Schedule F
Texas Real Estate Commission
Texas Appraiser Licensing and Certification Board
Fiscal Year 2021 to 2025 Workforce Plan

I. Agency Overview

With the advent of the GI Bill providing unprecedented education opportunities for a new generation and the VA Home Loan Guaranty program enabling home mortgage loans with a federal insurance feature, the nation dramatically shifted to a substantial increase in home-ownership potential after World War II. Created in 1949 to respond to this trend, the Texas Real Estate Commission (TREC) administers four laws: Texas Occupations Code, Chapter 1101, the Real Estate License Act; Texas Occupations Code, Chapter 1102, Real Estate Inspectors; Texas Occupations Code, Chapter 1303, Residential Service Companies; and Texas Property Code, Chapter 221, Texas Timeshare Act. TREC is the state's regulatory agency for:

- real estate brokers and salespersons
- real estate inspectors
- real estate appraisers
- appraisal management companies
- education providers for real estate and inspection courses
- residential service companies
- timeshare developers
- easement or right-of-way agents

The Texas Appraiser Licensing and Certification Board (TALCB) was created in 1991 to enable Texas to operate a program for the licensing and oversight of licensed and certified appraisals pursuant to Title XI of the Financial Institutions Regulatory Reform and Enforcement Act (FIRREA). The Board serves as an independent subdivision of the Texas Real Estate Commission with independent rulemaking and disciplinary authority.   The main functions of TALCB are to license, register, and certify real estate appraisers in conformity with state law and federal requirements and to administer the Act in the interests of the public. The enabling statutes for TALCB are the Texas Occupations Code, Chapter 1103, the Texas Appraiser Licensing and Certification Act and Texas Occupations Code, Chapter 1104, the Appraisal Management Company Registration and Regulation Act.

The Agency's mission is carried out through broad regulatory functions that include issuing licenses, registrations and certificates and related activities; investigating and resolving complaints; participating in administrative disciplinary actions against license holders and others who may violate any of the laws under its jurisdiction; overseeing aspects of real estate education, including the registration of real estate providers, instructors and courses for both pre-licensure and continuing education; and communicating regularly with licensees and the general public to educate them about the many programs administered by the Agency.

The Agency's main office is located in Austin, Texas. Six investigators located throughout the state assist in the TREC Standards & Enforcement Services Division. Five appraiser investigators located throughout the state assist in the TALCB Standards & Enforcement Services Division. The Commission currently has 136 authorized full time equivalent (FTE) employees, an increase of 28.8 FTEs from FY 2018. One hundred percent of the funds needed to finance the Agency's activities come from fees paid by licensees.

A. Agency Mission and Philosophy

The Agency exists to safeguard the public interest and protect consumers of real estate services. In accord with state and federal laws, the Agency oversees real estate brokerage, appraisal, inspection, home

warranty and timeshare interest providers. Through education, licensing and regulation, the Agency ensures the availability of qualified and ethical service providers, thereby facilitating economic growth and opportunity in Texas.

To achieve its mission, the Agency embraces these core values:

- Provide exceptional customer service that is accessible, responsive and transparent;
- Demand integrity, accountability and high standards, both of licensees and ourselves;
- Strive continuously for excellence and efficiency; and
- Demonstrate professional kindness to all in the workplace.

B. *Strategic Goals and Objectives*

The Texas Real Estate Commission has two main goals and the Texas Appraiser Licensing and Certification Board has a distinct primary goal:

Ensure Standards

Objective To protect the public by ensuring license holders meet the educational, ethical, and legal requirements to provide real estate services in Texas. (Texas Occupations Code, Chapters 1101, 1102, 1103, 1104, and 1303, and Texas Property Code, Chapter 221)

Strategies Perform the Commission's licensing function by:
- Reviewing applications
- Issuing exam eligibility letters
- Evaluating education
- Processing criminal history checks
- Issuing licenses

Enforce TREC Regulations

Objective To safeguard the public interest by effectively and efficiently enforcing the laws and rules of the Agency in a fair and consistent manner. (Texas Occupations Code, Chapters 1101, 1102, 1103, 1104, and 1303, and Texas Property Code, Chapter 221)

Strategies Administer an effective system of enforcement and adjudication which includes investigating and resolving valid complaints.

Implement and Enforce TALCB Standards & Regulations

Objective To safeguard the public interest by effectively and efficiently enforcing the laws and rules of the Agency in a fair and consistent manner. (Texas Occupations Code, Chapters 1101, 1102, 1103, 1104, and 1303, and Texas Property Code, Chapter 221)

Strategies Perform the Board's licensing function by:
- Processing appraiser license applications
- Issue licenses, certifications, registrations and renewals
- Approve appraisal educational coursework
- Develop standards and agreements for reciprocity with other states for licensing and certification

C. Core Business Functions

The Agency licenses and regulates real estate brokers, sales agents, inspectors, appraisers, appraisal management companies, and easement or right-of-way agents. It also regulates timeshare projects and residential service companies. Its core functions are to issue licenses, registrations and certificates; and to accept and process complaints from consumers against persons regulated by the Agency, and in certain cases pay validated claims made on the recovery fund.

D. Anticipated Changes in Strategies

Based on information gathered during the strategic planning process that included feedback from persons subject to the Agency's jurisdiction as well as the general public, a number of strengths and weaknesses were identified. The Agency's strengths with respect to workforce planning include:
- a set of deeply held core values founded on consumer protection and effective personal service;
- the knowledge, experience, and dedication of an exceptional staff;
- policies, processes, and procedures which have been developed over many years and have come to be accepted by its licensees; and
- open channels of communication with its stakeholders.

