

SCHEDULE D

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, 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, corresponding with an increase in the size and diversity of the population of Texas as a whole. According to the U.S. Census Bureau, Texas' population growth in 2023 was larger than any other state, 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 93 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

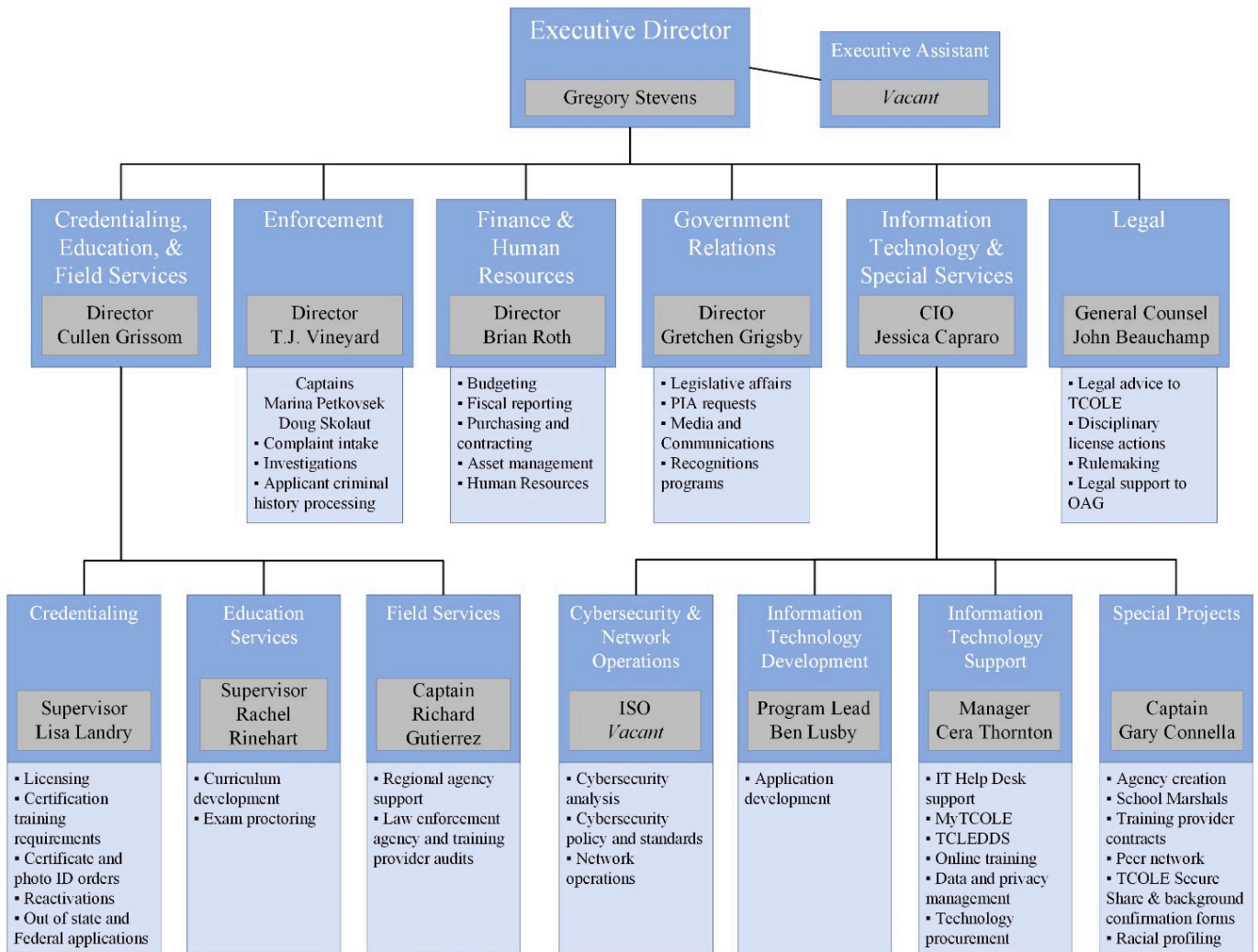
Anticipated Changes to the Mission, Strategies, and Goals over the next Five Years

A consistent challenge for law enforcement agencies has been recruitment and retention of employees. This applies to the Commission and its employees, as with many state agencies, as well as the law enforcement profession statewide. The Commission expects employee turnover rate over the next five years to roughly equal the average turnover rate for all state agencies.

