

# Appendix E Workforce Plan

## DPS WORKFORCE PLAN FOR FY 2011 - 2015

### I. Overview

#### A. Agency Mission:

Protect and Serve Texas

#### B. Agency Strategic Goals:

Combat Crime and Terrorism

Enhance Public Safety

Emergency Management

Provide World Class Services

#### C. Agency Vision:

The premier provider of trusted and proactive services in an ever-changing threat environment.

#### D. Agency Philosophy and Core Values

The Department's philosophy is expressed through its core values:

***Integrity:*** We demonstrate honesty, openness, and respect in all we do.

***Teamwork:*** We work together within the Department and with other agencies to achieve common objectives.

***Accountability:*** We seek and accept responsibility for our actions and results.

***Excellence:*** We strive to be the best and continually improve our performance.

These values complement the Department's motto of

COURTESY – SERVICE – PROTECTION

and provide consistent guidance for the actions of all members of the Department, regardless of their specific job. They express the Department's consistent and unwavering commitment to the people of Texas.

#### E. Business Functions

The Department is divided into eleven divisions and the Director's Special Staff. The divisions of Texas Highway Patrol (THP), Criminal Investigations (CID) and Intelligence and Counterterrorism (I/CT) report to the Deputy Director of Law Enforcement along with the six Regional Commanders and the Aviation and Operational Support program. The divisions of Administration, Finance, Information Technology, Driver License, Regulatory Services and Law Enforcement Support report to the Deputy Director of Services. The Texas Rangers and Emergency Management (TDEM) report to the Director, along with the offices of the General Counsel, Equal Employment Opportunity (EEO) Coordinator, the Ombudsman and the Chief of Staff. The offices of Inspector General and Audit and Inspection report directly to the Public Safety Commission (PSC).

#### **Deputy Director of Services**

1. Driver License Division (DLD). The business functions of the DLD are to enhance public safety and provide world class services by licensing qualified drivers and removing privileges from unsafe drivers, providing accurate records and documents in a timely manner to eligible customers, and supporting law enforcement and criminal justice partners. The DLD administers the Administrative License Revocation program, including administering the process by which the Department suspends driver licenses of individuals arrested for the offense of Driving While Intoxicated. DLD is responsible for Driver Records, including processing and maintaining driver license records on over 16 million Texas drivers and four million identification card holders. This division is responsible for administering state and federal laws against negligent motor vehicle operators and owners using the highways of the State.
2. Regulatory Services Division (RSD). The business functions of the Regulatory Services Division are to serve Texas citizens and businesses by providing service, guidance and protection through the issuance of licenses and the regulation of certain businesses. The regulatory programs include Private Security, Concealed Handgun, Narcotics (Controlled Substances), Vehicle Inspection and Emissions and Metals Registration.
3. Administration Division. The business functions of the Administration Division are to support the public safety operations of the Department. This division handles the recruitment, hiring, and training of applicants. They are responsible for the law enforcement training academy, which also provides training to outside entities. This division is responsible for administering all human resource functions, DPS fleet vehicle management, department procurement and contract management, supply distribution and printing functions and providing adequate workspace for

employees and the public. The Administration Division manages a professional employee assistance program available to all employees.

4. Finance Division. The business functions of the Finance Division are to support the Department's mission and all of its divisions by serving as financial steward. Finance leads the Department in budget development and management, provides financial reports to internal and external customers, ensures funds are deposited promptly, pays agency obligations, assists employees with benefits information, tracks and controls capital assets, and is the Department's risk management coordinator.
5. Information Technology Division (IT). The business functions of the Information Technology Division are to support the Department's mission by providing IT solutions throughout the organization that address both current and future business needs and provide leadership & governance for IT policies and practices. IT also maintains computerized information that is disseminated to other law enforcement agencies in Texas and nationwide.
6. Law Enforcement Support Division. The business functions of the Law Enforcement Support Division are to provide public safety communications, forensic laboratory and criminal records services to Department personnel and the citizens of Texas. This division supports the communications needs of first responders throughout the State, as well as provides and disseminates emergency information to citizens for the protection of lives and property. It is responsible for operating and maintaining statewide information systems that provide vital criminal justice information to authorized users in the performance of their duties. The Law Enforcement Support Division provides high quality and timely forensic laboratory services to criminal justice agencies investigating criminal offenses and is the state coordinating agency for the military surplus program (1033 program).

### **Deputy Director of Law Enforcement**

1. Texas Highway Patrol (THP). The business functions of the THP Division are to maintain public safety in the state of Texas through the enforcement of traffic and criminal laws. The THP Division also has regulatory responsibilities in the areas of commercial vehicle and motor carrier regulations. The THP Division provides safety education to enhance public awareness of traffic safety.
2. Criminal Investigations Division (CID). The CID is responsible for conducting criminal enterprise investigations targeting those organized criminal groups that constitute the greatest threat to Texas. This includes programs focused on drug trafficking, gang activity and other specialized investigations such as fraud, cargo theft, human smuggling, vehicle theft and illegal gambling. CID works closely with local, state, and federal agencies to identify and arrest high threat criminals such as sex offenders and other violent fugitives. CID also provides technical investigative support both within the Department and to other law enforcement agencies.
3. Intelligence and Counterterrorism (I/CT). The business function of the I/CT Division is to serve as a statewide intelligence entity that leverages the Department's intelligence and fusion capabilities along with the capabilities of regional fusion centers and other intelligence entities. The I/CT Division is actively

engaged in the gathering and dissemination of criminal intelligence information related to terrorist activities in the furtherance of homeland security initiatives. I/CT is responsible for the Texas Fusion Center, providing criminal case support for law enforcement personnel, and analytical support for other legislatively mandated programs. It is also responsible for the development and operation of an enterprise wide Counterterrorism Program leveraging all of the capabilities of the Department to prevent acts of terrorism and provide an optimum response in the event of an attack.

