

Workforce Plan, Fiscal Years 2025–2029

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, vision, 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 sustaining 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 recognizes the need to adapt readily to any changes required by new state and federal mandates. New state and federal requirements are increasingly demanding, considering budget and full-time equivalent (FTE) constraints.

Table F.1. Projection of TCEQ Employees Eligible for Retirement, FYs 2024–2029

Fiscal Year	Projected Retirements	Percent of Total Agency Headcount (2,723)
2024	527	19.4
2025	604	22.2
2026	689	25.3
2027	775	28.5
2028	850	31.2
2029	939	34.5

Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/23.

TCEQ will continue to seek solutions and address these challenges with continuous improvement initiatives, including program changes, process redesign, and technological advancements.

Retirement and Attrition

The departure of employees due to retirement and other reasons is a critical issue facing TCEQ. Within the next five years, 35% of TCEQ’s workforce will be eligible to retire, with 19% eligible to retire by the end of fiscal year 2024.

TCEQ is below the state average of 18.7% in turnover for fiscal year 2023. TCEQ experienced turnover at 15.1% in fiscal year 2023, with voluntary separations—excluding retirement—making up 61% of total separations. Retirements (16.5%) and Interagency Transfer (16.5%) made up another 33% of total separations for that period. Turnover was highest in core mission classifications, including Hydrologist (21.4%), Engineering Specialist (19.8%), Chemist (19.1%), Natural Resources Specialist (17.2%), Engineer (10.7%), and Geoscientist (5.6%). This 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 and professional development will be required. Employee development and knowledge management emerged as the primary strategy identified by agency offices to address skill gaps due to voluntary separations and 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 year 2025 through fiscal year 2029. TCEQ estimates that approximately 939 employees (35%) will become eligible to retire by the end of fiscal year 2029.

Retirement of the agency’s workforce at this level

could significantly affect the agency’s ability to deliver programs and accomplish its mission.

New and Changing Requirements and Initiatives, Increased Customer Demand

New federal and state requirements, internal initiatives, and increased customer demands have an agency-wide impact. Offices may be required to change, modify, or add programs, processes, and procedures to adapt to new and changing requirements. 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:

- **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 recruitment bonus programs and one-time merits for extraordinary performance in emergency events. However, TCEQ’s average annual salary rate lags behind the Article VI average annual salary. Moreover, 92% of staff-level positions at TCEQ are below the midpoint of the state salary schedule.

- **Employee-related initiatives.** Successfully implemented targeted staff salary increases resulting from the 88th Legislative Session Exceptional Item Request. Raising awareness of the storied tradition of cultivating strong leaders at TCEQ and reinforcing the agency’s culture will continue to be a focus. Noteworthy successes include scaling up the TCEQ Mentoring

Program and employee engagement and wellness programs. TCEQ also provides mentor workshops, publication of monthly activities and resources, and well-being series webinars. Employee-focused, in-person events include the Holiday Bazaar, Chili Cook Off, and the annual Veterans Day recognition ceremony.

- **Facility Reviews – TCEQ’s Park 35 Campus and Regional Offices.** The state-owned buildings on TCEQ’s Park 35 Campus are undergoing building-deferred maintenance that will continue into fiscal year 26 at the direction of the Texas Facilities Commission. The substantial rehabilitation work has forced a pause in TCEQ’s efforts to redefine TCEQ’s physical spaces to optimize collaboration, innovation, and knowledge sharing. Additionally, TCEQ is studying the requirements for our 16 regional offices and satellite locations, many of which are in aging facilities and at maximum capacity for staff and mission-critical equipment. With ever-increasing demands on our regional offices and projected growth in programs, supporting equipment, and staff, TCEQ can reliably forecast the relocation of—or the substantial upgrade to—several regional offices. To meet these demands, TCEQ recently successfully relocated two regional offices. Also, supported by a one-time allocation of funds from the 88th Legislature, TCEQ replaced three-decades-old cubicles in Houston, our largest regional office, with modern furniture systems that substantially improved the safety and efficiency for daily work, and will facilitate the flexibility needed to respond to the frequent emergency and disaster events in that region.
- **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, educational instruction, and other digital content. The public wants the agency to 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. TCEQ aims to keep pace with the demand.

- **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. Continued increase in demand on resources to process and fulfill public information requests while meeting day-to-day program needs—particularly with the volume of redaction necessary for confidential information—takes time and effort. Not all records are available electronically. 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 use of the Texas Open Data Portal as an alternative for filing public information requests. The design, testing, and implementation of these initiatives require large commitments in funding and staff resources. Also, additional staff expertise and resources are 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).** TCEQ deployed CAPPS Financials in fiscal year 2023. The ongoing use

of CAPPS Financials presents a significant challenge for TCEQ. Financial management was identified as the highest skill gap category across the agency. The complexity of the software and process redesign requires staff to continue investing time in understanding the system’s functionalities. TCEQ is highly reliant on contractors for research and resolution of complex issues in the CAPPS system.

The growth of institutional knowledge about CAPPS Financials is vital to the short- and long-term success of financial management at TCEQ.

- **Continuous Improvement Program Initiatives.** Continuous Improvement Program (CIP) initiatives are being deployed across the agency to enhance agency processes and reduce backlogs. CIP projects require 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 CIP 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 members of the state legislature is vital to TCEQ and its executive management, as is providing timely and accurate analysis of legislation affecting the agency.
- **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.

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

- **Population Growth and Increased Regulatory Oversight.** The fact that areas of the state are 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, innovative, and 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 members are also needed to provide expertise in emergency situations affecting public health.

Between 2020 and 2070, Texas' population is projected to increase from 29.7 million to 51.5

million people and water demands are projected to increase from 17.7 million to 19.2 million acre-feet per year. Surface water resources, including new reservoirs, desalination, and reuse will play a significant role in meeting the demands. Meeting water resource requirements means fulfilling highly complex permitting requirements, managing significant public and legislative interest, and handling the contested nature of many of these projects.