The Commission is committed to working with law enforcement agencies on adopting practices and policies that will oversee the selection, training, and assessment of law enforcement personnel to ensure that quality licensees are serving Texans. There has been a renewed emphasis on the Commission's role in this mission as evidenced by the passage of provisions in the TCOLE Sunset bill, SB 1445 (88R), that provide the directive to develop model policies and rules on personnel files, misconduct investigations, and hiring procedures. This piece of legislation also places a greater focus on ensuring proper license checks are completed for the hiring of prospective Texas peace officers from out of state.

Additionally, the Commission's longstanding role in the education and training of licensees has been of increasing attention. The Commission is reviewing its practices and oversight posture related to the oversight of licensing courses, as well as how continuing education credit is awarded for courses and other training outside of those developed by the Commission.

Current Organizational Structure



Supply Analysis

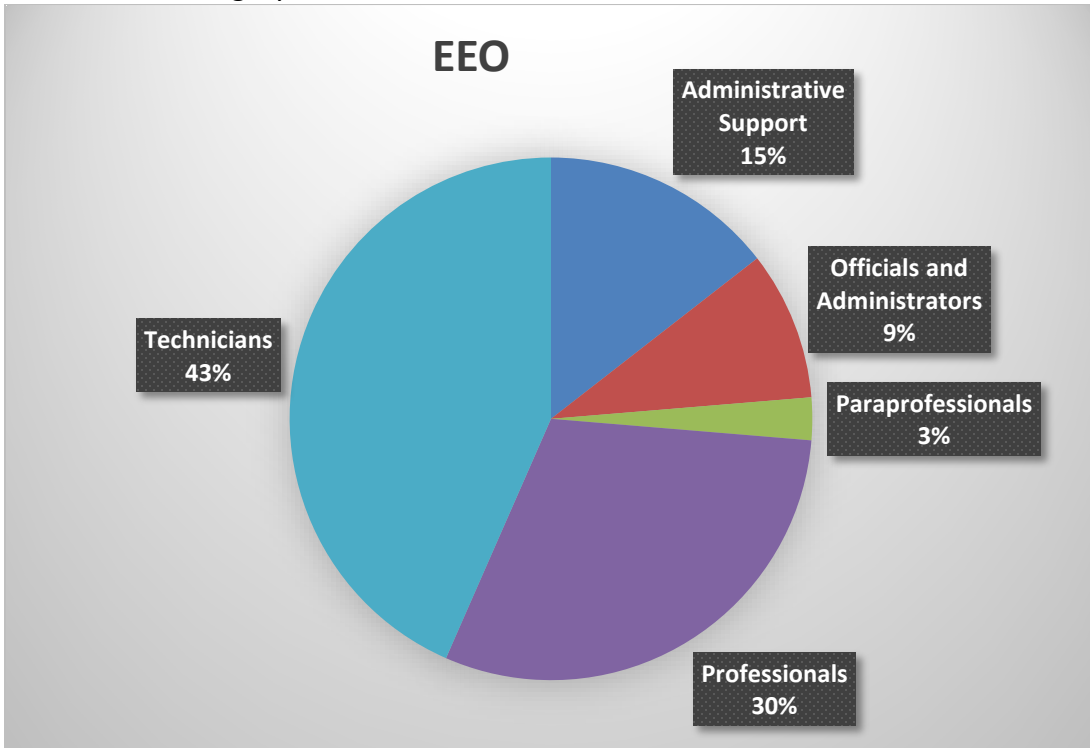
Current Workforce Profile (Supply Analysis)

