

TCOLE

Agency Workforce Plan

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
- Planning and hosting the annual 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 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 through background investigations. The Commission expects employee turnover rate over the next five years to roughly equal the average turnover rate for all state agencies.

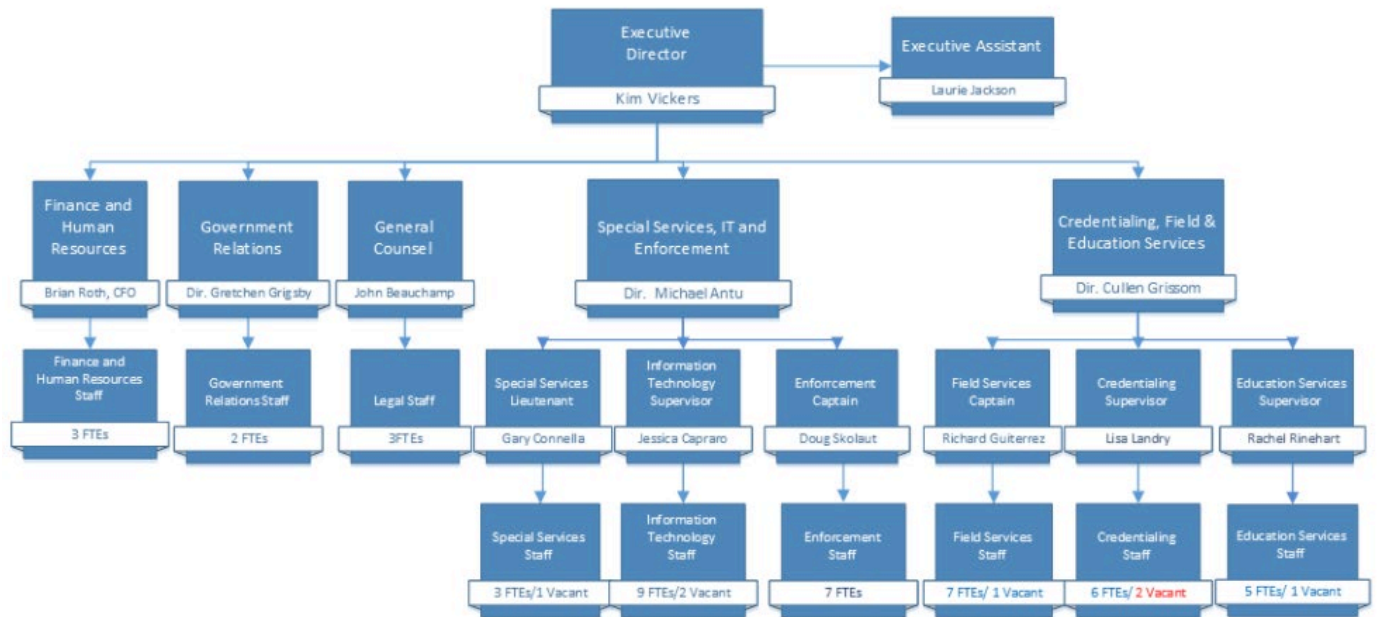
The Commission also expects a greater and greater reliance upon distance learning education as travel and absence from the home become more expensive and undesirable. This will burden not only existing technology but also necessitate additional development of new and expanded training courses.

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.

Current Organizational Structure



Supply Analysis

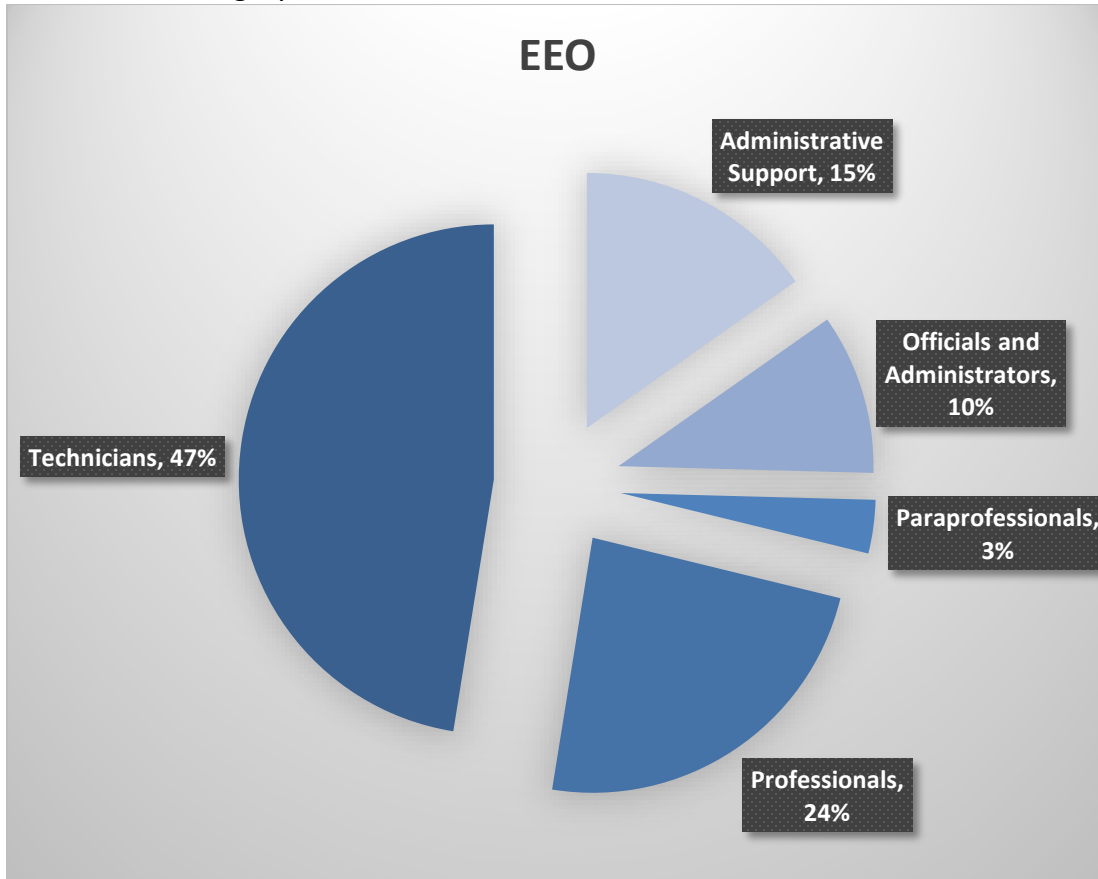
Current Workforce Profile (Supply Analysis)