The surface water rights permitting program has also seen an increase in public interest across all surface water right permit applications. The workload for public meetings, response to comments, and contested case hearings for surface water rights permits has increased by over 60% between 2015 and 2023.

- **Updates to Federal Guidance in Relation to Staff Knowledge.** Changes in federal guidance, related to the Environmental Protection Agency (EPA) and other agencies with ties to TCEQ, necessitates that staff are constantly working to understand these changes and, subsequently, be able to audit these subjects. Staff must be experts in policy analysis and development, regulation analysis and development, knowledge of state law and regulation, and litigation to evaluate permits and represent them to the public, the legislature, and in contested case hearings.
- **Expanding Federal and State Requirements and Initiatives.** Expanding federal requirements and initiatives, as well as internal initiatives, continues to place more demands on TCEQ. Providing extensive guidance, technical assistance, and templates to help permittees and stakeholders understand changing, more complex rules requires extensive staff resources.
- **The 88th Legislature created the Leaking Water Wells Program.** The rules for this program are projected to be proposed and adopted in the fiscal year 24/25 biennium. Additional program implementation will occur in subsequent biennia. This is a new program for

the agency and will require either new staff or development of existing staff knowledge and expertise to support the program. The program expects that significant interaction with the public and legislature will be required during initial program implementation.

- **TCEQ continues to help public water systems comply 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 increase as customer expectations for TCEQ to assist their water systems have continued to increase.
- **Expanding permit programs result in increased noticing requirements.** This increases public participation, and the potential for an increase in the number of public comments, public meetings, and matters necessitating consideration at Commission Agenda meetings.
- **Increase TCEQ’s Toxicology, Risk Assessment, and Research Division’s influence on federal regulations/policies that impact TCEQ and Texas’ regulated community disproportionately compared to other states.** Maintain and improve online access, accessibility, and navigation (both internal and external) to an increasing amount of information through the addition and variation of access points, such as mobile devices, collaboration tools, and social media; and situations, such as posting information generated by disasters. This includes continued website restructuring and upgrading, with use of analytics, metadata, and usability studies to adequately support emerging web and application design and organization trends. Communicate complex and controversial issues to the public in an understandable format. This includes greater demand for information being translated into alternate languages to better meet the needs of the public.
- **New EPA Standards and Regulations.** The EPA continues to promulgate more stringent air quality standards and regulations, such as new Maximum Achievable Control Technology (MACT) requirements, New Source Performance Standards (NSPS), and emission guidelines for existing sources. The new standards and regulations result in significant workload increases, specifically in rule development, the processing of air permit applications, the creation of new state plans to implement the federal regulations, and the processing of Emissions Banking and Trading Program offset requests. In addition, the Tax Relief for Pollution-Control Property Program workload will increase with expanded state and federal regulations for pollution control. It will be necessary for the Office of Air to continue its proactive planning to ensure that the office can meet the increased workload demand and provide employees with additional training regarding the impact of new federal requirements.
- **State Implementation Plan (SIP).** The development and coordination of SIP revisions is becoming more complex and time-consuming. 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 the technical development for SIP support. Each initial and revised National Ambient Air Quality Standard (NAAQS) significantly increases the agency’s workload and presents new and unique technical and policy issues. The agency will need employees with an intimate knowledge of rapidly changing air quality science, agency procedures, and federal regulations as well as technical, computing, and analytical abilities.

 - 2008 Ozone NAAQS: The Dallas-Fort Worth (DFW) and Houston-Galveston-Brazoria (HGB) nonattainment areas were both reclassified to severe by the EPA effective November 2022, and are both required to meet the standard in

2026. TCEQ is developing three SIP revisions and two rulemaking projects to address severe classification SIP requirements for both areas, due to EPA in May 2024. A plan to implement an emissions penalty fee program for major stationary sources is also due to EPA in November 2025. TCEQ must also submit compliance demonstrations to EPA every three years showing that SIP revision emissions reduction targets have been met. In early 2021, a court ruling vacated provisions in the 2015 ozone SIP requirements rule allowing for the use of previously implemented measures as contingency measures. As a result of the court ruling, EPA published final disapproval on Oct. 3, 2023, of the DFW and HGB 2008 ozone “serious” classification contingency measure SIP elements that were submitted in 2020. This disapproval started sanctions and federal implementation (FIP) clocks that will require additional SIP submittals based on a new and uncertain approach, creating additional future work for all nonattainment areas.

- **2015 Ozone NAAQS:** On Oct. 12, 2023, Texas Governor Greg Abbott signed and submitted a letter to EPA to voluntarily reclassify the Bexar County, DFW, and HGB 2015 ozone standard moderate nonattainment areas as “serious.” However, not all of the required 2015 ozone moderate classification SIP revisions were submitted to EPA by the Jan. 1, 2023, deadline, resulting in EPA publishing a finding of failure to submit on Oct. 18, 2023, which started sanctions and FIP clocks for all three areas effective Nov. 17, 2023. To stop these sanctions clocks, SIP submittals may still be required for the “moderate” classification despite the voluntary reclassification to “serious.” EPA published proposed reclassification of all three areas to “serious” on Jan. 26, 2024, and provided some clarification on moderate classification elements for which submittals

may still be required. Following final reclassification to “serious,” TCEQ will be required to develop additional SIP revisions for all three areas to meet the “serious” classification requirements. TCEQ must also submit compliance demonstrations to EPA every three years showing that SIP revision emissions reduction targets have been met.