Current Staff as of 03/5/2024

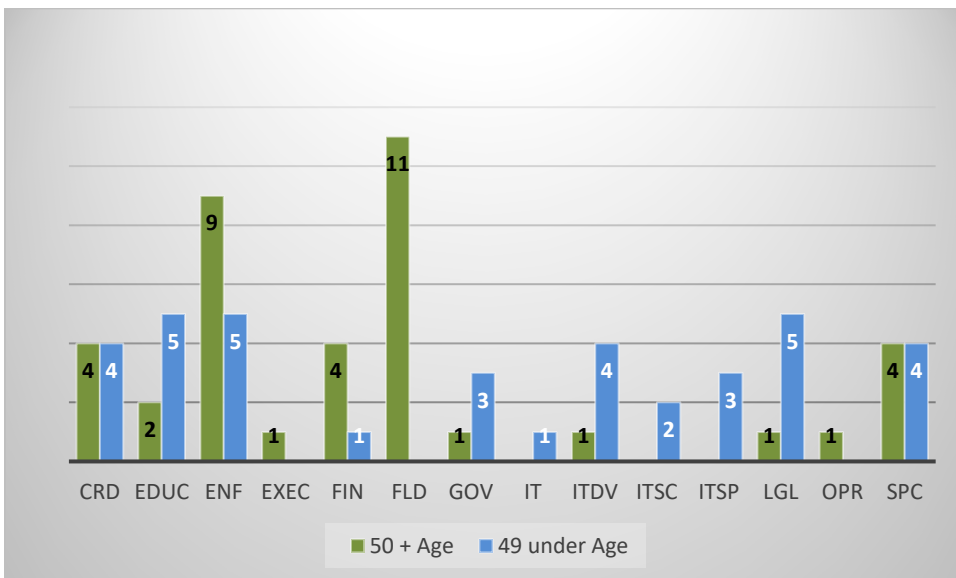
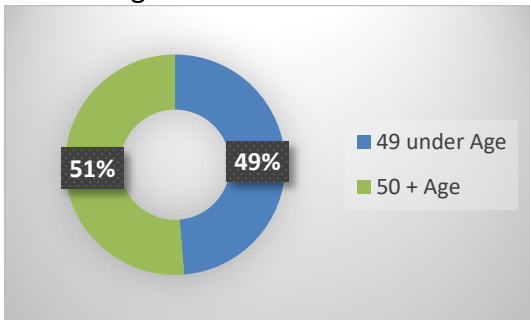
Headcount	76
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<u>EEO Category</u>	Count	Percentage of Workforce
Administrative Support	11	14%
Officials and Administrators	7	9%
Paraprofessionals	2	3%
Professionals	23	30%
Technicians	33	43%
 <u>Ethnicity</u>		
Asian	1	1%
Black/African American	3	4%
Hispanic	10	13%
Native American/Islander	1	1%
Two or More Ethnic Groups	3	4%
White	58	76%
 <u>Gender</u>		
Female	39	51%
Male	37	49%
 <u>Age</u>		
16 to 29	11	14%
30 to 39	20	26%
40 to 49	6	8%
50 to 59	20	26%
60 to 69	15	20%
70 or Older	4	5%
 <u>Military</u>		
Not a Veteran	66	87%
Not indicated	4	5%
Veteran - Preference	6	8%