Current Staff as of 03/18/2022

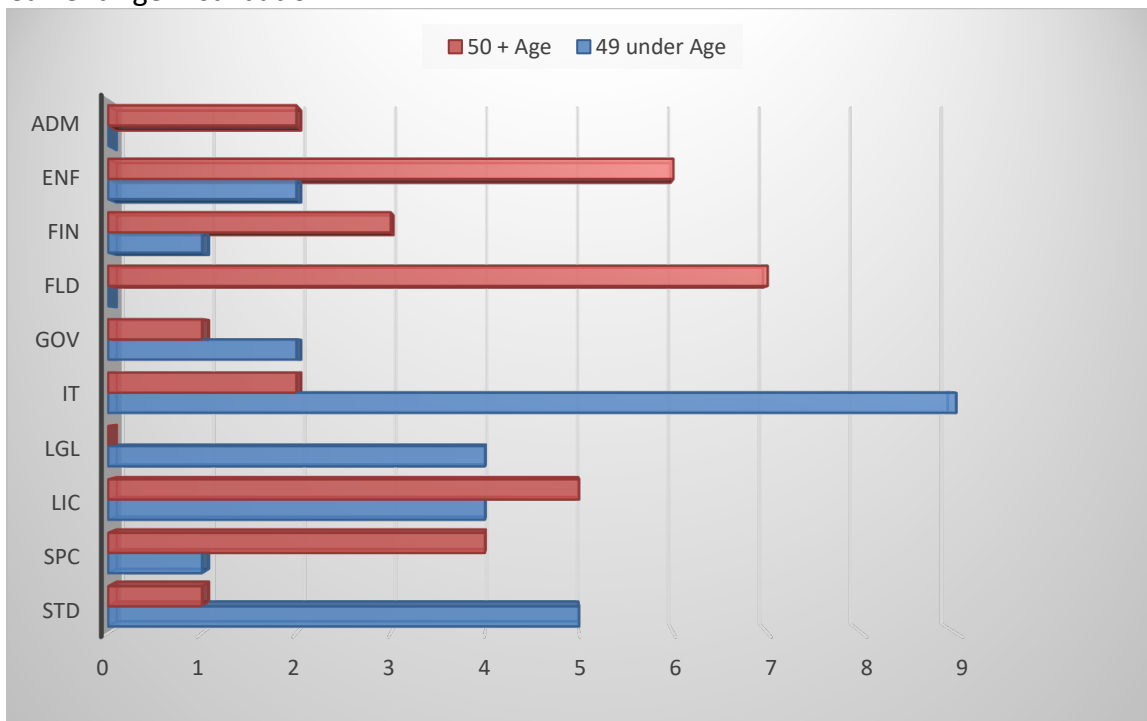
Headcount	59
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	Count	Percentage of Workforce
<u>EEO Category</u>		
Administrative Support	9	15%
Officials and Administrators	6	10%
Paraprofessionals	2	3%
Professionals	14	24%
Technicians	28	47%
<u>Ethnicity</u>		
Black/African American	3	5%
Hispanic	9	15%
Two or More Ethnic Groups	1	2%
White	45	76%
Native American/Islander	1	2%
<u>Gender</u>		
Female	30	51%
Male	29	49%
<u>Age</u>		
16 to 29	7	12%
30 to 39	14	24%
40 to 49	7	12%
50 to 59	13	22%
60 to 69	15	25%
70 or Older	3	5%
<u>Military</u>		
Not a Veteran	49	83%
Not indicated	4	7%
Veteran - Preference	6	10%

