Workforce Plan, Fiscal Years 2023–2027

This document is also provided separately to the State Auditor's Office.

Key Factors Facing the Agency

During the next five years, TCEQ expects challenges as it fulfills its mission and goals. Key economic and environmental factors affecting the agency's workforce include an increase in staff eligible to retire; retention of qualified, experienced employees; high turnover in key positions; and implementing a hybrid workforce model. To address these factors, the agency must continuously adapt and focus on implementing attractive recruitment, engagement, and retention strategies to differentiate itself in the increasingly competitive job market.

The ability to compete for highly skilled applicants, particularly in STEM and high demand occupations, will continue to prove critical in our efforts to maintain a diverse and qualified workforce necessary for the agency to carry out its mission.

TCEQ does not expect significant changes in its mission, strategies, or goals over the next five years, but it does recognize the need to adapt readily to any changes required by legislation. Any new state and federal requirements will be demanding, considering budget and FTE constraints, and will likely point to a need to implement continuous improvement initiatives, including program changes, process redesign, and technological advancements.

New and Changing Requirements and Initiatives

The departure of employees due to retirement and other reasons is a critical issue facing TCEQ. Within the next five years, 36% of TCEQ's workforce will be eligible to retire, with 20% eligible to retire by the end of fiscal 2022.

TCEQ remains well below the state average of 21.5% in turnover for fiscal 2021. TCEQ experienced turnover at 12.2% in fiscal 2021, with voluntary separations, excluding retirement, making up 55.9% of total separations. Retirements made up another 25.6% of total separations for that period. Turnover was highest in core mission classifications, including Natural Resources Specialist (14.5%), Engineering Specialist (11.7%), Engineer (10.7%) and Geoscientist (10.4%). This potential loss of organizational experience and institutional knowledge poses a significant need for continued careful succession planning for key positions and leadership roles.

An ongoing focus on organizational development and training will be required. Training and mentoring emerged as the primary strategy identified by agency offices to address skill gaps due to retirements, with engagement and retention efforts ranking second.

Table F.1 demonstrates the projected increases in the number of employees eligible to retire from fiscal 2022 through fiscal 2027. TCEQ estimates that approximately 952 employees (36%) will become eligible to retire by the end of fiscal 2027. Retirement of the agency's workforce at this level could significantly affect the agency's ability to deliver programs and accomplish its mission.

Table F.1. Projection of TCEQ Employees Eligible for Retirement, FYs 2022–2027

Fiscal Year	Projected Retirements	Percent of Total Agency Headcount (2,610)
2022	530	20.3
2023	610	23.4
2024	696	26.7
2025	783	30
2026	872	33.4
2027	952	36.5

Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/21.

New and Changing Requirements and Initiatives

New federal and state requirements, as well as internal initiatives have an agency-wide impact. Offices may be required to change and modify, eliminate, or add programs, processes, and procedures. Also, to provide more timely data, the agency's use of technology to report and receive information is expanding.

Among other expected program changes, mandates, and initiatives are the following:

- **Shifting to a hybrid work model.** TCEQ embraced and adapted quickly to support a remote workforce resulting from the COVID-19 pandemic. The agency tailored policies and services to support virtual agency operations and provided tools, guidance documents, and resources to agency management and staff enabling the continuity of mission critical functions. TCEQ will continue to develop and maintain the administrative framework underlying a hybrid workforce: policy development and refinement, day-to-day operational guidance, and provision of supportive information technology solutions.

- **Staffing competitiveness.** State salary and benefits constraints limit TCEQ's ability to remain competitive with private sector employers and state and local governments. TCEQ's retention of experienced staff in our mission-critical classifications is challenged by significantly higher and more competitive salaries and benefit packages offered by other state agencies and local city and county governments, in addition to those offered in the private sector.

  TCEQ has taken several measures to address this competition, including raising minimum salaries and supplementing salaries with retention and recruitment bonus programs and one-time merits for extraordinary performance in emergency events. However, actual salaries remain comparatively low while turnover continues to be untenably high. Overall, TCEQ average salaries have increased by only 3.9% since

2016, and in critical classifications, TCEQ's salaries lag our sister state agencies by more than 30%.

- **Employee-related initiatives.** Raising awareness of the rich diversity of TCEQ and reinforcing the agency's culture will continue to be a focus. Noteworthy successes–mostly held virtually–include recognition of the 30th anniversary of the Mickey Leland Environmental Internship Program, diversity awareness training for all managers, coffee chats with executive management on diversity and teleworking, development of a diversity mentoring program, a cultural fair spotlighting employees' video presentations, and the annual Veterans Day recognition.

- **Facility Reviews.** TCEQ's Park 35 Campus and Houston Regional Office. TCEQ aspires to reduce the annual $3.6M cost for Building F on our Park35 Headquarters campus, and exit the lease prior to the August 2027 end date. This analysis is a significant undertaking that would require one-time legislative funding as well as assistance from the Texas Facilities Commission on redefining TCEQ's physical space for collaboration, innovation, and knowledge sharing. While the ultimate goal is to reduce TCEQ's physical space costs, expected additional benefits include employee engagement, retention, and exemplifying our environmentally friendly mission. Additionally, relocation of the TCEQ's Houston Regional Office from the Elias Ramirez State Office Building (ERB) is a major priority due to the inadequacy of the current facility to support TCEQ's mission-critical compliance and disaster emergency response field activities.

- **Digital Content and Accessibility Requirements.** Delivering more digital content–training, public education, and other informational material–on TCEQ websites. Maintaining and improving online access, accessibility, and navigation (both internal and external) through increasing and varied access points (such as mobile devices, collaboration tools, and social media)

and situations (such as disasters). This includes continued website restructuring and upgrading, employing analytics, metadata, and usability studies to adequately support emerging web and application design and organization trends. Agency roles and responsibilities under Section 508 are aligned with Web Content Accessibility Guidelines 2.0, which requires more time and expertise when creating documents, webpages, and learning and other digital content. Increased demand by the public that the agency should use plain language in its guidance and information materials—as well as provide these materials in alternative languages and in accessible format for people with disabilities.

■ **Public Information Requests, Access to Public Records, and Public Participation.** Supporting the increased number of public information requests (PIR), legislative requests, and media requests is a challenge. To handle this increase, the agency needs to modify existing databases, enhance reporting capabilities, and launch new initiatives allowing greater public access to agency records—including the Texas Open Data Portal as an alternative for filing public information requests. The design, testing, and implementation of these initiatives may require large commitments in funding and staff resources. Also, additional staff expertise and resources will be devoted towards ensuring that the agency's public participation process is in accordance with Title VI of the Civil Rights Act of 1964.

■ **Central Accounting and Payroll/Personnel System (CAPPS).** The statewide Enterprise Resource Planning project involves adopting a statewide system supporting financial, human-resource, payroll, and timekeeping functions. TCEQ deployed CAPPS HR/Payroll and Recruit in fiscal years 2020 and 2021; process re-engineering and change management efforts are in progress.

TCEQ is scheduled to deploy CAPPS Financials in fiscal year 2023 and pre-implementation activities are underway. CAPPS implementations require significant staff time and resources devoted to the developing new processes and procedures as well as training content and materials, to the delivery of agency-wide training, and to change-management efforts.

■ **Continuous Process Improvement Initiatives: Lean.** In fiscal 2020, TCEQ, in collaboration with EPA, adopted Lean. Lean is being deployed across the agency to enhance agency processes and reduce backlogs. Lean requires extensive coordination with program areas on logistics and training/staff development. The Office of Administrative Services offers significant organizational and programmatic input requiring additional time and resources from staff with a specialized skillset to successfully implement and sustain Lean initiatives across the agency.

■ **Educational Outreach.** Promoting and providing educational information on Texas' successes in environmental protection encourages all Texans to help keep our air and water clean, conserve water and energy, and reduce waste.

