

Commitment & Collaboration

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COMMITMENT

TRAINING
SKILLS
LEADERSHIP
PHILOSOPHY
TEAM
VISION
GOAL
RESPECT
TRUST
PEOPLE
DISCIPLINE
POWER
COMPETENCE

LEADER
MISSION
PHILOSOPHY
TEAM
VISION
GOAL
RESPECT
TRUST
PEOPLE
DISCIPLINE
POWER
COMPETENCE

CONDUCT
RISK
GROUP
EMOTIONAL
STRENGTH
MANAGEMENT
DELEGATING
COMMITMENT
MANAGER
INNOVATION
MOTIVATION
SOLUTION
COLLABORATION
ABILITY
COMPANY
ASSESSMENT
COMMERCE
COACHING
TEAMWORK
SUCCESS

What Is Commitment?

Commitment to work is the level of enthusiasm an employee has towards his/her tasks assigned at a workplace. It is the feeling of responsibility that a person has toward the goals, mission, and vision of the organization he/she is associated with.

Average Job Tenure

- In 1996, the average employee stayed with a company between 3.5-3.6 years.
- By 2014, the average tenure by a full year to 4.6 years
- As of January 2022, the median amount of time an employee had been with their current employer was 4.1 years (Bureau of Labor Statistics)

The Great Resignation of 2021

Coined by former TAMU Professor Anthony Klotz

What was happening - Pandemic...lock down...remote working...hybrid work environment

Result – People tend to step back, rethink their lives, change careers...and business needs to adjust with these changes

The Great Resignation

Why did employees resign?

- Low pay & advancement opportunities
- Childcare issues & lack of flexibility in work hours & location
- Feeling disrespected
- More work-life balance
- Jobs that were a better fit

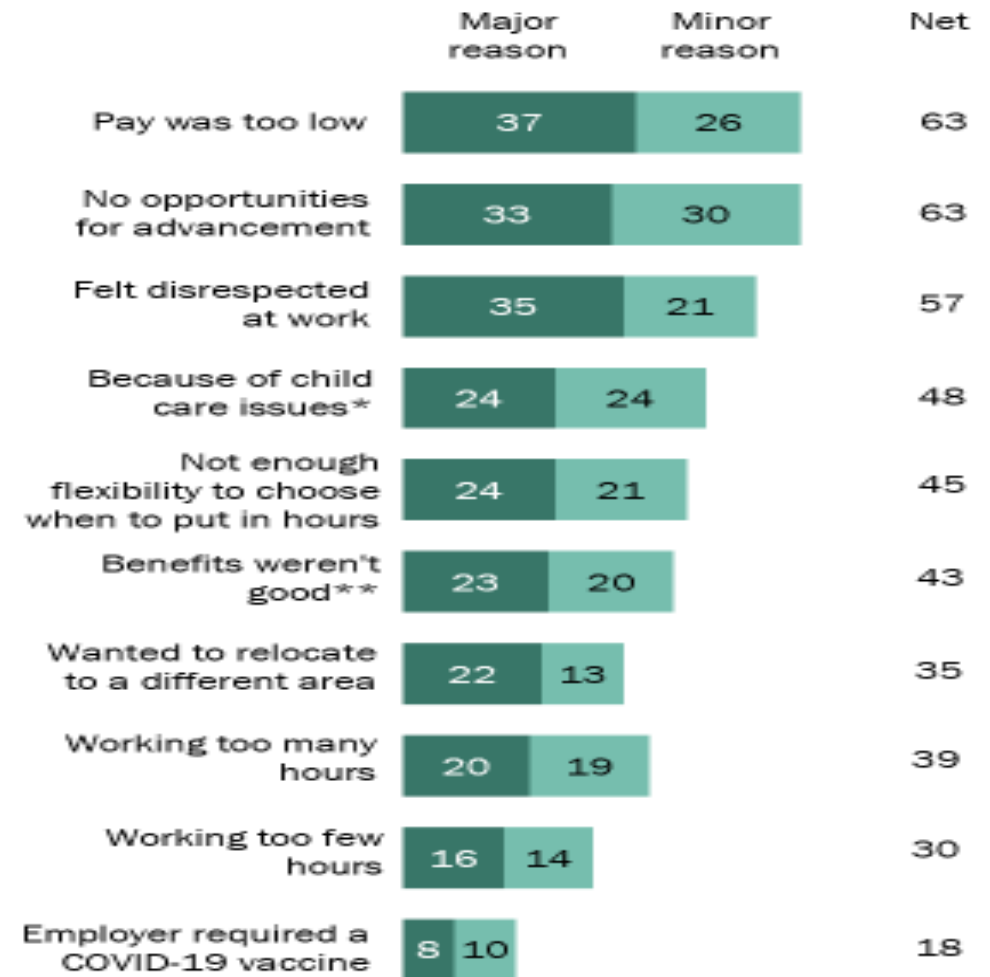
Studies suggest resignation trend continued into 2023.