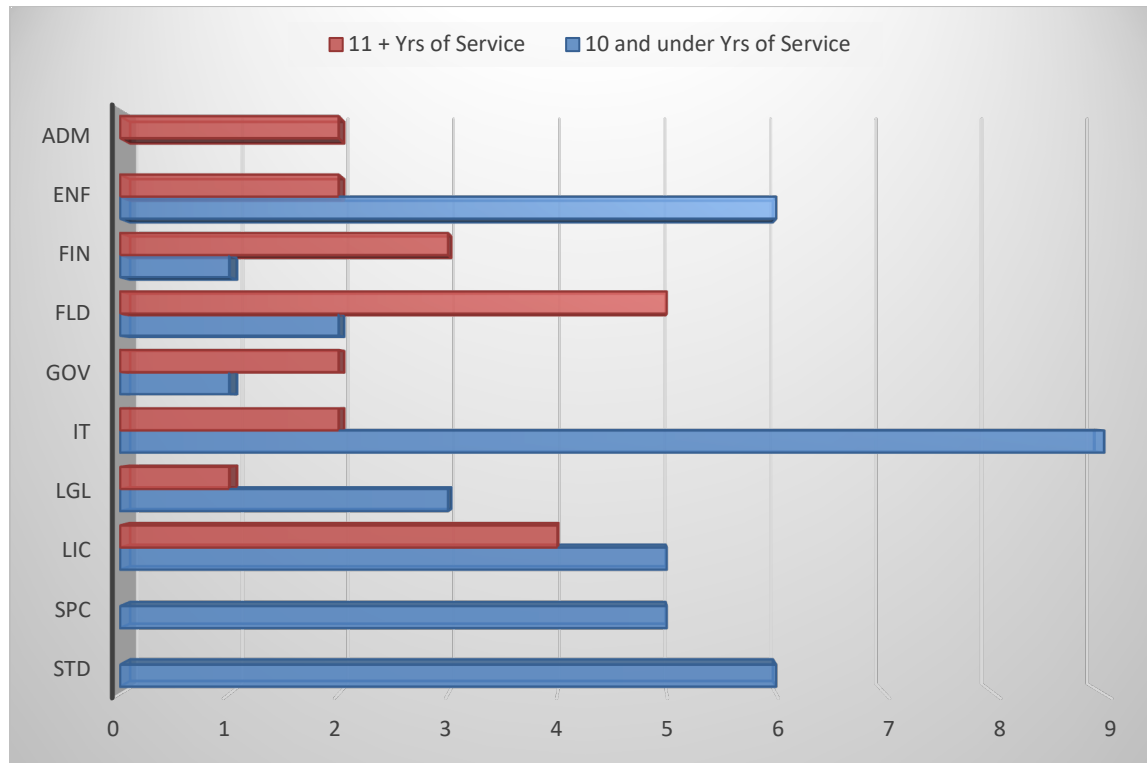
Current EEO Category Distribution



Current Age Distribution



Current Years of Service Distribution



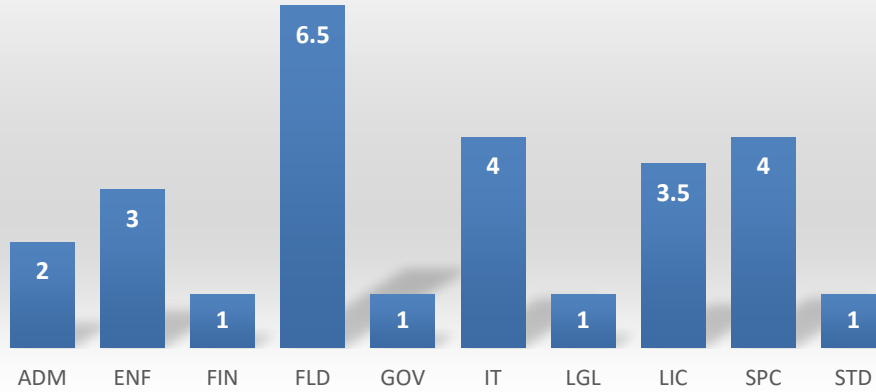
Demand Analysis

TCOLE serves always increasing population of licensees. More recently the population of law enforcement agencies, academies, and training providers has also been increasing rapidly. TCOLE services and maintains standards for both populations. There are currently over 3,000 law enforcement agencies, academies and training providers in the State of Texas.

The agency currently serves over 113,000 appointed licensees, which does not include inactive licenses. Active license status does not diminish the life-long relationship that TCOLE has with the licensees and agencies they serve. Many individuals begin communications with TCOLE long before they become licensed, throughout their career, into retirement, and families of deceased police officers receive flags from TCOLE.

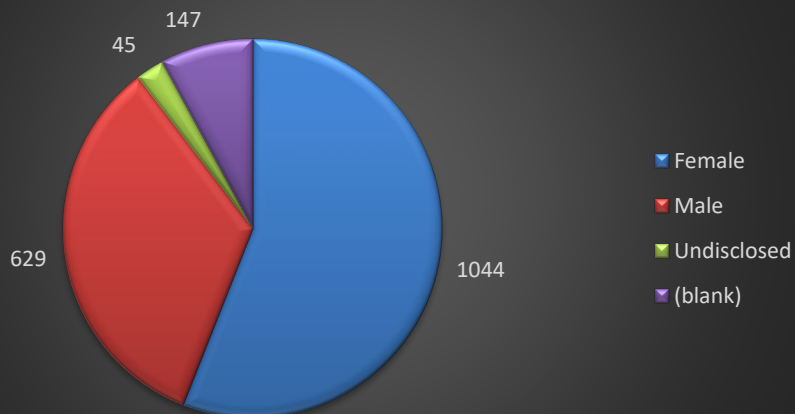
TCOLE gained 12 FTE from the 87th Legislature and is actively recruiting. The agency does not expect to exceed the FTE of 67.6 in the next 5 years. The agency does plan to fill all open positions due to regular turnover. Regular turnover is projected to be led by retirements at 59% of agency turnover through 2027.