■ **Communicating with Elected Officials.** Agency staff strives to effectively communicate technical and complex environmental-quality and natural-resource issues of the agency to the state's leadership, elected officials, stakeholders, and the media. Developing effective working relationships with new members of the state legislature during a time of significant turnover in officeholders is vital to TCEQ and its executive management, as is providing timely and accurate analysis of legislation affecting the agency.

■ **Government Performance and Result Act.** This involves expansion of staff duties resulting from federal-grant commitments and performance measures through the Government Performance and Result Act, without corresponding

increases to funding and the agency's authorized full-time equivalent (FTE) count.

- **Emergency Planning and Community Right-to-Know Act.** Maintaining a balance between the public's access to information through the Emergency Planning and Community Right to Know Act and protection of confidential information due to homeland security concerns for the Tier II Chemical Reporting Program remains an evolving challenge and requires significant resources.

- **Disaster- and Emergency-Response Planning.** There are emerging responsibilities associated with disaster- and emergency-response assistance, coordination, and information collection, including updating GIS map layers for wastewater treatment plant infrastructures. The public has created a demand for fast disclosure and transparency of monitoring data during high-profile emergency-response events such as fires and explosions. The agency continues to refine processes and procedures with respect to disaster response, including hurricane and winter-storm preparedness activities.

  Agency response to disasters, both natural and man-made, is under heavy scrutiny. The agency must continue public education to affirm our role in responding to disasters, reemphasizing that TCEQ is not a first responder in emergency events.

- **Population Growth.** Areas of the state experiencing tremendous growth leads to an increased regulatory universe in the form of business, water, and wastewater infrastructure; waste generation; and air emissions, in addition to urban areas encroaching on previously rural areas. Increased issues and complexity of issues associated with heavy-growth areas create challenges in providing adequate responses to citizen complaints; investigations to determine compliance with applicable air, waste, and water regulations; and education of regulated entities.

The growing population trends and limited additional water resources in Texas have resulted in public water systems considering innovative or alternative treatment technologies. The thorough and comprehensive review of these complex and innovative or alternative treatment technologies requires highly experienced engineers and scientists to both protect public health and support economic growth. These technologies require significant research and time, taxing senior-level staff possessing high levels of technical expertise who may be needed for multiple projects. These staff are also needed to provide expertise in emergency situations affecting public health.

On-site sewage facility applications have increased due to new construction related to population growth. Increases are state-wide with approximately 25% of state under TCEQ jurisdiction for authorization.

- **Increased Regulatory Oversight.** The agency will have investigation needs for an expanding regulatory universe and added complexity of these investigations without corresponding increases to the agency's FTE count. Examples include the following:
  - New federal regulations (by fiscal 2027) related to oil and gas facilities, drinking water facilities, and other media. For example, new federal requirements related to all existing petroleum storage tanks including storage tanks at production sites, and new federal requirements related to lead and copper in drinking water increase agency oversight functions.
  - Increased issues associated with oil and gas industry activities that affect air (emission events and complaints, and comprehensive inspections), water (demand on water systems for both public drinking water and wastewater treatment), waste disposal methods, and other on-demand activities.

- Maintain and enhance the Tier II Chemical Electronic Reporting System.
- Sustained focus on aggregate production operations (APOs) and their impact on the environment and on citizens' property. Compliance activities for APOs continue to challenge investigation resources. Increased legislative and public interest in developing new rules to regulate dirt, sand, and rock quarries and aggregate operations.
- Addressing an increasing number of odor-nuisance complaints related to poultry operations and concrete batch plants requires additional staff resources. Sustained interest on landfill compliance and odor abatement.
- Meeting investigation needs for expanding the dam-safety regulatory universe without corresponding increases to staffing numbers is a continuing challenge.
- Continued economic growth in the Central Texas Area has resulted in increased and complex construction activity in the areas covered by the Edwards Aquifer Program. This has expanded the workload due to the increase in number and complexity of the plans for review.
- Increased water availability issues related to increasing drought conditions.

- **Updates to Federal Guidance in Relation to Staff Knowledge.** Changes in overall federal guidance related to the Environmental Protection Agency (EPA) and other agencies with ties to TCEQ will necessitate staff members gaining additional knowledge to understand the changes, and subsequently, be able to audit the subject.
- **Expanding Federal and State Requirements and Initiatives.**
  - Expanding federal requirements and initiatives, as well as internal initiatives, continue to place more demands on TCEQ. The U.S. Environmental Protection Agency (EPA) has made and is seeking changes to rules implementing the Safe Drinking Water Act (SDWA) as well as revising guidelines

for implementation of those programs (for example, Lead and Copper Rule Revisions, Consumer Confidence Report Rule, lead testing in schools and childcare facilities, perfluorinated compounds).
  - Providing extensive guidance, technical assistance, and templates to help permittees and stakeholders understand changing, more complex rules.
  - TCEQ continues to assist public water systems with complying with ever-increasing National Primary Drinking Water Regulations. TCEQ continues to provide extensive guidance, on-site technical assistance, training, and templates to support operator efforts to improve the performance of drinking water treatment plants in Texas and remain compliant with these complex rules. This assistance is anticipated to continue and even increase as customer expectations for TCEQ to assist their water systems has continued to increase. The increased public concern regarding lead and copper adds an additional workload to staff to facilitate non-rule based sampling and educational outreach. Additionally, as EPA develops new or revised rules for lead, copper, and possibly other contaminants, TCEQ will continue to be challenged with implementation.
  - TCEQ uses a third-party contractor to collect all chemical compliance samples for approximately 7,000 public water systems. This practice has been integral to fulfilling TCEQ's mission to protect human health and the environment, as well as its capacity development program, for over 20 years. The collection of chemical samples allows Texas to have a 99.9% sample collection rate, sample collection error rejections of less than 1%, and expedient data flows. TCEQ has used the PWSS grant funds to collect chemical compliance samples for

many years to ensure all public water systems, including underfunded systems in rural Texas, can achieve compliance, ensure the integrity of the samples, and provide the people of Texas with safe drinking water. However, EPA has determined that TCEQ can no longer use PWSS grant funds for the collection of these chemical compliance samples, which has created a significant funding deficit for this integral endeavor.

- Additional and more complex computer tools required by state and federal regulations such as the eReporting rule, Safe Drinking Water Information System, and the Surface Water Rights Database.

- Keeping up with new and innovative technologies to assist facilities to identify, reduce, or remove contaminants.

- Aging and deteriorating drinking water and wastewater infrastructure, which adds to the workload due to increased numbers of complaints, requests for technical assistance, and media requests.

- Technologies to remove or reduce contaminants in drinking water have become more complex since the 1996 SDWA Amendments. As water quality technologies and program requirements change, the degree of technical expertise necessary to understand and manage these issues, as well as perform compliance determinations, increases. Additionally, Texas water systems are challenged by aging and deteriorating infrastructure, a well-documented problem which will require significant investment to protect public health and ensure reliable delivery of safe drinking water. Drivers influencing Texas' public water systems utilizing more complex water treatment technologies include strain on available water supplies to address continued population growth, and the need to re-evaluate water-treatment practices to address rule revisions.

- In administering the Texas Groundwater Protection Committee, the Groundwater Program will continue to be challenged to coordinate with nine other state agencies or organizations and across 20 internal groundwater protection programs in 10 divisions and three offices. The most recent version of the Texas Groundwater Protection Strategy is a dynamic document that will be continuously reviewed and updated, instead of being updated every six years, requiring continuous staff time.

- Water Rights Permitting. Due to limited water availability and increasing demand, water-right applications are becoming increasingly complex, raising numerous legal and technical issues. Those issues include indirect reuse, system operation plans, water management plans, reservoir operation plans, major new reservoir projects, interbasin transfer considerations, desalination, and aquifer storage and recovery. This increased complexity translates into additional time demands for permitting projects. To balance those increased workloads, the 86th Texas Legislature passed House Bill 1964, streamlining the process for certain limited water-right amendments. TCEQ implemented this legislation in fiscal 2020 and has observed efficiency in the process.

