

Workforce Plan

FISCAL YEARS 2019 to 2023

by the

Texas Commission on Law Enforcement



Sheriff Joel W. Richardson, Presiding Officer	Term Determined by Governor	Canyon
Ms. Patt Scheckel-Hollingsworth, Assistant Presiding Officer	Term Expires 8/2017	Arlington
Major Jason D. Hester, Secretary	Term Expires 8/2019	Lago Vista
Patricia Burruss	Term Expires 8/2019	Olmito
Ron E. Hood, Constable	Term Expires 8/2023	Dripping Springs
Chief Kim Lemaux	Term Expires 8/2021	Arlington
Jack W. Taylor	Term Expires 8/2023	Austin
Sharon Breckenridge Thomas	Term Expires 8/2021	San Antonio
Tim Whitaker, Senior Police Officer	Term Expires 8/2021	Richmond

Kim Vickers, Executive Director

June 8, 2018

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 54 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 police officers, county jailers, telecommunicators 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.

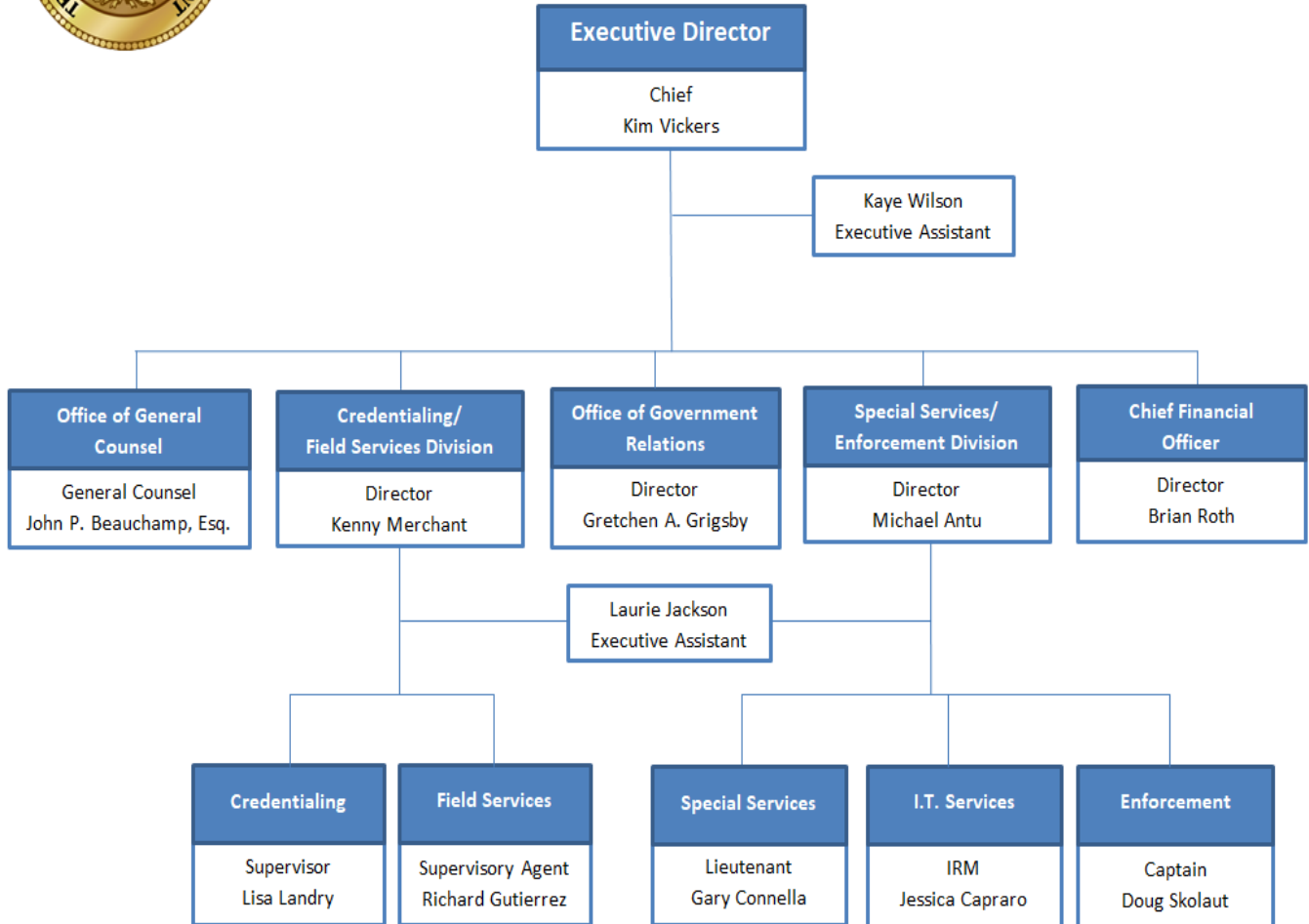
Preliminary research indicates that there may be a relationship between education and reduced incidence of criminal misconduct by officers. If this relationship can be verified, many agencies may consider additional education requirements or incentives for the limited purpose of avoiding criminal misconduct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