Projected Retiring + Terminations in next 5 years

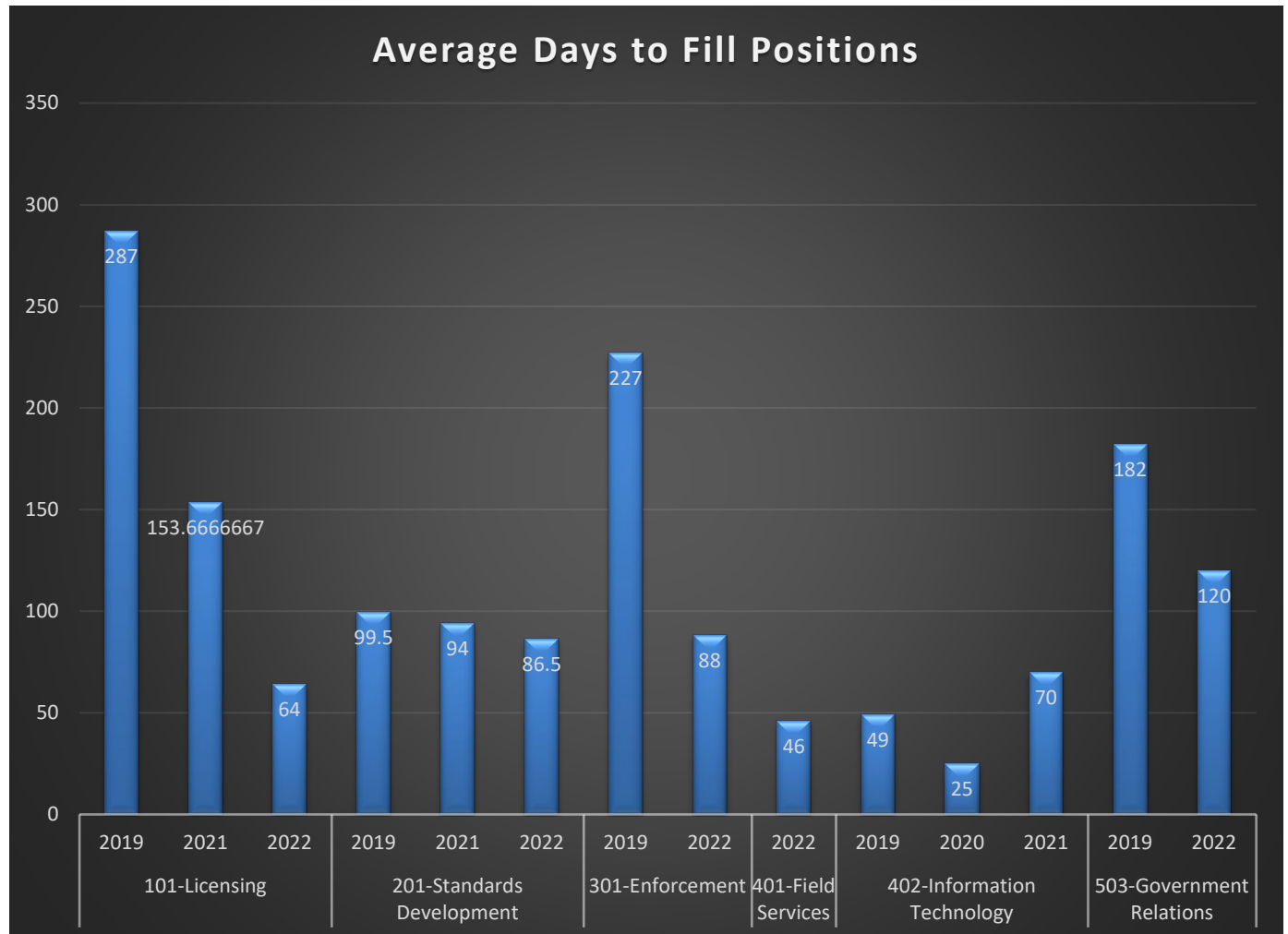


In 2017, TCOLE implemented CAPPS Recruit Career Section as part of now completed implementation of all the CAPPS modules. Included in this module package are full integration with WorkInTexas.com, CAPPS HR/Payroll and reporting capabilities which give the agency insight into applicant sourcing. TCOLE has hired for 24 positions since implementing Recruit Career module and currently has 9 open positions. Below are demographics for all applicants for all positions to date.