- Water availability is a key component in TCEQ's technical review of water-rights applications. TCEQ uses surface water availability models (WAMs) to evaluate water availability for new permits and impacts associated with amending existing permits. The WAMs are structured to implement the prior-appropriation doctrine so that TCEQ only permits water that is available and senior water rights are

protected. The 86th Texas Legislature passed HB723 and appropriated $2.162 million requiring TCEQ to obtain or develop updated naturalized flow datasets for the water availability models for the Red, Neches, Brazos, and Rio Grande river basins. TCEQ contracted this work and it was completed in fiscal 2021. The legislature may choose to appropriate additional funds and require TCEQ to update the WAMs for additional basins in fiscal 2024/2025.

- Non-Watermaster River Basin Evaluations. The 82nd Legislature adopted HB 2694, TCEQ's Sunset Legislation, which continued the agency for 12 years. The legislation also included a requirement for TCEQ to evaluate river and coastal basins that do not have a watermaster, assess whether there is a need to appoint a watermaster, and issue a report with its findings. This assessment is required at least once every five years. TCEQ evaluates several basins every year with all basins evaluated once every five years.

- Drought conditions may continue to affect water resources and increase the cost of water to consumers, which in turn leads to an increase in the number of consumer-assistance requests received from the public; an increase in technical-assistance requests; an increase in the need for emergency approvals, including bond approvals; requests for emergency authorizations and exceptions that require staff to perform expedited technical and engineering reviews; and an increase in review of plans and specifications for innovative technology projects such as direct potable reuse.

- Demand for shorter processing timeframes for permits and authorizations, including change of ownership or water-rights

permits, wastewater permits, and review of drinking-water plans and specifications.

- Expanding permit programs result in increased noticing requirements, public participation, and the potential for an increase in the number of public comments, public meetings, and matters necessitating consideration at Agency Agenda meetings. Agency initiatives can affect the workload of offices.

- Meeting anticipated new federal requirements to establish a state levee safety program. The new federal requirements are in place but are not yet delegated to the states to implement. When that occurs, TCEQ staff resources will be impacted.

- The TCEQ's Sugar Land Laboratory must adhere to state and federal policies, maintain documentation of the processes used to ensure the quality of the analyses conducted in the laboratory, and continuously improve those quality processes. The laboratory must seek highly qualified candidates that meet the state requirements for chemists as well as NELAC requirements and provide constant technical training to ensure that staff maintains knowledge and proficiency in the highly technical areas of microbiology, nutrients, and metals analysis for which the Sugar Land laboratory is accredited. In addition to required audits, the laboratory will explore and discover ways in which the laboratory can be improved to achieve maximum capabilities. As the Sugar Land Laboratory moves toward a more technologically advanced, paperless, and automated environment, the laboratory may experience an increase in analytical requests with shorter turnaround times and lower detection limits as well as requests to perform other analyses that coincide with new EPA and governmental

regulations. This will require the laboratory to stay abreast of advancements in technology, instrumentation, and software. Staff training will be necessary to keep current with technological changes, and to gain competency and to maintain proficiency with analyses, software, and hardware in the environmental analytical field.

- Implementation of the oil and gas TPDES and state-only program for permitting discharges.
- Development of new general permits for oil and gas discharges, including NOI development.
- Implementation of the thermal discharge initiative as an additional responsibility of the water quality standards and modeling technical reviews.
- New procedures to justify/develop temperature limitations in industrial permits.
- Implementation of the 316b Phase II rule (cooling water intake structures) in industrial permits.
- Updated/revised effluent guidelines based on new federal regulations for Steam Electric Power Plants regulated under 40 CFR Part 423.
- Implementation of delayed components of the NPDES eRule detailed in 40 CFR §127.16 The compliance deadline for electronic submissions associated with general permit reports, CAFO annual program reports, MS4 program reports, approved pretreatment program annual reports, SIU compliance reports for POTWs, and Clean Water Act 316(b) annual reports is Dec. 21, 2025.
- Increase TCEQ's influence on federal regulations/policies that impact TCEQ and Texas's regulated community disproportionately compared to other states.
- Incorporate New Approach Methods (NAMs) of toxicity testing into TCEQ's

methodologies to keep up with federal regulatory requirements to reduce animal toxicity testing.

- **New EPA Standards and Regulations.** EPA continues to promulgate more stringent air quality standards and regulations such as the Maximum Achievable Control Technology (MACT) requirements, the proposed New Source Performance Standards (NSPS) and Emission Guidelines for Oil and Natural Gas Sector, and a Transport Federal Implementation Plan. The new standards and regulations result in significant workload increases, specifically in rule development, processing of air permit authorizations applications, creation of new state plans implementing the federal regulations, and processing Emissions Banking and Trading Program offset requests. In addition, the Tax Relief for Pollution-Control Property Program workload will increase with expanded air, water, and waste state and federal regulations for environmental protection. It will be necessary for the TCEQ to continue its proactive planning to ensure the agency can meet the increased workload demand and provide employees with additional training regarding the impact of new federal requirements.

- **State Implementation Plan (SIP).** SIP revision development and coordinating is becoming more complex and the technical requirements are expanding, requiring an intimate knowledge of agency procedures and federal regulations, as well as computing and analytical abilities. This, combined with the constant changes in the air-quality field due to new regulations and new technologies, creates a high need for experienced, knowledgeable staff.

    EPA reviews all National Ambient Air Quality Standards criteria pollutants on a five-year cycle. It is possible that changes to the NAAQS may result in additional Texas counties being designated as nonattainment within the

2023–2027 timeframe. Each nonattainment area will require SIP revision development, along with potential control strategies specific to the pollutant. The state of the science on air quality problems is rapidly changing and those changes require the ability to study and consider this science in technical development for SIP support. Each initial and revised NAAQS significantly increases the agency's workload and presents new and unique technical and policy issues. There are currently eleven SIP revisions and nine rule revisions waiting on approval by EPA.

If submitted SIP revisions are not approved by EPA, EPA would be required to promulgate a Federal Implementation Plan (FIP) any time within two years after final disapproval. EPA could impose sanctions and implement a federal implementation plan until the state submitted and EPA approved a replacement SIP revision to meet the requirements. There are currently 11 SIP revisions and nine rule revisions waiting on approval by EPA.

With additional NAAQS nonattainment areas and more stringent classifications for existing nonattainment areas workload will increase for implementation of all programs related to the SIP. Programs like general conformity require additional work and resources. In addition, an increase in submitted general conformity determinations and decreasing nonattainment area SIP emissions are expected to complicate the determination process.

- **Regional Haze SIP.** In 2021, the agency developed a Regional Haze SIP as well as Federal Class I areas in surrounding states. EPA is reviewing the 2021 Regional Haze SIP revision and a required progress report is due to EPA in 2025 to demonstrate progress toward the visibility goal.

- **Texas Emission Reduction Plan (TERP) Program.** TERP is an important strategy in achieving maximum reductions in nitrogen oxides from mobile sources to demonstrate compliance with the Texas SIP. The TERP includes ten unique grant programs. In fiscal 2022, TCEQ began awarding grant funds from the TERP Trust, expected to total $534 million for the biennium. This is more than double the amount of funding previously available and will increase the number of contracts managed by TCEQ from approximately 5,000 to over 10,000. To meet the demands of an increased workload, the program requested and received additional positions, with the majority in production classifications (grant and contract specialists, financial analysts). In the past, qualified candidates for these positions have been more difficult to recruit and retain due to the entry-level salary and high cost of living in the Austin metro area. To overcome these challenges, and to expand the pool of qualified candidates, TCEQ has transitioned most of these positions to 100% remote.

- **Volkswagen State Environmental Mitigation Trust.** Gov. Abbott selected TCEQ as the lead agency responsible for the administration of $209 million received from the Volkswagen State Environmental Mitigation Trust for grants to reduce nitrogen oxides in the environment. Beginning in fiscal 2019 and through fiscal 2024, TCEQ will manage grant openings and awards for nine mitigation categories, resulting in over 1,000 new contracts to be monitored by TCEQ employees for the duration of the five-year activity life.

