



**Texas Water Development Board  
Recruitment Plan  
Fiscal Year 2025**

September 1, 2024 – August 2025

**EEO Contact**

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As required by TX Labor Code § 21.501 and 21.502, each state fiscal biennium, each state agency shall analyze its current workforce and compare the number of African Americans, Hispanic Americans, and females employed by the agency in each job category to the available African Americans, Hispanic Americans, and females in the statewide civilian workforce to determine the percentage of exclusion or underutilization by each job category. Based upon a workforce availability analysis, each state agency, shall develop and implement a plan to recruit qualified African Americans, Hispanic Americans, and females.

## **Recruitment Plan**

### ***I. Equal Employment Opportunity (EEO) Statement***

It is the intent of the Texas Water Development Board (TWDB) to provide equal employment opportunity for all people regardless of race, color, age, sex, religion, sexual orientation, national origin, disability, or veteran's status. Physical disability or condition is not considered a factor in employment unless the specific job so warrants.

Equal Opportunity is provided for all people in the areas of recruiting, hiring, transfers, promotions, training, compensation, benefits, layoffs, and terminations. Vacancies are filled in accordance with agency job descriptions, State Classification system guidelines and legislative appropriations.

### ***II. Purpose***

The purpose of the TWDB Recruitment Plan is to ensure compliance with the policy statement detailed above and to provide a management tool to be utilized throughout the agency to assure equal employment opportunities in all phases of employment.

### ***III. Scope of Plan***

This Recruitment Plan covers all employees and applicants for employment with the TWDB. The plan is an integral part of agency personnel policy and will be administered by those employees in management and supervisory positions. The foundation of the agency's recruitment plan is one that will ensure equal opportunity of all covered classes. The agency will achieve this through a focused community outreach program.

Human Resources staff charged with recruiting or related duties will work with the Human Resources Manager and program staff to ensure job vacancies are made available to a wide range of recruiting sources. Job vacancies will be distributed to various recruitment sources and be posted in accordance with State of Texas job notification statutes.

### ***IV. Designation of Responsibility***

Authority for implementation of the TWDB Recruitment Plan resides with the TWDB Executive Administrator. To ensure equal employment opportunity, the TWDB Executive Administrator designates the responsibility to establish, monitor, evaluate and implement the EEO policies and procedures and the Recruitment Plan. The responsibility of the

Human Resources Manager is to ensure that the policy of equal employment is made known both internally and externally. The following actions are taken to disseminate the agency policy:

- A. The Recruitment Plan will be discussed during new employee orientation with all new employees to ensure full understanding.
- B. Additional equal employment opportunity policy information or updates will be distributed to all employees as needed.
- C. The TWDB Employee Handbook details agency personnel policies and is accessible to all employees. All changes in these policies will be available on the agency's internal website and employees will be notified of any changes.
- D. A copy of this Recruitment Plan will be made available on the TWDB career page for review by all interested people, including job candidates.

#### ***V. Plan Development***

Each year, the TWDB evaluates the effectiveness of its Recruitment Plan to determine if any modifications or policy changes are required. By careful analysis of hiring and retention practices, the TWDB can determine what specific activities were successful. The Human Resources Manager has been delegated overall responsibility for developing, coordinating and implementing the Recruitment Plan. The Human Resources Manager is responsible for:

- assisting in identifying and resolving EEO problems;
- serving as liaison between the TWDB and the Governor's Office, the Texas Workforce Commission - Civil Rights Division, professional organizations, and the public;
- keeping staff informed of recent EEO developments; and
- developing and maintaining an effective Recruitment Plan to ensure that areas of underutilization are addressed in compliance with state statutes.

#### ***VI. Plan Implementation***

Based on the fiscal year 2024 utilization analysis report for TWDB, Human Resources plans to address potential underutilization in the job category of Administrative Support for African Americans and Hispanics. Human Resources will continue to use its resources to attract qualified candidates in standard and hard to fill positions in the following ways:

##### **A. Career Fairs, Conferences and other Recruiting Events: Professional Associations (Local, State, Regional & National):**

- The workforce recruiter will attend professional association events that are relevant to the work of TWDB by attending meetings, conferences and other events at the local, state, regional and national levels as an exhibitor and/or an attendee, as funding permits.