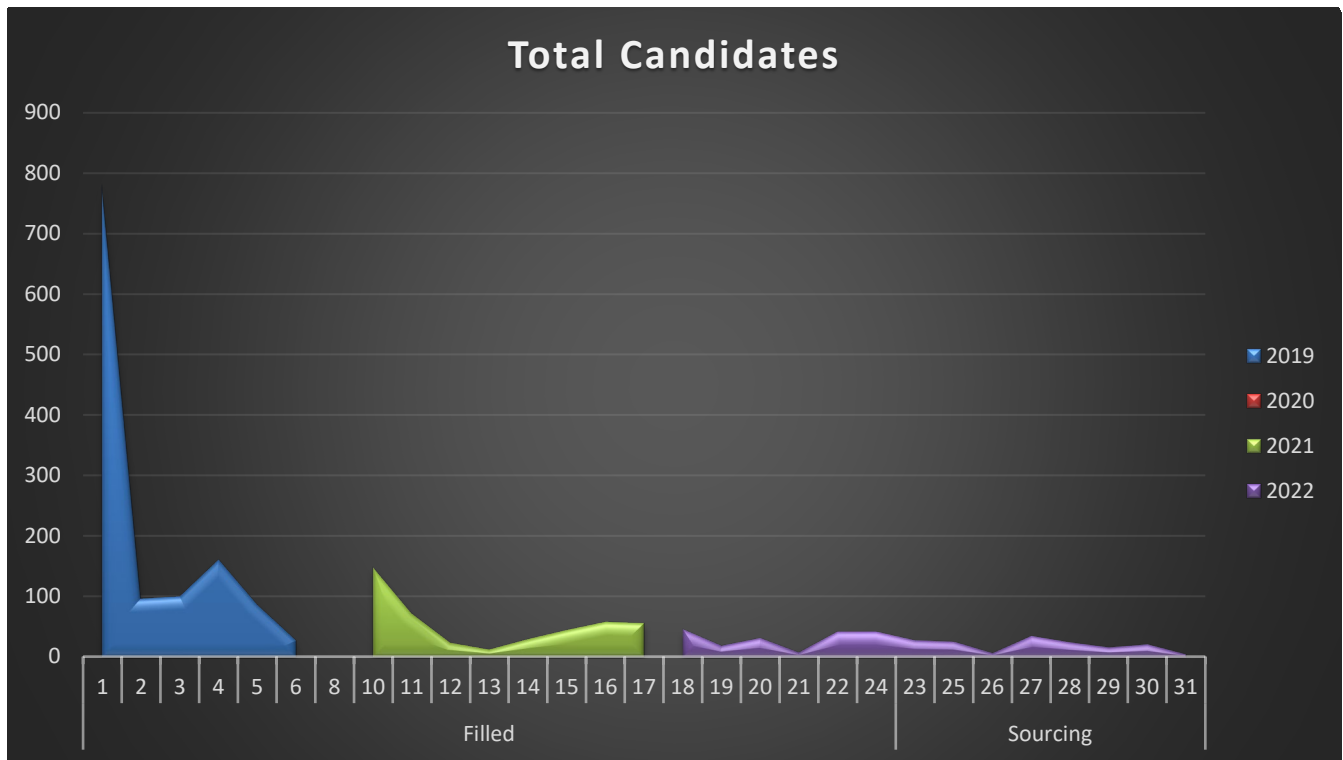
EEO Applicants



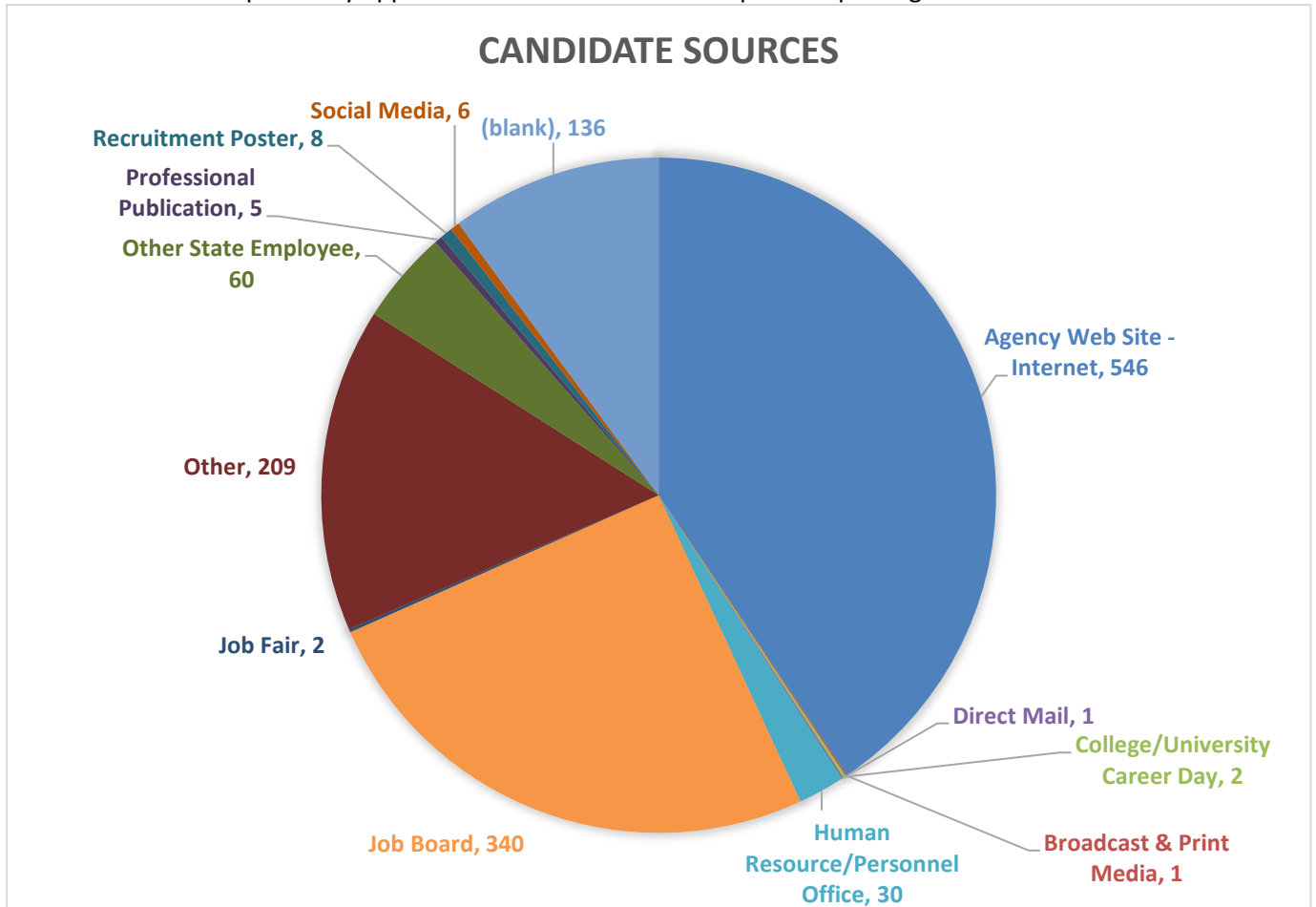
The agency projection of retirements and terminations, as well as the continuing need to keep full employment in the allowed FTE's of 67 allows the agency opportunities to improve our recruitment processes. Varying factors occasionally impede TCOLE's ability to quickly hire for open positions as shown by the time taken to hire a candidate. Recent challenges of significantly lower candidate applications by posting allowed recruiting to improve in time to hire from 157 days in 2019 to 81 days in 2022. Factors include statewide hiring freezes, delays in interviewing, delays in background investigations and emergency projects which demand hiring manager's attention.