- **National Ambient Air Quality Standard Revisions.** As national ambient air quality standards (NAAQS) are revised, accompanying revisions to federal requirements for air monitoring related to those standards could dictate changes in the number of monitors, monitoring locations, or monitoring methods across Texas' network. This could result in an increase to TCEQ workloads related to deployments, maintenance, operations, data verification, etc.

All NAAQS criteria pollutants are on a five-year review cycle by EPA. It is possible that changes to the NAAQS may result in additional Texas counties being designated nonattainment within the 2023 through 2027 timeframe. Each

nonattainment area will require SIP revision development, along with potential control strategies specific to the pollutant. Transport and infrastructure SIP revisions specific to each revised criteria pollutant will also be due within three years of promulgation of the revised NAAQS. In addition to these SIP revisions, Texas is expected to continue to have to develop maintenance plans for certain criteria pollutants to show how an area will maintain its attainment status. EPA is currently reviewing the NAAQS for lead, ozone, and particulate matter (PM). Review of all three NAAQS is expected to be complete by the end of 2023.

- **Expedited Permitting Program.** Implemented in November 2014, this program allows applicants to request an expedited review of an application filed under 30 TAC, chapters 106, 116, or 122. The challenge for TCEQ is the limited number of experienced technical employees. The air program requires additional resources through employee overtime or contract labor to review projects designated as expedited.
- **Recycling Programs.** There is legislative and external-stakeholder interest in market-development activities for recyclable materials. This includes statutory manufacturer stewardship or recycling programs for products such as other electronics, paint, and alkaline batteries. We are also seeing a potential statutory expansion of current television and computer-equipment recycling programs in response to market changes.
- **Scrap Tire Program.** The Scrap Tire Program will continue to coordinate with local governments and other TCEQ programs to address unauthorized scrap tire sites across the state and evaluate possible disposal and recycling avenues for scrap tires with available funding

Information Technology

TCEQ must prepare for future information technology (IT) needs to maintain and enhance the agency's level of service, respond to increasing customer demands and expectations, and implement legislative changes. These needs include:

- **Critical Technology Upgrade.** The agency is committed to major projects that will require expansive software and database skills. A primary focus will be the Critical Technology Upgrade (CTU) project; legacy applications core to the agency's mission will be upgraded to a contemporary platform over multiple biennia.
- **DIR/DCS Technology Requirements.** As a mandated Data Center Services (DCS) customer, the agency is required to maintain a posture of no more than one release prior to the current version for software. Additionally, the agency faces increased costs if server hardware is not "refreshed" at the designated interval. When software is upgraded or hardware is refreshed, application developers must test application code and remediate it as needed. While this practice is recommended for security reasons, it increases the maintenance overhead for application-development staff. As staff prioritizes time to maintain compliance with DCS standards, less time is available to modify or build applications to meet the program areas' business needs.
- **Information Security.** Legislation increasingly addresses policies and practices regarding information security. House Bill 8, 85th Legislative Session, mandates bi-annual security-risk assessments and elevated vulnerability testing for applications that process personally identifiable or confidential information. Retaining staff with the necessary expertise is an ongoing challenge in a field with high demand and escalating pay expectations.
- **Increasing Technological Demands.** The agency is faced with demands applicable to internal and external stakeholders or users with expectations to maintain and improve online access and navigation to more information through increasing and varied access points, such as mobile devices, collaboration tools, and social media. This involves continued site restructuring and the use of analytics, metadata, and usability studies to adequately support emerging web-design and organization trends.
- **Increased Need for Digital Content.** There is a need to deliver more digital content for use on

TCEQ websites–training, public education, and other informational content. Content must be produced in HD (high-definition) as SD (standard definition) fades away. Time spent on meeting accessibility requirements for video content will increase as the agency's video production increases.

- **IT Components for New Regulatory Programs.** New regulatory programs routinely require IT components to be developed and supported; the agency is providing more data and expanding the use of technology for reporting information and receiving authorizations. To implement the flow of electronic information between the regulated community and the public, business processes must be analyzed and documented. The agency's program areas will need to develop proficiency in analysis and design to facilitate implementation. The challenge will be to ensure that staff is capable of building and using these tools effectively and efficiently.
- **Database Management.** Modifying, maintaining, expanding, and/or automating existing database, reporting, and storage capabilities, as well as new initiatives to allow greater public access to agency records, will require large commitments in funding and manpower resources.
- **Information Technology Skill Sets.** Keeping the skill levels of employees up to speed with constantly changing web and related technology, including advocating for increased skill sets around the agency, remains a challenge.
- **Environmental Compliance Technology.** In response to an increased demand for real-time data, additional staff will require training on applicable technology in the areas of environmental and compliance monitoring.
- **Online Access and Navigation.** Maintaining and improving online access and navigation (both internal and external) allows for quick dissemination of information to large groups, both in "real time" and customized, through increasing and varied access points, such as mobile devices, collaboration tools, and social media. This includes restructuring to adequately support content management.

- **Improvement and Transparency in Data Management.** There is a need for continued improvement and transparency in the agency's capabilities in electronic reporting, data handling, and data management, including continued maintenance and enhancement of the Consolidated Compliance and Enforcement Data System (CCEDS).
- **Skilled IT Staff.** As more businesses move to the state, particularly near the central office in Austin, we will face more competition to attract, hire, and retain IT talent. As workloads increase and with many staff in IT nearing retirement, this will become more of a challenge through the years.
- **Data Management Program.** In the 87th Legislative session, SB475 was passed, which required all state agencies with more than 150 FTEs to designate a Data Management Officer (DMO). The agency was not given a new FTE for this role or for support staff; therefore, the agency has had to evaluate vacancies to reallocate and named an existing section manager as the DMO in a secondary role.
- **Cybersecurity Strategy and Response.** The dynamic threat environment continues to increase the need for more complex cybersecurity tools and expert resources to monitor, analyze, and respond to potential threats, as well as continuously improve the agency's information security posture.
- **Implementing IT Goals.** Skills are needed to implement the four primary IT goals in the Information Strategic Plan:
  - Improve internal and external access to information.
  - Promote effective and efficient service delivery.
  - Enable strategic management of information.
  - Support a high-performing, next-generation workforce.

Equipment, technology, and training resources are not sufficient to maintain competencies and improve efficiencies. The agency will continue to monitor

funding and examine program efficiencies, monitor, and manage staff workloads, and evaluate the need for projects as funding reductions affect the agency.

Current Workforce Profile (Supply Analysis)

In fiscal 2021, TCEQ employed a cumulative total of 2610 employees, which includes 215 new hires and 331 separated employees. TCEQ has already surpassed total number of new hires compared to fiscal 2021, at over 230 new hires as of March 2022. The following chart (Figure F.1) summarizes the agency workforce by office. The totals indicate an actual head count of employees, not full-time equivalents (FTEs), and do not include contractors or temporary personnel.

Location of Employees

As of Aug. 31, 2021, 762 employees—or 29.2% of the total workforce—were located throughout the 16 regional offices (see Figure F.2). In an effort to facilitate delivery of the agency's services and to increase efficiencies, 135 of these employees (5% of the total workforce) were matrix-managed staff who work in regional offices, but supervised from the Central Office.

Workforce Demographics

Figures F.3 and F.4 illustrate the agency's workforce during fiscal 2021. TCEQ strives to recruit and retain a labor force representative of the available Texas workforce; almost 40% of the agency is comprised of minority populations. African Americans and Hispanics constituted 28.7% of the agency's workforce, with other ethnic groups representing over 10%.

In fiscal 2021, the TCEQ workforce was 45.7% male and 54.3% female. TCEQ's leadership is majority female at 53.6% in supervisor, manager, and director roles.

## The TCEQ Workforce Compared to the Available Texas Civilian Labor Force

The TCEQ workforce comprises four employee job categories, as established by the Equal Employment Opportunity Commission (EEOC).

