



**Texas Water Development Board Recruitment Plan
Fiscal Year 2026**

September 1, 2025 – August 31, 2026

EEO Contact

Nathalie Antenor, SPHR, SHRM-SCP
Human Resources Manager
Texas Water Development Board
1700 N. Congress Avenue
Suite 670
Austin, TX 78701
Phone: 512-475-2807
Fax: 512-463-7644

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.

Additionally, each state agency is required by Texas Labor Code § 21.504, not later than November 1 of each calendar year, shall report to the commission the total number of African Americans, Hispanic Americans, females, and other persons hired for each job category by the agency during the preceding state fiscal year. The commission shall compile this information and submit a report based on the information to the governor and the Legislative Budget Board not later than January 1 of the subsequent calendar year.

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 for 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.
- 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 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

Workforce Recruitment has increasingly leveraged data and reporting to inform strategic decisions aimed at attracting qualified candidates for both standard and traditionally hard-to-fill positions. Recent analysis from CAPPS Recruit reports, along with survey data collected during New Employee Orientation, has identified online recruitment platforms as the most effective sourcing method. As a result of these findings, recruitment will prioritize online platforms as the primary channel for candidate sourcing in FY26, ensuring continued success in reaching and engaging top talent.

A. Data Driven Recruitment Strategies Using Online Tools

- *Post/Search/Screen/Candidate Engagement*
Sourcing candidates through online platforms is a dynamic and strategic process. Once

job vacancies are posted, the workforce recruiter is able to proactively search for and screen potential candidates, initiating early engagement to assess fit and interest. This front-end interaction lays the groundwork for a seamless transition into the formal application process via the agency’s website, ensuring a more efficient recruitment pipeline.

- ***Management of Paid Postings***
The HR Recruitment Team conducts bi-weekly evaluations of active job postings to identify roles that would benefit from enhanced visibility through premium (paid) job boards. This approach focuses on positions with low applicant volume, extended posting durations, or specialized skill requirements as requested by hiring managers. By strategically investing in paid advertisements, the team aims to expand reach, attract niche talent, and accelerate time-to-hire.
- ***Recruitment Team Collaboration (HR Generalists and Hiring Managers)***
Workforce Recruiter will continue to maintain close coordination with HR Generalists and Hiring Managers to stay aligned with current and upcoming job requisitions. Workforce Recruiter will expand and strengthen collaboration with hiring managers, to assess hiring needs, gaps and strategies. This partnership ensures that recruitment strategies remain responsive, informed, and tailored to departmental needs.

B. Online Recruitment Platforms

- ***CAPPS Recruit/“Agency Website”*** -
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. Currently the top source for routing candidates to job vacancies.
- ***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.
- ***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.
- ***Job Boards for Professional Associations***
TWDB Human Resources will continue to post TWDB job vacancies on various professional association job boards that relate to the position’s subject area. Examples of job boards include the Austin Chapter of American Society of Civil Engineers for engineering-related vacancies and the Texas Floodplain Management Association for flood-related vacancies.
- ***Social Media Campaign***
TWDB Human Resources and Agency Communications collaborate 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.

- ***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.
- ***12Twenty*** TWDB Human Resources will post job vacancies on 12Twenty. 12Twenty is a data-powered, early employment platform that connects employers to over 1,600 university programs.
- ***Symplicity*** TWDB Human Resources will continue to post job vacancies on Symplicity which is another tool that connects employers to career service offices at over 2,000 colleges and universities.

C. Recruitment Events

- **Career Fairs and Information Session**
Survey data collected from recent career fairs show the majority of attendees fall within the categories of Finance, IT, HR and General Administrative. Based on these findings, the Workforce Recruiter recommends we continue to attend similar events.

The workforce recruiter will continue leveraging relationships with college career services personnel to host **information sessions**, both on campus and virtually.

The workforce recruiter will also continue to attend any available **virtual career fairs**, when offered.

D. Internship and Student Engagement

TWDB continues to invest in internship programs to cultivate early-career talent and build future workforce pipelines.

- ***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.
- ***TWDB 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 a summer internship program 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. The TWDB hopes to place one student.

- ***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.

E. Strategic Partnerships and Community Outreach

- ***Develop Partnerships with 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 for roles in public service. Capital Area Workforce Solutions, Texas Veterans Commission 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 any supervisor, 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 2025 indicated no underutilization.

