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Texas Real Estate Commission Texas Appraiser Licensing and Certification Board Fiscal Year 2027 to 2031 Workforce Plan Agency Overview and Core Business Functions

The Texas Legislature established the Texas Real Estate Commission (TREC) in 1949 to safeguard consumers in matters of real property transactions and valuation services. In 1991, the Texas Appraiser Licensing and Certification Board (TALCB) was established to safeguard consumers in matters of real property appraisal services. TALCB shares staff and resources with TREC. Together, TREC and TALCB oversee real estate brokerage, real property appraisals, inspections, and timeshare opportunities.

The agency provides education and licensing services, as well as regulation and enforcement of state and federal laws and requirements that govern real property. TREC and TALCB function as a single state agency, with distinct, independent policy, licensing, and enforcement functions. As a self-directed, semi-independent (SDSI) agency, 100% of the agency's activities funded by fees paid by approximately 237,730 TREC license holders and 6,856 TALCB license holders.

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

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

As of April 1, 2026, the agency has 145 full time equivalent (FTE) employees and one part-time employee. The main office is in Austin, Texas, and has eight major divisions: Customer Relations, Education and Examinations, Licensing, Enforcement, TALCB, Financial Services, Information Technology, and Executive. The following chart details the number of filled positions for each division as of April 1, 2026.

Agency's Divisions and Positions

Division	Number of Employees	Percent of Employees
Executive	11	7.59%
Customer Relations Division	23	15.86%
Education & Examination Division	14	9.66%
Licensing Division	19	13.10%
TREC Enforcement Division	35	24.14%
Information Technology Division	18	12.41%
TALCB Division	11	7.66%
Finance Division	14	9.66%

Agency Mission

The agency exists to safeguard the public interest and protect consumers of real estate services. In accordance with state and federal laws, the agency oversees real estate brokerage, appraisal, inspection, and timeshare interest providers. Through education, licensing, and regulation, the agency ensures the availability of qualified and ethical service providers, thereby facilitating economic growth and opportunity in Texas.

Agency Strategic Goals and Objectives

As outlined in Section I of the Strategic Plan ("Agency Goals and Action Plan"), the agency's strategic goals and objectives include: (i) expediently ensuring standards of regulated industries; (ii) efficiently enforcing regulations; and (iii) effectively communicating.

Anticipated Changes

The agency does not anticipate significant changes to the mission, strategies, or goals of the agency during the next five years.

I. Current Workforce Profile

Workforce Demographics

As of April 1, 2026, the agency has a total headcount of 145 employees. Currently, veterans are 5.5% of the agency's workforce. The agency's goal is 20%, in line with state law. The following tables profile the agency's workforce, including both full-time and part-time employees.¹

Age

Approximately (44%) are 50 years of age or older which is a 5% increase from 2024.

	Number of Employees	Percent of Employees
20-29 years	9	6.21%
30-39 years	26	17.93%
40-49 years	46	31.72%
50-59 years	36	24.83%
60-69 years	25	17.24%
70 and older	3	2.07%

Tenure

Approximately 48% of employees have been with the agency less than five years with skill levels ranging from minimal knowledge to working knowledge of processes. Almost 48% of our workforce has 6 to 20 years of tenure, with proficiency ranging from working knowledge to mastery level. Lastly, the agency's workforce with 21 years or more of experience represents 4% of the workforce.

	Number of Employees	Percent of Employees
0-5 years	70	48.28%
6-10 years	47	32.41%
11-15 years	14	9.66%
16-20 years	8	5.52%
21-25 years	4	2.76%
Over 26 years	2	1.38%

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

Gender

The agency's workforce is composed of 106 (73.10%) females and 39 (26.90%) males. The percentage of employees by gender has been consistent over the last five years.

	Number of Employees	Percent of Employees
Male	39	26.90%
Female	106	73.10%

Employee Turnover

As reflected in the following chart, employee turnover at the agency has been fairly consistent, as reported by the State Auditor's Office. The agency anticipates that its turnover rate may vary with the Austin economy but expects overall turnover rates to remain below the state average. The chart below represents employee turnover by gender and ethnicity. Employee turnover for this time period includes many different job classifications (for example, the employee turnover in FY 2021 had 71 discrete job classifications).

Fiscal Year	Gender		Ethnicity					
	Female	Male	Native American	Asian	Black	Hispanic	White	Two or more
2025	14	4	0	0	7	5	5	1
2024	7	4	0	0	4	1	5	1
2023	13	3	0	1	10	1	4	0
2022	20	5	0	1	4	5	15	0
2021	13	11	1	0	4	2	16	1

Critical Workforce Skills

The core functions of the agency include licensing, education and examination services, enforcement, and specialized professional skills, like executive, legal, communications, accounting, customer service, human resources, and information technology.

The critical skills needed to fulfill the core functions include:

- Accountability
- Risk Assessment
- Strategic planning
- Effective organizational time management skills
- Working knowledge of laws, rules, and regulatory processes
- Ability to interpret and accurately apply legal statutes and rules
- Knowledge of administrative law processes
- Skill in policy development and implementation
- Effective organizational and time management skills

- Communication (verbal and written)
- Ability to conduct detailed investigations
- Litigation and dispute resolution experience
- Negotiation, facilitation, and collaboration skills
- Critical thinking and problem-solving
- Information technology, including telecommunications, web design, programming, information security and systems administration
- Network and data center operations support
- Data and information management principles and tools
- Computer proficiency (skills requirements range from entry-level end user to highly skilled information technology)
- Government accounting and financial management
- Government purchasing and contract processes
- Inventory and asset management
- Human resources planning, recruitment, retention, staff development, and performance management
- Educational curricula development and critical evaluation.

II. Future Workforce Profile

Expected workforce changes

The agency has recently implemented enhanced technology systems to increase efficiencies and to be fully modernized. As a result, the agency anticipates workforce changes in light of these efficiencies.

The agency will continue to monitor the makeup of its workforce, divisional goals, turnaround times, and legislative changes to determine whether position classifications and staffing numbers need to be adjusted. Additionally, if the number of applications and license holders change, the agency will adjust staffing levels as necessary.

Future workforce skills needed

In the future, the agency will require a higher level of technological skills for all employees who interact with the enhanced technology systems.

Anticipated increase/decrease in number of employees

Because the agency has recently replaced its legacy systems to become more modernized and gain efficiency, the agency anticipates a decrease in the number of employees needed to do the work.

Critical functions that must be performed to achieve the strategic plan

The agency must maintain the requisite number of staff to continue to perform the critical functions of the agency in ensuring the standards of the regulated industries by licensing those who meet the requisite qualifications and safeguarding the public interest by enforcing

the laws and regulations within the agency's jurisdiction.

III. Gap Analysis

Anticipated Surplus or Shortage of Workers or Skills

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

IV. Strategy Development

To address the deficits between the current workforce and future demands, the agency has developed several goals for the current workforce plan. These are based on a range of factors identified by analyzing the agency and its workforce. Future workforce requirements can be grouped into two key areas, both limited by available funding.

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

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- Maintain effective recruitment practices to attract, develop, and retain qualified replacement staff.
 - Enhance succession plans to ensure continuous service during any period of extended absence or turnover among critical staff.
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Conclusion

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