Figure F.1.
TCEQ Employees by Office, FY 2021
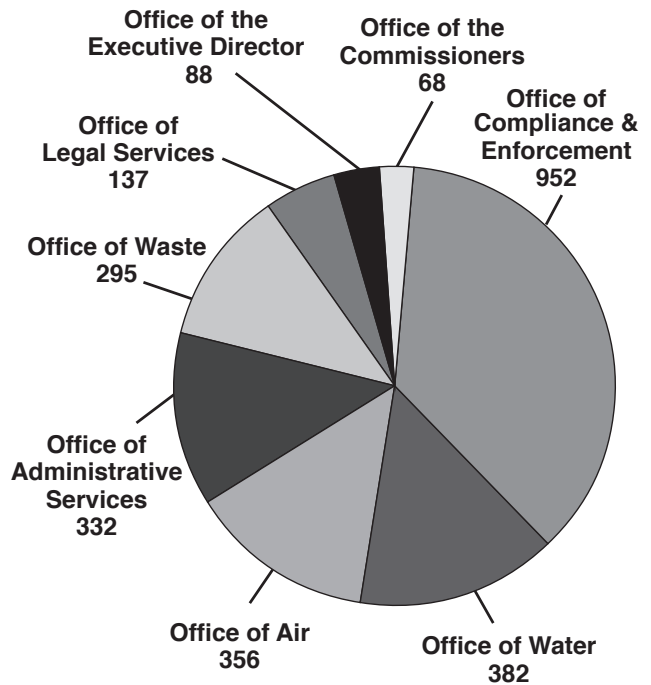
Note: Data includes separations.
Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/21.

Figure F.2.
TCEQ Employees by Location, FY 2021
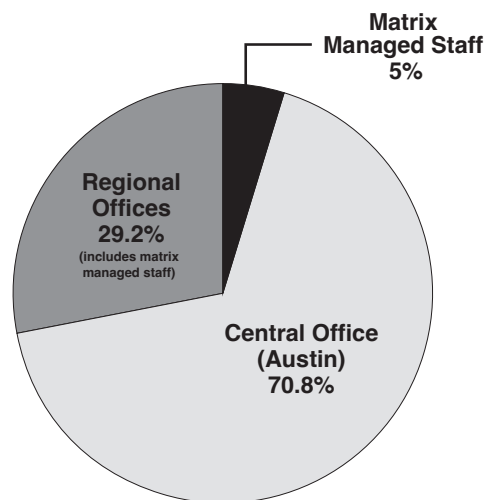
Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/21.

These categories are: Official/Administrator, Professional, Technical, and Administrative Support.

Table F.2 and figures F.5, F.6, and F.7 compare the agency workforce as of Aug. 31, 2021, to the available statewide civilian labor force as reported in the 2019–2020 Equal Employment Opportunity and Minority Hiring Practices Report, a publication of the Civil Rights Division of the Texas Workforce Commission. This table reflects the percentages of African Americans, Hispanics, and females within the available statewide labor force (SLF) and the TCEQ workforce. TCEQ's focus on recruiting, retaining, and cultivating a diverse and inclusive workforce remains a priority.

Gender, ethnic, generational, cultural, and educational diversity is prevalent throughout the organization. Compared to TCEQ's Fiscal 2021-2025 Workforce Plan, trends specific to minority populations remain generally consistent across TCEQ's workforce, with increased representation in our female, African American and Hispanic populations across most job categories.

Workforce Qualifications

TCEQ employs a highly qualified workforce in a variety of program areas, performing complex and diverse duties. Strong employee competencies are critical to meet program objectives and goals. Of the agency's job classifications, 25% require a degree (see Figure F.8). Another 63% require a degree; however,

Figure F.3.
TCEQ Employees by Ethnicity, FY 2021
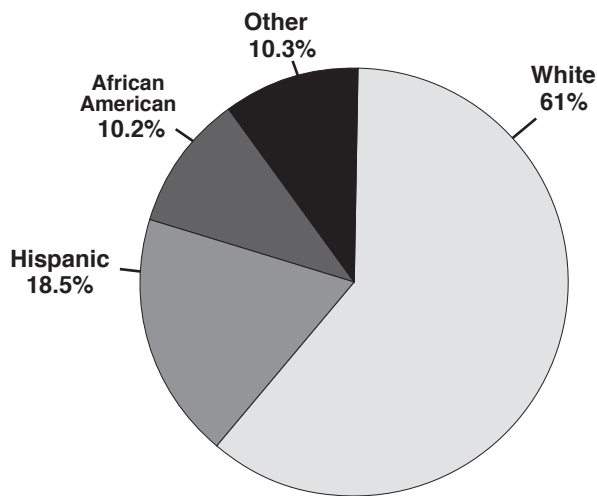
Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/21.

Figure F.4.
TCEQ Employees by Gender, FY 2021
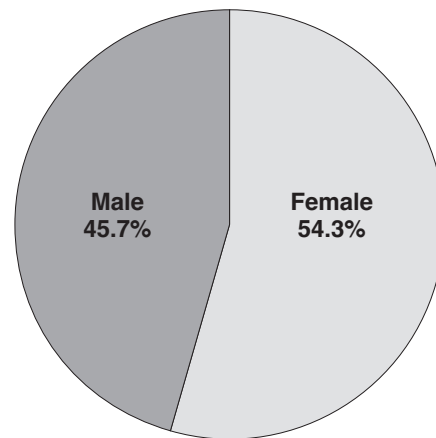
Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/21.

Table F.2. TCEQ Workforce Compared to Available Statewide Labor Force, 8/31/21

EEOC Job Category	African American		Hispanic		Female	
	SLF	TCEQ	SLF	TCEQ	SLF	TCEQ
Official/Administrator	8.5%	8.7%	24.7%	14%	41.7%	50.3%
Professional	10.9%	6.8%	21.8%	17.5%	54.1%	49.4%
Technical	15.1%	13.3%	29.8%	25.8%	56.9%	31.7%
Administrative Support	14.6%	24.2%	36.5%	24%	74.7%	82.9%

Data Source: Centralized Accounting and Payroll/Personnel System and TWC EEO and Minority Hiring Practices Report Fiscal Years 2019-2020, as of 8/31/21.

related experience may substitute for this requirement. The remaining positions do not require a degree–they constitute 12% of the agency's workforce.

Workforce Profile by Job Classification

Over 75% of the agency's employees are categorized as Officials/Administrators and Professionals. The work fulfilled by TCEQ employees is diverse, requiring the use of over 300 job classifications and sub-specifications. Figure F.9 represents the ten most frequently used job classification series in fiscal 2021.

Employee Turnover

TCEQ turnover consistently remains below statewide turnover. In fiscal 2021, the statewide turnover rate was 21.5%, in comparison to TCEQ's turnover rate of 12.2% (see Figure F.10). This can be attributed to the agency's recruitment and retention efforts.

Figure F.6.
TCEQ Hispanic Workforce Compared to Available Statewide Hispanic Labor Force, FY 2019
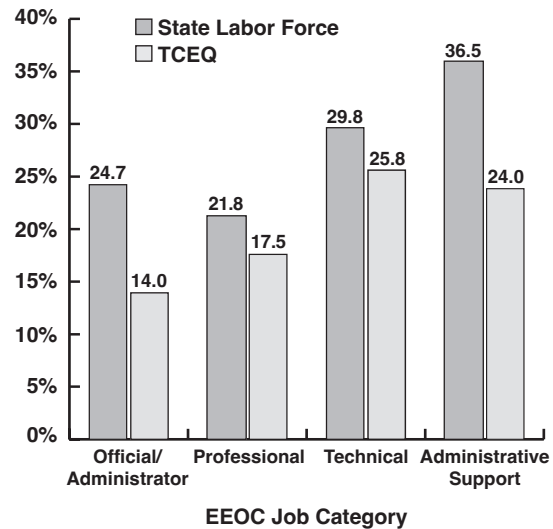
Data Source: Centralized Accounting and Payroll/Personnel System and TWC EEO and Minority Hiring Practices Report Fiscal Years 2019-2020, as of 8/31/21.