- Sources: Pew Research Center; World Economic Forum; Jan 2023.

The Great Resignation

Top reasons why U.S. workers left a job in 2021: Low pay, no advancement opportunities

Among those who quit a job at any point in 2021, % saying each was a ____ why they did so



Source: Pew Center for Research

The Great Resignation

What has it done to the workforce?

- Resignations highest among mid-career employees; high in various categories: healthcare, technology, travel/leisure, retail
- Cost of losing employees & training new employees; on average it costs 6-9 months of an employee's salary in recruiting & training costs
- Higher workloads, stress and burnout for those employees that stayed
- Increase employee recognition
- Provide more resources for work-life balance

The Great Resignation

How to employers adjust? Future impact?

Commitment to People-Centric Values - Employees are seen & heard serve to motivate them to contribute to the organization; Employees feel their work is meaningful

Work-Life Balance Priorities - No meeting Fridays; Hybrid work mode; Importance of family time; Reduced meeting times/transition between meetings

Ongoing Communication – newsletters, organizational & staff meetings, employee appreciation events

Well-Being Initiatives – wellness activities and programs

How has TWDB Adjusted?

- **Commitment to People-Centric Values**
- **Work-Life Balance Priorities**
- **Ongoing Communication**
- **Well-Being Initiatives**

- ✓ Adopted agency core values; employee recognition awards
- ✓ Telecommuting/Hybrid work environment; core work hours; no meeting Fridays is a goal
- ✓ Management forums; Agency-wide meetings
- ✓ Monthly employee wellness events

Snapshot of TWDB Workforce

As of December 2023, TWDB has 429 employees. Of these:

- 55% of current employees were hired after March 2020.
- 39% of current employees have few than 2 years of TWDB experience.
- 19% have few than 2 years of State of Texas service.

Overall, the trends indicate average length of state service has been steadily declining throughout Texas agencies.

