Appendix E
Workforce Plan
DPS WORKFORCE PLAN FOR FY 2015 - 2019

I. Overview

A. Agency Mission:

Protect and Serve Texas

B. Agency Strategic Goals:

Combat Crime and Terrorism
Enhance Public Safety
Enhance Emergency Management
Regulatory Services
Agency Services and Support

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 twelve divisions and the Director's Special Staff. The divisions of Texas Highway Patrol, Criminal Investigations and Intelligence and Counterterrorism report to the Deputy Director of Law Enforcement along with the seven Regional Commanders and the Aviation and Operational Support program. The divisions of Administration, Finance, Information Technology, Driver License, Regulatory Services, Law Enforcement Support, and Education, Training, and Research report to the Deputy Director of Services. The Texas Division of Emergency Management, Executive Protection Bureau, and the offices of Media and Communications, Government Relations, Ombudsman, and Equal Employment Opportunity along with the State Administrative Agency report to the Deputy Director of Homeland Security. The three Deputy Directors, the Texas Rangers and the Office of General Counsel report to the Director. The Inspector General and the Chief Auditor report directly to the Public Safety Commission.

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. Chief Auditor's Office (CAO). The business functions of the CAO are to provide independent, objective assurance and advisory services designed to aid management and to improve Department operations. The CAO assists the Department in achieving its objectives through audits, evaluations and analyses of operational areas, focusing on the effectiveness of the Department's risk management, control, and governance processes. With a commitment to integrity and accountability, the CAO provides value to the Department as an objective source of independent advice and recommendations.

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 assign 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. In addition, the Texas Rangers have established a full-time state SWAT team and forensic artists.

2. 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, who manages the agency's legal operations.

Deputy Director of Operations

1. Texas Highway Patrol (THP). The business functions of the THP Division are to maintain public safety in the state of Texas through general police traffic supervision and the enforcement of traffic and criminal laws on the rural highways of Texas. The THP Division also has regulatory responsibilities in the areas of commercial vehicle and motor carrier regulations. The THP Division provides valuable safety education information to enhance public awareness of traffic safety.

   Currently the Texas Highway Patrol Division is authorized 2,693 commissioned positions (2,661 in the field, 32 at Headquarters in Austin) and includes the following programs:

   - Highway Patrol (HP)
   - Commercial Vehicle Enforcement (CVE)
   - Motor Carrier Bureau (MCB)
   - Tactical Marine Unit (TMU)
   - Canine Program
   - State Crash Reconstruction Team

2. Criminal Investigations Division (CID). 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 Joint Crime Information Center, providing criminal case support for law enforcement personnel, and analytical support for other legislatively mandated programs.

4. Aircraft Operations Division (AOD). AOD is responsible for search and rescue missions and providing operational support to the law enforcement divisions and other law enforcement entities.

5. Regional Commanders. The seven Regional Commanders are responsible for coordinating all DPS functions within their geographical areas of responsibility.

Deputy Director of Homeland Security

1. Texas Division 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 volunteer groups that compose the State Emergency Management Council, Local Emergency Planning Committees, and the DPS Disaster Districts. TDEM also is responsible for administration of numerous FEMA grant programs in the areas of disaster preparedness, hazard mitigation and recovery as well as the agency's risk management and worker compensation programs.

2. Texas Homeland Security. Homeland security in Texas encompasses all efforts, both strategic and tactical, that optimally positions our state to prevent, protect from, prepare for, and respond to all hazards. The term "all hazards" refers to all disasters, including natural disasters, criminal and terrorist attacks and catastrophic events. Homeland security includes all activities aimed at preventing terrorist attacks within Texas, gathering intelligence and analyzing threats, reducing vulnerability, protecting our critical infrastructures, and coordinating responses to all hazards. All this will be accomplished while respecting and protecting the rights guaranteed to every individual by the Texas and U.S. Constitutions.

3. Texas Homeland Security – State Administrative Agency (THSSAA). The THSSAA is responsible for coordinating with DPS divisions, other state agencies, Urban Area Security Initiative Areas and Councils of Governments to annually develop the Threat and Hazard Risk Identification and Assessment. The THSSAA is responsible for coordinating with these groups to assess gaps in core capabilities in the five mission areas of prevention, protection, mitigation, response and recovery and incorporate this information in the annual State Preparedness Report. The THSSAA administers Federal homeland security grants for the State of Texas to State agencies, State planning regions, urban areas, cities, and counties for projects to improve State and local homeland security capabilities. In addition, the THSSAA administers the state funded Local Border Security Grant program to provide funding to local jurisdictions to improve security capabilities.

4. Executive Protection Bureau. The Executive Protection Bureau's Deputy Assistant Director is the commanding officer over Bureau operations, who reports to the Deputy Director of Homeland Security. The Executive Protection Bureau provides security for the Governor's Mansion, designated elected officials as well as visiting foreign, federal and state dignitaries traveling in the state of Texas.

5. Media and Communications. The Media and Communications Office promotes DPS' goals, activities and accomplishments by working with reporters in traditional media organizations and by utilizing social media outlets. The office also coordinates and organizes media events hosted by or involving DPS.

6. Government Relations. The Government Relations Office is responsible for the department's interaction with the Texas Legislature, other statewide elected officials, and their staff. The goal of the Office of Government Relations team is to respond to all legislative inquiries in a timely manner with accurate information. The team is also responsible for monitoring legislation that has an impact on the agency, researching and analyzing legislative and policy issues, attending legislative hearings and preparing the department's testimony for those hearings, and facilitates educational briefings and tours for members and staff.

7. Equal Employment Opportunity. The Equal Employment Opportunity (EEO) office administers two major programs for the agency. The EEO is responsible for coordinating the development, implementation and evaluation of the Department's policies and procedures concerning equal employment opportunity. The EEO officer is responsible for the development of the Department's recruitment plan and ensuring that the Department's equal opportunity policy is communicated both internally and externally. Additionally, the EEO is responsible for the implementation of the Department's Chapter Sexual Harassment & Discrimination policy which involves the education, prevention and investigation of claims of discrimination and/or sexual harassment and unprofessional conduct.

8. Ombudsman. The Office of the Ombudsman is responsible for providing all employees, supervisors, and managers assistance on issues which might not otherwise be brought forth; providing confidential options and processes for reaching resolution of such issues; bringing awareness to upper management concerns of or among employees; and acting as an agent about fairness. The Office of the Ombudsman is independent and autonomous of the various chains of command and acts confidentially, informally, and multi-partially.