- **Regional Haze.** The Regional Haze program is a long-term air quality program requiring states to establish goals and strategies to reduce visibility-impacting pollutants in Class I areas and meet a national visibility goal by 2064. In Texas, the pollutants influencing visibility are primarily NO_x, SO₂, and particulate matter (PM). A Regional Haze SIP revision was submitted to EPA in July 2021 and is still under review. In addition, a required progress report is due to EPA in 2025 to demonstrate progress toward the visibility goal and Regional Haze SIP revisions will be due in 2028 and every 10 years thereafter through 2064.
- **Texas Emission Reduction Plan (TERP) Program.** The 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 10 unique grant programs. House Bill 4885 (88th Legislature) established the Texas Hydrogen Infrastructure, Vehicle, and Equipment (THIVE) grant program. THIVE provides grants in eligible counties for hydrogen vehicles, equipment, and refueling infrastructure. In addition, TCEQ was conditionally awarded \$134 million in December 2023 under the Methane Emission Reduction Program (MERP) Marginal Conventional Well (MCW) Plugging Program that will provide funds for owners/operators of applicable facilities to voluntarily plug MCWs. Additional positions will be needed to meet the demands of the increased workload from the new grant programs.

■ **Texas Volkswagen Environmental Mitigation Program (TxVEMP).** Governor Greg

Abbott selected the 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. Grant programs will close by the end of fiscal year 2025, and awards must be distributed by the end of fiscal year 2027.

- **National Ambient Air Quality Standard (NAAQS) for Particulate Matter.** On Feb. 7, 2024, EPA finalized its revision of the primary annual fine particulate matter (PM_{2.5}) standard from 12.0 micrograms per cubic meter (µg/m³) down to 9.0 µg/m³. Transport and infrastructure SIP revisions for the revised NAAQS will be due to EPA by Feb. 7, 2027. Based on current data, multiple counties in Texas have the potential to be designated as nonattainment. As part of the designation process, review of exceptional events and submission of exceptional event demonstrations may be required in 2025. TCEQ will be required to develop and submit SIP revisions for each area designated as nonattainment within 18 months from the date the nonattainment designations become effective. They are estimated to be due in September 2027. These SIP revisions will include modeling, technical analyses, and the possible development of associated control measures as needed to demonstrate that the nonattainment areas will meet the standard by the end of 2032.

- **Conformity.** Workload for transportation and general conformity consultation and review will increase with additional NAAQS nonattainment areas and more stringent classifications for existing nonattainment areas. Transportation conformity review will be complicated for new NAAQS nonattainment areas if they cross state boundaries or are in isolated rural areas. General conformity

review will be complicated for all areas due to the decreasing amount of emission reductions available in the SIP to accommodate projects not specifically included in the SIP.

- **Public Interest.** Since 2017, air permitting has seen a 40% increase in pending applications that receive public comments. An increase in significant public interest with certain air permits is affecting the Air Permits Division’s available resources, staff, and finances. Staff are spending a significant amount of time responding to comments and information requests. In addition, the division is affected financially by the travel money being used to attend the public meetings and hearings. Workforce planning will include allocating resources to help with responding to the public’s inquiries.

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 which will see legacy applications core to the agency’s mission upgraded to a contemporary platform biannually over many years.
- **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 prioritize 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, such as mandates for biannual security-risk assessments and elevated vulnerability testing for applications that process personally identifiable or confidential information. The expanding number of mobile devices needing to share data and connect into the agency network poses additional challenges with our limited resources. Onboarding and 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. Recent Sunset initiatives included making more agency data available to the public in an easily understandable format. 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.
- **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.
- **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). As part of the 87th Legislative Session, the agency was required 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.

- **Skilled IT Staff.** Keeping the skill levels of employees up to speed with constantly changing technology, including advocating for increased skill sets around the agency, remains a challenge. 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.
- **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. Staff are responsible for both maintaining existing and delivering new technology. At present, the agency relies on the same experts to meet the expanding volume of tasks and projects associated with agency infrastructure and its cybersecurity requirements.
- **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.

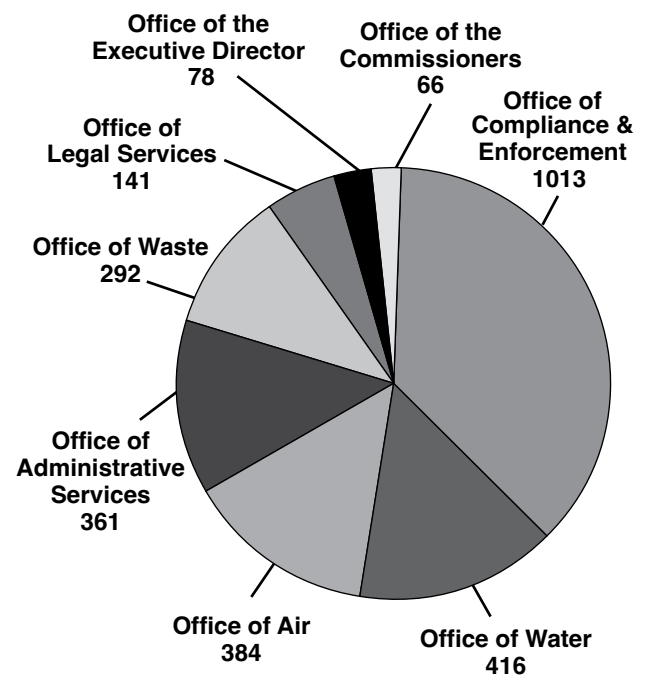
Equipment, technology, and training resources are not sufficient to maintain competencies and improve efficiencies. The agency will continue to monitor funding and examine program efficiencies, monitor, and manage staff workloads, and evaluate the need for projects as funding reductions affect the agency.

Current Workforce Profile (Supply Analysis)

In fiscal year 2023, TCEQ employed a cumulative total of 3,141 employees, which includes 571 new hires and 412 separated employees. As of March 2024, TCEQ has more than doubled the total number of new hires compared to separations—270 new hires compared to 125 separations, which speaks to TCEQ’s highly effective recruitment and hiring strategies.

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 staff.

Figure F.1.
TCEQ Employees by Office, FY 2023



Note: Data includes separations.

Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/23.