The Agency's weaknesses include:
- a dedicated commitment to personalized service, which is of tremendous value when it can be achieved without compromising efficiency, but now is undergoing review as the Commission and the Board strive to become more efficient in order to meet high stakeholder expectations;
- staffing that does not include many of the "support" functions one would expect to find in an agency overseeing such a large and important fields of activity, such as a staff training function to enhance increasing technical requirements of the Agency, a robust staff development effort led by the Human Resources function, and a consumer outreach and education function;
- highly detailed historic processes which require the full-time involvement of management in variables arising in day-to-day operations, meaning that strategic initiatives, ongoing process improvements, and similar efficiency measures may be given lower priority than they merit; and
- in the areas of the TALCB Standards & Enforcement Services Division, Information & Technology, and the Reception & Communications Services Division, the adequacy of appropriately skilled staff. The issue of adequacy involves primarily the skill levels of qualified individuals appropriated to carry out differing duties, and the ability to pay enough to attract and retain those individuals who possess the skills and knowledge that are essential tools for change.
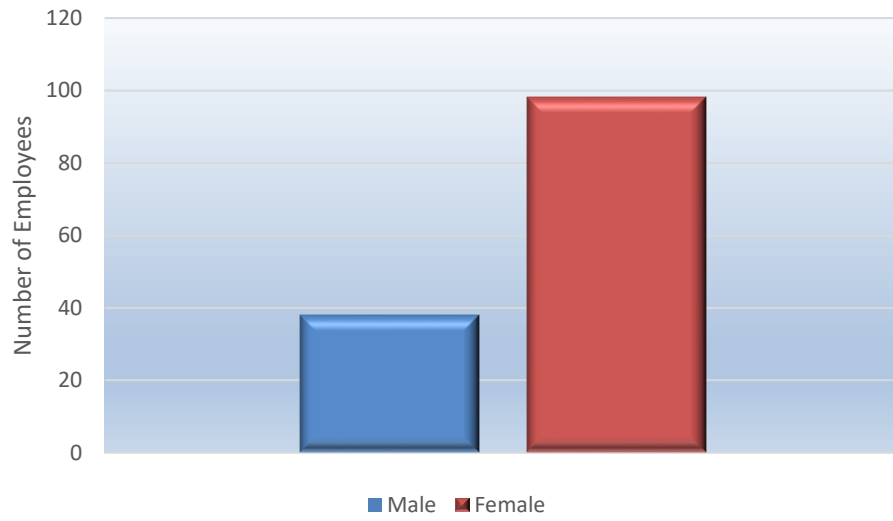
II. Current Workforce Profile (Supply Analysis)

A. Workforce Demographics

The following chart profiles the Agency's workforce as of April 1, 2020, based on data from the Centralized Accounting Payroll/Personnel System[1] and includes both full-time and part-time employees. The Agency's workforce is comprised of 98 (72.1%) females and 38 (27.9%) males. TREC/TALCB has a mature workforce with employees over age 40 account for 72.8% of the staff. The experience of our workforce tends to be new with the average tenure of Agency employees being 5.4 years and 61.8% having less than five years of Agency service. The Agency's veteran population accounts for 1.5% of the workforce.
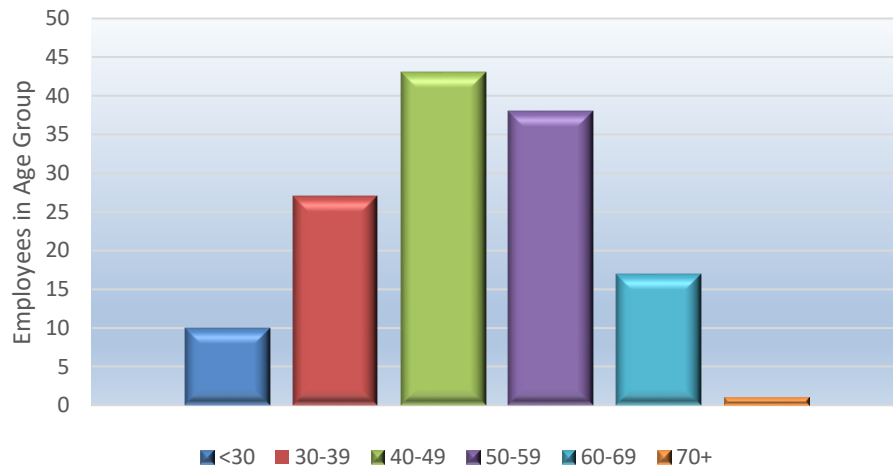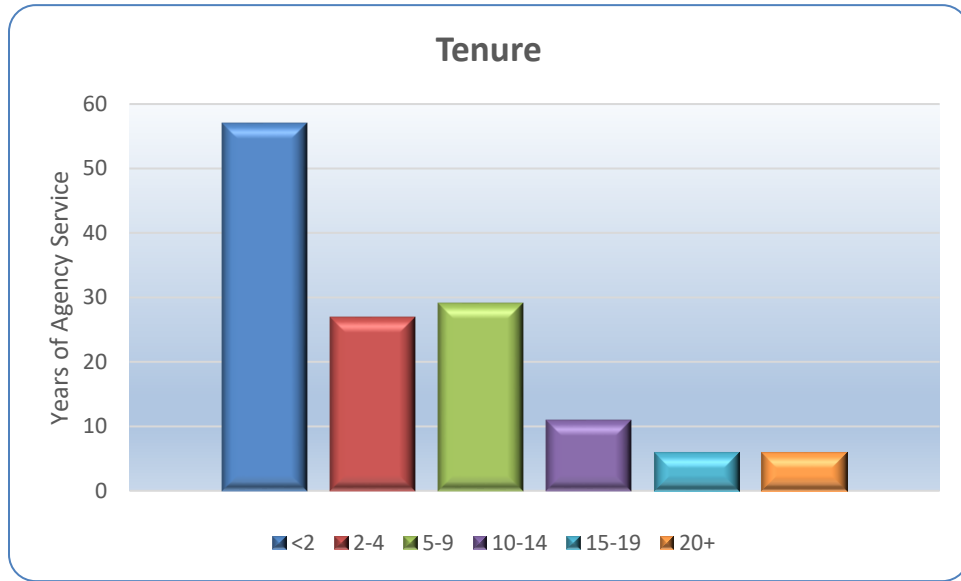
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[1] This analysis does not include board members, commissioners, or temporary employees, such as contract workers.
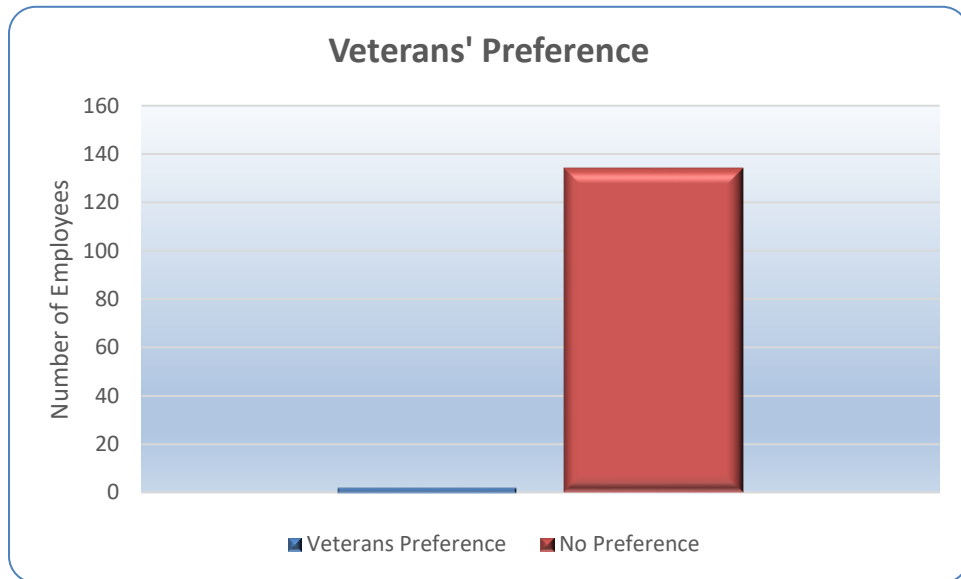
Gender