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 RSD are to serve Texas citizens and businesses by providing service, guidance and protection through the issuance of licenses and registrations, and the regulation of certain businesses. The regulatory programs include Private Security, Concealed Handgun, 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 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, as well as a victim services program. The division also supports the Department by overseeing all agency wide efforts and ensuring that the agency uses best processes and appropriate resources to accomplish Department goals.

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 and assists employees with benefits information.

5. Information Technology Division (IT). The business functions of IT are to support the Department's mission by providing technology solutions throughout the organization that address both current and future business needs and provide leadership and 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 (LES). The business functions of LES are to provide public safety communications, forensic laboratory and biometric and criminal records services to Department personnel, other criminal justice and non-criminal justice agencies, and the citizens of Texas. This division supports daily communications and the mobile emergency communications response needs of DPS, law enforcement, and first responders throughout the State, as well as provides and disseminates emergency information to citizens for the protection of lives and property. Communications personnel also provide critical, on-site communications support during border security missions led by the Texas Ranger Division. 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).

7. Education, Training and Research Division (ETR). The business functions of ETR are to provide a level of training which sets a standard for which all other training providers aim to meet. ETR does this by providing state of the art education and training to police and the public which is based on proactive research to meet an ever changing threat environment. ETR is comprised of six training units and a dining facility. The six training units are: Leadership and Professional Development; Recruiting and Recruit Training; Tactical Training Center; Employee Development; Public Education; and Fitness and Wellness.

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 as of May 31, 2014:

1. ICT Crime Analysts & Criminal Intelligence Analysts (13%)
2. CID Support staff (13%)
3. Finance accounts payable staff, budget analysts, support staff (9%)
4. Capitol Complex Security Officers (11%)
5. Chief Auditor Internal Auditors (13%)
6. Administration procurement staff and facilities staff (11%)

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

1. Employee Compensation:

2. The 2013 Salary Schedule C study by the SAO revealed that direct compensation for Schedule C employees was well below the market. The analysis method utilized was that of maximum salary for each group. To be competitive. The 83rd Legislature authorized 10% salary increases for the Schedule C employees. That increase was awarded in two phases with the first phase effective September 1, 2013 and the second phase to be effective September 1, 2014. While schedule C salaries are still below some police departments and Border Patrol, they are more competitive and the number of vacancies has been reduced 18.67% from May 2103 to May 2014.

3. 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. Ability to follow statute, rule, policy, procedure, direction
2. Ability to process complex transactions
3. Analytical reasoning/attention to detail
4. Audit
5. Canine handling

6. Computer proficiency
7. Confidentiality
8. Customer service
9. Decision making
10. Delegation
11. Driving and driving instruction
12. Enforcement
13. Firearms and firearms instruction
14. Flexibility/adaptability
15. Good judgment
16. Hypnosis
17. Initiative
18. Innovative thinking
19. Integrity
20. Investigation
21. Leadership
22. Negotiation
23. Patrol/monitor
24. Personal and professional development
25. Planning and organizing
26. Polygraph
27. Presentation
28. Problem solving
29. Productivity
30. Project/program specialization/management
31. Public contact
32. Recruiting
33. Relationship management
34. Research and comprehension
35. Responsibility/accountability
36. Safety/security
37. Stress tolerance
38. Surveillance
39. Tactical readiness
40. Teamwork
41. Verbal and written communication

C. Workforce Demographics

AGE FOR NONCOMMISSIONED

UNDER 30 YEARS

30-39 YEARS

40-49 YEARS

50-59 YEARS

60 & OVER

50-59 YEARS
26.00%

40-49 YEARS
26.00%

60 & OVER
12.00%

30-39 YEARS
21.00%

UNDER 30 YEARS
15.00%
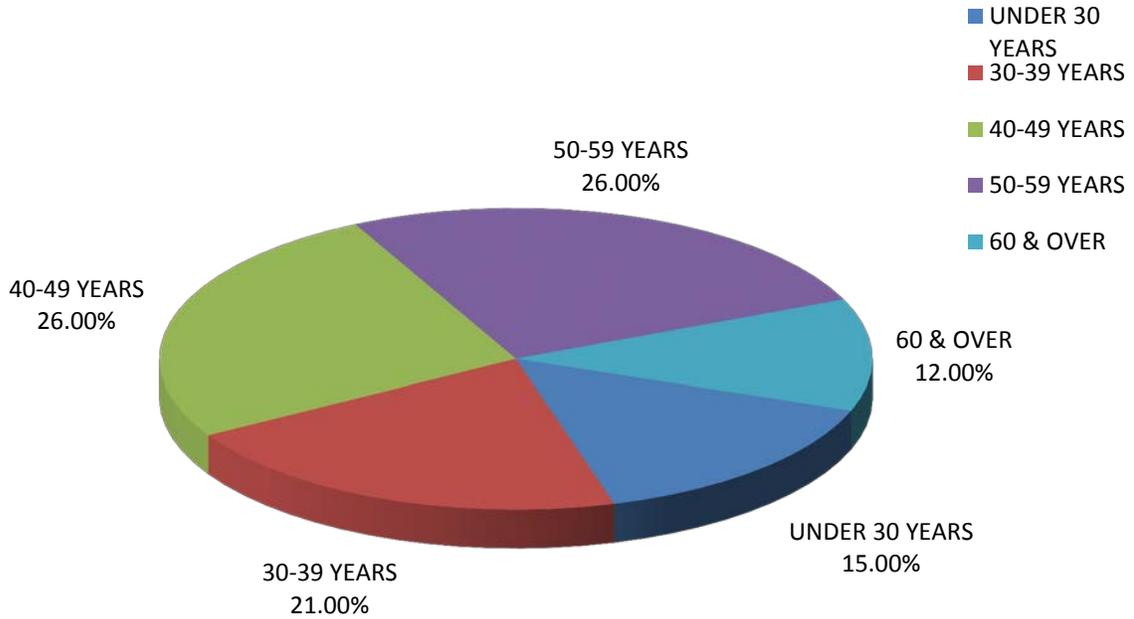
Figure 13: Workforce Demographics - Age for Non-Commissioned