Candidates by positions filled and sourcing



Candidate sources reported by applicants who met or exceeded position posting



Skills Analysis

Managers participated in a survey assessing skills critical for their direct reports. Skill categories were ranked and the skills in each category were also ranked for each functional area.

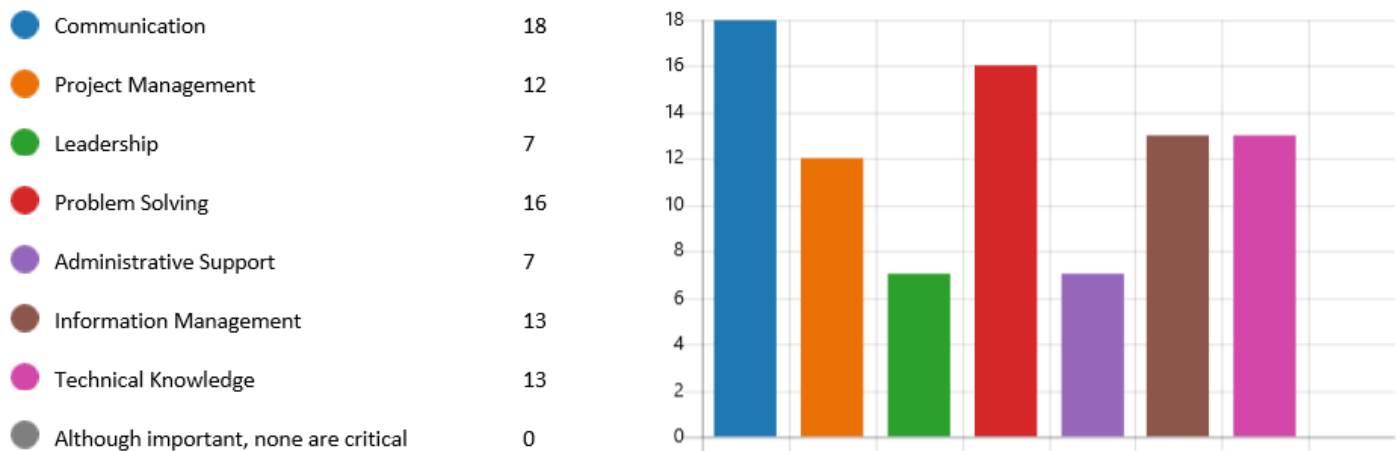
		ADM	EDU	ENF	FIN	FLD	GOV	IT	LGL	LIC	SPC
Skill Category	Skill	Administration	Education Services	Enforcement	Finance	Field Services	Government Relations	Information Technology	Legal	Licensing	Special Services
Problem Solving	Analysis	Medium			Medium	Medium	Medium				
	Critical Thinking		Medium			Medium	HIGH	Medium		HIGH	
	Decision Making				Medium					Medium	
	Innovation		Medium								
Information Management	Database maintenance										
	Software proficiency				Medium						
	Web development										
	Computer assisted tools				Medium						
	Graphic design						Medium				
	Electronic reporting										Medium
Technical Knowledge	Agency policies, procedures and rules							Medium	Medium		
	State and federal laws and rules				HIGH	Medium			HIGH		
	Specialized technical knowledge				HIGH						
	Policy analysis and development				Medium			HIGH			
	Statistical analysis										
	Regulation analysis and development				Medium						
	Technical analysis							Medium			
	Litigation										
	Auditing					Medium					
	Financial analysis				HIGH						
Project Management	Organizing & coordination		HIGH								Medium
	Planning										
	Managing multiple priorities		Medium						Medium		
	Quality analysis and process improvement										
Skill Category	Skill	ADM	EDU	ENF	FIN	FLD	GOV	IT	LGL	LIC	SPC
		Administration	Education Services	Enforcement	Finance	Field Services	Government Relations	Information Technology	Legal	Licensing	Special Services
Communication	Written - composition and editing		HIGH	Medium			HIGH		HIGH	HIGH	
	Verbal - public speaking and presentation	HIGH		Medium				Medium	Medium	HIGH	
	Interpersonal sensitivity						Medium				
	Teamwork	HIGH	Medium	Medium	Medium			Medium	HIGH	Medium	Medium
	Public relations	Medium					HIGH				
Leadership	People skills	HIGH		Medium		Medium					
	Performance management	Medium									
	Strategic planning			HIGH							
	Conduct training			HIGH		Medium					
	Meeting planning & facilitation										
	Contract management			Medium							
	Grant management										
	Financial management										
Administrative	Customer service									Medium	
	Record keeping										
	Mail processing										

The top 4 ranked skill categories are below. Skills are not independent of each other. TCOLE employees use skills to solve problems require that they also communicate and have technical knowledge to complete each request.

