

Workforce Plan

FISCAL YEARS 2017 to 2021

by the

Texas Commission on Law Enforcement



Sheriff Joel W. Richardson, Presiding Officer

Ms. Patt Scheckel-Hollingsworth, Assistant Presiding Officer

Jason D. Hester, Secretary

Patricia Burruss

Ron E. Hood, Constable

Rob Kyker

Mr. James Oakley

Sr. Police Officer Joseph Pennington

Chief Ruben Villegas

Term Determined by Governor

Term Expires 8/2017

Term Expires 8/2019

Term Expires 8/2019

Term Expires 8/2017

Term Expires 8/2015

Term Expires 8/2017

Term Expires 8/2015

Term Expires 8/2015

Canyon

Arlington

Lago Vista

Olmito

Dripping Springs

Richardson

Spicewood

Jersey Village

Pharr

Kim Vickers, Executive Director

June 24, 2016

Overview

The Texas Legislature created the Texas Commission on Law Enforcement in 1965 to ensure that Texas is served by highly trained and ethical law enforcement, city/county corrections and telecommunications personnel by providing hiring and training standards to state law enforcement agencies. The Commission is responsible for issuing licenses and maintaining proficiency certificates for all peace officers, county jailers, armed public security officers, school marshals and telecommunicators, as well as monitoring the statutory compliance of all appointed and non-appointed licensees. The Commission is responsible for taking enforcement action (revocation or suspension) against licensees convicted of, or placed on community supervision for criminal offenses, as well as those who fail to comply with training and licensing requirements. Beyond setting licensing standards, the Commission has a wide range of responsibilities; including developing, implementing, and maintaining basic and advanced training program curricula for education and training of officers, county jailers, and telecommunicators; school marshals; prosecuting officer violations; creating and maintaining licensing exams; honoring and memorializing peace officer service; providing field assistance across Texas; and providing intergovernmental assistance.

The challenges to these responsibilities are the increasing size of the licensee population and the diversity of Texas. The U.S. Census Bureau estimates that the need for law enforcement, corrections personnel, and telecommunicators will increase over the next five years. Texas is growing more rapidly than the rest of the United States, and a sizable growth in the number of licensees over the next five years is reasonable. This growth in the licensed population, coupled with the difference between rural and metropolitan areas, creates a difficult task for an agency to create, monitor, and maintain minimum standards that fit the very different regions of Texas. Flexibility and adaptability will be key to meeting these challenges.

Mission

The mission of the Texas Commission on Law Enforcement, as a regulatory State agency, is to establish and enforce standards to ensure that the people of Texas are served by highly trained and ethical law enforcement, corrections, and telecommunications personnel.

Goal 1 License and Develop Standards

To create new incentives and opportunities for the law enforcement career-oriented individuals to grow in their professional competency.

Goal 2 Regulation

To develop and implement programs designed to contribute to the reduction of per capita incidence of officer misconduct.

Goal 3 Indirect Administration

Administration of agency operations.

Objectives and Strategies

The Commission has three main goals and five strategies:

Goal 1 Licensing and Standards Development

Objective 1 Licensing and Examinations:

Contribute to continuing reduction in the threat of crime in Texas by ensuring the competency of law enforcement professionals.

Strategy 1-1-1 Licensing: Issue licenses and certificates to individuals who demonstrate required competencies.

Strategy 1-1-2 Standards Development: Set standards for training academies and manage development, delivery, and quality of law enforcement training and education.

Goal 2 Regulation

Objective 1 Enforcement/Regulation: Reduce the per capita incidence of officer misconduct in Texas within the provisions of statutes and rules that govern the agency.

Strategy 2-1-1 Enforcement: Revoke licenses, suspend licenses, reprimand licensees, or cancel licenses for violation of statutes or agency rules.

Strategy 2-1-2 Technical Assistance: Provide technical assistance to the law enforcement community.

Goal 3- Indirect Administration

Objective 1 Indirect Administration: Provide efficient and effective indirect administration at the greatest value to the state.