4. Aviation and Operational Support. The Aviation and Operational Support program is responsible for search and rescue missions and providing criminal investigation operational support to the law enforcement divisions and other law enforcement entities.
5. Regional Commander. The six Regional Commanders are responsible for coordinating all DPS functions within their geographical areas of responsibility. The Capitol Commander is responsible for the security and all DPS responsibilities within the Capitol Complex.

### **Department Director**

1. The Texas Ranger Division. The business function of the Texas Ranger Division is criminal law enforcement. This division's personnel conduct criminal and special investigations, apprehend wanted felons, suppress major disturbances, protect life and property, and render assistance to local law enforcement officials. The Texas Rangers serve as the state coordinator for border security operations and assigned a full-time lead coordinator to serve in each of the six border regions' Joint Operations and Intelligence Centers. The Texas Rangers have also established Ranger Reconnaissance Teams to perform surveillance and interdiction of criminal activity in remote areas of the border region.
2. Texas Department of Emergency Management (TDEM). The primary business function of TDEM is to manage the disaster related responses and services for the state. TDEM is actively involved in coordinating emergency management and homeland security programs with other state agencies and volunteer groups that comprise the State Emergency Management Council, the DPS Disaster Districts, the Governor's office, and the 1,464 cities and counties in Texas.

### **Director's Special Staff**

1. Director's Special Staff. The business functions of the Director's Special Staff support the executive functions of the Department. Specialized members of the Director's Staff include the General Counsel, EEO Coordinator, Ombudsman and the Chief of Staff.
2. Chief of Staff. The Chief of Staff's office includes the following programs: Executive Protection Bureau, Government Relations, Public Information and Media Relations, State Administrative Agency and Strategic Transformation, Planning and Innovation.

## Public Safety Commission

1. Office of Inspector General (OIG). The business functions of the OIG are to prevent and detect serious breaches of departmental policy, fraud, and abuse of office. Also, the OIG has departmental jurisdiction for oversight and coordination over all investigations occurring on department property or involving department employees. Investigation oversight includes those subjects mentioned above, as well as criminal activity occurring in all divisions of the department, allegations of wrongdoing by department employees and crimes committed on department property.
2. Office of Audit and Inspection (OAI). The business functions of the OAI provide independent, objective assurance and consulting services designed to aid management and to improve Department operations by auditing and inspecting all programs of the Department.

## II. Supply Analysis (Current Workforce Profile)

### A. Staffing Levels

The Department currently has workforce shortages (vacancy rate of 10% or more) in the following areas:

1. Crime analysts (24%)
2. Research specialists (21%)
3. Driver license examiners (11%)
4. Law enforcement commissioned employees (10%)

DPS has many talented analysts but there is a concern that the level of education and training is not sufficient to meet the demands of the Department. For example, the majority of analysts do not currently have college degrees, as shown below:

- High School 61 (66%)
- Associates 6 (6%)
- Bachelors 25 (27%)
- Masters 1 (1%)

In general, the Department's staffing levels across the board have been negatively impacted in the past by the following factors:

1. Employee Compensation: The Department's historical strategy of hiring employees on the low end of the salary range has created a notable imbalance in compensation levels. According to a 2009 SAO report, DPS had 94% of its employees compensated in Quartiles I (77%) & II (17%) vs. 80% of other state agencies, while 6% of its employees were compensated in Quartiles III (4%) & IV (2%) vs. 20% (QIII – 13%; QIV – 7%) of other state agencies. A 2010 SAO report on the law enforcement salary schedule noted that the maximum pay for Trooper salaries

(salary group C3) would need to increase by 16% to match the average maximum pay of the seven local Texas law enforcement departments used for comparison in the report. Likewise, salary rates for senior-level and supervisory law enforcement positions in salary groups C4-C6 (Sergeants, Lieutenants & Captains) would need to increase by 14-19% to match the seven comparative departments mentioned above.

2. Competition for Talent: Higher pay, benefits and other resources available in the private sector, state agencies and other law enforcement entities at both the municipal and federal levels have made recruiting and retaining talent challenging.

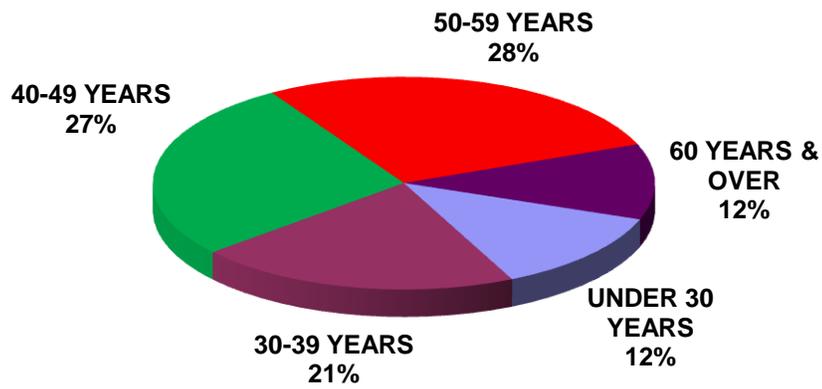
## B. Workforce Skills

Critical skills required for the Department's basic business functions include:

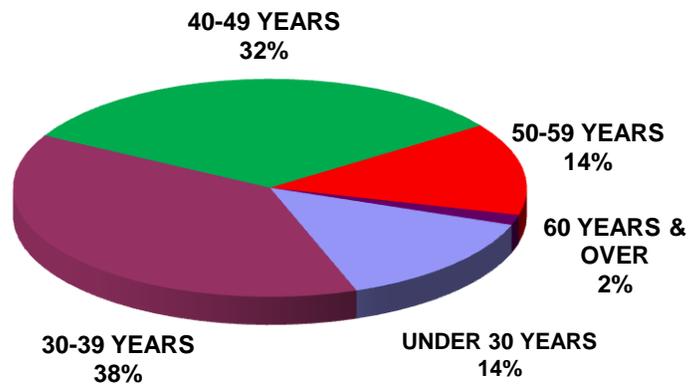
1. Criminal Interdiction
2. Criminal Investigations
3. Conducting Traffic Patrol
4. Criminal Enterprise Investigations
5. Intelligence Analysis
6. Advanced Traffic Crash Investigation and Crime Scene Protection
7. Fixed and Rotary Wing Pilot
8. Basic and Advanced Tactical Operations (SWAT/SRT)
9. Interpretation and Enforcement of Legal Statutes, Rules, and Policies
10. Customer Service and Personal Communication
11. Teaching and Training
12. Conducting Employment Classification and Compensation Analysis and Background Investigations
13. Advanced Technical Skills in Computers, Automotive Repair, Printing, Radio Communications, Disaster Preparedness, response and Recovery, and Telecommunications
14. Fingerprint Classification
15. Project Management
16. Strategic Planning
17. Leadership, Supervision, and Management Expertise
18. Conducting Covert and Overt Investigations
19. Technical Writing
20. Expert Testimony
21. Gathering and Analyzing Criminal Investigation Information
22. Interview and Interrogation
23. Forensic Examination
24. Computer Investigation
25. Conducting Public Corruption Investigations
26. Conducting Homicide and Serial Investigations
27. Programming Experience and Conversion of Legacy Computer Languages ALC, COBOL, M204, VSAM, and DB2
28. Fraudulent Document Detection
29. Emergency Preparedness/Response and Disaster Recovery
30. Government relations
31. Media/public communications
32. Executive protection
33. Financial analysis and management

C. Workforce Demographics

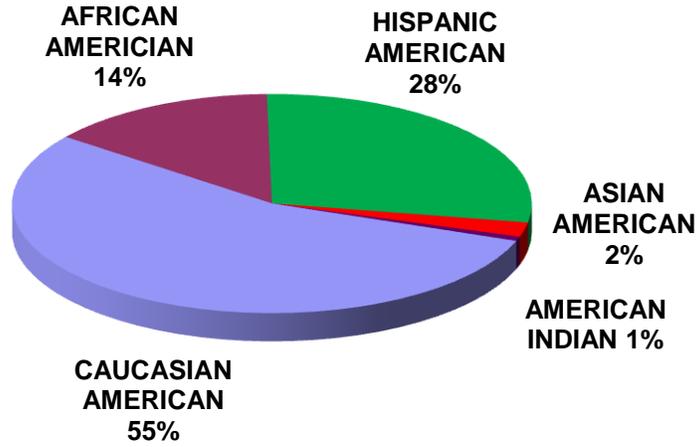
**AGE OF NONCOMMISSIONED EMPLOYEES**



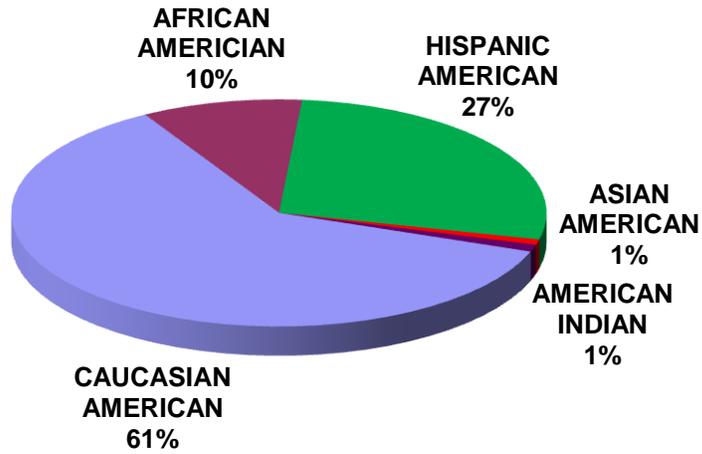
**AGE OF COMMISSIONED EMPLOYEES**



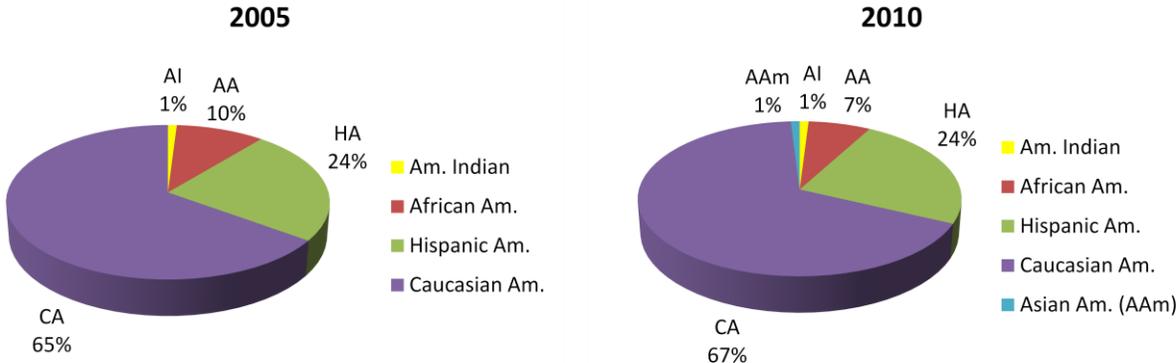
**ETHNICITY OF NONCOMMISSIONED EMPLOYEES**