Location of Employees

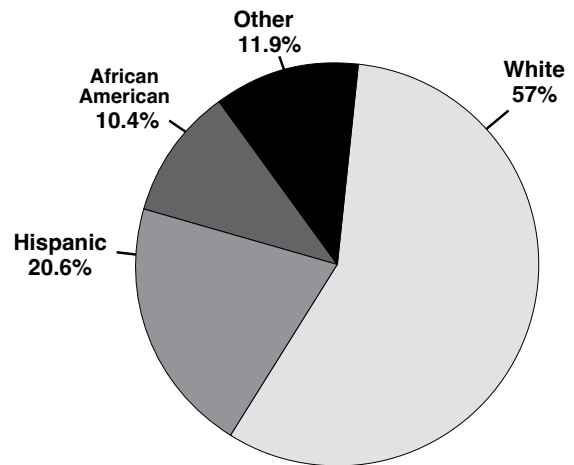
As of Aug. 31, 2023, 781 employees—or 28.4% of the total workforce—were located throughout the 16 regional offices (see Figure F.2). To facilitate delivery of the agency’s services and to increase efficiencies, 199 of these employees (7% of the total workforce) were matrix-managed staff who work in regional offices but are supervised from the Central Office. Additionally, TCEQ promotes remote work opportunities to support a more flexible and hybrid workforce, which positively impacts hiring and retention efforts. As of Aug. 31, 2023, 333 employees or 12% of the workforce is fully remote.

Workforce Demographics

Figures F.3 and F.4 illustrate the agency’s workforce during fiscal year 2023. TCEQ strives to recruit and retain a well-qualified labor force representative of the available Texas workforce and, over the last biennium, TCEQ increased the diversity of the agency by nearly 4%. Currently, 43% of the agency is comprised of minority populations. African Americans and Hispanics constituted 31.1% of the

agency’s workforce, with other ethnic groups representing over 11.9%.

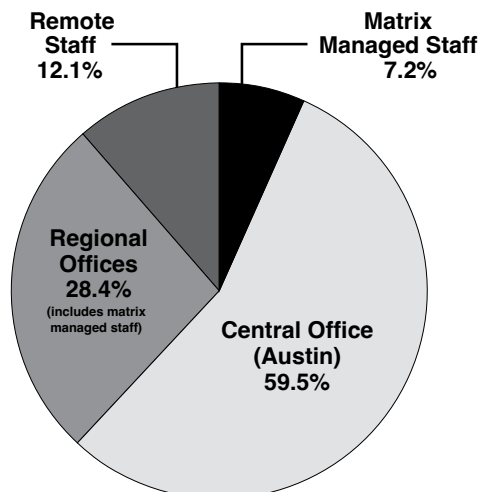
Figure F.3.
TCEQ Employees by Ethnicity, FY 2023



Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/23.

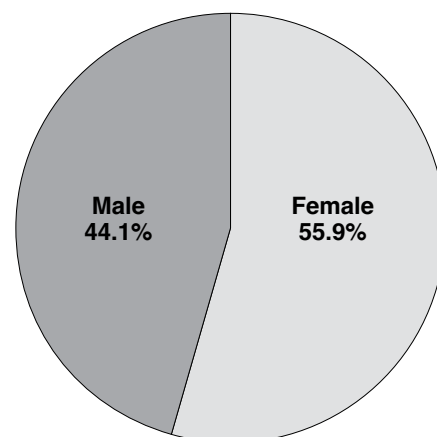
In fiscal year 2023, the TCEQ workforce was 44.1% male and 55.9% female. TCEQ’s leadership is majority female at 54.5% in supervisor, manager, and director roles.

Figure F.2.
TCEQ Employees by Location, FY 2023



Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/23.

Figure F.4.
TCEQ Employees by Gender, FY 2023



Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/23.

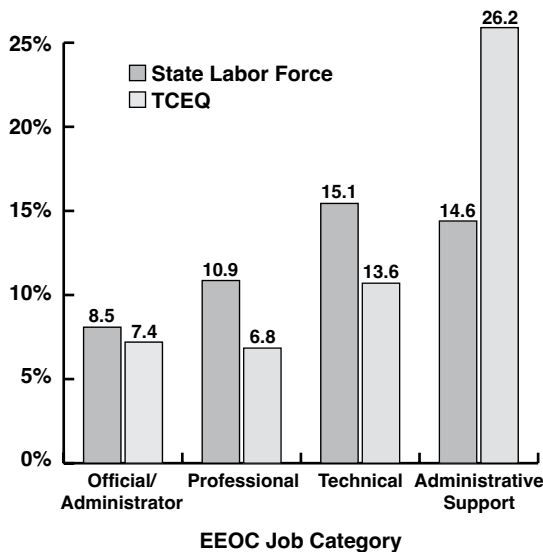
The TCEQ Workforce Compared to the Available Texas Civilian Labor Force

The TCEQ workforce comprises four employee job categories, as established by the Equal Employment Opportunity Commission (EEOC). 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, 2023, to the available statewide civilian labor force as reported in

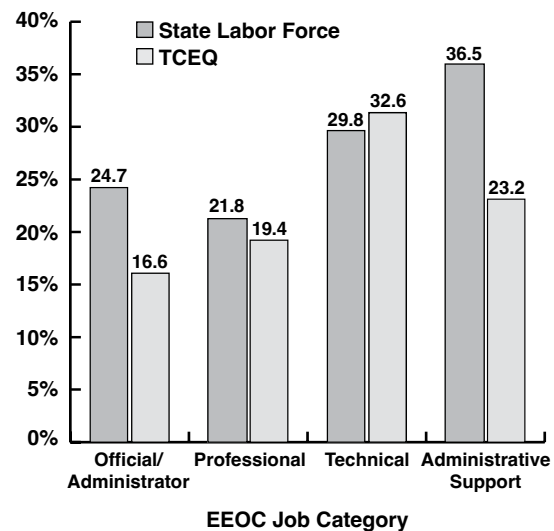
the Equal Employment Opportunity and Minority Hiring Practices Report, a publication of the Civil Rights Division of the Texas Workforce Commission. This table reflects the percentages of African Americans, Hispanics, and females within the available statewide labor force (SLF) and the TCEQ workforce. TCEQ’s focus on recruiting, retaining, and cultivating a diverse and inclusive workforce remains a priority.

