

Schedule F: Agency Workforce Plan

Agency Overview

The Secretary of State is one of six state officials named by the Texas Constitution to form the Executive Department of State. The Secretary is appointed by the Governor, with confirmation by the Senate, and serves at the pleasure of the Governor.

The Secretary serves as chief election officer for Texas, assisting county election officials with the application and interpretation of elections laws throughout Texas. The Agency is the repository for official business and commercial records, publishes government rules and regulations, commissions notaries public and serves as keeper of the state seal and attester to the Governor's signature on official documents. Additionally, the Secretary of State serves as senior advisor and liaison to the Governor for Texas Border and Mexican Affairs and serves as Chief International Protocol Officer for Texas.

The Secretary of State's Office (Agency) has four primary responsibilities:

- **Elections:** The Agency administers the Texas Election Code and is responsible for providing guidance and education to election officials, maintaining the statewide voter registration and election management system, and conducting election audits.
- **Business Filings:** Businesses seeking to operate as a corporation, limited liability company, or other types of business entity must file formation documents with the Agency, which currently maintains filings for more than 3 million active business entities. The Agency also registers trademarks, processes the filing of UCC financing statements, and accepts service of process on behalf of certain business entities.
- **Government Filings:** The Agency manages the commission and education of more than 500,000 Texas notaries. In addition, Government Filings issues approximately 15,000 apostilles each year to authenticate records such as diplomas, marriage certificates, and other documents for Texans to have recognized internationally. The Agency also publishes the Texas Register, which recently celebrated its 50th year as the platform by which state agencies publish meeting notices and rules for public comment.
- **International Protocol:** As designated by the Governor, the Secretary of State serves as Texas' chief diplomat and Chair of the Border Trade Advisory Committee (BTAC). The Agency serves as the primary point of contact for visiting international delegations and maintains relations with more than 150 foreign dignitaries based in Texas.

The Agency's authorized workforce for Fiscal Year 2025 and 2026 is 335 full-time-equivalent (FTE) positions.

Agency Mission

- To support free and fair elections, support Texas' businesses, promote transparent government, and strengthen Texas' standing as a global leader.

Agency Goals

- Goal I: Ensure free and fair elections
- Goal II: Enhance Customer Experience
- Goal III: Develop the Workforce of Tomorrow

Current Workforce Profile (Supply Analysis)

Critical Workforce Skills

The following workforce skills are critical to the successful operation of the Office of the Secretary of State:

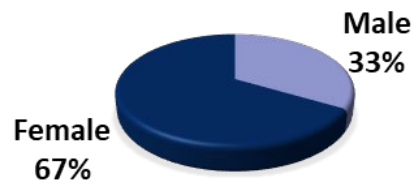
- Communication Skills (listening, verbal and written)
- Interpersonal Abilities
- Leadership and Management
- Teamwork
- Analytical Skills and Problem Solving
- Flexibility and Adaptability
- Managing multiple projects (multi-tasking)
- Customer Service
- Development and maintenance of information technology systems
- Administrative and Clerical Skills
- Legal Research and Analysis
- Administrative Management
- Document Publishing
- Financial Management
- E-Commerce
- Grant Management

Workforce Demographics

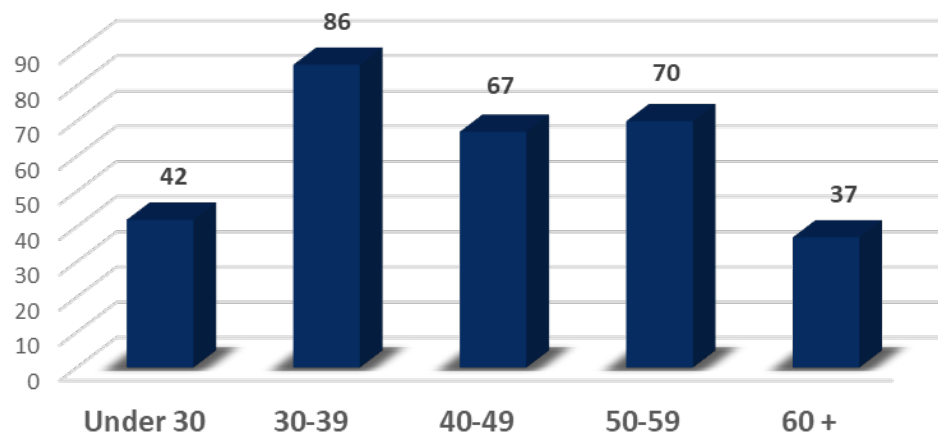
As of April 1, 2026, the Agency's total headcount was 302 employees. This includes 301 full-time employees and 1 part-time employee.