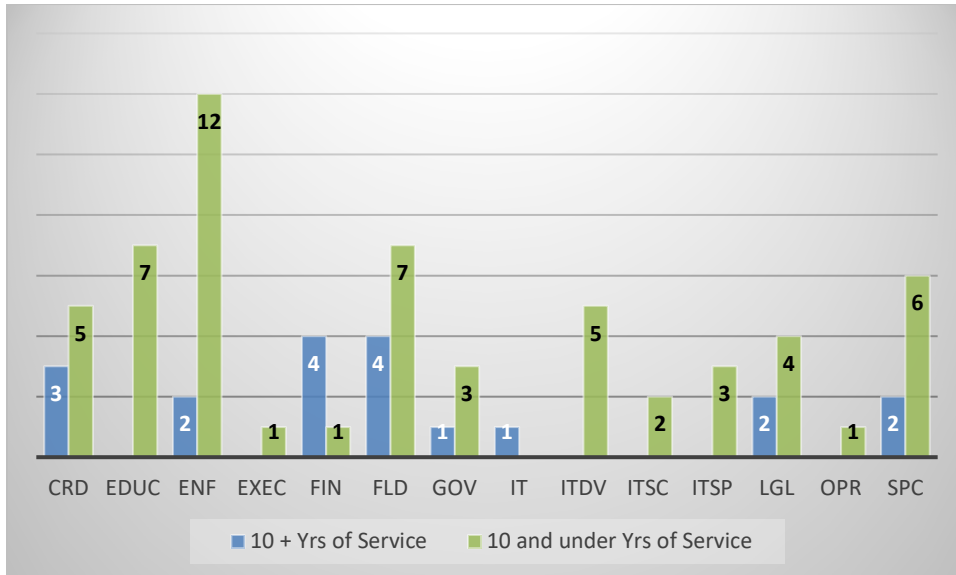
Current EEO Category Distribution



Current Age Distribution



Current Years of Service Distribution

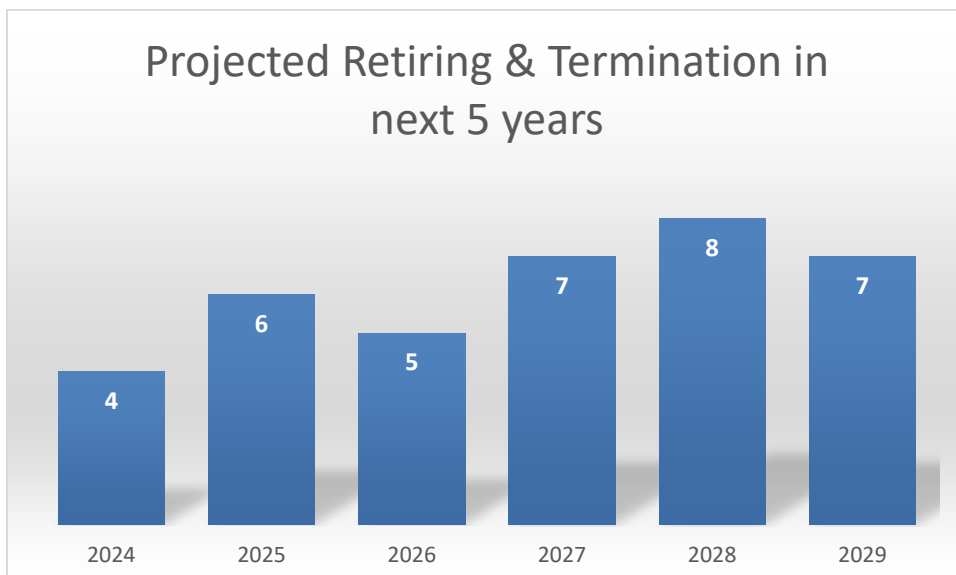


Demand Analysis

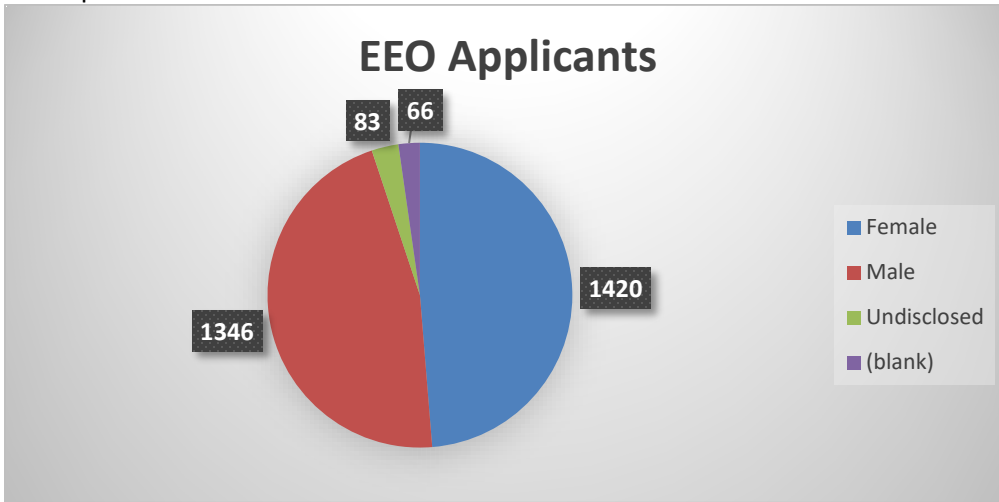
TCOLE serves continually expanding population of licensees. More recently the population of law enforcement agencies, academies, and training providers has also been increasing rapidly. TCOLE services and maintains standards for all populations. There are currently over 3,100 law enforcement agencies, academies and training providers in the State of Texas.

The agency currently serves over 117,000 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.