- The Association of Executive & Administrative Professionals, the American Society of Administrative Professionals, and the Texas State Agency Business Administrators Association are examples of organizations that can assist with addressing potential underutilization.
- The American Society of Civil Engineers (ASCE), Association of Environmental & Engineering Geologists (AEG), and the Texas Society of Professional Engineers (TSPE) are examples of organizations that can assist with technical vacancies in the field of engineering and geosciences.
- The workforce recruiter will continue to utilize connections established with local Austin-area organizations and attend career fairs (in-person and/or virtual) to increase awareness of TWDB job opportunities.
- The Capital Area Workforce Solutions, the City of Austin's Annual Career Expo, the American Legion Veterans Career Fair and Hiring Red, White and You! with the Texas Veterans Commission are some of the local Austin-area organizations TWDB will continue to work with to increase awareness of TWDB job opportunities.

#### **B. Internship Program:**

- ***Communication with College & University Campus Career Services*** - The TWDB plans to continue communication with campus career service centers within educational institutions for the purposes of recruiting students for internships.
- ***Paid/Voluntary Internship Program***– TWDB hosts interns who are current college students or recent graduates. In 2024, the agency implemented its year-round (fall, spring and summer semesters) paid internship program. The workforce recruiter will actively promote the intern program during all career events, assist interested candidates through the application process, and work with hiring managers to recruit and select interns. Interns will be recruited via several sources such as career fair events, the TWDB internship website, and the Mickey Leland Environmental Internship program via partnership with the Texas Commission on Environmental Quality.
- ***Environmental & Natural Resources Law Section Internship Program*** – The State Bar of Texas, Environmental & Natural Resources Law Section (ENRLS) is sponsoring one summer internship for students currently in their second year of law school. ENRLS fosters the success of a vast community of environmental, energy, and resources lawyers, advisors, law students, and decision-makers and provides a premier forum for the exchange of ideas and information.
- ***Externships*** – The Externship program through the Jackson School of Geosciences at the University of Texas at Austin has also been shown to be a great recruitment tool. Students have visited the TWDB since 2016 to tour and learn about the agency and future job opportunities. TWDB staff work to foster a partnership with the UT Jackson School of Geosciences to hold information sessions on campus and attend the annual Texas Geosciences Career Fair.

### C. Advertising:

- **Placement of Job Announcements** – TWDB Human Resources will encourage more job advertisement placement in publications, websites, and other resources whose readership includes potentially underutilized populations (when applicable and economically feasible).
- **Job Boards for Professional Associations** – TWDB Human Resources will continue to post TWDB job vacancies on various job boards for professional associations that relate to the discipline for recruitment. Examples of job boards include the American Society of Administrative Professionals for administrative-related vacancies, the Texas Society of Professional Engineers for engineering-related vacancies and the Texas Floodplain Management Association for flood-related vacancies.
- **CAPPS Recruit** – TWDB Human Resources implemented CAPPS Recruit in June 2023. The online system allows Human Resources and Hiring Managers to create, route, post and track job requisitions. It allows qualified job candidates to electronically apply for agency positions.
- **LinkedIn Recruiter** – LinkedIn is a social networking website geared toward professional networking. The platform has evolved to include job postings and profile mining. TWDB Human Resources will continue to use LinkedIn Recruiter to source candidates and post open vacancies.
- **Handshake** – TWDB Human Resources will continue to post relevant job vacancies on Handshake. Handshake connects employers with students and recent alumni from across 1,100 colleges and institutions in addition to 150 plus student organizations.
- **Symlicity** – TWDB Human Resources will continue to post job vacancies on Symlicity which is another tool that connects employers to career service offices at over 2,000 colleges and universities.
- **Talent Ally** – TWDB Human Resources will continue to post relevant job vacancies on Talent Ally. This recruitment effort assists in serving as an outreach tool to candidates within potentially underutilized populations.
- **Indeed** – Indeed is a standard job posting platform in the recruiting industry. TWDB will continue to post job vacancies on the platform and elevate to Indeed Sponsored to lengthen the online presence of a given posting and increase its searchability. Indeed Sponsored is a paid feature that allows job vacancies to appear higher in a candidate's search for a fee.
- **Social Media Campaign** – TWDB Human Resources and Agency Communications collaborates on the weekly promotion of active vacancies on a variety of social media platforms such as LinkedIn and X. These collaborative workings also include the development of a media campaign to brand TWDB digital and in-person recruitment efforts.