Number of Employees

Male | Female

Age

Employees in Age Group

<30 | 30-39 | 40-49 | 50-59 | 60-69 | 70+

Tenure

The Agency's veteran population accounts for 1.5% of the workforce.

Veterans' Preference

The following table compares the percentage of Black, Hispanic and Female Agency employees (as of May 23, 2016) to the statewide civilian workforce[2]. The Agency does not employee any Service & Maintenance (M) , Skilled Craft Workers (S), or Protective services (R) positions; therefore, those categories are not included in the chart.

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[2] Statewide Civilian Workforce Composition (Table 1 of the Texas Workforce Commission's January 2019 Equal Employment Opportunity and Minority Hiring Practices Report Fiscal Years 2017-2018). This report only contains data regarding the state's Caucasian, African-American, Hispanic-American, female, and male workforce.

Statewide Civilian Workforce Composition Fiscal Years 2017 – 2018 TREC/TALCB Workforce Composition Fiscal Year 2019						
Job Categories	**Hispanic American**		**African American**		**Female**	
	Texas	**TREC**	**Texas**	**TREC**	**Texas**	**TREC**
Officials/Administrators (A)	20.90%	11.11%	7.21%	11.11%	37.48%	55.56%
Professional (P)	18.55%	9.84%	10.96%	16.39%	54.88%	60.66%
Technical (T)	28.82%	33.33%	13.75%	33.33%	51.31%	33.33%
Administrative Support (C)	33.00%	23.81%	13.58%	31.75%	72.80%	87.30%

Overall, the Agency percentages are slightly above the state workforce percentages for African-Americans and females, but are consistently percent below the state averages for Hispanics. Job categories where TREC's percentages are less than 80 percent of the state percentage are shown in red (for those job categories found at TREC). Job categories were the sample size was inconclusive because of the sample size, but indicate a possible underutilization are shown in blue. Agency recruitment will continue to seek out various ways to reach those segments of the state workforce that are underrepresented at TREC, to include veterans, in an effort to obtain an applicant pool that reflects the diversity of the state, and thereby help reduce the differentials noted above.

B. Retirement Eligibility

Currently 5.1% of the Agency's workforce is comprised of return-to-work retirees and 8.1% are currently eligible. An additional 14.7% will be eligible to retire during this planning period. The Agency is at a risk of losing institutional knowledge and expertise with approximately 30% of the workforce eligible to retire. The chart below shows the Agency's risk based on retirement eligibility.
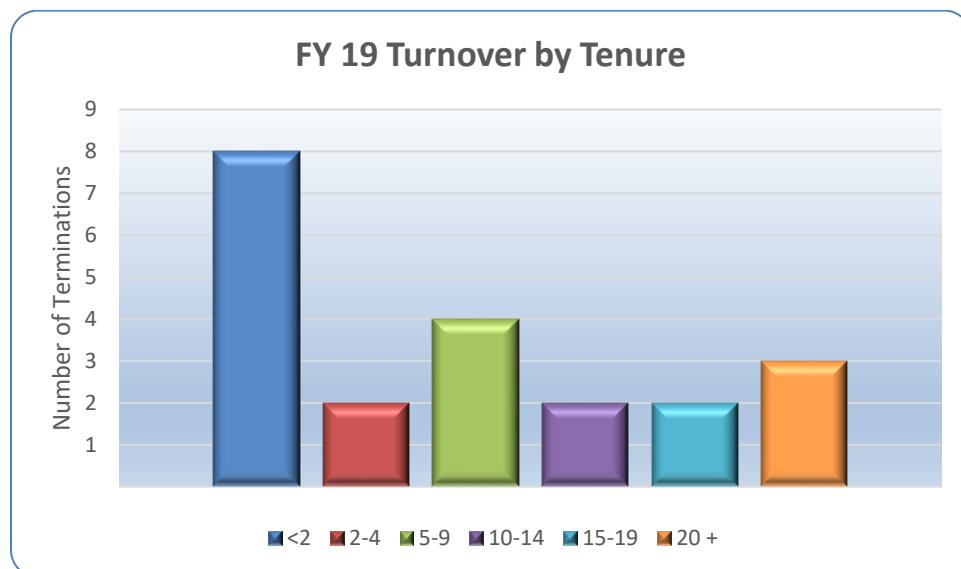