Current Organizational Structure



TCOLE Organizational Chart

2018



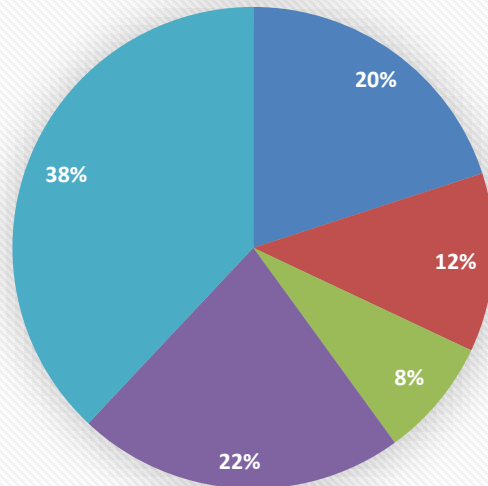
Current Workforce Profile (Supply Analysis)

Current Staff as of 5/1/18

Headcount	50
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	Count	Percentage of Workforce
<u>EEO Category</u>		
Office/Clerical	10	20%
Officials and Administrators	6	12%
Paraprofessionals	4	8%
Professionals	11	22%
Technicians	19	38%
<u>Ethnicity</u>		
American Indian/Alaska Native	1	2%
Black/African American	2	4%
Hispanic	9	18%
White	38	76%
<u>Gender</u>		
Female	24	48%
Male	26	52%
<u>Age</u>		
16 to 29	5	10%
30 to 39	5	10%
40 to 49	12	24%
50 to 59	15	30%
60 to 69	11	22%
70 or Older	2	4%

EEO



■ Office/Clerical
 ■ Officials and Administrators
 ■ Paraprofessionals
 ■ Professionals
 ■ Technicians

Fiscal Year	Ethnicity	Agency Headcount	% of Workforce	Statewide Headcount	% of Workforce
2018	American Indian or Alaskan Native	1	2%	732	0%
2018	Black	2	4%	36,163	22%
2018	Hispanic	9	18%	40,188	24%
2018	White	38	76%	84,908	51%
Grand Total		50		165,820	

Number of Employees by Years of Service

<u>Years of Service</u>	<u>State Service</u>	<u>Agency Service</u>
0 to 5 years	24	28
6 to 10 years	7	11
11 to 20 years	12	9
21+ years	7	2
Avg Tenure	9.66	6.66

Retiring in the next 5 years

	2018	2019	2020	2021	2022	2023*	Total
Accounting, Auditing, and Finance							0
Administrative Support	1				1	1	3
Information and Communication				1			1
Information Technology		1					1
Inspectors and Investigators							0
Legal							0
Other, Executive Director							0
Program Management		2	1			1	4
Grand Total	1	3	1	1	1	2	9
% of workforce	2%	6%	2%	2%	2%	4%	16%

* not including working retirees - these are expected to keep working through 2023