AGE FOR COMMISSIONED

UNDER 30 YEARS

30-39 YEARS

40-49 YEARS

50-59 YEARS

60 & OVER

40-49 YEARS
36.00%

50-59 YEARS
12.00%

60 & OVER
3.00%

30-39 YEARS
34.00%

UNDER 30 YEARS
15.00%
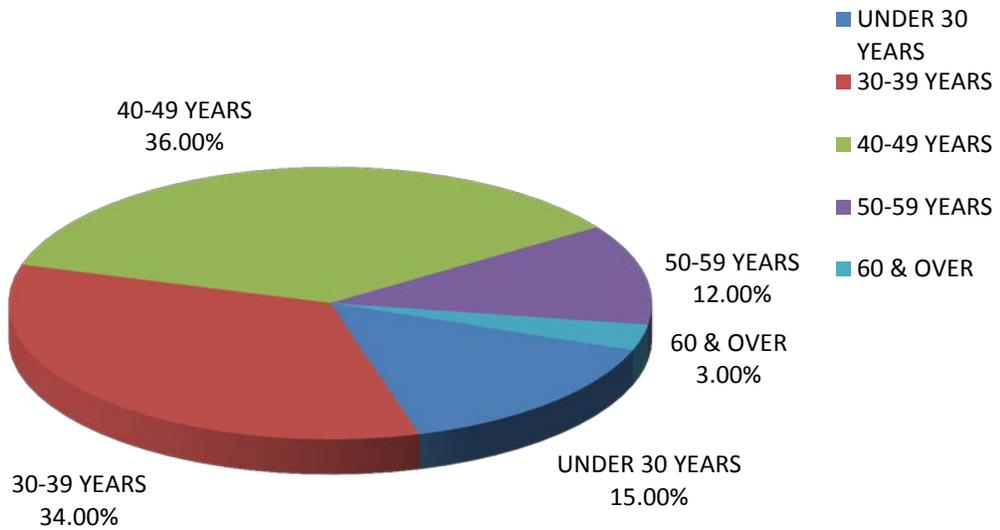
Figure 14: Workforce Demographics - Age for Commissioned

ETHNICITY FOR NONCOMMISSIONED

AFRICAN AMERICAN
18.00%

HISPANIC AMERICAN
29.00%

ASIAN AMERICAN
2.00%

AMERICAN INDIAN
1.00%

CAUCASIAN
AMERICAN 50.00%

- CAUCASIAN AMERICAN
- AFRICAN AMERICAN
- HISPANIC AMERICAN
- ASIAN AMERICAN
- AMERICAN INDIAN
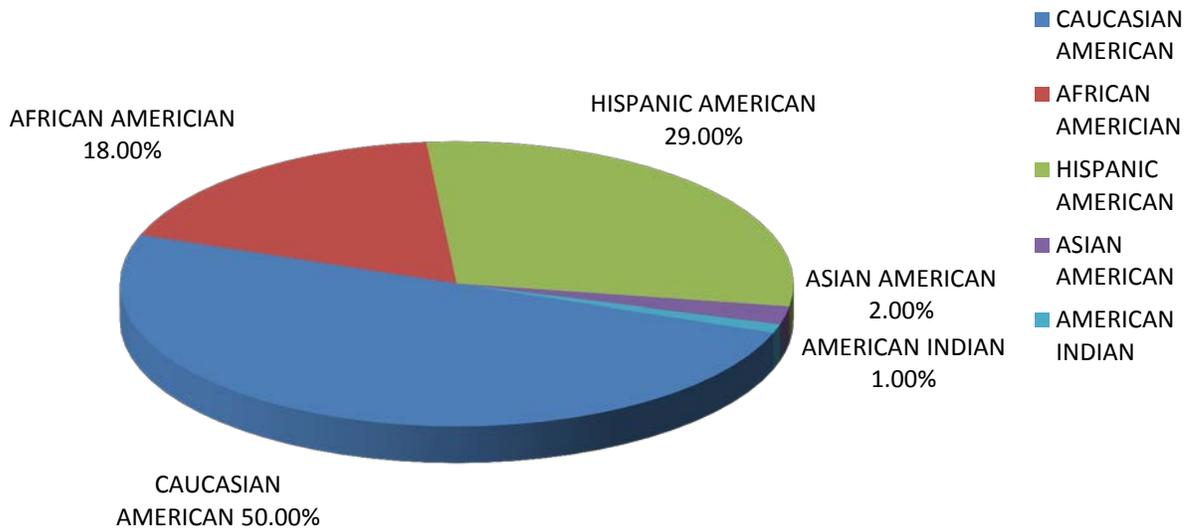
Figure 15: Workforce Demographics - Ethnicity for Non-Commissioned

ETHNICITY FOR COMMISSIONED

AFRICAN AMERICAN
9.00%

HISPANIC AMERICAN
29.00%

ASIAN AMERICAN
1.00%

AMERICAN INDIAN
1.00%

CAUCASIAN
AMERICAN 60.00%

- CAUCASIAN AMERICAN
- AFRICAN AMERICAN
- HISPANIC AMERICAN
- ASIAN AMERICAN
- AMERICAN INDIAN
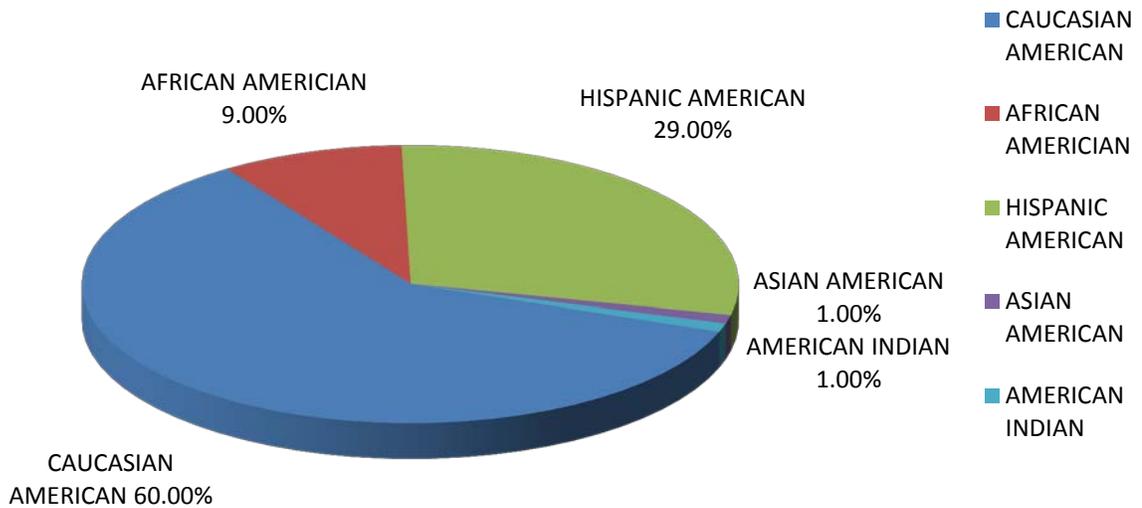
Figure 16: Workforce Demographics - Ethnicity for Commissioned