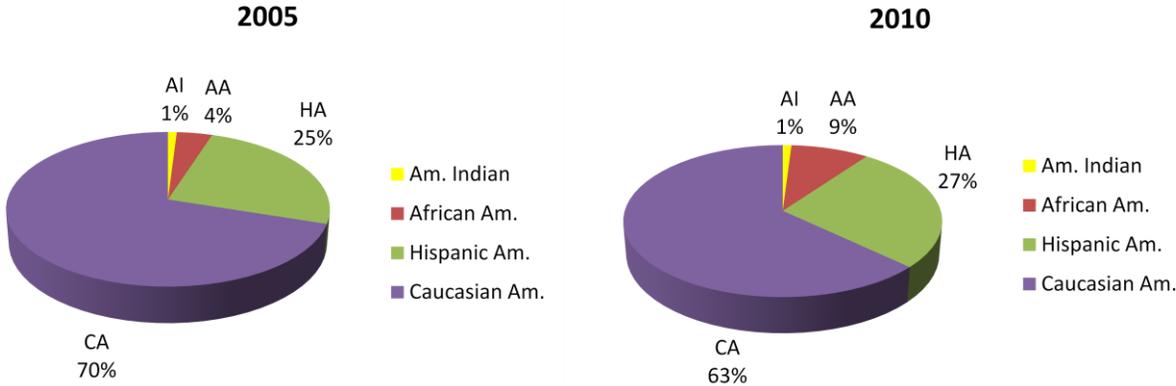
**ETHNICITY OF COMMISSIONED EMPLOYEES**



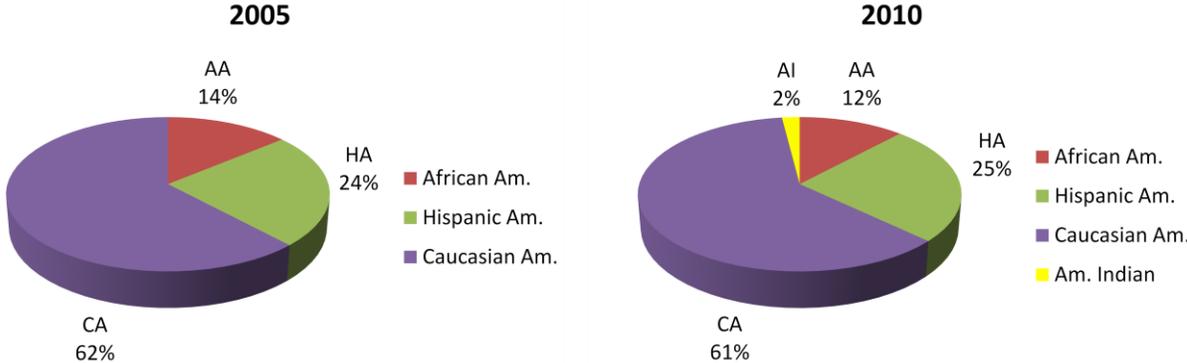
## ETHNICITY OF COMMISSIONED EMPLOYEES (MGT LEVEL)



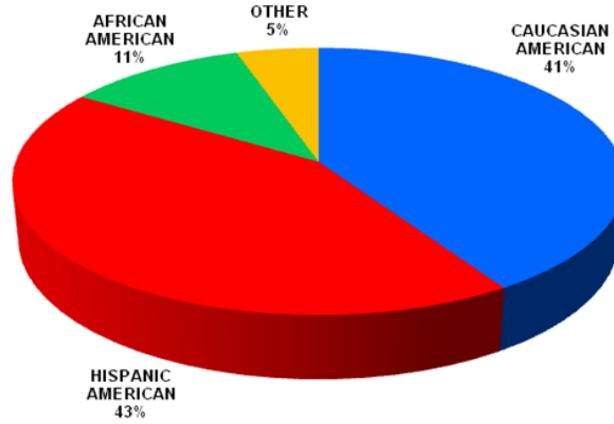
## ETHNICITY OF COMMISSIONED EMPLOYEES (EXEC MGT LEVEL)



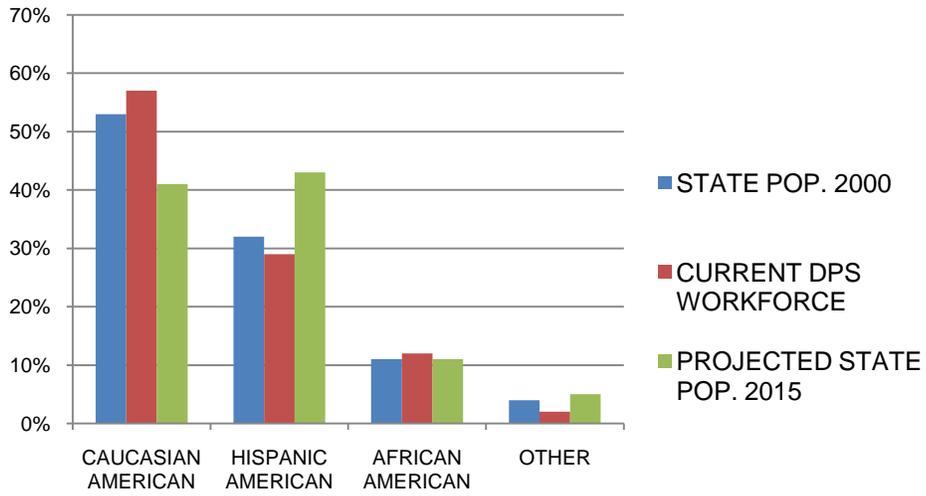
## ETHNICITY OF COMMISSIONED EMPLOYEES (SR EXEC MGT LEVEL)