C. Employee Turnover

Turnover is an important issue in any organization, and this Agency is no exception. The biggest workforce challenge facing the Agency is the retention of qualified and experienced staff. The major cause of staff turnover has been employees leaving the Agency for more lucrative positions or due to retirements. The
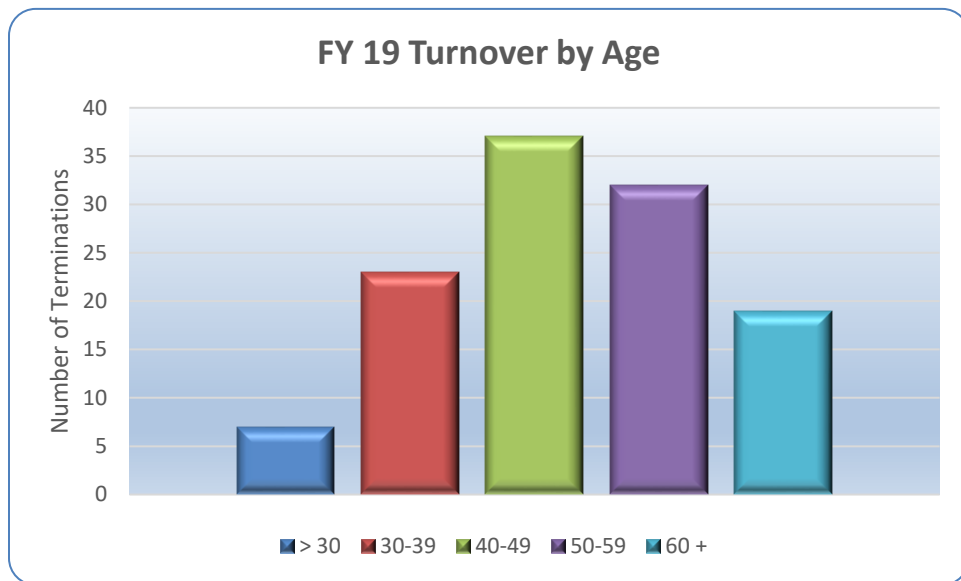
Agency's turnover has been greatest in the administrative support positions. The turnover in the Reception & Communication Services and Licensing & Registration Services Divisions have impacted the Agency the most. The following graph compares the average of Agency turnover to the state as a whole and other Article VIII.

Turnover Rate
(including interagency transfers)
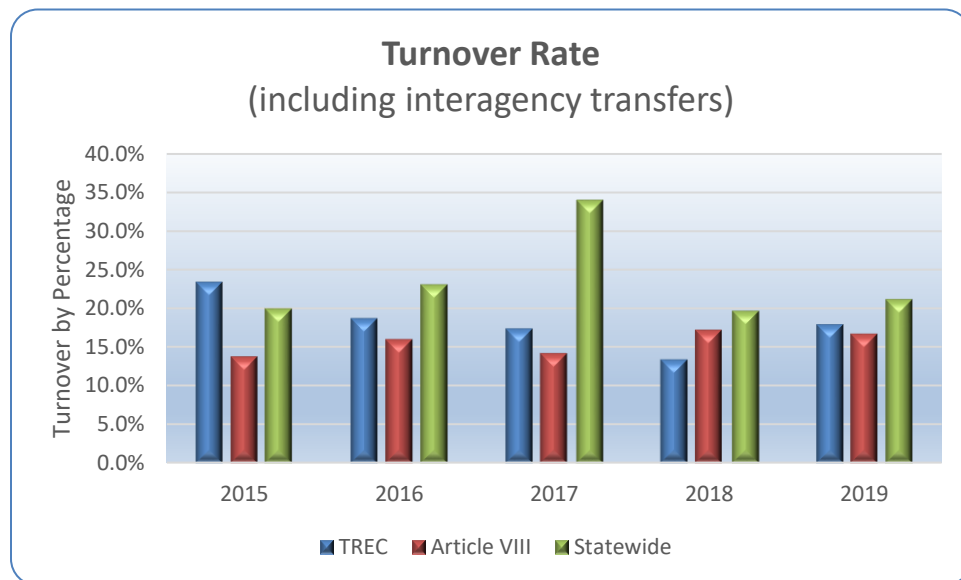
During the last five years the Agency has seen a variance in turnover, yet generally remains below the statewide average. The Agency collects in house data in addition to the State Auditor's Offices' Exit Survey to determine turnover reasons and how to prevent it from becoming a trend. Based on the turnover rate from the last five years and potential retirements, the projected employee turnover rate for the next five years will be between 15% - 18%.

FY 19 Turnover by Tenure

The greatest area of turnover is with employees with less than two years of experience. An average of 5.9% of the Agency's workforce did not make it to two years of tenure. In Fiscal Year 2019, employees with less than five years of Agency tenure accounted for 47.6% of the Agency's total turnover.

FY 19 Turnover by Age

(Chart: Number of Terminations by age group)

Age groups legend: ■ > 30 ■ 30-39 ■ 40-49 ■ 50-59 ■ 60 +

Approximate values:
- > 30: 7
- 30-39: 23
- 40-49: 37
- 50-59: 32
- 60 +: 19

The Agency's turnover is higher in the 40-49 and 50-59 age groups.

D. *Critical Workforce Skills*

Skills are needed in the following substantive areas in order for TREC/TALCB to accomplish its basic business functions:
- Regulatory and enforcement
- Financial investment and management
- Investigation
- Appraisal
- Customer Service

To succeed at this substantive functions, Agency employees also needs skills in:
- Practical knowledge of regulatory processes
- Customer service and interpersonal relationship skills
- Time management/organizational skills
- Effective written and verbal communication
- Ability to conduct comprehensive and detailed investigations
- Ability to interpret and accurately apply legal statutes and rules
- Knowledge of administrative law processes
- Litigation and alternative dispute resolution experience
- Negotiation, facilitation, and collaboration skills
- Critical thinking, analysis, and problem solving skills
- Information systems development, programming, and maintenance
- Internet systems development, and maintenance
- Network and data center operations support
- Data and information management principles and tools
- Efficient computer systems and peripheral device literacy
- Computer literacy – Microsoft 365, budgeting/accounting software, HRIS, databases, cybersecurity
- Government and corporate accounting and financial management
- Government purchasing and contract processes

- Human resources planning, recruitment, retention, staff development, and performance management
- Educational curricula development and critical evaluation
- Organizational effectiveness and strategic planning
- Leadership principles and management skills
- Mentoring and coaching techniques and skills
- Effective public presentations to diverse groups
- Public relations management principles and tools
- Inter-governmental relations management skills

III. Future Workforce Profile (Demand Analysis)

Technology innovation is driving business practice changes in the professions licensed by the Agency. More effective communication methods provide better monitoring and oversight of day-to-day activities, allowing remote employees to be located across the state and remain connected to the main office. Many transactions engaged in by license holders are allowed, and often even required, to deliver services by electronic means across vast information networks in rapid and secure formats. It is a legitimate expectation of the licensee communities and of the consuming public using the services that the Agency which oversees and regulates these service providers will not only understand the implications of these changes, but will also enact rules and protections that reflect them.