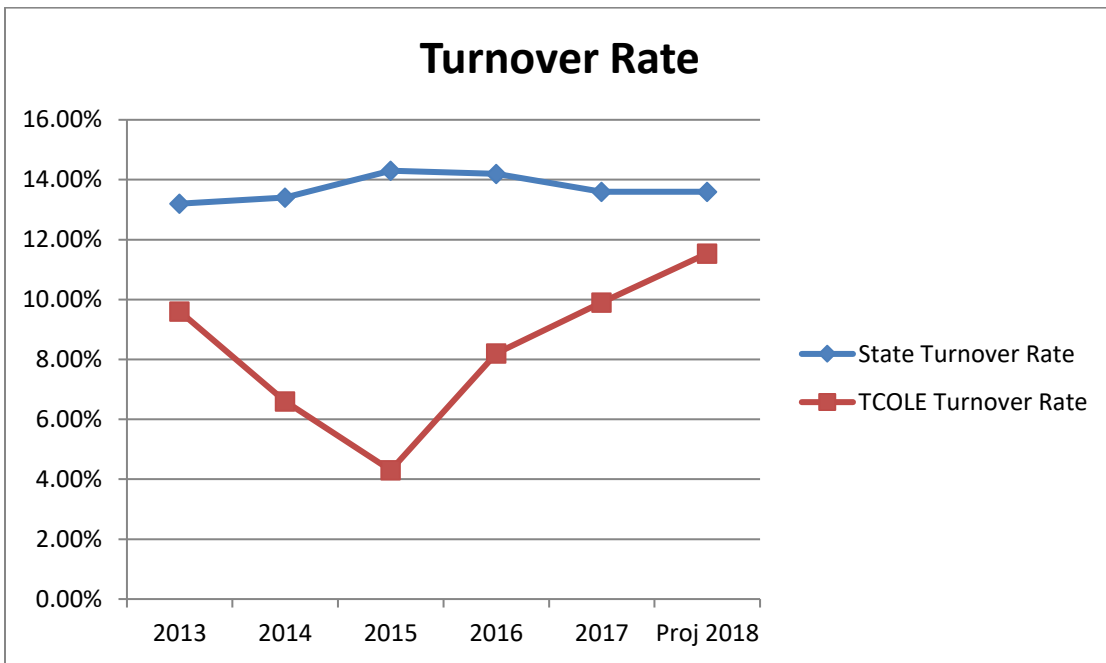
Demand Analysis

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 17% to 50% 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 Projections by Year and Job Category

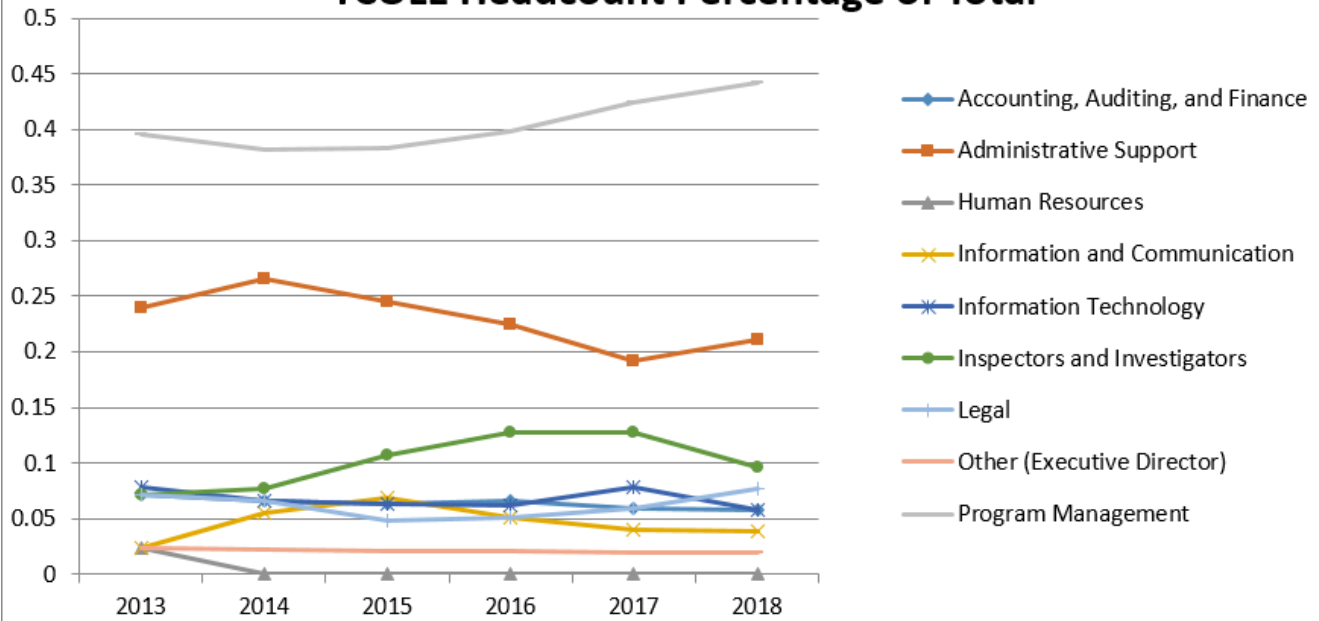
Sum of Agency Terminations	Proj							Projections					Turnover Statewide Trending	
	2013	2014	2015	2016	2017	2018	Totals	2019	2020	2021	2022	2023		Totals
Accounting, Auditing, and Finance	0	1	0	1	0	0	2						0	Stagnant
Administrative Support	2	0	0	1	0	2	5		1		1	1	3	Stagnant
Information and Communication	0	0	1	0	0	1	2			1			1	Stagnant
Information Technology	1	0	0	0	1	0	2	1					1	Stagnant
Inspectors and Investigators	0	1	0	0	2	1	4	1		1		1	3	Stagnant
Legal	0	0	1	1	0	0	2				1		1	Stagnant
Other (Executive Director)	0	0	0	0	0	0	0						0	Decrease
Program Management	1	1	0	1	2	2	7	2	1		1	1	5	Stagnant
Grand Total	4	3	2	4	5	6	24	4	2	2	3	3	14	Stagnant