Strategy 3-1-1 Indirect Administration: Perform ancillary supportive administrative and executive services to efficiently assist in achieving the agency's mission.

Core Business Functions

Under the direction of an executive director appointed by the Commission, the staff of the Texas Commission on Law Enforcement implements and enforces the legislative mandates of Chapter 1701 of the Occupations Code and the Commission's adopted rules. The Commission is authorized 51 full-time employee (FTE) positions.

The office of the Executive Director develops and implements agency policies as required by statute, and plans, directs, and coordinates the programs and resources of the agency.

Major Programs and their General Duties:

Licensing Program [Strategy 1-1-1]

- Assisting officers and departments in the review and maintenance of their licenses
- Licensing law enforcement academies, contractual providers, and academic providers
- Issuing and maintaining licenses and proficiency certificates for peace officers, jailers, telecommunicators, and school marshals
- Developing, maintaining, and administering licensing examinations
- Approving and verifying mandated continuing education requirements
- Providing distance education to law enforcement agencies

Standards Development Program [Strategy 1-1-2]

- Develop, monitor, and facilitate the implementation of professional licensing standards
- Approving, and maintaining curriculum and training
- Conducting programs research and reporting results
- Analyzing compliance trends

Enforcement Program [Strategy 2-1-1]

- Conducting audits of law enforcement agencies
- Conducting audits of agency programs delivered by law enforcement academies, contractual providers, and academic providers
- Serving as a liaison for state agencies and educational entities assisting in the agency mission
- Mediate disciplinary actions
- Investigating rule and law violations
- Taking enforcement actions against licensees, agencies, and training providers
- Forwarding complaints to agencies that come to the Commission but do not fall within Occupations Code 1701

Technical Assistance Program [Strategy 2-1-2]

- Providing field assistance to agencies regulated by TCOLE
- Approving agencies
- Evaluating and assisting academies, training providers and programs
- Conducting audits of law enforcement agencies
- Conducting audits of TCOLE programs delivered by law enforcement academies, contractual providers, and academic providers
- Serving as a liaison for state agencies and educational entities assisting in the TCOLE mission
- Training Coordinators' Conference
- Providing a state flag to the families of deceased peace officers (line-of-duty and honorably retired)

Indirect Administration Program [Strategy 3-1-1]

- Serving as a liaison for state agencies and educational entities assisting in the agency's mission
- Budgeting and planning
- Handling open records requests from citizens, administrators, and agencies

- Maintain racial profiling data
- Government relations
- Texas Peace Officers' Memorial duties and requirements
- Maintain information resources material, financial data, purchasing, and human resources services for agency employees
- Facilities management
- Risk management
- Providing memorial and achievement award activities

Anticipated Changes to the Mission, Strategies, and Goals over the next Five Years

Some additional goals in the area of selection and retention of law enforcement personnel are anticipated due to a noted increase in officers moving throughout the state and between states. Customers are requesting more background information on officers and jailers, and more and more cities and counties are examining officers and licensees for character flaws that are often only discovered by thorough background investigations. The Commission expects employee turnover rate over the next five years to roughly equal the average turnover rate for all state agencies.

The Commission also expects a greater and greater reliance upon distance learning education as travel and absence from the home become more expensive and undesirable. This will burden not only existing technology but also necessitate additional development of new and expanded training courses.