The Agency's workforce is comprised of 67% females and 33% males. Approximately 58% of the Office's workforce is over the age of 40, and 42% is under the age of 40.

AGENCY BREAKDOWN BY GENDER



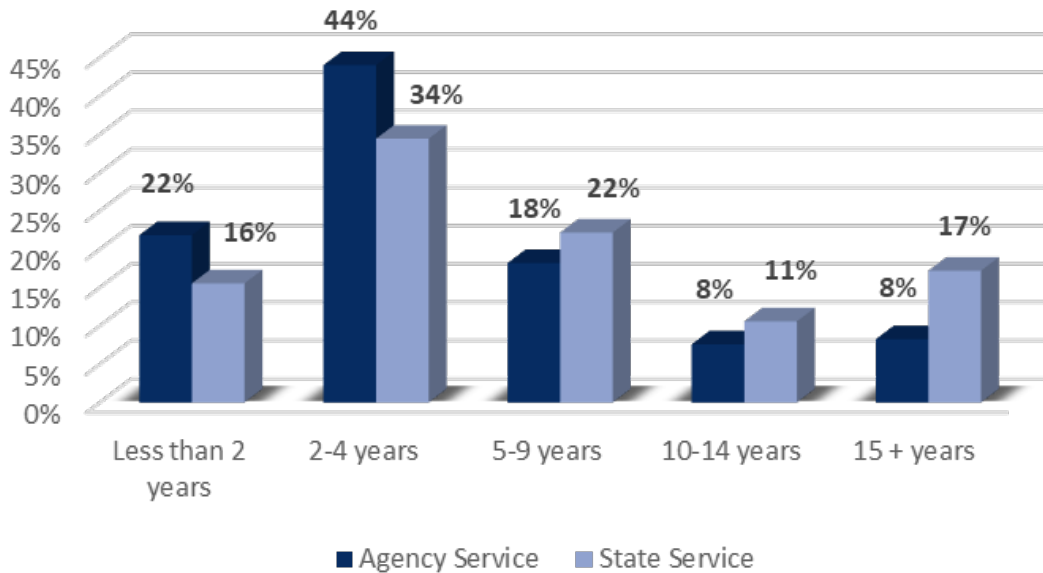
AGENCY BREAKDOWN BY AGE



Workforce Breakdown

Approximately 66% of the Agency's workforce has 4 years or less of agency service, and 50% of the workforce has less than 4 years of state service. The Agency must continue to strengthen and provide robust training programs to ensure our employees are well-trained to serve the State of Texas.

YEARS OF SERVICE



The Agency maintains a culture of inclusion and values all employees while recognizing the benefit that diverse backgrounds bring to the Agency. The following table compares the percentage of African American, Hispanic, and female employees of the Agency as of April 1, 2026 to the State Agencies Workforce Composition Tool as reported by the Texas Workforce Commission, Civil Rights Division. The Agency is committed to providing equal employment opportunities to all, and will place an emphasis on recruitment strategies to address the under-represented classes identified in the chart below to the extent permitted by federal and state law.

Job Category	African American		Hispanic American		Females	
	SOS %	State %	SOS %	State %	SOS %	State %
Administrators	10.00%	8.60%	15.00%	25.20%	65.00%	40.20%
Professional	8.93%	10.60%	33.93%	23.00%	66.07%	53.00%
Technical	7.14%	11.70%	32.14%	38.50%	28.57%	63.50%
Administrative Support	26.83%	15.20%	31.71%	38.30%	56.10%	74.10%
Protective Service	50.00%	19.70%	50.00%	35.50%	0.00%	25.80%
Para-Professional	12.26%	N/A	32.90%	N/A	77.42%	N/A

Employee Turnover

Turnover is an important issue in any organization, and the Office of the Secretary of State is no exception. Based on data retrieved from the State Auditor's Office E-Class system, similar data trends were identified when comparing Agency turnover rates to the average turnover rates of all state agencies for the last five years. All state agencies reported an increase in the turnover rate for FY 2022. However, since that time, all state agencies have seen a steady decline. In FY 2022, the Office of the Secretary of State reported a turnover rate, excluding interagency transfers, of 16.5%. The Agency has continued to see a consistent yearly decrease in staff turnover since that year. Even with significant growth in personnel, the Agency five-year average, excluding transfers, of 14.24% remained well below the statewide average of 19.76% with the lowest rate of 12.9% reported in FY 2025.