Figure F.5.
TCEQ African American Workforce Compared to Available Statewide African American Labor Force, FY 2023



Data Source: Centralized Accounting and Payroll/Personnel System and TWC EEO and Minority Hiring Practices Report , as of 8/31/23.

Figure F.6.
TCEQ Hispanic Workforce Compared to Available Statewide Hispanic Labor Force, FY 2023



Data Source: Centralized Accounting and Payroll/Personnel System and TWC EEO and Minority Hiring Practices Report , as of 8/31/23.

Table F.2. TCEQ Workforce Compared to Available Statewide Labor Force, 8/31/23

EEOC Job Category	African American		Hispanic		Female	
	SLF	TCEQ	SLF	TCEQ	SLF	TCEQ
Official/Administrator	8.5%	7.4%	24.7%	16.6%	41.7%	53.3%
Professional	10.9%	6.8%	21.8%	19.4%	54.1%	51.8%
Technical	15.1%	13.6%	29.8%	32.6%	56.9%	29.6%
Administrative Support	14.6%	26.2%	36.5%	25.3%	74.7%	80.7%

Data Source: Centralized Accounting and Payroll/Personnel System and TWC EEO and Minority Hiring Practices Report , as of 8/31/23.

Gender, ethnic, generational, cultural, and educational diversity is prevalent throughout the organization. Compared to TCEQ’s Fiscal 2023-2027 Workforce Plan, trends 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, 23% require a degree (see Figure F.8). Another 65% require a degree where 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

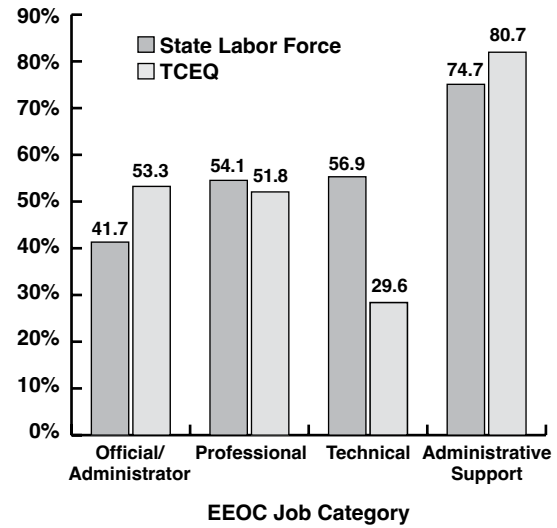
Over 79% of the agency’s employees are categorized as Officials/Administrators and Professionals. The work fulfilled by TCEQ employees is diverse, requiring the use of over 300 job classifications and sub-specifications. Figure F.9 represents the top ten job classification series by employee population in fiscal year 2023.

Employee Turnover

TCEQ turnover consistently remains below statewide turnover. In fiscal year 2023, the statewide turnover rate was 18.7%, in comparison to TCEQ’s turnover rate of 15.1% (see Figure F.10). This can be attributed to the agency’s recruitment and retention efforts.

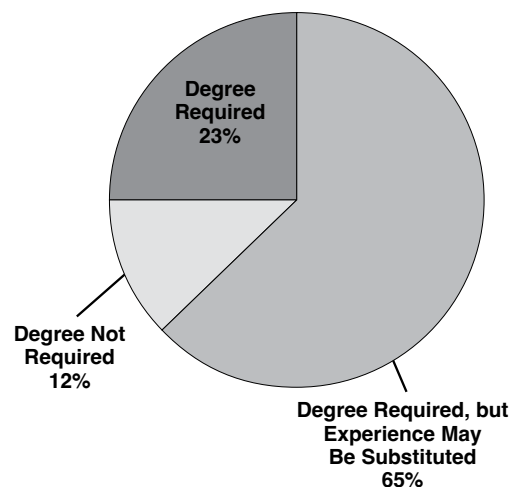
Recruitment and retention of qualified staff is critical to the ability of the agency to effectively carry out its objectives. It is imperative that quality replacements be found, trained, and retained. Certified and licensed staff are highly marketable outside of the agency, which results in turnover 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 and priority focus for TCEQ.

Figure F.7.
TCEQ Female Workforce Compared to Available Statewide Female Labor Force, FY 2023



Data Source: Centralized Accounting and Payroll/Personnel System and TWC EEO and Minority Hiring Practices Report, as of 8/31/23.

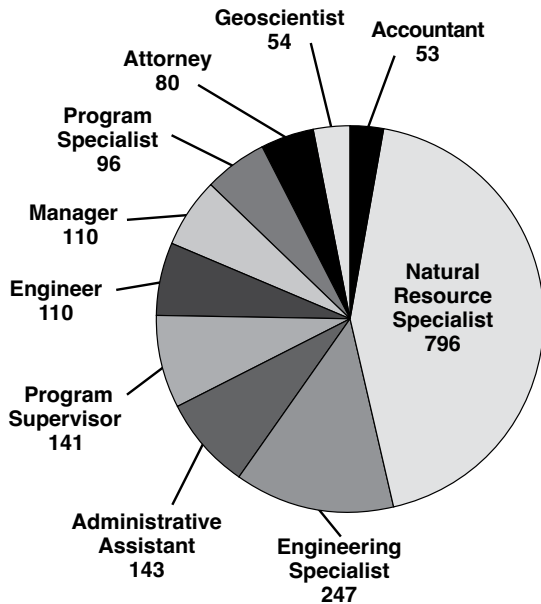
Figure F.8.
Education Requirements of TCEQ Employees, FY 2023



Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/23.