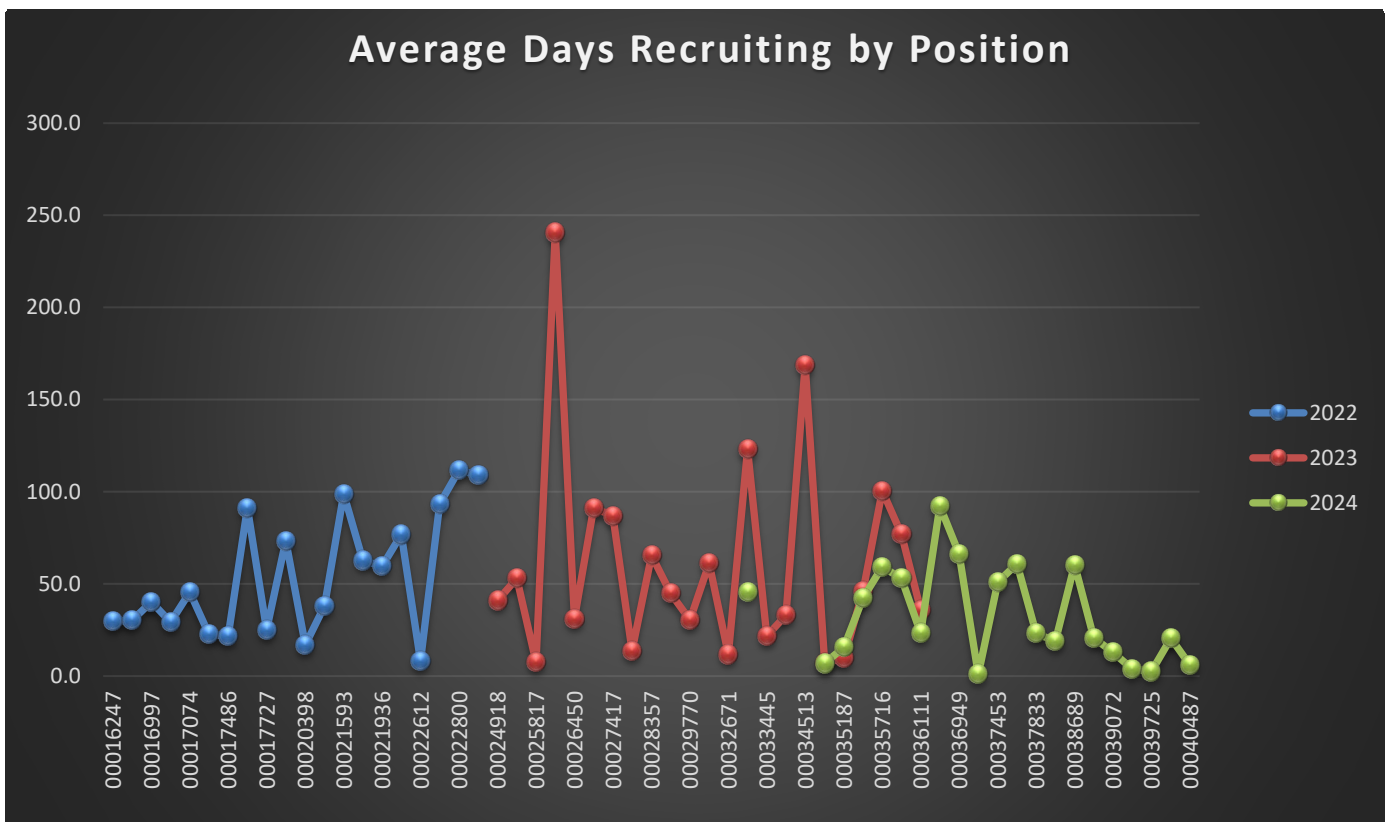
TCOLE gained 26 FTE from the 88th Legislature and is actively recruiting. The agency does not expect to exceed the FTE of 94.6 in the next 5 years. The agency does plan to fill many of these new positions, but due to market may end up with fewer actual FTEs with higher salaries. Regular turnover is projected to be 21% of FTE and Retirements are projected to be 18% of FTE through 2029.