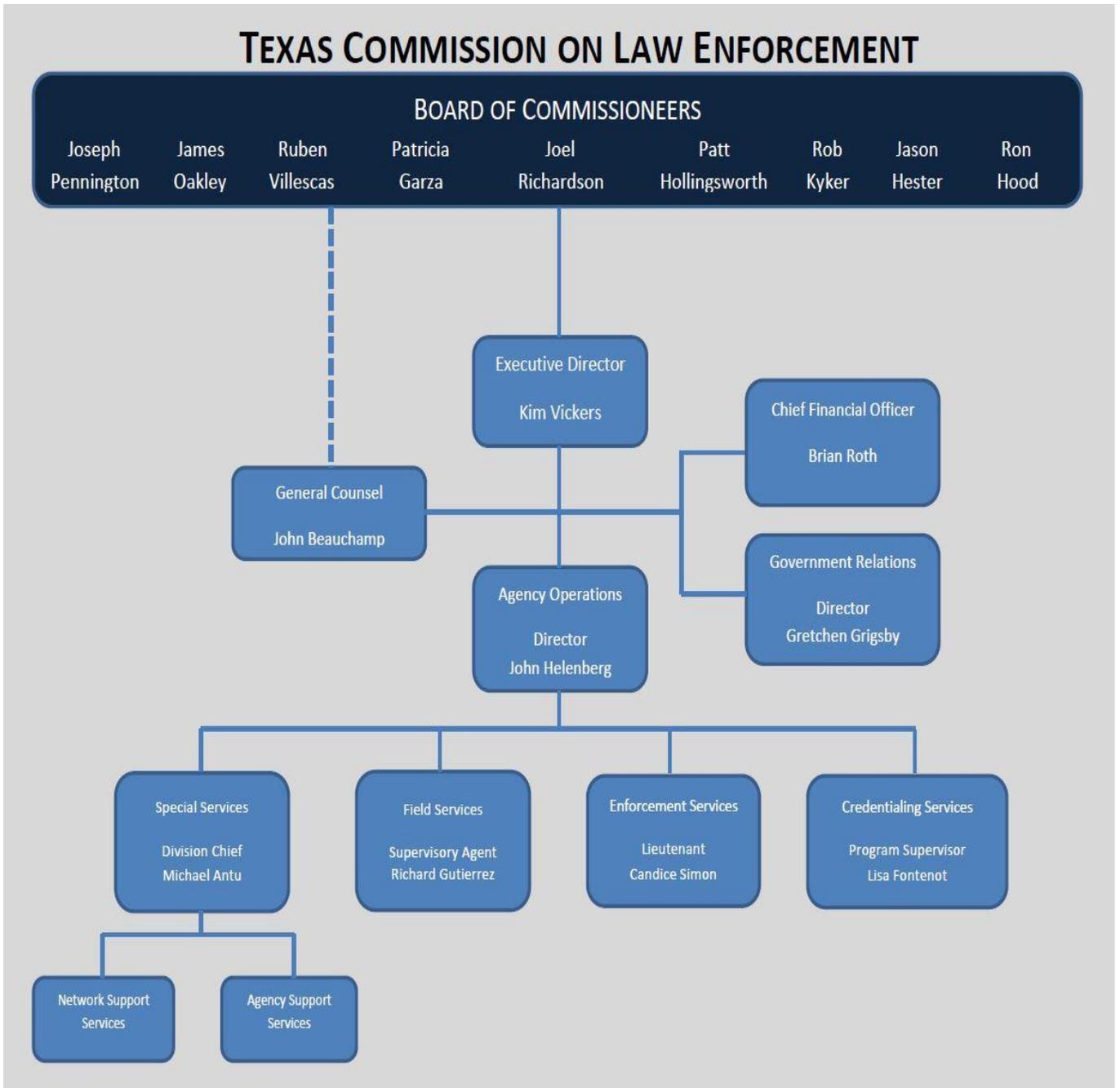
A major demand upon the Commission will be the anticipated retirements and/or influx of many Vietnam and Gulf War age police officers, and the recruitment, selection, testing, and training demands this will place on academies, police agencies and upon the Commission.

Agency administrators are asking for greater onsite assistance and consultation that will help them satisfy the Commission rules and will also give them situation specific solutions to the problems encountered with recruitment, selection, training, and retention.

Personnel planning in law enforcement is becoming increasingly difficult as technology demands greater intellect, and human resources become more limited.

Preliminary research indicates that there may be a relationship between education and reduced incidence of criminal misconduct by officers. If this relationship can be verified, many agencies may consider additional education requirements or incentives for the limited purpose of avoiding criminal misconduct occurrences.