The present and the future will be one characterized by customer maintained data, rapid and reliable electronic communications, and service delivery. These changing demands for licensing, enforcement, and communicating with license holders and with the public regarding the license holders within the real estate industry subject to the Agency's jurisdiction call for the following changes in TREC and TALCB's future workforce:

A. Expected Workforce Changes

Given the Agency's strategic plan priorities, it is anticipated that the workforce will require:
- Increasing emphasis on the use of technology to serve customers and to revise and streamline work processes to make them more efficient and paperless
- An aging, experienced workforce, which may result in retirement of significant historical knowledge, expertise, and experience
- Periodic difficulty in attracting and retaining qualified employees due to fluctuations and cycles in the labor market
- Increased diversity in employee and customer demographics, backgrounds, experience, and other characteristics
- Critical analysis of positions, workflow, and external equity, which may result in reclassifications and salary adjustments

B. Future Workforce Skills Needed

For the foreseeable future, TREC/TALCB employees will continue to need the critical workforce skills listed above. In addition, the Agency may face a continued, and possibly growing, need for the following skills:
- A strong ability and willingness to learn and use new and more advanced computer systems and applications on an on-going basis, to include web-oriented skills.
- An ability to work in a paperless system and access electronic systems effectively
- To be ready for the projected high number of future retirements and an aging workforce, the Agency will need employees with strong skills in:
    - Retention of valued employees
    - Succession planning
    - Knowledge transfer (cross training, process documentation, and mentoring)
    - Recruitment of skilled employees
    - Working effectively with a wider variety of generations

- o Management capable of leading and motivating staff, resolving conflict, and building and maintaining morale, productivity, and loyalty
- o Change management

C. *Anticipated increase/decrease in number of employees needed to do the work*

The Agency does anticipate needing additional FTEs in Education, Licensing, Enforcement, and Communication. In addition to FTEs, increased and changing demands will also be facilitated by optimum utilization of technology and by continuous review and development of efficient work processes.

D. *Critical Functions*

The Agency's critical functions are:
- Ensuring TREC/TALCB standards
- Enforcing TREC/TALCB regulations
- Providing effective communications to license holders and the public
- Ensuring education curriculum standards development and evaluation

To successfully complete these critical functions, the Agency relies on a strong set of support areas with expertise in areas such as:

- Legal services
- Property appraisal
- Information technology
- Financial reporting and management
- Budget
- Communications
- Investigations
- Procurement/travel
- Human resources
- Employee relations
- Governmental relations
- Mail and file management

E. *Outsourcing*

The subject of outsourcing is always appropriate as a tool for exploring efficiencies or as a means to quickly access needed skills until an effective internal capacity is developed. It has been suggested that TALCB explore the concept of contracting with private appraisers as an alternative to or in conjunction with the hiring of additional staff as a means by which to promptly resolve complaint cases in the Standards & Enforcement Services Division. While this idea was explored, it was tabled at the current time as the revitalization of the Peer Investigative Committee function has allowed TALCB SES to access this talent currently on a volunteer basis.

IV. Gap Analysis

A. *Anticipated Surplus or Shortage of Workers or Skills*

The Agency does anticipate needing additional FTEs in Education, Licensing, Enforcement, and Communication. In addition to FTEs, increased and changing demands will also be facilitated by optimum utilization of technology and by continuous review and development of efficient work processes.

Given the Agency's current priorities and goals, the Agency has been successful in recruiting and hiring qualified employees in professional and administrative positions although there have been difficulties in quickly obtaining a large qualified applicant pool. There is still an ongoing concern regarding turnover and

retention. Similarly, an analysis reflects a gap in professional skills necessary to take the Agency from a data processing workforce to one with strong critical thinking and information technology skills. The Agency has been upgrading positions from lower-level administrative positions to a higher-level information and technology skilled workforce, but still struggles with retaining quality employees.

B. *Potential Skill Shortage/Surplus*

Due to the workforce data and anticipated changes noted above, the Agency may experience periodic shortages of employees with the following skills:
- Employees with the technology skills needed to develop, maintain, and fully utilize the Agency's continually advancing computer systems
- Employees with the skills needed to lead and motivate staff, communicate effectively, resolve conflict, and coordinate with other program areas in the Agency, especially during times of change and challenges, in order to meet Agency goals
- Employees with the skills needed to work in and manage others in an environment that is increasingly diverse in terms of age, ethnicity, and other factors
- Employees with the knowledge, skills, abilities, and experience needed to replace future retirees and managers prepared to find replacements for these vacated positions
- Employees with the skills needed to hire qualified staff for vacancies that are hard to fill due to fluctuations and cycles in the labor market and/or because of overall labor shortages
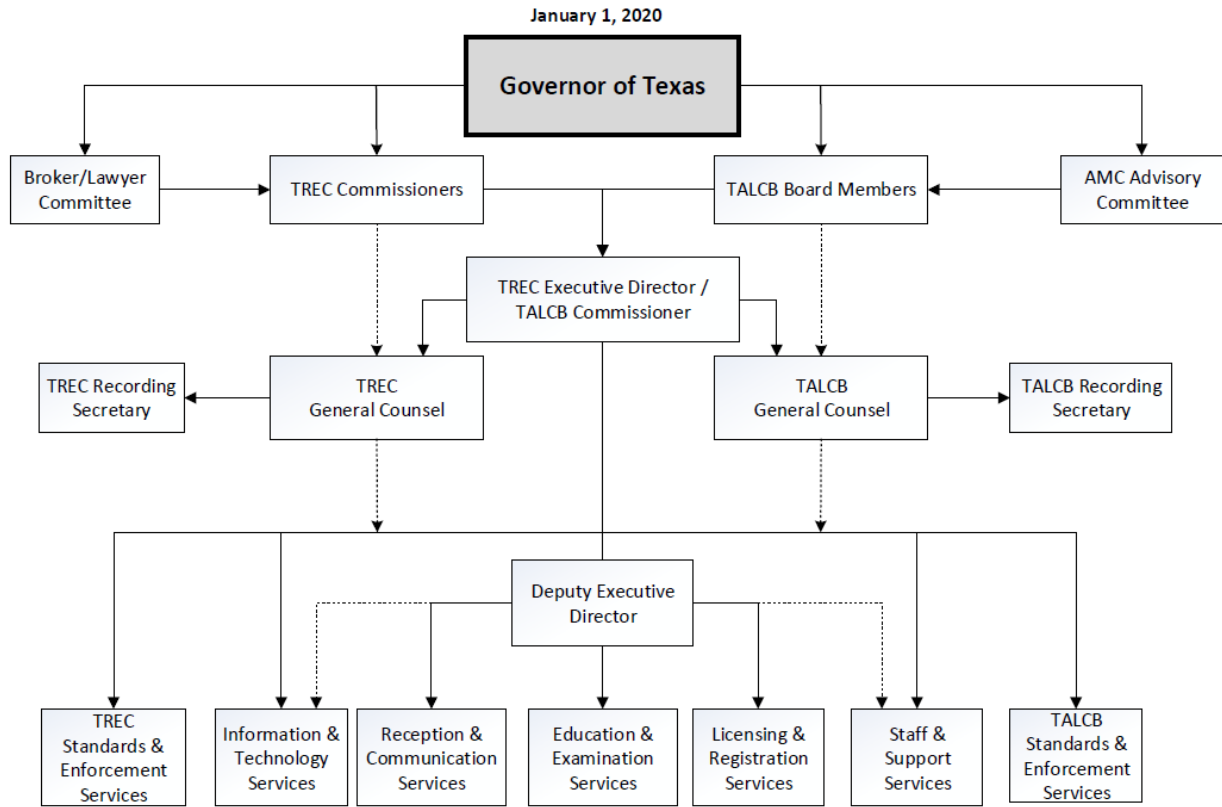
V. Strategy Development