### D. Workforce Recruiter, Job Placement Sources and Reporting–

- TWDB Human Resources has a dedicated full-time workforce recruiter on staff. The main purpose of this role is to analyze and assess hiring-related data, implement proactive recruiting strategies and collaborate with hiring

managers and other HR staff to strategically recruit. The TWDB workforce recruiter will continue to practice proactive recruitment strategies based on hiring-related metrics.

- TWDB Human Resources will continue to maintain an inclusive list of free and paid job posting resource sites for use by the agency.
- The workforce recruiter will continue to analyze data from various sources such as new hire surveys and CAPPS Recruit to develop strategies for effective recruitment programs.

#### **F. Networking Initiatives.**

- ***Develop Partnerships with Professional Associations and Employment Services Organizations*** – The purpose of conducting community outreach is to build awareness of the agency in the community and establish a network of contacts that can possibly lead to referrals. Some examples of professional associations include the American Society of Administrative Professionals. Capital Area Workforce Solutions and Goodwill Central Texas are organizations that provide employment services.

### ***VII. EEO Complaint Handling Procedures***

It is the TWDB's policy to regularly inform employees about the process available for handling complaints of discrimination or other EEO-related issues. Any TWDB employee who has equal employment opportunity-related questions, problems or complaints may communicate his/her concern to the immediate supervisor, any supervisor in the chains of command, any supervisor within the Agency, the Deputy Executive Administrator for Operations and Administration, General Counsel, Director of Human Resources, or any member of the Human Resources or General Counsel staff. All complaints will be handled fairly and expediently. It is the TWDB's policy that no employee shall suffer retaliation for seeking resolution of a problem through this procedure.

### ***VIII. Statistically Under-represented Groups***

A utilization analysis was conducted for the Texas Water Development Board (TWDB) using the 80% Rule. This rule compares the actual number of employees to the expected number of employees based on the available state Civilian Labor Force (CLF) data for African American, Hispanic, and female employees.

For the purpose of this analysis, a group is considered underutilized when the actual representation in the workforce is less than 80% of what the expected number would be based on the CLF. The TWDB reviewed and conducted an analysis to determine where underutilization was identified. The utilization analysis of the TWDB for fiscal year 2024 indicated potential underutilization in the category of Administrative Support (C). The following tables summarize the results of the utilization analysis.

<b>Job Category</b>	<b>Utilization Analysis Results</b>
Officials/Administrators (A)	No Underutilization
Administrative Support (C)	African American (Inconclusive; sample too small) Hispanic (Potential Underutilization)
Service Maintenance (M)	N/A
Professional (P)	No Underutilization
Protective Services (R)	N/A
Skilled Craft (S)	N/A
Technical (T)	N/A

For the TWDB to decrease potential underutilization, the agency will continue to expand marketing of career opportunities for vacant positions in underutilized job categories.

***IX. Statewide Utilization Analysis***

(See attachment)

***X. TWDB EEO and Recruitment Plan Policies***

The TWDB Human Resources Division maintains a written policy statement that implements a program of equal employment opportunity to ensure all personnel transactions are made without regard to race, color, sex, religion, sexual orientation, age, disability, national origin, or veteran's status.

***XI. Certification***

The Texas Water Development Board is committed to the implementation of the Recruitment Plan. Furthermore, the TWDB will continue to develop this plan to ensure continued effectiveness.

Approved:

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Nathalie Antenor, Human Resources Manager

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Date

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Edna Jackson, Deputy Executive  
Administrator, Operations and Administration

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Date