Current Organizational Structure



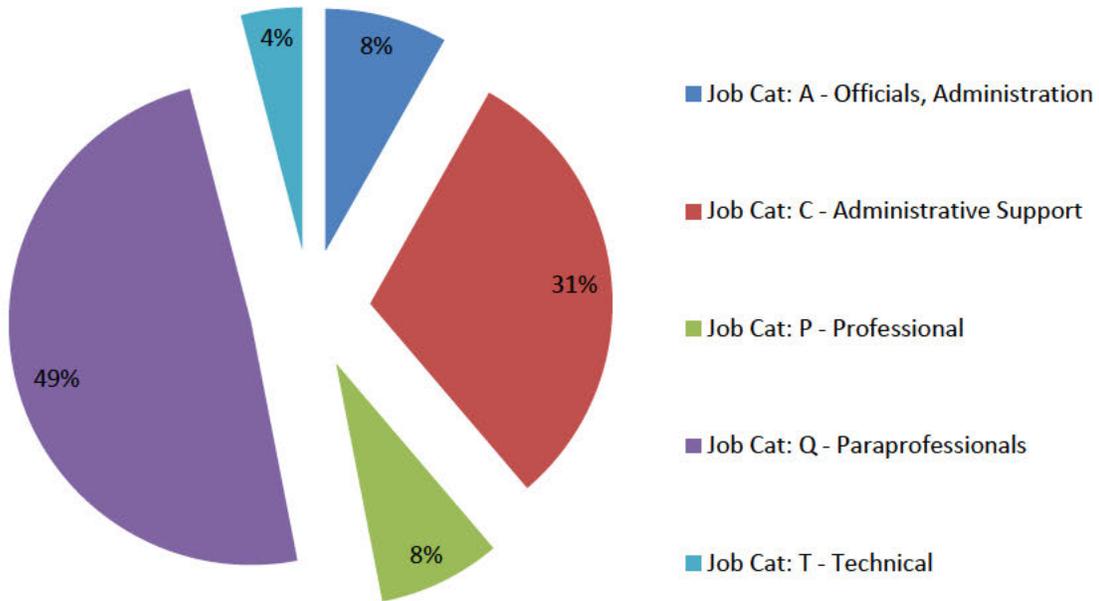
Current Workforce Profile (Supply Analysis)

Current Staff as of 5/1/16

Headcount	49
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<u>EEO Category</u>	<u>Count</u>	<u>Percentage of Workforce</u>
Job Cat: A - Officials, Administration	4	8%
Job Cat: C - Administrative Support	15	31%
Job Cat: P - Professional	4	8%
Job Cat: Q - Paraprofessionals	24	49%
Job Cat: T - Technical	2	4%
 <u>Ethnicity</u>		
American Indian	1	2%
Black	4	8%
Hispanic	8	16%
White	36	73%
 <u>Gender</u>		
Female	24	49%
Male	25	51%
 <u>Age</u>		
16 to 29	2	4%
30 to 39	6	12%
40 to 49	14	29%
50 to 59	16	33%
60 to 69	9	18%
70 or Older	2	4%

TCOLE Workforce



<u>Fiscal</u>	-	<u>Agency</u>	<u>% of</u>	<u>Statewide</u>	<u>% of</u>
<u>Year</u>	<u>Ethnicity</u>	<u>Headcount</u>	<u>Workforce</u>	<u>Headcount</u>	<u>Workforce</u>
2016	American Indian or Alaskan Native	1	2%	779	0%
2016	Black	4	8%	36,827	22%
2016	Hispanic	8	16%	40,171	24%
2016	White	36	73%	85,646	51%
	Grand Total	49		166,951	

Number of Employees by Years of Service				
<u>Years of service</u>	<u>State</u>		<u>Agency</u>	
	<u>Service</u>		<u>Service</u>	
0-5 yrs	20		28	
6-10 yrs	13		13	
11-20 yrs	11		6	
21+ yrs	5		2	
	9.22	Avg Tenure	6.49	Avg Tenure