Figure F.5.
TCEQ African American Workforce Compared to Available Statewide African American Labor Force, FY 2021
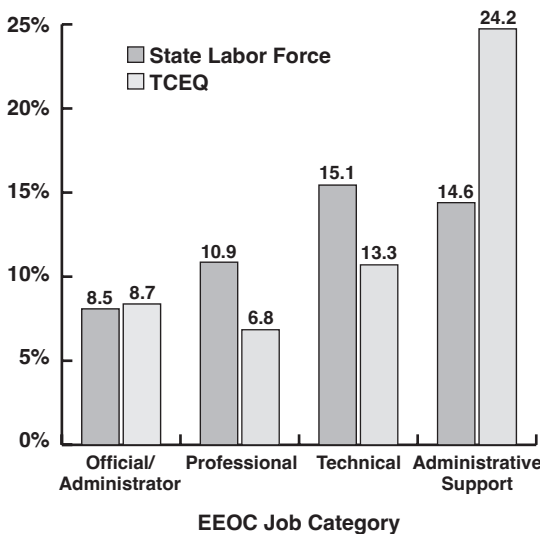
Data Source: Centralized Accounting and Payroll/Personnel System and TWC EEO and Minority Hiring Practices Report Fiscal Years 2019-2020, as of 8/31/21.

Figure F.7.
TCEQ Female Workforce Compared to Available Statewide Female Labor Force, FY 2021
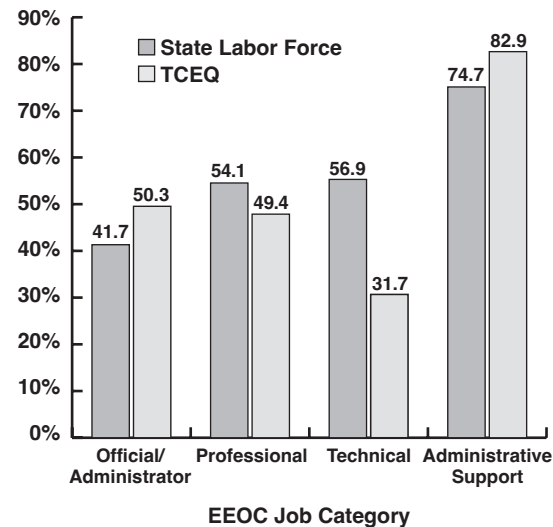

Data Source: Centralized Accounting and Payroll/Personnel System and TWC EEO and Minority Hiring Practices Report Fiscal Years 2019-2020, as of 8/31/21.9.

Recruitment and retention of qualified staff is critical to the ability of the agency to effectively carry out its objectives. It is imperative that quality replacements be found, trained, and retained. Certified and licensed staff are highly marketable outside of the agency, which results in turnover and lower experience levels in the remaining staff. Ensuring that agency salaries are competitive with other state agencies using similar skill sets continues to be a challenge.

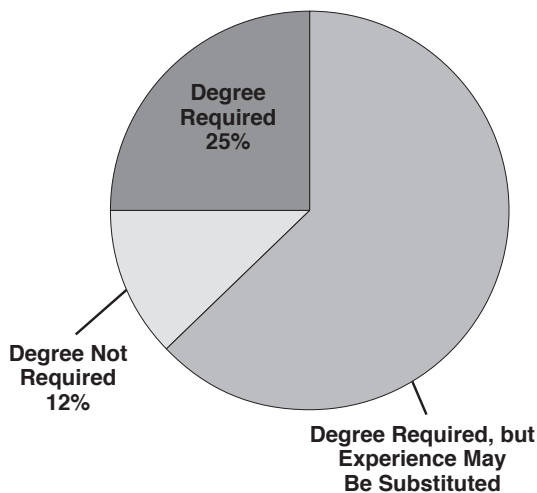See Figures F.11 and F.12 for additional information about the average tenure of the TCEQ workforce.

Future Workforce Profile (Demand Analysis)

TCEQ carries out its mission through broad and diverse activities. These activities require that employees demonstrate a high level of proficiency in a variety of critical skills, also referred to as competencies. Table F.3 is a listing of sets of critical "competencies" that have been identified as the skill sets necessary to accomplish the agency's mission.

The agency continues to emphasize and support workforce and succession planning. This process involves building a viable talent pool that contributes to the current and future success of the agency, including the need for experienced employees to mentor and impart knowledge to their potential successors. Such initiatives will enable the agency to identify the skills, knowledge, and abilities needed to maintain our organizational excellence and to strengthen the skills of up-and-coming staff.
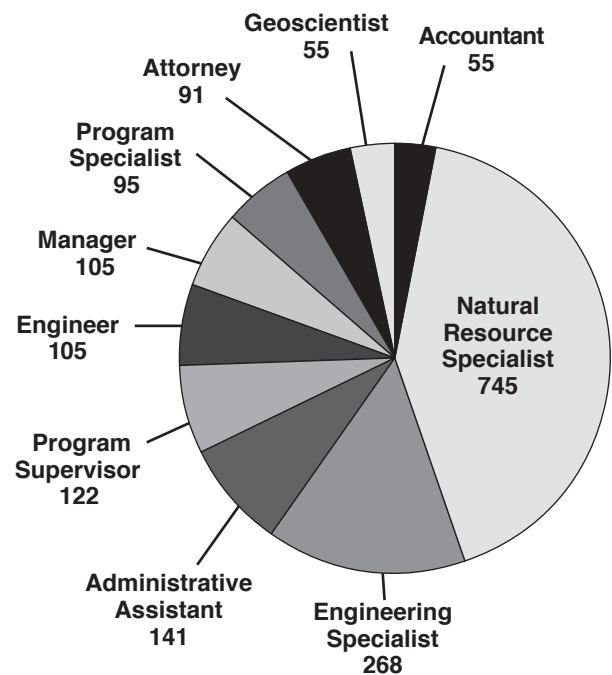
The agency strives to compete in the marketplace for certain disciplines, such as science and engineering. The predominant occupations used at TCEQ–such as environmental engineer, engineering specialist, natural resources specialist, toxicologist, hydrologist, aquatic scientist, chemist, and geoscientist–require STEM (science, technology, engineering, and math) degrees.

Figure F.8.
Education Requirements of TCEQ Employees, FY 2021

- Degree Required 25%
- Degree Not Required 12%
- Degree Required, but Experience May Be Substituted

Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/21.

Figure F.9.
TCEQ Employees by Job Classification Series, FY 2021

- Geoscientist 55
- Accountant 55
- Attorney 91
- Program Specialist 95
- Manager 105
- Engineer 105
- Program Supervisor 122
- Administrative Assistant 141
- Engineering Specialist 268
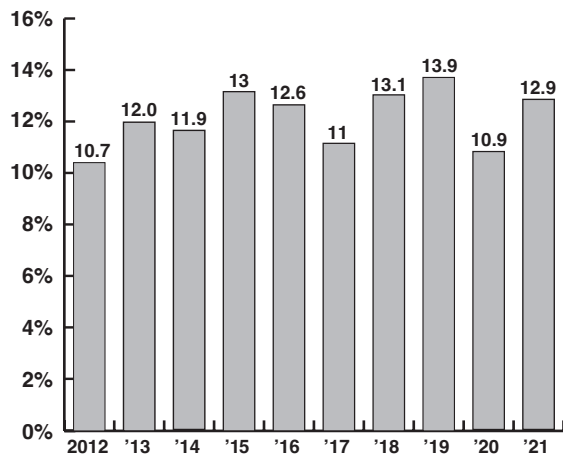- Natural Resource Specialist 745

Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/21.

The Texas Workforce Investment Council reported that job growth in STEM occupations through 2024 is promising: approximately 80% of the fastest-growing occupations are in STEM fields. According to the U.S. Bureau of Labor Statistics, employment in STEM occupations is expected to grow by 10.5 percent by 2030 compared to 7.5% growth for non-STEM occupations. STEM occupations generally pay higher wages than their non-STEM counterparts; the median annual wage for STEM occupations in 2020 was $89,780 compared to $40,020 for non-STEM occupations. This makes it difficult to recruit and retain staff in the STEM job fields.