Skill Category Ranking

Which of these skill areas are most critical for your direct reports? Choose any that meet the majority of regular workload requirements.

[More Details](#)

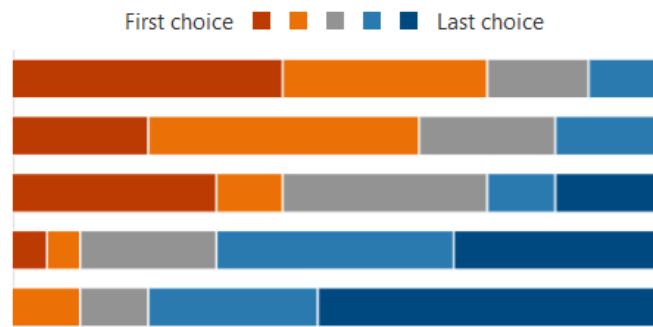


#1 Ranked Skill Category – Communication

Rank the Communication skills from highest (1) to lowest (5) in importance for your direct reports. Click and drag each to rank by more critical in the majority of regular workload requirements.

Rank Options

- | Rank | Options |
|------|---|
| 1 | Teamwork |
| 2 | Written – composition and editing |
| 3 | Verbal – public speaking and presentation |
| 4 | Public relations |
| 5 | Interpersonal sensitivity |

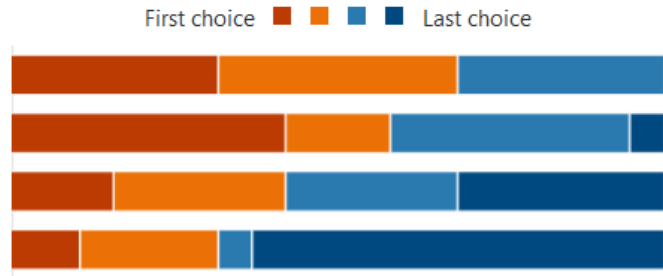


#2 Ranked Skill Category – Problem Solving

Rank the Problem Solving skills from highest (1) to lowest (4) in importance for your direct reports. Click and drag each to rank by more critical in the majority of regular workload requirements.

Rank Options

- | Rank | Options |
|------|-------------------|
| 1 | Critical thinking |
| 2 | Analysis |
| 3 | Decision making |
| 4 | Innovation |

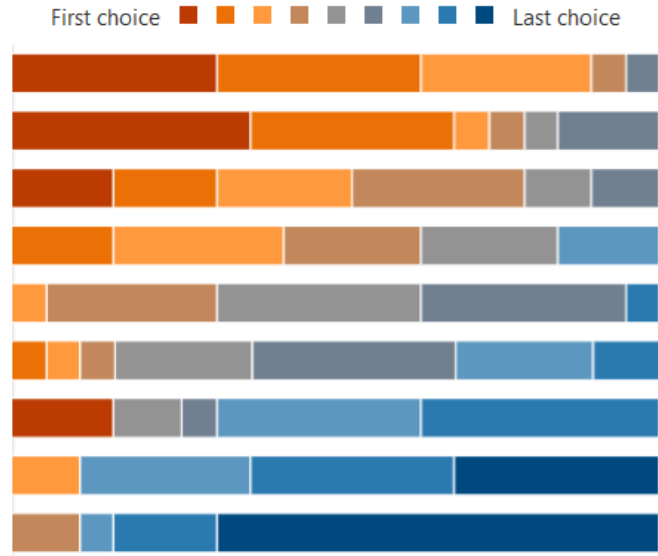


#3 (TIED) Ranked Skill Category – Technical Knowledge

Rank the Technical Knowledge skills from highest (1) to lowest (9) in importance for your direct reports. Click and drag each to rank by more critical in the majority of regular workload requirements.

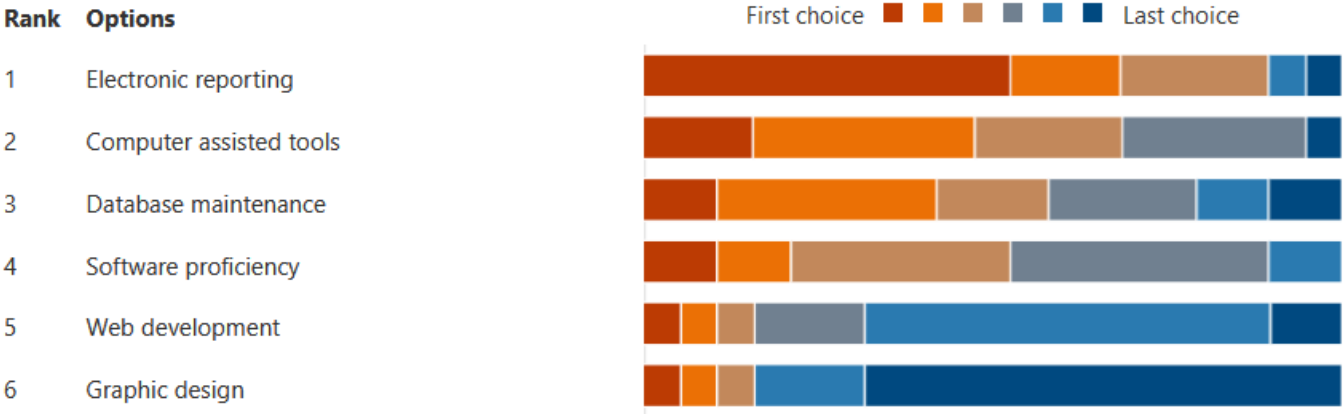
Rank Options

- | Rank | Options |
|------|---------------------------------------|
| 1 | Agency policies, procedures and rules |
| 2 | State and federal laws and rules |
| 3 | Specialized technical knowledge |
| 4 | Regulation analysis and development |
| 5 | Statistical analysis |
| 6 | Technical analysis |
| 7 | Auditing |
| 8 | Litigation |
| 9 | Financial analysis |



#3 (TIED) Ranked Skill Category – Information Management

Rank the Information Management skills from highest (1) to lowest (6) in importance for your direct reports. Click and drag each to rank by more critical in the majority of regular workload requirements.