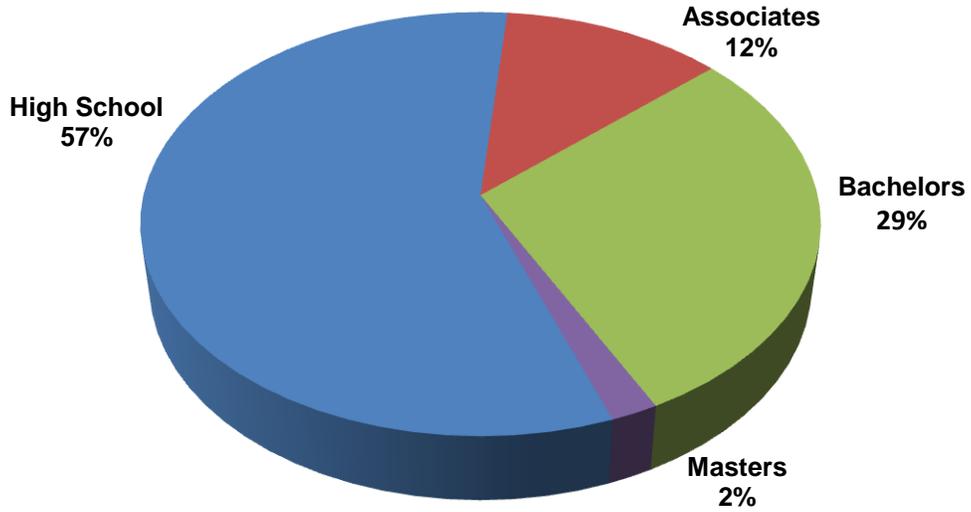
## 2015 PROJECTED STATE POPULATION ETHNICITY



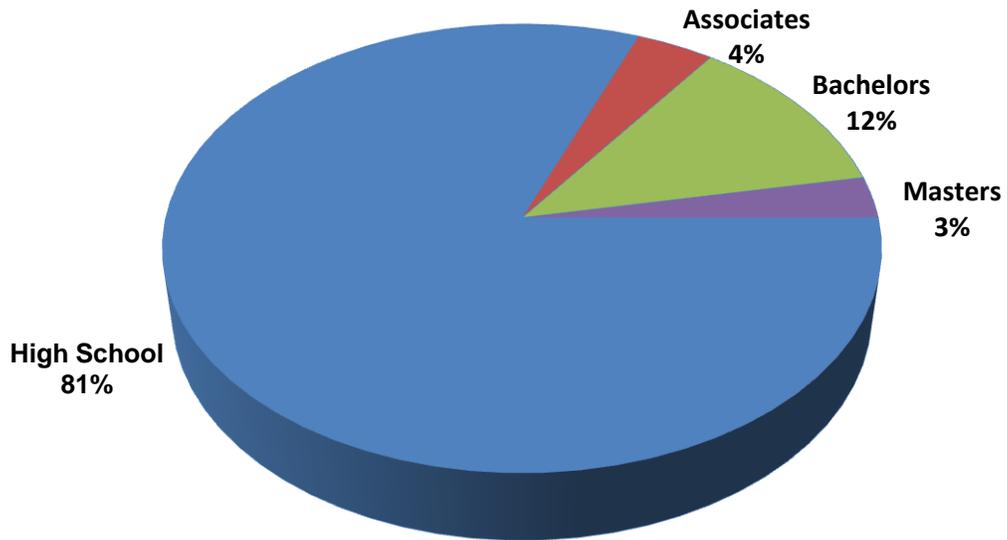
## STATE POPULATION & DPS WORKFORCE COMPARISON BY ETHNICITY



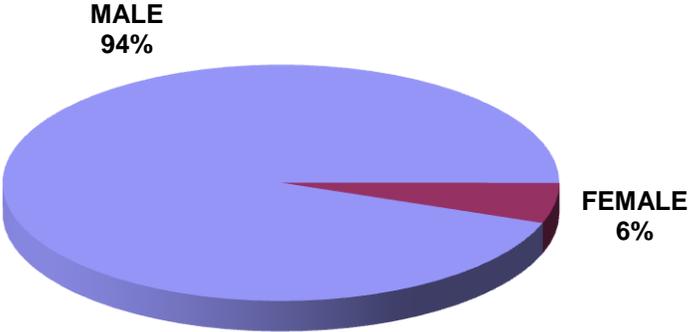
**EDUCATION LEVEL OF COMMISSIONED EMPLOYEES**



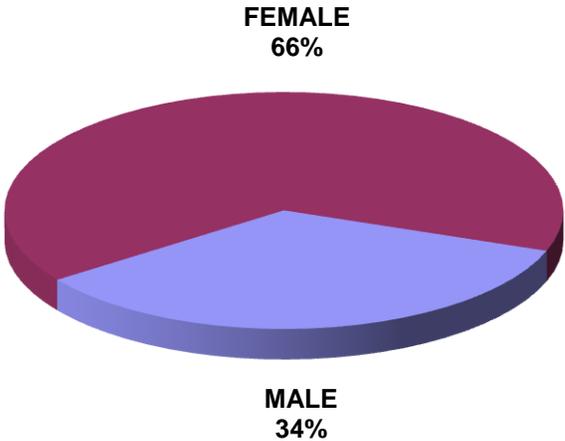
**EDUCATION LEVEL OF NONCOMMISSIONED EMPLOYEES**