EDUCATION LEVEL FOR NONCOMMISSIONED

ASSOCIATES
2%

BACHELORS
8%

MASTERS & ABOVE
2%

- HIGH SCHOOL
- ASSOCIATES
- BACHELORS
- MASTERS & ABOVE

HIGH SCHOOL
88%
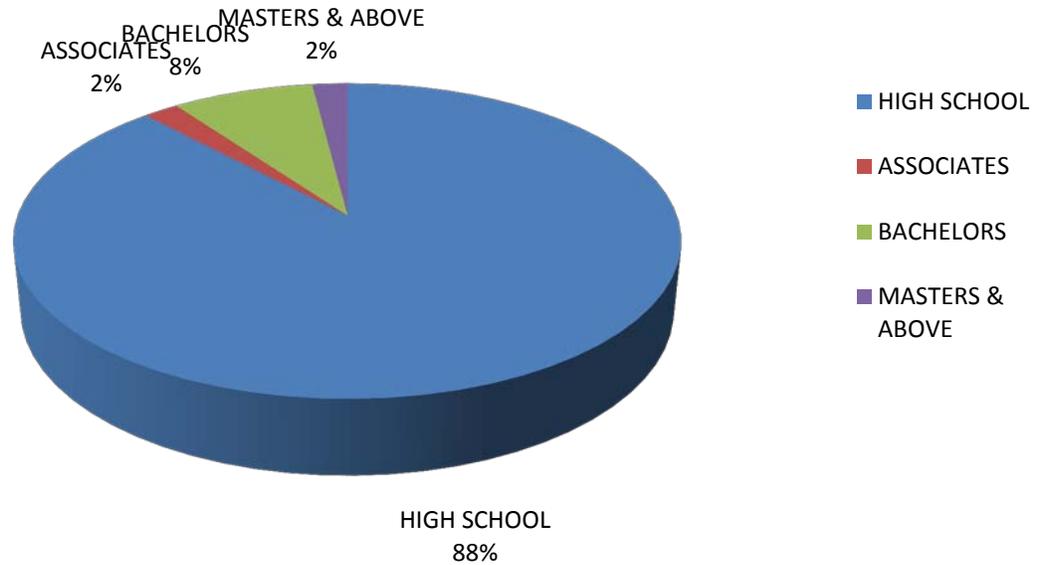
Figure 17: Workforce Demographics - Education Level for Non-Commissioned

EDUCATION LEVEL FOR COMMISSIONED

MASTERS & ABOVE
2%

BACHELORS
31%

- HIGH SCHOOL
- ASSOCIATES
- BACHELORS
- MASTERS & ABOVE

HIGH SCHOOL
55%

ASSOCIATES
12%
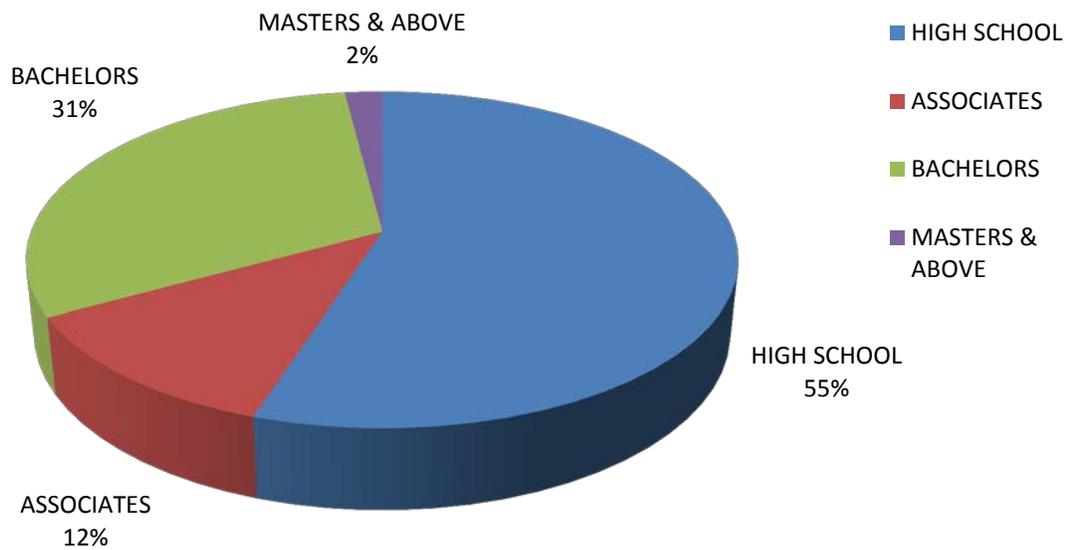
Figure 18: Workforce Demographics - Education Level for Commissioned

GENDER FOR NONCOMMISSIONED

FEMALE
66.00%

MALE
34.00%

- ■ MALE
- ■ FEMALE
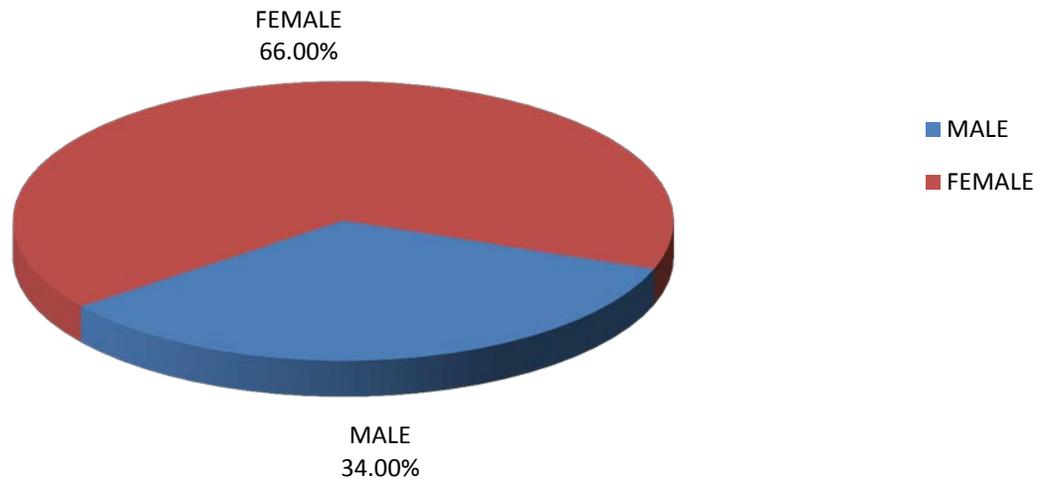
Figure 19: Workforce Demographics - Gender for Non-Commissioned