Employees Eligible to Retire in next 5 years						
	2017	2018	2019	2020	2021*	Total
Accounting, Auditing, and Finance						
Administrative Support				1		1
Information and Communication						
Information Technology	1					1
Inspectors and Investigators						
Legal			1			1
Other (Executive Director)					1	1
Program Management			1		1	2
Grand Total	1	0	2	1	2	6
Percentage of Workforce	2%	0%	4%	2%	4%	11%

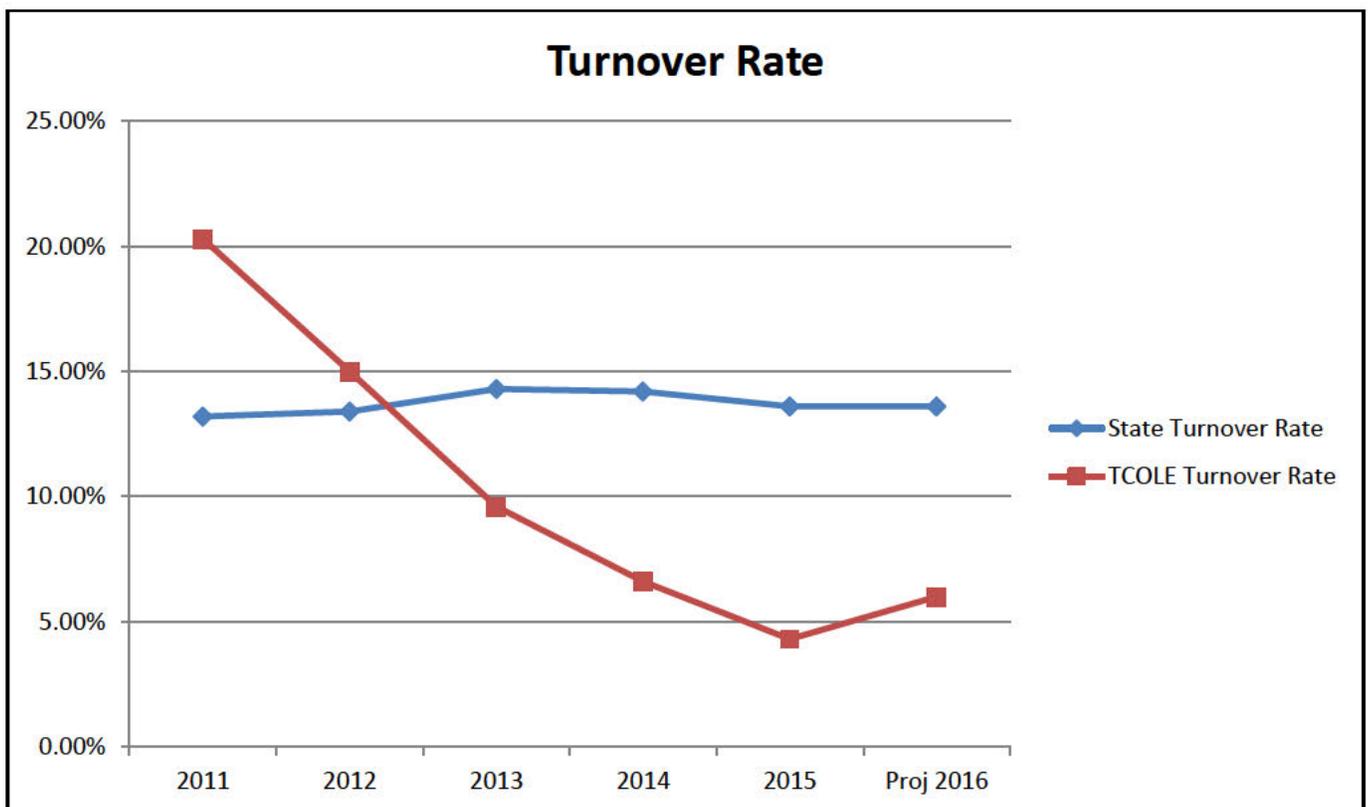
* Not included are working retirees - these are expected to keep working through 2021

Demand Analysis

The future challenge for TCOLE will be to maintain the highest level of service to the state of Texas with the projected workforce remaining approximately the same. Additionally, the retirement projections will result in most strategy areas seeing a reduction of an average 11 years of service or more. This reduction in the agency knowledge alone may damper much of the agency's effectiveness, but creates opportunities to expand in the areas of employee development, retention, and recruitment.