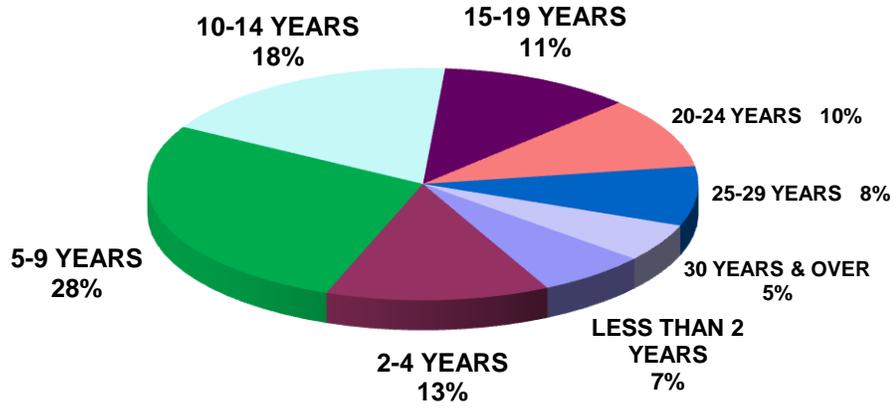
**GENDER OF COMMISSIONED EMPLOYEES**



**GENDER OF NONCOMMISSIONED EMPLOYEES**



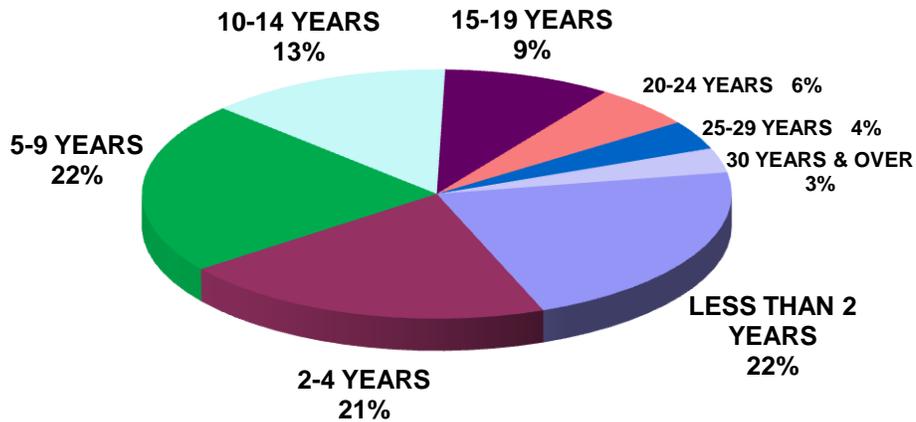
## TENURE OF COMMISSIONED EMPLOYEES



Average Retirement Age: 52 yrs. old

Average Tenure at Retirement: 27 yrs.

## TENURE OF NONCOMMISSIONED EMPLOYEES

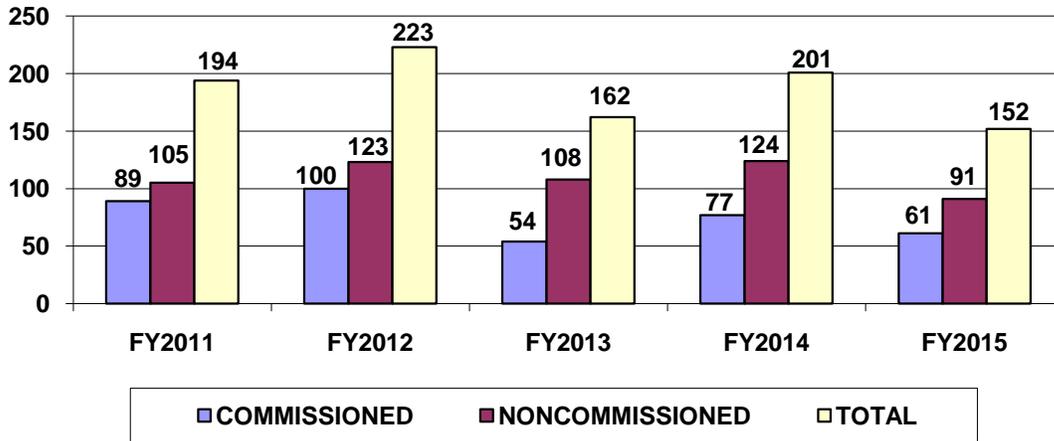


Average Retirement Age: 60 yrs. old

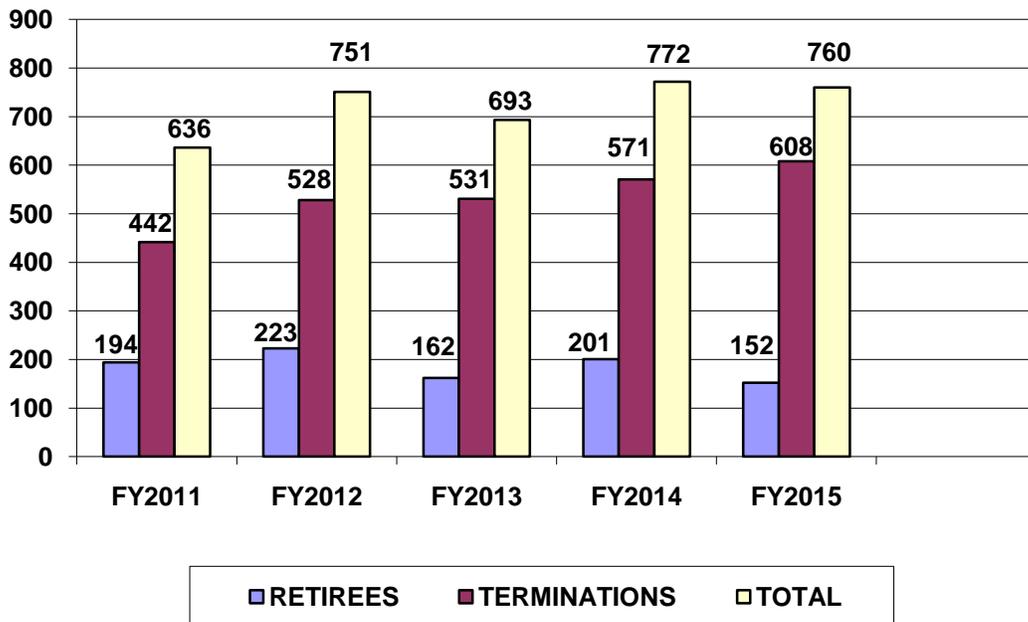
Average Tenure of State Service at Retirement: 21 yrs.