GENDER FOR COMMISSIONED

MALE 94.00%

FEMALE 6.00%

- ■ MALE
- ■ FEMALE
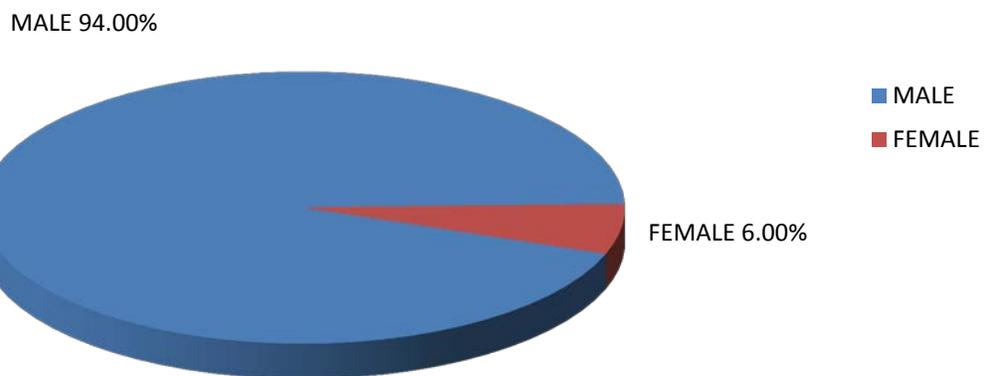
Figure 20: Workforce Demographics - Gender for Commissioned

TENURE FOR NONCOMMISSIONED
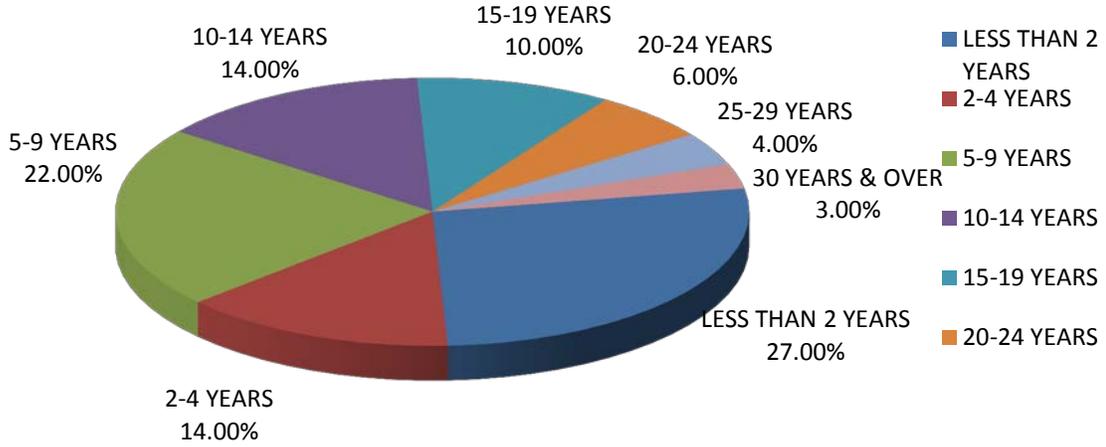
Figure 21: Workforce Demographics - Tenure for Non-Commissioned

TENURE FOR COMMISSIONED
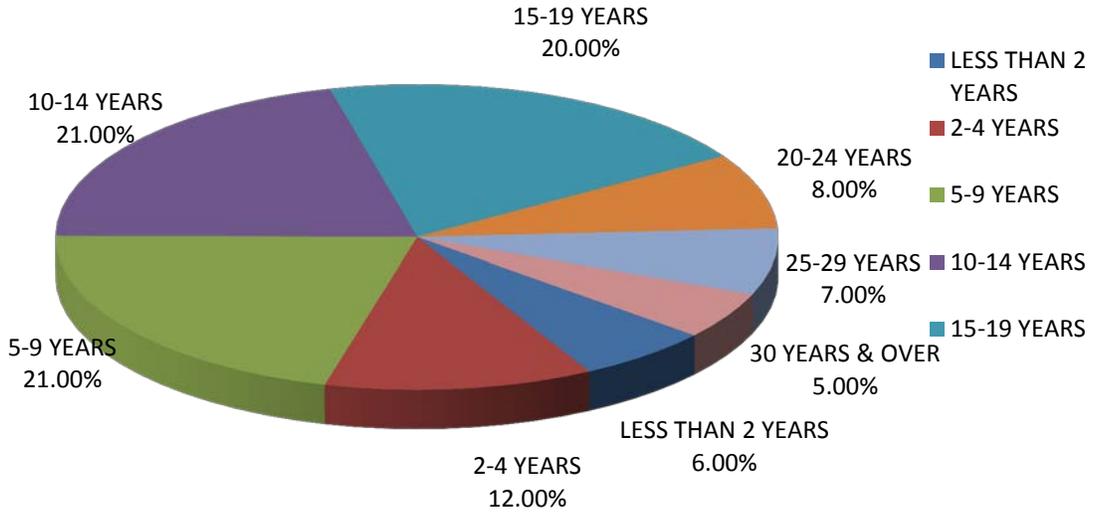
Figure 22: Workforce Demographics - Tenure for Commissioned