Turnover Rate (Secretary of State)					
Fiscal Year	Headcount	Terminations <i>including</i> Interagency Transfers	Turnover Rate <i>including</i> Interagency Transfers	Terminations <i>excluding</i> Interagency Transfers	Turnover Rate <i>excluding</i> Interagency Transfers
2021	182.5	40	21.90%	25	13.70%
2022	194.5	48	24.70%	32	16.50%
2023	211.25	39	18.50%	31	14.70%
2024	246.75	45	18.20%	33	13.40%
2025	279.25	40	14.30%	36	12.90%
2026	295	10	0.00%	9	0.00%

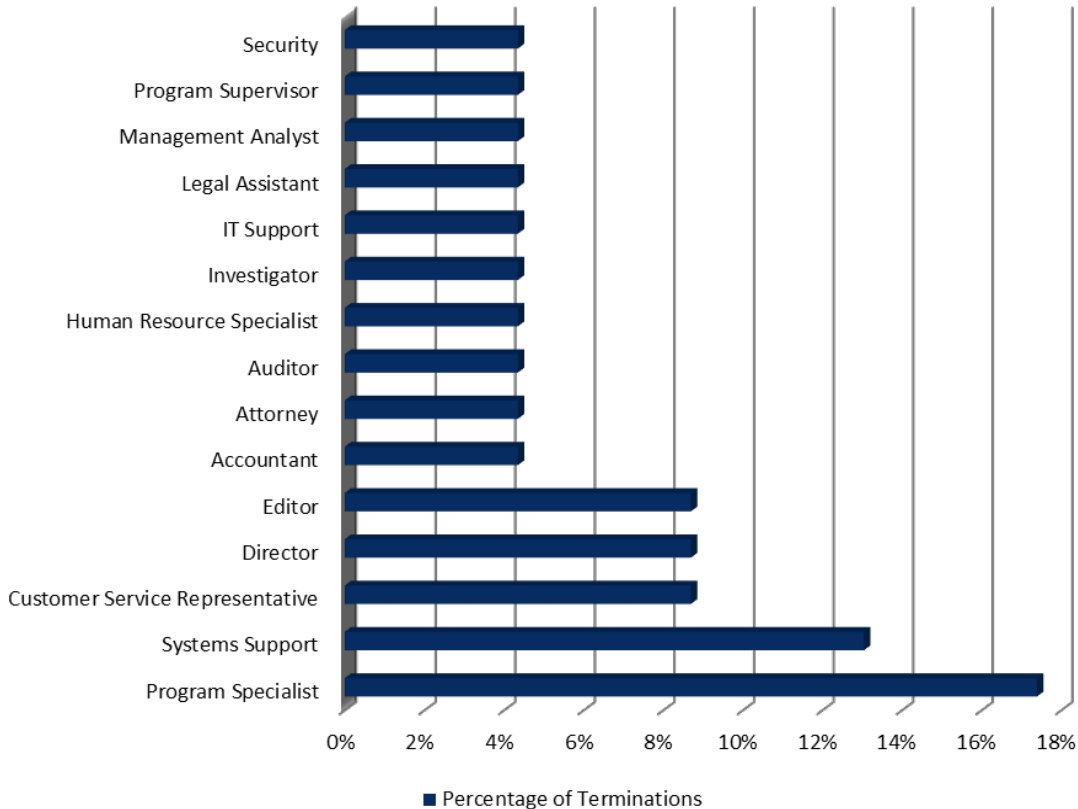
Turnover Rate (All State Agencies)					
Fiscal Year	Headcount	Terminations <i>including</i> Interagency Transfers	Turnover Rate <i>including</i> Interagency Transfers	Terminations <i>excluding</i> Interagency Transfers	Turnover Rate <i>excluding</i> Interagency Transfers
2021	152,228.50	35,478	23.30%	33,861	22.20%
2022	145,887.00	36,606	25.10%	33,999	23.30%
2023	149,409.50	31,530	21.10%	29,250	19.60%
2024	155,185.50	28,383	18.30%	26,646	17.20%
2025	158,967.50	27,706	17.40%	26,211	16.50%
2026	159,654.50	12,077	0.00%	11,387	0.00%

Turnover Rate Comparison



In Fiscal Year 2025, employees in the Program Specialist, System Support, Customer Service Representative, Director and Editor classifications accounted for 57% of the Agency's turnover. In addition, retirements accounted for 30% of the Agency's separations during the same fiscal year.