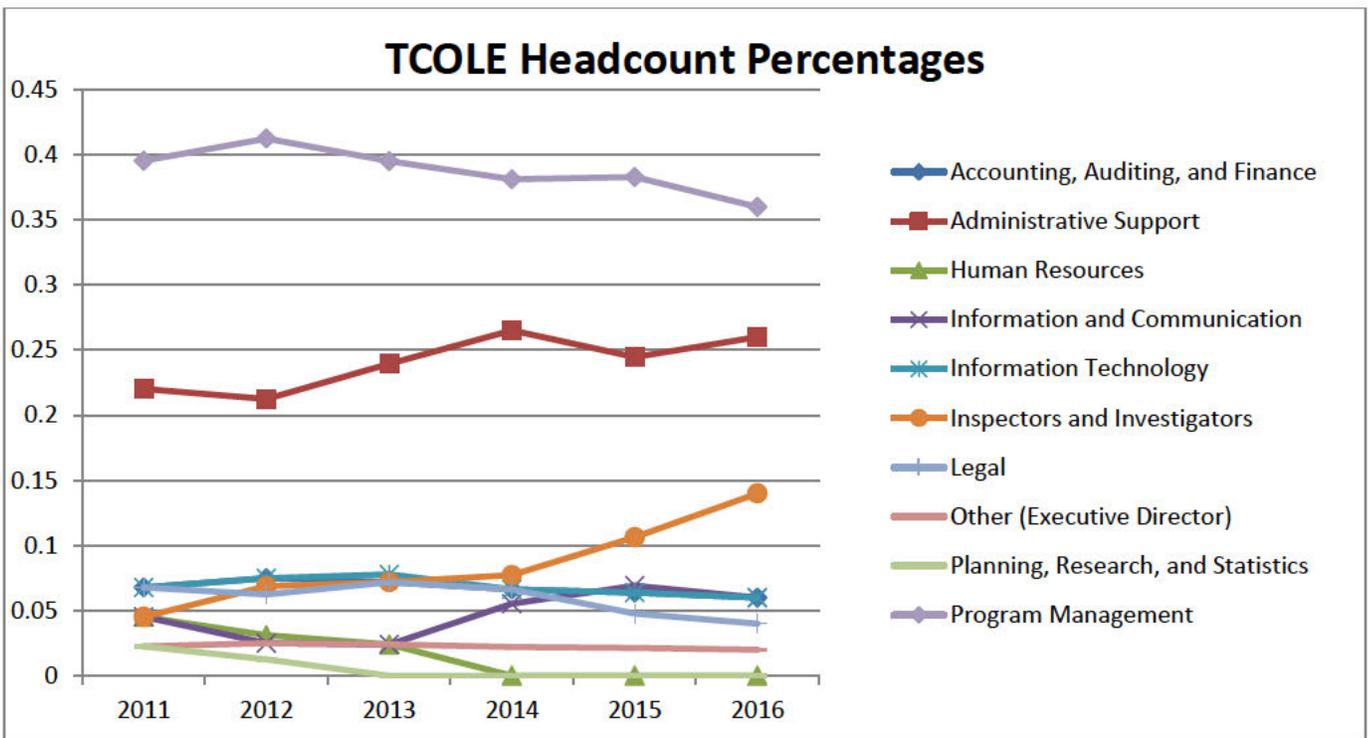
The agency has experienced a greater demand for investigative skills and legal enforcement across the state. Turnover projections and historical headcount information can be seen below.