D. Employment Trends

EMPLOYEE TURNOVER

## PROJECTED # OF RETIREES BY FISCAL YEAR
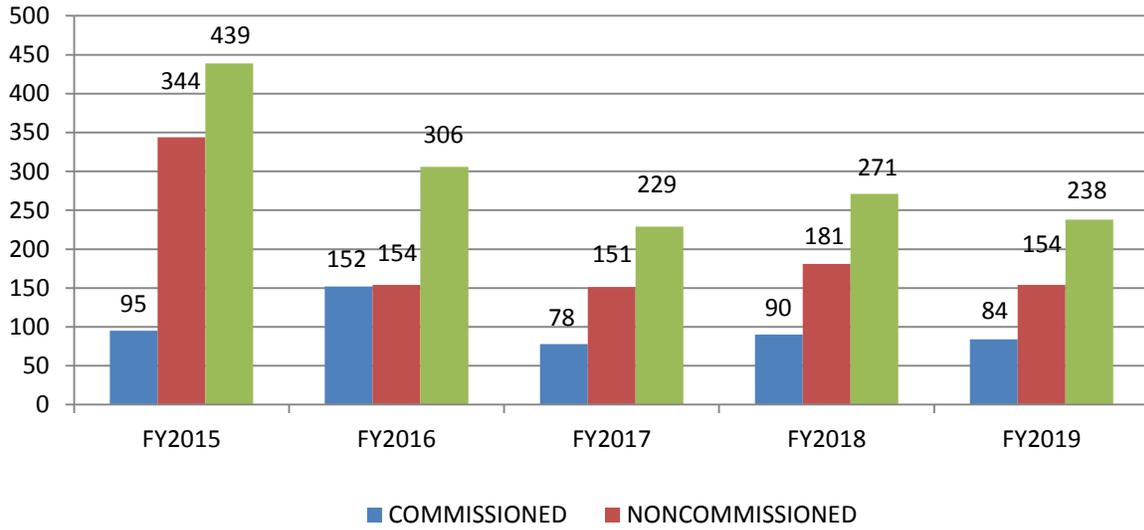
Figure 23: Projected Number of Retirees by FY

PROJECTED TURNOVER WITH RETIREES BY FISCAL YEAR
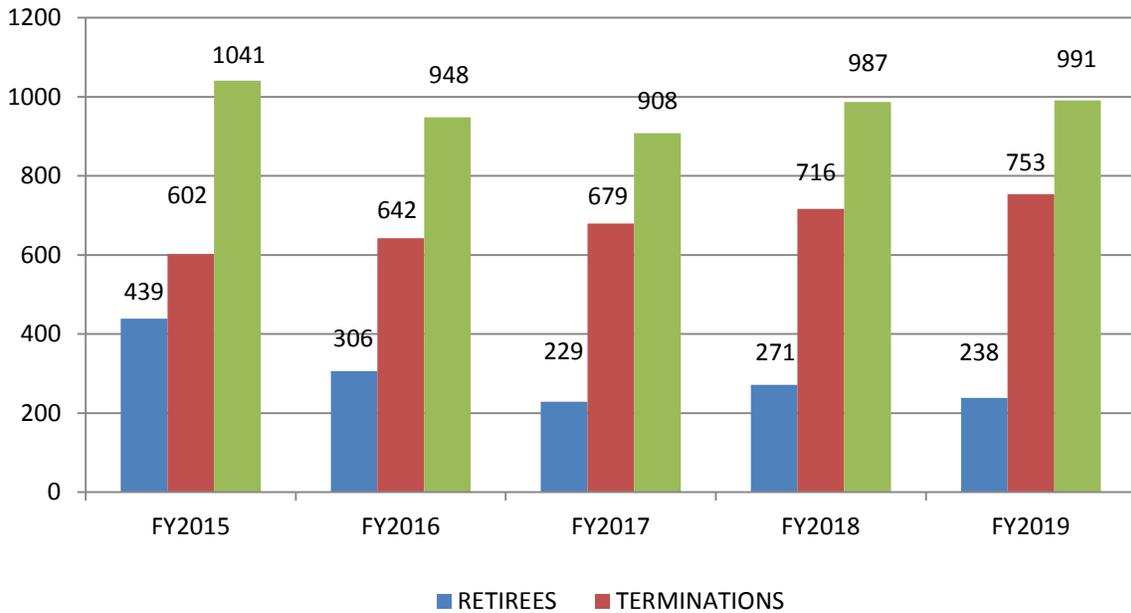
Figure 24: Projected Turnover with Retirees by FY

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DPS TURNOVER TRENDS
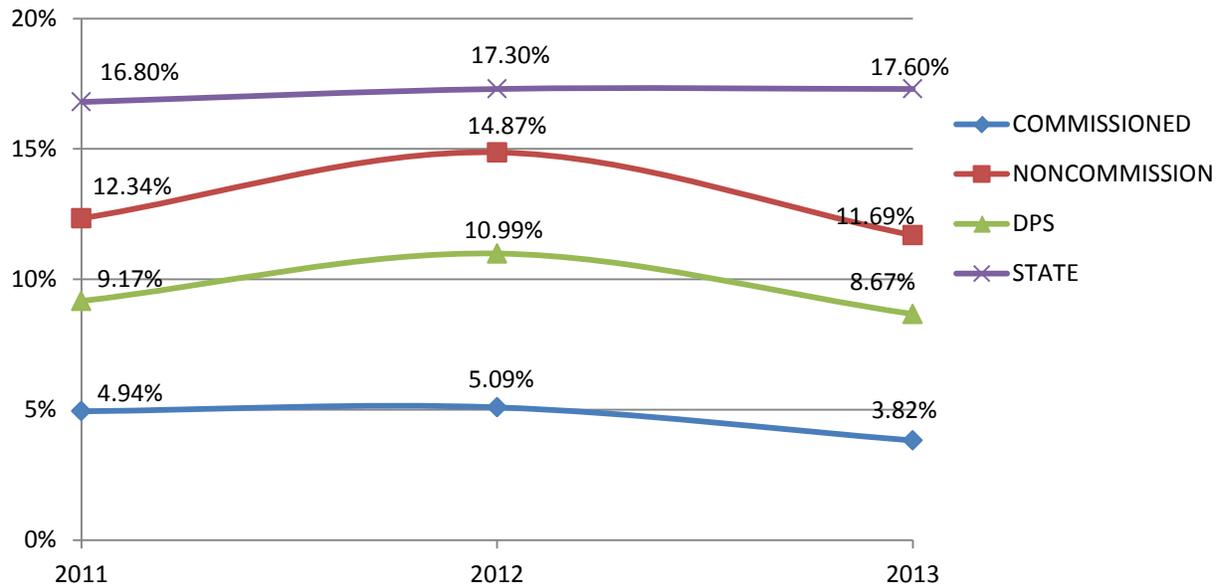
Figure 25: DPS Turnover Trends

Analysis:

1. Age – 59% of the Department's employees are 40 years of age or older compared to the FY2014 state agency average of 60%.