C. Employment Trends

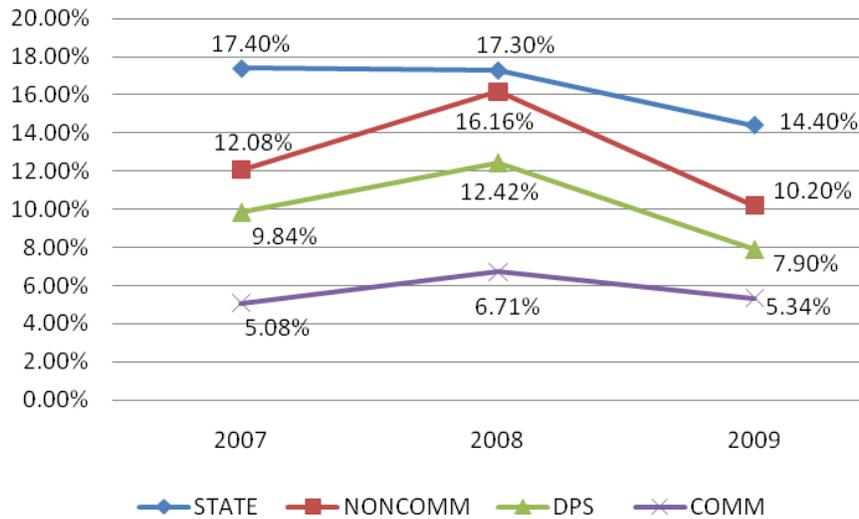
**WORKFORCE ELIGIBLE TO RETIRE WITHIN THE NEXT 5 YEARS**



**PROJECTED EMPLOYEE ATTRITION FOR THE NEXT 5 YEARS**



## EMPLOYEE TURNOVER



### D. Analysis:

1. Age - 57% of the Department's employees are 40 years of age or older compared to the FY2009 state agency average of 63%.
2. Ethnicity - White: 58%; Hispanic: 28%; Black: 12%; Other: 2%. FY2009 state agency averages – White: 53%; Hispanic: 23%; Black: 22%; Other: 2%. DPS has 5% more whites and Hispanics in its demographics than other state agencies and 10% less blacks. In comparison to DPS' FY2009-2013 report, the percentage of whites in DPS is trending down while the percentage of Hispanics is trending up, which tracks with the 2015 state ethnicity projection.
3. Education Level (highest attained) - High School: 69%; Associates: 8%; Bachelors: 21%; Masters or higher: 2%.
4. Gender - Male: 64%; Female: 36%. FY2009 state agency averages - Male: 44%; Female: 56%. DPS is a more male dominated agency than other state agencies which stems from its law enforcement mission.
5. Tenure - Less than 2 yrs: 14%; 2-4 yrs: 17%; 5-9 yrs: 25%; 10-14 yrs: 16%; 15 yrs or more: 28%. FY2009 state agency averages - Less than 2 yrs: 28%; 2-4 yrs: 33%; 5-9 yrs: 15%; 10-14 yrs: 11%; 15 yrs or more: 12%. On average, DPS has many more tenured employees than other state agencies.
6. Retirement Eligibility - From FY2011 to FY2015, the trend lines for both commissioned and noncommissioned employees is downward which is a reversal from the 2009-2013 projections.
7. Projected Attrition - Attrition is projected to be at a flatter rate than the 2009-2013 projections with less overall losses.
8. Turnover – DPS is about 6% lower than the FY2009 state turnover rate of 14.4% and 8% lower than the FY2009 turnover rate of 16.3% for Article V agencies (Public Safety & Criminal Justice).

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

#### A. Workforce Skills to Meet Projected Needs

Additional training of current employees will be required to address the requirements of advanced technologies. It is an ongoing challenge to attract and retain employees in specific skill areas such as research specialist, crime analyst, driver license examiners and IT professionals. Additionally, law enforcement personnel will need continual training to ensure effective communication with the public and court system in an environment that uses advanced technology, forensics, and investigation techniques to help solve crimes. The Department continues to direct considerable resources to criminal intelligence gathering and planning for the mitigation of criminal and terrorist activities. This will require specialized training for our ever-increasing role in the fight against crime and terrorism.

#### B. Staffing Patterns

1. Increased Staffing Levels: The state's increasing population will require more law enforcement, regulatory and licensing services which will affect staffing levels throughout the Department.
2. Increased Linguistic Capabilities: The state's demographic changes in ethnicity will require Department employees to effectively deal with an increasing amount of non-English speaking customers, particularly Spanish-speaking customers.
3. Increased Employee Capabilities: Technological and other innovative solutions will be used at an increased rate to develop departmental resources and will require a more sophisticated employee workforce to leverage the solutions selected.

#### C. Anticipated Program and Workload Changes

1. Aviation Section: A qualified helicopter flight crew consists of a trained tactical flight officer (TFO) and a pilot. With 46 pilots and 23 aircraft, the availability of pilots to perform the TFO duties is very limited. Four duty stations have no tactical flight officers and a minimal number of pilots to adequately muster a qualified flight crew. To meet future needs, the Aircraft Section requires 20 additional FTEs to serve as crewmembers. This will allow each helicopter to be adequately staffed 80 hours per week, thereby reducing response time and increasing crewmember effectiveness.
2. Law Enforcement Support Division: The Department's crime laboratories process approximately 50% of all evidence state-wide that is associated with criminal investigations, and this percentage will likely increase due to population increases, greater demand for new analysis techniques such as forensic DNA analysis, and because many local and regional laboratories are closing due to failure to meet new and more stringent standards - increasing the demand on Department resources. To meet these needs, the Department anticipates staff increases of 141 FTEs by 2015 in the following areas:

a. Toxicology	7 FTEs
b. Forensic DNA	111 FTEs
c. Latent Prints	8 FTEs
d. Firearm Cases	3 FTEs
e. Drug Cases	12 FTEs