In order to address the deficits between the current workforce and future demands, the Agency has developed several goals for the current workforce plan. These are based on a range of factors identified by analyzing the Agency and its workforce. Future workforce requirements can be grouped into two key areas, both limited by available funding.

Gap	Continued difficulty in recruitment and retention of new and existing staff
Goal	Retain quality and experienced staff to ensure excellent customer service
Rationale	The Agency continues to lose quality employees due to offering salaries that are not competitive in the state or private marketplace.
Action Steps	• Develop a compensation philosophy • Determine external and internal benchmarking • Provide equity adjustments as needed
Gap	Employees with the technology skills needed to develop, maintain, and fully utilize the Agency's continually advancing computer systems
Goal	Employ staff with the technology skills needed to develop, maintain, and fully utilize the existing and future Agency computer systems.
Rationale	As the Agency continues to use technology to improve the efficiency and productivity of its work and customer service, the Agency will need adequate staffing of qualified information technology staff and employees who are willing and able to learn to use new and more advanced computer systems and applications on an on-going basis.
Action Steps	• Recruit employees with highly technical skills to further develop and refine the information management systems • Use and promote internal and external training opportunities
Gap	Employees with the skills needed to lead and motivate staff, communicate effectively, resolve conflict, and coordinate with other program areas in the Agency, especially during times of change and challenges, in order to meet Agency goals
Goal	Employ managers who are able to effectively lead, develop, and manage their staff during times of change
Rationale	The Agency may periodically make changes. These changes can lead to reduced productivity, morale, loyalty, and increased conflict and turnover. The Agency needs employees who are adept at working effectively and productively during times of change
Action Steps	• Provide team leads and managers with leadership management training. Include other high-potential employees to prepare them for future leadership roles • Educate Agency managers/team leads on leadership skills needed during times of change to help them increase morale, loyalty, optimism, and productivity • Encourage managers to implement appropriate retention strategies • Maintain the Agency's Employee Assistance Program and continue to remind employees of its many services that they can use (or they can refer staff to use) to help employees handle change and stress
Gap	Employees with the skills needed to work with and manage others in an increasingly diverse work environment

Goal	Employee staff who can effectively work and manage in a diverse environment
Rationale	As Texas and the Agency continue to become more diverse in terms of age, ethnicity, language, and other characteristics, Agency employees must be able to work with, assist, and manage people with a myriad of differences in order to do the Agency's work and to be the kind of workplace that can attract and retain qualified employees
Action Steps	• Provide access to diversity-related training classes • Utilize recruitment strategies in an effort to achieve a qualified, diverse applicant pool that more closely mirrors the civilian workforce • Regularly review Agency demographics, looking for trends that suggest areas of further emphasis in development, recruitment, and/or training
Gap	Employees with valuable institutional knowledge, expertise, and experience; employees needed to fill vacancies; and employees with the skills needed to recruit and hire during a tight labor market
Goal	Maintain a competent and knowledgeable workforce by effectively recruiting, developing, and retaining quality employees
Rationale	Over 40% of the workforce will be eligible to retire by the end of this strategic planning period. This is in addition to non-retirement turnover. The Agency must be ready to either fill these vacancies with existing staff, or aggressively recruit from outside the Agency
Action Steps	• Provide Succession Planning training to managers • Make Human Resources' staff available for one-on-one assistance with succession plans as needed • Encourage programs to ensure institutional knowledge and important program information is retained with written procedures, cross-training to ensure continuity of business functions and processes (with regular opportunity for practice), and/or mentoring • Provide professional development training to employees • Encourage managers to create programs that allow employees who are seeking new challenges to work on special projects, rotations, and/or developmental assignments (to help them increase their knowledge and experience) • Encourage managers to be proactive in planning employee training to make sure that it provides for their development (perhaps as part of the performance appraisal process) • Offer and maintain competitive salaries to the extent possible • Broadly market Agency positions in an effort to achieve a qualified applicant pool

TREC/TALCB Organization Chart
APPENDIX B

January 1, 2020

Governor of Texas

Broker/Lawyer Committee

TREC Commissioners

TALCB Board Members

AMC Advisory Committee

TREC Executive Director / TALCB Commissioner

TREC Recording Secretary

TREC General Counsel

TALCB General Counsel

TALCB Recording Secretary

Deputy Executive Director

TREC Standards & Enforcement Services

Information & Technology Services

Reception & Communication Services

Education & Examination Services

Licensing & Registration Services

Staff & Support Services

TALCB Standards & Enforcement Services

VI. Survey of Employee Engagement

TREC/TALCB has participated in the Survey of Employee Engagement (SEE) since the 1999 survey. The survey is used as a means of assessing the employee attitudes towards the Agency, identifying employee perceptions of the strengths and weaknesses of the Agency, and identifying areas that could be improved.