2. Ethnicity – White: 54%; Hispanic: 29%; Black: 14%; Other: 3%. FY2014 state agency averages – White: 57%; Hispanic: 28%; Black: 12%; Other: 3%. DPS has 1% more Hispanics and 2% more blacks in its demographics than other state agencies and 3% less whites. In comparison to DPS' FY2010-2014 report, the percentage of whites in DPS is trending down while the percentage of Hispanics and blacks is trending up, which tracks with the 2015 state ethnicity projection.

3. Education Level (highest attained) – High School: 75%; Associates: 6%; Bachelors: 17%; Masters or higher: 2%.

4. Gender – Male: 57%; Female: 43%. FY2014 state agency averages – Males: 60%; Female: 40%. DPS is a more male dominated agency than other state agencies which stems from its law enforcement mission.

5. Tenure – Less than 2 yrs: 19%; 2-4 yrs: 13%; 5-9 yrs: 21%; 10-14 yrs: 17%; 15 yrs or more: 30%. FY2014 state agency averages – Less than 2 yrs: 13%; 2-4 yrs: 20%; 5-9 yrs: 24%; 10-14 yrs: 16%; 15 yrs or more: 27%. On average, DPS has more tenured employees than other state agencies.

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6. Retirement Eligibility – From FY2015 to FY2019, the trend lines for both commissioned and noncommissioned employees are higher from the 2013-2017 projections.

7. Projected Attrition – Attrition is projected to be higher than the 2011-2015 projections.

8. Turnover – DPS is about 6.3% lower than the FY2012 state turnover rate of 17.3% and 7.6% lower than the FY2011 turnover rate of 16.8% 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 criminal intelligence specialists, communications operators, radio and tower technicians, grant coordinators, and IT professionals. Additionally, law enforcement personnel will need ongoing 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. Appropriate Funding Level for Non Commissioned Employees

The Department is in need of additional funding in order to attract and retain qualified non commissioned employees. Over 50% of non commissioned employees are paid below the average salary of similar positions at other Texas state agencies. Additional funding to attract more qualified personnel or personnel with higher education would be a great benefit for the agency workforce.

C. 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.

D. Anticipated Program and Workload Changes

1. Intelligence and Counterterrorism continues to develop their crime analysts and criminal intelligence analysts through on the job training and certifications. The process will continue through FY15.

2. 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.

3. Administration Division: The Administration Division oversees various administrative processes: Human Resource Management; Agency Infrastructure Support which includes Facilities and Fleet; Policy and Planning which includes Procurement and Contract Services and the Policy, Project and Portfolio Management Office; and Division Operations which includes Capital Assets, Reprographics and Psychological and Victim Services.

4. Driver License: Driver License Division is in the final stages of their transformation. DLD received special funding to improve services in Driver License. The transformation included: reclassification of their Customer Services Representatives (CSRs), creation of several Driver License Mega Centers in the metropolitan areas of the state, hiring over 361 new employees, and reorganizing the DLD Headquarters to provide more efficient support to customer operations and customer service areas. The final stages of the transformation include review and implementation of business processes, enabling decision making through fact-based, data-driven analysis, and automating as many functions and processes as possible to maximize asset utilization rates.

5. 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 compose the State Emergency Management Council, Local Emergency Planning Committees, the DPS Disaster Districts, the Office of the Governor, and the 1,470 incorporated cities and counties in Texas. TDEM also is responsible for administration of numerous FEMA grant programs in the areas of disaster preparedness, hazard mitigation and recovery.

6. Capitol Complex: The reorganization of duties for the non-commissioned security officers accounted for half of the vacancies. The security officer position is one of the lowest paying positions in the Department, which results in high turnover because of other opportunities. The challenges in retaining employees in these positions include competitive salary and higher level of training required in the position as a result of more complex security systems and technology. Commissioned staff turnover was primarily a result of loss of benefits when assigned to the Capitol Region. Whereas troopers working in other divisions are

assigned marked units, when assigned to the Capitol they did not have a marked unit assigned, which results in use of personal vehicle and all associated costs. Beginning with FY12, the Director and Director of LE Operations authorized a number of changes for these positions. One change was the assignment of a take-home vehicle and extending the residency policy. In addition, specialty programs such as the K-9s, Bike Patrol, Motorcycle, Equestrian and Counter Surveillance teams were created. This has reduced the vacancies rate of the past two years.

7. Law Enforcement Support Division: The Department's crime laboratories process approximately 50% of all evidence statewide 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 law enforcement agencies are obtaining and submitting to the lab blood from many drunk drivers to test for alcohol, thereby increasing the demand on Department resources. To meet these needs, the Department anticipates staff increases of 130 FTEs by 2021 in the following areas:

   a. Toxicology   16 FTEs
   b. Forensic DNA   50 FTEs
   c. Latent Prints   8 FTEs
   d. Firearm Cases   8 FTEs
   e. Drug Cases   20 FTEs
   f. Trace Evidence   4 FTEs
   g. Evidence Technicians   14 FTEs
   h. Administrative Assistants 10 FTEs

   The Department's Crime Records Service processes fingerprints submitted for various applicant purposes. CRS anticipates an increase in the number of fingerprints to be processed as a result of the Driver License Division moving toward capturing ten fingerprints for driver license applicants. These DL fingerprints will be compared to existing applicants in order to establish a unique identity for the applicant and prevent fraud. In order to process this additional workload, additional fingerprint technicians are required:

   AFIS personnel   17 FTEs

   Crime Records is also responsible for training and auditing state and local entities that are authorized to access criminal history record information (CHRI) from state and federal repositories. The current audit staff is undersized and the unit is unable to provide the required training and auditing services for the more than 15,000 entities that have access to CHRI data. Therefore, there are many entities throughout the state with access to CHRI that have not been trained or audited on the applicable state and federal laws, rules and regulations concerning the collection, storage, retrieval, use, destruction, disclosure and dissemination of

CHRI. The auditing component is a requirement for access to the federal file, and the state runs the risk of losing access to the federal CHRI data if the audits are not performed on the three year cycle required by FBI policy.

   Training/Audit personnel   20 FTEs

The Public Safety Communications Service responses are expected to continue to increase as requests for use of the state's cache of emergency communications fleet of vehicles and equipment rise. Teams of experienced, technologically trained communications, radio and IT personnel must also be available to maintain, transport and operate this equipment so that the expanding mission requirements for DPS and other agency requests can be met.