Snapshot of TWDB Workforce

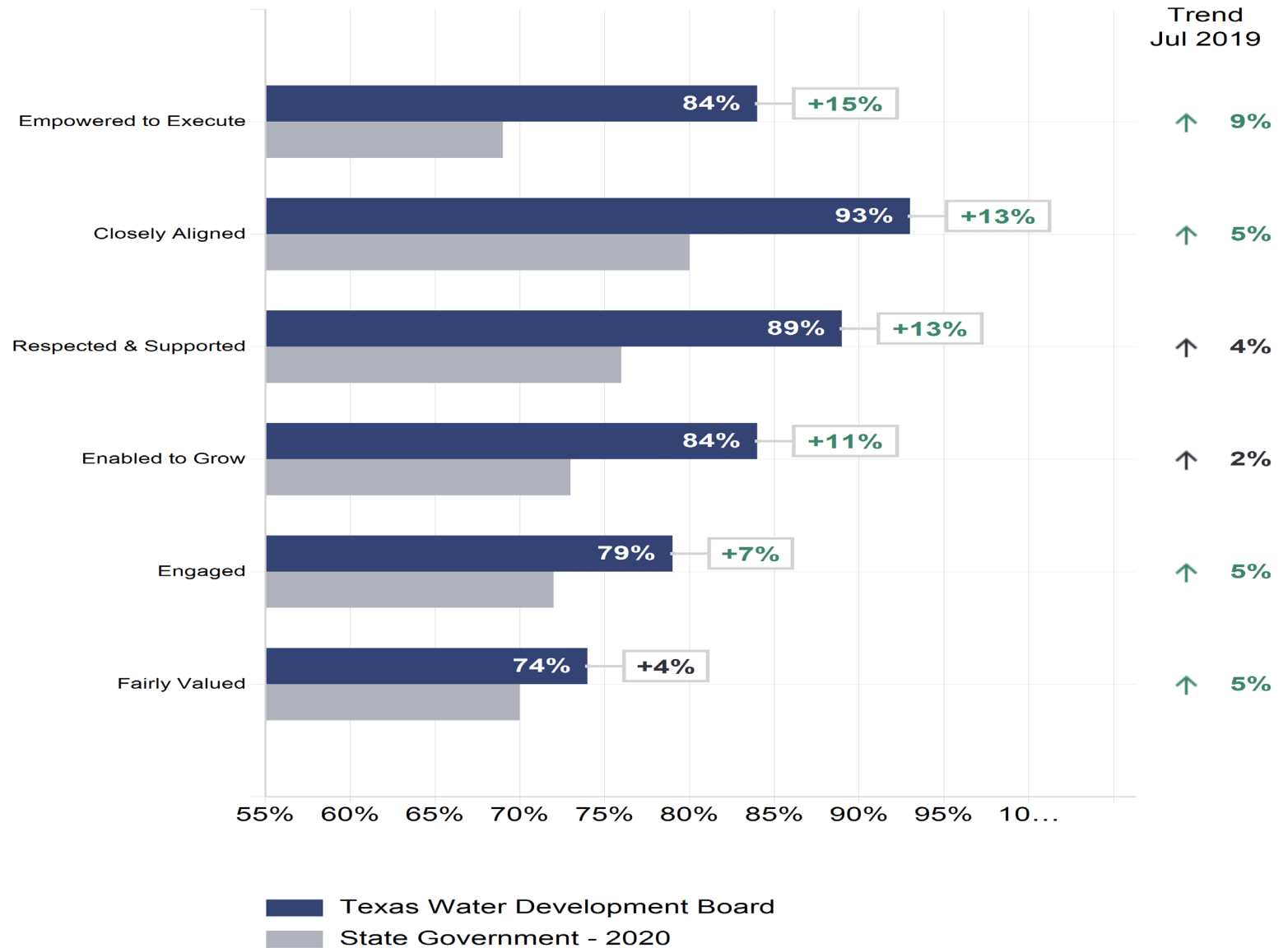
Telecommuting is a business necessity and an attractive option for retention and new hires. At TWDB,

- 97% of current employees have a telecommuting agreement
- Hoteling is part of our physical work environment.