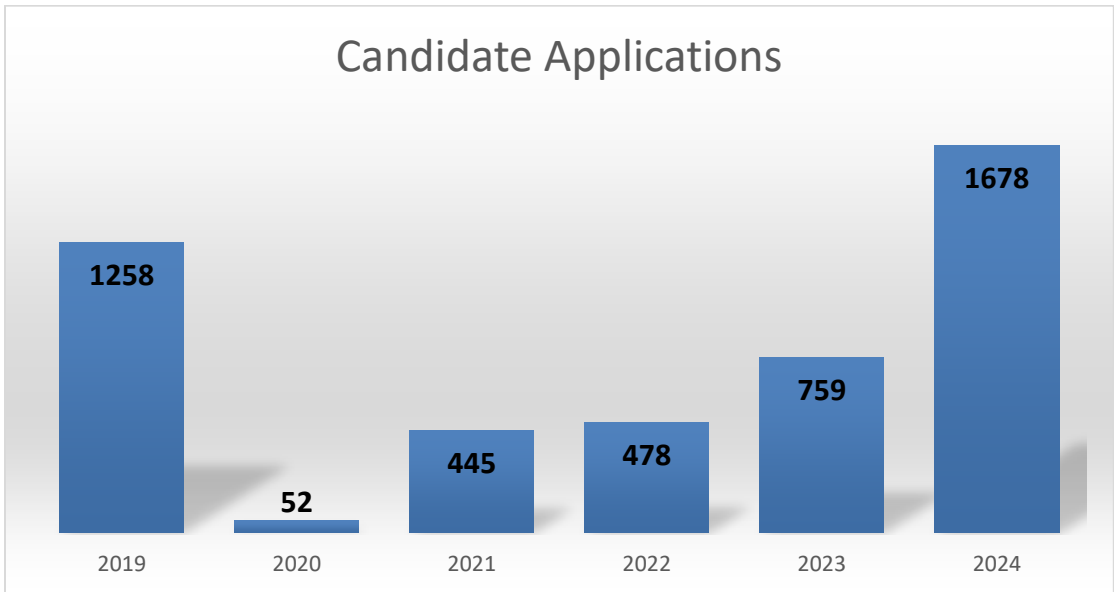
In 2017, TCOLE implemented CAPPs Recruit Career Section as part of our implementation of all the CAPPs modules. Included in this module package are full integration with WorkInTexas.com, CAPPs HR/Payroll and reporting capabilities which give the agency insight into applicant sourcing. TCOLE has hired for 51 positions since implementing Recruit Career module and currently has 6 open positions. Below are demographics for all applicants for all positions to date.



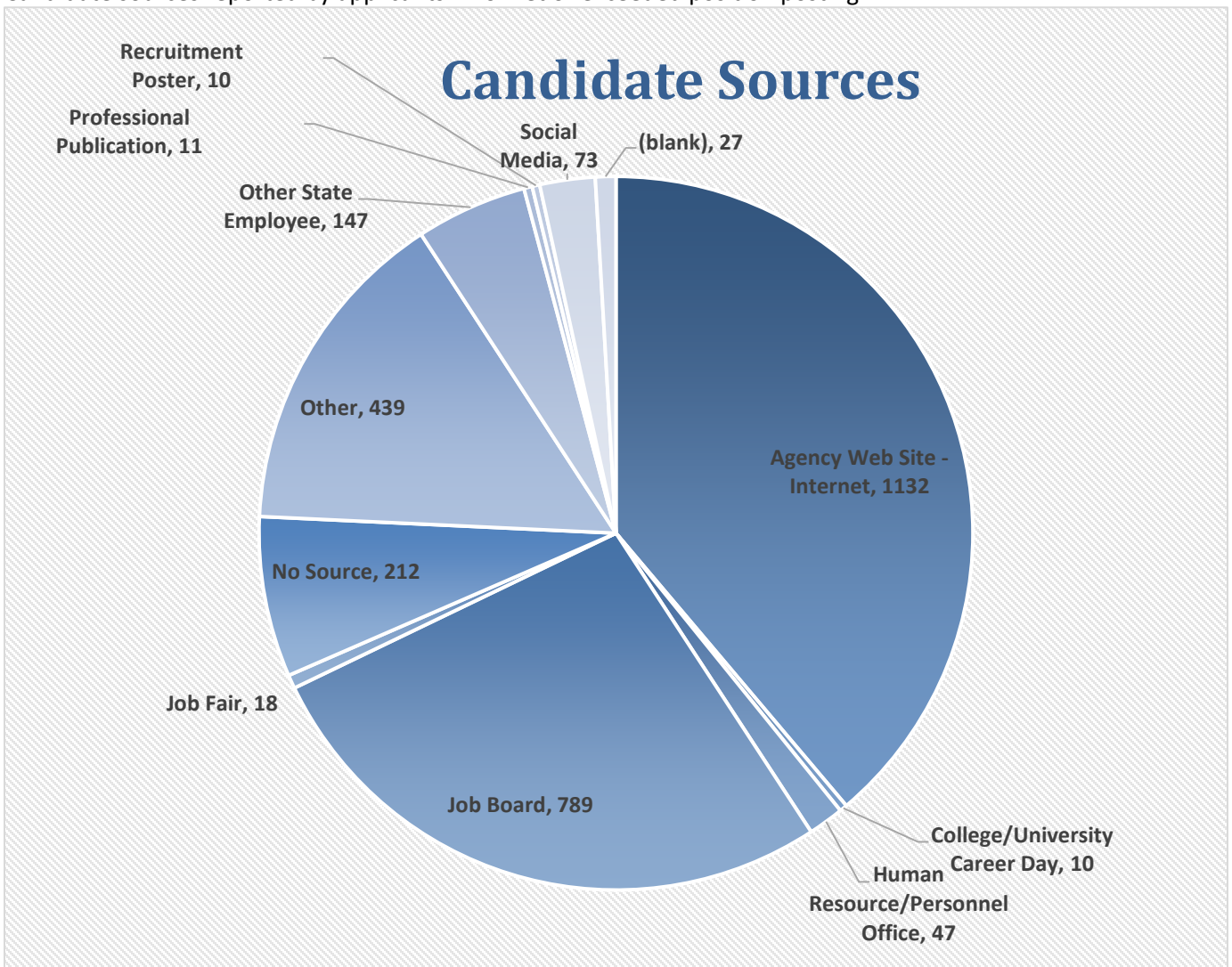
Projections of retirements and terminations, as well as the 30% increase in authorized FTE to 94 creates new challenges for the agency. Varying factors impede TCOLE’s efficiency to quickly move from position open to hiring a candidate. Application quantities have varied considerably in the last 5 years. Time to hire has decreased from 157 days in 2019 to 37 days in Fiscal Year 2024 to February. Other factors include statewide hiring freezes, delays in interviewing, delays in background investigations and emergency projects which demand hiring manager’s attention.