9. Regulatory Services Division (RSD) Issuance and Modernization: The growth in regulatory programs is a long-term trend that requires additional personnel to process applications, especially in the Concealed Handgun Licensing (CHL) program which has increased by 210% since 2006. The division has been able to absorb the growth through process improvements and other efficiency measures, but the primary reason licenses continue to be issued within statutory deadline is because the CHL program "borrows" FTE employees and takes resources from other RSD licensing programs, pays overtime, and hires temporary personnel. Those measures are costly and unsustainable, and are detrimental to other licensing programs within RSD. To keep up with program growth, RSD is requesting 36 additional licensing personnel FTEs to process and evaluate applications in the CHL program, and an additional 49 FTEs who process applications, manage customer service, handle data entry, and provide administrative functions to support the various regulatory programs in RSD.

   RSD is also requesting software to minimize a very high risk of system failure with the legacy systems in the Private Security, Prescription Access in Texas (PAT), Metals, and Concealed Handgun Licensing programs. New software would allow for system automation, and provide licensees with accurate and timely information online. Funding is also requested for an automated mailing system that will allow for front-end scanning, eliminate keypunch workload, and allow for a paperless process for a more efficient work flow. Additionally, with the legislative demand for interactive and online access for taxpayers for regulatory programs, RSD will need additional project specialist and systems support personnel in the future.

   RSD Compliance: Over the past 18 months, thirty percent of Compliance and Enforcement Service field auditors resigned to work elsewhere. Before RSD reorganized in 2010, the field auditors were responsible for oversight of one program, Vehicle Inspection. Since the reorganization, audit responsibilities have increased from one program to five, requiring auditors to obtain training and

detailed knowledge of four additional highly complex regulatory programs. However, compensation and title have not kept pace with the increase in duties and responsibilities. Therefore, RSD is requesting funding for the reclassification of the auditor position to an investigator position with a career path.

Additionally, RSD is requesting 12 non-commissioned investigative personnel to effectively maintain oversight of regulatory programs, specifically in the Controlled Substances program. There are currently 97,845 medical practitioner license holders and pain management clinics, and 5,940 pharmacies in Texas regulated by DPS. It is estimated that 2,000 Texans died in 2013 as a result of illegal use of legal drugs, and RSD believes inspections are critical to saving lives.

10. Information Technology Division: The modernization of information technology within the Department requires skilled technologist to support new capabilities including mobile applications and shared technology services. The Department anticipates hiring employees with current skills as less skilled employees leave the workforce.   To continue to protect the agency from the ever increasing threat of a cyber-attack the Department must augment our cybersecurity team with skilled professional cybersecurity professionals. These professionals will execute the Department's cybersecurity strategy increasing our ability to proactively reduce the risk of a breach of our systems and data.

11. ETR has been charged with developing and implementing training for all DPS officers and outside agencies in responding to active shooter incidents. This program has been developed and is currently being taught within the staff limitations available. To be successful, this training needs to include not only basic response to an active shooter but also intermediate and advanced training. Additionally, response in rural terrain should be included. This training, to be effective, will require continuing training to ensure the skills in proper response to an active shooter remain sharp. This training must also include training of local agencies to ensure a coordinated response to such an incident. To accomplish this task as assigned, ETR has requested an additional 12 commissioned FTEs. These would be two sergeants and ten troopers. These twelve personnel would form two dedicated training teams to instruct all phases of active shooter response training.

To provide broader leadership development training and ensure increased productivity of its employees, the Department is instituting a command college for leadership development training. This command college is being designed to train and develop both commissioned and non-commissioned employees of the department. This program will require persons with an academic background to assist with future development as well as staff to instruct the developed courses. This program will allow the Department to leverage academia to conduct research in priority areas and assess strategy results. To successfully fulfill this

need, the department has requested 2 non-commissioned and 5 commissioned positions to man the leadership and professional development staff.

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 law enforcement 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.

7. Regulatory Services: Continued growth in the regulatory programs necessitates additional licensing and contact center personnel to keep up with the demand, especially in the Concealed Handgun Licensing program. Additionally, to adequately address program administrative enforcement statewide in growing regulated programs, there is likely to be a critical need for additional non-commissioned audit and investigative personnel.

8. Communications Operators: Communications Operators are the life-line to troopers, rangers, and agents. They have access to law enforcement sensitive databases. New laws require communications operators to be licensed and successfully pass physiological testing and polygraph. Recruiting and maintaining qualified licensed communications operators will be a challenge.

9. Radio Technicians: Technology advancements and the implementation of a statewide hybrid trunked radio system will require a specialized skill set of personnel.

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. DPS recruiters, stationed throughout the state to cover not only Texas but neighboring states, attended 385 recruiting events during FY 2013. On average, the Department receives 3376 applications for each recruit school. Of those applicants, only 145 are accepted to join a DPS recruit class. The vast majority of those not accepted either do not qualify based on education and/or experience or do not pass the written test or physical fitness requirements. Other disqualifications occur due to the results of polygraph examinations, assessment boards, and background investigations. 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, retirement plan, 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 noncommissioned employees. Development of the leadership and professional development staff, including the command college will assist to providing continuing educational opportunities for non-commissioned staff members.

C. Funding

Currently TDEM receives only $3.7 million in state general revenue to fund less than 30% of the Division's employees. Federal grant funding and interagency contracts finance the remainder of the Division's staff and their mission to operate a comprehensive state emergency management program. With state funds only covering 26.5 percent of the Division's staffing requirements, any reduction in federal grant funds will have a significant impact on staffing levels to meet program demands. The Department's strategy is to work toward a more balanced ratio of state to federally funded positions (e.g., 60/40).

D. 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.

3. The Department implemented a salary review committee that implemented several initiatives. The first was the restructuring of the Administrative Assistant salaries. That series is now utilizing the salary range when hiring and promoting into this series. Employees currently in those positions were awarded salary equity adjustments to coincide with market pay. Human Resources is also actively reviewing all job descriptions for appropriate essential functions and comparable market pay.

E. Organizational Change

The Department has a service area, Policy, Projects & Portfolio Management, created to oversee all policy revisions, review existing policies, make recommendations regarding necessary changes and develop training modules to support these changes. They are also tasked with the review process of prioritizing all major DPS purchases and projects.