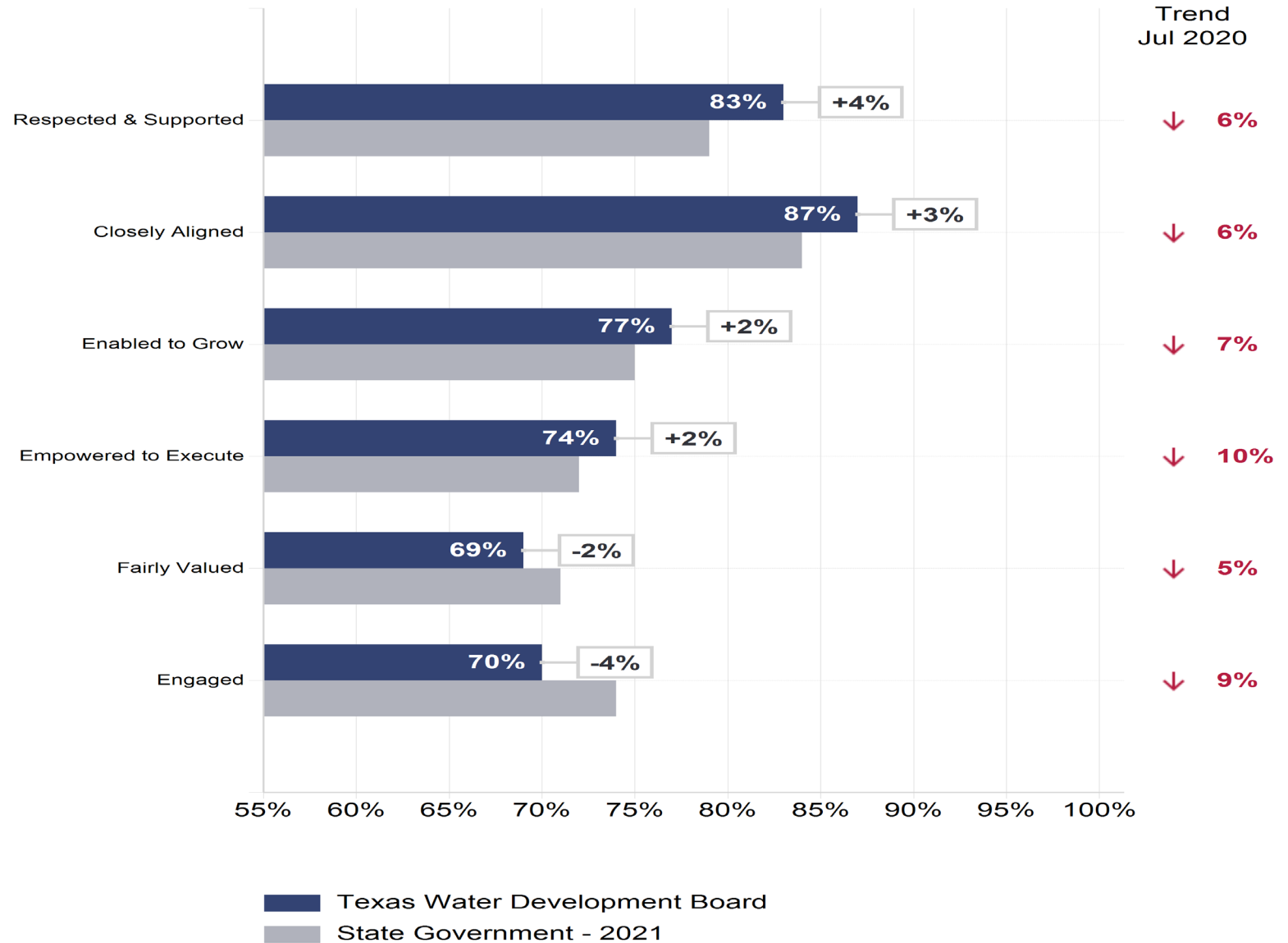
TWDB Workplace Trends

July 2020
(Start of Pandemic)