Candidate Applications by Year



Candidate sources reported by applicants who met or exceeded position posting



Skills Analysis

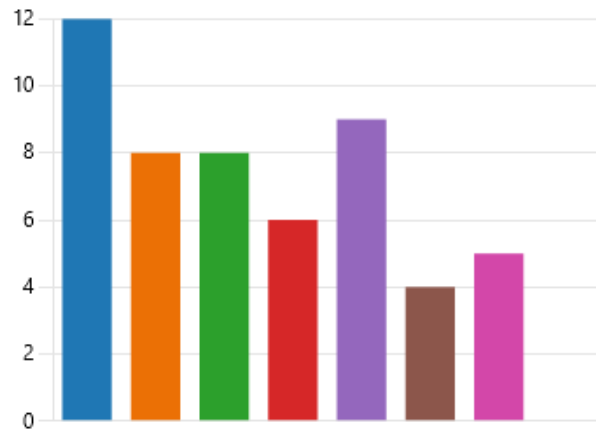
Managers participated in a survey assessing skills critical for their direct reports. Skill categories were ranked and the skills in each category were also ranked for each functional area. The top 4 ranked skill categories are below. Skills are not independent of each other. TCOLE employees use skills to solve problems require that they also communicate and have technical knowledge to complete service to our regulated community.

Skill Category Ranking

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

[More Details](#)

● Problem Solving	12
● Information Management	8
● Technical Knowledge	8
● Project Management	6
● Communication	9
● Leadership	4
● Administrative Support	5
● Although important, none are cr...	0



#1 Ranked Skill Category – Problem Solving

8. Rank the Problem Solving skills from highest to lowest importance for your direct reports. Rank by more critical in the majority of regular workload requirements.

[More Details](#)

- 1 Critical Thinking
- 2 Analysis
- 3 Decision Making
- 4 Innovation



#2 Ranked Skill Category – Communication

12. Rank the Communication skills from highest to lowest importance for your direct reports. Rank by more critical in the majority of regular workload requirements.

[More Details](#)



#3 (TIED) Ranked Skill Category – Technical Knowledge

10. Rank the Technical Knowledge skills from highest to lowest importance for your direct reports. Rank by more critical in the majority of regular workload requirements.

[More Details](#)



#3 (TIED) Ranked Skill Category – Information Management

9. Rank the Information Management skills from highest to lowest importance for your direct reports. Rank by more critical in the majority of regular workload requirements.