Turnover Trend and Projections								Projections					Turnover	
Sum of Agency Terminations	<u>Anticipated</u>						Totals	2017	2018	2019	2020	2021	Totals	Statewide
	2011	2012	2013	2014	2015	2016								Trending
Accounting, Auditing, and Finance	1	1	0	1	0	1	4						0	Stagnant
Administrative Support	3	0	2	0	0		5	1	2	1	2	1	7	Stagnant
Human Resources	0	0	0	n/a	n/a	n/a	0	n/a	n/a	n/a	n/a	n/a	0	Stagnant
Information and Communication	0	0	0	0	1		0						0	Stagnant
Information Technology	1	0	1	0	0	1	2	1					1	Increase
Inspectors and Investigators	0	2	0	1	0		3		1		1		2	Stagnant
Legal	1	1	0	0	1	1	4	1		2			3	Stagnant
Other (Executive Director)	1	0	0	0	0		1					1	1	Increase
Planning, Research, and Statistics	0	1	0	n/a	n/a	n/a	1	n/a	n/a	n/a	n/a	n/a	0	Stagnant
Program Management	2	1	1	1	0		5			1	1	2	4	Stagnant
Grand Total	9	6	4	3	2	3	22	3	3	4	4	4	18	Increase



Headcount Projections

Occupational Categories	2011	2012	2013	2014	2015	End-Proj 2016	Projections					Headcount
							2017	2018	2019	2020	2021	Trending
Accounting, Auditing, and Finance	3	3	3	3	3	3	3	3	3	3	3	Statewide-Stagnant
Administrative Support	9.75	8.5	10	12	11.5	13	13	13	11	12	13	Statewide-Stagnant
Human Resources	2	1.25	1	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Statewide-Stagnant
Information and Communication	2	1	1	2.5	3.25	3	1	1	2	2	2	Statewide-Stagnant
Information Technology	3	3	3.25	3	3	3	4	4	4	4	4	Statewide-Stagnant
Inspectors and Investigators	2	2.75	3	3.5	5	7	8	8	9	9	9	Statewide-Stagnant
Legal	3	2.5	3	3	2.25	2	4	5	5	5	5	Statewide-Stagnant
Other (Executive Director)	1	1	1	1	1	1	1	1	1	1	1	Statewide-Stagnant
Planning, Research, and Statistics	1	0.5	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Statewide-Increase
Program Management	17.5	16.5	16.5	17.3	18	18	18	17	18	18	18	Statewide-Stagnant
Grand Total	44.3	40	41.8	45.3	47	50	52	52	53	54	55	Statewide - Stagnant



Gap Analysis

When the anticipated increases and reductions in staffing levels are analyzed by strategy, a gap was identified in the Licensing strategy. The analysis also indicated a need for technical knowledge.

The agency's core business functions are not expected to change in the next 5 years, and neither are the skills required to perform these business functions. The table below identifies the majority of the skills needed to perform the core business functions by strategy. Skills that are marked High are the ones that are critical and upon which the other skills rely. Gaps are identified as those strategies where the High skills per headcount are expected to increase in the next 5 years. This means that the employees assigned those tasks will need to do more of over the next 5 years. This is an opportunity for employee development.

The agency estimates that over 10% of our workforce to retire in the next 5 years. This would leave strategies with a significantly reduced combined agency years of service. TCOLE has identified the knowledge of our agency policies, procedures and programs as a high skill which is most recognizable in the form of years of service. The Standards Development strategy was identified as having a gap in knowledge.

A) Anticipated Increase or Reduction in Staff Levels

	1-1-1 Licensing	1-1-2 Standards Development	2-1-1 Enforcement	2-1-2 Technical Assistance	3-1-1 Administration
Current Headcount	15	3	12	16	4
Projected Headcount in 2021	14	3	18	16	4
Increase or (Reduction)	(1.0)	0.0	6.0	0.0	0.0
Gap = Reduction	Gap				

B) Anticipated Surplus or Shortage of Skills

	1-1-1 Licensing	1-1-2 Standards Development	2-1-1 Enforcement	2-1-2 Technical Assistance	3-1-1 Administration
High Skills per headcount current	0.20	1.33	0.33	0.25	1.00
High Skills per headcount in 2021	0.21	1.33	0.22	0.25	1.00
Surplus or (Shortage)	(0.01)	0.00	0.11	0.00	0.00
Gap = Shortage	Gap				

