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Texas Real Estate Commission
Texas Appraiser Licensing and Certification Board
Fiscal Year 2025 to 2029 Workforce Plan

Agency Overview

The Texas Legislature established TREC in 1949 to safeguard consumers in matters of real property transactions and valuation services. In 1991, TALCB was established to safeguard consumers in matters of real property appraisal services. TALCB shares staff and resources with TREC. Together TREC and TALCB oversee real estate brokerage, real property appraisals, inspections, and timeshare opportunities.

The agency provides education and licensing services, as well as regulation and enforcement of state and federal laws and requirements that govern real property. TREC and TALCB function as a single state agency, with distinct, independent policy and enforcement functions. As an SDSI agency, 100 percent of the agency's activities are funded through fees paid by approximately 225,120 TREC license holders and 6,700 TALCB license holders.

Agency workforce planning is an ongoing process that includes the following elements:

- Understanding the agency's strategic direction and factors that may impact workforce needs.
- Reviewing and analyzing workforce data.
- Communicating workforce plan findings and recommendations.
- Implementing initiatives to address workforce challenges and monitoring progress.
- Evaluating the success of initiatives and determining what adjustments are needed.

As of April 1, 2024, the agency has 161 full-time equivalent (FTE) employees and two part-time employees. The main office is in Austin, Texas, and has eight major divisions: Customer Relations, Education and Examinations, Licensing, Enforcement, TALCB, Financial Services, Information Technology, and Executive. The following chart details the number of filled positions for each division as of April 1, 2024.

Agency's Divisions and Positions

Division	Number of Employees	Percent of Employees
Executive	12	7.36%
Customer Relations Division	28	17.17%
Education and Examinations Division	17	10.43%
Licensing Division	21	12.88%
TREC Enforcement Division	37	22.70%
Information Technology Division	19	11.66%
TALCB Division	15	9.20%
Finance Division	14	8.59%

Agency Mission and Philosophy

The agency exists to safeguard the public interest and protect consumers of real estate services. In accordance with state and federal laws, the agency oversees real estate brokerage, appraisal, inspection, 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.
- Demonstrate professional kindness to all in the workplace.

I. Current Workforce Profile

Workforce Demographics

As of April 1, 2024, the agency has a total headcount of 163 employees. Currently, veterans are 3.6% of the agency's workforce. The agency's goal is 20%, in line with state law. The following tables profile the agency's workforce, including both full-time and part-time employees.[1]

Age

Approximately (39%) are 50 years of age or older which is a 7% decrease from 2022.

	Number of Employees	Percent of Employees
20-29 years	15	9.20%
30-39 years	36	22.09%
40-49 years	47	28.83%
50-59 years	39	23.93%
60-69 years	24	14.72%
70 and older	2	1.23%

Tenure

Approximately (66%) of employees have been with the agency fewer than five years with skill levels ranging from minimal knowledge to working knowledge of processes. Approximately 30% of our workforce has six to 20 years of tenure, with proficiency ranging from working knowledge to mastery level. Lastly, the agency's workforce with 21 years or more of experience represents just under 4% of the workforce.

	Number of Employees	Percent of Employees
0-5 years	107	65.64%
6-10 years	27	16.56%
11-15 years	13	7.98%
16-20 years	10	6.13%
21-25 years	2	1.23%
Over 26 years	4	2.45%

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[1] This analysis does not include commissioners, board members, temporary employees, or contract workers.

Gender and Turnover

The agency's workforce is comprised of 121 (73.3%) females and 44 (26.7%) males. The percentage of employees by gender has been consistent over the last five years.

	Number of Employees	Percent of Employees
Male	44	26.67%
Female	121	73.33%

Agency Workforce versus Statewide Workforce

The following table compares the percentage of Hispanic, African American, and female agency employees (as of August 31, 2022) to the statewide civilian workforce[2]. The agency does not employee any Service and Maintenance (M) Skilled Craft Workers (S), or Protective services (R) positions; therefore, those categories are not included in the chart.

Overall, the agency percentages are slightly above the state workforce percentages for African Americans and females but are consistently below the state averages for Hispanics. Job categories where TREC's percentages are less than the state percentage are shown in red. Agency recruitment will continue to seek mechanisms to reach those segments of the state workforce that are underrepresented at TREC, including veterans, to obtain an applicant pool that reflects the diversity of the state, and thereby help reduce the differentials noted above.

Statewide Civilian Workforce Composition Fiscal Year 2022 Ethnic and Gender Workforce Composition Fiscal Year 2022						
Job Categories	Hispanic		African American		Female	
	Texas	Agency	Texas	Agency	Texas	Agency
Officials/Administrators (A)	16.2%	0.63%	12.9%	18.8%	57.2%	68.8%
Professional (P)	17.8%	16.67%	11.5%	20.0%	58.5%	66.7%
Technical (T)	28.2%	25.0%	17.6%	0.0%	58.3%	25.0%
Administrative Support (C)	33.7%	35.0%	18.3%	33.0%	81.6%	81.3%

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[2] Statewide Civilian Workforce Composition (Table 2a of the Texas Workforce Commission's January 2023 Equal Employment Opportunity and Minority Hiring Practices Report Fiscal Years 2021-2022). This report only contains data regarding the state's Caucasian, African American, Hispanic American, female, and male workforce.