TERMINATIONS BY POSITION



The Office of the Secretary of State predicts the Agency's turnover rate for the next five-years will fluctuate because of the competitive job market, increasing opportunities in the private sector, and a growing demand for remote-only opportunities.

Retirement Eligibility

As of April 1, 2026, 12% of the Agency staff will be eligible to retire within the next five years highlighting the need for continued strengthening of Agency cross-training professional development opportunities and focused succession planning.

Fiscal Year	Projected Agency Terminations	Projected Agency Retirements
FY2027	38	5
FY2028	38	5
FY2029	38	5
FY 2030	42	8
FY 2031	42	8

Future Workforce Profile (Demand Analysis)

Expected Workforce Changes

The Texas population will continue to increase over the next five years, and Texas will continue to be the nation's premiere state for doing business. This will bring more voters and businesses to Texas, adding to the work load of the Elections and Business & Government Filings Division. This will require additional staff but also underscore the need to identify technology solutions to improve efficiency. The Agency is currently undergoing a modernization project that will streamline services and retire legacy systems. Therefore, the Agency will continue to increase use of technology to improve efficiency and deliver better customer service. Advanced technological skills will be important for all employees in our future workforce. Increasingly, employees will need to be cross-trained in more than one functional area as human resources are shifted to meet performance measures and improve customer service. In addition, Texans expect to be able to perform tasks online, including interacting with government entities. Accordingly, excellent customer service in this landscape requires well-functioning, adaptive workforce who can perform virtually as well as face-to-face.

Future Workforce Skills Needed

Over the next five years, project management skills will be increasingly important as the life cycle of legacy information systems shorten and the Agency begins transitioning to more modernized

systems. Customer service skills are critically important in the information age where our customers expect better, faster, and more accurate information. The election workforce is aging, so the Agency also seeks to develop the next generation of election workers.

Gap Analysis

Anticipated Surplus or Shortage of Workers or Skills

The condition of the local economy has a powerful influence over the labor pool available to state government. The Agency has tenured employees with a considerable amount of institutional knowledge of Agency operations and applicable laws and regulations. Although the Agency's turnover rate has decreased, a 20.5% turnover rate will still negatively impact the skill and experience level of the personnel, and the Agency will need to expand its recruitment efforts. The primary challenge affecting the Agency's ability to recruit and retain mission critical skills is the ability to compete with private sector salaries given the Agency's budget limitations. The Human Resources department has observed that the more specific the job skill requirements are, the more difficult recruiting has been. As the Texas economy expands and unemployment rates decrease, we can expect that employees will seek employment in a sector (including other state agencies) that provides significantly higher pay for like positions. Some employees have thorough job knowledge and excel in clerical tasks assigned, but lack certain analytical and technical skills. This gap can be narrowed by offering necessary training to existing personnel, as current salaries will not attract applicants with the analytical and technical skills needed. All current job functions will continue to be required.

Strategy Development

To attract and retain qualified employees, the Agency must remain committed to the modernization of the technology infrastructure and implementing software solutions to ensure efficient and proven work processes; strengthen the training programs to provide employees with the instructional resources and operational tools necessary to be successful in their job responsibilities; and develop future leaders to lead the way to the successes of tomorrow.

As the Agency completes a multi-year effort to modernize legacy systems and introduce more robust solutions both internally and to the citizens and customers of Texas, it is imperative that focus remains on the ever-evolving technological landscape. Modernization cannot be a one-time effort but a commitment to continual improvement aimed at eliminating inefficient work practices and empowering the workforce through the development and delivery of state-of-the-art technical solutions. As Texas continues to grow, so too does the volume of work within the Agency. Innovative solutions and vision will lead to the success Texas deserves.

Continuing to offer competitive salaries is a priority for the Agency and a commitment to the dedicated team serving in the Office of Secretary of State. Additionally, forging career growth opportunities through cross-training and curriculum-based instruction in job specific

responsibilities and high-quality customer service skills will allow employees seeking such growth to excel. Faced paced, high volume work environments can lead to employee burnout and high turnover. However, as the Agency's data suggest, preparing employees for such an environment through one-on-one instruction, mentoring, and sound business fundamentals builds the confidence necessary to succeed. Creating strong teams fosters a culture conducive to productivity, excellence, and employee engagement.

Finally, the Agency will further develop a management and leadership focused cohort and professional development pathway to identify and grow the leaders of tomorrow. This program will provide not only a strong succession plan for the Agency, but also an opportunity of employees to grow to their fullest potential within the Agency. Building the leadership of tomorrow ensures a successful continuity of operations and builds a shared commitment to the future successes of the Agency and to the state of Texas.