Headcount Projections

Occupational Categories	End-Proj						Projections					Headcount
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Statewide Trending
Accounting, Auditing, and Finance	3	3	3	3.25	3	3	3	3	3	3	3	Stagnant
Administrative Support	10	12	11.5	11	9.75	11	11	11	12	12	12	Stagnant
Human Resources	1	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Stagnant
Information and Communication	1	2.5	3.25	2.5	2	2	2	2	2	2	2	Stagnant
Information Technology	3.25	3	3	3	4	3	3	3	3	3	3	Stagnant
Inspectors and Investigators	3	3.5	5	6.25	6.5	5	6	6	6	6	6	Stagnant
Legal	3	3	2.25	2.5	3	4	5	5	5	5	5	Stagnant
Other	1	1	1	1	1	1	1	1	1	1	1	Increase
Program Management	16.5	17.25	18	19.5	21.5	23	23	23	23	24	24	Stagnant
Grand Total	41.75	45.25	47	49	50.75	52	54	54	55	55	56	Stagnant

TCOLE Headcount Percentage of Total



Gap Analysis

When the anticipated increases and reductions in staffing levels are analyzed by strategy, no gaps were identified in any strategies.

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 15% 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. Licensing, Standards Development, and Administration strategies were identified as having anticipated gaps 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	6	2	14	20	8
Projected Headcount in 2023	7	2	17	22	8
Increase or (Reduction)	1.0	0.0	3.0	2.0	0.0
Gap = Reduction					

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	0.67	2.00	0.29	0.20	0.50
High Skills per headcount in 2023	0.57	2.00	0.24	0.18	0.50
Surplus or (Shortage)	0.10	0.00	0.05	0.02	0.00
Gap = Shortage					

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 Agency Year of Service-(in 2018)	78.5	19.5	50.5	109.5	75
Total Agency Year of Service-(in 2023)	72.5	10.5	99.5	110.5	74
Percentage Increase/Decrease	-8%	-46%	97%	1%	-1%
Gap = Negative Percentage	Gap	Gap			Gap

Skill Category	Skill	1-1-1 Licensing	1-1-2 Development	2-1-1 Enforcement	2-1-2 Assistance	3-1-1 Administration
Problem Solving	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	
Communication	Written - composition and editing		X			
	Verbal - public speaking and presentation			X	X	
	Interpersonal sensitivity	X	X		High	
	Teamwork		X			
	Public relations					
	Customer Service	High			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		10	13	10	10	12
High Skills		4	4	4	4	4

Strategy Development

All strategies are anticipating from 25 to 50% turnover of its staff in the next 5 years, but the biggest impact will be in the least populous strategies.

Licensing is anticipating 2 seasoned customer service representatives to retire in the next 5 years who combined have 23 years at TCOLE. This could have significant impacts to the 100,000+ licensees served in Texas.

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

Administration will see a long-time Executive Assistant retiring at the end of fiscal year 2018. Succession plan is in place and operating.

	1-1-1	1-1-2	2-1-1	2-1-2	3-1-1
Years of Service 2018	78.5	19.5	50.5	109.5	75
Projected Retire/Turnover Years of Service	27	14	9	55	31

% Loss of Years of Service	34.4%	71.8%	17.8%	50.2%	41.3%
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	1-1-1 Licensing	1-1-2 Standards Development	2-1-1 Enforcement	2-1-2 Technical Assistance	3-1-1 Administration
Identified Gaps:					
A) Anticipated Reduction in Staff Levels					
B) Anticipated Shortage of Skills					
C) Anticipated Shortage of Agency Knowledge (as indicated by Years of Service)	Gap	Gap			Gap

Actions Needed

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