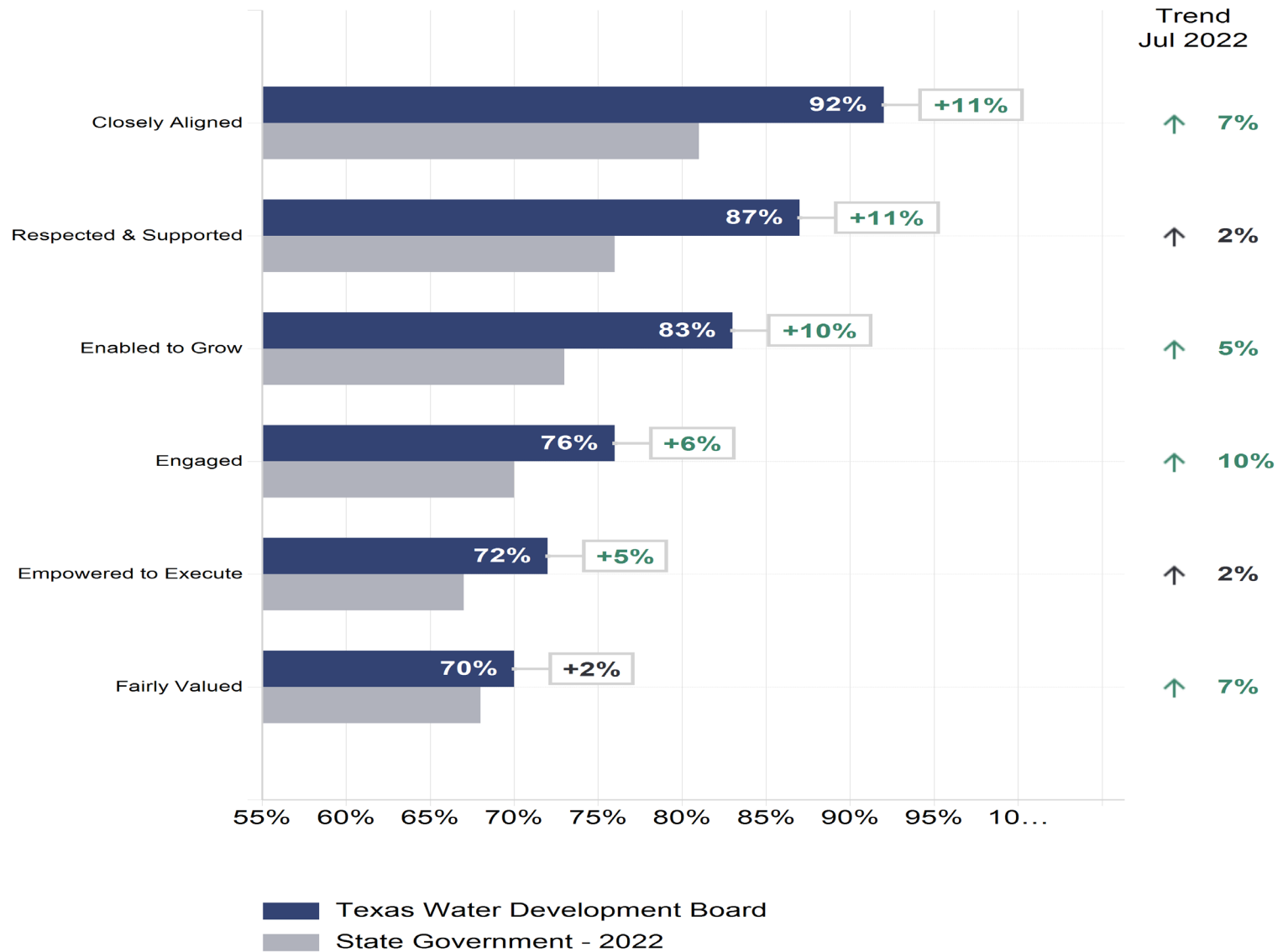
TWDB Workplace Trends

July 2021
(Return to Work
Planning)



TWDB Workplace Trends

July 2023
(Maturing Hybrid
Work Policies)



Why did new employees choose TWDB?