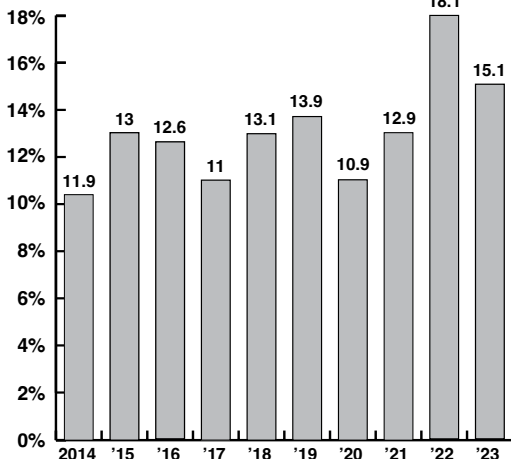
See Figures F.11 and F.12 for additional information about the average tenure of the TCEQ workforce.

**Figure F.9.
Top Ten Job Classification Series
by Employee Population, FY 2023**



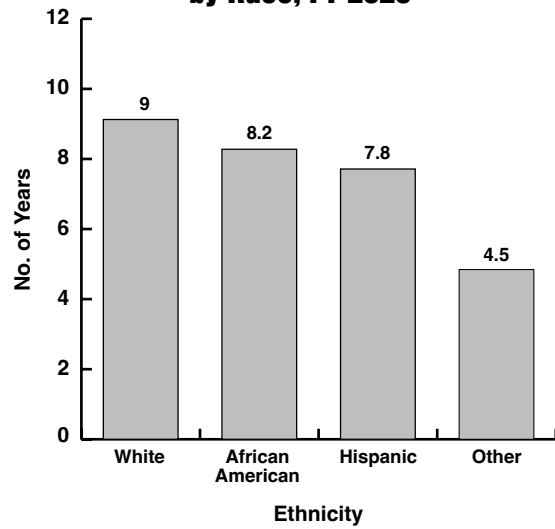
Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/23.

**Figure F.10.
TCEQ Employee Turnover Rate, FYs 2014–2023**



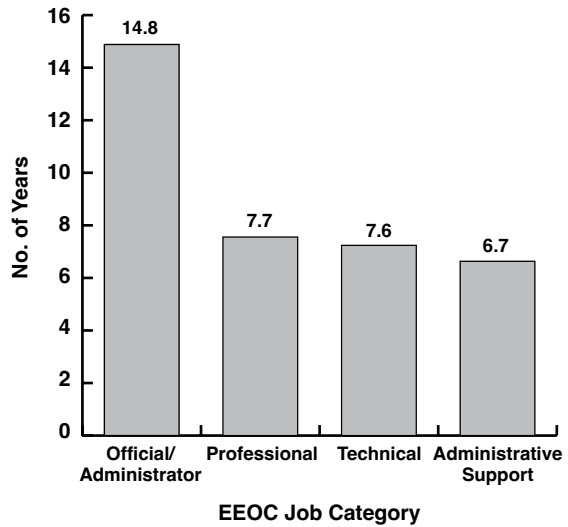
Data Source: Centralized Accounting and Payroll/Personnel System and Texas Uniform Statewide Accounting System, as of 8/31/23.

**Figure F.11.
TCEQ Employee Average Tenure
by Race, FY 2023**



Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/23.

**Figure F.12.
TCEQ Employee Average Tenure
by EEOC Job Category, FY 2023**



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

Table F.3. Critical Workforce Competencies within TCEQ Offices

Communication and Collaboration
Customer service
Active listening
Cultural awareness
Marketing and outreach
Public relations
Remote collaboration and communication
Teamwork
Translating technical information into layperson’s terms
Verbal – public speaking and presentation
Written – composition and editing
Financial Management
Asset Management
Contract management
Financial administration
General procurement
Grant management
Information Technology
Accessibility
Computer-assisted tools, applications, and software
Database management
Query and report development
Graphic design
Web development and maintenance
Management/Leadership
Building effective teams
Managing change
Delegation
Facilitation
Hybrid workplace leadership
Interpersonal skills
Managerial courage
Mentoring
Performance management
Strategic planning

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

Problem Solving
Analysis
Critical thinking
Decision making
Innovation
Project Management
Coordination
Managing multiple priorities
Planning and organizing
Quality analysis and process improvement
Technical and Institutional Knowledge <i>(may be unique to a certain program area)</i>
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 and analysis
Statistical analysis

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 staff.

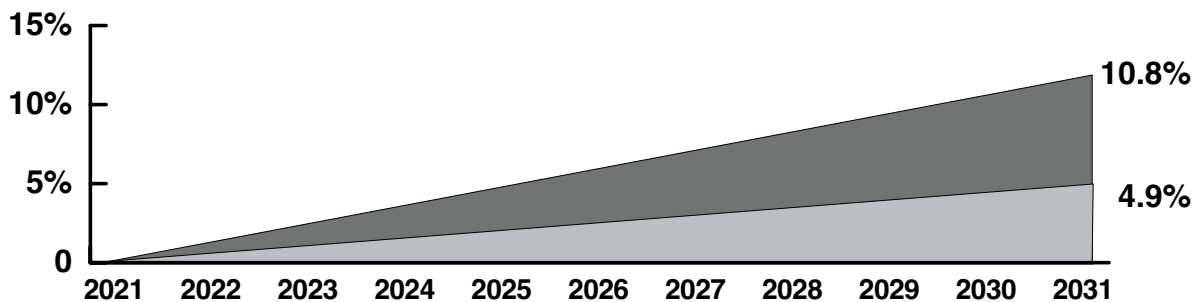
The agency strives to compete in the marketplace for science and engineering skill sets. The predominant occupations used at TCEQ—such as environmental engineer, engineering specialist, natural resources specialist, toxicologist, hydrologist, aquatic scientist, chemist, and geoscientist—require STEM (science, technology, engineering, and math) degrees, specialized training and skill sets, certifications, and licenses to be successful in their roles at TCEQ.

The Texas Workforce Investment Council reported that 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 11% by 2031 compared to 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 2021 was \$95,420 compared to \$40,120 for non-STEM occupations. This makes it difficult to recruit and retain staff in the STEM job fields.