The ability to recruit and retain staff in computer and information technology occupations will also be essential as the agency continues its efforts to provide access to digital content and the enhancement of websites and access to electronic information and interfaces. The Bureau of Labor Statistics states that computer and information technology occupations are projected to grow by 13% by 2030. Demand for these workers results from greater emphasis on data analytics, information security, and software/application development, which are key initiatives of TCEQ.

**Figure F.11.
TCEQ Employee Average Tenure
by Race, FY 2021**

Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/21.

**Figure F.10.
TCEQ Employee Turnover Rate, FYs 2012–2021**
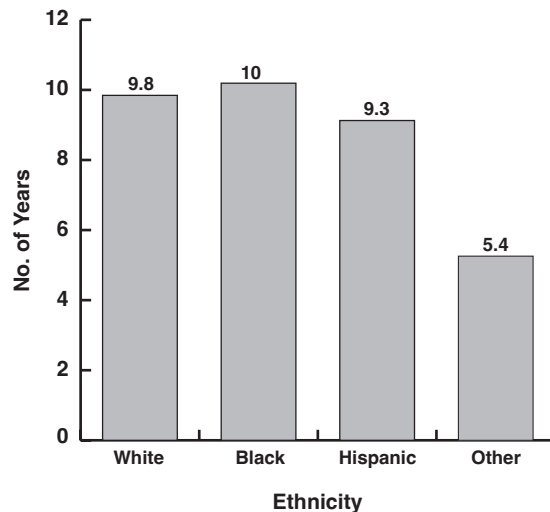
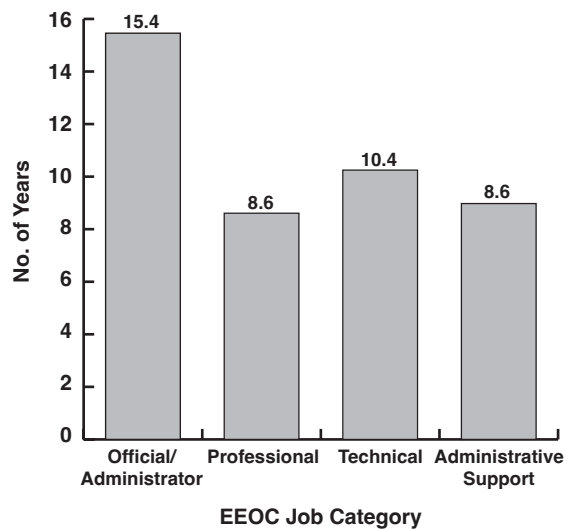*Data Source*: Centralized Accounting and Payroll/Personnel System, as of 8/31/21.

**Figure F.12.
TCEQ Employee Average Tenure
by EEOC Job Category, FY 2019**

Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/21.

Table F.3. Critical Workforce Competencies within TCEQ Offices

Administrative Support

Basic computer skills
Standard software skills
Mail processing
Operate general office equipment
Record keeping
Inventory management

Communication

Customer service
Active listening
Cultural awareness
Marketing and outreach
Public relations
Teamwork
Translating technical information into layperson's terms
Oral – public speaking and presentation
Written – composition and editing

Financial Management

Contract management
Financial administration
General procurement
Grant management

Information Development & Management

Accessibility
Computer-assisted tools
Database management
Electronic reporting
Graphic design
Software proficiency
Web development and maintenance

Management/Leadership

Building effective teams
Delegation
Facilitation
Interpersonal skills
Managerial courage
Mentoring
Performance management
Strategic planning

Problem Solving

Analysis
Critical thinking
Decision making
Innovation

Project Management

Coordination
Managing multiple priorities
Organizing
Planning
Quality analysis and process improvement

Technical Knowledge
(may be unique to a certain program area)

Agency policies, procedures, and programs
Audit skills
Litigation skills
Local, state, and federal laws, rules, and regulations
Policy analysis and development
Regulation analysis and development
Research
Specialized technical knowledge
Statistical analysis
Technical analysis

Gap Analysis

Each office within TCEQ analyzed the anticipated need for each competency and the possible risk associated with the skill being unavailable over the next five years. Competencies that are "at risk" are indicated in Table F.4, prioritized by "low," "medium," or "high," reserving the "high" designation for those gaps that will require action to address them.

Strategy Development

TCEQ anticipates implementing key strategies, which are discussed in the following sections, to address expected skill gaps. Figure F.13 displays the strategies that were identified by agency offices**.**
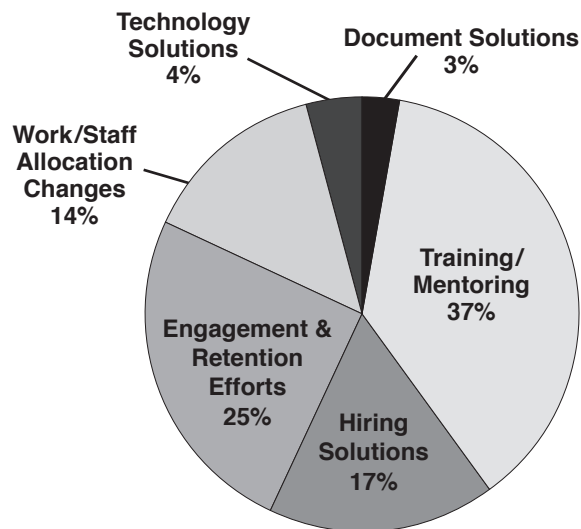
Training and Mentoring will be the primary focus, followed by Engagement and Retention, and Hiring Solutions, to ensure that TCEQ aligns appropriate personnel with the necessary skill sets to fulfill the agency's core functions.

Figure F.13.
TCEQ Strategies to Address Skill Gaps

Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/21.

The use of strategies as indicated below reflects the fact that there is a critical need to develop current staff skills, while also developing future workforce skills.

Some of the specific strategies mentioned by agency offices are:

- Increase recruiting efforts to attract qualified candidates in STEM occupations. Recruit and retain staff in these specialized fields by competing with career benefits in the private sector.
- Ensure that agency salaries are competitive with other government agencies that have similar positions (i.e., city, county, state, and federal agencies).
- Obtain the equipment, technology, and training necessary to maintain a competent workforce within budgetary constraints.
- Participate in recruiting and training efforts as turnover of staff due to retirement and economic environment creates loss of knowledge and skills in critical program areas.
- Implement a succession plan for key staff to increase the availability of experienced and capable employees that are prepared to assume roles in these critical program areas as they become available.
- Provide opportunities for management and technical experts to mentor, train, or facilitate on a regular basis.
- Develop viable options to recruit, obtain access to, contract with, or train staff in critical-needs areas.
- Recruit and retain staff with critical skill sets to ensure quality control in managing data functions and modifying processes to meet demands.
- Recruit and retain staff in key positions that possess the specialized knowledge to perform current and anticipated mission-critical functions.
- Document processes and procedures for core functions and produce guidance documents to record the protocol used for specialized decision-making and process mapping.
- Develop tools (checklists, flow diagrams,

Table F.4. Competency Checklist and Gap Analysis

LEGEND			
CO – Office of the Commissioners ED – Office of the Executive Director	OAS – Office of Administrative Services OCE – Office of Compliance & Enforcement	OLS – Office of Legal Services OA – Office of Air	OOW – Office of Waste OW – Office of Water

Skill Category	Skill	CO	ED	OAS	OCE	OLS	OA	OOW	OW
Administrative Support	Basic computer skills								
	Standard software skills								
	Mail processing								
	Operate general office equipment								
	Record keeping								High
	Inventory management			High					
Communication	Customer service								
	Active listening								High
	Cultural awareness								High
	Marketing and outreach						Med		
	Public relations						Med		High
	Teamwork				Med				
	Translating technical information into layperson's terms	High		Med			Med	Med	High
	Oral – public speaking and presentation	Med		Med				High	High
	Written – composition and editing	High					Med		High
	Other: Foreign language translation					Med			
	Other: Court reporting					Low			
Financial Management	Contract management			High			High	Med	High
	Financial administration	High		High	Med		High	Med	High
	General procurement	High		High	High		Med		Med
	Grant management				Med		High	Med	High
Information Development & Management	Accessibility	High		High	High		Med	Med	High
	Computer-assisted tools	Med		High	High		Med	Med	High
	Database management	High		Med	High		High	Med	High
	Electronic reporting			High	High		Med		Med
	Graphic design			Med					
	Software proficiency			High	High		Med	Med	High
	Web development and maintenance	High		Med				Med	High

