</li> </ul>

Gap	<b>Key management positions with the knowledge and skills to carry out the mission, goals and objectives of the Department</b>
Goal	Develop a succession plan to identify key management positions and develop an applicant pool of potential candidates to fill these management positions
Rationale	Management in key positions is essential to carry out the goals and mission of the Department without interruption to the program areas
Action Steps	<ul style="list-style-type: none"> <li>• Encourage employees currently in a Team Leader, Project</li> </ul>

	<p>Manager and Manager positions to attend training to increase leadership and management skills.</p> <ul style="list-style-type: none"> <li>• Promote employees when opportunities present themselves.</li> <li>• Conduct 360 surveys of management staff to identify gaps in leadership skills and focus on improving those skills</li> <li>• Identify key skills needed for key management positions and provide training opportunities, rotational/cross functional training</li> </ul> <p>Encourage management to mentor employee with the potential and desire for leadership roles</p>
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Gap	<b>Employees with skills to manage and work with a diverse and multi-generational working environment</b>
Goal	Ability to manage and lead a diverse workforce and continue to carry out the mission and goals of the Department
Rationale	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 and continue to recruit and retain employees
Action Steps	<ul style="list-style-type: none"> <li>• Provide multi-generational training to employees and how to work as a team with differing views.</li> <li>• Conduct team building retreats</li> <li>• Continue to celebrate multi-cultural events at the Department to promote diversity and an opportunity for staff to participate in these events</li> </ul>