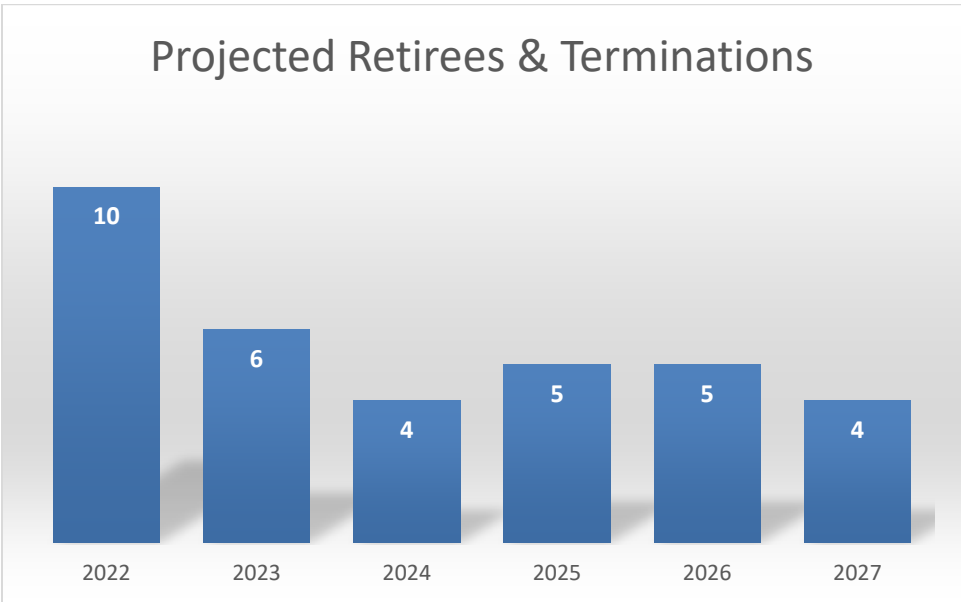


Serving the law enforcement populations that the agency is appointed to enhances relative importance of the technical expertise component of skill areas. TCOLE employees are trained and equipped to represent the agency as an expert in agency policy, procedures, and programs.

Gap Analysis

The agency has no plans to restructure or shuffle FTE between functional areas. As a result, no gaps will exist in FTE or in functional areas. However, currently TCOLE has 13% of FTE vacancy and is actively recruiting.

The agency estimates that over 39% of our workforce will retire in the next 5 years. Retirements and terminations of agency employees take with them many years of service to TCOLE and accumulated agency knowledge. This translates into measurable gaps in agency years of service. Gaps were identified if the result of loss of agency service years averaged by FTE remained a negative amount and reflect which functional divisions will be impacted.



	ADM	ENF	FIN	FLD	GOV	IT	LGL	LIC	SPC	STD	Total
Total Headcount + Open Positions	2	9	4	9	3	13	5	10	6	7	68

	ADM	ENF	FIN	FLD	GOV	IT	LGL	LIC	SPC	STD	Total
Projected Years of Service 2027	5	90.67	66	62.5	32	70.67	45	75.5	36.66	56	540
Current Years of Service 2022	28	59	89	147	29	58	28	61	38	31	568
Average by FTE	(11.50)	3.52	(5.75)	(9.39)	1.00	0.97	3.40	1.45	(0.22)	3.57	

Gaps (negative average)	Gap		Gap	Gap					Gap		
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Strategy Development

Retention efforts, although not formalized, are often combined with employee training and development activities and many times result in additional job duty assignments. Some job duty assignments are temporary, but many translate to ongoing assigned duties. Recent expansions in Education Services and Information Technology brought differing skill sets to TCOLE and have afforded qualified internal candidates new opportunities to grow. The future projections in turnover will offer additional opportunities for skill enhancement, responsibility expansion, and promotions.

Increasing workloads resulting from assisting and serving all of these populations stretches skill levels of employees at the agency. Annually increases in communication, certifications, training standards, electronic record technical capacity, agency inspections and investigations are expected. This also creates heavy concentration on training

upon onboarding new employees as well as ongoing training updates for existing staff. Strategic deployment of legislative requirements and rules updates to all agency staff takes priority and enhances the agency effectiveness in serving the regulated populations at the highest level.

Employee development, training and succession planning have been combined and implemented in a form that serves the agency well. Management has made continuity of services a priority by implementing cross-training, outside training, and backup coverage for many positions at TCOLE. Where feasible, each position has another employee who can execute the duties as required. Serving the licensees and agencies continues even if the regularly assigned employee is not available.

Workload coverage for my direct reports consist of:

● Cross-training for all direct reports with each other	8
● Cross-training for some direct reports	11
● I provide workload coverage	11
● No workload coverage	1



Training for my direct reports consist of:

● Annual	10
● Continuing education by outside organization	12
● Upon implementation of systems or processes	17
● No training	2