[More Details](#)



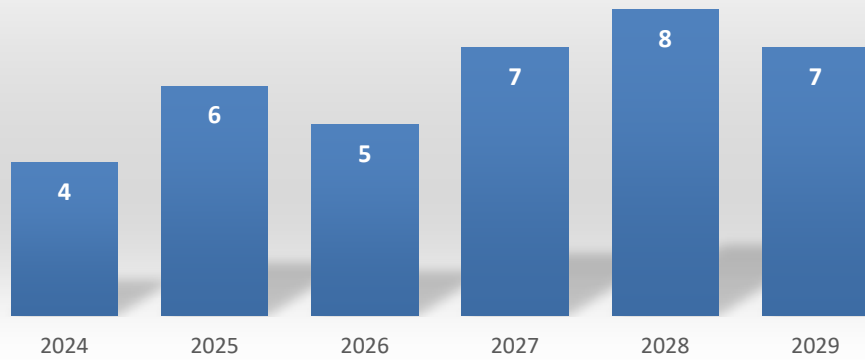
Serving the law enforcement agencies and licensee populations enhances the relative importance of the technical expertise component of skill areas. TCOLE employees are trained and equipped to represent the agency as an expert in Texas law enforcement laws, agency policy, procedures, and programs.

Gap Analysis

Additional FTEs received from the 88th Legislative Session dramatically changed several divisions. This lessens the impact of retirements and terminations. Expansion structuring rather than restructuring are our current focus. However, currently TCOLE has 21% of FTE vacancy and is actively recruiting.

Projected 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.

Projected Retiring & Termination in next 5 years



	CRD	EDUC	ENF	EXEC	FIN	FLD	GOV	IT	LGL	OPR	SPC	Total
Total Headcount + Open Positions	10	7	17	2	7	11	4	19	7	1	9	94

	CRD	EDUC	ENF	EXEC	FIN	FLD	GOV	IT	LGL	OPR	SPC	Total
Projected Years of Service 2029	59.5	31.5	99.5	10	78	44	24	91	48	2	41.5	529
Current Years of Service 2024	48	12	75	0	56	89	25	31	21	7	29	393
Average by FTE	1.15	2.79	1.44	5.00	3.14	(4.09)	(0.25)	3.16	3.86	(5.00)	1.39	

Gaps (negative average)						Gap	Gap			Gap		
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	CRD	EDUC	ENF	EXEC	FIN	FLD	GOV	IT	LGL	OPR	SPC	Total
Current Years of Service 2024	48	12	75	0	56	89	25	31	21	7	29	393
Project Loss of Years of Service 2029	88%	150%	84%	0%	21%	115%	80%	106%	38%	143%	121%	87%

Turnover Rate is predicted to be closer to the turnover rate of other agencies in our GAA Article (Article V – Public Safety). Article V turnover rate in 2023 was 23.0% including interagency transfers.

	CRD	EDUC	ENF	EXEC	FIN	FLD	GOV	IT	LGL	OPR	SPC	Total
FTE 2024	10	7	17	2	7	11	4	19	7	1	9	94
Terms 24-29	5	4	6		1	7	2	5	2	1	4	37
Percentage of Turnover	33.3%	36.4%	26.1%	0.0%	12.5%	38.9%	33.3%	20.8%	22.2%	50.0%	30.8%	21.8%

Strategy Development

Additional FTEs received from the 88th Legislative Session dramatically changed several divisions by size and scope. Expansion structuring allowed the agency to design position responsibilities and develop plans for individual divisions. Employee training opportunities have been expanded and supported by management, including individual technology skills, general professional and personal health. Retention efforts continue as informal, are often combined with employee training and development activities and many times result in additional job duty assignments.

Increasing workloads resulting from assisting and serving all these populations stretches skill levels of employees at the agency. Annual increases in communication, certifications, training standards, electronic record technical capacity, agency inspections and investigations are expected. In addition, training cycles and unit end dates dramatically impact communication from TCOLE to its regulated community. 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.

Management has made continuity of services a priority by implementing cross-training, outside training, and backup coverage for many positions at TCOLE. Progress towards this standard of high effectiveness for our regulated community requires staff to provide excellent service with appropriate employee training.

3. Workload coverage for my direct reports consists of:

[More Details](#)

- Cross-training for all my direct r... 7
- Cross-training for some direct re... 6
- I provide workload coverage 1
- No workload coverage 0



4. Training for my direct reports consists of:

[More Details](#)

- Annual 2
- Continuing education by outsid... 4
- Upon implementation of new sy... 8
- No training 0