Retirement Eligibility Projections

The following chart provides estimates on the number of employees who will be eligible to retire over the next five years. These estimates are based on the "rule of 80" using total state service for employees as of April 1, 2024. Currently 6.06% of the agency's workforce is comprised of return-to-work retirees and 7.88% are currently eligible to retire. A return-to-work employee is one who has retired from state government and then returned to working for state government as a current agency employee. In total, approximately 20% of the workforce is eligible to retire. The chart below shows the breakdown of employees eligible to retire over this planning period.

Fiscal Year	Eligible Employees	Percent of Total Agency FTE
2024	13	7.88%
2025	3	1.81%
2026	3	1.81%
2027	2	1.21%
2028	2	1.21%
RTW Retirees	10	6.06%
Total Eligible Employees	33	20%

Employee Turnover

As reflected in the following chart, employee turnover at the agency has consistently been below the statewide average among state agencies, as reported by the State Auditor's Office. The agency anticipates that its turnover rate may vary with the Austin economy but expects overall turnover rates to remain below the state average.

Fiscal Year	Agency	State
2023	14.29%	21.10%
2022	18.32%	25.10%
2021	17.83%	21.50%
2020	15.75%	18.60%
2019	17.40%	20.30%

Critical Workforce Skills

Core Functions:

- Licensing
- Education and Examination Services
- Enforcement
- Appraisal Experience Audits
- Draft Rules and Regulations
- Developing and monitoring complex contracts
- Specialized professional skills (including accounting, customer service, human resources, and information technology).

The critical skills needed to fulfill the core functions include:

- Accountability
- Risk Assessment
- Strategic planning
- Effective organizational time management skills
- Working knowledge of laws, rules, and regulatory processes
- Ability to interpret and accurately apply legal statutes and rules
- Knowledge of administrative law processes
- Skill in policy development and implementation
- Effective organizational and time management skills
- Communication (verbal and written)
- Ability to conduct detailed investigations
- Litigation and dispute resolution experience
- Negotiation, facilitation, and collaboration skills
- Critical thinking and problem-solving
- Information technology, including telecommunications, web design, programming, information security and systems administration
- Network and data center operations support
- Data and information management principles and tools
- Computer proficiency (skills requirements range from entry-level end user to highly skilled information technology)
- Government accounting and financial management
- Government purchasing and contract processes
- Inventory and asset management
- Human resources planning, recruitment, retention, staff development, and performance management
- Educational curricula development and critical evaluation.

II. Future Workforce Profile

The agency will continue to monitor the makeup of its workforce, divisional goals and turnaround times, and legislative changes to the agency's jurisdiction to determine whether position classifications and staffing numbers need to be adjusted. Additionally, the agency will monitor the number of applications and current license holders to determine appropriate staffing levels. The agency is implementing enhanced technology systems to increase efficiencies and to be fully modernized.

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

The agency will continually monitor the application and license holder counts to determine whether adjustments to staffing levels is necessary. The agency is also currently in the process of replacing legacy systems to become more modernized and gain efficiency.

Expansion of Telecommuting

To sustain retention and maintain healthy work-life balance, the agency operates in a hybrid work environment, utilizing some office presence each workday and maximizing telecommuting options.

III. Gap Analysis

Anticipated Surplus or Shortage of Workers or Skills

The agency does not anticipate the need for significant additional FTEs. The agency will continue to monitor the market for any changes and continue to offer competitive salaries. The labor market continues to grow with many high-tech companies coming to the area. There will be a potential loss of employees as more private sector jobs come in and offer potentially more robust benefit packages.

IV. Strategy Development

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 Analysis

Potential Gap	Strategy
Increase hiring and retention of employees	Maintain a work environment that allows the agency to attract, retain and develop highly experienced staff that provides excellent service to customers. Action steps include: • Maintain and further provide professional development, develop leadership training, and promote tuition assistance program. • Continue recruitment efforts to identify qualified candidates with the knowledge and skills needed in the agency. • Increase the use of alternative work schedules and telecommuting opportunities to address the needs of agency employees. • Provide employee development opportunities, including career paths. • Reward employees whose performance exceeds that which is normally expected or required with one-time and/or recurring merit pay increases. • Develop employee engagement strategies that help monitor and retain key positions and employees.
Loss of institutional knowledge and skills due to turnover and retirement of critical staff	Ensure transition of duties, responsibilities, and institutional knowledge transfer when critical staff leave the agency. Action steps include: • Provide leadership training to develop staff for leadership positions. • Continue cross-training efforts. • Maintain effective recruitment practices to attract, develop, and retain qualified replacement staff. • Enhance succession plans to ensure continuous service during any period of extended absence or turnover among critical staff.

Conclusion

The agency will continue monitoring the markets and regulations for the industries we regulate to ensure it is staffed appropriately. Information from the workforce plan will be used to help set priorities for workforce change and anticipated agency growth. The agency will continue to recruit the best candidates to help meet the needs of the agency. The agency will continue to look at ways to better position itself to attract and retain top talent.