The ability to recruit and retain information technology staff will also be essential as the demand for automation, data analysis, and data visualization increases along with the agency’s efforts to provide access to digital content and the enhancement of websites and access to electronic information and interfaces. Information technology occupations such as information security analysts, software developers, and computer systems analysts are all projected to grow more than 25% by 2030 (Texas Workforce Commission). Demand for these workers results from greater emphasis on data analytics, information security, and software/application development, which are key initiatives of TCEQ.

**From 2021-2023,
STEM Occupations are Projected to Grow Faster than Others**



Data Source: Office Workforce Plan, TCEQ, March 2024.

■ STEM Occupations ■ Non-STEM Occupations

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
Communication & Collaboration	Customer service	Low		Med					Med
	Active listening								Med
	Cultural awareness								Med
	Marketing and outreach								High
	Public relations	High					Med		High
	Remote collaboration and communication	Med							Med
	Teamwork			Med			Med		High
	Translating technical information into layperson’s terms	High		Med			Med		High
	Verbal – public speaking and presentation	High					Med		High
	Written – composition and editing						Med		High
Financial Management	Asset Management			High					Med
	Contract management						Low	Med	Med
	Financial administration			Med		High		High	High
	General procurement	Med		Med					Med
	Grant management			High		Med		High	High
Information Technology	Accessibility	Med		Med			Med		Low
	Computer-assisted tools, applications, and software			High			Med		
	Database management	High		High					
	Query and report development	Med		High	Low		Med	Med	Med
	Graphic design			Med					
	Web development and maintenance			Med			Low		High
Management/ Leadership	Building effective teams								Med
	Managing change	Med		Med					Med
	Delegation						Med		Med
	Facilitation	Med		Med			Med	Low	
	Hybrid workplace leadership			Med					Med
	Interpersonal skills			Med					Med
	Managerial courage	Med		Med	Low		Low		Med
	Mentoring	Med		Med	Low		Med		Med
	Performance management						Low		Med
	Strategic planning			Med			Med		High

continued on next page

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

Skill Category	Skill	CO	ED	OAS	OCE	OLS	OA	OOW	OW
Problem Solving	Analysis			Med			Med		High
	Critical thinking			Med			Med	Med	High
	Decision making	Med		Med	Low		Low	Low	High
	Innovation	Med		Med			Med		High
Project Management	Coordination								High
	Managing multiple priorities	Med		Med			Med	Med	High
	Planning and organizing			Med			Med		High
	Quality analysis and process improvement	Med		Med			Med		High
Technical and Institutional Knowledge <small>(may be unique to a certain program area)</small>	Agency policies, procedures, and programs			Med					Med
	Audit skills						Med	Low	Low
	Litigation skills								High
	Local, state, and federal laws, rules, and regulations				Low		Med	Med	High
	Policy analysis and development						Med		High
	Regulation analysis and development						Med	Med	High
	Research			Low			Med		Med
	Specialized technical knowledge and analysis			Med	Low		Med	High	Med
	Statistical analysis			Med			Med	Med	Med

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.

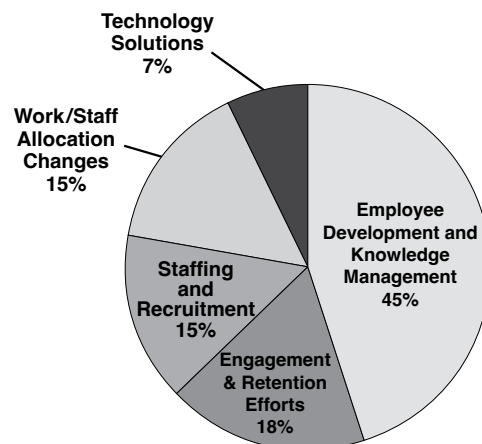
Strategy Development

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.

Employee Development and Knowledge Management will be the primary focus, followed by Engagement and Retention, Recruitment and Staffing, and Work and Staff Allocation to ensure that TCEQ aligns appropriate staff with the necessary

skill sets to fulfill the agency’s core functions. 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.

Figure F.13.
TCEQ Strategies to Address Skill Gaps



Data Source: Office Workforce Plan, TCEQ, March 2024.

Some of the specific strategies mentioned by agency offices are:

- Continue aggressive recruiting efforts to attract qualified candidates in STEM occupations. Recruit and retain staff in these specialized fields by competing with career and work-life benefits in the private sector.
- Seek approval for additional FTEs to support the increased demand associated with TCEQ's increase of regulated entities, new state and federal requirements, and the expansion of its programs.
- Seek approval for salary increases to ensure that agency salaries are competitive with other government agencies that have similar positions (i.e., city, county, state, and federal agencies).
- Participate in recruiting and professional development efforts as turnover of staff due to retirement and the 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.
- 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.
- Retain employees by promoting employee recognition, wellness resources, and a work-life balance.

Employee Development and Knowledge Management

It is evident that professional development, mentoring, and pursuing licenses and certification for staff will be critical to maintaining institutional

knowledge and technical expertise as well as to developing and enhancing critical workforce competencies. This allows 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 provides high-quality learning and development opportunities that focus on critical skills, competencies, and technical requirements for all employees. Staff are afforded the opportunity and encouraged to attend various learning and development opportunities that promote professional and skill development.