Survey Results and Analysis

Response Rate

The Agency's response to the SEE is considered high. As a general rule, rates higher than 50% suggest soundness. High rates mean that employees have an investment in the organization and are willing to contribute towards making improvements within the workplace. With this level of engagement, employees have high expectations from leadership to act upon the survey results.
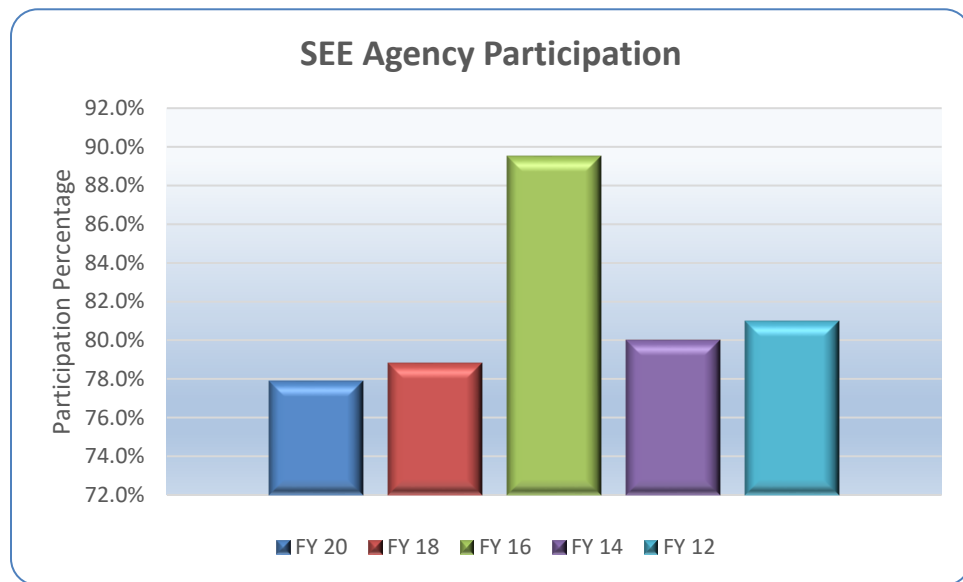

Overall Survey Score

The Institute for Organizational Excellence provides participants with an overall score. The overall score is a broad indicator for comparison purposes with other entities. While scores above 350 are desirable and ones above 400 are the product of a highly engaged workforce, scores typically range from 325 to 375. TREC/TALCB's overall score is above average at 396 and scores have consistently increased.

SEE Overall Score
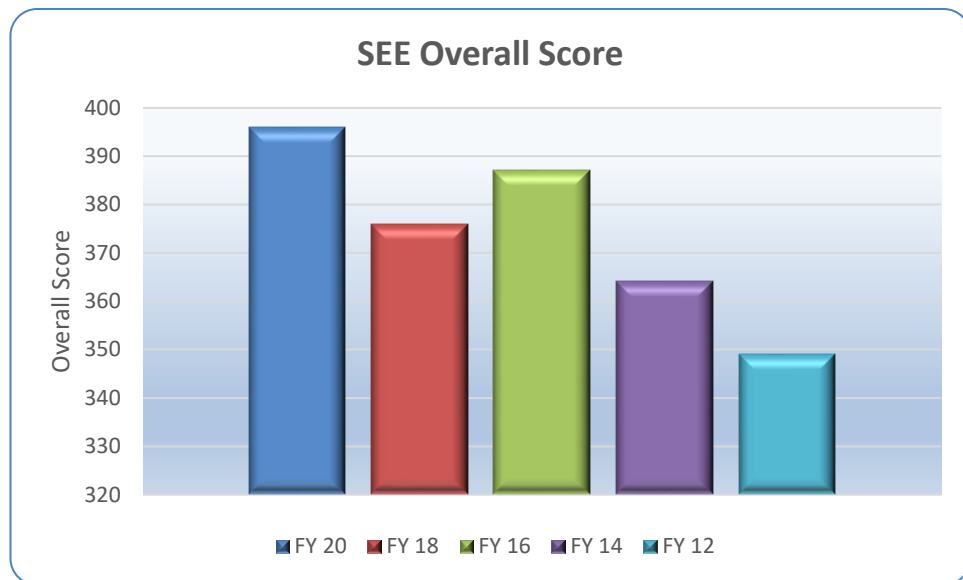
Levels of Employee Engagement