- TWDB's mission means something to me
- Want to have a lasting impact on water in Texas
- Want to leave a mark on the community and concerned about water resources in Texas
- TWDB has been named as a top agency
- Remote working options allow for better balance with personal responsibilities
- Want to work for an agency that aligns with personal values

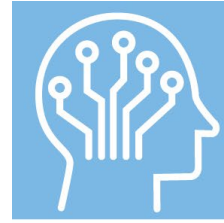
Why did new employees choose TWDB?

- Heard lots of good things about working for TWDB
- Wanted something more from my employer than just being another employee
- TWDB has the coolest field jobs
- Good opportunities to learn from each other because there is a close knit of water professionals here
- Water has always been part of my life; what better place to work

TWDB

Core Values

- Our internal beliefs, ethics and guiding morals that steers our attitude and behavior towards others
- Developed and supported by employees
- Making Values a Priority (MVP); Recognize employees that demonstrate core values



INNOVATION



IMPACT



PRIDE
IN PUBLIC SERVICE



ACCOUNTABILITY



SEE Survey – Key Findings

- TWDB employees are engaged and willing to contribute towards improvements in the workplace.
- Job satisfaction, employee development and employee engagement were areas that were rated positively by employees.
- Community, supervision and employee engagement were areas of strength.
- Pay, employee benefits and internal communications were areas of concern.
- Supervisor feedback and upper management communication generated the highest levels of disagreement.

Today's Job Commitment

Generally, job commitment will be in two categories:

- Promise, Obligation, Guarantee, Duty
- Dedication, loyalty, devotion: These employees will be more purpose-driven and exhibit a passion and positive attitude towards their job/employer. AND stay longer. Studies indicate employees that are engaged are happier and stay longer.

Q: How to attract

Trends in Employee Turnover and Retention

- Career Advancement Opportunities – training and development, promote from within
- Check in with Employees – talk to employees; good listener; welcome their concerns and comments
- Encourage Healthy Work-Life Balance – telecommuting, flexible hours, wellness activities
- Employee Recognition – Shout outs, notes of appreciation, special lunches
- Competitive Employee Benefits – research, compare to other companies



DISCIPLINE
RESPECT
CREATIVE
TEAM
INNOVATION
TRUST
PARTNERSHIP
EDUCATION
COOPERATION
BRAINSTORMING
CONNECTION
HELP
IDEA
TRAINING
EFFECTIVE
MOTIVATION
GOAL
SKILLS
PEOPLE
TEAMWORK

COLLABORATION



VISION
PHILOSOPHY
LEADER
MEMBER
EMOTIONAL
INTEGRITY
WIN
LEADERSHIP
ASSISTANCE
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MANAGEMENT