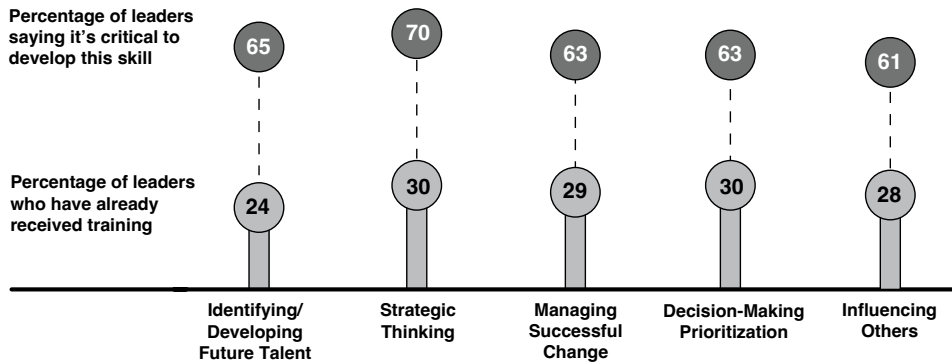
An agency-wide Learning and Development needs assessment identified a deficiency in intermediate and mastery level course offerings. Data indicated that 95% of course offerings contained entry-level learning outcomes. An initiative is underway to scaffold learning opportunities and facilitate professional development at every career level.

Research from Development Dimensions International reported that a critical gap exists for five skills that leaders need to develop. Multiple initiatives are being planned to address these gaps, including the recently launched Leadership by Design: Strategic Thinking course series. Efficiencies can be realized by aligning learning outcomes across all learning and development programs, including the TCEQ Leadership and Management Excellence Program and TCEQ Mentoring Program.

The TCEQ Leadership and Management Excellence Program promotes the alignment of leadership and management development to TCEQ's organizational goals. The program is focused on the continuous development of knowledge, skills, and abilities within TCEQ's Leadership and Management competency model. Communicating consistently across the agency is a practice that promotes connection, alignment, and efficiency. It establishes a simplicity in the way employees connect, work toward goals, and measure success. The program is designed to be flexible to individual and organizational needs while encouraging continuous improvement and professional development.

TCEQ maintains three programs with a focus on mentoring and professional development: the TCEQ Engineering Focus Group, Geoscience Focus

Critical Gap Persists for Five Skill Leaders Need to Develop



Group, and the TCEQ Mentoring Program. The TCEQ Engineering Focus 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. Similarly, the TCEQ Geoscience Focus Group was formed to strengthen staff expertise and to retain and promote geoscience-related career paths and geoscientist-in-training (GITs) in support of the agency’s mission-critical functions. The TCEQ Mentoring Program assists employees of diverse backgrounds and experiences, seeking professional guidance as they navigate their careers.

A shift toward e-learning will continue as evidenced through the recent acquisition and integration of the LinkedIn Learning platform. These efforts help ensure ongoing synchronization with the expectations of today’s workforce while benefitting from the effectiveness and efficiencies of virtual platforms.

Recruitment and Staffing

TCEQ’s FTE limitations continue to be a challenge. Offices identified seeking approval for additional FTEs as their top strategy to address the increasing demands on program areas. Additional FTEs will be necessary to meet agency goals and objectives. Offices have addressed these constraints by realigning and streamlining business processes, while maintaining a consistent level of regulatory oversight and customer service. However, challenges associated with increased demand and expanding programs are outpacing staff resources.

With the expansion of remote and hybrid methods of working, TCEQ can seek candidates from across the state. The Mickey Leland Environmental Internship Program (MLEIP) has proven to be a successful avenue for hiring employees that have an interest and experience in environmental work. TCEQ achieved a record number of applicants to MLEIP in 2024 (600+) for approximately 100 available intern positions. Additionally, the agency developed Externships to give students in Engineering, Geoscience, and Environmental Science exposure to career opportunities in their field of study; this has created a pipeline for MLEIP and direct hires upon graduation.

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 candidates. TCEQ recruiters attend 50-60 events per year.

TCEQ will continue to analyze hiring practices and harness continuous improvement efforts. The upgraded processes include standardizing job descriptions, enhancing the TCEQ employer brand, using targeted language in job postings, and employing creative advertising. This approach has shown a marked increase in the quantity and quality of applications and hires.

The Express Interview Program is a collaborative process between hiring supervisors and HRSS to identify multiple vacant positions, streamline the

interview process, and hire qualified applicants within a few days.

The Transitions Hiring Program provides a diverse applicant pool and expedited hiring for entry-level positions requiring a degree. Recruiters actively recruit at colleges, universities, and professional events throughout the state. Hiring supervisors have access to a pool of graduating or recently graduated college students for professional entry-level positions.

Furthermore, TCEQ replicated the Engineer Hiring Program creating an Attorney Hiring Program, and Geoscience Hiring Program. These programs provide a continuous applicant pool of licensed professionals to open positions that fit their expertise and fulfill TCEQ's business needs. To further enhance recruitment efforts for engineers, TCEQ awards recruitment bonuses to newly hired engineers.

Engagement and Retention Efforts

Retention of qualified staff remains a challenge in a highly competitive job market. Offices plan to retain individuals who possess essential competencies by providing opportunities for career growth and salary enhancements to recognize and reward exceptional performance. TCEQ continues to provide professional development opportunities for employees to focus on critical skills, competencies, and technical requirements needed by the agency. It is vital to develop employees to offset turnover in key staff with technical expertise, institutional knowledge, and leadership experience.

Other retention strategies will include the continued use of recognition awards, flextime, and remote work opportunities to support a flexible and hybrid workforce and employee work-life balance. 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 are updating job descriptions to align with current business needs, restructuring jobs and work among teams, and succession planning to plan for and reduce the risk associated with loss of specialized skill sets in key positions. Additionally, TCEQ's offices plan to pursue process redesign and continuous improvement initiatives to enhance efficiencies.

Technology Solutions

Technological advancements at TCEQ play a pivotal role in achieving our agency's strategic objectives and goals. By leveraging innovative technologies, we can enhance operational efficiency, improve decision-making processes, and enable innovation across all levels of the organization. Strategic investment and embracing emerging technologies such as AI, data analytics, and automation will ensure that TCEQ delivers optimal outcomes that align with our agency's mission and vision.

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. Offices plan to explore technology solutions to assist with organization and management of voluminous public comments associated with permit applications and rule projects.

Increasing the use of virtual web tools is necessary in meeting the technological demands of a rapidly evolving hybrid workplace.