C) Anticipated Surplus or Shortage of Agency Knowledge (as indicated by Years of Service)

	1-1-1 Licensing	1-1-2 Standards Development	2-1-1 Enforcement	2-1-2 Technical Assistance	3-1-1 Administration
Total Agy Year of Service-(in 2016)	127.9	21.1	56.3	77.55	26.15
Total Agy Year of Service-(in 2021)	146.15	10.85	122.55	111.55	43.9
Percentage Increase/Decrease	14%	-49%	118%	44%	68%
Gap = Negative Percentage		Gap			

Skill Category	Skill	1-1-1 Licensing	1-1-2 Standards Development	2-1-1 Enforcement	2-1-2 Technical Assistance	3-1-1 Administration
Problem	Analysis			X	X	X
	Critical Thinking		X	High		
	Decision Making					
	Innovation					
Information Management	Database development, management, and integration	High				
	Software proficiency		X			
	Web Development and maintenance	X				
	Computer-assisted tools					
	Graphic design					
	Electronic reporting					X
Technical Knowledge	Agency policies, procedures and programs	High	High	High	High	X
	State and federal laws, rules, and regulations	High	High	High	High	High
	Specialized technical knowledge		High	X	High	
	Policy analysis and development					
	Statistical analysis					
	Regulation analysis and development					
	Technical analysis			X	X	
	Research					
	Litigation			High		
	Auditing			X	X	
	Inventory management					
	Financial analysis					X
Project Management	Organizing					High
	Planning					X
	Managing multiple priorities		High			
	Quality analysis and process improvement		X			
	Coordination			X	X	
Communicator	Written - composition and editing		X			
	Verbal - public speaking and presentation			X	X	
	Interpersonal sensitivity		X		High	
	Teamwork		X			
	Public relations					
	Customer Service	X			X	
Management / Leadership	People skills		X			
	Performance management					X
	Strategic planning					High
	Conducting training	X				
	Mentoring					
	Meeting planning/facilitation	X	X			
	Contract management		X			X
	Grant management					X
	Financial management					High
Delegation						
Administrative Support	Word processing					
	Record keeping	X				
	Mail processing	X				

Skills	9	13	10	10	12
High Skills	3	4	4	4	4

Strategy Development

Licensing is projected to have the largest number of retirees and normal turnover of all the strategies. This area contains the fewest High skills, but the employees in this area directly serve law enforcement officers, candidates and entities. They provide excellent and accurate customer service. TCOLE realizes that the number of officers and candidates in Texas continues to increase every year. The agency will support our licensing staff with the appropriate resources for retention, career development and leadership development.

The Standards Development strategy was greatly reduced in a previous biennium but still remains an important part of the mission of TCOLE. The only current full-time employee is estimated to retire in the next 5 years. This possibility affects the future competency in this strategy. Documentation and succession planning should begin soon. Additionally, there will be a need for career development for any employee who assumes these responsibilities upon the retirement of the current employee.

The Enforcement strategy is expected to have an increase in workload over the next 5 years. TCOLE is committed to providing the appropriate investigative and enforcement functions as entrusted by the State of Texas.

In the Technical Assistance strategy, there are no gaps identified.

There are no gaps identified nor any expected changes for the Administration strategy.

1-1-1 Licensing	1-1-2 Standards Development	2-1-1 Enforcement	2-1-2 Technical Assistance	3-1-1 Administration
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Identified Gaps:

A) Anticipated Reduction in Staff Levels	Gap			
B) Anticipated Shortage of Skills	Gap			
C) Anticipated Shortage of Agency Knowledge (as indicated by Years of Service)		Gap		

Actions Needed

A) Changes in Organizational Structure				
B) Succession Planning		Yes		
C) Retention Program	Yes			
D) Career Development Program	Yes	Yes		
E) Leadership Development	Possible		Possible	
F) Organizational Training	Yes	Yes		