Table F.4. Competency Checklist and Gap Analysis (continued)

Skill Category	Skill	CO	ED	OAS	OCE	OLS	OA	OOW	OW
Management/Leadership	Building effective teams								High
	Delegation						Med		
	Facilitation			Med					High
	Interpersonal skills								Med
	Managerial courage	High							High
	Mentoring	High		High	High		Med		High
	Performance management						Med		
	Strategic planning		High	Med			Med		High
Problem Solving	Analysis						High		Med
	Critical thinking	High		High	Med		High	Low	High
	Decision making	High		High	Med		Med		High
	Innovation						Med		High
Project Management	Coordination								
	Managing multiple priorities	High		High			Med	Low	
	Organizing								
	Planning								
	Quality analysis and process improvement	Low		Med			Med		High
Technical Knowledge (may be unique to a certain program area)	Agency policies, procedures, and programs			High			Med	Med	High
	Auditing skills	High			Med			Med	High
	Litigation skills								
	Local, state, and federal laws, rules, and regulations			High	Med		Med	High	High
	Policy analysis and development			High	Low		Med		High
	Regulation analysis and development			High	Low		High	Med	High
	Research			High			Med		Med
	Specialized technical knowledge	High		High	High		High	High	High
	Statistical analysis	High		High			Med	High	High
	Technical analysis	High		High			High	High	High
	Other: Facilitation of public meetings	High							

guidance documents, web tools) to assist staff and the regulated community.

- Assign staff to special projects to increase their knowledge base.
- Assign backups to positions where medium and high gaps are identified and include these responsibilities on the backup's performance plan.
- Hold peer-review meetings to discuss common areas of concern and to ensure consistency in the processing of approvals, applications, permits, and authorizations.
- Seek approval for additional FTEs for new and expanding programs that will require additional staff.
- Retain employees by promoting wellness resources and remote work opportunities.

Training and Mentoring

It is evident that mentoring, job shadowing, and cross-training will continue to be critical to maintaining institutional knowledge and technical expertise as well as to developing and enhancing critical workforce competencies. This will allow less-tenured staff to work with senior subject-matter experts, with the goal of developing and sharpening specific skills. It is also vital that TCEQ provide quality training and professional-development opportunities that focus on critical skills, competencies, and technical requirements for all employees. Staff are afforded the opportunity and encouraged to attend training that promotes professional development. A hybrid approach to training will continue, syncing with the expectations of today's workforce while benefitting from the effectiveness and efficiencies of virtual platforms.

The TCEQ Leadership and Management Excellence Program promotes the alignment of leadership and management development to TCEQ organizational goals. The program is focused on the continuous development of knowledge, skills, and abilities within TCEQ's Leadership and Management competency model. The alignment of competencies to leadership and supervisory roles allows for common language and promotes consistency in development opportunities. The program is designed to be flexible to individual and organizational needs while encouraging continuous improvement and professional development.

TCEQ launched two new programs with a focus on mentoring and professional development: the TCEQ Engineering Group and the Diversity Mentoring Program. The TCEQ Engineering Group was formed to strengthen staff expertise and to retain and promote engineers and engineers-in-training (EITs) in support of the agency's mission-critical functions. The Diversity Mentoring Program assists employees of diverse backgrounds, experiences, and cultures seeking professional guidance as they navigate their careers.

Because agency resources are limited, there is need to enhance technical and leadership training, while maximizing training dollars. As an attempt to accommodate budget constraints, the agency uses internally developed classes and online training, whenever possible. In addition, the agency has increased the use of virtual training opportunities, which has reduced travel costs across the agency.

Hiring Solutions

While the agency has limitations on FTE levels, offices may address these constraints by realignment and streamlining business processes, while maintaining a consistent level of regulatory oversight and customer service. With the expansion of remote and hybrid methods of working, TCEQ is able to seek candidates from across the state. Offices also pursue hiring above the entry level for jobs due to the competitive job market. In addition, the continuation of the Mickey Leland Environmental Internship Program has proven to be a successful avenue for hiring employees that have an interest and experience in environmental work.

TCEQ has a commitment to employing a qualified and diverse workforce. The recruitment program maintains a strong diversity focus and is committed to building a quality workforce. Recruitment events are regularly planned to target qualified ethnic minority and female candidates. The increased recruitment efforts necessitate a continued presence at events, while operating within limited agency resources.

TCEQ will continue to analyze hiring practices and determine opportunities for enhanced workforce diversity through usage of the Express Hire Program

at diversity-focused events and predominantly minority colleges and universities. This program allows hiring supervisors to identify and hire qualified applicants for job vacancies on the spot at recruiting events.

Hiring supervisors also have the benefit of utilizing the agency's Transitions Hiring Program, which provides a diverse applicant pool to expedite hiring for entry-level positions requiring a degree. Recruiters actively recruit at colleges and universities and at professional events throughout the state. Hiring supervisors have access to a pool of graduating or recently graduated college students from diverse backgrounds for professional entry-level positions. Further, TCEQ launched the Engineer Hiring Program, designed to provide a continuous applicant pool of licensed engineers and provide engineers new to TCEQ with a recruitment bonus.

Engagement and Retention Efforts

Retention of qualified staff remains a continuing challenge in a competitive market. Offices plan to retain individuals who possess essential competencies by providing opportunities for increased responsibility (promotions) and salary enhancements to recognize and reward exceptional performance. TCEQ will also continue to provide developmental opportunities for employees to focus on critical skills, competencies, and technical requirements needed by the agency. It is vital to develop employees to offset potential losses in staff with technical expertise, institutional knowledge, and management experience.

Other retention strategies will include the continued use of recognition awards, flextime, and remote work opportunities to support a more flexible and hybrid workforce. In addition, TCEQ administers employee programs to promote the health, well-being, and education of employees, and to promote a sense of community throughout TCEQ. The agency's partnership with the Employees Retirement System of Texas, as well as TCEQ's Employee Assistance Program provides on-demand access to a variety of mental and physical health and wellness resources available at no cost to employees.

Work and Staff Allocation Changes

TCEQ leadership teams review workforce needs and available skill sets to ensure that adequate staff are assigned to meet the business needs of the agency. Offices indicate that the strategies most utilized in this area will be to assign backups for key positions, include these backup responsibilities in their performance plans, restructure jobs, revise functional job descriptions, and, in some instances, involve entry- and journey-level positions in senior decision making. Managers may also pursue process redesign to improve efficiencies and reduce the risk associated with a potential loss of specialized skill sets.

Documentation and Technology Solutions

Documenting processes and procedures ensures that tools are available for training purposes and continuity of operations. Documenting processes and procedures also provides a basis for streamlining core functions and can be used for specialized decision-making. Development of tools (checklists, flow diagrams, guidance documents) that can be used by both staff and the regulated community will also streamline and communicate processes and answer frequently asked questions.

Trends indicate an increased demand for automated services and technology solutions to provide easy access to electronic information and the pursuit of web-enabled functionality. Increasing the use of virtual web tools and hardware is necessary in meeting the technological demands of a rapidly evolving hybrid workplace.

Documentation and Technology Solutions

Managers understand the need for documenting processes and procedures to ensure that tools are available for training purposes and continuity of operations. Documenting processes and procedures also provides a basis for streamlining core functions and can be used for specialized decision-making. Development of tools (checklists, flow diagrams, guidance documents, desktop tools) that can be used by both staff and the regulated community will also streamline and communicate processes and answer frequently asked questions.