Twelve items crossing several survey constructs assess the level of engagement above individual employees. For TREC/TALCB, 29% of employees are highly engaged, 36% are engaged, 26% are moderately engaged, and 8% are disengaged.
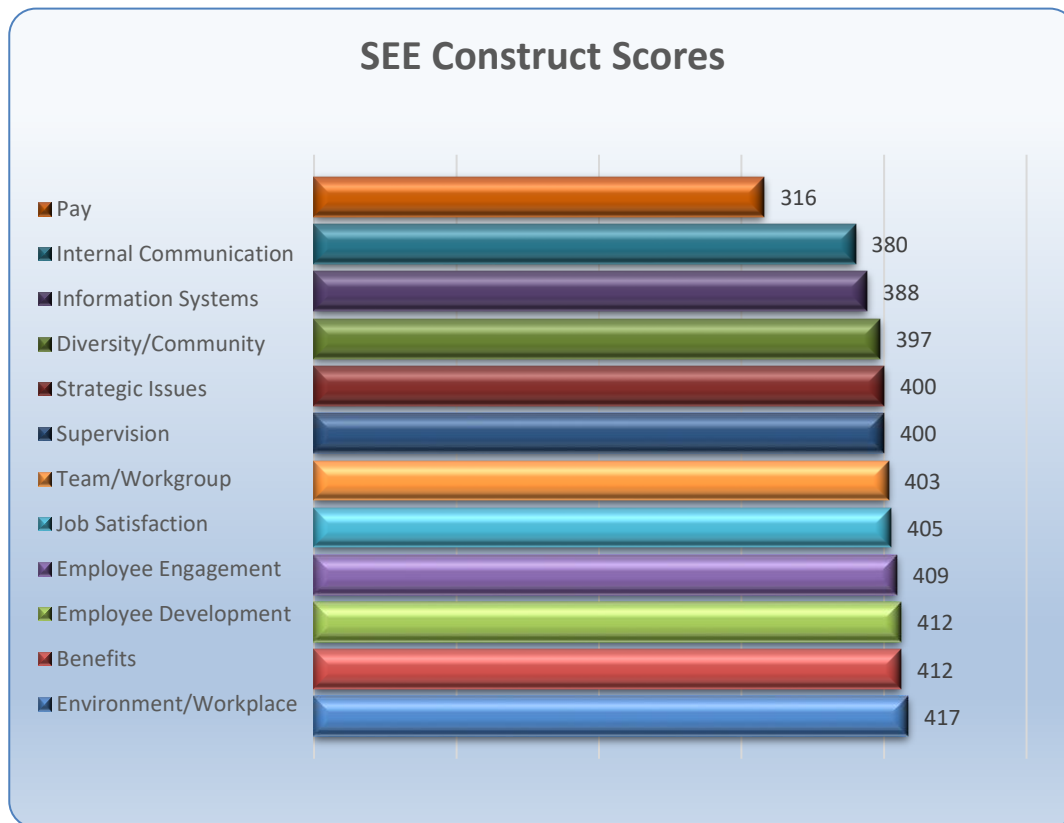
Highly engaged employees are willing to go avove and beyond in their employment. Engaged employees are more present in the workplace and show an effort to help out. Moderately engaged employees are physically present, but put minimal effort towards accomplishing the job. Disengaged employees are disinterested in their jobs and may be actively working against their coworkers. The chart below shows how the Agency compares to nationwide polling data.
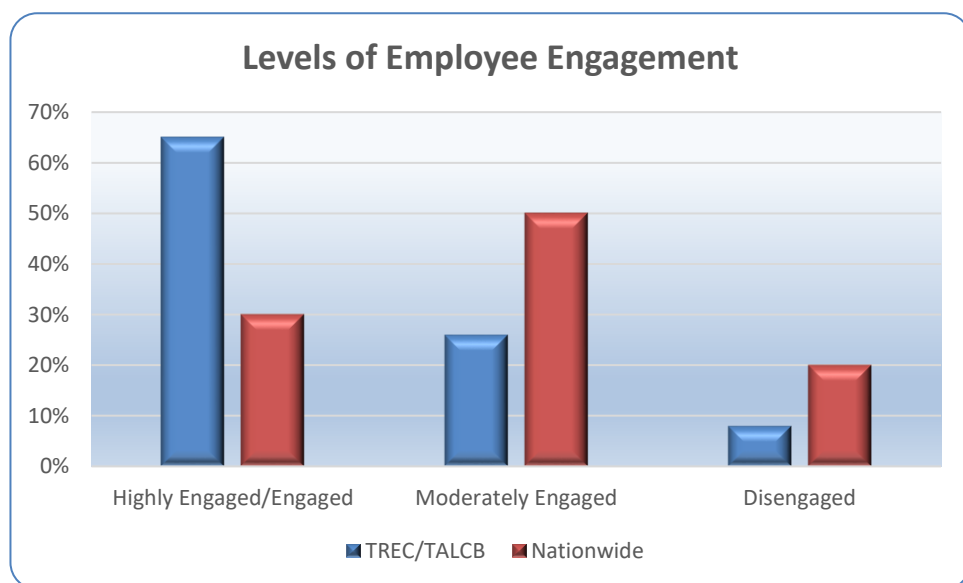
Constructs

Constructs capture the concepts most utilized by leadership and drive organizational performance and engagement. Each construct is displayed below with its corresponding score. Constructs are listed from lowest score to highest. Scores typically range from 300 to 450, and 350 is a tipping point between positive and negative perceptions. The Agency has 4 scores above 350 and 8 over 400, indicating an overall positive perception from employees.

SEE Construct Scores

Construct	Score
Pay	316
Internal Communication	380
Information Systems	388
Diversity/Community	397
Strategic Issues	400
Supervision	400
Team/Workgroup	403
Job Satisfaction	405
Employee Engagement	409
Employee Development	412
Benefits	412
Environment/Workplace	417

The Agency's areas of strength include:

- **Environment/Workplace** – The workplace construct captures employee's perceptions of the total work atmosphere, the degree to which they consider it safe, and the overall feel. Higher scores suggest that employees see the setting as satisfactory, safe, and that adequate tools and resources are available.
- **Benefits** – The benefits construct captures employees' perceptions about how the benefits package compares to packages at similar organizations and how flexible it is. Higher scores suggest that employees think health insurance and retirement benefits are competitive with similar jobs in the community.
- **Employee Development** – The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. Higher scores suggest that employees feel the organization provides opportunities for growth in organizational responsibilities and personal needs in their careers.

The Agency's areas of concern include:

- **Pay** – The pay construct captures employees' perceptions about how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. Lower

scores suggest that pay is a central concern or reason for discontent and is not comparable to similar organizations.

- **Internal Communication** – The internal communication construct captures employees' perceptions of whether communication in the organization is reasonable, candid, and helpful. Lower scores suggest that employees feel information does not arrive in a timely fashion and is difficult to find.
- **Information Systems** – The information systems construct captures employees' perceptions of whether computer and communication systems provide accessible, accurate, and clear information. The lower the score, the more likely employees are frustrated with their ability to secure needed information through current systems.

Climate

The climate in which employees work does, to a large extent, determine the efficiency and effectiveness of an organization. The appropriate climate is a combination of a safe, non-harassing environment with ethical abiding employees who treat each other with fairness and respect. Moreover, it is an organization with proactive management that communicates and has the capability to make thoughtful decisions. Below are the percentages of employees who marked disagree or strongly disagree for each of the climate items.

- 18.6% of employees participating in the survey feel there are not enough opportunities to give supervisor feedback.
- 13.9% of employees participating in the survey feel that upper management should communicate better.
- 9.9% of employees participating in the survey believe the information from this survey will go unused.
- 9.8% of employees participating in the survey feel they are not treated fairly in the workplace.
- 2.9% of employees participating in the survey feel there are issues with ethics in the workplace.
- 2.0% of employees participating in the survey feel that workplace harassment is not adequately addressed.

Plans for Continued Improvement

In addition to the SEE, the Agency conducts Pulse Surveys to determine progress on areas of concern. Results from the surveys are provided to all employees via email and at agency-wide staff meetings. Senior management continues to discuss how to improve results and periodically surveys all staff members to gain their feedback prior to implementing changes resulting from the survey. The Agency is committed to researching and/or improving all areas that employees perceive as areas of concern.

TREC/TALCB considers the Agency's participation in the SEE as a valuable tool for improving Agency operations. The Agency will participate in future surveys with a goal to increase participation and improve key indicators related to employee engagement. Comparison of future results with these goals, as well as with the benchmarks, will enable the Agency to further define methods for addressing the needs of the Agency and its employees.