Collaboration

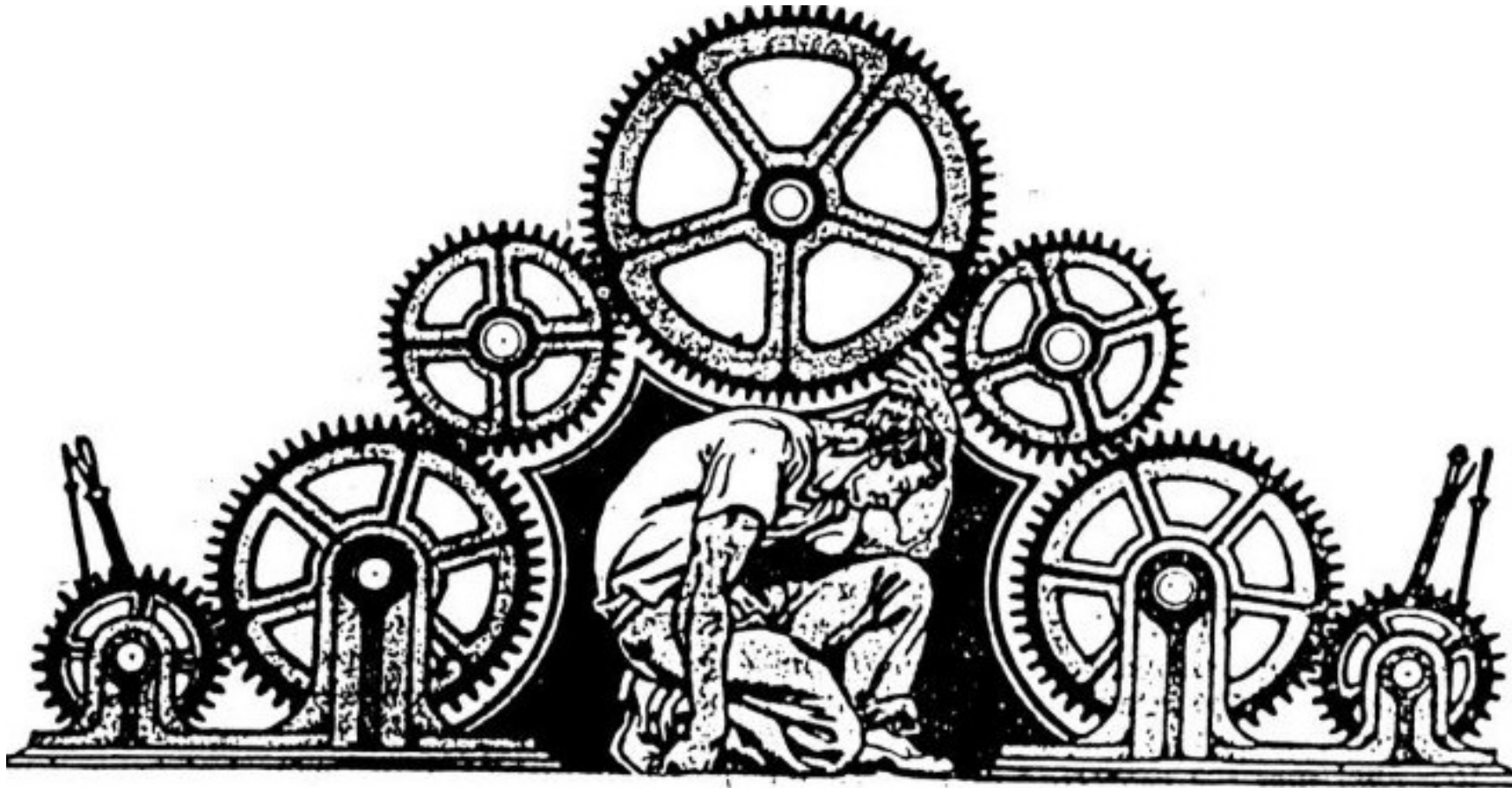
Collaboration in the workplace is two or more employees working together towards a shared goal.

Effective collaboration requires dedication to a shared purpose on which an alliance can be built for employer.