3. Chief of Staff: The Department was tasked by the Sunset Commission and the 2008 Deloitte Study's recommendations to make sweeping changes throughout DPS. The Department's leadership was tasked to expand and improve the biennial strategic planning process and to drive more frequent and detailed operational planning. Deloitte recommended that DPS create a new strategic and innovation capability. It recommended that the unit be a small, specialized group that would be responsible for such things as strategic planning, performance management, program/project management and continuous improvement programs. Currently, the Strategic Transformation, Planning and Innovation section has one employee. To make this section more effective and capable of accomplishing its purpose, it requires one additional FTE, a Strategic Planner.
4. Finance Division: Currently, Finance has numerous employees with basic finance, accounting and budgeting work skills. Based upon its future work requirements, the division needs to increase its "bench strength" by hiring higher skilled employees as lower skilled employees leave the workforce. Accounting technicians and clerks will be replaced with higher skilled Accountants I-IV. Also, existing accountants and budget analysts (and possibly other job series) will be upgraded to higher levels within these classification series, as their skill levels increase.
5. Criminal Investigations Division: CID field agents conduct complex criminal investigations on organized criminal groups to include acquiring, analyzing and disseminating criminal intelligence information and preparing and submitting investigation documentation to the appropriate prosecuting authority. CID currently only accepts applicants from other DPS law enforcement divisions. Given that these divisions compete for internal talent to fill their vacancies, alternative methods for filling CID's vacancies will be explored that could allow CID to meet its staffing needs without detrimental effects to the other uniformed divisions.
6. Administration Division: Construction of the Emergency Vehicle Operations Course (EVOC) in Williamson County will be completed in 2010 and must be staffed. The Education, Training and Research (ETR) program will need a total of 22 FTEs, 10 commissioned officers and 12 non-commissioned employees to properly operate the facility. To properly support the growing demand for motorcycle license training, as well as QA and complaint investigation, ETR's Motorcycle/ATV Safety Training program needs three Inspector IIIs. To support the growing needs of the Department's Employee Development Training for its current workforce of over 8,000 employees, ETR requires an Audio-Visual Technician II- IV, a Field Training Records Research Coordinator (Admin Asst III) and a Student Services Coordinator (Admin Asst III).

## IV. Gap Analysis

### A. Future Gaps (Shortages) in Staffing Levels and Needed Skills

The following are identified as future gaps:

1. Crime Analysts and Research Specialists: Future employment trends and workforce demographics do not indicate an increase in the availability of these specialized work skills. Demand for these positions will increase as the state population increases.
2. Driver License Examiners: Demand for these positions will increase as the state population increases.
3. Law enforcement commissioned employees: Future employment trends and workforce demographics do not indicate an increase in the availability of these work skills. Demand for these positions will increase as the state population increases. Competition from other LE agencies will continue to be a source of concern.
4. General staffing levels will increase over time with the increased demands for law enforcement, regulatory and licensing services due to state population increases.
5. Linguistic requirements will increase for the workforce over time to effectively deal with an increasing amount of non-English speaking customers, particularly Spanish-speaking customers.
6. A more educated and sophisticated workforce will be needed to accomplish the Department's mission in the future.

### B. Future Surpluses (Excesses) in Staffing Levels and Needed Skills

The following are identified as future surpluses:

1. Finance employees with lower finance, accounting and budgeting work skills.
2. IT employees with legacy systems expertise.

## V. Strategic Development

### A. Recruiting

An aggressive recruiting program is required to win the battle for talent acquisition. The foundation for building an effective program lies in getting effective human resources (HR) tools that allow HR personnel and DPS managers to identify, manage and fill vacancies in a timely manner. Technological components are being developed by DPS staff to achieve these ends. The ultimate goal of DPS' recruiting efforts must be to effectively compete in the marketplace to acquire the best talent available for the Department's workforce needs. To be a viable competitor, DPS must be able to attract talent by:

1. Separating itself from the competition by emphasizing its uniqueness, so that prospective employees can clearly identify with the purpose and meaning associated with belonging to DPS.
2. Providing a competitive compensation and benefits package. Compensation would include a viable merit raise system linked to job performance. Benefits that should be considered include recruiting and retention bonuses, payment for relocation expenses, cost of living allowances, flexible work schedules and telecommuting opportunities.
3. Having clearly defined career progression systems that allow prospective employees to see the availability of career advancement opportunities.
4. Having a robust employee development system that assures prospective employees that DPS is dedicated to developing productive employees through the learning and training opportunities it provides.

### B. Employee Development and Retraining

The Department needs to devise a strategic, uniform approach to employee development, which incorporates measures and rewards for increased productivity and performance. The goal is to create a culture of talent development at the Department that is founded on respect for the individual and is executed through the professional training and education of employees, who then can work in an environment of cooperation and communication. The program should expand on current levels of in-service type training and provide education on broader skills applicable in all areas such as: advanced computer skills, business writing skills, personal development and leadership skills training. Employees who show the aptitude should also have an avenue to participate in cross-training programs that not only provide training, but also include the opportunity to put the training to work for the Department. This program should clearly delineate outstanding employees based on their merit and prepare them for future success. Although there are considerable resources allocated to training in the commissioned ranks, there is a significant need for training and educational opportunities for non-commissioned employees.

### C. Salary Actions

1. The Department is studying commissioned and noncommissioned promotional systems to improve its current policies.
2. Job postings are now being advertised with a salary range rather than an initial-entry (bottom of range) level salary.

### D. Organizational Change

Since last summer, the Department has gone through a major reorganizational effort, to include the hiring of a new executive team. Numerous policies have been created, modified or deleted to help provide the organization with a new direction. A consulting contract is being developed to analyze current departmental policies and procedures manuals, make recommendations regarding necessary changes and develop training modules to support these changes. The Department's first Survey of Employee Engagement (SEE) was completed on May 7, 2010. DPS' executive team will use the feedback from the SEE to determine its organizational issues and start developing solutions for them.