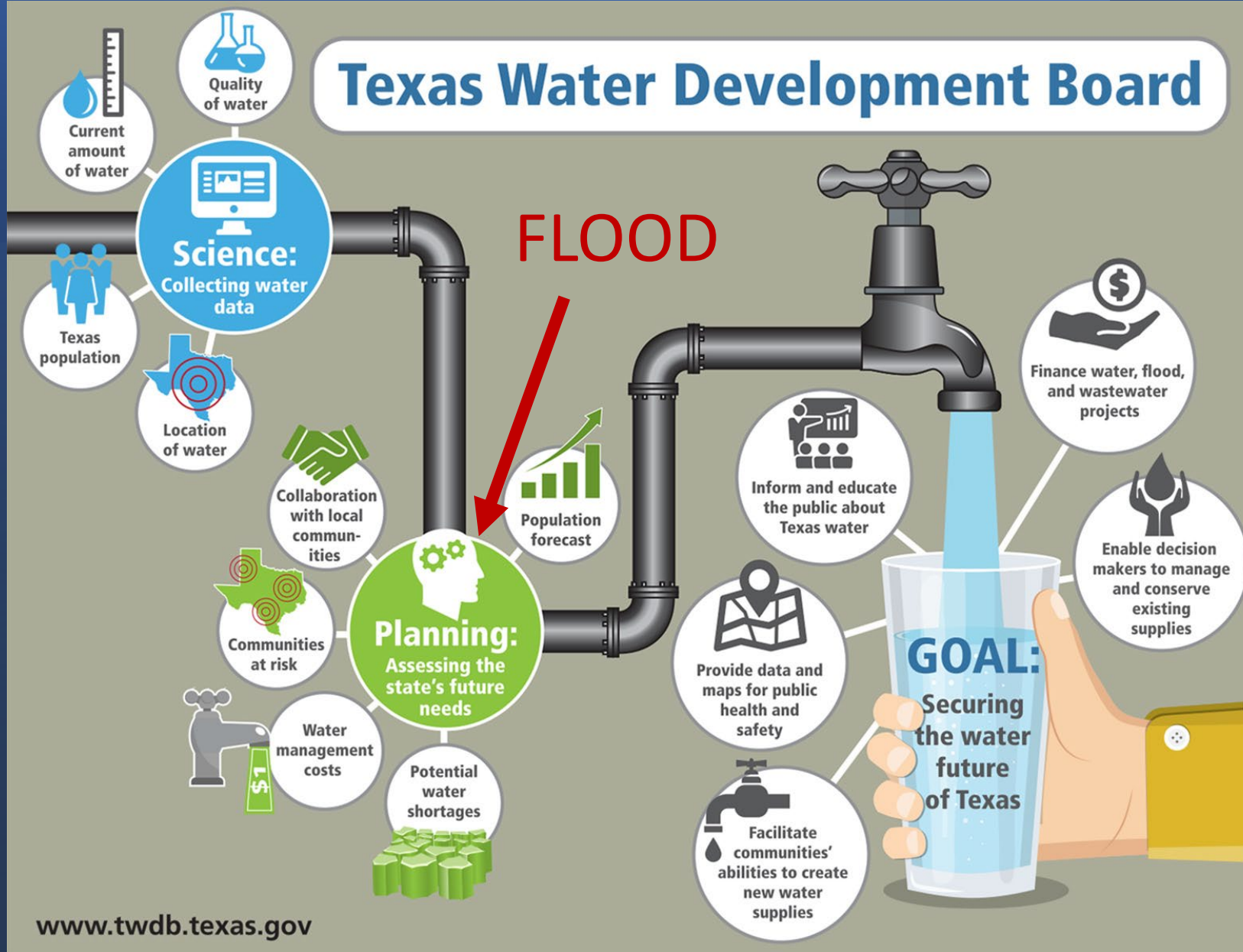
Characteristics & Benefits

- Supports teamwork and interpersonal skills
- Fosters sharing ideas and problem solving

Collaboration



Texas Water Development Board



Collaboration

- Remote and hybrid work environments can lead to employees working in silos and stifle collaboration.
- Today, organizations should focus on effective collaborative work within and across virtual teams to drive peak employee engagement and performance.
- It is no surprise that organizations around the world have cited that employee experience and wellness (especially mental health) are the difference-makers in improving engagement, retention and productivity

Collaboration In Hybrid Working

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Collaboration/Hybrid Working at TWDB

- Set clear expectations & accountability for assignments & deadlines
 - Meetings have a purpose, agenda, action items
 - Who owns a task; to-do list
- Respect & value individuals; inclusion & diversity
 - Come/go presence can lead to “nameless/faceless” employees
 - Treat employees as insiders; welcome differing viewpoints; encourages a sense of belonging
- Designate in-office days
 - Encourages teambuilding & reduces working in silos
 - Encourage spontaneous collaboration

Collaboration

"If everyone is moving forward together, then success takes care of itself."

- Henry Ford

Questions, Comments?

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